Employee Attitude and Engagement levels in the Southern & Western
Business Unit of Iarnrod Eireann

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Abstract

This study is an exploration of the attitudes and levels of employee engagement in the Southern & Western Business Unit of Iarnrod Eireann. It looks at why employee engagement is of importance under the Human Capital management concept. Concepts and constructs are explored to contextualise their potential influence on employee engagement. It is based on a survey was completed in line with the CIPD (2006) on attitudes and engagement in UK on the general workforce. It is an exploration of the experience of working life in the Southern & Western Business Unit in Iarnrod Eireann. It tries to capture how meaningful work is to people, what their general feelings are about work, how well they think they perform, how much effort they give, how satisfied they are with their work and interactions with their managers. The study aims to identify the key drivers of engagement and the managerial actions required to increase those levels of engagement.

Iarnrod Eireann want customers to feel as if they belong, since loyal customers are more resistant to competitors' offers and bring more business to the railway. Developing the level of customer service required to engender that sense of loyalty from the public requires committed, enthusiastic employees. The creation of an environment of employee engagement requires that managers understand that employees, like all human beings, respond to emotional as much as logical decision drivers -- what has been termed the "emotional economy," according to researchers at the Gallup Organization. Such an understanding is the key to developing strategies to create and nurture an engaged workforce.

The railway in Ireland has suffered decades of underinvestment to the extent that by the 1980's government was considering whether or not we really needed one. However a major incident in Knockrockery in 1995 was the wake up call required. Under the heading of a "safety" investment new life was given to the Irish railway. With the advent of the Celtic tiger and the consequential identification of the shortfall in infrastructural investment and the plague of traffic jams the new era of the railway has arrived. The railway as it has its dedicated tracks was the only public transport that could deliver a guarantee time travel time for the public.

While the ongoing investment outlined in Transport 21 see Appendix 1 and the multi annual budgeting that allows for a rolling capital and infrastructural investment has given new zest to the railway. The counter requirement for the railway company has not just been the delivery of reliability, frequency and expansion of capacity and new routes but the requirement for a world class customer service ethos. The external threat to the railway is not just a downturn in investment (economy dependant) but the travelling public's love of the car and low cost flights.

The Southern & Western Business Unit (S&W) has responsibility for all of the trains from Westport to Cork (including Limerick and Galway) to Heuston Station and the intermediate station on those lines. Commercially it is predominately an intercity traveller but also has a commuter component on the Portlaoise line which encompasses the Kildare and Laois

commuter belts. The Unit has a turnover of __ per annum and is growing its revenue by approximately % per annum.

Structure

The colleague structure is divided into four distinct districts each with a District Manager at the apex who in turn reports to the General Manager S&W,

- Mainline - Heuston Station and Portlaoise Station plus a number of smaller locations known as halts e.g. Hazel Hatch, Clondalkin, Portarlington.

- Limerick - Limerick City Station, Limerick Junction Station, Ennis Station & Thurles Station plus a number of smaller locations known as halts

- Galway – Galway City Station, Westport Station, Ballina Station, Claremorris Station, Tullamore Station and Athlone Station plus a number of smaller locations known as halts

- Cork – Cork Station, Mallow Station, Tralee Station, Killarney Station plus a number of smaller locations known as halts.

Each station is managed by a Station Manager (16 in all) who has responsibility for the Station and any of the halts, gates (where track crosses the road) and signalling operations in his/her area. Each Station Manager reports directly into the appropriate District Manager. The Driver Grade reports directly to the District Manager not the Station Manager. The Grade of District Traction Executives and District Traffic Executives report directly to the various District Managers and are responsibility primarily for ensuring that staff are in competence (fully trained up and up to date with all certification requirements). Traction deals with Drivers and Traffic deals with Station Operatives, signalling.

Within each Station the station Manager has Station Controllers that manager the staff in the various locations and ensures the dispatch of the trains incoming and outgoing.

Previous Surveys in Southern & Western Business Unit

A culture survey is carried out in Iarnrod Eireann and following a restructuring of the Operations side of the business the Southern & Western Business Unit was created in late 2003. Only one culture survey since then has results that are specific to that business unit. The 2005 culture survey carried out across the S&W Business Unit shows the following analysis of the most successful and least successful items:

ITEM LEVEL
ANALYSIS

MOST SUCCESSFUL ITEMS   % positive

The following list presents the top 12 items ranked according to the % who viewed the issue positively

(i.e. strongly agreed or

agreed).

		% positive
1	Appropriate safety equipment (e.g. PPE) is provided by the company.	89
2	Iarnrod Eireann is safety conscious organisation.	87
3	I receive Rail Brief and Stop Press regularly	87
4	Safety is the prime concern of the company.	83
5	Management make people aware of the Iarnrod Eireann responsibilities regarding safety...	81
6	I understand how my role contributes to the business.	81
7	The people I work with co-operate to get the job done	80
8	I am familiar with the equality policy & procedures in relation to Bullying, Sexual Harassment & Harassment...	79

	Stop Press is a worthwhile staff				
9	magazine	...	...	...	77
10	I am happy with the content of both Rail Brief and Stop Press	...	...	...	76
11	There is scope within Iarnrod Eireann to develop knowledge, new skills, and experience.		...	...	74
12	Appropriate training is provided to support our safety standards.	...	...	...	74

LEAST SUCCESSFUL ITEMS   % negative

The following list presents the bottom 12 items ranked according to the % who viewed the issue negatively

(i.e. disagreed or strongly disagreed)

	I get regular feedback on my				
1	performance.				74
2	People are paid for the level of their performance, not merely for being at work.	...	...	...	64
3	My manager regularly reviews how I am doing.	...	...	...	63
4	Management seek views of staff on relevant issues.	...	...	...	61
5	People are rewarded appropriately for their contribution to the business.	...,	...	...	58
6	Candidates are promoted on the basis of merit.	...	...	...	57
7	Poor performance is dealt with positively by managers (not ignored).	...	...	...	56
8	Reward systems are being upgraded positively /	...	...	...	52
9	Customers describe us as an organisation who pride ourselves on our level of service....		...	...	52
10	Senior management provide clear direction and leadership to take the business forward....		...	...	51
11	We fill vacancies with the right people.		...	...	...	51
12	As a result of the survey, I believe management will carefully consider problems brought to its attention....				50

Please see Appendix 1 for the Results of the whole culture survey as it relates to the Southern &

Western Business Unit in Iarnrod Eireann.

The survey was completed in a manner that could not identify grade or District so that it could guarantee greater levels of anonymity. This is the aspect I wish to examine albeit it with an attitude and engagement focus only. The culture survey was completed by the HR \Department in Iarnrod Eireann in relation to distribution of questionnaires but completed questionnaires were returned to Saville and Holsworth for process and issuing of results.

Most Successful Items

On examination of the most successful items which might impinge on attitude/engagement and ultimately onto customer satisfaction

MOST SUCCESSFUL ITEMS

					% positive
6	I understand how my role contributes to the business.	...	...	...	81
7	The people I work with co-operate to get the job done	...	...	...	80
9	Stop Press is a worthwhile staff magazine	...	...	...	77
10	I am happy with the content of both Rail Brief and Stop Press	...	...	...	76
11	There is scope within Iarnrod Eireann to develop knowledge, new skills, and experience.	...	...	74
12	Appropriate training is provided to support our safety standards.	...	...	...	74

Role clarity, peer co-operation, communication, developmental scope and safety training score very well.

Least Successful items

On the more negative side the least successful items that impinge on engagement and ultimately onto customer satisfaction are;

LEAST SUCCESSFUL ITEMS

					%
Job	I get regular feedback on my performance.				74
Job	People are paid for the level of their performance, not merely for being at work.	...	...	...	64
Job	My manager regularly reviews how I am doing.	...	...	...	63
Leadership & Management	Management seek views of staff on relevant issues.	...	...	...	61
Job	People are rewarded appropriately for their contribution to the business.	...	...	...	58
Job	Candidates are promoted on the basis of merit.	...	...	...	57
Job	Poor performance is dealt with positively by managers (not ignored).	...	...	...	56
Job	Reward systems are being upgraded positively	...	...	...	52
Customer service	Customers describe us as an organisation who pride ourselves on our level of service....		...	...	52
Leadership & Management	Senior management provide clear direction and leadership to take the business forward....		...	...	51
Leadership & Management	As a result of the survey, I believe management will carefully consider problems brought to its attention....				50

Performance monitoring and review is a weakness and I have categorised it under Leadership & Management, there appears to be much negativity on issues surrounding the job itself, encompassing such items as promotion, reward and contribution. Of most concern for the purpose of this project is the high level of awareness that we are not reaching the mark in relation to customer service levels.

1 Research Aims

The overall aim of this study was to try and find out what encourages employees have a passion for work that encourages them to the extra mile and do their job to the best of their ability. High levels of engagement have been associated with a whole range of beneficial outcomes including high levels of performance. Firstly, I want to find out if the management of the business unit are themselves engaged. Secondly, and more particularly, what should managers be doing to proactively encourage employee engagement. There is a strong culture of us and them in the organisation, so are different categories of employees engaging at different levels? How do you measure engagement in the first instance? Are their different types of engagement and what do they measure or mean? Most importantly, as engagement is something the employees' offer voluntarily and is not part of the employment contract, what can the organisation do that allows employees become engaged with their work.

1.1 Areas of interest

- What is the level of employee engagement in Iarnrod Eireann?

- Are line managers themselves engaged in their work?

- What can line managers do to encourage staff to be engaged?

- What groups/categories of staff are most engaged?

- Does difficulty in gaining entrance to a grade make those employees more engaged in comparison to others?

- Does employee engagement impact on customer service?

1.2   Research Objectives

- Measure the level of engagement in the Southern & Western Business Unit in Iarnrod Eireann.

- Is the measurement of employee engagement another Human Resource fad or just good management?

- What are the conditions required for engagement to take root and prosper?

- How do you get employees engaged in their work?

- Benchmark Iarnrod Eireann against the latest CIPD Survey (2006).

1.3   Hypothesis

Hypothesis 1	Colleagues in Iarnrod Eireann in particular the Southern & Western Business Unit (S&W) (the major intercity business unit) are more engaged than the average worker as per the CIPD report completed on workers in the UK in 2006.
Hypothesis 2	The drivers of engagement in S&W lie in the hands of management.
Hypothesis 3	Train Drivers although having gone through a rigorous selection process are not as engaged as Train Hosts.
Hypothesis 4	Train Hosts (a new customer service grade for on board customer service) are the most engaged of all staff.
Hypothesis 5	Pay and engagement are not linked
Hypothesis 6	Engaged employees are happier than disengaged employees

Hypothesis 7   Significant numbers of employees want to be more involved

                      and therefore more engaged

Hypothesis 8   Training and development needs are not discussed with

                      employees and this leads to reduced engagement

Hypothesis 9   Is engagement new or Elton Mayo revisited?

Hypothesis 10   Managerial factors are the major barrier to engagement

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2.1 The context for looking at employee engagement

Elton Mayo's motivation experiments in Cicero, Chicago, 1927-1932 led to the proposition that workers are more motivated by emotional rather than economic factors (by being involved and feeling important), rather than by an improvement in workplace conditions. He laid the foundations for later theorists, Hertzberg (Motivation and Hygiene Factors see Illustration 1 page 32), Maslow (Hierarchy of needs Illustration 2 page 33) and McGregor's (XY Theory see Illustration 3 page 34).

Mayo's theories are just as relevant today, for example, Cary Cooper of Lancaster University Management School last year published a paper indicating that the single biggest determinant of organisations productivity was the degree of engagement that the employees have with the task (Whiteley, 2006). Over the period, 1927 to 2007, theories have moved through many iterations from industrial psychology, to total quality management, to organisational development, to J. Pfeffer (1998) making connections between effective management of people and business success, to Human Capital Management theories which are devising metrics to include employee engagement, to the development of bespoke interventions to encourage engagement to drive performance levels and their measurable contribution to the bottom line.

2.2   Why it is of importance and interest?

The connection between the attitudes and behaviour of employees and an organisation's bottom line was first trumpeted 15 years ago by US retail company Sears. It dubbed it the 'employee-customer-profit chain' and the results of putting the idea into practice were spectacular. In a year, Sears' biggest loss-making division — merchandising — went from a $3 billion deficit to a net income of $752 million (Management Today; Apr 2007, p38-43). Since then, various metrics have been devised by HR consultancies to help organisations quantify employee attitude and behaviour and the impact it has on customer satisfaction and ultimately the bottom line. 'The reason why engagement matters now,' says Jim Crawley, a principal at Towers Perrin, 'is that while previously anyone would intuitively have said there is a link between people being well disposed towards an organisation and the likelihood of that organisation being successful, now there is evidence to prove it (Management Today; Apr 2007, p38-43).

Company leaders won't be surprised that employee engagement--the extent to which workers commit to something or someone in their organizations-influences performance and retention. The Corporate Leadership Council in their survey of 50,000 employees in more than 59 organizations worldwide estimated that increased commitment can lead to a 57% improvement in discretionary effort--that is, employees' willingness

to exceed duty's call. That greater effort produces, on average, a 20%
individual performance improvement and an 87% reduction in the desire
to pull up stakes (Buchanan, Leigh, 2004).

2.3   Human Capital Management

The recognition that much of the added value created by firms is
becoming more dependent on assets other than physical capital has
stimulated a vast literature in the area of intellectual capital and intangible
assets (Berkowitz, 2001; Drake, 1998; Leadbeater, 2000; Mayo, 2001;
Miller and Wurzburg, 1995; Roos et al, 1997; Sveiby, 1997). In particular,
emphasis has been placed on the importance of a company's human capital
— the value-creating skills, competencies, talents and abilities of its
workforce — as an essential component in gaining competitive advantage
(Bontis and Dragonetti, 1999; Leadbeater, 2000). As a result, in the UK
specifically,   -notably from the professional body for personnel/HR
managers, the Chartered Institute of Personnel and Development (CIPD)
— have begun to exert an influence on government policy to have metrics
for Human Capital incorporated into both internal and external company
accounts.

2.4   Human Capital Management - Metrics

Bassi and McMurrer (2007) contended that by using rigorously designed surveys to score the organisation on the range of human capital management (HCM) practices across the five major categories, it's possible to benchmark organisational HCM capabilities, identify HCM strengths and weakness, and link improvements or backsliding in specific HCM practices with improvements or shortcomings in organizational performance. The process requires determining a 1 to 5 "maturity" score for each practice. A score of 1 on executive skills, for example, indicates poor performance (low maturity); a score of 5 indicates strong performance (high maturity). Thus, with multiple surveys over time, evolving maturity scores can reveal progress or regression in each of the HCM practices and help a company decide where to focus improvement efforts that will have a direct impact on performance. The empirical study of Bassi and McMurrer (2007) of such systems across a range of companies sheds of some light on the relationships between human capital evaluation and management practices within particular contexts. This study not only highlights innovations in the methods employed by firms to evaluate human capital but also links these developments to management practices and the influence of particular sectoral contexts. What emerged in their study was high tech businesses focused their metrics on talent

identification and retention while customer service businesses concentrated on commitment/engagement and loyalty metrics.

2.5   The Five Human Capital Driver Categories

What tools can show a company which investments in employees are driving company performance currently and which one should emphasise to advance ones strategic goals in the future. Bassi and McMurrer (2007) outlined the main drivers in HCM that predict performance across a broad array of organizations and operations. These drivers fall into five major categories: leadership practices, employee engagement, knowledge accessibility, workforce optimization, and organizational learning capacity. In each of those categories, HCM drivers/practices are subdivided into at least four groups.

- Leadership practices, for example, include those related to managerial communication, inclusiveness, supervisory skills, executive skills, leadership development, and succession planning systems.

- Employee engagement for example, include, job design, commitment, time (allowing employees to do jobs well and enables good work/life balance) and systems

- Knowledge accessibility for example, include, readily available job related information and training.

- Workforce optimisation for example, include work processes, working conditions that support high performance, accountability in that high performance is expected and rewarded, hiring and effective performance management systems.

- Organizational learning capacity, for example, include welcoming innovation, training that is practical and support organisational goals, development of employees with formal career development plans, value and support in that leaders demonstrate that learning is valued and finally a learning management system that automates aspects of training.

2.6 What is employee engagement?

Employee engagement, or passion for work, involves feeling positive about your job, as well as being prepared to go the extra mile to make sure you do your job to the best of your ability. Not surprisingly high levels of engagement have been found to be associated with a whole range of beneficial outcomes. One of these beneficial outcomes is high levels of performance and engagement has become one of the most important ways of measuring how employees feel about their work today (CIPD 2006). Kahn (1990) conceptualised engagement at work as the "harnessing of organisational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally

during role performances" (p694). Disengagement can be viewed as the decoupling of the self from the work role and involves people withdrawing and defending themselves during role performances. Hochschild (1983). Those employees that are not engaged are essentially "checked out." They're sleepwalking through their work day, putting time—not energy or passion—into their work. Actively disengaged employees aren't just unhappy at work: they're busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish (2006, October 12 Gallup Management Journal).

2.7 Performance

Although there is diversity in approaches used, a reoccurring strand is the concern with abstract and prescriptive models of human capital which are based on unitary and economistic views of business organisation. The ruling assumption in such studies is that improved information on managing human capital leads directly to improved performance (Becker et al, 2001: 13).

2.8 The Importance of High Performing Individuals in Organisations

'Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialize in, and finally to competitive advantage. Performance is also important for the individual. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure. Moreover, performance – if it is recognized by others within the organization – is often rewarded by financial and other benefits. Performance is a major – although not the only – prerequisite for future career development and success in the labour market' (Sonnentag, 2000, p4)

While earlier studies assumed that highly satisfied employees would be highly productive employees, in 1955 it was found that in fact job satisfaction could be derived from high performance (Brayfield & Crockett, 1955). People enjoy activities at which they perform well and its associated rewards. (Sonnentag,2000)

Locke & Latham's (2000) high performance cycle (Chart 1) Latham, G. P., Locke, E.A., Fassina, N.E. (2002) :'The High Performance Cycle:

Standing the Test of Time' in S. Sonnentag (ed.) suggests that specific

difficult goals lead to high performance.

Fig 1 High performance cycle
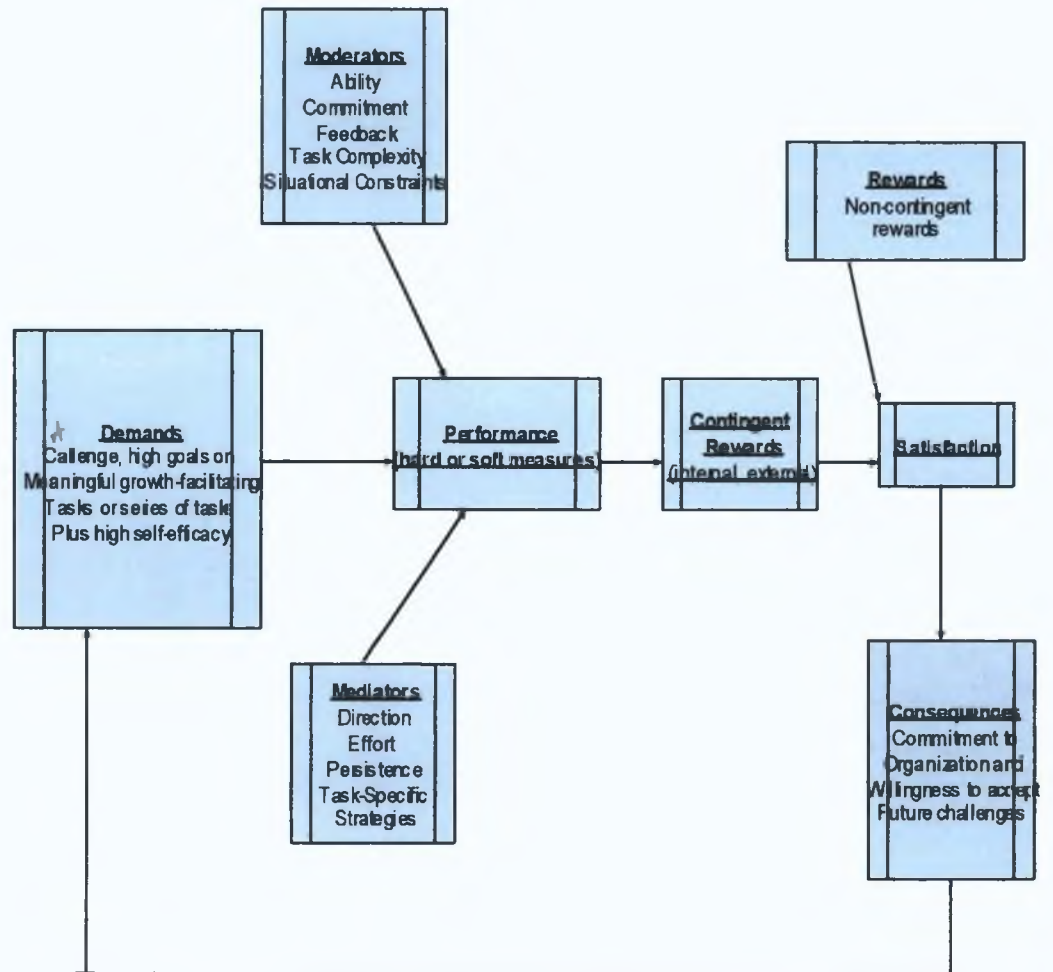
Latham, G. P., Locke, E.A., Fassina, N.E. (2002) :'The High Performance Cycle: Standing the Test of Time' in S. Sonnentag (ed.)

High performance on such tasks are usually rewarding for individual. And

in turn, rewards generate satisfaction which subsequently encourages

commitment to the organisation.

2.9 Driving Performance and Retention through Employee Engagement

The top ten findings of the Corporate Leadership Council research (2004) are the following;

1   Successful engagement strategies begin with an outcome-focused definition of engagement.

2   Employee engagement has a significant impact on both employee performance and retention.

3   The majority of employees are "up for grabs"—they are neither fully committed nor uncommitted.

4   Organisations exhibit dramatic differences in the engagement levels of their employees.

5   There is no high-engagement or low-engagement "group"— demographic characteristics do not predict engagement.

6   Emotional (rather than rational) engagement is most important to performance.

7   Compensation and benefits are much more important to retention than effort.

8   The manager is the enabler of other (more important) forms of employee commitment.

9   Building a culture of communication, integrity, and innovation is most critical to engagement.

10   To create and sustain a high-engagement workforce, organizations must focus on four critical leverage points:

• Leverage Point #1: Focus on the Business

• Leverage Point #2: Focus on Key Contributors

• Leverage Point #3: Focus on Engagement Barriers

• Leverage Point #4: Focus on Culture

The Council has defined engagement as the extent to which employees commit to something or someone in their organization and how hard they work and how long they stay as a result of that commitment. By using this outcomes-focused definition, we can measure the tangible benefits of engagement, as opposed to focusing on "engagement for management's sake."

While there are many contributing factors to an employee's performance in an organisation, if high performance leads to internal (intrinsic) and/or external (extrinsic) rewards which in turn leads to satisfaction and commitment to the organisation, then any threat to performance would clearly impact on rewards and hence levels of satisfaction and commitment to the organisation

2.10 Customer Service connection

Issues of the problematic relationship between information and decision-making (March and Simon, 1958), and the mediating role of management practice and systems (Guillén, 2003), are somewhat neglected. Hall (2004) in his article further developed this divide, when he addressed the issue of whether the decision making should be centralised or decentralised. In effect he argues that it is contingent on the sector/industry. The nearer your business is to customer service the lower the decision making needs to be in the organisation. Measures of performance are problematic in that they inherently have aspects of both objectivity and subjectivity. The objectivity aspects suffer from the controllability, alignment and interdependency problems. This means that there are some tradeoffs that contain subjectivity aspects. Hall asks us to consider that it is the totality of the contribution of employees that makes or destroys value for the organisation. Without the subjectivity aspect the picture is not complete. He hops that the subjective performance

evaluations can be weighed in measuring performance either to substitute the objectives or in addition to them.

2.11   Discretionary behaviour

Employers want employees who will do their best work, or 'go the extra mile'. Employees want good work: jobs that are worthwhile and turn them on. More and more organisations are looking for a win-win solution that meets their needs and those of their employees. What they increasingly say they are looking for is an engaged workforce.

So what is employee engagement? It can be seen as a combination of commitment to the organisation and its values plus a willingness to help out colleagues (organisational citizenship). It goes beyond job satisfaction and is not simply motivation. Engagement is something the employee has to offer: it cannot be 'required' as part of the employment contract (CIPD 2007). HR consultancy Towers Perrin defines it as 'the extent to which employees put discretionary effort into their work, beyond the required minimum to get the job done, in the form of extra time, brainpower or energy' (Management Today; Apr 2007, p38-43). Engagement can be defined as "the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment (Corporate Leadership Council 2004). Research shows that the connection between an employee's job and

organizational strategy, including understanding how important the job is

to the firm's success, is the most important driver of employee

engagement. In fact, employees with the highest levels of commitment

perform 20% better and are 87% less likely to leave the organization,

which indicates that engagement is linked to organizational performance

(Corporate Leadership Council 2004). In contrast, job satisfaction--a term

sometimes used interchangeably with employee engagement--is defined as

how an employee feels about his or her job, work environment, pay,

benefits, etc.

2.12   The bespoke combination of aspects of engagement

The greater the breadth and depth of Employee Involvement and

Participation (EIP) is, the greater the association with higher levels of

organisational commitment and job satisfaction (Cox A.,et al 2006 p.250).

EIP is often found to be of particular significance if employees are given

opportunities to exercise influence over a wide range of issues. Delbridge

and Whitefield (2001) conclude from their analysis of (The UK

Workplace Employee Relations Survey 1998) WERS98 that workers who

experience higher levels representative participation over issues beyond

their daily tasks perceive themselves to have greater influence over their

work. Cox A., Zagelmeyer S., Marchington (2006) research matches the

current thinking relating the bundling of HR practices and their

congruence to corporate strategies that positively impact on performance. They have found the same positive and significant association between the additive combination of the presence of various employee involvement practices (EIP) measures and organisational commitment and job satisfaction. They highlight the need to distinguish between direct and indirect EIP. When EIP's were divided between indirect and direct, the direct EIP practices show a positive and statistically significant association with both organisational commitment and job satisfaction when embedded direct EIP was used. This shows that the more embedded direct EIP's – measured through frequency of meetings, proportion of staff covered by an EIP practice, or potential influence – the more positive were the levels of organisational commitment and job satisfaction. They comment that further research is required on to give an understanding of the conditions under which the various regimes take root and prosper. (Cox A., et al 2006 p.261). Cox is referring to commitment and job satisfaction not engagement but his comments are valid in relation to the climate required for fostering engagement.

2.13   Conceptualisation of engagement constructs

The Corporate Leadership Council (CLC) divides engagement into two flavours. Rational commitment results when a job serves employees' financial, developmental, or professional self-interest. Emotional commitment, which has four times the power to affect performance as its

more pragmatic counterpart, arises when workers value, enjoy, and believe in what they do. About 11% of the workforce, called "true believers" by the CLC, demonstrates very high degrees of both commitment types; another 13% demonstrate depressingly little. Workers on the low engagement side of a normal distribution curve are four times more likely to leave the organization than average employees, says the report, which dubs this group "the disaffected." The remaining 76% are moderates, who generally exhibit a strong commitment to one person or element of their jobs but can take or leave the rest. This group neither shirks nor strives; its intent to leave is variable (Buchanan, L., 2004)

The Performance Vitality Curve (In Any Team)

11%

True Believers

76%

Agnostics

13%

Disaffected

Performance is never equal
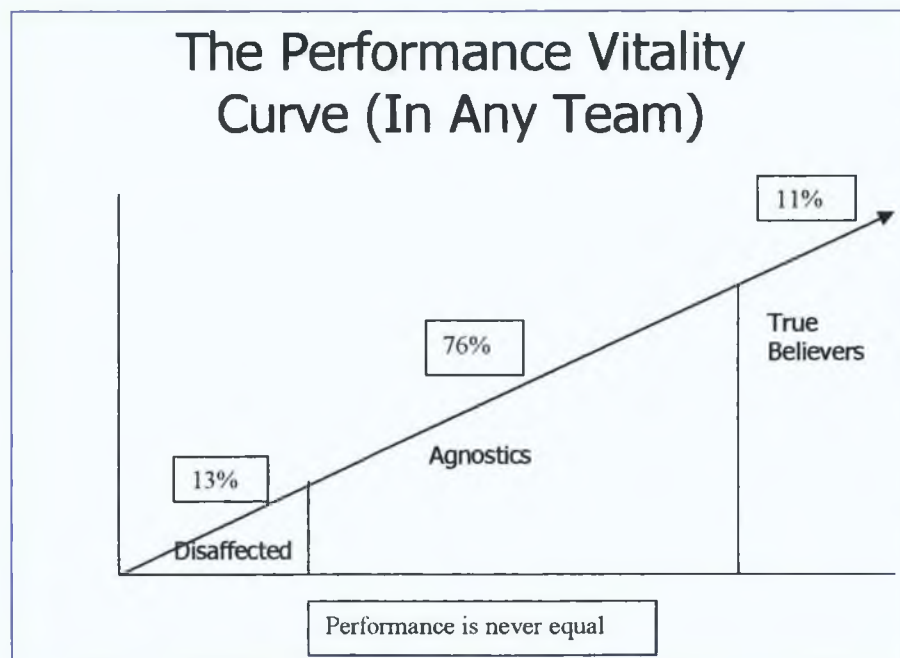
Fig 2 (Buchanan, L., 2004)

Rosabeth Moss Canter in her book *"Confidence: How wining streaks and losing streaks Begin and End"* explains that confidence is based on three cornerstones, accountability collaboration and initiative.

2.14 Psychological engagement

The high performance or 'black box' model produced by Bath University builds on the psychological contract but emphasises the role of line managers in creating conditions under which employees will offer 'discretionary behavior'. The model recognises that employees have choices and can decide what level of engagement to offer the employer (Purcell, J., 2003). There is a parallel between the concept of engagement and that of 'flow'. This is the term used by the American Psychological Association to describe the state of mind in which people become completely involved in an activity and become so immersed that they lose track of time. Flow – and engagement – can result when an employee has job autonomy, support and coaching, feedback, opportunities to learn and develop, task variety and responsibility. Positive emotions seem to have more than twice the impact on performance as negative ones, which suggests that managers can achieve more by promoting engagement than by simply 'trouble-shooting' or dealing with problems (Marks, N. 2006).

The psychological conditions of the employee need to be addressed/measured to get a true picture of engagement as it the

employees choice (not in the employment contract) to engage or not

engage and to what level. (May, Gilsen, Harter, 2004) comment on three

psychological conditions, meaningfulness, safety and availability. The

psychological conditions of meaningfulness (the value of a work goal or

purpose, judged in relation to an individual's own ideals or standards

(Hackman & Oldham, 1980); this covers such aspects as job enrichment,

work role fit and co-worker relations (May 2003).

2.15   Psychological safety and engagement

The psychological conditions of safety (feeling able to show and employ

one's self without fear of negative consequences to self image, status or

career (Kahn, 1990 p 708). The determinants of psychological safety

include supervisory relations, co-worker relations and behavioural norms.

The relation with one's immediate manager can have a dramatic impact

on an individual's perceptions of the safety of a work environment. A

supportive, and not controlling, relation should foster perceptions of

safety (Edmondson, 1999) and enhance employee creativity (Deci,

Connell, & Ryan, 1989; Oldham & Cummings, 1996). Supervisors who

foster a supportive work environment typically display concern for

employees' needs and feelings, provide positive feedback and encourage

them to voice their concerns, develop new skills and solve work-related

problems (May, Gilsen, Harter, 2004). Interpersonal relations among

employees that are supportive and trusting and norms within groups and

organisations tend to govern behaviour, attitudes and the emotional

dimensions of work (Hochschild, 1983). Kahn (1990) suggests that

individuals who stay within the boundaries of appropriate behaviours will

feel safer at work. This means not questioning the habitual routines of

behaviour, thought or emotions expressed by one's co-workers should also

foster psychological safety (Kahn, 1990).

2.16   Psychological availability and engagement

The psychological conditions of availability cover such aspects as

resources, work role security and outside activities (May, Gilsen, Harter,

2004). This resources aspect includes both the physical and the emotional

demands of a job. Those in a customer service role in particular require

much emotional labour (Hochschild, 1983; Sutton, 1991).

Customer loyalty appears to be closely related to employee engagement.

(Salanova, Agut & Peiro 2005) in their empirical study of the relationship

between availability of organisational resources and employee

engagement in work units was found to have a positive effect on employee

performance and customer loyalty. The logic is that when employees feel

more engaged in their work, the climate is better for service and therefore

the customer receives better-quality service leading to a promotion of

customer loyalty. The Ivey Business Journal Jan/Feb 2001 produced the following charts in relation to drivers of customer loyalty and desertion.

Fig 3   Driver of customer loyalty -Essential for loyalty

FIGURE 2: ESSENTIAL FOR LOYALTY

STAFF ATTITUDE	44.2
DELIVER ON PROMISES	39.2
RETURN POLICY	35.5
ACCURATE PRODUCT INFORMATION	35.2
VALUE ME	31
SELECTION/CHOICE	30.5
STAFF AVAILABILITY	30.5
ABILITY TO HANDLE PROBLEMS	27.8
CONSISTENCY	26.7
LOWEST PRICE	25.4
TRANSACTION TIME	24.6
UNDERSTAND NEEDS	21.2
PERSONAL SERVICE	21
KNOW WHAT TO EXPECT	18.9
BUSINESS HOURS	18.6
LOCATION	18.6
MEET EXPECTATIONS	17.7
KNOW THE COMPANY	12.5
AM RECOGNIZED	11.9
PROMOTIONS	10.1
KNOW THE PEOPLE	4.8
REWARD PROGRAMS	3.6

RELATIONSHIP DRIVERS ■
CORE SERVICES ▨

WE ASKED CONSUMERS TO RATE THE IMPORTANCE OF VARIOUS BUSINESS ATTRIBUTES IN MAINTAINING THEIR LOYALTY. THE FIGURES REPRESENT THE PERCENTAGE OF RESPONDENTS WHO CONSIDERED THESE ATTRIBUTES "ESSENTIAL" FOR THEIR LOYALTY.

RESULTS
- 7 OUT OF THE TOP 10 LOYALTY DRIVERS ARE RELATIONSHIP ISSUES
- PRICE, PROMOTIONS AND ESPECIALLY LOYALTY PROGRAMS ARE WAY DOWN THE LIST

Source; The Ivey Business Journal Jan/Feb 2001

Fig 4 Reasons for Desertion

FIGURE 3: REASONS FOR DESERTION	
UNDESIRABLE STAFF ATTITUDE	42.6
NOT MAKING THE CUSTOMER FEEL VALUED	29.7
DISHONESTY/LACK OF INTEGRITY	27.
POOR SERVICE	26.4
UNFAIR RETURN POLICY	18.4
POOR PRODUCT SELECTION/CHOICE	17.8
LACK OF RESPONSIVENESS	8.6
LACK OF CONSISTENCY/RELIABILITY	8.1
PRICE	7.6
NO ACCESSIBILITY	6.5
INABILITY TO UNDERSTAND CUSTOMERS	2.7
LONG TRANSACTION TIMES	2.2
LOCATION	0.5
LACK OF CREDIBILITY	0.5
POOR PROMOTIONS/SALES	0.5
INEFFECTIVE COMMUNICATION	0.5
POOR REWARD PROGRAMS	0

TO CONFIRM THE IMPACT OF RELATIONSHIP BUILDERS ON CUSTOMER LOYALTY WE ASKED THOSE CUSTOMERS WHO HAD STOPPED DOING BUSINESS WITH A RETAILER TO TELL US WHY. NOTE THAT "STAFF ATTITUDE" IS THE NO.1 REASON FOR ABANDONING A RETAILER. IN FACT, THE THREE MOST FREQUENTLY MENTIONED REASONS ARE ALL RELATIONSHIP ISSUES.

Source; The Ivey Business Journal Jan/Feb 2001

This research clearly demonstrates the critical impact of the attitude of

frontline staff in engendering customer loyalty.

2.17 Psychological security and engagement '

The work role security aspect concerns how the person feels they are

perceived by co-workers and those co-workers they might judge them, this

can be impacted by the individual's personality and whether they would

be preoccupied by the impression they leave on others or whether they

tend to monitor their social environment and adapt their behaviours to it. One would assume this construct allies itself to the whole theory of group norms. Outside activities as a construct of availability, refers to distraction of membership and engagement in outside organisations so that the employee has depleted energy left for the workplace it is sometimes referred to as a resource drain perspective (Edwards & Rothbard 2000). A note of caution in that Rothbard in 2001 went on to discover the family engagement can have positive effects on work engagement women. Such an enrichment effect reinforces the benefits of multiple role involvement that may lead to energy expansion.

2.18   Job Involvement

Engagement is most closely associated with the existing constructs of job involvement (Brown, 1996) and "flow" (Csikszentmihalyi, 1990). Job involvement (see Illustration 3 McGregor page 34) can be defined as "the degree to which the job situation is central to the person and his/her identity" (Lawler & Hall, 1070;310-311). The psychological constructs for the emotional side of engagement are concerned with job involvement and flow (May, D. R., Gilson, R. L.. & Harter, L. M. 2004).

2.19   Communication

Hirschman in his seminal work in 1970 devised the concept of the exit–voice–loyalty model. In it he emphasizes the individual's rational

thinking in weighing gains against costs. He assumed that an individual would probably exit an organization when there is a better alternative. When the gain from staying in the organization is great, the employee is unwilling to leave and will instead voice their demands in order to maintain the gain. The employee when considering any action would also take into account the probability of successfully having an influence (management listening and taking action) and the cost to themselves. He theorised that those loyal to the organisation believe and value the gains and benefits in remaining with the organisation and would highly value their contribution and chances of successfully influencing the organization. This rational choice would take into account the benefit and cost of each of the acts and the probability of success related to each. This evaluation will, in turn, depend on individual and contextual factors. One premise of rational choice is that the individual is free to move within an individualist and volatile socio-cultural context (Hirschman, 1970).

2.20   Work-life balance

IBEC's considered view is that looking at the future structure of the Irish population, work/life balance will be the biggest issue in 10 years' time. WLB policies need to be promoted within an overall context of diversity management, so as not to stigmatise or adversely affect the careers of .

those who take up flexible arrangements. Equally, the benefits of family –

friendly policies to employers need to be promoted. (N.C.P.P.2003)

2.21   Components of Employee Engagement

It is suggested that engaged employees work harder, are more loyal and

are more likely to go the 'extra mile' for the corporation. There are

different levels of engagement.

Questions to Determine Employee Engagement **(Q12)**

1.	Do you know what is expected of you at work?
2.	Do you have the materials and equipment you need to do your work right?
3.	At work, do you have the opportunity to do what you do best every day?
4.	In the last seven days, have you received recognition or praise for doing good work?
5.	Does your supervisor, or someone at work, seem to care about you as a person?
6.	Is there someone at work who encourages your development?
7.	At work, do your opinions seem to count?
8.	Does the mission/purpose of your company make you feel your job is important?
9.	Are your associates (fellow employees) committed to doing quality work?
10.	Do you have a best friend at work?
11.	In the last six months, has someone at work talked to you about your progress?
12.	In the past year, have you had opportunities at work to learn and grow?

FIG 5   Source: Thackray, J. (2001,March 15). Feedback for real. Gallup Management Journal

It is the comprehension of the types of engagement that can provide a perspective into staff behaviours that has a positive or negative affect on organisational performance and consequentially organisational success. As mentioned earlier employee engagement can encompass three constructs the cognitive, the emotional and the behavioural. Beliefs about the organisation, its workplace culture and its leaders are in the cognitive arena. How employees feel about their colleagues, their manager/leader and the organisation is the emotional component (CIPD 2004 & Corporate Leadership Council 2004). This component is the most likely to engender positive engagement. The behavioural component of engagement is the value added aspect that reflects the amount of effort employee's exercise in the performance of their job. The behavioural component encompasses the brainpower the energy and extra time exerted by employees while doing their job. Other authors refer to this as the physical component and also claim that this is the one that leads to the discretionary behaviour required in customer service delivery

Organisations are implementing high performance work practices in order to compete in ever increasing global markets. The competitive rivalries in a global market are escalating (D'Aveni 1994) coupled with increasingly demanding customers. It is recognised that it the bespoke aspect of a companies approach to employees and culture that are making the difference in performance levels for example G.E. and Southwest Airlines.

The Ivey Business Journal (2003) has reported on a study that analysed

132 U.S. manufacturing firms, found that companies utilizing high-

performance work systems had significantly higher labour productivity

than their competitors. When employees have the power to make decisions

related to their performance, can access information about company costs

and revenues, and have the necessary knowledge, training and

development to do their jobs--and are rewarded for their efforts--they are

more productive (Konrad, A. M. 2006, March/April). From a safety

conscious railway environment perspective a recent report in the Strategic

Human Resource Management Foundation reported that employees that

were engaged were five times less likely than non-engaged employees to

have a safety incident (Vance, R. J. 2006) this would indicate that an

engaged workforce is even more desirable.

2.22   Drivers of Employee Engagement

Employers want engaged employees because they deliver improved

business performance. CIPD (2006) research has repeatedly demonstrated

the links between the way people are managed, employee attitudes and

business performance:

When employers deliver on their commitments (when by their actions they

fulfil employees' expectations), this reinforces employees' sense of

fairness and trust in the organisation and generates a positive

psychological contract between employer and employee.

CIPD research into employee attitudes (Robinson, D., Perryman, S., and Hayday, S., 2004) found that the main drivers of employee engagement were:

- having opportunities to feed your views upwards

- feeling well-informed about what is happening in the organisation

- believing that your manager is committed to your organisation.

Perceived managerial fairness in dealing with problems also impacts significantly on individual performance, although it is not significantly related to engagement.

Similarly the Institute of Employment Studies (IES) has concluded that the main driver of engagement is a sense of feeling valued and involved (Matthewman, J., & Matignon, F., 2005). The main components of this are said to be:

- involvement in decision-making

- freedom to voice ideas, to which managers listen

- feeling enabled to perform well

- having opportunities to develop the job

- feeling the organisation is concerned for employees' health and well-being.

Engagement levels are influenced by employees' personal characteristics: a minority of employees are likely to resist becoming engaged in their work. But people are also influenced by the jobs they do and the experiences they have at work. The way in which both senior management and line managers behave towards, and communicate with, employees, plus the way in which work is organised and jobs defined, contribute significantly towards making work meaningful and engaging (Matthewman, J., & Matignon, F., 2005).

Illustration 1.

Hertzberg's - Motivators and Hygiene Factors

Herzberg's motivators and hygiene factors
(achievement through to personal growth are motivators; the others are hygiene factors)

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free resource from www.businessballs.com,
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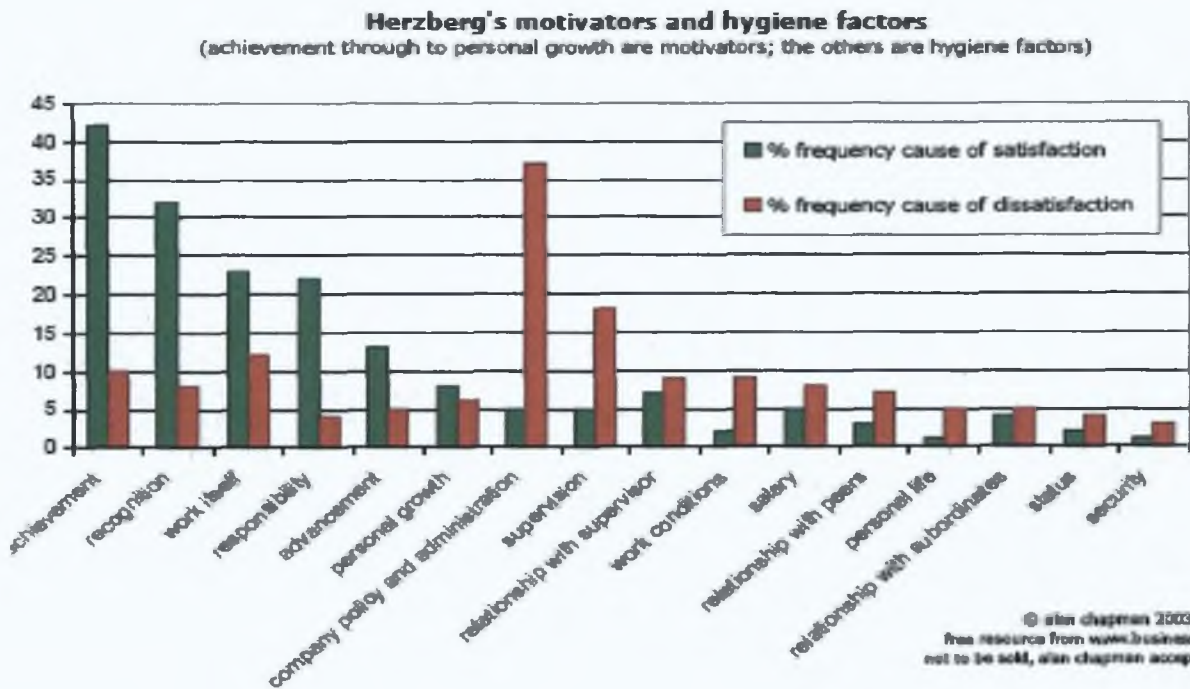
Illustration 2
Maslow's - Hierarchy of Needs

Maslow's Hierarchy of Needs
(original five-stage model)

Self-actualisation

personal growth and fulfilment

Esteem needs

achievement, status, responsibility, reputation

Belongingness and Love needs

family, affection, relationships, work group, etc

Safety needs

protection, security, order, law, limits, stability, etc

Biological and Physiological needs

basic life needs - air, food, drink, shelter, warmth, sex, sleep, etc.
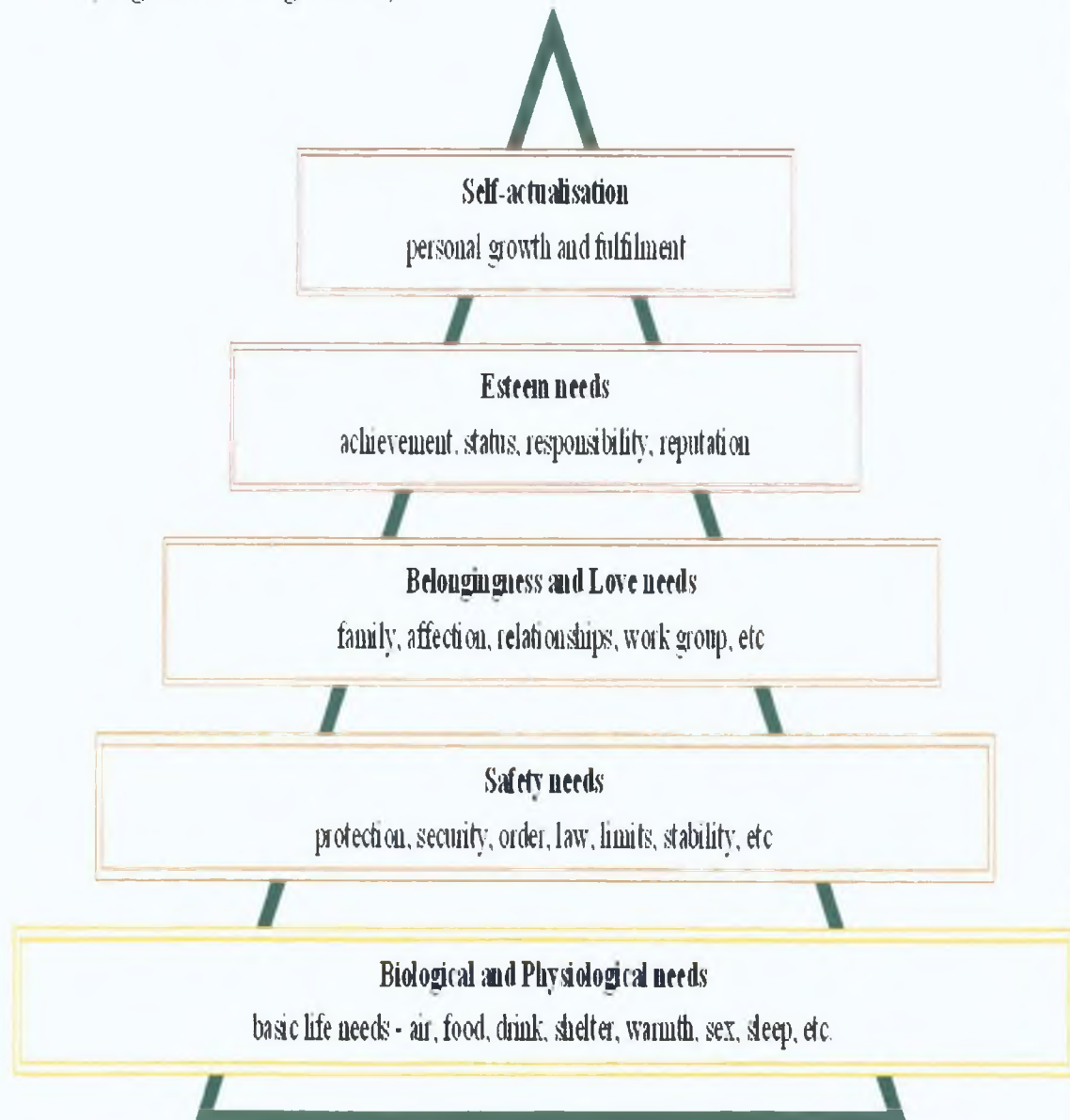
Illustration 3

McGregor's - Theory X Theory Y
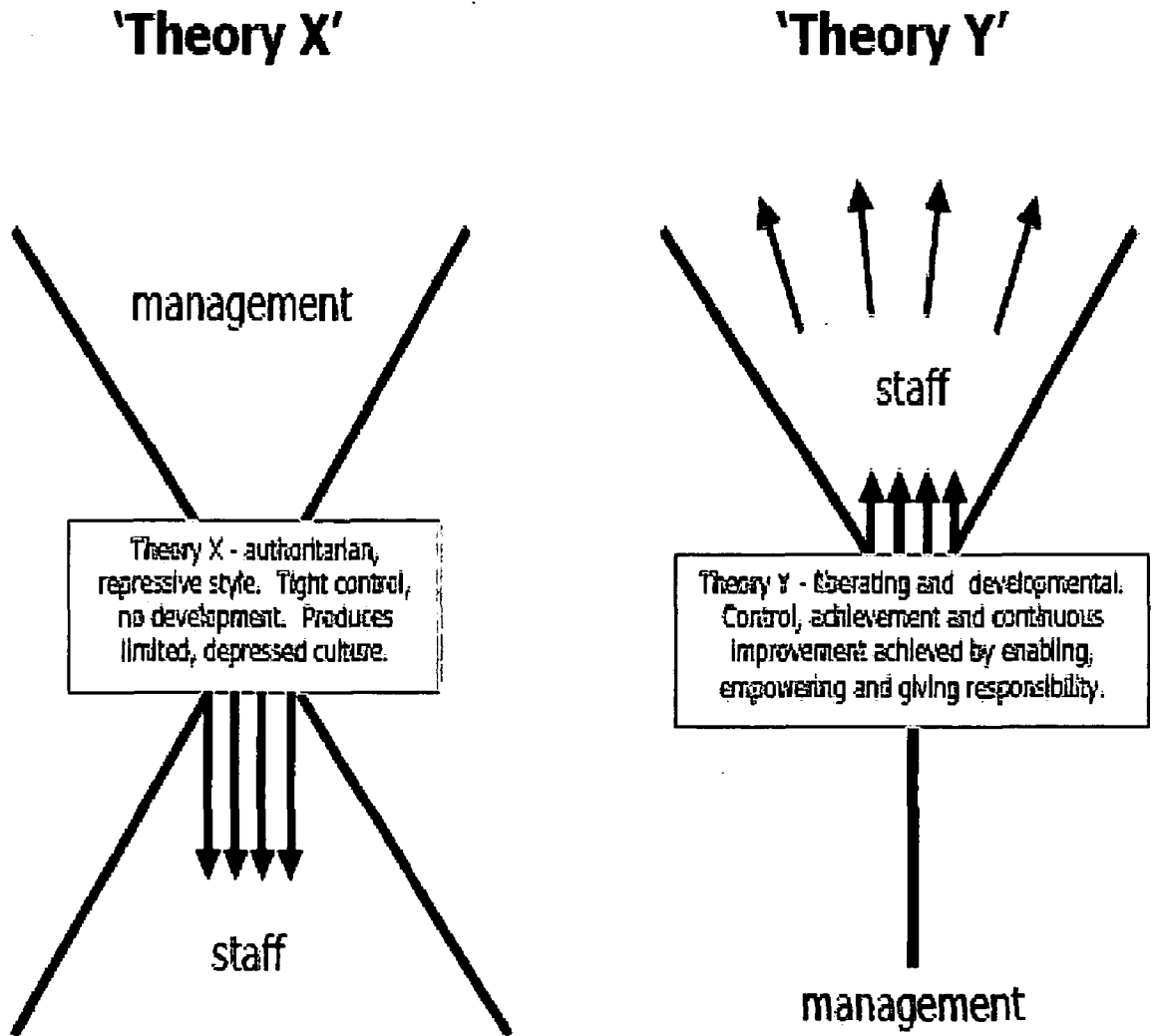
'Theory X'

management

Theory X - authoritarian, repressive style. Tight control, no development. Produces limited, depressed culture.

staff

'Theory Y'

staff

Theory Y - liberating and developmental. Control, achievement and continuous improvement achieved by enabling, empowering and giving responsibility.

management

3.0   Participants

The participants in this study were 104 employees working in the Southern &
Western Business Unit. The research sample was organised to reflect the general
population with respect to age and gender. Geographical region (District) was closely
monitored during the fieldwork period to ensure that the profile of respondents was
broadly in line with the grade breakdown.

There were various methodologies open to me for the investigation into the
measurement of the levels of employee engagement in the Southern & Western
Business Unit (S&W) of Iarnrod Eireann. A method incorporating a breadth of
questioning seemed essential and for that reason a questionnaire seemed the most
appropriate aid to analysis. The questionnaire was closely based on the CIPD (2006)
attitude and engagement survey as this had been tested for validity and covered the
breadth of questioning required to cover such a complex area. The adapted
questionnaire was trailed first amongst other colleagues to allow for any changes or
clarifications.

Overall Iarnrod Eireann is a bureaucracy and therefore a role culture. It contains
many different Departments, Human Resources, Finance, Communications,
Information Technology, Safety Management, Medical Department and Strategy
Department form the techno structure. The Chief Mechanical Engineering
Department (CME) repair and maintain the trains, the Infrastructure Department
maintain the railway track, New Works oversee the construction of new capitally

funded projects, the Signalling and Electrical Department oversee the signals on the track and the Operations Departments (DART, Northern & Eastern Business Unit and the Southern & Western Business Unit) operate the trains for customers. The Infrastructure, New Works, Signalling and Electrical and CME Department are dominated by professional engineers. The Operations Departments are focused on delivering the timetable offer to the travelling public.

Iarnrod Eireann has a total staffing in the region of four and a half thousand. The Operating Departments have two thousand three hundred of those staff and the Southern & Western Business Unit (S&W) has one thousand three hundred staff of them.

As the S&W encompassed all of the grades that I wished to examine and contained the newly created grade of Train Host. As well as reflecting and mirroring the other operational business in Iarnrod Eireann it seemed logical to confine my analysis to that contained group of Districts within the S&W. It was of further benefit as it is the one operational unit that is predominately inter-city traffic with customers having a longer time experience of the rail service therefore more critical of the service standards. Commuters tend to have a shorter although more frequent experience and to mix the two aspects may have had potential to cloud the findings.

3.1 Questionnaire Design

The questionnaire used in this survey is adapted from the survey devised by the CIPD in the UK. It was used in the CIPD's independent research and conducted for the

CIPD by the Kingston Business School and Ipsos MORI. It was devised to measure employee attitudes and engagement across a stratified sample of 2,000 employees from across Great Britain.

3.2 Measures

The items in the questionnaire were derived from four sources: previous CIPD employee attitude survey, the academic research completed by May, Gilson & Harter (2004) in the Journal of Occupational Psychology, IBEC and bespoke for spread/ status across the S&W in Iarnrod Eireann.

The model of the questionnaire is designed to show the links between managerial behaviour and processes, engagement, performance, and intentions to stay with the organisation. The factors included are those that emerged in regression analysis as being the areas of managerial action most significantly related to engagement levels. (Annual Survey report 2006 *How engaged are British employees?* CIPD 2006). Other aspects of employment, such as job satisfaction, flexibility, age, and current job content are also strongly associated with engagement. Employee's levels of engagement need to be considered holistically within the context of managerial actions, features of the job itself, and individual preferences. The questionnaire was divided into nine distinct sections to cover all aspect of a persons reemployment relationship.

The nine sections of the questionnaire are;

Section Number	Question Area	Number of Questions
Section 1	ABOUT YOUR WORKING LIFE	Q 1 to Q 3 inclusive with 19 sub questions in total
Section 2	YOUR EMPLOYER	Q 4 to Q 9 inclusive with 7 sub questions in total
Section 3	YOUR JOB	Q 10 to Q 21 inclusive with 34 sub questions in total
Section 4	YOUR LEADERSHIP AND MANAGEMENT	Q 22 to Q 23 inclusive with 16 sub questions in total
Section 5	COMMUNICATIONS IN YOUR ORGANISATION	Q24 to Q 27 inclusive with no sub questions
Section 6	BULLYING/HARASSMENT	Q28 to Q 29 inclusive with 29 sub questions in total
Section 7	THE FUTURE	Q 30 to Q 34 inclusive with no sub questions in total
Section 8	YOUR EMPLOYMENT	Q 35 to Q 51 inclusive with 2 sub questions in total
Section 9	SCREENING/QUOTA QUESTIONS	Q S1 to Q S6 inclusive with no sub questions

A copy of the questionnaire issued and the covering letter is attached as Appendix II

3.3 Details on various sections of questionnaires

Section 1- Your Working Life

This section consisted of questions about employees working life as their conditions have important effects on the levels of engagement, performance and intentions to quit and is an area that managers can become active to resolve. Managers are responsible for 76% of the level of engagement of their reports.

Section 2- Your Employer

This section consisted of questions about Iarnrod Eireann as an employer. It is an attempt to gain a view as to how employees speak of the organisation to outsiders, how proud they are of the company, interest in the organisation, commitment to helping the company achieve its goals, loyalty to profession, company, immediate supervisor, fellow employees, customers and extent to which they would recommend friends and relatives to do business with Iarnrod Eireann. In essence the section is questioning about the branding of the company and how much they would drive to maintain its standing or improve it.

Section 3 –Your Job

This section consisted of questions about their job- this is probably the most critical in relation to engagement at the emotional level. It questions about how absorbing the job is and how engrossed / or detached they become when performing it. The stress aspects of performance are questioned including how much control they feel they have in the role and how much support they expect in work life balance. Job satisfaction is questioned as well as aspect of that satisfaction in physical working conditions, job discretion, relation with fellow workers, recognition, immediate supervisor, responsibility, rate of pay , opportunities to use abilities, relations with management, promotion chances, management of the business unit, attention to their suggestions, hours worked, job variety, job security, knowledge and skills to do the job, quality of the work completed, comparison with others in relation to job

performance, and finally comparison of how the business unto performs with other business units.

Section 4- Leadership, Management and Commitment

This section consisted of questions about leadership and management in the S&W. It examines such aspects as clarity of strategy, confidence in senior management, trust of senior management, and respect by managers for employees, consultation, training requirements, recognition, and value of contribution of employee, support if there are problems, communication, and clarity of role, listening, equity and commitment.

Section 5 - Communication

This section consisted of questions about communications in the company covers information flow, belief in such information, opportunities to feed views etc upwards and confidence that if there was a problem it would be dealt with fairly.

Section 6 – Bullying and Harassment

This section consisted of questions about and incidents of bullying and harassment this will be included in the working conditions sections report. Previous reports conducted by Aquarius have showed that this is at a worrying level in the organisation but has not been broken down into its varying components of being sexual, racial, bullying, threats of violence. The questionnaire further breaks down this section to

ask under each of the components whether their experience was verbally and by whom (manager, colleague, or someone from outside the organisation) or physical and by whom (manager, colleague, or someone from outside the organisation). If employees are being bullied or harassed the consequences for the individual in relation to negative psychological states and intention to quit and the human and systemic failures that may foster a climate where bullying is acceptable will have huge implications for the capacity to perform.

Section 7 – The Future

This section consisted of questions about the future is broadly concerned with employees the intention to quit and future expectations concerning their career path.

Section 8 – Your Employment

This section consisted of questions about their employment in relation to current grade, education levels, status in marriage, children, disability, category of employee, length of service, earnings, sick leave, annual leave, hours worked and any flexible working arrangements that may apply.

Section 9 – Screening and quota questions

This section consisted of questions that covered quota and screening aspects such as age, size of location, gender, actual location and District, ethnic group and employment status.

3.4 Scales

Two types of items were used in the survey. The first requested information about the individual respondent, for example, age, gender, length of service in Iarnrod Eireann. The second type of item asked respondents how they think or feel about an issue. Each of these items was of the same type, a Likert scale. This allowed respondents the opportunity to choose one outcome from a range of five. For example,

Please tell us the extent to which you agree, or disagree with each of the following statements about your work:
My job activities are significant to me
Strongly disagree
Disagree
Neither agree nor disagree
Agree
Strongly agree

The score is stored in the database used for analysis.

3.4.1 Engagement scales

The survey measures the three dimensions of employee engagement- emotional engagement- cognitive engagement- and physical engagement. Is comprises nine sections including the usual screening /quota questions. Engagement is a general passion for work. It was assessed using 13 items from May Gilson & Harter (2006). Engagement comprises three subcomponents, each of which is measured using a subset of the 13 items:

Cognitive engagement (4 questions)

Emotional engagement (4 questions)

Physical engagement (5 questions)

The three scales were used both separately, to examine associations between other aspects of people's feelings and perceptions, and together to provide an overall assessment of engagement.

3.4.2 Meaningfulness scale

The meaningfulness scale was derived from the same source as the engagement items. This scale uses six items to assess the degree to which people find their work worthwhile, significant, valuable and meaningful.

3.4.3 Job satisfaction scale

Job satisfaction comprises two elements:

- Intrinsic satisfaction, that is, satisfaction with such aspects of work as the opportunity to use your abilities

- Extrinsic satisfaction, that is, satisfaction with such aspects of work as pay. The scale was developed in previous research (Warr, P. B., Cook, J. D., and Wall, T. D., (1979). pp129-148) and has been applied widely in a range of organisations. The subscales were used both separately, to provide information about intrinsic and extrinsic satisfaction, and together, to give an overall measure of job satisfaction.

3.4.4 Job-related well-being scales

The job-related well-being scales measured two aspects of emotions experienced in the past few weeks at work:

- anxiety – contentment (6 items)

- depression – enthusiasm (6 items).

3.4.5 Self-rating of performance scale

The four-item self-rating of performance scale was developed by Kingston Business School researchers adapted from the academic literature.

3.5 Other measures

3.5.1 Perceptions of senior managers

Respondents were asked for their views on four aspects of their senior management, for example, whether senior managers have a clear vision of where the organisation is going.

3.5.2 Perceptions of line managers

Twelve items were used to measure perceptions of line managers, for example, recognition for good work and commitment to the organisation.

3.5.3 Organisational communication

Three items assessed the perceived quality and trustworthiness of organisational communication.

3.5.4 Work–life balance

Two items measured respondents' views of the balance between their work and home life, and whether they received organisational support to manage this balance.

3.5.5 Advocacy

Three items asked participants about the extent to which they would speak positively about their organisation, and whether they would recommend their organisation's products and services to others.

3.5.6 Stress

The extent to which people experience stress and perceived lack of control over their work were measured in three items.

3.6   Administration of Questionnaire

Due to the numbers involved, location spread, access and fit for purpose it was decided to canvass only those staff currently employed in the S&W Business Unit. The Business Unit allowed free access to all grades and locations. A cover letter and postal questionnaire seemed most appropriate as most of the operations staff and drivers do not have access to company computers. A copy of the questionnaire was e mailed to each Station Manager in the Galway and Limerick Districts for distribution along with cover letter, the personnel office in Cork covered Cork District by way of both postal and e mail of both the questionnaire and cover letter. The Maniline District was covered by myself due to its nearness. All District Managers and direct reports to the General Manager were sent the questionnaire and cover letter by e mail and offered the opportunity to respond electronically or print and return by post.

The returns by e mail were identifiable in so far as when printed, they printed on one side of the paper only and the postal one were copied on both sides. This gave me an ability to easily identify how representative the returns were between clerical/ executive and all the operational grades. The Train Host grade got individual postal questionnaires as these were identified as a critical group in the delivery of customer service.

3.7   Data Analysis

3.7.1   Cross-tabulations

Cross-tabulations are used to segment a dataset so that differences between subgroups can be examined. For example, the number of men and women in each of the grades. Comparisons can then be made to see whether there are important differences, such as whether there are relatively fewer women in the managerial grades than the clerical grades. The frequency data for each column in the cross-tabulations were examined to see whether the differences between each group were statistically significant. Differences in results for any two groups can be:

- real differences, that are unlikely to have occurred by chance

- differences that have occurred by chance

- small differences or no differences at all.

Statistical testing enables researchers to examine for real, or statistically significant, differences between groups. As a guide, please note that results for different sub-groups generally need to differ by a certain number of percentage points for the difference to be statistically significant, although this will depend on the size of the subgroup sample and the percentage finding itself. The tests were performed with a 5% significance level, which means that 95% of the time when I found a significant difference there is an actual difference in the population. Where differences between two groups are reported, this is because I found them to be significant in this way or worthy of comment.

3.7.2 Correlation analysis

Correlation analyses were used to examine the strength and direction of association between two variables. For example, age and engagement is significantly and positively associated, engagement increasing with age. However, age and satisfaction with the way work is managed are negatively associated. This method of analysis is used throughout this report. Non-significant findings are also reported in places when an expected association was not verified by the data.

3.7.3 Regression analysis

Another form of analysis used was regression analysis. This enabled exploration of the relationship between two sets of variables: input or predictor variables, and outcome or dependent variables. I wanted to know which variables best predict outcomes such as engagement and performance.

The predictor variables are seven of the items that assessed perceptions of managers and senior managers:

- senior managers' vision of where the organisation is going

- managers' respect for employees

- managerial commitment to the organisation

- opportunities for upward feedback

- feeling well-informed about what is going on in the organisation

- ability of managers to deal with issues fairly

- credibility of information.

The seven items were chosen because they represent distinct areas of leadership and organisational practice. Each item is itself representative of several issues. For example, a perception that managers are committed to Iarnrod Eireann could encompass a manager's productivity, how positively they speak about the organisation, and whether they are willing to go the extra mile to do their job well. The breadth of each item needs to be considered when looking at the results of the regression analyses. These variables were examined in relation to engagement with work, which has three components:

Engagement with work

- cognitive engagement

- emotional engagement

- physical engagement

Next, analysis focused on the relationship between the six leadership and management variables, and the three facets of engagement (the input variables) and the self reported performance aspects, higher performance and quality in comparison to others.

Regression analysis examines the likelihood of association between variables, that is, the degree to which the relationship is likely to have occurred by chance. A significant relationship is one that is highly unlikely to have occurred by chance and is therefore important. Regression also shows the direction of association between variables. A positive association is when a high score on one variable is associated with a high score on the second variable, for example high levels of perceived meaningfulness of work being associated with high levels of engagement with work.

A negative association is when a high score on one variable is associated with a low score on the other variable. To sum up, regression equations show which of the input variables best predict the value of the dependent variable.

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4   Overview

The survey was carried out amongst current employees working in the Southern &
Western Business Unit (S&W) of Iarnrod Eireann. Of the one hundred and four
respondents 80 were men and 24 were women, this represented 77% and 23% of
respondents respectively. One in five is under 30 years of age and the age profile is
set out in Chart 1 below.

Chart 1   **Age profile of employees in S&W**
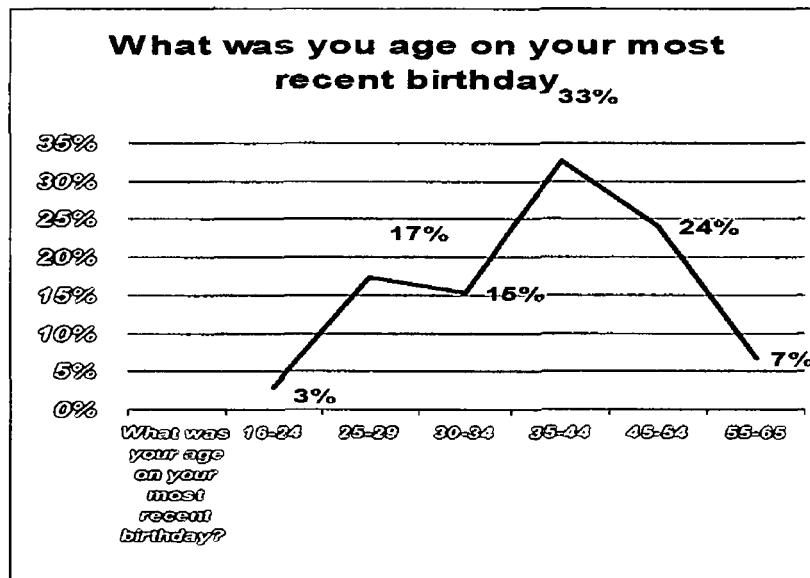
The respondents were spread across the four districts in the business, Cork (22%),
Galway (19%), Limerick (13%), Mainline (Heuston Station down to Portarlington)
(31%) and administrative staff (11%).

Three quarters have attained their leaving certificate and over one third have attained a qualification at third level.

The vast majority of the respondents are full time, regular and appointed staff (98%). While being a true reflection of the company as a whole it did not allow a part time comparison to be made in the survey. Almost all the respondents described themselves as white (96%). This placed a limit on the survey in that inter-cultural difference could not be explored.

A quarter of the respondents work in locations with less than ten colleagues. Almost one third indicated that they were employed in a location with more than one hundred colleagues.

----

5 Introduction

It is in this chapter that more detail on levels of engagement is examined. Previous research shows that it has three components;

- Cognitive engagement; focusing very hard on work, thinking about very little else during the working day

- Emotional engagement; being involved emotionally with your work

- Physical (behavioural) engagement; being willing to "go the extra mile" for your employer and put in work beyond contract.

This project sought to know, how engaged employees in Iarnrod S&W Business Unit are with their organisation. To what extent would they recommend Iarnrod Eireann to other people and act as advocates for the company? Engagement is an interesting concept, because it not only involves how people feel about their work, but also how they behave.

The core topics examined were;

- Overall engagement

- Cognitive engagement

- Emotional engagement

- Physical engagement

- Advocacy

5.1   Overall Engagement

When the three dimensions are averaged it shows that 65% are engaged and 24% disengaged. The charts below graphically show the level of engagement versus disengagement across the three dimensions measured, cognitive, emotional and physical. I have found that 17% are actively engaged with their work and 43% are only moderately engaged and 8% are actively engaged. Matched against other studies these figures are on the low side for engagement (see Table 1 at Appendix 3). Seijts, G., & Crim (2006) pp.1-5 found 29% of employees fully engaged in their work, while 54% are not engaged and 17% are actively disengaged. The CIPD (2006) survey found 35% actively engaged in their work, 57% moderately engaged and 8% actively engaged.

Chart 2   Engagement across all measures all employees
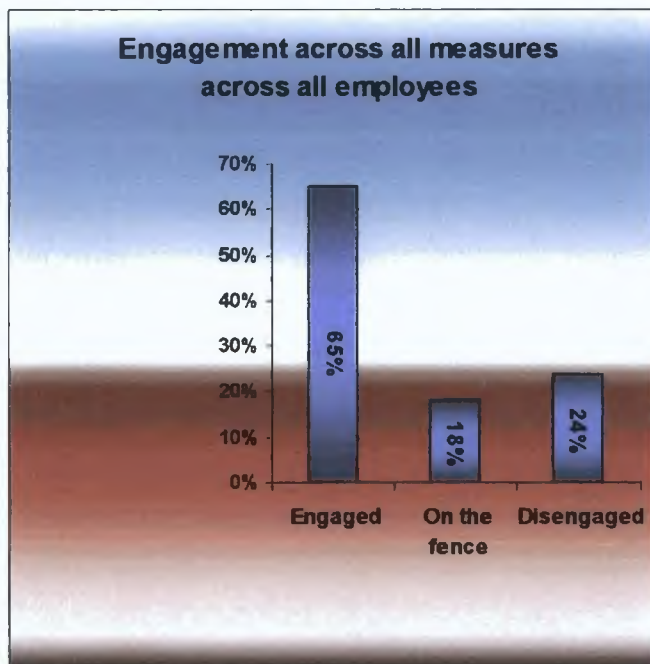
On further examination of the questions asked of respondents, one of the questions on physical engagement enquires about taking work home. This is not possible for a large number of the employees in Iarnrod Eireann as they are working on the trains on in the station. As the Seijts & Crim (2006) study was specifically on customer service in the USA and the results from my survey agree with the CIPD albeit on the actively disengaged (8%) giving validity to the figures arrived at, I do not propose to adjust the responses to eliminate this question.

5.2   Cognitive Engagement

Respondents were asked four questions to evaluate their level of cognitive engagement. Cognitive engagement means the extent that people become engrossed in their work (see Chart 3). While, some 53% of respondents report being cognitively engaged; 26% say they are not cognitively engaged, the lowest level of the three engagement scales (in line with CIPD Survey (2006)). More than a quarter of the respondents (26%) surveyed also say that they often think about other things when performing their job, fortunately 57% do not.

Think more about other things	Think less about other things
Traffic Staff	Train Hosts
Station Controllers	Over 55's
Depot Controllers	Drivers
DTE's	Managers
	Executives and Clerical

Fifty seven per cent of respondents say that they are rarely distracted when performing their job, compared with 21% who say they are. However, 65% of managers say they are rarely distracted.

Key Finding

- Overall, the survey, responses reflect an interaction between individual
  engagement with work and the nature of the work itself. Some jobs are
  more likely to demand a high level of attention, for example managerial
  jobs, and they are more also more likely to attract people interested in
  cognitively demanding work. It is surprising to note that Train Hosts are
  more cognitively engaged than Drivers or managers.

Chart 3   Cognitive Engagement

Cognative engagement all respondents
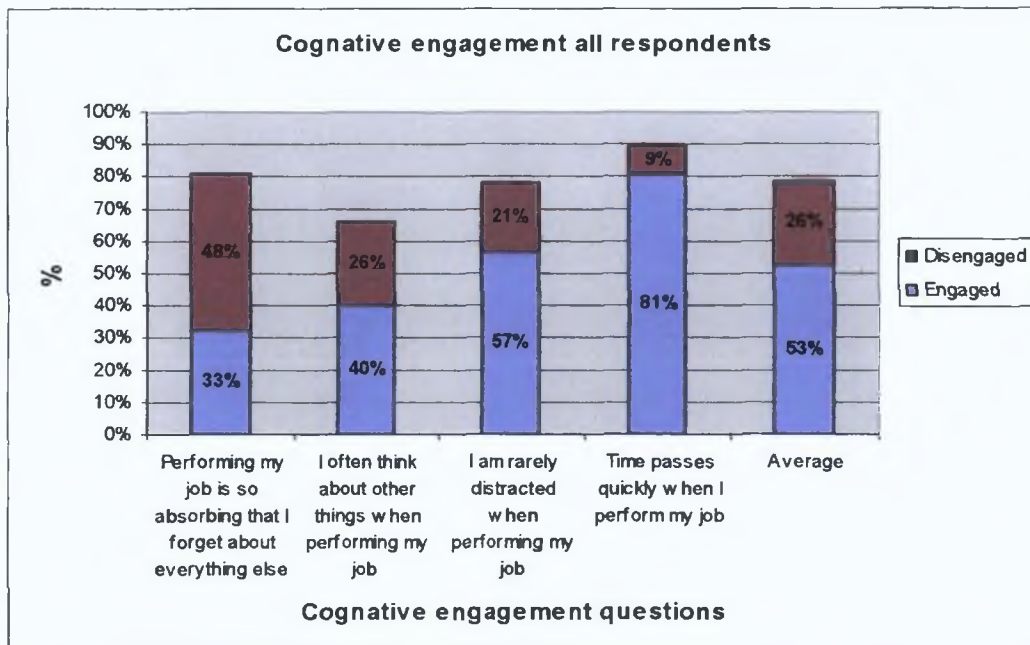
5.3   Emotional Engagement

Emotional engagement is concerned with the extent to which people are involved in
their jobs at an emotional level. Levels of emotional engagement are higher than
those for the other two forms of engagement, 64% of respondents are saying that
they are emotionally engaged (see Chart 4) with their work and 16% are saying that
they emotionally disengaged (see Chart 6). Women are much more emotionally

56

engaged with their work than men 77% versus 60% (see Chart 5). This is in line

with previous studies.

Chart 4   Levels of engagement for all three dimensions
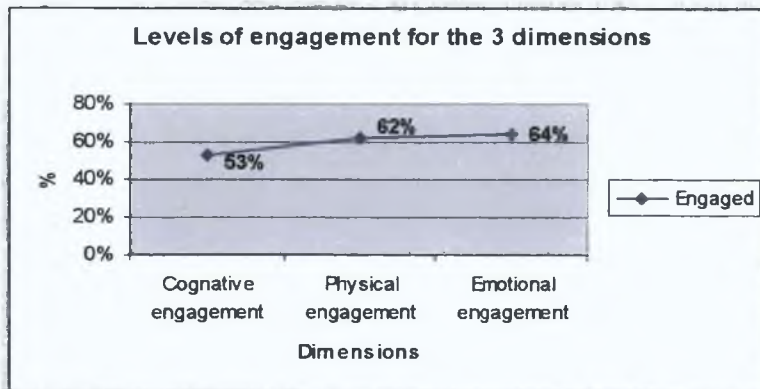
Chart 5   Emotional Engagement Males v Females
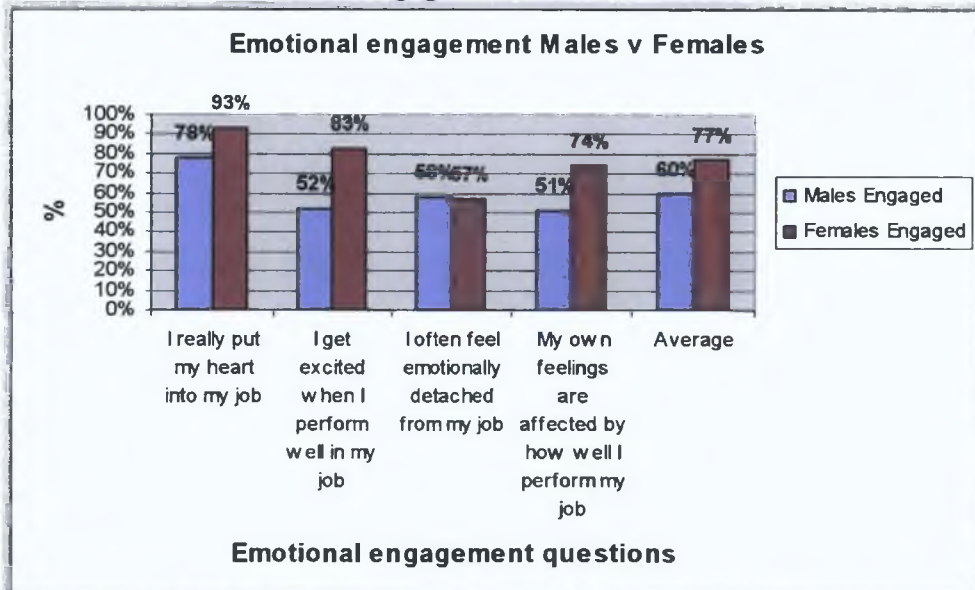
Chart 6   **Emotional Engagement**
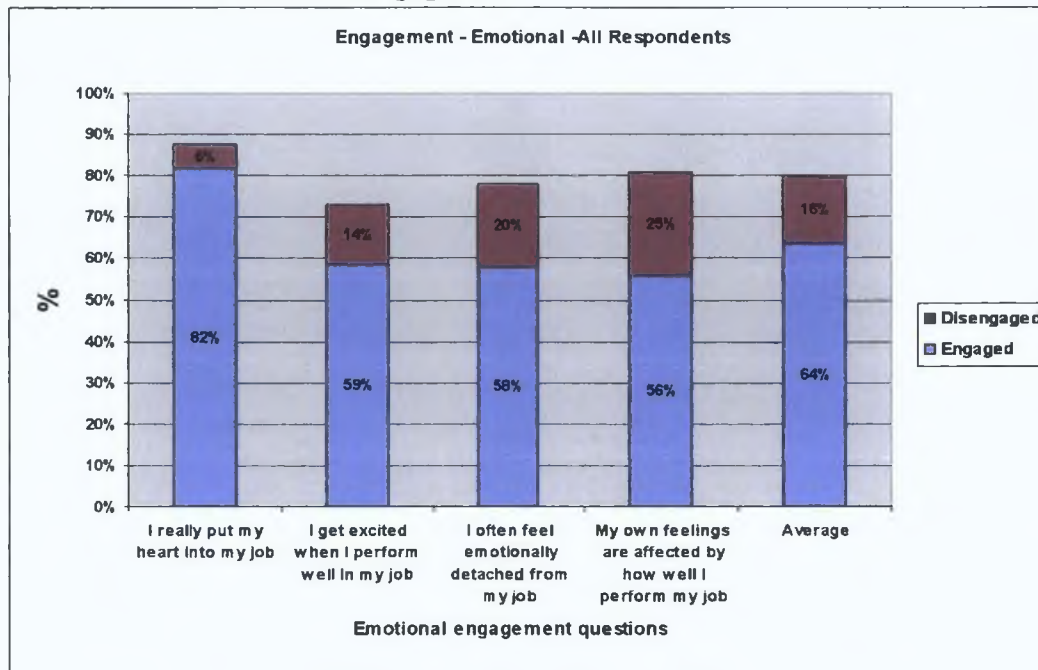
Turning to the detailed questions, I found that 82% of people say they really put their heart into their job, with which only 6% disagree. This is truer of females at 93% and managers at 91%.

When people were asked whether they fell emotionally detached from their job; 58% say are not, compared with 20% who say they are. This was the point of least difference between the genders.

Key Finding

- Emotional engagement is closely related to the other aspects of emotions that have been measured in this survey. Feeling emotionally engaged with work runs parallel with other positive perceptions of work and the

organisational environment, and other aspects of engagement. Effective

individual and organisational management of the relationships and

processes that increase positive emotions could also raise levels of

engagement and performance.

- Over three fifths of employees are emotionally engaged with their work.

- Train Hosts are more cognitively engaged than Drivers or managers.

5.4 Physical Engagement

Physical engagement is concerned with how much effort people put into their work.

Over three quarters of respondents are physically engaged with their work and

almost one third are disengaged (see Chart 7). The highest scoring item was the

answer to the question "I stay until the job is done".

Chart 7 Physical Engagement
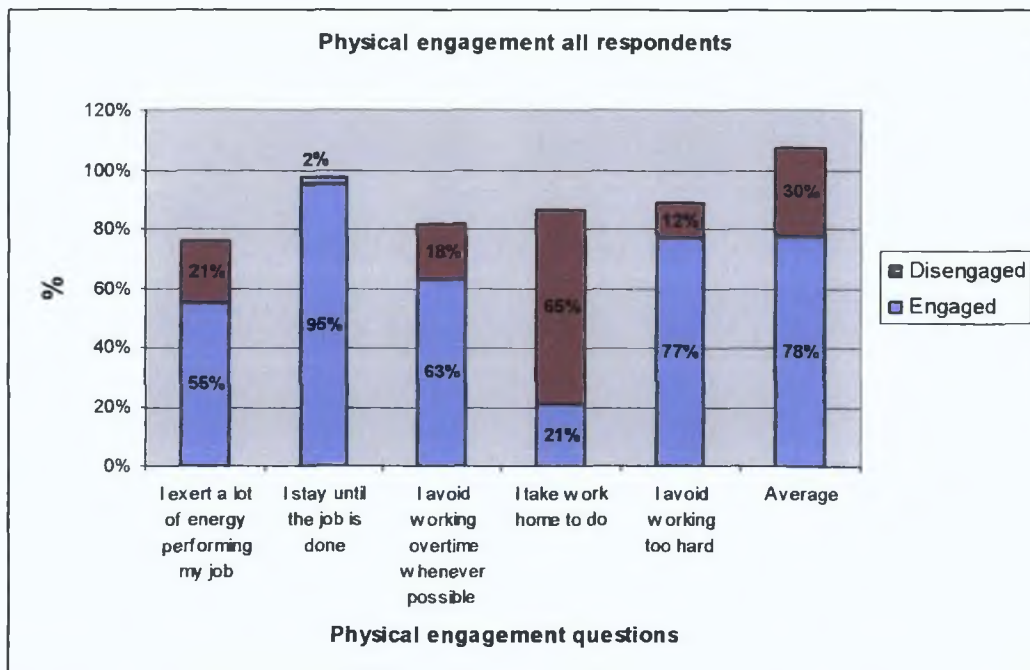
Females are more physically engaged than males particularly in relation to exerting energy in the performance of their job and the non avoidance of working too hard (see Chart 8). The difference between the genders in relation to bring work home could be accounted for the fact that more females that males are located in clerical administrative roles.

Chart 8   Physical Engagement Males v Females
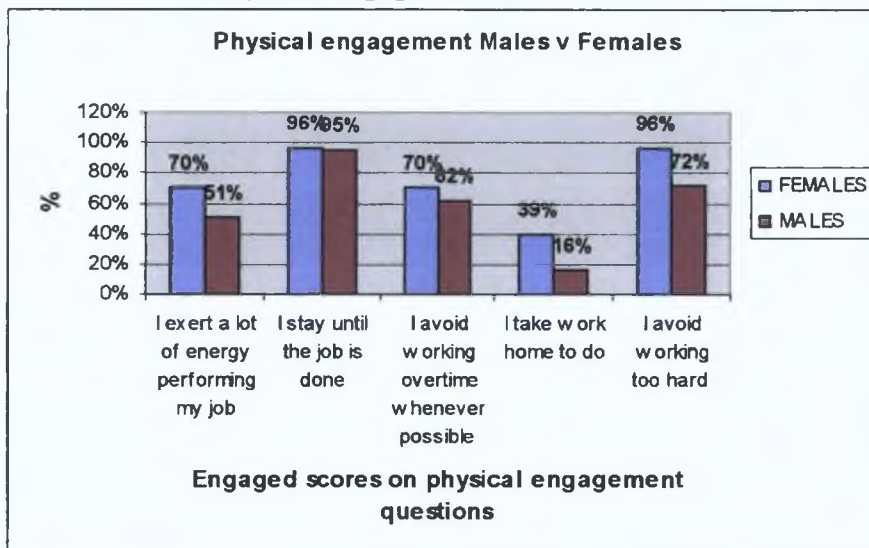
Key Finding
- Over three quarters of respondents are physically engaged with their work and almost one third are disengaged.

5.5   Engagement by Age

Does engagement significantly change with age? The chart below does indicate that those over 55 are more engaged than those in the 16 to 35 age bracket. Of interest is the indication that the emotional engagement level is not any different between those two age groups. The emotional engagement is the one likely to associated with performance and therefore this is worthy of further examination. There is no difference between the age groups in emotional engagement; this is a significant

result as other studies (CIPD 2006) have shown a lower level for younger employees on this scale. Physical engagement (see Chart 9) is the likely dimension to indicate the discretionary behaviour so desired in a customer orientation. It is the engagement dimension showing the most disparity between the two age groups. This, therefore, is then of concern. As indicated physical engagement is associated with age and the younger age group aged between 16 to 35 report the lowest physical engagement levels.

Chart 9   Engagement by Age Comparison
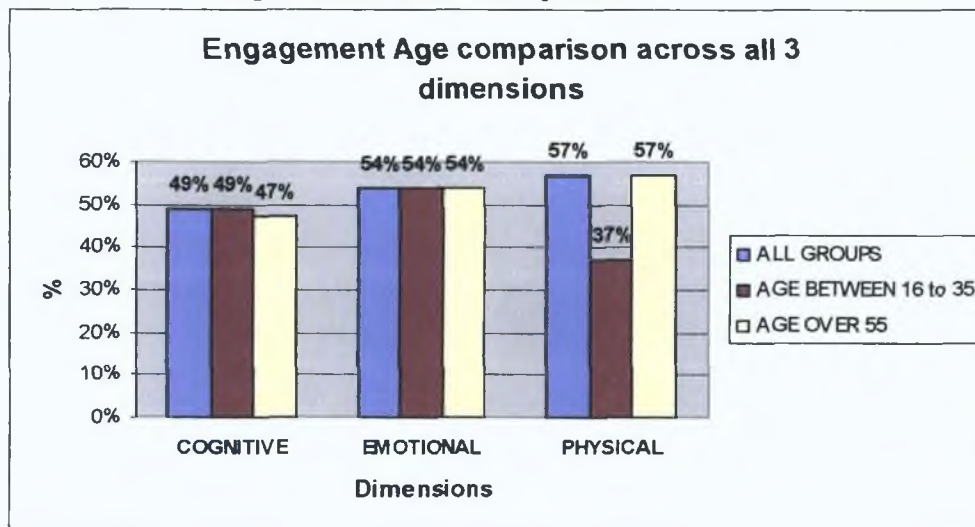
Chart 10 shows the comparative disengagement levels. It would appear that when the over 55's disengage they are the most disengaged, with the physical disengagement dimension the most affected.

Chart 10   **Disengagement by Age comparison**
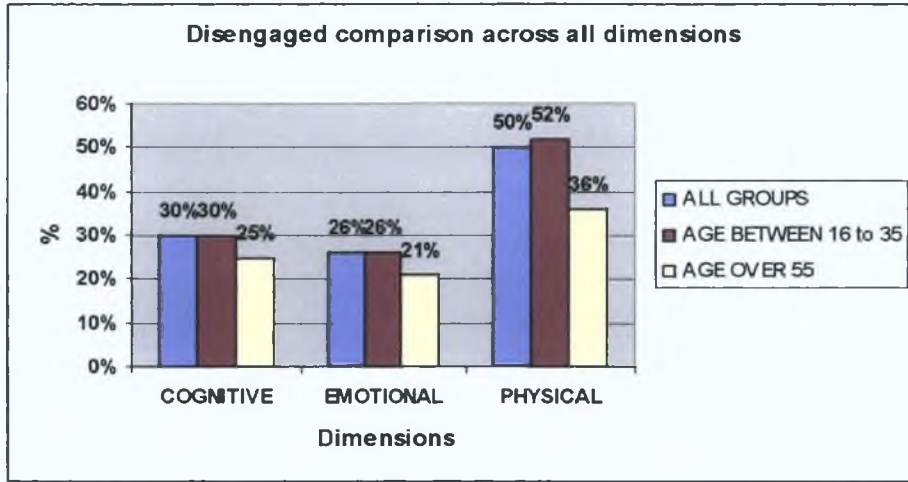
5.6   Engagement by Gender

When the genders are compared across the engagement dimensions –females are more engaged than males. This finding is consistent with the CIPD (2006) survey (see Chart 11 to 13 below).

Chart 11   **Cognitive Engagement Females v Males**
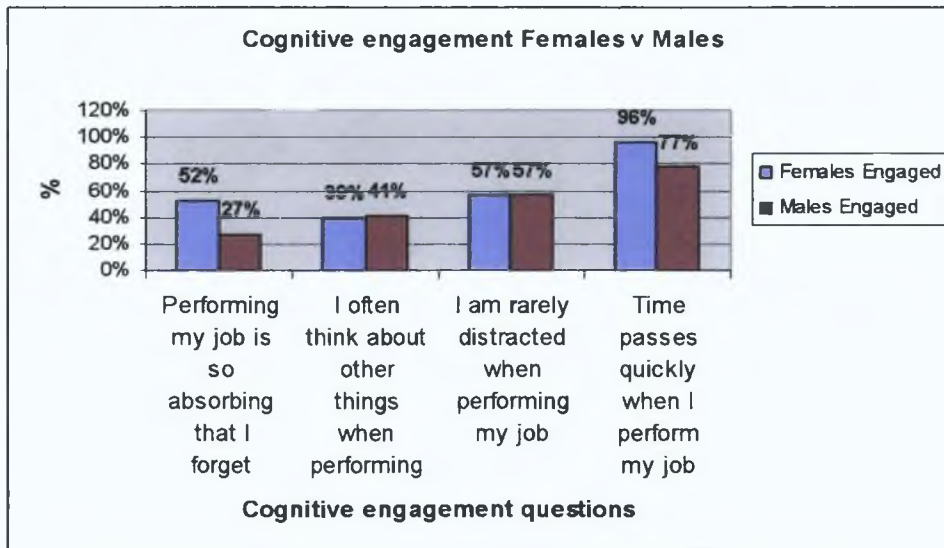
Chart 12   Emotional Engagement Females v Males

Emotional engagement Females v Males

Emotional engagement questions

Legend: Females Engaged, Males Engaged

I really put my heart into my job: 96%, 78%
I get excited when I perform well in my job: 83%, 52%
I often feel emotionally detached from my job: 57%, 58%
My own feelings are affected by how well I perform my job: 74%, 51%
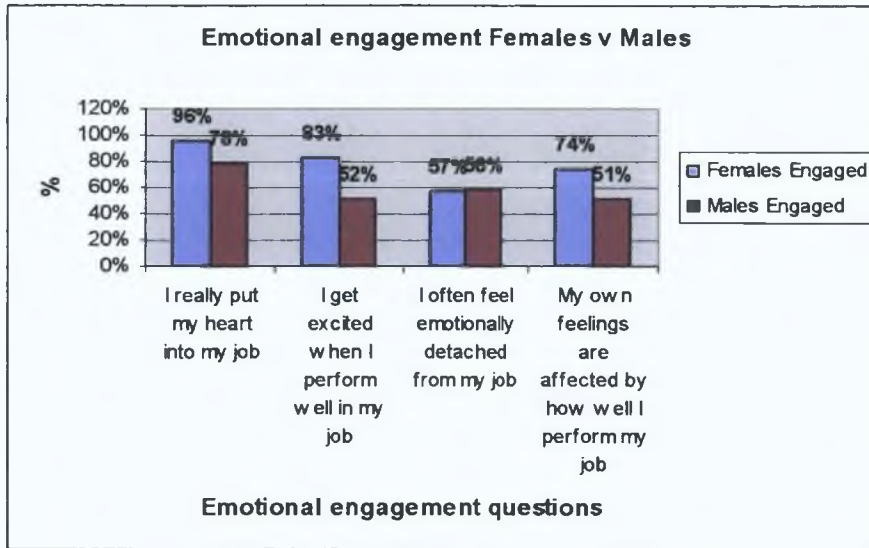
Chart 13   Physical Engagement Females v Males

Physical engagement Females v Males

Physical engagement questions

Legend: Females Engaged, Males Engaged

I exert a lot of energy performing my job: 55%, 51%
I stay until the job is done: 96%, 95%
I avoid working overtime whenever possible: 63%, 62%
I take work home to do: 21%, 16%
I avoid working too hard: 77%, 72%
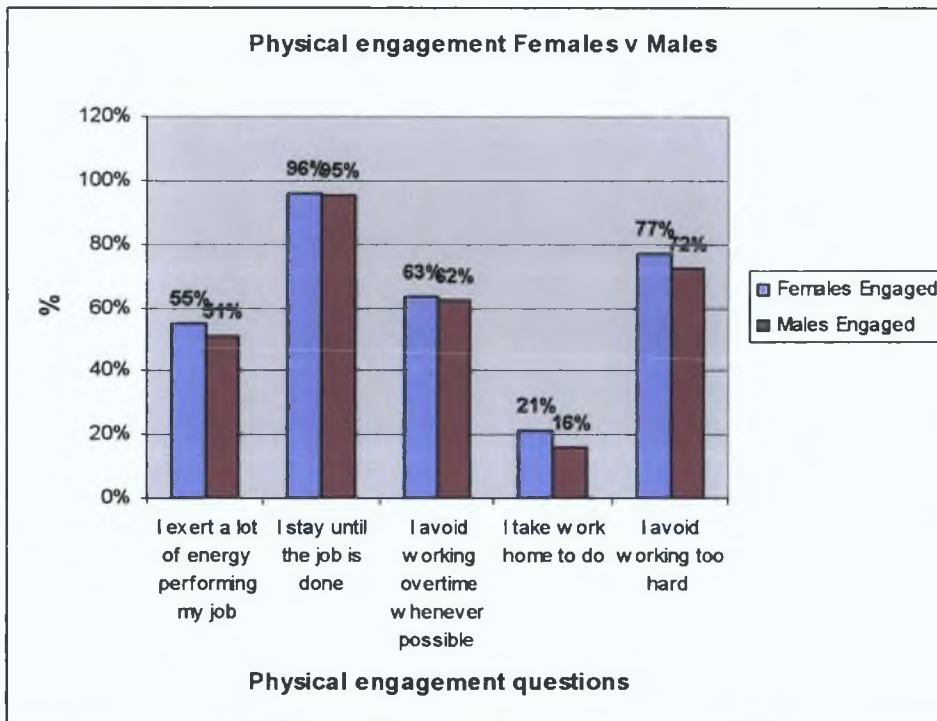
5.7   Advocacy

The implications of these responses on (see Chart 14) advocacy, this indicates that 1 in 5 employees are true champions in that they would speak highly of the company without being asked.

Chart 14   Employer Advocacy All Respondents
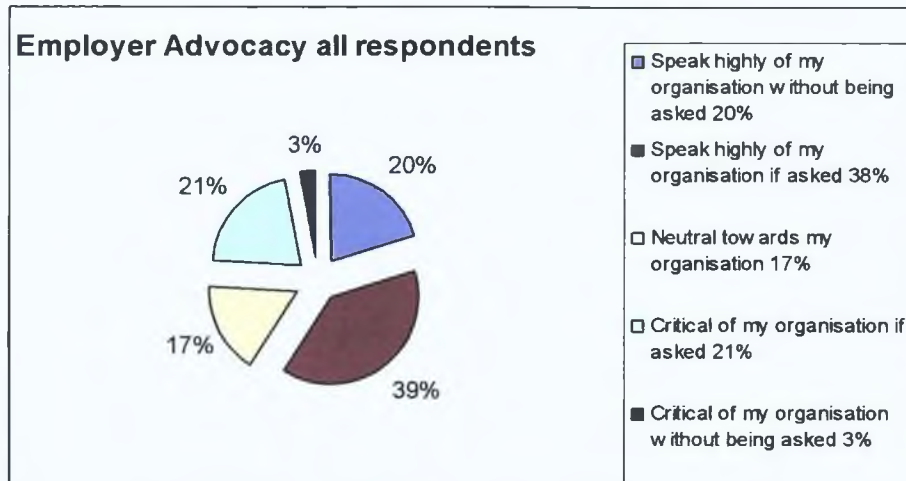
Chart 15   Recommend Company to someone seeking seeks advice about a job opportunity
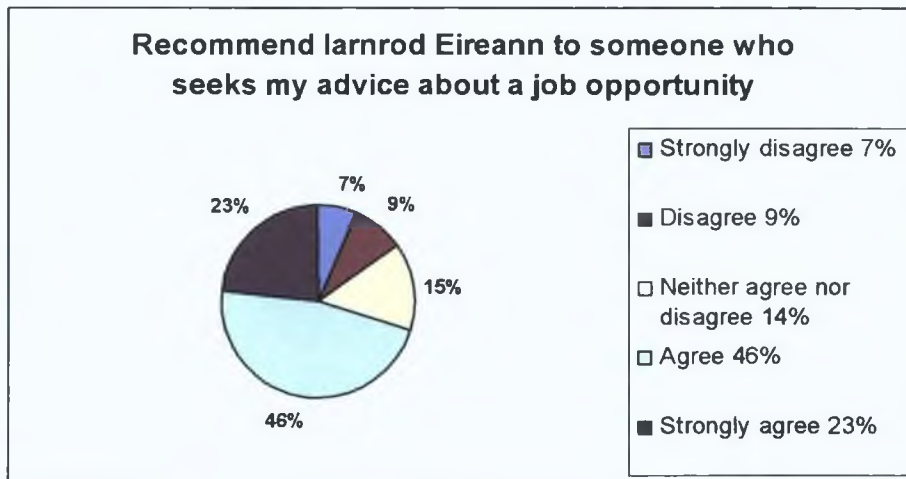
It can be seen (see Chart 15) that almost 70% of current employees would recommend Iarnrod Eireann as an employer and speak highly of the company. Those who strongly disagreed at 7% correspond with the figures of 8% that are actively disengaged.

Almost 80% of employees are proud to work for the company. There is however a recurring 3% that are not at all proud of working for the company and would be critical of the company without being asked, and would probably actively deter someone from applying for a job in the company.

Chart 16   Proud to tell people who you work for

Are you proud to tell people who you work for?

□ Very proud indeed 21%
⊞ Quite proud 57%
□ Not very proud 19%
□ Not at all proud 3%
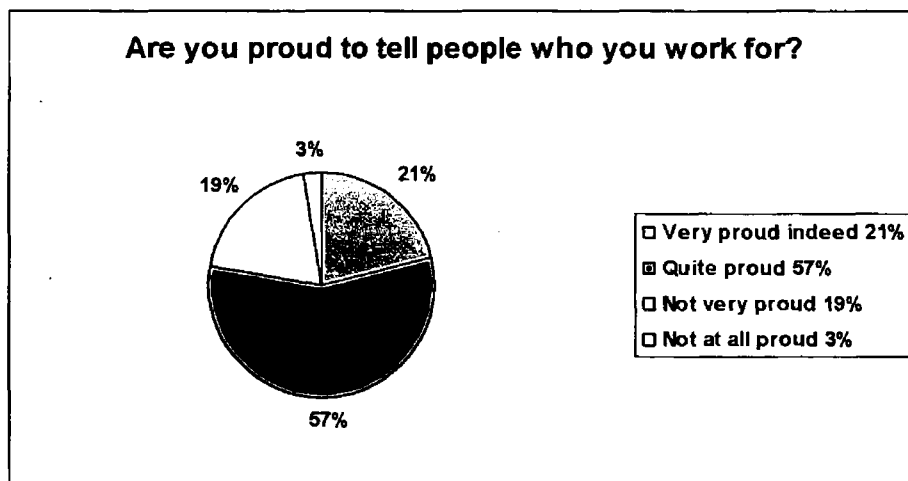
5.8 Context

Comparison with the Performance Vitality Curve (see Chart 17 below) referred to in

the literature review to give context to the findings

Chart 17   Performance Vitality Curve

The Performance Vitality Curve (In Any Team)

11%

True Believers

76%

Agnostics

13%

Disaffected

Performance is never equal
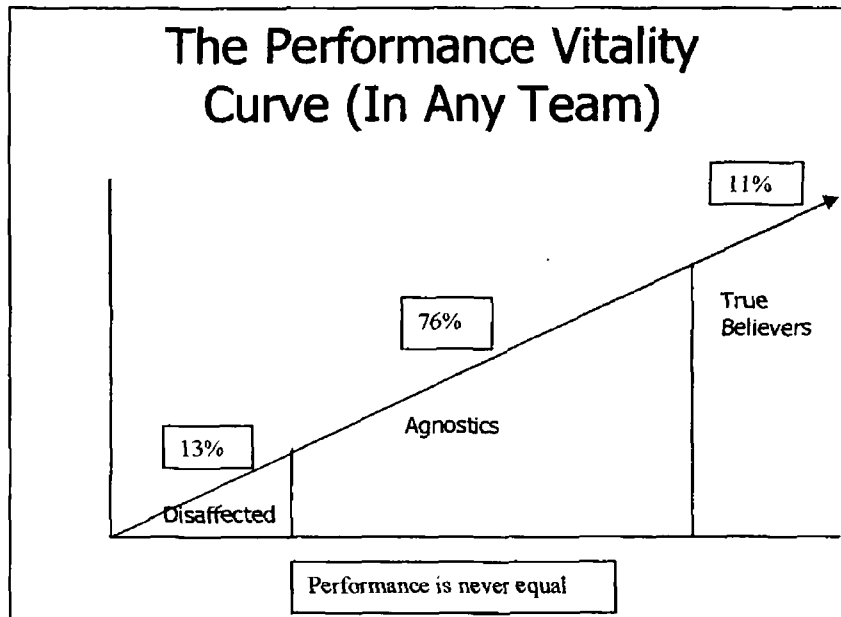
(Buchanan, L., 2004)

The above curve would indicate that about 11% would be true believers in the

company and in the region of 13% would be disaffected. The survey reveals the

likelihood of finding 17% in true believers category and 8% in the disaffected

category.

Key Findings

- Older employees are more engaged than younger employees.

- Younger employees are less likely to demonstrate physical engagement

- There is no difference on age grounds in emotional engagement

- Some 53% of respondents report being cognitively engaged; 26% say they are not cognitively engaged, the lowest level of the three engagement scales

- Females are more engaged than males especially in the emotional engagement dimension.

- The 17% that are actively engaged with the company could be classified as true believers and advocates for the company

- The 8% that report being actively disengaged can be classed as the disaffected and would contain the consistent 3% that are truly active in being negative and working against their colleagues and the company.

5.9   Management in the Southern & Western Business Unit

5.9.1   All managers' cognitive engagement matched against all others

As expected managers are more engaged that other employees across all questions on cognitive engagement. Managers responses indicate that are 10% more likely to feel that time passes quickly when they are performing their job the average respondent. They are 7% less likely to be distracted when performing their job. They are only 4% more likely to not think about other things when performing their job and they are 8% more likely to forget about everything else when performing their job.

Chart 19   Cognitive Engagement Senior Managers to Station Controller level

Cognitive Engagement -Senior Managers to Station Controllers

- disengaged
- engaged

Performing my job is so absorbing that I forget about everything else — 29% / 41%

I often think about other things when performing my job — 15% / 44%

I am rarely distracted when performing my job — 18% / 65%

Time passes quickly when I perform my job — 6% / 91%

Cognitive engagement questions
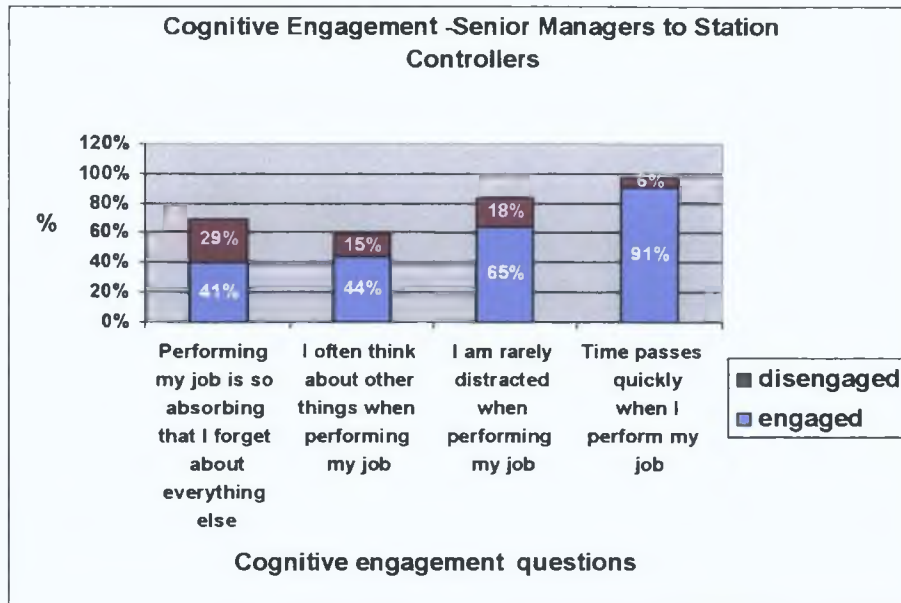
5.9.2   All managers' emotional engagement matched against all others

Again as expected managers are more engaged that other employees across all questions on emotional engagement.

Managers say that are 13% more likely indicate that their own feeling are affected by how well they perform in their job. Again managers are 13% more likely not to feel emotionally detached from their job. Managers are only 3% more likely than others to get excited when they perform their jobs well. In relation to the question about really putting your heart into the job, managers' indications are at 91% positive and the other are at 82% positive.

Chart 20   Emotional Engagement Senior Managers to Station Controller

level

Emotional Engagement -Senior Managers to Station Controllers

(Bar chart showing Emotional Engagement Questions on x-axis and % on y-axis)

- I really put my heart into my job: engaged 91%
- I get excited when I perform well in my job: engaged 62%, disengaged 9%
- I often feel emotionally detached from my job: engaged 71%, disengaged 12%
- My own feelings are affected by how well I perform my job: engaged 68%, disengaged 15%

Legend: ■ disengaged ■ engaged

5.9.3   All managers' physical engagement matched against all others

Again as expected managers are more engaged that other employees across all questions on physical engagement.

Managers say that are 19% more likely to exert a lot of energy in performing their jobs. Managers are only 2% more likely to indicate that they stay until the job is done. The question on avoidance of working overtime is similar with only a 2% differential in favour of managers. Managers are twice as likely to take work home with them. As most employees other than managers work on the trains or in the station this understandable and should possible be discounted in the overall averages. It may also account for the discrepancy in engagement levels in S&W versus the CIPD (2006)

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survey. Managers are only 7% more likely to report that they do not avoid working too hard.

Chart 21   Physical Engagement Senior Managers to Station Controller level

Physical Engagement -Senior Managers to Station Controllers
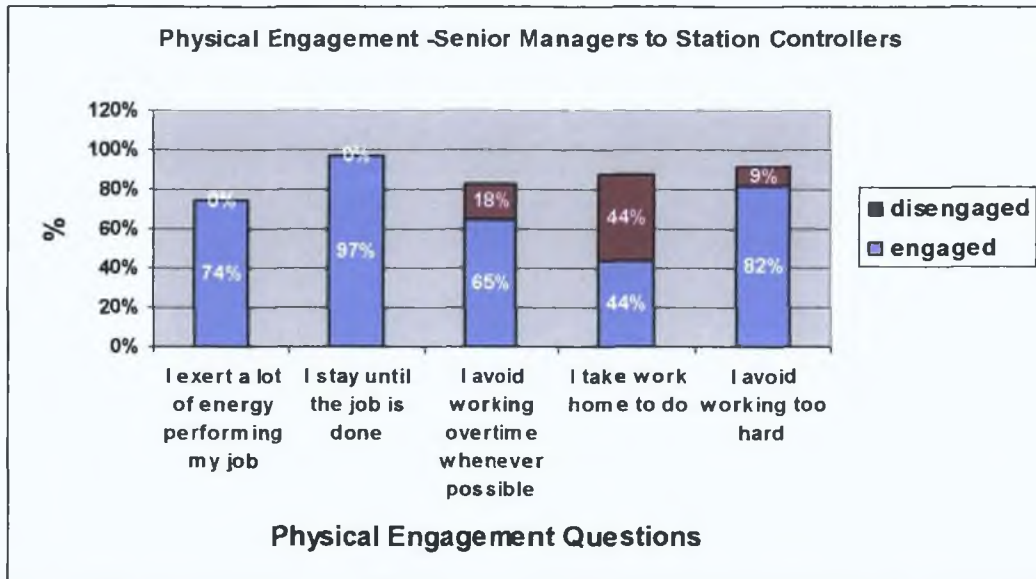
Chart 22   Advocacy Senior Managers to Station Controller level

Advocacy – Senior Managers to Station Controllers

How would you speak of this organisation as an employer to people outside the organisation?		Are you proud to tell people who you work for?	
Speak highly	68%	Proud	79%
Be critical	18%	Not proud	21%

	Agree	Disagree
I would recommend Iarnrod Eireann to someone who seeks my advice about a job opportunity	68%	18%
I would encourage my friends and relatives to do business with Iarnrod Eireann	74%	12%

5.10 Drivers of engagement

This section attempts to identify what are the drivers of engagement for the three

dimensions.

5.10.1 Cognitive engagement

Chart 23   Cognitive engagement drivers

Red series represents questions 1 to 4 on table below responses to cognitive l
engagement questions
Blue series represents questions 1 to 4 on table below line manager's actions
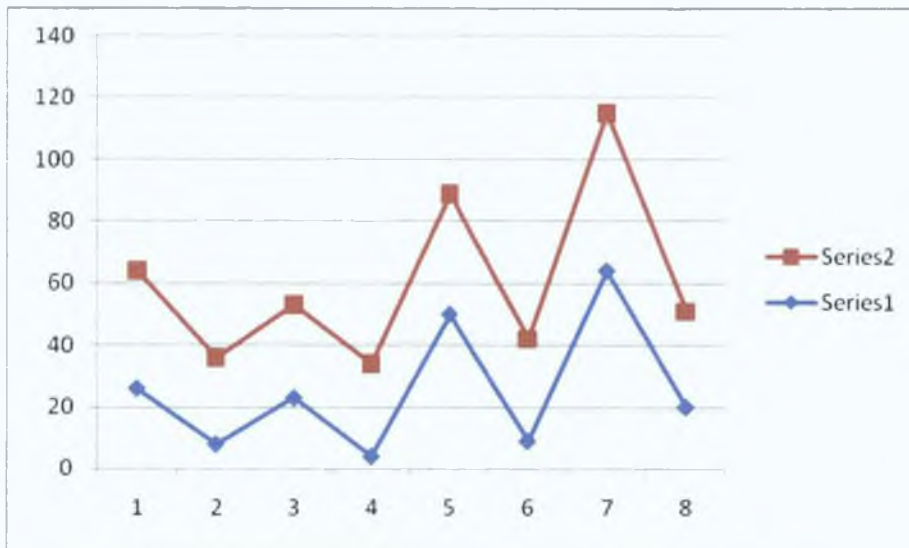
Correlation coefficient	0.90102					
Cognitive engagement				**Line management actions**		
Performing my job is so absorbing that I forget about everything else	Agree	25%	Q21 i	Makes clear what is expected of me	Always	37%
	Strongly agree	8%			Usually	27%
I often think about other things when performing my job	Agree	22%	Q21 j	Listens if I have a suggestion to make	Always	29%
	Strongly agree	4%			Usually	29%
I am rarely distracted when performing my job	Agree	48%	Q21 k	Treats me fairly	Always	38%
	Strongly agree	9%			Usually	32%
Time passes quickly when I perform my job	Agree	62%	Q21 l	Is committed to Southern & Western Business Unit Iarnrod Eireann	Always	49%
	Strongly agree	19%			Usually	30%

Chart 24   Emotional engagement drivers

Red series represents questions 1 to 4 on table below responses to emotional engagement questions
Blue series represents questions 1 to 4 on table below line manager's actions

Emotional engagement questions v line manager actions
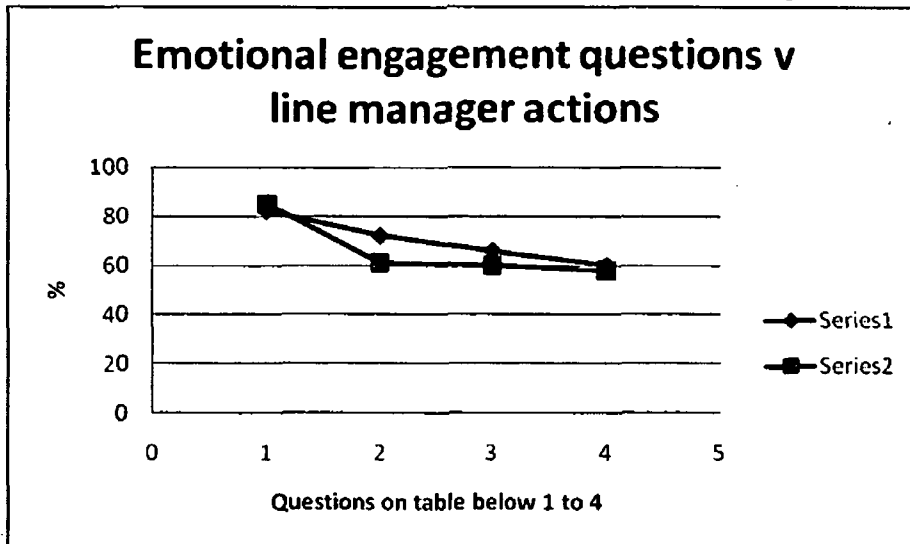
Correlation coefficient	0.89895049				
Emotional Engagement			QuestionLine Managers actions		
I really put my heart into my job	Agree /Strongly agree	85%	1 Is committed to Southern & Western Business Unit Iarnrod Eireann	Always/usually	82%
I get excited when I perform well in my job	Agree /Strongly agree	61%	2 Treats me fairly	Always/usually	72%
I often feel emotionally detached from my job	Disagree /Strongly disagree	60%	3 Makes clear what is expected of me	Always/usually	66%
My own feelings are affected by how well I perform my job	Agree /Strongly agree	58%	4 Listens if I have a suggestion to make	Always/usually	60%

5.10.2 Physical Engagement

I selected high physical engagement respondents coupled with high quality of work and high performance respondents and matched them against management, leadership and commitment responses to see the correlation between physical engagement,

performance and management actions. The chart below shoes the most likely managerial action that would engender physical engagement that would lead to high performance.

Chart 25   Physical engagement drivers

Pearson's		0.864002522	
	Engaged		Engaged
I exert a lot of energy performing my job	100	Treats me fairly	79
I stay until the job is done	100	Is committed to Southern & Western Business Unit Iarnrod Eireann	71
I avoid working too hard	92	Makes clear what is expected of me	67
I avoid working overtime whenever possible	75	Is supportive if I have a problem	67
I take work home to do	29	Listens if I have a suggestion to make	58

5.10.3 Results on Drivers of engagement

Any action that appears on all three engagement drivers identified to be associated with any of the engagement areas are;

- Immediate manager is committed to S&W business unit

- Treats me fairly

- Makes it clear what is expected of me

- Listens if I have a suggestion to make

The last action not common to all is "Is supportive if I have a problem" as this has been tested against performance through self reporting by respondents it should also be included.

The literature recommends that a tailored approach be made to encourage engagement and I would recommend that Iarnrod Eireann should course these actions throughout their management line for actions. It will then be a case of further measurement to test the intervention against engagement levels.

6   Introduction

Conditions of work in terms of pay, hours of work, holidays, flexibility and work-life balance can have an enormous impact on how a person feels about their work. Iarnrod Eireann had an overtime culture in the past. Over the last seven years a number of agreements have been reached with the trade unions to address this and pay issues. Is there evidence that hours being worked are reducing or that employee attitudes to overtime are changing? Railways were originally structured on military lines for efficiency, with that perspective one might imagine that command and control issues could lead to a perception of bullying in a more modern times, is this correct presumption? As the railway is governed by its service offer to the public, namely the train timetable one would imagine that flexible working would be a logistical difficulty so one would expect to find a limited amount of flexi working if any.

In developing the building blocks for the model of employee engagement, one of the questions to be asked is, how do working conditions affect levels of engagement, intention to leave and performance? What are the critical areas where management action might be needed? This is being done in the context that management is over 70% responsible for the levels of engagement of the employees under their remit. The core topics examined were;

Grade	Work-life balance
Flexible working	Pay
Working hours	Bullying and harassment

6.1 Grade

The sample reflects the grade distribution of the workforce in the business unit as a whole. Standard categories used by the company to classify groups of employees into categories were used. Please see Chart 6 below and the table in Appendix 4 for further details. More managers replied than are proportionate to the actual numbers. This is acceptable as measurement of their attitudes is critical to identifying their gaps in engagement as they are the group most responsible for the engagement levels of their staff.

Chart 26   Employee numbers v actual
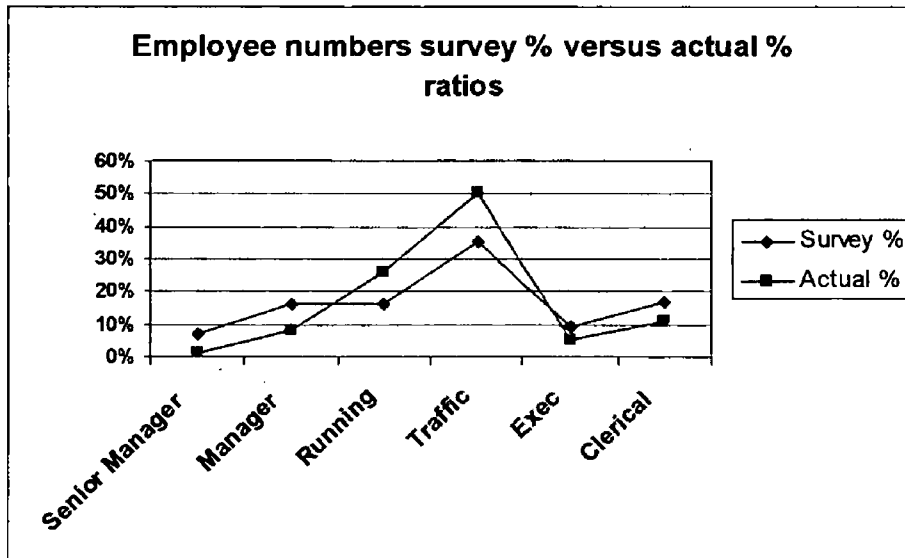
As expected, significantly more of those in the managerial grades are men.

Gender Breakdown - Senior Managers to Station Controller level.

Male	26	76%
Female	8	24%

Key Finding

- Employees in senior management level down to and including Station Controller level are more engaged when compared to the general population of respondents.

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6.2   Flexible Working

In answer to the question on flexible working, 86% of respondents do not have

flexible working applied to them. This is not a surprising statistic because of the

constraints of working to a train timetable and the union agreement in relation to such

matters. Where flexible working is cited —females are in the majority of beneficiaries

of these practices. The results of the question on this area are shown below.

Fig. 6   Availing of flexible working

Do any of the following flexible working arrangements apply to you?

Home working ...	...	1%
Flexi-time ...	...	5%
Shorter working week ...	...	0%
Term time contract ...	...	3%
Annualised or compressed hours...		3%
None of these ...	...	86%

The numbers are so small in relation to atypical hours, other than flexitime, that it

would not be worthy of further examination in the context of this project.

6.3   Working hours

The results in relation to working hours are surprising in that 48% of the respondents

have indicated that they work over 48 hours per week. One should consider this

against the working time legislation which prohibits such hours. This may be a

hangover from the overtime culture or dissatisfaction with pay?

Chart 27   Contracted hours v Actual hours
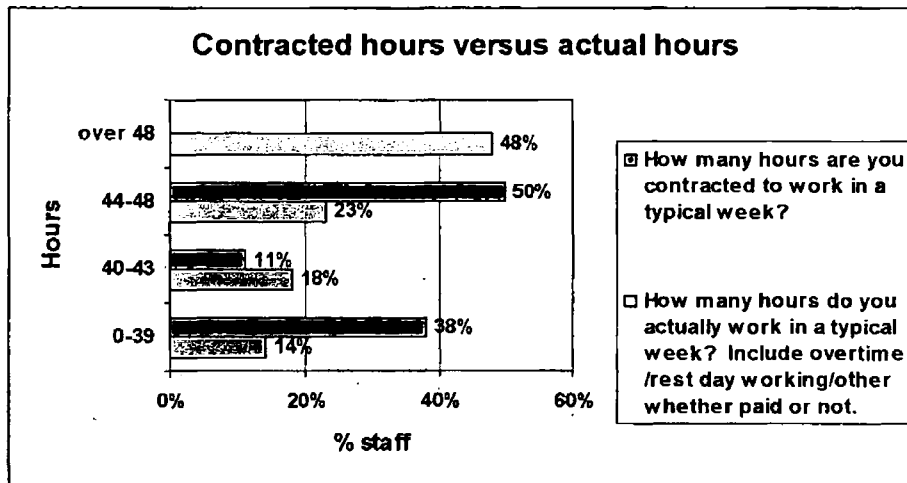
Contracted hours versus actual hours

Hours	% staff
over 48	48%
44-48	50%, 23%
40-43	11%, 8%
0-39	38%, 14%

☑ How many hours are you contracted to work in a typical week?

☐ How many hours do you actually work in a typical week? Include overtime /rest day working/other whether paid or not.

How many hours do you actually work in a typical week? Include overtime /rest day working/other whether paid or not.

48-59	...	38%
60 or more	...	8%

In the context of pay for over contract hours, almost half of the respondents get paid and only 13% get no monetary or time in lieu. This 13% are all in senior management roles as everyone else is covered by union agreements in relation to extra time working. Overtime is generally voluntary (unless there is an emergency) and for the general grades they are paid an extra two hours each week to cover this contingency and would not be considered overtime.

If you work extra hours, do you get paid; take time in lieu or both?

Paid	47%
Time in lieu	13%
Both	27%
Neither	13%

The issue of working long hours is thought to have implications for engagement levels (on the intention quit aspect rather than emotional or physical engagement).

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Perhaps an examination of satisfaction with pay might through some light on this issue.

Under the area questioning job satisfaction dissatisfaction with pay was the highest scoring element.

Your rate of pay	43%	39%
	Dissatisfied	Satisfied

The inference is that employees are dissatisfied with pay more than the overtime culture.

Key finding

- The Station Managers, with five out of the six respondents reporting dissatisfaction with their pay rate were the most dissatisfied of all categories across that dimension.

6.3.1 Engagement implications

Station Manager are more engaged that the average in both the emotional and cognitive factors. This does not appear to have raised their promotional aspirations. This may be explained by the fact that many are top of the pyramid in their locations and promotion would potentially loss them status as they would become a mere "executive" or possible more critically they may have to move location.

Dissatisfaction with pay does not negatively affect their level of either emotional or cognitive engagement.

Chart 28   Comparing their emotional and cognitive engagement levels

(Station Managers)

Emotional engagement levels based on agree to questions comparison All respondents to Station Managers

Cognitive engagement all respondents compared to Station Managers
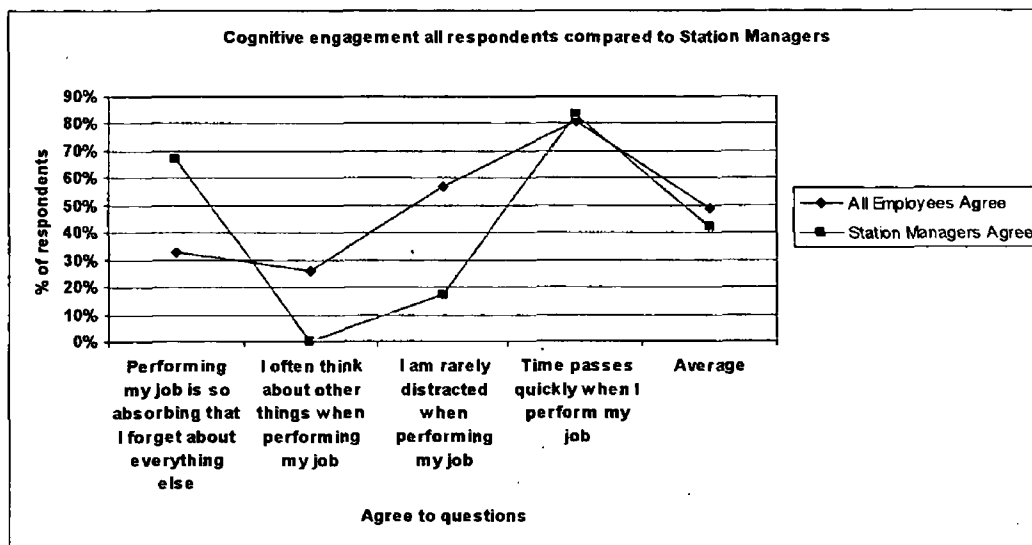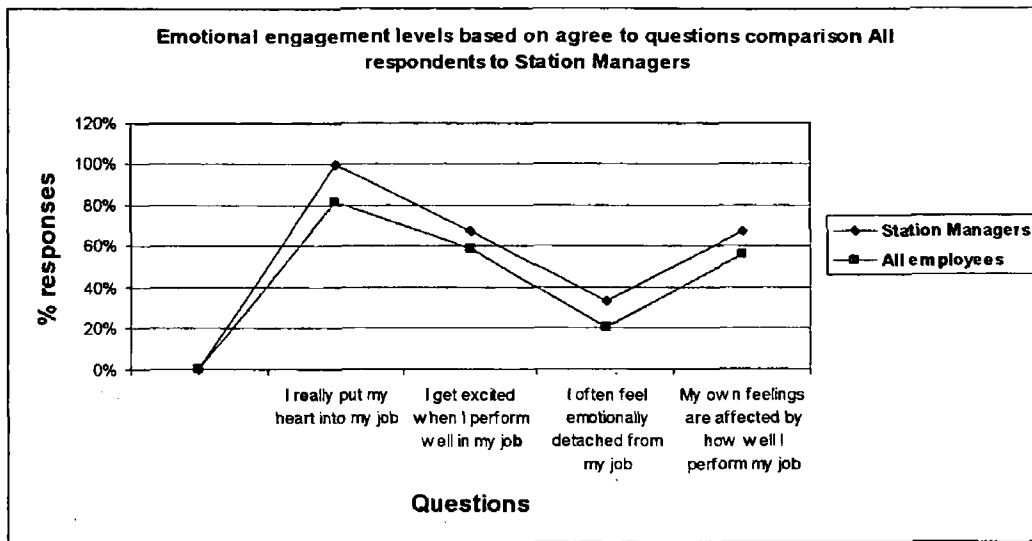
However, it does as expected affect their intention to quit (Chart 29) but rather than make them active in the field, just makes them doubtful. Long hours do not lead to increased performance and is associated with work life balance issues.

Chart 29   Station Manager v All respondents future intentions

Future Intentions

All respondents v Station Managers
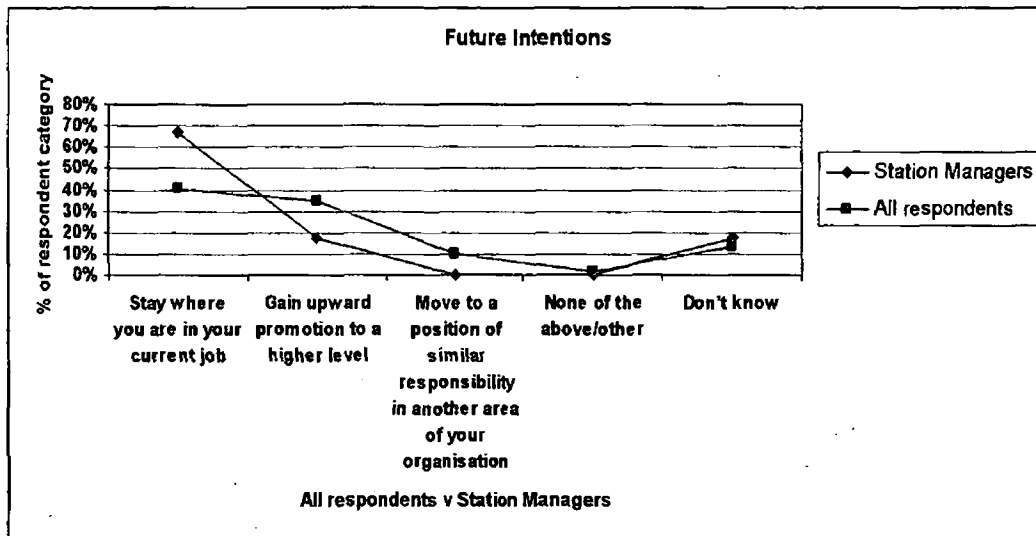
Do you plan to remain with Iarnrod Eireann for the foreseeable future?	Station manager	All respondents
Yes	67%	84%
No	0%	3%
Don't know	33%	11%

The figures in Chart 29 show that retention is not an issue for Iarnrod Eireann. Most of those who indicated don't know were not actively seeking other employment. Historically and currently this has not been an issue for the company as it is in a period of workforce contraction at certain levels due to technological advancements in the infrastructure area.

6.4 Work life balance

This is an issue for employees given that two fifths of the of respondents report not achieving the correct balance between their working life and other considerations and demands they may have. As so few respondents are currently availing/allowed avail of initiatives and only a quarter of respondents indicate that they are getting support in this area. This is very likely to become a bigger issue with serious implications over

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time. There are a number of work life balance facilities available to employees but due to low response rate from individuals currently availing of work life balance initiatives, I was unable to delve into any comparisons or impact on engagement levels.

Chart 30   Work life balance
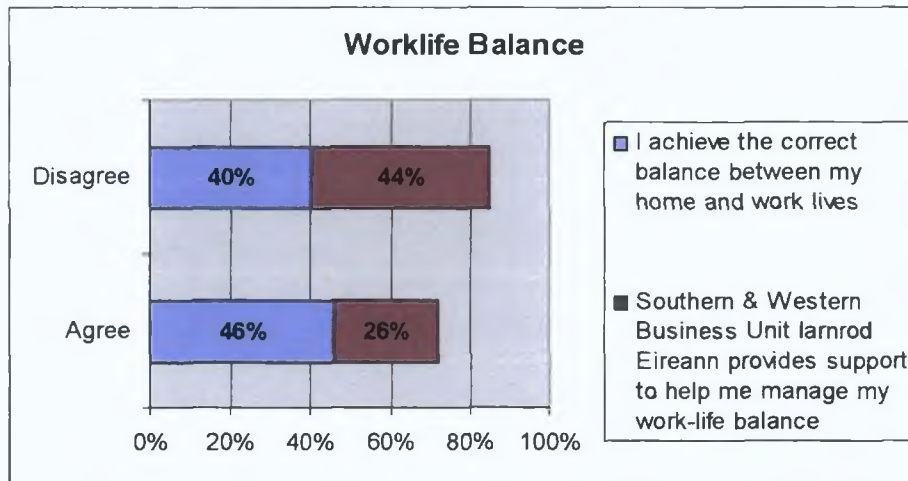
6.5   Bullying and Harassment

A previous confidential study completed by Polaris to equality proof Iamrod Eireann recruitment and selection policies highlighted that bullying and harassment was an issue of concern for the company. That report extrapolated an incident level in the range of 30%. This survey indicates a 28% level. While this statistic supports the validity of the engagement and attitude survey alas it also confirms the area as an issue of grave concern.

Chart 31   Bullying Harassment by experience

Which, if any, of the following forms of bullying or harassment have you experienced in the last 2 years

0%   2%

28%

63%

7%

☐ Which, if any, of the following forms of bullying or harassment have you experienced at work in the last two years?

■ a) Sexual harassment 0%

☐ b) Racial harassment 2%

☐ c) Bullying 28%

■ d) Violence or threat of violence at work 7%

☐ e) None of the above 63%
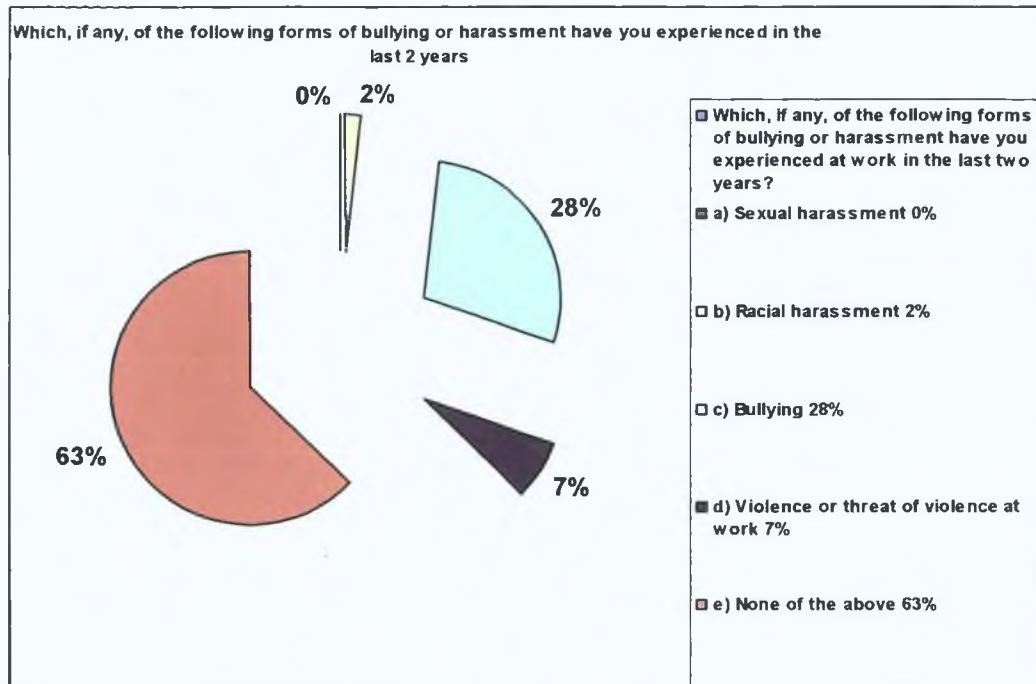
Chart 32 Bullying by type
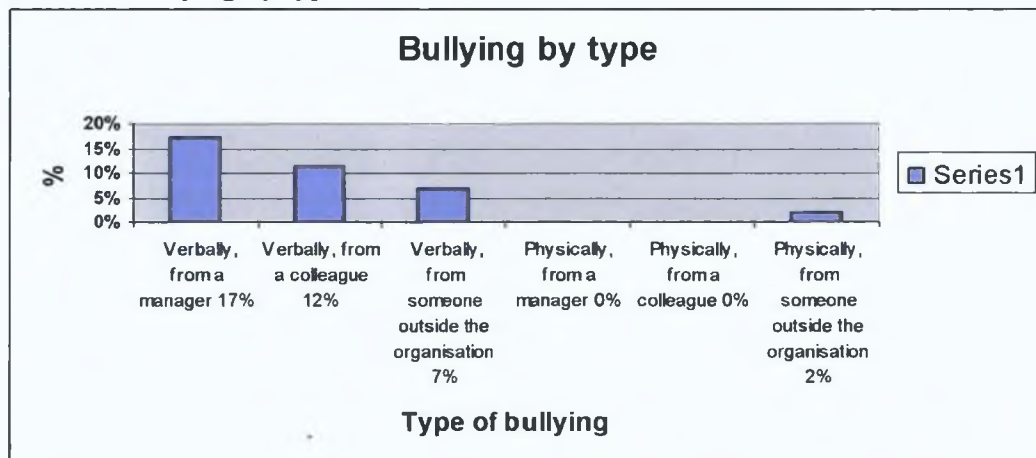
Bullying by type

■ Series1

Verbally, from a manager 17% | Verbally, from a colleague 12% | Verbally, from someone outside the organisation 7% | Physically, from a manager 0% | Physically, from a colleague 0% | Physically, from someone outside the organisation 2%

Type of bullying

The racial harassment deserves a comment that, while very low, the number of respondents describing themselves as being of different ethnicity was correspondingly low. This is potentially an area for concern as the workforce becomes more culturally diverse.

Key Findings
- Pay levels are not related to engagement.

- Work life balance is an issue for two fifths of the respondents.

- Over a quarter of respondents reported being bullied or harassed.

- The racial harassment deserves a comment that, while very low, the number of respondents describing themselves as being of different ethnicity was correspondingly low. This potentially is an area for concern.

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7 Introduction

One of the most critical factors that influence both how employees feel about their work and their level of performance is the way they are treated by their managers. Direct supervisors and senior managers have the power to make or break employee engagement levels in an organisation.

In this chapter the questions that relate to, -what employees think about their managers and organisational leaders,- how well they perceive their organisation to be performing, -how communication is managed and -what opportunities employees have for participation and involvement, are examined.

7.1 What employees think about their managers?

A series of questions were aimed at finding out what employees really think about their supervisor/boss. Chart 33 (strengths and weaknesses of line managers) shows that although more than half of the sample responded positively to six out of the twelve statements there was a large negative response to the other six statements. Of particular concern is the 58% who state that their manager rarely or never gives them feedback on their performance nor discusses their training and development needs with them. It is sad to think that 32% and 38% of employees say that their manager rarely or never makes them feel that their work counts or gives recognition when they have done good job.

One should consider this against the backdrop of over 80% reporting

that they are working to the best of their ability.

Chart 33   Line Manager Strengths and Weaknesses

Line Manager strenghts and weaknesses
- in order of strengths

	Always/Usually	Rarely/never
Is committed to Southern & Western Business Unit Iarnrod Eireann	79%	10%
Treats me fairly	69%	16%
Is supportive if I have a problem	64%	18%
Makes clear what is expected of me	63%	18%
Listens if I have a suggestion to make	58%	27%
Is open and honest	52%	31%
Consults me on matters of importance to me	47%	33%
Keeps me in touch with what's going on	46%	31%
Makes me feel my work counts	44%	38%
Recognises when I have done a good job	43%	32%
Gives you feedback on how I am performing	30%	58%
Discusses my training and development needs with me	30%	55%

These results can be broken down further,

There are significant differences in the responses of the senior

managers compared with all other respondents. Senior managers had

negative responses to two questions only, discuss my training and

development needs with me and, keeps me in touch with what is going

on. Their negative responses in these two areas were significantly lower than the all other respondents.

The senior management are significantly more likely to be consulted on matters of importance to them with 71% being affirmative to that question.

Fig 7 Responses to questions on strengths and weaknesses of managers

Questions	Senior Management	Senior Management	All respondents excluding Senior Management	All respondents excluding Senior Management
	Always/Usually	Rarely/never	Always/Usually	Rarely/never
Consults me on matters of importance to me	71%	0%	44%	35%
Discusses my training and development needs with me	43%	29%	29%	55%
Recognises when I have done a good job	81%	0%	39%	34%
Makes me feel my work counts	71%	0%	41%	44%
Gives you feedback on how I am performing	71%	0%	27%	62%
Is open and honest	71%	0%	49%	33%
Is supportive if I have a problem	57%	0%	64%	20%
Keeps me in touch with what's going on	43%	14%	45%	32%
Makes clear what is expected of me	86%	0%	61%	20%
Listens if I have a suggestion to make	71%	0%	56%	29%
Treats me fairly	71%	0%	68%	16%
Is committed to Southern & Western Business Unit Iarnrod Eireann	86%	0%	77%	10%

7.1.1 Drivers of engagement

The likely drivers of emotional engagement (Chapter 5) resulting from line managers actions are that they;

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- Makes it clear what is expected of me

- Listens if I have a suggestion to make

- Treats me fairly

- Is committed to Southern & Western Business Unit

So these are the issues most worthy of further analysis

Fig 8   Makes it clear what is expected of me

Questions	Senior Management	Senior Management	All respondents excluding Senior Management	All respondents excluding Senior Management
	Always/Usually	Rarely/never	Always/Usually	Rarely/never
Makes it clear what is expected of me	80%	0%	61%	20%

One in five respondents are saying that their manager does not make it clear what is expected. On further analysis of the respondent categories that are in non-managerial grades in traffic operations the picture becomes a little less positive. In this category 28% say that their manager rarely/never makes it clear what is expected of them, while a little over half (53%) of them say the manager always/usually makes it clear.

Fig 9   Listens if I have a suggestion to make

Questions	Senior Management	Senior Management	All respondents excluding Senior Management	All respondents excluding Senior Management
	Always/Usually	Rarely/never	Always/Usually	Rarely/never
Listens if I have a suggestion to make	71%	0%	56%	29%

On further analysis of the respondent categories that are in non-managerial grades in traffic operations the picture becomes a lot less positive. In this category 40% say that their manager rarely/never listens if they have a suggestion to make, while a 44% of them say the manager always/usually listens to their suggestions.

Fig 10 Treats me fairly

Questions	Senior Management	Senior Management	All respondents excluding Senior Management	All respondents excluding Senior Management
	Always/Usually	Rarely/never	Always/Usually	Rarely/never
Treats me fairly	71%	0%	68%	16%

Further analysis of the respondent categories that are in non-managerial grades in traffic operations the picture becomes more positive than the average. In this category 28% (higher than the average of 16%) say that their manager rarely/never treats them fairly and 58% (lower than the average of 68%) say the manager always/usually treats them fairly.

Fig 11 Is committed to Southern & Western Business Unit

Questions	Senior Management	Senior Management	All respondents excluding Senior Management	All respondents excluding Senior Management
	Always/Usually	Rarely/never	Always/Usually	Rarely/never
Is committed to Southern & Western Business Unit	86%	0%	77%	10%

Analysis of the respondent categories that are in non-managerial grades in traffic operations the picture becomes less is 10%) say that their

manager rarely/never treats them fairly and 65% (lower than the average of 77%) say the manager always/usually treats them fairly.

Key Findings

- 58% of employees say that their manager rarely/never gives them feedback on how they are performing.

- 53% of employees say that their manager rarely/never discusses their training or development needs with them.

- 79% of employees say that their manager is always/usually committed to the S&W business unit.

- Those employees in the traffic non managerial grades are more negative across the emotional engagement drives that the average (excluding senior managers).

7.2   What employees think about their senior managers?

People were asked whether senior managers have a clear vision of where the organisation is going.

Chart 34   Leadership 1
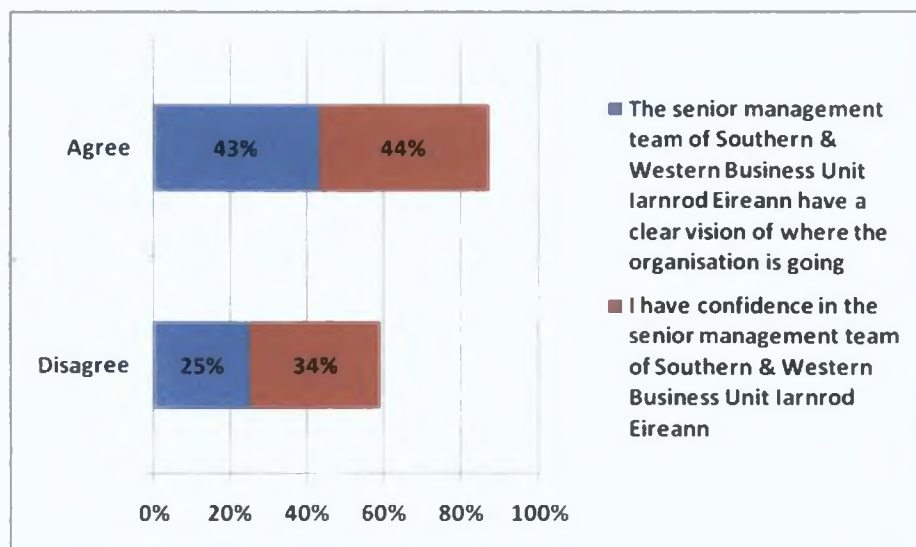
7.2.1   Vision and Confidence in Senior Management

Just over one third of respondents (34%) agree/strongly agree that they have confidence in the senior team of the S&W business unit while a Over two fifths (44%) disagree/strongly disagree. In the age bracket 16 to 35 years 36% agree/strongly agree that they have confidence in the senior team of the S&W business unit while a 32% disagree/strongly disagree. It has been reported that younger people have stronger confidence but there were insufficient numbers in the under 20-age group to measure this.

In relation to clarity of vision by the senior management team 43% of respondents agree/strongly agree while 25% disagree/strongly disagree. In the 16 to 35 age group 41% of respondents' agree/strongly agree while only 18% disagree/strongly disagree.

7.2.2   Trust and Respect for Senior Management

Just over one third of respondents (46%) agree/strongly agree that they In relation to trust of the senior management team 40% of respondents agree/strongly agree while 35% disagree/strongly disagree. In the 16 to 35 age group 46% of respondents' agree/strongly agree while 36% disagree/strongly disagree. are treated with respect by the senior team of the S&W business unit while a quarter (40%) disagree/strongly disagree. In the age bracket 16 to 35 years 37% agree/strongly agree that they are

treated with respect by the senior team of the S&W business unit while a 27% are treated with respect by the senior team of the S&W business unit while a quarter (40%) disagree/strongly disagree. In the age bracket 16 to 35 years 37% agree/strongly agree that they are treated with respect by the senior team of the S&W business unit while 27% disagree/strongly disagree.

Chart 35   Leadership 2 Senior management vision v

individuals support to achieve objectives
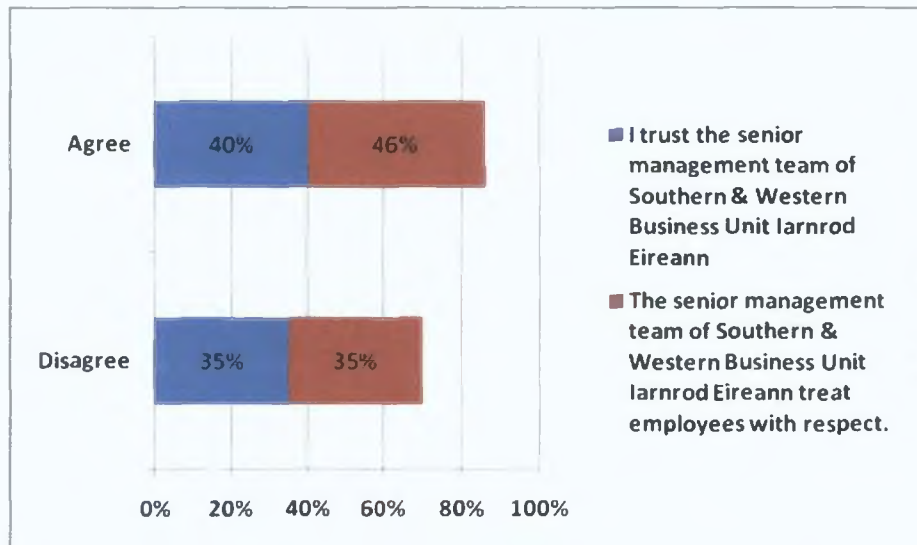
By comparing whether employees perceive senior management as having a clear vision as leaders with the extent to which they feel that they themselves support the achievement of organisational objective, an interesting profile emerges. Almost 34% can be described as very strongly committed visionaries and a further 39% can be described as committed visionaries both groups agree that there is a clear vision from

the top and feel inclined to support the achievement of the organisational objectives.

This group taken as a whole less the senior managers (to avoid distortion as senior managers are the most committed) show an engagement level of 66%. If the response to the question on physical engagement relating to taking work home (most would not be in a position to do so as they work in the station or on the trains) the engagement level increases to 70%.

One in five are what could be called "fence-sitters" (26%) and with the obvious benefits that the correlation between those indicating a support for the organisational goals and demonstrating engagement these employees need to be convinced if their potential is to be maximised.

Chart 36   Senior Management Vision v Support to achieve

High	Uncommitted Visionaries (2%) Belief in senior management's vision but little support for helping achieve organisational objectives	Committed Visionaries (22%) Senior management has clear vision and committed as individuals to helping achieve organizational objectives
	Blinkered Non-committers (8%) Little belief in senior management's vision and little commitment to helping achieve organisational objectives	Committed Non-Visionaries (41%) Committed to helping achieve organisational objectives but lack belief in senior management's vision

Senior management has clear vision

Fence Sitters 26%

Low/medium

Commitment to helping achieve organisational objectives

Low/medium   High

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Fig 12 All respondents to Question 7 To what extent do you agree or disagree that you are committed to helping Iarnrod Eireann achieve its objectives and aims?

7 To what extent do you agree(or disagree)that you are committed to helping Iarnrod Eireann achieve its objectives and aims?	%
Strongly disagree	2%
Disagree	3%
Neither agree nor disagree	22%
Agree	39%
Strongly agree	34%
Disagree	5%
Agree	73%

Fig. 13 Engagement of those with support of organisational objectives excluding senior managers.

Engagement component	Engagement questions	Engaged	Strongly engaged	Average
Cognitive	Performing my job is so absorbing that I forget about everything else	31%	7%	38%
Cognitive	I often think about other things when performing my job	38%	7%	45%
Cognitive	I am rarely distracted when performing my job	59%	6%	65%
Cognitive	Time passes quickly when I perform my job	69%	18%	87%
Emotional	I really put my heart into my job	58%	32%	90%
Emotional	I get excited when I perform well in my job	51%	17%	68%
Emotional	I often feel emotionally detached from my job	46%	18%	64%
Emotional	My own feelings are affected by how well I perform my job	58%	7%	65%
Physical	I exert a lot of energy performing my job	52%	10%	62%
Physical	I stay until the job is done	65%	32%	97%
Physical	I avoid working overtime whenever possible	48%	24%	72%
Physical	I take work home to do	18%	0%	18%
Physical	I avoid working too hard	54%	34%	88%
Average		50%	16%	66%
Less	I take work home to do	18%	0%	
Altered average		52%	18%	70%

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Key Findings

- One quarter of people do not think senior managers have a clear vision of where the organisation is going.

- Only 35% trust their senior managers.

- Only 34% have confidence in the senior management team of the S&W Business Unit.

7.3 Communication

Almost a third (32%) of respondents state that they feel they are fully or fairly informed about what is going on. Almost one third of respondents (31%) say that they are not told very much about what is going on in the company. This figure rises to 60% if those who report that they receive only a limited amount of information are included (see Chart 37 below). This is somewhat at odds with the culture survey that reports that over 70% are happy with the company's publications. Perhaps the frequency and content of the publications need to be reviewed. This may also be a reflection on the line manager communication deficit. Further analysis indicated that (a key group for information flow) 83% of the Station Managers say that the company gave them limited or not much information.

Chart 37   Internal Communications

Internal communications

- My business unit keeps me fully informed 6%
- My business unit keeps me fairly well informed 26%
- My business unit gives me only a limited amount of information 29%
- My business unit doesn't tell us much at all about what goes on 31%
- Don't know/no opinion 10%
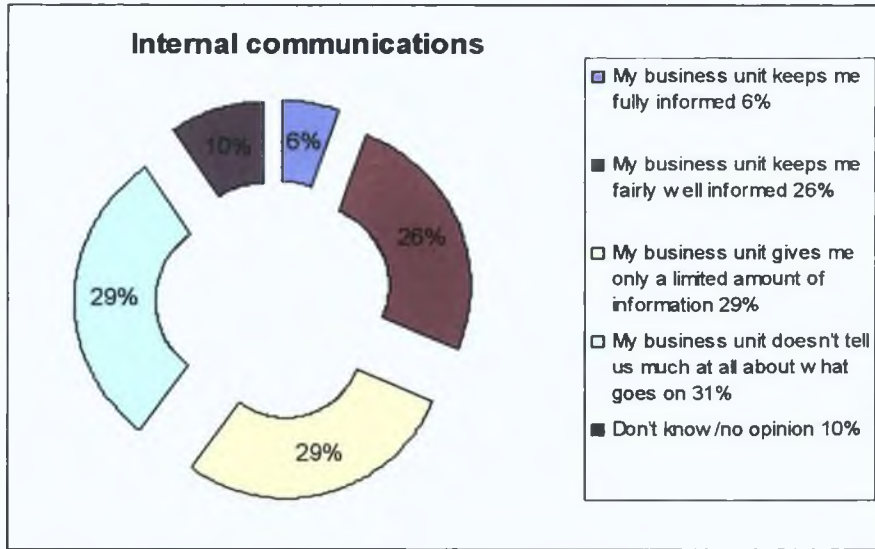
Over a third (36%) of respondents say that they can usually believe the information they receive about what is happening in the organisation, but only 12% say that can always believe it, and 25% say that they can seldom or never believe it (see Chart 38).

Chart 38   Credibility of information received

Credibility of information received

- I can always believe it 12%
- I can usually believe it 36%
- I can believe it about half the time 16%
- I can seldom believe it 17%
- I can never believe it 8%
- Don't know/no opinion 13%
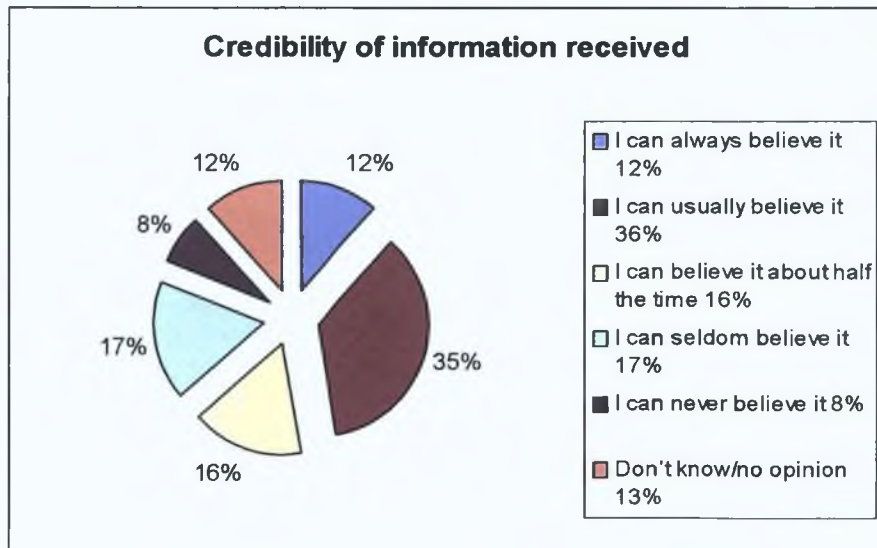
Further cross analysis into the responses on internal communications gives an interesting perspective. The level of information the respondents feel they have compared against the perceived credibility of the information they receive. In Chart 39 the top right hand quadrant shows that over one third (35%) can be described as "Informed Believers"; that is they are more likely to know what is happening in the organisation and feel that the information they receive is credible. This group is of broadly average age profile; with two major differences, one expected the other not. The vast majority of senior managers were located in this category as expected but none of the drivers fell into the "Informed Believer" category.

Chart 39   Level v credibility of information

Chart showing a quadrant matrix. Left vertical axis labelled "Feel informed about what's going on in the organisation has clear vision" with High at top and Low/medium at bottom. Bottom horizontal axis labelled "Believe information communicated" with Low/medium at left and High at right.

- Top left quadrant: **Informed Doubters (0%)** Fully/fairly well informed but lack of belief in information received
- Top right quadrant: **Informed Believers (35%)** Fully/fairly well informed and believe information communicated
- Centre ellipse: Fence Sitters 31%
- Bottom left quadrant: **Uninformed Doubters (20%)** Little or no information and lack of belief in information received
- Bottom right quadrant: **Uninformed Believers (14%)** Little information but believe that received

Key Findings

- Over four fifths (83%) of the Station Managers say that the company give them limited or not much information.

- No Driver fell into the "Informed Believer" category.

- A quarter of respondents (25%) say that they can seldom or never believe information they receive.

7.3.1 Participation

Over one third of respondents say that they are dissatisfied/very dissatisfied with opportunities in the company to feed their views and opinions upwards, while 28% are satisfied (see chart 40). This does not appear to be influenced by size of location or location. However over 90% of drivers were dissatisfied/very dissatisfied with the opportunities they have. The senior managers followed by the train hosts were the most satisfied with their opportunities.

7.3.2 Downward v Upward Communication

The level of information that employees feel they receive can be compared with the opportunities they perceive they have for upward feedback. The "Informed Communicators" group (top right quadrant), who constitute 17%, are those who feel informed about what is happening in the organisation and who also feel they have the opportunity for upward feedback.

Chart 40   Satisfaction with opportunities for upward feedback.

Satisfaction with opportunities to feed views/issues/ideas upwards

Legend:
- Very dissatisfied 8%
- Dissatisfied 30%
- Neither satisfied nor dissatisfied 23%
- Satisfied 28%
- Very satisfied 4%
- Don't know/no opinion 8%
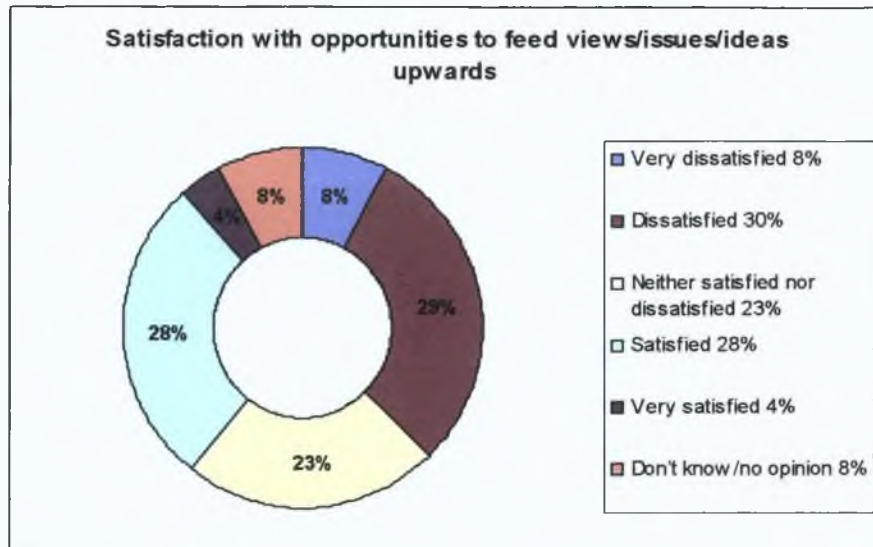
This group is more likely to feature executives and clerical employees (approx 33% of them), surprisingly it only contains 28% of the senior managers. Conversely, 24% can be described as "Uninformed Non-Communicators" these have little information or opportunity for upward feedback these are predominately in the Driver and Station Operative grades. No Drivers or traffic grades are in the small group of "Informed non-communicators" with information but little opportunity, and the "Uninformed Communicators" (11%) (twice the reported level in the CIPD 2006 survey) who have the chance for upward feedback but little information coming to them. Fewer than one in four are "Fence-sitters" and therefore open to persuasion (see chart 39).

Chart 41   Downward V Upward Communication

Informed Non-communicators (6%) Fully/fairly well informed but little opportunity to feed information upwards		**Informed Communicators (17%)** Fully/fairly well informed and have opportunity for upward communications
Uninformed Non-communicators (24%) Little or no information and lack of opportunity for upward feedback	Fence Sitters 23%	**Uninformed** Communicators **(11%)** Little information but have opportunity to feed information upwards

High / Low/medium

Feel informed about what's going on in the organisation has clear vision

Have opportunity for upward communication

Low/medium   High

Key Findings

- Over one third of respondents (38%) say that they are dissatisfied/very dissatisfied with opportunities in the company to feed their views and opinions upwards.

- Over 90% of drivers were dissatisfied/very dissatisfied with the opportunities they have.

- One third of the executive/clerical grade respondents are in the "informed communicators" quadrant.

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8 Introduction

In the modern Irish economy many people spend more of their waking hours at work than with their families. The way we feel at work is therefore an important part of our overall emotional well-being. Organisational performance depends not only on the cognitive input of the individual but also on how employees respond emotionally to their work.

This chapter is concerned with how people feel about their work. Are they satisfied with the work they do, is their work meaningful to them, do they feel stressed and pressured and if so what is the impact on their work performance?

The core topics examined are;

- Job satisfaction

- Experience of stress and work pressure

- Emotional responses to work

- Commitment and loyalty

8.1 Meaningfulness

The correlation between whether someone's work is personally meaningful to them should have a big impact on how they feel about their work overall.

People whose work goals are related to their own interests and goals are much

more likely to be motivated, in turn this can lead to higher performance (see Chart 42).

Chart 42 Work is meaningful
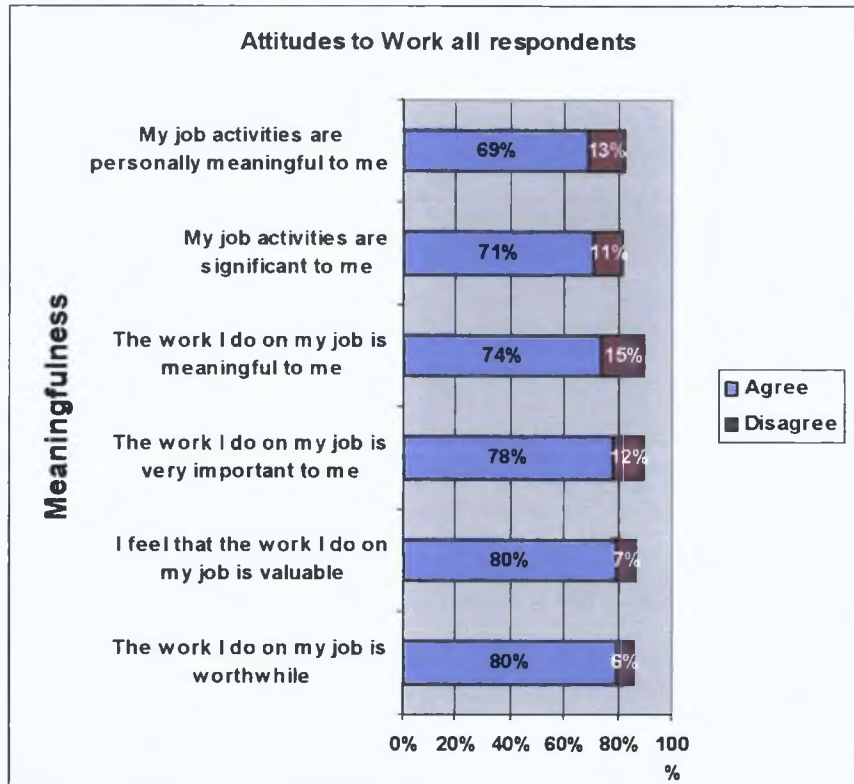
The agree scores across all the meaningfulness questions were higher than that reported in the CIPD survey (2006) by at least 10% in all cases.

Nearly four fifths (78%) of those who took part say that their work is very important to them, compared with 12% who disagree.

Four fifths of the respondents (80%) say that the work they do is worthwhile with only 6% disagreeing with this statement.

The least positive answer (69%) is in response to the question on job activities being personally meaningful to the individual.

8.1.1   Managers v non-managers

One particularly strong finding is the difference between managers and non-managers. Work is more meaningful to managers than non-managers overall. On the negative side on the two questions; the work I do is very important to me and I feel that the work I do on my job is valuable twice as many non-managers as managers disagree with this statement (Chart 43). The least difference between the two groups (3%) is the one that scored the lowest in the overall score "my job activities are personally meaningful to me".

Chart 43   Comparison Manager v non manager meaningfulness
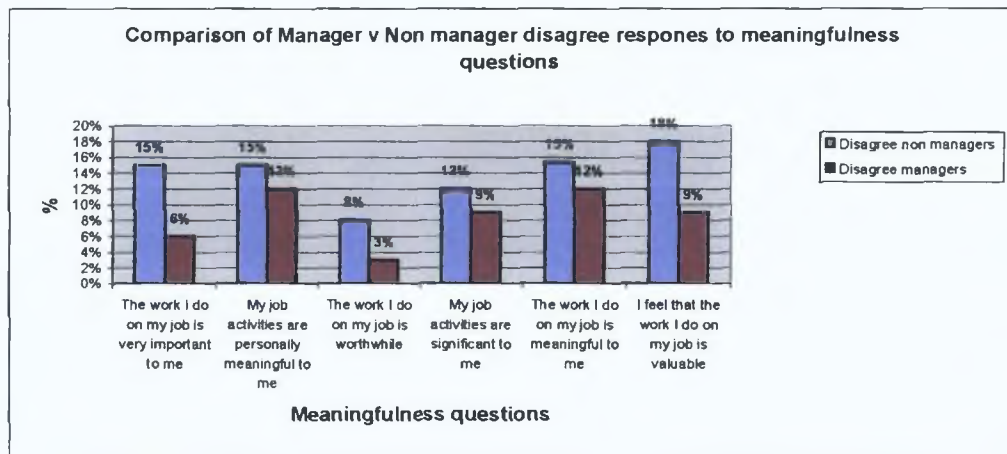
In the responses to four out of the six questions on meaningfulness of work managers were 20% more positive in their responses than non-managers (Chart 44).

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Chart 44 **Comparison on meaningfulness managers v non-managers**

Comparison of Managers v Non managers agree responses to meaningfulness questions

100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%

81% 82% 81% 79% 88% 88%
71% 62% 73% 65% 74% 67%

%

The work I do on my job is very important to me | My job activities are personally meaningful to me | The work I do on my job is worthwhile | My job activities are significant to me | The work I do on my job is meaningful to me | I feel that the work I do on my job is valuable

Meaningfulness questions

□ Agree non managers
☒ Agree managers

Key Findings

- Four fifths of the respondents (80%) say that the work they do is worthwhile with only 6% disagreeing with this statement.

- The agree scores across all the meaningfulness questions were higher than that reported in the CIPD survey (2006) by at least 10% in all cases.

- In all cases the managers scored more positively than non-managers in relation to the questions on the meaningfulness of their work.

- The least difference between the two groups (3%) is the one that scored the lowest in the overall score "my job activities are personally meaningful to me".

8.2 Job satisfaction

Of interest to the company is how satisfied people are with their job overall.

The last culture survey completed in Iarnrod Eireann (2005) reported a score of 45% averaged across the section of questions. The CIPD (2006) findings

showed that 52% of respondents felt satisfied or very satisfied with their current job, while 26% were dissatisfied or very dissatisfied. The current survey of Iarnrod Eireann showed 63% satisfied or very satisfied with their current jobs, while 16% were dissatisfied or very dissatisfied (Chart 45).

Chart 45   Overall job satisfaction

Overall job satisfaction

- Very dissatisfied 6%
- Dissatisfied 11%
- Neither dissatisfied nor satisfied 13%
- Satisfied 50%
- Very satisfied 16%
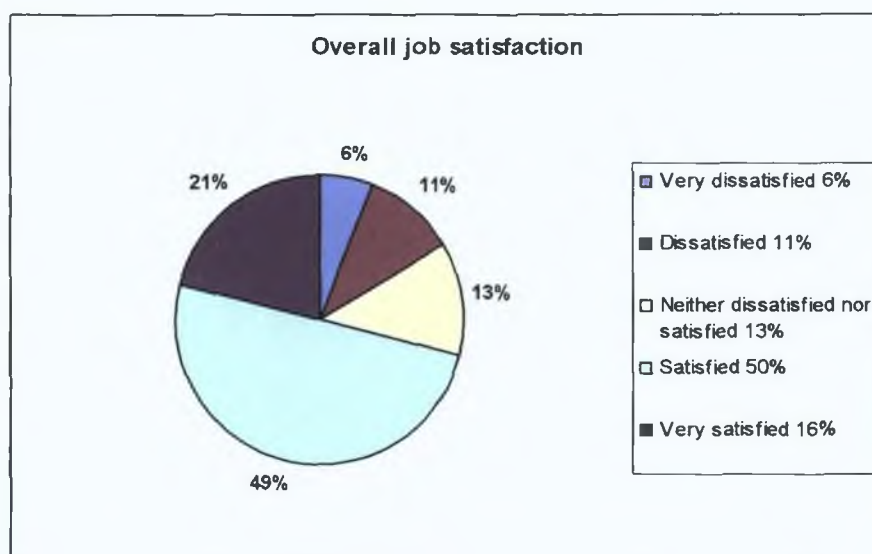
8.2.1   Involvement v job satisfaction

Almost three fifths (58%) of employees can be described as the "Enchanted – Involved", that is, they feel interested and involved in the organization and are satisfied with their current jobs. This group displays high engagement levels and is most likely to be found in senior managers, station managers and train hosts. Conversely, the "Disenchanted –Uninvolved" 6% are those who have little interest or desire for involvement and who are dissatisfied in their jobs. This group shows low level of engagement and it is more likely to feature Drivers.

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Of interest is the untapped "Enchanted –Uninvolved" group (13%), who are

happy in their jobs but have a strong desire for greater involvement.

Chart 46   Senior management vision v individual support to achieve organisational objectives
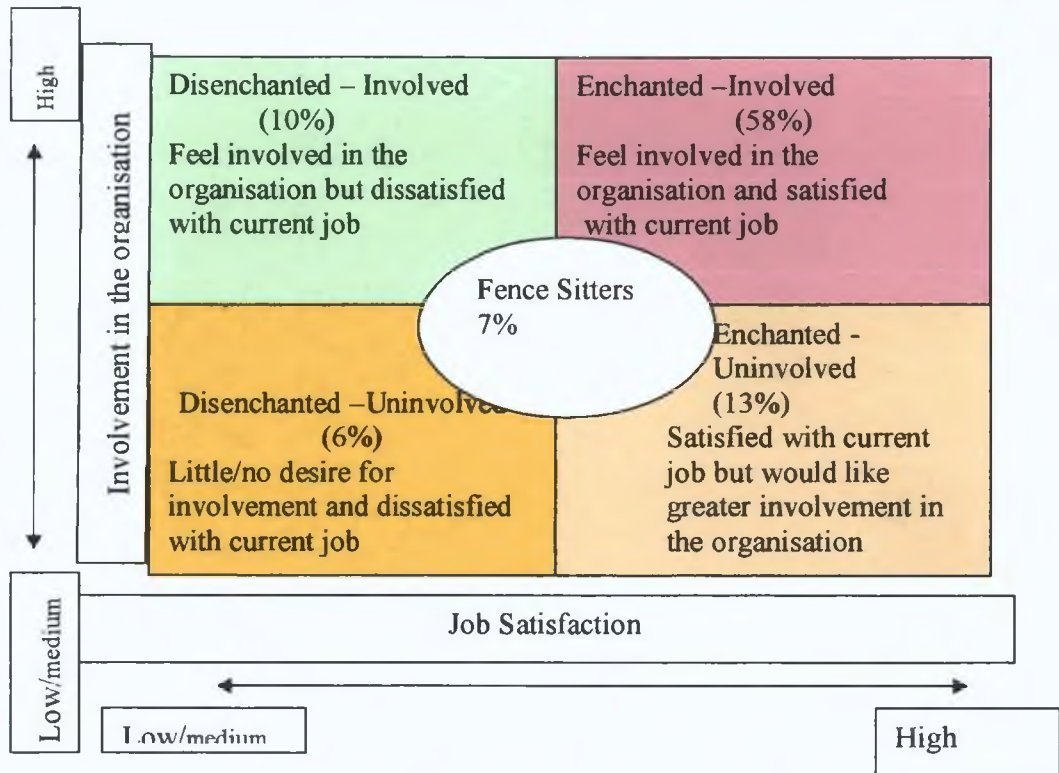
Note ; Fence sitters are those who are neither dissatisfied nor satisfied with job and would like to

know what's going on and would like to get more involved.

Key Finding

Employees who are more satisfied with their work overall are more engaged.

Further analysis of the data to measure levels of satisfaction with particular

aspects of work (see Chart 46.1 to 46.4)) there are some very important findings.

Chart 46.1 to 46.4   Job Satisfaction

46.1

Job Satisfaction1

Bar chart showing % on vertical axis (0% to 100%) and "Questions on job satisfaction" on horizontal axis. Legend: Dissatisfied, Satisfied.

- Overall, how satisfied or dissatisfied would you say you are with your current job?: 16% / 71%
- The physical working conditions: 27% / 68%
- The freedom to choose your own method of working: 19% / 64%
- Relations with your fellow workers: 3% / 92%

46.2   Job Satisfaction 2

Job satisfation 2

Bar chart showing % on vertical axis (0% to 80%) and "Questions on job satisfaction" on horizontal axis. Legend: Dissatisfied, Satisfied.

- Overall, how satisfied or dissatisfied would you say you are with your current job?: 16% / 71%
- The recognition you get for good work: 40% / 44%
- Your immediate boss: 28% / 58%
- The amount of responsibility you are given: 17% / 65%
- Your rate of pay: 43% / 39%

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46.3   Job Satisfaction 3

Job satisfaction 3

46.4   Job Satisfaction 4
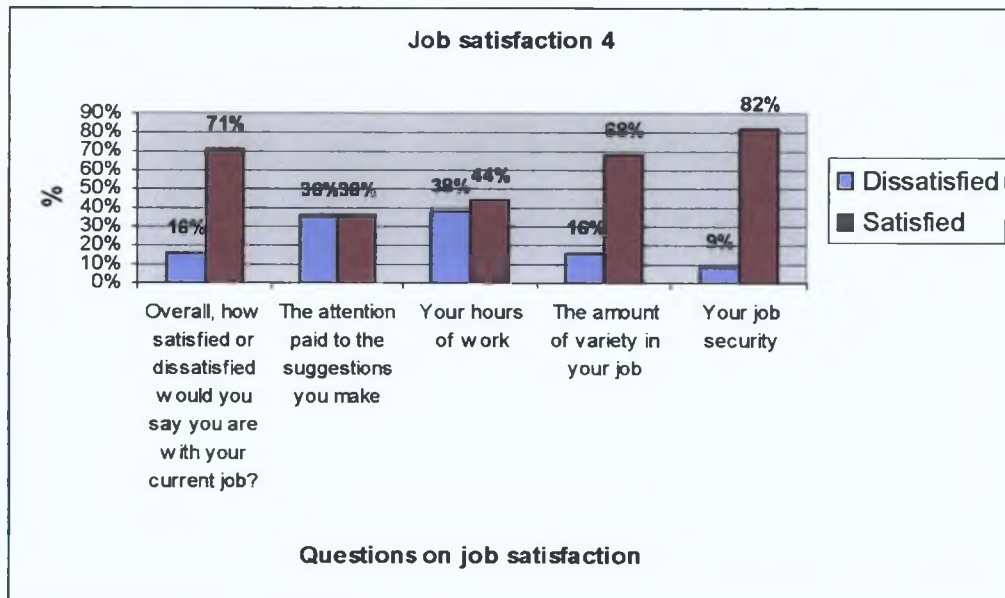
Job satisfaction 4

It can be seen here is that people currently derive most of their satisfaction from their relationship with their fellow workers (92%) and job security (82%), both

are above the overall average. Twelve of the fifteen items scored higher on the dissatisfaction scale than the average (16%) the top three dissatisfiers were rate of pay (43%), recognition for good work (40%) and hours of work (38%).

At least a third of respondents cited dissatisfaction in relations between them and their managers, attention paid to the suggestions they make, the way the S&W is managed and their opportunities to use their abilities. This last statistic indicates that there is a huge untapped potential in the workforce.

8.2.2   Managers v Non-managers

Overall managers tend to be more satisfied with most aspects of their work than non-managers. By separating out managers and non-managers (Chart 47) the responses become starker. While, a little over a quarter of managers (27%) are unhappy with the recognition they get for good work, the non-managers are much more unhappy clocking in at nearly half (45%).

While almost four fifths (79%) of managers are satisfied with their immediate boss less than half (48%) of the non-managers are satisfied. Managers are nearly twice as satisfied as non-managers are (70% v 38% respectively) in relation to opportunities to use their abilities. Managers are more than twice as satisfied as their staff (55% v 21% respectively) with both how the business is being managed and attention to being paid to suggestions being made.

The only areas where managers are more dissatisfied than non-managers is in relation to rate of pay (55% v 36% respectively) and hours of work (39% v 36% respectively).

Chart 47 Comparison Managers v non managers job satisfaction

Managers	Non managers		Non managers	Managers
Satisfied	Satisfied	Job satisfaction questions	Dissatisfied	Dissatisfied
73%	64%	The physical working conditions	32%	18%
76%	64%	The freedom to choose your own method of working	21%	9%
97%	89%	Relations with your fellow workers	5%	0%
58%	39%	The recognition you get for good work	45%	27%
79%	48%	Your immediate boss	33%	15%
79%	62%	The amount of responsibility you are given	18%	12%
30%	44%	Your rate of pay	36%	55%
70%	38%	Your opportunity to use your abilities	41%	15%
52%	38%	Relations between employees and managers	41%	27%
45%	30%	Your chances of promotion	44%	21%
55%	21%	The way Southern & Western Business Unit Iarnrod Eireann is managed	41%	12%
58%	27%	The attention paid to the suggestions you make	41%	21%
45%	47%	Your hours of work	36%	39%
85%	62%	The amount of variety in your job	20%	9%
82%	80%	Your job security	9%	9%

Key Findings

- At least a third of all respondents cited dissatisfaction in relations between them and their managers, attention paid to the suggestions they make, the way the S&W is managed and their opportunities to use their abilities.

- When non-managers are look at separately in relation to dissatisfaction the above figure rises to 41% on the same questions, namely attention

paid to the suggestions they make, the way the S&W is managed and their opportunities to use their abilities.

- Nearly half (45%) of non-managers are dissatisfied with the recognition they get for good work.

8.3 Experiences of Stress and Pressure

Levels of stress in the workplace are supposedly on the rise. It has been said that nearly 10% of the UK GNP is lost every year as a result of workplace stress (Arnold (2005) p 398). Almost two fifths of respondents (39%) say that their job in not at all stressful or only mildly stressful, but 23% report experiencing high level of stress. Interestingly, stress does not appear to be related to engagement.

Chart 48   Stressfulness of job all respondents

Stressfulness of job all respondents

Extremely stressful 3%
Not at all stressful 16%
Very stressful 20%
Mildly stressful 23%
Moderately stressful 38%

- ☐ Not at all stressful 16%
- ▣ Mildly stressful 23%
- ☐ Moderately stressful 38%
- ☐ Very stressful 20%
- ■ Extremely stressful 3%
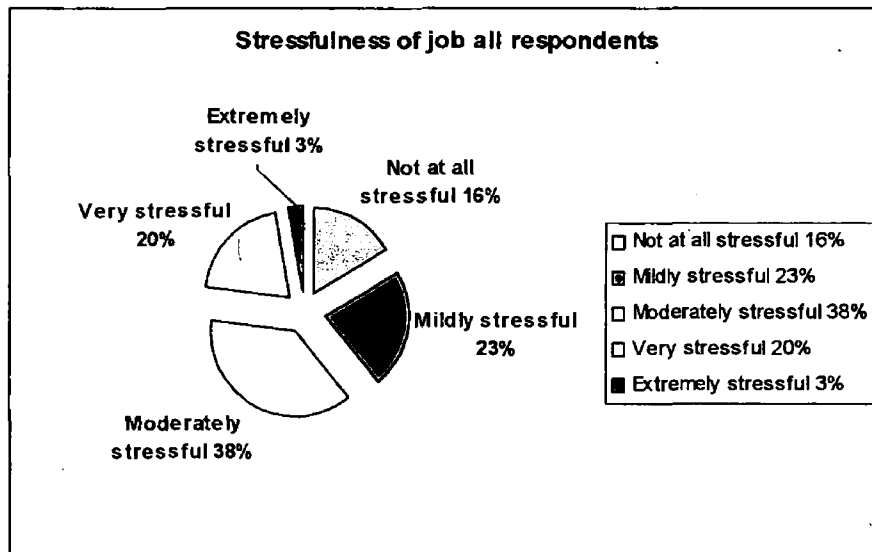
People were also asked how often they feel under excessive pressure in their jobs. The comparison between managers and non-managers is shown in (Chart 50). Nearly two fifths of managers (39%) say they feel very stressful

111

compared with 14% of non- managerial employees. In the manager group Station Managers and Station Controllers were the most likely to feel very stressful and of the non-managers the most likely to be in this category was Drivers. No manager said they were feeling extremely stressful but of the small number of non-managers feeling extremely stressful the majority were again Drivers.

Chart 49 Stressfulness managers v non-managers
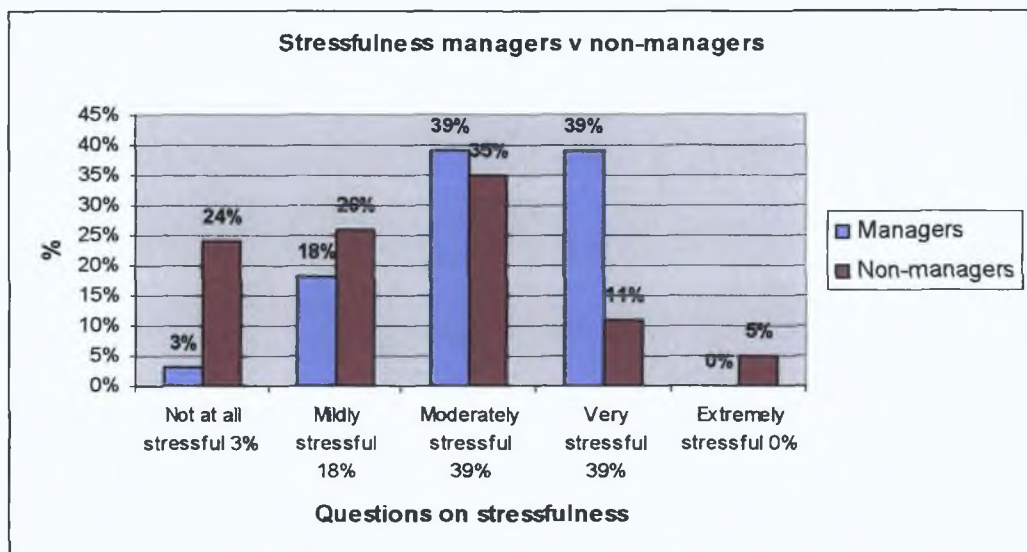
Chart 50   Time under excessive pressure
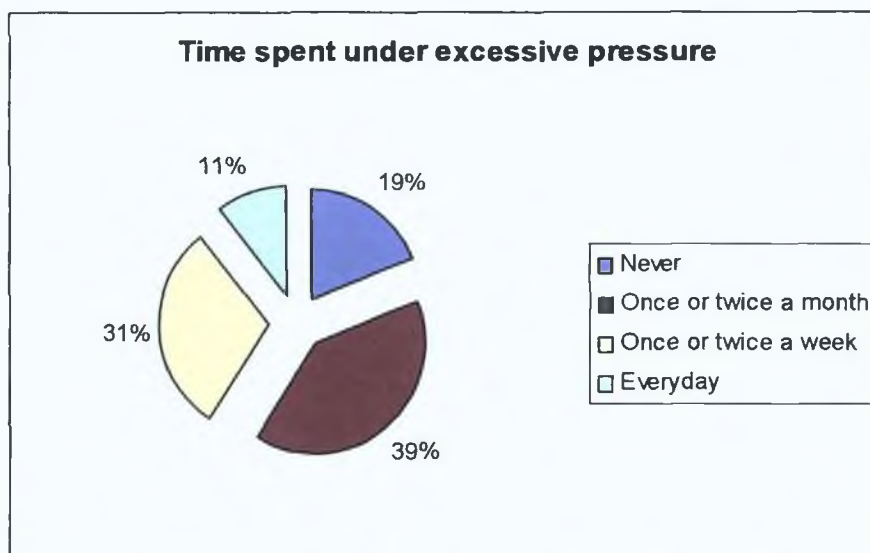
Another important factor is how much control people feel they have over their work. Perceived control has been shown to be critical psychological. People who feel that they are not in control of their work are more likely to experience stress. Increased autonomy increases control and can reduce work-related stress. Most employees (84%) report feeling a great deal of control or a fair amount of control over the way they do their work, while (6%) report having little or no control (see Chart 51). It is a surprise that there is no significant difference between managers and non-managers when a great deal and fair amount of control are added together (see Fig 14).

Chart 51   Control over the way the job is done

Control over the way the job is done

- A great deal of control 37%
- A fair amount of control 47%
- Not much control 10%
- Just a little control 3%
- No control 3%
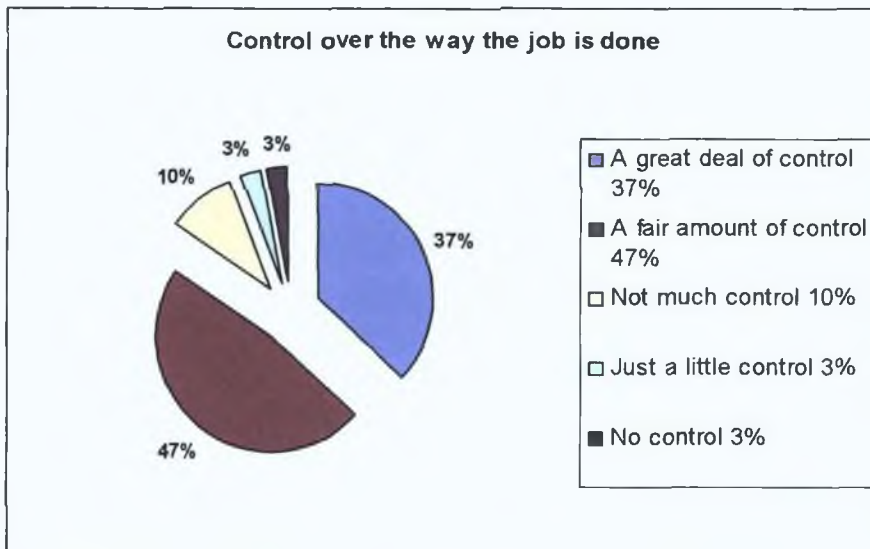
Fig 14 Control over job

How much control do you feel you have over the way you do your job?	Managers	Non-managers	All respondents
A great deal of control	21%	47%	37%
A fair amount of control	64%	39%	47%
Not much control	9%	8%	10%
Just a little control	6%	2%	3%
No control	6%	3%	3%
Great deal/fair amount of control	85%	86%	84%
Not much/just a little	15%	10%	13%

Key findings

- There is no relationship between levels of stress and engagement.

- Nearly a quarter of employees experience high levels of stress.

- Over 30% feel under excessive pressure once or twice a week and 31% feel under excessive pressure every day.

- There is no significant difference between managers and non-managers when a great deal and fair amount of control over the way the job is done are added together.

8.4 Emotional Responses to Work

Understanding emotions at work is important to understanding people's behaviour and is a critical element in performance management. In many jobs, people who feel positive about what they do are also engaged and able to perform to the best of their ability.

8.4.1 Looking forward to work

Respondents were asked how often they really look forward to coming to work, only 7% say "all of the time", while a further 19% say "some of the time" and 15% say they rarely or never look forward to coming to work (see Chart 52). The difference between managers and non-managers provides some insight underlying these figures (see Chart 53). Managers are more likely to look forward to work most of the time and less likely to, rarely look forward to coming to work.

Chart 52   Looking forward to work all respondents
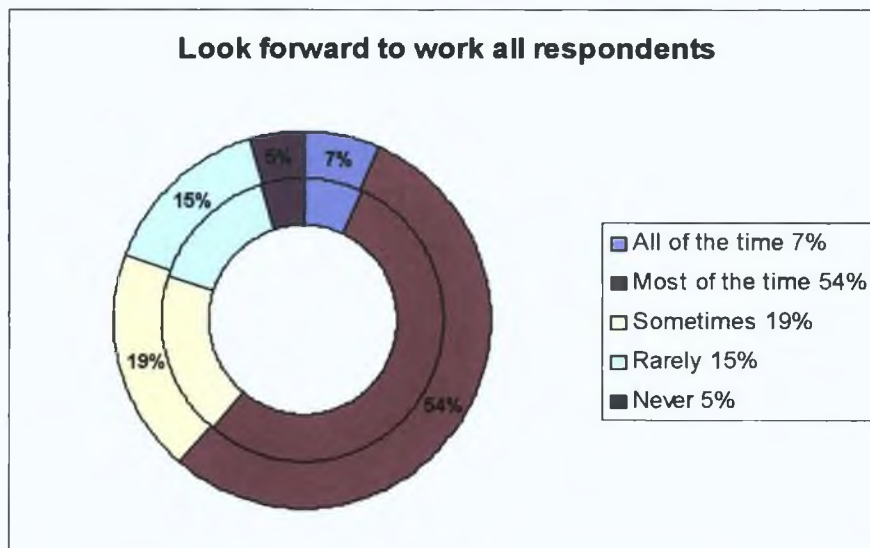
Chart 53   `Looking forward to work Managers v non-managers
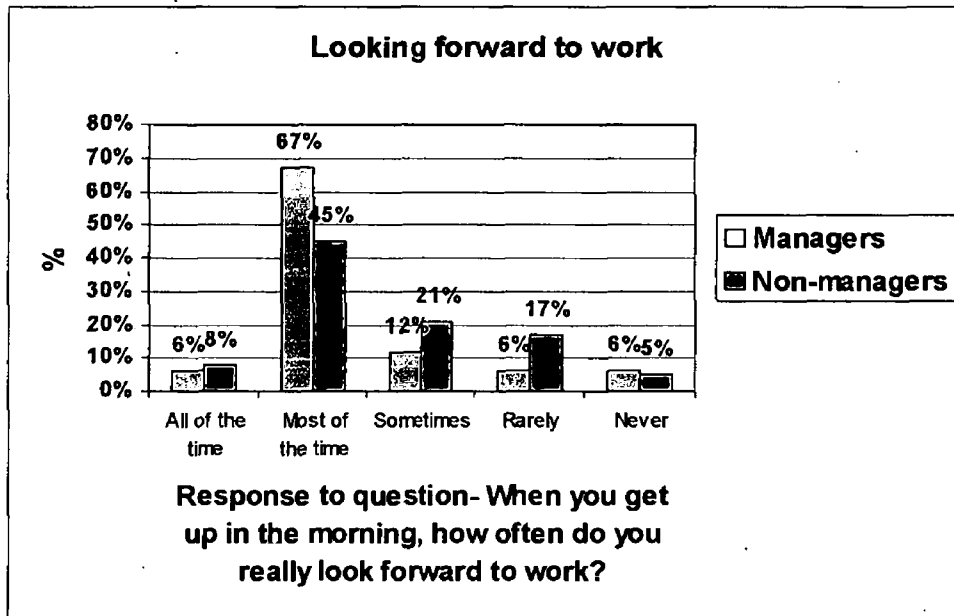
Over two fifths (44%) of respondents say that their work had not, or only

occasionally, made them feel enthusiastic over the previous few weeks. This is

of particular concern to the company as I have found that high levels of

enthusiasm are associated with high levels of engagement and performance (see

Chart 54).

While

8.4.2   Emotions experienced over the previous few weeks

Respondents were asked twelve questions about the emotions that they had

experienced over the previous few weeks at work. These items were averaged

to create two scales;

1.   The extent to which people feel depressed or enthusiastic

2.   The extent to which people feel anxious or content

3.   The respondents say that 40% of them are content with their work, and

44% enthusiastic about their work (see Chart 54). The scores in the CIPD

survey (2006) were 33% and 43% respectively.

Chart 54   Emotions towards work

Scales	All respondents	Never/occasionally	All/most of the time
Enthusiastic	Enthusiastic	44%	36%
Enthusiastic	Optimistic	44%	30%
Enthusiastic	Cheerful	39%	55%
Average		42%	40%
Content	Relaxed	63%	42%
Content	Calm	30%	43%
Content	Contented	36%	48%
Average		43%	44%
Anxious	Uneasy	82%	3%
Anxious	Gloomy	79%	6%
Anxious	Tense	65%	7%
Average		75%	5%
Depressed	Miserable	83%	2%
Depressed	Depressed	88%	4%
Depressed	Worried	78%	6%
Average		83%	4%

Over two fifths (44 %) of respondents say that their work, never, or only

occasionally, made them feel enthusiastic over the previous few weeks. This is

particularly concerning; given that I found that high levels of enthusiasm are

associated with high levels of engagement and performance.

While 76% of people report feeling interested and involved in the organisation,

and nearly a quarter (23%) do not feel either interested or involved (see Chart

55). Of the 76% reporting feeling interested and involved, 40% of those would

like to become more involved.

8.4.3   Views on working for Iarnrod Eireann

Chart 55   Views on working for Iarnrod Eireann
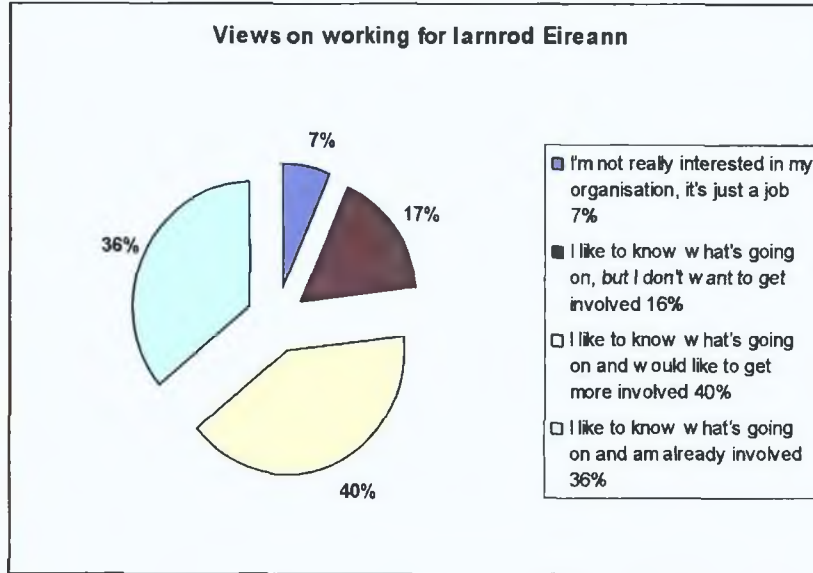
There are some differences worthy of comment 0% of managers and females

say that they are not really interested in my organisation its just a job. Therefore

all the respondents saying that they are not really interested in my organisation

it's just a job came from males in non-managerial positions.

Chart 56   Involvement

118
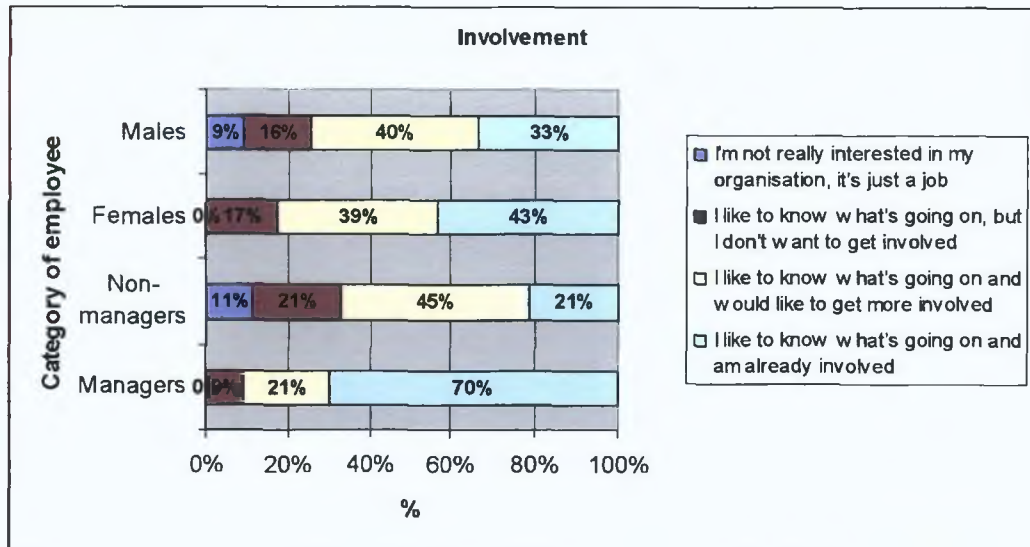
Key Findings

Only 7% of people look forward to coming to work all of the time, while 20% rarely or never do.

Nearly a quarter of respondents do not feel interested or involved in the organisation. A surprisingly low figure as the corresponding figure in the CIPD 2006 survey recorded nearly half for the same measurement.

No females or managers say that they are "not really interested in my organisation it's just a job".

8.5 Organisational Commitment and Loyalty

Previous studies in Iarnrod Eireann have shown that employees have more loyalty to their colleagues than to the company.

8.5.1 Loyalty

Compared with some other findings, those on loyalty are generally very positive. Levels of loyalty are high overall, but there are some interesting differences (see Chart 57)

Chart 57   Loyalty
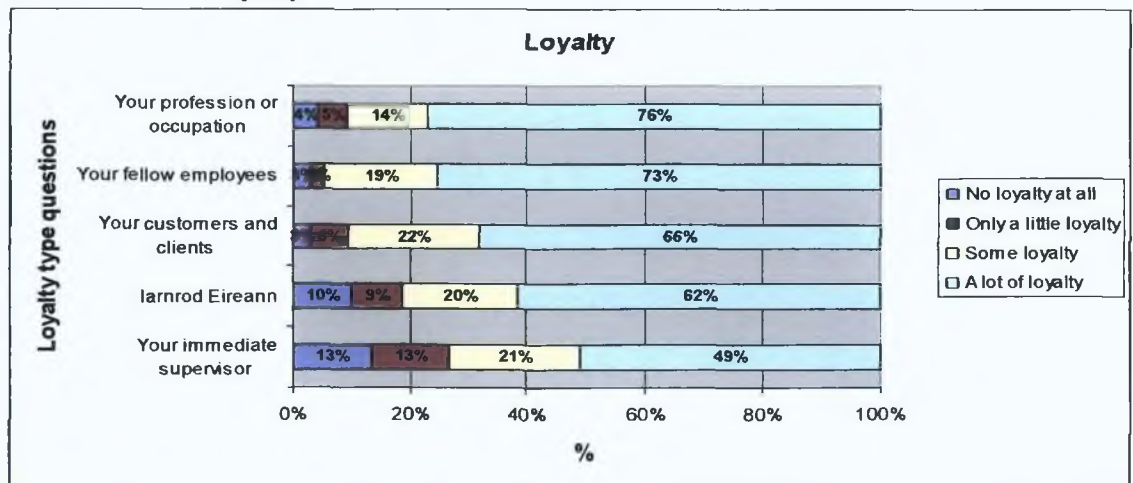
Most respondents (82%) feel some loyalty or a great deal of loyalty towards
Iamrod Eireann (This is a little higher that the recent CIPD (2006) survey where
the corresponding figure was 74%).   This response rate for managers is 97%
and 96% for females. Similarly, 78% of respondents are proud to work for
Iamrod Eireann.

Overall 90% of respondents feel some or a great deal of loyalty towards their
occupation or profession. Female respondents reported 100% on the same
question.

Some 70% of all respondents report some, or a great deal of loyalty towards
their immediate supervisor. This is particularly true of females (96%) and
managers (91%) however; males are at 70% (see Chart 58).

Chart 58   How much loyalty comparisons
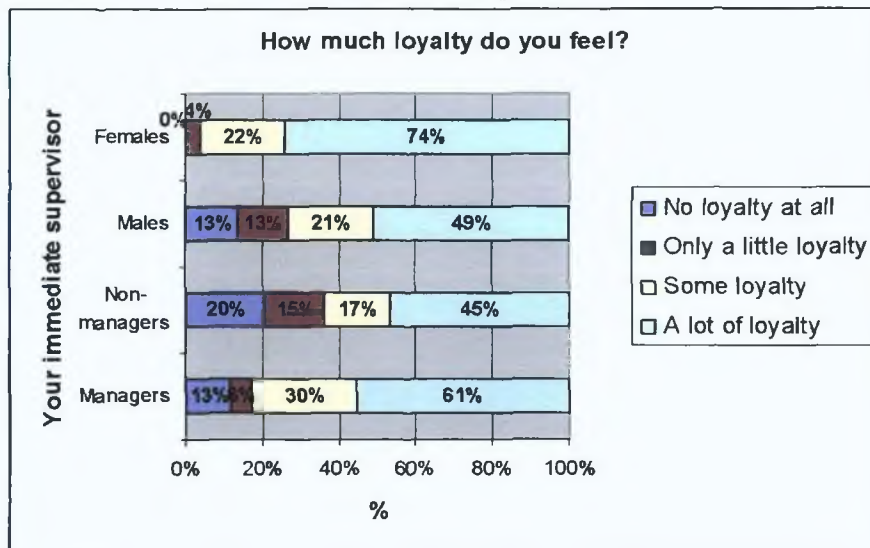
Eighty eight per cent report some, or a great deal of loyalty towards their customers and clients this is particularly true of women, over 55's, traffic staff and train hosts.

Chart 59   Loyalty to customers and clients

Some/a lot of loyalty to your customers and clients question

88% 100% 100% 96% 93% 67% 100% 74%

All respondents, Females, Over 55 years of age, Clerical/executives, Train Hosts, Station Controllers, Depot Controllers, DTE's, Traffic, Drivers

— Some/a lot of loyalty

Categories of employees
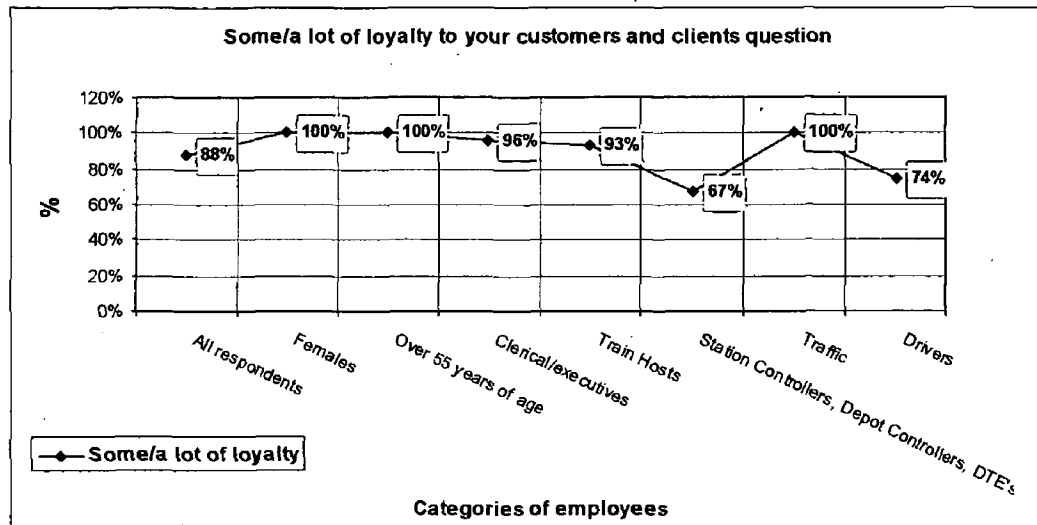
Drivers have the highest responses; for little or no loyalty to clients and customers at 30%.

The greatest degree of loyalty is towards co-workers; 91% say that they feel some or a great deal of loyalty toward their colleagues- and this is significantly truer of managers than non-managers. This finding is in line with the previous two CIPD surveys (2006) and (2004).

This reflects the findings reported earlier where more respondents say they are satisfied with their relations with co-workers than with any other aspect of their job.

8.5.2   Committed to helping Iarnrod Eireann achieve its objectives

Responses were sought from people as to whether they felt committed to helping Iarnrod Eireann achieve its objectives and aims.

People were asked whether they felt committed to helping Iarnrod Eireann achieve its objectives and aims; 75 % say that they do, only 5% disagreeing (see Chart 60). Managers feel more committed than non-managers; 88 % compared with 67 %.

Chart 60 Commitment to helping achieve objectives
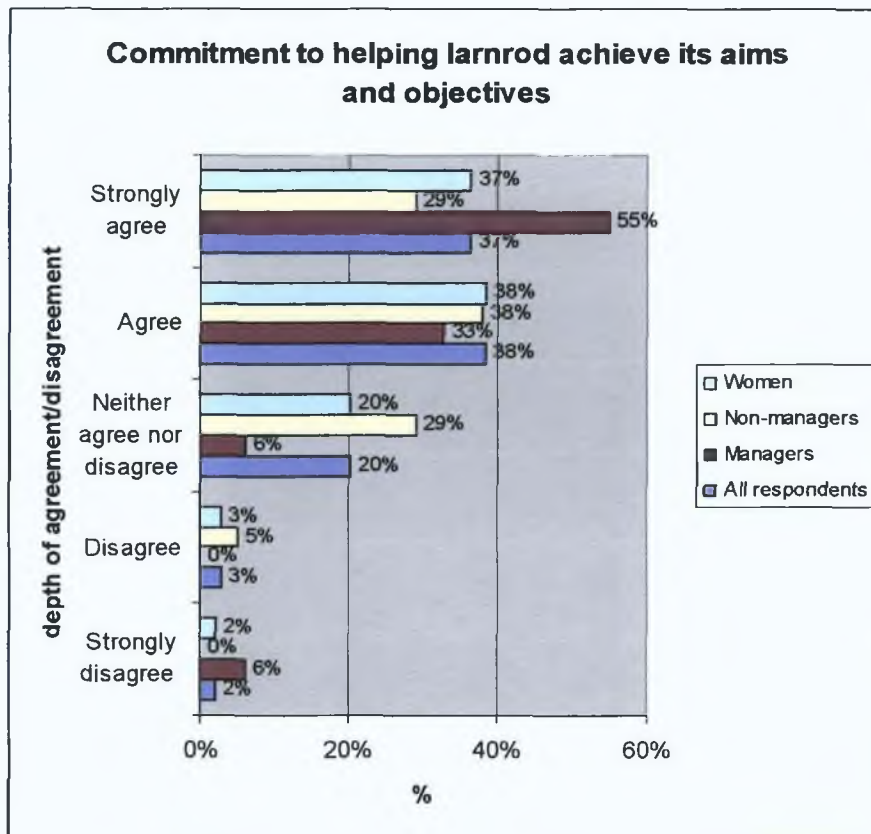
Key findings

- Over four fifths of respondents feel loyal towards Iarnrod Eireann.

- Eighty eight per cent report some, or a great deal of loyalty towards their customers and clients.

- Some 70% of all respondents report some, or a great deal of loyalty towards their immediate supervisor.

- Three quarters of respondents are committed to helping Iarnrod Eireann to achieve its objectives.

- Women are more satisfied with all aspects of their work than men.

The importance of positive attitude to work has been emphasised throughout this project. " *Evidence from research into emotions at work show that there are two significant influences on individual emotions; personality and environment, which interact. Some people tend to have a happy outlook on life that is resilient to the stresses of working life. Other people tend to have a negative view even in objectively good circumstances. However, most people need organisations to create a positive working environment to sustain their ability to work effectively*"CIPD (2006 p27).

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9 Introduction

Iarnrod Eireann needs to know what happens as a result of people's experiences at work in terms of whether they intend to quit the organisation, how well they are performing and the levels of absence due to illness. Prior research has shown that disaffected employees are more likely to quit and more likely to take sick leave than their more contented counterparts. The core topics examined were;

- Individual performance
- Intention to quit
- Sick absence

9.1 Individual performance

People were asked to rate their performance according to a number of criteria First they were asked whether they feel they have the knowledge they need to do their work to a high standard. The vast majority (88%) agree. This figure was 81% in the CIPD survey. They were then asked if the had the skills they need to do their jobs and a similar figure (85%) agree (this was 76% in the CIPD survey). When asked about the quality of their work and their performance in relation to their ability most agreed on both counts (see Chart 61).

Chart 61   Individual Performance

Please state the extent to which you agree or disagree with each of the following statements relating to your knowledge, skills and job performance
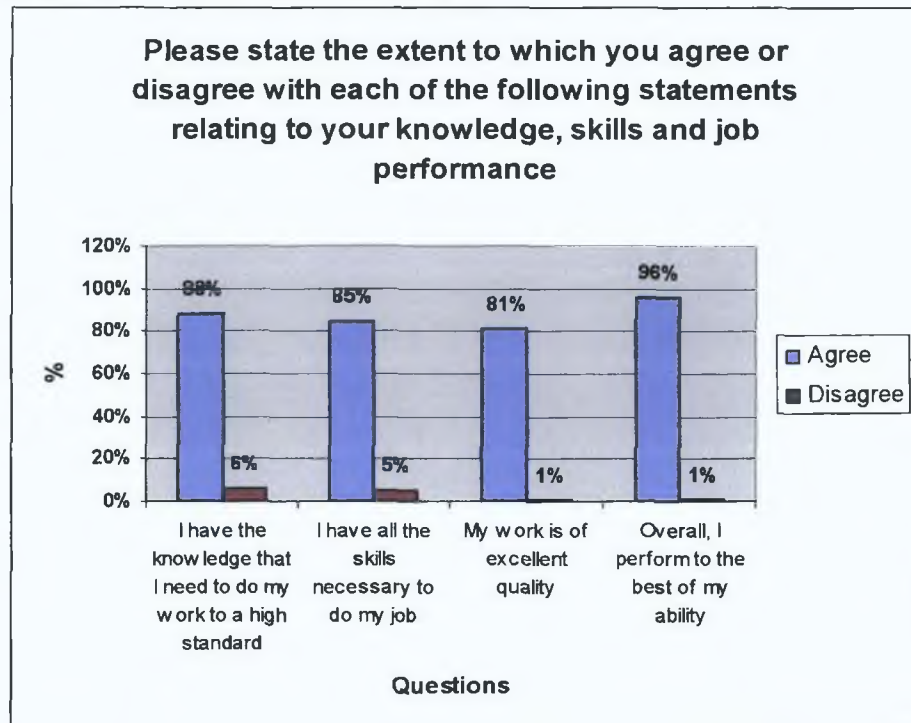
The performance chart below (62) shows that 86% of respondents consider their work performance to be the same to much higher than others. The implication of this report is that people do not have an accurate picture of their performance. This could be considered an issue in relation to a failing of honest feedback from line managers in relation their staff's performance. This was indicated as one of the drivers of engagement in Chapter 5.

Chart 62   Performance comparison

Overall, how do you think that your performance at work compares with others doing a similiar job?

- 🟦 My performance is much lower 0%
- ◼ My performance is lower 1%
- ▢ My performance is about the same as other people in a similar role 42%
- ▢ My performance is higher 13%
- ◼ My performance is much higher 13%
- 🟧 Don't know 12%
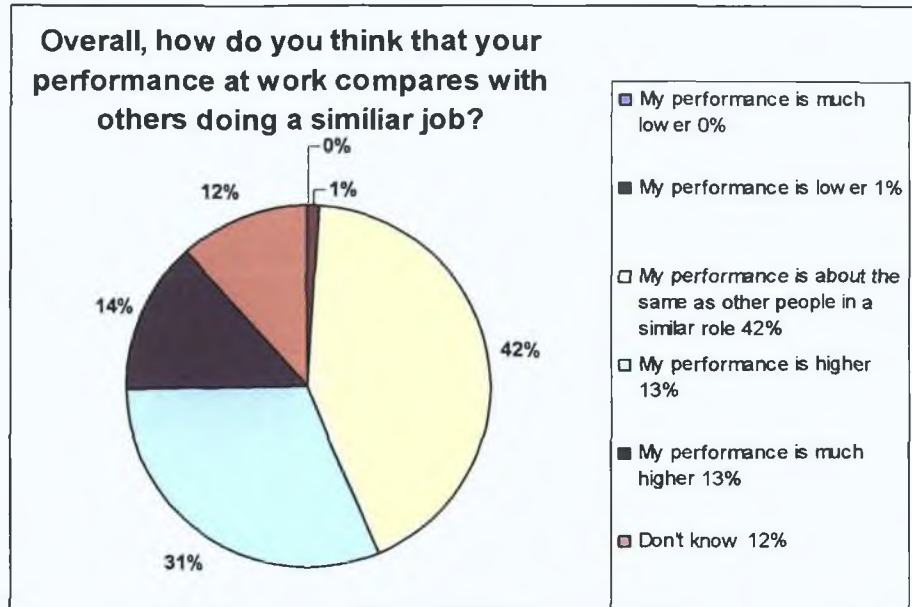
9.2   Intentions to quit

Some 84% of employees plan to remain within Iarnrod Eireann for the foreseeable future.

Chart 63   Intentions to stay

Do you plan to remain with Iarnrod Eireann for the foreseeable future?

- 🟦 Yes 84%
- ◼ No 3%
- ▢ Don't know 11%
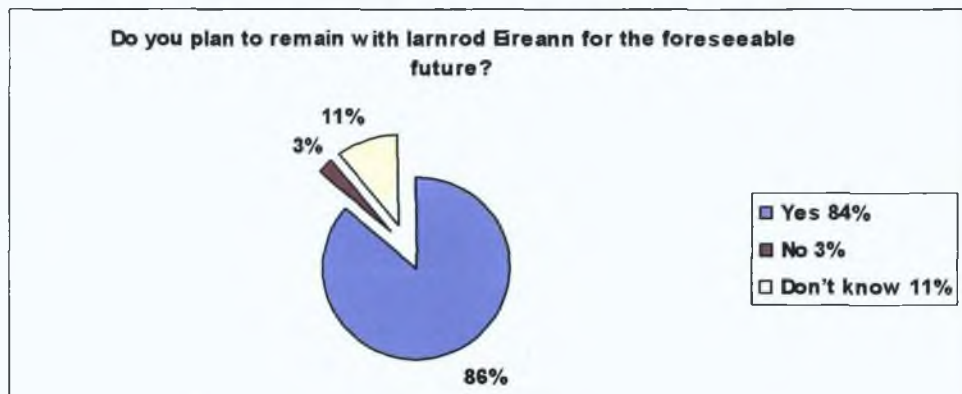
Only 6% are actively seeking outside employment

Chart 64   Consideration of exit

Have you ever thought about leaving this job;

6%

21%

43%

30%

- ▣ I have never even thought about leaving this job 43%

- ■ I have sometimes thought about leaving this job but have never done anything about it 30%

- ▢ I have looked around for other jobs 21%

- ▢ I am currently in the process in trying to leave this job 6%
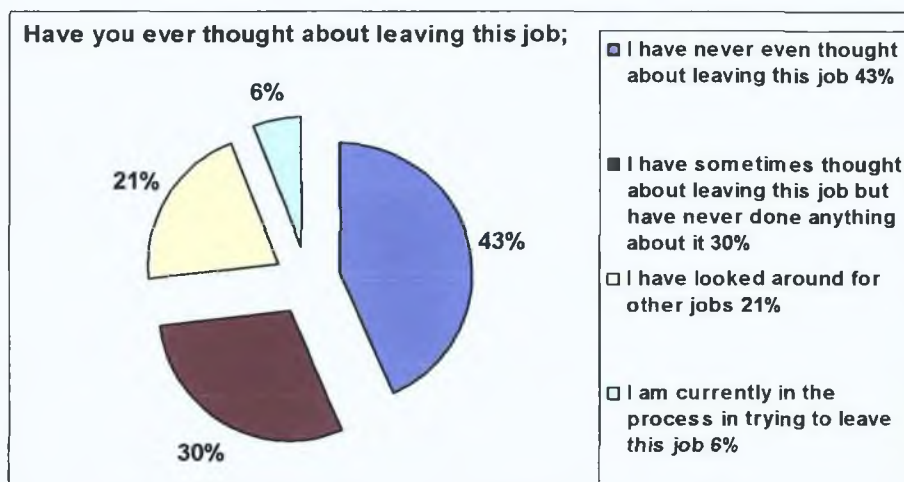
Over one third of employees hope to gain upward promotion and two fifths plan to remain in their current role. It would appear that 10% are probably seeking a transfer.

Chart 65   Future intentions

Within the next year, in your job, do you intend to;

13%

2%

10%

40%

35%

- ▣ Stay where you are in your current job 40%

- ■ Gain upward promotion to a higher level 35%

- ▢ Move to a position of similar responsibility in another area of your organisation 10%

- ▢ None of the above/other 2%

- ■ Don't know 13%

127
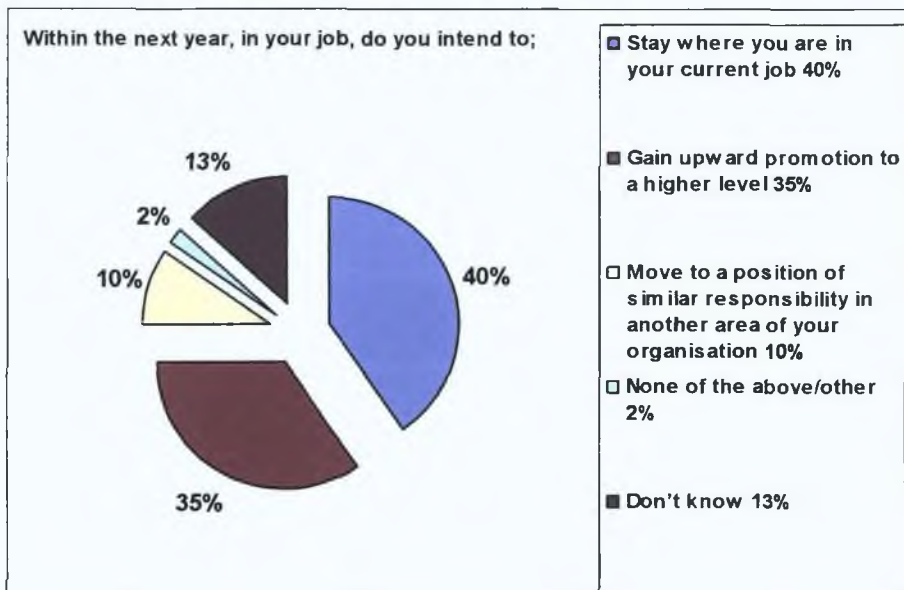
Of those who intend to move, the following chart shows the reasons in descending order of frequency of response. In the era of the celtic tiger and the pressures on the commuting working population this aspect does not appear to have impacted on Iarnrod Eireann employees. The top four responses appear to indicate promotion, job satisfaction promotion and flexible working hours.

Fig, 15   Reasons for leaving

If you intend to leave your job within the next year, what are your reasons?	%
To find a different job within your organisation	15%
Job satisfaction	11%
Opportunities for promotion	10%
More flexible working hours	10%
Better pay/benefits elsewhere	10%
To do a different type of work	4%
Other reason	4%
To find another similar job with a different organisation	3%
To return to (full time) study	2%
To retire	2%
To care for your children	2%
To be self-employed	2%
To care for other dependents	0%
Easier/shorter journey to work	0%

9.3   Sickness Absence

The majority of employees (82%) take under 6 days sick absence per annum, with 66% taking under 3 days per annum.

Chart 66   Sick leave taken in last year all respondents

How many days have you taken as sick leave in the past year?

3%
1%
0%
5%
8%
38%
17%
28%

0-1 day 38%
2-3 days 28%
4-5 days 16%
6-10 days 8%
11-15 days 5%
16-20 days 1%
21+ days 3%
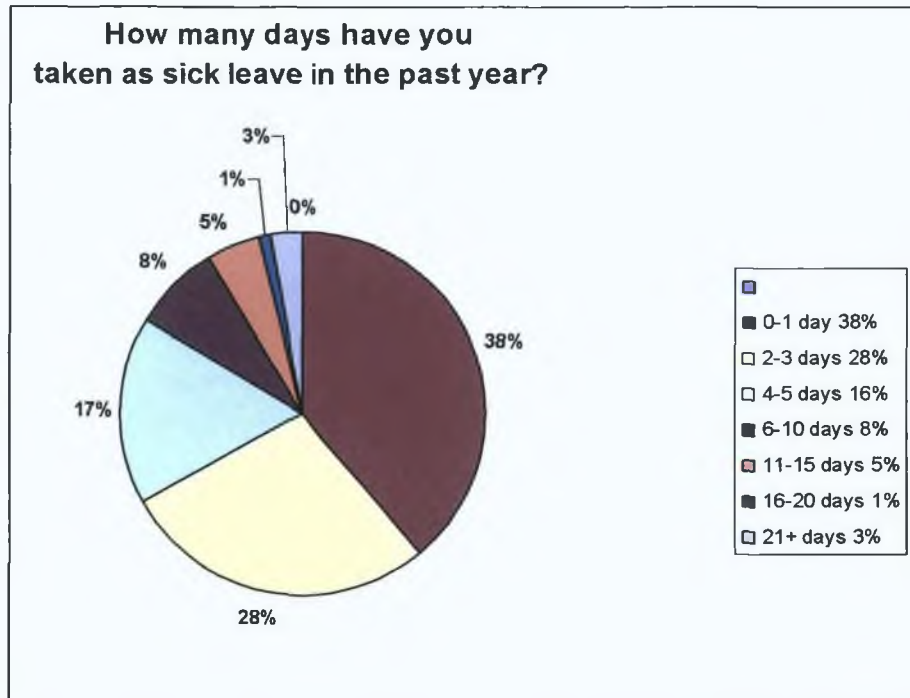
The average compared with the over 55 years of age group is worth considering as the older age who are more engaged than the average report a sick leave rate of 71% who take under 3 days sick days per annum. There is a significant difference at the zero to one day sick absence rate with the average being 38% compared to 57 % of the over 55 age group. This means that a lot more of the over 55's take a minimal amount of sick leave. This could indicate that levels of engagement are correlated to the taking of less sick leave.

Chart 67   Sick leave over 55's

Over 55 years of age

0%
0%
14%
14%
14%
0%
14%
58%

- 0-1 day 57%
- 2-3 days 14%
- 4-5 days 0%
- 6-10 days 14%
- 11-15 days 14%
- 16-20 days 0%
- 21+ days 0%
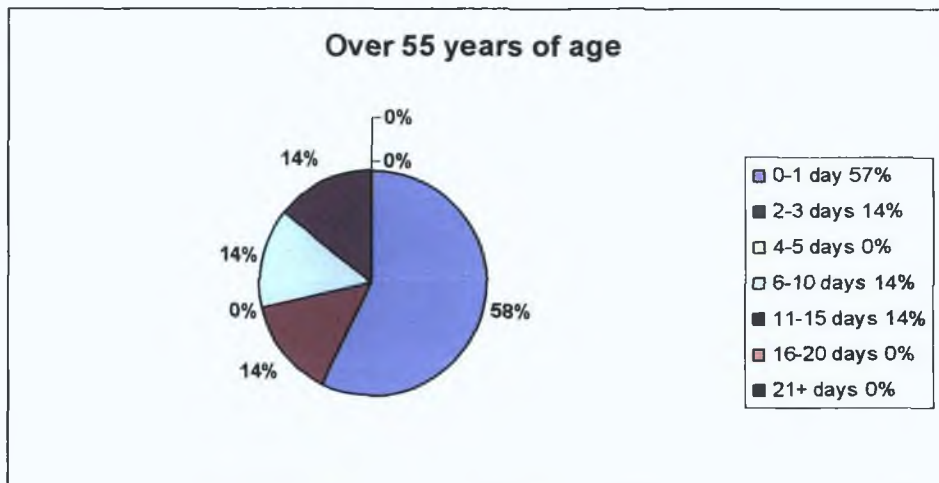
When the genders are compared in relation to sick absence there is no

significant difference between them. As females are more likely to be

engaged one would have expected to see a difference. Perhaps other

factors such as family responsibilities are impacting. At the four to

five days measure females are almost twice as likely to take a week off

sick but less likely than a male to take two weeks off.

Chart 68   Sick Absence by gender

Sick absence by gender

Number of days
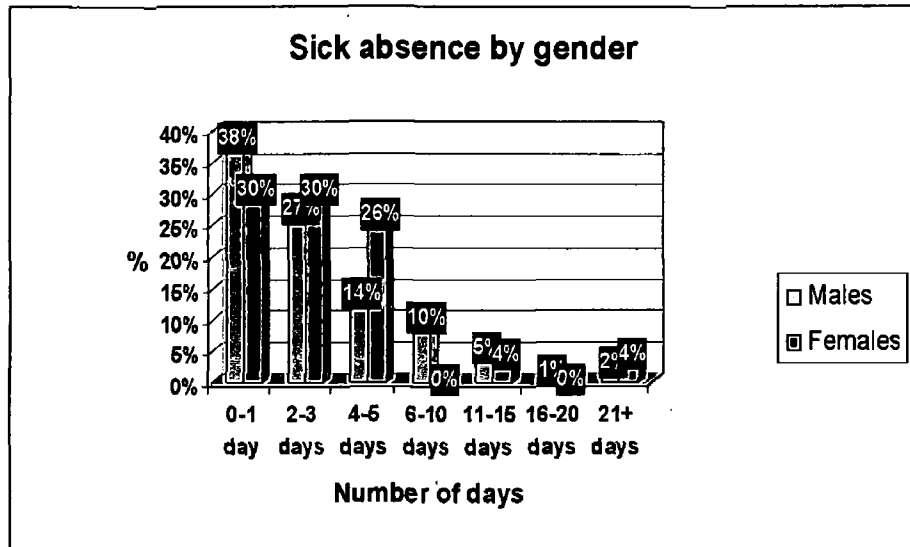
Station Managers are an engaged category and matched against the drivers they take

significantly less sick leave. Drivers are more likely to take a longer sick absence than

the average across all respondents.

Chart 69   Sick Absence Station Managers v Drivers

Average sick leave v Station Managers v Drivers

Number of days
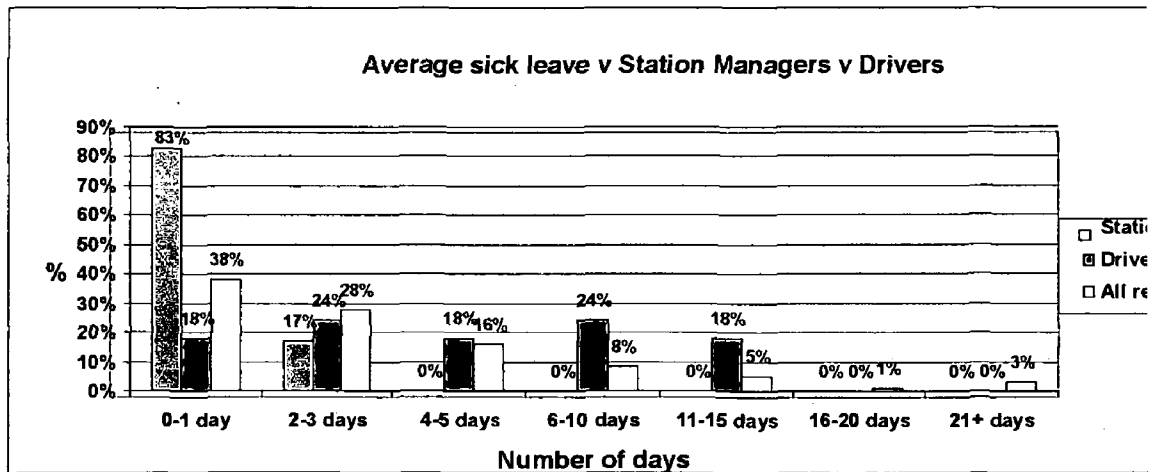
Key Findings

- The majority of people believe they have the knowledge and skills they need.
- Most people think they are performing well.
- Over 80% of current employees intend to remain with the company
- In the region of 40% of employees expect to be doing the same job next year, a further 10% expect to be doing the same job but in different location next year.
- The over 55 years take less sick leave than younger employees.
- Employees who take more sick leave are less engaged with their work.
- There is no link between sick leave and performance.

Chapter 10
Findings and Managerial Implications

10.1 Introduction

The findings of this study have important implications for managers in Iarnrod

Eireann. In this chapter, I wish to consider the overall findings of the survey,

and the key actions that managers can take to drive up the levels of engagement

and performance and improve employees' experiences of their working lives.

10.2 Model of Engagement

The model in Chart 70 shows the links between managerial behavior and

processes, engagement, performance and intentions to stay with the Iarnrod

Eireann. The factors included are those that emerged through regression

analysis as being the areas of managerial action most significantly related to

engagement levels. Aspects other than engagement, such as, job satisfaction,

age and job content are also strongly associated with engagement. Engagement

and people's choice of engaging and the levels of engagement they are prepared

to offer an organisation must be considered in a holistic and systemic context. It

cannot be demanded by management although management are responsible for

the largest component of it through their actions and words, other contributors

are the job itself and individual preferences.

10.3 Factors for consideration

Five factors that should be taken into consideration are those that have been

shown in Chapter 5 to be the drivers of engagement in Iarnrod Eireann. The

aspects of managerial actions required to foster engagement identified as a result

of the survey and analysis are the same at those identified by the CIPD 2006

except for item, the CIPD identified "feeling informed about what is going on"

but my analysis showed that in Iarnrod Eireann "support for colleagues who

have problems" to have a stronger association, albeit with physical engagement

rather that the other two aspects. Nonetheless, I would accept its validity on the

basis that the organisation has quite a family feel to it and very if not exceptional

strong loyalty towards other colleagues.

Chart 70   **Managerial action, engagement, performance**
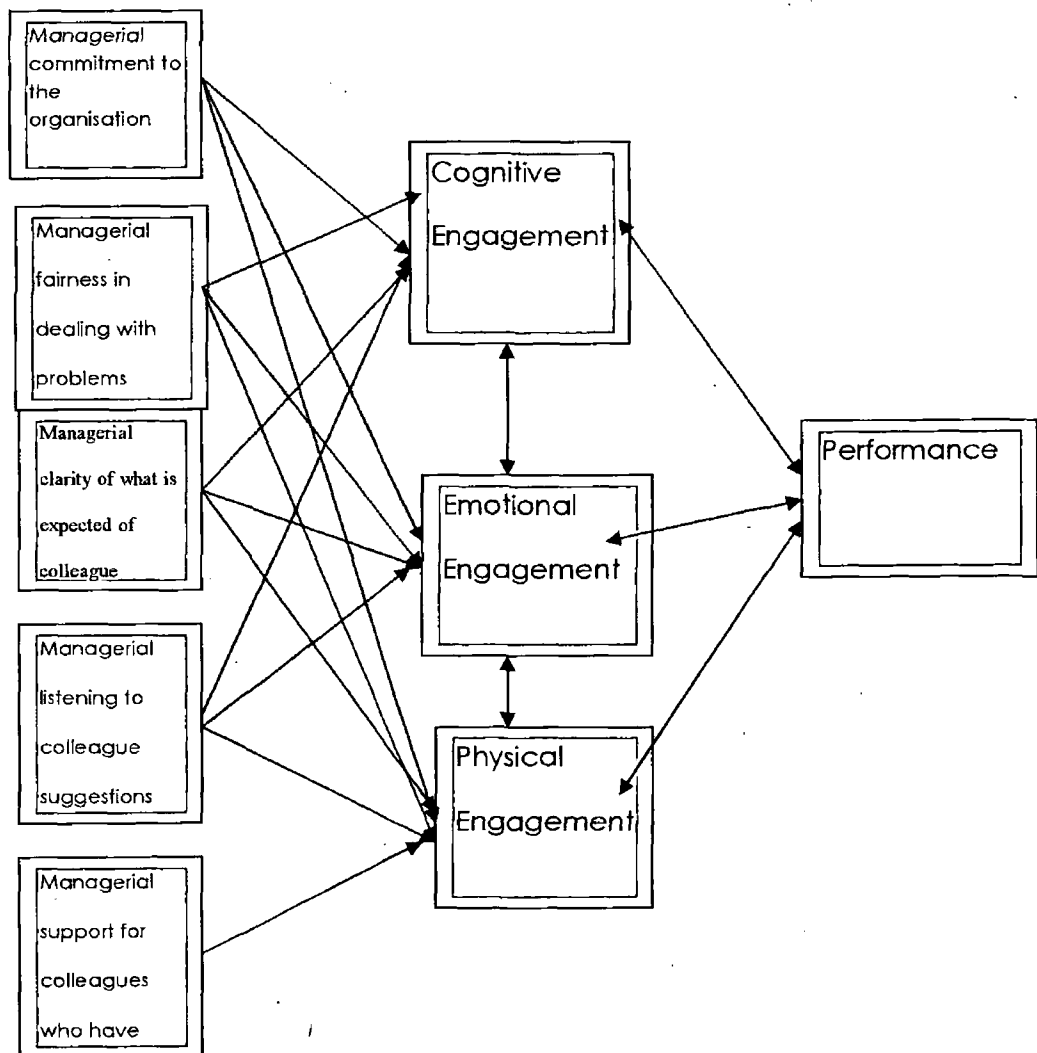
10.3.1 Factors when interpreting the model

Four factors should be taken into consideration when interpreting the model.

Firstly, the managerial factors shown in overall model above are those which I found to be significantly associated with engagement and performance. I did not consider the intention to stay, in the mode, as currently Iarnrod Eireann does not have a history or current issue with turnover.

Secondly, the relationships between managerial actions/factors and the outcomes of engagement and performance are represented by arrows. The arrows show direct associations. Some of the factors notably managerial commitment to the organisation, fairness in dealing with problems, clarity of expectations and upward feedback (listening to suggestions) are directly linked with all factors of engagement. Support for colleagues by management is directly linked to physical engagement but is directly linked to the respondents that responded favorably to quality of work and reported higher performance that others. Commitment to the organisation by managers has a direct link through all the engagement factors to performance, the other have a direct link to engagement and thus influence performance through engagement.

Thirdly, each of the factors included in analysis should be considered as the sum of the factors given that a holistic and systemic view of the organisation needs to be taken. In other words, the concept of ripple factor should be kept in mind when any interventions are being considered. It is the range of processes and practices that should be considered. For example if one was considering the factor of upward feedback, the whole range of possibilities in relation to communication strategy should be considered in the context of the culture and

the increasing of managerial responsiveness in its totality. Clarity of expectations as an intervention and considered in its totality would encompass the honest feedback to poor performers. Being treated fairly has the strongest association with employee engagement in this overall model.

Finally, individuals differ as we have seen throughout this survey and the relationship between managerial processes, engagement that leads to performance will vary according to the individuals' personality and environmental factors the organisation will not have control over.

10.4   Gender

The analysis has thrown up differences between the genders. There appears to me many more factors with strong association for females than for males. This would indicate that females have a wider selection of drivers than men. For example when is one looks at Chart 71 below where comparison is drawn between male and female respondents who reported having higher than average performance and higher quality of work that other colleagues. The chart shows that females are slightly more engaged overall (even if the difference is slight amongst the self reported high performers). Females appear to be more emotionally involved in that they report more depth of feeling in the questions "get more absorbed"," time passes quicker", "exited when performing well" and "their own feelings being affected when performing well". Males score higher in one of the questions "emotional attachment".

Chart 71   Gender Differences engaged responses to all engagement questions by self reporting high performers
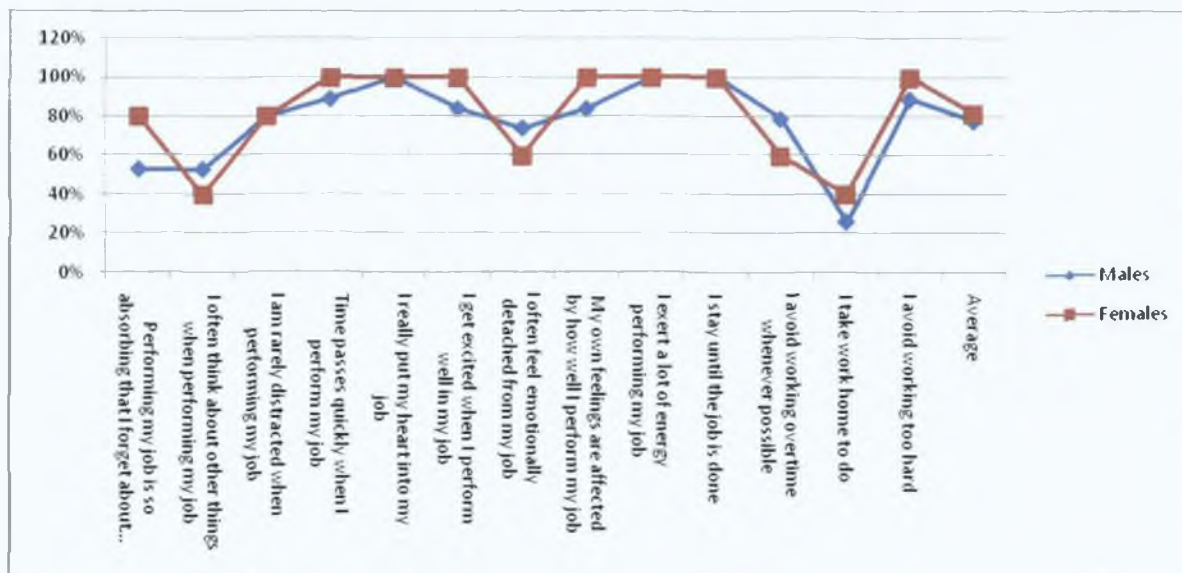
The difference in drivers for female high performers from the overall findings is the making them feel that their work counts is a driver. I would therefore suggest that this should be included by managers in their drivers of engagement, it also gives added weight to the driver of "support if I have a problem". Senior management treating employees with respect is a female engagement driver. This is an important issue in what is a male dominated business with potential for macho tendencies.

Fig 15   Engagement Drivers Females

The senior management team of Southern & Western Business Unit Iarnrod Eireann treat employees with respect.	100
Makes me feel my work counts	100
Is supportive if I have a problem	100
Listens if I have a suggestion to make	100
Treats me fairly	100
Is committed to Southern & Western Business Unit Iarnrod Eireann	100

10.5   Managers and non-managers

There are several differences between managers and non-managers. In general managers are focused on the behaviour of peers and leaders. The commitment of their manager is critical and consultation on matters of importance and listening to suggestions is an engagement driver of managers' performance.

Fig 16   **Engagement drivers for managers**

	Pearson's correlation .922889472
Managers	
Is committed to Southern & Western Business Unit Iarnrod Eireann	
Listens if I have a suggestion to make	
Is supportive if I have a problem	
Treats me fairly	
Consults me on matters of importance to me	

Non-managers have a different focus and are more concerned with processes of managerial actions.

Fig 17   **Engagement drivers for non-managers**

Correlation with all 0.939656134	Non Managers
Correlation with Emotional	
0.97236291	Is committed to Southern & Western Business Unit Iarnrod Eireann
Correlation with cognitive	Treats me fairly
0.897625197	Gives you feedback on how I am performing
Correlation with physical	Makes clear what is expected of me
0.90932076	Is supportive if I have a problem

Managerial commitment to the organisation, feedback, clarity of expectations, being treated fairly and support if problem arises are most important drivers of engagement.

The performance of non-managers is associated with performance and the perceived commitment of managers to the organisation.

Managerial commitment is an important driver across all groups as a driver of engagement and performance.

10.6   Grade Categories

The most engaged group is the newly created grade of Train Host. These colleagues were recruited to deliver customer service on board the new fleet on the Cork/Dublin route. This is good news for the company. The competency based selection process included a customer service personality questionnaire for the majority of the successful colleagues. The driving grade has disappointingly recorded the lowest engagement scores. This cause for concern as low engagement can be associated with accidents.

Chart 72   Average engagement across grade categories
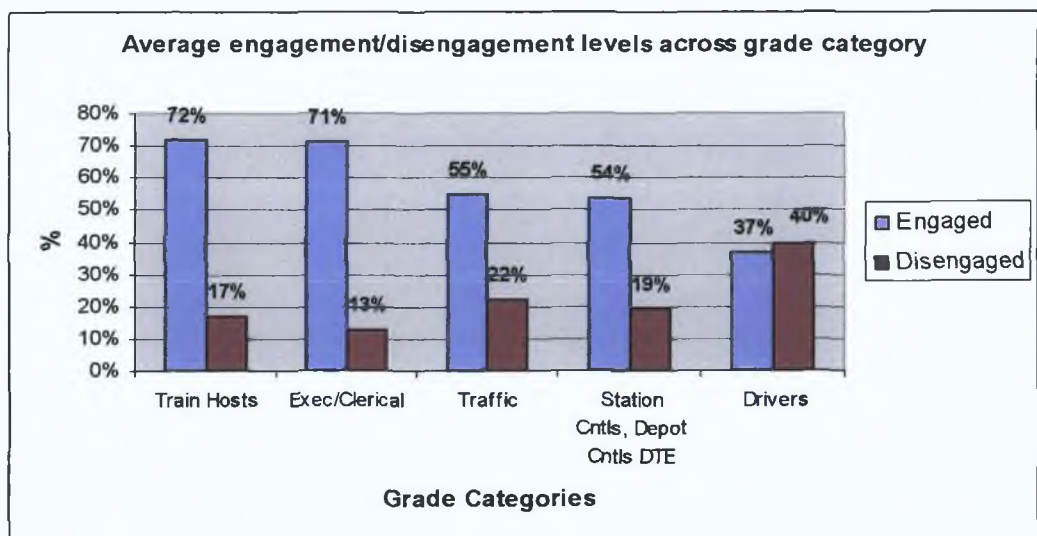
I have re- analysed the engagement driver specifically for the self reported high performers in both the Train Host and Driver grades and can confirm that the

engagement drivers are identical, namely clarity of what is expected, supportive if they have a problem, fair treatment, and the manager being committed to Iarnrod Eireann.

10.8 Train Hosts drivers of engagement in order of strength

The main drivers of engagement for one of the top engaged categories are; Clarity of what is expected, support if they have problems, fairness in treatment both personally, and in relation to problems and commitment of manager to organization.

10.9 Train Driver, drivers of engagement in order of strength

Commitment of the manager to the organisation, confidence of fair treatment if they have a problem at work, personally being treated fairly, clarity of what is expected of them and support if they have a problem.

Key Findings

- Employee engagement is strongly linked to individual performance levels, not withstanding that there is a tendency of over reporting of higher performance.

- Commitment to the organisation by immediate manager is the key driver of engagement.

- Opportunities for upward feedback is a critical driver of engagement that appears to be absent in those who are reporting low engagement levels.

- Clarity of expectations as a driver is closely associated with the engagement driver of upward feedback.

- Having fair and just management process for dealing with problems is important in driving up engagement levels.

- Supportive line management is a driver especially for colleagues encountering problems.

- Different categories of colleagues are influenced by different combinations of factors and managers need to consider carefully what is most important to their own staff, beyond the finding of this report. This project while identifying that there are different drivers for different grade categories set out a starting list for managers to encourage engagement from their direct reports.

10.10   Managerial Issues

Additional to the general issues surrounding engagement, many other issues have emerged through this study as being significant to managers, particularly those who wish to drive up engagement levels as an aid to performance and delivery of customer service. It was unfortunate that flexible working could not be explored in this project as there were so few on these arrangements. This is despite a quarter of respondents saying that they do get support in this area and one of the drivers of engagement is support if problems are encountered.

10.11   Findings - Working Life

Two fifths of employees (40%) are saying that they do not achieve the correct work life balance.

Chart 73   All respondents to work life balance questions
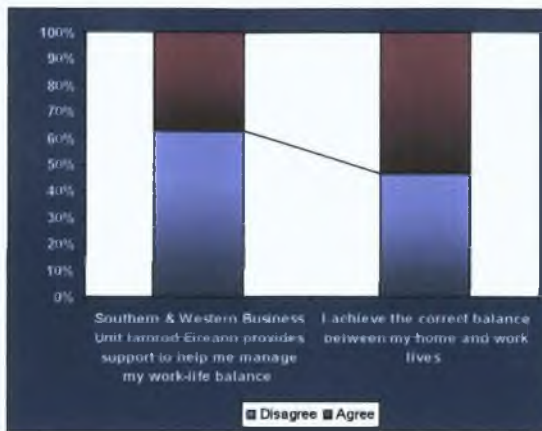
Work life balance is important to all employees, especially an organisation with a culture of working long hours. Those who are often neglected are men, managers. Working long working is detrimental to health and does not lead to higher performance (CIPD 2006).

- More important than pay is whether the content of the job is meaningful to the individual. All highly engaged colleagues scored high on this factor. Managers may need to consider job fit whenever possible.

- Bullying and harassment is worrying prevalent in the organisation, this leads to poor performance, negative psychological states of mind, poor performance. There is an urgent need to address the human and systemic failures that may foster a climate where bullying and harassment is accepted.

- Only 7% of people look forward to coming to work all of the time, while 20% rarely or never do.

- Nearly a quarter of respondents do not feel interested or involved in the organisation. A surprisingly low figure as the corresponding figure in the CIPD (2006) survey recorded nearly half for the same measurement.

- No females say that they are "not really interested in my organisation its just a job".

- Over four fifths of respondents feel loyal towards Iarnrod Eireann

- Eighty eight per cent of respondents report some, or a great deal of loyalty towards their customers and clients

- Some 70% of all respondents report some, or a great deal of loyalty towards their immediate supervisor.

- Three quarters of respondents are committed to helping Iarnrod Eireann to achieve its objectives

- Women are more satisfied with all aspects of their work than men

- Over four fifths of the Station Manager grades record dissatisfaction with their pay rate. This grade was the most dissatisfied of all categories across that dimension.

- Over a quarter of respondents reported being bullied or harassed.

- Racial harassment deserves a comment that, while very low, the number of respondents describing themselves as being of different ethnicity was correspondingly low. This has potential to be an area for concern.

10.12   Findings - Management, Leadership and Communication

- There is a lack of attention being paid to training and development needs and in the long run this is likely to have a detrimental effective on performance.

- Notwithstanding this, current levels of responses in relation to colleagues having sufficient training knowledge and ability to the job is quite high. One would feel that value for the training and focus on development would enhance delivery of service.

- Employees should receive feedback on their performance on a regular basis if they are to understand what is expected of them and how to improve; this is a current weakness for the organisation. People need to feel that their work counts in order to perform well.

- The ability to consult and inform are critical managerial skills that require more development for a substantial proportion of managers as 41% of employees report that they are dissatisfied with the way the business is being run.

- A significant minority of colleagues has a very low opinion of their senior managers and perceives them to be untrustworthy; this is likely to be related to visibility, communication and involvement in the

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workplace, there is an opportunity for senior management to make a difference by strengthening employee involvement practices.

- Over half (58%) of employees say that their manager rarely/never gives them feedback on how they are performing.

- Some 53% of employees say that their manager rarely/never discusses their training or development needs with them.

- Almost four fifths (79%) of employees say that their manager is always/usually committed to the S&W business unit.

- Those employees in the traffic non managerial grades are more negative across the emotional engagement drivers than the average (excluding senior managers).

10.13   Findings - Attitudes to Work

- There is a virtuous circle of people who feel positively about their organisation, feeling more engaged.

- Some 13% of employees are the "Enchanted – Uninvolved" plus another 7% who are fence sitters. This means that one five are an untapped resource.

- Four fifths of the respondents (80%) say that the work they do is worthwhile with only 6% disagreeing with this statement.

- The agree scores across all the meaningfulness questions were higher than that reported in the CIPD survey (2006) by at least 10% in all cases.

- In all cases the managers scored more positively than non-managers in relation to the questions on the meaningfulness of their work.

- One third of employees are dissatisfied with the opportunities to use their abilities, this implies that managers are missing the chance to enhance performance.

- While there is no relationship between levels of stress and engagement, nearly a quarter of employees experience high levels of stress and over 30% feel under excessive pressure one or twice a week and 31% feel under excessive pressure every day

- There is no significant difference between managers and non-managers when a great deal and fair amount of control over the way the job is done are added together.

- At least a third of all respondents cited dissatisfaction in relations between them and their managers, attention paid to the suggestions they make, the way the S&W is managed and their opportunities to use their abilities.

- When non-managers are look at separately in relation to dissatisfaction the above figure rises to 41% on the same questions, namely attention paid to the suggestions they make, the way the S&W is managed and their opportunities to use their abilities.

- Nearly half (45%) of non-managers are dissatisfied with the recognition they get for good work.

- Employees who are more satisfied with their work overall, are more engaged.

10.14   Findings – Engagement (see also key findings above)

Overall, the survey, responses reflect an interaction between individual engagement with work and the nature of the work itself. Some jobs are more likely to demand a high level of attention, for example managerial jobs, and they are more also more likely to attract people interested in cognitively demanding work. It is surprising to note that Train Hosts are more cognitively engaged than Drivers or managers.

Emotional engagement is closely related to the other aspects of emotions that have been measured in this survey. Feeling emotionally engaged with work runs parallel with other positive perceptions of work and the organisational environment, and other aspects of engagement. Effective individual and organisational management of the relationships and processes that increase positive emotions could also raise levels of engagement and performance.

- Over three fifths of employees are emotionally engaged with their work.

- Train Hosts are more cognitively engaged than Drivers or managers

- Over three quarters of respondents are physically engaged with their work and almost one third are disengaged

- Older employees are more engaged than younger employees.

- Younger employees are less likely to demonstrate physical engagement

- There is no difference on age grounds in emotional engagement

- Some 53% of respondents report being cognitively engaged; 26% say they are not cognitively engaged, the lowest level of the three engagement scales

- Females are more engaged than males especially in the emotional engagement dimension and it is this dimension that is most closely related to performance.

- The 17% that are actively engaged with the company could be classified as true believers and advocates for the company

- The 8% that report being actively disengaged can be classed as the disaffected and would contain the consistent 3% that are truly active in being negative and working against their colleagues and the company.

10.15 Findings and Outcomes

- The majority of people believe they have the knowledge and skills they need.

- Most people think they are performing well.

- Over 80% of current employees intend to remain with the company

- In the region of 40% of employees expect to be doing the same job next year, a further 10% expect to be doing the same job but in different location next year.

- The over 55 years take less sick leave than younger employees.

- Employees who take more sick leave are less engaged with their work.

- There is no link between sick leave and performance.

Engagement is an area that essentially concerns itself with the emotions and even the spirituality of individuals; it's easy to dismiss it as another fluffy 'people' initiative. But the idea of employee engagement shouldn't be written off as just another HR fad with its concomitant metrics and bureaucracy. Neither should it be viewed as a quick fix. This idea is much bigger than that, because it relates to the core of a business — its values, culture and way of managing. Changing that is a tall order. In the long term — the path to engagement is a marathon, not a sprint — a truly engaged company is likely to be a 'great' one.

Employee engagement can be considered as cognitive, emotional and behavioural (physical). Cognitive engagement refers to employees' beliefs about the company, its leaders and the workplace culture. The emotional aspect is how employees feel about the company, the leaders and their colleagues, that is why there is such a strong connection to the managerial influences to emotional engagement and as it is closest to performance it is therefore most critical. The behavioural factor is the value-added component reflected in the amount of effort employees put into their work (e.g., brainpower, extra time and energy).

Mayo, Hertzberg were on the right path and the search for engagement and component metrics is building on their seminal works. The fact that engagement has been broken down into component parts is critical point as it

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the recognition that employees cannot be forced to be engaged. Engagement and its association with increased performance and thus increased chances of improving competitive advantage through bespoke interventions is in my view a win- win. Employees need to be enticed to demonstrate the desired behaviours they cannot be forced and engagement theories highlight the bespoke aspect. This in turn adds weight to the benefits of encouraging movement towards a culture that defies imitation as the interventions to encourage engagement are based on what your current staff is saying. This in turn reduces the possibility of imitation. A great company to work for will be endeavouring to foster the factors that are shown improve engagement. The hankering after the metric for insertion on the balance sheet is still some distance away probably due to the time lag between interventions and unfortunately the economic view that labour is a cost not an asset.

It was disappointing that the engagement scores were lower than the CIPD (2006) study particularly on the actively engaged. However, to be able to say that 60% of your colleagues are actively or moderately engaged is still a good news story and there are a least a further one fifth of the workforce up for grabs. Management factors can make or break engagement levels and this is where the company needs to focus attention, they themselves are already more engaged than the average employee. A key driver for their staff was to see them demonstrate their own commitment to the company.

It was pleasing to see that the Train Hosts scored very well on engagement and sadly not pleased to be proven correct in relation to the Driving grade. Train

drivers are selected through assessment that require the candidates to be very

rules oriented and I think this may be impacting on their ability to be more

engaged as they are perfectionists at heart. In line with previous theorists pay

was not a motivator (harking back to Hetzberg) it is a satisfier once a person is

satisfied it no longer motivates. The Station Managers were a classic example

of this – (they have one of the highest overtime bills in the company and on

average earn up to another half on their salary in overtime payments) perhaps

their view of the salary level is based on comparison and status may be more

an issue (the value the company places on you is demonstrated by the salary

level not by the amount of overtime).

Those who are engaged appear overall to have a happier outlook on life

although not all were very high scorers on the "how do you feel questions". It

was good news to see that colleagues were anxious to talk and make

suggestions to their line managers as this is one path to innovation and it has

been identified as an engagement driver.

It is hoped that this project adds a body of knowledge that managers in the S &

W might usefully use as part of their tool kit to manage and drive forward

engagement in their colleagues, so that as a company world class customer

service standards can attained.

This was journey that at times made me happy when I would come across a

batch of respondents and you knew form the first and second page of the

questionnaire that the chances were that they were going to be one of the

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enchanted engaged and made me very sad when I could see that a managers

behaviour or having experienced bullying could turn what had been a possible

star into a disengaged person.

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Chapter 12
Recommendations for Further Research

The area of Human Capital Management is attempting to devise metrics for the people input component that can be reflected on both internal and external financial returns. It is in essence an attempt to measure the contribution of people component. It is now agreed that it is the people component and contribution that makes the unique contribution to the business that cannot be copied and thus gives organisations the edge over their competitors, a good examples is the Southwest Airlines and Seers cases. The CIPD is currently researching into this aspect of devising metrics on behalf of the government in the UK.

Following from this current study the next piece of research required is to accurately measure the engagement drivers as recommend by Bassi and McMurrer (2007) to gauge the readiness of the managers for leadership practices, specifically those related to managerial communication, inclusiveness, supervisory skills, executive skills, leadership development, and succession planning systems.

By necessity this study was of breadth rather than depth as it tried to encompass the whole experience of work in Iarnrod Eireann. It is a complex area as it encompasses the whole of the working experience of the individual employee and the myriad of interactions.

One limitation of the study is that the data came from a cross-sectional population that used a self-report survey instrument. A structured in depth questionnaire may be most appropriate in further studies to follow up on any concerted interventions.

Managers could usefully use organisational selection devices such as a 'realistic job preview' to not only obtain better work role fit, but to also expose future employees to potential co-workers to help improve fit with co-workers and their norms.

It was beyond this study to ascertain the impact of the strong culture with a view to identifying any barriers to engagement that may be counterintuitive, especially in relation the bullying and harassment identified.

A follow up study should be completed on a regular basis to gain the metrics required to prove improvement in engagement from a number of perspectives. Firstly, there is a need to value the drivers identified so it can be calculated what level is the optimum for your organisation and the category of staff. An example would be to place a standard for Train Hosts at say 4 and measure all against this. Secondly, performance reviews can highlight to the individual gaps between them and the standard required and encourage through interventions and encouragement to increase those below the standard for the job. This initiative could value each individual and then measure the

cumulative contribution of people to the bottom line through engagement interventions. There is no point in actioning interventions that are nice to do but do not ultimately contribute to the bottom line.

Over time the drivers of engagement that have been identified will change and the business will need to refocus its activities to match. This is ongoing not a one off exercise if it is to be of value. This means that continuous research will be required.

The developing a structured plan for managers that would target methods for them to improve employee perceptions by developing supportive, trustworthy relations with their staff. Specifically, it could develop a performance plan that would ensure that they encourage employees to develop new skills, participate in decisions, treat employees fairly, be consistent in their actions, demonstrate integrity between their words and actions, use open communication and demonstrate genuine concern for employees.

The development of survey instruments that align with business goals and pay particular emphasis on action plans. A why, what, when, approach to implementation could be devised and qualitative research into the process and delivery of the findings would be valuable. This would through some light on why so many surveys lie on shelves.

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Appendix 1

Dear Colleague

I am currently studying for Masters Degree in Human Resources. In order to successfully finish my course I have to complete a thesis. The subject matter I have chosen is to measure how engaged are my colleagues working in the railway (specifically the Southern & Western Business Unit). The railway has a great history of its dedicated people and people coming from "railway families". This should give us the edge over other companies in how we perform. I want to compare my results against other surveys on the same topic. I am presuming that we are more engaged in our work than they are. The other area I am examining is to see if there are any differences between Grades and gender in their level of engagement. I am presuming that those frontline colleagues dealing with the public every day are more engaged than those who do not normally deal with the public. I may be wrong and the survey results should show this one way or the other. Just X the boxes accurately. The first answer that comes into your head is usually the most heartfelt and honest.

You are possibly sick and tired of getting surveys but please just one more time. The more replies I get the more valuable the results will be and the more analysis I can do, so I am depending on you.

I would be most grateful if you could complete the questionnaire and return it to me in the attached pre addressed envelope as soon as possible as I am working to a very tight deadline. It takes about 11 minutes to complete.

Some of the questions are sensitive but I can assure you that all replies will be kept under lock and key by me and I can guarantee that nobody other than me will have access. Once I am finished I will destroy the documentation and I am guaranteeing that no individual will be identifiable in any of the results.

However, if you wish to put your name at the end of the questionnaire I will forward you a personal copy of my findings.

Thank you in anticipation of your co-operation.

Louise Morgan
Footplate Offices
Heuston Station
Dublin 8.

ABOUT YOUR WORKING LIFE		
Q1	**When you get up in the morning, how often do you really look forward to work?**	
	All of the time	
	Most of the time	
	Sometimes	
	Rarely	
	Never	
Q2 a	**Thinking about the past few weeks, how much of the time has your job made you feel each of the following?**	
	Tense	
	Never	
	Occasionally	
	Some of the time	
	Most of the time	
	All of the time	
Q2 b	**Thinking about the past few weeks, how much of the time has your job made you feel each of the following?**	
	Miserable	
	Never	
	Occasionally	
	Some of the time	
	Most of the time	
	All of the time	
Q2 c	**Thinking about the past few weeks, how much of the time has your job made you feel each of the following?**	
	Depressed	
	Never	
	Occasionally	
	Some of the time	
	Most of the time	
	All of the time	
Q2 d	**Thinking about the past few weeks, how much of the time has your job made you feel each of the following?**	
	Optimistic	
	Never	
	Occasionally	
	Some of the time	
	Most of the time	
	All of the time	
Q2 e	**Thinking about the past few weeks, how much of the time has your job made you feel each of the following?**	
	Calm	
	Never	
	Occasionally	
	Some of the time	
	Most of the time	
	All of the time	

Q2 f	**Thinking about the past few weeks, how much of the time has your job made you feel each of the following?**	
	Relaxed	
	Never	
	Occasionally	
	Some of the time	
	Most of the time	
	All of the time	
Q2 g	**Thinking about the past few weeks, how much of the time has your job made you feel each of the following?**	
	Worried	
	Never	
	Occasionally	
	Some of the time	
	Most of the time	
	All of the time	
Q2 h	**Thinking about the past few weeks, how much of the time has your job made you feel each of the following?**	
	Enthusiastic	
	Never	
	Occasionally	
	Some of the time	
	Most of the time	
	All of the time	
Q2 i	**Thinking about the past few weeks, how much of the time has your job made you feel each of the following?**	
	Uneasy	
	Never	
	Occasionally	
	Some of the time	
	Most of the time	
	All of the time	
Q2 j	**Thinking about the past few weeks, how much of the time has your job made you feel each of the following?**	
	Contented	
	Never	
	Occasionally	
	Some of the time	
	Most of the time	
	All of the time	
Q2 k	**Thinking about the past few weeks, how much of the time has your job made you feel each of the following?**	
	Gloomy	
	Never	
	Occasionally	
	Some of the time	
	Most of the time	
	All of the time	

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Q2 l	Thinking about the past few weeks, how much of the time has your job made you feel each of the following?	
	Cheerful	
	Never	
	Occasionally	
	Some of the time	
	Most of the time	
	All of the time	
Q3 a	Please state the extent to which you agree, or disagree with each of the following statements about your work:	
	The work I do on my job is very important to me	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q3 b	Please state the extent to which you agree, or disagree with each of the following statements about your work:	
	My job activities are personally meaningful to me	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q3 c	Please tell us the extent to which you agree, or disagree with each of the following statements about your work:	
	The work I do on my job is worthwhile	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q3 d	Please tell us the extent to which you agree, or disagree with each of the following statements about your work:	
	My job activities are significant to me	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q3 e	Please tell us the extent to which you agree, or disagree with each of the following statements about your work:	
	The work I do on my job is meaningful to me	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	

Q3 f	**Please tell us the extent to which you agree, or disagree with each of the following statements about your work:**	
	I feel that the work I do on my job is valuable	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
YOUR EMPLOYER		
Q4	**Now please talk about Iarnrod Eireann.**	
	How would you speak of this organisation as an employer to people outside the organisation?	
	I would speak highly of my organisation without being asked	
	I would speak highly of my organisation if asked	
	I would be neutral towards my organisation	
	I would be critical of my organisation if asked	
	I would be critical of my organisation without being asked	
Q5	**Are you proud to tell people who you work for? Would you say you are ...?**	
	Very proud indeed	
	Quite proud	
	Not very proud	
	Not at all proud	
Q6	**Which of these statements best describes your views on working for Iarnrod Eireann?**	
	I'm not really interested in my organisation, it's just a job	
	I like to know what's going on, but I don't want to get involved	
	I like to know what's going on and would like to get more involved	
	I like to know what's going on and am already involved	
Q7	**To what extent do you agree or disagree that you are committed to helping Iarnrod Eireann achieve its objectives and aims?**	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q8 a	**How much loyalty would you say you feel towards:**	
	Your profession or occupation	
	No loyalty at all	
	Only a little loyalty	
	Some loyalty	
	A lot of loyalty	
	Don't know	
Q8 b	**How much loyalty would you say you feel towards:**	
	Iarnrod Eireann	
	No loyalty at all	
	Only a little loyalty	
	Some loyalty	
	A lot of loyalty	
	Don't know	

Q8 c	How much loyalty would you say you feel towards:	
	Your immediate supervisor	
	No loyalty at all	
	Only a little loyalty	
	Some loyalty	
	A lot of loyalty	
	Don't know	
Q8 d	How much loyalty would you say you feel towards:	
	Your fellow employees	
	No loyalty at all	
	Only a little loyalty	
	Some loyalty	
	A lot of loyalty	
	Don't know	
Q8 e	How much loyalty would you say you feel towards:	
	Your customers and clients	
	No loyalty at all	
	Only a little loyalty	
	Some loyalty	
	A lot of loyalty	
	Don't know	
Q9 a	**To what extent do you agree or disagree with each of the following statements about Iarnrod Eireann?**	
	I would recommend Iarnrod Eireann to someone who seeks my advice about a job opportunity	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q9 b	**To what extent do you agree or disagree with each of the following statements about Iarnrod Eireann?**	
	I would encourage my friends and relatives to do business with Iarnrod Eireann	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
YOUR JOB		
Q10 a	**To what extent do you agree, or disagree with each of these statements about your job?**	
	Performing my job is so absorbing that I forget about everything else	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	

Q10 b	**To what extent do you agree, or disagree with each of these statements about your job?**	
	I often think about other things when performing my job	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q10 c	**To what extent do you agree, or disagree with each of these statements about your job?**	
	I am rarely distracted when performing my job	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q10 d	**To what extent do you agree, or disagree with each of these statements about your job?**	
	Time passes quickly when I perform my job	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q10 e	**To what extent do you agree, or disagree with each of these statements about your job?**	
	I really put my heart into my job	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q10 f	**To what extent do you agree, or disagree with each of these statements about your job?**	
	I get excited when I perform well in my job	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q10 g	**To what extent do you agree, or disagree with each of these statements about your job?**	
	I often feel emotionally detached from my job	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	

Q10 h

To what extent do you agree, or disagree with each of these statements about your job?	
My own feelings are affected by how well I perform my job	
Strongly disagree	
Disagree	
Neither agree nor disagree	
Agree	
Strongly agree	

Q10 i

To what extent do you agree, or disagree with each of these statements about your job?	
I exert a lot of energy performing my job	
Strongly disagree	
Disagree	
Neither agree nor disagree	
Agree	
Strongly agree	

Q10 j

To what extent do you agree, or disagree with each of these statements about your job?	
I stay until the job is done	
Strongly disagree	
Disagree	
Neither agree nor disagree	
Agree	
Strongly agree	

Q10 k

To what extent do you agree, or disagree with each of these statements about your job?	
I avoid working overtime whenever possible	
Strongly disagree	
Disagree	
Neither agree nor disagree	
Agree	
Strongly agree	

Q10 l

To what extent do you agree, or disagree with each of these statements about your job?	
I take work home to do	
Strongly disagree	
Disagree	
Neither agree nor disagree	
Agree	
Strongly agree	

Q10 m

To what extent do you agree, or disagree with each of these statements about your job?	
I avoid working too hard	
Strongly disagree	
Disagree	
Neither agree nor disagree	
Agree	
Strongly agree	

Q11	In general, would you say that your job is...?	
	Not at all stressful	
	Mildly stressful	
	Moderately stressful	
	Very stressful	
	Extremely stressful	
Q12	Approximately how much of the time do you feel under excessive pressure in your job?	
	Never	
	Once or twice a month	
	Once or twice a week	
	Everyday	
Q13	How much control do you feel you have over the way you do your job?	
	A great deal of control	
	A fair amount of control	
	Not much control	
	Just a little control	
	No control	
	Thinking about the balance between your work life and your home life, to what extent do you agree or disagree with each of the following?	
Q14 a	I achieve the correct balance between my home and work lives	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q14 b	Southern & Western Business Unit Iarnrod Eireann provides support to help me manage my work-life balance	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q15	Overall, how satisfied or dissatisfied would you say you are with your current job?	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q16 a	Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?	
	The physical working conditions	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	

Q16 b	Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?	
	The freedom to choose your own method of working	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q16 c	Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?	
	Relations with your fellow workers	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q16 d	Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?	
	The recognition you get for good work	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q16 e	Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?	
	Your immediate boss	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q16 f	Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?	
	The amount of responsibility you are given	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q16 g	Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?	
	Your rate of pay	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	

Q16 h	**Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?**	
	Your opportunity to use your abilities	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q16 i	**Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?**	
	Relations between employees and managers	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q16 j	**Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?**	
	Your chances of promotion	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q16 k	**Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?**	
	The way Southern & Western Business Unit Iarnrod Eireann is managed	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q16 l	**Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?**	
	The attention paid to the suggestions you make	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q16 m	**Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?**	
	Your hours of work	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	

Q16 n	Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?	
	The amount of variety in your job	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q16 o	Please state how satisfied or dissatisfied are you with each of the following aspects of your current job?	
	Your job security	
	Very dissatisfied	
	Dissatisfied	
	Neither dissatisfied nor satisfied	
	Satisfied	
	Very satisfied	
Q17 a	Please state the extent to which you agree or disagree with each of the following statements relating to your knowledge, skills and job performance:	
	I have the knowledge that I need to do my work to a high standard	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q17 b	Please state the extent to which you agree or disagree with each of the following statements relating to your knowledge, skills and job performance:	
	I have all the skills necessary to do my job	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q17 c	Please state the extent to which you agree or disagree with each of the following statements relating to your knowledge, skills and job performance:	
	My work is of excellent quality	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q17d	Please state the extent to which you agree or disagree with each of the following statements relating to your knowledge, skills and job performance:	
	Overall, I perform to the best of my ability	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	

	Strongly agree	
Q18	**Overall, how do you think that your performance at work compares with others doing a similar job?**	
	My performance is much lower	
	My performance is lower	
	My performance is about the same as other people in a similar role	
	My performance is higher	
	My performance is much higher	
	Don't know	
Q19	**Overall, how do you think that the Southern & Western Business Unit Iarnrod Eireann performs compared with other similar business units in Iarnrod Eireann?**	
	My business unit's performance is much lower	
	My business unit's performance is lower	
	My business unit's performance is about the same as other similar business unit's	
	My business unit's performance is higher	
	My business unit's performance is much higher	
	Don't know	

YOUR LEADERSHIP AND MANAGEMENT

Q20 a	**To what extent do you agree or disagree with each of the following statements?**	
	The senior management team of Southern & Western Business Unit Iarnrod Eireann have a clear vision of where the organisation is going	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q20 b	**To what extent do you agree or disagree with each of the following statements?**	
	I have confidence in the senior management team of Southern & Western Business Unit Iarnrod Eireann	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q20 c	**To what extent do you agree or disagree with each of the following statements?**	
	I trust the senior management team of Southern & Western Business Unit Iarnrod Eireann	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly agree	
Q20 d	**To what extent do you agree or disagree with each of the following?**	
	The senior management team of Southern & Western Business Unit Iarnrod Eireann treat employees with respect.	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	

	Strongly agree	
Q21 a	To what extent does your immediate manager/boss do each of the following?	
	Consults me on matters of importance to me	
	Always	
	Usually	
	Sometimes	
	Rarely	
	Never	
Q21 b	To what extent does your immediate manager/boss do each of the following?	
	Discusses my training and development needs with me	
	Always	
	Usually	
	Sometimes	
	Rarely	
	Never	
Q21 c	To what extent does your immediate manager/boss do each of the following?	
	Recognises when I have done a good job	
	Always	
	Usually	
	Sometimes	
	Rarely	
	Never	
Q21 d	To what extent does your immediate manager/boss do each of the following?	
	Makes me feel my work counts	
	Always	
	Usually	
	Sometimes	
	Rarely	
	Never	
Q21 e	To what extent does your immediate manager/boss do each of the following?	
	Gives you feedback on how I am performing	
	Always	
	Usually	
	Sometimes	
	Rarely	
	Never	
Q21 f	To what extent does your immediate manager/boss do each of the following?	
	Is open and honest	
	Always	
	Usually	
	Sometimes	
	Rarely	
	Never	
Q21 g	To what extent does your immediate manager/boss do each of the following?	
	Is supportive if I have a problem	
	Always	
	Usually	
	Sometimes	
	Rarely	

	Never	
Q21 h	**To what extent does your immediate manager/boss do each of the following?**	
	Keeps me in touch with what's going on	
	Always	
	Usually	
	Sometimes	
	Rarely	
	Never	
Q21 i	**To what extent does your immediate manager/boss do each of the following?**	
	Makes clear what is expected of me	
	Always	
	Usually	
	Sometimes	
	Rarely	
	Never	
Q21 j	**To what extent does your immediate manager/boss do each of the following?**	
	Listens if I have a suggestion to make	
	Always	
	Usually	
	Sometimes	
	Rarely	
	Never	
Q21 k	**To what extent does your immediate manager/boss do each of the following?**	
	Treats me fairly	
	Always	
	Usually	
	Sometimes	
	Rarely	
	Never	
Q21 l	**To what extent does your immediate manager/boss do each of the following?**	
	Is committed to Southern & Western Business Unit Iarnrod Eireann	
	Always	
	Usually	
	Sometimes	
	Rarely	
	Never	

COMMUNICATIONS IN IARNROD EIREANN

Q22	**How well informed do you feel about what is happening within Southern & Western Business Unit Iarnrod Eireann?**	
	My business unit keeps me fully informed	
	My business unit keeps me fairly well informed	
	My business unit gives me only a limited amount of information	
	My business unit doesn't tell us much at all about what goes on	
	Don't know/no opinion	
Q23	**To what extent can you believe the information you receive about what is happening within Southern & Western Business Unit Iarnrod Eireann?**	
	I can always believe it	
	I can usually believe it	
	I can believe it about half the time	
	I can seldom believe it	
	I can never believe it	

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	Don't know/no opinion	
Q24	**And how satisfied are you with the opportunities that exist to feed your views/issues/ideas upwards?**	
	Very dissatisfied	
	Dissatisfied	
	Neither satisfied nor dissatisfied	
	Satisfied	
	Very satisfied	
	Don't know/no opinion	
Q25	**To what extent do you agree or disagree with the following:**	
	I would be confident that, if I had a problem at work, it would be dealt with fairly	
	Strongly disagree	
	Disagree	
	Neither agree nor disagree	
	Agree	
	Strongly Agree	
BULLYING/HARASSMENT		
	I would like to ask you some questions about bullying and harassment. This is a sensitive subject, and I would remind you that your views will be treated in confidence and not linked to you as an individual.	
	Which, if any, of the following forms of bullying or harassment have you experienced at work in the last two years?	
Q26 a-e	a) Sexual harassment	
	b) Racial harassment	
	c) Bullying	
	d) Violence or threat of violence at work	
	e) None of the above	
Q27 i-vi	**Please tell us for each type of bullying or harassment you experienced, if it was:**	
	a) Sexual harassment	
	i) Verbally, from a manager	
	ii) Verbally, from a colleague	
	iii) Verbally, from someone outside the organisation	
	iv) Physically, from a manager	
	v) Physically, from a colleague	
	vi) Physically, from someone outside the organisation	
	b) Racial harassment	
	i) Verbally, from a manager	
	ii) Verbally, from a colleague	
	iii) Verbally, from someone outside the organisation	
	iv) Physically, from a manager	
	v) Physically, from a colleague	
	vi) Physically, from someone outside the organisation	
	c) Bullying	
	i) Verbally, from a manager	
	ii) Verbally, from a colleague	
	iii) Verbally, from someone outside the organisation	
	iv) Physically, from a manager	
	v) Physically, from a colleague	

	vi) Physically, from someone outside the organisation	
	d) Violence or threat of violence at work	
	i) Verbally, from a manager	
	ii) Verbally, from a colleague	
	iii) Verbally, from someone outside the organisation	
	iv) Physically, from a manager	
	v) Physically, from a colleague	
	vi) Physically, from someone outside the organisation	
THE FUTURE		
Q28	**Within the next year, in your job, do you intend to:**	
	Stay where you are in your current job	
	Gain upward promotion to a higher level	
	Move to a position of similar responsibility in another area of your organisation	
	None of the above/other	
	Don't know	
Q29	**Do you plan to remain with Iarnrod Eireann for the foreseeable future?**	
	Yes	
	No	
	Don't know	
Q30	**Have you ever thought about or done anything to leave your current job?**	
	Which of the following statements best describes your situation?	
	I have never even thought about leaving this job	
	I have sometimes thought about leaving this job but have never done anything about it	
	I have looked around for other jobs	
	I am currently in the process in trying to leave this job	
Q31	**If you intend to leave your job within the next year, what are your reasons?**	
	To find a different job within your organisation	
	To find another similar job with a different organisation	
	To do a different type of work	
	To be self-employed	
	To retire	
	To return to (full time) study	
	To care for your children	
	To care for other dependents	
	Job satisfaction	
	Better pay/benefits elsewhere	
	Opportunities for promotion	
	Easier/shorter journey to work	
	More flexible working hours	
	Other reason	

YOUR EMPLOYMENT		
Q32	**Which one of these best describes the type of work you do in your current job?**	
	Senior Manager	
	District Traffic Executive	
	District Traction Executive	
	Station Manager	
	Station Controller	
	Depot Controller	
	Loco Driver	
	Ticket Checker	
	Guard	
	Signalperson	
	Train Host	
	Station Operative	
	Gatekeeper	
	Executive	
	Clerical	
	Other please specify	
Q33	**What is the highest educational qualification that you hold, including any that you have gained since leaving school?**	
	Degree or degree equivalent, and above	
	Other higher education below degree level	
	Leaving Cert	
	Intermediate or Junior Cert	
	Primary Certificate if applicable	
	Other qualifications (including foreign qualifications)	
	No qualifications	
Q34	**Do you have any children of school age or younger?**	
	Yes	
	No	
Q35	**Do you have caring responsibilities for any family members other than children?**	
	Yes	
	No	
Q36	**Marital status**	
	Single	
	Married or co-habiting	
	Separated or divorced	
	Widowed	
	Other	
Q37	**Do you consider that you have a disability?**	
	Yes	
	No	
Q38	**Is your contract of employment?**	
	Permanent	
	Temporary or fixed term	
Q39	**Do you manage or supervise any other employees?**	
	Yes	

17

	No	
Q40	For how many years have you worked at Southern & Western Business Unit or Iarnrod Eireann at any location or job?	
	Less than 12 months	
	1 year & up to 2 years	
	2 years & up to 5 years	
	5 years & up to 10 years	
	10 years or more	
Q41	Do you generally take the full amount of annual leave that you are entitled to?	
	Yes	
	No	
Q42	How many days have you taken as sick leave in the past year?	
	0-1 day	
	2-3 days	
	4-5 days	
	6-10 days	
	11-15 days	
	16-20 days	
	21+ days	
Q43a	Do you receive your pay	
	Weekly	
	Monthly	
	Some other time period	
Q44b	On average, how much do you get paid per year, including rest day working or overtime, before tax and other deductions are removed i.e. gross?	
	€20,001 - €30,000 per year	
	€30,001 - €40,000 per year	
	€40,001 - €50,000 per year	
	€50,001 - €60,000 per year	
	€60,001 - €70,000 per year	
	€70,000 or over per year	
Q45	How many hours are you contracted to work in a typical week?	
	0-20	
	21-35	
	36- 39	
	40-43	
	44-45	
	46 -48	
Q46	How many hours do you actually work in a typical week? Include overtime / rest day working/other whether paid or not.	
	0-14	
	15-29	
	36- 39	
	40-43	
	43-45	
	48	
	60 or more	
Q47	If you work extra hours, do you get paid; take time in lieu or both?	
	Paid	
	Time in lieu (this means that you are given equivalent time off by your employer to compensate you for the extra hours you have worked, instead of money)	
	Both	

	Neither	
Q48	**Do any of the following flexible working arrangements apply to you?**	
	Home working	
	Flexi-time	
	Shorter working week	
	Term time contract	
	Annualised or compressed hours	
	None of these	
SCREENING/QUOTA QUESTIONS		
S1	**What was your age on your most recent birthday?**	
	16-24	
	25-29	
	30-34	
	35-44	
	45-54	
	55-65	
S2	**Thinking about your main job, how many people are currently employed at your particular location at which you are based?**	
	Fewer than 10 employees	
	10-24 employees	
	25-99 employees	
	100-150 employees	
S4	**Are you:**	
	Male	
	Female	
S6	**In which District/Area do you work?**	
	Cork	
	Galway	
	Limerick	
	Mainline	
	Administration/other	
S7	**In which location do you work?**	
Cork	Cork Coaching	
Cork	Cork Goods	
Cork	Killarney	
Cork	Mallow	
Cork	North Esk	
Cork	Tralee	
Cork	Cork Dist. Administration	
Cork	Cork Running/Shed	
Cork	Travel Centre Cork	
Limerick	Ennis	
Limerick	Limerick Coaching/goods.	
Limerick	Limerick Junction	
Limerick	Limerick Goods	
Limerick	Thurles	
Limerick	Limerick District Administration	

Limerick	Limerick Running/shed	
Limerick	Regional Sales Offices Limerick	
Galway	Ballina	
Galway	Claremorris	
Galway	Galway Coaching	
Galway	Westport	
Galway	Galway District Administration	
Galway	Athlone	
Galway	Roscommon	
Galway	Tullamore	
Galway	Athlone District	
Galway	Athlone Running/shed	
Galway	Regional Sales Offices Galway	
Mainline	Heuston Coaching.	
Mainline	Portlaoise	
Mainline	Mainline District Administration	
Mainline	Inchicore Running/Shed	
Mainline	Portlaoise Running/Shed	
Administration	Finance/ Revenue Dept	
Administration	HR/personnel S&W	
Administration	Other please state -where	

S8	**How would you describe your ethnic group?**	
	White	
	Mixed	
	Asian or Asian Irish	
	Black or Black Irish	
	Other ethnic group	

S9	**Is your employment full-time or part-time?**	
	Regular appointed colleague full time	
	Part time appointed colleague	
	Job Sharing colleague	
	Contract colleague	
	Casual colleague	
	Other please specify	

	Any comments you wish to make.	
S 10		
	If you wish to get a personal copy of the findings please print your name in block capitals below in the space provided	

Engagement Levels in Iarnrod Eireann 2007

Cognitive engagement	Performing my job is so absorbing that I forget about everything else	I often think about other things when performing my job	I am rarely distracted when performing my job	Time passes quickly when I perform my job	
Actively engaged	8%	8%	9%	19%	
Moderately engaged	25%	33%	48%	62%	
Neither agree nor disagree/on the fence	23%	3%	17%	13%	12%
Not engaged	32%	22%	16%	7%	
Actively disengaged	16%	4%	5%	2%	
Physical engagement	I exert a lot of energy performing my job	I stay until the job is done	I avoid working overtime whenever possible	I take work home to do	I avoid working too hard
Actively engaged	11%	32%	22%	2%	31%
Moderately engaged	44%	63%	41%	19%	46%
Neither agree nor disagree/on the fence	23%	3%	17%	13%	12%

Appendix IV
Staff Numbers April 2007

Breakdown of the the staff numbers in each location of the Southern & Western Business Unit

Jan-07	Executives including Senior Managers to Station Managers	Clerical	Supervisors	Station Operatives including Train Hosts	Ticket Checkers and Train Guards	Train Drivers	Total
General Manager and Administration	20	11	0	4	0	0	35
Cork District	11	27	13	112	30	54	247
Limerick District	12	18	10	69	9	44	162
Galway District	15	21	6	81	27	39	189
Mainline District	13	21	9	84	26	96	249
Totals	71	98	38	350	92	233	882

APPENDIX V
Southern & Western Business Unit Attitude and Engagement Survey
2007
Data regarding distribution of Questionnaires and
return statistics

District	Cost Centre Description	Address of Person in Charge	Method for issuing questionnaire	Number of questionnaires issued	Number returned
Across Business Unit	Various	All Senior Managers	E mail to each individual	10	7
Mainline	Loco Shed Inchicore	Dinny Tierney Depot Controller Inchicore	Issued 80 questionnaires by hard copy e mail not available/appropriate	80	13
Mainline	Heuston Station	Ms Ashling Whelan Station Managers Office Heuston Station Dublin 8 and Station Controllers Heuston	Hard copies to Ashling, Stn Controllers (Peter) and J Dent for Train Hosts for hand distribution and placing in signing on area	80	18
Mainline	Portlaoise Station	Ray Delaney Station Manager Portlaoise	Questionnaire e mailed as agreed with Stn Manager	5	1
Administratio	Hesuton	Tony Cassidy Business Development Manager Heuston	8x Hard copies issued - Returns included in Administration below		
Limerick	Ennis	Mr. Tony Browne, Station Manager, Ennis Station, Co. Clare	Questionnaire e mailed as agreed with Stn Manager to print 10 copies	10	4
Limerick	Limerick Junction	Mr. Thomas Martin, Station Manager, Limerick Junction Station, Co. Tipperary	Questionnaire e mailed as agreed with Stn Manager to print 10 copies	10	2
Limerick	Limerick	Mr. Philip Conway, Station Manager, Colbert Station, Limerick including goods	Questionnaire e mailed as agreed with Stn Manager to print 10 copies	10	6
Limerick	Thurles	Mr. Nicholas Moroney, Station Manager, Thurles Station, Co. Tipperary	Questionnaire e mailed as agreed with Stn Manager to print 10 copies	10	3
Cork	Cork Chg.	Mr. Hilary Twomey,Station Manager, Kent Station, Cork.	Questionnaire issued through Personnel Dept	80	12
Cork	Killarney	Mr. M. Leahy, Station Manager, Killarney Station, Co. Kerry	Questionnaire issued through Personnel Dept	see above	3
Cork	Mallow	Mr. P. O'Sullivan, Station Manager, Mallow Station, Co. Cork.	Questionnaire issued through Personnel Dept	see above	
Cork	Tralee	Mr R Dempsey Acting Station Manager, Tralee Station, Co. Kerry	Questionnaire issued through Personnel Dept	see above	
Cork	Cork Shed	Ken Collins, Loco Supervisor, Loco Running Dept., Kent Station, Cork.	Questionnaire issued through Personnel Dept	see above	5
Galway	Claremorris	Ms. D. Keaveney, Station Manager, Claremorris Station, Co. Mayo	Questionnaire e mailed as agreed with Stn Manager to print 10 copies	10	2
Galway	Galway Chg/ Ballinasloe	Mr. Philip Caulfield, Station Manager, Ceannt Station, Galway	Questionnaire e mailed as agreed with Stn Manager to print 10 copies	10	3
Galway	Athlone	Ms. M. Larkin, Station Manager, Athlone Station, Co. Westmeath	Questionnaire e mailed as agreed with Stn Manager to print 10 copies	10	4
Galway	Tullamore	Ms. A. Breslin, Station Manager, Tullamore Station, Co. Offaly	Questionnaire e mailed as agreed with Stn Manager to print 10 copies	10	1
Galway	Athlone Running	Thomas O'Brien, Deport Controller, Loco Running Dept., Athlone Station, Co. Westmeath	Questionnaire e mailed as agreed with Stn Manager to print 10 copies	10	0
Galway	Westport	Pat Hopkins Station Manager Ballina Co Mayo	Questionnaire e mailed as agreed with Stn Manager to print 10 copies	10	2
	Ballina	Ann Elliot Station Manager Ballina	Questionnaire e mailed as agreed with Stn Manager to print 10 copies	10	1
Minline/Cork	Cork and Heuston	John Dent for Train Hosts	Hard copy of Questionnaire issued personally addressed in signing on area	26	replies included in Coaching Heuston and Cork
		Administration offices finance and HR across business	Questionnaire e mailed as agreed with Managers	48	24
Totals				439	104
% returns					24%

◀︎𝟬 Iarnród Éireann

STAFF SURVEY 2005

SOUTHERN & WESTERN

Background

This year, for the fourth time, we sought your opinions and views concerning our overall performance in the following key areas:

Our level of response to people needs within our organisation
Our organisation performance in business terms

We have listened to, and endeavoured to learn from opinions and views previously expressed. Consequently some key changes have been introduced. These include concentration on improving pay and conditions of employment; additional development and learning programmes, more family friendly policies and the opening of our Career Development Centre.

Our ongoing commitment to you is to continue to ask for your opinion and to continue to listen and to respond appropriately.

The survey covered 13 different areas as outlined below:

Direction/Clarity of Strategy	Customer Focus/Concern for Quality	Workplace Diversity
Performance Management	Commerical Focus	Working Together
Change Management	Concern for Safety/Working Environment	My Manager
Human Resource Management	Involvement and Inclusion	Internal Media
		Overall Job Satisfaction

Staff were asked to rate individual items relating to the areas above according to the following scale:

How closely does the statement reflect reality?

5 Strongly Agree
4 Agree
3 Unsure
2 Disagree
1 Strongly Disagree

This report presents the results for   **South & West**
The number of complete questionnaires received for this area were :   **116**
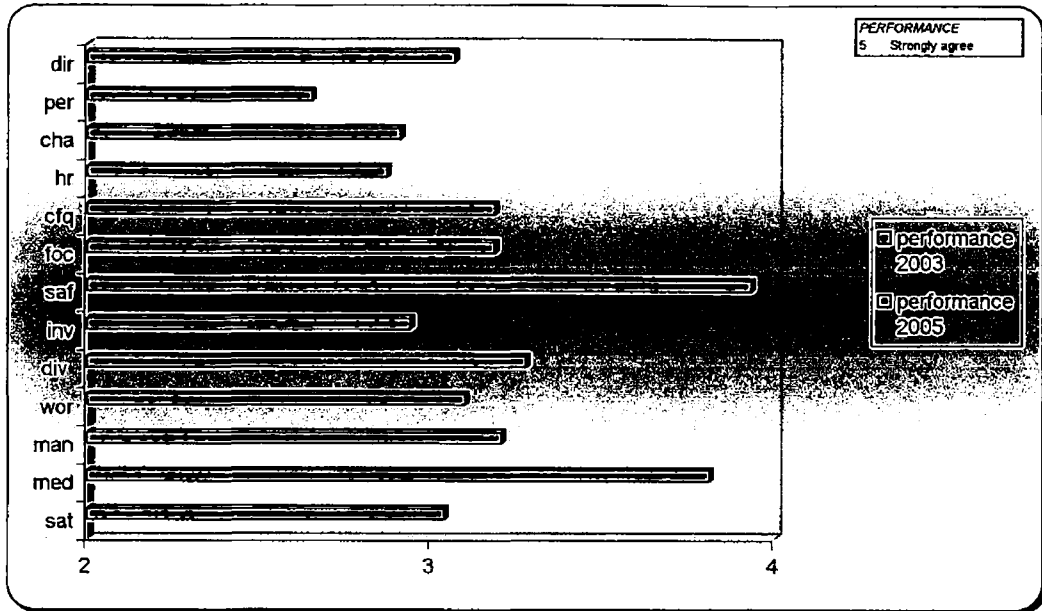
The report is structured according to the following sections:

of working for the company as well as things they would change about the Company

OVERVIEW OF THE CATEGORIES

This section presents the average score for each of the 13 areas against performance in the last survey.

		South & West		More
Key:		2003	2005	Detail
dir	Direction/Clarity of Strategy		3.07	p.5
per	Performance Management		2.65	p.6
cha	Change Management		2.91	p.7
hr	Human Resource Management		2.87	p.8
cfq	Customer Focus/Concern for Quality		3.19	p.9
foc	Commerical Focus		3.19	p.10
saf	Concern for Safety/Working Environment		3.93	p.11
inv	Involvement and Inclusion		2.94	p.12
div	Workplace Diversity		3.28	p.13
wor	Working Together		3.10	p.14
man	My Manager		3.21	p.15
med	Internal Media		3.81	p.16
sat	Overall Job Satisfaction		3.04	p.17

ITEM LEVEL ANALYSIS

MOST SUCCESSFUL ITEMS   % positive

The following list presents the top 12 items ranked according to the % who viewed the issue positively
(i.e. strongly agreed or agreed).

1 Appropriate safety equipment (e.g. PPE) is provided by the company.	89
2 Iarnrod Eireann is safety conscious organisation.	87
3 I receive Rail Brief and Stop Press regularly	87
4 Safety is the prime concern of the company.	83
5 Management make people aware of the Iarnrod Eireann responsibilities regarding safety.	81
6 I understand how my role contributes to the business.	81
7 The people I work with co-operate to get the job done	80
8 I am familiar with the equality policy & procedures in relation to Bullying, Sexual Harassment & Harassment	79
9 Stop Press is a worthwhile staff magazine	77
10 I am happy with the content of both Rail Brief and Stop Press	76
11 There is scope within Iarnrod Eireann to develop knowledge, new skills, and experience.	74
12 Appropriate training is provided to support our safety standards.	74

LEAST SUCCESSFUL ITEMS   % negative

The following list presents the bottom 12 items ranked according to the % who viewed the issue negatively
(i.e. disagreed or strongly disagreed)

1 I get regular feedback on my performance.	74
2 People are paid for the level of their performance, not merely for being at work.	64
3 My manager regularly reviews how I am doing.	63
4 Management seek views of staff on relevant issues.	61
5 People are rewarded appropriately for their contribution to the business.	58
6 Candidates are promoted on the basis of merit.	57
7 Poor performance is dealt with positively by managers (not ignored).	56
8 Reward systems are being upgraded positively	52
9 Customers describe us as an organisation who pride ourselves on our level of service.	52
10 Senior management provide clear direction and leadership to take the business forward.	51
11 We fill vacancies with the right people.	51
12 As a result of the survey, I believe management will carefully consider problems brought to its attention.	50

RESULTS BY SCALE
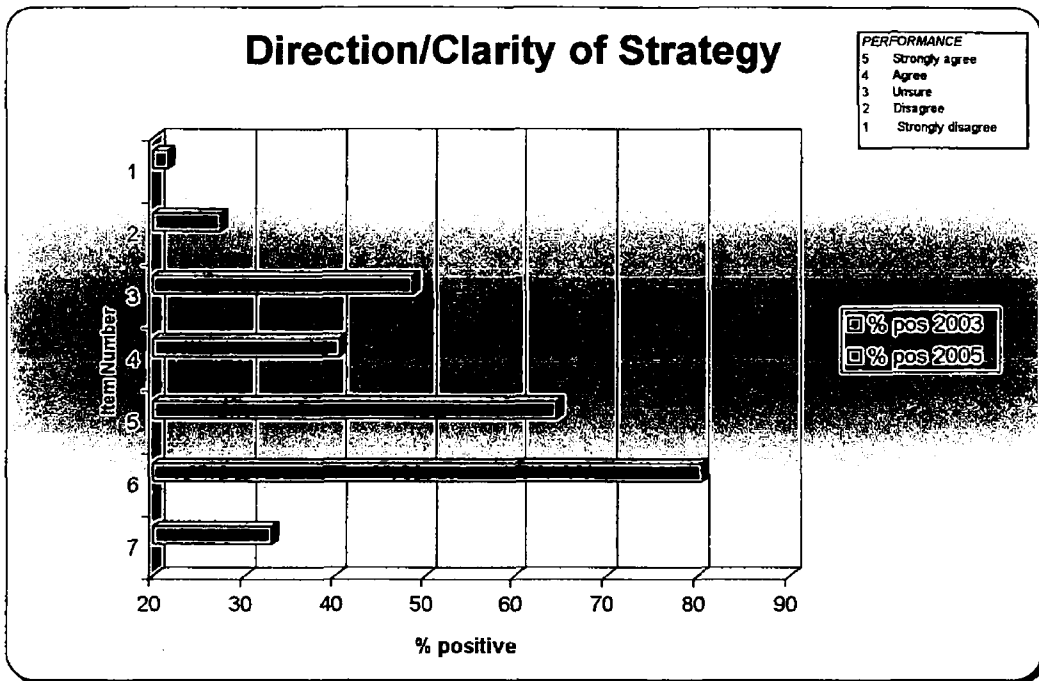
Direction/Clarity of Strategy

PERFORMANCE
5 Strongly agree
4 Agree
3 Unsure
2 Disagree
1 Strongly disagree

□ % pos 2003
□ % pos 2005

% positive

		2005 results	
Item No.	Statement	% positive	%negative
1	Senior management provide clear direction and leadership to take the business forward.	22	51
2	In my opinion, Iarnrod Eireann is, on the whole, well managed.	27	46
3	My manager sets clear direction for the team.	49	35
4	My manager understands and explains the commercial implications of his actions.	41	38
5	I have a clear understanding of the goals of my department	65	19
6	I understand how my role contributes to the business.	81	7
7	Senior managers take a long-term view in planning for the future.	33	44

RESULTS BY SCALE

Performance Management

PERFORMANCE
5 Strongly agree
4 Agree
3 Unsure
2 Disagree
1 Strongly disagree

Item Number

% positive

□ % pos 2003
□ % pos 2005
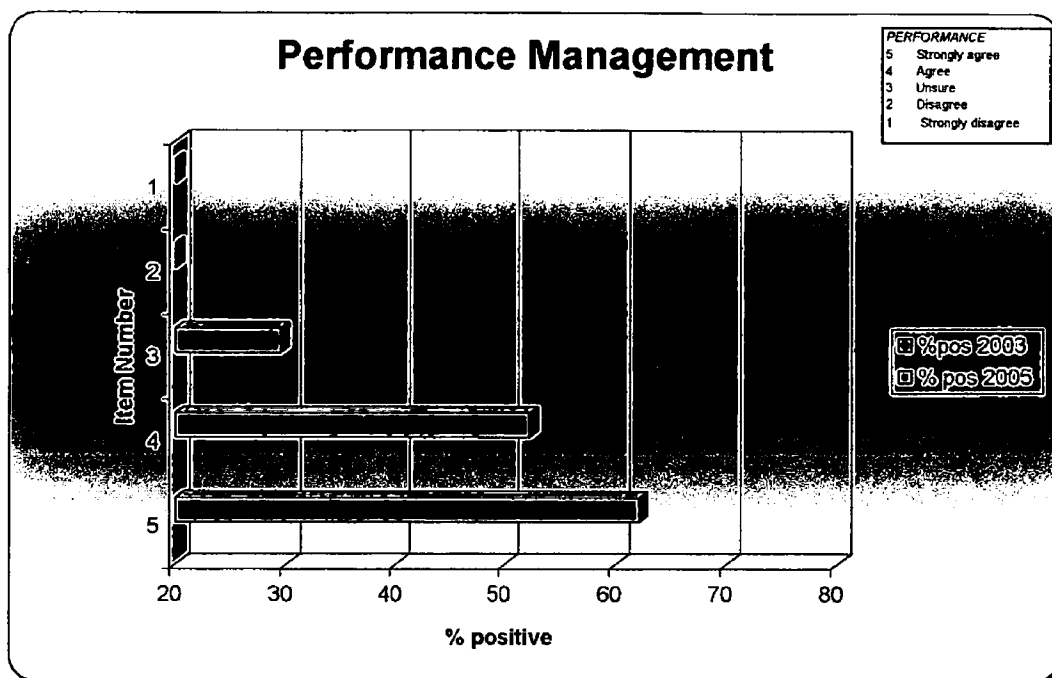
		2005 results	
Item No.	**Statement**	**% positive**	**%negative**
1	I get regular feedback on my performance.	18	74
2	My manager regularly reviews how I am doing.	18	63
3	Poor performance is dealt with positively by managers (not ignored).	30	56
4	I get support from my manager when I need it.	52	35
5	I have targets which I am accountable for.	62	23

RESULTS BY SCALE

Change Management

PERFORMANCE
5   Strongly agree
4   Agree
3   Unsure
2   Disagree
1   Strongly disagree

% positive

☐ % pos 2003
☐ % pos 2005
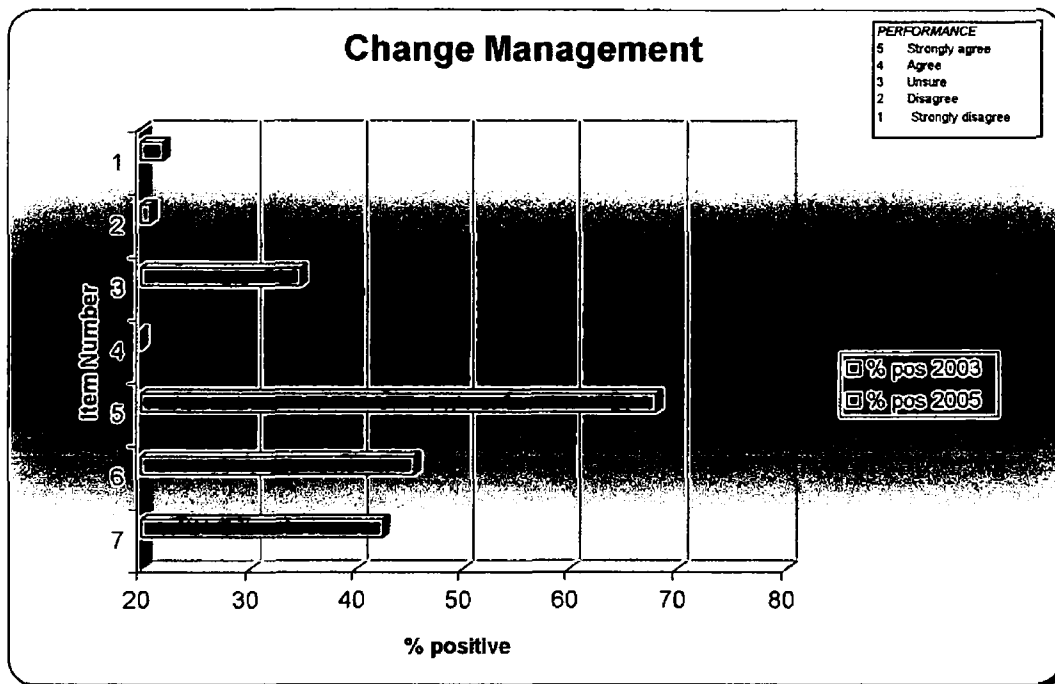
		2005 results	
Item No.	**Statement**	**% positive**	**%negative**
1	Senior management make appropriate changes	22	44
2	Senior management support others effectively through change.	21	46
3	Senior management make changes too frequently.	35	37
4	Senior managers implement changes successfully.	13	49
5	I understand why change is happening.	68	12
6	The organisation encourages innovation and continuous improvement.	46	30
7	My manager listens to suggestions for change from staff.	43	35

RESULTS BY SCALE

Human Resource Management

PERFORMANCE
5 Strongly agree
4 Agree
3 Unsure
2 Disagree
1 Strongly disagree

☐ % pos 2003
☐ % pos 2005

Item Number
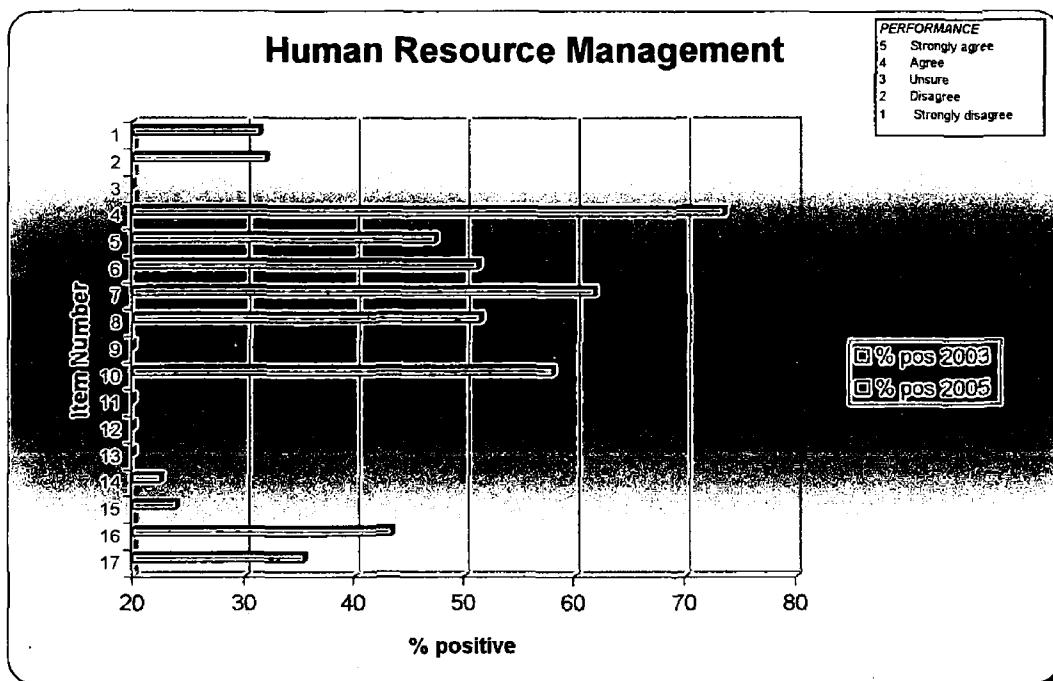
% positive

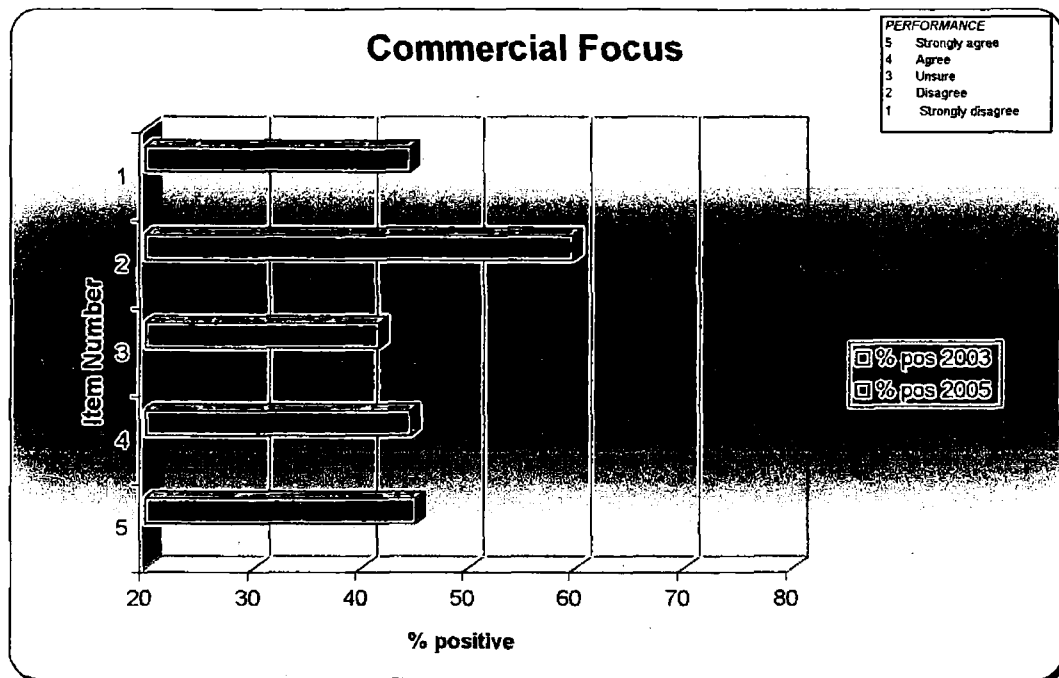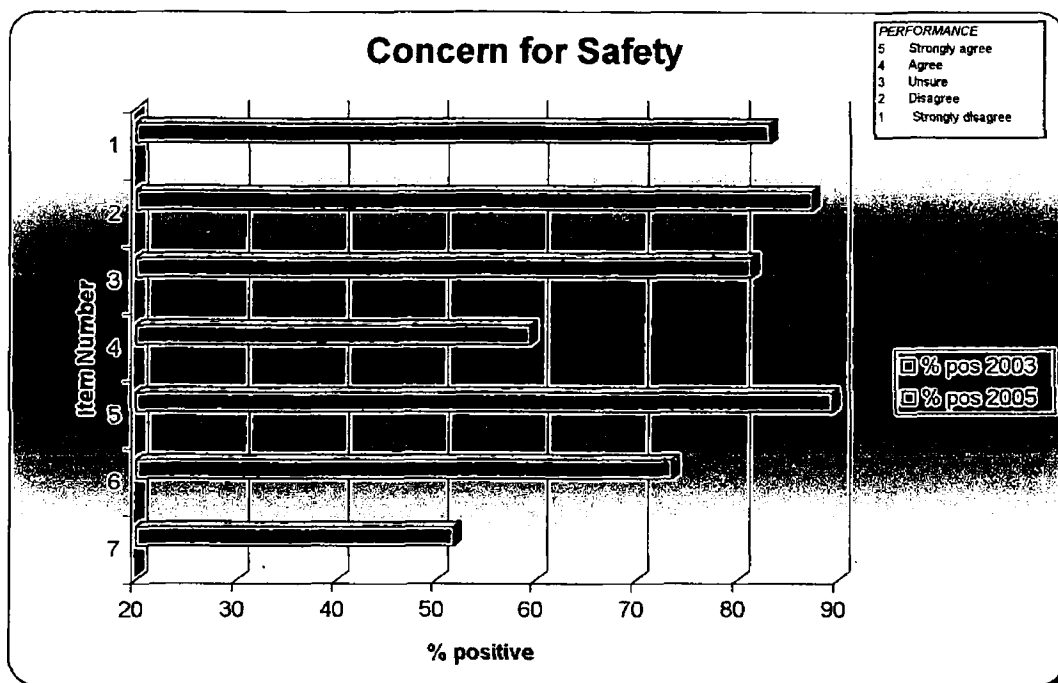|		2005 results	
Item No.	Statement	% positive	% negative
1	The organisation attracts highly capable talent at entry.	31	40
2	New recruits have the appropriate skills/behaviours/attitudes etc. for the jobs.	32	42
3	We fill vacancies with the right people.	19	51
4	There is scope within Iarnrod Eireann to develop knowledge, new skills, and experience.	74	12
5	The Career Development Centre provides a valuable service to my colleagues	47	21
6	My manager ensures that I have access to whatever training/support I need.	51	36
7	The training I receive is effective.	62	19
8	My performance really affects decisions that are made about me, such as promotion.	51	26
9	Candidates are promoted on the basis of merit.	18	57
10	I feel that there are opportunities for career advancement in Iarnrod Eireann.	58	19
11	People are rewarded appropriately for their contribution to the business.	20	58
12	People are paid for the level of their performance, not merely for being at work.	17	64
13	Reward systems are being upgraded positively	12	52
14	Personnel policies are administered consistently throughout the organisation.	23	39
15	Senior managers are concerned about employee welfare.	24	49
16	Managers seek to support people when they have problems.	43	37
17	I feel that I am valued as an employee.	35	35

RESULTS BY SCALE

Customer Focus/Concern for Quality

PERFORMANCE
5 Strongly agree
4 Agree
3 Unsure
2 Disagree
1 Strongly disagree
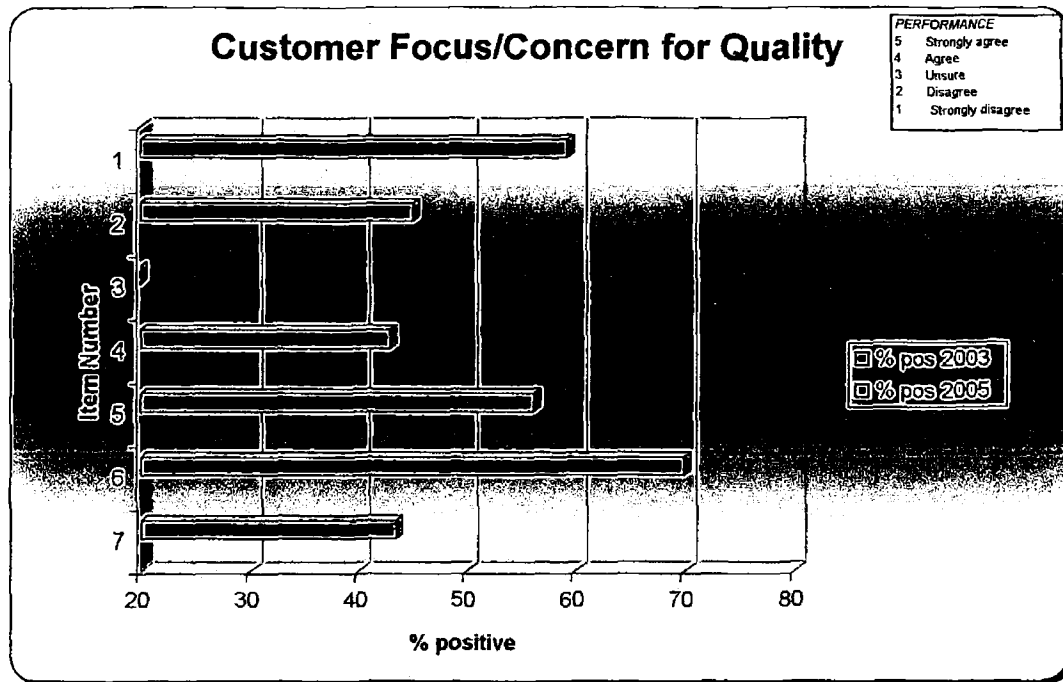
% positive

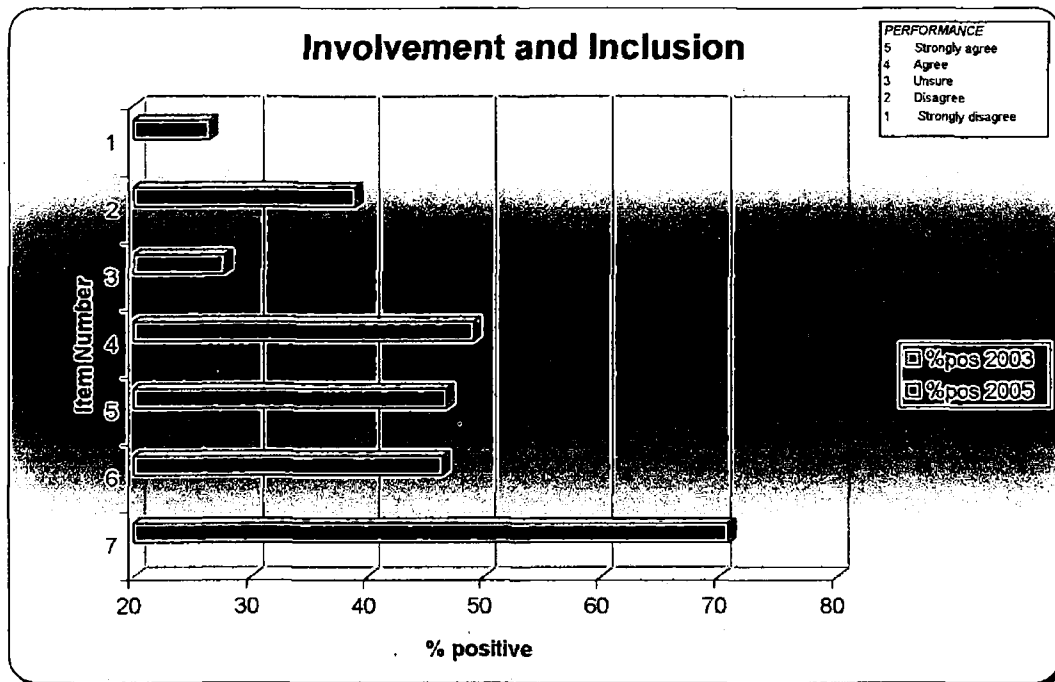|		**2005 results**	
Item No.	**Statement**	**% positive**	**%negative**
1	Iarnrod Eireann is committed to delivering the highest standards of customer service.	59	23
2	Senior management set very high standards of quality.	45	30
3	Customers describe us as an organisation who pride ourselves on our level of service.	19	52
4	We respond rapidly and positively to external customers when things go wrong/people recognise the need to put custor	43	35
5	My manager does not tolerate things that hinder customer service.	56	23
6	I would recommend our services to family/friends.	70	13
7	We seek regular feedback from our customers.	43	29

RESULTS BY SCALE

Commercial Focus

PERFORMANCE
5 Strongly agree
4 Agree
3 Unsure
2 Disagree
1 Strongly disagree

□ % pos 2003
□ % pos 2005

Item Number

% positive

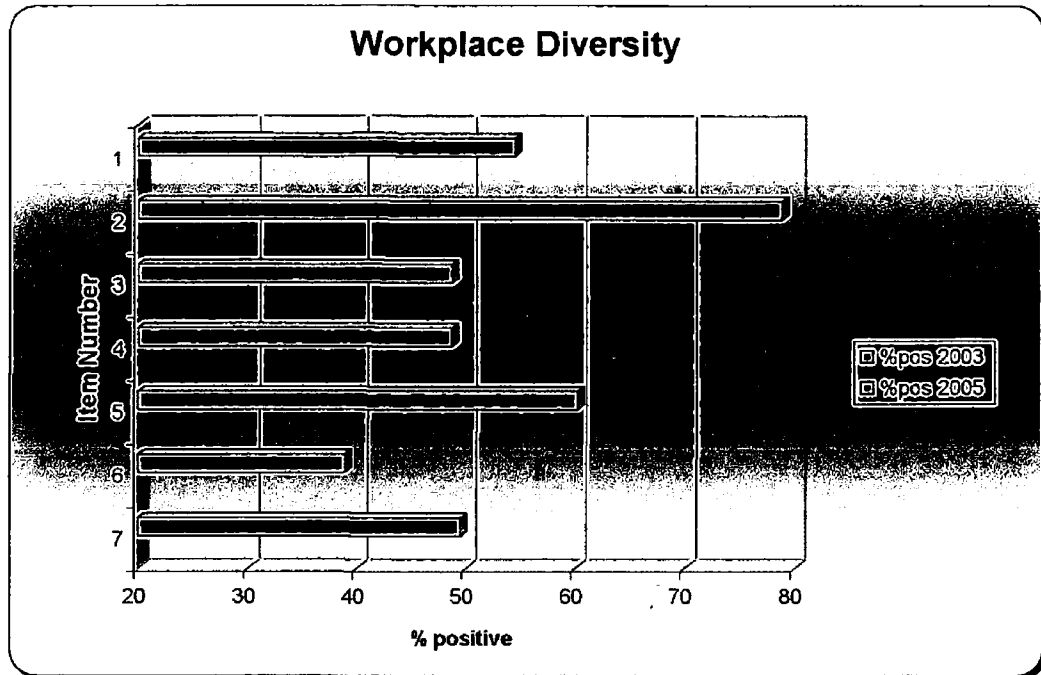|		**2005 results**	
Item No.	**Statement**	**% positive**	**%negative**
1	Iarnrod Eireann is managed as a commercial organisation.	45	21
2	Reducing cost is an important activity within Iarnrod Eireann	60	22
3	My manager encourages me to look at the cost/profitability of activities/projects.	42	38
4	Iarnrod Eireann is a profit-orientated organisation.	45	32
5	There is a great emphasis on commercial results.	45	23

RESULTS BY SCALE

Concern for Safety

PERFORMANCE
5 Strongly agree
4 Agree
3 Unsure
2 Disagree
1 Strongly disagree

□ % pos 2003
□ % pos 2005

Item Number (vertical axis)

% positive (horizontal axis: 20 30 40 50 60 70 80 90)

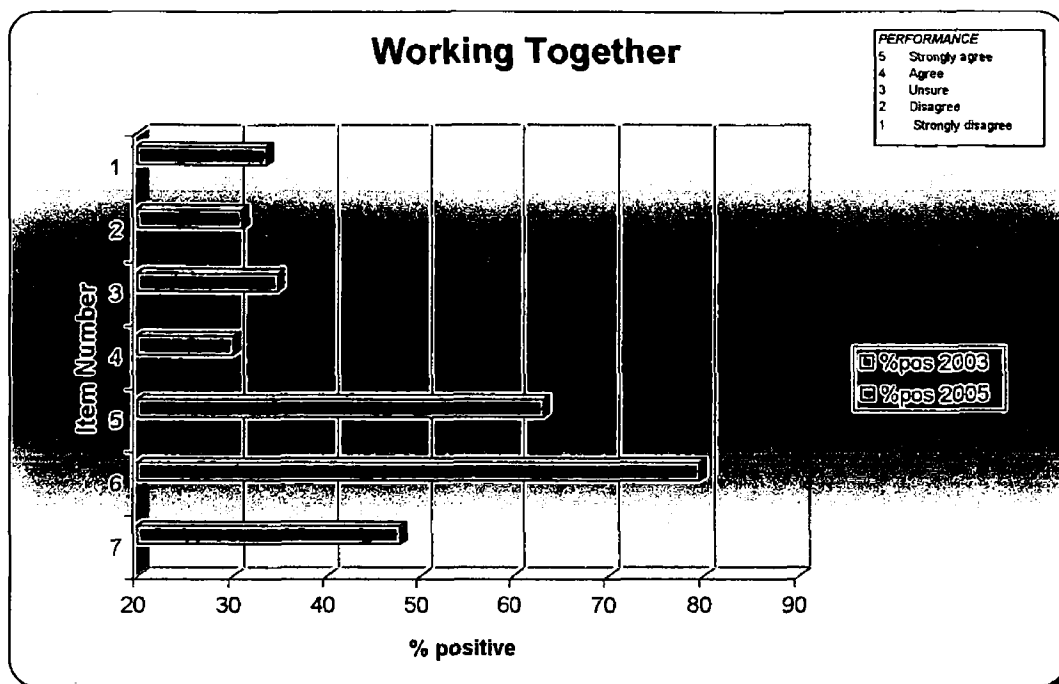|		**2005 results**	
Item No.	Statement	% positive	%negative
1	Safety is the prime concern of the company.	83	12
2	Iamrod Eireann is safety conscious organisation.	87	9
3	Management make people aware of the Iamrod Eireann responsibilities regarding safety.	81	9
4	Safety checks are always carried out.	60	26
5	Appropriate safety equipment (e.g. PPE) is provided by the company.	89	5
6	Appropriate training is provided to support our safety standards.	74	15
7	I am satisfied with my physical working environment (heat, light, ventilation, space).	52	37

RESULTS BY SCALE

Involvement and Inclusion

PERFORMANCE
5 Strongly agree
4 Agree
3 Unsure
2 Disagree
1 Strongly disagree

Item Number

% positive

□ %pos 2003
□ %pos 2005

		2005 results	
Item No.	Statement	% positive	%negative
1	Senior Management take a visible interest in our welfare.	27	50
2	My manager keeps us informed on work related issues - what's happening and why.	39	48
3	Management seek views of staff on relevant issues.	28	61
4	Management tries to resolve work related issues locally.	49	31
5	My views are listened to by my manager.	47	35
6	I am satisfied with my involvement in decisions that affect my work.	46	39
7	I have sufficient authority to do my job well.	71	20

RESULTS BY SCALE

Workplace Diversity

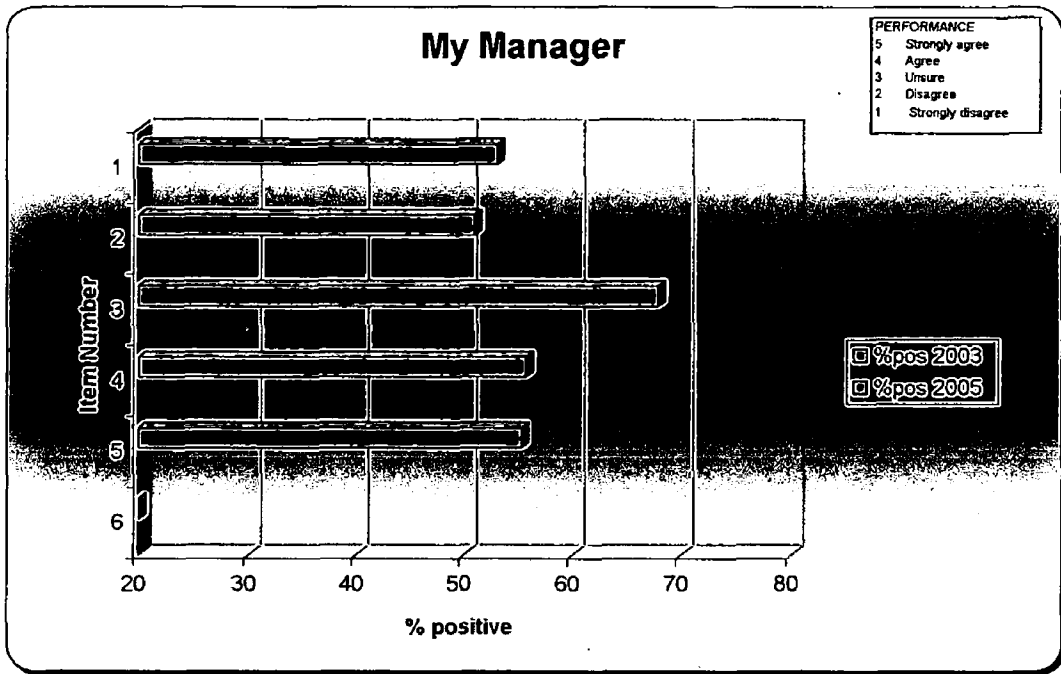% positive

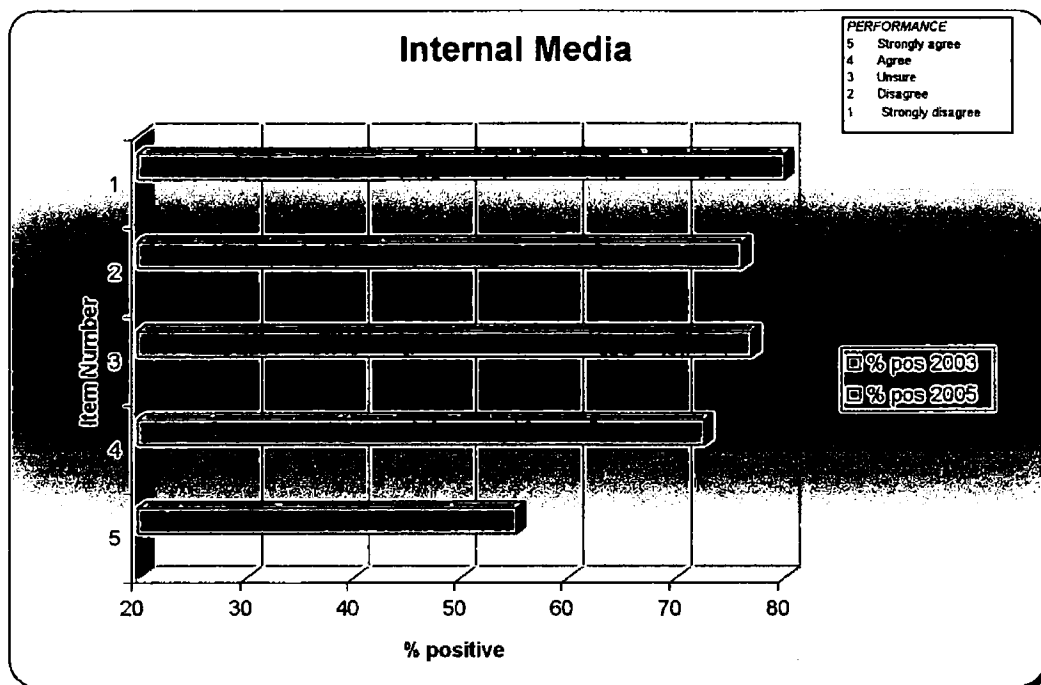|		**2005 results**	
Item No.	Statement	% positive	%negative
1	I have never experienced any form of treatment which I would describe as negative discrimination.....	55	37
2	I am familiar with the equality policy & procedures in relation to Bullying, Sexual Harassment & Harassment	79	8
3	Women's careers have been limited by attitudes/practices...but are now improving	49	15
4	Policies and procedures tend to be applied fairly and equally to all employees	49	35
5	My current working arrangements suit my family/personal commitments	60	33
6	Employees have equal access to flexible/family friendly working arrangements	39	43
7	The Equality Office effectively raises awareness around issues of Equality and Diversity	50	18

RESULTS BY SCALE

Working Together

% positive

PERFORMANCE
5 Strongly agree
4 Agree
3 Unsure
2 Disagree
1 Strongly disagree

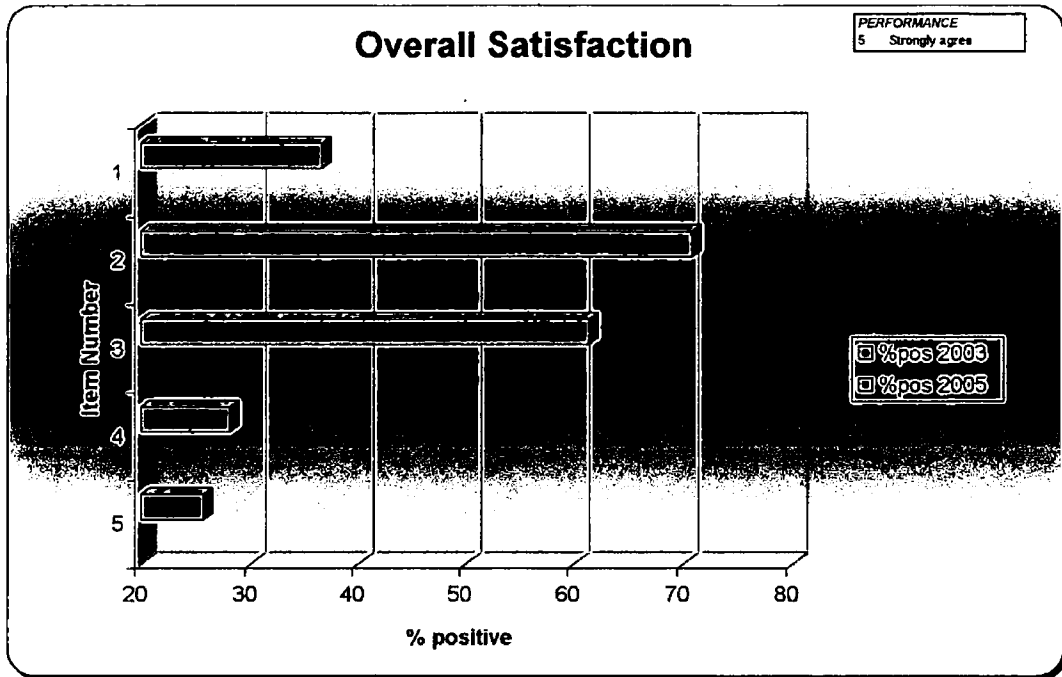|	**2005 results**	
Item No. Statement	**% positive**	**%negative**
1 Different departments/function work together and effectively to achieve results for the company.	34	50
2 Other departments provide my team with excellent service.	31	45
3 Relations between management and other work groups are good.	35	31
4 Management and other employees trust each other (and work together effectively).	30	50
5 My team provides excellent service to other departments.	63	14
6 The people I work with co-operate to get the job done.	80	12
7 Departments are often in conflict with each other	48	32

RESULTS BY SCALE

My Manager

PERFORMANCE
5   Strongly agree
4   Agree
3   Unsure
2   Disagree
1   Strongly disagree

% positive

□ %pos 2003
□ %pos 2005

|		2005 results	
Item No.	Statement	% positive	%negative
1	My manager manages his/her people well.	53	31
2	My manager can be relied on to do what he/she says that he/she will do.	51	29
3	My manager treats me with respect.	68	20
4	My manager gives me support in managing my workload.	56	33
5	I am thanked by my manager for a good job well done.	55	35
6	Senior managers follow through on commitments they have made.	20	43

RESULTS BY SCALE

Internal Media

PERFORMANCE	
5	Strongly agree
4	Agree
3	Unsure
2	Disagree
1	Strongly disagree

% positive

□ % pos 2003
□ % pos 2005

|		2003 results	
Item No.	**Statement**	**% positive**	**%negative**
1	I receive Rail Brief and Stop Press regularly	87	10
2	I am happy with the content of both Rail Brief and Stop Press	76	10
3	RAIL BRIEF is a worthwhile staff magazine	77	11
4	Stop Press is a worthwhile publication	73	12
5	Organisational policy is clear	55	18

RESULTS BY SCALE

Overall Satisfaction

|	2005 results	
Item No. **Statement**	**% positive**	**%negative**
1 Morale is generally high around here.	37	47
2 I am proud to work for Iarnrod Eireann.	71	17
3 I look forward to coming to work.	61	24
4 As a result of the survey, I believe management will carefully consider problems brought to its attention.	28	50
5 As a result of the survey, I believe management will act on problems identified.	26	48

COMPARISON BY FUNCTION (1)

Central Services; Chief Mechanical
Engineer; DART

Infrastructure;North&East
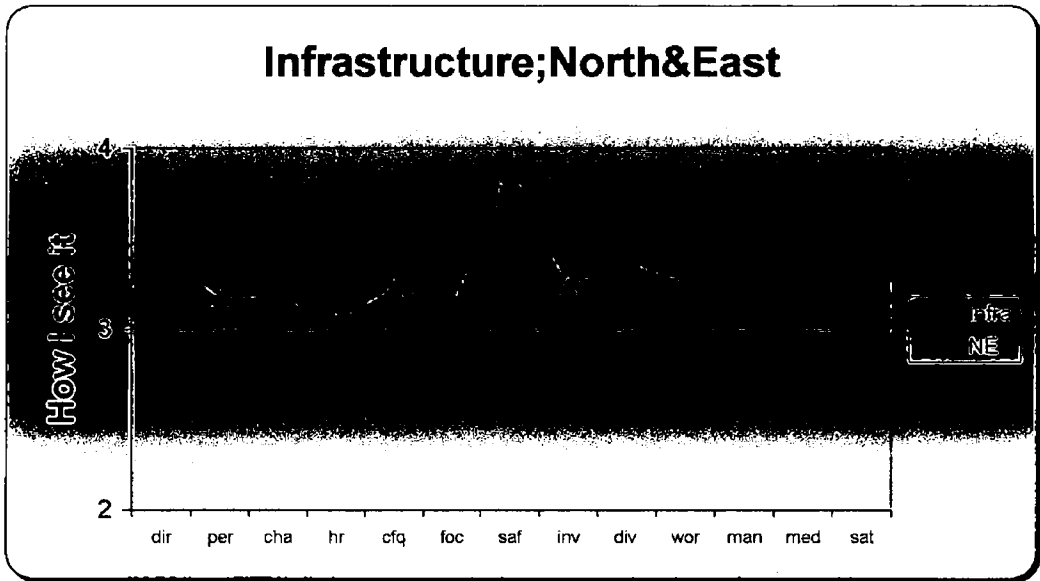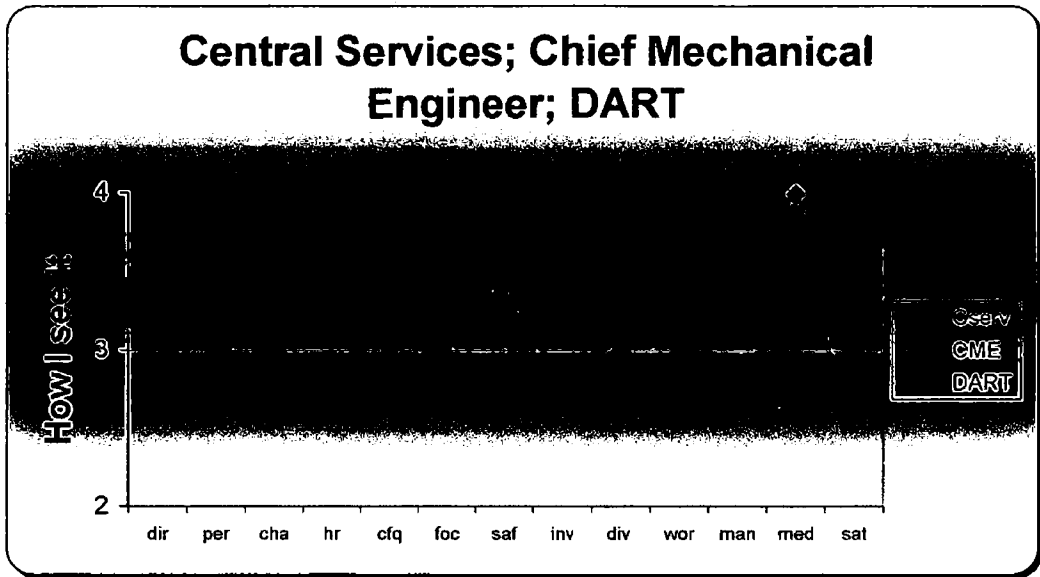
COMPARISON BY FUNCTION (2)
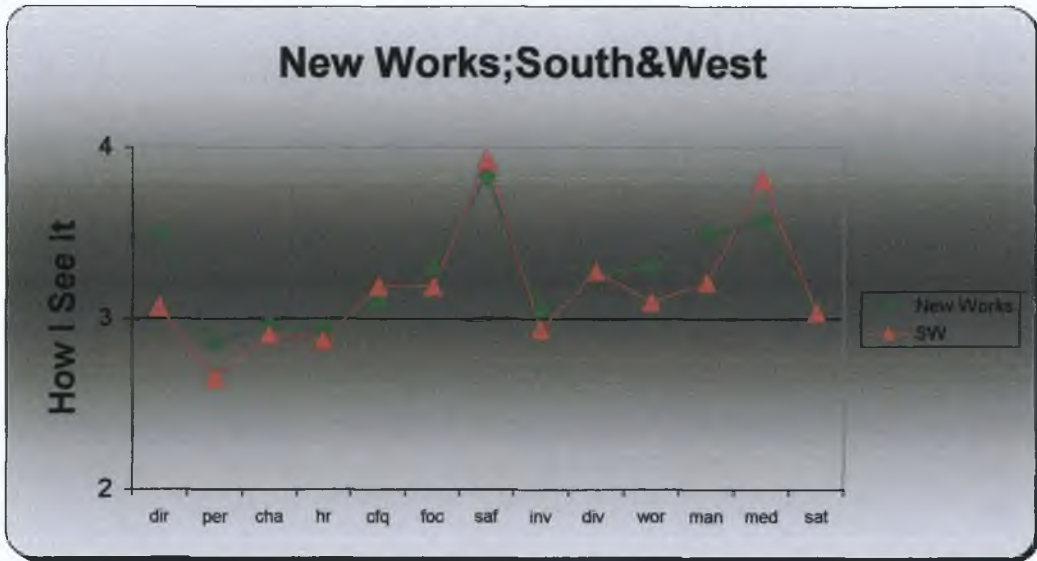
Key:		Cserv	CME	DART	Infra	NE	New Works	SW
	Number of respondents	79	82	40	94	74	30	116
dir	Direction/Clarity of Strategy	3.54	2.78	3.30	3.35	3.42	3.5	3.07
per	Performance Management	3.14	2.58	3.05	3.10	3.17	2.86	2.65
cha	Change Management	3.24	2.72	3.12	3.09	3.18	2.96	2.91
hr	Human Resource Management	3.18	2.70	2.79	3.07	3.04	2.94	2.87
cfq	Customer Focus/Concern for Quality	3.23	2.95	3.15	3.36	3.23	3.09	3.19
foc	Commerical Focus	3.42	3.15	2.98	3.27	3.14	3.29	3.19
saf	Concern for Safety/Working Environmei	3.73	3.43	3.70	3.77	3.85	3.83	3.93
inv	Involvement and Inclusion	3.30	2.67	3.16	3.23	3.24	3.05	2.94
div	Workplace Diversity	3.46	3.08	3.02	3.41	3.37	3.27	3.28
wor	Working Together	3.32	3.00	3.08	3.38	3.26	3.31	3.10
man	My Manager	3.48	2.73	3.64	3.52	3.64	3.49	3.21
med	Internal Media	3.99	3.64	3.48	3.71	3.83	3.57	3.81
sat	Overall Job Satisfaction	3.30	2.63	3.04	3.38	3.43	3.02	3.04

How progressive is each area......
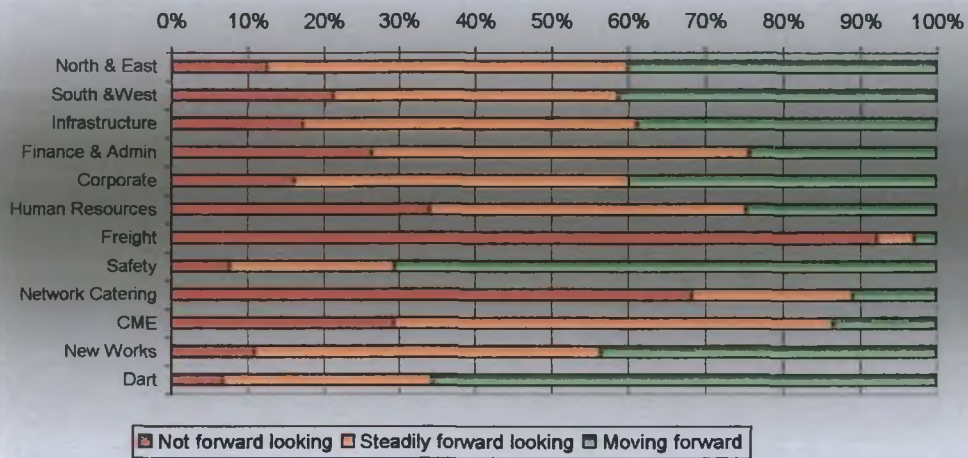
	Not forward looking	Steadily forward lookin	Moving forward
North & East	13	48	40
South &West	21	38	41
Infrastructure	17	44	39
Finance & Admin	26	49	24
Corporate	16	44	40
Human Resources	34	41	25
Freight	92	5	3
Safety	8	22	71
Network Catering	68	21	11
CME	29	57	13
New Works	11	46	44
Dart	7	28	66

Physical Work Conditions