A Qualitative study into Job Architecture/Broad banding and how the application of the model affects employee motivation within Britvic Ireland Ltd.

BA Honours Human Resource Management

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Abstract:

As the Irish Economy struggles through the recession organisations and HR practitioners are faced with new challenges and opportunities. They're required to implement initiatives promoting equity and fairness across the organisation that contribute to the organisations success. In today's turbulent times when organisations are struggling to survive with the rise in operational costs and lower revenues. HR practitioners need programs that add value to the organisation and foster innovation and high performance to maintain competitive advantage. The purpose of this dissertation is to examine the opportunities and challenges faced by Britvic Ireland as a result of implementing Job Architecture/Broad banding initiative and how the initiative affects employee motivation. The aims and objectives of this dissertation are as follows:

- To examine the Job Architecture/ Broad banding initiative at Britvic Ireland Ltd

- To evaluate the merits of Job Architecture/Broad banding as a concept

- To research and highlight the initiatives impact on employee motivation

The literature contains a detailed analysis on existing secondary research in the area of Job Architecture/Broad banding. The author chose Qualitative as the method used during the study. Interviews with HR professionals and those participating in the study were carried out within Britvic Ireland. The chapter on findings displays the data collected during the interviews with those HR professionals and those participating in the study. The conclusions that can be drawn from this research are that Job Architecture/Broad banding does improve employee productivity and motivation.

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This dissertation is dedicated to my good friend Celine. Celine made me believe that I had the ability and was capable of completing firstly the BA in HRM and to go on to do the Honours when I was not so sure. Without her belief and encouragement I don't think I would have taken the initiative to do the degree. Thanks, for believing in me!

Thanks to everyone who took part in the research questionnaire and those who were interviewed. The data and information collected was invaluable and vital to the findings of this dissertation.

I would like to thank my friends and family for supporting me through this year, in particular my fiancé Stephen who put up with the stress and numerous weekends spent on the dissertation. Things will be back to normal post 22nd Aug 2011, I promise...

<u>Authenticity Declaration:</u>

a) I declare that the work has been composed by myself.

b) I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged

c) My thesis will be included in electronic format in the College Institutional Repository TRAP (thesis reports and projects)

d) I declare that no material contained in the thesis has been used in any other submission for an academic award.

Signed: *Lorraine Walsh*

Date: 22nd August 2011

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Total Word Count: 14,582

Chapter 1: Introduction

1.1   Background to the study

Britvic Soft Drinks Plc bought Cantrell & Cochrane (C&C) in 2006 which lead the soft drinks market in Ireland since 1937. Britvic Irelands impressive portfolio includes Irelands most well known brands Club, Taylor Keith (TK), Mi-Wadi, Energise and Ballygowan. Britvic also own the bottling and distribution rights to Pepsi and 7-Up and Irelands leading distribution company, Britvic Licensed Wholesale. Britvic Plc acquired C&C to grow business in the Irish market, increase market share, diversify product ranges, add to their "Group Structure" and maintain the organisations success and profitability.

Britvic now operates from four locations Ballyfermot, Newcastle West, Thurles and Belfast. In 2010 and 2011, economic challenges have added severe pressure to revenues and margins resulting in the writing down of Britvic Irelands intangible assets and properties by £104.2 m in 2010. Management is focused on ensuring they have the appropriate business model in place to deliver future growth and take advantage of opportunities in the medium term. Britvic Ireland's commercial sales department underwent a complete organisational restructure late 2010, early 2011 whereby the new "Go to Market" strategic model was introduced. Unfortunately as a result of the restructure 100 jobs were made redundant. C&C was in operation for 35 years and left behind a legacy of local agreements relating to differing terms and conditions, performance management operations, benefits/rewards and customs in practice. Britvic has set out to align process, procedure and how employees are managed, developed and rewarded across all business locations in line with the company vision.

*'Dedicated to developing **talented people** and **powerful brands** to deliver a*

winning performance'.

Andrew Richards (2010), Britvic Ireland MD states, 'Achieving our vision will be a journey, not a once off event. It will be achieved through our people and by our people and together it makes us all part of something bigger than our individual roles in Britvic Ireland'.

One of Britvic's strategic objectives was to implement a Job Architecture/ Broad banding system to align Irish operations with the parent company in the U.K. The same initiative is also being rolled out to the company's French constituent, newly acquired from Fruite Enterprises in 2010. The intention is to ensure organisational equity where legislatively possible. The Job Architecture model used was created and developed by Towers Watson. Towers Watson is a leading global professional services company helping organisations improve performance through effective people, risk and financial management. Towers Watson offer solutions in the areas of employee benefits, talent management, rewards and risk and capital management. According to Towers Watson (2011), **65%** of companies are more concerned about the retention of critical-skill and top-performing employees now than they were before the economic crisis hit. And this percentage is growing. Britvic believes in this statement and therefore sought their expertise to develop a "Group" Job Architecture model for Britvic employees with a view to developing, engaging with and growing talent.

1.2   Rationale of the study:

 The author intends to research and investigate the merits of Job Architecture and its affect on employee motivation. Following Britvic's C&C acquisition, business

transformation and strategic organizational restructure, there has been a lot of confusion and uncertainty amongst employees. Revenues are down and the ability to reach targets is much more difficult. The knock on effect is lower, fewer or no commissions or bonuses being paid out. The level and dept of change within the organization has been difficult for people to accept and adapt to. New technologies, new systems and new ways of working have been challenging for employees. Morale and employee motivation scores were very low, as reported in the 2009 Employee Attitudinal Survey. Before Britvic acquired C&C the organization operated in silo's each managed independently from the other. As a result there was no real uniformity across the business in terms of employee's grades, salaries, career development, benefits packages or rewards. The organization was disjointed and lacked equity and transparency. The Job Architecture initiative aims to address the issues by putting a model in place to provide clarity and fairness for employees and to drive innovation and motivation.

1.3   Research Question:

How does the application and practice of a Job Architecture/ Broad banding model affect employee motivation at Britvic Ireland Ltd?

The aim of this dissertation is to research and investigate the merits of Job Architecture and Broad banding and to show how the model impacts on employee motivation. The author feels they can carry out a critical evaluation of the model, the process, practice and conduct a qualitative research of how it impacts on employee motivation.

1.4   Research Objectives:

The research objectives of this study are outlined to give structure to the overall conclusions of the dissertation.

- To examine the Job Architecture/ Broad banding initiative at Britvic Ireland Ltd

- To evaluate the merits of Job Architecture/Broad banding as a concept

- To highlight the impact of Job Architecture/ Broad banding model on employee motivation

1.5   Methodology of study:

The author has chosen to use qualitative research methods throughout the collection of primary data. Interviews have been used to gather information and data from a selection of Britvic Ireland employees representing their departments. Those interviewed have been selected from HR, Commercial Sales, Finance, Production, Maintenance and Senior Management. The author feels that those selected are representative of the core functions of the organisation, support functions and the unions. The interviews were structured with set pre-prepared questions but also had scope for the introduction of further probing questions if required. Following the interviews the author analysed the results which are displayed and evaluated in the findings chapter of the dissertation.

1.6   Contribution of the study:

This study aims to outline the merits of a Job Architecture/ Broad banding model and how it impacts on employee motivation based on the experiences of Britvic Ireland. The dissertation can be used in the future to aid an organisations decision as to whether a system such as the Job Architecture/ Broad banding model will add value to their organisation and employees. The study can also be used to give students additional research material.

1.7   Limitations of the study:

Due to the study being carried out on Britvic Ireland there are some limitations. The Job Architecture model is in its infancy only being in place with Britvic Ireland for a year and a half. Therefore, it is too soon to evaluate how the model will evolve and how employee motivation will be impacted in the long term.

1.8   Overview of chapters:

Chapter 2:   Literature Review, this chapter reviews literature on Job Architecture/Broad-banding and gives a broad understanding of its design and purpose. Theories on employee motivation will also be reviewed and linked back to the Job Architecture structure. Empirical and theoretical sources have both been used.

Chapter 3:   Methodology, this chapter describes the research methodology and process used for the gathering of primary research.

Chapter 4:   Research Findings, this chapter outlines the findings of the primary research based on the interviews that took place with employees.

Chapter 5:   Discussion, this chapter displays the findings in terms of the secondary research in the context of what was displayed in the literature review and information collected from within Britvic Ireland.

Chapter 6:   Conclusion, this chapter summarises the findings of the study in its entirety and also concludes the dissertation.

The chapters are followed by the supporting References, Bibliography and Appendices.

Chapter 2: Literature Review

2.1   Introduction:

To complete this study it was necessary to understand the philosophy behind Job Architecture systems and how they operate in practice. Job Architecture/ Broad banding models can vary from organisation to organisation but the desired outcomes remain the same, ensuring that the organisations pay programs are effectively meeting the critical needs of the workforce and maintaining market competitiveness.

In today's economy, the challenge of recruiting, retaining and engaging with employees has never been greater. As competition for people and skills intensifies there's corresponding pressure to ensure that your organisations is attracting and retaining the right calibre of employees for long term success. The objective of a Job Architecture system is to give employees a clear and transparent roadmap filled with the necessary information required, to allow them to develop and progress up the career ladder.

(Armstrong & Barron 2004, p. 373) suggest that having a structure in place to aid performance is, 'a means to getting better results from an organisation, teams and individuals. It is about the agreement of objectives, knowledge, skills and competence requirements and personal objective plans. The focus is on improvement, learning, development and motivation.'

This chapter aims to give an insight into the concept of Job Architecture. The author will show how the model implemented in Britvic Ireland works in practice and how it impacts on employee motivation addressing both the merits and challenges.

2.2   Job Architecture/ Broad banding:

The term Job Architecture is used to represent how the broad banding model is constructed. The term is used to describe the architecture or the design of the different job bands and levels used within the broad banding system. According to the CIPD (1997 p.2), Broad banding is defined as, 'The compression of a hierarchy of pay grades or salary ranges into a small number of wide bands, typically four or five. Each of the bands therefore spans the pay opportunities previously covered by spate pay ranges. The focus is on lateral career movement within the bands and on competence growth and continuous development'.

The characteristics of broad banding, especially career based broad banding usually means that the system covers the whole organisation. There are wide pay ranges with an emphasis on general industry market relativities. Organisations, based on their business strategy, can choose where they would like to benchmark all salaries and associated benefit packages within the market using the compensation data available. This data spans salary ranges from the ten percentile through the median and up to the ninety percentile. The most commonly used target rates in General Industry sit at the market median but some organisations in particular high tech or pharmaceutical companies, with large profit margins, position themselves against the markets upper quartile. Positioning yourself at the upper quartile in the market firstly requires affordability but it is successfully used as an attraction and retention tool for a higher calibre of employee that buys into the organisations culture and values for example i.e.; Intel or Pfizer. Organisations that pay at the upper quartile usually have a fully embedded career development program with attractive and generous benefits packages for reward and recognition.   Intel Ireland (2011) states that, 'Their comprehensive

compensation and benefits package is designed to attract, retain, and reward the people necessary to create Intel's longer-term growth and profitability. Wherever possible, we provide the ability for employees to participate in a range of compensation programs, which allow employees to share in Intel's financial success through profit-sharing and stock programs; and innovative benefits that help employees and their families achieve improved quality of life and financial security. There is an innate focus on lateral career development allowing for skills and competency growth.   With using a Broad banding structure there is less reliance on conventional and analytical job evaluation schemes. Managers are in the position where they have more autonomy to manage the pay of their people in line with policy and within their respective budgets; they can use the benchmark data to compare rates and relativities externally in the market and internally within their departments.

Some broad banding systems put no pay limits to the broad bands or only define the starting salary. There is a need to outline the pay ranges within the bands to show how the job roles differ in their criteria. It is important that organisations look at both the internal and external equity when defining the pay levels within their structure, so that the internal structure is just as fair for employee career development as that outlined in market data. Operating a broad banding system that works in practice allowing innovation and creativity amongst its employees is paramount. This fosters a culture of career progression and reward and lends itself towards maintaining the organisations competitive advantage in the industry. An organisation can therefore build and grow their brand as an equal opportunities employer that value their human resources. All organisations are different with different values, cultures and management styles. Therefore, different Broad Banding systems are used and moulded to meet the

organisations requirements. The system needs to be the right fit for the organisation one that works for them in practice with the availability of finances, resources, and the necessary management capabilities. Job Architecture/ Broad banding systems can be used as a framework or a blue print for what the organisation hopes to achieve. The system will evolve over time if given the attention and focus it deserves to be a fundamental success in an organisation meeting their desired objectives. According the CIPD (1997 p. 3), 'The three most important factors to be taken into account will be the corporate or business strategy of the organisation, its work culture and its structure. As with all initiatives there are advantages and dis-advantages to all systems, organisations need to be aware that programs and systems evolve over time and grow and mould to the organisations needs. The main advantages to using a broad banding system are that it enhances flexibility in pay delivery and responds to market rate changes. It provides a framework for the organisational structure focusing on fewer levels of management and supervisory positions. Job Architecture enables the organisation to provide rewards based on career development and continuous learning, in turn creating and fostering a culture of both personal and professional growth for employees. It allows the organisation to reward employees for going over and above what's expected from them. However, there are some disadvantages that organisations need to be aware of for example having fewer levels within the organisation can appear to restrict promotional opportunities and this may lead employees to seek opportunities from outside the organisation. Unions may not receive the initiative as a positive for them; they may be comfortable with current arrangements, providing incremental pay increases and therefore not support the change. Driving a cultural change program that focus on changing mind sets from one of entitlement to one of effort and achievement

may be difficult to bed down. As a result gaining buy in and support from the unionised populations within an organisation can prove difficult. Employees can feel that as a result of the broad banding system that their current positions have been devalued. But, with informative consultation and engagement at all levels within the organisation at the implementation stage these issues may be addresses at the design stage.

Job Architecture uses the concept of broad banding to build a framework of Job Families. Depending on the size of the organisation an Architecture system can be benchmarked against global and national competitors using a unique Global Grading system that organisations across many industries can prescribe to. As Flannery et al, (1996) points out, 'One element of pay that organisations are struggling with is the traditional system of grading. These highly vertical systems with their vast number of grades are out of synch with the flatter, flexible, team orientated culture that organisations are moving towards'.

The broad bands are broken down by Job Family for example (Production Operators, Business Support, Technical Support, Customer and Client Management and Sales professionals, Professionals, Supervisory Management and Executive Senior Management). Each job role can then be positioned within their respective broad band from each departmental function, (Marketing, Finance, Commercial Sales, Human Resources, Logistics, Procurement, Production, Research & Development) and so on. Within each of the broad bands there are a number of levels ranging from four to ten. The broad band's can straddle each other giving employees the opportunity to move up within the band or move up from one band to another insofar as they have the necessary skills, competencies and behaviours for progression. Each of the bands carry with them a range of associated data encompassing: Annual Base Salary, Actual and Target

Annual Variable Compensation, Total Cash Compensation, Total Direct Compensation, Total Rewards, Company Car benefit data and extensive policies and practices that relate to the each band, level and global grade. Competency analysis and profiles determine the methods for assessing competence levels. Each job role is evaluated using the data provided by the Job Architecture/Broad band provider. The market rate data provided gives salary benchmarks against job roles within each of the broad bands. These are accompanied by a range of reward incentives like bonus targets, short term incentives, long term incentives, company cars, car allowances and share options depending on the level of the band. The diagram below depicts a general alignment of levels within bands, each assigned to a global grade ranging from 6 – 18.

Table 2.1: Global Grades to Career Levels

Towers Watson Global Grades to Career Levels 2011												
6	7	8	9	10	11	12	13	14	15	16	17	18
									Executive Senior Management			
									15	16	17	18
						Supervisory/Management						
						M1	M2	M3	M4	M5		
						Supervisor	Manager	Sr. Manager	Group Manager	Sr. Group Manager		
			Professionals									
			P1	P2	P3	P4	P5	P6				
			Entry	Inter	Career	Expert	Sr. Expert	Elite Expert				
			Customer & Client Mgmt, Sales Professionals									
			S1	S2	S3	S4	S5	S6				
			Entry	Inter	Career	Expert	Sr. Expert	Elite Expert				
		Technical Support										
		T1	T2	T3	T4							
		Entry	Inter	Senior	Lead							
	Business Support											
	U1	U2	U3	U4								
	Entry	Inter	Senior	Lead								
Production Operatives												
W1	W2	W3	W4									
Entry	Inter	Senior	Lead									

Source: (Towers Watson 2011)

2.3   Towers Watson Global Grading:

Towers Watson is a global leader in compensation, benefit and HR consulting. They have been operating for more than 60 years. Towers Watson was created as a the result of a merger between Watson Wyatt and Towers Perrin in January 2010 combining the knowledge of the two companies to provide clients with a much broader remit of services. Britvic engaged with Towers Watson to advise, facilitate and support to the introduction of the Job Architecture/ Broad banding system. One of the main reasons for choosing Towers Watson was its ability to provide their services and data on a global scale. As Britvic continues to grow as a group organisation the methodologies used and provided by Towers Watson can transcend the business on a global level. Britvic now has operations in the UK, Ireland, Northern Ireland and France and the model can be used throughout all geographies. The methodologies prescribed by Towers Watson supports Britvic's business drivers in creating a common language across the organisation. The system provides a basis for describing job requirements and performance expectations. It facilitates the development and communication of career paths throughout the organisation and provides links to external market surveys. There is a consistent alignment of reward and talent management programmes (e.g., workforce planning and succession planning and it facilitates the integration of new organisations and other organisational structure changes. The following figure shows the full range of Job Levelling methodologies and approaches available to organisations and highlights where the Towers Watson, Job Architecture/ Broad Banding approach fits.

Table 2.2: Broad Banding Methodology Approach's

Career Map (TW)

Paired Comparison

Job Architecture
Global Grading (TW)

Simple Job Ranking

Analytical Job
Evaluation

Market Data

Points Factor

Job Classification

Internal & External Equity
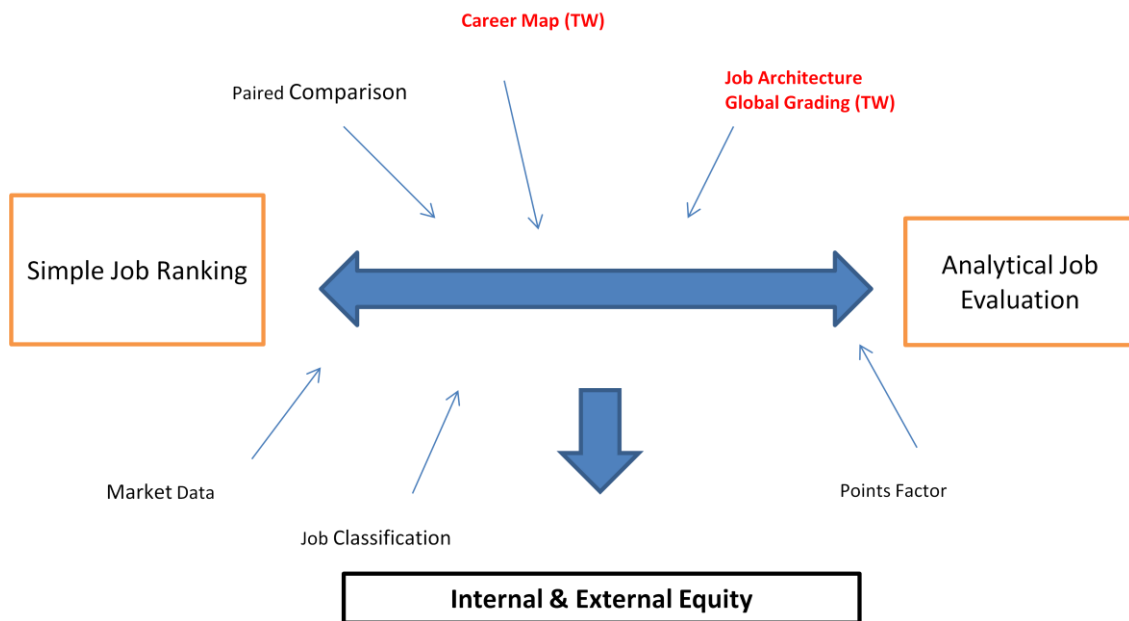
Source: (Towers Watson 2010)

The methodology applied uses a three step process. 1 – Defining the scope of the business, encompassing the number of employee's in Britvic, the diversity and complexity of the current structure and the geographical breath of the organisation. 2 – Banding Decisions, to determine the broad bands within the structure addressing dual career ladders and reflecting banding rationale and 3 – Levelling and grading the jobs, taking the following factors into consideration, (Functional Knowledge, Business Expertise, Leadership, Problem Solving, Nature of Impact, Area of Impact and Interpersonal Skills.

Job Architecture/ Broad Banding is now part of Britvic's talent and reward strategy. Job levelling within the architecture is the fundamental foundational element to support reward and talent management program design. The architecture is broken into four categories. 1. The Organisation, as in the structure and the HR service delivery model,

2. Job Design, distinguishing the career, the role, the job family framework and the job title protocol. 3. Competencies, organisational, job family, level and role. 4. Performance, ensuring business alignment, cascading goals, pay for performance and performance management. Having the Job Architecture broken down allows Britvic to assign rewards and manage talent around each of the broad bands. Rewards can be linked to the job role encompassing base pay, health benefits, retirement benefits and statutory rewards. Rewards can also be linked to performance assessing and covering merit, short-term incentives, sales incentives, productivity incentives, recognition, profit sharing plans and long term incentives. Talent can therefore be focused on in terms of recruitment, career development, executive development and succession planning.

2.4   Britvic's decision to use Broad Banding:

The concept itself originated in the United States but travelled to Europe with organisations like IBM Europe and Nortel introducing broad banding systems in their organisations in the late 1990's. At the time an IBEC survey reported that 11 percent of the companies surveyed had broad banding pay systems in operation (IBEC 1998).

Broad banding is a strategic tool used by organisations as a performance based incentive to drive employee performance and motivate employees towards achieving their career goals. This is a practice of reducing large numbers of salary levels into a smaller number of salary grades fitting in broad bands. Broad banding has been defined by Tyler (1998) as the elimination of all but a few, usually between three and ten, comprehensive salary bands. It therefore represents a compensation management strategy that involves consolidating several salary grades into fewer, wider pay bands.

Many organisations use this as a means for organisational change which is why Britvic introduced the model. CIPD (1997), states that, 'The greatest strength of broad banding is its capacity to integrate powerful processes that together can make a significant impact on the organisations success.'

Britvic inherited a legacy of inconsistent and unfairly managed working arrangements throughout the organisation. Some of the questions Britvic had to ask themselves were, are we staffed and structured appropriately for the way we do business today? Do we have the balance between functions correctly? Are there too many levels within the current hierarchy? Do we have too many or not enough management and specialist roles? Are we remunerating our people fairly? Are we in control of our people costs? How are we managing career development and internal mobility? Is there sufficient integration between our reward and talent processes? Answering these questions, Britvic became aware that they have nearly as many job titles as people. The current job titles tell us little about what the jobs do and they do not reflect our new business model. It was not clear where accountabilities lay. Reporting relationships and interdependencies were unclear and that rewards and talent management structure varied significantly from location to location, there were huge gaps in terms of internal equity and fairness. To address these issues they implemented a Job Architecture/ Broad banding system to transform the organisational structure into a fairer, much more transparent and more productive operation. Management were aware that a transformational change could only succeed largely based on the employee's ability to adapt to new ways of working in new roles. They would require the tools to acquire new skills and the leadership needed to foster new employee behaviours. Britvic understood that the introduction of a Job Architecture system would result in a major culture

change which they wanted to achieve. With cost pressures prompting cutbacks in rewards, Britvic understood that they needed to create a work experience that attracts, retains and engages the right people, at a cost the organization could afford. They recognised the business purpose for Broad banding and how the system integrates with other aspects of HR management especially those linked to employee career development and talent management.

The model, bands and levels are visible to employees therefore they are aware of where they are positioned within their band and the organisation and what they need to do to progress within the company. The transparency of the structure helps to dispel any fears or uncertainties employees may be feeling. From the organisations perspective they are aware of how employees are progressing, performance management is fully embedded, driving productivity and reward, talent is identified and succession planning can be proactively managed.

When implementing the Job Architecture/ Broad banding system to Britvic Ireland the organisation did their due diligence to ensure a smooth transition. They held focus groups and did surveys to gauge both employee and management's attitudes towards the system. As there are four unions in operation at Britvic there were information and consultation meetings held. The implementation of the program was planned and communicated to all employees over a lengthy period of time in a sequence of cascades to ensure that management at all levels fully understood their role in its success. The following table outlines a Broad Banding design process addressing the various steps in the decision making points to consider.

Table 2.3: Job Architecture/Broad Banding Design Process

```
                    ┌─────────────────────────────────────┐      ┌──────────────────────┐
                    │ Evaluate case for and against Broad  │      │ Consider alternatives│
                    │ banding                              │      │                      │
                    └─────────────────────────────────────┘      └──────────────────────┘
                                      │                                      ↑
┌────────────────────┐      ┌─────────────────────────────┐      ┌──────────────────────┐
│                    │ ↔    │ Analyse existing arrangements│ ↔    │                      │
│ Communicate with   │      └─────────────────────────────┘      │ Communicate with     │
│ and consult line   │ ↔    ┌─────────────────────────────┐ ↔    │ and consult staff    │
│ managers and       │      │ Consider alternative         │      │                      │
│ team leaders       │      │ approaches                   │      │                      │
│                    │ ↔    └─────────────────────────────┘ ↔    │                      │
│                    │      ┌─────────────────────────────┐      │                      │
│                    │      │ Select most appropriate      │      │                      │
└────────────────────┘      │ approach                     │      └──────────────────────┘
                            └─────────────────────────────┘
                    ┌──────────────────────────────────────────────────────┐
                    │ Develop Job Architecture/Broad banding Structure and  │
                    │ processes                                             │
                    └──────────────────────────────────────────────────────┘
```

| Band Structure | Competence analysis | Role evaluation process | Market rate analysis & positioning of roles in bands | Pay progression processes | Career planning and development processes |

| Line manager and team leaders | ↔ | Communicate final arrangements | ↔ | Staff |

Train managers team leaders and staff

Implement

| Survey managers and team leaders | → | Monitor and evaluate | ← | Survey staff Opinions |

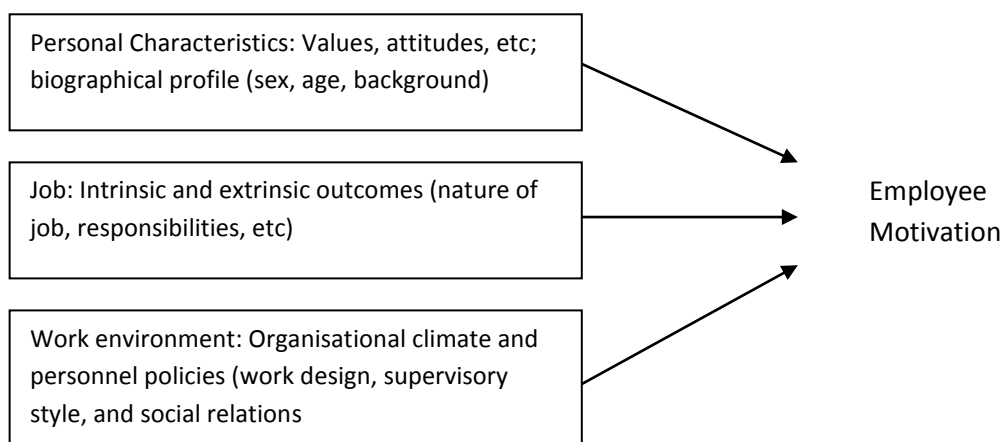Modify design and processes as necessary

Source: (CIPD 1997)

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2.5   Linking Job Architecture to Employee Motivation

According to Griffin and McMahon (1994), 'Linking both motivation and job design helps to establish the importance of job context in generating goal directed behaviour and to avoid the mistake that motivation is the only important determinant of work performance'. There are many process theories of motivation published but one reoccurring theme seems to be a constant. Martin (2001) notes that, 'increasingly the formal design of jobs is being seen as a means of improving levels of employees' motivation, quality and commitment to the objectives of the organisation.' This study intends to display the impact of job design through the Job Architecture/ Broad banding model on the employee's of Britvic Ireland. Does Job Architecture have a positive, a negative or have any impact on employee motivation what so ever? To understand the theory behind what motivates people the author has researched the work done by theorists such as McGregor, Maslow and Hertzberg. As an organisation and to maintain a profitable business they are constantly seeking improvements to increase productivity and in turn grow profits. One of the key assets to an organisation can be their staff, human capital, the people who turn up to work day in day out to produce product to increase turnover and revenue. If employees are motivated to come to work and feel a sense of achievement and pride at the end of day this can significantly impact how the business is run. But, how does an organisation create a work environment that challenges, engages and stretches employees to reach their goals across all departments and levels within the organisation? These can be answered by understanding what drives employees to want to succeed and what reward means to them. Job Architecture gives an organisation the means to drill down to the basics using the broad banding framework to build a motivational culture for performance and effort that rewards

employees on a regular and fair basis. Dessler (2001) highlights that, 'it remains a central plank of current management practice and spans the range of techniques used in building a performance orientated organisation. These include the use of performance related pay, merit pay, on the spot rewards, skill-based pay, recognition, job redesign, empowerment, and the use of goal setting methods of positive reinforcement and life-long learning'. Approaches to employee motivation in the past have heavily relied mainly on factors that affect pay but this is not the case for all employees. What employee's value significantly differs depending on the person, the circumstances and their age? What may motivate an employee in their twenties may not have the same effect on an employee in their fifties. For example, a cash bonus may be highly regarded by a young single employee but additional time off/ holidays may be much more valuable to an employee nearing retirement. To others the opportunity for career progression and further learning and development may be more intrinsically rewarding to them than any extrinsic reward. The following figure outlines the factors influencing employee motivation.

Table 2.4: Factors Influencing Employee Motivation

| Personal Characteristics: Values, attitudes, etc; biographical profile (sex, age, background) |

| Job: Intrinsic and extrinsic outcomes (nature of job, responsibilities, etc) |

| Work environment: Organisational climate and personnel policies (work design, supervisory style, and social relations |

Employee Motivation

Source: (Gunnigle and Flood 1990)

It is important to Britvic that they attract and retain employees with the same values as the organisation to ensure they are the right fit and that they are motivated by the Job Architecture system provided. Organisations can provide all the tools and programs that they perceive to be motivators to employees but are they enough and do they really motivate? Hertzberg (1968 p.115-125), states how complex answering these questions are by stating, 'What is the simplest, surest, and most direct way of getting someone to do something? Ask him? But if he responds that he does not want to do it, then that calls for a psychological consultation to determine the reason for his obstinacy. Tell him? His response shows that he does not understand you, and now an expert in communication methods has to be brought in to show you how to get through to him. Give him a monetary incentive? I do not need to remind the reader of the complexity and difficulty involved in setting up and administering an incentive system. Show him? This means a costly training programme.'

Hertzberg questions how far an organisation should or could go in an effort to motivate their staff. Britvic has provided the framework for clear career paths, incentives and rewards to keep their staff in such a competitive market. Pettinger (1994) agrees with this the concept and says, 'There is a correlation between organisations that go to a lot of trouble to motivate their staff, and profitable business performance... The ability to gain the commitment and motivation of staff in organisations has been recognised as important in certain sectors of the business sphere. It is now more universally accepted as a critical business and organisational activity, and one that has highly profitable returns and implications for the extent of the returns on investment that is made in the human resource.'

Britvic has taken these ideals on board by investing in organisational activities that promote and foster employee motivation. The introduction of a Job Architecture system is in effect the investment required by the organisation to drive and motivate the staff at Britvic Ireland. This underpins the factors that drive employees to strive for more in their careers within the organisation but also on a personal development level. Bennet (1991) suggest that,' an employee's motivation to work consists of all the drives, forces and influences – conscious or unconscious – which cause the employee to want to achieve certain aims'.

If the organisation understands the basis of what constitutes employee's motivational needs, then they are in a position to provide for these. Therefore based on theory employees should be motivated to the degree required to achieve more and be in a position to perform at a higher level. The result of employee's being in a position to perform and operate at a higher level has an immensely positive effect on the organisations productivity.

There are various different models that highlight's what motivates human behaviour and also human resources. Maslow's theory on the hierarchy of needs is based on a range of human needs from basic fundamental needs for existence to more personal higher order needs. Maslow represents his theory in the form of a pyramid. The pyramid rates them in order of importance the bottom being the most basic and the top being more complex.

Table 2.5: Maslow's Hierarchy of Needs

Maslow's Hierarchy of [Human] Needs
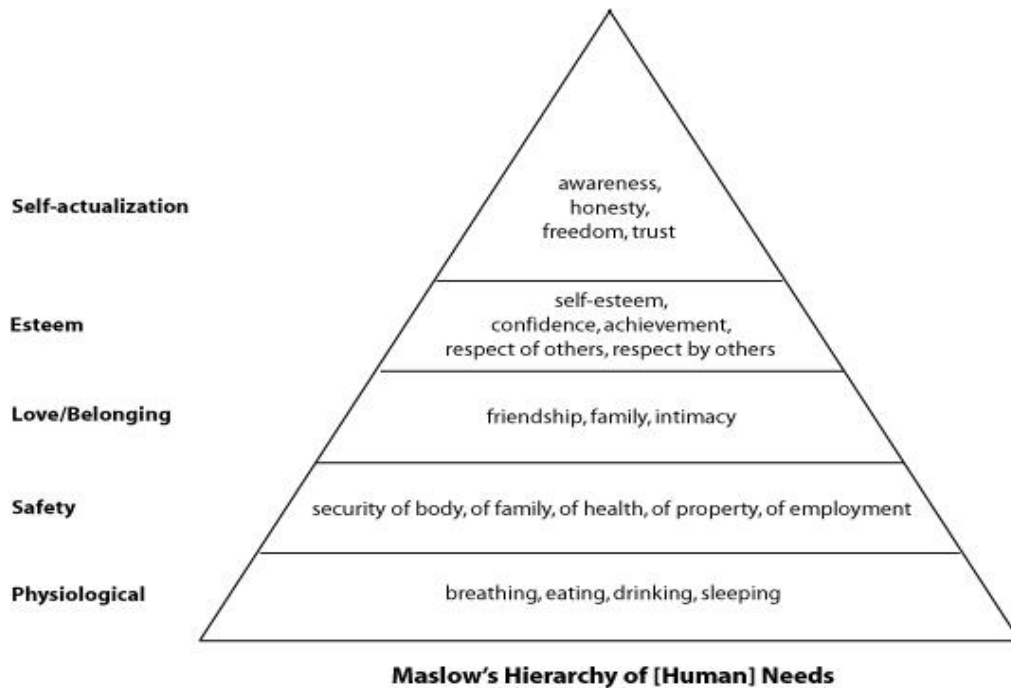
Source: (Gunnigle et al 2002)

The bottom, 5th tier deals with human physiological needs like breathing, sleeping, shelter, survival, food and drink. These are the most basic needs for any person. Having the ability to provide the necessities for survival is paramount to life and can therefore be viewed as some of the biggest motivators in existence. The 4th tier encompasses the human need for personal and family safety and the need for security in both personal and employment circumstances. Being the provider and the one responsible to provide these securities for your-self and your family can be seen as a massive motivator. These include, having a home, having a job or an income and making sure that you and your family are living in a safe secure environment.   The 3rd tier refers to a social need for love and belonging highlighting the need to belong, love,

be loved and to be able to interact with others. Interaction with others is important in both the occupational and social domains. Being able to interact with people whether it is with work colleagues or friends is a necessary part of one's social development. The 2nd tier deals with esteem, how one values their self esteem, self worth and how they are regarded by others. The need also refers to respect by others and respect for others. How does ones interaction with another affect their self esteem and self worth? In the occupational setting does an employee respect their work colleagues or mangers and do they respect them in return? Is the employee rewarded for their work in a fair way? Is over achievement or high performance recognised by the organisation? Having skilled people managers within organisations foster and embrace this type of work ethic to build and develop employees not only by way of training but also by way of their competencies. This directly affects their esteem in a positive manner as per tier 4 of Maslow's theory. The 1st tier talks to the needs for self actualisation encompassing a human's need for fulfilment, awareness, freedom and the nature of the individuals and the achievements. If a person has the ability to meet all of their needs as outlined in the pyramid above, they have achieved a certain sense of freedom. They have the ability to realise their potential and understand their capabilities. When a person or employee reaches this point opportunities arise and the person has a greater realm of choice before them. According to Gunnigle et al (1997, p.118), 'In modern society it is employment and the income it generates that allows the individual to satisfy such needs. Once one need is satisfied the person's needs they move up the pyramid to satisfy the next need and so on.

Over time Maslow's theory has faced a lot of criticism and has been scrutinised. Some of the main reasons for this are that the theory is very broad and is not directly linked to

the work environment. It has been subject to interpretation insofar as the research

carried out was based on general studies on human behaviour and motivation opposed

to specific studies on the motivation of employee's. Gunnigle (1997 p.118) also points

out that, 'Researchers have also found little support for the concept of exclusive pre-

potency. A more realistic scenario is that individuals have several active needs at the

same time, which implies that lower-order needs are not always satisfied before one

concentrates on the higher order needs'. The author believes that the theory does hold

merit and that the tier levelling system can be applied to workplace as employers by

virtue are in position to address the needs by way of employment. Therefore

employment itself drives human motivation as a means to acquire what they need as an

individual. However the theory is very broad and it is limited in explaining

motivational work behaviour.

There are other theories on motivation that disagree with Maslow's hierarchy of needs.

Mc Gregor's Theory X and Theory Y does not analyse the motivations of humans but

looks at two very distinct sets of assumptions about employees. He researched

employee behaviour and motivation and named each assumption, Theory X and Theory

Y. The theory states that there are two totally different types of people/employees out

there. Theory X talks to the fact that employees have a set of characteristics that defines

their need to be told what to do by management and that they have little motivation at

all. This theory assumes that nothing an organisation does in terms providing any tools

for employee motivation will work in any circumstances. So the concept of a Job

Architecture system would hold no merit under this theory. Theory Y opposes the view

of theory X states that employees are naturally motivated by work and that, goals,

incentives and rewards do contribute to the development of their potential. McGregor's

Theory Y maintains that work reviewed constructively and enthusiastically equals highly motivated and committed staff. Theory Y supports the concept that the use of a Job Architecture/ Broad banding system would motivate employees in the workplace.

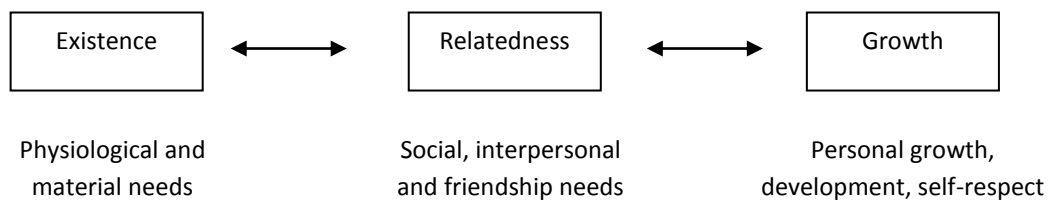**Table 2.6: McGregor's -Theory X & Theory Y**

Theory	Assumptions of theory
Theory X	• People do not like work and try to avoid it • People do not like work, so managers have to control, direct, coerce and threaten employees to get them to work towards organisational goals. • People prefer to be directed, avoid responsibility, and want security; they have little ambition.
Theory Y	• People do not naturally dislike work; work is a natural part of their lives. • People are internally motivated to reach objectives to which they are committed. • People are committed to goals to the degree that they receive personal rewards when they reach their objectives. • People will both seek and accept responsibility under favourable conditions. • People have the capacity to be innovative in solving organisational problems. • People are bright, but under most organisational conditions their potentials are under-utilised.

Source: (Gunnigle et al 2002)

The Existence-Related-Growth (ERG) Theory uses threefold taxonomy. This theory replaces the five tiered system moving away from the hierarchical framework. It uses a more lateral approach in that one need does not need to be satisfied in order to address another need. It also states that if a higher need cannot be attained the individual may revert back to a more basic need and focus on that. Robbins (2001, p.161) states that, ' The ERG theory argues, like Maslow, that satisfied lower-order needs lead to the desire to satisfy higher-order needs; but multiple needs can be operating as motivators at the same time, and frustration in attempting to satisfy a higher-level needs can result in

regression to a lower-level need. ERG theory is more consistent with our knowledge of individual differences among people. Several studies have supported ERG theory, but there is also evidence that it does not work in some organisations. Overall, however, ERG theory represents a more valid version of the need hierarchy'.

Table 2.7: Existence-Related Growth Theory

Existence	Relatedness	Growth
Physiological and material needs	Social, interpersonal and friendship needs	Personal growth, development, self-respect

Source: (Alderfer 1972)

Hertzberg (1968) created the dual factor theory of work motivation which focuses on the factors affecting job attitudes. He researched the factors that contributed to an employee's work satisfaction and work dissatisfaction. He believed that the key to understanding employee motivation lay with job design. Designing jobs that created job satisfaction would have a direct impact on employee motivation and higher levels of performance. He identified that people are different with different value systems. His approach highlighted two main factors that affected employee satisfaction which he called (motivator factors) and those that led to dissatisfaction (maintenance/hygiene factors). Motivator factors are made up of jobs that encourage and facilitate responsibility, advancement, pay, working conditions and recognition. Having these elements within the job design or Job Architecture/Broad banding system resulted in Job enrichment. For employees job enrichment can be viewed as fundamental motivator. Hertzberg does note that job design must have both intrinsic and extrinsic factors within it to have the necessary motivational impact on all different types of employees with differing views on what constitutes reward.

2.6   Summary:

In this chapter the author portrayed the concept of a Job Architecture/ Broad banding system. The workings of the system were displayed from how it is constructed and how it works in practice. The philosophy behind the model and the rationale as to why Britvic Ireland decided to introduce a Job Architecture system were discussed. Particular attention was given to the Towers Watson Global Grading system as this is the actual model of Broad banding system that Britvic Ireland implemented. For the purpose of this study employee motivation was researched in order to show what elements motivate employees and how a Job Architecture system would impact employee motivation. A number of motivational theories were used to support the research question. Where applicable any criticisms or alternative views discovered as a result of the research were displayed. This was to give the reader a transparent comprehensive view of the study, based on the research question.

Chapter 3: Research Methodology

3.1   Introduction:

This chapter describes the methodology used to conduct the primary research of the study. This chapter will illustrate the reasons why these methods were chosen to collect the data for analysis. The validity, reliability, limitations and ethical considerations of the research are also outlined.

3.2   Research Question:

The research question gives the study its purpose and focus. To be in a position to answer or give a view based on the research question, research into the area of Job Architecture and its impact on employee motivation is paramount to the study. Does the application and practice of a Job Architecture/ Broad banding model have an impact on employee motivation at Britvic Ireland Ltd? The aim of the research is to discover the outcomes of having a Job Architecture/ Broad banding model in place at Britvic Ireland and the impact it has on active employee motivation.

3.3   Research Objectives:

The purpose of the study is to examine the opportunities and challenges faced by Britvic of Job Architecture/ Broad banding as a concept in Britvic Ireland and how this initiative impacts employee motivation.   According to Saunders et al (2003 p.101), it is necessary to define clear research objectives at the beginning to give the study a clear focus which will be helpful in the collation of primary data.

- To examine the Job Architecture/ Broad banding initiative at Britvic Ireland Ltd

- To evaluate the merits of Job Architecture/Broad banding as a concept

- To highlight the impact of Job Architecture/ Broad banding model on employee motivation

3.4   Research Design:

According to Sarantakos (1998), the research design phase of a study is the most important step in the process. The design of the research provides the author with a framework for the collection and analysis of primary data. The research methodology approach is decided. Whether the study requires the use of either qualitative or quantitative research methods. Decisions are made around how the respondents are selected and what the respondents will be asked during the interview phase. These questions and answers will provide the primary data required to address the research questions of the study, to be displayed in the findings chapter. This study uses qualitative research methods for the collection of data.

3.5   Research Approach:

The research philosophy used in this study sits between interpretivism and realism. The approach used in this study is inductive which draws a conclusion from individual instances, experiences and observations. According to Horn (2009), this involves observing instances of something looking for a pattern in the instances, building a tentative theory, and then testing that general theory to provide generalisations about behaviour. The researcher aims to use this approach to build a theory based on the primary and secondary research undertaken around Job Architecture/ Broad banding and its impact on employee motivation.

The study also uses a subjectivist dimension. Horn (2009) suggests that, subjectivists believe that there is no universal truth but a reality that we all contribute to making.

From this stance the research goals are to discover the methods by which this reality is made or constructed, or to explore the agreed reality. Using this dimension and approach the researcher intends to show how having a Job Architecture/Broad Banding model in place at Britvic Ireland impacts on employee motivation. The findings of the study will show how the research approach used lends itself to provide conclusions based on the research question. The following table displays the layers of the research process used in the study to guide the theoretical objectives from the research philosophy to the data collection methods.

Table 3.1: The Research Process "Onion"
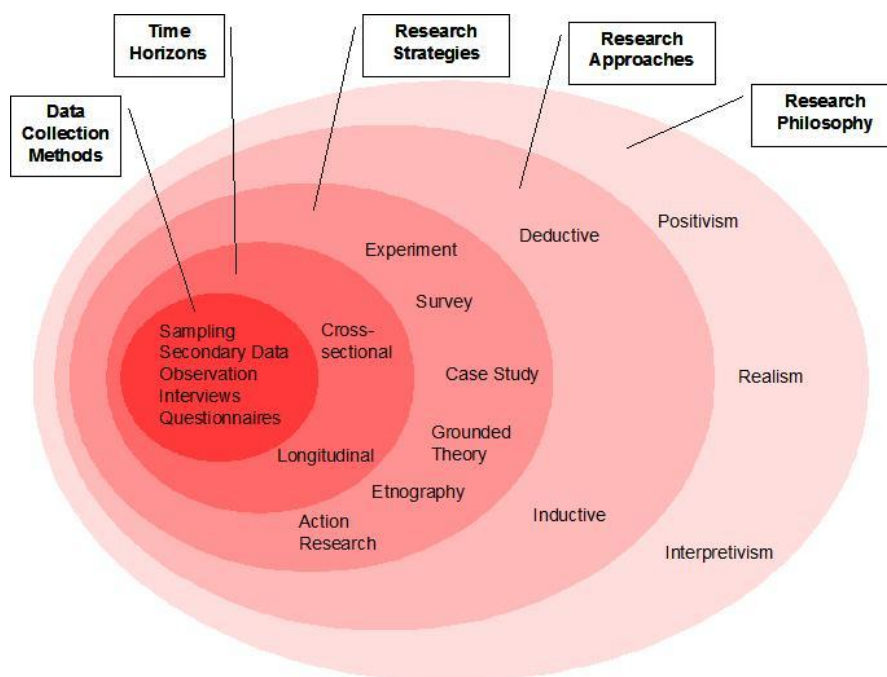
Source: (Saunders et al 2003)

3.6 Qualitative Research:

The author has chosen qualitative research methods for the study as they pose fewer restrictions when collecting data and have a lot more flexibility than that of quantitative research methods. Quantitative research methods use numbers, measurements, surveys and statistics to display research results which can be quite rigid and doesn't leave room for verbatim comments. For this study the researcher wanted to have the ability to probe respondents while questioning to access their thoughts and opinions on the subject matter. Qualitative research emerges from the phenomenological and interpretive paradigms (Cassell & Symon 1994), which makes it much more subjective. To gain the depth of information required for the study interviews have been used as the mode of qualitative research. Interviews allow the researcher to gain much more information and it also allows for open & probing lines of questioning.

3.7 Data Collection Methods:

Data has been collected for this study from both primary and secondary sources. Primary data can be collected using a number of methods including: questionnaires and surveys. The research methodology used in the study is qualitative in nature and uses an interpretivism philosophy; as a result the data has been collected using structured interviews and observations. The data collected from interviews and observations gives the study a deeper and more meaningful insight into employee behaviour and opinions. However on the flip side using interviews as a data collection method can take time and can be open to interpretation. The secondary data used in the study provides a basis for the research. This data can be drawn from previously published or written works for example, articles, text books, journals, company documentation and academic reports.

Secondary research is easily accessible via online tools, libraries and from the company. The literature review displays how the author researched the study using secondary sources. Secondary data can give the researcher guidance with a degree of validity and reliability but can all information sourced using this method be trusted.

The researcher has used interviews as a means to understand respondent's opinions and get the answers to the questions in the study to develop findings based on the research question. According to Webb (1995), 'an unstructured personal interview uses extensive probing to get a single respondent to talk freely and to express detailed beliefs and feelings on a topic'. The interviews conducted for this study were carried out face to face. The reason for this was for the interviewer to gain trust with the respondent to allow the respondent to feel that they could talk freely and at ease with the interviewer. Doing the interviews face to face also allowed the interviewer to read the respondents body language and facial expressions.

3.8 Population and sampling:

The population from which the respondents were selected encompassed the employees of Britvic Ireland. To make sure that all groups within the organisation were represented the researcher chose a representative from each department, HR, Commercial Sales, Finance, Production, Maintenance and Senior Management. As Britvic Ireland is paritialy unionised the researcher included union members from Commercial Sales, Production and Maintenance to take part in the research. The sampling method used in the study is Probability Sampling; Horn (2009) defines probability sampling as, 'a form of random selection of cases from the sampling frame. This is a commonly used method when inductive reasoning drives the methodology. As

inductive reasoning is being used in this study this definition holds true. The respondents were chosen at random from the sample frame (Britvic Ireland) but they were chosen from their respective departments to ensure all departments were represented in the study. Therefore, Stratified random sampling was used as the means of random sampling. A disadvantage of using qualitative research is that only one employee was chosen to represent each department. It could be argued that that one employee's opinion does not represent the opinions of the population. However, for the purpose of this study the researcher used interviews to gain a deep insight into the opinions of the respondent which could not have been gotten using quantitative research methods such as questionnaires.

3.9   Bias, Validity, Reliability and Ethics:

To avoid bias regarding the primary research the researcher has structured the questions so they are not misleading or could sway the response from the interviewee. As the interviews are conducted face to face this allows the interviewee to ask for clarification around the questions if necessary. It is important that the questions are asked and delivered in the same tone so that the interviewee answers the questions based on what they really think opposed to what they think the researcher wants to hear.

According to Robson (2002) (quoted in Saunders et al., 2003, p. 101) there are four potential threats to studies reliability:

1. Subject or participant error – i.e. conducting the interviews at different times of day or week will yield different results depending on what's happening in the organisation at that time.

2. Subject or participant bias – interviewee's saying what they think they "should" say instead of what they really think.

3. Observer error – using different approaches or tones when asking the questions.

4. Observer bias – depending on who is conducting the study they can interpret different responses to the questions.

These threats were address by the researcher holding the interviews at the same time of the day over a two week period. The researcher took time to explain to the interviewee that the content of the interviews would be held confidentially and anonymously. The researcher gained the interviewees trust and clarified that the franker the response to the questions the better. The researcher took notes at each interview and remained un-biased throughout the interview process.

Robson, 2002, (quoted in Saunders et al., 2003, p. 102) also identified six potential threats to the studies validity:

1. History – events that have taken place before the study was carried out. The activities may skew responses.

2. Testing – if the interviewees are wary about answering honestly or conscious of the repercussions.

3. Instrumentation – events or current activities taking place may skew responses.

4. Mortality – interviewees unable to continue with the interview or carry out the interview in the first instance.

5. Maturation – events or activities taking place during the year may have an effect on management styles.

6. Ambiguity about causal direction – Could an interviewee's positive or negative opinion of the studies topic impact negatively on their responses.

To address and mitigate against these threats within the primary research the researcher has taken the events that have taken place in advance of the study into consideration. Britvic Ireland has gone through a total transformational change program. This is the largest threat to the study as it has impacted the whole organisation. The economic recession has had a significant impact on the company and the interviews took place following one hundred redundancies. The interviewees again were given anonymity and reassured that their responses would only be used for the purpose of the study. The interviews took place at the same time during over a two week period and there were no major activities taking place over this time period. All interviewees who took part in the study were asked in advance to take part and everyone completed their respective interviews in full. Management interviewed for the study gave comprehensive insights into the model from a people management perspective. The researcher chose interviewees using random stratified sampling to represent their department. It is possible that ambiguity about casual direction could give a skewed response as a result. To uphold ethical standards all interviewees were asked for their consent to participate in this study. The interviewees were given all the necessary information surrounding the purpose of the study and its relevance to the degree course as opposed to its relevance to the company. Each interviewee signed a confidentially agreement and the researcher reiterated that the content of each interview would be treat as private and confidential.

All interviews were taken place in private at Britvic Ireland, Kylemore Road, Ballyfermot, Dublin 10 between Monday 16th May and Friday 3rd June 2011. All interviews were carried out from 13:00 – 14:00 each day. The author used a Dictaphone to record the interviews with the permission of the interviewee in advance.

3.10   Limitations of Research:

The main limitation to the primary research is that of interpretation and bias when using interviews as the studies data collection method. The researcher was aware of the impact of leading questions as one question in one interview may not carry through to another interview. This can result in differing answers to different questions outside of the structured questioning template. Interviews can also be time consuming each interview in the study lasted approximately 20-30 minutes meaning 4 hours was required to do them. Questionnaires only require one template which is then sent to all respondents via e-mail, internet or post. However the author feels that the detailed responses gained using interviews gives more dept to the critical evaluation of the study.

3.11   Summary:

To summarise, this chapter has outlined the research question, the objectives and the design of the study. The author has explained the philosophy behind the research strategy and methods used in the study for data collection. The purpose of the study is to examine the opportunities and challenges faced by Britvic Ireland as a result of implementing a Job Architecture/Broad banding initiative and how the initiative has impacted employee motivation. The studies reliability, validity, ethics and limitations have been discussed and critiqued.

Chapter 4: Research Findings

4.1   Introduction:

The purpose of this chapter is to display the results from the primary research carried out for the study. The information collected was gathered by interviewing employees of Britvic Ireland, representing various departments. The departments represented were Production, Maintenance, Commercial Sales, Finance, Human Resources and a member of the Senior Management Team. As Britvic Ireland is heavily unionised the author was keen to make sure that both Union and Non Union demographics were represented in the study. Also, the author wanted to ensure that various levels of the organisation within their perspective departments were represented. Therefore the following candidates were selected a Production Operative, Maintenance Technician, Commercial Sales Executive, Financial Analyst, Human Resources Specialist and a Senior Marketing Manager.

4.2   Analysis of Primary Research:

4.2.1   Do you fully understanding the concept of Job Architecture/Broad banding models? And if so can you please explain what it means to you as an employee?

Based on the primary research the respondents do understand the concept of Job Architecture and the nature of broad banding. The more senior the employee the more of a grasp they have on the philosophy behind it and the purpose of the concept. They understand that it's about clarifying how job roles fit within functions and how they are used as a basis for determining salary bands to help develop flatter organisational structures. They understand that it is a framework for sizing roles within the organisation and that it means evaluating each role within the organisation structure in

terms of (size, scope, responsibility, etc) and then grouping them together into broad categories/bands. It allows the company to align salaries and benefits, both within business unit and across the total group. It also allows the company to create career ladders. However, those in production and maintenance see it as an extension of their previous grading structure and may not fully be aware of its full potential.

4.2.2   Do you understand the nature of career development ladders within the bands, given that the framework gives each job role a job spec and outlines the competency and behavioural skills required for the role?

Yes, the respondents understand how career development ladders work in practice. They can see how employees with ambition can use the ladders to progress within the organisation and having the information readily available is a big help to them in terms of their direction. Knowing that each job spec has a set of criteria required for the role is an aid in determining what needs to be done and how to get there. There is an understanding around how the job families are built identifying specific skill sets around them to fit into broad banded pay structures. Again, the employees from Production and Maintenance felt that more information and training is required as the mindset is still very much around the old grading structure. They do understand though that to progress, a certain set of skills and competences are required. But, they are not fully aware of where they fit within the structure and exactly where they can progress to. They were also concerned about understanding exactly what the organisation means when they talk about behavioural skills and competencies.

4.2.3   Can you see how performance can be managed and increased using the Job Architecture broad banding framework using performance management objectives and appraisals?

Over all yes, the respondents can see how providing a job range where associated specific skills are identified and the levels of competencies required within the job range are fully defined. From a management perspective they feel that they need to be fully proficient in using the system and maybe they are not at this place yet. The use of performance management objectives and appraisals are very productive as employees know where they stand and how they are performing against them at all times during the year. This is on the proviso that they are conducted fairly across the organisation. The use of performance management objectives give a clear focus to what direction they should be heading. They also see the linkage to employee motivation and for going the extra mile. They understand performance management in theory but have also identified gaps in the process in production where there seems to be a bottle neck for progression when employees reach a Grade C. There is only a requirement for a small number of Grade D positions so employees feel relatively stuck when this reach this juncture. Plus, the fact that the old grading system is no longer in existence it sparks concern as employees keep referring to it. They may not be fully engaged with the new Job Architecture/ Broad banding System nor had adequate training on it. The guys from Production and Maintenance hold more value on a team based performance over individual based performance objective or incentives. One respondent quoted, *'The rise in tide raises all the ships not just your own'.* He also felt that individual incentives could have an adverse affect on Maintenance and Production. Over the years what seemed to work best for them was team based performance management. Other

respondents felt that there needs to more time given to performance management from the manager's perspective. The time to sit down and discuss the objectives in the first instance is paramount.

4.2.4   If provided with a career road map that shows how you can develop and progress upwards within the company, does having a clear career direction motivate you as an employee?

Respondents do feel that career road maps aid development, providing that their career aspirations have been fully considered for them personally. It's important to have clarity around what growth opportunities the company has to offer. Those who are ambitious and at the start of their careers feel they are a strong motivator to help them achieve more and develop the necessary skills and competences they require for progression. Career progression is seen as key criteria for some, as in what they look for in a job, an extremely valued intangible benefit. There seems to be more of a value placed on this for employees in the earlier portion of their careers. Those more established value work life balance as more a motivator than that of career development. They felt that their career has been developed over time and that career road maps become less relevant the more senior the position. Senior respondents felt that if career road maps are given to employees than the organisation needs to be able to deliver on the expectation, otherwise it would become extremely de-motivational. The respondents who were on grading structures felt that it would really benefit them as they have a bottleneck in their functional band. When those on the old Grade C level got there they had nowhere to go, so lateral developmental opportunities or a map with alternative routes would be valued by them. However, they don't feel that these

alternatives have been given the time and focus for their development. This area needs to be looking into further as the bottleneck for them still exists.

4.2.5   Do you feel that a Job Architecture/ Broad banding model fits the organisations culture, not including, if not what issues do you feel may arise?

The majority of respondents did feel that the Job Architecture models fits with the organisational culture and that it would grow and evolve over time. As the initiative is relatively new to the organisation they felt that for its success it will require a lot of focus and consistent refresher training to ensure those within it fully understand the philosophy behind it. Clarity of purpose and consistent application are key to the initiatives success. Some respondents felt that there is a lot more work needed in conjunction with the unions around the salary bands and salary ranges. They highlighted the fact that the buy in from both management and employees is critical to its sustained success. There is a feeling that not all managers are engaged within the process and there seems to be a lack of time given to employees around their career road maps. More involvement from management is needed towards the development of the model and there are questions around if they have the adequate amount of time required to do that. Some respondents feel that Britvic was and was and is not ready for the Job Architecture model as structurally not all functions are bedded down. Culturally they feel that the organisation needs more time to get to know the model. One respondent from senior management felt that there was no real ambition to align benefit policies across business units, which totally contradicts what the organisation is doing in practice.

4.2.6   Do respondents agree with a pay structure based on of having salary ranges within the broad bands? Given that these salary ranges are externally benchmarked in General Industry Surveys within our demographic?

All of the respondents agreed that it is fair to benchmark salary bands across the industry. They agreed with the approach as it supports consistency and fairness and ensures that the company is paying salaries at a competitive market rate. They felt that having a clear view on the relative market rate for any given role is an important element of an effective Compensation and Benefits strategy. The respondents from Production and Maintenance felt that as their salaries have always been linked to a National Wage Agreement and that everyone within a certain grade is on the same hourly wage rate, therefore this strategy has been operating for them for some time. They also felt that base pay is great but as a high percentage of them rely on topping up their earnings using Over Time, once the overtime was still on the table they would be happy.

4.2.7   Do you agree with the approach that each job has a benchmark salary range and that it's the job role that drives remuneration, opposed to the employee's experience?

The feedback from respondents relating to this question was mixed. Some agreed on the basis that if two people are doing the same role then they should be paid and rewarded at the same level. Others thought that yes this was fine but there should be some flexibility in particular when the organisation needed to attract or retain a particularly key employee. Experience is important and too valuable to ignore. One respondent believes that salary should be determined using a number of factors, direct related experience, skill, performance and market rate data within the industry. The

process should be flexible to allow to pay for experience on top of market rate and associated skills and competencies. Clarity is required around the broader salary range applicable to a role ensuring that the organisation is not overpaying for any given role relative to the market.

4.2.8   If provided with the career road map with attached salary ranges would this motivate you as an employee more so than if the roadmap has no salary ranges displayed. What value do you put on pay as a motivator?

There was a difference of opinion around this questions which created a divide in the responses from those whose salaries that have formerly been linked to the National Wage Agreements and those who are familiar with pay for performance. The respondents from Production and Maintenance are all familiar with each other's hourly wage rates so they have always had visibility around grading level and attached pay. For the rest of the respondents they did not think that career roadmaps should have salaries visible to the demographic. The felt it would make for interesting reading and it would give them an insight into what their peers were earning but that this would take away from the purpose of career road maps. It's not all about the pay it more about development. But, in saying that having visibility to the salary bands would be motivational if the incumbent had career aspirations. They felt the most important thing about pay is that it is being managed and applied in fair and equitable manner both internally and externally. With regard to the value put on pay as a motivator all respondents felt it is extremely valuable and that few would not see pay as a motivator. However, opportunities for learning and development are just as important as pay. Pay is one of the most motivating factors for employees but its only one of many including

job satisfaction, job enrichment, relationship with manager, career progression, company culture, work life balance and job security.

4.2.9   In your opinion do you feel it's fair to build reward strategies around the broad bands across the organisation in place of individual departmental initiatives, excluding sales?

Respondents felt that in less target driven departments it is fair to build the reward strategies around broad bands. They thought it is important to have rewards for all employees and that reward needs to be wider than that for individual department. This is for reasons of consistency which ultimately drives fairness. Having a companywide reward structure allows for a fair and appropriate allocation of pay and benefits. However in production and maintenance the respondents felt that rewards for them should be built around team based incentives. Pre 2000 they used to have these in place and they worked really well for their respective departments. These respondents felt that if a member of the team was not working to the best of their abilities the rest of the team would support, motivate and encourage them to get the job done and reach their targets.

4.2.10 Are respondents more motivated as an employee by tangible benefits (Company Car, Healthcare, Pension, and Bonus) than that of intangible benefits (Environment, Work Life Balance) or the company's performance?

All respondents agreed that tangible benefits are more of a motivator to them and that they are part of the attraction to a job role. Some felt that they discovered the in-tangible benefits over time but they are not that visible in the first instance. They felt that in-tangible benefits can be a factor that determines their loyalty to a company and

that if employees are not happy with these this can be a reason to seek employment elsewhere. They feel that the tangible benefits are a major plus to them provided that the in-tangible are at a basic standard. Respondents did feel that they were motivated by benefits in general as part of the Job Architecture system and that knowing the benefit package aligned with the broad band's motivated them to try to achieve more. They did point out that people are different and value different benefits depending on where they are in the work life cycle. Those nearing retirement were motivated by extended time off and work life balance. The most motivational tangible benefits to respondents were Pension and Healthcare, there was an extremely high value placed on these amongst the incumbents. What motivates most is a fair mix of both tangible and in-tangible to suit all employees within the organisation.

4.2.11 Respondents were asked to put the following tangible and in-tangible benefits in order of motivation importance. (Monetary Bonus & Incentives, Career Development and Training, Work Environment, Pay for Performance, Work Place Morale).

Respondents valued, Monetary Bonus & Incentives as being the most important motivator to them. Using the Job Architecture model incentives and bonuses are on available in conjunction with the achievement of their targets. The next motivator was, Career Development & Training, the career road map, within the Job Architecture model supports employee development and training. The third motivator was Pay for Performance, with the setting of objectives, annual appraisal and associate pay increases as a result. The Job Architecture Framework is used as the building blocks for robust performance management. Work Place Morale came out to be the second least motivator for respondents and the Work Environment held very little importance in terms of motivating employees.

4.3   Examining Job Architecture/ Broad banding at Britvic Ireland

Based on the primary research the Job Architecture/Broad banding initiative is valued by the respondents. They understand the motives behind why the organisation implemented the system in terms of equity and fairness. The design and application of the model is consistent across all functions and the broad bands are clearly visible. The majority of respondents could see where they are positioned within their broad band and can see various career road maps available to them in terms of career progression. They agree with rewards being linked to the broad bands and are encouraged and motivated by the various incentives and both tangible and in-tangible benefits associated with them. They feel that the introduction of the system will help the organisations culture to evolve to one of commitment, innovation and recognition for achievements. Respondents are motivated by the structures design as they know where they fit within the broad banding structure and how to develop their skills, competences and behaviours for career progression. However, they do feel that the initiative will only continue to be successful with the appropriate level of focus and its consistent application. A lot more work is required to iron out some inconsistencies and bottle necks that currently still exist.

4.4   Evaluating the Merits of Job Architecture/Broad banding

Respondents understand the positive impact that a Job Architecture system can have on an organisation. It is not just a mechanism for pay delivery but also and more importantly a vehicle for employee development and career planning. Organisations that invest in its people with an initiative like Job Architecture can maintain its position within the market and grow its competitive advantage. There is a major alignment

between what the organisational goals are and what the individual employee is required to do to feed into those goals. Job Architecture can be used as a mechanism to link a number of HR initiatives like, policy, rewards (tangible and in-tangible), performance management, training and development. It can also have an impact on absence management and reduces grievances amongst staff. Employees are empowered to take ownership for their own development and the organisation aids that by providing the information and tools required to getting them to where they want to go. Job Architecture is truly a transformational initiative which requires a lot of planning and resources but the impact of a fully embedded model pays dividends.

4.5   The impact of Job Architecture/ Broad banding model on motivation

There are a number motivational area's impacted by the Job Architecture model. The type of impact that the model has varies depending on whom is being impacted. From the primary research it became evident that employees at different stages in their work life cycle are motivated by different things than that of someone in the latter stage. Management's motivations were also different to those in manufacturing or maintenance. The main point to note is that there is a significant motivational impact to all respondents based on the introduction of the Job Architecture model at Britvic Ireland. Respondents new to the work force and early on in their careers found that the career development opportunities and training and development programs outlined by the career road maps were integral to their motivation. They commented that having a framework promoting career progression and continued learning can lead to a person staying with an organisation or looking for alternative employment elsewhere. All respondents were motivated by the pay structures aligned with the broad banding system. All respondents favoured tangible rewards over in-tangible but some did point

out the value in-tangible benefits. They agreed that having a system in place with well designed incentive and bonus schemes around the broad band's motivated them towards meeting targets and goals. Respondents highlighted that if the model was not run correctly this could lead to de-motivation and some the guys from Production and Maintenance pointed out areas for improvement in terms of bottlenecks in the bands in their areas. There was also a concern about the organisations readiness to implement the system but this did not impact on what drives and motivates them as employees. Over all the Job Architecture system has had a significant positive impact on employee motivation at Britvic Ireland.

4.6   Summary:

The findings from the primary research show that all respondents have a similar level of knowledge around the concept of Job Architecture/ Broad banding specifically within Britvic Ireland. The respondents agreed with the fundamentals of the concept and its application within Britvic Ireland with a view to totally transforming the organisational culture from one of entitlement to one of achievement and high- performance. The respondents are without a doubt motivated by the application of the system in particular to the tangible associated benefit and reward and training and development policies attached to the broad band's, encompassing equity and fairness across the organisation. Finally, various teething problems and gaps have been identified which can now be addressed to ensure the systems survival and its continued positive impact on employee motivation.

Chapter 5: Discussion

5.1   Introduction:

This chapter intends to display the author's interpretation of the research findings in the context of the literature review. The secondary research used in the study has shown that not all theorists agree on what motivates employees in the workplace. The author will show if the findings of the primary research support the views presented in the literature review.

5.2   Job Architecture/ Broad banding initiative at Britvic Ireland:

Britvic's as an employer and based on Maslow's theory on the Hierarchy of needs, is giving employees the opportunity to satisfy their needs from the bottom tier right up to the top. As Britvic is providing a means for employment they are giving their employees the opportunity to earn an income addressing the physiological needs, hence motivating them to come to work. With the income attained from Britvic employees are able to satisfy their need for safety by using it provide themselves and their families with a secure homes in a safe environment. Britvic is a large manufacturing plant with over 600 employees and this gives employees the opportunity to interact with others and also giving them a sense of belonging. Many of the employees at Britvic have extremely long careers with the company, some retiring with over forty year's service. An employee's work colleagues have become an extension of their family with deep long lasting friendships and in some instances relationships. The employees at Britvic in most cases have the utmost respect for their work colleagues and value management decisions. Trust has been built up over a number of years so employees believe that management in the most part is acting on their behalf.

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Employees of Britvic are motivated by the introduction of the Job Architecture system allowing the organisation to become more streamlined and more productive. Britvic's decision to implement a Job Architecture system give employees to freedom to grow and develop their careers within the organisation, which is a huge motivator for them based on the respondents views in the primary research. The banding structure gives employees the clear direction required for the development of skills, competences and behaviours. Training and development opportunities are available for employee's based on their career road map. Employee performance is managed based on the competency framework of the Broad banding system. Employees are empowered to manage their own career growth using the tools provided. Hard work, high performance and over achievements are recognised and rewarded. Incentive schemes and bonus targets are used to motivate and guide employees towards achieving their objectives and goals. Rewards are built around the broad bands and encompass both tangible and in-tangible benefits as the organisation understands that not all employee's value all benefits in the same way.   As employees gain skills, knowledge and behavioural competencies they have the freedom to choose the direction they would like their career to take which again refers back to the 1st tier of Maslow's theory.

5.3   Merits of Job Architecture/Broad banding as a concept:

Job Architecture as a concept is extremely comprehensive and can be over engineered in its design. Britvic Ireland decided to use the Towers Watson's model as they agreed with the values and methodologies of it. The design of the framework is clear and un-complicated. Respondents of the primary research understood the motives behind why Britvic introduced such an initiative to the organisation. Employee motivation! The research gained in this study agrees with Hertzberg's, Dual Factor Theory of Motivation

focusing on the factors affecting job attitudes. A Job Architecture system addresses and promotes work satisfaction based on the job design within broad bands. In the primary research respondents found that knowing where they were positioned within the broad band's motivated them to develop their careers. This had a major positive impact as they know where they want to go and how to get there using the career road map. Being happy and content in a job role can lead to job satisfaction and job enrichment. Job Architecture provides this for employees.

5.4   Impact of a Job Architecture/ Broad banding model on motivation:

Job Architecture/Broad banding systems build structures for career progression, continued development and reward strategies around the broad bands. Referring back to Hertzberg's theory, the Job Architecture system at Britvic Ireland addresses Hertzberg's motivator factors that encourage employees to aim for increased responsibility, advancement in pay and promotion. Both Hertzberg and the respondents agree that a job design structure/ Job Architecture structure must encompass both intrinsic and extrinsic recognition and reward factors. These factors need to be available and achievable to motivate a wide range of employee's at different stages in their careers with differing perceptions of what they value in rewards. From the primary research it is clear that respondents hold monetary rewards as the strongest motivator but how these rewards are obtained is key. Job Architecture provides a framework for performance management systems, talent management and succession planning. Each job role has clear, specific, measurable, achievable, realistic and time bound objectives set and each employee fully understands what's required of them in terms of their work processes. Consistent reviews are key to keep the employee up to date on how they are progressing and they are evaluated at the end of the year based on

their work contribution. Managed fairly and equitably performance management fosters a culture of continued effort with associated rewards. Regardless of whether the employee values monetary or non monetary rewards, if the Job Architecture system provides a range of tangible and in-tangible benefits then all bases are covered. One of the main points highlighted in the primary research was that collectively the respondents wanted the Job Architecture system to be fair and that the organisation must follow through and deliver on what's been agreed. Be that training, development, pay for performance, incentives, bonuses, work life balance or the work environment.

HRM Journal, (2009)

> *'High-involvement work processes empower workers to make more decisions, enhance the information and knowledge they need to do so, and reward them for doing so'*

5.5   Business case for Job Architecture/ Broad banding:

For Britvic Ireland the business case is straight forward. Implementing and providing a Job Architecture/Broad banding system that spans the entire organisation creates equity across all functions in terms of how human resources are managed. Job Architecture creates a common language across the organisation and the system acts as a framework for designing job requirements for job specifications. Each job role has a distinct set of skills, competences and behaviours attached to it and with the use of career paths employees are aware of what's required for each job role. The system facilitates employee training and continued development throughout their career life cycles. Each job fits within a broad band by function and each broad band has a salary, benefits and reward strategy attached to it. The system provides industry salary norms to allow the

organisation to apply salary and benefit ranges around the broad bands in line with the market. Therefore, each role is remunerated competitively against the market. From the organisations perspective the alignment of compensation and benefits polices aids workforce planning and talent management. It encourages individual high performance from employee's based on objectives and goals which directly link to the organisation's business strategy, productivity and maintained success. From the employees perspective they are motivated by both tangible and in-tangible reward initiatives for performance. They also have the information available to them to take ownership for their career development and widen their options for career progression or aspirations. Based on the primary research of this study the respondents viewed the Job Architecture system as a strong motivator. This research is concurrent with both Maslow's and Hertzberg's theories on employee motivation.

5.6   Summary:

From both the primary and secondary research the findings show that a Job Architecture/ Broad banding system has had a significant impact on employee motivation. Job Architecture as a concept based on the methodologies prescribed earlier address human motivational needs on a multi-faceted level. It encompasses both intrinsic and extrinsic factors that enhance employee's abilities to satisfy their needs from the very basic to the aspirational.

Chapter 6: Conclusion

6.1   Overview:

The content of this dissertation displays the findings of Job Architecture/Broad banding models and the impact that such systems can have on employee motivation. The study focused on how the Job Architecture/Broad banding model implemented into Britvic Ireland impacted on current active employees in terms of employee motivation. To give the study merit, research was carried using both primary sources, (material gathered from interviewing employees at Britvic Ireland) and secondary sources, (published texts from journals, books and websites). The aim of the study was to provide the reader with enough material to support the studies objectives and to answer the research questions. To recap the objectives of the study were:

- To examine the Job Architecture/ Broad banding initiative at Britvic Ireland Ltd

- To evaluate the merits of Job Architecture/Broad banding as a concept

- To highlight the impact of Job Architecture/ Broad banding model on employee motivation

The research question asks; does the application and practice of a Job Architecture/ Broad banding model have an impact on employee motivation at Britvic Ireland Ltd? The answer to the question is that it does, based on the primary research respondents have all agreed that the model has a significant impact to their motivation as employees of Britvic Ireland. As individuals, the impact of the model differs for each of them, as they all have their own individual set of needs as employees and as people.

6.2   Implications and recommendations for Britvic:

For Britvic Ireland the decision to implement the Job Architecture/Broad banding system was a good one. The investment made to align compensation and benefit practices and polices is creating equity and fairness across the organisation. Based on the primary research employees appreciate the efforts made by the business to provide them with clear transparent career road maps. Linking pay structures to broad bands incorporating salary and variable pay incentives does have a motivational impact to employees. They understand where they are positioned within their functional band and also have the information and tools available to for career development and progression within the organisation. Performance management practices linked to the broad band model acts as incentives for career progression and also salary progression. Having reward and recognition polices in place supporting performance management practices drives employee motivation. Britvic has provided a range of tangible and in-tangible benefits for sustained employee performance. Employee's value these as they encompass a wide range of benefits to suit differing employee needs.

From the research the author has identified some areas in need of attention within the model. There is a need for further training and development on the model in some areas of the business as during the interview process the old grading structures were still being used. In production and maintenance there is a requirement for the broad bands to be reviewed as employees seem to hit a plateau within the band and are not sure where to go from there. Management and those conducting objective setting and performance reviews must be in a position to allocate more time to the individuals to bed down their career development aspirations. Continued focus on the initiative is critical to the future success of the model at Britvic Ireland.

6.3   Implications for further research:

As the Job Architecture/ Broad banding initiative at Britvic is relatively new there are implications for further research around sustaining and maintaining the model. Over time the organisation will be in position to identify the elements of the model that are working well and those that may require re-engineering.

The most difficult area within the organisation to gain support from are those within the unionised environment. It would be valuable to the organisation if further research was carried out to investigate, how other organisations made the transition from steady incremental pay practices to performance management practices, incentivising pay and benefits based on performance. This would allow the organisation to fully understand the trials and errors for those organisations in the past. What went well and what should be avoided. Having access to previous transformation culture change case studies could aid the transformational cultural change program in operation at Britvic Ireland. Changing mind-sets is extremely difficult and further guidance on this area of concern would be advantageous to the organisation.

6.4   Summary:

Finally and concluding this study, it is clear from the research that employees motivational needs differ from person to person. What Britvic Ireland has done is provided the organisation with a model that prescribes to theories on employee motivation. The Job Architecture model should motivate employees as it offers a range of elements that according to Maslow and Hertzberg should satisfy their needs as human beings and as employee's.

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Appendix A:

Personal Reflection

This is the last piece of work to be submitted for the Honours Degree in HRM. It's hard to believe that four years have passed so quickly. I have to say that I really have enjoyed the course, even going to college on Saturdays. I don't know what I am going to do with myself in September without classes or assignments, maybe a Master's might be on the cards somewhere in the future.

For now though I am going to take advantage of not having to get up early every Saturday for college and not having to do any more assignments.

I am getting married in three weeks time and doing this dissertation has actually kept me sane. In terms of not worrying about the wedding and the wedding has kept me calm in relation to the dissertation. Somehow each complimented the other.

I am really going to miss college at NCI but am glad that I'm finished.

Thanks for taking the time to read this,

Kind Regards,

Lorraine ☺

Template of Interview Questions:

A Qualitative study into Job Architecture/Broad banding and how the application of the

model affects employee motivation.

1   Do you fully understanding the concept of Job Architecture/Broad banding models? And if so can you please explain what it means to you as an employee?

2   Do you understand the nature of career development ladders within the bands, given that the framework gives each job role a job spec and outlines the competency and behavioural skills required for the role?

3   Can you see how performance can be managed and increased using the Job Architecture broad banding framework using performance management objectives and appraisals?

4   If provided with a career road map that shows how you can develop and progress upwards within the company, does having a clear career direction motivate you as an employee?

5   Do you feel that a Job Architecture/ Broad banding model fits the organisations culture, if not what issues do you feel may arise?

6   Do you agree with a pay structure based on of having salary ranges within the broad band's? Given that these salary ranges are externally benchmarked in General Industry Surveys within our demographic?

7   Do you agree with the approach that each job has a benchmark salary range and that it's the job role that drives remuneration, opposed to the employee's experience?

8   If provided with the career road map with attached salary ranges would this motivate you as an employee more so than if the roadmap has no salary ranges displayed. What value do you put on pay as a motivator?

9   In your opinion do you feel it's fair to build reward strategies around the broad band's across the organisation in place of individual departmental initiatives, excluding sales?

10 Are you more motivated as an employee by tangible benefits (Company Car, Healthcare, Pension, and Bonus) than that of intangible benefits (Environment, Work Life Balance) or the company's performance?

11 Please put the following in order of motivational importance to you as an employee (1 being most important, 5 being the least important)

Monetary Bonus & Incentives

Career Development & Training

Work Environment

Pay for Performance Structure

Work Place Morale

Interview Transcripts:

Interview Notes from (Senior Marketing Manager)

1. Do you fully understanding the concept of Job Architecture/Broad banding models? And if so can you please explain what it means to you as an employee?

   Yea, it differentiates between responsibility and accountability and correctly puts the focus on accountability – latter being most important element of a job role in my view. It clarifies how a role fits within a function and the organisation and more importantly gives that role a profile within the organisation allowing the job incumbent to build on that and gives a solid basis for salary determination and salary progression and gives more scope to progress. There is definitely more flexibility in rewarding employees and it helps to develop flatter organisational structures "delayering"

2. Do you understand the nature of career development ladders within the bands, given that the framework gives each job role a job spec and outlines the competency and behavioural skills required for the role?

Yes, I have seen models that have been developed along these lines i.e. using job families and identifying job family specific skills that are then used to build competency levels and fitting these families into broad banded pay structures.

3. Can you see how performance can be managed and increased using the Job Architecture broad banding framework using performance management objectives and appraisals?

Yes providing a job family exists where specific skills are identified and levels of competency are defined. All of us managers will however also need to be fully proficient in using the system/process as it takes some time to get your head around it.

4. If provided with a career road map that shows how you can develop and progress upwards within the company, does having a clear career direction motivate you as an employee?

Yes, providing my career aspirations have been considered in pulling the road map together and it uses my strengths.

5. Do you feel that a Job Architecture/ Broad banding model fits the organisations culture, not including, if not what issues do you feel may arise?

Structurally or culturally, on a personal note, I don't think we were really fully ready for the Job Architecture/ Broad banding model. Not all Britvic's

functional structures are "bedded down". Culturally I think the organisation needs more time to get to know the model. There needs to be more involvement from line managers in the development of the model and the question is have they the time and motivation to engage in this activity and is this initiative a priority for other managers??

6. Do you agree with a pay structure based on of having salary ranges within the broad band's? Given that these salary ranges are externally benchmarked in General Industry Surveys within our demographic?

   Yes, yes I do

7. Do you agree with the approach that each job has a benchmark salary range and that it's the job role that drives remuneration, opposed to the employee's experience?

   Don't quite agree. The process should have flexibility to allow paying for experience.

8. If provided with the career road map with attached salary ranges would this motivate you as an employee more so than if the roadmap has no salary ranges displayed. What value do you put on pay as a motivator?

   Yes, as pay progression, under a fully fledged and fully functioning Broad Banding-Job Family Process would indicate strong capability.

9. In your opinion do you feel it's fair to build reward strategies around the broad band's across the organisation in place of individual departmental initiatives, excluding sales?

   Yes

10. Are you more motivated as an employee by tangible benefits (Company Car, Healthcare, Pension, and Bonus) than that of intangible benefits (Environment, Work Life Balance) or the company's performance?

Tangible benefits of course, ha ha

11. Please put the following in order of motivational importance to you as an employee (1 being most important, 5 being the least important)

Monetary Bonus & Incentives 2

Career Development & Training 3

Work Environment 4

Pay for Performance Structure 1

Work Place Morale 5

Interview Notes from (Financial Analyst)

1. Do you fully understanding the concept of Job Architecture/Broad banding models? And if so can you please explain what it means to you as an employee?

   Yes, well I hope so after all the training on it, it consistent of a framework for sizing roles in an organisation.

2. Do you understand the nature of career development ladders within the bands, given that the framework gives each job role a job spec and outlines the competency and behavioural skills required for the role?

Yes, these ladders outline to ambitious employees who wish to progress out of their current role what they need to achieve in order to do this. So, perhaps the spec may outline a certain qualification and if the employee is realistic about progressing their career to the next level they know what they must do.

3. Can you see how performance can be managed and increased using the Job Architecture broad banding framework using performance management objectives and appraisals?

   Yes, I believe performance management objectives give employees a clear focus of what direction they should be heading. Appraisals are a useful mechanism for managing performance as often it can act as a reminder to employees of their objectives and how they are doing on them.

4. If provided with a career road map that shows how you can develop and progress upwards within the company, does having a clear career direction motivate you as an employee?

   Yes, I would consider myself fairly ambitious and also at the start of my career so the idea of career road map would motivate me to achieve more and develop necessary skills required for progression. Career Progression would be one of the key criteria I would look for in a job, perhaps this may be where I am in my career and further down the line this may not be as much as a priority if I got comfortable in a certain position. So in a nutshell, for me right now I would consider it to be extremely important whereas I can also see from another perspective of someone in a more established career may value work/life balance initiatives more so than career

progression. It's a personal thing based on individual preferences in my opinion.

5. Do you feel that a Job Architecture/ Broad banding model fits the organisations culture, not including, if not what issues do you feel may arise?

   Yes

6. Do you agree with a pay structure based on of having salary ranges within the broad band's? Given that these salary ranges are externally benchmarked in General Industry Surveys within our demographic?

   Yes, I think it's fair if it's benchmarked across the industry.

7. Do you agree with the approach that each job has a benchmark salary range and that it's the job role that drives remuneration, opposed to the employee's experience?

   Yes, I agree with this because if two people are doing the same role with the same responsibilities I think they should be rewarded equally.

8. If provided with the career road map with attached salary ranges would this motivate you as an employee more so than if the roadmap has no salary ranges displayed. What value do you put on pay as a motivator?

   Yes, I think few people would not see pay as a motivator; it may not always be the main motivator but certainly almost always a real contender. I would put a high value on pay as a motivator but opportunities for learning and development I would also rate equal to pay.

9. In your opinion do you feel it's fair to build reward strategies around the broad band's across the organisation in place of individual departmental initiatives, excluding sales?

Yes, I feel in the less target driven departments it's fair to build the reward strategies around broad bands. I think it's important to have reward strategies for all employees.

10. Are you more motivated as an employee by tangible benefits (Company Car, Healthcare, Pension, and Bonus) than that of intangible benefits (Environment, Work Life Balance) or the company's performance?

Initially, when considering a job offer the tangible benefits would probably be my deciding factors as I feel you discover the intangible benefits later. I believe these are then the factor that determines your loyalty to a company. If you are not happy with the intangible benefits I believe this can very often be the reason for changing jobs for similar salary.

11. Please put the following in order of motivational importance to you as an employee (1 being most important, 5 being the least important)

Monetary Bonus & Incentives	**3**
Career Development & Training	**2**
Work Environment	**1**
Pay for Performance Structure	**5**
Work Place Morale	**4**

Interview Notes from (Commercial Sales Executive)

1. Do you fully understanding the concept of Job Architecture/Broad banding models? And if so can you please explain what it means to you as an employee?

It really means evaluating each role within the organisation structure (size, scope, responsibility, etc) and then grouping them together into broad categories/bands. It allows the company to align salaries and benefits, both within business unit and across the total group. It also allows the company to create career ladders.

2. Do you understand the nature of career development ladders within the bands, given that the framework gives each job role a job spec and outlines the competency and behavioural skills required for the role?

   Yes I understand this concept, but I'm not sure all staff has been given enough training to fully understand where they fit in the structure.

3. Can you see how performance can be managed and increased using the Job Architecture broad banding framework using performance management objectives and appraisals?

   I don't think you need job architecture broad banding to manage and increase job performance. I don't see the link to basic performance management (i.e. the delivery of KPIs). But, I do see a link to motivating employees to go the extra mile if there is a well designed and understood career path which can be accessed via a strong job performance rating.

4. If provided with a career road map that shows how you can develop and progress upwards within the company, does having a clear career direction motivate you as an employee?

Yes and no. Yes – on the assumption that the path prescribed on the career road map met my expectations in terms of its direction, and number of steps/timelines involved in ultimately getting to where I wanted to. On the flip side, I'm not sure I'd want someone to over-engineer or prescribe the direction of my career, or to create unnecessary steps just to artificially manufacture a career road map. I think career road maps become less relevant the more senior the position. Also, if you give someone a career road map, then you need to be able to deliver on the expectation; otherwise it would become extremely de-motivational.

5. Do you feel that a Job Architecture/ Broad banding model fits the organisations culture, not including, if not what issues do you feel may arise?

   Personally I'm not sure that Britvic Ireland was ready for any sort of sophisticated job architecture/broad banding system. For example, I'm not aware that there's any real ambition to align benefit policies across business units. Also I don't think we really ready yet to implement talent management and/or career planning tools – so it's not good idea to create an expectation that the business isn't ready to deliver on.

6. Do you agree with a pay structure based on of having salary ranges within the broad bands? Given that these salary ranges are externally benchmarked in General Industry Surveys within our demographic?

   Yes I do agree with this approach as it supports consistency and fairness, and it ensures that the company is paying market rate.

7. Do you agree with the approach that each job has a benchmark salary range and that it's the job role that drives remuneration, opposed to the employee's experience?

Yes I do, although there will always be exceptions and we should allow for some flexibility where required – particularly where we need to attract or retain a particularly key employee.

8. If provided with the career road map with attached salary ranges would this motivate you as an employee more so than if the roadmap has no salary ranges displayed. What value do you put on pay as a motivator?

I don't think a career road map should have salaries attached. From a personal perspective, it would certainly make interesting reading and it would give me an insight into what my peers and more senior people in the organisation might be earning. Obviously having salary ranges attached to a career road map could be motivational if the salary steps were large (and higher than my current salary). Equally if they were only marginal increases it might almost annoy me, and would put the idea of career development and the salary link front of mind (when really progress in ones career should be about much more than salary…so I don't think the company should hard-wire that connection). I think the most important thing about pay is that it's fair – both internally and externally.

9. In your opinion do you feel it's fair to build reward strategies around the broad bands across the organisation in place of individual departmental initiatives, excluding sales?

I think reward strategies need to be wider than individual department initiatives – for reasons of consistency (which ultimately drives fairness).

10. Are you more motivated as an employee by tangible benefits (Company Car, Healthcare, Pension, and Bonus) than that of intangible benefits (Environment, Work Life Balance) or the company's performance?

I'm more motivated by tangible benefits, but that assumes that the intangible benefits are at least at a basic standard. If there were serious issues on the intangible side, then that would be more of a priority for me.

11. Please put the following in order of motivational importance to you as an employee (1 being most important, 5 being the least important)

Monetary Bonus & Incentives - 2

Career Development & Training – 1

Work Environment - 5

Pay for Performance Structure – 3

Work Place Morale – 4

Interview Notes from (Human Resources Specialist)

1. Do you fully understanding the concept of Job Architecture/Broad banding models? And if so can you please explain what it means to you as an employee? **Yes, it gives clarity of job level in the organisation, and corresponding benefits that attach to that level. It should also help to provide insight into**

potential next career moves within the organisation. An appropriately designed and implemented job architecture, like the Towers Watson model can serve as the backbone of a Company's Comp & Bens policy and strategy. It can greatly assist comp planning and market benchmarking as well as bringing a greater level of consistency and clarity to internal salary and benefit positioning and movement

2. Do you understand the nature of career development ladders within the bands, given that the framework gives each job role a job spec and outlines the competency and behavioural skills required for the role?

   Yes, where a job spec is provided with competency and behavioural skills outlined this should assist to highlight career development opportunities.

3. Can you see how performance can be managed and increased using the Job Architecture broad banding framework using performance management objectives and appraisals?

   Yes assuming the architecture is used in conjunction with competency frameworks and calibrated appropriately, it can provide assistance in setting the appropriate performance standards for a given role.

4. If provided with a career road map that shows how you can develop and progress upwards within the company, does having a clear career direction motivate you as an employee?

   Yes it's important to have clarity re what growth opportunities the Company can offer.

5. Do you feel that a Job Architecture/ Broad banding model fits the organisations culture, not including, if not what issues do you feel may arise?

It can fit and progress successfully but it will require a lot of focus and consistent refresher training to ensure all those within the process fully understand the philosophy behind it. Clarity of purpose and consistent application are key to its successful introduction.

6. Do you agree with a pay structure based on of having salary ranges within the broad bands? Given that these salary ranges are externally benchmarked in General Industry Surveys within our demographic?

Yes, having a clear view on the relative market rate for any given role is an important element of an effective Comp & Ben strategy.

7. Do you agree with the approach that each job has a benchmark salary range and that it's the job role that drives remuneration, opposed to the employee's experience?

There are a number of factors that contribute to an individuals' salary, experience and performance in role being two. That said clarity on the broader salary range applicable to a role will ensure that the company is not overpaying for any given role relative to the market.

8. If provided with the career road map with attached salary ranges would this motivate you as an employee more so than if the roadmap has no salary ranges displayed. What value do you put on pay as a motivator?

I would not recommend this as an approach as it places an inappropriate emphasis on the relative value of roles. Base pay is an important motivating

factor, but is only one of a number which include job satisfaction, relationship with manager, company culture and job security.

9. In your opinion do you feel it's fair to build reward strategies around the broad bands across the organisation in place of individual departmental initiatives, excluding sales?

   Yes, the clear and consistent application of a companywide broad band structure that aligns with reward ensures a fair and appropriate allocation of pay and benefits.

10. Are you more motivated as an employee by tangible benefits (Company Car, Healthcare, Pension, and Bonus) than that of intangible benefits (Environment, Work Life Balance) or the company's performance?

    I'm equally motivated by both, appropriate tangible benefits for the role coupled with attractive intangible benefits listed is the best mix for me.

11. Please put the following in order of motivational importance to you as an employee (1 being most important, 5 being the least important) all are important considerations for me so differences in ranking are relatively minor.

    Monetary Bonus & Incentives   2

    Career Development & Training   4

    Work Environment   5

    Pay for Performance Structure   3

    Work Place Morale   1

1. Do you fully understanding the concept of Job Architecture/Broad banding
   models? And if so can you please explain what it means to you as an employee?
   **Well in the production structure we have always had a grading system,
   entry level grade A which progresses up to Grade B, Grade, C and then
   Grade D. The new Job Architecture system is just a fancier more elaborate
   version of what we have always had.**

2. Do you understand the nature of career development ladders within the bands,
   given that the framework gives each job role a job spec and outlines the
   competency and behavioural skills required for the role?
   **You don't need anything to come into a Grade A except the leaving cert but
   from there you do need to acquire a number of skills to move up the grades.
   There is training provided but in the past it wasn't really available to
   everyone. People had to show an interest to get the training it wasn't pro-
   active maybe the new system will be delivered and managed better.**

3. Can you see how performance can be managed and increased using the Job
   Architecture broad banding framework using performance management
   objectives and appraisals?

   **Yes, I can see how its suposto operate but based on the past there is only a
   requirement for a certain number of staff within Grade B, C and especially
   D which is the team leader grade, there's only 4 of them in the whole of
   production which has over a 150 people, so when people get to the Grade C
   there stuck there until someone either leaves the company or is put onto a**

project. When you're stuck at a Grade C, your performance doesn't really matter as you can't go anywhere.

4. If provided with a career road map that shows how you can develop and progress upwards within the company, does having a clear career direction motivate you as an employee?

   Yes it should help us but there needs to be somewhere for Grade C's to go but sure only 30% of the lads in production want to progress the rest are happy to stay at the Grade C, but for the 30% who do want to progress they're demotivated as a result of the bottleneck.

5. Do you feel that a Job Architecture/ Broad banding model fits the organisations culture, if not what issues do you feel may arise?

   Yes, I do feel it can succeed here but there needs to be a lot more work in conjunction with the unions around the bands and salary ranges.

6. Do you agree with a pay structure based on of having salary ranges within the broad bands? Given that these salary ranges are externally benchmarked in General Industry Surveys within our demographic?

   Again, the wages for us in production have always been linked to the National Wage Agreement, and we have been on a freeze for ages, but yea we should be benchmarking our salaries against the industry.

7. Do you agree with the approach that each job has a benchmark salary range and that it's the job role that drives remuneration, opposed to the employee's experience?

Kinda the same answer again, in production each of the grades has a set hourly rate so this is what were on regardless of the job role.

8. If provided with the career road map with attached salary ranges would this motivate you as an employee more so than if the roadmap has no salary ranges displayed. What value do you put on pay as a motivator?

We all know the hourly wage rates for production grades so this is already happening in production.

9. In your opinion do you feel it's fair to build reward strategies around the broad bands across the organisation in place of individual departmental initiatives, excluding sales?

In production were more about the team effort than that of individual performance or rewards. We all work together so we need team based incentives which we used to have pre 2000 which was part of a legacy union agreement but this worked really well for us, if someone was slacking the rest of the team would help to motivate those who weren't pulling their weight to get the job done.

10. Are you more motivated as an employee by tangible benefits (Company Car, Healthcare, Pension, and Bonus) than that of intangible benefits (Environment, Work Life Balance) or the company's performance?

Agh tangible of course, some of the lads who are nearing retirement are more interested in time off though which they can't currently get so it's definitely a mix of both the tangible and intangible. The environment is a must, the place has to be safe and in a proper state as were manufacturing

soft drinks after all. This is a pre-requisite; I think we would need to find a middle ground on this one.

11. Please put the following in order of motivational importance to you as an employee (1 being most important, 5 being the least important) all are important considerations for me so differences in ranking are relatively minor.

Monetary Bonus & Incentives   1

Career Development & Training   2

Work Environment   5

Pay for Performance Structure   3

Work Place Morale   4

Interview Notes from (Maintenance Technician)

1. Do you fully understanding the concept of Job Architecture/Broad banding models? And if so can you please explain what it means to you as an employee?

   It's like salary structures that condense a large number of salary rates into a few broad bands, like the grades in maintenance but it's been brought to the rest of the company

2. Do you understand the nature of career development ladders within the bands, given that the framework gives each job role a job spec and outlines the competency and behavioural skills required for the role?

Yes, we consist of mostly technicians and cause were all graded we know where we stand. Not sure about the behavioural skills though they probably need a bit of work.

3. Can you see how performance can be managed and increased using the Job Architecture broad banding framework using performance management objectives and appraisals?

   I can, if the time is taken to sit down and discuss objectives and both parties buy into performance management. The problem is the lack of time our jobs don't vary too much. Team performance is more important though for us, 'The rise in tide raises all the ships not just your own'. Managing individual's performance could cause unrest and unsettlement within the department; it's a mental thing, the mind set.

4. If provided with a career road map that shows how you can develop and progress upwards within the company, does having a clear career direction motivate you as an employee?

   Me personally yes as I want to climb the career ladder. It's great when a manager is willing to look beyond your current job to help you in your career, don't know what would happen though when you get to the top of the grades, do you just stay there?

5. Do you feel that a Job Architecture/ Broad banding model fits the organisations culture, if not what issues do you feel may arise?

   I think it can work but as I said before you need the buy in from both parties. If Managers don't take the time to set out achievable objectives and let the employee know they are serious about PM then you can't expect the

employee to get involved. This hasn't really been given the time it needs in the past.

6. Do you agree with a pay structure based on of having salary ranges within the broad bands? Given that these salary ranges are externally benchmarked in General Industry Surveys within our demographic?

   Yes I think it's a fair way to ensure employees are paid the right salary, and once the overtime is still available were happy.

7. Do you agree with the approach that each job has a benchmark salary range and that it's the job role that drives remuneration, opposed to the employee's experience?

   To a certain extent but I think experience should come into it. Experience is too valuable to ignore.

8. If provided with the career road map with attached salary ranges would this motivate you as an employee more so than if the roadmap has no salary ranges displayed. What value do you put on pay as a motivator?

   Experience is very important to me but at a certain point if pay is not matching the workload it can be very hard to keep motivated and it's easy to get resentful in the job.

9. In your opinion do you feel it's fair to build reward strategies around the broad bands across the organisation in place of individual departmental initiatives, excluding sales?

   Yes, everyone has targets that contribute to the business

10. Are you more motivated as an employee by tangible benefits (Company Car, Healthcare, Pension, and Bonus) than that of intangible benefits (Environment, Work Life Balance) or the company's performance?

Healthcare and pension are a great benefit but I also value work life balance

11. Please put the following in order of motivational importance to you as an employee (1 being most important, 5 being the least important)

Monetary Bonus & Incentives 4

Career Development & Training 3

Work Environment 5

Pay for Performance Structure 2

Work Place Morale 1

15th August 2011

National College of Ireland

Mayor Street

Dublin 1

RE: Dissertation on Job Architecture at Britvic Ireland

Dear Sir/Madam,

This is to confirm that the Dissertation submitted by Lorraine Walsh has been carried out on behalf of the organisation and is genuine.

If you wish to confirm this verbally you can contact me at the following telephone number.

Yours faithfully,

Louise Kenny

_____

HR Manager

Phone: (01) 616 1115