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RESERVE 1

**The Influence of  
Human Resource Management  
on the Development and Maintenance of  
A Culture of Non-unionism in  
A Modern Multinational**

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**Kieran Slevin BA (Hons)**

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**Supervisor: Brendan Devine BA, H Dip Ed, MA**

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## ABSTRACT

This dissertation investigates the practice of human resource management in a major multinational organisation in the computer industry. The particular organisation is a non union organisation and makes no excuses that its culture is one in which it believes management work more effectively in this environment. Reviewing the evolution of management to the present day, the author attempts to illustrate to the reader how such a culture is developed and maintained. By tracing the history of management through the various stages, one gains a clearer understanding of how management practices have evolved to such a stage where they can operate such a policy of non-unionism effectively in a highly competitive industry. In this particular case, though the organisation is a large multinational, with a workforce of 2000 core staff employees and 1000 peripheral employees they appear to have developed a formula for success using a HRM style of management and yet remain non- unionised. Their formula is based on a philosophy of adhering to a few simple principles and applying these rigidly. By adopting this approach it allows flexibility in other areas on a day to day basis to achieve a practical working environment. It would further appear that a management team that is committed to a communication system which keeps both it's workforce and the local/national community informed is an important component of this process. Other key components which emerge are the adoption of a policy of a flexible and an open approach by management. A remuneration package which is based on close attention to the individuals performance, and the development of a hybrid model of HRM which is capable of change as the requirements of the company and the industry it operates in also change. As this industry is a highly competitive and fast moving industry only such an approach may succeed.

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## INTRODUCTION

In the last ten years Ireland has established itself as one of the major software locations in Europe. Sixty per cent of all business applications sold in Europe each year are manufactured in Ireland and software constitutes six percent (6%) of annual exports from the state. In excess of eighty overseas software companies have located operations in Ireland and they employ a substantial number of people. Many multinationals have located their business in Ireland due to the easy access to Europe, an abundance of people with technical degrees, an English speaking workforce and the possession of many with highly specialised skills. Traditionally the Irish have been pro-trade unionism in many sectors of the electronic industry though the trend nowadays would tend to suggest that many of the recently emerging successful computer companies appear to have developed a formula for success by the practice of Human Resource Management without trade union involvement. One may argue that Human Resource Management is at its best in a non-union environment but this may only be achieved if the current models of HRM are understood and their rules of application are followed in a fashion which allows flexibility in terms of adopting them to suit the strategic goals of the multinational in question.

The particular organisation which has been chosen in this dissertation to examine the argument, whether Human Resource Management works more effectively in the non-union environment, is a world leader in the computer industry. It directly employs 2000 employees and has a peripheral staff of 1000 employees on site. Their mission statement leaves one in no doubt, that they are a company which understands the importance of satisfying their customers needs. These needs are satisfied by clearly defined objectives and the values of the company. In objective terms, their objective of being "the industry leader" is one which is the driving force behind all other objectives, and the

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explosive growth of similar companies in the information technology sector makes one vividly aware of the importance of such an objective. These values create a culture where there is a reliance on self discipline, total commitment, individuals willingly accept responsibility and a policy of risk taking is actively encouraged. There is also a strong emphasis on the concept of having an organisation where the employee feels it is a "a great place to work" and where one takes pride in their job. Overall, a culture of flexibility where both management and the workforce are expected to do the right thing right, and continually improve as the need arises to retain a position as the leader in this sector in the world markets. It is an organisation which not only appears to, put it's rhetoric into action, but when examined further, the practices of effective policies of management emerge. The emergence also reflects just as the company has developed its technology to such a high level, so too is its approach to managing the workforce continually at an extremely high and progressive level.

It is hoped that the author of this dissertation can provide the reader with an indication of the particular ethos which is evident in a modern company, competing and surviving in the computer industry. The ethos is one which is primarily based on the belief that if an organisation wishes to remain non-unionised a particular culture has to be developed which is unique to the organisation and meets the strategic goals of management.

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# **Chapter 1**

## **Historical Development of HRM**

## Historical Development of HRM

IMI specialist Georginia Corscadden believes *"the management of people used to be all about giving instructions and ensuring they were carried out. This 'Command and Control' ethos is still very prevalent one way or another, but it has been discredited in favour of a management ethos that facilitates, empowers and motivates people to use their own skills and judgement within defined parameters. This harnessing of the real power of people brings enormous benefits provided its done with a clear knowledge of where the business is going and what it wants from its people"*<sup>1</sup>.

Clearly if this is the perception of how people are managed today one may ask the question as to how this situation has evolved and as we approach the 21st century, i.e. how has Human Resource Management (HRM) reached such a stage in its evolution. Thus by examination of the evolution of HRM we may get a clearer picture how the various activities were added to the Personnel role.

### **The Birth of the Personnel Role/Welfare Phase**

Gunnigle and Flood (1990) agree that the industrial revolution was the catalyst that brought about the dramatic changes in the traditional role of personnel management. This change was widespread throughout Europe, North America and beyond. These changes occurred due the increasing use of steam and mechanical inventions which inevitably lead to the production of a wider range of goods for distribution in more markets, both nationally and internationally. The change was from a system mainly based on a rural-based society, to a society based on industrial production and with clearly marked divisions in social class.

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<sup>1</sup> Corscadden Georginia, *Sunday Business Post* 12 November 1995 Page 12.

A central component of this change was the growth of the factory system where owners of capital employed a considerable amount of wage earners in their factories. Such changes had dramatic effects on the organisation of work as one can appreciate. Both the concepts of a working day and time changed to one which became more structured and tightly controlled. From an owners perspective this was necessary in order to control employees in different roles from production, distribution and sales. *"Therein we have the origin of modern management; the need to plan, organise, direct and control the use of equipment, capital, materials and employees within organisations"*<sup>2</sup>

The Irish situation at this time saw a development of voluntary initiatives undertaken in certain companies to improve the conditions of factory workers particularly in relation to pay, working hours and health & safety provisions. The term the "Welfare Phase" is commonly used to identify the personnel functions circa this time. It had its origins in Ireland in the 1900's with the appointment of welfare officers in Jacobs, Wills, Maguire & Patterson and Rowntrees. As far back as 1896 Rowntrees had appointed Ms Mary Woods as an Industrial Welfare worker. At first she had confined her duties to such things as visiting sick workers and organising games during dinner hour, but soon her tasks spread to raising the standards of work in the factory.

Cadbury's had also appointed a welfare worker in the appointment of Ms Eleanor Kelly and had a firm belief that *"the supreme principle has been, the belief that business efficiency and the welfare of employees are but different sides of the same problem"*<sup>3</sup>. The Cadbury family strongly influenced by their religious convictions (they were Quakers)

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<sup>2</sup> Gunnigle and Flood, *Personnel Management in Ireland* 1990 Ch(2) Page 27.

<sup>3</sup> Toner Bill, *The history of the Personnel in Britain and Ireland* 1984 Article Page 1.

were determined to be both profitable and ethical. The work of the Cadburys enterprise is important in light of the fact that it is acknowledged "*as one of the most enduring early industrial examples of the relationships between concern for the staff and commercial permanence, profitability and success*".<sup>4</sup>

### **Henri Fayol's Contribution to Industrial Management**

One has to examine the contribution of Henri Fayol (1841-1925) to grasp a fuller insight of the personnel function as his work is seen as an important landmark in his attempt to define a comprehensive definition of Industrial Management. His work was published in 1916 under the title of General and Industrial Administration. It identified the components of any industrial undertaking of technical, commercial, financial, security, accounting and managerial. This last group of components comprised of forecasting, planning, organisation, command, co-ordination and control of the others, the overall function he leads one to believe, is to unify and direct an organisation of management and its resources in productive activities. Fayol listed 14 principles of management on which he claimed work was based, and attributed his success to the application of these principles:-

- (1) **Division of Work:** ordering and specialisation leading to greater efficiency and control.
- (2) **Authority and Responsibility:** the right to give commands and the consequences thereof.

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<sup>4</sup> Pettinger Richard, **Introduction to Management** 1994 Ch (1) Page 10.

- (3) **Unity of Command:** every employee has a commander.
- (4) **Unity of Direction:** one commander for each activity.
- (5) **The subordination of individual interest** to the organisational interest.
- (6) **Remuneration and reward** in a fair and equitable manner.
- (7) **Centralisation and Centrality of control.**
- (8) **A distinguishable** top to bottom line of authority.
- (9) **Order** as a principle of organisation.
- (10) **Equity**, the principle of fair treatment to all employees.
- (11) **Equity** in dealing with the employees.
- (12) **Stability** of job tenure.
- (13) **The encouragement of initiative on the part of everyone who works in the organisation.** (This principle has particular relevance in relation to this dissertation).
- (14) **Esprit de Corps**, the generation of organisation, team, and group identity willingness and motivation to work.<sup>5</sup>

The overall importance of Fayol's work was that it established a theory of management and a set of principles on which management could operate. One may surmise in the context of this dissertation the relevance of principles thirteen (13) and fourteen (14) may indicate if management were practising their role in a professional manner unions may find it difficult to achieve a foothold within an organisation.

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<sup>5</sup> Pettinger Richard, *Introduction to Management* 1994 Ch (1) Page 11.

## Scientific Management

The American F. W. Taylor approached management more from the viewpoint of the production manager than that of the general manager. He identified *"a clear division of work and responsibility as between managers and workers, managers take over all the work for which they are best fitted and ensure that all work is done according to scientific principles"*<sup>6</sup>. Taylor believed in the concept of workers being scientifically selected, trained and developed and with the help of management achieved high output. This form or view of management has become known as the *"scientific management"* school and has its roots in 'Work study' which Taylor pioneered. Taylor saw the need for standardising the method of working and the conditions under which work was carried out. He also advocated the use of time standards both to aid management in scheduling work as the basis of his differential piece-rate system which he thought to be necessary to motivate workers. One of the other founders of 'time and motion study' or 'work study' is Gilbreth in which he attempted the analysis of work by dividing it into fundamental elements which came to be called 'therblips'. These somewhat modified terms are still used, examples being search, find, select, grasp, assemble, use, inspect, transport, employ, transport loaded, avoidable delay, unavoidable delay and plan.

Scientific management approaches were thus widely adopted in the United States and Britain in the inter - war years. This practice helped to shift the emphasis in personnel, away from the caring / do gooding approach of the welfare approach towards a more efficient and profitable emphasis of the workstudy officer. One may draw the conclusion that despite its faults the scientific management approach did have a profound impact on

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<sup>6</sup> Lucas Harold **Companions to management Studies. A survey of ideas theories and concepts relevant to management** 1978 Ch (1) Page (5).

management thought. The more lasting of these effects was the separation of work planning, from execution.

### **The Human Relations School**

Possibly the most important work carried out under this field of management was by Elton Mayo who was Professor of Industrial Research at Harvard University. He was called into the Hawthorne works, and the Hawthorne experiment which symbolises this school of thought was designed. Its aim was to draw conclusions between the working environment and work output, the finished report was of help to the studies of work group social factors and employee attitude and values and the effect of these at the place of work.

Initially the 1929 experiment which was set up by Mayo was originally designed to study the comforts of workers in their work as a mass of individuals. The problem of the relationship between working groups and management emerged as one of the fundamental problems of large - scale industry. The overall importance of the experiment was that it highlighted a prevailing preoccupation of management namely that of organising teamwork or in other words developing and sustaining co-operation. This theme has continued from the late 1920's up to the present day, where co-operation continually emerges as a vital component in any organisation as an ever important characteristic of a successful organisation.

The experiment was carried out in four stages and the results may be summarised as follows:

- (1) **Individuals** need to be given importance in their own right and must also be seen as group or team members.
- (2) The **need to belong** at the workplace is of fundamental importance, as critical in its own way as both pay and rewards and working conditions.
- (3) There is both a **formal and informal** organisation, with formal and informal groups and structures. The informal exerts a strong influence over the formal organisation<sup>7</sup>.

The importance one may draw from these studies is that it gave rise to the concept of social man and human relations at the workplace. It recognised that employees were whole people who brought their personal problems with them to their place of employment. In the company itself, the result was it signalled the start of a counselling programme that involved company employed counsellors to help deal with any personal problems on a totally confidential nature. Bendix further argues that Mayo's contribution was the application of the same set of basic ideas to both managers and workers, i.e. "the adaptability and skill in human relations".<sup>8</sup>

Support for the human relations paradigm continued during the 1940's, 1950's, and 1960's at other major universities apart from Harvard. At Yale University Chris Argyris, Charles Walker and Arthur Turner also conducted their own research in this field. Chris Argyris was to become a major figure in the movement for his theory of self actualisation

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<sup>7</sup> Pettinger Richard, **Introduction to Management** 1994 Ch (1) Page 13.

<sup>8</sup> Guillen Mauro, **Models of Management** 1994 Ch (2) Page 61.

in different groups and organisational situations. Other notable contributors to this field of thought were Likert and Kurt Lewin. The combined contribution, i.e. from Mayo to Argysis to academic human relations was it provided American management students and practitioners with a steady stream of models and ideas emphasising the importance of the human element and the social group in industry.

In the context of this dissertation the case of IBM exemplifies how a large company has used human relations to support its strong corporate culture, long-term commitment to employees and a non-unionisation policy. Watson argues that *"a business is a sort of dictatorship.....The head of a business has responsibilities almost like the head of a government without a supreme court, and without checks and balances except those that the marketplace and the annual report impose on his operation. One of the worst mistakes he can make is to apply a double standard to management and employees, if a manager does something unethical, he should be fired just as surely as a factory worker. This is the wholesome use of the boss's power".<sup>9</sup>*

### **The Development of Human Resource Management - Peter Drucker**

Human Resource Management (HRM) originated from the work of Peter Drucker and Douglas McGregor in the 1950's. It differs significantly to the personnel function as described in the twenty-seven points of difference by Storey (**Figure 1.1**). All previous conceptions of what the practice of the personnel manager was, had been challenged in a book called *"The Practice of Management"*. This book which was originally published in 1955 has become a base from which HRM can be seen to originate. Drucker explains

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<sup>9</sup> Guillen Mauro, *Models of Management* 1994 Ch (2) Page 79.

in fine detail what management is all about and believes that the manager is the dynamic life saving element in every business. He believes that the emergence of management is an essential, distinct and leading institute which is a pivotal event in social history. The belief that management will remain as a basic dominant institute as long as civilisation survives is adopted. Possibly Drucker's main contribution is that he recognises management involves, both management of material and human resources.

Dimension	Personnel and IR	HRM
<b>Beliefs and Assumptions</b>		
1 Contract	Careful delineation of written contracts	Aim to go 'beyond contract'
2 Rules	Importance of devising clear rules/mutuality	'Can-do' outlook: impatience with 'rules'
3 Guide to management action	Procedures	'Business-need'
4 Behaviour referent	Norms/custom and practice	Values/mission
5 Managerial task vis-a-vis labour	Monitoring	Nurturing
6 Nature of Relations	Pluralist	Unitarist
7 Conflict	Institutionalised	De-emphasised
<b>Strategic Aspects</b>		
8 Key Relations	Labour management	Customer
9 Initiatives	piecemeal	Integrated
10 Corporate plan	Marginal to	Central to
11 Speed of Decision	Slow	Fast
<b>Line Management</b>		
12 Management Role	Transactional	Transformational leadership
13 Key managers	Personnel/IR specialists	General/business/line managers
14 Communication	Indirect	Direct
15 Standardisation	High (e.g. 'Parity' and issue)	Low (e.g. 'Parity' not seen relevant)
16 Prized management skills	Negotiation	Facilitation
<b>Key Levers</b>		
17 Selection	Separate, marginal task	Integrated, key task
18 Pay	Job evaluation (fixed grades)	Performance related
19 Conditions	Separately negotiated	Harmonisation
20 Labour - management	Collective bargaining contracts	Towards individual contracts
21 Thrust of relations with stewards	Regularised through facilities and training	Marginalised (with exception of some bargaining for change models)
22 Job categories and grades	Many	Few
23 Communication	Restricted flow	Increased flow
24 Job design	Division of labour	Teamwork
25 Conflict handling	Reach temporary truces	Manage climate and culture
26 Training and development	Controlled access to courses	Learning companies
27 Focus of attention for interventions	Personnel procedures	Wide-ranging cultural, structural and personnel strategies

The Difference between the Personnel Function and HRM  
Figure 1.1

Management is the specific organ of the business enterprise, thus this may lead one to think that the enterprise can decide, act and balance only as its managers do. This proposition that management is the specific organ of the business is so obvious it tends to be taken for granted. But never the less it is upon this principle which sets management apart from all other governing organs of all other institutions. But management as such is the management of a business enterprise. The reason for the existence of a business enterprise is that it supplies economic goods and services. *"Thus the essence of business enterprise, the vital principle that determines its nature is economic performance"*<sup>10</sup>. Hence management must always put economic performance first in every decision and action. Drucker believes that the first definition of management is that it is an "economic organ", indeed the specifically economic organ of an industrial society, every act, every decision, every deliberation of management has as its first dimension an economic dimension<sup>11</sup>. Management is not just a creature of the economy it is a creator as well. And only to the extent to which it masters the economic circumstances, and alters them by conscious, directed action, does it really manage. To manage a business means therefore to manage by objectives. Drucker continually used this principle as a keystone to understanding management practice.

The logical step from obtaining economic performance from the material resources one, is therefore also to try and harness the human resources for the same purpose. Man alone, of all the resources available to man, can grow and develop. The great medieval political writer (Sir John Forecourt) called the *"intentcio populi, the directed, focussed united of*

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<sup>10</sup> Drucker Peter, **The Practice of Management** 1968 Ch (1) Page 18.

<sup>11</sup> Drucker Peter, **The Practice of Management** 1968 Ch (1) Page 19.

*free beings, can produce a real whole*".<sup>12</sup> Indeed, to make the whole that is greater than the sum of its parts since Plato's day has been the definition of the good society. Drucker goes on to say that the final function of management is to manage workers and work. Work has to be performed, and the resource to perform it, are the workers. This implies that if humans are considered as a resource, that management by its very nature must satisfy the various needs of the workers to achieve the best out of them. With regards to his contribution on the importance of culture he highlights in his later writings how organisations can learn from volunteers, working unpaid in non-profit voluntary organisations to understand the importance of a clearly defined mission. He draws the analogy between different organisations such as the Girl Scouts, and the Red Cross, to explain the importance of a defined mission. Most volunteers according to Drucker are well-educated people in managerial and professional employment and feel obliged to contribute their acquired knowledge to work. If it is a case where they find a suitable outlet for such acquired knowledge or expertise in the work place, it will be to the benefit of the organisation or employer, if not, they will find a suitable outlet elsewhere.

The most effective way to motivate and hold veterans are thus to recognise their expertise and use them to train newcomers. One would presume that Drucker has based his assumptions upon the basis that they still possess the necessary qualifications to deal with a constantly changing new workforce and have continually updated their skills. But this may not present a problem if the organisation practices a policy of continued advancement and the opportunity to take on more responsibility commensurate with their appointment as they advance up the ladder of promotion.<sup>13</sup>

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<sup>12</sup> Drucker Peter, *The Practice of Management* 1968 Ch (1) Page 25.

<sup>13</sup> Drucker Peter, *Managing for the Future Part (3)* 1991 Page 165.

## **Drucker Re Leadership**

The concept of leadership is important to understand from the point of view as it is management who are the leaders who practise effective leadership, who think out the organisation's mission, define it and establish it clearly and visibly. The leader is the one who sets the goals, priorities and maintains the standards. One may be inclined to think that leadership is embedded in the charisma that one individual has to get others to do something, but history has shown where charisma is the prevailing trait such as held by Hitler, Stalin, and Mao inevitably, it failed. What distinguishes these misleaders from those leaders which have contributed significantly to worldly matters, e.g. Churchill, Julius Caesar, Fords etc. are those which have clearly defined goals. *"Whether the compromise he makes within the constraints of reality, which involve political, economic, financial or people problems are compatible with his mission and goals or lead away from them, determines whether he is an effective leader"*<sup>14</sup>. And whether he holds a few basic standards uncompromisingly indicate whether he pays lip service to standards he sets, or actually believes in them, thus resulting in true followers or hypocritical time servers.

The second requirement is that the leader sets leadership as a responsibility, rather than as rank and privilege. This I feel is extremely relevant and I would possibly rate it as one of the most important ingredients of a true leader. This quality is readily recognisable when the individual through good communication skills can delegate and communicate with ones fellow workers, be they senior or junior in rank in the organisation, and gain their confidence at the same time by instilling in them a sense of worth where they actually go out of their way to work for the greater good of the organisation. To have

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<sup>14</sup> Drucker Peter, *Managing for the Future Part (3)* 1991 Page 165.

actually witnessed such individuals at work and their modus operandi is remarkable. But the practice of HRM would lead one to suspect that individuals of such calibre will not be isolated cases as the more restricted practices become memories of the past. An effective leader knows that the ultimate task of leadership is to create human energies and human vision.

The final requirement of effective leadership is to earn trust. The only true definition of a leader is one who has followers. To trust a leader it is not necessary to like him (though it does help) trust is built on the integrity of the leader and this integrity arises from consistency in the leaders action.

### **Douglas McGregor's Contribution to HRM**

Douglas McGregor viewed management as a strategy for managing people which affects the whole business. He saw the personnel role as an integral role which was to devise means of getting management to examine its assumptions to consider the consequences of its present strategy and to compare it with others (cited in McGregor 1960). Both Drucker and McGregor built into their philosophy the principle that human resource policies and programmes, must be built into the strategic objectives and plans of the business and must also aim to get everyone involved in the achievement of these objectives and plans.

In his book ' The Human side of Enterprise ' Douglas McGregor further enforces the concept that one of the major tasks of management is to "*organise humans in the service*

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*of the economic objectives of the enterprise*".<sup>15</sup> If an enterprise is successful, it may indicate that it has attracted people into the organisation which they can organise and direct towards the production of goods and services at a profit. Nevertheless it would appear as far back as the 1950's managers were not content to predict and control their employees. They recognised the inherent opportunities if they could tap into the unleashed potential present in their human resources.

McGregor identified two basic styles of management which he labelled Theory 'X' and Theory 'Y'. Theory 'X' assumes that people generally dislike work and will avoid it if they can. They also try to avoid responsibility and prefer to be given direction, they lack ambition and see security as a priority. One would presume it therefore follows according to McGregor that it is managements function to coerce people towards meeting organisational objectives. He stressed the theory operated as a "self fulfilling prophecy". Theory 'Y' involves fundamental different assumptions. It is based upon principles that the individuals wants to take on extra responsibility and have a wealth of potential just waiting to be tapped into. Managers who operate upon this principle need to integrate the individual into the organisation and his goals of achievement will become a benefit to the organisation at large. Although McGregor claims his theories are scientifically based it would be difficult to prove. What they do achieve is to give managers a base line on how to judge or improve employee performance. The combination of both McGregor's and Druckers work signalled the development of personnel / HRM as a professional modern management system.

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<sup>15</sup>

McGregor Douglas, *The Human side of Enterprise*. 1960 Ch 1 & 2 Pages 3 - 32

### **The Emergence of Behavioural Sciences**

The behavioural science movement which came to prominence in the 1960's made useful contributions to the HRM movement. Primarily it underlined the importance of integration and involvement and secondly it highlighted the idea that management should accept as a basic value, the need to consciously and continuously improve the quality of working life as a means to obtaining increased motivation and improved results. An example of this would be the Quality of Work Life cycle (QWL) programme employed by General Motors Ohio re Human Resource management. This movement was founded by writers such as Maslow and Likert. Likert was a pioneer in the developing scientific approaches to attitudes' surveys. Likert's work was published in his doctoral dissertation at Columbia University titled "A Technique for the Measurement of Attitude"<sup>16</sup>. It was this dissertation in which the 'Likert Scale' was developed. Likert and Maslow believed overall that the organisation should be seen as a place where their work was contributing and supporting one's own personal worth and importance.

The concept of organisation development (OD) is a process by which the behavioural science knowledge and practices are used to help organisations achieve greater effectiveness, including improved quality of life, increased productivity, improved product and service quality. The organisation development movement based their plans on a systematic analysis of its circumstances and the changes which affected an organisation. One could argue that the OD movement has made a strong case for itself in terms of relevance for organisation as it advocates effective change mechanisms within an

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<sup>16</sup> Cummins Thomas & Worley Christopher, **Organisation development and Change** 1992, Ch (1) Page (8).

organisation from the outside influences of increasing technological, economical, political and cultural change.

To emphasise this point Tom Peters best seller 'Thriving on Chaos' lays out a host of facts about the pressures facing modern organisations. Peters argues that the factors which he lists, are interrelated, and change rapidly making a highly uncertain and chaotic environment both in public and private sector organisations. Many of the major environmental changes have thus focussed attention on managing discontinuities in organisations lives. Revitalisation, turnaround, innovation and the management of decline are becoming major topics in both general management and Organisational Development (OD) literature. Human resource management has also absorbed many of OD's precepts, as organisations increasingly realise the human resource can be critical to its strategic and comparative factors. One can see OD concepts thus strongly emerging in the literature on management, specifically via culture and leadership concepts<sup>17</sup>.

However the main thrust behind the cult of culture has emerged from empirical studies of ingredients that make for corporate success. In a paper on the "*the creation of Corporate Culture*"<sup>18</sup>, by influential British researcher Andrew Pettigrew who saw the process of shaping organisational culture as a prime management role, he said "*The leader not only creates the rational and tangible aspects of organisations, such as structure and technology but also is the creator of ideologies language, beliefs, rituals and myths*".

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<sup>17</sup> French W, Bell C, Zawacki R, **Organisation Development** (Theory, Practice and Research) 1983 Reading (5) Beer & Walton Page 58.

<sup>18</sup> Pettigrew Andrew, **The Creation of Corporate Culture**, speech delivered in Copenhagen 1976

Another influential work by Peters and Waterman 'In Search of Excellence', found that companies whose only articulated goals were financial did not have values integrating *"notions of economic health serving customers and making meanings down the line"*<sup>19</sup>. In general the main proposition being put forward by Peters and Waterman is that the excellent companies were people oriented with a wide range of people programmes. Peters and Waterman work differs to Pettigrews work in that he based his concepts on individual inertial organisations. The excellent companies are marked by very strong cultures, so strong that you either buy into their norms or get out. They attributed and characteristics which they believed were essential for a company to be an "excellent and an innovative company, and these are as follows:

- (1) **A bias for action**, for getting on with it. e.g. Digital use this principle in the form of a motto "Do it, Fix it, Try it".
- (2) **Close to the customer** - learning from the people you serve.
- (3) **Autonomy and Entrepreneurship.**
- (4) **Productivity through people** - e.g. IBM's concept of respect for the individual.
- (5) **Hands on, Value driven.**
- (6) **Stick to the knitting.**

(7) **Simple form, lean staff**, i.e. top level staffs are lean.

(8) **Simultaneous loose-tight properties.**<sup>20</sup>

Peters and Waterman continually appear to amplify their principles from examples of success in Industry e.g. IBM, Digital and Hewlett Packard. These companies all appear to have at least one common dominator and this is the dominance and coherence of culture.

### **The Influence of Multinationals on HRM**

The historical background of international companies has a long history and despite their growth in the post - war period, the novelty of the present situation is often exaggerated by politicians and writers alike. Financial institutions such as banks have conducted trade on the international lines since the middle ages. Some academics trace the origins of international trading as far back as the Mesopotamians, even if this thesis is rejected the example of the East India Company which at one-time ruled India established in the reign of Elizabeth I is a case in point. It was only in the nineteenth century that with the innovations of Steam and mechanical inventions, companies from Britain the USA and several European countries began to conduct business on a far larger scale than previously conducted. This would lead one to the conclusion that international companies are certainly not a new phenomenon but the present is quite different from the past and it is this distinction which is important to be clear about especially in terms of the management structures in place.

Before further examining the management practices in Ireland one should consider the implications of multinationals on the current practices of management. Their effect is a by-product of government policies throughout the 1960's, 70's, 80's and the 1990's attracting foreign investment to Ireland by highlighting the potential financial rewards of achieving a foothold in Europe by using Ireland as a base for their products.

A legacy of such extensive MNC activity is their impact on personnel management. As one can appreciate, these organisations bring with them from their host nations a variety of personnel practices tried and tested in many other countries, which have been very good for the development of the personnel function in Ireland. As Gunnigle and Flood note *"of particular significance is the emphasis on good personnel management practice in many multinational organisations. This is often manifested through the presence of a developed personnel function and high calibre personnel practitioners"*.<sup>21</sup> Apart from the multinationals reputation as organisations which help develop new personnel techniques they are normally excellent at integrating into the community at local level. This role helps advance the image of the organisation as one which is socially responsible. One such organisation is the company chosen in this dissertation, which is reflected in their involvement locally in the schools and community activities. This involvement includes sponsorship of a computer room in the schools and the provision of a scholarship to 3rd level education. In the community they continually integrate with the community by having open days in the plant, and sponsoring sporting activities, in all portraying an image of a caring organisation or the one big family.

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<sup>21</sup> Gunnigle P & Flood P, **Personnel Management in Ireland** 1990 Ch (2) Page 35.

The impact of multinational organisations has been particularly noticeable in employee relations. Multinationals have been particularly keen to determine the parameters for employee relations interactions through the establishment of explicit policies and procedures. In a non-union situation emphasis is placed on effective workforce management. The multinationals continually rely on sophisticated approaches to employee selection and development. The reasoning behind such policies appears to be linked to the importance placed on employee morale, flexibility and performance, some of the components of maintaining a desired culture.

Most recent multinational investment in Ireland has been located in new purpose-built locations or the conversion of existing suitable locations. These provide excellent working conditions and facilities. They also tend to emphasise the importance on health, safety and welfare provisions. Recently they appear to be showing an awareness of the importance of working in an environmentally friendly organisation as well. Pay rates would be competitive with the opportunity for advancement within the organisation by completing in house courses with the expectation that investment in the individual will mean greater commitment to the organisation. Communications play a very important role, and this is achieved by team briefings, newsletters both within the organisation and to the local community to keep everyone informed of current events.

### **Situational Factors Effecting Multinationals**

Just as HRM has a profound effect on the practice of management within an organisation so too does the location of where multinationals establish and practise their business. These may be referred to as 'situational factors'. The HRM policies and practices should

be designed and implemented to fit a variety of important situational factors. Although the situation should not arise where they become the dependent variable. The use of the term 'situational factors' should not, be misunderstood to imply that these factors are all 'outside' the organisation, unions, laws, societal values and labour markets are external to the environment of the organisation, yet they emerge in some form within the organisation by their influence from the human resource policies of the past.

Likewise management philosophy, work-force characteristics task technology, and business strategy are inside the firm in the sense that they appear to be subject to more management control, yet they are also affected by external business and societal forces. The key point is that at any point in time when a human resource manager or general manager is examining current resource policies and contemplating making changes all the factors are part of the situation even the managers own values and philosophy. Situational factors have been described as:

- (a) Work-force characteristics.
- (b) Business strategy and conditions.
- (c) Management philosophy.
- (d) Labour market.
- (e) Unions.
- (f) Task technology.
- (g) Laws and societal values.

Possibly the two most important situational factors are work force characteristics and management philosophy.

**(a) Work Force Characteristics:**

Possibly one of the most important questions managers ask is what is the nature of people at work. As their policies and practices will reflect the assumptions of management about employee motivation capacities, values potential and the desire for personal development. Thus if the assumptions are not consistent with reality or potential of the work force. HRM policies and practices will not fully utilise or develop employees resulting in potential loss for both employers and employees. A misunderstanding of this aspect of work may result in conflict. However by correct addressing of this question, management at the stage of formulation of their policies, potentially discover the key to a successful partnership between employer and employee needs.

Many organisations in the USA simplify this problem by developing different H.R.M. policies and practices for different groups of employees. A typical classification may follow along the lines of four (4) distinct categories,

- (1) hourly and blue collar
- (2) non-exempt salaried white collar
- (3) exempt salaried professionals
- (4) managers.

Clearly within each classification there will be groups, each which have different priorities, which both have to be addressed and fulfilled in terms

of expectations, rewards and the needs that they bring to the job. However it is important that managers do not make invalid assumptions. If a problem is to arise the likelihood is that it will be at the lower level due to managers making assumptions that lower people lack the will and skill to contribute and potential to develop. It is natural to assume the existence of differences particularly when hierarchical levels and socioeconomic background make contact and communication difficult, it is especially important for managers to recognise the potential similarities between employees as well as the actual differences.

Firms that are effective in human resource management such as IBM, Hewlett Packard and Dell explicitly or implicitly adhere to some fundamental assumptions about people when they developed their human resource policies, while also fitting to more complex realities e.g. In McCormick Spices the founder in his definition of culture assumed that all his employees had needs for equity, participation and security. This assumption guided the human resource policies of his firm in its early years. *"The power in developing human resource policies in accordance with a few optimistic assumptions about people lies in the capacity of such policies to encourage the selection and development of employees who conform to them"*<sup>22</sup>.

Beer and Spector (1985) propose that effective human resource management involves a tension between some universal truths about what people, want or might live up to if given the opportunity (the optimistic view or normative perspective) and the more complex realities of what people are capable of wanting and doing at any given point in time (the realistic view or situational perspective). The former perspective would lead to the view that employee groups are similar and that there are some human resource universals. The latter perspective reflects the assumption, that employee groups differ from one another and that human resource policies must be different for different groups and situational. Without the tension of both perspectives, human resource policies will fail to inspire commitment and competence for which all employees have the potential, and they will fail to be practical and workable.

### **Management Philosophy**

The HRM policies of an organisation are shaped by the management philosophy of its key managers just as the philosophy of these leader's is shaped by the historical pattern of HRM policies. If in the early stages of development of the organisation it has a powerful leader with a clearly articulated philosophy and set of values of HRM they are more likely to be internally consistent. This consistency will create a stronger and more pervasive culture with respect to HRM matters. That culture, if sustained over time, will mould new leaders who reflect its underlying values and style.

There are numerous examples of companies whose HRM policies have been shaped in accordance with their founders business philosophies, e.g. IBM.,Hewlett Packard, and

without a doubt they have a reputation for attracting the best and getting the best from their employees. But whether there is a direct link between their HRM policies is more difficult to prove. It is also not clear how long a philosophy of management and the corporate culture which it shapes can be sustained once the key leaders have departed the scene.

### **Socio - Economic Climatic Influences on The Emergence of HRM**

The 1970's and 1980's was a period of radical change in terms of how the traditional industries of the United Kingdom and the United States of America faced increasing competition from the ever increasing competitive nature of Japanese manufacturers. Their new and superior methods of production began to destroy the ability of UK and USA companies to compete effectively in a considerable amount of markets which they had previously dominated. As a result Western based industries looked to the Japanese to discover what were their key ingredients for success. Goss (1994) suggests that the Japanese lesson was one which brought to the forefront, enlightened thinking that people were indeed the key assets of business and that the management of people was a central strategic issue rather than a necessary inconvenience.<sup>23</sup> This view or perspective would appear to be well based as Goss cites Beer (1984) as having drawn a similar conclusion upon examination of the success of German Industrial Companies. It would appear the Germans focus on worker involvement by the use of work councils and workers representation. A whole concept of "treating people right" was emerging from the successful industrial nations and this was incorporated into the HRM philosophy of management. If people could be seen as a resource which was one to be valued,

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<sup>23</sup>

Goss David, *Principles of Human Resource Management* 1994 Ch (1) Page 4.

developed, and actively managed then this could possibly be harnessed as a competitive advantage.

It was also during this period of the early 1980's that both the UK and USA were experiencing the effects of recession and the trade crisis. Most industries began to reshape themselves and the emergence of "leaner and fitter" organisations began to appear. Both governments and those involved in private industry pushed the concept of a better value for money by shredding the weighted levels of bureaucracy within their organisations. The flatter organisations which emerged demanded less bureaucracy, more flexibility; the ability to adopt and change and decentralisation to highlight which areas were profit and non-profit making areas of an organisation.

All these initiatives raised questions about the practice of management. In particular they pointed towards a future which would be built on greater participation and commitment (to encourage flexibility and adaptability) and a greater reliance on self discipline (to allow the thinning of supervisory levels) and the development of more efficient and effective systems for measuring and rewarding individual contributions to the organisations.<sup>24</sup> Overall what these achievements and developments provided was a breathing space in which the concept of HRM could develop with a more fresh approach to the management of people and organisations. The final factor which contributed to the emergence of HRM in this period was the change in power and confidence of management especially the reassertion of the "right to manage".

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<sup>24</sup> Goss David, *Principles of Human Resource Management* 1994 Ch (1) Page 4.

It was at this time that both " Thatcherism and Reaganism " ideology was at the forefront of management thinking and both Margaret Thatcher and Ronald Reagan had little regard or respect for the trade union movement. They continually tried to curb the trade unions power as indicated in Margaret Thatchers approach to the coal miners strike and Ronald Reagan in the case of the Air Traffic controllers strike. As a result of the political climate, managements role by the end of the 1980's had risen to a higher social standing and this was further reinforced by the emergence of management schools. Management spurred on by a new economical climate with more confidence and as a result those involved were prepared to experiment with how one could manage.

HRM itself stimulated by these times of transition appeared all the more attractive as it appeared to manage more effectively to achieve success. It offered solutions on two fronts namely disciplinary based and a rationale for incorporating this into top level strategic decision making. Hence one can see that the idea of HRM appeared at the right moment in time, in terms of economic and political conditions being right to guarantee its success. As it emerged it fulfilled two needs of the management profession.

- (a) a solution to the problem of labour management.
- (b) it provided threatened management specialists with the opportunity to revitalise their flagging future.<sup>25</sup>

## **The Influence of Information Technology on HRM**

Information is everything no matter what field of business the individual or huge multinational operates in. Be this in purely economic terms e.g. the denser the information the more customers will benefit, they will get the best value possible from nearly 'perfect information' as the economist call it about the market. *"Information per se - the ultimate intangible - is playing an increasingly important role in world commerce"*<sup>26</sup>. Peters further goes on to develop this point by emphasising that information networks will be decisive to relative future competitiveness. He believes that information technology is an economic industry which is further enforced in Ireland by the continuing influx of computer based companies in Limericks 'silicone valley' and the greater Dublin area. It is having an extraordinary effect on virtually every product. Its revolutionising every aspect of product development, marketing, delivery and service. Thus Information technology encompasses:-

- **Pure new Info-related products:**

This includes the giant powerful computer, computer chip and peripherals, telecommunications, consumer electronics and software business. To indicate how quick/fast this market is changing, ten years ago three quarters of all computer power was on mainframes, now it is about 1% to 5%.

- **The design of new products:**

The design of automobiles, chemicals to materials has been significantly made easier by assistance of computer aided design

(CAD). Trouble shooters who previously had the job of sorting out problems singlehandedly now have the facility of E mail to add to the wealth of knowledge used in problem solving. Thus engineers and others can " brain storm " on a global basis and cut years off development and problem solving.

- **The construction of prototypes:** By the use of CAD.
- **The invention of new products via powerful computational schemes:**

This has helped enormously development in the Biochemistry area, with the assistance of virtual reality.

- **The smartening of everything:**

This is basically where one lives in an electronic computer based society.<sup>27</sup>

As can be seen from the foregoing passage one is lead to believe that with the convergence of several streams of technical developments including microelectronics, computer science, telecommunications, software engineering and systems analysis and its implications for human resource management may be seen in its special relationship with mankind in terms of effort. It may be used to reduce actual physical labour but yet increases the demands for intellectual skills, once more reinforcing Druckers proposition that it will be knowledge workers or the concept of an credentialised society which appears to be looking more imminent as the society in which one will live, and work in, in the 21st century.

Managers have tended to underestimate the importance of the skills required to adopt and cope with new technology thus it will be important in the future in the use of this technology. Though one should appreciate that the new technology cannot be exploited without a sound intellectual skill base. These skills become the crucial organisational resource in its efforts to deploy new information technology for comparative advantage according to Zuboff<sup>28</sup> as discussed by Walton R, in 'HRM Trends and Challenges' (1985).

In relation to the profound effect new information technology appears to have on older members of any organisations, they should not just be written off. Their experience can provide a valuable framework for the new analytic skills. They have gathered / acquired a vast amount of practical and useful knowledge by their practical experience and one may draw the conclusion it would only be sensible to tap into the potential of this knowledge. With regards to the new worker a depth of intellectual skills will be crucial if they are to make a valuable contribution to the organisation. Thus the activities related to selection, development, promotion, and recruitment will need to be aligned with these changing skill demands. This may cause problems in how many organisations use the system of the entry level jobs being the most simplest and most repetitive. It would appear the use of the future intellectual workforce at such a level would be close to absurdity.

According to Zuboff (cited in 'HRM Trends and Challenges' 1985) it will be necessary for management to introduce a human resource management philosophy for management that emphasises commitment and mutuality with the onset of technology. The traditional methods of supervising control will not develop the required high standards of individual

motivation and commitment. As a strategy which depends upon automation will have to address this problem and many others in so far as to the best use of which can be made of the human resource. Advanced technology at its best may be seen as a source which releases a potent set of possibilities for business improvements with implications for psychological experience of work, the nature of skills role and organisation structures, quality of social integration. It will be managers responsibility to resolve these key issues, Zuboff (cited in Peters Tom, 'Liberation Management' 1992) from an interview with a worker employed in this new environment, which captures in a nutshell the importance of the human resource management being utilised to an effective end,

*"If you don't let people grow develop and make more decisions it is a waste of human life. A waste of human potential. If you don't use your knowledge and skills it is a waste of life. Using the technology to its full potential, means using the man to his full potential."*<sup>29</sup>

Looking beyond the increasing influence of information technology, which appears to be the driving force and successful ingredient behind many organisations new forms of technology are beginning to emerge and could be called "cyberspace technology". This term was designed by Pruitt and Barrett and defined in their book "cyberspace"<sup>30</sup>. Pruitt and Barrett believe "cyberspace technology " will be a primary driving force and lead to new corporate style architecture. This form of technology will enable multidimensional, professional interaction and intuitive work groups formation. Thus as we approach the 21st century and beyond enterprises will evolve known as corporate virtual workspaces

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<sup>29</sup> (cited in Walton and Lawrence 1985) Peters Tom, **Liberation Management**, 1992  
<sup>30</sup> Schein Edgar H, **Organisational Culture & Leadership**, 1985 Ch (1) Page (2)

(CVW's). The CVW's will form quickly around an individual or group of individuals who have identified an opportunity and formulated a market plan. Cyberspace corporations will be fast acting and transient. They will be composed of bright, creative high - tech nomadics who will form into work units for dynamic market opportunities. Personnel turnover will be high as tasks are completed and cyberspace workers migrate to other opportunities. The emergence of this form technology may well have a profound effect on current management practice, in particular one may wonder how the control of such personnel will be handled as they pass in and out of organisations. The increasing influence of individualism would appear to flourish in this environment. But one wonders what will be the fallout when a project turns sour, who will be responsible for the damage left behind.

Ultimately those who think the future will be a bright new future may be in for a shock.. Peters would appear to reinforce the argument that the age of a secure job for life is rapidly disappearing and the "knowledge workers" will be those most likely to secure employment.

### **Culture Definitions**

Most people who are employed live in organisations and have to deal with them yet almost all of us at some stage find it amazingly difficult to understand and justify much of what we observe and experience in our organisational life as too much seems to be "bureaucratic " , " political " or just plain " irrational ". The combination of people acting irrational and those who are supposed to be leaders not measuring up to their leadership responsibilities often disappoints one. Organisational psychology and sociology go some

way to explain the behaviours but fail to address why some things grow, change, and sometimes fail but we just don't appear to be able to make sense of it.

The concept of organisational culture may hold promise for illuminating this difficult area *"Organisational cultures are created by leaders, and one of the most decisive, functions of leadership may well be the creation, the management and if and when that may become necessary the destruction of culture. Culture and leadership when one examines them closely are two sides of the same of the coin and neither can really be understood by itself. In fact it is a possibility that the only thing of real importance that leaders do, is create and manage culture and that the unique talent of leaders is their ability to work with culture"*<sup>31</sup>. The concept of organisational culture is especially relevant to gaining an understanding of the mysterious and seemingly irrational things that go on in human systems. And culture must be understood if one is to get along at all, as tourists in foreign lands and new employers in organisations often discover to their dismay.

Some common meanings of culture are as follows:

- (1) The values the members of a given group hold, the norms they follow, and the material goods they create.<sup>32</sup>
- (2) The norms that evolve in working groups such as the particular norm of "a fair days work for a fair days pay" that evolved in the Bank wiring room in the headquarters studies.<sup>33</sup>

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<sup>31</sup> Blake Robert, Mouton Jane, **Executive Achievement** 1989 Ch (1) Page (5)

<sup>32</sup> Giddens Anthony, **Sociology**, 1991 Ch (2) Page 31

<sup>33</sup> Dunlop J.T., **Industrial Relations Systems**, 1958

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- (3) The dominant values espoused by an organisation such as "product quality" or price leadership.<sup>34</sup>
- (4) The philosophy that guides an organisation policy toward employees and or customers.<sup>35</sup>
- (5) The rules of the game for getting along in the organisation "the ropes" that a newcomer must learn in order to become an accepted member.<sup>36</sup>
- (6) The feeling or climate that is conveyed in an organisation by the physical layout and the way in which members of the organisation interact with customers or other outsiders.<sup>37</sup>

As can be seen from the above meanings, the variety is large, and there appears to be confusion in defining a common definition of culture. Schein (1985) perhaps encapsulates all the above definitions of culture in his following definition :

*"Culture is a shared set of basic assumptions and beliefs that operate unconsciously that define an organisations view of itself and its environment. These assumptions and beliefs would be the learned responses to the groups problems of survival in the external environment and the problems of internal integration".* They come to be taken for granted through their repeated use as they provide the solutions to problems as encountered consistency. Though culture cannot be looked in isolation, as the driving force behind it are the leaders of an organisation.

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<sup>34</sup> Deal & Kennedy 1982 cited in (Schein E, **Organisational Culture and Leadership**, 1985)

<sup>35</sup> Ouchi, Pasale and Athos 1981 cited in (Schein E, **Organisational Culture and Leadership**, 1985)

<sup>36</sup> Schein 1968, 1978, Van Maanem 1976, 1979 b: Ritt & Funkhouse 1982 cited in (Schein E, **Organisational Culture and Leadership**, 1985)

<sup>37</sup> Taguri & Litium, 1968 cited in (Schein E, **Organisational Culture and Leadership**, 1985)

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## **How Leaders Shape Culture**

If an organisation has an effective leadership how will they use their skills to shape the corporate culture. Blake and Mouton (1989) provide us with a classification on how this is best achieved and lists nine components which are as follows :

1. Leadership projects corporate vision and this has to be one which is clear to those at all levels in the organisation.
2. Leadership provides a model that others emulate.
3. Leadership establishes values which subordinates can be expected to embrace. If these values are delivered by one with an honest integrity built up over time the others will do likewise.
4. Leadership sets or condones the reward system that compensates people if such a system is controlled and in a controlled manner such as one based on merit being the central criterion for advancement, succession, etc. then the members of the organisation will realise the main condition for success is corporate contribution.
5. Leadership sets policies by which an organisation is expected to be conducted, i.e. employment, remuneration and development policies.
6. Leadership creates a system that influences how information flows, i.e. through a good communication system, how work is undertaken and other matters at the centre of corporate culture.
7. Leadership demonstrated in decisions and attitudes toward excellence indicates how much mediocrity is to be tolerated.

8. Effective leaders also influence the crucial aspect of the business of how their customers are dealt with.
9. Leadership can stimulate involvement and teamwork and promote sound use of human resources.<sup>38</sup>

These influences normally act upon the organisation as they originate from the top and can thus be attributed to the influence of top management. Following from the above one would tend to surmise that there appears to be a direct link between leadership and the development of a desired culture which is individual to any organisation. It would further appear that the key to a successful and progressive organisation is determined on the grounds of whether it has an effective leadership team in place. Those in leadership or management are thus the driving force behind the establishment of a culture of excellence and should have the adaptability and flexibility to both move with the times and the changing nature of the industry they participate in. This may be extremely relevant in the context of this dissertation with regards to the ever-changing nature of the computer industry through a combination of new technology and the task of trying to keep ahead of the competition in the same industry.

### **Power and Culture**

If leadership or management are the driving forces behind the development and maintenance of culture in an organisation then one may deduce that by the process of influence and control of work, the concept of power, is intrinsically entwined in the whole process. Giddens 1984 has argued that *"there is no more elemental concept than that*

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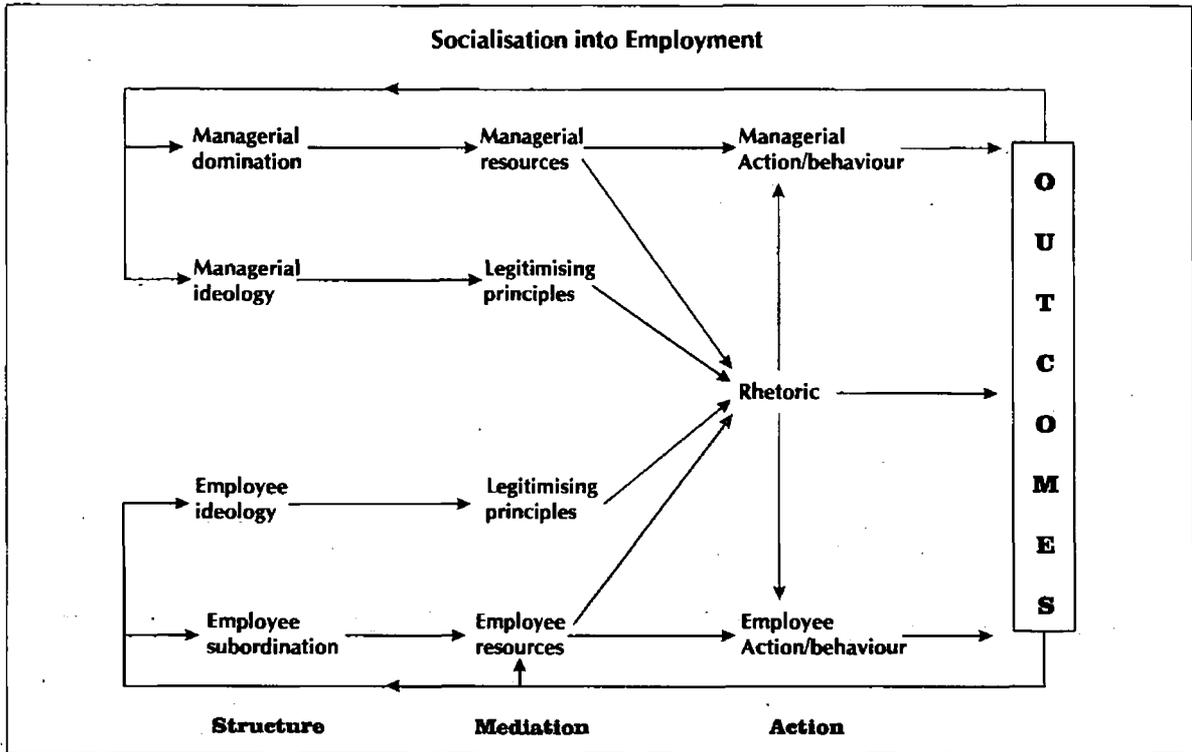
<sup>38</sup> Blake Robert and Mouton Jane, *Executive Achievement*, 1989 Ch (1) Pages 3 - 4

of power"<sup>39</sup>. Dunlop (1958)<sup>40</sup> in his systems theory also sees power as a major component forced by those in the employment relations system. The whole concept of power is possibly best defined by Hyman R (1975) as he describes power as the " the ability of an individual or as a sub - process, the ability to influence the decisions which are and are not taken by others. Kirkbride (1995) provides a model of power (**Figure 1.2**) in the employment relationship which indicates how management who by their domination over employees have greater power due to the likelihood of larger resources at their disposal. One may argue that the concept of power is a resource that management use effectively by a combination of such levers as communication, pay/benefits and a large degree of openness in the non - union environment to maintain such a culture. Thus in this form of environment the possibility of a union gaining access into the organisations practising effective HRM policies may be extremely difficult, as one may see more clearly by the examination of a model of HRM and a theory of culture in the non - union setting. In the following chapter we shall examine in greater detail the hard and soft models of Human Resource Management as described by the Harvard Business School and the University of Limerick.

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<sup>39</sup> Giddens Anthony, *The Constitution Society*, 1984

<sup>40</sup> Dunlop John, *Industrial Relations Systems*, 1958 Ch (1), Pages 11 - 13



Source Hartley J, Stephenson G, Employment Relations Ch (3) Page 76

**Figure 1.2 Power in the employment relationship**

# **Chapter 2**

## **Hard and Soft Models of HRM**

## Hard and Soft models of HRM

In this chapter I will begin by defining and distinguishing what are the hard and soft models of HRM and go on to elucidate the difference between them<sup>1</sup>. The hard model which is normally reflecting “utilitarian Instrumentalism” and the soft model being linked to the school of thought known as “development humanism” as espoused by Hendry and Pettigrew<sup>2</sup>. The hard model stresses HRM focus on the crucial importance of the close integration of human resource policies, systems and activities with business strategy on such HR systems been used to drive the strategic objectives of the organisation, Fombrum et al (1984). This approach would emphasise the integration of personnel policies, systems and practices in conjunction with the business objectives to achieve an overall coherence. It is in this model of HRM that human resources appear passive, i.e. to be provided and deployed rather than as a source of creative energy, which the organisation might dictate and foster. Overall the hard model emphasises the quantitative and business strategic aspects of managing the headcount resource in as rational a way as possible. The main emphasis being human resource management which is important to understand in the context of the two different models.

The soft or 'development humanism model' while advocating the importance of integration of human resource policies and business objectives of any organisation, sees the treatment of individuals as a valued asset, a source of competitive advantage through

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<sup>1</sup> Storey J, **Human Resource Management** Ch (2) Page 33, (Karen Legge article) HRM rhetoric, reality and agendas. 1995

<sup>2</sup> Storey J, **Human Resource Management** Ch (2) Page 33, (Karen Legge article) HRM rhetoric, reality and agendas. 1995

their commitment, adaptability and high quality<sup>3</sup>. Beer and Spector further develop this point where they see employees in a different light rather than ornate beings which have a valuable contribution to make. They are capable of development, trust, and collaboration and this may be achieved through participation and informed choice. The factor which must be stressed according to Storey (1995) is by generating commitment via a good communication system combined with the proper motivation and the correct leadership in place. The underlying principle on which this is based is that if employees commitment is achieved, then a better economic performance will follow hence the model is primarily focussed on HR policies which deliver resourceful humans.

### **HRM Models and their Approaches**

HRM may also be distinguished by the different approaches it takes to how one conceives the strategic potential of HRM:-

#### **The Instrumental approach:**

This approach draws upon the rational outcome model of the strategic management view of HRM. This is based upon the assumption that HRM is driven from the corporate divisional or business strategy and geared almost exclusively to enhancing compatibility advantage<sup>4</sup>, and places the emphasis on human resource management. Storey refers to this as the hard version of HRM, emphasising the quantitative, calculative and strategic aspects of managing the headcount in as "*rational a way as for any other economic factor*".

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<sup>3</sup> Storey J, **Human Resource Management** Ch (2) Page 33, (Karen Legge article) HRM rhetoric, reality and agendas. 1995

<sup>4</sup> Goss D, **Principles of Human Resource Management** Ch (1) Page (4). 1994

This perspective of HRM is concerned with the integration of HR issues into business planning. All decisions of management are primarily made in the context of how this will increase or restore competitive advantage. Performance and the measurement of performance plays a vital role in this approach to management. The instrumental approach has led to an interest in planning and forecasting human resource needs which match the needs of the particular organisation. This is an underlying assumption that HRM is derived from corporate and business strategy and this leads to organisational effectiveness by ensuring a tight fit between corporate and business strategy.

Some of the criticisms levelled at this approach would be that it is overly rationalistic to the point that it does not draw on HRM and its potential use to its fullest. It would also appear to be too stifled in its approach. Furthermore one may see it as suffering from a form of tunnel vision in that it is too narrowly focussed. It tends only to focus on four (4) generic functions "such as selection, reward, appraisal, and development" as established by Fombrum.

This leads one to the final claim of excessive "unitarism". This unitarist approach is where the management believe people work as a harmonious unit characterised by a common purpose within which management authority is taken to be legitimate. Thus any challenge as in the form of a trade union would be seen as pathological and destructive to the organisation as a whole, leading on from this perspective management would automatically believe that they know what's right for the workforce, thus an employees opinion would automatically not be even considered. Boxall<sup>5</sup> thus believes from this

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<sup>5</sup> Boxall P, *Strategic Human Resource Management*, Journal 2(3) 1992 Page 60 - Page 79.

viewpoint 'HRM appears as something that is done to passive human resources rather than something that is done with active human beings' and this view has been further supported by Keenoy.<sup>6</sup>

Though the irony is that the escape route from the ambiguity which is offered by the strategic pretensions of HRM may only be possible with the sacrifice of any claim to understand and articulate the views of the workforce. While it is possible that the organisation of personal management may be reconstructed by its transformation into HRM by embracing the very real power offered by involvement in strategic HRM, personnel managers may have to relinquish any claim to be the guardians of human resource management. Thus one may assume that the humanistic variants of HRM can be seen as responses to these potential difficulties.

**The Humanistic approaches:**

These utilise process theory to emphasise the reciprocal nature of the relationship between strategic management and HRM and the latter's role in ensuring that competitive advantage is achieved through people but not entirely at their expense. These approaches are closely associated with what has become known as the 'Harvard School' of HRM and hence in the context of this dissertation a closer examination of the HBS model will be necessary. But what does the humanistic approach mean? The label naturally conjures up the notion of a softer approach to HRM associated with organisational culture and employee commitment, thus its orientation is less rigid and functional.

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<sup>6</sup> Keenoy T, *Personnel Review*, HRM a case of the wolf in sheeps clothing. Vol 19, Nov 2, 1990, Pages 3 - 9

Beer et al can be identified as some of the initiators of this school of thought and they make this clear in their definition of HRM "*all management decisions and actions that affect the nature of the relationship between the organisation and its employees - its human resources*". It is the general management that make the important decisions daily that affect this relationship.

This leads one to a map of HRM territory which Beer et al believes to be at the core of the model. These are commonly referred to as the **4 C's**:-

- ◆ **Competence of employees**
- ◆ **Commitment of employees**
- ◆ **Cost effectiveness of HRM practices**
- ◆ **Congruence between the goals of employees and those of the organisation**

A broader discussion of these 4 C's may provide a clearer view of what the humanistic approach entails.

- (1) **High Competence** : The skills and knowledge and high experience necessary for job performance. High competence may be perceived to create a positive attitude towards learning and development and thereby gives employees the versatility in skills and the perspective to take on new roles and jobs as needed. (Flexibility being the underlying theme here. )

- (2) **High Commitment:** Which is at the centre of this approach and shall be explained in greater detail at a later stage in this dissertation. High Commitment involves employees which have a strong acceptable and belief in their organisation. They will be motivated to hear, understand, and respond to management's communications relating to the organisation if a mutual trust is built up which works in both directions i.e. between management and the workforce. Management become responsive to workers concerns and management itself is seen as one that cares and takes positive action when the need arises.
- (3) **Cost Effectiveness:** This embodies the organisations human resource costs in the form of wage benefits, and indirect costs such as strikes, absenteeism, industrial action and how grievances are handled in comparison with ones competitors in the same industry.
- (4) **Congruence :** The mutuality between the organisation and individual employee. The higher congruence situation would bring about a higher coincidence of interests among management, shareholders and workers. Overall, by pursuing this policy it would in turn reduce adversarial relations either existing or developing within the organisation. The lack of such congruence may be seen as costly to management in terms of time, money, and energy because of the resulting low levels of production and lack of common purpose and also in terms of stress and psychological problems it may create.

Nevertheless humanistic approaches still exhibit a strong sense of unitarism although it assumes that it is only inappropriate HRM policies that obscure legitimacy of the managerial prerogative. Although the experience in the United Kingdom as described by Hendry and Pettigrew<sup>7</sup> would draw explicitly on a process model of strategic decision making, which emphasises the emergence, political and frequently non-rational nature of this process.

This leads one to a more people centred approach which is best described by these authors (Hendry and Pettigrew) *"The impact of factors on the HR system of the firm on recruitment and selection, on appraisal, on career planning on the training and development of people on pay, on employee relations, on work organisation is mediated at times by the personnel / HR function, at times by line managers. The precise role of the personnel function in this is influenced by its record of success and failures, its attraction, its vision, and capacity to enact a strategic HRM and its organisation. Similarly business strategy evolves in responsive to success and failure and is the work of people acting in rational, analytical, political and emotional ways through organisational structures. In so far as HRM is responsive to business strategy it is perforce "emergent". The criteria of coherence and appropriateness (fit ) are therefore only very provisionally attained."*

Overall the usage of labels be they instrumental, humanistic or the term human resource management itself reflects the changing nature of management from one centred around a personnel function to a human resource function. Our new enterprise culture demands a different language to one that gives management's the right to manipulate and ability to

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<sup>7</sup> Goss D, *Principles of Human Resource Management*, 1994, article by Hendry and Pettigrew 1990 Pages 17-43.

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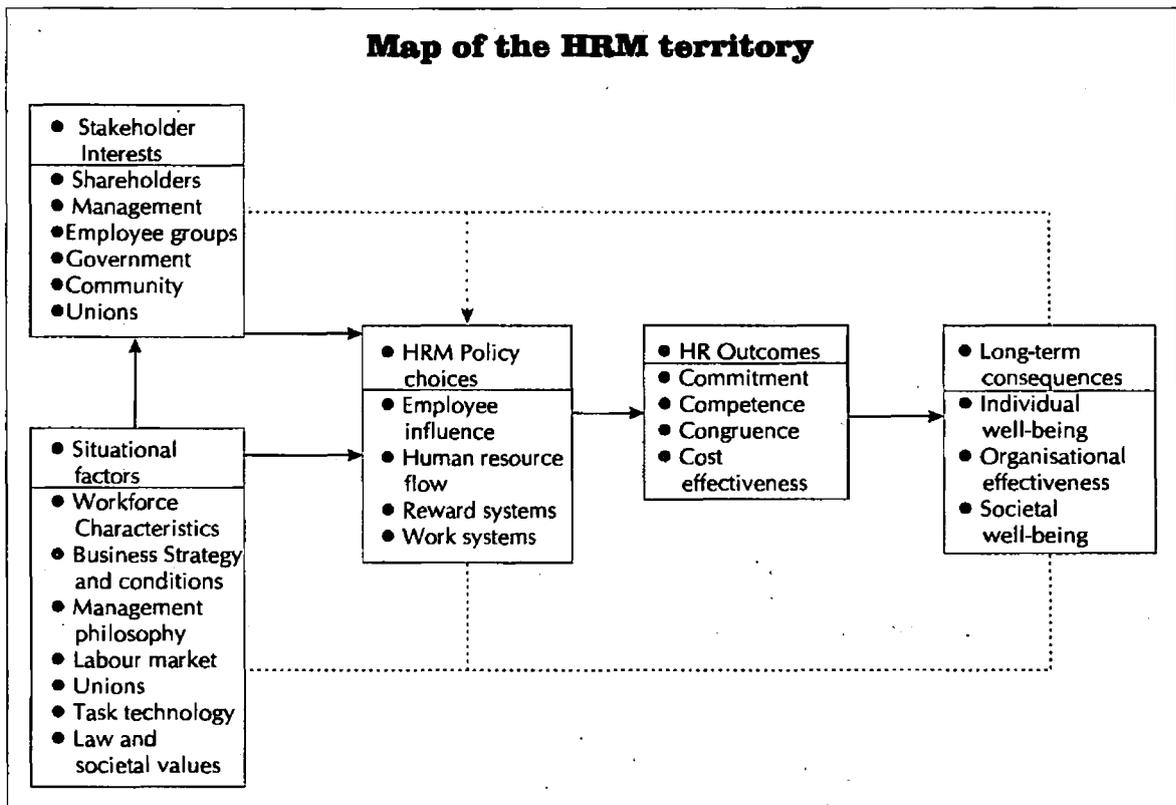
generate and develop resources. The dual usage of the concept resource with its simultaneous passive and proactive connotations and its hard and soft version models is very useful here. While the language and policies of the hard version model can be used on employees peripheral to the workforce the soft version can be used on the core employees to help nurture a competitive edge over ones competitors. One may thus realise while an organisation may exhibit traits of soft HRM, the hard version may also be operating simultaneously. Marchington would also take this view as he also believes that *"shades of both may exist in parallel at the same time in an organisation"* though he does believe that this may be in relation to the same employees<sup>8</sup>. This perception would tend to be reflected in reality in most modern progressive organisations as the very nature of the business world demands one to be both hard when the need arises and soft but yet firm, fair and friendly at the same time to ones own employees.

## Models Of HRM

To gain a better insight into Human Resource Management and what the leading practitioners use as a basis for the operation as such a form of management it is necessary to examine the different theories of HRM. There has been little development with the exception of Guest's (1995) contribution of an explicit theory of HRM, though there have been some models developed. Gunnigle and Flood cite Beer (1985) (**Figure 2.1**) as having developed one of the most impressive models at the Harvard Business School normally referred to as the HBS model. This model presents a map of the determinants and consequences of HRM policies.

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<sup>8</sup> Storey J, *Human Resource Management*, article by Marchington Ch 11 Page 281. 1995



Source: Gunnigle P, Flood P, Personnel Management in Ireland, 1990, Ch(2) Page (309)

**Figure 2.1**

The HBS model is structured around five (5) main criteria which are :

- Stakeholders Interests
- Situational Factors
- HRM Policy Choices
- HR Outcomes
- Long Term Consequences

Each of these are interlinked and depend on a congruence to result in a successful and workable model of HRM. Within and under each of these key themes is what one may refer to as subsets or the ingredients which are as indicated in the model,

- **Stakeholders Interests**

Shareholders

Management

Employee Groups

Government

Community

Unions

these all have a profound influence on how the model will work and are the key players driving or acting as a catalyst for the model to operate. The other important ingredients are situational factors which may also be broken down as follows;

- **Situational Factors**

Workforce Characteristics

Business Strategy and conditions

Management Philosophy

Labour Market

Unions

Task Technology

Law and societal values.

The conclusion one may draw is that these situational factors along with the stakeholders interests dove tail to provide the working model of HRM. The situational factors as one

can see may well be individual to the organisation operating the model but provide a guideline for factors to be considered under this heading.

Both stakeholder interests and situational factors result in a particularly effective **HRM policy choices** which are made up of ;

- **Employee Influence**, i.e. the extent to which the employees are consulted and have an influence on the running of the organisation. The amount of influence is considered a key indicator of an organisations corporate philosophy towards their employees.
- **Human Resource flow**, i.e. includes inflows (recruitment, selection, induction socialisation career development ) or outflows (termination, redundancy, retirement ) etc.
- **Reward Systems** which may be either financial or non financial, in terms of ones job satisfaction.
- **Work Systems** made up of the interaction between jobs tasks, technology, skills, and management style and personal policies.

All of these policy areas are viewed in the HBS model as areas of strategic choice which will dramatically affect employee behaviour and attitude towards the organisation. Especially with regards to whether they stay within a non- union organisation or move to a union organisation if one feels their interests or influences will be better served.

If the HRM policy works properly and is aligned with both the stakeholder's interests and situational factors the results will be in the form of HR outcomes such as:

- Commitment to the organisation
- Competence in ones individual job
- Congruence
- Cost effectiveness, ( which as one may appreciate is an integral part of any business competing in the present economic climate. )

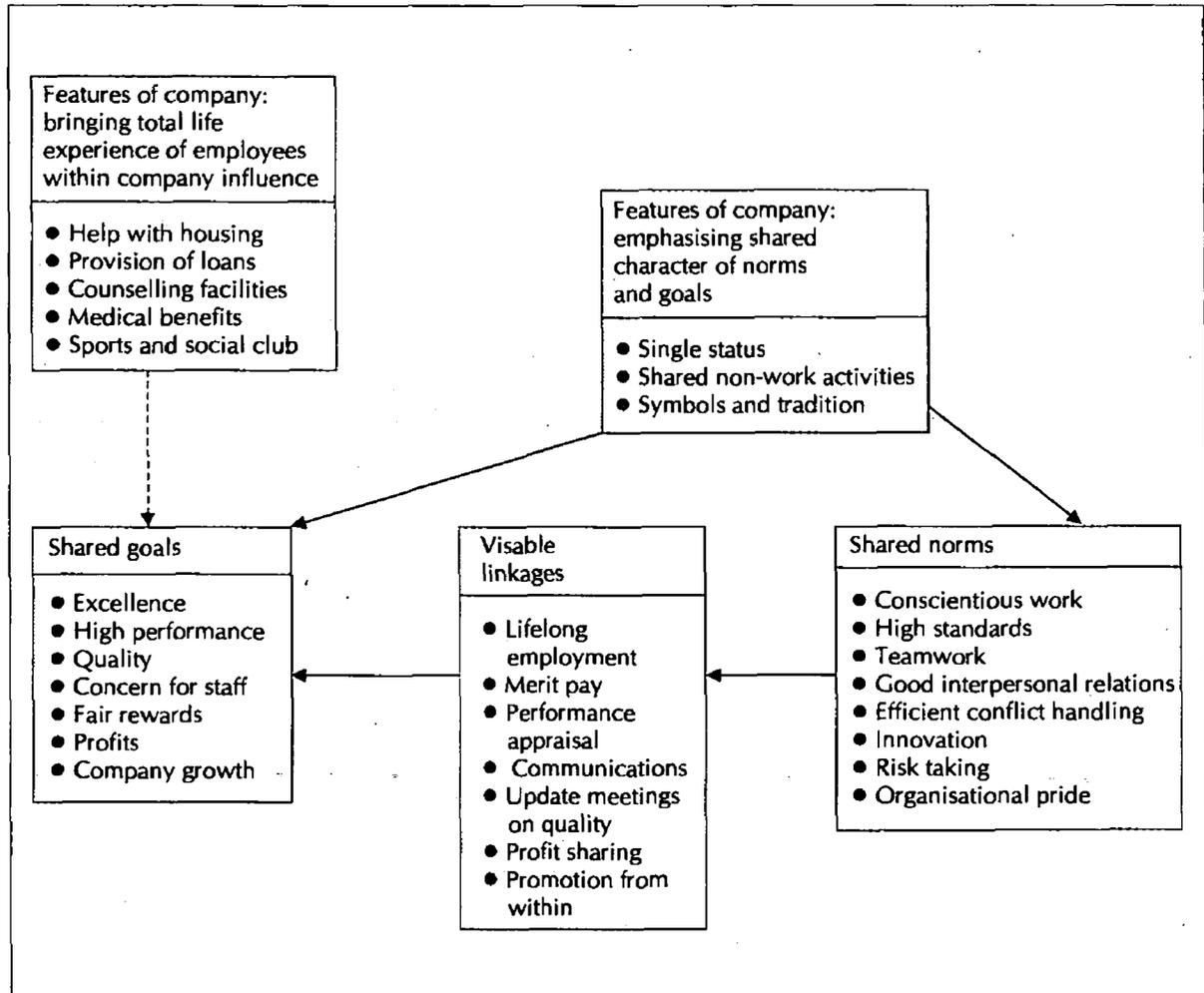
The overall long term consequences result in

- individual well being ( sense of worth)
- organisational effectiveness
- societal well being

### **Toners Model of Culture in a Non - Union Company**

The HBS map of HRM territory cannot be looked in isolation in the context of this dissertation. It is also important to study Toner's Model of Culture (1987) (**Figure 2.2**) in the non-union company as it provides one with a clearer view how all parts of the model link but in reality one may realise that an organisation may draw what they consider to be the more important ingredients of success from the model and develop them further. Bill Toner has refined this model into one which may be seen to operate in a non- union company and has a strong culture. Toner's study of a sample of union and non-union companies which pursue a "sufficiently attractive personal policies and build an

organisational culture which strengthens employee-organisational linkages results in a Workforce which are unlikely to unionise".<sup>9</sup>



Source: Toner B, (1987) Union or non union Employee Relations in the Irish Republic  
**Figure 2.2** Model of strong culture in large non-union company

Toners model focuses in on Five (5) main features namely:

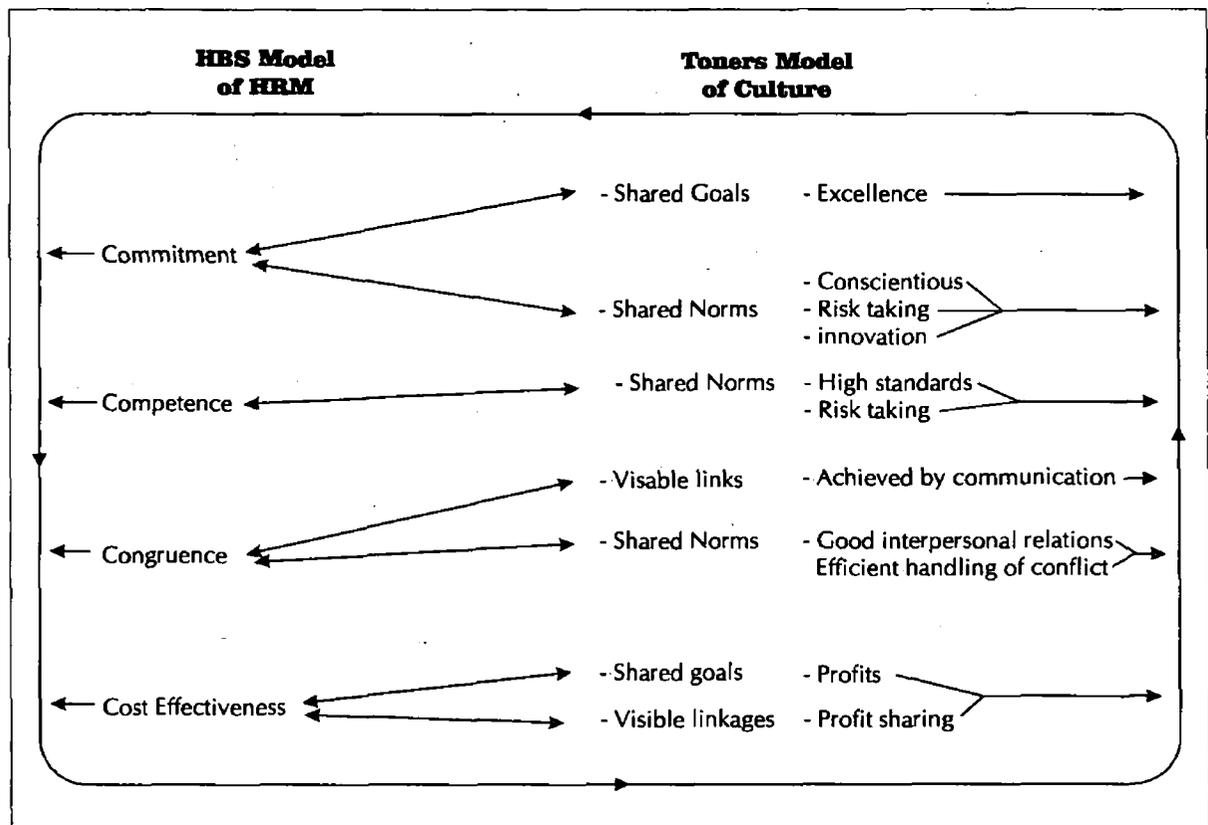
- Features of Company (total life experience)
- Features of Company (emphasising shared character of norms)
- Shared Goals

<sup>9</sup> Gunnigle P, Flood P, Personnel Management in Ireland ,1990 Ch 12 Page 309.

- Visible Linkages
- Shared Norms

As one can readily recognise, the emphasis is on “shared”. This would appear to substantiate the thesis that Dillon A. (1988) argues, as referred to by Gunnigle and Flood which proposes that general HRM policies have no impact upon the organisational commitment levels of employees but the extent to which the task environment promoted autonomy, responsibility and feed back have a major impact upon levels of organisational commitment. Though it should be clarified in Dillons study there was no real difference in commitment in Union and Non Union organisations.

Toners model of culture in the non union company and the HBS model of HRM have a link which one may observe if we compare the different aspects of the models, though they are different concepts they have similarities in terms of the HR outcomes and the underlying benefits which both models indicate. The usage of language may differ, but the similarities are evident as indicated in (Figure 2.3).



A comparison of HBS model of HRM and Toner's model of culture in a non-union company.  
**Figure 2.3**

### The Link between the model and reality

One may argue that though these terms are different, there is a visible link in that a more efficient organisation produces the same it not all of their characteristics in the form of

- Commitment
- Flexibility
- A good communications system
- Strong culture
- A model of HRM which constantly changes.

## **Flexibility**

Without a flexible, self-motivated and creative workforce which has the ability to adopt aggressively to the new changing external conditions of new innovations, it is highly probable the organisation may fail. Organisations such as multinationals, within the computer industry that nurture care with regards to their approach to managing their employees may find in turn their employees simultaneously thrive in the face of today's rapid changes and renew their cognitive knowledge, and understanding in order to compete in the next wave of technological advances.<sup>10</sup>

## **Communications System**

This would appear to be one of the bonding agents of the components of the HRM model. The communication system is frequently quoted as a source of interpersonal conflict, i.e. poor communication, and approximately 70% of our waking hours is spent communicating be it verbal written or listening thus one may conclude that the most inhibiting forces to successful groups cannot exist without a good communication system. And the more successful an organisation wants to be, depends on their communication system both internal and external. Presently there is no such thing as a perfect communication system if there was it would entail; *"a thought idea being transmitted so the mental picture being perceived by the receiver was exactly the same as that envisaged by the sender"* The process of communication used by an organisation should be one which encourages shared interests, common values or in layman's terms may be described as the glue which bonds an organisation together. The communication system within an

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<sup>10</sup> Quinn J, Anderson P, Finkelstein S, Harvard Business Review (Mar - Apr 1996 Issue, Article titled **"Making the most of the best"**. 1996

organisation can serve a variety of different purposes and one of these is the solution of problems. The overlapping of shared information through the use of the communication process increases continuity and helps utilise the combined knowledge of experts and others within an organisation, the Spiders Web concept gives a clearer indication how a communication such as this can gather useful expert information from many sources into a central location and evaluate which will be relevant through a process of weaning out the critical aspects of a solution to a problem. This process is very similar to cyber technology as discussed in chapter (1).

This leads one back to the Guest model where I believe he acknowledges that HRM is really only a sophisticated form of personnel management. However as he argues that its distinct quality is the "focus on the HRM policy goals as the basis for policy choice", it is therefore necessary to select for commitment, to emphasise socialisation into a specific culture with its expectation of high performance standards and to use communication as a feedback to reinforce quality standards etc<sup>11</sup>. One of the most challenging aspects of the HBS model according to Gunnigle and Flood is it's essentially unitarist philosophy and its individualistic orientation. That is unitarist between management and employees. The emphasis on individualism therefore expects a high level of commitment from both parties to achieve the goals of the organisation.

The lynch pin of the model is indicated by the amount of employee influence which is exerted on the organisation. These policies come under strategic choice as described in the HBS model and have a dramatic affect on employee behaviour and attitude towards

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<sup>11</sup> Gunnigle P, Flood P, **Personnel Management in Ireland**, 1994 Ch 12 Page 309.

organisation. The policy choices are further influenced by the two other components namely stakeholders interests and situational factors. This is more clearly indicated in diagrammatic form as portrayed in **Figure 2.1**. Guest would lead one to believe that stakeholders interests include (shareholders, management, employee groups, government, community, unions). Situational factors include (workforce characteristics, business strategy and conditions, management philosophy, labour market, unions, task technology, law and societal values.

In the HBS model it is at the strategic level of the chief executive where the responsibility of aligning the corporate and personnel policies lies. It is also the view of those who propose the HBS model that to achieve a coherence between personnel and business requires the involvement of the chief executive. HBS researchers would make the point that not all CEO's (Chief Executive Officers) would be sufficiently trained in the expertise to achieve the required goals. Though they make the point that the CEO's of any organisation have a key role in aligning corporate and personnel strategies which they wish their organisation to pursue.

HBS researchers further believe that when this activity is carried out by the chief executive that it can be expected that coherence between business and personal strategy shall be achieved. Guest's model has had a profound effect upon the thinking of senior managers as it emphasises the strategic nature of HRM and the way they practise their functions. Guest further argues the real importance or interest which emerges for the model lies in the fact that it focuses ones attention and provides a novel and distinctive approach to management. Possibly the central point which emerges from Guest's model is that the long term consequences of his model would be reflected in individual well being,

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organisational effectiveness and societal well being. One may draw the conclusion that the model is only complete when all parts are working together as one cohesive unit.

Nevertheless Guest believes this is not a theory as the range of stakeholder interests and situational factors emphasises policy choices rather than clear prescription. Beer argues HRM involves all management decisions and actions that affect the nature of the relationship between the organisation and its employees, i.e. its human resource<sup>12</sup>.

Yet this is an important definition with regards to what HRM is, as it highlights three aspects of the whole concept:

- (a) The vast majority of decisions made by management have an impact on their employees whether these decisions concern plant location or office layout.
- (b) That the nature of the relationship between employee and organisation is affected by such decisions. They may act positively or negatively with regards to how one feels tied to the particular organisation they are employed by.
- (c) The fact that HRM is the responsibility of all those that manage and supervise within the organisation.

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<sup>12</sup> Gunnigle P, Flood P, **Personnel Management in Ireland** 1990 Ch 12 Page 309.

In the HBS model, HRM seeks to achieve long term objectives while at the same time metaphorically playing a balancing game of keeping all stakeholders satisfied. The desired outcomes would be:

- Commitment, i.e. strong acceptance of and belief in the organisation goals and values willingness to accept effort on behalf of the organisation and a strong desire to maintain membership of the organisation.
- Competence, i.e. skills knowledge and experience necessary for job performance.
- Cost Effectiveness, i.e. in terms of Industrial peace, absenteeism, benefits.
- Congruence, i.e. mutuality between organisation and individual employee.

The Literature supported by the HBS model would suggest that the outcomes are supported by the policy choices made in four (4) Key areas,

- (a) Reward System
- (b) Human resource flow
- (c) Work System
- (d) Employee influence

As the model indicates, long term consequences affect individual well being, organisational effectiveness and societal well being. On closer examination a clearer understanding of these four (4) key areas would indicate that the reward system not only includes financial but also non-financial reward systems. Such criteria as recruitment, selection and socialisation could be selected as part of the internal flow pattern and a subset of the human resource flow policy. The other subset of the human resource flow

policy are outflow policies such as termination, retirement, and redundancy. The work system embodies the combination of interaction between job tasks, technology, skills, management style and personnel policies and practices.

Nevertheless one should not lose sight of the fact that like most things nothing is truly right and this model is riddled with contradictions. If one really wants to punch holes in it they may achieve this to some extent.

### **Implications of the models for Industrial Relations:**

The combination of HRM policies designed to produce strategic integration, high commitment, high quality and flexibility appear to be at the root of what the Guest model of HRM portrays in that these are how the organisation receives its pay off.

**Strategic integration :** Refers to the ability of the organisation to integrate HRM issues into its strategic plans to ensure that all the components of HRM cohere and for all the management teams to incorporate a HRM perspective into the decision making process.

**High commitment:** Refers to how the twin pillars of behavioural commitment and attitudinal commitment combine to pursue the agreed goals and a strong identification with the organisation concerned.

**High quality:** Encompasses all the aspects of management behaviour including how management manage their employees which bears directly upon the goods and services provided.

**Flexibility:** Is concerned with the functional flexibility of how an organisation which is adaptable can manage innovation. Guest suggests that the pursuit of HRM as described in his model automatically means they must remain non unionised if they are to remain successful. This would appear to reinforce Peters and Waterman criteria for success as listed in their book "In search of Excellence"<sup>13</sup> These criteria are as follows :-

- (a) A bias for action for getting the on with it e. g. using mottos such as "*do it, fix it, try it*".
- (b) Autonomy and entrepreneurship. Innovative companies adopt many leaders and innovators throughout the organisation. Encouragement of risk taking.
- (c) Productivity through people, treat the rank and file as the root source of quality and productivity, gain respect for the individual.
- (d) Hands on, value driven.
- (e) Stick to the knitting , success by staying reasonably close to the business you know.
- (f) Simple form lean staff, keep structural forms and systems simple.
- (g) Simultaneous loose/tight properties, autonomy is at floor level but fanatical about the core values they hold dear.

These attributes may suggest that for the organisation to achieve excellence and survive by a policy of flexibility it requires a culture which combines some if not all of these characteristics.

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<sup>13</sup> Guest D, **Human Resource Management**, 1995

Guest further suggests that the driving force behind the introduction of HRM appears to have little to do with industrial relations, rather it is the pursuit of competitive advantage. As HRM underlying values are essentially unitarist and individualistic this would appear to be at opposite ends of the scale where unions would be pluralist and collective. This would lead one to begin to understand how the pursuit of a HRM style of management working coherently with unions may not work in reality.

HRM values are unitarist to the extent that they assume no underlying and inevitable differences of interest between management and workers. This does not deny that previous experience may create a distrust by workers with management. A lot of distrust may be alleviated by recruiting a young workforce with little experience of the working environment.

According to Guest *"HRM values are also essentially individualistic in that they emphasise the individual organisation linkage in preference to operating through group and representative systems. Foulkes analysis of the American non-union companies would suggest that there is little in the operation of consultative committees. Overall the values underpinning HRM leave little scope for collective arrangements and assume little need for collective bargaining"*.<sup>14</sup>

Tugendhat (1974) reinforces this from the point of view of multinationals when he emphasises how a striking characteristic of these organisations are their central direction. However many subsidiaries it may have scattered across the globe its operations are co-ordinated from the central HQ. Despite frequent assertions to the contrary, the

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<sup>14</sup> Tugendhat C, *The Multinationals* Ch 6. 1974

subsidiaries are not run as separate enterprises each of which has to stand on its own feet. They must all work within a framework established by an overall group plan drawn at headquarters, and their activities are tightly integrated with each other. They are judged not by their individual performance, but by the contribution they make to the group as a whole. They *"empower the individual to operate as an individual but yet have goals of the organisation foremost in their minds"*.<sup>15</sup>

### **The Model and Multinationals in Ireland**

One of the greatest strengths of US society is their flexibility and ability to learn and the Irish appear to be following in their footsteps. The approach US managers take when they encounter a problem is to tinker with it until they have solved it and seem willing to try anything and everything to achieve this result.

Thus when one compares the model as portrayed by Guest with the management style of Multinationals originating in the USA and their policy of a non union organisation which they bring with them to Ireland, (due to their mistrust of unions which has emerged from a long history of unions been treated as marginal institutions) one may be inclined to appreciate the reasoning behind the use of such a style of management . HRM as practised in these companies which provide highly skilled and well-paid employment would appear to be on a path they will stay on, although the climate of industrial relations in Ireland is less adversarial.

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<sup>15</sup> Tugendhat C, *The Multinationals*, Ch 6. 1974

Ms Patricia O'Donovan<sup>16</sup> and Mr Mike Goodman article from the same source would suggest *"that firms should take unions on board"*. He emphasises the point that multinationals should consider the possibility of working with unions in Ireland in the future as the unions themselves realises their traditional roles are changing.

This argument would be at odds to the vast amount of literature originating from the United States which tends to indicate the opposite. One does not deny that the traditional role of the unions is changing from the adversarial model to a strategic management model as discussed in Brendan McPartlins dissertation for his Ph. D ( copy in NCIR library ) but to suggest that management with a clear and distinctive HRM policy should bring unions on board is arguably questionable. Which leads one to the question as to why individuals joins unions.

### **Why Employees join unions**

Brett (1980 ) suggests that there are two (2) main reasons why employees join unions,

- (1) "The employees initial interest in unionisation is triggered by dissatisfaction with working conditions but the individual employee feels powerless to change these conditions.

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<sup>16</sup> O'Donovan P, The Irish Times; article title **"US Firms Coming Here Bring Ban on Unions"** 1996

- (2) *Employees may attempt to organise a union if they believe in the concept of collective action and they believe that unions will yield positive rather than negative outcomes for them".<sup>17</sup>*

But the reasons may be diverse and not as simple as to capture them in two (2) statements, one may suggest that the possibility may exist, if they feel management are not managing as they should in a fair and equitable manner, in a true HRM fashion, they may feel a need for outside intervention to reverse or change the situation.

Klandermans 1986 ( cited in Flood, Gannon, Paauwe 1995 ) further expands on the why individuals decide to join unions around three motive categories

- (1) Reward motives: people join unions where they perceive that the expected outcomes will out weight the cost of such membership be this financial or employees hostility.
- (2) Collective motives: people join unions because they believe a collective voice may be better than the individual voice of employees to achieve a more equitable society.
- (3) Social motives : people join because of the social pressure they experience , both on and off the job. In terms of situations where a strong union environment exists.

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<sup>17</sup> Flood P, Gannon M, Paauwe J, **Managing Without Traditional Methods** Ch 5 Page 152, 1995

One may notice there are similarities between the reasons why people join unions and the model of HRM in the non-union organisation. Insofar that if HRM is to work effectively in such an environment one is left with the impression that it is management's responsibility to be constantly aware of these factors and manage these potential emotive areas effectively where non- action on management's behalf may lead employees to look elsewhere to satisfy their needs.

### **Why managers prefer to manage without unions.**

The opposite side to this argument is why managers wish to manage their organisations without unions. Toner 1987 suggests that there is a perception among managers in a multinational companies that unions have a diverse range of effects, they are following

1. raise employment costs.
2. make change more difficult
3. encourage trivial grievances
4. protect unsatisfactory workers
5. impede communication
6. promote an adversarial industrial relations climate
7. inhibit individual rewards
8. provide a platform for trouble makers
9. impose restrictions on promotion
10. inhibit flexibility
11. impose unnecessarily high manning levels.<sup>18</sup>

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<sup>18</sup> Flood P, Gannon M, Paauwe J, *Managing Without Traditional Methods* Ch 5 Page 152, 1995

It would appear to this researcher that even the question of raising the subject of unions within the non-union multinational is **taboo**, an unspoken evil. Thus the multinational and many other organisations go to enormous lengths to reduce the likelihood of employees unionising. Some of these strategies would include according<sup>19</sup> (Kochan and Katz (1988))

- ◇ pay and conditions / fringe benefits being equal or better than their competitors.
- ◇ high financial investments in training /development.
- ◇ creation of service employment.
- ◇ sophisticated communication systems and information sharing.
- ◇ informal mechanisms which allow all in decisions making process.
- ◇ development of culture of loyalty and commitment.
- ◇ creation of rational wage, performance appraisal and a promotion system combining merit and seniority.
- ◇ a non - union grievance procedure.
- ◇ location of industries in low /non - unionised area.
- ◇ use employees to weed out pro - union workers.

Toner (1987) would suggest that through his studies of large non - union companies in Ireland that they develop a strong corporate culture which has the effect of diminishing employees demand for unions.

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<sup>19</sup> Kochan, Katz, *Collective Bargaining and Industrial Relations* 1988

### **How a Model of HRM can Benefit a Multinational**

A Characteristic feature of the multinational companies is that their subsidiaries operate under the discipline and framework of a common global strategy and common global control. Hence a model of HRM may be used as a tool which provides both headquarters which is the nerve centre and brain and, management on the ground with a base line to operate from.<sup>20</sup> As headquarters is where the corporate strategy and decisions are made it is also where the decision where new investment should be located. The relationship between the head office of a multinational company and its national subsidiaries is similar to that of the supreme headquarters of an Army with its subordinate commanders in the field. And as one from a military background, it is this facet of the research which drew me to this particular area of research. Brigadiers and Battalion commanders are powerful and important men, and thus much is left to their discretion and initiative. Yet they appear to ignore the vast wealth of knowledge which exists in their workforce. This knowledge be it from experience or backed-up by academic or technical qualifications is often not utilised to the benefit of the organisation. Yet the advice these individuals impart is sought by the General and taken into account when the plan of campaign is drawn up or the strategic management decisions are made, though the limits of authority are set and governed by the General and can be measured or diminished at his will. One might suggest that the likely solution to achieve a more effective system is to use this source of untapped knowledge when formulating their plans. The same applies in a multinational company as it is no different than any other company in this respect.

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<sup>20</sup> Tugendhat C, *The Multinationals*, Ch 6 Page 125. 1974

## The Future

If one is to believe Hans Gunters reasoning that *"There are in fact no truly geocentric corporations in being at the present time but yet Perlmutter believes that by the end of this century the worlds trade will be dominated by three hundred corporations of this type"*.<sup>21</sup>, where does this leave the argument? It begs one to address the problem of how to best tackle the means of developing a system where multinationals can eventually end up with such a culture which can survive, as these multinationals rapidly approach the 21st century.

As multinational corporations reach a certain size and scale of operations and they are faced with the characteristics of the geocentric organisation, they are faced with problems of creating a corporate culture which is appropriate to their as geocentric corporations. This means that they have to weld together teams of managers who have been educated in different national environments and who will have absorbed the basic cultural values of these environments.

Indeed, one of the most necessary requirements for successful management in a multinational corporation is the inculcation of what has been called "FACTOR X". This is the creation of managers who possess all the personal qualities and attributes needed for success in a different cultural environment. These include friendliness, lack of racial or religious prejudice, adaptability, cultural empathy and the overall ability to achieve the firms goals through gaining acceptance and cooperation from nationals who might be suspicious and antagonistic. Geocentric organisations would appear to have recognised

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<sup>21</sup> Gunter H, *Transnational Industrial Relations* Ch 2 Page 117. 1972

the importance of managers of this calibre in contrast to ethnocentric corporations which have often failed significantly for their lack of development of these type of managers.

An appropriate corporate philosophy is one of the most important factors in the creation of the cultural conditions that are necessary to make true geocentricity possible. One such example of a corporation adhering to the type of philosophy is IBM. This organisation for a long time sought to create the image that " IBM is a kind of community to which a person is admitted if he satisfies the tests of ability and personal qualities which IBM considers essential in its employees". A distinctive feature of membership of IBM is that an employee should not engage in trade union or political activities that might be in conflict with the aims and goals of the organisation. Thus as many multinationals pursue a similar policy, it raises the question whether trade unions present tactics and strategies, are designed to cope with a very different kind of industrial structure within the confines of a nation which can make adjustments that will be required to maintain the classical role of the unions in the future. That is, have they also got the flexibility that a multinational needs to survive in this present time of economic change or will they even want to.

Corporations which resemble the geocentric model could include IBM, Shell and possibly the big new one would be Bill Gates Microsoft which is linked to Digital/Apple. These organisations are top managed in terms of cultural style, and tend to a large extent to be ethnic in composition by persons drawn from the countries in which the parent organisations had their origin and are located. In the case of multinationals based in Ireland it may be a case that the strategic decisions are made by the US managers in the USA.

Some of the technical reasons why multinational corporations are becoming in certain respects more, not less centralised in their certain respects e. g. in their decision making, are as follows. The development of modern communications ( the Internet/World Wide Web, E-mail, Teleconferencing) have made it possible for the head office of a multinational corporation to exercise a more immediate and direct control over subsidiaries and the men on the spot. The computer has provided the rationale for centralised decisions since it increasingly enables a central board to manage its total in the most efficient way. These developments suggest that whilst the corporation of the future may be geocentric, in the sense that its trading and its staff may be increasingly international, its capital and its critical decisions are likely to remain under highly centralised control and thus highly influenced by the culture and the economic, social and political pressures bearing onto the parent corporations. Which leads one to how an organisation can address the question of how the organisation can best change and mould its culture to suit its particular requirements.

### **Changing Culture through the Model**

*"A method of changing corporate culture currently receiving attention is through human resource management (HRM) : indeed, the achievement of HRM objectives requires the management of the organisational value's system (culture) and this requires skilful implementation".<sup>22</sup>* The concern of human resource management with cultural management is sometimes regarded as a defining characteristic, distinguishing it from personnel management.

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<sup>22</sup> Anthony P, *Managing Culture* Ch 2 Page 24. 1994

Most HRM models emphasise the management of the organisation's culture as the central activity for senior management' (cited in Storey, 1989). If there is little evidence that HRM serves as the generator of corporate culture, it is very likely to act as the messenger or change agent. The real importance of HRM in this process of culture transmission, like much else about it, is questioned. Purcell (1989) finds it odd "*that the current wave of interest in human resource management is so optimistic and implies that a major reconsideration of personnel practice is under way. The belief is that corporate executives and line managers have discovered the need to encourage employee involvement, team work and integrated reward systems. . . . as a crucial element of their corporate and business-unit strategies*" odd because, although there are interesting experiments taking place, ' the material conditions for these to be translated into long-run strategic decisions placing human management at the, or even a critical function in corporate strategy do not exist.

Guest agrees, ' even in the United States there are signs that the enthusiastic advocacy of HRM is being increasingly questioned ' and suggests that HRM can serve as a smoke screen for the pursuit of anti-unionism and a reduction in the labour force '. The need for smokescreens suggests that some uncomfortable contradiction between word and deed has to be concealed, contradictions are not apparent and easily recognised because the culture of HRM is entailed by the culture of the market which defines excellence and cultural strength. Contradictions are obscured, because the difference between reality and cultural construction is deliberately occluded; if the cultural construction succeeds in becoming our representation of our experience, it becomes our experience. HRM, says Guest "*is encasted in myths and legends*". The legends are the case studies like the use

of quality circles at Lockheed. They have turned into myth as their existence is cited to support quality circles long after they ceased to operate.

### **Human Resource Outcomes of HBS Model**

Human resource outcomes are at the heart of the HBS model but the concept of commitment appears to a fundamental principle on which the model operates.

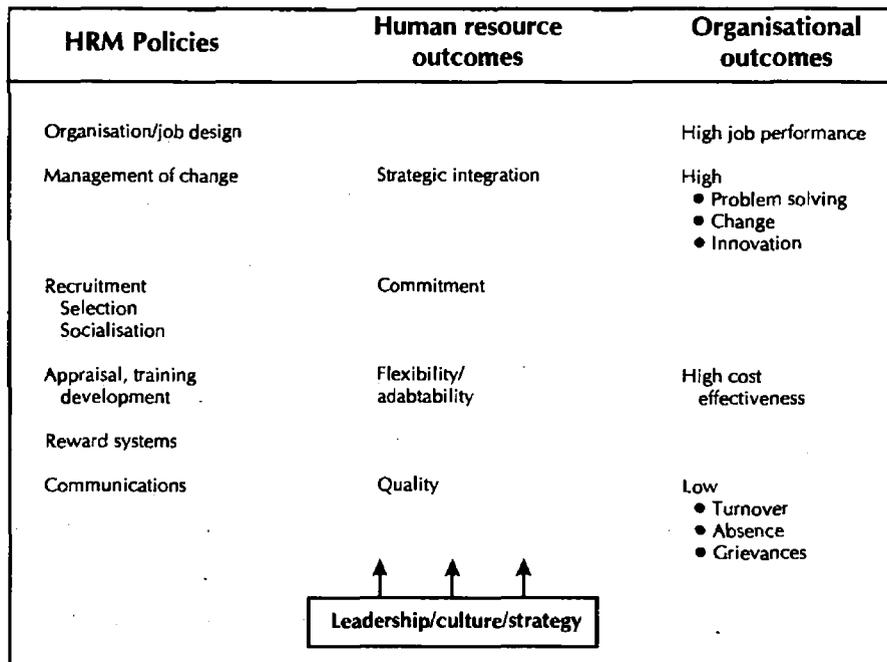
#### **Commitment:**

In the model of human resource territory Beer believes commitment is to what extent HRM policies enhance the commitment of people to their work and their organisations. Increased commitment can result not only in more loyalty and better performance for the organisation but also in self worth, dignity, psychological involvement, and identity for the individual<sup>23</sup>. Guest further develops this point by explaining to one how he believes to achieve success a workforce must be committed to the organisation. This commitment is developed and practised by ensuring the workforce are both enthusiastic and able to work on their own initiative. The psychological contract would be seen as a core element of the concept of organisational commitment. If commitment is a central concept of HR strategy for managing a workforce one may ask the question where does industrial relations fit into the model or does it.

Perhaps one may understand Guest's theory of HRM by the looking at the University of Limericks theory on HRM ( **Figure 2.4.**) which has further defined the concept of HRM.

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<sup>23</sup> Holinstead G, Leat M, **Human Resource Management**, 1995 Ch 2 Page 17



The University of Limerick theory of HRM  
 Figure 2.4

This model proposes an integrated system which states that HRM policies such as organisational job design, management of change, recruitment (selection and socialisation), appraisal (training and development, reward system, communications ) are fundamental to the effective operation of HRM. It would further suggest that if these policies are pursued effectively by management they will lead to the desired human resource outcomes namely strategic integration, commitment, flexibility, adaptability and quality across all levels of the workforce. And in terms of outcomes for the organisation high job performance and a highly cost effectiveness organisation with low turnover, absence and grievances. The human resource outcomes are underpinned by leadership, a strong culture and strategy, which are implemented by a strong management team.

Both of these theories would suggest there is a growing international consensus that Western countries economic renaissance, may be dependent upon the cultural

transformation of large-scale business, and in particular on the extent to which decaying bureaucracies can be replaced with dynamic organic cultures. Deal and Kennedy (Schein 1985)' see a revolution on the horizon. . . . a breakdown of the large, traditional hierarchical organisations that have dominated in the past. . . . We see it as a no-boss business, commonly referred to as the atomized organisation. For it to work, strong cultural ties and a new kind of symbolic management will be required. Both of these statements suggest that the old bureaucracies have to be replaced by cultures. This is because, if the apparatus of formal control is to be dismantled, there must be some means of assuring that the organisation, albeit atomised, remains an organisation, at least to the extent that it is sufficiently goal directed to survive.<sup>24</sup>

It would appear that what emerges from the foregoing analysis of the selected models of HRM is the emergence of particular components which are common to both models. This leads one to the conclusion that these components may form a hypothesis which this researcher will attempt to prove are in fact essential to the operation of HRM in the non-union environment.

# **Chapter 3**

## **Hypothesis**

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## THE HYPOTHESIS

### Introduction

The literature review and an examination of the existing theories of HRM in existence tend to indicate that there are several areas which continually emerge as components of successful HRM in the non-union environment. What I would intend to propose as my hypothesis is that these components are in essence the key components of successful HRM in the non-union environment and consist of the following:-

Commitment

Flexibility

An effective communication system

The development and maintenance of a strong culture

The practice of HRM in the form of a hybrid model of HRM ( i.e. one which is in a constant state of flux. )

In each of these areas I will attempt to establish if as I hypothesis that they are in fact the key components extracted from a "HRM SIEVE" and ultimately the basic ingredients necessary for HRM to work in the non - union environment. One does not intend to deny that as the theories as put forward in the HBS model and UCL model indicate effective HRM is a complex area of research and there are many other ingredients which are necessary for the models to work, but these may be secondary to the above identified areas which I intend to call the primary or key components of HRM in the non-union environment. Due to the nature and limitations of the study it may not be possible to

examine all the other components as put forward in these models, to test if they are as they indicate, necessary to provide a working model. I would contend that the above key components provide a miniature model of HRM which will be tested in the survey stage and hopefully prove, that though they are academically based they may also be applied in a live working environment as provided in the ever emerging non-union computer development industry.

One should acknowledge at this stage that though these components provide a working model many other components as illustrated in the HRM models may be needed as secondary considerations in the overall running of an organisation. In each of the key components I will attempt to establish the following:-

### **Commitment**

Total commitment on behalf of the employer and the employee to achieve excellence is the policy which must be pursued. If an organisation in the computer industry bases its management philosophy on HRM and wishes to survive the challenges of competitors it must remain non-unionised. I would propose that the keys to remaining non-union are achieved by a remuneration package that is above the normal in similar jobs, an emphasis on the one big happy family feeling within the organisation, a high sense of morale and a suitable performance appraisal system which acknowledges committed workers and takes action against those that fail to perform to a high standard.

### **Flexibility**

Flexibility appears to be an intrinsically embodied component, of the culture which operates in the non-union sector of industry. This has to be the way a successful operation

is achieved by giving a free rein to management to operate within such an ever-changing environment. The restrictive practices and formal methods that a union could enforce on such an industry would invariably lead to a situation where the organisation could not sustain an economically viable organisation. The practice of needing employees to move between different tasks as the need arose could also not be practised.

### **An effective communication system**

If management is to maintain an organisation, which prides itself on a committed workforce all sections of this form of workforce must be kept informed of what is expected of them, and how the organisation is performing. An effective communication system is the lynchpin between management and the workforce. The system of communication should provide all members of the organisation with a voice inside and outside the organisation as this may help the individual feel his/her contribution to the organisation is recognised. It can also be used to reinforce the concept of the one big happy family and also develop a community spirit between the organisation and the community at large.

### **The development and maintenance of a strong culture**

The culture of the non-union organisation has to be based on the encouragement of individualism which can be harnessed to the goals of management. One should be allowed the opportunity to achieve self development through their job, otherwise a huge source of potential will be lost to the benefit of some other activity.

### **A hybrid model of HRM**

It would appear from the literature that many models of management are put forward as the best to achieve success. One may argue that if one was to combine these models and

extract a few well chosen components, operate on a principle that these are in a constant state of flux as in a hybrid model of HRM, then the possibility of success would be higher than failure. But to operate a rigid form of management would be foolish as a lack of vision and the ability to change when necessary may not be possible. It may also encourage the establishment of a union within the organisation which may be alien to the practice of HRM.

# **Chapter 4**

## **Research Methodology**

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## RESEARCH METHODOLOGY

### What Had to be Measured

Studies such as Foulkes 1980 have suggested “that Non-Unionised companies are just as good if not better in regards to their personnel policies” compared to unionised companies.<sup>1</sup> Toner implies in his dissertation that this would appear to contradict the implications of the Harvard school of thought, that unionism of it itself would lead to more satisfactory personnel policies than obtained in non-union firms. The Harvard school further suggests that the positive effects of unionisation may result in higher productivity. This argument by the HBS school of thought does not appear to be substantiated in the review of literature and it was this premise, that this researcher wished to examine further with regards to a non-unionised organisation especially as one is led to believe that they are in fact better with regard to their personnel policies and their HRM practices than those which are in fact unionised. The objective was to test this in an organisation in Ireland which prides itself on its practice of HRM in the non-union environment.

A decision was made in line with the research proposal and in conjunction with the foregoing paragraph that the researcher would identify areas of HRM which I believed would be worth further examination in the area of HRM policies in a non-unionised organisation. Eileen Kanes book “Doing your own Research”<sup>2</sup> provided a guide which I used as a benchmark on the approaches to take while carrying out this type of research. As the proposal indicates what the author of this dissertation is trying to establish by a

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<sup>1</sup> (Toner W 1987 ) Toner W, *Union or Non-Union ? Contemporary Employee Relation Strategies in the Republic of Ireland*. 1987

<sup>2</sup> (Kane E 1983) Kane E, *Doing your Own Research*

literature review, survey and analysis combined with interviews and the use of questionnaires is to establish what are the key ingredients of successful HRM and does the practice of HRM reflect what the chosen models describe as effective HRM, work in reality in a non-union multinational operating in the computer industry in Ireland. The dissertation will attempt to establish, prove and validate from all the available information do particular components' which could be termed "Key Components" provide a realistic working HRM environment.

It would appear at this stage of the research that the following areas will require further examination with regards to how commitment is established and nurtured, the question how employees are kept flexible in terms of their approach to work and also as to how the organisation sees its employees as a resource which is flexible. Does the organisation view its most important resource ( the human resource ) in a positive light in the context of the potential each one possesses. To test how an effective communications system is vital to such an organisation, as it forms the vital link between management and the workforce. The importance of such a system and how it forms the lynchpin on whether the organisation works as a cohesive unit or not and also how the system may be used by individuals to voice their anger, grievances, or praise as the case may be. The communication system also appears to be an integral part of bonding the multinational with both the local community and national community at large. The question of what defines a strong culture may also be addressed and how motivation is tied into the overall maintenance of a particular culture individual to the organisation. Finally at the end of the measurement stage it may be possible to distinguish or define if there is a particular model of HRM more suited towards a non-union organisation than other type's of organisation. This may be established by analysing how the workforce view management structures

which have been put in place to achieve a highly effective organisation working in the extremely competitive computer business environment.

Although the sample is small, it is felt due to the nature of the industry and the size of the workforce it would provide worthwhile answers as to whether the theories and models stand the test in a live working situation. The object was to see if the practice of human resource management as suggested in the Harvard Business model of HRM and the University College of Limerick model of HRM is borne out in reality.

### **The Organisation**

The company selected is one the biggest and most successful in the computer industry and makes no excuses about its non-union policies and appears to be highly successful if one is to judge their success in purely economic terms, its practice of management is one which is purely human resource management. The organisation is located in an urban semi rural area, and has a core workforce which is supplemented by a peripheral workforce which provide on site and off site support to the organisation. The sample to be surveyed are a cross section of white / blue collar workers and have diverse backgrounds. The majority of those to be surveyed are in their early twenties and because of their diverse backgrounds and their exposure to the management practices of the organisation it is felt they will provide an insight into how such an organisation achieves success from their particular style of management.

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## The Approach of the Research

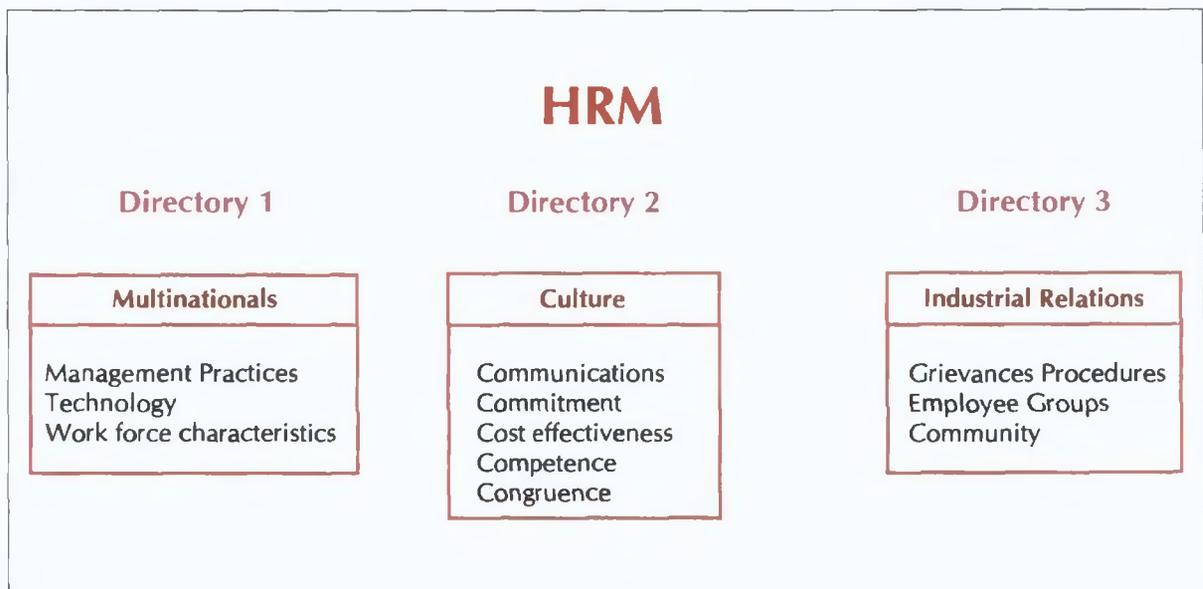
The research is theoretically broken into two forms namely qualitative and quantitative which will establish what constitutes the key ingredients of HRM by literature review and backed up by quantitative research. What I shall endeavour to provide at the end of these processes will<sup>3</sup> be an in depth analysis of the data compiled. The purpose of this research was to establish exactly what literature existed on HRM, Multinationals, and Culture policy in regards to past and current literature in these fields. It would appear from the evidence available, that many of the themes which emerge in HRM literature continue to be borne out by survey and analysis by all of the main contributors to the field of human resource management. Attention was also paid to what may be the trends in the future. Having compiled a suitable reading list of books, journals, articles and newspaper cuttings a further search was initiated on the Internet to broaden the scope and give an international overview of the areas mentioned previously. As one begins to read and dissect the information available it becomes apparent to the reader, that some themes reoccur on a regular basis. The review of literature was completed over four months in which a preliminary list was compiled and indicated further areas which needed to be further researched. The areas which needed further analysis took another six months. At the end of this period a sizeable quantity of photocopies and computer discs which were used to record relevant material provided a foundation on which the information to be extracted could be evaluated and either included or disregarded.

Throughout this time any other information which one encountered was referenced and thus could be used at a later stage if necessary. Referencing played an important part and the literature review file was broken down into several subfiles or directories, be they lever

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<sup>3</sup> (Silverman D 1985) Silverman D, *Qualitative methodology and Sociology*, 1985, Part (1) Page 18.

arch files or on a computer. The purpose of this was for ease of access and cross referencing. Each directory in turn had a subdirectory and these contained any other abstracts, notes or ideas as they came to light in a particular area, This is best described in (Figure 4.1).



**Figure 4.1**

### **Working Stage of Research**

As the literature was reviewed, it began to become obvious that there was a continual emergence of some themes and these were pursued if I felt they were relevant to my dissertation. It also became obvious that though HRM is a relevantly modern practice of management in terms of the evolution of management practice as indicated in chapter two (2) it appears to be in a constant state of flux and what works today may very well be obsolete and need to be changed tomorrow. Thus I focussed on two models of HRM to provide a source of reference which could be referred back to, throughout the research.

Two dissertations which I encountered and of a similar nature to my own were by Dr Bill Toner and Dr Paul Mooney and provided a useful guide to keep me focussed on my area of research. Though my research has similarities, I believe overall what my research endeavours to provide is what I would describe as a "HRM SIEVE" which in descriptive terms one may describe as similar to a egg timer apparatus. The "HRM SIEVE" only allows the key or primary ingredients to filter through and provide a working model of HRM in a multinational. Anything else that is left is not a primary ingredient but could possibly be termed a secondary ingredient.

### **Gathering the Information**

Having gathered as much information as I could possibly find, I condensed this into a methodical and sequential picture of how management has arrived at its present stage today. The research involved a sizeable amount of concurrent activity in terms of writing to different institutions, e.g. the I.D.A. to get a list of multinationals operating in Ireland and the CSO to gain up to date statistics on the presence of multinationals in Ireland while at the same time continuing the literature review. Many of the organisations identified as multinationals when written to were (a) not prepared to participate in the research and (b) due to unions on site were ineligible to participate. It thus emerged that only one (1) major multinational in the computer industry which prides itself on its HRM policies and fulfils the criteria of a non-union organisation in the computer sector was prepared to allow me to conduct research of this nature in their organisation. After several letters and telephone conversations with HR managers assistant explaining the nature and basis of the research, a meeting was arranged with the HR manager. Prior to this meeting, I had by written correspondence described a general outline what my intended area of research would be

focussing on. With regards to the interview prior permission was also gained to use a Dictaphone for ease of writing up notes afterwards. The initial meeting took the form of an informal discussion by both parties and a Dictaphone was also used having assured confidentiality re the after use of the transcripts. An undertaking was also given to forward a synopsis of the interview to the HR manager to enable him to amend any misinterpreted answers on my behalf. Having established a good rapport with the HR manager an outline of the questions on which the formal questionnaire to be presented to the workforce would be based was addressed and the HR manager was quite happy to answer as many of the questions which he could at the time, to the best of his ability.

The interview with the HR manager was supplemented with other probing questions as more issues came to light, but the interview was kept on line and to the point by sticking to a prepared list of questions which were constructed before the interview. The questions which were put to the HR Manager are listed in the annexes and were compiled from the review of literature. What I was hoping to achieve from this interview was a series of answers which either supported or disapproved the current literature and also highlighted areas which needed further research, if this was the case. The major advantage of the interview was as Bell described it was the "adaptability"<sup>4</sup>, to probe responses and investigate motives and feelings which the prepared questionnaire could not do. Reaction to the participants facial expressions, tone of conversation was often indicative whether the subject under discussion was one which made them feel comfortable or uncomfortable. Though the negative side to the interview was its subjective nature and the problem of bias, with the overall time it took to interview individuals. The interviews with

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<sup>4</sup> (Bell 1993 ) Bell J, *Doing your research project*, 1993, Ch 8 Page 91

the employees, were kept to a minimum and were either prearranged or opportunistic in that at the end of a session of administering questionnaires individuals were often interviewed to gain a further insight into their views on important issues. As Moser and Kalton describe the survey interview as a "conversation between interviewer and respondent with the purpose of eliciting certain information from the respondent ". Quite a sweeping statement one say, as the interview often proves to be more complex than this.

After the initial interview with the human resource manager the notes were written up within two (2) days, as the information was still fresh in my mind and the cassette of the interview was replayed several times to clarify the answers to the questions. I found it often took a few runs of the tape to understand fully what the HR manager was expressing and one had also to read through the lines as to what was **not** been said to gain a better interpretation of the overall philosophy of creating and maintaining a non-union culture. The Dictaphone proved to be an invaluable in that one could distinguish from the tone of the HR managers voice whether he appeared at ease or uncomfortable with certain questions. It was also agreed at this interview that a pilot study would be conducted, followed by a distribution of a self administered questionnaire to a cross section of the workforce and eventually a follow up survey if time permitted to test if the information received would in fact stand up over time.

The pilot survey was conducted in late October 1996 and this proved invaluable for a number of reasons. It indicated;

- (a) time required to complete the questionnaire.
- (b) were instructions clear and concise.
- (c) were there any ambiguities.

- (d) had all major topics been covered.
- (e) did any other matters arise which needed to be sorted out.

As it emerged any problems which did arise were of a nature which were relatively easy to sort out and hopefully enhanced the final questionnaire presented to the workforce.

As the pilot survey was conducted close to the Christmas holiday, a decision was taken to wait till after Christmas to conduct the real survey. This decision was made because it was felt that participants would not be inclined to give their full attention to the questionnaire and the added problem of having a suitable number of them assembled, with employees taking annual leave at this time of year.

### **Problems Envisaged / Encountered**

Possibly the main problem one may encounter while conducting research in this manner leading to the award of a masters degree by research is the one of time management as it is likely they may be in full time employment. Thus it is necessary that they conduct their research in a logical, resourceful and time economical fashion with concurrent activity in all areas of their research. Time has to be allowed to compile and analyse the required data to achieve a worthwhile outcome and plan for the unexpected as much as possible.

The question of administrating a survey, arranging completion of questionnaires, analysing, be this manually or computer aided or the combination of both is the area most likely to be time consuming as one is likely to handing over control to other individuals.

To be more specific with regards to this dissertation the question of a major multinational allowing an outsider continual access to their workforce is likely to be achieved only if they feel the final outcomes will identify characteristics or a result which will be

worthwhile and beneficial to their organisation. This problem of access is overcome if the researcher builds up a rapport with the key holders in the organisation, be this the HR manager or other relevant managers. This rapport has to be based fundamentally on one of trust and that all information gathered is treated in strict confidence. There are basically two reasons for this, one is that it leads to a good working relationship and secondly in the future others may be pursuing similar research in this area and the organisation may judge their decision on whether to allow access or not depending on one's present conduct.

The question of not losing sight of your goals may be another potential problem as there may be a requirement to change your survey instrument to suit both your needs, and the organisation at the same time. A balance has to be struck in achieving a final questionnaire which is academically sound and practical in its approach. One also has to be flexible from this point of view and the realisation of the need to possibly address certain questions, more from an indirect approach than the direct approach. Hence the rewording of questions to achieve an acceptable version of the questionnaire may be a problem.

The actual administering and scheduling of meetings with the various key personnel within an organisation is another problematic area. This may be overcome by using a combination of survey methods namely interviewing the personnel, administering the questionnaire at a local forum, further interviews and finally allowing the key personnel within the organisation to administer more questionnaires to expedite the process. The researcher has to realise that though the project is of the utmost importance to the individual researcher the organisation which is allowing such research to be carried out is more concerned with the profit it achieves at the end of the week or month as the case may be. Acknowledgment should also be made of the fact, that in this type of environment

employees are likely to be saturated with surveys. On two (2) occasions when this researcher was conducting a survey the participants also completed two (2) other surveys for the multinational in question).

Administration was often slow due to the time restrictions imposed by the organisation on the researcher, possibly because time is money in such organisations. By this the researcher means often meetings which were scheduled to take place never materialised and when they did the agreed upon numbers were not present thus slowing the survey part of the research up considerably. This researcher has also found that most problems could be overcome by determination and persistency if there is sufficient time, which without a doubt is intrinsically linked to the research process.

### **The Objectives of the Survey**

By the use of a questionnaire which was constructed around the hypothesis that multinationals in the computer industry are best managed with the philosophy that it is better to remain non-unionised, I intended to prove that this is achieved by starting from a base line that to remain non-unionised the organisation must not only practice and adopt the theories of HRM but actually believe and live them. If management at the strategic level keep a few fundamentals close to their hearts and identify the key components of HRM which operate in their organisation they should survive in the ever changing competitive computer industry. It was hoped the questionnaire would give an indication that such principles of commitment, high morale, effective management skills at all levels, an organisation which not only cares for their employees both financially and appreciation may become evident at the end of the process. The organisation which is prepared to

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effectively monitor its employees to achieve good economic results from its employees. To understand how an effective communication system appears to be the bonding agent between all levels of the organisation and without this agent could lead to outside intervention if not used effectively. An understanding of HRM from the point of view that the observer draws the conclusion that it is better to operate a hybrid model of HRM rather than strict adherence to one particular model / theory of HRM, overall the practice of a management style which is flexible and capable to deal with problems as they arise.

### **Considerations before Formulation of the Questionnaire**

Formulation of questions to achieve a worthwhile response, involved the consideration of the following criteria, a correct balance had to be struck so as to achieve in the survey stage a clearer understanding of the responses in light of the fact that a negative response is as legitimate as an affirmative one. Protagoras makes this point clearer in his description of a question "There are two sides to every question"<sup>5</sup>. One might further add just as there are many answers to every question, but the real expertise lies in the art of discovering which is the correct one. Turner and Krauss 1978 discuss the "subjective Phenomena" of questions and it was important to keep this in mind as well, as questions which are commonly regarded as factual have often a large subjective component. The most basic decision I had to make was whether to leave a question open or to close it by providing a set fixed alternative from which the respondent would choose. I intended to take an approach which concentrated on closed questions as this restricts responses germane to the researchers aims and the literature on the question design would suggest for those who are not experts in this field this is the most suitable approach as it provides data in a form that is a great deal easier to code and analyse. I also intended to include some open ended

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<sup>5</sup> (Schuman and Pressor ) Schuman H & Pressor S, **Questions and Answers in Attitude Survey**, Ch 7 Page 179.

questions more in the form of comments to broaden the scope of responses. Middle positions such as “about right” were omitted as it was felt that people tend to lean in one direction or the other on most issues and thus the middle alternative would lead to a situation in which the respondent could evade the answer. Another important decision was how to maintain a clear order in which the questions were to be answered and the overlapping of one area into another. Consideration had to be made on how to stimulate an interest for the participants to be willing to complete a similar questionnaire in the future.

### **The Questionnaire Design**

This part of the research was possibly the slowest part of the research as it involved considerable thought both in the design and the redrafting stages to achieve a worthwhile questionnaire and acceptable results when the exercise was over. As one who was relevantly inexperienced in this field I realised that this would form the basis on which my dissertation would either sink or swim, so every effort was made to make it both interesting to the participant and detailed to receive the data I was endeavouring to find. The design of the questionnaire took approximately six months due to particular attention being paid to the clarity of questions being asked to obtain useful and meaningful answers. The question of trying to draw on the experience of previous researchers whose experience outweighed my own also had to be taken into account. The aim was to end up with results which combined the testing of my hypotheses through “experimental manipulation and randomisation (internal validity) with the ability to generalise to the national population (external validity)” was borne in mind due to the nature of the business of the multinational I was examining and the place it had in the local community and the national community.

The approach this researcher decided on was first to meet the HR manager and question him on a number of general issues with regards to management practices, culture and industrial relations within the organisation. These questions were in areas which I believed to be critical areas in establishing how such an organisation operates a non-union organisation. Following on from this and depending on the major themes that emerged, a follow up questionnaire had to be designed incorporating any other themes which had not been identified. The HR manager gave an assurance that he would be amenable to a survey of the workforce, consisting of one hundred (100) employees.

Having used a combination of interview and questionnaire which were used to establish the fundamentals on which the dissertation and questionnaire to be presented to the workforce would be based, it became obvious that to pursue a course of direction of using both interviews and questionnaire to the identified population would be far too time consuming and hence it was decided to administer questionnaires which would be easier to analyse when completed. The questionnaire was designed keeping in mind the research outline. An initial list was made of what I had to know, followed by a list of what I could know as additional material to provide background information in the area of the research. The intention was also to carry a pilot study, the survey itself and finally a follow up survey in a further six months to confirm if the findings were consistent and stood the test of time.

The questionnaire was designed on the principle that it had to be self administered by a cross section of the workforce. The intention was that a pilot study had to be carried out initially. The actual administration of the process would involve the distribution of questionnaires to the workforce on a prearranged date with the HR manager and collect

the completed questionnaires within a two-day period thus making an allowance for shift workers. The intention was also to arrange the distribution and collection around the weekly assembly of the workforce by both management and employees. As the research progressed it became clear that due to time restrictions on both parties the questionnaires which were to be distributed to individuals at monthly briefing sessions and collected the same day did not fully materialise due to a combination of reasons. What eventually happened was that a proportion were administered by this method and others were distributed by the HR staff of the organisation itself. The positive side of this approach was that it led to a wider field of participants completing the questionnaires and ensured a higher return of questionnaires, though the negative side was that it led to considerable delays in between sessions due to suitable numbers of the workforce being made available to make it a worthwhile exercise.

The questionnaire was pre-coded by the use of SPSS and broken into a number of clearly defined areas:-

**Part (1)**

Consisted of building up a profile of the participant completing the questionnaire. It involved gathering raw data on their title, marital status, gender, job description. The purpose of these questions was to establish if male and females had a different perception of management's practices be they single or married. Each participant was asked to describe their job once again trying to establish how employees' views differ at the different levels throughout the organisation.

**Part (2)**

This section begins at question nine (9) and the approach was to discover how management's different practices are viewed within the organisation. It investigates particular themes such as, management's effectiveness at the different levels throughout the organisation, the questions of a US style of management as compared to the Irish style of management, how employees perceive the question of equality / single status as in a pure HRM style of management. It then leads into how the culture of a non - union organisation is maintained by the individual part of the core workforce or peripheral workforce. How the HRM practice of shared goals works, how loyalty and commitment on both the organisations and the employees part are nurtured and developed for the overall effectiveness of the organisation. The importance of how grievances are handled and how the employee believes they have an avenue to air such grievances is examined both by the communication process and a performance appraisal system. How the individual is rewarded and developed in line with the needs of the organisation. The role of the HR manager within a non union organisation and the perceived role of what his/her role should be by the workforce.

**Part (3)**

This section regains the individuals attention and acts both as a lead off, and creates the interest for the participation in a follow up survey if the need arises.

All the questions were as specific as possible and avoidance was made of the use open-ended questions. Though when open ended questions were used the responses received were extremely detailed and supplemented the interview process. Also as each response

was different in some respect it led to some difficulty when coding into the SPSS package. Any ambiguities or areas of doubt would hopefully be eliminated at this stage and highlight any other potential problematic areas.

### **Description of Questionnaire**

Before getting to the stage of a final draft of the questionnaire a number of clearly defined steps had to be followed. Before drafting the questionnaire a preliminary list of questions were drafted from the literature review which contained the key elements of management's practice in a non union environment, this list consisted of ten ( 10 ) key questions. These questions were put to the HR manager and enabled a frame from which a more detailed questionnaire could be compiled.

The questionnaire which was eventually titled an "attitudinal survey" took six (6) detailed drafts to achieve a worthwhile exercise and even now as one reviews the questionnaire at this stage after both the pilot and general survey, there still appears to be some small areas for improvement which could have been possibly be refined in hindsight. The final draft consisted of seven (7) pages with a total of fifty-two (52) questions, of which forty-three (43) are specifically aimed at retrieving information on the management practices. Having looked at other questionnaires, and bearing in mind the multinational in question was only prepared to allow individuals twenty (20) to twenty-five (25) minutes by the researcher to administer the questionnaire. A number of considerations had to be made from an administrative point of view, the participant initially was briefed on the purpose of the survey and instructions on how to complete the questionnaire it was left with them to complete as truthfully and expediently as possible. In most cases the questionnaires

were collected as soon as they were completed, i.e. directly afterwards or within two (2) to three (3) days, depending on the method of administration.

## Why USE SPSS

The computer package selected to analyse the data retrieved during the survey was the SPSS (personal computer version 6.1.3.) statistical package. SPSS is clearly the most popular professional programme available for social science data analysis, hence the choice of this researcher to use it because of its practicalities and proven expertise in the field of research. Often referred to as a "computer - assisted qualitative data analysis software" or (CAQDAS).<sup>6</sup>

One may ask the question why use SPSS at all. The fundamental answer is that it is a computer-based application which enables analysis at a greater speed than manual; compilation and analysis. Early versions of the SPSS package date back to 1968 and the package itself takes one through all the basic issues using a statistical package. Thus one who has had some previous experience in the manipulation of statistical packages on a computer may use this to their advantage when using SPSS. SPSS also has the advantage that it comes in several versions which are

- (a) SPSS (X) for a mainframe
- (b) SPSS / PC for personal computers
- (c) SPSS student ware"<sup>7</sup>

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<sup>6</sup> Kelle U, Prein G, Bird K. **Computer Aided Qualitative Data Analysis**, 1995 Ch 2 Page (23).

<sup>7</sup> (Babbie E & Halley F 1995) Babbie Earl & Halley Fred **Adventures in Social Research** 1995 Page (5).

Possibly the two most convenient aspect of the package nowadays is its intercompatibility with all major computer systems and an update version for use with windows. This with the benefit of ease of loading the package onto a compatible computer system by use of computer discs, which may be obtained from libraries who retain the manuals on this statistical package allows the researcher convenient access to the package.

Social scientific inquiry involves a bringing together of concepts and data, ideas and observations about human social life. The researcher is ultimately trying to establish "a correspondence between what we observe and our conceptual understanding of the way things are"<sup>8</sup>. When one measures concepts that capture variations among people we change the terminology from concepts to variables.

### Considerations when using SPSS

- a. **Validity :** refers to an indicator of a concept and is said to be valid if it really measures what is intended to measure and invalid if it doesn't.
  
- b. **Reliability :** this is a different quality of measurements and refers to the question of whether one can trust the answers that people give us even when their misstatements are honest ones.

To achieve a worthwhile result in the use of a questionnaire it may be necessary to use multiple indicators.

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<sup>8</sup> ( Babbie E & Halley F 1995 ) Babbie Earl & Halley Fred **Adventures in Social Research** 1995 Page (7)

### Levels of measurements

1. **Nominal variables** or “naming variables” simply name the different categories, e.g. Jew, Catholic, Protestants.
2. **Ordinal variables** these arrange the categories in some order, e.g. high to low, more or less etc.
3. **Ratio variables** have the additional quality of containing a zero point i.e. the distance between categories constituting a variable, the distance between ten (10) years old and twenty (20) years old is the same as between forty (40) years old and fifty (50) years old.
4. **Interval variables** these have the quality of standard interval measurement but lack a genuine zero point. They are calculated to allow for a score of zero but would not necessarily indicate a complete view, e.g. one can not be described as having zero intelligence.

Overall the purpose of measurement in social research is a fundamental concept and may be seen as a transition from concepts to variables.

### Tests which SPSS performs:

One should acknowledge the fact that whenever, analysis is based on samples selected from a population rather than on data collected from everyone in that population there is

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always the possibility that what we learn from the samples may not truly reflect the whole population.<sup>9</sup>

Researchers have often to test the statistical significance of relationship discovered among variables that tells one whether the observed relationship resulted from the vagaries of probability sampling ( called sampling error ). The tests relate to how strong a relationship is and the stronger it is should indicate a smaller likelihood of sampling error. Thus one may surmise that the observed relationship represents something that exists in the population as a whole. The tests which are normally run to test the results are named "Chi-Square Tests, and analysis of variance".<sup>10</sup>

Before such tests are run, tests such as frequency, descriptive and a series of cross tabulations should be carried out to indicate which data is important and relevant to the individual's dissertation or field of research. It is only then that the researcher can progress to a stage at which one tests the overall results to enable one to draw conclusions.

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<sup>9</sup> ( Babbie E & Halley F 1995) Babbie Earl & Halley Fred **Adventures in Social Research** 1995 Ch 15 Page 115.

<sup>10</sup> ( Babbie E & Halley F 1995) Babbie Earl & Halley Fred **Adventures in Social Research** 1995 Ch 15 Page 115.

# **Chapter 5**

## **Analysis and Description of Findings**

## Analysis and Description of Findings

### **Introduction:**

The survey which was conducted was distributed to one hundred and seventeen (117) participants. Sixty-seven (67) employees responded to the questionnaires which were distributed and this formed the total used for analytical purposes. The tests conducted consisted of frequency, descriptive and a series of cross tabulations. Frequency tests indicate the frequency, per cent, valid per cent and cumulative per cent of each question. Descriptive tests provide the mean, standard deviation, minimum and maximum of each question. With regards to the descriptive tests, a series of tests were conducted on each question which indicated the mean, standard deviation, minimum and maximum of each question. Having analysed these results it was felt they served little purpose to the overall interpretation in relation to the dissertation, in fact they may have confused those reading the dissertation afterwards. The statistics obtained from these were only relevant to the individual coding of each question. Thus it was decided not to include the results of the descriptive tests.

Cross tabulations work on the principle of combining the results of several questions, using these as a base line and then crossing them with the remaining questions to gain a clearer insight into the workings of the organisation. The criteria selected as a base line for the cross tabulations were gender, marital status and job description. One should note that some questions had a considerable number of responses which were condensed for ease of compilation and analytical purposes. All tests were carried out by using the SPSS statistical package and imported into the computer package Lotus 123 for the purpose of

making amendments which SPSS could not perform. These amendments were purely of a grammatical nature and no alteration or manipulation of data, complied at the testing stage was undertaken. The additional problem of manipulating data for a clear display of data had to be overcome as SPSS when imported into Lotus 123 has a tendency to become illegible.

In the first section of this chapter the analysis is based on the results obtained after conducting the frequency tests (**Appendix C Table E1 - E54**). Each question is individually analysed and a narrative is provided which is based on the tables illustrated in the appropriate appendix. In the second part of this chapter a further analysis is provided based on the results obtained having conducted a series of cross tabulation tests (**Appendix D, tables F1 - F96**).

### **Interpretation of Frequency Tests** (Appendix C, tables E1 - E54, pages E2 - E25)

Question (1) addressed the "title" of the participants in the survey. There were forty-one (41) or sixty-one point two (61.2%) male and twenty six (26) or thirty-two point eight per cent (32.8%) females. The valid percentage was thus Mr 61.2%, Mrs 11.9% and Ms 26.9% and a total of sixty-seven 67 responded to this question or a 100% response rate. This would indicate that the workforce is predominately male dominated. (See table E.1)

In question (2) the responses indicate whether the participant were married or single. There were sixty-seven (67) valid cases. Sixty-one point two (61.2%) per cent were single. Thirty eight-point eight (38.8% ) per cent were married. The total response was one hundred per cent (100%). This would indicate that two thirds (2/3) of the workforce are single. (See table E.2)

Question (3) indicates the gender of the participants indicates that forty-one (41) or sixty-one point two (61.2%) per cent are male and twenty six (26) or thirty eight-point eight (38.8%) per cent are female. The total response was one hundred percent 100%. The valid number of cases was sixty-seven (67). These results indicate that the workforce is predominately male and they outnumber the female employees on a scale of two to one (2:1). (See table E.3)

Question(4) addressed the job description of the individual employees, and there were eighteen (18) different employment categories. The overall response rate was one hundred percent 100%, i.e. 67 valid cases. The top three (3) categories of jobs were

- (A) operators, twenty eight (28) or forty-one point eight per cent (41.8%).
- (B) administrators' ten (10) or fourteen point nine per cent (14.9%).
- (C) engineers six (6) or nine per cent (9%).

The remaining jobs were made up of managers, supervisors, middle managers, project co-ordinators etc., a fuller description is provided in the appendices. The sample was a random one and hence the wide spread of the respondents jobs. (See table E.4)

Question (5) was trying to establish the nationality of the participants. The nationality of participants was predominantly Irish at sixty-three (63) or ninety-four per cent (94%). The remainder of those who participated in the survey were English, Australian, Scottish and French at one (1) or one point five per cent respectively. The overall response was one hundred per cent (100%) or sixty seven valid cases. The answers would imply that the organisation tends to employ mainly nationals of the country it is located in. The

perception that a multinational employs a substantial amount of employees from the host nation does not appear to be validated. (See table E.5)

The county of residence was addressed by question (6). Thirty-four point four percent (34.3%) are residing in Dublin or twenty-three (23) of 67 participants. Kildare has 22.4%. A considerable number of respondents 35.8% answered this question incorrectly. There were 67 valid cases which indicated all the participants responded. (See table E.6)

Counties of Origin were addressed by question (7). There were seventeen possible responses to this question. 38.8% answered this question incorrectly or twenty six (26) of the participants. Those who answered correctly were as follows, seventeen point nine percent (17.9%) or twelve (12) originated from Dublin. A further five (5) or seven point five percent (7.5%) originated from Kildare. There were 67 valid cases which indicates all the participants responded to this question. (See table E.7)

The educational standard of those who participated in the survey was indicated by question (8) and the results were as follows, thirty two point eight per cent (32.8%) or twenty two (22) secondary level, twenty nine point nine per cent (29.9%) or twenty (20) College Cert / Diploma, twenty six percent (26.9%) or eighteen (18) participants possessed a university degree and a further ten point four percent (10.4%) or seven (7) hold a postgraduate qualification. There were sixty seven (67) valid cases indicating all responded to the question. It would appear that when compared with the job the employee holds, or the higher up the ladder of the organisation the employee attains, the higher the educational qualifications they possess. (See table E.8)

Question (9) was establishing the relationship between the employee and management and the results indicate that forty point three per cent (40.3%) or twenty seven (27) believed it to be good, thirty four percent (34.3%) or twenty three (23) believed it to be very good and only seven point five percent (7.5%) or five (5) believed it to be excellent while three per cent (3%) or two (2) think it is poor. There were sixty seven (67) valid cases. It would appear at this stage of the analysis that the relationship between management and employees is seen in a positive light. (See table E.9)

The question of how employees perceived managements effectiveness was addressed by question (10). Fifty six-point seven-per cent (56.7%) or eight (8) of those surveyed believe management to be effective. Twenty two point four per cent (22.4% ) or fifteen (15) believe the management are adequate while a further six (6%) or four (4) believe it to be fair. There were sixty seven (67) valid cases indicating all participants responded. (See table E.10)

Question(11) was testing as to whether a better working relationship would exist between employee and management if all management were Irish. Eighty-two per cent (82%) or fifty-five per cent (55%) of the respondents believe it would not make a difference, while sixteen point four per cent (16.4%) or eleven (11) believe a better relationship would exist if all management were Irish. Only one (1) person failed to answer this question. There were sixty seven (67) valid cases. This may suggest that though the company headquarters are located in the USA and its style of management is US based, the employee does not appear to differentiate between national and non national managers. (See table E.11)

The approach of management appears to be balanced as indicated in question (12) by fifty-eight point two per cent (58.2%) or thirty nine (39) of the respondents. Four point five per cent (4.5%) or three (3) believe it is soft. A further thirty five point eight per cent (35.8%) or twenty-four (24) think it is hard in its approach. There were 67 valid cases and a one hundred per cent (100%) response to the question. It would appear from the responses to this question that overall management, though balanced appear to lean towards a hard style of HRM. (See table E.12)

Question (13) was looking at how much influence the Company has over employees outside normal working hours. Thirty-one point three per cent (31.3%) or twenty-one (21) of the respondents believe the Company has little influence on their lives once work has ceased. Twenty eight-point four per cent (28.4%) or nineteen (19) believe the influence is acceptable. At the other end of the scale three per cent (3%) feel the Company has too much influence and sixteen point-four per cent (16.4%) or eleven (11) believe the organisation has no influence. There were 67 valid cases, and an overall response of one hundred per cent (100%) to this question. It would appear from the results obtained that the policy of the company is one which does not generally encroach on the individuals private time once work has terminated for the day. This may be due to the fact that they expect full commitment to the task at hand while on site. (See table E.13)

Question (14) was testing whether middle management should be given more responsibility. Seventy-one point six per cent (71.6%) or forty-eight (48) of the respondents believe they should, while twenty six-point nine-per cent (26.9%) or eighteen (18) believe they shouldn't. Only one person failed to answer this question. There was a ninety eight point five per cent (98.5%) response to this question. This may indicate

overall employees believe middle management should have the ability to make more decisions on the spot and not have to continually refer them to a higher authority. (See table E.14)

Question (15) asked the participants whether they felt there were too many levels within the Company. Fifty three-point seven per cent (53.7%) or thirty-six (36) believe there is a suitable amount of levels. Twenty six point nine per cent (26.9%) or eighteen (18) believe there is a high amount of levels. While ten (10) respondents or fourteen point nine per cent (14.9%) think there are too many levels. Only three (3) or four point five percent (4.5%) think there is a small amount of levels. Generally the workforce are of the opinion that the different management levels within the organisation are sufficient to achieve the tasks in hand. (See table E.15)

Question (16) was addressing the issue of the perception of equality as espoused in a pure HRM style of management. Forty four (44) or sixty-five point seven per cent (65.7%) believe there is a perception of equality or 2/3 third of those surveyed, twenty three (23) or thirty four-point three per cent (34.3%) or 1/3 do not believe this to be the case. There was a 100% response to this question. The results may indicate that the HRM style of management is working effectively with a substantial proportion of employees of the opinion that they play an important role within the organisation no matter what their job description entails. (See table E.16)

Question (17) was trying to identify if a perception of equality existed because of the culture and values of the organisation. Nineteen (19) or twenty eight-point four per cent (28.4%) answered yes that the culture has a significant bearing. While eleven (11) or

sixteen point four per cent (16.4%) believes it has little bearing, a further eight (8) or eleven point nine per cent (11.9%) believe the culture or values are not relevant. Eight (8) or eleven point nine per cent (11.9%) also failed to answer this question. There was an eighty eight point one per cent (88.1%) reply to this question. Overall the employees surveyed would appear to indicate by their answers that it is because of the culture and values of the organisation that a perception of equality exists. This would suggest that the organisation works hard to maintain a strong culture and also that their methods of achieving such a strong culture are successful. (See table E.17)

Employees believe there is a perception of a "them and us" as indicated by the results of question (18) in the work environment with twenty seven (27) or forty point three percent (40.3%) saying it exists to some extent and a further fifteen (15) or twenty two point four (22.4%) stating it does exist. Only three (3) or four point five per cent (4.5%) believe this perception does not exist. There was a one hundred percent (100%) response to this question. One may draw the conclusion that this is because either (a) there is an anomaly in the system if we examine the results as obtained in question sixteen or (b) that it actually does exist when the roles of individuals are more clearly defined in the day to day work environment. (See table E.18)

Question (19) addressed the issue of whether full time employees and contract employees feel they are treated any different. Thirty two (32) or forty seven-point eight per cent (47.8%) of those who replied believe they are treated different. A further twenty six (26) or thirty eight-point eight per cent (38.8%) do not believe this is the case. One (1) failed to answer this question. There was a eighty six point six (86.6%) response to this question.

The results appear to indicate the core workforce feel the organisation is more concerned about them, than employees which are part of the peripheral workforce. (See table E.19)

Question (20) asked whether contract employees feel they are treated different to full time employees. The question was the opposite to question nineteen and was trying to establish if the answers were substantiated as received from core employees. Thirteen (13) or nineteen point four per cent (19.4%) believe this is the case, fourteen (14) or twenty point nine per cent (20.9%) do not agree with this. A substantial proportion of the respondents' forty (40) or fifty-nine point seven per cent (59.7%) did not answer this question. The overall response was forty point three per cent (40.3%). Though there were more who did not respond to this question than actually those who did, this may be due to the fact that the organisation had only recently offered their part time employees the opportunity of full time positions circa the time of the survey. (See table E.20)

The purpose of question (21) was to try and identify the key characteristics of a non-union organisation. There were ten (10) different responses to this question. Sixteen (16) or twenty three-point nine per cent (23.9%) believe it is because of a definite culture of the organisation. A further fourteen (14) or twenty point nine per cent (20.9%) believe it is because of the efficiency of the organisation. Ten (10) or fourteen point nine per cent (14.9%) of the sample failed to answer this question. Many of the answers varied as this was an opened ended question but it was possible to group the answers provided into ten (10) different categories. On examination of these categories it would appear the trend of this non-union organisation is that it develops a strong culture and keeps ahead of its competitors by its policies of being efficient and having a progressive approach to its

business. There was an eighty five point one per cent (85.1%) response rate to this question. (See table E.21)

Question (22) indicates that sixty-five (65) or ninety seven percent (97%) of all employees knew the organisation had a mission statement. Only two (2) or three per cent 3% didn't know. There was a 100% response to this question. This may suggest that this organisation has an effective communication system as indicated by the substantial number of employees who knew of the mission statement. Given the size of the organisation this is a very positive reflection of the communication system they have in operation. (See table E.22)

The results from question (23) indicate that fifty-six (56) or eighty three-point six per cent (83.6%) identify with the mission statement of the organisation. Ten (10) of the respondents or fourteen point four per cent (14.4%) do not identify with the mission statement and only one failed to answer the question. The overall response was ninety eight-point five-per cent (98.5%). This would appear to further substantiate the view that this organisation practices an effective communication system, one might even suggest that the employees appear to be well indoctrinated in the philosophy of the organisation. (See table E.23)

Does the organisation emphasise shared goals was addressed by question (24). Thirty two (32) or forty-seven point eight per cent (47.8%) or nearly ½ of those surveyed believe the organisation does emphasise shared goals. Twenty one (21) or thirty-one point three (31.3%) believe this is the case to a large extent. Only one (1) or one point per cent (1.5%) think the organisation does not emphasise shared goals. There was a one hundred per cent (100%) response to this question. (See table E.24)

Question (25) was a follow on question from the previous question with regard to the concept of shared goals being reflected in pay / benefits. Thirty-two (32) or forty seven-point eight-per cent (47.8%) believe this to be the case. A further eighteen (18) or twenty six-point nine (26.9%) believe this is the case to a large extent, which is a total of seventy-four point six percent (74.6%) agreeing to this question in a positive manner. There was a one hundred percent (100%) or sixty-seven (67) valid cases. The overall positive response would tend to suggest that the organisation not only emphasises a shared goal's concept but actually put it into practice. (See table E.25)

Question(26) addressed how well employees felt their remuneration / benefits compared to other organisations in the same industry / locality. The response to (a) the same industry was as follows: thirty-nine (39) or fifty-eight point two per cent (58.2%) believe they are rewarded in line with the company's competitors, (See table E.26) (b) in the locality: fifty-five (55) or eighty-two point one percent (82.1%) also believe their remuneration is as high or as close to similar industries in the locality (See table E.27). The overall response to the question was ninety-eight point five (98.5%) or sixty-six (66) respondents. One may suggest that both these responses indicate that this organisation rewards its employees extremely well taking into account all the extra financial benefits they have open to them. This comparison would also appear to suggest that the company in question pays close attention to pay scales / remuneration packages offered by similar type business, possibly because they may retain their employees if their benefits are higher than others.

How would you rate morale was tested by question (27). Twenty-three (23) or thirty four-point three (34.3%) believe it is high. The response for morale varies between very high and extremely high for a further twenty-seven (27) or forty point three per cent (40.3%).

There was a one hundred per cent (100%) reply to this question or sixty-seven (67) valid cases. Overall the results would tend to suggest that morale is very high in this organisation though the reasons may be varied. (See table E.28)

Question (28) was trying to establish if there is a connection between pay and morale. Twenty (20) or twenty nine-point nine-per cents (29.9%) believe it has a bearing. A further nineteen (19) of twenty-eight point four per cent (28.4%) believe it has a close association. This may imply that financial rewards and morale are intrinsically linked. Interestingly enough a further twenty-four (24) or thirty five-point eight (35.8%) believe it is only one of the factors. Which suggests that financial rewards may not be important to some employees than others. It may be the culture the organisation cultivates in the work environment which leads to a high level of morale. Nevertheless it would appear there is a link. The overall response was one hundred per cent (100%) which indicates the interest aroused by this particular question. (See table E.29)

The issue of whether the organisation fosters loyalty in the work environment was addressed by question (29). Forty-eight (48) or seventy-one point six per cent (71.6%) believe the organisation does foster loyalty. This would appear to be a natural assumption that an organisation such as company 'X' does foster loyalty in the work environment due to its particular style of management. The overall response rate to this question was one hundred percent (100%). (See table E.30)

Question (30) was addressing whether from one perspective if the organisation fosters loyalty is it entitled to one hundred per cent (100%) commitment, and from another perspective, if the company is paying their employees well, should employees sell their

souls to the organisation. Fifty-seven (57) or eighty five-point one per cent (85.1%) believes 'yes' the organisation is entitled to one hundred percent (100%) commitment from its employees. This would appear to suggest if the organisation is prepared to look after them, then they in turn have a responsibility to the organisation. There was a one hundred per cent (100%) response to this question. (See table E.31)

Question (31) indicates, sixty-three (63) or ninety-four per cent (94%) have a performance appraisal system. Only three (3) or four point five per cent (4.5%) do not. This would suggest that this organisation pays close attention to the performance of ninety eight-point five-per cent (98.5%) of its employees. One (1) participant did not reply to this question. (See table E.32)

Question (32) was examining whether employees felt if the performance appraisal system was used to identify those that were not performing as was expected by the Company. Forty seven (47) or seventy point one percent (70.1%) believe it is used adequately. It would appear from this result the company pays close attention to all employees, and the employee also realises their performance is being monitored. The response to this question may also suggest that the company pays close attention to all its employees to identify the employee which is not fitting in with the overall plan of management. Hence the importance of identifying the potential problematic employee before it is too late. There was a one hundred per cent (100%) answer to this question. (See table E.33)

The question of whether exceptionally high performance is rewarded was addressed by question (33). This was examining whether there is an incentive by the employee to push one self further for the benefit of organisation and also themselves. Forty seven (47) or

seventy point one per cent (70.1%) believes exceptionally high performance is rewarded.

(See table E.34)

Question (34) indicates that forty-three (43) or sixty four point two percent (64.2%) believe that performance appraisal is a worthwhile system. It would further appear in this question the workforce itself understands the importance of performance on both sides, be they operatives or at management level, how an effective system may be used by an organisation for a variety of reasons. The overall response to this question was ninety five-point five percent (95.5%). (See table E.35)

The importance of performance appraisal is further examined in question (35) from an economic / financial point of view. And it is clear that seventy nine point one (79.1%) percent or fifty-three (53) of the employees understand the direct association between performance appraisal and their rewards. The company would appear thus to use the system to reward appropriately in line with the contribution the employee makes to the organisation. The total response to this question was one hundred (100%) percent. (See table E.36)

Question(36A) was addressing the issue of how employees felt their grievances were dealt with by management / supervisors in the non-union environment. It would appear from the results that most are satisfied with their superiors handling of their grievances. A total of forty-one (41) or sixty-one point two per cent (61.2%) substantiate this view. This may indicate that management have a clearly constructed mechanism which operates effectively when an employee feels they need a problem to be resolved. (See table E.37)

Question (36B) was examining in greater detail the answers provided in question (36A) from the point of view that if employees did **not** feel their grievances were being handled correctly, why was this the case. There were many responses to this question as it was open-ended, thus the answers were grouped into clusters which best reflected the responses received. A considerable number of employees forty two (42) or sixty-two point seven per cent (62.7%) did not answer this question, which implies they may be happy with the current situation of conflict or potential conflict resolution. Seven (7) or ten point four per cent (10.4%) believe management are not effective due to their communication skills. The overall response was thirty-seven point three (37.3%) per cent of the sample, who believe a problem does exist and gave a variety of reasons, why such a problem exists. (See table E.38)

Question (37) asked whether the communication system provided employees, with a voice to air their criticism of the organisation. Fifty-one (51) or seventy-six point one per cent (76.1%) believes it does. The overall response was (100%) per cent. The answer may imply that although a comprehensive system of communication does exist within the organisation and is effective with regards to some of its goals, there appears to be an anomaly with regards to the action taken how problems are handled. This may be important as the organisation is non- union. (See table E.39)

Question (38) was addressing how effective communications between management and the employees were, the results indicate twenty three (23) or thirty-four point three per cent (34.3%) believe the communications work effectively between management and employees. There was a one hundred per cent (100%) response to this question. It would

appear from the results obtained that management and employees appear to communicate at an acceptable level in such an environment. (See table E.40)

Question (39) was addressing the issue on how quickly problems are resolved by the use of the communication system. Thirty-one (31) or forty-six point three per cent (46.3%) believe the communication system is effective with regards to the time it takes problems to be solved. Yet the remaining thirty-six (36) or fifty three-point seven per cent (53.7%) feel the communication system is too slow when it comes to having issues solved. There was a one hundred per cent (100%) response to this question. There is a clear split on the responses to this question which may suggest management should examine the process on to improve the present system. (See table E.41)

Question (40) was trying to establish if the information received from employees passes back up the system, as it is commonly accepted information filters downwards with ease but does this practice work in reverse. Most employees were not aware if the system was ever tested. Fifty-one (51) or seventy-six point one per cent (76.1%) reflected this point of view. The overall response was one hundred per cent (100%). (See table E.42)

Question (41) was establishing whether employees felt there was a potential to be promoted within the organisation. Forty two (42) or sixty-two point seven per cent (62.7%) believe there is. The overall response to this question was one hundred per cent (100%). The response to this question may suggest that the organisation practices a policy of the development for their employees. (See table E.43)

Question (42) was examining whether one felt their individual job provided the employee with opportunities for self development in terms of training. Fifty-six (56) or eighty three-point six per cent (83.6%) believe there are adequate avenues of self development within the organisation. The total response to this question was one hundred per cent (100%). The answers to this question suggest that employees feel that the organisation recognises that they are in fact a human resource and provide the opportunity to develop in line with the requirements of the company. It may also suggest that they feel their job is not one in which it is just a dead end. (See table E.44)

The question of whether the organisation encourages individualism / initiative in line with company goals was addressed by question (43). Forty-one (41) or sixty-one point two percent (61.2%) believe this is the case. Only one (1) or one point five (1.5%) believe that this concept was discouraged. The response to this question was one hundred percent (100%). (See table E.45)

Question (44) was addressing the issue on whether the education one has entering the organisation has a significant bearing on where the individual is employed. It would appear to many of the employees believe it to be critical to the position they hold within the organisation. Thirty-eight (38) or fifty-six point seven percent (56.7%) believe this to be the case. However six (6) of the respondents or nine percent (9%) do not believe this is the case. (See table E.46)

Question (45) was addressing the issue of whether employees felt a sense of pride because they worked for company 'x'. It was trying to establish if the effective HRM style of management and the sense of a strong culture was actually impacting on the employee

who work for company 'x'. Sixty (60) or eighty-nine point six percent (89.6%) of the participants answered in a positive manner. However the reason for this was not elaborated upon thus this sense of pride may be due to a variety of reasons. There was a one hundred percent (100%) response rate to this question. (See table E.47)

Question (46) was establishing if the employee did feel a sense of pride, was this because of the communication process in company 'x', i.e. an open door policy. The replies to this question did not indicate either way as the margin between a yes and no answer was very close. Thirty-one (31) or forty-six point three (46.3%) per cent answered yes, while twenty seven or forty point three percent (40.3%) answered no. Nine (9) failed to answer this question. The total response to this question was thus eighty-six point six per cent (86.6%). (See table E.48)

Question (47) was an open-ended question thus there was a large number of responses which were to be condensed into nine (9) different categories which best reflected the answers and additional comments made. The majority of employees believe the positive effects of company 'x' approach to business is their HRM style of management or US style as referred to by many respondents. Seventeen (17) or twenty five-point four per cent (25.4%) put this as their answer. Ten (10) or fourteen point nine per cent (14.9%) believe it is because of the pay and benefits the organisation rewards its employees. And a further fourteen (14) or twenty point nine per cent (20.9%) believe it is because of the combination of a flexible and efficient approach to business. Only one (1) or one point five per cent (1.5%) believe it is because of a disciplined regime. A significant number of the participants did not answer this question, i.e. eleven (11) or sixteen point four (16.4%) percent. The overall response was eighty three-point six per cent (83.6%). (See table E.49)

Question(48) was unique in its wording from the point of view of its directness, as it was the only question which company 'x' which prides itself on a non-union policy were prepared to allow the researcher to ask the workforce as to whether the organisation could survive if a union was in place. It highlights to a certain extent how taboo the subject of trade unionism is regarded by this organisation. Twenty two (22) or thirty two point eight (32.8%) per cent strongly agreed that the organisation could not survive economically if a union was in place. The total number of participants who agreed with this statement in some form was seventy-seven point six (77.6%) per cent. Only two (2) or three percent of the total of sixty seven (67) participants disagreed with this statement. The overall response was one hundred per cent (100%). (See table E.50)

Question (49) was testing whether employees believe that the human resource policies are effective in company 'x'. Five (5) or seven point five per cent (7.5%) believe HR policies are extremely effective while a further fifty-three (53) or seventy nine point two (79.2%) per cent answers range from moderate to highly effective. There was a one hundred per cent (100%) response to this question. It would thus appear from the overall positive response to this question that company 'x' is operating an effective style of HRM. (See table E.51)

Question (50) asked what the workforce believed the human resource managers role should be. The responses to this question were wide and varied but though the language was different in this open ended question, a consistency emerged which was then divided into nine (9) different headings. The top answer was shared by eleven (11) respondents or sixteen point four (16.4%) per cent were as follows;

- a. the HR managers role should be a mediator between employees and management / supervisors.
- b. to ensure HR policies are adhered to.
- c. the third highest response to this question was to monitor employees needs at ten (10) or fourteen point nine (14.9%) per cent of respondents listing this as their answer.
- d. a further seven (7) or ten point four (10.4%) per cent believe the HR managers should be to ensure a culture of non-unionism is maintained and create and improve morale on, an ongoing basis.

The overall response to this question was eighty five point one per cent (85.1%) or fifty seven (57) of the participants. (See table E.52)

The participants of the survey were asked in question (51) as to what they would do to improve the working environment in company 'x' if they were the HR manager. Due to the number of responses it would be impractical to list each individuals response. For ease of interpretation, answers were grouped into thirteen (13) different headings from the sixty seven (67) participants in the survey. The significant and highest responses were as follows: eleven (11) respondents or sixteen point four per cent (16.4%) failed to answer this question. Although a similar number eleven (11) believe the HR manager should improve communications at all levels. A further ten (10) or fourteen point nine per cent (14.9%) believe the HR managers role should be to improve communications at all levels, be this at operative, supervisory / middle management or senior management level, the concept of cohesion at all levels should be worked on. The importance of maintaining the present culture of non-unionism and a HRM style of management, was the response of ten (10) or

fourteen point nine per cent (14.9%). Four (4) or six per cent (6%) believe the HR manager should ensure a policy of flexibility is maintained. The overall response was eighty three point six per cent (83.6%). (See table E.53)

Question (52) asked the participant would they be interested in participating in another survey of this nature. Fifty nine (59) or eighty eight point one (88.1%) responded in a positive manner by replying they would be prepared to participate in a similar type of survey in the future. (See table E.54)

**Cross Tabulation Tests** (Appendix D, tables F1 - F96, pages F2 - F97)

This stage of the analysis was based on an interpretation of the tables compiled from the results of the cross- tabulations tests. The tests were based upon on the criteria of, gender, marital status and job description with salient questions to provide a clearer in sight on how the practice of management within this organisation is carried out. It may be important that when one is reading this section of the dissertation they should also consult the appendices to clarify the results obtained as the tables provided, allows one to gain a clearer understanding of the analysis. It appears from the results obtained from the frequency tests and cross tabulations that a pattern emerges which clusters questions into eight (8) distinct areas.

- (1) How the participants responded with regards to where they were born, reside (i.e. urban Vs rural attitudes) and their educational standards.
- (2) Employees view of management.
- (3) How a strong culture of non-unionism is maintained.
- (4) Commitment /Morale.

- (5) How a hybrid model of HRM operates.
- (6) Communications.
- (7) Flexibility.
- (8) The outcomes of HRM policies

The **first cluster** of cross tabulations incorporated questions six (6), residence, seven (7) county of birth and eight (8) educational standards. For analysis purposes a description of each individual criteria would not be possible hence only the relevant data in the context of this dissertation is described. It appears from the results obtained that one can see certain patterns emerging. The majority of employees are married / single male employees who reside in the greater Dublin area. Country Kildare appears to be the next most popular area in which employees of the organisation reside, be they single / married, male or female. The results would suggest that a significant portion of the work force commute daily to and from their place of employment and this is the case be they married or single. There appears to be a mix of urban and rural employees by virtue of their place of birth, though Dublin appears to be the most popular area from which employees commute daily to work each day. This holds across the different job categories, but due to the wide selection of place of birth it is not possible to detect whether the workforce is primarily urban or rural.

Generally the workforce is reasonably well educated and this is split equally by gender and marital status. Though it does appear as the educational attainments increase (e.g. to degree level)so too does the position one holds within the organisation. In terms of operators and management it would appear second level and third level are they two educational levels most frequent. This may give some indication of how an employee at the different levels

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of the organisation have a different perception of the management's practice within the organisation. (See Tables F.1 to F16)

The **second cluster** of cross tabulations incorporated questions nine (9), how the employee views the relationship between themselves and management, question (10) the effectiveness of management, question (11) how employees feel re the particular style of management be it Irish or a US (HRM) style, and question twelve (12) the approach management takes i.e. hard or soft. An overview of all the responses would tend to indicate that all employees would tend to believe the working relationship with management is more a positive, than a negative relationship.

The first series of cross tabulations in this cluster examined the relationship between management and the workforce (i.e. broken down by gender, marital status and job description). The answers ranged from excellent at one end of the scale to poor at the far end. Single males ranging from engineers, project engineers, operators and human resource staff are all included and predominately answered in a positive fashion. These positive responses were reflected by fifteen (15) single males who believe the relationship is one, which is very good. A further four (4) or seventeen (17%) per cent of single females answered very good. The combined answers of married males and females a total of ten (10) or forty three (43%) per cent of those who answered this particular question. Overall the answers fall into the positive section of the answers i.e. from excellent, very good to good. Only two (2) of the participants who actually answered this question believe the relationship is a poor one. A single male, cost analyst and single female administrator believe the relationship is an excellent one.

The second series of cross tabulations was addressed by question ten (10) and addressed the issue of how the employee views management in terms of its effectiveness. The highest response to the question fell into the category of effective. Thirty eight (38) of the total surveyed are of this opinion. A further ten (10) believe management are very effective and this is broken down into single males both of whom are members of the management team. Three (3) single females i.e. two (2) administrators and one (1) operator. The proportion of married employees who answered very effective was one (1) administrator, two (2) operators (male) and two (2) administrators who were females. If one examines the tables closely it becomes evident by the statistics provided that management are generally viewed to be effective to very effective in most circumstances. None of the employees believe management are ineffective and only two (2) of the sixty seven (67) surveyed feel management fall into a category of poor. These two (2) respondents are two (2) single male operators.

The third segment of this cross tabulation was focussing on how employees felt the management style would differ if all management were Irish. It would appear from the results obtained that overwhelmingly employees believe it would not make a difference. Thirteen (13) single male employees believe it would not make a difference. While a further seven (7) single females and seventeen (17) married females also believe it would not make a difference. This view appears to be a balanced or good reflection of all sections of the workforce due to the diversity of employment held by the respondents.

The fourth and final series of cross tabulations were designed to discover whether the approach or style of management was a soft or a hard approach. None of the respondents believed the management style was too soft and only two (2) believe it to be a soft

approach, these responses were across all sectors of employment categories. It would appear from the results that whether the respondents were male / female or married /single and irrespective of the position they hold within the organisation they believe management's approach is one which neither favours the soft or the hard approach but appears to strike a balance by a combination of both. This combination appears to very effective by the overall feeling of a contented workforce in reality. (See tables F.17 to F32)

In the **third cluster** the cross tabulations incorporated questions fifteen (15) levels of management, question sixteen (16) single status, question seventeen (17) values / culture and question twenty five (25) the concept of shared goals. The purpose of these cross tabulations was to establish if the organisation had a strong culture and if so is this a perception held by all of the employees. In terms of the results obtained these may be broken into four (4) different segments and when combined form a cluster which indicates to the researcher a view of how the culture is structured and maintained within the organisation.

The first series of cross tabulations which were carried out were trying to establish how employees viewed the levels of management. Single males (an operator believes there are too many levels). Seven (7) believe there is a high amount of levels. Thirteen (13) believe there is a suitable amount of levels, while only two (2) i.e. an operator and a project manager believe there is a small amount of levels. Single females responded in a fashion that they believe there is a high amount of levels (five (5) operators and one (1) administrator). Eight (8) single females believe there are a suitable number of levels, but none of the respondents believe that it is a case that a small amount exist, implying overall the combination of single / male / female feel the levels fall in the categories a high amount

of levels and a suitable amount. The responses from the married participants in this question was as follows, four (4) married males believe there were too many levels, and these job categories ranged from project co-ordinator to an operator. Five (5) married, males believe there is a high amount of levels, ranging in job description from an engineer, planner to operators. Nine (9) of the married males believe a suitable amount of levels exists while none responded a small amount of levels. Married females responded that too many levels existed (one (1) operator). None of those who answered they believe a high amount of levels existed. A further six (6) married, females believe a suitable Amount of levels exist, while one (1) administrator believes it is the case that there is a small amount of levels.

The second segment in this series of cross tabulations was addressed by question sixteen (16), re the perception of equality / single status among the workforce. The participants of the survey who responded in a positive fashion to this question were across all selected criteria be it gender, marital status or job description. In this regard eighteen (18) single males and eleven (11) single females believe that there is a perception of equality among the workforce. A further five (5) single males and seven (7) single females believe there is not a perception of single status in the organisation. Married males ranging in occupation from engineers, engineer managers, administrators, operator and planner also believe there is a perception of equality / status in the workforce. The married females who answered yes to this question were three (3) administrators and two (2) operators.

The third segment of this series of cross tabulations was addressing the importance of the values within the organisation and how this affects the culture of the overall perceptions held by the workforce. The question was furthering testing how the management practice

HRM to its ultimate extent within a progressive organisation. The following responses were received from the male employees. Married males believe a perception of single status exists due to the culture and values of the company to a significant extent as answered by eight (8) married and five (5) males across a selection of different job categories. There appears to be a divergence of opinion between married males and single males to a significant extent on the answer has little bearing, on a ratio of one (1) to nine (9) who answered this respectively. The other responses are largely of a positive nature. Only three (3) males, be they married or single believe the organisations values are not relevant in this regard. Female responses to this question appear to be seen as significant in terms that the values are important as answered by six (6) of the respondents. It should be noted that a predominant number of females are single, so one should not be over presumptive on the conclusions one draw. Having noted these phenomena the next highest response was a yes answer as indicated by eight (8) of the females. One can see from the tables provided that the response would appear to be seen in a positive light.

The fourth series of cross tabulations in cluster three was addressed by question twenty five (25) and how the organisation puts into practice the importance they place on the concept of shared goals by rewarding their employees appropriately and not just practising idealistic rhetoric. Married males combined with the single male employees apparently believe that the concept is actually put into practice as eighteen (18) of the respondents answered yes to a large extent. No married males believe the practice is restricted to a select few and only four (4) single males believe that a select few inherit the benefits. Overall the responses fall into an overall positive view of how the organisation distributes the fruits of economical success.

In the case of females employees total of fourteen (14) believe the concept of shared goals are reflected in ones pay / benefits. A further seven (7) i.e. both married and single believe this the case to a large extent. There was a nil response to the ' only to a select few ' and 'No' by both married and single females. (See table F.33 to F.48)

The **fourth cluster** of cross tabulations incorporated questions twenty seven (27) re the question of morale, and question thirty (30) the extent to which the employee feels one should be committed to the organisation. The responses in these series of cross tabulations from the tests conducted on the question of morale in the organisation were as follows.

Single males appear to feel morale is extremely high as indicated by nine (9) employees ranging from a planner, administrator, operators to a material controller. A range which covers all levels of employees from ground level to management. A further one (1) married male also believes that morale is extremely high. Two (2) single males and three (3) married males believe morale is at a very high level; the categories of employment in these responses was distributed between engineer, engineer manager and an operator. Six (6) single and nine (9) married males believe morale is high, the range of job categories who answered in this fashion are engineers, middle managers, planners, administrator, buyer and an operator. This answer has the highest response from the male employees be they married or single. As one can see the majority of answers range from high to extremely high on how employees believe morale is perceived within the organisation. Nine (9) males believe morale is low and only two (2). I.e. one project co-ordinator and an operator believe morale is very low.

Female employees answered in the fashion that four (4) believe that morale is extremely high and these were all operators. Three (3) single and five (5) married females believe that

morale is very high. Eight (8) females believe it is high and these are employed as, human resource staff, operators, administrators and an engineer. Four (4) operators believe morale is low and a further one (1) female single operator feels it is very low. It would appear from the tables that both male and female employees be they married or single across a wide selection of employment categories believe the morale ranges from high to extremely high.

The second series of cross tabulations was testing the importance of commitment within the organisation and at what level or extent all categories of employees feel they should be committed to the organisation. Twenty (20) single males believe the organisation is entitled to a hundred per cent (100%) from employees. The employment categories covered ranges from middle managers, engineers, supervisors, operators to human resource staff a wide selection across the organisation. Only three (3) single males who were operators believe the organisation is not entitled to 100% commitment. married males responded in a similar manner. Sixteen married males believe that the organisation is entitled to one hundred (100%) per cent commitment. Two (2) married males, a project co-ordinator and a supervisor do not think the organisation is entitled to one hundred (100%) per cent commitment. It would appear from the overall results that this organisation has created the correct set of levers to achieve a committed workforce. (See table F.49 to F.56)

The **fifth cluster** of cross tabulations incorporated questions thirty-four (34) performance appraisal and its relevance in this modern organisation, thirty-six (36a) how effective management / supervisors are in dealing with grievances, and question thirty six (36b) discovering if employees felt management / supervisors were not effective in dealing grievances, and if this was the case what were the causes of such ineffectivity. The purpose

of these series of cross tabulations was to discover how the organisation operates a hybrid model of HRM in the non union environment. What part does performance appraisal play in monitoring the workforce, does the management team have an effective system in place which allows the employee not only to voice a grievance but to see that effective action is taken to remedy the problem. This may be especially relevant in terms of the fact that this is a non union organisation and employees have to be closely monitored in a constructive manner to safe guard against potential areas of conflict. This cluster is broken into three (3) segments or series of responses.

The first segment is identified by question thirty four (34). This question attempts to identify whether employees feel the practice of performance appraisal is a worthwhile practice. Married males generally believe there is a purpose behind the performance appraisal as represented by seven (7) of the respondents. Six (6) feel it plays an important part in the overall working of the organisation and operation of the hybrid model of HRM in Company 'x'. The spread of employment categories for married males in this part of the question ranged from middle manager, supervisor, administrator, operators to buyer. Married females answered in a similar positive fashion. These answers fell into two responses, one in that yes, it is worthwhile and the other that it fits into the successful running of the organisation. None of the married females responded in a negative manner as in the case of married males. Single males responded that yes it is worthwhile practice, responses ranged across a wide selection of job categories. A further five (5) believe it is an important practice. Though there appears to a difference between married and single when one examines the negative responses from little importance and just routine form filling. The responses from single females were by an engineer, administrator, operators, staffing consultant and members of the human resource staff. There is a balanced spread

of responses across all the possible answers though most of the single females eight (8) answered yes and that performance appraisal plays an important part. There appears to be a difference between married and single responses from females from the point of view that married females generally answered in a more positive manner than single females.

The second segment in this series of cross tabulations was addressed by question thirty six (36a) and attempts to establish how effective are management in dealing with grievances. This is an important question in terms of this dissertation as it may identify the shortcomings of a management team in a non union environment. Married males responded in the following fashion. Five (5) believe management are effective to a large degree, while a further six (6) believe they are effective. Four (4) feel management have little effect and three (3) felt they have no effect. There appears therefore to be an opinion that the degree of effectiveness in these circumstances could be improved on. Married females responded in not too different a manner compared to married males. No married females believe management are highly effective in dealing with grievances. Most of the responses fell into the category of effective to a large degree as indicated by two (2), effective four (4) and little effect two (2). No married females responded that they had no effect on the process of dealing with grievances. The responses from single males ranged from highly effective to little effect as indicated by eleven (11) respondents. There would appear to be a sense of apathy on behalf of single males on how management deal with grievances. The job categories in this segment ranged from engineer to operator, a total of ten (10) out of possible eighteen (18) job categories were represented by these responses. Single females generally believe management are effective seven (7), while a further five (5) feel they are effective to a large extent. Four (4) felt management have little effect and two (2) believe they have no effect in dealing with grievances. If one is to look at the four

tables in unison in this cluster, it becomes evident that significantly only one of the respondents of the total who answered this believe management are highly effective in this important function. While a substantial number of single males have a negative view of how management deal with grievances of the employee. When the reasons were expanded on there was such a divergence of opinion that to list each individual reason would be impractical. Though one common theme which did emerge was that management should possibly "**listen and learn, not hear and forget**". One factor which appears to create an anomaly in the results is the response that the problem is due to a lack of communications, especially when one considers that the organisation prides itself on the communication process.

The third segment of this series of cross tabulations was addressed by question thirty six (36b) which was open ended and a follow on to the previous question. It was examining or discovering the reasons why employees felt management were not effective in dealing with grievances. The answers were condensed into eleven different responses as these best reflected the responses of those that did answer the question. A substantial number of the participants failed to answer this question. This may be due to the high number who believe management are effective as noted in question thirty six (36). The most frequent job categories which did respond to the question was operators. Lack of communications appears to be the reason why single male and female operators feel management and supervisors are not effective in dealing with grievances as indicated by seven (7) of the respondents. Some other reasons put forward by both single male / females are that supervisors have a free rein, i.e. not being impartial failure to accept responsibility if a problem did exist ("**passing the book**" as remarked by one individual). Output oriented signifies that management are more concerned what is achieved at the end of a shift than

the overall interest of the employees they are responsible over. Married males and females also failed to answer this question in high numbers and this may be due to their satisfaction with how management deal grievances. It would appear from the results that regardless of ones marital status or gender the combined opinion is that management failure in this area is due to their lack of willingness to accept responsibility. (See tables F.57 to F.68

**Cluster six** incorporated questions thirty eight (38) the system of communication and question thirty nine (39) how effective it is in solving in solving issues. The purpose of the series of tests in this section was to establish how effectively the communication system operates in this organisation.

The first segment in this cross tabulation is addressed by question thirty eight (38). It was testing just how effective the communication is within the organisation to achieve a cohesion between the goals of management and the understanding of these goals by the employees. One should bear in mind that this particular company prides itself on its communication system, both its internal operation and external method of communicating with the local and national community. It is through their communication system that they can monitor and keep their finger on the pulse of how employees are feeling. Single males believe the communication system works adequately as answered by nine (9). Six (6) believe it is effective most times, while one (1) believes it is very effective. None of the single males believe it is a case that the system is ineffective while seven (7) feel it is not effective at times.

The job categories range from middle management, department management, administrator, engineer, operator to material controller. An examination of the tables would

tend to suggest a moderate degree of satisfaction with the communication system. Single females responded in the following fashion, two (2) believe it is very effective, while five (5) believe it is effective most times. Six (6) of the females who are operators and single believe at times it is not effective. Only one (1) believes it is totally ineffective. Married males responded to this question in the following fashion, one (1) believes it is very effective seven (7) believe it is effective most times. A further seven (7) answered that it works adequately, and at times its not effective. Five (5) married males also believe it is not effective at times. The married females answered in a similar manner in that one (1) believes the system is very effective. A further five (5) believe the system is effective most times. While two (2) believe it works adequately.

The second segment of this cluster is addressed by question thirty nine (39) and tries to identify how effective the communication system is with regards to the time it takes to have issues solved. In terms of issues, this researcher was thinking along the lines of potential areas of conflict. The responses from single males were quite positive on this in that they believed that the system was effective as indicated by eleven (11) four (4) believe it takes too long while seven (7) feel it takes a considerable amount of time. None of the single males think it is too bureaucratic while only one (1) believes it is not an effective system. Single females also believe the communication system is effective time wise, with regards to the length of time it takes to solve issues, as indicated by nine (9). A further two (2) believe it takes too long and three (3) feel it takes a considerable amount of time. One (1) thinks it is too bureaucratic and two (2) believe it is not an effective system. The job categories for both married male and females ranged between engineers, cost analyst, supervisors, operators, staffing consultant and material consultant. Married males believe the system is effective as indicated by five (5) males. A high proportion, ten (10) of married

males believe the process takes too long while a further one (1) believes it takes a considerable amount of time while only one (1) feels the system is not effective. The responses received from married females indicated that the following, six (6) believe it is effective, two (2) feel it takes a considerable amount of time. Overall a wide selection of job categories were included in the responses and a wide divergence of opinions. A general overview of the results tends to indicate the higher the position one holds within the organisation the clearer they appear to be on, what are the driving forces behind the actions of management. (See table F.69 to F.76)

The **seventh cluster** of cross tabulations incorporated questions forty-one (41) i.e. the possibility of promotion / advancement within the organisation, question forty three (43) individualism, and how it is nurtured, question forty four (44) how the education on recruitment affects the position one holds in the organisation or does it? This series of tests was subdivided into three segments to establish how management pursued a flexible approach in the overall culture of a non union organisation.

The first segment in this series was addressed by question forty one (41). This question was addressed by question forty one (41). The purpose of the question was to establish how the individual felt, with regards to the opportunities of advancement which existed in the organisation no matter what the category of employment the individual held. The question was formatted in a fashion which only allowed a positive or negative response. Single males supported the system in a positive manner, as indicated by fifteen (15) who answered yes. A further eight (8) answered no and seven of these were operators. The yes replies were spread across the different categories of employment and ranged from engineers, project manager, administrator, operators and human resource staff. These

answers differed to the single female sector of the workforce where eight (8) agreed with the question but ten (10) disagreed. Four (4) different categories of employment were represented in the replies.

Married males responded in a similar positive manner with thirteen (13) who answered yes, as opposed to five (5) who answered no. Eleven (11) different job categories were represented by those who replied to this question. With regard to married females, their responses were opposite to their single female colleagues from the point of view that six (6) responded yes and two (2) answered no. The job categories covered by single female respondents were, administrator, operators and human resource staff.

The second segment of this cluster was based on forty three (43) which addressed the concept of individualism by the employee in his or her particular job. It was examining whether in such a progress organisation as company 'x', was there room for individuals to be individualistic to the benefit of the goals of management. Single males appear to feel it is largely discouraged as indicated by ten (10) and a further two (2) believe there is little scope for individualism. Six (6) feel it is definitely encouraged and five feel if one does not practice a policy of individualism maximum results will not be achieved. Single females were positive when they answered this question, five (5) believe the concept is definitely encouraged. A further five (5) also believe it is required to achieve maximum results. A total of six (6) answered it is discouraged and there is little scope for individualism. Married female's answers would tend to reflect the responses of the single females as four (4) believe it is definitely encouraged and two (2) feel the concept of individualism is required to achieve maximum results. There was a very low response on the negative side to this question. Married males appear from the tables provided to be as negative as their single

males colleagues on this issue, as seven (7) feel the concept of individualism is discouraged to a large extent and a further four (4) believe there is little scope for individualism. Six (6) feel it is definitely encouraged and one (1) believes the job requires individualism to achieve maximum results. The range of job categories in this question were from middle managers, engineers, project co-ordinator, operator to training manager. In total fifteen (15) out of a possible eighteen job categories were reflected in the answers.

The third and final segment in this cluster was addressed by question forty four (44). This question was trying to establish just how flexible the organisation was in terms of the education one held reflected their position within the organisation. though education undoubtedly plays a part in where one is placed on recruitment, though the real issue here was to see if they had progressed up the ladder of promotion. The results were as follows, eight (8) single males feel yes it affects ones position, six (6) feel it has little bearing, three (3) believe it is only one of many criteria. A further four (4) feel it depends on ones position. Single females responded in the following manner, three (3) believe it does affect ones position, five (5) feel it is only one of many criteria. A further six (6) i.e. the highest response to this question feel it depends on the individuals position. A total of four (4) feels it has either no bearing or little bearing. There was a wide selection of employment categories in all fields of the responses. Married males answered differently to their single colleagues, in that seven (7) answered yes as well as seven who feel it is only one of many criteria. No married male responded that it had little bearing, and only two (2) operators feel it has no bearing at all. Married females responses fell into two groups (a) yes, five (5) and (b) it depends ones position three (3). (See table F.77 to F88)

The **eight and final cluster** of cross tabulations incorporated questions forty-five (45), whether one felt a sense of pride because they worked for company 'X' and question forty seven (47), which was trying to establish what the individual felt were the positive effects on how a non-union organisation operates. It was also addressing the issues of whether the individual felt a strong sense of pride because they belonged to this organisation, if this sense of pride was due to the non union environment and finally to examine in greater detail what the employee felt were the contributing factors to such a culture.

The first segment of the cross tabulations was addressed by question forty five (45), asking whether one was proud to work for company 'x'. The results with regard to single males and job categories ranged from a management engineer, engineer, cost analyst, project manager, planner, administrator, operator, human resource staff to material controller were as follows. Twenty one (21) married males felt a sense of pride because they worked for the company 'x'. Two (2) employees of this category did not and these were a member of the human resource staff and a statistician. From the tables provided one may be inclined to agree that generally married males are proud to work for company 'X'. This positive pattern appears to be repeated with married females, which included the categories of engineer, administrator, operator, staffing consultant and human resource staff. Sixteen (16) answered Yes to this question from this particular group. Two (2) married females were not proud to work for company 'x' and these were two operators. The trend for single male employees appears to be consistent with results provided by their colleagues. The responses from single males covers thirteen (13) different job categories out of a possible eighteen. Fifteen (15) single males answered, yes to this question. Three (3) answered in a negative fashion and these consisted of one (1) project co-ordinator and two (2) operators. Single females who answered this question all responded in a positive manner

and these were broken into job categories as follows, three (3) operators and a member of the human resource staff.

The second segment of this cluster or series of cross tabulations was addressed by question forty seven (47). This question was addressing the issue of what the employee felt was the positive side of being employed in the non union environment. For interpretation of the results at this stage this researcher has combined the criteria which were used as a base line to run the cross tabulations. These criteria, i.e. gender, marital status and job description are described collectively due to the wide range of answers provided in this open - ended question. The answers ranged from an effective communication system, HRM style of management, efficiency / flexible policies of company 'X', a high feeling of morale, pay / benefits, discipline, to safety / quality in the work environment. The top three answers provided were as follows:

- ◇ HRM style of management
- ◇ Pay / Benefits
- ◇ Flexibility / efficiency

(See tables F.89 to F.96)

A clearer indication of the significance of the results presented and interpreted by the frequency and cross tabulations tests will be provided in Chapter 6. A series of Chi Square Tests will also be conducted which will further test the significance of the results obtained on pertinent questions.

# **Chapter 6**

## **Significance of Results**

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## Significance of Results

### Introduction

The tests which were conducted at this stage of the research were based on a test of significance. In this form of testing one is trying to establish or account for the differences between the selected variables as this helps one to draw overall conclusions on the population at large. As in all data collected by research one can normally only sample a selected sample from a proportion of the whole population, hence one has to establish the statistical significance of relationship between variables. This information tells one whether the observed relationship could have resulted from the "vagaries of probability sampling, which we call sampling error". One may also conclude that the observed relationship represents some thing that exists in the population at large.

The basic measurement of statistical significance is the Chi - square test and this is based on cross tabulations similar to those carried out in chapter (5) of this dissertation. This test is appropriate for two nominal variables. What this researcher has tried to establish by the use of the Chi-square test is to establish if ones gender / marital status or job description affects his or her view, on the various components of the clusters, as described in the previous chapter. Interpretation of the Chi square test is based on the following:-

- (a) what one should expect to find if there were no relationship between the participant's attitudes.

- (b) calculation of the disparity between observations to see if they fall within the normal degree of sampling error.
- (c) calculation of the difference between expected and observed values.

The levels of significance or probability levels are set at 0.05 or five per cent (5%). This means one can draw an inference from the results, that the observed distribution might come up at five (5) out of a hundred (100) times purely by chance. But as cited in Kane 1983 "there is a five (5%) per cent chance that the distribution occurred randomly". Chi square, written  $X^2$  is the appropriate statistic in this case. The overall strategy in understanding the significance of Chi-square is to figure out what we would expect, by chance, then look at what actually occurs. The bigger the difference between what is expected and what really occurs implies to one that there really is a relationship between the variables in question.

#### **Methodology of Chi Square tests** (Appendix E, tables G.4 - G.72, pages G.4 - G.25)

The Chi-square tests were run using a modified version of the cross tabulations as a starting point. The tests were run three (3) times to enable all the original data (gender, marital status, and job description) to include all the clusters of questions as identified in chapter (5). The first run of the Chi-square tests was based on job description, followed by marital status and finally gender. Questions were grouped into the following clusters:-

Cluster (1) provides a profile of the workforce and includes questions 3, 6, 7, and 8.

Cluster (2) indicates a view of management structures / practices and includes questions 9,10,11, and 12.

- 
- Cluster (3) allows one to understand the culture of the organisation and includes questions 16,17, 25 and 45.
- Cluster (4) indicates commitment / morale and includes questions 27, 30, and 47.
- Cluster (5) indicates how the hybrid model of HRM operates and includes questions 34, 36(a) and 36 (b).
- Cluster (6) provides an indication of the system of communications and includes questions 38 and 39.
- Cluster (7) indicates flexibility and includes questions 41 and 43.
- Cluster (8) indicates the outcomes of HRM Policies.

## **The Results**

For the purpose of describing each Chi-square test one should consult the questionnaire to obtain a fuller description of the actual question which was addressed. In this analysis each question will only be referred as question 4, 5 etc. The first series of tests as mentioned above was based on obtaining data which had been run at the cross tabulation stage and then a Chi-square test was conducted on a modified version. Each result is also accompanied by a table in Appendix E. The level of significance or probability at which this researcher has accepted as an acceptable level is 0.05 or 5%. This means that the observed distribution may only occur five times out of a hundred by chance. In other words there is a 5 per cent chance that the distribution occurred randomly.

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**Cluster (1)**

The first series of Chi-square tests (Appendix 'E' - Tables G.1 to G.24, pages G.4 - G.9) conducted were based on **job description** and the results were as follows:-

The questions selected at this stage (questions 2, 3, 6, 7 and 8) were those which provided the raw data which helped build a profile of the employees in this organisation. They included information such as the marital status, gender, where the employee resided, counties of birth and the highest educational standard achieved by individuals. It was hoped that by undertaking a Chi-square test based on job description a clearer picture would be provided of the overall makeup of the workforce.

The results of question (2) marital status were as follows, the Chi-square equals 21.53048, there are 17 degrees of freedom and the significance equals.20346. Question (3) the gender of the employees when combined with job description has the following chi-square results. The Chi-square equals 23.06451, there are 17 degrees of freedom and the significance equals.14716. Question (6) county of residence indicates a Chi-square which equals 75.31853, and it has 18 degrees of freedom and the significance equals.90068.

Question (7) county of birth which indicates whether the workforce consists of urban or rural employees and the employment they fulfill within the organisation has a Chi-square value of 242.48642, there are 272 degrees of freedom and the significance equals.90068.

The highest educational standard achieved (question 8) when crossed with the job description for the purpose of Chi-square tests provides us with the following statistics. The Chi-square equals 87.11167, there are 51 degrees of freedom and the significance equals .00122. The significance of this particular test allows one to distinguish whether there is a correlation between the job one holds and the educational standard they possess in this particular organisation .

### **Cluster (2)**

The next stage of the first series of Chi-square tests included the following questions (9,10,11, & 12) and are significant from the point of view that they were formatted originally with an intention of identifying how the management structures were perceived by the workforce at large. By this identification it was felt that one could understand how the management style could build on commitment as discussed in my hypothesis. The outcomes of the Chi- square tests would suggest that when the questions which were used at the cross tabulations stage and then a Chi-square test was further carried out on them it reveals a high level of significance. The testing was based on the significance of the results across the different job categories and the individual results revealed the following statistics.

Question (9) identifies how employees feel the relationship between the different employment categories at floor level and how management is perceived. The Chi-square equals 68.02596, there are 68 degrees of freedom and the significance equals .47630. The effectiveness of management was addressed by question (10) and the results indicate how the various job categories felt in this regard. The Chi-square equals 47.24591 there are

51 degrees of freedom and the significance equals.62353. Question (11) was challenging the perception of whether employees had a preference towards an Irish or American management team .The results of the Chi-square tests equal 33.12294, and there are 34 degrees of freedom and the significance equals.67249. Question (12) was one in which the researcher was attempting to discover the approach of management, i.e. was it a soft or hard style of HRM. In this case the Chi-square equals 46.92812, there are 51 degrees of freedom and the significance equals.6365.

The results appear to concur with McGregor's assumptions re management. Theory 'Y' would suggest in the context of this dissertation that individuals in this organisation wish to take on extra responsibility. Also that management practices along these lines allow individuals to take on extra responsibility and this benefits both parties. The significant results also confirm what David Goss suggests, that management structures which practices a system where those at management level appreciate that the emphasis has to be on the management of people as a central strategic issue rather than a necessary inconvenience. The high significance of the Chi-square tests further concurs with Storey J and Beer / Spector re the light employees are viewed in, i.e. the valuable contribution they can make to an organisation if viewed in a positive manner.

### **Cluster (3)**

Question (16) re equality and single status in the organisation provides us with Chi-square results which equal 46.92812, and there are 17 degrees of freedom and the significance equals.21538. Question 17 which followed on from the previous question if the response was a positive response and question 25 questioning whether the employee felt whether

shared goals were reflected in ones remuneration was run using a Chi-square test to gain a further interpretation of the overall results of the cross tabulations which were carried out in chapter (5). It would appear that there is a high level of significance in both questions which indicate a positive response from those who participated in the survey. These results are based on the criteria of job description, and tend to indicate that across all sectors of employment there is a general consensus of agreement.

Question (25) addressed the concept of shared goals and both male and females be they married or single responded in a positive manner and this appears too, be borne out in the Chi-square stage of testing. The results of tests carried on both of these questions are as follows, question(17) the Chi-square equals 85.55257, there are 85 degrees of freedom and the significance equals .46260. Question (25) the Chi-square equals 85.22001, there are 68 degrees of freedom and the significance equals .07726.

Due to the high significance in each question one may suggest that this confirms what Toner highlighted in his research, i.e. that culture plays an important role in the practice of HRM in the non-union environment. Anthony also developed the concept of culture in his research and its link to the HRM environment, hence when one considers the results of the high Chi-square test, their research appears to be still relevant in the present climate of HRM. The results also suggest that Pettigrew's research re managements role in the shaping of culture is also substantiated.

The following question (45) was testing the outcomes of HRM policies in the organisation and at this stage of testing the basis on which it was conducted was job description. The results would appear to be significant as indicated by the result obtained and suggest that

irrespective of job description the employees appear to be proud to work for this organisation. The results of the Chi-square equals 15.21363, there are 17 degrees of freedom and the significance equals.58010.

#### **Cluster (4)**

The question of morale and commitment as viewed by all sectors of those surveyed was addressed in questions (27) and (30) respectively. In question (27) the Chi-square equals 77.63500, there are 68 degrees of freedom and the significance equals.19859. Question (30) Chi-square equals 14.49708, there are 17 degrees of freedom and the significance equals.63166.

The results from these tests would tend to suggest that this organisation practices effective HRM policies as described by Beer et al in the Map of HRM territory. The HR outcomes are those in which there is a high sense of morale and commitment. They would also concur with what Toner discovered in his model of a strong culture in a large non-union company. Zuboff's research on the concept of management adopting a philosophy which develops commitment with the onset of technology would further appear to be substantiated due to the level of significance across all the fields selected for conducting the tests.

#### **Cluster (5)**

The purpose of conducting a Chi-square test on questions (34, 36a & 36b) was to establish how significant the results obtained at the cross tabulation stage were, regarding how this organisation operates a hybrid model of HRM. The model is unique and individual to the

organisation and the results appear to suggest that they are significant. The basis on which this series of tests was conducted was on the job description of the employees. As the results are quite high, it suggests that if a larger sample had been used the results would be similar. Question (34) re a performance appraisal has the following results, the Chi-square equals 79.90123, there are 85 degrees of freedom and the significance equals.63598. Question (36a) how management deals with grievances, the Chi-square equals 69.33968, there are 68 degrees of freedom and the significance equals.43202. Question (36b) was trying to establish if management were not effective why was this the case. The Chi-square results for (36b) equal 178.76352, there are 170 degrees of freedom and the significance equals.30736.

Beer and Spector et al have described in their research the concept that each organisation has to adopt human resource policies which best suit their individual organisation. The tests would tend to indicate that the level of significance from each of the above questions confirms this view. Guest et al also indicates that HRM and its pursuit to achieve an organisation which is highly competitive is substantiated by the tests and the level of significance achieved.

### **Cluster (6)**

Question (38) and question (39) were further examining the correlation between how the various job categories felt with regards to the communication system operating in the organisation. The Chi-square results for question (38) equals 61.57218, there are 68 degrees of freedom and the significance equals.69564. Question (39) was testing if the communication system was seen to be effective with regards to the time it takes issues or

problems to be solved. The Chi-square equals 54.76299, there are 68 degrees of freedom and the significance equals.87702.

### **Cluster (7)**

The following question(41) addressed the issue of advancement and promotion within the organisation. It was testing whether the individual felt there were adequate avenues open to them with regards to these issues. The purpose of addressing such issues as identified in cluster (7) chapter (5) was to gain a clearer understanding on how an organisation operates a flexible approach. The results appear to indicate a positive result when the Chi-square test is run using job description as a criteria. The Chi-square equals 17.71261, there are 68 degrees of freedom and the significance equals.87702.

### **Cluster (8)**

Question (47) was testing how the individual felt re the positive aspects of being employed in an organisation which is non- union. This question was further addressed by questions (49) and (50) by trying to establish how the workforce felt re how effective the HR policies are and what role the HR manager should be. From the results obtained the results are significant and would appear to hold true, even if the sample was larger. As discussed in chapter (5) a large number of responses were received to this question but overall the results are significant. The Chi-square equals 178.20068, there are 136 degrees of freedom and the significance equals.00882. Question (49) had the following results ,the Chi-square equals 57.80055, there are 68 degrees of freedom and the significance equals.80638. Question (50) indicates that the Chi-square equals 140.71326, there are 136 degrees of freedom and the significance equals.37340.

It would thus appear from all the results obtained throughout this series of tests, that all the Chi-square tests results are significant apart from those indicated in question (47).

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The second series of **Chi-Square Tests (Appendix 'E', tables G.25 to G.48, pages G.10 - G.17)** were based on the **marital status** of those who participated in the survey. These tests were conducted on the same questions as in the first phase of the Chi-square series. The purpose of conducting tests on these questions was to provide a more in depth profile of the workforce. The gender, counties of residence, counties of birth and highest educational standard achieved were crossed with the marital status (Question 2) to further substantiate the results from the other tests conducted and also to indicate if there was a significance in the overall results obtained. The gender of employees is indicated by question (3) and the Chi-square equals 1.15562, and there is (1) degree of freedom and the significance equals.28237. Question (6) or the county of residence has the following results, the Chi-square equals 2.03205, there are 5 degrees of freedom and the significance equals.84469. County of birth (Question 7) and highest educational standard achieved The Chi-square equals 16.97465, there are 16 degrees of freedom and the significance equals.38724. Question (8) the Chi-square equals 1.84479, there are 3 degrees of freedom and the significance equals.60524.

Questions (9, 10, 11, and 12) are again significant from the point of view that they were a continuation of testing, using Chi-square to evaluate the significance of management structures and linking this to commitment, yet using marital status as a basis on which the test was carried out. All the results indicate high levels of significance, especially the results from question (9). Question (9), i.e. the relationship between the employee and management the Chi-square equals 6.28126, there are 4 degrees of freedom and the

significance equals .17911. How effective management are perceived to be (Question(10), the Chi-square equals 1.95375, there are 3 degrees of freedom and the significance equals .58206. A further test was conducted on how the perceptions of the various marital status of the employees viewed the relationship between an Irish and American management team(question 11). The Chi-square tests equals 1.91984, and there are 2 degrees of freedom and the significance.

Question(12) addressed the question of how the employee viewed management, i.e. were they seen to be soft or hard in their approach to HRM. The Chi-square equals 2.60573, there are 3 degrees of freedom and the significance equals .45649. Question (16) looked at the single status and equality across the various employment categories in the organisation. The Chi-square equals 1.19996, there is 1 degree of freedom and the significance equals .27333. Question (17) was a follow on question from the previous question and was trying to establish if the responses were positive was this linked to the culture of this organisation. The Chi-square equals 11.69697, there are 5 degrees of freedom and the significance equals .03918. Question (25) , is the concept of shared goals reflected in ones benefits etc. The Chi-square equals 7.27938, there are 4 degrees of freedom and the significance equals .12184.

The next question, question (45) was testing the outcomes of HRM policies in the organisation and at this stage of testing the basis on which it was conducted was marital status. The results would appear to be significant as indicated by the results obtained and suggest that irrespective of marital status the employees appear to be proud to work for this organisation. How morale is viewed was addressed by question (27)and the Chi-square equals 6.67923, there are 4 degrees of freedom and the significance equals .15384.

Question (30) was looking at the question of commitment and it may be important to show how this is perceived depending on whether one is married or single. The Chi-square equals 1.75059, there is 1 degree of freedom and the significance equals .18580.

The next set of tests conducted, were also using marital status of the employees as the basis to investigate if there was a relationship between the selected criteria and marital status. The purpose of conducting a Chi-square test on questions (34, 36a & 36b) was to establish how significant the results obtained at the cross tabulation stage were, with regards to the organisation operating a hybrid model of HRM. The results indicate a high level of significance. The individual results to the questions are as follows, Question (34) the Chi-square equals 2.96009, there are 5 degrees of freedom and the significance equals .70614. Question (36a) and how effective management are in dealing with grievances, the Chi-square equals 2.91153, there are 4 degrees of freedom and the significance equals .57274. The next question (36b) was a follow on question from the point of view of trying to establish if management / supervisors were not effective, why was this the case. The Chi-square results equal 10.70201, there are 10 degrees of freedom and the significance equals .38120.

The Chi-square tests which were carried out on questions (41) re possible avenues of promotion and (43) the concept of individualism were based on marital status. The results indicate a positive response, and are significant. They are a further examination of the question of flexibility and attempt to clarify the results as described in the first series. Question (41) results at the Chi-square test equal 1.96104, there is 1 degree of freedom and the significance equals .16140. The question of individualism question (43) results are

the Chi-square equals 3.14985, there are 4 degrees of freedom and the significance equals .53307.

The Chi-square tests would appear to concur with researchers such as Beer et al, Hendry and Pettigrew where they indicate humanistic or the soft approach is the most appropriate method with regards to how management treat their employees. This flexible approach would be the basis on which these authors believe HRM has to be based to achieve an effective working relationship between management and its employees. The results also suggest that Toners concept of teamwork and good interpersonal relations also work in reality. Quinn Anderson and Finkelstein have also highlighted the necessity of a flexible approach by management which tends to be borne out by the Chi-square tests.

When asked whether one was proud to work for this organisation as in question (45) and depending on the employees marital status the results of the Chi-square equals.05402, there is 1 degree of freedom and the significance equals.81621.

Question (47) was testing how the individual felt re the positive aspects of being employed in an organisation which is non- union. The criteria used for conducting this part of the test was marital status. From the results obtained the results are significant and would appear to hold even if the sample was larger. As discussed in chapter (5) a large number of responses were received to this question but overall the results are significant. Question (47) reveals the Chi-square equals 11.68299, there are 8 degrees of freedom and the

significance equals .16592. Question (49) and how effective human resource policies are in this organisation indicates that the Chi-square equals 8.94467, there are 4 degrees of freedom and the significance equals .06250. The final question in this series asked the individual employees what they felt the human resource managers role should be. The results of the Chi-square equals 7.56832, there are 8 degrees of freedom and the significance equals .47673.

In conclusion at this stage of the Chi-square test it would appear from the results obtained that all the Chi-square tests which were conducted during the second series of tests are significant apart from the results obtained from question (17).

The **third and final series of Chi-square tests (Appendix 'E', tables G.49 to G.72, pages G.18 - G.25)** were based on the **Gender** of the individuals who participated in the survey. They incorporated the similar questions as in the first and second series of Chi-square tests and as in the two previous series of Chi-square tests the initial intention was to build on the profile of those participating in the survey. The results were as follows :-

The county of residence was addressed by Question (6) and the results of the Chi-square equals 6.31178, there are 5 degrees of freedom and the significance equals .27705.

Question (7) which addressed the county of birth of employees had the following results Chi-square equals 15.05808, there are 16 degrees of freedom and the significance equals .52039. The highest educational standard achieved (question 8), the Chi-square equals 7.68104, there are 3 degrees of freedom and the significance equals .05308.

As stated at the introduction of this third series of tests to be conducted gender was the criteria which was used to run the Chi-square tests on the relevant questions to gain a clearer understanding, how a high level of commitment is achieved. As in the two previous sections, question (9) has a high Chi-square result. Question (9) the Chi-square equals 1.79556, there are 4 degrees of freedom and the significance equals .77330.

Once more the effectiveness of management was tested with regards to the perceptions held by both male and females in the organisation. Question (10) Chi-square results equals 3.14689, there are 3 degrees of freedom and the significance equals .36953. The relationship between employees and management depending on whether they are Irish or American was tested in question (11). The Chi-square equals 3.14487, there are 2 degrees of freedom and the significance equals .20754.

Both of the previous series of tests were conducted to establish the style of management in operation in this organisation, and to provide a consistency throughout the tests one felt it necessary to test with regards to gender as well on whether it was a soft or hard style of HRM. Question (12) the Chi-square equals 3.56402, there are 3 degrees of freedom and the significance equals .31255.

Questions (16) equality / single status, (17) whether a positive response to question (16) was due to the culture, values in the organisation indicated the following statistics. The Chi-square results in question (16) equal .32196, there is 1 degree of freedom and the significance equals .57043. Question (17) results reveal Chi-square equals 8.48326, there are 5 degrees of freedom and the significance equals .13154. Both results tend to suggest a high significance. The next question (25) was investigating whether the concept of

shared goals being reflected in ones benefits. The Chi-square equals 4.33907, there are 4 degrees of freedom and the significance equals .36206.

On the question of morale question (27) , asked how one would rate morale ranging from very low to extremely high. The Chi-square equals 3.69748, there are 4 degrees of freedom and the significance equals.44849. These results are closely related to the whole question of commitment as addressed in question (30). The Chi-square equals 0.62025, there is 1 degree of freedom and the significance equals.43096. Both of the above questions used gender as the common dominator to compare results.

The purpose of conducting a Chi-square test on questions (34, 36a & 36b) in the final part of this series was to establish if the results obtained using job description and marital status were consistent and significant when the criteria of gender was used as a basis for the test. The results obtained at the cross tabulation stage were, testing once more how the organisation operates a hybrid model of HRM. The model would appear to be unique and individual to the organisation and the results appear to suggest that they are in fact significant. Question (34) Chi-square equals 1.28805, there are 5 degrees of freedom and the significance equals .93616. The next question (36a) was trying to establish how effective management actually were in dealing with grievances. The Chi-square equals 2.23776, there are 4 degrees of freedom and the significance equals .69212. It was felt there was a need to ask the question if the employee felt that management were not effective then what were reasons for such in effectivity. The results which provided the answers in this case were question (36b) and the Chi-square equals 7.69411, there are 10 degrees of freedom and the significance equals.65869.

Questions (38) and question (39) were further testing whether there was significance with regards to the communication system in operation and the gender of those employed in this organisation. With regard to question (38) The Chi-square equals 3.61425, there are 4 degrees of freedom and the significance equals .46072. On the issue of how effective the communication system works with regards to the time it takes to solve issues was addressed by Question (39). The Chi-square equals 7.05322, there are 4 degrees of freedom and the significance equals .13310.

The question of flexibility as addressed in questions (41) and (43) are the last in this series and were carried out using gender as the basis for the test. It would appear that both issues which were addressed i.e. the possibility of advancement and the concept of individualism equally have a significant result when the tests are carried out using gender as a basis. Question (41) the Chi-square equals 1.41961, there is 1 degree of freedom and the significance equals .23347. Question (43) the Chi-square equals 8.36664, there are 4 degrees of freedom and the significance equals .07903.

The issue of how the individual felt with regards to the positive aspects of being employed in an organisation which is non-union is addressed in question (47). The test at this stage was based on the gender of those participating in the survey. From the results obtained the results are significant and would appear to hold even if the sample was larger. As discussed in chapter (5) a wide variety of responses were received to this question but overall the results are significant.

Question (47) the Chi-square equals 15.27961, there are 8 degrees of freedom and the significance equals .05393. Question (49) re the effectiveness of HR policies in this organisation indicates the Chi-square equals 1.58806, there are 4 degrees of freedom and the significance equals .81094. The final question (50) asked each employee what he or she felt the HR managers role should be within their organisation and the most common response across all fields selected was that the role should be that of a mediator. The Chi-square results equal 7.50543, there are 8 degrees of freedom and the significance equals .48321.

All the results have to be considered in unison as the tests were conducted (3) times with different selected criteria. It is only when one considers the high significant results across the selected criteria of job description, gender and marital status that a pattern emerges. The data accumulated tends to concur with what the relevant authors in the various fields being tested have discovered in previous research.

The overall conclusion which one may draw from the tests which were conducted during this stage of the research is that all results indicate a high level of significance. The tests further validated the results which had been compiled at the cross tabulation testing stage. These positive results may indicate that the key ingredients of HRM as discussed in previous chapters prove that they contribute significantly to the development and maintenance of a culture which can survive in a multinational practising HRM policies within the electronic sector of industry.

# **Chapter 7**

## **Conclusion**

## **Conclusion**

The conclusions drawn are based on the components which continually emerged throughout the research as those which contributed to the success of developing and maintaining a culture in a non-union environment. These critical factors or components are identified by the review of literature, the models of HRM in the non-union environment, surveying the workforce, and an interpretation of the results of the tests as provided in chapters five (5) and six (6). There are a number of conclusions drawn from the relevant sections which indicate how the culture of non-unionism is developed and tend to prove, as hypothesised in chapter three (3) that these appear to be the primary ingredients of successful HRM in the non-union environment. It further appears that both the literature and the models of HRM actually work in reality.

## **Commitment**

It would appear from the results obtained that commitment on behalf of both the employer and employee to achieve one goal, i.e. the overall success of a viable organisation is an essential part of the philosophy of developing and maintaining a culture of non-unionism by the practice of HRM in this particular organisation. Guest highlighted in his model of HRM that effective policies, result in a payoff to an organisation if they pay particular attention to the twin pillars of behavioural and attitudinal commitment. This is also seen as a human resource outcome as indicated by the studies carried by the University of Limerick theory of HRM. Peters and Waterman have further emphasised this need for a committed workforce in 1982, when they discussed the attributes of an "excellent and an innovative" company. The emphasis on a totally committed workforce is an essential operating ingredient of the company 'x'. As one can see from the results, the workforce

supports the view that the organisation is entitled overwhelmingly to 100% commitment. One should also recognise the fact that this commitment is a two-way path by the employer and employee. To understand how the high level of commitment is achieved an examination of the style of management used may prove useful. It would appear that such an examination indicates that by management adopting a style which is balanced, i.e. neither too soft nor too hard allows the organisation to develop commitment from the individual employee and achieve a highly committed workforce. The initial recruitment of the employee plays an important role on how well the employee will fit into the organisation. The selection of individuals with a suitable standard of education and proper training at a young age appears to be essential to achieving a committed workforce. Once the correct individuals are selected, they appear to be more willing to give a substantial commitment to the organisation. As established from an examination of the age profile it would appear that due to the large number of young employees they are at an impressionable age without any prejudice, and thus are easily converted to the culture and values of this organisation. It would further appear that it is the responsibility of the organisation to build continually on ensuring commitment is delivered on both sides, i.e. employer and employee thereby keeping both contented.

### **Flexibility**

The organisation which develops and maintains a culture which is both flexible in its approach to business and how it manages its human resource appears to be at the heart of achieving success in the present economic climate. The results from both the cross tabulation and Chi-square tests would tend to suggest that by allowing the employee to practice a policy of individualism in line with company goals helps this policy to flourish. The organisation encourages flexibility by rewarding informed risk taking which they

incorporate into their core values. By also practising an effective performance appraisal system, the organisation can inform the employee of areas in which they need to improve on, or praise them as the case may be. It also ensures that those who are prepared to take calculated risks are identifiable and can be rewarded accordingly. As the HRM manager described in his final interview *"management can never make assumptions about what the workforce feel"*. There is no point in an organisation adopting a policy where it intends to be flexible in terms of moving employees, i.e. "follow the work" without explaining this practice to the employee. Unless the HRM team truly believe that their responsibility for the human resource is their primary role, then the employee may feel his / her needs may be addressed more adequately by outside intervention in the form of a trade union. It would further appear as indicated in chapter five (5) that a substantial proportion of those surveyed (61.1%) believe that the concept of individualism / risk taking is definitely encouraged. All the responses fell more into a positive response than a negative one, which was indicated by only one individual feeling the concept of individualism was discouraged.

### **The communication system**

It would appear from the models of HRM provided in the HBS and UCL model of HRM and linking these with Toner's model of Culture in the non-union organisation that there is a common dominator re the role communications play within the organisation. If one wants to achieve outcomes such as high commitment and a flexible organisation then an effective communication system plays a pivotal role. As stated in my hypothesis one begins to realise the further one researches into how a multinational develops and maintains a culture of non-unionism that the lynchpin between management and the workforce is the communication system. The more successful an organisation wants to

be, the more sophisticated and professional its communication system has to be, whether its purpose is to reach those it directly employs or outside the organisation. An indication of this is highlighted in the research by the considerable financial undertaking by company 'x' to ensure that the communication system reaches all employees. This is achieved by numerous newsletters, bulletins, and T.V. monitors which allow each individual to know at any time of the day how the organisation is performing as a group on the stock markets.

The results at all stages of the survey suggest that this particular organisation has developed a system of communication which is highly effective. The answers which the participants provided, suggest that from the point of view of the employee and management, a clear understanding in the organisation has been achieved by the communication system. When this is further tested in the context of how effectively it works in solving issues, male employees appear to be satisfied with the system, however there are a significant number of those who believe that it takes a considerable amount of time to solve issues. This has to be looked at from an outsiders point of view to fully appreciate the dilemma management face, in that it has to adopt a methodical approach, which the individual employee may perceive as slow.

The conclusion one may draw is that it is better to operate a system which is slow, yet balanced and fair, than one which is rushed and does not take all the relevant facts into account. The female participants of the survey appear to be content with the time it takes issues to be solved by the present communication system and look on it in more positive light than the males in the survey. This may be due to a number of reasons, but this researcher is inclined to think, that from the results provided it is more a reflection on the distribution of male. Vs females of the participants in the survey. Although of those who

did participate, married females appear to be more satisfied than their single peers with the present system. Undoubtedly if an organisation wishes to remain non-unionised by being open and direct with their employees, communications plays an important role. It is the management team which develops the goals of the organisation and if the individual employees feel their job is as important as the managing directors then it may suggest that the communication process is working in this regard. From a more objective point of view the communication system also has to be used to indoctrinate the employee into the philosophy of how better it is for the organisation to remain non-unionised. It would further appear to achieve this goal, which was borne out by the positive manner in which employees view this organisation as highlighted in interviews and discussions with the individual employees.

### **Culture in the Non-union environment**

The purpose of the research in this section was to establish if the culture in this particular organisation was based on cultivating individualism and harnessing this towards management goals. We also looked at how an employee can contribute more effectively to the organisation if the job they fill allows self development in line with the culture of the organisation.

Pettigrew has shown through his research that the creation of corporate culture is primarily the responsibility of management. The leaders of the organisation are the creators of ideologies, beliefs, rituals and myths which exist in the organisation. Peters and Waterman also highlighted how excellent companies are marked by strong cultures. The culture can thus only be maintained when management have a clear vision of the culture they wish

to create. It is this vision that keeps all employees including management focussed on the desired culture which has to be maintained if the climate of non-unionism is to survive.

The results of the survey tend to suggest that the objective of the organisation is to create a working environment in which single status is the prevailing system, this appears to be well organised and employees appear to be content with it. This perception is held across all sectors of the employment categories be they male or female.

The culture is reinforced by how the organisation practises the concept of shared goals . Not only does the company rely on rewarding employees with high pay and benefits but this appears to be evenly dispersed across all levels. Pay and benefits play an important role in this organisation but if the management rely primarily on these , it would be foolhardy. It is the combination of a number of effective human resource policies acting simultaneously which creates the environment where the employee does not wish unions to gain a foothold in the organisation. Within the information technology industry it appears a non-union policy is common in many multinationals. This may be due to the fact that a substantial proportion of them originate from the USA where traditionally the trade union movement is not well supported. If trade unions were present in such organisations, they would find it difficult to remain a viable profitable organisation in the present economic climate due to the rapid and constant change of technology which trade unions appear unable to cope with. The conclusion which may be drawn from this is that there is no point in an organisation rewarding a select few and hope it will have a culture where every employee is expected to contribute to the organisation. It is more a case that to maintain a culture which is based on a philosophy that it wishes to remain non-unionised then it has to be seen to operate a system of where all employees are

treated equally or else the reality of the situation is that the employee may seek outside intervention in the form of a union.

### **The Hybrid Model of HRM**

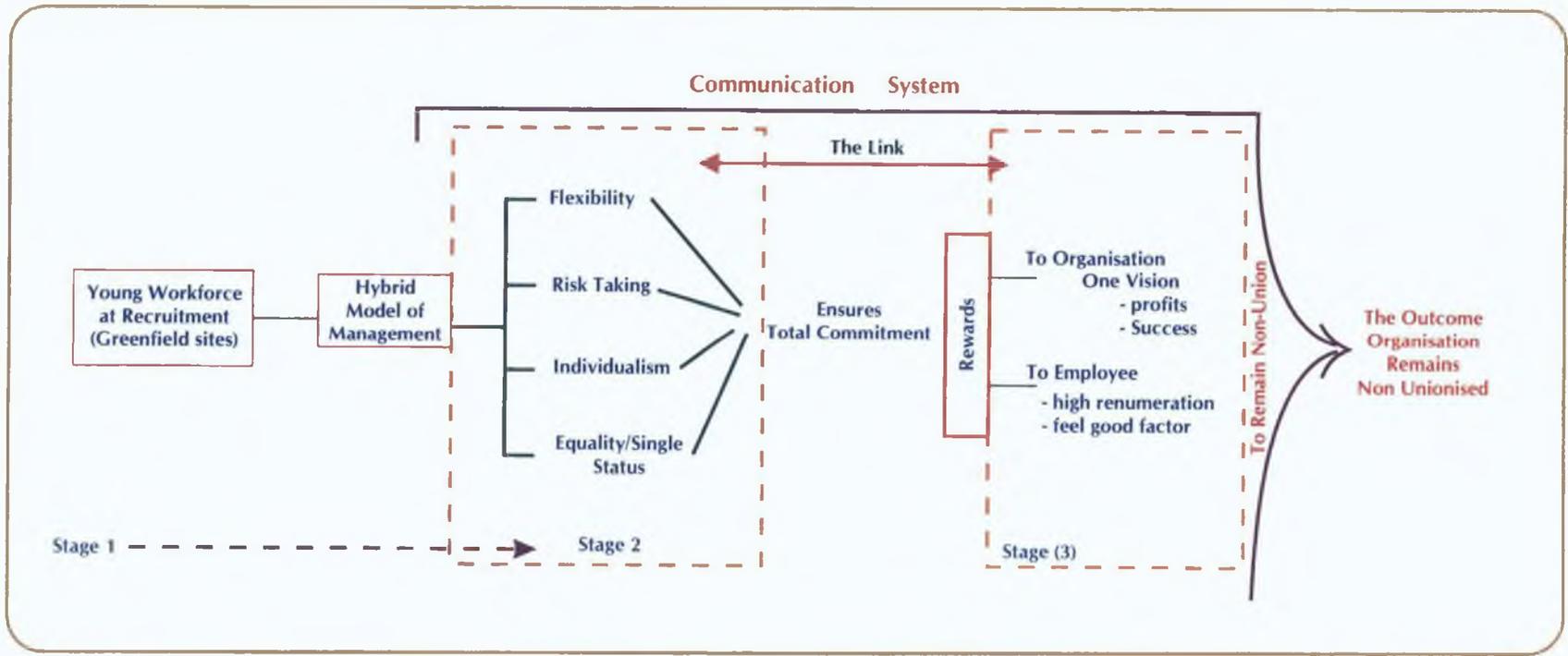
As the organisation chosen to conduct the research is one where there is a prerequisite to change its technology to meet the demands of its customer, it would appear that in conjunction with changing technology it must also change its approach to managing its workforce. This is why one may deduce that they have **not** adopted the approach of selecting any of the traditional models of HRM, as the resulting rigidity would not suit their needs. The approach this organisation has taken to meet this change is to operate a model of HRM which is in a constant state of flux. It has adopted an approach which is to extract the best ingredients from the successful models of HRM and apply these to the goals of their organisation. A component of the hybrid model appears to be based upon the recruitment of bright young enthusiastic MA graduates who have both the experience and academic background to ensure the model actually works. A huge emphasis is also placed on continually improving the employee relationship throughout the organisation. In this regard a fully manned 24-hr employee relations office is open to all, where one can obtain information or have issues dealt with expediently.

It further appears that the management of this organisation realise it has reached a stage in its evolution where it is under pressure to move to the next stage. This may be more organisational development orientated in its approach but due to the nature of how its particular HRM model works at present it will be capable of handling the necessary and continual change which the future will provide.

## General Conclusion

If one is to draw an overall conclusion from the material and the different issues raised in this dissertation it may be a convenient time to remind us of Ms Corscadden's (1995) statement that *"a management ethos that facilitates, empowers and motivates people to use their own skills and judgement"* is an essential concept to understand when managing using a policy of human resource management. Even more so when one realises that to develop and maintain a culture where unions cannot gain a foothold within an organisation is an enormous task. This culture can only be achieved if at the strategic management level they decide to remain non-unionised by creating an atmosphere where the employee feels ones needs are being met by the organisation. In the present climate where unions are becoming vividly aware that they have to move away from their traditional adversarial role, multinationals to survive have to even more aware of the important function of the human resource manager in their creation of a definite non-union culture.

Human Resource Management has successfully kept trade unions at bay in this organisation, by adopting the policies as discussed in previous chapters. My research has proven that it is possible to operate in a modern organisation a policy of non-unionism by being aware of the factors or HRM outcomes which lead employees to seek trade union membership. One may even suggest that the following diagram and questions may be used as a checklist by the organisation to safeguard against trade union activists within the organisation or trade unions identifying companies which would be attractive and amenable to their philosophies. The HR personnel could use the following diagram and questions as an early warning system to combat trade unions attempting entry into an organisation.



How an Organisation can remain Non-Union  
**Figure 7.1**

1. Ensure workforce is young when recruited.
2. Do we have a totally committed workforce?
3. Do we encourage enough risk-taking?
4. Are we flexible in our policies with regard to problem solving?
5. Is our model of management being operated by those who are qualified to ensure it can meet challenges head-on and provide alternative solutions if required?
6. Communication has to be at the heart of our policy of non- unionism.
7. Actively encourage individualism.
8. Has everyone got a 'clear' vision'?
9. Are all employees treated equally?
10. Is remuneration high but not the only priority?

Thus as we rapidly approach the 21<sup>st</sup> century and a new millennium, from the perspective of an employee working in the information technology sector of industry the future may be a bright one. Human resource managers appear to be vividly aware of the important role they have to play within an organisation to ensure it remains non union. They also appear to be aware of how their role as experts in the HRM field has to develop in the future to a stage where they impart their knowledge to the various other managers in the organisation. Ultimately all managers in this sector of industry have to understand that if unions were to gain entry within their organisation the result may mean substantial loss of jobs and possibly closure of the company. The power struggle between management and unions will continue but it is this researchers personal opinion the last thing an employer wants, are the employees to be represented by a trade union. But this can only be achieved if the right levers are continually applied by management and they firmly

believe that it is managements responsibility to manage both the human resource and other resources of an organisation in the most effective and efficient way possible.

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## **Glossary**

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## GLOSSARY

<b>TITLE</b>	<b>MEANING</b>
CAD	Computer Aided design
CAM	Computer Aided Manufacturing
CAQDAS	Computer Assisted Qualitative Data Analysis Software
CEO's	Chief Executive Officers.
CIM	Computer Integrated Manufacturing
CSO	Central Statistics Office
CVWS	Corporate Virtual Workspaces
HBS	Harvard Business School
HRM	Human Resource Management
HRM Sieve	Human Resource Management Filter which extracts Key components of HRM
IMI	Irish Management Institute
MNC	Multinational Corporation
OD	Organisational development
SPSS	Statistical package for social science
QWL	Quality of work life cycle

# **Appendix 'A'**

## **Correspondence**

544 River Forest,

Leixlip,

Co. Kildare.

18 December 1995

**Human Resource Manager,**

**RE: Research in HRM on how Multinationals develop a Culture of Non Unionism.**

Dear Sir,

I am presently engaged in post graduate research leading to the award of a Masters Degree in HRM at the National College of Industrial Relations. My intended area of research will focus on multinationals, specifically those in the computer industry operating in Ireland.

I shall be endeavouring to discover what are the key ingredients that an organisation such as your own use to develop and nurture a culture where the individual is expected to be part of a team but yet self motivated to achieve success and excellence in line with the goals of the organisation. The question of how multinationals address the problem of trade unions gaining access to the organisation would also be addressed.

This type of research would require the use of a questionnaire and survey of a sample of the workforce.

With regards to the use of the results of the research, confidentiality would be guaranteed and at any stage I would gladly present my findings to you. Also as I am presently employed as a member of the Defence Forces the question of Trade Unions gaining access to this information does not arise.

Finally I would very much welcome the opportunity to meet in person with you to discuss the finer details of the research.

I look forward to your reply.

Yours faithfully

# **Appendix 'B'**

## **Interviews With HR Manager**

## **Initial Interview with Human Resource Manager**

1. If you could identify one leading characteristic which identifies your organisation from others in the same industry what would it be?
2. Do you think the Personnel/Human Resource function is today in a Multinational?
3. What role does the Human Resource Manager have in your organisation?
4. How would you distinguish Human Resource Management from Personnel Management?
5. Where do you think Human Resource Management is going as we approach the 21<sup>st</sup> century?
6. At a strategic level, HRM has traditionally been second or lower in the chain of command, do you agree and if so is this changing?
7. Do you feel as if Human Resource Management is too waffly and tries to justify itself with jargon or does it work in reality?
8. With regards to the functions of a Human Resource Manager what would you prioritise as your order of responsibilities?
9. Is the proper cultural environment an essential ingredient for successful HRM?
10. How would you qualify and quantify success with regard to the HRM strategy?

## Final Interview with Human Resource Manager

### Introduction

At the start of this dissertation an initial interview was conducted with The Human Resource Manager to gain an understanding of their management practices in existence in the organisation . The purpose of this interview apart from explaining the purpose of the research was to conduct an interview which would establish the philosophy behind the management techniques which allow management to develop and maintain a culture of non-unionism in a multinational operating in the computer industry. It was agreed by both parties as we had adopted this approach initially one should conclude the research in a similar manner. The following is an synopsis of that final interview which was conducted in May 1997 .

**Question:** Is the proper cultural environment an essential ingredient for successful HRM?

**Answer:** The development of a culture is at the core of successful HRM in this environment. Symbols are an important as an aspect of this culture . In this regard the appearance of single status has got to be practised. Success has to be shared across the board. One has to take the holistic approach to all matters. At the forefront management has also to appreciate the need to stay ahead of its competitors.

**Question:** HRM appears to be the 'buzz word' in management circles today, where do you see management practices in 5 years from now.

**Answer:** Just as the technological side of this industry is forever changing, so too, will its management practices. At present HRM is at the strategic level in the organisation the future will more than likely find it at a more middle line management level. Managers may find they will be expected to include in their skills not only a technological understanding of their job but the ability to use skills passed onto them from the HRM department . There may also be a move in the direction of organisational development, overall the central function may decline.

**Question:** Flexibility undoubtedly plays a part in the success of your company and its ability to meet continuous change in the information technology sector . Should these policies of flexibility and ability to meet change be challenged in the future by trade unions changing their tactics and try to gain entry to your Company how will the company respond .

**Answer:** To practice a policy of flexibility management can never make assumptions about what their workforce feel about any particular matter. It is the HRM managers responsibility to explain the need for change and flexibility on both employee and employer sides. The present policy of the need to the "need to follow the work" philosophy has to exist in this industry. There has to good business reasons for this and the main one is that business is successful because it has to meets its goals. The employee has to understand that such goals could not be achieved if the organisation operated in a "demarcation" system as most trade unions would want.

**Conclusion:** One should acknowledge that as the above narrative is a synopsis of the interview only the pertinent questions are included. But as noted throughout the research I was left in no doubt that this organisation will remain non-unionised by the continual application of the core values this company operates on a global wide basis.

# **Appendix 'C'**

## **Tables - Frequency Tests**

Q 1		Title?				
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Mr	1	41	61.2	61.2	61.2
	Mrs	2	8	11.9	11.9	73.1
	Ms	3	18	26.9	26.9	100
Total			67	100	100	
Valid cases		67	Missing cases		0	

Table E.1

Q 2		Marital Status?				
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Single	1	41	61.2	61.2	61.2
	Married	2	26	38.8	38.8	100
Total			67	100	100	
Valid cases		67	Missing cases		0	

Table E.2

Q 3		Gender?				
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Male	1	41	61.2	61.2	61.2
	Female	2	26	38.8	38.8	100
Total			67	100	100	
Valid cases		67	Missing cases		0	

Table E.3

Q 4	Job Description ?					
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Middle Mgt	1	1	1.5	1.5	1.5
	Engineer Mgt	2	2	3	3	4.5
	Engr	3	6	9	9	13.4
	Dept Mgt	4	1	1.5	1.5	14.9
	Cost Analyst	5	1	1.5	1.5	16.4
	Project Co-Ord	6	3	4.5	4.5	20.9
	Project Mgt	7	2	3	3	23.9
	Supervisor	8	1	1.5	1.5	25.4
	Planner	9	2	3	3	28.4
	Administrator	10	10	14.9	14.9	43.3
	Buyer	11	1	1.5	1.5	44.8
	Safety Mgt	12	1	1.5	1.5	46.3
	Operator	13	28	41.8	41.8	88.1
	Statistician	14	1	1.5	1.5	89.6
	Staffing Consultant	15	1	1.5	1.5	91
	Human Res Staff	16	4	6	6	97
	Trg Mgt	17	1	1.5	1.5	98.5
	Material Control	18	1	1.5	1.5	100
	<b>Total</b>		<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	67		<b>Missing cases</b>	0		

Table E.4

Q 5 Nationality?						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Irish	1	63	94	94	94
	English	2	1	1.5	1.5	95.5
	Australian	3	1	1.5	1.5	97
	Scots	4	1	1.5	1.5	98.5
	French	5	1	1.5	1.5	100
Total			67	100	100	
Valid cases	67	Missing cases		0		

Table E.5

Q 6 County Of Residence?						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Dublin	1	23	34.3	34.3	34.3
	Kildare	2	15	22.4	22.4	56.7
	Louth	3	2	3	3	59.7
	Wicklow	4	1	1.5	1.5	61.2
	Incorrect	5	24	35.8	35.8	97
	Meath	6	2	3	3	100
Total			67	100	100	
Valid cases	67	Missing cases		0		

Table E.6

Q 7 County of Origin?						
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent	
Dublin	1	12	17.9	17.9	17.9	
Kerry	2	3	4.5	4.5	22.4	
Kildare	3	5	7.5	7.5	29.9	
Cork	4	3	4.5	4.5	34.3	
Mayo	5	3	4.5	4.5	38.8	
Louth	6	2	3	3	41.8	
Limerick	7	1	1.5	1.5	43.3	
Wexford	8	1	1.5	1.5	44.8	
Cavan	9	1	1.5	1.5	46.3	
Tipperary	10	2	3	3	49.3	
Incorrect	11	26	38.8	38.8	88.1	
Westmeath	12	2	3	3	91	
Meath	13	2	3	3	94	
Longford	14	1	1.5	1.5	95.5	
Donegal	15	1	1.5	1.5	97	
Glasgow	16	1	1.5	1.5	98.5	
Marsaille	17	1	1.5	1.5	100	
<b>Total</b>		<b>67</b>	<b>100</b>	<b>100</b>		

Table E.7

Q 8 Highest educational standard achieved?						
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent	
Secondary	1	22	32.8	32.8	32.8	
College: Cert/DIP	2	20	29.9	29.9	62.7	
University Degree	3	18	26.9	26.9	89.6	
Post Grad	4	7	10.4	10.4	100	
<b>Total</b>		<b>67</b>	<b>100</b>	<b>100</b>		
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.8

<b>Q_9</b> In your opinion does the relationship between you and management fit into any of the following categories?						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Excellent	1	5	7.5	7.5	7.5
	Very Good	2	23	34.3	34.3	41.8
	Good	3	27	40.3	40.3	82.1
	Fair	4	10	14.9	14.9	97
	Poor	5	2	3	3	100
<b>Total</b>			67	100	100	
<b>Valid cases</b>	67	<b>Missing cases</b>		0		

Table E.9

<b>Q 10</b> Do you consider management to be?						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Very Effective	1	10	14.9	14.9	14.9
	Effective	2	38	56.7	56.7	71.6
	Adequate	3	15	22.4	22.4	94
	Fair	4	4	6	6	100
<b>Total</b>			67	100	100	
<b>Valid cases</b>	67	<b>Missing cases</b>		0		

Table E.10

<b>Q 11</b> Do you feel a better working relationship would exist if all management were Irish?						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Yes	1	11	16.4	16.4	16.4
	No	2	55	82.1	82.1	98.5
	Not answered	3	1	1.5	1.5	100
<b>Total</b>			67	100	100	
<b>Valid cases</b>	66	<b>Missing cases</b>		1		

Table E.11

Q_12	Do you consider management to be?					
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Soft	2	3	4.5	4.5	4.5
	Balanced	3	39	58.2	58.2	62.7
	Hard	4	24	35.8	35.8	98.5
	Too Hard	5	1	1.5	1.5	100
Total			67	100	100	
Valid cases		67	Missing cases		0	

Table E.12

Q_13	Does the company have too much influence over your life outside normal working hours:- with regards to housing/ medical / social activities?					
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Too much influence	1	2	3	3	3
	above average influe	2	14	20.9	20.9	23.9
	Acceptable influence	3	19	28.4	28.4	52.2
	Little influence	4	21	31.3	31.3	83.6
	No influence	5	11	16.4	16.4	100
Total			67	100	100	
Valid cases		67	Missing cases		0	

Table E.13

<b>Q_14</b> Should middle management be given more responsibility in the decision making process						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	48	71.6	71.6	71.6
	No	2	18	26.9	26.9	98.5
	Not Answered	3	1	1.5	1.5	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>66</b>	<b>Missing cases</b>		<b>1</b>		
Table E.14						

<b>Q_15</b> Do you think there are too many levels in your organisation?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Too many levels	1	10	14.9	14.9	14.9
	High amount of level	2	18	26.9	26.9	41.8
	A suitable amount of levels	3	36	53.7	53.7	95.5
	Small amount of levels	4	3	4.5	4.5	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		
Table E.15						

<b>Q_16</b> Is there a perception of equality/single status among the workforce?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	44	65.7	65.7	65.7
	No	2	23	34.3	34.3	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		
Table E.16						

Q_17		If you answered yes to the question 16, do you believe this is because of the culture and values of your company?				
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent	
Yes	1	19	28.4	28.4	28.4	
Has a significant be	2	19	28.4	28.4	56.7	
Has little bearing	3	11	16.4	16.4	73.1	
Not relevant	4	8	11.9	11.9	85.1	
Don't know	5	2	3	3	88.1	
Not answered	6	8	11.9	11.9	100	
<b>Total</b>		<b>67</b>	<b>100</b>	<b>100</b>		
<b>Valid cases</b>	<b>59</b>	<b>Missing cases</b>	<b>8</b>			

Table E.17

<b>Q_18</b> Is there a perception of "them and us" in the work environment?						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Yes	1	15	22.4	22.4	22.4
	Exists to some extent	2	27	40.3	40.3	62.7
	When the need arises	3	11	16.4	16.4	79.1
	Does not manifest itself	4	11	16.4	16.4	95.5
	None existent	5	3	4.5	4.5	100
<b>Total</b>			67	100	100	
Valid cases	67		Missing cases	0		

Table E.18

<b>Q_19</b> As a regular full-time employee do you feel you are treated any different than a contract employee?						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Yes	1	32	47.8	47.8	47.8
	No	2	26	38.8	38.8	86.6
	Not answered	3	9	13.4	13.4	100
<b>Total</b>			67	100	100	
Valid cases	56		Missing cases	9		

Table E.19

<b>Q_20</b> As a contract employee do you feel you are treated any different than a full-time employee?						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Yes	1	13	19.4	19.4	19.4
	No	2	14	20.9	20.9	40.3
	Not answered	3	40	59.7	59.7	100
<b>Total</b>			67	100	100	
Valid cases	27		Missing cases	40		

Table E.20

<b>Q_21</b> If you could identify one leading characteristic which identifies your organisation from others in the same industry what would it be?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Efficiency	1	14	20.9	20.9	20.9
	Progressive	2	9	13.4	13.4	34.3
	Pay/benefits	3	7	10.4	10.4	44.8
	A definite culture	4	16	23.9	23.9	68.7
	Goals	5	2	3	3	71.6
	Training	6	4	6	6	77.6
	Disciplined	7	2	3	3	80.6
	Not answered	9	10	14.9	14.9	95.5
	Safety	10	3	4.5	4.5	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>57</b>	<b>Missing cases</b>		<b>10</b>		

Table E.21

<b>Q_22</b> Does your organisation have a mission statement?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	65	97	97	97
	Don't Know	3	2	3	3	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.22

<b>Q 23</b> If there is a mission statement do you identify with it?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	56	83.6	83.6	83.6
	No	2	10	14.9	14.9	98.5
	Not answered	3	1	1.5	1.5	100
<b>Total</b>			67	100	100	
<b>Valid cases</b>	66	<b>Missing cases</b>		1		

Table E.23

<b>Q 24</b> Does your organisation emphasise shared goals?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	32	47.8	47.8	47.8
	To a large extent	2	21	31.3	31.3	79.1
	Moderately	3	11	16.4	16.4	95.5
	To a small extent	4	2	3	3	98.5
	No	5	1	1.5	1.5	100
<b>Total</b>			67	100	100	
<b>Valid cases</b>	67	<b>Missing cases</b>		0		

Table E.24

<b>Q 25</b> Is the concept of shared goals reflected in your pay/ benefits?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	32	47.8	47.8	47.8
	To a large extent	2	18	26.9	26.9	74.6
	Only to a select few	3	4	6	6	80.6
	At times	4	11	16.4	16.4	97
	No	5	2	3	3	100
<b>Total</b>			67	100	100	
<b>Valid cases</b>	67	<b>Missing cases</b>		0		

Table E.25

<b>Q 26A</b>						
<b>How do you rate your pay/ benefits relative to other companies in the same industry?</b>						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	<b>As high</b>	1	28	41.8	41.8	41.8
	<b>Very close to the present</b>	2	11	16.4	16.4	58.2
	<b>Close to the present</b>	3	17	25.4	25.4	83.6
	<b>Slightly lower</b>	4	11	16.4	16.4	100
<b>Total</b>			67	100	100	
<b>Valid cases</b>		67	<b>Missing cases</b>		0	

Table E.26

<b>Q 26B</b>						
<b>How do you rate your pay/ benefits relative to other companies in the locality?</b>						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	<b>As high</b>	1	34	50.7	50.7	50.7
	<b>Very close to the present</b>	2	6	9	9	59.7
	<b>Close to the present</b>	3	15	22.4	22.4	82.1
	<b>Slightly lower</b>	4	10	14.9	14.9	97
	<b>Far lower than prese</b>	5	1	1.5	1.5	98.5
	<b>Not answered</b>	6	1	1.5	1.5	100
<b>Total</b>			67	100	100	
<b>Valid cases</b>		66	<b>Missing cases</b>		1	

Table E.27

<b>Q 27 How would you rate morale?</b>						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Extremely high	1	14	20.9	20.9	20.9
	Very high	2	13	19.4	19.4	40.3
	High	3	23	34.3	34.3	74.6
	Low	4	14	20.9	20.9	95.5
	Very low	5	3	4.5	4.5	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.28

<b>Q 28 Do you think your morale is directly linked to your pay/benefits?</b>						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Directly linked	1	4	6	6	6
	Close association	2	19	28.4	28.4	34.3
	Has a bearing	3	20	29.9	29.9	64.2
	One of the factors	4	18	26.9	26.9	91
	Not linked	5	6	9	9	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.29

<b>Q 29 Does your organisation foster loyalty in the work environment?</b>						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	48	71.6	71.6	71.6
	No	2	19	28.4	28.4	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.30

<b>Q_30 Do you believe the organisation is entitled to 100 % commitment from all employees?</b>						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	57	85.1	85.1	85.1
	No	2	10	14.9	14.9	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.31

<b>Q_31 Do you have a performance appraisal/review system in operation in your organisation?</b>						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	63	94	94	94
	No	2	3	4.5	4.5	98.5
	Not answered	3	1	1.5	1.5	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>66</b>	<b>Missing cases</b>		<b>1</b>		

Table E.32

<b>Q_32 Do you feel as if the performance appraisal/review system is used adequately with regards to those who are not performing to a suitably high standard?</b>						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	43	64.2	64.2	64.2
	No	2	21	31.3	31.3	95.5
	Not answered	3	3	4.5	4.5	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>64</b>	<b>Missing cases</b>		<b>3</b>		

Table E.33

<b>Q 33 Is exceptionally high performance by individuals rewarded?</b>						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Yes	1	47	70.1	70.1	70.1
	No	2	20	29.9	29.9	100
Total			67	100	100	
Valid cases	67	Missing cases		0		

Table E.34

<b>Q 34 Do you think a performance appraisal/review system is a worthwhile practice?</b>						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Yes	1	36	53.7	53.7	53.7
	Plays an important part	2	17	25.4	25.4	79.1
	Fits into a cohesive	3	8	11.9	11.9	91
	Has little importance	4	2	3	3	94
	Just routine form filling	5	3	4.5	4.5	98.5
	Not answered	6	1	1.5	1.5	100
Total			67	100	100	
Valid cases	66	Missing cases		1		

Table E.35

<b>Q 35 Do you feel performance appraisal/review is directly linked to your pay / benefits?</b>						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Directly linked	1	31	46.3	46.3	46.3
	Has a link	2	28	41.8	41.8	88.1
	Little relevance	3	4	6	6	94
	I'm not appraised	4	3	4.5	4.5	98.5
	Not answered	6	1	1.5	1.5	100
Total			67	100	100	
Valid cases	66	Missing cases		1		

Table E.36

<b>Q 36A Do you think management/ supervisors are effective in dealing with grievances?</b>						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Highly effective	1	1	1.5	1.5	1.5
	Effective to a large	2	15	22.4	22.4	23.9
	Effective	3	25	37.3	37.3	61.2
	Little effect	4	21	31.3	31.3	92.5
	No effect on process	5	5	7.5	7.5	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.37

<b>Q 36B If not, why not?</b>						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Supervisors have a free reign	1	2	3	3	3
	Lack of Management IR Skills	2	2	3	3	6
	Not impartial	3	4	6	6	11.9
	Superior attitude of Management	4	1	1.5	1.5	13.4
	Failure to accept responsibility	5	4	6	6	19.4
	Lack of communications	6	7	10.4	10.4	29.9
	Lack of flexibility	7	1	1.5	1.5	31.3
	Supervisors unable to relate	8	1	1.5	1.5	32.8
	Not answered	9	42	62.7	62.7	95.5
	Output orientated	10	2	3	3	98.5
	Favours status quo	11	1	1.5	1.5	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>25</b>	<b>Missing cases</b>		<b>42</b>		

Table E.38

<b>Q_37</b> Does the present system of communication provide you with a suitable voice to air your views with regards to criticism or praise of the organisation?						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Yes	1	51	76.1	76.1	76.1
	No	2	16	23.9	23.9	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.39

<b>Q_38</b> Do you think the system of communication between management and the employee works effectively in achieving an overall clear understanding in your organisation?						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Very effective	1	5	7.5	7.5	7.5
	Effective most times	2	23	34.3	34.3	41.8
	Works adequately	3	20	29.9	29.9	71.6
	At times not effective	4	18	26.9	26.9	98.5
	Totally ineffective	5	1	1.5	1.5	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.40

<b>Q_39</b> Is the communication system effective, with regards to the time it takes issues to be solved by the problem solvers?						
	Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	Yes	1	31	46.3	46.3	46.3
	Takes too long	2	16	23.9	23.9	70.1
	Takes a considerable	3	13	19.4	19.4	89.6
	Too bureaucratic	4	3	4.5	4.5	94
	Not an effective system	5	4	6	6	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.41

<b>Q_40</b> Is the present system of communication ever tested in regards to how you the employee can pass information up the system?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	13	19.4	19.4	19.4
	Not aware of any tests	2	51	76.1	76.1	95.5
	No	3	3	4.5	4.5	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.42

<b>Q_41</b> Do you think there are adequate avenues of advancement / promotion in your organisation?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	42	62.7	62.7	62.7
	No	2	25	37.3	37.3	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.43

<b>Q_42</b> Do you think your job provides opportunities for self development (e.g. new skills, training courses etc.)?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Yes	1	56	83.6	83.6	83.6
	No	2	11	16.4	16.4	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.44

<b>Q_43</b> Is the concept of individualism/ initiative within your field of expertise encouraged or discouraged?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	<b>Definitely Encourage</b>	1	21	31.3	31.3	31.3
	<b>To a large extent</b>	2	20	29.9	29.9	61.2
	<b>Job requires individualism</b>	3	13	19.4	19.4	80.6
	<b>Little scope for initiative</b>	4	12	17.9	17.9	98.5
	<b>Discouraged</b>	5	1	1.5	1.5	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.45

<b>Q_44</b> Does the educational standard one has on entry to your organisation effect the position you hold within the organisation?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	<b>Yes</b>	1	23	34.3	34.3	34.3
	<b>Only one of many criteria</b>	2	15	22.4	22.4	56.7
	<b>Depends on one's position</b>	3	15	22.4	22.4	79.1
	<b>Has little bearing</b>	4	8	11.9	11.9	91
	<b>No</b>	5	6	9	9	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.46

<b>Q_45</b> Are you proud to work for your company?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	<b>Yes</b>	1	60	89.6	89.6	89.6
	<b>No</b>	2	7	10.4	10.4	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.47

<b>Q 46</b>						
<b>If you answered yes to the above question (Q.45) do you believe this sense of pride is due to your companies policy of open and direct communications with all employees?</b>						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	<b>Yes</b>	1	31	46.3	46.3	46.3
	<b>No</b>	2	27	40.3	40.3	86.6
	<b>Not answered</b>	3	9	13.4	13.4	100
<b>Total</b>			67	100	100	
<b>Valid cases</b>	56	<b>Missing cases</b>		9		

Table E.48

<b>Q 47</b>						
<b>What do you think are the positive effects of how the business is run?</b>						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	<b>Effective communications</b>	1	4	6	6	6
	<b>HRM style of management</b>	2	17	25.4	25.4	31.3
	<b>Pay/Benefits</b>	3	10	14.9	14.9	46.3
	<b>Efficiency and Flexibility</b>	4	14	20.9	20.9	67.2
	<b>Morale</b>	5	2	3	3	70.1
	<b>Strong Culture</b>	6	4	6	6	76.1
	<b>Discipline</b>	7	1	1.5	1.5	77.6
	<b>Safety/Quality</b>	8	4	6	6	83.6
	<b>Not answered</b>	9	11	16.4	16.4	100
<b>Total</b>			67	100	100	
<b>Valid cases</b>	56	<b>Missing cases</b>		11		

Table E.49

<b>Q 48</b> The computer industry is so competitive and fast moving that an organisation such as your company could not survive economically if a union was in place?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>
	Strongly agree	1	22	32.8	32.8	32.8
	Agree moderately	2	9	13.4	13.4	46.3
	Agree	3	21	31.3	31.3	77.6
	Slightly disagree	4	13	19.4	19.4	97
	Disagree	5	2	3	3	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.50

<b>Q 49</b> Do you think Human resource policies are effective in your company?						
	<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum. Percent</b>
	Extremely effective	1	5	7.5	7.5	7.5
	Highly effective	2	20	29.9	29.9	37.3
	Moderately effective	3	33	49.3	49.3	86.6
	Slightly effective	4	4	6	6	92.5
	Not effective	5	5	7.5	7.5	100
<b>Total</b>			<b>67</b>	<b>100</b>	<b>100</b>	
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>		<b>0</b>		

Table E.51

<b>Q 50</b>		<b>What do you think the Human Resource Managers role should be?</b>				
<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>	
To be a mediator	1	11	16.4	16.4	16.4	
To nurture communications	2	7	10.4	10.4	26.9	
Support for all	3	6	9	9	35.8	
Create better morale	4	7	10.4	10.4	46.3	
Monitor and ensure culture is maintained	5	7	10.4	10.4	56.7	
Ensure HRM policies are effective	6	11	16.4	16.4	73.1	
Seek continual improvement	7	4	6	6	79.1	
Monitor employees needs	8	4	6	6	85.1	
Not answered	9	10	14.9	14.9	100	
<b>Total</b>		<b>67</b>	<b>100</b>	<b>100</b>		
<b>Valid cases</b>	<b>57</b>	<b>Missing cases</b>	<b>10</b>			

Table E.52

<b>Q_51</b>						
<b>If you were the Human Resource Manager what would you do to improve the working environment?</b>						
<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>	
Improve morale	1	4	6	6	6	
Improve communications	2	11	16.4	16.4	22.4	
Improve relationships	3	10	14.9	14.9	37.3	
Improve Equality for all	5	6	9	9	46.3	
Improve ongoing training	6	3	4.5	4.5	50.7	
Ensure flexibility	7	4	6	6	56.7	
Consistency	8	4	6	6	62.7	
Maintain current culture	9	7	10.4	10.4	73.1	
Maintain effective HRM	10	3	4.5	4.5	77.6	
Increase Pay/Benefits	11	3	4.5	4.5	82.1	
Ensure that HRM Dept fulfills its role	12	1	1.5	1.5	83.6	
Not answered	13	11	16.4	16.4	100	
<b>Total</b>		<b>67</b>	<b>100</b>	<b>100</b>		
<b>Valid cases</b>	<b>56</b>	<b>Missing cases</b>	<b>11</b>			

Table E.53

<b>Q 52</b>						
<b>Would you be willing to participate in a follow up to this survey?</b>						
<b>Value Label</b>	<b>Value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cum Percent</b>	
Yes	1	59	88.1	88.1	88.1	
No	2	8	10.4	10.4	98.5	
		1	1.5	1.5	100	
<b>Total</b>		<b>67</b>	<b>100</b>	<b>100</b>		
<b>Valid cases</b>	<b>67</b>	<b>Missing cases</b>	<b>0</b>			

Table E.54

# **Appendix 'D'**

## **Tables - Cross Tabulation Tests**

Marital Status Single Gender Male	County of Residence											
	Dublin		Kildare		Louth		Wicklow		Meath		Incorrect	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description												
Middle Mgt												
Engineer Mgt	1	4.3%										
Engr	1	4.3%									2	8.3%
Dept Mgr												
Cost Analyst											1	4.2%
Project co-ord												
Project Mgt							1	100%				
Supervisor												
Planner	1	4.3%										
Administrator											1	4.2%
Buyer												
Safety Mgt												
Operator	5	21.7%	2	13.3%	1	50%			1	50%	2	8.3%
Statistician	1	4.3%										
Staffing Consultant												
Human Res Staff	1	4.3%									1	4.2%
Trg Mgt												
Material Ctl											1	4.2%
<b>Total</b>	<b>10</b>	<b>43.5%</b>	<b>2</b>	<b>13.3%</b>	<b>1</b>	<b>50%</b>	<b>1</b>	<b>100%</b>	<b>1</b>	<b>50%</b>	<b>8</b>	<b>33.3%</b>

Table F.1

Marital Status Married Gender Male	County of Residence											
	Dublin		Kildare		Louth		Wicklow		Meath		Incorrect	
Job Description	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Middle Mgt												
Engineer Mgt												
Engr	1	3%										
Dept Mgr												
Cost Analyst												
Project co-ord												
Project Mgt												
Supervisor												
Planner												
Administrator	2	6%			2	25%						
Buyer												
Safety Mgt												
Operator	5	14%	4	24%			1	50%	1	33%		
Statistician												
Staffing Consultant					1	13%						
Human Res Staff					1	13%						
Trg Mgt												
Material Ctl												
<b>Total</b>	<b>8</b>	<b>22%</b>	<b>4</b>	<b>24%</b>	<b>4</b>	<b>50%</b>	<b>1</b>	<b>50%</b>	<b>1</b>	<b>33%</b>		

Table F.2

Marital Status Married Gender Female	County of Residence											
	Dublin		Kildare		Louth		Wicklow		Meath		Incorrect	
Job Description	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Middle Mgt											1	4.2%
Engineer Mgt											1	4.2%
Engr			1	6.7%	1	50%						
Dept Mgr											1	4.2%
Cost Analyst												
Project co-ord	2	8.7%	1	6.7%								
Project Mgt											1	4.2%
Supervisor			1	6.7%								
Planner											1	4.2%
Administrator											1	4.2%
Buyer	1	4.3%										
Safety Mgt											1	4.2%
Operator	1	4.3%	1	6.7%					1	50%		
Statistician												
Staffing Consultant												
Human Res Staff												
Trg Mgt											1	4.2%
Material Ctl												
<b>Total</b>	<b>4</b>	<b>17.4%</b>	<b>4</b>	<b>26.7%</b>	<b>1</b>	<b>50%</b>			<b>1</b>	<b>50%</b>	<b>8</b>	<b>33.3%</b>

Table F.3

Marital Status Married Gender Female	County of Residence											
	Dublin		Kildare		Louth		Wicklow		Meath		Incorrect	
Job Description	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Middle Mgt												
Engineer Mgt												
Engr												
Dept Mgr												
Cost Analyst												
Project co-ord												
Project Mgt												
Supervisor												
Planner												
Administrator	1	4.3%	1	6.7%							2	8.3%
Buyer												
Safety Mgt												
Operator	2	8.7%	1	6.7%								
Statistician												
Staffing Consultant												
Human Res Staff											1	4.2%
Trg Mgt												
Material Ctl												
<b>Total</b>	<b>3</b>	<b>13%</b>	<b>2</b>	<b>13.3%</b>							<b>3</b>	<b>12.5%</b>

Table F.4

Marital Status Single	Q.7 County Of Origin?															
	Dublin		Kerry		Kildare		Cork		Mayo		Louth		Limerick		Westmeath	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description																
Middle Mgt																
Engineer Mgt			1	33%												
Engr													1	100%		
Dept Mgr																
Cost Analyst																
Project co-ord																
Project Mgt	1	8%														
Supervisor																
Planner							1	33%								
Administrator																
Buyer																
Safety Mgt																
Operator																
Statistician	2	17%			1	20%			1	33%					1	50%
Staffing Consultant																
Human Res Staff																
Trg Mgt																
Material Ctl																
<b>Total</b>	<b>3</b>	<b>25%</b>	<b>1</b>	<b>33%</b>	<b>1</b>	<b>20%</b>	<b>1</b>	<b>33%</b>	<b>1</b>	<b>33%</b>			<b>1</b>	<b>100%</b>	<b>1</b>	<b>50%</b>

Table F.5

Marital Status Single	Q.7 County Of Origin?																	
	Meath		Longford		Donegal		Glasgow		Marsaille		Wexford		Cavan		Tipperary		Incorrect	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description																		
Middle Mgt																		
Engineer Mgt																		
Engr																	2	8%
Dept Mgr																		
Cost Analyst																	1	4%
Project co-ord																		
Project Mgt																		
Supervisor																		
Planner																		
Administrator																	1	4%
Buyer																		
Safety Mgt																		
Operator	1	50%	1	100%	1	100%											3	12%
Statistician																		
Staffing Consultant													1	100%				
Human Res Staff																	2	8%
Trg Mgt																		
Material Ctl																	1	4%
<b>Total</b>	<b>1</b>	<b>50%</b>	<b>1</b>	<b>100%</b>	<b>1</b>	<b>100%</b>							<b>1</b>	<b>100%</b>			<b>10</b>	<b>39%</b>

Table F.6

Marital Status Single	Q.7 County Of Origin?															
	Dublin		Kerry		Kildare		Cork		Mayo		Louth		Limerick		Westmeath	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description																
Middle Mgt																
Engineer Mgt																
Engr																
Dept Mgr																
Cost Analyst																
Project co-ord																
Project Mgt																
Supervisor																
Planner																
Administrator	2	17%														
Buyer																
Safety Mgt																
Operator	1	8%	1	33%	2	40%			1	33%					1	50%
Statistician																
Staffing Consultant																
Human Res Staff																
Trg Mgt																
Material Ctl																
<b>Total</b>	<b>3</b>	<b>25%</b>	<b>1</b>	<b>33%</b>	<b>2</b>	<b>40%</b>			<b>1</b>	<b>33%</b>					<b>1</b>	<b>50%</b>

Table F.7

Marital Status Single	Q.7 County Of Origin?																	
	Meath		Longford		Donegal		Glasgow		Marseille		Wexford		Cavan		Tipperary		Incorrect	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description																		
Middle Mgt																		
Engineer Mgt																		
Engr																		
Dept Mgr																		
Cost Analyst																		
Project co-ord																		
Project Mgt																		
Supervisor																		
Planner																		
Administrator															1	50%	1	4%
Buyer																		
Safety Mgt																		
Operator	1	50%							1	100%					1	50%	2	8%
Statistician																		
Staffing Consultant																	1	4%
Human Res Staff																	1	4%
Trg Mgt																		
Material Ctl																		
<b>Total</b>	<b>1</b>	<b>50%</b>							<b>1</b>	<b>100%</b>					<b>2</b>	<b>100%</b>	<b>5</b>	<b>19%</b>

Table F.8

Marital Status Married	Q.7 County Of Origin?															
	Dublin		Kerry		Kildare		Cork		Mayo		Louth		Limerick		Westmeath	
Gender Male	Cou	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description																
Middle Mgt	1	8%														
Engineer Mgt																
Engr									1	33%	1	50%				
Dept Mgr																
Cost Analyst																
Project co-ord	1	8%			1	20%										
Project Mgt																
Supervisor																
Planner																
Administrator							1	33%								
Buyer							1	33%								
Safety Mgt																
Operator					1	20%					1	50%				
Statistician																
Staffing Consultant																
Human Res Staff																
Trg Mgt																
Material Ctl																
<b>Total</b>	<b>2</b>	<b>17%</b>			<b>2</b>	<b>40%</b>	<b>2</b>	<b>67%</b>	<b>1</b>	<b>33%</b>	<b>2</b>	<b>100%</b>				

Table F.9

Marital Status Married	Q.7 County Of Origin?																	
	Meath		Longford		Donegal		Glasgow		Marsaille		Wexford		Cavan		Tipperary		Incorrect	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description																		
Middle Mgt																		
Engineer Mgt																	1	4%
Engr																		
Dept Mgr																	1	4%
Cost Analyst																		
Project co-ord																	1	4%
Project Mgt																	1	4%
Supervisor											1	100%						
Planner																	1	4%
Administrator																		
Buyer																		
Safety Mgt																	1	4%
Operator							1	100%										
Statistician																		
Staffing Consultant																		
Human Res Staff																		
Trg Mgt																	1	4%
Material Ctl																		
<b>Total</b>							<b>1</b>	<b>100%</b>			<b>1</b>	<b>100%</b>					<b>7</b>	<b>27%</b>

Table F.10

Marital Status Married	Q.7 County Of Origin?															
	Dublin		Kerry		Kildare		Cork		Mayo		Louth		Limerick		Westmeath	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description																
Middle Mgt																
Engineer Mgt																
Engr																
Dept Mgr																
Cost Analyst																
Project co-ord																
Project Mgt																
Supervisor																
Planner																
Administrator	1	8%														
Buyer																
Safety Mgt																
Operator	3	25%														
Statistician																
Staffing Consultant																
Human Res Staff																
Trg Mgt																
Material Ctl																
<b>Total</b>	<b>4</b>	<b>33%</b>														

Table F.11

Marital Status Married	Q.7 County Of Origin?																	
	Meath		Longford		Donegal		Glasgow		Marseille		Wexford		Cavan		Tipperary		Incorrect	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description																		
Middle Mgt																		
Engineer Mgt																		
Engr																		
Dept Mgr																		
Cost Analyst																		
Project co-ord																		
Project Mgt																		
Supervisor																		
Planner																		
Administrator																	3	12%
Buyer																		
Safety Mgt																		
Operator																		
Statistician																		
Staffing																		
Human Res Staff																	1	4%
Trg Mgt																		
Material Ctl																		
<b>Total</b>																	<b>4</b>	<b>15%</b>

Table F.12

Marital Status Single	Q.8 Highest educational Standard achieved?							
	Secondary		College Cert/Diploma		University Degree		Post Graduate	
Gender Male	Count	%	Count	%	Count	%	Count	%
Job Description								
Middle Mgt								
Engineer Mgt							1	14%
Engr					3	17%		
Dept Mgr								
Cost Analyst					1	6%		
Project co-ord								
Project Mgt					1	6%		
Supervisor								
Planner			1	5%				
Administrator	1	5%						
Buyer								
Safety Mgt								
Operator	6	27%	4	20%			1	14%
Statistician							1	14%
Staffing Consultant								
Human Res Staff					2	11%		
Trg Mgt								
Material Ctl			1	5%				
<b>Total</b>	<b>7</b>	<b>32%</b>	<b>6</b>	<b>30%</b>	<b>7</b>	<b>39%</b>	<b>3</b>	<b>42%</b>

Table F.13

Marital Status Single	Q.8 Highest educational Standard achieved?							
	Secondary		College Cert/Diploma		University Degree		Post Graduate	
Gender Female	Count	%	Count	%	Count	%	Count	%
Job Description								
Middle Mgt								
Engineer Mgt								
Engr							1	14%
Dept Mgr								
Cost Analyst								
Project co-ord								
Project Mgt								
Supervisor								
Planner								
Administrator	2	9%			2	11%		
Buyer								
Safety Mgt								
Operator	7	32%	4	20%				
Statistician								
Staffing Consultant			1	5%				
Human Res Staff					1	6%		
Trg Mgt								
Material Ctl								
<b>Total</b>	<b>9</b>	<b>41%</b>	<b>5</b>	<b>25%</b>	<b>3</b>	<b>17%</b>	<b>1</b>	<b>14%</b>

Table F.14

Marital Status Married	Q.8 Highest educational Standard achieved?							
	Secondary		College Cert/Diploma		University Degree		Post Graduate	
Gender Male	Count	%	Count	%	Count	%	Count	%
Job Description								
Middle Mgt					1	6%		
Engineer Mgt					1	6%		
Engr					1	6%	1	14%
Dept Mgr					1	6%		
Cost Analyst								
Project co-ord			2	10%	1	6%		
Project Mgt					1	6%		
Supervisor			1	5%				
Planner							1	14%
Administrator			1	5%				
Buyer			1	5%				
Safety Mgt							1	14%
Operator	2	9%	1	5%				
Statistician								
Staffing Consultant								
Human Res Staff								
Trg Mgt					1	6%		
Material Ctl								
<b>Total</b>	<b>2</b>	<b>9%</b>	<b>6</b>	<b>30%</b>	<b>7</b>	<b>39%</b>	<b>3</b>	<b>43%</b>

Table F.15

Marital Status Married	Q.8 Highest educational Standard achieved?							
	Secondary		College Cert/Diploma		University Degree		Post Graduate	
Gender Female	Count	%	Count	%	Count	%	Count	%
Job Description								
Middle Mgt								
Engineer Mgt								
Engr								
Dept Mgr								
Cost Analyst								
Project co-ord								
Project Mgt								
Supervisor								
Planner								
Administrator	1	5%	2	10%	1	6%		
Buyer								
Safety Mgt								
Operator	2	9%	1	5%				
Statistician								
Staffing Consultant								
Human Res Staff	1	5%						
Trg Mgt								
Material Ctl								
<b>Total</b>	<b>5</b>	<b>18%</b>	<b>3</b>	<b>15%</b>	<b>1</b>	<b>6%</b>		

Table F.16

Marital Status Single	Q.9 In your opinion does the relationship between you and the management fit into any of the following categories?									
	Excellent		Very Good		Good		Fair		Poor	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt					1	4%				
Engr			2	9%	1	4%				
Dept Mgr										
Cost Analyst	1	20%								
Project co-ord										
Project Mgt			1	4%						
Supervisor										
Planner							1	10%		
Administrator			1	4%						
Buyer										
Safety Mgt										
Operator			2	9%	3	11%	4	40%	2	100%
Statistician			1	4%						
Staffing Consultant										
Human Res Staff			2	9%						
Training Mgt										
Material Control					1	4%				
<b>Total</b>	<b>1</b>	<b>20%</b>	<b>9</b>	<b>39%</b>	<b>6</b>	<b>22%</b>	<b>5</b>	<b>50%</b>	<b>2</b>	<b>100%</b>

Table F.17

Marital Status Single	Q.9 In your opinion does the relationship between you and the management fit into any of the following categories?									
	Excellent		Very Good		Good		Fair		Poor	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt			1	4%						
Engr										
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator	1	20%	2	9%	1	4%				
Buyer										
Safety Mgt										
Operator					7	26%	1	40%		
Statistician										
Staffing Consultant			1	4%						
Human Res Staff					1	4%				
Training Mgt										
Material Control										
<b>Total</b>	<b>1</b>	<b>20%</b>	<b>4</b>	<b>17%</b>	<b>9</b>	<b>33%</b>	<b>1</b>	<b>40%</b>		

Table F.18

Marital Status Married	Q.9 In your opinion does the relationship between you and the management fit into any of the following categories?									
	Excellent		Very Good		Good		Fair		Poor	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt					1	4%				
Engineer Mgt	1	20%								
Engr			1	4%	1	4%				
Dept Mgr					1	4%				
Cost Analyst										
Project co-ord	1	20%			2	7%				
Project Mgt			1	4%						
Supervisor					1	4%				
Planner			1	4%						
Administrator			1	4%						
Buyer					1	4%				
Safety Mgt			1	4%						
Operator					2	7%	1	10%		
Statistician										
Staffing Consultant										
Human Res Staff										
Training Mgt			1	4%						
Material Control										
<b>Total</b>	<b>2</b>	<b>40%</b>	<b>6</b>	<b>26%</b>	<b>9</b>	<b>33%</b>	<b>1</b>	<b>10%</b>		

Table F.19

Marital Status Married	Q.9 In your opinion does the relationship between you and the management fit into any of the following categories?									
	Excellent		Very Good		Good		Fair		Poor	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr										
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator			2	9%	2	7%				
Buyer										
Safety Mgt										
Operator	1	20%	1	4%	1	4%				
Statistician										
Staffing Consultant										
Human Res Staff			1	4%						
Training Mgt										
Material Control										
<b>Total</b>	<b>1</b>	<b>20%</b>	<b>4</b>	<b>17%</b>	<b>3</b>	<b>11%</b>				

Table F.20

Marital Status Single	Q.10 Do you consider management to be?							
	Very Effective		Effective		Adequate		Fair	
Gender Male	Count	%	Count	%	Count	%	Count	%
Job Description								
Middle Mgt								
Engineer Mgt			1	3%				
Engr			1	3%	2	13%		
Dept Mgr								
Cost Analyst			1	3%				
Project co-ord								
Project Mgt			1	3%				
Supervisor								
Planner					1	7%		
Administrator	1	10%						
Buyer								
Safety Mgt								
Operator	2	20%	3	8%	5	33%	1	25%
Statistician			1	3%				
Staffing Consultant								
Human Res Staff			2	5%				
Trg Mgt								
Material Ctl					1	7%		
<b>Total</b>	<b>3</b>	<b>30%</b>	<b>10</b>	<b>26%</b>	<b>9</b>	<b>60%</b>	<b>1</b>	<b>25%</b>

Table F.21

Marital Status Single	Q.10 Do you consider management to be?							
	Very Effective		Effective		Adequate		Fair	
Gender Female	Count	%	Count	%	Count	%	Count	%
Job Description								
Middle Mgt								
Engineer Mgt								
Engr			1	3%				
Dept Mgr								
Cost Analyst								
Project co-ord								
Project Mgt								
Supervisor								
Planner								
Administrator	2	20%	2	5%				
Buyer								
Safety Mgt								
Operator			7	18%	2	13%	2	50%
Statistician								
Staffing Consultant			1	3%				
Human Res Staff			1	3%				
Trg Mgt								
Material Ctl								
<b>Total</b>	<b>2</b>	<b>20%</b>	<b>12</b>	<b>32%</b>	<b>2</b>	<b>13%</b>	<b>2</b>	<b>50%</b>

Table F.22

Marital Status Married	Q.10 Do you consider management to be?							
	Very Effective		Effective		Adequate		Fair	
Gender Male	Count	%	Count	%	Count	%	Count	%
Job Description								
Middle Mgt			1	3%				
Engineer Mgt			1	3%				
Engr			2	5%				
Dept Mgr	1	10%						
Cost Analyst								
Project co-ord			2	5%	1	7%		
Project Mgt			1	3%				
Supervisor			1	3%				
Planner			1	3%				
Administrator			1	3%				
Buyer					1	7%		
Safety Mgt	1	10%						
Operator			1	3%	1	7%	1	25%
Statistician								
Staffing Consultant								
Human Res Staff								
Trg Mgt			1	3%				
Material Ctl								
<b>Total</b>	<b>2</b>	<b>20%</b>	<b>12</b>	<b>32%</b>	<b>3</b>	<b>20%</b>	<b>1</b>	<b>25%</b>

Table F.23

Marital Status Married	Q.10 Do you consider management to be?							
	Very Effective		Effective		Adequate		Fair	
Gender Female	Count	%	Count	%	Count	%	Count	%
Job Description								
Middle Mgt								
Engineer Mgt								
Engr								
Dept Mgr								
Cost Analyst								
Project co-ord								
Project Mgt								
Supervisor								
Planner								
Administrator	2	20%	1	3%	1	7%		
Buyer								
Safety Mgt								
Operator	1	10%	2	5%				
Statistician								
Staffing Consultant								
Human Res Staff			1	3%				
Trg Mgt								
Material Ctl								
<b>Total</b>	<b>3</b>	<b>30%</b>	<b>4</b>	<b>11%</b>	<b>1</b>	<b>7%</b>		

Table F.24

MARITAL STATUS SINGLE GENDER MALE	Q 11 - Do you feel that a better working relationship would exist if all the management were Irish?					
	Yes		No		Not Answered	
Job Description	Count	%	Count	%	Count	%
Middle Mgt						
Engineer Mgt			1	2%		
Engineer			2	4%	1	100%
Dept mgt						
Cost analyst			1	2%		
Project co-ord						
Project mgt	1	9%				
Supervisor						
Planner			1	2%		
Administrator			1	2%		
Buyer						
Safety mgt						
Operator	3	9%	8	14%		
Statistician			1	2%		
Staffing consultant						
Human Res Staff			2	4%		
Trg Mgt						
Material Ctl			1	2%		
<b>Total</b>	<b>4</b>	<b>18%</b>	<b>18</b>	<b>33%</b>	<b>1</b>	<b>100%</b>

Table F.25

MARITAL STATUS Single GENDER Female	Q 11 - Do you feel that a better working relationship would exist if all the management were Irish?					
	Yes		No		Not Answered	
Job Description	Count	%	Count	%	Count	%
Middle Mgt						
Engineer Mgt						
Engineer			1	2%		
Dept mgt						
Cost analyst						
Project co-ord						
Project mgt						
Supervisor						
Planner						
Administrator			4	7%		
Buyer						
Safety mgt						
Operator			11	20%		
Statistician						
Staffing consultant	1	9%				
Human Res Staff			1	2%		
Trg Mgt						
Material Ctl						
<b>Total</b>	<b>1</b>	<b>9%</b>	<b>17</b>	<b>31%</b>		

Table F.26

MARITAL STATUS Married	Q 11 - Do you feel that a better working relationship would exist if all the management were Irish?					
	Yes		No		Not Answered	
GENDER Male	Count	%	Count	%	Count	%
Job Description						
Middle Mgt	1	9%				
Engineer Mgt			1	2%		
Engineer			2	4%		
Dept mgt	1	9%				
Cost analyst						
Project co-ord	1	9%	2	4%		
Project mgt			1	2%		
Supervisor			1	2%		
Planner			1	2%		
Administrator			1	2%		
Buyer			1	2%		
Safety mgt			1	2%		
Operator	2	18%	1	2%		
Statistician						
Staffing consultant						
Human Res Staff						
Trg Mgt			1	2%		
Material Ctl						
<b>Total</b>	<b>5</b>	<b>46%</b>	<b>13</b>	<b>24%</b>		

Table F.27

MARITAL STATUS SINGLE GENDER MALE	Q 11 - Do you feel that a better working relationship would exist if all the management were Irish?					
	Yes		No		Not Answered	
	Count	%	Count	%	Count	%
Job Description						
Middle Mgt						
Engineer Mgt						
Engineer						
Dept mgt						
Cost analyst						
Project co-ord						
Project mgt						
Supervisor						
Planner						
Administrator			4	7%		
Buyer						
Safety mgt						
Operator			3	6%		
Statistician						
Staffing consultant						
Human Res Staff	1	9%				
Trg Mgt						
Material Ctl						
<b>Total</b>	<b>1</b>	<b>9%</b>	<b>7</b>	<b>13%</b>		

Table F.28

Marital Status Single	Q.12 Do you consider management to be?									
	Too soft		Soft		Balanced		Hard		Too Hard	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt							1	4%		
Engr					3	8%				
Dept Mgr										
Cost Analyst					1	3%				
Project co-ord										
Project Mgt					1	3%				
Supervisor										
Planner							1	4%		
Administrator					1	3%				
Buyer										
Safety Mgt										
Operator			1	33%	9	23%	1	4%		
Statistician					1	3%				
Staffing Consultant										
Human Res Staff					1	3%	1	4%		
Trg Mgt										
Material Ctl					1	3%				
<b>Total</b>			<b>1</b>	<b>33%</b>	<b>18</b>	<b>46%</b>	<b>4</b>	<b>16%</b>		

Table F.29

Marital Status Single	Q.12 Do you consider management to be?									
	Too soft		Soft		Balanced		Hard		Too Hard	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr					1	3%				
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator					3	8%	1	4%		
Buyer										
Safety Mgt										
Operator					2	5%	8	33%	1	100%
Statistician										
Staffing Consultant					1	3%				
Human Res Staff					1	3%				
Trg Mgt										
Material Ctl										
<b>Total</b>					<b>8</b>	<b>21%</b>	<b>9</b>	<b>38%</b>	<b>1</b>	<b>100%</b>

Table F.30

Marital Status Married	Q.12 Do you consider management to be?									
	Too soft		Soft		Balanced		Hard		Too Hard	
Gender Male	Count	%	Count	%	Count	%	Count	%		
Job Description										
Middle Mgt					1	3%				
Engineer Mgt					1	3%				
Engr					1	3%	1	4%		
Dept Mgr					1	3%				
Cost Analyst										
Project co-ord			1	33%	1	3%	1	4%		
Project Mgt							1	4%		
Supervisor							1	4%		
Planner							1	4%		
Administrator							1	4%		
Buyer			1	33%						
Safety Mgt							1	4%		
Operator					1	3%	2	8%		
Statistician										
Staffing Consultant										
Human Res Staff										
Trg Mgt							1	4%		
Material Ctl										
<b>Total</b>			<b>2</b>	<b>66%</b>	<b>6</b>	<b>15%</b>	<b>10</b>	<b>42%</b>		

Table F.31

Marital Status Married	Q.12 Do you consider management to be?									
	Too soft		Soft		Balanced		Hard		Too Hard	
Gender Female	Count	%	Count	%	Count	%	Count	%		
Job Description										
Middle Mgt										
Engineer Mgt										
Engr										
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator					4	10%				
Buyer										
Safety Mgt										
Operator					2	5%	1	4%		
Statistician										
Staffing Consultant										
Human Res Staff					1	3%				
Trg Mgt										
Material Ctl										
<b>Total</b>					<b>7</b>	<b>18%</b>	<b>1</b>	<b>4%</b>		

Table F.32

Marital Status Single	Q.15 Do you think there are too many levels in your organisation?							
	Too many levels		High amount of levels		A suitable amount of levels		Small amount of levels	
Gender Male	Count	%	Count	%	Count	%	Count	%
Job Description								
Middle Mgt								
Engineer Mgt								
Engr								
Dept Mgr								
Cost Analyst								
Project co-ord								
Project Mgt								
Supervisor								
Planner								
Administrator								
Buyer								
Safety Mgt								
Operator								
Statistician								
Staffing Consultant								
Human Res Staff								
Trg Mgt								
Material Ctl								
<b>Total</b>								

Table F.33

Marital Status Single	Q.15 Do you think there are too many levels in your organisation?							
	Too many levels		High amount of levels		A suitable amount of levels		Small amount of levels	
Gender Female	Count	%	Count	%	Count	%	Count	%
Job Description								
Middle Mgt								
Engineer Mgt								
Engr					1	3%		
Dept Mgr								
Cost Analyst								
Project co-ord								
Project Mgt								
Supervisor								
Planner								
Administrator			1	6%	3	8%		
Buyer								
Safety Mgt								
Operator	4	40%	5	28%	2	6%		
Statistician								
Staffing Consultant					1	3%		
Human Res Staff					1	3%		
Trg Mgt								
Material Ctl								
<b>Total</b>	<b>4</b>	<b>40%</b>	<b>6</b>	<b>33%</b>	<b>8</b>	<b>22%</b>		

Table F.34

Marital Status Married	Q.15 Do you think there are too many levels in your organisation?							
	Too many levels		High amount of levels		A suitable amount of levels		Small amount of levels	
Gender Male	Count	%	Count	%	Count	%	Count	%
Job Description								
Middle Mgt					1	3%		
Engineer Mgt					1	3%		
Engr			1	6%	1	3%		
Dept Mgr					1	3%		
Cost Analyst								
Project co-ord	1	10%	2	11%				
Project Mgt					1	3%		
Supervisor	1	10%						
Planner			1	6%				
Administrator					1	3%		
Buyer	1	10%						
Safety Mgt					1	3%		
Operator	1	10%	1	6%	1	3%		
Statistician								
Staffing Consultant								
Human Res Staff								
Trg Mgt					1	3%		
Material Ctl								
<b>Total</b>	<b>4</b>	<b>40%</b>	<b>5</b>	<b>28%</b>	<b>9</b>	<b>25%</b>		

Table F.35

Marital Status Married	Q.15 Do you think there are too many levels in your organisation?							
	Too many levels		High amount of levels		A suitable amount of levels		Small amount of levels	
Gender Female	Count	%	Count	%	Count	%	Count	%
Job Description								
Middle Mgt								
Engineer Mgt								
Engr								
Dept Mgr								
Cost Analyst								
Project co-ord								
Project Mgt								
Supervisor								
Planner								
Administrator					3	8%	1	33%
Buyer								
Safety Mgt								
Operator	1	10%			2	6%		
Statistician								
Staffing Consultant								
Human Res Staff					1	3%		
Trg Mgt								
Material Ctl								
<b>Total</b>	<b>1</b>	<b>10%</b>			<b>6</b>	<b>17%</b>	<b>1</b>	<b>33%</b>

Table F.36

Marital Status Single	Q.16 - Is there a perception of equality/single status among the workforce?			
	Yes		No	
Gender Male	Count	%	Count	%
Job Description				
Middle Mgt				
Engineer Mgt	1	2%		
Engr	1	2%	2	9%
Dept Mgr				
Cost Analyst	1	2%		
Project co-ord				
Project Mgt	1	2%		
Supervisor				
Planner	1	2%		
Administrator	1	2%		
Buyer				
Safety Mgt				
Operator	9	21%	2	9%
Statistician	1	2%		
Staffing Consultant				
Human Res Staff	1	2%	1	4%
Trg Mgt				
Material Ctl	1	2%		
<b>Total</b>	<b>18</b>	<b>41%</b>	<b>5</b>	<b>22%</b>

Table F.37

Marital Status Single	Q.16 Is there a perception of equality/single status among the workforce?			
	Yes		No	
Gender Female	Count	%	Count	%
Job Description				
Middle Mgt				
Engineer Mgt				
Engr			1	4%
Dept Mgr				
Cost Analyst				
Project co-ord				
Project Mgt				
Supervisor				
Planner				
Administrator	3	7%	1	4%
Buyer				
Safety Mgt				
Operator	7	16%	4	17%
Statistician				
Staffing Consultant			1	4%
Human Res Staff	1	2%		
Trg Mgt				
Material Ctl				
<b>Total</b>	<b>11</b>	<b>25%</b>	<b>7</b>	<b>30%</b>

Table F.38

Marital Status Married	Q.16 Is there a perception of equality/single status among the workforce?			
	Yes		No	
Gender Male	Count	%	Count	%
Job Description				
Middle Mgt			1	4%
Engineer Mgt	1	2%		
Engr	1	2%	1	4%
Dept Mgr			1	4%
Cost Analyst				
Project co-ord	2	5%	1	4%
Project Mgt	1	2%		
Supervisor			1	4%
Planner	1	2%		
Administrator	1	2%		
Buyer			1	4%
Safety Mgt			1	4%
Operator	2	5%	1	4%
Statistician				
Staffing Consultant				
Human Res Staff				
Trg Mgt	1	2%		
Material Ctl				
<b>Total</b>	<b>10</b>	<b>23%</b>	<b>8</b>	<b>35%</b>

Table F.39

Marital Status Married	Q.16 Is there a perception of equality/single status among the workforce?			
	Yes		No	
Gender Female	Count	%	Count	%
Job Description				
Middle Mgt				
Engineer Mgt				
Engr				
Dept Mgr				
Cost Analyst				
Project co-ord				
Project Mgt				
Supervisor				
Planner				
Administrator	3	7%	1	4%
Buyer				
Safety Mgt				
Operator	2	5%	1	4%
Statistician				
Staffing Consultant				
Human Res Staff			1	4%
Trg Mgt				
Material Ctl				
<b>Total</b>	<b>5</b>	<b>11%</b>	<b>3</b>	<b>13%</b>

Table F.40

Marital Status Single	Q.17 If you answered yes to the question 16, do you believe this is because of the culture and values of your company?											
	Yes		Has a significant bearing		Has little bearing		Not relevant		Don't know		Not answered	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description												
Middle Mgt												
Engineer Mgt												
Engr.	1	5%			1	9%	1	13%	1	50%		
Dept Mgr												
Cost Analyst	1	5%										
Project co-ord												
Project Mgt			1	5%								
Supervisor												
Planner					1	9%						
Administrator	1	5%										
Buyer												
Safety Mgt												
Operator	2	11%	2	11%	6	55%	1	13%				
Statistician			1	5%								
Staffing Consultant												
Human Res Staff					1	9%						
Training Mgt											1	13%
Material Control			1	5%								
<b>Total</b>	<b>5</b>	<b>26%</b>	<b>5</b>	<b>26%</b>	<b>9</b>	<b>82%</b>	<b>2</b>	<b>25%</b>	<b>1</b>	<b>50%</b>	<b>1</b>	<b>13%</b>

Table F.41

Marital Status Single	Q.17 If you answered yes to the question 16, do you believe this is because of the culture and values of your company?											
	Yes		Has a significant bearing		Has little bearing		Not relevant		Don't know		Not answered	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description												
Middle Mgt												
Engineer Mgt												
Engr											1	13%
Dept Mgr												
Cost Analyst												
Project co-ord												
Project Mgt												
Supervisor												
Planner												
Administrator	2	11%	1	5%	1	9%						
Buyer												
Safety Mgt												
Operator	2	11%	4	21%			4	50%	1	50%		
Statistician												
Staffing Consultant											1	13%
Human Res Staff							1	13%				
Training Mgt												
Material Control												
<b>Total</b>	<b>4</b>	<b>21%</b>	<b>5</b>	<b>26%</b>	<b>1</b>	<b>9%</b>	<b>5</b>	<b>63%</b>	<b>1</b>	<b>50%</b>	<b>2</b>	<b>25%</b>

Table F.42

Marital Status Married	Q.17 If you answered yes to the question 16, do you believe this is because of the culture and values of your company?											
	Yes		Has a significant bearing		Has little bearing		Not relevant		Don't know		Not answered	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Middle Mgt	1	5%										
Engineer Mgt			1	5%								
Engr	1	5%									1	13%
Dept Mgr	1	5%										
Cost Analyst												
Project co-ord	1	5%	2	11%								
Project Mgt			1	5%								
Supervisor			1	5%								
Planner			1	5%								
Administrator					1	9%						
Buyer			1	5%								
Safety Mgt											1	13%
Operator	1	5%	1	5%			1	13%				
Statistician												
Staffing Consultant												
Human Res Staff												
Training Mgt	1	5%										
Material Control												
<b>Total</b>	<b>6</b>	<b>32%</b>	<b>8</b>	<b>42%</b>	<b>1</b>	<b>9%</b>	<b>1</b>	<b>13%</b>			<b>2</b>	<b>25%</b>

Table F.43

Marital Status Married	Q.17 If you answered yes to the question 16, do you believe this is because of the culture and values of your company?											
	Yes		Has a significant bearing		Has little bearing		Not relevant		Don't know		Not answered	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description												
Middle Mgt												
Engineer Mgt												
Engr												
Dept Mgr												
Cost Analyst												
Project co-ord												
Project Mgt												
Supervisor												
Planner												
Administrator	3	16%									1	13%
Buyer												
Safety Mgt												
Operator	1	5%	1	5%							1	13%
Statistician												
Staffing Consultant												
Human Res Staff											1	13%
Training Mgt												
Material Control												
<b>Total</b>	<b>4</b>	<b>21%</b>	<b>1</b>	<b>5%</b>							<b>3</b>	<b>38%</b>

Table F.44

Marital Status Single	Q.25 Is the concept of shared goals reflected in your pay/ benefits?									
	Yes		To a large extent		Only to a select few		At times		No	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt	1	3%								
Engr	1	3%	1	6%	1	25%				
Dept Mgr										
Cost Analyst	1	3%								
Project co-ord										
Project Mgt							1	9%		
Supervisor										
Planner			1	6%						
Administrator	1	3%								
Buyer										
Safety Mgt										
Operator	6	19%	2	11%	2	50%	1	9%		
Statistician			1	6%						
Staffing Consultant										
Human Res Staff					1	25%	1	9%		
Trg Mgt										
Material Ctl	1	3%								
<b>Total</b>	<b>11</b>	<b>34%</b>	<b>5</b>	<b>28%</b>	<b>4</b>	<b>100%</b>	<b>3</b>	<b>27%</b>		

Table F.45

Marital Status Single	Q.25 Is the concept of shared goals reflected in your pay/ benefits?									
	Yes		To a large extent		Only to a select few		At times		No	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr	1	3%								
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator	3	9%					1	9%		
Buyer										
Safety Mgt										
Operator	4	13%	3	17%			4	36%		
Statistician										
Staffing Consultant			1	6%						
Human Res Staff	1	3%								
Trg Mgt										
Material Ctl										
<b>Total</b>	<b>9</b>	<b>28%</b>	<b>4</b>	<b>22%</b>			<b>5</b>	<b>46%</b>		

Table F.46

Marital Status Married	Q.25 Is the concept of shared goals reflected in your pay/ benefits?									
	Yes		To a large extent		Only to a select few		At times		No	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt			1	6%						
Engineer Mgt			1	6%						
Engr	2	6%								
Dept Mgr	1	3%								
Cost Analyst										
Project co-ord	1	3%	1	6%			1	9%		
Project Mgt			1	6%						
Supervisor							1	9%		
Planner									1	50%
Administrator			1	6%						
Buyer									1	50%
Safety Mgt	1	3%								
Operator	2	6%					1	9%		
Statistician										
Staffing Consultant										
Human Res Staff										
Trg Mgt			1	6%						
Material Ctl										
<b>Total</b>	<b>7</b>	<b>22%</b>	<b>6</b>	<b>33%</b>			<b>3</b>	<b>27%</b>	<b>2</b>	<b>100%</b>

Table F.47

Marital Status Married	Q.25 Is the concept of shared goals reflected in your pay/ benefits?									
	Yes		To a large extent		Only to a select few		At times		No	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr										
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator	1	3%	3	17%						
Buyer										
Safety Mgt										
Operator	3	9%								
Statistician										
Staffing Consultant										
Human Res Staff	1	3%								
Trg Mgt										
Material Ctl										
<b>Total</b>	<b>5</b>	<b>16%</b>	<b>3</b>	<b>17%</b>						

Table F.48

Marital Status Single	Q.27 How would you rate morale?									
	Extremely high		Very high		High		low		Very low	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt							1	7%		
Engr			1	8%	2	9%				
Dept Mgr										
Cost Analyst			1	8%						
Project co-ord										
Project Mgt					1	4%				
Supervisor										
Planner	1	7%								
Administrator	1	7%								
Buyer										
Safety Mgt										
Operator	6	43%			1	4%	3	21%	1	33%
Statistician							1	7%		
Staffing Consultant										
Human Res Staff										
Trg Mgt										
Material Ctl	1	7%								
<b>Total</b>	<b>9</b>	<b>64%</b>	<b>2</b>	<b>15%</b>	<b>6</b>	<b>26%</b>	<b>5</b>	<b>36%</b>	<b>1</b>	<b>33%</b>

Table F.49

Marital Status Single	Q.27 How would you rate morale?									
	Extremely high		Very high		High		low		Very low	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr					1	4%				
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator			1	8%	3	13%				
Buyer										
Safety Mgt										
Operator	3	21%	1	8%	2	9%	4	29%	1	33%
Statistician										
Staffing Consultant			1	8%						
Human Res Staff					1	4%				
Trg Mgt										
Material Ctl										
<b>Total</b>	<b>3</b>	<b>21%</b>	<b>3</b>	<b>23%</b>	<b>7</b>	<b>30%</b>	<b>4</b>	<b>29%</b>	<b>1</b>	<b>33%</b>

Table F.50

Marital Status Married	Q.27 How would you rate morale?									
	Extremely high		Very high		High		low		Very low	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt					1	4%				
Engineer Mgt					1	4%				
Engr					2	9%				
Dept Mgr							1	7%		
Cost Analyst										
Project co-ord					1	4%	1	7%	1	33%
Project Mgt			1	8%						
Supervisor					1	4%				
Planner					1	4%				
Administrator			1	8%						
Buyer					1	4%				
Safety Mgt			1	8%						
Operator	1	7%					2	14%		
Statistician										
Staffing Consultant										
Human Res Staff										
Trg Mgt					1	4%				
Material Ctl										
<b>Total</b>	<b>1</b>	<b>7%</b>	<b>3</b>	<b>23%</b>	<b>9</b>	<b>39%</b>	<b>4</b>	<b>29%</b>	<b>1</b>	<b>33%</b>

Table F.51

Marital Status Married	Q.27 How would you rate morale?									
	Extremely high		Very high		High		low		Very low	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr										
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator			3	23%			1	7%		
Buyer										
Safety Mgt										
Operator	1	7%	2	15%						
Statistician										
Staffing Consultant										
Human Res Staff					1	4%				
Trg Mgt										
Material Ctl										
<b>Total</b>	<b>1</b>	<b>7%</b>	<b>5</b>	<b>38%</b>	<b>1</b>	<b>4%</b>	<b>1</b>	<b>7%</b>		

Table F.52

Marital Status Single	Q.30 Do you believe the organisation is entitled to 100% commitment from all employees?			
	Yes		No	
Gender Male	Count	%	Count	%
Job Description				
Middle Mgt				
Engineer Mgt	1	2%		
Engr	3	5%		
Dept Mgr				
Cost Analyst	1	2%		
Project co-ord				
Project Mgt	1	2%		
Supervisor				
Planner	1	2%		
Administrator	1	2%		
Buyer				
Safety Mgt				
Operator	8	14%	3	30%
Statistician	1	2%		
Staffing Consultant				
Human Res Staff	2	4%		
Trg Mgt				
Material Ctl	1	2%		
<b>Total</b>	<b>20</b>	<b>35%</b>	<b>3</b>	<b>30%</b>

Table F.53

Marital Status Single	Q.30 Do you believe the organisation is entitled to 100% commitment from all employees?			
	Yes		No	
Gender Female	Count	%	Count	%
Job Description				
Middle Mgt				
Engineer Mgt				
Engr	1	2%		
Dept Mgr				
Cost Analyst				
Project co-ord				
Project Mgt				
Supervisor				
Planner				
Administrator	4	7%		
Buyer				
Safety Mgt				
Operator	7	12%	4	40%
Statistician				
Staffing Consultant	1	2%		
Human Res Staff			1	10%
Trg Mgt				
Material Ctl.				
<b>Total</b>	<b>13</b>	<b>23%</b>	<b>5</b>	<b>50%</b>

Table F.54

Marital Status Married	Q.30 Do you believe the organisation is entitled to 100% commitment from all employees?			
	Yes		No	
Gender Male	Count	%	Count	%
Job Description				
Middle Mgt	1	2%		
Engineer Mgt	1	2%		
Engr	2	4%		
Dept Mgr	1	2%		
Cost Analyst				
Project co-ord	2	4%	1	10%
Project Mgt	1	2%		
Supervisor			1	10%
Planner	1	2%		
Administrator	1	2%		
Buyer	1	2%		
Safety Mgt	1	2%		
Operator	3	5%		
Statistician				
Staffing Consultant				
Human Res Staff				
Trg Mgt	1	2%		
Material Ctl				
<b>Total</b>	<b>16</b>	<b>28%</b>	<b>2</b>	<b>20%</b>

Table F.55

Marital Status Married	Q.30 Do you believe the organisation is entitled to 100% commitment from all employees?			
	Yes		No	
Gender Female	Count	%	Count	%
Job Description				
Middle Mgt				
Engineer Mgt				
Engr				
Dept Mgr				
Cost Analyst				
Project co-ord				
Project Mgt				
Supervisor				
Planner				
Administrator	4	7%		
Buyer				
Safety Mgt				
Operator	3	5%		
Statistician				
Staffing Consultant				
Human Res Staff	1	2%		
Trg Mgt				
Material Ctl				
<b>Total</b>	<b>8</b>	<b>14%</b>		

Table F.56

Marital Status Single	Do you think a performance appraisal review system is a worthwhile practice?											
	Yes		Plays an important part		Fits into a cohesive management plan		Has little importance		Just routine form filling		Not answered	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description												
Middle Mgt												
Engineer Mgt	1	3%										
Engr	2	6%	1	6%								
Dept Mgr												
Cost Analyst	1	3%										
Project co-ord												
Project Mgt									1	33%		
Supervisor												
Planner	1	3%										
Administrator											1	100%
Buyer												
Safety Mgt												
Operator	6	17%	4	24%			1	50%				
Statistician	1	3%										
Staffing Consultant												
Human Res Staff	2	6%										
Trg Mgt												
Material Ctl	1	3%										
<b>Total</b>	<b>15</b>	<b>42%</b>	<b>5</b>	<b>29%</b>			<b>1</b>	<b>50%</b>	<b>1</b>	<b>33%</b>	<b>1</b>	<b>100%</b>

Table F.57

Marital Status Single	Do you think a performance appraisal review system is a worthwhile practice?											
	Yes		Plays an important part		Fits into a cohesive management plan		Has little importance		Just routine form filling		Not answered	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description												
Middle Mgt												
Engineer Mgt												
Engr	1	3%										
Dept Mgr												
Cost Analyst												
Project co-ord												
Project Mgt												
Supervisor												
Planner												
Administrator	2	6%			2	25%						
Buyer												
Safety Mgt												
Operator	5	14%	2	24%			1	50%	1	33%		
Statistician												
Staffing					1	13%						
Human Res Staff					1	13%						
Trg Mgt												
Material Ctl												
<b>Total</b>	<b>8</b>	<b>22%</b>	<b>4</b>	<b>24%</b>	<b>4</b>	<b>50%</b>	<b>1</b>	<b>50%</b>	<b>1</b>	<b>33%</b>		

Table F.58

Marital Status Married	Do you think a performance appraisal review system is a worthwhile practice?											
	Yes		Plays an important part		Fits into a cohesive management plan		Has little importance		Just routine form filling		Not answered	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description												
Middle Mgt			1	6%								
Engineer Mgt			1	6%								
Engr	2	6%										
Dept Mgr	1	3%										
Cost Analyst												
Project co-ord					3	38%						
Project Mgt	1	3%										
Supervisor					1	13%						
Planner			1	6%								
Administrator			1	6%								
Buyer			1	6%								
Safety Mgt	1	3%										
Operator	1	3%	1	6%					1	33%		
Statistician												
Staffing Consultant												
Human Res Staff												
Trg Mgt	1	3%										
Material Ctl												
<b>Total</b>	<b>7</b>	<b>19%</b>	<b>6</b>	<b>35%</b>	<b>4</b>	<b>50%</b>			<b>1</b>	<b>33%</b>		

Table F.59

Marital Status Married	Do you think a performance appraisal review system is a worthwhile practice?											
	Yes		Plays an important part		Fits into a cohesive management plan		Has little importance		Just routine form filling		Not answered	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description												
Middle Mgt												
Engineer Mgt												
Engr												
Dept Mgr												
Cost Analyst												
Project co-ord												
Project Mgt												
Supervisor												
Planner												
Administrator	4	11%										
Buyer												
Safety Mgt												
Operator	1	3%	2	12%								
Statistician												
Staffing Consultant												
Human Res Staff	1	3%										
Trg Mgt												
Material Ctl												
<b>Total</b>	<b>6</b>	<b>17%</b>	<b>2</b>	<b>12%</b>								

Table 60

Marital Status Single	Q.36 a) Do you think management/ supervisors are effective in dealing with grievances?									
	Highly effective		Effective to a large degree		Effective		Little effect		No effect	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt			1	7%						
Engr	1	100%			1	4%	1	5%		
Dept Mgr										
Cost Analyst			1	7%						
Project co-ord										
Project Mgt					1	4%				
Supervisor										
Planner							1	5%		
Administrator					1	4%				
Buyer										
Safety Mgt										
Operator					4	16%	7	33%		
Statistician					1	4%				
Staffing Consultant										
Human Res Staff			1	7%			1	5%		
Training Mgt										
Material Control							1	5%		
<b>Total</b>	<b>1</b>	<b>100%</b>	<b>3</b>	<b>20%</b>	<b>8</b>	<b>32%</b>	<b>11</b>	<b>52%</b>		

Table F.61

Marital Status Single	Q.36 a) Do you think management/ supervisors are effective in dealing with grievances?									
	Highly effective		Effective to a large degree		Effective		Little effect		No effect	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr			1	7%						
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator			2	13%	2	8%				
Buyer										
Safety Mgt										
Operator			1	7%	4	16%	4	19%	2	40%
Statistician										
Staffing Consultant			1	7%						
Human Res Staff					1	4%				
Training Mgt										
Material Control										
<b>Total</b>			<b>5</b>	<b>33%</b>	<b>7</b>	<b>28%</b>	<b>4</b>	<b>19%</b>	<b>2</b>	<b>40%</b>

Table F.62

Marital Status Married	Q.36 a) Do you think management/ supervisors are effective in dealing with grievances?									
	Highly effective		Effective to a large degree		Effective		Little effect		No effect	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt					1	4%				
Engineer Mgt					1	4%				
Engr					2	8%				
Dept Mgr					1	4%				
Cost Analyst										
Project co-ord					1	4%	1	5%	1	20%
Project Mgt			1	7%						
Supervisor			1	7%						
Planner			1	7%						
Administrator							1	5%		
Buyer									1	20%
Safety Mgt										
Operator							2	10%	1	20%
Statistician										
Staffing Consultant										
Human Res Staff										
Training Mgt			1	7%						
Material Control										
<b>Total</b>			<b>5</b>	<b>33%</b>	<b>6</b>	<b>24%</b>	<b>4</b>	<b>19%</b>	<b>3</b>	<b>60%</b>

Table F.63

Marital Status Married	Q.36 a) Do you think management/ supervisors are effective in dealing with grievances?									
	Highly effective		Effective to a large degree		Effective		Little effect		No effect	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr										
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator			2	13%	2	8%				
Buyer										
Safety Mgt										
Operator					2	8%	1	5%		
Statistician										
Staffing Consultant							1	5%		
Human Res Staff										
Training Mgt										
Material Control										
<b>Total</b>			<b>2</b>	<b>13%</b>	<b>2</b>	<b>16%</b>	<b>2</b>	<b>10%</b>		

Table F.64

Marital Status Single	Why are management supervisors not effective in dealing with grievances?																					
	Supervisors have a free reign		Managements lack of IR skills		Not impartial		Superior attitude of management		Failure to accept responsibility		Lack of comms		Lack of flexibility		Supervisors unable to relate to employees		Failed to answer question		Output orientated		Favors status quo	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description																						
Middle Mgt																						
Engineer Mgt																	1	2%				
Engr																	1	5%	1	50%		
Dept Mgr																						
Cost Analyst																	1	2%				
Project co-ord																						
Project Mgt																	1	2%				
Supervisor																						
Planner									1	14%												
Administrator																	1	2%				
Buyer																						
Safety Mgt																						
Operator			1	50%	1	25%			4	57%	1	100%					4	10%	5			
Statistician																	1	2%				
Staffing																						
Human Res Staff																	2	5%				
Trg Mgt																						
Material Ctl																						
<b>Total</b>			<b>1</b>	<b>50%</b>	<b>1</b>	<b>25%</b>			<b>1</b>	<b>25%</b>	<b>5</b>	<b>71%</b>	<b>1</b>	<b>100%</b>			<b>13</b>	<b>31%</b>	<b>1</b>	<b>50%</b>		

Table F.65

Marital Status Single	Why are management supervisors not effective in dealing with grievances?																					
	Supervisors have a free reign		Management's lack of IR skills		Not impartial		Superior attitude of management		Failure to accept responsibility		Lack of comms		Lack of flexibility		Supervisors unable to relate to employees		Failed to answer question		Output orientated		Favors status quo	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description																						
Middle Mgt																						
Engineer Mgt																						
Engr																	1	2%				
Dept Mgr																						
Cost Analyst																						
Project co-ord																						
Project Mgt																						
Supervisor																						
Planner																						
Administrator																	4	10%				
Buyer																						
Safety Mgt																						
Operator	1	50%	2	50%			1	25%	1	25%	2	29%					5	12%				
Statistician																						
Staffing Consultant																	1	2%				
Human Res Staff																	1	2%				
Trg Mgt																						
Material Ctl																						
<b>Total</b>	<b>1</b>	<b>50%</b>	<b>2</b>	<b>50%</b>			<b>1</b>	<b>25%</b>	<b>1</b>	<b>25%</b>	<b>2</b>	<b>29%</b>					<b>12</b>	<b>29%</b>				

Table F.66

Marital Status Married	Why are management supervisors not effective in dealing with grievances?																						
	Supervisors have a free reign		Management's lack of IR skills		Not impartial		Superior attitude of management		Failure to accept responsibility		Lack of comms		Lack of flexibility		Supervisors unable to relate to employees		Failed to answer question		Output orientated		Favors status quo		
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	
Job Description																							
Middle Mgt																		1	2%				
Engineer Mgt																		1	2%				
Engr																		2	5%				
Dept Mgr																				1	50%		
Cost Analyst																							
Project co-ord	1	25%																1	2%			1	100%
Project Mgt																		1	2%				
Supervisor																		1	2%				
Planner																		1	2%				
Administrator	1	25%																					
Buyer																							
Safety Mgt																		1	2%				
Operator																							
Statistician																							
Staffing Consultant																							
Human Res Staff																							
Trg Mgt																		1	2%				
Material Ctl																							
<b>Total</b>	<b>2</b>	<b>50%</b>																<b>10</b>	<b>24%</b>	<b>1</b>	<b>50%</b>	<b>1</b>	<b>100%</b>

Table F.67

Marital Status Married	Why are management supervisors not effective in dealing with grievances?																					
	Supervisors have a free reign		Managements lack of IR skills		Not impartial		Superior attitude of management		Failure to accept responsibility		Lack of comms		Lack of flexibility		Supervisors unable to relate to employees		Failed to answer question		Output orientated		Favors status quo	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description																						
Middle Mgt																						
Engineer Mgt																						
Engr																						
Dept Mgr																						
Cost Analyst																						
Project co-ord																						
Project Mgt																						
Supervisor																						
Planner																						
Administrator																		4	10%			
Buyer																						
Safety Mgt																						
Operator															1	100%	2	5%				
Statistician																						
Staffing Consultant																						
Human Res Staff																		1	2%			
Trg Mgt																						
Material Ctl																						
<b>Total</b>															<b>1</b>	<b>100%</b>	<b>7</b>	<b>17%</b>				

Table F.68

Marital Status Married	Q.38 Do you think the system of communication between management and the employee works effectively in achieving an overall clear understanding in your organisation?									
	Very effective		Effective most times		Works adequately		At times not effective		Totally ineffective	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt			1	4%						
Engineer Mgt					1	5%				
Engr			2	9%						
Dept Mgr					1	5%				
Cost Analyst										
Project co-ord			1	4%	1	5%	1	6%		
Project Mgt	1	20%								
Supervisor			1	4%						
Planner					1	5%				
Administrator							1	6%		
Buyer							1	6%		
Safety Mgt			1	4%						
Operator					1	5%	2	11%		
Statistician										
Staffing Consultant										
Human Res Staff										
Training Mgt			1	4%						
Material Control										
<b>Total</b>	<b>1</b>	<b>20%</b>	<b>7</b>	<b>30%</b>	<b>5</b>	<b>25%</b>	<b>5</b>	<b>28%</b>		

Table F.69

Marital Status Married	Q.38 Do you think the system of communication between management and the employee works effectively in achieving an overall clear understanding in your organisation?									
	Very effective		Effective most times		Works adequately		At times not effective		Totally ineffective	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr										
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator			2	9%	2	10%				
Buyer										
Safety Mgt										
Operator	1	20%	2	9%						
Statistician										
Staffing Consultant										
Human Res Staff			1	4%						
Training Mgt										
Material Control										
<b>Total</b>	<b>1</b>	<b>20%</b>	<b>2</b>	<b>22%</b>	<b>2</b>	<b>10%</b>				

Table F.70

Marital Status Single	Q.38 Do you think the system of communication between management and the employee works effectively in achieving an overall clear understanding in your organisation?									
	Very effective		Effective most times		Works adequately		At times not effective		Totally ineffective	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt					1	5%				
Engr			3	13%						
Dept Mgr										
Cost Analyst	1	20%								
Project co-ord										
Project Mgt					1	5%				
Supervisor										
Planner							1	6%		
Administrator					1	5%				
Buyer										
Safety Mgt										
Operator			2	9%	4	20%	5	28%		
Statistician					1	5%				
Staffing Consultant										
Human Res Staff			1	4%			1	6%		
Training Mgt										
Material Control					1	5%				
<b>Total</b>	<b>1</b>	<b>20%</b>	<b>6</b>	<b>26%</b>	<b>9</b>	<b>45%</b>	<b>7</b>	<b>39%</b>		

Table F.71

Marital Status Single	Q.38 Do you think the system of communication between management and the employee works effectively in achieving an overall clear understanding in your organisation?									
	Very effective		Effective most times		Works adequately		At times not effective		Totally ineffective	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr					1	5%				
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator	1	20%	1	4%	2	10%				
Buyer										
Safety Mgt										
Operator	1	20%	3	13%	1	5%	5	28%	1	100%
Statistician										
Staffing Consultant			1	4%						
Human Res Staff							1	6%		
Training Mgt										
Material Control										
<b>Total</b>	<b>2</b>	<b>40%</b>	<b>5</b>	<b>22%</b>	<b>4</b>	<b>20%</b>	<b>6</b>	<b>34%</b>	<b>1</b>	<b>100%</b>

Table F.72

Marital Status Single	Q.39 Is the communication system effective, with regards to the time it takes issues to be solved by the problem solvers?									
	Yes		Takes too long		Takes a considerable amount of time		Too bureaucratic		Not an effective system	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description	Count	%	Count	%	Count	%	Count	%	Count	%
Middle Mgt										
Engineer Mgt	1	3%								
Engr	2	7%	1	6%						
Dept Mgr										
Cost Analyst	1	3%								
Project co-ord										
Project Mgt					1	8%				
Supervisor										
Planner					1	8%				
Administrator			1	6%						
Buyer										
Safety Mgt										
Operator	5	16%	1	6%	4	31%			1	25%
Statistician	1	3%								
Staffing Consultant										
Human Res Staff	1	3%			1	8%				
Trg Mgt										
Material Ctl			1	6%						
<b>Total</b>	<b>11</b>	<b>36%</b>	<b>4</b>	<b>25%</b>	<b>7</b>	<b>54%</b>			<b>1</b>	<b>25%</b>

Table F.73

Marital Status Single	Q.39 Is the communication system effective, with regards to the time it takes issues to be solved by the problem solvers?									
	Yes		Takes too long		Takes a considerable amount of time		Too bureaucratic		Not an effective system	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr							1	33%		
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator	4	13%								
Buyer										
Safety Mgt										
Operator	4	13%	2	13%	2	15%	1	33%	2	50%
Statistician										
Staffing Consultant	1	3%								
Human Res Staff					1	8%				
Trg Mgt										
Material Ctl										
<b>Total</b>	<b>9</b>	<b>29%</b>	<b>2</b>	<b>13%</b>	<b>3</b>	<b>23%</b>	<b>2</b>	<b>67%</b>	<b>2</b>	<b>50%</b>

Table F.74

Marital Status Married	Q.39 Is the communication system effective, with regards to the time it takes issues to be solved by the problem solvers?									
	Yes		Takes too long		Takes a considerable amount of time		Too bureaucratic		Not an effective system	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description	Count	%	Count	%	Count	%	Count	%	Count	%
Middle Mgt	1	3%								
Engineer Mgt			1	6%						
Engr	1	3%	1	6%						
Dept Mgr			1	6%						
Cost Analyst										
Project co-ord	2	7%							1	25%
Project Mgt			1	6%						
Supervisor			1	6%						
Planner			1	6%						
Administrator			1	6%						
Buyer	1	3%								
Safety Mgt			1	6%						
Operator			2	13%			1	33%		
Statistician										
Staffing Consultant										
Human Res Staff										
Trg Mgt					1	8%				
Material Ctl										
<b>Total</b>	<b>5</b>	<b>16%</b>	<b>10</b>	<b>63%</b>	<b>1</b>	<b>8%</b>	<b>1</b>	<b>33%</b>	<b>1</b>	<b>25%</b>

Table F.75

Marital Status Married	Q.39 Is the communication system effective, with regards to the time it takes issues to be solved by the problem solvers?									
	Yes		Takes too long		Takes a considerable amount of time		Too bureaucratic		Not an effective system	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr										
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator	4	13%								
Buyer										
Safety Mgt										
Operator	2	7%			1	8%				
Statistician										
Staffing Consultant										
Human Res Staff					1	8%				
Trg Mgt										
Material Ctl										
<b>Total</b>	<b>6</b>	<b>19%</b>			<b>2</b>	<b>15%</b>				

Table F.76

Marital Status Single	Q.41 Do you think there are adequate avenues of advancement/promotion in your organisation?			
	Yes		No	
Gender Male	Count	%	Count	%
Job Description				
Middle Mgt				
Engineer Mgt	1	2%		
Engr	2	5%	1	4%
Dept Mgr				
Cost Analyst	1	2%		
Project co-ord				
Project Mgt	1	2%		
Supervisor				
Planner	1	2%		
Administrator	1	2%		
Buyer				
Safety Mgt				
Operator	4	10%	7	28%
Statistician	1	2%		
Staffing Consultant				
Human Res Staff	2	5%		
Trg Mgt				
Material Ctl	1	2%		
<b>Total</b>	<b>15</b>	<b>36%</b>	<b>8</b>	<b>32%</b>

**Table F.77**

Marital Status Single	Q.41 Do you think there are adequate avenues of advancement / promotion in your organisation?			
	Yes		No	
Gender Female	Count	%	Count	%
Job Description				
Middle Mgt				
Engineer Mgt				
Engr	1	2%		
Dept Mgr				
Cost Analyst				
Project co-ord				
Project Mgt				
Supervisor				
Planner				
Administrator	2	4%	2	8%
Buyer				
Safety Mgt				
Operator	4	9%	7	28%
Statistician				
Staffing Consultant	1	2%		
Human Res Staff			1	4%
Trg Mgt				
Material Ctl				
<b>Total</b>	<b>8</b>	<b>19%</b>	<b>10</b>	<b>40%</b>
<b>Table F.78</b>				

Marital Status Married	Q.41 Do you think there are adequate avenues of advancement/promotion in your organisation?			
	Yes		No	
Gender Male	Count	%	Count	%
Job Description	Count	%	Count	%
Middle Mgt	1	2%		
Engineer Mgt	1	2%		
Engr	2	5%		
Dept Mgr	1	2%		
Cost Analyst				
Project co-ord	2	5%	1	4%
Project Mgt	1	2%		
Supervisor			1	4%
Planner			1	4%
Administrator	1	2%		
Buyer	1	2%		
Safety Mgt	1	2%		
Operator	1	2%	2	8%
Statistician				
Staffing Consultant				
Human Res Staff				
Trg Mgt	1	2%		
Material Ctl				
<b>Total</b>	<b>13</b>	<b>31%</b>	<b>5</b>	<b>20%</b>

Table F.79

Marital Status Married	Q.41 Do you think there are adequate avenues of advancement / promotion in your organisation?			
	Yes		No	
Gender Female	Count	%	Count	%
Job Description	Count	%	Count	%
Middle Mgt				
Engineer Mgt				
Engr				
Dept Mgr				
Cost Analyst				
Project co-ord				
Project Mgt				
Supervisor				
Planner				
Administrator	3	7%	1	4%
Buyer				
Safety Mgt				
Operator	2	5%	1	4%
Statistician				
Staffing Consultant				
Human Res Staff	1	2%		
Trg Mgt				
Material Ctl				
<b>Total</b>	<b>6</b>	<b>14%</b>	<b>2</b>	<b>8%</b>

Table F.80

Marital Status Single	Q.43 Is the concept of individualism/expertise encouraged or discouraged?									
	Definitely encouraged		Discouraged to a large extent		Job requires individualism to achieve max results		Little scope for individualism		Discouraged	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt	1	5%								
Engr	1	5%	1	5%	1	8%				
Dept Mgr										
Cost Analyst			1	5%						
Project co-ord										
Project Mgt			1	5%						
Supervisor										
Planner			1	5%						
Administrator	1	5%								
Buyer										
Safety Mgt										
Operator	1	5%	5	25%	3	23%	2	17%		
Statistician	1	5%								
Staffing Consultant										
Human Res Staff			1	5%	1	8%				
Trg Mgt										
Material Ctl	1	5%								
<b>Total</b>	<b>6</b>	<b>30%</b>	<b>10</b>	<b>50%</b>	<b>5</b>	<b>39%</b>	<b>2</b>	<b>17%</b>		

Table F.81

Marital Status Single	Q.43 Is the concept of individualism/expertise encouraged or discouraged?									
	Definitely encouraged		Discouraged to a large extent		Job requires individualism to achieve max results		Little scope for individualism		Discouraged	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr	1	5%								
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator	2	10%			1	8%	1	8%		
Buyer										
Safety Mgt										
Operator	1	5%	1	5%	4	31%	4	33%	1	100%
Statistician										
Staffing Consultant	1	5%								
Human Res Staff							1	8%		
Trg Mgt										
Material Ctl										
<b>Total</b>	<b>5</b>	<b>24%</b>	<b>1</b>	<b>5%</b>	<b>5</b>	<b>39%</b>	<b>6</b>	<b>50%</b>	<b>1</b>	<b>100%</b>

Table F.82

Marital Status Married	Q.43 Is the concept of individualism/expertise encouraged or discouraged?									
	Definitely encouraged		Discouraged to a large extent		Job requires individualism to achieve max results		Little scope for individualism		Discouraged	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt			1	5%						
Engineer Mgt			1	5%						
Engr	1	5%	1	5%						
Dept Mgr							1	8%		
Cost Analyst										
Project co-ord	1	5%	2	10%						
Project Mgt	1	5%								
Supervisor			1	5%						
Planner							1	8%		
Administrator			1	5%						
Buyer					1	8%				
Safety Mgt	1	5%								
Operator	1	5%					2	17%		
Statistician										
Staffing Consultant										
Human Res Staff										
Trg Mgt	1	5%								
Material Ctl										
<b>Total</b>	<b>6</b>	<b>30%</b>	<b>7</b>	<b>35%</b>	<b>1</b>	<b>8%</b>	<b>4</b>	<b>33%</b>		

Table F.83

Marital Status Married	Q.43 Is the concept of individualism/expertise encouraged or discouraged?									
	Definitely encouraged		Discouraged to a large extent		Job requires individualism to achieve max results		Little scope for individualism		Discouraged	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr										
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator	2	10%	1	5%	1	8%				
Buyer										
Safety Mgt										
Operator	1	5%	1	5%	1	8%				
Statistician										
Staffing Consultant										
Human Res Staff	1	5%								
Trg Mgt										
Material Ctl										
<b>Total</b>	<b>4</b>	<b>19%</b>	<b>2</b>	<b>10%</b>	<b>2</b>	<b>15%</b>				

Table F.84

Marital Status Single	Q.44 Does the educational standard one has on entry to your organisation effect the position you hold within the organisation?									
	Yes		One of many criteria		Depends on one's position		Has little bearing		No	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt							1	13%		
Engr	2	9%	1	7%						
Dept Mgr										
Cost Analyst	1	4%								
Project co-ord										
Project Mgt			1	7%						
Supervisor										
Planner							1	13%		
Administrator							1	13%		
Buyer										
Safety Mgt										
Operator	4	17%	1	7%	2	13%	3	38%	1	17%
Statistician					1	7%				
Staffing Consultant										
Human Res Staff					1	7%			1	17%
Trg Mgt										
Material Ctl	1	4%								
<b>Total</b>	<b>8</b>	<b>35%</b>	<b>2</b>	<b>20%</b>	<b>4</b>	<b>27%</b>	<b>6</b>	<b>75%</b>	<b>2</b>	<b>33%</b>

Table F.85

Marital Status Single	Q.44 Does the educational standard one has on entry to your organisation effect the position you hold within the organisation?									
	Yes		One of many criteria		Depends on one's position		Has little bearing		No	
Gender Female	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr					1	7%				
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator	1	4%	1	7%	1	7%	1	13%		
Buyer										
Safety Mgt										
Operator	2	9%	2	13%	4	27%	1	13%	2	33%
Statistician										
Staffing Consultant			1	7%						
Human Res Staff			1	7%						
Trg Mgt										
Material Ctl										
<b>Total</b>	<b>3</b>	<b>13%</b>	<b>5</b>	<b>33%</b>	<b>6</b>	<b>40%</b>	<b>2</b>	<b>25%</b>	<b>2</b>	<b>33%</b>

Table F.86

Marital Status Single	Q.44 Does the educational standard one has on entry to your organisation effect the position you hold within the organisation?									
	Yes		One of many criteria		Depends on one's position		Has little bearing		No	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt			1	7%						
Engineer Mgt	1	4%								
Engr	1	4%	1	7%						
Dept Mgr			1	7%						
Cost Analyst										
Project co-ord	2	9%	1	7%						
Project Mgt	1	4%								
Supervisor			1	7%						
Planner					1	7%				
Administrator					1	7%				
Buyer	1	4%								
Safety Mgt	1	4%								
Operator			1	7%					2	33%
Statistician										
Staffing Consultant										
Human Res Staff										
Trg Mgt			1	7%						
Material Ctl										
<b>Total</b>	<b>7</b>	<b>30%</b>	<b>7</b>	<b>47%</b>	<b>2</b>	<b>13%</b>			<b>2</b>	<b>33%</b>

Table F.87

Marital Status Single	Q.44 Does the educational standard one has on entry to your organisation effect the position you hold within the organisation?									
	Yes		One of many criteria		Depends on one's position		Has little bearing		No	
Gender Male	Count	%	Count	%	Count	%	Count	%	Count	%
Job Description										
Middle Mgt										
Engineer Mgt										
Engr										
Dept Mgr										
Cost Analyst										
Project co-ord										
Project Mgt										
Supervisor										
Planner										
Administrator	2	9%			2	13%				
Buyer										
Safety Mgt										
Operator	3	13%								
Statistician										
Staffing Consultant										
Human Res Staff					1	7%				
Trg Mgt										
Material Ctl										
<b>Total</b>	<b>5</b>	<b>22%</b>			<b>3</b>	<b>20%</b>				

Table F.88

Marital Status Single	Q.45 Are you proud to work for your company?			
	Yes		No	
Gender Male	Count	%	Count	%
Job Description				
Middle Mgt				
Engineer Mgt	1	2%		
Engr	3	5%		
Dept Mgr				
Cost Analyst	1	2%		
Project co-ord				
Project Mgt	1	2%		
Supervisor				
Planner	1	2%		
Administrator	1	2%		
Buyer				
Safety Mgt				
Operator	11	18%		
Statistician			1	14%
Staffing Consultant				
Human Res Staff	1	2%	1	14%
Trg Mgt				
Material Ctl	1	2%		
<b>Total</b>	<b>21</b>	<b>35%</b>	<b>2</b>	<b>29%</b>

Table F.89

Marital Status Single	Q.45 Are you proud to work for your company?			
	Yes		No	
Gender Female	Count	%	Count	%
Job Description	Count	%	Count	%
Middle Mgt				
Engineer Mgt				
Engr	1	2%		
Dept Mgr				
Cost Analyst				
Project co-ord				
Project Mgt				
Supervisor				
Planner				
Administrator	4	7%		
Buyer				
Safety Mgt				
Operator	9	15%	2	29%
Statistician				
Staffing Consultant	1	2%		
Human Res Staff	1	2%		
Trg Mgt				
Material Ctl				
<b>Total</b>	<b>6</b>	<b>27%</b>	<b>2</b>	<b>29%</b>

**Table F.90**

Marital Status Married	Q.45 Are you proud to work for your company?			
	Yes		No	
Gender Male	Count	%	Count	%
Job Description	Count	%	Count	%
Middle Mgt	1	2%		
Engineer Mgt	1	2%		
Engr	2	3%		
Dept Mgr	1	2%		
Cost Analyst				
Project co-ord	2	3%	1	14%
Project Mgt	1	2%		
Supervisor	1	2%		
Planner	1	2%		
Administrator	1	2%		
Buyer	1	2%		
Safety Mgt	1	2%		
Operator	1	2%	2	29%
Statistician				
Staffing Consultant				
Human Res Staff				
Trg Mgt	1	2%		
Material Ctl				
<b>Total</b>	<b>15</b>	<b>25%</b>	<b>3</b>	<b>43%</b>

Table F.91

Marital Status Married	Q.45 Are you proud to work for your company?			
	Yes		No	
Gender Female	Count	%	Count	%
Job Description	Count	%	Count	%
Middle Mgt				
Engineer Mgt				
Engr				
Dept Mgr				
Cost Analyst				
Project co-ord				
Project Mgt				
Supervisor				
Planner				
Administrator	4	7%		
Buyer				
Safety Mgt				
Operator	3	5%		
Statistician				
Staffing Consultant				
Human Res Staff	1	2%		
Trg Mgt				
Material Ctl				
<b>Total</b>	<b>8</b>	<b>13%</b>		

Table F.92

Marital Status Single	Q.47 What do you think the positive effects of how the business is run?										
	Gender Male	Effective Communications		HRM Style		Pay		Effective flexibility		Morale	
Job Description		Count	%	Count	%	Count	%	Count	%	Count	%
Middle Mgt											
Engineer Mgt	1	25%									
Engr	1	25%					2	14%			
Dept Mgr											
Cost Analyst											
Project co-ord											
Project Mgt									1	50%	
Supervisor									1	50%	
Planner											
Administrator			1	6%							
Buyer											
Safety Mgt											
Operator			3	18	1	10%	3	21%			
Statistician											
Staffing Consultant											
Human Res Staff											
Training Mgt											
Material Control											
<b>Total</b>	<b>2</b>	<b>50%</b>	<b>4</b>	<b>24%</b>	<b>1</b>	<b>10%</b>	<b>5</b>	<b>35%</b>	<b>2</b>	<b>100%</b>	

Table F.93

Marital Status Single	Q.47 What do you think the positive effects of how the business is run?										
	Gender Female	Effective Communications		HRM Style		Pay		Effective flexibility		Morale	
Job Description		Count	%	Count	%	Count	%	Count	%	Count	%
Middle Mgt											
Engineer Mgt											
Engr			1	6%							
Dept Mgr											
Cost Analyst											
Project co-ord											
Project Mgt											
Supervisor											
Planner											
Administrator			3	18%							
Buyer											
Safety Mgt											
Operator			4	24%	2	20%	2	14%			
Statistician											
Staffing Consultant			1	6%							
Human Res Staff											
Training Mgt											
Material Control											
<b>Total</b>			<b>9</b>	<b>53%</b>	<b>2</b>	<b>20%</b>	<b>2</b>	<b>14%</b>			

Table F.94

Marital Status Married	Q.47 What do you think the positive effects of how the business is run?									
	Gender Male	Effective Communications		HRM Style		Pay		Effective flexibility		Morale
Job Description		Count	%	Count	%	Count	%	Count	%	Count
Middle Mgt							1	7%		
Engineer Mgt	1	25%								
Engr	1	25%								
Dept Mgr							1	7%		
Cost Analyst										
Project co-ord					1	10%	1	7%		
Project Mgt							1	7%		
Supervisor										
Planner							1	7%		
Administrator					1	10%				
Buyer					1	10%				
Safety Mgt					1	10%				
Operator			1	6%	2	20%				
Statistician										
Staffing Consultant										
Human Res Staff										
Training Mgt										
Material Control										
<b>Total</b>	<b>1</b>	<b>50%</b>	<b>1</b>	<b>6%</b>	<b>7</b>	<b>70%</b>	<b>5</b>	<b>35%</b>		

Table F.95

Marital Status Married	Q.47 What do you think the positive effects of how the business is run?										
	Gender Female	Effective Communications		HRM Style		Pay		Effective flexibility		Morale	
Job Description		Count	%	Count	%	Count	%	Count	%	Count	%
Middle Mgt											
Engineer Mgt											
Engr											
Dept Mgr											
Cost Analyst											
Project co-ord											
Project Mgt											
Supervisor							1	7%			
Planner							1	7%			
Administrator											
Buyer											
Safety Mgt											
Operator					3	18%					
Statistician											
Staffing Consultant											
Human Res Staff											
Training Mgt											
Material Control											
<b>Total</b>					<b>3</b>	<b>18%</b>	<b>2</b>	<b>14%</b>			

Table F.96

# **Appendix 'E'**

## **Tables - Chi-Square Tests**

Q 2 Marital Status? by Q 4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	21.53048	17	.20346
Likelihood Ratio	26.08085	17	.07300
Linear-by-Linear Association	4.23030	1	.03971
Minimum Expected Frequency		.388	
Cells with Expected Frequency		< 5 - 33 of 36 (91.7%)	
Number of Missing Observations:		0	
Table G.1			

Q 3 GENDER by Q 4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	23.06451	17	.14716
Likelihood Ratio	29.71868	17	.02845
Linear-by-Linear Association	5.22079	1	.02232
Minimum Expected Frequency		.388	
Cells with Expected Frequency		< 5 - 33 of 36 (91.7%)	
Number of Missing Observations:		0	
Table G.2			

Q 6 County of Residence? by Q 4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	75.31853	85	.76458
Likelihood Ratio	54.46926	85	.99595
Linear-by-Linear Association	.02473	1	.87503
Minimum Expected Frequency		.015	
Cells with Expected Frequency		< 5 - 105 of 108 (97.2%)	
Number of Missing Observations:		0	
Table G.3			

Q 7 County of Birth? by Q 4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	242.48642	272	.90068
Likelihood Ratio	100.80682	272	1.00000
Linear-by-Linear Association	2.64893	1	.10362
Minimum Expected Frequency	-	.015	
Cells with Expected Frequency		< 5 - 304 of 306 ( 99.3%)	
Number of Missing Observations	:	0	
Table G.4			

Q 8 Highest educational standard achieved? by Q 4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	87.11167	51	.00122
Likelihood Ratio	88.79592	51	.00082
Linear-by-Linear Association	14.57157	1	.00013
Minimum Expected Frequency	-	.104	
Cells with Expected Frequency		< 5 - 69 of 72 ( 95.8%)	
Number of Missing Observations:		0	
Table G.5			

Q 9 In your opinion does the relationship between you and management fit into any of the following categories? by Q 4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	68.02596	68	.47630
Likelihood Ratio	65.84172	68	.55160
Linear-by-Linear Association	4.39833	1	.03597
Minimum Expected Frequency		.030	
Cells with Expected Frequency		< 5 - 88 of 90 ( 97.8%)	
Number of Missing Observations:		0	
Table G.6			

Q 10 Do you consider management to be? by Q 4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	47.24591	51	.62353
Likelihood Ratio	46.53021	51	.65160
Linear-by-Linear Association	1.00471	1	.31617
Minimum Expected Frequency	-	.060	
Cells with Expected Frequency			< 5 - 69 of 72 (95.8%)
Number of Missing Observations:			0
Table G.7			

Q_11 Do you feel a better working relationship would exist if all management were Irish? by Q 4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	33.12294	34	.51043
Likelihood Ratio	27.09504	34	.79374
Linear-by-Linear Association	.17870	1	.67249
Minimum Expected Frequency	-	.015	
Cells with Expected Frequency			< 5 - 52 of 54 (96.3%)
Number of Missing Observations:			0
Table G.8			

Q 12 Do you consider Mgmt to be? by Q 4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	46.92812	51	.63605
Likelihood Ratio	33.41034	51	.97302
Linear-by-Linear Association	.87797	1	.34876
Minimum Expected Frequency			.015
Cells with Expected Frequency			< 5 - 69 of 72 (95.8%)
Number of Missing Observations:			0
Table G.9			

Q_16 Is there a perception of equality/single status among the workforce? by Q_4 Job Description?			
Chi-Square	Value	DF	Significance
Pearson	21.24819	17	.21538
Likelihood Ratio	25.67381	17	.08061
Linear-by-Linear Association	1.07871	1	.29899
Minimum Expected Frequency		.343	
Cells with Expected Frequency		< 5 - 33 of 36 (91.7%)	
Number of Missing Observations:		0	
Table G.10			

Q_17 If you answered yes to the question 16, do you believe this is because of the culture and values of your company? by Q_4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	85.55857	85	.46260
Likelihood Ratio	73.33802	85	.81251
Linear-by-Linear Association	.99936	1	.31747
Minimum Expected Frequency		.030	
Cells with Expected Frequency		< 5 - 106 of 108 (98.1%)	
Number of Missing Observations:		0	
Table G.11			

Q_25 Is the concept of shared goals reflected in your pay/ benefits? by Q_4 Job Description?			
Chi-Square	Value	DF	Significance
Pearson	85.22001	68	.07726
Likelihood Ratio	53.45289	68	.90167
Linear-by-Linear Association	.20732	1	.64888
Minimum Expected Frequency		.030	
Cells with Expected Frequency		< 5 - 88 of 90 (97.8%)	
Number of Missing Observations:		0	
Table G.12			

Q_45 Are you proud to work for The Company? by Q_4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	15.21363	17	.58010
Likelihood Ratio	13.58044	17	.69655
Linear-by-Linear Association	1.84703	1	.17413
Minimum Expected Frequency		.104	
Cells with Expected Frequency		< 5 - 33 of 36 (91.7%)	
Number of Missing Observations:		0	
Table G.13			

Q_27 How would you rate morale? by Q_4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	77.63500	68	.19859
Likelihood Ratio	76.10291	68	.23402
Linear-by-Linear Association	1.78999	1	.18093
Minimum Expected Frequency		.045	
Cells with Expected Frequency		< 5 - 86 of 90 (95.6%)	
Number of Missing Observations:		0	
Table G.14			

Q\_30 Do you believe the organisation is entitled to 100 % commitment from all employees?  
by Q\_4 Job Description ?

Chi-Square	Value	DF	Significance
Pearson	14.49708	17	.63166
Likelihood Ratio	16.66073	17	.47757
Linear-by-Linear Association	1.64646	1	.19944
Minimum Expected Frequency		.149	
Cells with Expected Frequency		< 5 - 33 of 36 (91.7%)	
Number of Missing Observations:		0	

Table G.15

Q\_34 Do you think a performance appraisal/review system is a worthwhile practice?  
by Q\_4 Job Description ?

Chi-Square	Value	DF	Significance
Pearson	79.90123	85	.63598
Likelihood Ratio	64.83379	85	.94919
Linear-by-Linear Association	.00848	1	.92665
Minimum Expected Frequency		.015	
Cells with Expected Frequency		< 5 - 105 of 108 (97.2%)	
Number of Missing Observations:		0	

Table G.16

Q\_36A Do you think management/ supervisors are effective in dealing with grievances?  
by Q\_4 Job Description ?

Chi-Square	Value	DF	Significance
Pearson	69.33968	68	.43202
Likelihood Ratio	60.20911	68	.73815
Linear-by-Linear Association	5.06738	1	.02438
Minimum Expected Frequency		.015	
Cells with Expected Frequency		< 5 - 87 of 90 (96.7%)	
Number of Missing Observations:		0	

Table G.17

Q_36B Why are Management Supervisors not effective? by Q_4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	178.76352	170	.30736
Likelihood Ratio	74.73758	170	1.00000
Linear-by-Linear Association	7.24089	1	.00713
Minimum Expected Frequency		.015	
Cells with Expected Frequency		< 5 - 196 of 198 (99.0%)	
Number of Missing Observations		0	
Table G.18			

Q_38 Do you think the system of communication between management and the employee works effectively in achieving an overall clear understanding in your organisation by Q_4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	61.57218	68	.69564
Likelihood Ratio	57.31536	68	.81889
Linear-by-Linear Association	3.66561	1	.05555
Minimum Expected Frequency		.015	
Cells with Expected Frequency		< 5 - 87 of 90 (96.7%)	
Number of Missing Observations:		0	
Table G.19			

Q_39 Is the communication system effective, with regards to the time it takes issues to be solved by the problem solvers? by Q_4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	54.76299	68	.87702
Likelihood Ratio	57.49925	68	.81420
Linear-by-Linear Association	1.98753	1	.15860
Minimum Expected Frequency		.045	
Cells with Expected Frequency		< 5 - 87 of 90 (96.7%)	
Number of Missing Observations:		0	
Table G.20			

Q_41 Do you think there are adequate avenues of advancement / promotion in your organisation by Q_4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	17.71261	17	.40718
Likelihood Ratio	22.28589	17	.17397
Linear-by-Linear Association	3.21921	1	.07278
Minimum Expected Frequency -		.373	
Cells with Expected Frequency		< 5 - 33 of 36 ( 91.7%)	
Number of Missing Observations:		0	
Table G.21			

Q_47 What do you think are the positive effects of how the business is run? by Q_4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	178.20068	136	.00882
Likelihood Ratio	107.17551	136	.96770
Linear-by-Linear Association	4.04110	1	.04440
Minimum Expected Frequency -		.015	
Cells with Expected Frequency		< 5 - 160 of 162 ( 98.8%)	
Number of Missing Observations:		0	
Table G.22			

Q_49 Do you think Human resource policies are effective in your company? by Q_4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	57.80055	68	.80638
Likelihood Ratio	50.08494	68	.94929
Linear-by-Linear Association	.12675	1	.72183
Minimum Expected Frequency -		.060	
Cells with Expected Frequency		< 5 - 88 of 90 ( 97.8%)	
Number of Missing Observations:		0	
Table G.23			

Q_50 What do you think the Human Resource Managers role should be? Q_4 Job Description ?			
Chi-Square	Value	DF	Significance
Pearson	140.71326	136	.37340
Likelihood Ratio	102.18147	136	.98642
Linear-by-Linear Association	.01336	1	.90798
Minimum Expected Frequency -		.060	
Cells with Expected Frequency		< 5 - 162 of 162 (100.0%)	
Number of Missing Observations:		0	
Table G.24			

Q 3 Gender by Q 2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	1.15562	1	.28237
Likelihood Ratio	1.17152	1	.27909
Linear-by-Linear Association	1.13838	1	.28600
Minimum Expected Frequency -		10.090	
Cells with Expected Frequency			
Number of Missing Observations:		0	
Table G.25			

Q 6 County of Residence? by Q 2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	2.03205	5	.84469
Likelihood Ratio	2.38800	5	.79326
Linear-by-Linear Association	1.00595	1	.31588
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 6 of 12 ( 50.0%)	
Number of Missing Observations:		0	
Table G.26			

Q 7 County of Birth? by Q 2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	16.97465	16	.38724
Likelihood Ratio	23.06524	16	.11200
Linear-by-Linear Association	.87073	1	.35075
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 31 of 34 ( 91.2%)	
Number of Missing Observations:		0	
Table G.27			

Q 8 Highest educational standard achieved? by Q 2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	1.84479	3	.60524
Likelihood Ratio	1.89608	3	.59425
Linear-by-Linear Association	1.05842	1	.30357
Minimum Expected Frequency -		2.716	
Cells with Expected Frequency		< 5 - 2 of 8 ( 25.0%)	
Number of Missing Observations:		0	
Table G.28			

Q 9 In your opinion does the relationship between you and management fit into any of the following categories? by Q 2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	6.28126	4	.17911
Likelihood Ratio	7.67483	4	.10424
Linear-by-Linear Association	4.33896	1	.03725
Minimum Expected Frequency -		.776	
Cells with Expected Frequency		< 5 - 5 of 10 ( 50.0%)	
Number of Missing Observations:		0	
Table G.29			

Q_10 Do you consider management to be? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	1.95375	3	.58206
Likelihood Ratio	2.00796	3	.57076
Linear-by-Linear Association	1.76377	1	.18415
Minimum Expected Frequency -		1.552	
Cells with Expected Frequency		< 5 - 3 of 8 ( 37.5%)	
Number of Missing Observations:		0	
Table G.30			

Q_11 Do you feel a better working relationship would exist if all management were Irish? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	1.91984	2	.38292
Likelihood Ratio	2.23368	2	.32731
Linear-by-Linear Association	1.77333	1	.18297
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 3 of 6 ( 50.0%)	
Number of Missing Observations:		0	
Table G.31			

Q_12 Do you consider Mgmt to be: by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	2.60573	3	.45649
Likelihood Ratio	2.92349	3	.40357
Linear-by-Linear Association	.00100	1	.97477
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 4 of 8 ( 50.0%)	
Number of Missing Observations:		0	
Table G.32			

Q_16 Is there a perception of equality/single status among the workforce? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	1.19996	1	.27333
Likelihood Ratio	1.18958	1	.27541
Linear-by-Linear Association	1.18205	1	.27694
Minimum Expected Frequency-		8.925	
Number of Missing Observations:		0	
Table G.33			

Q_17 If you answered yes to the question 16, do you believe this is because of the culture and values of your company? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	11.69697	5	.03918
Likelihood Ratio	13.60568	5	.01832
Linear-by-Linear Association	.55327	1	.45699
Minimum Expected Frequency -		.776	
Cells with Expected Frequency		< 5 - 7 of 12 ( 58.3%)	
Number of Missing Observations:		0	
Table G.34			

Q_25 Is the concept of shared goals reflected in your pay/ benefits? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	7.27938	4	.12184
Likelihood Ratio	9.31058	4	.05379
Linear-by-Linear Association	.00000	1	1.00000
Minimum Expected Frequency -		.776	
Cells with Expected Frequency		< 5 - 5 of 10 ( 50.0%)	
Number of Missing Observations:		0	
Table G.35			

Q_27 How would you rate morale? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	6.67923	4	.15384
Likelihood Ratio	7.12777	4	.12929
Linear-by-Linear Association	.46530	1	.49516
Minimum Expected Frequency -		1.164	
Cells with Expected Frequency		< 5 - 2 of 10 ( 20.0%)	
Number of Missing Observations:		0	
Table G.36			

Q_30 Do you believe the organisation is entitled to 100 % commitment from all employees? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	1.75059	1	.18580
Likelihood Ratio	1.89507	1	.16863
Linear-by-Linear Association	1.72446	1	.18912
Minimum Expected Frequency -		3.881	
Cells with Expected Frequency		< 5 - 1 of 4 ( 25.0%)	
Number of Missing Observations:		0	
Table G.37			

Q_34 Do you think a performance appraisal/review system is a worthwhile practice? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	2.96009	5	.70614
Likelihood Ratio	3.98535	5	.55153
Linear-by-Linear Association	.13343	1	.71491
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 8 of 12 ( 66.7%)	
Number of Missing Observations:		0	
Table G.38			

Q_36A Do you think management/ supervisors are effective in dealing with grievances? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	2.91153	4	.57274
Likelihood Ratio	3.25916	4	.51543
Linear-by-Linear Association	.01362	1	.90711
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 4 of 10 ( 40.0%)	
Number of Missing Observations:		0	
Table G.39			

Q_36B Why are Management Supervisors not effective? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	10.70201	10	.38120
Likelihood Ratio	14.44205	10	.15377
Linear-by-Linear Association	.24657	1	.61950
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 20 of 22 ( 90.9%)	
Number of Missing Observations:		0	
Table G.40			

Q_38 Do you think the system of communication between management and the employee works effectively in achieving an overall clear understanding in your organisation by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	3.41183	4	.49141
Likelihood Ratio	3.75530	4	.44013
Linear-by-Linear Association	2.35469	1	.12491
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 4 of 10 ( 40.0%)	
Number of Missing Observations:		0	
Table G.41			

Q_39 Is the communication system effective, with regards to the time it takes issues to be solved by the problem solvers? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	5.63995	4	.22770
Likelihood Ratio	5.63756	4	.22790
Linear-by-Linear Association	.40580	1	.52411
Minimum Expected Frequency -		1.164	
Cells with Expected Frequency		< 5 - 4 of 10 ( 40.0%)	
Number of Missing Observations:		0	
Table G.42			

Q_41 Do you think there are adequate avenues of advancement / promotion in your organisation by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	1.96104	1	.16140
Likelihood Ratio	2.00438	1	.15685
Linear-by-Linear Association	1.93177	1	.16457
Minimum Expected Frequency -		9.701	
Cells with Expected Frequency			
Number of Missing Observations:		0	
Table G.43			

Q_43 Is the concept of individualism/ initiative within your field of expertise encouraged or discouraged? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	3.14985	4	.53307
Likelihood Ratio	3.58314	4	.46535
Linear-by-Linear Association	1.96804	1	.16066
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 3 of 10 ( 30.0%)	
Number of Missing Observations:		0	
Table G.44			

Q_45 Are you proud to work for the Company? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	.05402	1	.81621
Likelihood Ratio	.05348	1	.81711
Linear-by-Linear Association	.05322	1	.81756
Minimum Expected Frequency -		2.716	
Cells with Expected Frequency		< 5 - 2 of 4 (50%)	
Number of Missing Observations:		0	
Table G.45			

Q_47 What do you think are the positive effects of how the business is run? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	11.68299	8	.16592
Likelihood Ratio	14.11720	8	.07876
Linear-by-Linear Association	.07274	1	.78738
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 12 of 18 (66.7%)	
Number of Missing Observations:		0	
Table G.46			

Q_49 Do you think Human resource policies are effective in your company? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	8.94467	4	.06250
Likelihood Ratio	11.97742	4	.01752
Linear-by-Linear Association	.10075	1	.75093
Minimum Expected Frequency -		1.552	
Cells with Expected Frequency		< 5 - 6 of 10 (60.0%)	
Number of Missing Observations:		0	
Table G.47			

Q_50 What do you think the Human Resource Managers role should be? by Q_2 Marital Status?			
Chi-Square	Value	DF	Significance
Pearson	7.56832	8	.47673
Likelihood Ratio	9.05323	8	.33783
Linear-by-Linear Association	.13231	1	.71605
Minimum Expected Frequency -		1.552	
Cells with Expected Frequency		< 5 - 15 of 18 ( 83.3%)	
Number of Missing Observations:		0	
Table G.48			

? County of Residence by Q 3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	6.31178	5	.27705
Likelihood Ratio	7.96277	5	.15830
Linear-by-Linear Association	1.40852	1	.23530
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 6 of 12 ( 50.0%)	
Number of Missing Observations:		0	
Table G.49			

Q 7 County of Birth? by Q 3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	15.05808	16	.52039
Likelihood Ratio	19.73906	16	.23220
Linear-by-Linear Association	.77386	1	.37902
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 31 of 34 ( 91.2%)	
Number of Missing Observations:		0	
Table G.50			

Q 8 Highest educational standard achieved? by Q 3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	7.68104	3	.05308
Likelihood Ratio	7.99622	3	.04609
Linear-by-Linear Association	7.38408	1	.00658
Minimum Expected Frequency -		2.716	
Cells with Expected Frequency		< 5 - 2 of 8 ( 25.0%)	
Number of Missing Observations:		0	
Table G.51			

Q 9 In your opinion does the relationship between you and management fit into any of the following categories? by Q 3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	1.79556	4	.77330
Likelihood Ratio	2.48844	4	.64671
Linear-by-Linear Association	.02931	1	.86406
Minimum Expected Frequency -		.776	
Cells with Expected Frequency		< 5 - 5 of 10 ( 50.0%)	
Number of Missing Observations:		0	
Table G.52			

Q 10 Do you consider management to be: by Q 3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	3.14689	3	.36953
Likelihood Ratio	3.34685	3	.34118
Linear-by-Linear Association	.99946	1	.31744
Minimum Expected Frequency -		1.552	
Cells with Expected Frequency		< 5 - 3 of 8 ( 37.5%)	
Number of Missing Observations:		0	
Table G.53			

Q_11 Do you feel a better working relationship would exist if all management were Irish? by Q 3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	3.14487	2	.20754
Likelihood Ratio	3.71096	2	.15638
Linear-by-Linear Association	1.39622	1	.23736
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 3 of 6 ( 50.0%)	
Number of Missing Observations:		0	
Table G.54			

Q 12 Do you consider Mgmt to be: by Q 3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	3.56402	3	.31255
Likelihood Ratio	4.92389	3	.17746
Linear-by-Linear Association	1.69727	1	.19265
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 4 of 8 ( 50.0%)	
Number of Missing Observations:		0	
Table G.55			

Q 16 Is there a perception of equality/single status among the workforce? by Q 3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	.32196	1	.57043
Likelihood Ratio	.32014	1	.57153
Linear-by-Linear Association	.31715	1	.57332
Minimum Expected Frequency -		8.925	
Number of Missing Observations:		0	
Table G.56			

Q\_17 If you answered yes to the question 16, do you believe this is because of the culture and values of your company? by Q 3 Gender?

Chi-Square	Value	DF	Significance
Pearson	8.48326	5	.13154
Likelihood Ratio	9.28747	5	.09813
Linear-by-Linear Association	1.56155	1	.21144
Minimum Expected Frequency -		.776	
Cells with Expected Frequency		< 5 - 7 of 12 ( 58.3%)	
Number of Missing Observations:		0	
Table G.57			

Q 25 Is the concept of shared goals reflected in your pay/ benefits? by Q 3 Gender?

Chi-Square	Value	DF	Significance
Pearson	4.33907	4	.36206
Likelihood Ratio	6.41962	4	.16993
Linear-by-Linear Association	.67726	1	.41053
Minimum Expected Frequency -		.776	
Cells with Expected Frequency		< 5 - 5 of 10 ( 50.0%)	
Number of Missing Observations:		0	
Table G.58			

Q 45 Are you proud to work for The Company? by Q 3 Gender?

Chi-Square	Value	DF	Significance
Pearson	.34479	1	.55708
Likelihood Ratio	.35771	1	.54978
Linear-by-Linear Association	.33964	1	.56004
Minimum Expected Frequency -		2.716	
Cells with Expected Frequency		< 5 - 2 of 4 ( 50.0%)	
Number of Missing Observations:		0	
Table G.59			

Q_27 How would you rate morale? by Q_3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	3.69748	4	.44849
Likelihood Ratio	3.63166	4	.45814
Linear-by-Linear Association	.03396	1	.85380
Minimum Expected Frequency -		1.164	
Cells with Expected Frequency		< 5 - 2 of 10 ( 20.0%)	
Number of Missing Observations:		0	
Table G.60			

Q_30 Do you believe the organisation is entitled to 100 % commitment from all employees? by Q_3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	.62025	1	.43096
Likelihood Ratio	.60740	1	.43577
Linear-by-Linear Association	.61099	1	.43442
Minimum Expected Frequency -		3.881	
Cells with Expected Frequency		< 5 - 1 of 4 ( 25.0%)	
Number of Missing Observations:		0	
Table G.61			

Q_47 What do you think are the positive effects of how the business is run? by Q_3 GENDER			
Chi-Square	Value	DF	Significance
Pearson	15.27961	8	.05393
Likelihood Ratio	17.67371	8	.02381
Linear-by-Linear Association	.13237	1	.71599
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 12 of 18 ( 66.7%)	
Number of Missing Observations:		0	
Table G.62			

Q_34 Do you think a performance appraisal/review system is a worthwhile practice? by Q_3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	1.28805	5	.93616
Likelihood Ratio	1.62452	5	.89827
Linear-by-Linear Association	.02381	1	.87738
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 8 of 12 (66.7%)	
Number of Missing Observations:		0	
Table G.63			

Q_36A Do you think management/ supervisors are effective in dealing with grievances? by Q_3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	2.23776	4	.69212
Likelihood Ratio	2.61325	4	.62448
Linear-by-Linear Association	.43017	1	.51190
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 4 of 10 (40.0%)	
Number of Missing Observations:		0	
Table G.64			

Q_36B Why are Management Supervisors not effective? by Q_3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	7.69411	10	.65869
Likelihood Ratio	10.45983	10	.40112
Linear-by-Linear Association	.35833	1	.54943
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 20 of 22 (90.9%)	
Number of Missing Observations:		0	
Table G.65			

Q\_38 Do you think the system of communication between management and the employee works effectively in achieving an overall clear understanding in your organisation? by Q\_3 Gender?

Chi-Square	Value	DF	Significance
Pearson	3.61425	4	.46072
Likelihood Ratio	3.92333	4	.41648
Linear-by-Linear Association	.57985	1	.44637
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 4 of 10 (40.0%)	
Number of Missing Observations:		0	

Table G.66

Q\_39 Is the communication system effective, with regards to the time it takes issues to be solved by the problem solvers? by Q\_3 Gender?

Chi-Square	Value	DF	Significance
Pearson	7.05322	4	.13310
Likelihood Ratio	7.80787	4	.09888
Linear-by-Linear Association	.00000	1	1.00000
Minimum Expected Frequency -		1.164	
Cells with Expected Frequency		< 5 - 4 of 10 (40.0%)	
Number of Missing Observations:		0	

Table G.67

Q\_41 Do you think there are adequate avenues of advancement / promotion in your organisation? by Q\_3 Gender?

Chi-Square	Value	DF	Significance
Pearson	1.41961	1	.23347
Likelihood Ratio	1.41034	1	.23500
Linear-by-Linear Association	1.39842	1	.23699
Minimum Expected Frequency -		9.701	
Number of Missing Observations:		0	

Table G.68

Q_43 Is the concept of individualism/ initiative within your field of expertise encouraged or discouraged? by Q_3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	8.36664	4	.07903
Likelihood Ratio	9.32402	4	.05349
Linear-by-Linear Association	1.53412	1	.21549
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 3 of 10 ( 30.0%)	
Number of Missing Observations:		0	
Table G.69			

Q_47 What do you think are the positive effects of how the business is run? by Q_3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	15.27961	8	.05393
Likelihood Ratio	17.67371	8	.02381
Linear-by-Linear Association	.13237	1	.71599
Minimum Expected Frequency -		.388	
Cells with Expected Frequency		< 5 - 12 of 18 ( 66.7%)	
Number of Missing Observations:		0	
Table G.70			

Q_49 Do you think Human resource policies are effective in your company? by Q_3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	1.58806	4	.81094
Likelihood Ratio	1.55907	4	.81613
Linear-by-Linear Association	.22112	1	.63819
Minimum Expected Frequency -		1.552	
Cells with Expected Frequency		< 5 - 6 of 10 ( 60.0%)	
Number of Missing Observations:		0	
Table G.71			

Q 50 What do you think the Human Resource Managers role should be? by Q 3 Gender?			
Chi-Square	Value	DF	Significance
Pearson	7.50543	8	.48321
Likelihood Ratio	7.72985	8	.46029
Linear-by-Linear Association	.07841	1	.77947
Minimum Expected Frequency -		1.552	
Cells with Expected Frequency		< 5 - 15 of 18 ( 83.3%)	
Number of Missing Observations:		0	
Table G.72			

# **Appendix 'F'**

## **Illustrations**

## Age profile of Organisation

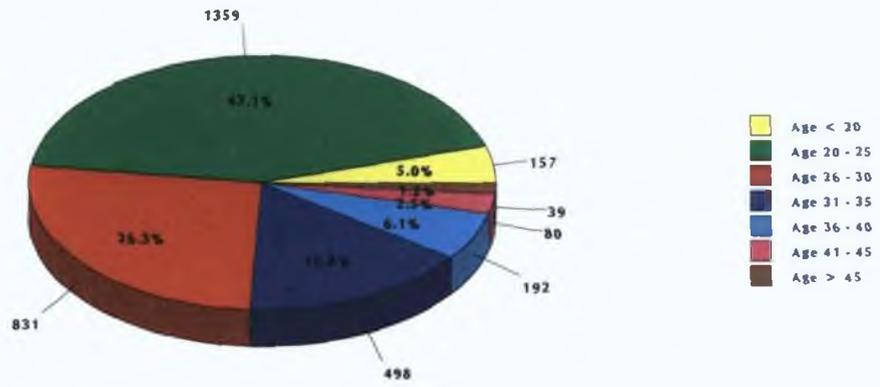


Figure F.1

## Gender

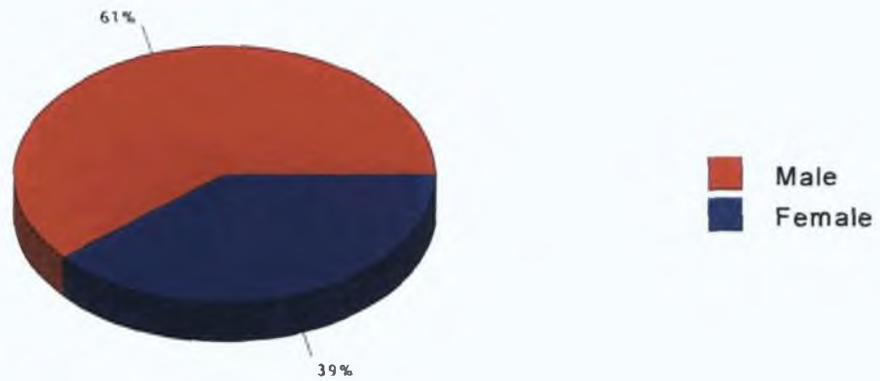


Figure F.2

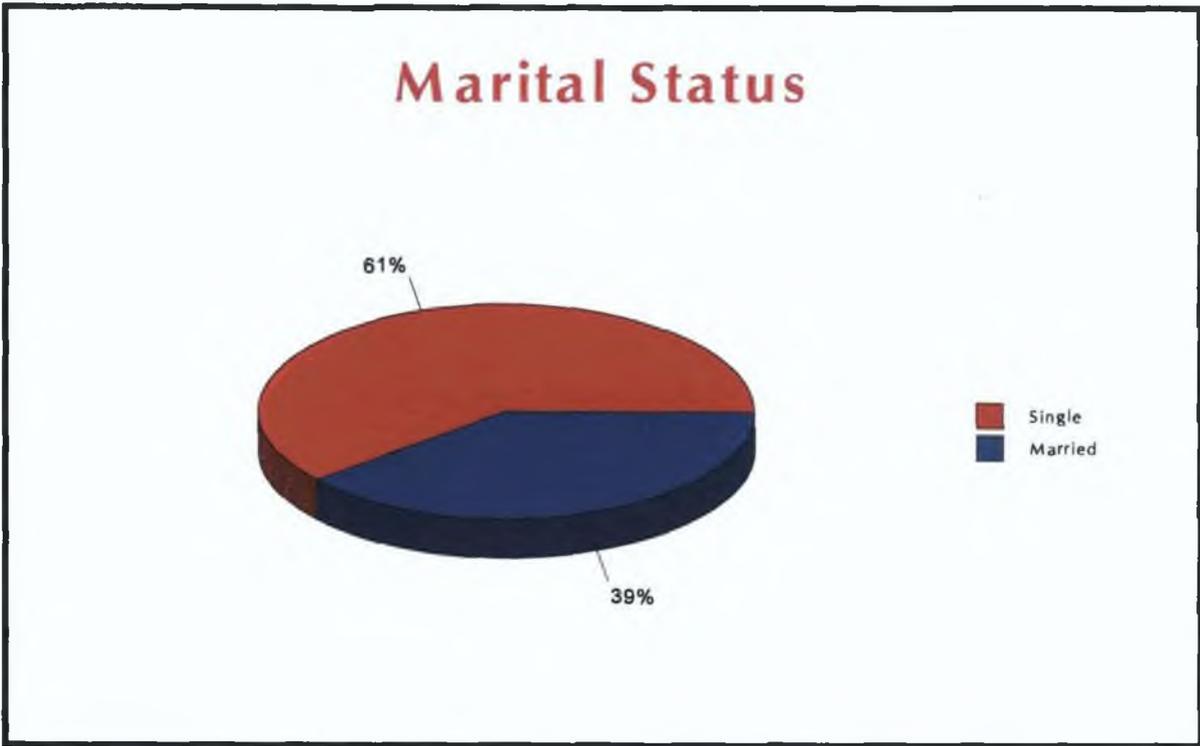


Figure F.3

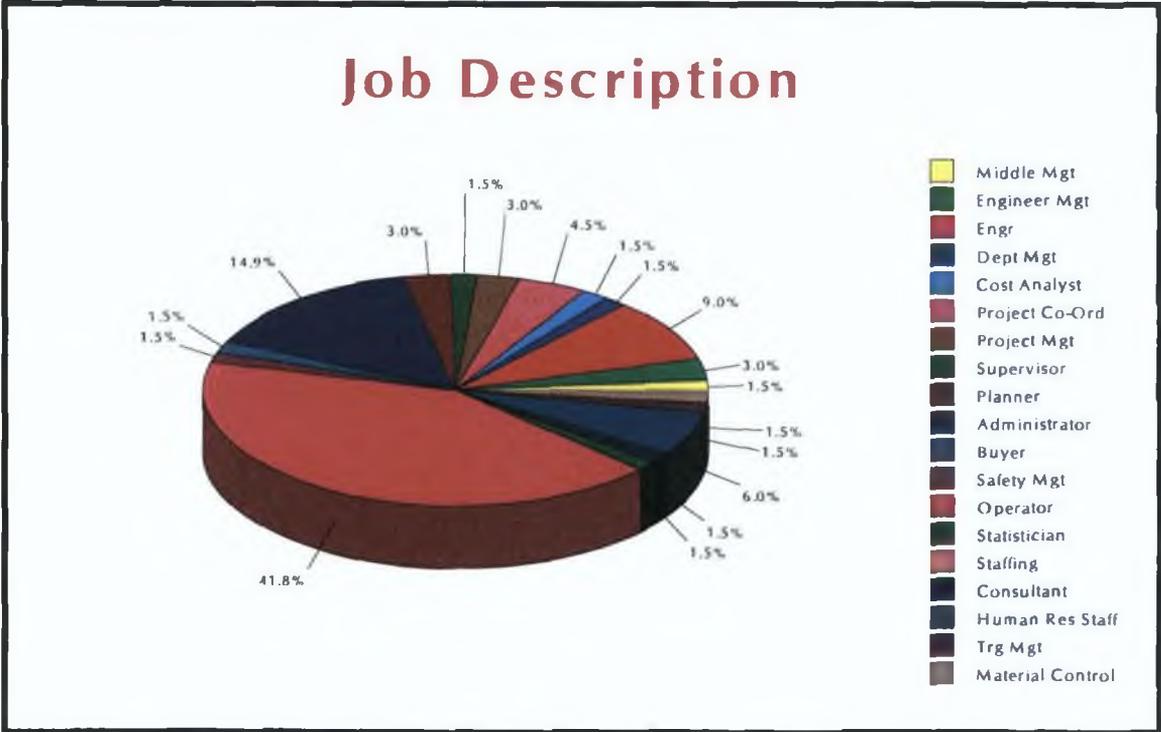
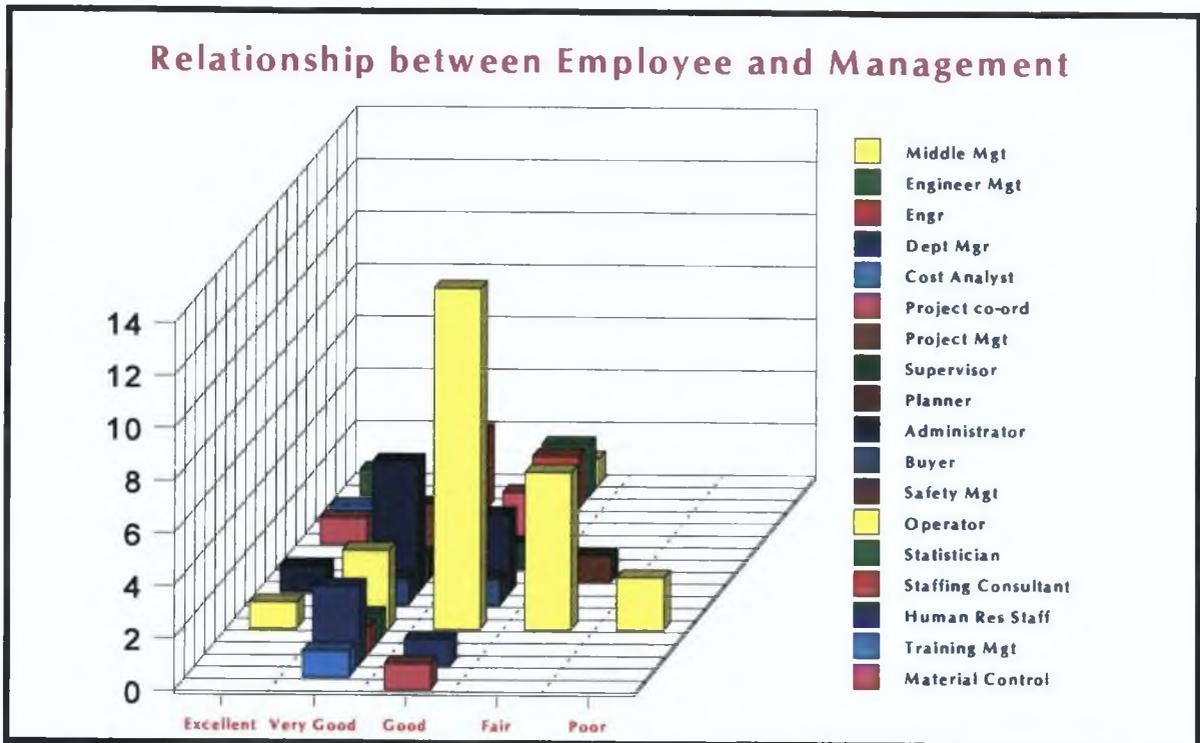
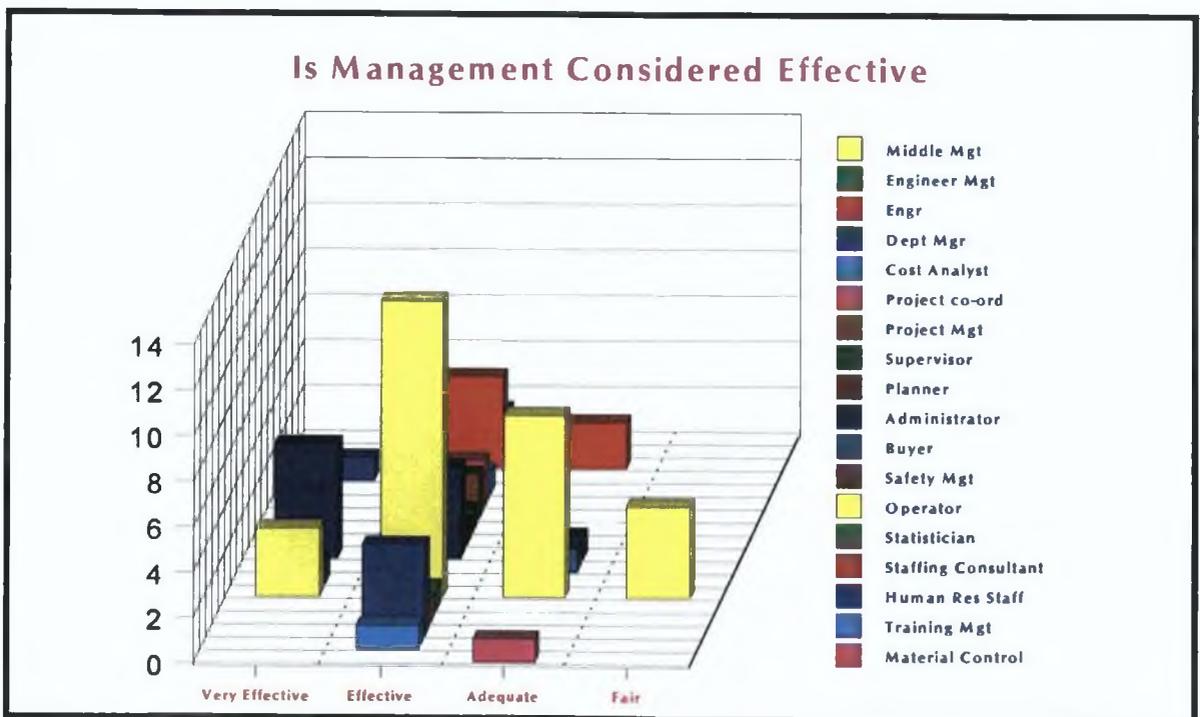


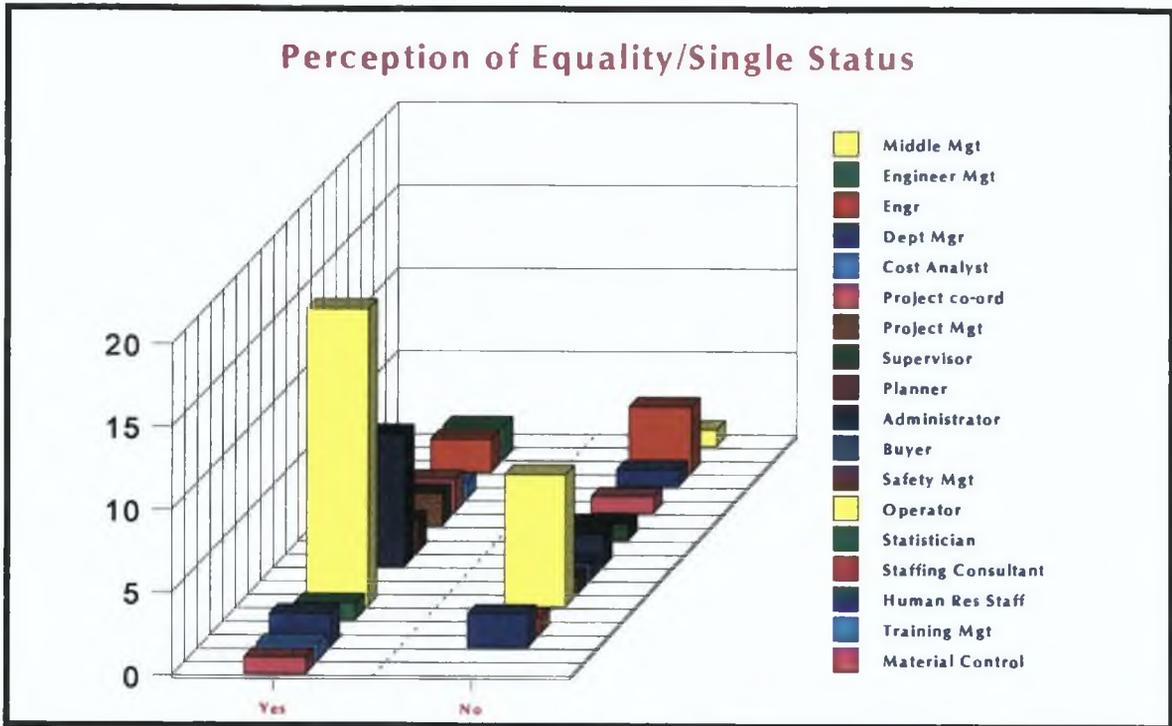
Figure F.4



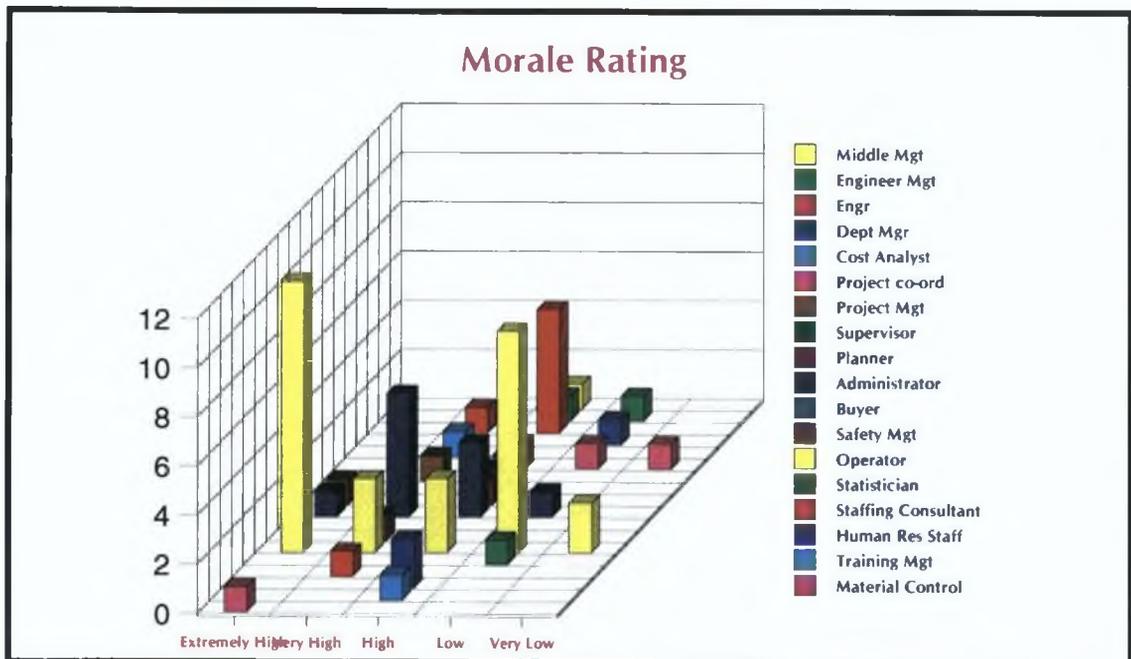
Question 9  
Figure F.5



Question 10  
Figure F.6



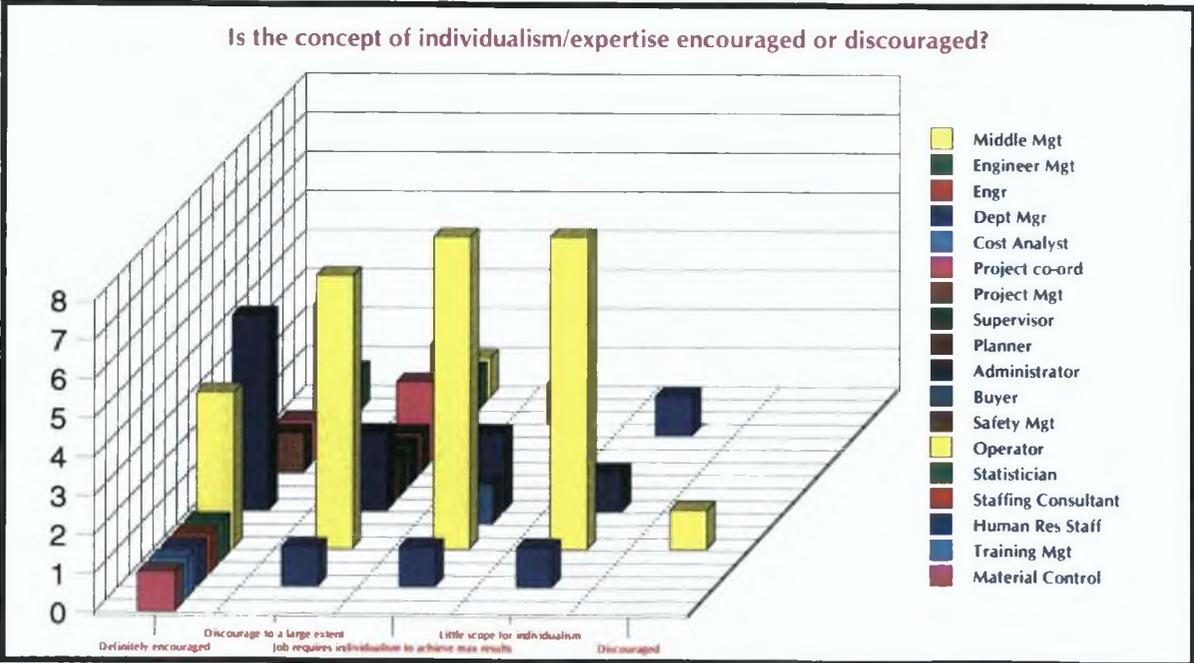
Question 16  
Figure F.7



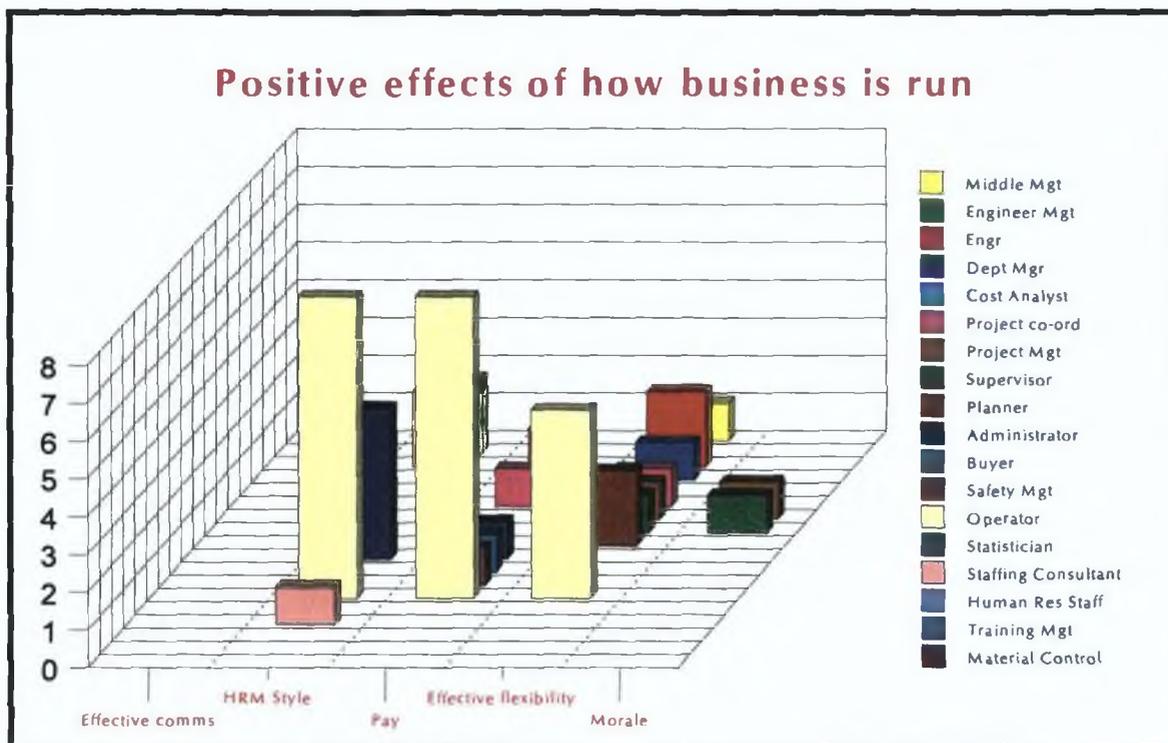
Question 27  
Figure F.8



Question 43  
Figure F.9



Question 45  
Figure F.10



Question 47  
Figure F.11

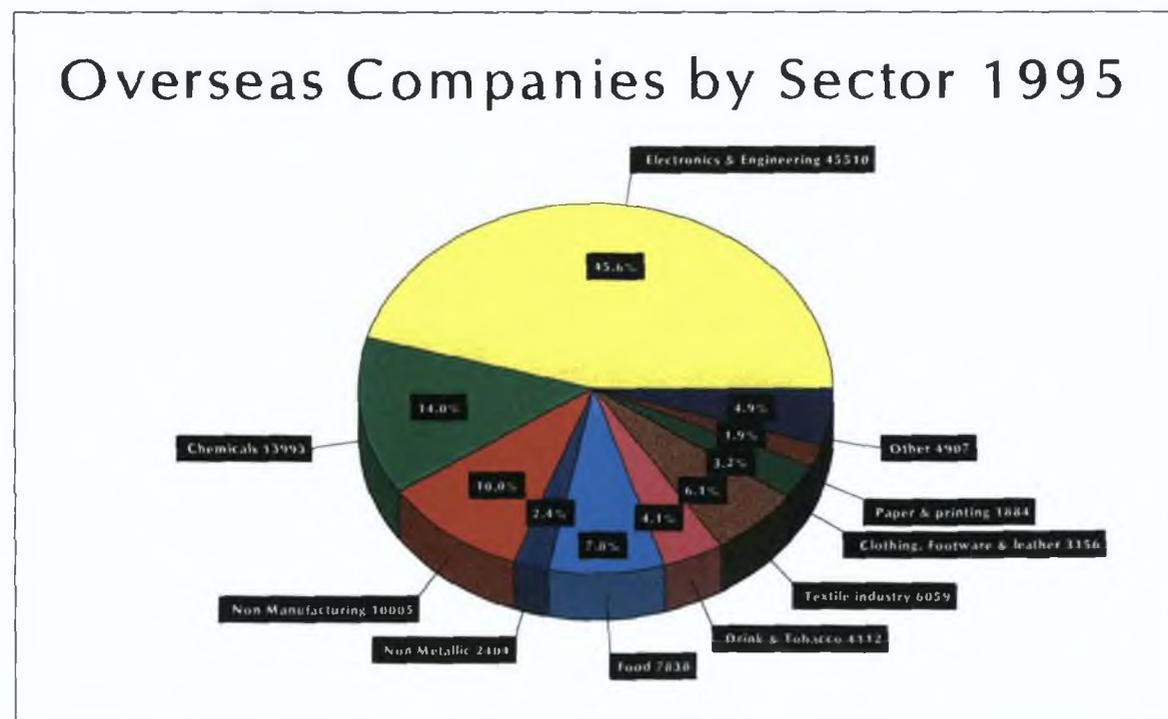


Figure F.12

# **Appendix 'G'**

## **Questionnaire**

544 River Forest,  
Leixlip,  
Co.Kildare.

September 1996.

Dear Sir/Madam,

I would be grateful if you would assist in a research project by completing my enclosed questionnaire.

I am a mature student completing a Masters Degree at night and as part of this degree I am required to complete a survey. The purpose of the survey will be to discover what constitutes the key ingredients of effective management in an organisation which is non-union. The survey will cover one hundred employees made up of cross section of the workforce.

In march of this year I approached your employer and requested his assistance in this project and he gladly gave his permission. Your under no obligation from your employer to complete the questionnaire, however I would very much appreciate your co-operation which will assist greatly in my studies.

The Questionnaire will take about fifteen minutes to complete. All questions should be answered by the use of a tick ( ✓ ) in the relevant boxes provided . Once completed do not write your name on any part of the questionnaire and place it in the enclosed envelope provided and return to the human resource department for collection by me. **All information provided will be treated as strictly confidential.**

Once again thank you for your co-operation.

Yours Sincerely

Kieran Slevin

**INSTRUCTIONS FOR COMPLETING  
QUESTIONNAIRE**

1. Please complete all questions.
2. Mark a tick ( ✓ ) in the appropriate box which best reflects your answer.
3. On completing the questionnaire place in the envelope attached and return to the human resource department .
4. Thank you for your co-operation.

## ATTITUDINAL SURVEY

1. Title:                      Mr                       Mrs                       Ms

2. Marital Status:            Single                       Married

3. Gender:                      Male                       Female

4. Job Description : \_\_\_\_\_

5. Nationality : \_\_\_\_\_

6. County Of Residence : \_\_\_\_\_

7. County of Origin: \_\_\_\_\_

8. Highest educational standard achieved.	Primary	Secondary	College Cert/Dip	University Degree	Post Grad
	<input type="checkbox"/>				

9. In your opinion does the relationship between you and management fit into any of the following categories .	Excellent	Very Good	Good	Fair	Poor
	<input type="checkbox"/>				

Appendix G - Questionnaire

10. Do you consider management to be .	Very Effective	Effective	Adequate	Fair	Ineffective
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Do you feel a better working relationship would exist if all management were Irish .		Yes		No	
		<input type="checkbox"/>		<input type="checkbox"/>	
12. Do you consider management to be .	Too soft	Soft	Balanced	Hard	Too Hard
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Does the company have too much influence over your life outside normal working hours:- with regards to housing/ medical / social activities.	Too much influence	Above average influence	Acceptable influence	Little influence	No influence
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Should middle management be given more responsibility in the decision making process.		Yes		No	
		<input type="checkbox"/>		<input type="checkbox"/>	
15. Do you think there are too many levels in your organisation .	Too many levels	High amount of levels	A suitable amount of levels	Small amount of levels	Not enough levels
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Is there a perception of equality/single status among the workforce.		Yes		No	
		<input type="checkbox"/>		<input type="checkbox"/>	
17. If you answered yes to the above question, do you believe this is because of the culture and values of your organisation.	Yes	Has a significant bearing	Has little bearing	Not relevant	Don't Know
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix G - Questionnaire

18. Is there a perception of "them and us" in the work environment.	Yes	Exists to some extent	When the need arises	Does not manifest itself	None existence
	<input type="checkbox"/>				
19. As a regular full-time employee do you feel you are treated any different than a contract employee (e.g. ICE, contract employee)		Yes		No	
		<input type="checkbox"/>		<input type="checkbox"/>	
20. As a contract employee do you feel you are treated any different than a full-time employee (i.e. directly employed by your organisation).		Yes		No	
		<input type="checkbox"/>		<input type="checkbox"/>	
21. If you could identify one leading characteristic which identifies your organisation from others in the same industry what would it be .	<hr/> <hr/>				
22. Does your organisation have a mission statement.		Yes	No	Don't Know	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
23. If there is a mission statement do you identify with it.		Yes		No	
		<input type="checkbox"/>		<input type="checkbox"/>	
24. Does your organisation emphasise shared goals.	Yes	To a large extent	Moderately	To a small extent	No
	<input type="checkbox"/>				
25. Is the concept of shared goals reflected in your pay/benefits.	Yes	To a large extent	Only to a select few	At times	No
	<input type="checkbox"/>				

Appendix G - Questionnaire

26. How do you rate your pay/benefits relative to other companies.	As High	Very close to present situation	Close to present situation	Slightly lower	Far lower than present situation
(A) - In the same industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(B) - In the locality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. How would you rate morale.	Extremely high	Very high	High	Low	Very Low
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Do you think your morale is directly linked to your pay/benefits.	Directly linked	Close association	Has a bearing	One of the factors	Not linked
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Does your organisation foster loyalty in the work environment.		Yes		No	
		<input type="checkbox"/>		<input type="checkbox"/>	
30. Do you believe the organisation is entitled to 100 % commitment from all employees.		Yes		No	
		<input type="checkbox"/>		<input type="checkbox"/>	
31. Do you have a performance appraisal/review system in operation in your organisation.		Yes		No	
		<input type="checkbox"/>		<input type="checkbox"/>	
32. Do you feel as if the performance appraisal/review system is used adequately with regards to those who are not performing to a suitably high standard.		Yes		No	
		<input type="checkbox"/>		<input type="checkbox"/>	
33. Is exceptionally high performance by individuals rewarded.		Yes		No	
		<input type="checkbox"/>		<input type="checkbox"/>	

Appendix G - Questionnaire

34. Do you think a performance appraisal/review system is a worthwhile practice .	Yes it is worth while	Plays an important part	Fits into a cohesive management plan	Has little importance	Just routine form filling
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Do you feel performance appraisal/review is directly linked to your pay / benefits.	Directly linked	Has a link	Little relevance	I'm not appraised	No link
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. a) Do you think management/ supervisors are effective in dealing with grievances.	Highly effective	Effective to a large degree	Effective	Little effect	No effect on process
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) If not, why not.					
37. Does the present system of communication provide you with a suitable voice to air your views with regards to criticism or praise of the organisation.	Yes		No		
	<input type="checkbox"/>		<input type="checkbox"/>		
38. Do you think the system of communication between management and the employee works effectively in achieving an overall clear understanding in your organisation.	Very effective	Effective most times	Works adequately	At times not effective	Totally ineffective
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Is the communication system effective , with regards to the time it takes issues to be solved by the problem solvers.	Yes	Takes too long	Takes a considerable amount of time	Too bureaucratic	Not an effective system
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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<p>40. Is the present system of communication ever tested in regards to how you the employee can pass information up the system.</p>	Yes	Not aware of any tests	No		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
<p>41. Do you think there are adequate avenues of advancement / promotion in your organisation.</p>	Yes		No		
	<input type="checkbox"/>		<input type="checkbox"/>		
<p>42. Do you think your job provides opportunities for self development (e.g. new skills, training courses etc.)</p>	Yes		No		
	<input type="checkbox"/>		<input type="checkbox"/>		
<p>43. Is the concept of individualism/ initiative within your field of expertise encouraged or discouraged.</p>	Definitely encouraged	To a large extent	Job requires individualism to achieve max. results	Little scope for individualism	Discouraged
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>44. Does the educational standard one has on entry to your organisation effect the position you hold within the organisation.</p>	Yes	Only one of many criteria	Depends on one's position	Has little bearing	No
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>45. Are you proud to work for your organisation</p>	Yes			No	
	<input type="checkbox"/>			<input type="checkbox"/>	
<p>46. If you answered yes to the above question do you believe this sense of pride is due to organisation's policy of open and direct communications with all employees.</p>	Yes			No	
	<input type="checkbox"/>			<input type="checkbox"/>	
<p>47. What do you think are the positive effects of how the business is run.</p>					

Appendix G - Questionnaire

- |  |                            |                          |                             |                           |                          |
|--|----------------------------|--------------------------|-----------------------------|---------------------------|--------------------------|
| <p><b>48. The computer industry is so competitive and fast moving that an organisation such as your organisation could not survive economically if a union was in place.</b></p> | <p>Strongly agree</p>      | <p>Agree moderately</p>  | <p>Agree</p>                | <p>Slightly disagree</p>  | <p>Disagree</p>          |
|  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/>  | <input type="checkbox"/> |
| <p><b>49. Do you think Human resource policies are effective in your organisation.</b></p>   | <p>Extremely effective</p> | <p>Highly effective</p>  | <p>Moderately effective</p> | <p>Slightly effective</p> | <p>Not effective</p>     |
|  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/>  | <input type="checkbox"/> |
| <p><b>50. What do you think the Human Resource Managers role should be.</b></p>  | <hr/> <hr/>                |                          |                             |                           |                          |
| <p><b>51. If you were the Human Resource Manager what would you do to improve the working environment at your organisation.</b></p>  | <hr/> <hr/>                |                          |                             |                           |                          |
| <p><b>52. Would you be willing to participate in a follow up to this survey.</b></p>   |                            | <p>Yes</p>               |                             | <p>No</p>                 |                          |
|  |                            | <input type="checkbox"/> |                             | <input type="checkbox"/>  |                          |

*Thank you for your co-operation.*