

A STUDY

of

ASPECTS OF COMMUNICATION

in the

CENTRAL ELECTRICITY GENERATING BOARD
NORTH WESTERN REGION

with special reference to human relations
and interpersonal aspects of communication
and control

A

THESIS

submitted to

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by

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Finally, I wish to record my appreciation of the contributions of research team members, both from the University and from the Board. In this respect, I should like to refer especially to the help and collaboration of my colleague, Geoffrey Mackechnie, Esq., B.A.

Graham Barlow

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July, 1966

SUMMARY

This study forms part of a project of research into various aspects of communication undertaken within the North Western Region of the Central Electricity Generating Board, primarily at its Regional Headquarters.

This particular study is concerned with human relations and interpersonal aspects of communication, and though its considerations are particular to the C.E.G.B., in many respects they will be relevant to other large organisations.

Chapter 1 describes the background of the industry in which the research has taken place. It then goes on to outline the work of the project as a whole, delineating the areas of research of those who took part and their relevance to one another.

Chapter 2 describes the ground covered by the research, and afterwards the methodology by which it has been undertaken is set out in detail.

Chapters 3, 4, 5 and 6 concern the information gathering and problem definition phase of the study, undertaken by questionnaire and interview. Chapters 3 and 4 describe and comment upon various aspects of communication and organisation, while Chapter 5 sets out the findings of the information gathering survey by twelve functional areas of the organisation.

The overall conclusions of this part of the study are reviewed in Chapter 6.

The final phase of the research concerns an experimental change induction process, involving feedback of earlier survey information to employees in certain functional areas. This process is linked with tests relating to patterns of interaction and control which are described in Chapter 7, and also in Chapter 8 together with conclusions of the study as a whole.

Appendices appropriate to all phases of the study are contained in a separate volume.

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INTRODUCTION

This study forms part of an overall project of research into various aspects of communication, both mechanistic and organic. These have included a cybernetics study of an information network for computer simulation; a case study of the functioning of communication processes in an important area of the Board's operations; a study of the preparation, readability, and use of documentary communication in the form of procedure circulars; and a study of administrative training and development processes, concerned in particular with their effectiveness and the values they may implant.

This particular study is concerned with human aspects of communication. Though it has been undertaken within the Regional Headquarters of the Central Electricity Generating Board, its considerations, of communication between people, are relevant to any large organisation. In this, it has been concerned with examining the perceptions of employees, at all organisational levels, of communication in their working environments, and ranking those features of communication which they consider most important. It then has sought to identify and codify patterns of interaction and control which embody different approaches to these features. Finally, it has endeavoured to formulate a practical process whereby features which are perceived to be unsatisfactory may be examined and change induced.

Essentially this has been a field study and a great deal of time perforce has been devoted to the preparation of questionnaires, written and oral, interviewing, and the analysis, treatment, and statistical preparation of the results which make up the heart of the research. These are set out fully in the separate volume of appendices.

At the inception of the research, employees' representatives sought an assurance that this was not to be an Organisation and Methods investigation, and asked me in what way it might be distinguished from one. The answer which I gave then, and to which I have tried to adhere, is that my study was concerned more with fundamentals of communication, rather than an examination of a single, specific situation. As a former Organisation and Methods officer, involved in the pressures of day to day business, I had found that O. & M. assignments tended to take the form of specific investigations, concerned with, say, the highly necessary lancing of an organisational trouble spot. This study, with the advantage of its longer-term nature, has sought rather to develop, as it were a deeper understanding of disease, and of initial steps towards therapeutic change.

The induction of organisational and attitude change is a field of growing importance which has been attracting increasing attention among behavioural scientists. Inevitably it is a longer-term process, and one in which pat solutions are likely to be of little value. Despite

restrictions upon time, however, I hope that this study, which has been intensely stimulating and rewarding, may be of value in contributing to a fuller knowledge of factors involved; and that its conclusions and the techniques it embodies may be incorporated usefully into further work.

PART I - INTRODUCTORY

SUMMARY

This study was undertaken as part of a wider research project in organisational communications. The writer acted as leader of a team which, at various times, has involved six people in other aspects of the research.

This introductory section seeks, in Chapter 1, to sketch in the background of the industry in which the research took place. It then goes on to outline the work of the project as a whole, delineating the areas of research of those who took part and their relevance to one another.

Subsequently, in Chapter 2, it deals with this study in particular. An introductory summary to this chapter describes the ground the study covers, and afterwards the methodology by which it was undertaken is set out in detail.

CHAPTER 1

A BACKGROUND TO THE ELECTRICITY SUPPLY INDUSTRY AND THE RESEARCH PROJECT

I - THE ELECTRICITY SUPPLY INDUSTRY

The Electricity Supply Industry in England and Wales is publicly owned, and was nationalised in 1947. It is made up of three bodies: The Electricity Council, the Area Sales Boards, and the Central Electricity Generating Board. A note on these is given below and the general organisation of the Industry is illustrated overleaf.

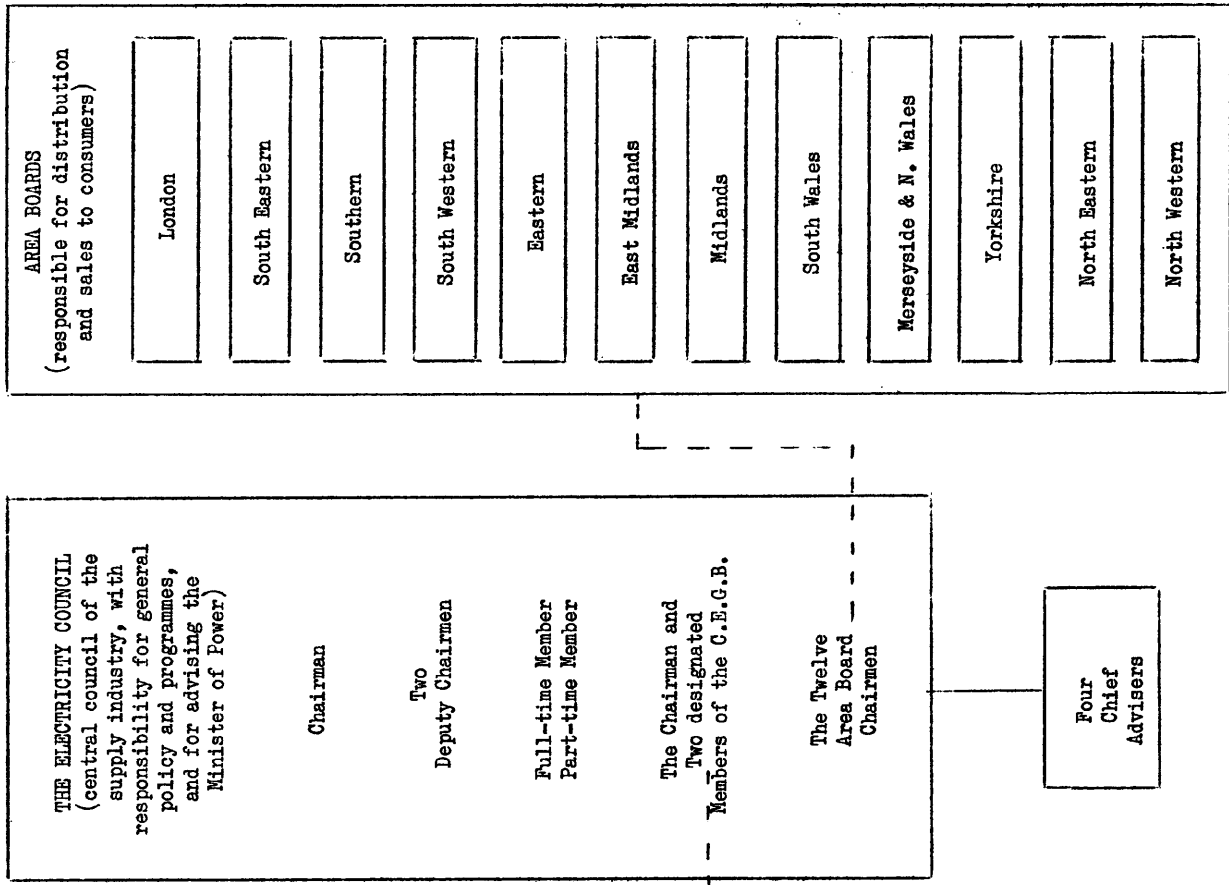
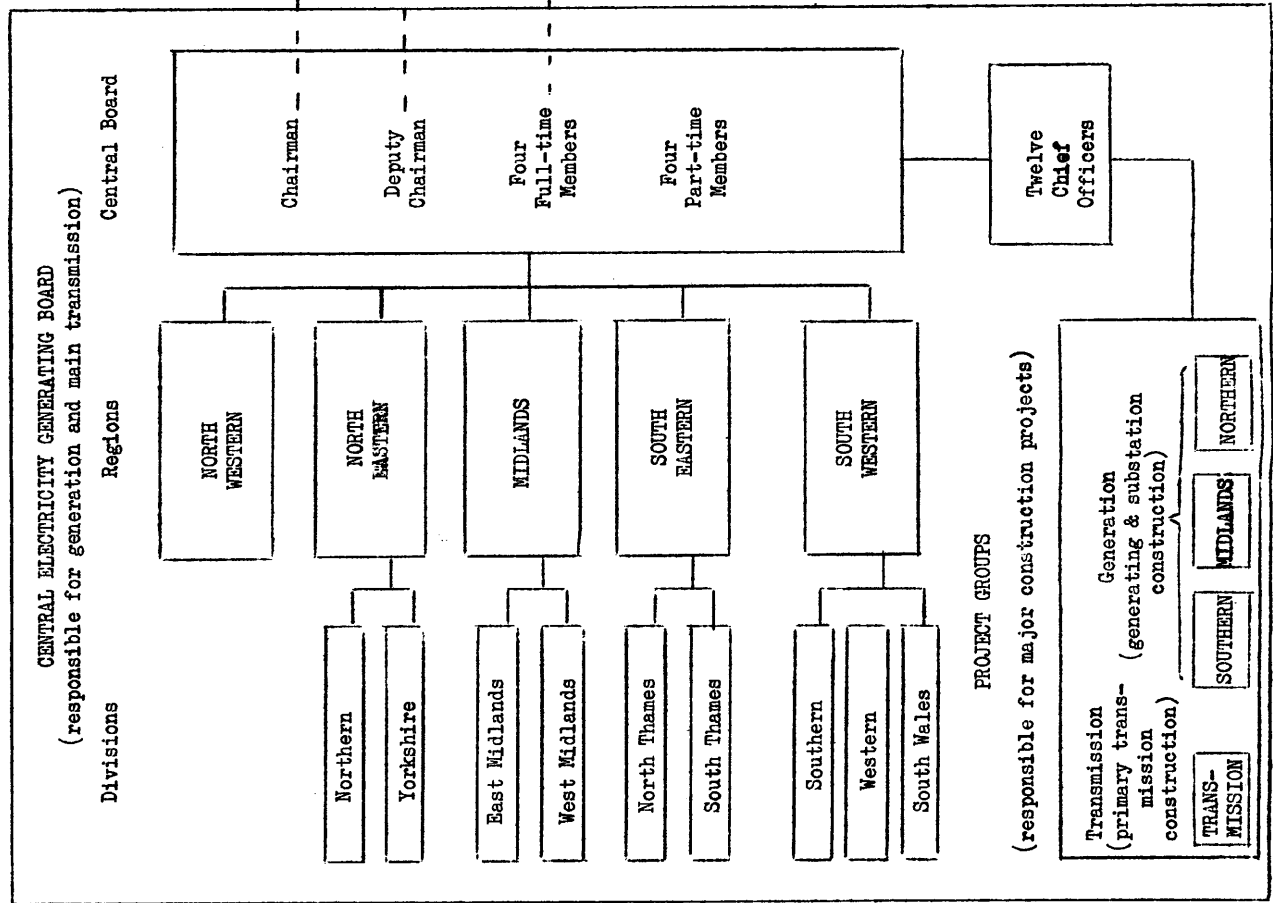
1. The Electricity Council

The Electricity Council is the central council for the Industry in England and Wales. It advises the Minister of Power on measures affecting the Industry and is responsible for the formulation of policy in general, having special responsibilities for finance and labour relations. Both the Central Electricity Generating Board and the Area Sales Boards are represented upon it.

2. Area Boards

England and Wales is divided into twelve geographical areas, each with its area Board. These Boards are responsible for the distribution of electricity and sales to consumers.

ORGANISATION OF THE ELECTRICITY SUPPLY INDUSTRY



3. The Central Electricity Generating Board

The Central Electricity Generating Board is a statutory corporation, constituted in accordance with the Electricity Acts, 1947 and 1957, and is responsible for the generation and main transmission of electricity throughout England and Wales. In this, its organisation is required to develop and maintain an efficient, co-ordinated, economical system of bulk electricity, to be supplied principally to the twelve Area Boards. Operationally, overall control of the bulk supply system is maintained by the National Grid Control Centre in London, via seven Area Control Centres.

The Board, meeting at its Headquarters in London, determines major policy, while the co-ordination and execution of its policies throughout the Organisation is supervised by a Central Executive Committee. Both bodies normally meet monthly.

Project Groups are de-centralised sections of the London staff, located in appropriate areas in the provinces. They are responsible for designing and building new power plant, and are governed by the Planning and Design and Construction Departments at London Headquarters. Finished plant, however, must meet with the approval of the regional organisations which are responsible for running it.

The Generating Board's Undertaking is grouped into five geographical regions, each responsible for the operation and management of its generating stations and transmission system. The North Western

Region is one of these.

Each Region has at its head a Director. He is a member of the Central Executive Committee and is responsible to the Central Electricity Generating Board by whose policies he is bound. Executive management of each Region is exercised through a Regional Executive Committee, the Chairman and Members of which are the Regional Director and Regional Chief Officers.

The nature of regional organisation is dealt with in Chapter 3, which sets out in particular that of the North Western Region, together with observations upon it.

II - THE RESEARCH PROJECT

1. Initiation of Research

This communications research project was initiated by the Director of the North Western Region of the Central Electricity Generating Board, in association with the Executive Committee of Regional Chief Officers and the Regional Headquarters Local Advisory Committee, as the body representative of Headquarters personnel.

2. Terms of Reference

These were that a research team should examine aspects of communication within the Regional Headquarters organisation. Certain of these aspects were among the objectives proposed in an initial memorandum (Appendix 1) passed by Professor R.W. Revans, then Professor of the Department of Management Sciences, to the Regional Director; others were to be determined in the course of research.

Research was to begin in March, 1964, and though to be confined to the Regional Headquarters location itself, it might be extended where appropriate to include communications between headquarters and generating stations. Mr. F. Harrison, the Board's Engineer in Charge of Regional operations research services, was to liaise with the team leader, who was to present reports quarterly to the Regional Director to bring forward for managerial discussion where appropriate.

3. Team Composition

A team of three was nominated by the Department of Management Sciences to carry the project into effect, it being proposed that team members would conduct complementary studies in their own fields. These were

- (i) Organisation Analysis - Mr. Barlow (Leader)
- (ii) Cybernetics - Mrs. El-Shennawy
- (iii) Statistics

The post of statistician was not filled initially, and subsequently was deleted.

Mrs. El-Shennawy's research was completed in June, 1965 and her place was filled by Mr. G. Mackechnie, whose work has been primarily in organisation analysis. The team thus has consisted throughout of two members of the University, while in the course of the research four management trainees have been seconded to the project for varying periods. The project's training function is described further in Paragraph 5 and also in Chapter 2.

4. Objectives of the Project

The project's objectives were proposed formally in the initial memorandum as the collection and evaluation of data which might provide information of value both to the Department's teaching programme and to the Board. In particular the studies would be

concerned with,

- i. providing ground for broadening the experience of the Board's young managers in training;
- ii. examination of aspects of communications in the Board's day-to-day operations.

This was split more specifically. It was recommended that

- (a) the project should include a study of a specific pattern of information flow. This was intended primarily for a model to formulate more realistic hypotheses on feedback, subsequently to be simulated upon a computer. It was with this aspect of the research that Mrs. El-Shennawy particularly was to be concerned.
- (b) research should be concerned with such problem areas as might be indicated by Board personnel, either initially or after exploratory enquiries.

In examining problem areas, it was agreed with the Local Advisory Committee at the project's inception that it should be concerned with fundamental research as opposed to investigations of a type which might in any way be construed as management-orientated.

There thus were three broad objectives with which the project was concerned:

1. To carry out a study of an information system.
2. To provide ground for broadening the experience of young managers-in-training.
3. to carry out analyses and studies within problem areas.

5, Definition of Objectives and Problem Areas

The foregoing objectives subsequently were brought into sharper focus as a result of discussions with Board staff at various levels and information accruing from the progress of the research.

Objective 1 - Information System Study (Mrs. El-Shennawy)

Information System relating to Nationally Negotiated Management - Union Decisions

This was put forward as a system suitable for study. As a data collection progressed, however, it became increasingly apparent that inadequacies in documentation rendered this network inappropriate for Mrs. El-Shennawy's purposes. Accordingly, the basis of this enquiry was shifted to what was, in effect, an O. & M. assignment which was concluded and reported upon at the end of the first quarter of the team's activities. This report was subsequently accepted by management and put forward proposals for modifying the operation of the system to produce time-savings of some 50 - 70%.

Purchasing System

Mrs. El-Shennawy meanwhile sought a further network for study. The purchasing system was suggested, and she found that the information network operating between the Purchasing Department and Generating Stations provided her with information of the type she required. Accordingly this became the subject of her study,

her research relating in particular to

- i. an examination of the departmental organisation.
- ii. perceptions of employees on the organisation of the purchasing system, primarily among those operating it at Regional Headquarters and Generating Stations.

A brief summary of Mrs. El-Shennawy's findings is given in Appendix 15 and these form the subject of a separate thesis.

Objective 2 - Training (Mr. Barlow)

This objective and objective 3 (Studies within Problem Areas) tended to become increasingly complementary.

The development of the training function became a major area of involvement on the part of the writer and is reviewed in Chapter 2. Its concern initially was for trainees to come to terms with a fundamental and independent scheme of enquiry and to develop an appreciation of real rather than apparent dimensions of organisational problems. In this, training and aspects of problem investigation became synthesised in project work. This work as a form of training came to be written into the Board's training programmes largely as a result of a review of administrative training carried out itself as a project by trainees seconded to the communications team. Another problem area with which trainees were involved concerned procedure circulars. A brief summary of the findings of both of these projects is given in Appendix 15.

Concepts of training and this research became synthesised further in giving shape to considerations on a broader organisational learning process. This takes the form of the diagnosis and exploration of communication and other problems perceived to be important by organisation members through group activity within the organisation itself. This process is considered in Part Three of this study.

Objective 3 - Analyses and Studies within Problem Areas (Mr. Barlow)

Problem areas put forward during initial enquiries concerned

i. Procedure Circulars

The writer devised a framework for problem examination and carried out initial classification and readability tests. Subsequently this came to form the basis of a training project.

ii. Performance Appraisal

Preliminary library work was carried out on this topic which subsequently was held in abeyance pending the outcome of a study being undertaken by the Regional Personnel Department, with members of which contacts and discussions took place. When the Personnel Department's study was completed, this topic was deleted from the Communication Project's areas of enquiry.

iii. Organisational Human Relations

This area was concerned in particular with communication and interaction between Regional Headquarter's staff in terms of reciprocal codes, expectations and supportiveness. It was put forward initially by the Regional Director and was referred to frequently in subsequent enquiries.

This is the area with which the remainder of this study is concerned. Phase two deals with the gathering of information relating to components of the problems and phase three with the development and testing of a remedial hypothesis. In the course of the wider enquiries of phase two other areas of problem content emerged which related in particular to

- iv. Needs for Managerial Feedback and Upward Information Flow.
- v. Formal Departmental Communication Structures and Group Techniques.
- vi. Implementation of a Course of Action Stemming from Research Findings.

This research came to be concerned with these areas, which are reviewed further in Chapter Two, Section I, along with other problem areas which lack of time and research staff available compelled to be set aside. One area which was taken further, however, concerned

- ix. The Effect of Organisation Structure Upon Communication flow, involving aspects of inter-departmental relationships.

This became the problem area in which Mr. Mackechnie carried out research upon his joining the Communications Project. The specific context within which Mr. Mackechnie concentrated was concerned with the communication aspects of the implementation of the Board's Employee Status Agreement and forms the subject of a separate thesis.

The areas of work with which particular team members have been concerned are set out diagrammatically overleaf. All subsequent chapters of this study deal exclusively with the work of the writer.

CENTRAL ELECTRICITY GENERATING BOARD NORTH WESTERN REGION: COMMUNICATIONS RESEARCH PROJECT

BREAKDOWN OF TEAM MEMBERS' AREAS OF WORK

As Team Leader responsible for providing overall organisation, guidance and reporting to the Regional Director, the Local Advisory Committee and the Department of Management Sciences. Also concerned with initial problem area enquiries and selection of team members' areas of study.

MRS. EL-SHENNAWY

A member of the research team at the project's inception (March, 1964), completing her research in June, 1965. This was concerned with

A CYBERNETICS STUDY OF AN INFORMATION SYSTEM

Study of information network for nationally-negotiated wage decisions

Conclusion of initial study - evaluation and recommendations

Study of purchasing information network: evaluation of data to formulate analogue and digital models for computer simulation

MR. BARLOW

Team leader throughout the project, principally concerned with

A STUDY OF HUMAN RELATIONS ASPECTS OF COMMUNICATION AND ORGANISATION

Initial research on the nature of organisation and problem areas

Research discussions, seminars, initial project exercises.
Project: A study of the Board's administrative training processes

Large-scale information gathering through all Headquarters departments: evaluation and problem definition

Research discussions, initial project exercises.
Project: A study of aspects of the preparation and use of Procedure Circulars

Feedback study.
Overall evaluation and conclusions

TRAINEES

Messrs. Greenwood and Westwell, Hool and Mitchell.
Trainee secondment began when Messrs. Greenwood and Westwell joined the team six months after the project's inception. They were followed by Messrs. Hool and Mitchell, who left the team in December, 1965, to return to College. Trainees were concerned with projects involving

COMMUNICATION AND ORGANISATION PROBLEM AREAS

MR. MACKECHNIE

Joined the team in July, 1965 in place of Mrs. El-Shennawy and was concerned with

A STUDY OF ORGANISATION STRUCTURE AND INFORMATION FLOW

Pilot research on inter-departmental relationships and communication

Study of communication flow in the implementation of the Status Agreement, in particular concerning Generation Department

CHAPTER 2

OBJECTIVES AND METHODS OF RESEARCH

I - SUMMARY OF SEQUENCE AND METHODS OF RESEARCH

This chapter falls into three sections:

(I) this initial summary

followed by

(II) a section setting out the Objectives and Areas of research

(III) the Research Methods used and observations upon these.
The length and detail involved in setting out aspects of the research varies considerably according to the relative interest, complexity or difficulty encountered.

The Sequence and Methods of Research table which follows is intended to provide a concise background to the methodology employed. The period of the research extended effectively from March, 1964 to April, 1966. To set research progress out along a time scale inevitably involves overlapping to some degree. Consequently, for clarity, the research sequence has been grouped into three broad phases, the duration of which approximately is as follows:

Phase 1 - six months

" 2 - one year

" 3 - six months

Again for clarity, the sequence has been set out to show concisely what was done, why and how it was done, and the immediate results of so doing. These results are numbered (i) onwards. As work involving them may overlap research phases, some are carried over from one research phase to the next. In this, they retain the same numbers: thus action on result (i) of Phase 1 (the problem area involving Procedure Circulars) is carried through to the evaluation stage of Phase 2 when it is concluded and reported upon.

The review which follows is concerned with the sequence of the writer's research: those aspects which came to involve other team members (i), (iv), (x) and (xiv) are specifically stated.

SEQUENCE AND METHODS OF RESEARCH

Results

Method

Purpose

Action

Research Phase 1 - Exploratory and Basic Information Gathering

Introduction and initial gathering of information on a restricted scale	To gather information on the organisation, its background, problems within it for study. Mutually to acquaint the research team with the organisation.	By structured and free interviews with Chief Officers, Managers, L.A.C. members. By delegate meeting at R.H.Q.	i. Principal problem areas put up concerning: i. Procedure circulars ii. Performance appraisal iii. Human relations aspects of communication. iv. Nationally negotiated decisions network (becomes Mrs. El-Shennawy's initial area of research).
Evaluation of initial enquiries	To determine further course of research.	By discussions with appropriate Board personnel, information classification, library work.	i. Procedure circulars: initial data collected, classified. Subsequently becomes training project. ii. Performance appraisal: initial library work, data gathering. Held in abeyance pending outcome of Personnel Department study, with whom liaison maintained. Deleted from research project's areas of enquiry on completion of this study. iii. Organisational human relations study put forward for information gathering on broader scale. iv. Nationally negotiated decisions network proved inappropriate for Mrs. El-Shennawy's purposes. Study evaluated, reported on: further network study initiated in Purchasing Department, becoming Mrs. El-Shennawy's area of research.

Research Phase 2 - Wider Information Gathering and Problem Definition

Large scale information gathering survey	To gather comprehensive data on employees' perceptions of the organisation and its communication processes throughout R.H.Q.	By free interview and questionnaire.	Large volume of data gathered indicating further areas of problem interest to be dealt with in course of Phases 2 and 3. These were: v. Need for feedback to management. vi. Effectiveness of group discussions. vii. Formal communication structures and group techniques. viii. Senior management - subordinate interaction. ix. Practical course of action on results. x. Effect of organisation structure on communication flow. xi. Motivation. xii. Monitoring and information accuracy. xiii. Roles of service departments.
Administrative trainees seconded	To gain broader experience of research activity	By group discussions, project work.	i. Procedure circulars: investigation of their preparation and use became project involving the writer and two trainees. xiv. Operation of administrative training scheme: became project involving the writer and two trainees

<u>Action</u>	<u>Purpose</u>	<u>Method</u>	<u>Results</u>
Evaluation of research of Phase 2	Problem definition and determination of further course of research	By data classification, quantitative analysis, discussions, library work,	<ul style="list-style-type: none"> i. Procedure circulars and - xiv. Administrative Training both training projects completed, reported on to Management. Trainee secondment concluded. iv. Purchasing network study completed, presented to management: Mrs. El-Shennawy's research concluded. x. Effect of organisation structure on communication flow becomes research area of Mr. C.Mackechnie on his joining the research team. xi. xii. xiii. relinquished for further research, while iii. Organisational human relations study developed in order to provide a feedback embodying aspects of problems v-ix.

Research Phase 3 - Tests of Interaction, Feedback and Conclusions

Measures of interaction	To co'ify and test perceptions of interaction in appropriate survey areas.	By questionnaire and interview	<ul style="list-style-type: none"> vii. Perceptions of interaction related to overall attitudes. vii. Indicators of senior-subordinate interaction developed, along with perceptions of interaction and control from relative standpoints.
Feedback of Survey information	To present research findings to management and employees by functional areas, and in certain of these to explore means of developing awareness of the content of communication problems and of resolving these	By oral and documentary feedback of survey data and group discussion	<ul style="list-style-type: none"> v. Feedback to management of employee attitudes by 12 functional areas throughout Headquarters. vi. Evaluation of group discussion in relation to functional communication. ix. Development and assessment of initial course of action on survey findings.
Evaluation of Research of Phase 3	To assess results of this study and of the research as a whole	By data analysis, classification, and discussion	<ul style="list-style-type: none"> iii. Conclusions set out on interpersonal communication study, along with - ix. Suggestions for further action.

II - OBJECTIVES AND AREAS OF RESEARCH

1. OBJECTIVES OF RESEARCH

The objectives of this study have been

To gather information on perceptions of communication needs and difficulties and the role of the research chiefly from those concerned in its initiation;

To enquire into the nature of the organisation and its structure in terms of systems, managerial codes and practices in order to relate these to the above and to guide subsequent research;

To gather information on employees' perceptions of communication needs, of the operation of the control and influence processes, and of their reciprocal expectations and obligations, in order to bring areas of major concern into clearer perspective against background knowledge of the organisation;

To develop means of identifying codes of interaction and control, relating these to overall attitude patterns in appropriate survey areas; and to initiate an experimental feedback exercise as a means of examining and seeking to resolve causes of communication difficulty.

2. PHASES, LINES AND AREAS OF RESEARCH

In accordance with these objectives, the study has been directed through the following phases and areas, along the lines described:

1 - EXPLORATORY AND BASIC INFORMATION GATHERING

To seek initial information upon organisational communication and those problems concerning it leading to the inception of the research;

To examine the organisation structure in terms of fundamental goals, objectives, control policies and devices, and their relationship to communication processes;

To enquire into formal communication and influence processes in terms of decision making and relative levels of consultation, participation and autonomy in these; the extent of delegation and provision of monitoring and checks upon decision and performance effectiveness;

To examine the structure and areas of interest of formal joint consultation and appeal processes, and of formal processes of consultation broadly in terms of superior-subordinate, and inter-departmental relationships.

The principal area of study of this phase has been

THE ORGANISATION STRUCTURE, in relation particularly to formal means of influence and control, interaction, and consultation. (Enquiries carried out by structured and free interviews, and examination of documentary data.)

2 - WIDER INFORMATION GATHERING AND PROBLEM DEFINITION

Having evaluated information gathered in the foregoing phase, to gather information upon

The perceptions of employees of all organisational levels and areas upon the formal organisation structure and communication processes, their effectiveness and appropriateness to respondents' needs;

Perceptions of codes of contact, supportiveness, justice, accessibility, and passage of information, on the part of supervision and management, and the effectiveness of joint consultation, of supervisory and managerial organisation in general and its effect upon communication and influence processes;

To relate these to respondents' perceptions of their job needs, their rewards in terms both of pay and opportunities for growth and development, their expectations of and obligations towards the organisation; and whether their relative satisfaction with these are seen in terms of communication effectiveness or deficiencies.

The principal area of study at this phase has been PERCEPTIONS OF ORGANISATION MEMBERS, in relation particularly to respondents' needs and satisfactions with the operation of the control, communication and influence processes. (Gathered by questionnaire, free and semi-structured interview).

3 - TESTS OF INTERACTION, FEEDBACK AND CONCLUSIONS

Having evaluated information gathered in the foregoing phase,

To develop means of codifying and measuring perceptions of of interaction and control, and to test these in appropriate survey areas, relating them to overall attitude patterns.

To initiate an experimental feedback exercise involving individuals and groups.

To assess the results of the foregoing in relation to certain hypotheses, and to develop overall conclusions.

The principal area of study of this phase has concerned PATTERNS OF INTERACTION, and a feedback exercise, as means of

examining factors involved in interpersonal communication. (Undertaken by questionnaire, interview, documentary and oral feedback).

III - METHODS OF RESEARCH: DETAIL AND OBSERVATIONS

PHASE 1 - EXPLORATORY AND BASIC INFORMATION GATHERING

This phase has been concerned with seeking initial information primarily on the organisation structure and communication problems within it. The lines of enquiry it has followed are set out in detail in the preceding section, II, of this chapter.

1. INITIAL ENQUIRIES INTO COMMUNICATION PROBLEMS

Purpose: To gather information on perceptions of communication problems and the role of the research.

Method: Free interviewing. (Observations on interviewing methods are given in Phase 2).

Observations:

1.1 Interview Content:

Though enquiries initially involved members of the Regional Executive Committee, they subsequently widened to include other senior officers and local advisory committee members. Some chose to comment on the nature of the organisation at length, interviews varying between thirty minutes and three hours in duration. The interviews were of considerable value not only in learning what respondents might consider constituted communication problems and the dimensions of these, but in establishing a mutual acquaintance with some of the organisation's personalities, *matters*

of problem interest and the sometimes contrasting dimensions of these as seen from respondents' different organisational perspectives. In this context, problem interest, as a starting point of the research, arose not only from what was put forward in some areas but for what, in others, was omitted. This was clarified in gathering information upon the organisation structure, set out in the following section.

1.2 Definition of Terms:

In the course of these interviews the need became apparent to decide what was meant by "communication" and "communication problems" and to establish some defined basis for discussion. This was a difficulty of semantics rather than communication theory, and involved differing interpretations being placed upon components of day to day communication. Put simply, it amounted to the circumstances in which one could say one had communicated with others; whether, for example, by placing a memo on somebody's desk, or a notice on a board, it could be said as a result that people were informed.

Accordingly, some fundamental terms were defined, bases of definition being derived principally from McDonoughⁱ and Simonⁱⁱ

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- i. A.M. McDonough, "Information Economics and Management Systems". Chapter 5.
 - ii. H.A. Simon, "Administrative Behaviour", Chapter 6 (and also Chapter 8).

These proved helpful to all concerned and clarified **discussion** and information gathering considerably. They are set out below.

- (i) Data: Unevaluated messages of all kinds.
These may be unread, unattended to, unrecognised, unperceived by any receptor.
- (ii) Information: Data which is evaluated in the context of a specific situation. Individuals become informed as a result of evaluating the data they receive.
- (iii) Knowledge: Data which is evaluated for future use in general.
Individuals decide to store information mentally or physically for future reference in appropriate contexts.
- (iv) Communication: The process of transmitting and matching the elements of a present problem or situation with appropriate elements of information and knowledge.
The measure of the nett value thus obtained may affect communication. This may be reduced by -
- (v) Distortion: Inaccurate representation of elements. This may be accidental or deliberate. Deliberate distortion may involve,
 - (a) the withholding of information which is, or easily could be, made available;
 - (b) inadequate qualification or extreme brevity;
 - (c) slanting;
 - (d) over-elaboration resulting in loss of meaning.

Among motives for deliberate distortion may be jealousy, insecurity, or other forms of dissatisfaction in an organisation.

Other definitions concerning organisational equilibriumⁱ, and propositions on information economicsⁱⁱ and information managementⁱⁱⁱ also were found useful.

1.3 Field of Study

It was important to ascertain what in fact communication problem areas might be concerned with and where hopes of achievement lay in the minds of the Board's personnel. This, too, was a matter of interpretation: whether communication problems were felt primarily to be mechanistic, involving systems revision in the form of, say, the number of copies of a document which should be produced and distributed, or something wider. In terms of systems revision, Procedure Circulars already had been put forward as an area of problem interest and preliminary investigation work had begun. Also, Mrs. El-Shennawy was examining a documentary information network.

Apart from these, communication problems were, in particular, seen as being concerned with day to day methods, practices and relationships in the exercise of control and in the passage of

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- i. "Administrative Behaviour", pages 111, 119.
 - ii. "Information Economics and Management Systems", page 72 et seq.
 - iii. "Information Economics and Management Systems", page 121 et seq;
"Administrative Behaviour", page 179

information. They were referred to both specifically and generally, in terms such as "the real things in communication that joint consultation doesn't touch on"; "the side that most needs looking at, but nobody seems to be able to get anything done about"; or "the real difficulties are in the woolly side of communications". These are discussed further in Chapter 3. It is sufficient at present to say that it was here that the substance of major communication problems was considered to lie. Drucker comments:

"...the basic problems in communications today are not technical problems and cannot be solved by technical means. I believe that we have to think through the fundamentals - and I believe that above all what is wrong with communications is precisely that we have not done so but have rushed into techniques before we knew what we were doing or why. Specifically I wonder whether we really know at what we are aiming, whether we have thought through our assumptions and above all, whether we really know what we mean when we say 'communications'.

....when people talk about 'communications' today they seem to mean by that the formal communications media such as company magazines, annual reports to employees, company letters and company advertisements, etc. Actually, I sometimes wonder whether these things are of any importance. Certainly they have only a very subordinate role.

Communications is simply a phase of employee relations. And we know that employees relations are being made whenever company and employee have any contact, that is, primarily on the job and on the work. Similarly, communications take place every time the employee and the company are in

contact, that is, every moment of the job and work period. Formal communications are necessary to formulate and bring out communication that has actually taken place in the day to day relationship between man and boss and man and company.

I submit that we are not today considering the real communications. We deal with the minor things on the periphery. If we are really concerned about communications we should look at our day to day policy and our day to day practices"ⁱ

Research has shown that administrative employees rank day to day interaction over a broad range of factors such as company policies, management practices, intrinsic aspects of their work, far more highly in terms of relative importance than they do formal communicationⁱⁱ; and it is in these areas that this study has been directed.

2. ENQUIRIES INTO ORGANISATION STRUCTURE

Purpose: To map out the structure, systems and staffing of the organisation in some detail, and to augment information upon areas of communication difficulty or apparent inconsistency indicated during either initial or organisation structure enquiries.

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1. P.F. Drucker, "Communications: What are Employees really interested in?" - Advanced Management, Volume 18, Pages 23 and 24.
 - ii. Herzberg, Mausner, Peterson and Capwell, "Job Attitudes - Review of Research and Opinion", Chapter 3, Page 53.

Method:

By structured interviews with a relatively small number of senior personnel possessing an overall view of the organisation. The interview structure consists of composite questions, structured under broad headings, and is set out in Appendix 4.

Observations:

The interview structure, derived from standard O. & M. critical analysis procedure, produces detailed information on aspects of the organisation and how and why these take the forms they do. Though this is subjective, insofar that it represents the personal knowledge and interpretation of individuals, in fact areas of comment overlap between respondents. At the same time, a number of questions are designed to seek information subsidiary or similar to that already gathered from a different source. Inconsistencies, therefore, can be clarified readily by referring back to respondents, documentary data, or seeking further information elsewhere. This in no way seeks to imply deliberate distortion or concealment on the part of any respondent. On the contrary, the research throughout has been received almost universally with a friendly, ready co-operation and helpfulness. Such discrepancies as arose could be attributed simply to respondents' incomplete information. It might be added that the usefulness of this interview was two-way in this respect. Managers

participating in what amounts to a critical analysis of aspects of the organisation and its systems found that this indicated from time to time gaps or inaccuracies in knowledge, or apparent illogicalities in procedures, which they subsequently initiated measures to remedy.

To the interviewer, however, the organisation structure analysis process was most valuable. It provided a wide understanding of the organisation, giving an insight into its ethos and its effective control which could, and in fact did, differ from that prescribed formally. At the same time, it provided opportunities for the interviewer to become acquainted not only with executives but also many other employees before wider enquiries were undertaken. This point is amplified in the section which follows.

3. DEVELOPING RESEARCH AWARENESS AND CONTACTS

Purpose: To facilitate enquiries and avoid misconceptions by acquainting employees with the nature of the research and those involved in it.

Method: By holding a delegate meeting of some 200 personnel representing all departments; and by the research approach developed.

Observations

3.1 Delegate Meeting:

A large-scale meeting of this type can be valuable in clearing the air and removing potential misunderstandings concerning the research over as wide a field as possible. This meeting aroused a great deal of interest among employees, some enthusiasm and a little scepticism. Questions raised by members of the audience were useful in indicating a number of areas of problem content which were to recur during the wider processes of information gathering.

A successful meeting of this kind carried with it obvious and considerable advantages in disseminating information widely to employees and developing interest in the research. This can be double-edged, however, if a research programme is not geared to respond immediately to a widespread generation of employee interest. Calls upon the writer's time as a result were extremely heavy, but of considerable value. Essentially, the meeting successfully fulfilled its objectives in preparing the ground for the major information gathering survey which subsequently was both widened and brought forward.

3.2 Research Approach:

Though an open meeting enables employees to learn something of the research in general, obviously most employees will not have met research workers as individuals and these contacts yet have to be

developed. Until these are developed satisfactorily a researcher inevitably may be a source of curiosity and suspicion to many employees, though this, obviously, will depend upon the manner of introducing the research and associations of any previous management-sanctioned enquiry.

The localised information gathering processes previously referred to provided opportunities for initiating contacts, while regular attendance at Local Advisory Committee meetings and participation in the Board's working day and out-of-hours social activities as fully as possible ready developed them.

An individual's research approach is to a great extent a matter of personality, though it will depend further upon the field in which he is engaged. As this research was concerned with communications in terms of organisational relationships, it was felt that contacts should be as wide and free as possible, and that a friendly, frank, and open approach was a concomitant of this. This involved a ready response to employees' sounding approaches by freely providing information about the researcher and his background; what he is after; how he is going about it; what it is for; in fact, about anything concerning himself and his research, except what other respondents have told him.

This open door principle was translated into physical reality as far as possible by written and oral invitations to personnel to contact the writer at any time they chose (a considerable number, senior and subordinates, did so and are referred to subsequently), and a personality approach which is positive and encourages such responses. It is considered that a research attitude of detachment may carry with it, initially at any rate, possibilities of appearing to be a person apart, secretive, potentially a threat, possibly colluding with management, all of which are difficult subsequently to dispel. An approach which is open, interested and actively seeking to be informed has been most helpful both in avoiding misunderstandings and developing friendly, fruitful and informative contact with employees.

4. REVIEW OF RESEARCH OF PHASE 1

Purpose: To sort and assess findings in order to determine the course of further research.

Method: By transcription and classification of information, discussions and library work.

Observations:

This was the first review of information gathered relating to the organisation and perceptions of communication problems within it. It was concerned with evaluating lines of enquiry

and seeking to determine those which might be deepened and those discarded, both of this research and, particularly at this time, of the project as a whole.

In the course of the research, considerable library work was undertaken. Though this was a continuous process it tended to be concentrated at particular stages, as the research moved from one phase to another and fresh problems were encountered. At this review point it was concerned primarily with aspects of methodology and the initial problems encountered. Subsequently, references were sought in particular upon organisation structures and bureaucracy, group activities and feedback.

A continuous list of references was maintained in the sequence in which they were consulted. Surveying this retrospectively, it proved to be a remarkably revealing indicator of research progress, problems encountered, and consequent lines of thought and approach which were developed further or relinquished.

Certain sources, referred to in the text, were of very real value; but the greatest value perhaps lay in the source consultation process itself. This provided opportunities for developing not only knowledge of what others might be seeking and achieving in similar fields, but, in particular, a climate in which to stand back and survey the course of research with a measure of insight.

PHASE 2 - WIDER INFORMATION GATHERING AND PROBLEM DEFINITION

This phase has been concerned with seeking information on the perceptions of organisation members, particularly in terms of their needs of and satisfactions with the control, communication and influence processes. The lines of enquiry it has followed are set out in detail in Section II of this chapter.

1. FREE RANGING INFORMATION GATHERING PROCESS

Purpose: To gather observations and background information on the relative importance assigned to aspects of communication and organisation perceived to be effective or ineffective in survey areas.

Method: Free Interviewing

Observations:

1.1 Interview Methods:

Interviewing was carried out in survey areas, referred to further in Section 2, at all levels in the organisation. Normally respondents were interviewed in their working areas, provided these offered conditions consistent with privacy. All respondents were invited to contact the writer at any time they chose, and though at various times a number did so, few found this necessary on account of lack of privacy. Again, there are obvious advantages in coming to know and be known in participants' working

areas besides the disadvantages, outlined by Argyrisⁱ, which may result from interviewing elsewhere.

Essentially, interviews have been regarded as working conversations, employing prompting techniques similar to those outlined by Sidney and Brownⁱⁱ and proceeding upon the non-directive lines which Revansⁱⁱⁱ describes. For the most part interviews were conducted at a desk with interviewer and interviewee side by side, or corner to corner. This, co-operative, setting was considered the best interview situation by far. Respondents could, if they chose, see what was being recorded (though, of course, not the comments of other respondents) and were free to comment and advise. It was felt that concealing the recording process and adopting formalised roles would tend, in general, to engender apartness while the openness of the technique used fostered participation, particularly among administrative employees.

As a result, it was found that respondents tended to take a considerable interest in this interview process which removed physical and mental barriers to free interchange more readily than any other.

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- i. "Understanding Organisational Behaviour", page 53 et seq.
 - ii. "The Skills of Interviewing", page 288 et seq.
 - iii. "Standards for Morale", page 41.

Interviewing was never conducted from behind a desk, a traditional symbol of authority, though with executive interviewing, clearly, the interviewer at times would sit before one. The desk-role situation here obviously is reversed, but even executive interviews at the highest levels have been carried out side by side. This setting was found very satisfactory for illustration and mutually getting points across, and it is felt that 'working conversation' as an alternative description indicates both the purpose and the process involved.

Interviews ranged freely over the topics which respondents elected to discuss, though comments were invited in all interviews on any aspects of the organisation and its communication and influence processes, good or bad, which respondents considered noteworthy.

It should be made clear, however, that interviewing was not regarded as a free and easy matter, but, on the contrary, one which embodied distinct principles. It was felt, for example, to be essential to introduce interviews with a brief, explicit statement of their nature and objectives, and an undertaking that the anonymity of respondents' comments would be preserved. Again, it was considered important that the conduct of the interview, though comparatively informal, clearly should be alert and purposeful at all times.

The method used in fact had been developed from a background of fairly extensive interviewing and preparation. Also, various sources were consulted. Among them, Eleanor and Nathan Maccoobyⁱ dealt with the nature, purposes and techniques of research interviewing comprehensively. In general terms, Pigors and Myersⁱⁱ were found concise and useful, while a paper by Riesman and Benneyⁱⁱⁱ was of value in setting out pointed, practical advice and guidance in interview situations.

1.2 Information Gathering Processes:

Interviewing was considered valuable as it permitted an awareness of respondents' individual personalities which rendered the information gathering process more complete. The advantages of interviewing were two-fold. Firstly, it provided background detail surrounding the information itself - the qualification and further explanation which might be given - thus tending to reduce speculative interpretation on the researcher's part. Secondly, it enabled employees to participate in a person-to-person interviewing process which carried with it the implication of a research worker who is interested in them as people rather than simply originators of categorised responses. The view of

i. "The Interview - A Tool of Social Science", page 449 et seq. "Handbook of Social Psychology".

ii. "Personnel Administration", Chapter 10.

iii. "Asking and Answering", page 225, The Journal of Business, Volume 29, No.4

Roethlisberger and Dixon that "the interviewer should be seriously and sincerely interested in human situations"¹, was lent support by employees' interest in and readiness of response to such interviews, endorsing their value both for gathering information and developing a friendly climate favourable to the enquiry.

On the other hand, it is necessary to categorise information at some point and with free interviews this is inevitably a process apart from the interview itself. Again, with a structured interview over a standard range of topics, while categorisation is to some extent a part of its structure, a good deal **remains** to be done in the response classification and scoring processes which invariably involve lengthy repetition.

Various recording methods had been explored, beginning with a standard note book. The most effective, both for interviewing from and recording and analysing, was found to be interview sheets pre-printed with questions and spaces for scoring and adding comments. This amounts, in effect, to a questionnaire which the interviewer scores and completes during the interview. As some of the difficulties associated with questionnaire forms of enquiry appeared, in pilot surveys, to be less evident among the

i. "Management and the Worker", page 286 et seq.

administrative employees of the Board, it was decided that the use of a questionnaire over a standard range of topics would provide comprehensive information and the most effective use of time. Following the widespread interest in the research, this was considered particularly relevant as it was felt that as many people as possible who so wished should have the opportunity of participating, preferably at an earlier, more fluid stage, rather than a later, definitive one.

Accordingly, a questionnaire approach was employed supplementary to and concurrent with the interview process. In general, interviewing coincided with questionnaire distribution, dealt with in the following section, and as such served to widen research contact. Some interviews were short, lasting, say, fifteen minutes, while others were lengthy, extending to an hour or more. Occasionally interviews developed into group discussions. Of these, two in particular were noteworthy, one developing into a large informal group involving the whole office, which afterwards was felt to have been of considerable value to those present. The principal points raised are discussed in subsequent chapters.

2. STRUCTURED INFORMATION GATHERING SURVEY

Purpose: To record information by survey areas over a standard range of topics relating to the organisation and communication and influence processes.

Method: By questionnaire

2.1 Questionnaire Design:

As the questionnaire enquiry was wide ranging rather than a control test seeking to establish a specific hypothesis, it was felt that at this stage it would be better to have more information than might prove to be necessary rather than, after analysis, to discover that some possibly material factor had been overlooked.

The ultimate questionnaire which came to be used was developed after considerable time and experiment. A number of sources were consulted, among them Payne's "Art of Asking Questions"ⁱ. As a clear, comprehensive technical guide, notwithstanding any semantics differences, this undoubtedly was the most helpful book on information gathering techniques which the writer encountered. Nigel Walker deals usefully with some of the real factors involved in arranging a questionnaireⁱⁱ,

i. Stanley L. Payne, "Art of Asking Questions", Princeton University 1951

ii. "Morale in the Civil Service", page 143

while the interview appendix structures used by Morseⁱ and Katz, Maccoby, Gurin and Floorⁱⁱ, of the Survey Research Center, Ann Arbor, were referred to along with Higham's factor analysis study of employee satisfactionsⁱⁱⁱ, which was helpful in developing the questionnaire structure.

Several pilot group tests relating to layout, comprehensibility and style were undertaken. Following revisions, an ultimate design was developed the layout of which was as varied as possible in order to stimulate interest, employing different type formations and forms of question, including tick completion, response selection and deletion. Pilot groups found the questionnaire neither forbidding nor tedious, but instead, "interesting to complete" and "quite absorbing". Again, being almost entirely administrative employees, it is likely that they would have been more predisposed than other types of worker towards a documentary enquiry, especially one seeking to elicit information in a way which engaged their interest.

One departure from customary attitude survey practice was the use of direct questions as opposed to statements, introduced as a result of preferences expressed by pilot groups. The further

i. "Satisfactions in the White Collar Job", University of Michigan 1953

ii. "Productivity, Supervision and Morale among Railroad Workers", University of Michigan, 1951

iii. "Occupational Psychology", Volume 35, Number 4

use of questions was discontinued after difficulties encountered with common English usage interpretation and double negatives, a pitfall which Payne warns against. In fact, potentially conflicting interpretations went unnoticed in the design stage and by control groups and, it would seem, by all but two respondents, both of whom, while pointing out a potential source of ambiguity, nevertheless actually followed the common English usage interpretation. It is felt nevertheless that statements are categorical and departure from these, though previously tested, proved to be unwise.

The use of reversed questions, which put the same item in a different form to check response consistency was found useful, while the use of bolder type to indicate strength of response was considered helpful by all pilot groups.

2.2 Questionnaire Structure:

The questionnaire's structure is set out in full in Appendix 2. it consists of twelve questions, one of which, number ten, is a composite 'attitude survey' of 125 items.

The initial page sets out explanatory notes which, besides introducing the questionnaire, also serve to indicate the code letters of distribution areas, incorporated in the type setting of the title and initial text. Questions were put in various

styles in order to develop interest, as referred to in the preceding section. The first seven questions sought to provide information on respondents' general background and work situation. Questions eight and nine are attribute selection questions consisting of approximately equal numbers of favourable and unfavourable attributes from which participants were free to select any they considered appropriate. The results are given in Appendix 5, tables 1 and 2. These questions sought to develop a pattern of respondents' perceptions of their two formal sources of information within the organisation, namely their boss, and the organisation itself. Their third, informal, source (namely, the grapevine) is referred to in question ten, item 18, on the incidence of rumour.

Question ten is the 'attitude survey' composite question. It should be made clear that this was not concerned with attitude measurement¹ in the sense of attitude definition and validation under rigorous test conditions for empirical analysis and grouping of attitudes themselves. Such a process would constitute in fact a study and an end itself. This was inappropriate for the purpose of this survey, which was to gather information over a wide area which would provide various relevant topics for problem analysis and, subsequently, remedial examination

1. Green deals comprehensively with attitude measurement, putting forward concepts and definitions in "Handbook of Social Psychology", Page 335 et seq.

by groups. The survey question consisted of 125 items grouped to relate to respondents' perceptions of codes, expectations and relationships in their working environment and including supervision, management, formal communication media, pay, growth opportunity and welfare provisions.

While respondents were invited, if they chose, to add their own comments at any point in the questionnaire, question eleven called specifically for these. A number of respondents added amplifying answers or comments, concerning their expectations of the questionnaire. Their reactions to it were sought specifically in question twelve, the results of which are given in Appendix 5, table 3. In this question respondents were invited to rank their reactions and, again if they chose, to add their own comment.

2.3 Questionnaire Distribution

A sample covering some 25% of employees was taken, stratified by areas and broad employees grades representatively across the Regional Headquarters organisation. Within these employees to be approached, together with substitutes should those be absent or otherwise unable to participate, were selected by random numbers. Participants thus were stratified through all areas and levels of the organisation, apart from members of top management among whom enquiry was conducted by interview.

All questionnaire were distributed personally. Although a lengthy process, it was considered important in that it enabled

those taking part to be involved personally with the writer, thereby giving the research a positive identity. It also demonstrated that the research was interested in participants as people and both encouraged and added meaning to the invitation to contact the writer subsequently if they so chose. From the writer's point of view, it conveyed a clear impression of the environments of those approached and their reactions, which displayed interest in the overwhelming majority of instances. It is felt also, following from Likert's examples on personal solicitationⁱ, that a personal approach might encourage the completion and return of questionnaires. Participants were asked subsequently to return completed questionnaires through the internal mail system in sealed envelopes, addressed in their presence to the writer, but otherwise unmarked. Individual responses thus remained completely anonymous and the return of questionnaires entirely voluntary. One hundred and fifty-six questionnaires were distributed to the twelve areas, six broadly administrative and six technical or engineering, spread over six departments. Of those one hundred and thirty-four were returned, area return patterns and sample sizes being set out with appropriate appendices. This response, of over 85%, was considered high in view of the entirely free and uncontrolled nature of the return processⁱⁱ.

i. "New Patterns of Management", page 214.

ii. This view is based upon some associated comments in questionnaire responses given by R. Sergeant, in "The Response of Industrial Firms to an Approach by Letter and Questionnaire", page 73, "Occupational Psychology", Volume 32, No.2.

3. REVIEW OF RESEARCH OF PHASE 2

Purpose: To evaluate information gathered relating to initial and subsequent problems in order to determine the course of further research.

Method: By classification, scoring and analysis of data and information, discussions and library work.

Observations:

3.1 Data Categorisation by Survey Areas:

Data from the information gathering survey has been categorised and tabulated by twelve functional areas of the organisation. Each area makes up a cohesive working unit, facilitating the identification of attitude patterns with comparatively small working groups, rather than tending to lose them in a broad overall average.

Initially in the recording and analysis process results were broken down into eighteen functional areas, but in order to produce response groups of similar size, certain of the smallest functionally related areas were combined. Thus in one case, for example, three groups which together made up a comparatively small department were amalgamated into a single survey area. As a result, the twelve survey areas are broadly comparable and each represents a functional unit.

The twelve areas are spread over six Headquarters departments. Smaller Headquarters departments form single survey areas in themselves, while larger departments are sub-divided into several survey areas. The dispersal of survey areas over the Headquarters organisation is shown in the organisation chart in Chapter 3.

Those survey areas which in themselves represent complete Headquarters departments are shown in Table 1 of Appendix 3, which sets out the responses of the questionnaire attitude survey. Here, as indicated in the headings, the results of areas K, L and M also represent the overall departmental totals of departments I, II and III. The other nine areas, A - J are spread over the remaining three departments, IV, V and VI. Consequently the overall results for each of these three departments are given, separately.

Results in Table 1 also set out as overall averages, firstly, the scores of the three administrative departments; secondly, those of the three engineering/technical departments. Finally, the overall Headquarters average score against each item is given.

3.2 Data Analysis and Presentation

Items making up the Questionnaire Attitude Survey (Question 10) were scored from + 2 to - 2 according to respondents' strength

of agreement. Nett scores then were totalled by survey groups and expressed as percentages as set out in Appendix 3. Scores mounting from a mid point of 50% thus may be regarded increasingly favourably, and those falling away below this figure, increasingly unfavourably. Area scores are set out graphically in the Feedback Booklets, an example of which is given in the final Appendix.

Scores are set out in tabular form by survey areas and departments in Appendix 3, Table 1. This table expresses attitude survey results as percentages in agreement with questionnaire items, irrespective of reversed questions, referred to in Paragraph 2, page 41 'questionnaire design'. In all subsequent tables, percentage responses to reversed items have been inverted to give uniformity in score interpretation: the higher the score the more favourable the response, and vice versa. A translucent template was found useful in analysing results by highlighting favourable or unfavourable responses and a specimen has been included with Appendix 2. An analysis of variance table is derived from these results and is set out in Appendix 7.

Table 2 of Appendix 3 expresses item results as deviations from the overall mean, subsequently set out by individual survey areas in the feedback deviation sheets which make up Appendix 8.

Non-directive comments have been classified and analysed and the results of these are set out in Appendix 6. Though this was a time consuming process, the results are felt to be noteworthy for while people, if invited, often are willing to state opinions about matters which are meaningless to them, here the topics classified were those which they themselves had elected to put forward. As Revans comments,

"...If large numbers of persons sharing the same experience volunteer similar views about the same aspects of them, it is reasonable to suggest that these particular matters are of some importance. A party of tourists who have just spent the night in a flea-ridden hotel are unlikely to open the morning's conversation with the representative of their travel agency by airing their views on, say, the cultural levels of the local museums."¹

Problem Areas:

The information gathering process confirmed a number of initial problem areas and revealed others. Certain of these are referred to on page 12 and all have been summarised on pages 17 and 18.

1. "Standards for Morale", page 42

Those which were examined further in the course of this study are discussed in subsequent chapters; while some perforce were set aside at this stage. These concerned in particular a deeper enquiry into motivation, the extent to which monitoring might bear upon the accuracy of information, and communication aspects of the roles of Service Departments.

The problem area concerning organisation structure and information flow, which also was revealed in the course of this phase, subsequently became Mr. Mackechnie's area of study, as set out on page 12.

Training:

Administrative trainees seconded to the project were young men between 18 and 23 with either two or more 'A' level passes or intermediate professional qualifications; or, in one case, a graduate.

Administrative training was a comparatively new process within the range of the Board's activities, the training programme at Regional Headquarters being at the time only some fourteen months old. The first two trainees to be seconded to the project knew little of its objectives and working methods and to them it appeared to be "just another department to go into".

The first problem, therefore, was to get across the aims and objectives of the research to severely practically minded trainees, already in some respects a little cynical as a result of a not-yet-perfect training scheme, when the research itself was at a questing and as yet indeterminate stage.

To put across the concept of organisational research to all to those unacquainted with it is a first difficulty. The trainees were required to regard apparently familiar events in an unfamiliar way and to consider problems not necessarily as neat, rounded things upon examination papers, but things at times complex and blurred, the components of which might be understood only very imperfectly by those closely involved in them. Sofer and Hutton comment,

"...Where (the student) saw only people and life in taken-for-granted terms, he is being asked to look at these in a different way, to think in terms of such abstract conceptions as roles, relations, structure... He has to become aware that the particular group and personal difficulties that he experiences are rarely purely idiosyncratic or accidental, but in some degree explicable in terms of social and psychological causes.

If he becomes more sensitive to causes and consequences he should be better able to devise administrative actions, and to deal with business problems and better able to anticipate reactions to policies and practices."¹

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- i. "New Ways in Management Training", Page 56. Though this book is concerned not with trainee development but in fact with improving the effectiveness of the Department of Management in a technical college, it carries with it a penetrating and sympathetic overview of learning, training, and human situations which was found most helpful.

As a first step it was considered relevant that trainees should learn something of critical analysis and that facts were not always what they seemed. In this, project work, checking back source references, and college tutorials all figured, and ultimately an initial training case study was devised on some of these points which subsequent trainees found worthwhile. At this stage, however, learning initially came through exchanging views and discussion, sometimes scouring. As a learning process this was two-way, and mistakes sometimes were made on both sides. Some observations of Sofer and Hutton were helpful, and reference also was made to the background data on trainee motivation and learning provided by Fryer, Feinberg and Zalkind.¹

The initial learning processes were extremely demanding, and it was considered important both on account of this and their own development that trainees should as soon as possible come to think and act independently. Accordingly, they were encouraged to act on their own and were given as much responsibility as they could handle; in fact, this usually was a little more than, initially, they felt they could manage. Trainees were encouraged to make their own contacts elsewhere in the organisation and outside it if they considered this necessary.

1. "Developing People in Industry", Chapters 4 and 5

Help and guidance was available always if it was required and it was found that by offering support and advice when asked (and also in turn genuinely seeking views and opinions from the trainees about the writer's research) two mutually consulting, mutually supportive groups developed each over some two to three intensive months. Though their members acted independently the groups developed high degree of cohesion which extended beyond the Board.

Acting independently at first inevitably meant that trainees made mistakes. None was serious, however, and these were useful in that trainees themselves bore the responsibility of knowing where and why they had gone wrong, in what essentially were their own endeavours. As a result, their interest and commitment to what they were doing - a determination to "make sure it went right next time" - increased. 'Acting on their own' ultimately included putting up their own case to the Board's most senior officers. Against a background of three months of discussions, sometimes highly critical, of the research group, they were by then well qualified to do so.

Performance standards were those primarily which satisfied the trainees themselves. In retrospect, it is interesting to note that after some six weeks trainees of their own accord had

gained sufficient insight into what they were doing to relinquish their initial approach to the project they had been engaged upon and chose to begin again.

The principal instance of this came when the trainees examined their own administrative training programme. The writer returned from an interview session to find a group discussion of all administrative trainees taking place, their views subsequently being put to the Regional Education and Training Officer. It might be added that in the review of the training scheme, and in all trainees' contacts outside the Headquarters organisation, he supported them to the full. Many of the recommendations of the training report subsequently produced were implemented by the Board during the life of the project.

The writer found the group activities with trainees demanding, absorbing, and intensely stimulating. In this, they were mutually beneficial and also provided some of the ideas which came to be taken up in the course of the feedback phase which follows.

PHASE 3 - TESTS OF INTERACTION, FEEDBACK AND CONCLUSIONS

This phase has involved the formulation of tests of interaction, relating to certain hypotheses, and an experimental feedback exercise concerning the survey's findings. These are discussed in Part III of the study. The lines of enquiry which have been followed are set out in detail in Section II of this Chapter.

1. DOCUMENTARY FEEDBACK OF SURVEY RESULTS

Purpose: To present salient features of the data from the information gathering survey in a compact and readily comprehensible form to management and employees.

Method: By attitude survey feedback booklets and summarised deviation sheets.

Observations:

Feedback Booklets:

These were produced for all survey areas, a specimen being contained in Appendix 16, Page A165. The ultimate design of the booklet was developed as a result of much experiment and revision and a number of pilot group tests. Essentially, the design sought to present attitude survey information concisely and, especially, in a form which would give it impact and interest to a wide range of people.

Attitude scores were set out numerically against 125 items grouped by topic sequence in 16 sections over fifteen pages, with overall summaries of the results given on two initial pages. Pages were designed in order that up to four sets of data might be set out simultaneously for purposes of comparison.

To facilitate this, results also were presented graphically against each item. The graph's intervals, of 2%, were expanded towards the top and bottom of the distribution in order to make deviating scores stand out more prominently. Distinction between results was enhanced by the use of colour. This was considered important not only in drawing attention to specific group or area scores but also in that it added interest and combined to make a page presentation which, as test groups observed, "make people want to look at it".

Layout as a whole was developed carefully, in order that relevant identification and interpretative data should be readily available, and to facilitate handling and reading. Explanatory notes were set out briefly and clearly in a forward to the booklet, while more detailed information on its compilation and objectives was provided as an appendix for those who might wish to go into this further. These notes, too, were revised several times and were the subject of pilot group tests on comprehensibility at various levels of the organisation. In this, none found the ultimate design uninteresting or difficult to follow.

While commenting upon reactions to booklet design, one feature of page layout, concerning the placing of graph points on lines beneath items, should be mentioned. No particular objection was seen in this when the pages were drawn up and

unfortunately it was not remarked upon by any test group until the final master mat had been produced. Until then, the lines more easily could have been centered. However, in any subsequent use of the booklet it is felt now that centered lines would make for greater clarity. It might be added here that although the booklet was developed for a specific research purpose its design and content may be adapted readily and usefully in connection with surveys of other types elsewhere.

While, due to time available, a specific feedback experiment could involve only a limited number of employees, it was hoped that independent feedback discussions might take place. Also, it was considered important that no group of employees who had participated in the survey should be placed in a position where they might feel excluded from results which were made available to others. Accordingly twelve individual feedback booklets, made up of 204 separate graphs, were produced, appropriate to each survey area.

Feedback Sheets:

These were produced for each survey area, and set out concisely and relatively response deviations of 10% or more which are favourable or unfavourable to the organisation. The main functional objectives in the design, which employed a two

colour layout in black and red, again were clarity and interest. Specimens of sheets for all areas are set out in Appendix 8.

Fundamentally, sheets were designed as visual aids for use in discussion, presenting principal response deviations for each area in a concise, summarised form. In this they were found most useful, also facilitating cross-checking back to feedback booklets.

2. TESTS OF INTERACTION AND FEEDBACK EXERCISE

Purpose: To codify and measure perceptions of interaction and control, relating these to overall attitude patterns; and to feed back survey results to groups of employees in the broad context of a remedial hypothesis.

Method: By questionnaire, interview and group discussion.

Observations:

Tests of interaction and a feedback exercise make up the final part of research. The methods employed in these essentially were experimental and were developed as a process of the research itself. As a result, they have been regarded as integral with the final part of this study and accordingly are described, along with hypotheses, in Part III.

PART II

WIDER INFORMATION GATHERING AND PROBLEM DEFINITION

SUMMARY

This part of the study takes an overall view of the Headquarters organisation, both as it was observed and in particular of the perceptions of its members. These were sought at all organisational levels, as discussed in Chapter 2.

Interpersonal communication touches upon virtually all aspects of the organisation. Accordingly, Chapters 3 and 4 report the information gathered concerning communication and the influences which bear upon it in the context of the organisational framework. Data relevant to these chapters has been analysed and tabulated in Appendices 3, 5 and 6. Specific references are made to these appendices at points in the text, and they should be read in conjunction with Chapters 3 and 4 as a whole.

Chapter 5 sets out employees' perceptions of communication and interaction by twelve organisational survey areas, distinguishing the characteristics of each. Appendices 3, 7, 8 and 9 should be read in conjunction with this.

The final chapter discusses some supplementary hypotheses and subsequently draws together the survey's findings before going on to consider some courses of remedial action. The appendices previously referred to, along with Appendix 10, are relevant to this chapter.

CHAPTER 3

AN EXAMINATION OF FACTORS INFLUENCING COMMUNICATION AND INTERACTION:

ORGANISATION STRUCTURE AND CONTROL PROCESSES

1. Regional Organisation: Structure and Background

The North Western Region of the Central Electricity Generating Board operates 48 generating stations and transmits energy through 11 electrical districts. Its generating stations range in size from remaining small scale plant, originating in pre-vesting days of municipal or private ownership, to among the largest and most modern nuclear and hydro-electric stations.

Prior to nationalisation, what is now the North Western Region was served roughly half by private companies and half by local authorities. Geographically, power companies covered the greater area and local authorities served the more immediate vicinities of conurbations. Before the vesting of 1947 the Central Electricity Board exercised functions of purchasing surplus electricity production from any supply authority and transmitting it to where it was needed. The Central Electricity Board in turn originated from the Royal Commission of 1926, which brought into being the forerunner of the national grid.

The North Western Region is unique among regions of the Central Electricity Generating Board in not being organised on a divisional basis. As an experiment in more effective operation, the Merseyside and North Wales Division, with headquarters in Liverpool and corresponding broadly to the southern area of the region, and the North Western division, with headquarters in Manchester ~~and~~ corresponding broadly to the northern part of the region, in 1962 were amalgamated. As a result a two-tier organisation was formed, consisting of generating stations and transmission districts on the one hand, and the Regional Headquarters, in Manchester, on the other. The former are responsible for operation, maintenance and construction work in their own fields, within the framework of policy laid down by Regional Headquarters, which provides overall control, planning and services.

Regional Headquarters exercises these functions through its six principal departments, set out overleaf. Chief Officers who head each department, along with the Regional Director, make up the Regional Executive Committee which provides the Executive Management of the Region.

Apart from the Regional Director, the Assistant Regional Directors North and South (whose areas of control correspond to the old Merseyside and North Wales and Northern Western Divisional Boundaries) are *primus inter pares* with other Chief Officers. This

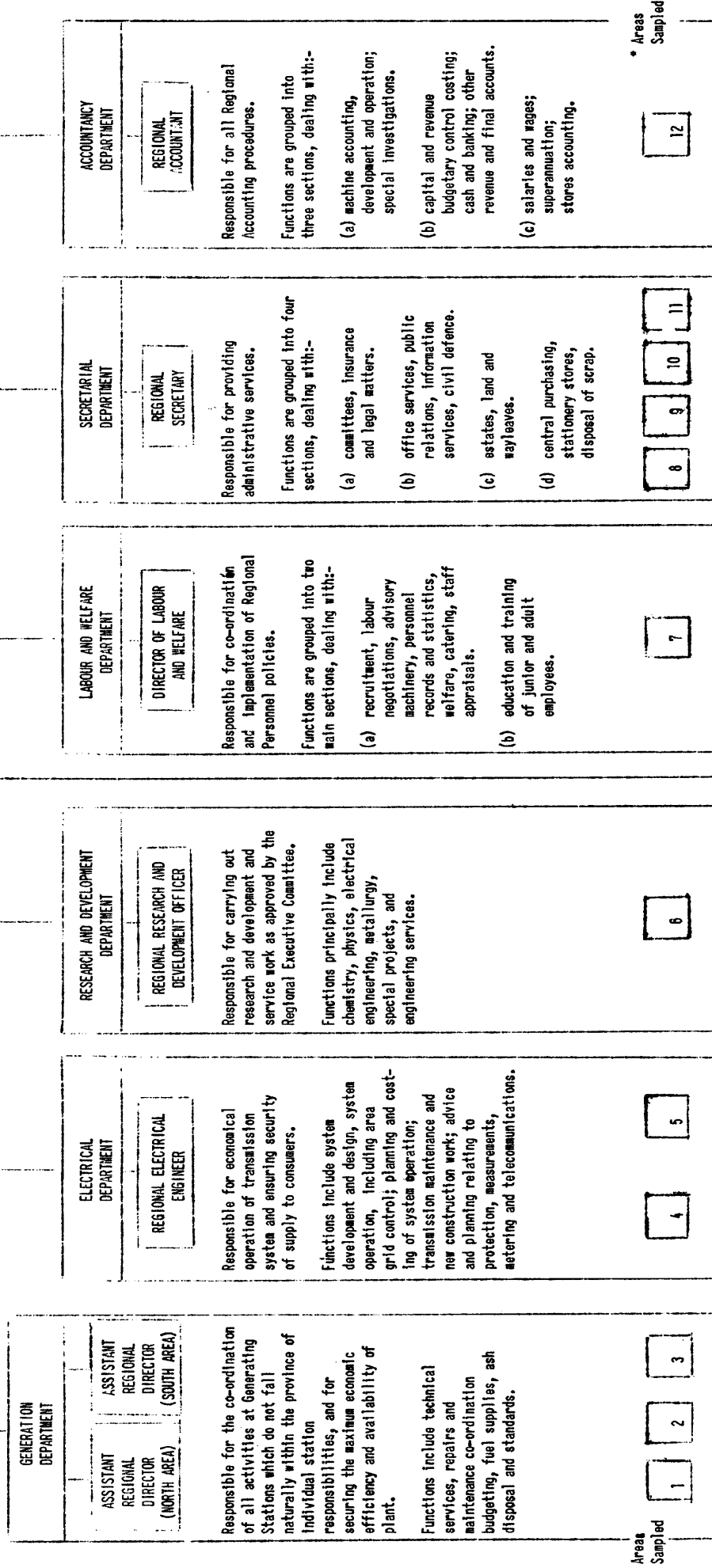
CENTRAL ELECTRICITY GENERATING BOARD, NORTH WESTERN REGION: HEADQUARTERS ORGANISATION
AND DEPARTMENTAL FUNCTIONS

The Regional Director (Chairman) and the 7 Departmental Chief Officers
constitute the Regional Executive Committee.

REGIONAL DIRECTOR

ENGINEERING DEPARTMENTS

ADMINISTRATIVE DEPARTMENTS



REGIONAL MEDICAL DEPARTMENT

Responsible for Health Services throughout the Region.

ORGANISATION AND METHODS DEPARTMENT

Responsible for undertaking research and studies in general on operational developments and organisation and methods.

* For the purpose of the Information Gathering Survey, the organisation eventually was grouped into 12 Survey Areas, according to departmental and sample sizes, as set out in detail in Chapter 2. The dispersal of sample areas over the headquarters organisation is shown here.

arose as a result of the elimination of Divisions and the role of Divisional Controller in the reorganisation of 1962. As a result, the post of Regional Director remained, but the post of Deputy Regional Director was eliminated. The post of Assistant Regional Director, which hitherto had been filled with a single incumbent, now became a dual role, with two Assistant Regional Directors, designated North and South. Organisationally, the generating function has remained effectively dichotomous, and the change, apart from Liverpool Headquarters relocation, largely has been in managerial roles. The Assistant Regional Directors deputise formally for the Regional Director on an alternating basis.

A number of respondents observed that historically Merseyside and North Wales divisional generating stations tended to be more independent, and the code of control more permissive. In the North Western division, station superintendents were responsible to group superintendents, who in turn were responsible to divisional superintendents. They were used to being more tightly controlled, and this tends still to be reflected in the communications structure. Despite this, it was felt nevertheless that the North Western Region is more cohesive than other regions.

The Region, however, is an "old" one, having a substantial legacy on vesting of small generating stations serving the old towns of the industrial revolution, a number of which were in

decline and which came to be classified within development areas. On the other hand, other Regions, such as the Midlands, have been characterised by the exploitation of new rather than declining coalfields upon which new generations of power stations have been sited. The economic, social, and planning problems of the North Western Region thus involve the running down of a good deal of old generating capacity as well as developing new plant, in a time of continually increasing pressure of demand.

Historical pre-vesting problems tend to have disappeared, as have most of the difficulties (largely concerning re-deployment of staff) stemming from the divisional amalgamation. Nationalisation, however, brought into being some of the largest undertakings in the world, with new problems in controlling and organising them, and communicating within them. The problems of the electricity supply industry, which before nationalisation already possessed some degree of overall direction, were not as extensive in terms of physical size as, say, those of the National Coal Board or British Railways. Nevertheless, new problems of scale in control and organisation were brought into being. These are considered further in the sections which follow.

2. Goals, Objectives and Policy Formation

The objectives of the Industry, as laid down in the Acts which created it, are "to maintain efficient, adequate and economic production of electricity". As a result, the organisation's key operational sector is generating, especially with continuing pressure on the system from large scale, swiftly increasing demand, which at the same time varies according to peak loadings by up to 400%. Consequently generating tends to gain emphasis and precedence over all other of the Industry's activities.

Strengthening of local networks to cope with increasing domestic loads is of the utmost importance; and, consistent with the maintenance of supply as far as possible at all times, meeting the generating load is paramount. Consequently, concern is with rationalisation between economic and adequate load factors.

This is a matter of national as well as regional policy. And though national policies may take into account regional factors such as the age and size of generating plant (which makes inter-regional "competitiveness" difficult to define), the overall direction and control of a Region may be influenced decisively by events beyond it. The information system study on nationally negotiated decisions carried out in the course of the research

project demonstrated in part the dependence of regional organisation upon events beyond its boundaries.

The formal channels for deciding organisational policy are:

- (i) The Electricity Council (for wages, tariffs and interpretation of basic public policies as expressed by the Minister of Power).
- (ii) The Central Electricity Generating Board (for the siting of power stations, negotiating of land line routes, delegation of authority to Regions, determining standard plant sizes).

Inevitably, a public corporation fundamentally is accountable to a Minister: and overall shaping of public policy may impose more readily upon such a corporation than upon the private sector of industry. This may affect an undertaking's labour policies, contract placements, indeed, its whole future design.

Such broad policy overseeing certainly may impose restrictions upon an industry and its management which is concerned with day-to-day running and continuity. A fundamental conflict lies in objectives which are motivated by the 'service' concept, emphasising security of supply, subsidised if necessary to give continuity of production and employment; and the 'commercial' concept of competitiveness and strict economic justification. The case may be argued for both policies, apparently diametrically opposite but nevertheless held to be in the public interest, depending on what "the public" and its "interest" is considered to represent.

The service concept might be said to have been the initial government policy. It has been represented, among others, by the late Lord Morrison, who in 1953 considered that the National corporations should be "no mere capitalist business, the be-all and end-all of which is profits and dividends^d". The pendulum, however, was beginning to swing away from this concept with emphasis (in the Herbert Report of 1956) on competitiveness in the industry. As opposed to Lord Morrison's views, a White Paper in April 1961, on the financial and economic obligations of the nationalised industries stated that they "are not, and ought not to be regarded as social services absolved from economic and commercial justification". The concept of competitiveness within, and between, nationalised power industries continued until the Minister of Power in 1964 resolved to restrict this. Current indications are that the trend is towards reemphasising service concepts and security of supply.

Interpretation of policy (and what might be 'efficient', 'adequate' and 'economic') thus inevitability will vary according to shades of opinion of the controlling power at the Ministry. The Minister of Power possibly might seek the views of individuals, or more likely the Electricity Council (whose function is "to advise")

in interpreting his brief. Ultimately, however, the Electricity Council, and the Central Electricity Generating Board must necessarily trim their policies to Ministerial requirements. The trimming of policies perforce is carried out at all decision-making levels. This does not imply that Regional organisations necessarily are the creature of London. Regional autonomy is wide in internal matters and Regional Directors represent their Regions on the Central Executive Committee. This committee, along with decision-making levels from the Minister downwards, possesses powers of veto. Specialists invariably participate in formulating its decisions and executives may be consulted in theory down to Regional committees, though in practice this tends to depend upon individual personalities.

3. Policy, Decision Processes and Communication

Communication processes in disseminating, querying or opposing policy decisions primarily involve overlapping committee structures and membership. Agendas stating matters for discussion and decision are circulated to committee members beforehand in order for them to be aware of matters coming up for discussion and to prepare a case if necessary. Similarly, the views of executive or control management may be presented to policy decision makers through overlapping committees.

Information upon the decisions of higher committees is passed down in the form of minutes. Also, as the chairman of the subordinate

committee, invariably a senior officer, is a member of the higher committee, he is likely to report back at the next meeting. As with committee activities in general, reporting back and meetings may be brief or may range extensively, involving opposition and discussion according to personalities and matters under consideration.

Where subordinate views involve opposition, there is no management appeal channel below the level of the Regional Executive committee, but there is a functional line of appeal to the appropriate Central, as opposed to Regional, branch of the Board. This may institute a directive as a result down through line management. Opposition, however, tends to be minimised, and policy is for all unresolved matters to be referred to a higher committee.

The effectiveness of this channel could be gauged only by those involved. Upon it, a Chief Officer commented:

"I feel that comment on policy is very restricted upwards. At the best it is average, probably poor."

The significance of overall policies and objectives upon communication and shaping employees' attitudes should not be under-rated. Some indication of the importance assigned to these by personnel at all organisational levels is shown in the analysis of non-directive comments, set out in Appendix 6. Respondents elected

to make 93 comments (with a ratio of 1-7 favourable to unfavourable) concerning 'policy' and this topic was referred to more frequently than any of the other 39 raised. A large number of these concerned what was perceived to be distant and unresponsive overall control, formulating policies which produced undue difficulties for those carrying them out. Again, comments upon the subjectibility of the industry to policy changes were encountered frequently, particularly in operational departments. Representative views are:

"It is not always inspiring to work for an organisation which becomes a political knock-about. The Board is unable to achieve public recognition. Its current image is poor, despite its having overcome many real difficulties."

or

"I think the Board needs a new brand image and needs to decide what it is. Is it a vast, modern, complex organisation, efficient and well run, comparable with I.C.I. or Shell? Or is it an old fashioned 'nationalised industry' with a 'British Railways' image? Having decided, it should say so, free itself of any government intervention in its day to day affairs and policies and get a modern, decision taking, forceful management."

The last comment not only reflects conflicting elements of the 'public service' and 'competitive' objectives but also suggests that a different form of managerial control necessarily is a concomitant of one or the other.

Certainly, managerial codes which are perceived to be flexible, responsive, decisive and effective in dealing with red tape and bureaucratic anomalies would be welcomed widely among

respondents at all levels. On the other hand most respondents, drawing upon past experience, had strong reservations concerning "forceful management", feeling that it was likely to be synonymous with a tough authoritarian one. This view was expressed widely and amounted, in effect, to a division along lines of McGregor's theory X and theory Yⁱ, between coercive and developmental control.

Reservations on authoritarian "competitive" control were particularly strong in more consciously employee-centered areas, among them for example, certain sections of Labour and Welfare Department (though it should be added that these, as non-operational had suffered cuts-back against a background of economic justification over the years shortly preceding this research).

In the course of information gathering, some respondents considered that authoritarian job-centered 'hard' control policies, though dis-advantageous in certain respects, nevertheless were effective in "getting things done", while employee-centered policies, conversely, were 'soft' and ineffective.

ⁱ "The Human Side of Enterprise," Chapters 4 and 5

Both solutions, however, tend to be over-simplifications. The survey indicated clearly that the organisation itself produced devices to defeat authoritarian effectiveness, just as it may impede developmental control policies. The nature and structure of an organisation bears considerably upon the effectiveness of its managerial codes: and both structure and codes influence communication decisively. They are considered in the sections which follow.

4. Organisation Structure and Communication

The alternative policy concepts which have been discussed, themselves influenced by outside events, have counterparts in organisation structure. Overall, they are reflected in the "accordion effect" of centralisation, subsequent de-centralisation, followed by recentralisation. This pattern has not been pronounced in the Electricity Supply Industry but nevertheless is apparent, centralisation, in 1947, being followed by a decentralising movement a decade later. With the development of information technologyⁱ, computerisation and the premium being set upon forward planning, the trend towards recentralisation again is emerging.

ⁱ The effects of the development of information technology upon organisational communication and management are discussed by Leavitt and Whisler in "Management in the 1980's", Harvard Business Review, Vol. 36, No.6, page 41.

This pattern has occurred, for example, in the National Coal Board and British Railways and there is no reason to suppose that the Electricity supply industry would be unaffected by the organisational and administrative factors which influenced these. Sir Henry Self, Deputy Chairman of the British Electricity Authority, commented:

"It is relevant to observe that at least 75 per cent of the problems of organisation and administration are common to public services generally, whatever may be the particular services entrusted to them."ⁱ

The accordion effect and its results in terms of communication and organisation have been discussed widely.

"A big movement towards decentralisation takes place. A few years later top management decides that things have got out of hand, and there is a general tightening up in the direction of centralisation. The inability to control a large, complex organisation centrally leads after a while to a new attempt at decentralisation."ⁱⁱ

ⁱ "Self and Watson, "Electricity Supply in Great Britain", preface, Allen and Unwin, 1952.

ⁱⁱ "The Human Side of Enterprise", page 151.

This situation primarily is brought about by the unintended consequences arising out of the resistance of the human factor to the mechanistic rationalist theories of behaviour which are imposed upon it from aboveⁱ. (Practically-minded senior managers well may profess to abjure mechanistic theories or, indeed, theories of any kind. Here the comment of Lord Keynes might be apposite, that "practical men, who believe themselves to be quite exempt from any intellectual influence, are usually the slaves of some defunct economist").

The means usually employed in seeking to overcome this resistance are to impose the ineffective mechanistic organisation more tightly. Similar solutions to management problems indeed were advocated by a number of respondents at Headquarters in the course of the research. This self-defeating process has been considered extensively in the context of studies in bureaucracy and organisation theory. Bakke, for example, describes it thus:

"Management (any administrator in a formal organisation) will tend to view most of the informal activities as detrimental to the formal organisation. They will tend to resist the informal activities by tightening the formal organisation structure, directive leadership, and managerial controls. This closes the circuit, and one has a circular process in seemingly perpetual motion".ⁱⁱ

ⁱ Crozier discusses the resistance factor in the context of bureaucracy in "The Bureaucratic Phenomenon", page 171.

ⁱⁱ "The Concept of Social Organisation", Modern Organisation Theory, page 120.

The informal managerial practices which circumvent the rationale of overall mechanistic direction are often indispensable to operational flexibility. As a result, middle and lower management groups strive by devious means to retain them.ⁱ

McGregor describes the action and counter-action processes thus:

"There is a fair amount of research evidence indicating that middle and lower management groups tend to develop protective mechanisms which, although more elaborate and considerably more costly to the organisation, are psychologically identical to those developed by workers to defeat the administration of individual incentive plans.

The costs will not be trivial: subordinate managers will quickly develop their own independent data-gathering mechanism (utilising clerical time) to ensure that they will know at least as much as the staff about what is going on. Many man-hours will be consumed by the staff in tracking down variances which have already been discovered and corrected at the source. Ingenious methods for defeating staff control procedures will be developed, and the staff will be kept busy developing new ones to compensate for these. Antagonisms between line and staff will prevent the kind of collaboration that is essential for achieving organisational objectives.ⁱⁱ

ⁱ A relevant and interesting account of simultaneous central attempts to stifle and to stimulate informal managerial activities are given by Ditz, in "Industrial Administration in Communist East Europe", Administrative Science Quarterly, Vol. 4, 6/59, pages 82-96.

ⁱⁱ "The Human Side of Enterprise", page 150

McGregor refers to monitoring and mechanistic control, and the antagonism produced between line (functional) and staff (monitoring) groups. A degree of antagonism undoubtedly existed within the Board and was referred to in various contexts, discussed subsequently. Both monitoring processes and uneasy line-staff relationships may have far-reaching influences upon communication.

5. Monitoring

Monitoring fundamentally is an element in a communication process. Whether or not it impedes or filters information passing through the system depends upon the way in which control and monitoring functions are exercised. These in turn depend upon the premises and concepts upon which monitoring policies are based. Tight, sanction-based control tends to inhibit the volume of information initiated from below. At the same time, tighter monitoring does not necessarily produce more accurate information. This was revealed in the course of the present research when reference was made to documentary returns of a technological nature where data was processed so as to conform with pre-determined requirements. The doctoring of return information is not unusual, but if it is a continuing process it is an indication that objectives of organisational and information effectiveness are being lost track of.

One of the primary and traditional areas of regular performance monitoring lies in management accounting and budgetary control. In the course of research, the fundamental need for means of control in this area was unquestioned. Here it should be added that employees often will readily impose upon themselves a rigorous discipline where they realise and accept that their work requires strict operating standards.¹ In the Board, for example, the importance and value of strict operating codes was unquestioned in certain areas of generating station operation. Similarly, administrative employees, or members of government departments, accept the importance and necessity of adhering to legal requirements in the course of their work. The rules and controls which cause annoyance are those which are perceived to be arbitrary and needlessly restrictive and interfering.

This was illustrated in the course of research in relation to difficulties on the part of generating station administrative officers in interpreting accounting procedure instructions, a point discussed in some detail in the Procedure Circulars study. Here, however, though the complexities of control devices were questioned, the fundamental need for control was not.

¹ Blau discusses this point in "Bureaucracy in Modern Society", page 60.

It is where the monitoring control function was perceived to be eroding autonomy and unjustifiably strait-jacketing rather than seeking information that its objectives were questioned seriously. This was commented on variously by respondents, two examples concerning financial control being:

"You spend so much time now in preparing your budget. You must come up to the mark. You really get hauled over the coals for overspending. At one time we had control of the budget within the budget, but now we have to have permission to transfer cost code headings. You can't plan a budget absolutely. If there is a change in policy, Regional or National, out goes your budget right away. I'll spend a hell of a lot of time in hiding money so that they don't know what it is for. I did this last year. I had to do it because of the very severe censure you get for overspending. I have to cover myself for eventualities. If you have a major breakdown you've got a right to go back for that. But with minor things it can be six weeks after the event before you know where you are. So you start fiddling, otherwise your budgets are out right away. But it doesn't mean anything. We still have to spend the money anyway".

and

"Limitations on my work have become more severe as a result of budgeting requirements. Delegation was considerably better twelve years ago, financially and engineering-wise, and I had greater local purchasing powers. In six years there was never a vestige of complaint of mis-use of my authority. I had a great sense of achievement and responsibility. Then the organisation changed. I now have no authority whatsoever. I have twelve years more experience, but no authority. I think the delays which ensue can be ridden by the organisation but, even so, things could be speeded up".

Though these comments refer to accounting, a considerable number were made relating to the roles of other service departments. The following is representative:

"Service departments were originally conceived to help people. But they have now become very concerned with the preparation, and even more so with the analysis, of information in the form of control and monitoring, rather than putting the job right. They may not have been intended for this originally, but the people now in charge don't provide a service - they act as executives."

6. Service and Executive Concepts in Communication and Control

There are two principal concepts of the 'staff' department role: the service concept, centering upon help or advice offered freely to those who may need it, and the executive concept which centres upon investigating performance, issuing instructions, imposing procedures and monitoring results.

While the former requires delegation on the part of senior management (in effect to the extent that the managers they have appointed are capable and responsible men), it is likely to contribute more effectively towards collaboration and the achievement of dynamic organisational objectives than is the executive concept. This readily can frustrate collaboration and under it service departments in general and internal consultancy services, such as Organisation and Methods, in particular, all too easily can acquire a mantle of "Inspector General's Departments".

As a result their services are unwelcomed, and problems, mistakes or difficulties in which they can offer real help often are concealed from them, lest such information is brought to the notice of senior management which regards it as evidence of incompetence or failure, to bring censure upon those concerned. This situation is not uncommon and has been reported in other research in this field, as it was reported to have occurred variously within the Board in the course of the present enquiry.

The implications in terms of communication of service or executive, ('doctor' or 'police') roles are considerable. A senior assistant engineer in one service department commented:

"A Superintendent wants members of the service department physically to help him in a problem. We can do this but we are then to monitor progress. The result is that work, previously inundating, has trickled to a situation where you have to scratch for it. People want help. When they don't get it they stop asking."

Perceptions of the role of service departments among their members tended to vary considerably. This uncertainty was manifested, for example, in interviews with different people in the same department. Among many, the service concept predominated. Others considered themselves primarily a management arm which, though obliged to pay lip service to consultation, could be truly effective (as they felt management was truly effective) only when "threatening the big stick", as a principal assistant commented.

Certainly, where their efforts might be ineffective it is easy to attribute this solely to the non-co-operation of the human factor elsewhere, rather than to consider at the same time that the difficulty might lie in themselves or their system. The engineer does not blame water for refusing to flow uphill but rather reconsiders his initial thinking. The ready expedient of imposing the mechanistic organisation more tightly, which was seen by these respondents as the only viable solution, returns directly to Bakke's concept of the ineffectual, closed, circuit.

Contradictory interpretations of service department roles were referred to widely, among them by a Chief Officer who commented:

"Undoubtedly, there is a very strong tendency for service departments, besides offering help, advice and a service role, also to monitor, evaluate, and control the organisational sections and areas with which they deal. This very largely determines their effectiveness and the way they are regarded within the organisation. Differentiation is made between those departments giving a genuine service from those which are now largely monitoring. Non-destructive testing, for example, is appreciated very much. This does not monitor. Accounts department, for example, help but they also query and criticise. Labour and Welfare Department has been used, in effect, as a management agent, the executive department over-ruling the service department. Labour and Welfare Department is still fulfilling monitoring functions in a semi-executive manner. They are not used as a personnel function. As a result, its real function is not fully developed, though its monitoring function is."

The last comment emphasises the cleavage in fundamental approach and philosophy. In the Labour and Welfare department (which, perhaps, should be the ultimate repository of the service concept) this was attributed to a bifurcation between mechanistic concepts, associated with establishments, and the organic, associated with personnel development. While in some respects and areas this department was among the most employee-centered and progressive that was encountered, (and, overall, the attitudes of its members were among the most favourable of any area) its image undoubtedly had been tarnished by having been associated with managerial arbitrariness and also with agencies of monitoring and control in the recent past. This is illustrated in a comment taken from an area where communication links were particularly poor:

"They are supposed to be impartial, but they are not. They take the management's side regardless. Just like the old establishment department - try and try to whittle you down to nothing on grade appeals. They have the yellow peril (Agreements Handbook) and they try to apply the minimum letter of the Agreement always. They are against you from the start."

Such a view is drastic and possibly ill-informed. But whether the intentions of the service department in fact are as the respondent presumes is another matter. As Herzberg, Mausner, Peterson and Capwell state in their massive research review:

"Probably the most repeated single comment about company roles is that the actual intentions of management are less important in determining employee attitudes than presumed intentions."¹

Labour and Welfare is by no means alone among service departments in being assigned executive associations, and overall it appeared considerably less rigid and mechanistic than certain other areas professing a service approach. The effects upon communication of a job-centered, executive approach, however, can be important and extensive and in personnel areas doubly so. Labour and Welfare department deals not only with functional information, as do other service departments, but also can provide a most valuable non-evaluating channel of upward communication, as an alternative to line channels, for the whole organisation. To be effective, this depends primarily upon employees' perceptions of it and their consequent readiness to use it.

In the attitude survey (the results of which are set out in Appendix 3) 55% of respondents expressed satisfaction in general with the approachability and helpfulness of the personnel function. Though an average score, it is appreciably lower than, say, their general satisfaction with their working conditions (78%). The counselling channel was considered

¹"Job Attitudes - Review of Research and Opinion", page 64

virtually non-existent among respondents in general and also among senior members of the personnel department, which did not possess staff for this function. In this an expansion of facilities appears as desirable as a review of fundamental concepts, a matter discussed further in Chapter 6.

7. The Influence of Size

Communication and collaboration become increasingly important, and increasingly difficult, as organisations increase in size. The influence of this upon organisation structure and communication is considerable, as research studies have shown.

Lack of knowledge about what the other man is doing is common in large organisations. In terms of monitoring and service functions, initial needs and requirements may be lost sight of not only by those on the receiving end but by monitors themselves. In either event, there is a strong tendency for communication links between those involved to become tenuous, particularly laterally.

An indication of this is the development of service functions within line departments, a tendency observed at Headquarters. There is nothing incompatible with efficient management in this; indeed in terms of operational flexibility it is probably desirable that it should occur. But it is also an indication that real operational requirements from service functions may be unfulfilled.

Inevitably this is increased by characteristic tendencies of any bureaucratic organisation towards self-perpetuation and growth which increases the physical distance between and isolation of its members. This further tends towards blurring and overlapping of functions (for example, of methods investigations and secretarial services, as well as operational roles), especially where job analysis and evaluation is sketchy, a point taken up in the following chapter. This was referred to by a number of respondents, a representative comment being:

"Most organisational defects are brought out by indecisiveness. A single locality now, as a result of organisational specialisation, has to contact four or five different people without really knowing why. Responsibilities are so ill defined. Too much at Headquarters has evolved haphazardly. This applies to systems, too".

Organisational growth and impersonality were regarded as matters of some importance among employees at Headquarters. This topic ranked fourth out of forty in the number of adverse non-directive comments it drew. These were in a ratio of 1-6 favourable to unfavourable, and are set out in Appendix 6. Typical among them is:

"The Board is changing rapidly from an easy going family type of organisation and atmosphere where people generally knew each other to a large, impersonal, automated, business organisation. This is inevitable and accepted, but with this growth you get the growth of the organisation man outlook and the loss of personal responsibility."

A sense of inevitability and "just having to live and try to cope with this" was expressed by some respondents at all levels. On the other hand, suggestions were put forward for alleviating this. Job rotation on a civil service pattern as a means of developing employees' awareness of the functions of other personnel and departments was suggested by several:

"I consider short periods spent in various departments would give me a better knowledge of the functions of other sections and put me in touch with people with whom it would be useful for me to communicate in the course of my work".

Other means involve considering codes of management and control.

8. Codes of Overall Control

Codes of management exert probably the most fundamental and far-reaching of all influences upon communication. The pre-eminence assigned by employees of all grades at Headquarters to the role of management in this respect is demonstrated in the results of the non-directive comments, referred to on page 50 and analysed in Appendix 6,¹ the category 'management' drawing more comments than any other.

¹ The importance assigned to management is in line with the findings of seven research studies including over 4,000 United States office workers, who also placed company management at the top of their scales of relative importance - "Job Attitudes - Review of Research and Opinion", Herzberg, Mausner, Peterson and Capwell, page 43 et seq.

In an interview with the Member for Personnel of the Central Board, who is responsible for shaping the industry's overall personnel policies, he expressed the view that control primarily should be employee-centered, taking into account precepts set out by Likert:

"I believe we should work through the man to the job. This is what we are working towards in our Generating Stations. Employees should have the opportunity to grow and develop and management should create such opportunities".

While this represents an overall view, the interpretation of control policies is left to the discretion of individual Regional Directors. In the North Western Region these have varied widely, in some respects in keeping with the pendulum influence of overall organisational policy, the 'competitive' managerial ethos being identified with authoritarian codes.

These embodied facets of patrimonialismⁱ, predominantly in the development of monitoring and personal control staff in service departments, which produced lasting disadvantages for the sections concerned. This primarily took the form of retreat on the part of other organisation members from contact

ⁱ Weber, "Types of Authority and Imperative Co-ordination", page 318 et seq, "Theory of Social and Economic Organisation". These aspects of control also are discussed relevantly by Delany in "The Development and Decline of Patrimonial and Bureaucratic Administrations", Page 458, Administrative Science Quarterly, Vol. 7, 1962/63.

with 'executive' service agencies. While a small number of respondents felt authoritarian management to be effective in cutting through delays and red tape, the great majority considered that any gains in this respect were more than offset by defensive withdrawal and non-initiation of communication on the part of subordinates. The following comments are both representative and indicative. The first is an extract from a group discussion involving members of middle management and supervisory staff:

"It did some good, I suppose, but it was very much more the other way.

"The gains were more than offset by non-co-operation the other way. Nothing much was got out of us, anyway. We saw to that.

"It tended to knock initiative out of people. A lot of people were frightened from putting their ideas up. If it was a cast iron idea you knew was good, or supported the same line, you might put it forward. But I'd never put forward a tentative idea. Anything you weren't sure of you kept to yourself.

"If you brought an idea forward yourself, you'd get told off in the middle of it.

"When you were asked for something - after you'd had a few months experience - you tried to see what was behind it, what was wanted. Then you gave the answers that were wanted.

"Nowadays people are more efficient. Relations are much better. I'm more efficient, and I know others are the same, because I don't feel I have someone sitting on my head any more."

A Senior Manager commented:

"Intensive reports were always being called for. You got a ridiculous sense of urgency about them. All office organisation went, because everyone had to drop everything to get a report out yesterday. The information was produced promptly but it hit the efficiency of the office; and, really, I sometimes wonder what the information was worth when it was got out. A lot of information provided was unnecessary - we could have said that - but a lot of people were afraid to say anything".

In such circumstances, the initiation of information upwards tends to be stifled and information specifically called for rendered suspect. As Likert observes:

"When management asks for information on the execution of orders and on difficulties encountered, incomplete and partially accurate information is often forthcoming. With these items and with other kinds of communication as well, those below the boss study him carefully to discover what he is interested in, what he approves and disapproves of, and what he wants to hear and does not want to hear. They then tend to feed him the material he wants. It is difficult and often hazardous for an individual subordinate in man-to-man discussion to tell the boss something which he needs to know but which runs counter to the boss's desires, convictions or prejudices. A subordinate's future in an organisation often is influenced appreciably by how well he senses and communicates to his boss material which fits the latter's orientation."ⁱ

ⁱ "New Patterns of Management," Page 108.

Codes of overall organisational direction have changed very considerably from the former pattern, though against this background upward subordinate-initiated information (as discussed in Chapter Five) may remain filtered and withdrawn. The Regional Director observed:

"We have dozens of committees for all sorts of things but we haven't a committee which tells us whether what we are doing is right. You don't get feedback. And when you do, you often wonder whether you have the whole tale."

In order to stimulate upward information flow, other than information specifically called for in the form of, say, returns or reports, definition is necessary in terms of what it is that managers want to know. Similarly, definition in control practices is a concomitant of this, and considerable divergence in these was observed among managers. While, overall, control patterns might be said to lie somewhere between benevolent authoritarian and consultativeⁱ, individually they were observed to vary from employee-centered to job-centered, or from non-involved indirect control to what amounted to a considerable degree of personal supervision.

ⁱ Vide Likert, "New Patterns of Management", Page 223 et seq.

9. Managerial Codes of Interaction and Evaluation

This is not a matter only of individual managers' personal codes of close or general control but also more specific reciprocal codes of management-subordinate interaction, accessibility and exchange of information. Among managers with codes of ready interaction one in particular is recalled, in Area L, who was exceptionally highly regarded by his subordinates. When approached his desk invariably was clear, and he always had time for discussion, if not immediately, shortly afterwards. In other cases managers were considered to have scant time for discussion and invariably had a good deal of work on hand. Obviously job pressure influences this substantially, but in at least one of these areas there was a tendency for subordinates to complain of inadequate delegation or "too many bosses".

Divergent policies were expressed at senior management level; from Area L:

"There are too many people at headquarters who are all behind closed doors and don't know or aren't interested in what other people are doing. Personal contacts are valuable. I like to maintain contact with my staff by moving personally through the department".

An alternative view was:

"I don't believe in going around the place. I don't think you should go around interfering with people. I believe you should leave them alone to get on with it".

Certainly in those instances, indicated in Chapter Five, where managerial control was perceived by subordinates to be close, over-bearing or interfering, further contact with management was unwelcome. Apart from these, however, the overall trend of employees' responses, set out in Appendix 3, was clearly in the opposite direction. Over 80% of respondents considered that management does not spend too much time among employees and 65% unequivocally expressed the view that managers should move and talk among employees more often.

Similarly, while most employees felt that managers were in general considerate and approachable (this item scoring among the most favourable overall responses, of 70%), the willingness of management to hear alternative points of view, criticism or objections, fell away considerably below this (53%). Indeed, virtually all items relating to managerial interaction with subordinates tend to score a poor average.

Again, the greatest number of non-directive comments (set out in Appendix 6), after policy, concerned factors directly influencing communication, contact and awareness between management and subordinates in the organisation.

These comments, one from an administrative and one from an engineering area, are representative:

"There is far too little executive contact from top management to the lower ranks, and what appears to be indecision".

and

"In this department upper management is too remote from the other general work level. I see the departmental head on an average twice a year and that usually when he has a personal problem in which he requires technical assistance."

Lack of contact in some areas tended to produce considerable uncertainty among subordinates over how they were evaluated by management. In one area, the characteristics of which are described in Chapter Five, uncertainty was expressed by supervisors over apparently conflicting, through hazily defined, managerial requirements and expectations of them in the course of their work. A number of comments were made relating to difficulties encountered in this respect. The following are apposite and again are taken administrative and engineering areas:

"There is a lack of managerial feedback here. I am never told how I'm doing. I'm never told when I'm going wrong.

and

"Before nationalisation you knew everyone at Head Office. Departmental managers were very accessible. This doesn't happen here. Before, I had to talk to the Chief Engineer every so

often, for a real discussion. This gave me a strong sense of participating in what he was doing. The organisation was more purposeful and dynamic, not producing high-sounding platitudes like this place. They are all there stuck in the front office. They don't come round and give you a sweet - or a kick up the backside."

Not all managers, however, eschewed organic contacts:

"You often hear in industry that the old days have gone, when the boss used to come round talking to people. Now you've got L.A.C's and consultation and all the rest, but you never get the bosses coming round now. I am 57 and I still try to get round. Throughout my life, I have been interested in people and good human relations. I may be a lousy manager, but I have my regular meetings two or three times a day - and I have them informally."

This comment is important in pointing to the tendency for mechanistic systems to be used as substitutes for organic contacts. 'Machinery' becomes substituted for free exchange and 'systems' for frequent contacts. The operations of the mechanistic systems thus created themselves leave still less time for organic managerial control. As a result, remedies are sought invariably in extensions of the mechanistic system which builds up the pressure still further - i.e., the self-defeating closed circuit process described earlier in Section 4. As a Chief Officer observed:

"There is so much paper which brings pressure on managers. As a result they try not to get involved in anything else. They have got enough on their plates as it is and don't want to get bogged down in anything else. I am the same. I am supposed to be concerned with decision making, but in fact I get bogged down with masses and masses of paper. What is its true purpose?

An engineering manager commented:

"Half your time you spend doing paper work, signing for this and signing for that. I have thirty five different lots of forms to deal with".

57% of engineering and 49% of administrative personnel considered that there was too much unnecessary paper work involved in their work. Paper work proliferates as the mechanistic organisation seeks to restrict organic factors by prescribing mandatory documentary procedures for information or control. The pressures paperwork thus produces readily lead to the development of attitudes epitomised in the senior manager's comment "I can't be doing my job and be talking to people as well."

This turns fundamentally once more on the divergent interpretations of just what a manager's job consists of: where, for example, on the scale of accessibility and interaction the manager aims to stand. This is a matter of reciprocal codes and it depends to a great extent on the expectations senior management may have of a manager and how he is judged, or feels he is judged, in the performance of his work. Such codes appeared to vary considerably, but they are of wide significance.

For example, a newly appointed manager will find in most cases that his new role requires growing into. In this, however, much depends upon the growing climate: whether he is expected by his senior to be on top of his job in two days, two months, six months, or immediately - "otherwise he can't be the right man for the job".

To what extent initial, or, indeed, any mistakes or requests for assistance or advice are regarded as evidence of incapacity, turn on how a man is evaluated; and there is a strong relationship between a manager's sense of adequacy and confidence and his initiation of and receptivity towards communication. The less certain he is of himself, the more he inclines to see potential threats in involvement with others and to withdraw. This is true not only of relationships vertically but also laterally, a further factor in isolating tendencies between areas or departments.

Besides a sharper definition of reciprocal codes, where necessary positive, sympathetic and essentially informed guidance from a non-evaluating source (such as a training department, should it be equipped to provide such a service) is of undoubted value. This, however, is a function of the broader pattern of management development, which is considered in the following section.

10. Management Development, Training and the Influence of Supervision

The Regional training and development function falls broadly into two groups, the first concerned with juvenile and apprentice training and the second, with adults. Under the aegis of the Electricity Council adult employees, manual, technical, and administrative, may attend spring and summer schools at Universities, the principal purpose of which is to bring together people from all walks of life within the industry. Provisions also are made for any employee who so chooses to take advantage of job-related and specialist training courses both at the industry's own training centres and outside institutions. Apart from this, the greatest degree of training tends to be for those engaged upon formal job training, such as graduates, chemists, accountants.

While there is a scheme for performance appraisal, discussed in the following chapter, there are no formal provisions as such for an overriding programme of integrated management development. The nearest approach to this involves the development of graduate management and administrative trainees. This has been reviewed extensively in the separate study of administrative training and development carried out as part of the research project.

Interest was encountered widely in managerial development and management principles in general. A considerable number of comments

were made on this topic, such as these taken one from an administrative and one from an engineering area:

"Communications in the industry in theory should be quite good - the channels are there on paper and contained in the procedures and so on. But they often fall down because of lack of trained staff and because many senior posts are held by untrained managers who have insufficient qualifications for them. Certainly, training should play a bigger part in this field."

and

"There are not enough trained managers. Unfortunately at certain levels people have attained the position merely by being around at the right time - nationalisation, amalgamation and so on."

This point was developed by several respondents, among them one from an area with particularly poor responses on communication:

"The old Local Government approach is still very much with us. It's like the chap who kept a record of pencils issued to staff - before you got another you had to bring the stub back, and he would note the issue to you. You have them all over the place still. Little men in big jobs. They think they are still working for Liverpool Corporation. They must have the punctuation right, though the context could be wrong - and the result of that could cost thousands of pounds."

When considering the development and sources of managerial personnel it is important to bear in mind the background of the industry's organisation. In the course of discussions with personnel staff on this point, an approximate breakdown of sources of supervisory and managerial staff over the past ten years was given as:

(i) supervisory	100% from within the industry
(ii) middle management	95% within the industry 5% from other Corporations, such as U.K.A.E.A.
(iii) senior management	75% from within the organisation 25% from other Corporations such as the U.K.A.E.A.
(iv) policy decision makers	The Ministry of Power makes appointments. As a result they may come from the Civil Service or backgrounds over a wide area.

With the fundamental nature of the industry and the pre-eminence assigned to the operational function, management inevitably tends primarily to be engineering-based.

Managerial organisation was a matter of wide interest among respondents at all levels. In the attitude survey, an 85% response was scored on the item that improving efficiency and working methods is of real importance. On the other hand, the most adverse scores, though with variations between survey areas, concerned conflicting management decisions (40% of respondents regarding these as satisfactory), lengthy decision processes (39%), and developing enthusiasm (38%) and teamwork and co-operation between departments (41%). Each of these items involves communication processes, as, indeed, does the analysis and putting across of the reasons underlying such difficulties to the organisation as a whole.

Similarly, of attributes selected relating to 'The Board' (Appendix 5, Table 2), those which score highly all relate to environmental satisfactions, such as 'good to work for', 'secure', 'looks after its employees', 'good pay'. Favourable attributes associated with dynamism and effectiveness are relegated to low positions on the selection frequency scale, ranking lower than unfavourable attributes relating to these topics. This does not necessarily indicate that the Board actually is not 'well run'. But the fact that comparatively few respondents throughout Headquarters chose to say that it is, suggests at least a communication failure on the part of management in presenting the Board as such.

Though, as the tables in Appendix 6 show, the majority of comments here were critical, communication and organisation go very much hand in hand. Some respondents emphasised the functional relationship between them:

"Communications are at their highest level when management and all other members of the staff in any industry have open discussions covering policy, planning operations, and general running of departments or sections. The Board attempts to achieve this. Due to human nature it may possibly fall short or may be taken to the extreme."

Primarily, however, comments centered on perceptions of inadequate interchange, such as the following:

"I don't feel senior management is really aware of what you do. This doesn't apply to my boss. He has done all that he can."

In the overall trend of respondents' attitudes, distinction was made between those with whom they had functional relationships which were supervisory and those which were managerial. This is shown in Appendix 3, where supervisory relationships are regarded generally more favourably than those with management. This again varies between areas, but overall codes and practices of supervisory control, especially in terms of approachability, helpfulness and support, are understood and reviewed more favourably by subordinates.

This is indicated to some extent by exception - the relative absence of issues shown by the comparatively few non-directive comments, set out in Appendix 6, which were made on this topic. These show that under the category 'supervision' only 71 non-directive comments were made, ranking fifth behind 'management' (which drew 260), 'work', 'rewards', and 'the organisation'. Though comments were split in a 1-3 ratio, favourable to unfavourable, the principal area of comment concerned 'supervisory effectiveness', followed by 'too many bosses'. In both of these categories a number of respondents added the qualification that they considered their immediate supervisor in effect was tied by

decisions from above.

It is likely that the major factor influencing the more favourable attitudes towards supervisory relationships is the relatively stronger communication links in these than in contacts between subordinates and management. In the attitude survey, most of the items relating to communication which involved supervisory relationships scored responses at least 10% more favourable than similar items involving management.

This is reinforced by the results of the attribute selections relating to respondents' perceptions of their immediate boss, which are set out in Appendix 5, Table 1. In these, the attribute most frequently selected was 'listens to what you say' and, also ranking highly, was 'likes to get your ideas'. Supportive attributes, such as 'stands up for you', 'helpful', 'keeps you informed', figure prominently in the middle ranges, while all the unfavourable attributes are relegated to the bottom of the selection frequency scale.

CHAPTER 4

AN EXAMINATION OF FACTORS INFLUENCING COMMUNICATION AND INTERACTION:

CHANNELS OF INFORMATION, CONSULTATION AND ENVIRONMENTAL ATTRIBUTES

1. Co-ordination and Control Information

The Regional co-ordination network is centered upon the Regional Executive Committee. This is responsible for exercising overall Regional control, formulating policy decisions and authorising expenditure which is outside the limits of individual authority. The relative importance of its respective functions has been interpreted variously by some of its members who have emphasized on the one hand its function as a committee of management, or on the other, the production of policy decisions. Its co-ordination function, however, was considered fundamental, and in this it is assisted by a specific Co-ordination and Progress Department, similar in certain respects to the Cabinet Secretariat, the Regional Executive Committee in this case being the Cabinet.

This Department is essentially a communication linking agency, taking the form either of a boost or a shortened circuit to cut across the organisation and make progress information available to the Executive Committee directly. The value of this was commented on, among others, by the Regional Director:

"The Progress Department has no bias and no fear. In the Yorkshire Region, and the North East and South West they have progress departments responsible to the Transmission Project Engineers. I attribute the success of the North Western department to its accountability to the Regional Executive Committee direct. This is so important - to be able to get through direct to the people involved right away. Co-ordination has broken down a lot of fences."

This view might be regarded as containing an element of idealistic overstatement, for the Co-ordination and Progress department inevitably has to contend with everyday pressures, influences and personalities in achieving its objectives in its fundamental role as a management agency. In this, it liaises extensively not only within the Region but also beyond, with Project Groups, Sales Boards and other organisations. As a result its senior members are in an effective position to appraise communication from the hub of a network. In the course of interviews, communication difficulties both external and internal were considered in some detail. Internal communication, however, primarily was seen in terms of organisational relationships which might involve individual inconsistencies in interpretations of accountability, accessibility and delegation. As a manager put it:

"It comes down to the bones of the organisation again. By that, I mean you have a number of people guiding at the top, but very vague expectations lower down. They say they don't know what the policy is."

In terms of institutionalised communication, the organisation's policy might be summed up as "to make as much data available as fully as possible by a variety of means". There is, however, the concomitant of this that placing emphasis upon individual items of communication becomes increasingly difficult. Managers' difficulties in dealing with mounting documentary data already have been referred to.¹

Communication provisions are extensive in the contexts both of the Board's organisation and the separate consultative machinery, which is discussed subsequently. Regionally, the Executive Committee is at the information centre of the organisation and its minutes are circulated to departments for action where necessary. Control and policy data, however, may originate also from the Central Board, the Regional Director and Chief Officers, and also working parties and specialists.

This information is issued primarily in the form of policy directives, procedure circulars and working instructions. The

¹ On this, the comment of Dwyer, among others, is relevant:

"Information is management information only to the extent to which the Manager needs or wants it: and it is significant to him only in terms of its relation to his accumulation of relevant knowledge and plans and to his personal responsibility."

Dwyer, E.D. - "Advances in E.D.P. and Information Systems", American Management Association, N.Y., 1961, Pages 16 - 17.

latter normally are derived from procedure circulars, which in turn are formulated from policy directives. This formulation process includes specific provision for consultation and review by those concerned. The writer has been closely involved in the separate study of this documentary information channel. The study concluded that, with certain reservations on readability, indexing and length, procedure circulars fulfilled their primarily reference purposes effectively and in general were regarded satisfactorily by those using them.

Control information may be issued in the form of memoranda, written or oral instructions passed down the control hierarchy. Discussions may be involved but, again, this depends upon individual practice. Procedures are laid down for issuing circulars and for notification of major changes (such as the closure of a generating station), but there is considerable individual latitude in issuing other instructions or advance notification. For example while, overall, 53% of employees considered that information about forthcoming changes is passed to employees in advance, area variations were as low as 31% in agreement with this. Similarly, although 45% of employees considered that reasons for new developments or changes were explained so that they are understood clearly, responses from individual areas varied between 21% and 58%.

2. Vertical Channels of Communication, Rumours and Suggestions

In this, it was not so much the means of communication which were considered to be at fault as variations in communication practice. This was reflected in non-directive comments, analysed in Appendix 6. Here the category relating to means of formal communication drew only 28 comments, the lowest of any; while under the category 'management', 88 comments were made which were concerned directly with communication in practice.ⁱ

Variations in communication practice are also shown clearly in attitude fluctuations between survey areas; for example, the proportions of employees who consider they often find it difficult to get hold of the information they want vary between 26% and 63%.

Such variations may be reflected in rumour patterns, rumours themselves in such contexts being defined as "unofficial attempts to make circumstances more meaningful,"ⁱⁱ which develop in situations of inadequate information. While, overall, 45% of respondents considered that there are a lot of rumours about the organisation's affairs, this again varied substantially

ⁱ This is in keeping with the research findings analysed by Herzberg, Mausner, Peterson, and Capwell. Employees tend to regard the value of staff newspapers, bulletin boards, notices and so on as peripheral to real and vital communication processes, which essentially they see as being centered on functional management - "Job Attitudes, Review of Research and Opinion", pages 44, 64 et seq.

ⁱⁱ vide Allport and Postman, "The Psychology of Rumour", page 37, where rumours are defined as "efforts after meaning".

between survey areas, ranging from 34% to 69%.

It was learned in the course of the survey that local advisory committees - part of the local consultative machinery - regard rumours as "probes for information" and accordingly embody "rumour corners" for examining these. Rumour corners, however, were found to be inactive and may have nothing to report over a year or more. This might be taken as an indicator that employees are relatively well informed; or alternatively that the nature or subject of a rumour (say, relating to the internal functional affairs of a department) is inappropriate for submission to such a committee.

Apart from that passed down through the consultative channels, information of a more general nature is dispersed at Headquarters through notice boards, (there are several of these, for various purposes, well-maintained and updated), Regional press releases circulated internally, and through publications. The Board publishes two monthly newspapers, "North West Power" produced by Headquarters Public Relations staff with a Regional format; and the national "Power News", published by the Central Electricity Generating Board, London, aiming at producing popularised information in order to generate interest and create a sense of belonging among employees.

They are distributed free of charge and are generally appreciated, 67% of employees considering them interesting and enjoyable. The industry also publishes "Electricity", a glossy magazine in business review style appealing more to executive interests. This similarly is distributed widely, and is available to those who request it.

The Regional Public Relations Officer considered that he had no communication problems in terms of publications, and in interviews with public relations personnel, communication difficulties again were perceived to lie rather in functional interaction between individuals.

Information upwards similarly may be passed through line or consultative channels. A principal problem put forward by senior management was that concerned with inadequate feedback. Job related feedback may be called for specifically in reports, or be produced by follow-ups, checking on minutes, and so on. Apart from information specifically called for by seniors, subordinate-initiated information (relating, say, to job difficulties, problems, objections or complaints) is channelled through successive stages of line management. If line action fails, recourse is open to formal consultative machinery - discussion with Trade Union representatives to take up with the

Board; to the negotiating machinery, at local, district, or national level; and ultimately to arbitration.

The consultative procedure has built-in provisions for reporting back. In line organisation this varies with individual personalities and interpretations. Overall, 58% of employees considered that management takes effective action to look into employees' complaints and 56% that management is really prepared to hear objections or disagreements. These again varied between survey areas, and in areas where line channels were considered poor, comments were made such as;

"I know I could go over the boss's head, but I have to work here afterwards. He doesn't forget things like that. You can't take it to the L.A.C. until you have (the departmental head's) approval. We'd never get that far. And, anyway, they can't do anything. It's an internal matter."

and

"Here it's like the army. You speak to the Lance Corporal, who speaks to the Sergeant, who speaks to the Sergeant Major, and so on. It take bloody ages, and you never get anywhere. You daren't go over your boss's head. You'd get no support. You don't want to be known as a trouble-maker. I have seen people who have objected. They just got beaten into ground".

The latter comment points to, in effect, series of filters.

On this, a Chief Officer commented:

"While communication difficulties may arise out of structural distortions, they undoubtedly also are influenced by many personal factors".

A specific suggestions channel is provided in the Board's suggestion scheme which is operated through the consultative machinery. Overall, 66% of respondents were satisfied that their suggestions received reasonable consideration and they are told the outcome afterwards; also, 'good suggestion scheme' ranked mid-way among the attributes by which respondents choose to identify the Board (Appendix 5, Table 2).

It was considered that employees' readiness to initiate suggestions might bear a relationship to their perceptions of the developmental communication effectiveness of their respective working environments, as indicated in the area response patterns set out in Chapter 5. Accordingly, records of suggestions over a five year period, from 1.1.60 to 31.12.64, were examined and analysed by survey areas. Unfortunately, this proved fruitless in terms of establishing such relationships, for it was found that of 897 suggestions made over the five years throughout the Region, only 38 came from Regional Headquarters. Of these, 30 originated from engineering or technical departments, 9 of which received awards, and 8 from administrative departments, none of which received awards.

After examining the nature of each suggestion, the only conclusion which it was felt could be put forward was the general one that technical employees in technical departments

appear better able than administrative employees to suggest improvements which are considered viable in a technical industry. Beyond that, numbers were too small to entertain considerations of a comparative index of upward communication initiation.

3. The Consultative Framework

The suggestion scheme is administered as part of the Industry's consultative and advisory machinery. This is extensive, and besides its functions of consultation and appeal, is regarded as a main channel of information to employees. Before considering this, a brief outline is given of the Management-Union consultation framework.

The Organisation's policy towards Trade Unions, arising out of Lord Citrine's interpretation of the Electricity Act, has been to consult fully, where possible in advance. Though closed-shop policies are not pursued, non-unionism at units may cause difficulties. Consequently, all employees are urged to join, and among technical and manipulative grades membership is virtually 100%. Among Clerical and Administrative staff, union membership (mainly of the National and Local Government Officers' Association) does not run so high. It approaches 100% for men, and some 60% for women, many of whom are married; some 70%-75% overall.

The Association of Managerial Electrical Executives, in effect the Union for Managers, and the Electrical Power Engineers' Association, the Trade Union for Technical Staff, are intimately bound up with the Industry. The interests of the other sixⁱ manual and twoⁱⁱ clerical workers' unions coincide less with the overall aims of the Industry, depending upon the importance they place on their position in Electricity Supply.

Relations between Management and the Unions obviously vary with the negotiating climate and considerations of respective internal policies. Relationships between unions and members among administrative workers at Headquarters tended to become more tenuous the further removed members were from local union representatives in the organisation, a point referred to subsequently in Chapter 6.

Differing interpretations of the role of Unions in organisational communication were encountered among senior managers. This again depended on where the line was perceived to be drawn between the Board's communication responsibility towards its employees and those matters of communication which would be left either to them or their union representatives.

ⁱ A.E.U., E.T.U., N.U.E.F.M.E.W., N.U.G.M.W., T. & G.W., N.F.B.T.O.

ⁱⁱ C. & A.W.U., N.A.L.G.O.

Aspects of this had been examined previously in conjunction with the study of the transmission of information on nationally negotiated decisions.

On the one hand, in an operational department, emphasis was placed upon managerial responsibility for two-way passage of all forms of job and organisation related information to employees. Trade union channels might duplicate or supplement organisational communication channels independently, but management should not delegate or pass to union representatives or employees by default the onus to communicate on organisational matters. On the other hand, an instance was observed involving a service department which took, in effect, the opposite view. Here a job related problem was brought by an employee to the notice of an appropriate sector of the organisation. Managerial reaction, however, was to disclaim responsibility for looking into it and to suggest that if the employee wanted assistance he should go to his union. As the problem related to job structure, a matter primarily between management and their employees albeit one agreed with unions, this reaction appeared in sharp contrast with views expressed elsewhere.

Consultative machinery operates under the aegis of the Electricity Council, which is responsible for labour relations. It was set up following agreements with appropriate trade unions in 1949 and 1957, on a three-tier basis, consisting of National

and District Joint Advisory Councils and, at each local unit, a Local Advisory Committee. Local advisory committees consist of between four and ten annually elected representatives from clerical and technical staff and between one and ten management representatives. They are required to meet once every two months and deal with matters involving efficiency, training, safety, health, welfare; virtually anything except wage and salary agreements. As their title suggests, they are advisory and only can make recommendations to management, upon whom their decisions are not binding. Voting does not usually take place at meetings, but if there were a vote, it would be a matter of a straight majority.

A considerable number of meetings of local advisory committees were attended in the course of the research, both at Regional Headquarters and generating stations. Decisions were arrived at by a concensus of view which expressed the "feeling of the meeting". Votes were not encountered. As the chairman of the local advisory committee normally is the local superintendent or manager (or at Headquarters, the Director of Labour and Welfare), the meeting also has direct access to the views of the executive. If management opposes, or is considered likely to oppose, the committee's recommendations, the chairman will say so.

As a result, the number of recommendations rejected by management is infinitesimal. Similarly, if employees are likely to oppose a decision, their representative will say so. If, again, employees do not agree with their representative's view decisions would be re-considered, after a quick survey of opinion, at the next L.A.C. meeting.

At each local unit, there is also a works committee, again required to meet at least six times a year. These committees involve manual workers and are concerned with conditions of service, excluding pay except where there is a specific reference by way of abnormal conditions. Here, management and men meet as two separate sides. The agreement of the majority of members of both sides is necessary for a voting decision, which then is binding on both. For administrative staff, numerically far fewer, there are two counterpart staff committees, each with a geographical area of responsibility corresponding to the old divisional boundaries. Their role tends to be comparatively narrow and routine, being concerned principally with matters such as public holidays, hours and working conditions.

An overall view of the consultation machinery, together with relevant background detail of distinctions between 'negotiation' and 'consultation', 'recommendations' and 'instructions', is

set out usefully in a booklet by the Board member for Personnel.¹

The organisation's policy towards local advisory committees is determined by the Electricity Council's Joint Consultation Advisory Officer, a member of the National Joint Advisory Council. The Board's Chief Personnel Officer may initiate policies independently. These amount to instructions to Regions, which effectively follow his advice.

Whilst there is no specific policy towards reporting back to local advisory committees or informing them of changes in advance, this is done wherever possible. Again, there are shadings in the interpretation of "whenever possible", but it is generally acknowledged that this in fact usually occurs. Similarly, local advisory committees may request information and normally receive all publications, for any purpose, for their information.

4. Consultation Processes and their Influence upon Communication

Besides their immediate functions of consultation and appeal, a primary aim of local advisory committees is to make people more interested in what is going on. Regional Headquarters

¹ Cooper A.R. - "Joint Consultation", a Paper presented at the Thirteenth Annual Meeting of Co-operative Conferences, Gatlinburg, Tennessee, C.E.G.B., 1962.

industrial relations staff try to assist committees in this by passing suggestions to chairmen for items for discussion to include in progress reports. It was observed, in interviews and from attending meetings, that the enthusiasm and effectiveness of the committee tends to depend upon the enthusiasm and effectiveness of its chairman. It also depends very largely upon the enthusiasm, industry and ability to think up bright ideas of the local advisory committee's secretary. One secretary commented:

"The trouble with being an L.A.C. secretary is that if you do have bright ideas, you have to do all the work connected with them. L.A.C. secretaries at generating stations are station clerks, who already feel that they are overworked. They are antagonistic to L.A.C's because it is felt that they are an extra burden imposed on them, over and above their normal duties. Writing up the minutes of meetings is as much, really, as they are prepared to do."

Members' contributions in this respect vary considerably. Ability may develop over time as representatives gain in knowledge and confidence. One day training courses on local advisory committee background, terms of reference, constitution and their work in general are offered, but were reported not to be well supported their value tending to be unappreciated. Similarly, the support of individual members may leave a good deal to be desired, probably stemming from the same causes as lack of support for the induction training.

All new Headquarters employees receive a handbook giving them information on the nature of the organisation and of the local advisory machinery, together with the name of their local representative. In this, the local advisory committee was anxious to stimulate the interest of new arrivals as, indeed, the development of awareness and interest in the committee's work among employees at large was a matter of perennial concern, pursued by a variety of means. The secretary of the Headquarters local advisory committee had made real, intelligent and painstaking efforts to generate this interest and in initial interviews the chairman expressed concern with seeking ways to "break down barriers" and promote awareness among employees of the committee and its functions.

Despite this, comments generally were unfavourable, typically being:

"Organisational consultation is apathetic on both sides. I suppose there is very little to fight about."

The secretary of the Headquarters local advisory committee had conducted an opinion poll some three years previously which indicated that relatively few employees were either aware of or interested in the committee's work and areas of consideration. Similarly, a respondent directly involved in the Committee's administration commented:

"Apathy surrounds L.A.C's from both management and employees. 90% of employees could not care less about them."

Over all survey areas, 53% of respondents considered that they did not want to know more about joint consultation. Again, though existing patterns of joint consultation drew more comments than did other aspects of 'formal communication' (itself the lowest response category), these were in a ratio of 4 - 1 unfavourable to favourable (Appendix 6). The consultation machinery generally was regarded by employees as something formal and distinct, set apart from normal functional matters of daily communication. Only one internal matter of this kind was observed to be brought to it during the course of the study, and this effectively was referred back to the department concerned.

The committee's framework of reference and periodicity of meeting tend to filter out matters involving daily functional contact and communication. Though its intent differed completely, the result of this was not dissimilar to that of a manager who commented that his way of dealing with complaints was "to ask for them to be put in writing"; this filtered out, he estimated, 95% of his difficulties.

In this way, paradoxically, elaborate institutionalised consultative structures, such as the Board possesses, can mitigate against effective interpersonal communication. The very existence of such machinery provides the opportunity for an unfortunate though understandable tendency, observed on the part

of some managers, tacitly to assign responsibility for developing organic interpersonal contacts to the machinery and not to themselves: "that is what it's there for", as one manager put it.¹

Where interaction was considered less than satisfactory by those concerned, the very fact that such institutionalised machinery existed implied that improvement is primarily its concern and not that of individual managers. This is discussed relevantly in an article by Cook, formerly a member of the Tavistock Institute's communication study team, who comments:

"Faulty communication is often due, in part at least, to a deterioration in interpersonal relations as a result of an institutionalization which is not firmly rooted in the needs of the organization regarded as a social unit. As Daniel Katz has pointed out in another connection, management often makes the mistake of trying to meet this situation simply by increasing the amount of institutionalization, for to deal directly with the problem of communication would bring management face to face with the basic problems of interpersonal relations in which management itself is personally involved. This might be painful and anxiety-provoking. Hence the interest in formal institutional techniques, seen in isolation from the total communication process, formal and informal.

As formal techniques are developed and assume institutional status those responsible tend to acquire a vested interest in them and the

¹ The difficulties inherent in so ready a solution are pointed out by Chester and Clegg, in considering the managerial approach to joint consultation - "Nationalisation and the Problem of Communication", British Management Review, Vol. 12, Page 314.

techniques, as institutions, become ends in themselves. The interested parties are then likely to seek to extend the scope and influence of their particular institution by the elaboration of further techniques.....These further activities, each with its own problems, help reinforce management's evasion of the basic interpersonal and inter-group problems which are reflected in problems of communication."¹

Complementary views were expressed by respondents. One whose work afforded him an insight into consultation processes commented:

"Joint consultation is a one-sided affair. Management pay lip service to it because it is statutory. I would like to see joint consultation merged with conditions of service and some bite added to it which would eventually lead to workers' participation in management."

Others, commenting on joint consultation, tended to regard its contribution towards communication adversely in relation to functional communication needs, which they felt were more pressing:

"All this machinery, consultation, committees and so on just serve to blunt away the point of everything. They make everything vague. The same vague feelings seem to permeate the whole organisation. They don't come in and say, "Let's talk it through now and get on with it", they wait and then sit in a committee. As a result, there's nothing to hang your hat on."

¹ Cook, P.H. "An Examination of the Notion of Communication in Industry", Occupational Psychology, Vol. 34, No.1, Page 3

and

"I'd like to know something about real joint consultation - getting down to the meat of the matter, talking about real things, not just a lot of words."

5. Group Interaction, Committee Influences and Lateral Relationships

Fundamentally, if discussions are of themselves to be purposive and constructive, they should fulfill functional needs in the circumstances of specific situations, as perceived by those directly involved. Overall, 77% of respondents felt that these were worthwhile and promoted a better understanding of problems. Every comment that was made on this topic reinforced this view, both from administrative and engineering areas:

"Group discussions would be worthwhile, but we don't have them."

"I consider group discussions are very satisfactory and they take place. But they only include senior staff such as myself. They should be extended."

"....group discussions are excellent, but we never have any."

"Group discussions between management and engineers from particular generating stations would be a very good thing, I think. But you don't really have them."

"Mr. - runs a group meeting for his project group. He brings his men in and holds it informally. I think you must have confidence and friendliness with staff. Unless you do this they won't speak their minds, even at meetings."

The last comment indicates some important components of organic meetings. The line to be drawn between "real discussions" and "committee meetings" is a tenuous one. It depends fundamentally on how committees are regarded, the roles which are assigned to them and the functions they are to fulfil.

Organic communication essentially is specific to situation and time. Formally prescribed committee meetings are inappropriate to many aspects of communication if only by virtue of the fact that members normally deliberate by proxy for those who are directly concerned. The facets of specific situations may be numerous and fully appreciated only by those personally involved, for whom committee solutions all too often produce compromise answers to questions whose true solution lies in integration. There is a further point that the presentation of a case by a third party, not himself directly involved, easily results in important matters of detail being avoided, or inadequately ^{or} ~~in~~ inaccurately emphasised in generalised statements. Similarly in terms of time, committee procedures invariably involve measures of delay, rigidity and formality all of which render their effectiveness in dealing with organic problems open to doubt.

Interpretations of "consultation" and "liaison" in a mechanistic environment can produce a proliferation of self-perpetuating, self-propagating standing committees. In such circumstances discussion, something essentially vital and organic to be successful, readily becomes an artificially stimulated, ritualistic, time-wasting procedure, the original concept of which has been superseded or lost.

As such, a reaction inevitably is generated, not only in diminishing interest among many involved, but also in cutting back on consultation generally which, if virulently undertaken, may well excise useful agencies for functional communication.

A senior assistant engineer commented appositely:

"For years, up to three and a half years ago, we had a departmental meeting which lasted for a full day and started at 10.30 a.m. This involved about thirty people and was held quarterly. The benefit was that things could be discussed and decisions made which were known to everybody at the meeting. Then they were scrapped and replaced by senior managerial meetings. We now get minutes and subjects to be brought up at the managerial meeting are presented and determined by senior management. You are never asked for your views. I suppose that if you are busy with other things, well, it is one thing less for you to be bothered with. But you are less involved, less informed, and much more isolated. It was a cumbersome meeting, mind you, and it involved some people in a lot of travelling. But now we just feel another section, not part of the department at all."

Such meetings span laterally within a department. Regionally, meetings such as the annual Management Conference serve to bring functionally related managers together. This, however, is large, involving some seventy people, and inevitably tends to lose much as a result. It is likely that in terms of lateral relationships the monthly meetings of station superintendents held by Assistant Regional Directors are more useful.

In effect, there is no machinery for resolving inter-departmental conflicts or grievances below the level of the Regional Executive Committee, or, indeed, even there. Though such conflicts may be sufficiently overt to be recognised tacitly among those directly involved, by its nature conflict often is not manifested in ways which even could be accountable to, much less resolved by, a committee. As a respondent observed:

"It goes on, I suppose, until it blows up or eventually peters out. In most cases I should say it just goes on. In any event, the people involved are that much further apart. In the meantime they just ignore each other in the canteen."

While there were some divergencies in view regarding lateral departmental relationships, these in general scored badly. Overall, only 41% of respondents were satisfied with departments working well together and while this rose to 58% in one area, in another it was as low as 18% and in almost all engineering survey areas low responses were scored. In the selection of

attributes identifying the Board (Appendix 5, Table 2) the unfavourable attributes which respondents at all organisational levels chose most frequently were 'impersonal' and 'too departmentalised'. Non-directive comments (Appendix 6) on inter-departmental co-ordination were made in a ratio of 7 - 1 unfavourable to favourable and comments such as

"too large an organisation to keep in touch with the work of other departments"

frequently were made. The nub of the difficulty was expressed in observations such as:

"I don't like the preponderance of the vertical command structure. Horizontal liaisons are difficult to establish and depend largely on knowing personally people of one's own level in other departments and regions. Information on this is scanty. A guide to "what the other man does" would be a good thing. Mind you, it would take some compiling."

The documentary solution advocated, however, apart from keeping many employees occupied in preparing and maintaining it, inevitably still leaves a wide gap to be bridged personally in the establishment of fruitful relationships. On this point, views tended to vary according to organisational perspective. A senior engineering manager commented:

"Horizontal communication in the Headquarters building is good, because we are physically near one another. You don't get professional problems arising in horizontal communication between Headquarters specialist or service departments, such as an accountant controlling an engineer or vice versa. Engineers deal with each other and understand each other, so

misunderstanding on these scores never arises. But it is inbred. So they do, therefore, nevertheless consult the accounting and secretarial services, who feel happier that they are considered. This is a side effect which isn't wholly appreciated."

On the other hand, a senior administrative manager expressed the view:

"There is often a lack of liaison between engineering and administrative departments. Engineers think they are the only people who can be managers. I don't accept the terms 'service department'. It implies someone to be consulted and informed only if and when it suits engineering departments. Otherwise, they can be ignored."

Another respondent commented:

"Why is that one professional man, an engineer, can and does tell another, say, an accountant, how to do his budgets? The accountant would not dream of telling engineers how to run a land line."

It seems wholly desirable that budgetary or any other procedures should be agreed upon fully among those concerned. On the other hand, this respondent was seeking to draw attention to what he considered to be a disregard for administrative opinion on the part of engineering staff. The appropriateness of services to operational requirements is a matter which has been discussed in the previous chapter. It is relevant here, in the context of lateral relationships, in illustrating

divergent overall attitudes which were expressed frequently in the course of the study. "Production versus sales" attitudes involving two distinct camps are not unfamiliar in large organisations and tend to arise readily where two identifiable groups have perceptibly different sets of values. Such a reaction may be natural and friendly, as well as hostile or abrasive according to degree and elements of conflict present in the situation.¹

The pre-eminence assigned to the operational function was observed to produce a reaction widely among administrative departments to the effect that administrative staff were inferior in status to engineers, expressions frequently encountered being "just a lot of clerks" and "it's an engineer's industry". As one respondent observed:

"There always appears to be a great gulf between engineers and administrators, not only on pay but on attitudes to work. I feel this causes some discontent."

Status considerations are important in the development of fruitful and effective lateral relationships, as they are important influences upon communication processes as a whole. They are accordingly considered further in the section which follows.

¹ Herzberg, Mausner and Snyderman, in the "The Motivation to Work", set out a relevant study of divergent attitudes between engineering and administrative employees.

6. The Influence of Status: Pay, Grading and Growth Opportunity

Social needs are important motivators of behaviour and among administrative workers status is highly significant in this respect.ⁱ It is ranked by McGregor of the highest importance along with needs relating to recognition, appreciation and respect.ⁱⁱ Similarly, it has been shown that the initiation of communication, vertically or laterally, bears inverse relationship to the perceived status of the receptor.ⁱⁱⁱ In other words, the wider one member of an organisation feels the status gap is between himself and another member, or the more it is increasing, the less he initiates communication between them.

Status is conferred by physical attributes, such as executive dining rooms, wash rooms, wall to wall carpeting and so on. Most generally, however, it is associated with salaries and occupational gradings. It is of some importance to consider pay as this was regarded widely among respondents at all organisational levels as the chief motivator (indeed, often the only motivator) of employees' propensity to work, communicate,

ⁱ Vide Walker, "Morale in the Civil Service", page 255.

ⁱⁱ "The Human Side of Enterprise", page 38.

ⁱⁱⁱ Vide Berkowitz and Bennis, "Interaction Patterns in Formal Service - Oriented Organisations", Administrative Science Quarterly, vol. 6 1961/62, page 25.

or anything else. Pay, however, is by no means an absolute governing influence upon employees' work or satisfaction. Its influence as a motivator of man's on the job behaviour is indirect. As McGregor observes:

"Rewards can be used for satisfying his needs only when he leaves the job. Wages, for example, cannot be spent at work. The only contribution they can make to his satisfaction on the job is in terms of status differences resulting from wage differentials. This, incidentally, is one of the reasons why small and apparently unimportant differences in wage rates can be the subject of so much heated dispute. The issue is not the pennies involved, but the fact that the status differences which they reflect are one of the few ways in which wages can result in need satisfaction on the job itself."¹

Employees at Headquarters tended to draw this distinction in the course of the information gathering survey. Pay itself was regarded highly satisfactorily overall, 69% of respondents considering that their pay rates were fair and honest, and 67% that they could live reasonably well on the money they earned. Similarly, 'good pay' ranked highly among the selection of attributes by which respondents chose to identify the Board (Appendix 5, Table 2), and pay itself drew 50 non-directive comments, ranking third out of seven categories, in a ratio of 11-1 favourable to unfavourable. The great majority of

¹ "The Human Side of Enterprise", page 40.

comments were to the effect that pay compared satisfactorily with outside industry and provided employees with a reasonable income.

In the course of the study, however, disputes arose at national level between trades unions who are party to wage agreements in respect of appropriate sections of the Board's employees,ⁱ and management. This culminated, shortly after the results of the information gathering survey were produced, in a work-to-rule among personnel in N.J.C. administrative grades at Headquarters and throughout the Region. The dispute ostensibly was over pay in general, though in fact primarily was concerned with status and differentials.

As initially this might appear to be inconsistent with the findings of the survey, a supplementary study was undertaken, relating specifically to the work-to-rule at Headquarters. This is discussed in Chapter six and produced some highly relevant results, not only concerning the survey's findings in terms of pay but also concerning the relationship between areas' communication effectiveness as perceived by their members, and their overall motivations and attitudes. In this

ⁱ Agreements are negotiated on behalf of manual workers by the National Joint Industrial Council; on behalf of engineering staff, by the National Joint Board; and on behalf of administrative personnel by the National Joint Council, of the Electricity Supply Industry.

it should be added that areas in which the members felt that their contributions went largely unrecognised or who were assigned low status tended to manifest other characteristics of dissatisfaction and unfavourable overall attitudes, as set out in Chapter five.

While, overall, pay was well regarded, there were sharply unfavourable deviations from this trend in Areas A and H. These areas also ranked among the highest scores (85% and 87%) on the item that it was better for pay scales to be generally known rather than kept secret. (The overall response in favour of this was 80%, the highest score of any item in the category). Here again, the deviations in Areas A and H were least in terms of pay itself but increased sharply on items involving equity in comparable payment, such as whether respondents considered they were paid fairly in comparison with other employees, and their satisfaction with the ways in which individual employees' pay is decided. Overall, satisfaction with these items declined by some 10%, and while non-directive comments on pay itself were overwhelming favourable, 26 comments were made concerning differentials and methods of pay determination, all of which were critical. One source of difficulty in this respect has lain in job analysis and evaluation. Job analysis among administrative personnel at Headquarters has been sketchy and incomplete, though steps now are being taken to remedy this. In the absence of

an overall grading formula for administrative work, up-grading claims and job over-lapping arise: complaints in Area H, for example, were particularly severe. Comments from other areas, both administrative and engineering, reflected elements of uncertainty:

"The principle of grading a post and not the individual causes difficulties in certain cases, where the grading is fixed according to the title given to the job and not according to the actual work carried out by the officer."

"Because there is little or no job analysis there is a feeling that some jobs are over-rewarded and others under-rewarded."

While the majority of comments originated from respondents with causes for dissatisfaction in this respect, some did not, and a significant observation was made by manager in Area J, an area with highly satisfactory overall responses:

"Grading decisions often appear to be influenced less on the merits of cases under review than on immediate financial cost to the Board. This creates a feeling that matters are not dealt with equitably but by the yardstick of cost."

It well may be that comments such as these arise from tendencies towards grading the man rather than the job, inevitable where job grades become in effect the source of merit reward. Output of the Board's personnel is not measured and apart from machine operators payment is not linked directly to output. While most grade payments progress over a range of some eight annual increments, there are no

specific payments for merit. The Board does, however, operate performance appraisal in its staff appraisal and development scheme.

This seeks to rate employees' progress and capabilities over a complex range of variables. Assessments are made by departmental seniors with an outside reviewer from another department. Appraisal is not undertaken by specialists or psychologists and employees are not interviewed in the course of appraisal, though they may be where reports are particularly adverse. Highly favourable or unfavourable reviews must be referred to higher authority.

Performance appraisal was put forward initially as an area of research, which subsequently was undertaken by the Regional Personnel Department, and considerable background data was built up on the subject.¹ The findings of the Personnel Department study were in keeping with this background data insofar that performance tended to be recorded mechanically in line with pre-determined requirements, a concomitant of

¹ Some useful sources consulted included Meyer, Kay, and French, "Split Roles in Performance Appraisal", Harvard Business Review, Vol.43, No.1, 1/2, 1965; Kindall and Gatz, "Positive Program for Performance Appraisal", Harvard Business Review, Vol. 41, No.6, 11/12, 1963; Kelley, P.R., "Re-appraisal of Appraisals, Harvard Business Review, Vol. 36, No. 3; Mahler and Frazier, "Appraisal of Executive Performance," Personnel, Vol. 31, No. 5; and McGregor's "Critique of Performance Appraisal", The Human Side of Enterprise, page 77.

seeking objectively to evaluate a fundamentally subjective process.

In terms of communication, appraisal processes (situations of the highest personal involvement and concern) were observed to stimulate organic unofficial grapevine channels, and also to influence withdrawal and uncertainty. This is epitomised in the following comment:

"To my mind, one aspect of the Board's personnel management vitiates all attempts at good communications. The system doesn't allow individuals to see their own confidential reports unless they are adverse. In my experience, it is much better for the reported - as well as acting as a balance and check on the reporter - to see the assessment made, whether he is good, bad or indifferent. Not seeing reports can lead to a lot of abuse by superiors and create doubts and uneasiness among employees".

The fundamental objectives of performance appraisal within the Board are linked with promotion, the Board's policies in respect of which are clear and standardised. Applications are made in response to notices of vacancies, either internal or external, and applicants are selected by panels in conjunction with the supervisor concerned. As with methods of pay determination, satisfaction with promotion scored an average response, overall, of 55%. A similar response was scored in respect of promotion on merit, but here with variations between areas ranging from 29% to 69%. These are set out in the chapter which follows.

7. The Influence of Environment

Environment is fundamental to learning, communicating and work. While job and environmental satisfactions may not correlate directly with the collective efficiency of organised teams of desk workers, there is evidence of indirect links.ⁱ

Employees at Headquarters rated satisfaction with their work and their working conditions highly - 83% and 79% respectively. As an index of overall satisfaction, these are important. 'Job satisfaction' and 'working conditions' drew the greatest number of favourable non-directive comments (Appendix 6) of any category, being placed second (after 'management' - 260 comments) out of seven categories with 209 comments, in a ratio of 3 - 1 favourable to unfavourable. Typical among these is:

"The Board is still a good organisation to work for and people generally get well treated. There is a lot of interest, the work has ample scope and covers a rich variety. It is not an ulcer-producing rat-race, pill-swallowing organisation - yet".

'Security' is a factor which employees have been shownⁱⁱ to consider of high importance. Respondents at Headquarters

ⁱ Walker, "Morale in the Civil Service", Pages 263-5.

ⁱⁱ "Job Attitudes, Review of Research and Opinion", Page 53 et seq.

rated security as an outstanding characteristic of their working environment, and in the attitude survey (Appendix 3) the two items concerning security score most highly of all, with overall responses of 85% and 87%. Items relating to employees' satisfactions with working for the Board and the Board as an employer also ranked highly, with scores of 78% and 76% overall. Similarly, the attributes which respondents selected most frequently to identify the Board (Appendix 5, Table 2) were 'good to work for', 'secure', and 'looks after its employees'. On this, representative comments are:

"I have always found that if one works well for the Board they are good employers. I have always found them willing to help both in business and domestic problems".

and

"On the whole, the Board is a democratic sort of organisation, and offers reasonable prospects with good security. I would rather work in the Electricity Supply Industry than in a private firm."

The last observation touches upon a certain element of democracy present in the Board's working environment. This tended to be reflected in perceptions of a democratic ethos spoken of in particular by employees with past experience in private industry. This in no sense implies management by referendum or even particularly consultative control. Indeed, its bearing upon communication channels at the most is indirect. It is an ethos, however, which involves elements of equity

and security. In private industry employees have been observed to be circumspect in expressing their opinions and often to show extreme deference to the views of seniors. The Board's employees, while they were both deferential and courteous, nevertheless conveyed a strong general impression that they felt their opinions were as worth having as anybody else's. The distinction is slight but important amounting, in effect, to a sense among employees of a democratic entitlement in the end event, if necessary, to have their say. One respondent, commenting upon this, remarked:

"Occasionally, employees have written direct to M.P's and senior members of the Electricity Council. This sort of contact is rare, but it is very much peculiar to this nationalised industry. In this respect it's very democratic. In private industries such employees would be kicked out."

While such an example is extreme and peripheral, it is nevertheless symptomatic of an industry which fundamentally embodies extensive constitutional consultative machinery and welfare orientations. This has a counterpart in employees' views. As a manager commented:

"You don't get so much of a 'couldn't care less' attitude in this industry. People realise that they are public servants and accordingly do their best."

While this may involve elements of idealistic over-statement, the public service aspects of their employment and feelings of "working for an essential public industry" were referred to widely as a source of satisfaction among employees at Headquarters.

CHAPTER 5

AN EXAMINATION OF RESPONSE PATTERNS BY SURVEY AREAS

The survey responses which in the preceding chapters have been discussed overall, here are considered by individual survey areas. Variance analyses of responses (Appendix 7) show that there are persistent tendencies for certain areas to score more highly than others, and for certain items to score more positive responses than others.

Communication touches upon virtually all aspects of Headquarters organisation, the role of administration being in effect to manufacture information. Communication thus has a bearing on all the items of the information gathering survey, and these are summarised accordingly. Certain items, however, deal specifically and exclusively with communication, while others involve substantial elements of supportivenessⁱ, an essential prerequisite if interpersonal communication is to function reciprocally and effectively. These items have been listed in Appendix 9 and areas' rounded nett deviation scores are set against them.

ⁱ The disposition to encourage, support and sustain others (usually subordinates, though also peers and superiors) in the course of their work.

Results differ from area to area, each of which reveals in respect of certain factors a distinct pattern. There is a consistent tendency, however, for those areas where respondents perceive that communication links are good, such as Areas L, J and K, to score favourable overall responses; conversely, in areas where communication is considered poor, in particular Areas F and H, overall responses are unfavourable.

AREA A - Technical/Engineering

ITEM GROUPS OF MAJOR DEVIATION¹

FAVOURABLE: WORK (in terms of job autonomy and conditions)

UNFAVOURABLE: 1. PAY
2. COMMUNICATION (up and down)

Secondary Deviating Items

Favourable: Supervisory supportiveness

Unfavourable: none

This area covers groups of employees fulfilling specialist technical roles which may require varied contacts beyond the Regional Headquarters Organisation.

¹ All references to deviations in this chapter refer to deviations from the average for each item in all survey areas. These are set out in full in Appendix 3, and also in Appendix 8, which shows deviations of 10% or more by survey areas.

Responses here were coloured overwhelmingly by feelings of inequitable PAY. A massive deviation of 48% below the Headquarters average was shown against the item concerning 'the ways in which individual employees' pay is decided'. The deviation on respondents' 'satisfaction with their pay' as a whole (38%) was far below that overall, while their perceptions of the 'fairness of pay rates' and of their 'pay in comparison with that of other employees' again were very much lower. Item scores were:

	<u>Deviating unfavourably by</u>
they are paid fairly in comparison with other employees	19%
pay rates are fair and honest	27%
they are satisfied with their pay	38%
the way in which individual employees' pay is decided is satisfactory	48%

Lack of recognition was manifested in other forms, such as inadequate 'recognition for their work', or feelings that inadequate 'credit was given for good work', both items deviating unfavourably by 15%. Also, respondents felt that 'long service tended to be unappreciated', this item scoring a deviation of 14% below average.

The other major area of dissatisfaction lay in COMMUNICATION,
UPWARDS, with respondents feeling

	<u>Deviating unfavourably by</u>
free to talk over complaints with their boss ¹	11%
their suggestions receive reasonable consideration and they are told the outcome afterwards	12%
free to voice their opinions	16%
there is good employee-management consultation	17%
management takes a real interest in employees' ideas and points of view and considers constructive criticism or alternatives	19%

Responses relating to communication DOWNWARDS were below
average on the items

	<u>Deviating unfavourably by</u>
they know enough about the relationship of their job to those of other employees	11%
top management passes on sufficient information about the organisation's affairs	14%
they know what the organisation's policy is	15%

The principal area of respondents' satisfaction lay in aspects
of their WORK. Responses deviated favourably against the items

¹ Attitudes are taken from samples which included representatives of organisational levels up to middle management; in all cases "the boss" was the person whom respondents perceived as being in charge of their work.

Deviating favourably by

their work is important to the organisation	14%
they know what is involved in their job	14%
the timekeeping system is satisfactory	15%
they are free to work in their own way and use their own judgement	16%
their working conditions are satisfactory for their particular job	18%

Their work was commented upon favourably in terms such as

"the industry is contributing to industrial and social development in general and you have a good pension scheme, holidays, security and conditions".

Similarly, respondents deviated 15% above average against the item 'over the time they have been working they have seen many improvements in the organisation'; but they deviate 11% below average against the item that 'the past year has seen an improvement of the organisation'. This again suggests frustrations associated with unremedied causes for dissatisfaction - particularly inequitable pay.

Supervisory SUPPORTIVENESS was regarded favourably on items concerning 'help to produce good work', 'consistency in expectations of subordinates', and keeping subordinates 'informed of progress in their work'. These items deviate above average by 15%, 12% and 12%

respectively. A qualification to this was added however, in comments that

"the boss recognises progress but his recommendations are disregarded by more senior management."

and

"you get recognition here from the boss but not from the management. Management could find out more about the work done by staff and thus balance the workload and improve overall efficiency."

It is senior management in particular at which criticism is levelled: those considered to have the power to remedy a perceived injustice but who do not do so. Unfavourable deviations are scored on items that 'management builds up enthusiasm and a sense of purpose among employees' (below average by 10%), and 'managerial organisation is efficient' (below average by 22%). Essentially, however, the colouring of attitudes towards management might be summed up in the comments that

"Management does not make effective attempts to look into employees' complaints. There is a demoralising slowness in dealing with personnel matters. Engineering decisions are given quickly, but personnel decisions - no."

This points again to the main communication weakness expressed in this area. While respondents (by a deviation of 13%) did not want to know more about joint consultation, which was felt to be ineffective in terms of remedying complaints, a number commented on the need for "genuine joint consultation".

AREA B - Technical/Engineering

ITEM GROUPS OF MAJOR DEVIATION

FAVOURABLE: PAY

UNFAVOURABLE: 1. ORGANISATION AND CONTROL (including supportiveness)
2. JOB PRESSURE
3. COMMUNICATION (up)

Secondary Deviating Items

Favourable: Communication (down, particularly in terms of job-related information).

Unfavourable: none

Several technical service sections make up this survey area. Their staffs are male and their contacts may extend frequently beyond the headquarters organisation.

PAY was regarded with considerable satisfaction in this area, respondents scoring favourable deviations on the items concerning

	<u>Deviating favourably by</u>
appreciation of long service	13%
satisfaction with the ways in which individual employees pay is decided	17%
satisfaction with their pay	17%
adequate recognition for their work	17%

This extended also to promotion opportunities and the items:

	<u>Deviating favourably by</u>
within the organisation employees are promoted on merit	11%
the methods used for selecting people for vacancies are good	11%
training facilities are good	13%

It is noteworthy, however, that a distinction was made between the facilities of the organisation as a whole, which are regarded well, and the opportunities which respondents felt were open to them specifically. Recognition of 'their progress and recommendations for promotion, transfers, training' and 'good opportunities to use their abilities', both deviated below average by 11%. The distinction is at its most pronounced with the item 'there is genuine encourage encouragement for them to take up further training courses', deviating 30% below average. The last is the most unfavourable deviation by far of any survey area and contrasts with respondents' observations that the organisation's training facilities are good. It suggests again that while respondents in Area B look favourably upon the opportunities in general which the Board offers its employees, opportunities for them in particular are less obvious.

There is also an unfavourable deviation (of 19%) on the approachability of the Personnel Department. This involves elements of SUPPORTIVENESS, which in general is regarded critically in this area. There are unfavourable deviations on the items concerning control staff

	<u>Deviating unfavourably by</u>
being honest with employees	11%
seeing that subordinates have the things they need for their work	14%
being concerned mainly with the organisation and themselves	16% ⁱ
taking an interest in subordinates and understanding their problems	19%
helping subordinates to produce good work	23%
being understanding if subordinates make a mistake	31%

The last item deviates several times more unfavourably here than in any other survey area.

Supportiveness is an important element of the nature of work ORGANISATION and CONTROL as a whole. Items more broadly concerned with these also deviate unfavourably. Employees' responses here concern

ⁱ Attention is drawn specifically to the use of reversed questions, referred to generally on Page 43 and also particularly in the preambles to Appendix 3 and Appendix 8. Agreement with positive items conveys a favourable disposition towards management, while similar agreement with reversed, negative, items conveys an unfavourable disposition. As set out in Appendix 3, the scores against reversed items (marked 'R') have themselves been reversed to give uniformity in high/low interpretation: the higher the response, the more favourable, and vice versa. Accordingly, in this chapter all items have been set out as either favourable or unfavourable deviations on the topic to which they relate, irrespective of their original positive or negative construction.

Deviating unfavourably by

the effectiveness of the ways in which management go about improving working methods	10%
their boss often changing his mind about what he wants from them	10%
too much unnecessary paper work being involved in their work	12%
decisions being given quickly	13%
having too many bosses	15%
management often giving orders which are contradictory	19%

Frustrations in work organisation are reflected in some strongly unfavourable responses on JOB PRESSURE. The items which deviate unfavourably are:

Deviating unfavourably by

their boss keeps in touch with them but lets them work in their own way	10%
they know what is involved in their job	14%
they are free to work in their own way and use their own judgement	16%
they encounter many unnecessary difficulties in the course of their work	23%
their job is erratic with bursts of excessive pressure	25%
they are allowed sufficient time to produce good work	36%
their boss is often breathing down their necks	36%

The last four items score by far the largest unfavourable deviations of any headquarters survey area; and the last two deviate very unfavourably indeed.

A work environment perceived by its members to be unsupportive and to involve substantial elements of job pressure is more likely to have filtered upward information passage than an environment where such attributes are not present. In this area, items relating to the initiation of UPWARD COMMUNICATION deviate unfavourably. These concern respondents feeling

Deviating unfavourably by

their boss listens to complaints and if they are reasonable takes action about them	11%
management is not really prepared to hear objections or disagreements	11%
free to talk over problems with their boss	14%
it is worthwhile for them to put forward their ideas	23%

COMMUNICATION DOWNWARDS, however, in terms of job-related information, deviates above average with favourable scores on the items:

Deviating favourably by

group discussions with their boss are worthwhile	10%
their boss keeps them informed of their progress in their work	10%
they get enough information on the business side of the organisation's activities	10%
reasons for new developments or changes are explained so that they are understood clearly	13%
their boss discusses important things about the job with them and tries to get their ideas	13%

Despite this information, however, respondents' scores deviated unfavourably on the item that they 'had difficulty in getting hold of the information they wanted' (below average by 10%). A number of comments were made concerning the passage of information and the organisational framework. They are epitomized in the comment

"The organisation is too large to keep in touch with the work of other departments. My work is frequently held up by information being withheld at higher levels. The organisation has too much inertia, so that it is difficult to get any ideas through to the people who matter".

AREA C - Technical/Engineering

ITEM GROUPS OF MAJOR DEVIATION

FAVOURABLE: none

UNFAVOURABLE: ORGANISATION AND CONTROL (including supportiveness)

Secondary Deviating Items:

Favourable: 1. Intrinsic Job Satisfaction

2. Working Conditions

Unfavourable: 1. Communication (up and down)

2. Identification with the Organisation

The work of respondents in this area may provide varied opportunities for wide-ranging contacts, primarily involving generating stations. The widest response deviations concern the nature of CONTROL. There is a pronounced unfavourable deviation (35% below average, the least favourable by far of any survey area), on the item that 'they have too many bosses'. A corollary of this is a 29% deviation on the item that 'managers should move about among employees more often to see things for themselves'. This, again, is the widest of any survey area and indicates that respondents in Area C, for whatever reason, do not perceive the need for further managerial contact. Comments indicated that respondents felt this was unnecessary "unless things are going wrong" and some suggested an excess of control:

"I often find it difficult to decide who is the boss. I am responsible to three different bosses, each of whom refuses to delegate work or to support us to the fullest."

Respondents also spoke of "frustration caused by red tape and insufficient delegation of authority." In several cases views were expressed concerning these, such as

"There is an excessive worship of money and central control. Many administrative procedures are unnecessary complicated with too much red tape. There is not enough responsibility passed down to section heads, senior or first assistant engineers".

or

"Each section likes to have its finger in the pie so that weeks can elapse before the man on the job gets the information or authority to proceed, by which time the urgency of the job. There are too many time wasting procedures and rigid systems."

It is not unusual for a practical engineer to chafe at what may appear to be artificial restrictions of an over-elaborate system or excessive paper work. In Area C, the items concerning ORGANISATION which deviate unfavourably are those where respondents feel

Deviating unfavourably by

management often gives orders which are contradictory	14% .
management builds up enthusiasm and a real sense of purpose among employees in their work	14%
their job is erratic with bursts of excessive pressure	15%
they are allowed sufficient time to produce good work	18%
their boss keeps in touch with them but lets them work in their own way	25%

To these may be added a number of unfavourable deviations involving
SUPPORTIVENESS, where respondents feel that control staff

	<u>Deviating unfavourably by</u>
consider them as human beings rather than numbers	10%
see that they have the things they need for their work	11%
really care about employees	12%
provide good equipment for them to work with	17%
are very fair with them	18%

On the other hand, favourable responses are scored against items
concerning the reasonable attitude of the boss 'towards subordinates'
mistakes' and absence of any suggestion of 'picking the brains' of
subordinates (15% and 14% above average respectively).

In terms of COMMUNICATION, UPWARDS, control frustrations tend to be
manifested in unfavourable scores on the items:

	<u>Deviating unfavourably by</u>
their requests for information are dealt with helpfully	11%
their boss listens to complaints and if they are reasonable takes action about them	12%
management is not really prepared to hear objections or disagreements	18%

and DOWNWARDS, with the items

their boss lets them know forthcoming changes in advance	12%
they find the organisation's newspapers and similar publications interesting and informative	22%
their boss keeps them informed of their progress in their work	23%

The deviation on the item concerning the organisation's publications is by far the most unfavourable of any survey area. On the other hand, respondents score favourably on 'top management passes on sufficient information about the organisation's affairs' and 'they know what the organisation's policy is', which deviate above average by 19% and 14% respectively. This suggests that it is not organisation-centered, general information which respondents feel they lack, but a readier interchange of detailed information on a personal basis.

Responses in Area C deviate favourably in relation to members' JOB SATISFACTION and their WORKING CONDITIONS. Items here concern

	<u>Deviating favourably by</u>
they are satisfied with their pay	11%
their working conditions are satisfactory for their particular job	12%
they have good opportunities to use their abilities	14%
their work is hard and tiring	16%
the hours they work are good	16%

Working conditions were commented on in terms such as

"my job offers good security and reasonably good working conditions, a sense of purpose in providing a public service, in my view efficiently."

Several other respondents commented on satisfaction gained from the nature of their work, describing

"the feeling of purpose in my particular job within the organisation",

or

"the work which is very varied in character and usually challenging and interesting".

Despite these satisfactions, however, respondents' IDENTITY WITH THE ORGANISATION tended to be unfavourable. This was reflected in deviations on the items:

	<u>Deviating unfavourably by</u>
the organisation has helped them to develop and improve	12%
they work for a really good organisation	14%
training facilities are good	20%
they would recommend other people to work for the organisation	20%
there is a good future for them within the organisation	23%

The response to the last item is the least favourable of any survey area.

In this area, overall, job and environmental satisfaction score favourably, but difficulties in particular tend to be centered in the nature of organisation and control and their influences upon communication.

AREA D - Engineering/Technical

ITEM GROUPS OF MAJOR DEVIATIONS

FAVOURABLE: Intrinsic Aspects of WORK

UNFAVOURABLE: ORGANISATION and CONTROL (including growth opportunities)

Secondary Deviating Items

- Favourable:
1. Communication (down - in particular passage of business-related information)
 2. The Organisation

The work of members of Area D may be closely associated with generating stations and offer varied opportunities for extensive contacts beyond the headquarters organisation. Its control pattern has been considered, traditionally, to involve characteristics of delegation. Organisation and control, in fact, draw the most extensive survey comment.

Survey items concerning ORGANISATION which deviate unfavourably are; where respondents feel

	<u>Deviating unfavourably by</u>
their job is erratic with bursts of excessive pressure	12%
the ways in which management go about improving working methods are good	18%
their work is organised well	21%
their boss helps them to produce good work	23%
the time-keeping system is satisfactory	23%

The last item is the least favourable by far of any survey area and while respondents feel their 'hours of work are good' (above average by 16%), the operation of the time keeping system here is felt to be inequitable. This sense of inequity is expressed in various ways, concerned with respondents' perceptions of their opportunities for PARTICIPATION in the area's affairs. This was reflected in reservations on GROWTH OPPORTUNITIES, while often linked with this were feelings of managerial unresponsiveness to employees' complaints.

Feelings of exclusion were expressed on the part of rank and file members from a top stream of favoured individuals referred to as "the brain-box channel". References were made to

"The restrictive practices of management in passing on responsibility to competent employees in lower positions. Efficiency and effort are not rewarded, with no regard for personal feelings. Management will listen, but rarely act."

and

"The prominence put on status and the mental attitude of those groomed for higher things towards the rest of the staff. The infiltration of organisation men".

Respondents also referred to inadequate delegation of responsibility to those below "my own barrier level". This topic scores the most unfavourable deviation in this area, 31% below average, while other similar items also deviate unfavourably. These are:

Deviating unfavourably by

management does a good job of promoting teamwork and getting people or departments working well together	11%
there are plenty of opportunities in the organisation for employees with ambition	11%
there is definite favouritism in their working area	11%
they get adequate recognition for their work	13%
long service is appreciated	17%
it would be better if they could have more personal contact with their boss	28%
they do not get enough responsibility	31%

It might be noted that in this area not only do respondents perceive 'favouritism' but also, more than any other survey area, they feel that 'it is better for pay scales to be generally known rather than kept secret' (above average by 11%). Also, the item expressing the need for 'more personal contact with the boss' scores the widest deviation of any survey area.

Frustration with organisation involves elements which are perceived by members to involve strong overall CONTROL. This is felt to be effective in cutting through red tape: the 'absence of unnecessary paper work', above average by 19%, is the most favourable response of any survey area. It is noteworthy also that Area D is an engineering/technical area, these areas as a whole being normally less amenable to paper work than administrative areas. On the other

hand, control is scored unfavourably on the items

Deviating unfavourably by

as far as their work requires it they can make their own decisions and plan ahead	11%
their boss tends to be unreasonable over mistakes	16%
they know clearly what is expected from them in their work	23%

The last item involves elements of COMMUNICATION centered in the needs of subordinates. Similarly, the item 'it is often difficult to get hold of the information they want' deviates unfavourably by 23%. Other unfavourable items here concern 'suggestions receiving reasonable consideration and being told the outcome afterwards' (below average by 10%) and 'feeling free to voice their opinions' (below average by 14%). On the other hand, passage of job-centered information scores favourably, with above average deviations on management's readiness 'to hear objections or disagreements' and respondents feeling 'free to talk over job difficulties with their boss' of 10% and 11% respectively.

Passage of information DOWNWARDS, particularly concerning the organisation, scores favourably, consistent with strong overall direction. These items are:

Deviating favourably by

they know what the organisation's policy is	10%
top management passes on sufficient information about the organisation's affairs	11%
they get enough information on the business side of the organisation	11%
their boss keeps them informed on events within the organisation	20%

However, information with a more personal, supportive basis again is excluded, and items concerning 'reasons for new developments or changes being explained so that they are understood clearly' and being kept 'informed on their progress in their work' deviate unfavourably by 10% and 16% respectively.

It is with their WORK that respondents express most satisfaction, in comments such as

"I appreciate the variety, due to the wide field of operations covered by the Board in which an employee can move without changing his employment. There's the feeling that we are doing a worthwhile job for the community - a sense of contributing towards the public service and earning every penny the Board pays me as a salary."

Survey items relating to this which deviate above average are:

Deviating favourably by

they are allowed sufficient time to produce good work	10%
their working conditions are satisfactory for their particular job	12%
they know enough about the relationship of their job to other employees	14%
their job is really worthwhile	16%
the hours they work are good	16%

The Board as an employer also was regarded favourably with
respondents' scores deviating above average on items concerning

Deviating favourably by

the organisation helping them to develop and improve	11%
the approachability and helpfulness of the personnel staff	11%
the many improvements they had seen in the organisation over the time they had been working	12%

AREA E - Technical/Engineering

ITEM GROUPS OF MAJOR DEVIATION

FAVOURABLE: 1. WORK ORGANISATION
 2. THE ORGANISATION

UNFAVOURABLE: COMMUNICATION (down)

Secondary Deviating Items

Favourable: Supervisory Supportiveness

Unfavourable: Job Status

Area E is a service department, almost exclusively staffed by men. Their work may offer variety but little opportunity for contacts beyond their immediate working area.

Responses in this area tend to fall into two groups, concerned with work and environmental satisfactions, which are regarded well, and communication difficulties, which are not.

Respondents' attitudes towards their WORK are favourable, with comments such as

"very interesting work, good conditions, friendly staff"

or

"congenial atmosphere and conditions, ability to do the job. The feeling that I'm doing interesting and worthwhile work which gives scope for individuality, keeps my brain working hard, and is secure."

In this, responses concerning WORK ORGANISATION tend to deviate above average. Survey items here relate to

	<u>Deviating favourably by</u>
the speed of giving decisions	12%
pressure to produce more	15%
work being hard and tiring	16%
absence of unnecessary paper work involved in their job	16%
absence of bursts of excessive pressure and fluctuations in their job	21%

Allied with this group of items are favourable responses towards SUPERVISORY SUPPORTIVENESS. Items which deviate favourably are:

	<u>Deviating favourably by</u>
their boss keeps them informed of their progress in their work	10%
their boss picks their brains	12%
their boss helps them to produce good work	14%
their boss is very fair with them	14%
there is definite favouritism in their working area	15%

On the other hand, certain items are reviewed critically, concerned with their boss 'building up a good working atmosphere with people pulling together as a team' and 'recognising progress and recommending promotions, transfers, training and so on' (below average by 10% and 14% respectively). On these, however, an indicative comment is

"good support from the boss, as far as the system allows him. Poor from management, whose only interest with staff seems to be confined to discussing social activities."

This indicates the second attitude group, which is distinctly unfavourable, and involves respondents' feelings of isolation, remoteness and lack of contact with others with whom their work may be concerned. In this, COMMUNICATION as a whole tends to be reviewed critically, and particularly communication DOWNWARDS. While 'they get enough information on the business side of the organisation's activities' (this item scoring a favourable deviation of 18%), a broad group of items involving communication deviates unfavourably and demonstrates respondents' perceptions of their isolation. Items here are:

	<u>Deviating unfavourably by</u>
their suggestions receive reasonable consideration and they are told the outcome afterwards	10%
they know what the organisation's policy is	11%
they understand the pension scheme and how they benefit from it	13%
they feel free to voice their opinions	14%
they would like to know more about the way their work fits in with that of other employees	17%
top management passes on sufficient information about the organisation's affairs	18%
their boss keeps them informed on events within the organisation	22%
it is often difficult to get hold of the information they want	23%
they know enough about the relationship of their job to those of other employees	25%
as far as their work requires it they can make their own decisions and plan ahead	34%

The last item is the least favourable of any survey area and the last four items as a whole are noteworthy in indicating respondents' sense of isolation and frustration with inadequate contact with those for whom they are working. This was expressed in many comments such as

"The people used to come down and discuss their job with you. You had far more contact with the people you worked for."

In these circumstances, frustrations readily can influence employees' perceptions of the value set upon their work by the organisation. Respondents here consider that while their work is organised well, nevertheless the job they do is 'not really worthwhile' (below average by 16%), that they have 'poor opportunities to use their abilities' and that 'the hours they work are poor' (both items being below average by 11%). These again echo feelings of deprivation and isolation.

Managerial organisation in general is not regarded critically, apart from lack of information. It is noteworthy, however, that from respondents' perspective, management is seen as remote and 'giving orders which are contradictory'. This survey item scores an unfavourable deviation of 15% and a number of comments were made referring to the

"Frustration caused by the unworkable arbitrary decisions made by a remote hierarchy from time to time".

or

"Managerial orders are often contradictory about my particular part of the job".

The sense of frustration referred to above is likely to influence respondents in 'recommending other people to work for the organisation', this item scoring an unfavourable deviation of 20%. Despite this, however, both the ORGANISATION and their working environment as a whole are regarded favourably. Survey items concerning these are:

	<u>Deviating favourably by</u>
their working conditions are good	10%
the organisation has helped them to develop and improve	11%
pay rates are honest and fair	12%
long service is appreciated	13%
the past year has seen a definite improvement in the organisation	22%
there is genuine encouragement for employees to take up further training courses	24%

AREA F - Administrative

ITEM GROUPS OF MAJOR DEVIATION

FAVOURABLE: WORK ORGANISATION

UNFAVOURABLE: 1. COMMUNICATION (up and down)
2. NATURE OF CONTROL (in particular in terms of supportiveness)

Secondary Deviating Items

Favourable: Pay

Unfavourable: Job Status and Opportunities

Employees in this area are engaged upon work largely of a mechanistic, repetitive nature. The majority are female and in some respects they tend to be isolated from the main stream of Board and Headquarters working activity.

Communication both up and down between working and control levels is criticised heavily in this area, extending to virtually all working contacts. In terms of COMMUNICATION UPWARDS, unfavourable survey responses were scored against whether respondents feel

Deviating unfavourably by

it is worthwhile for them to put forward their ideas	11%
free to voice their opinions	12%
free to talk over job difficulties with their Boss	12%
free to talk over their problems with their Boss	14%
their Boss likes to hear their suggestions and ideas and will act on them	14%
their suggestions receive reasonable consideration and they are told the outcome afterwards	19%
their Boss discusses important things about the job with them and tries to get their ideas, and	24%
group discussion with their Boss are worthwhile	30%

The responses to the last two items are the least favourable by far of any area, and indicate a perceived reluctance on the part of control levels to engage in discussion with subordinates. This lends support to the critical scores in this area on unresponsiveness towards complaints, and indicate some difficulties in approachability. These items, too, deviate unfavourably:

Deviating unfavourably by

if employees have complaints they feel free to approach Management about them	10%
employees feel free to talk over complaints with their Boss	10%
their Boss listens to complaints and if they are reasonable takes action about them	11%

On the other hand, it is not only upward communication which appears filtered. DOWNWARD INFORMATION items also deviate unfavourably, in particular whether respondents are 'kept informed on events within the organisation' (12%), experience difficulty in getting hold of the information they want' (14%), are 'kept informed of their progress in their work' (15%), and 'know what the organisation's policy is' (19%). All these items deviate unfavourably by the percentage shown, and there is a wide deviation against the item 'information about forthcoming changes is passed to employees in advance'. This is 27% below average.

A ready interchange of information with subordinates is associated usually with a supportive attitude at control levels. Absence of such interchange, as indicated here, is also accompanied by unfavourable item scores on SUPERIOR SUPPORTIVENESS among respondents, who feel

	<u>Deviating unfavourably by</u>
they get adequate recognition for their work	11%
their Boss builds up a good working atmosphere with people pulling together as a team	11%
their boss helps them to produce good work	15%
their boss takes an interest in them and understands their problems	18%
they are given credit for good work	20%

This scarcely can be assigned to inadequate CONTACT WITH CONTROL LEVELS, for survey scores tend to indicate the reverse. An unfavourable deviation is scored against the item that 'they have too many bosses', which deviates unfavourably by 29%.

Respondents in this area score poorly on JOB STATUS, in that they tend to feel they are regarded insignificantly and that their efforts are of very little consequence. Here, respondents' perceptions of the value set upon their work in terms of its 'importance to the organisation' is the lowest of any survey area with an unfavourable deviation of 17%. Further manifestations of their feeling "cogs in a machine", as one respondent observed, are revealed in the unfavourable scores against the items

Deviating unfavourably by

they are free to work in their own way and use their own judgement	17%
the organisation has helped them to develop and improve	18%
as far as their work requires it, they can make their own decisions and plan ahead	29%

On the credit side, however, satisfaction with PAY scores highly - 21% above average, more so than any other area.

In particular, there are a series of favourable deviations on items relating specifically to the daily flow and ORGANISATION OF THEIR WORK. Items concerning job scheduling (24%), absence of 'job

difficulties' (19%) and of 'unnecessary paper work' (17%), 'speed of decision taking' (16%), 'working conditions for their particular job' (12%), and 'organisation of their work' (11%), are all regarded favourably and deviate above average by the percentages shown.

The great majority of favourable comments here referred to environmental satisfactions such as "regular hours, good salary, pleasant surroundings and security"; "superannuation scheme, pay, nice surroundings." Other respondents, however, took a less acquiescent view. While acknowledging these advantages, they went on to describe a sense of isolation involved in their work, in comments such as

"There are a large number of employees here and the atmosphere consequently is rather impersonal. I feel my own job could be more interesting than it is. I think co-operation could be better, certainly."

and

"I suppose most of all I enjoy the environment, which is out of town, near to my home and the working conditions as a whole. They are very secure. On the other hand, I don't like the monotony of the work. I find a lack of knowledge of the whole scope of things compared with the period prior to Nationalisation. Again, there is a lack of contact with persons of higher managerial status. You just feel like a cog in a big wheel. I suppose it is practically inevitable in such a large organisation."

AREA G - Administrative

ITEM GROUPS OF MAJOR DEVIATION

FAVOURABLE: **JOB AUTONOMY**

UNFAVOURABLE: 1. PROMOTION AND GROWTH OPPORTUNITIES

2. COMMUNICATION (up)

Secondary Deviating Items

Favourable: none

Unfavourable: Identification with the Organisation (including security)

This area covers scattered groups of service employees, male and female. They are engaged in various types of work a number of which are manipulative and routine.

Response patterns varied between groups but an overriding element in respondents' attitudes tended towards outgroup sentiments in the sense of "not belonging". At its most overt, this related directly to employees' prospects: the GROWTH and DEVELOPMENT OPPORTUNITIES which they felt were open to them.

These were regarded poorly, with unfavourable deviations on the items:

Deviating unfavourably by

there are plenty of opportunities in the organisation for employees with ambition	10%
training facilities are good	10%
within the organisation employees are promoted on merit	11%
there is a good future before them within the organisation	16%
the organisation has helped them to develop and improve	19%
those who are keen to get on are genuinely encouraged	20%

Pay, however, generally was regarded well, apart from an unfavourable deviation of 13% on the item concerning the 'ways in which individual employees pay is decided'. This area, too, recorded an unfavourable deviation of 11% on the item concerning 'favouritism'. In general, however, pay was commented on in terms such as "pay compares favourably with other industrial concerns".

A number of comments also were made on aspects of respondents' work. Most of these were favourable and several concerned JOB AUTONOMY and being "left alone to get on with it". Survey items deviating above average here concerned respondents'

Deviating favourably by

freedom to make their own decisions and plan ahead as far as their work requires it	10%
absence of close supervision	14%
being allowed time to produce good work	14%
feeling their work is important to the organisation	14%
receiving adequate recognition for their work	15%

On the other hand, there is an unfavourable deviation (of 20%) on the item that they are given 'credit for good work'. An indicative comment here was that those who could give credit were 'not sufficiently interested in people like me'. These outgroup, lack-of-consideration sentiments, justified or otherwise, were manifested in responses to COMMUNICATION UPWARDS. Survey items scoring unfavourable responses here were:

	<u>Deviating unfavourable by</u>
there is good employee-management consultation	10%
it is worthwhile for them to put forward their ideas	15%
they feel free to talk over problems with their boss	16%
management is really prepared to hear objections and disagreements	19%
points of view are given a fair hearing by management	19%

When it came to a matter of improving communication, however, there was a 26% deviation against 'managers moving and talking amongst employees to see how they are getting on'. This recalls the above average deviation on job autonomy and respondents' premium on being "left alone to get on with it".

Downward information flow is regarded generally uncritically. Two items deviate unfavourably, again involving elements of consideration, concerning 'information about forthcoming changes being passed to

employees in advance' (below average by 19%) and difficulties involved in 'getting hold of the information they want' (below average by 10%): but 'reasons for new developments or changes being explained so they are understood clearly' deviates favourably, by 10%.

Outgroup tendencies also were reflected in respondents' attitudes towards the ORGANISATION. Items deviating unfavourably here were

	<u>Deviating unfavourably by</u>
people are not sacked unless there is a very good reason	10%
the pension scheme is good	10%
the organisation looks after its employees	11%
over the past year they have thought seriously of getting a job elsewhere	13%
over the time they have been working they have seen many improvements in the organisation	15%

Responses also deviated unfavourably on the items 'they have good equipment to work with' (below average by 12%) and 'working conditions are good' (below average by 28%). The last is least favourable of any survey area. Responses towards the organisation, however, are unrepresentative of survey areas as a whole: and whatever respondents here may feel the organisation denies them, they nevertheless 'would recommend others to work for it' - above average by 11%. Again, a number of comments were made expressing non-involved environmental satisfactions such as

"you are pleasantly situated here. On the whole the people are quite nice."

Overall, responses in this area indicate employee groups who in general job terms are satisfied but who feel themselves to be outside the main stream of headquarters activities. Some degree of resentment at this is indicated in their perceptions of lack of contact, awareness and consideration on the part of management and their generally untypical attitudes towards the organisation as a whole.

AREA H - Administrative

ITEM GROUPS OF MAJOR DEVIATION

- FAVOURABLE: none
- UNFAVOURABLE:
1. RECOGNITION (in terms of Pay and Promotion)
 2. COMMUNICATION (up and down)
 3. MANAGERIAL ORGANISATION (in particular responsiveness to difficulties)
 4. WORKING CONDITIONS (primarily associated with work difficulties)

Secondary Deviating Items

- Favourable:
1. Intrinsic Job Satisfaction
 2. Supervisory approachability
- Unfavourable: none

This area is staffed predominantly by male employees, a number of whom have considerable length of service with the Board. Their work involves measures of repetition, though they may have a wide range of contacts within Regional Headquarters, at generating stations, elsewhere in the Region, and with outside organisations.

Responses in this area were unfavourable and appeared to be coloured extensively by a number of outstanding grievances. Dissatisfaction was reflected especially with recognition and respondents also were critical of communication, in particular with the means by which they had sought to represent their dissatisfactions ineffectually, they considered, to management.

Dissatisfaction with RECOGNITION at its most overt, was manifested by a series of unfavourable deviations on attitude survey items concerned with PAY. These related to their satisfactions with

	<u>Deviating ^{un} favourably by</u>
pay itself	13%
the ways in which individual employees' pay is decided	13%
fairness and honesty of pay rates	15%
the adequacy of recognition for their work	20%
whether they can live reasonably well on the money they earn	21%
whether they are paid fairly in comparison with other employees	23%
whether long service is appreciated	24%

Members of this area expressed among the least interest, and confidence, in joint consultation, the machinery of which was criticised because it was considered that this had failed to help with their difficulties. Here, it was considered that Personnel Department was not as supportive as it might be in these matters. Comments were made such as

"interpretation of national agreements by Personnel Section is biased on the side of management and not that of employees. Agreements aren't interpreted rationally."

Feeling of lack of recognition, amounting almost to a sense of deprivation, were expressed also in relation to PROMOTION opportunities. Survey items which were scored unfavourably here included :

Deviating unfavourably by

there are plenty of opportunities in the organisation for employees with ambition	10%
methods used for selecting people for vacancies are good	12%
the organisation has helped them to develop and improve	14%
those who are keen to get on are generally encouraged	15%
their boss recognises their progress and recommends promotions, transfers, training and so on	18%
within the organisation employees are promoted on merit	26%
training facilities are good	40%

The last two items are by far the most unfavourable deviations on these topics of any survey area.

Overall, this area strongly manifested signs of being what amounted to an out-group. This out-group identity is most pronounced in terms of communication, where employees perceive unresponsiveness towards their attempts to initiate INFORMATION UPWARDS. It might be added that while scores deviate favourably on items that 'management is prepared to hear their objections' (by 15%) and that employees feel free to talk over difficulties with their boss' (above average by 12%) - essentially, that they feel control levels are approachable - a number made the distinction nevertheless that listening to complaints and being able to do anything about them

were two different things. Here comments were made such as "managers take an interest in employees' ideas and suggestions only when it suits them", and "managers may take action to look into employees' complaints, but it depends entirely on the nature of the complaint".

Survey items reinforce this view, respondents feeling that

	<u>Deviating unfavourably by</u>
it is worthwhile for them to put forward their ideas	10%
their boss discusses important things about the job with them and tries to get their ideas	10%
management takes a real interest in employees' ideas and points of view and considers constructive criticism or alternatives	10%
management does a good job of encouraging open and effective communication between people	14%
management takes effective action to look into employees' complaints	17%
management takes a keen interest in employees' ideas and suggestions	18%
there is good employee-management consultation	19%
points of view are given a ⁱ far hearing by management	29%

The latter is the most unfavourable deviation on this item of any survey area.

Patterns of COMMUNICATION DOWN the line are seen by respondents in terms almost of information denial. These concern employees' feelings as to whether they -

	<u>Deviating unfavourably by</u>
are kept informed on events within the organisation	17%
know of forthcoming changes in advance	18%
often experience difficulty in getting hold of the information they want	20%
are kept informed of their progress in their work	23%
receive information about forthcoming changes in advance	26%

Employees in this area gave a picture of knowing their JOB, what 'is expected in it' (10%), and how it ties in 'with that of other employees' (15%), both of which are above average by the percentages shown, the latter among the highest of all survey areas. While they felt that their boss 'helped them to produce good work' (10% above average), they also felt that, this apart, they had to work hard in difficult circumstances. This aspect of WORKING CONDITIONS was emphasised. In particular, respondents considered that 'their work is hard and tiring' (13%), 'they encounter many unnecessary difficulties in the course of their work' (16%), and that 'there is too much unnecessary paper work involved in their job' (26%). All these were below average by the percentages shown, while the score against the item that 'the hours they work are good' was 34% below average,

an unfavourable deviation more than double that of any other survey area.

In the light of this, MANAGEMENT was reviewed critically, with unfavourable scores against the items

	<u>Deviating unfavourably by</u>
the ways in which management goes about improving working methods are good	12%
managerial organisation is efficient	18%
decisions are given quickly	18%
management often gives orders which are contradictory	21%
management does a good job of promoting team work and getting people or departments working well together	23%

Managerial unresponsiveness brought out stronger strictures, concerning whether management 'really cares about employees' (12%), 'favouritism' (21%), and management 'being concerned mainly with the organisation and themselves' (24%), all of which were below average by the percentages shown and again indicate a sense of grievance.

Responses, however, were not entirely carping. A number of employees, especially those with long service, spoke with goodwill of the industry. It was noteworthy also that several respondents referred especially to the public service aspects of their work, in terms such as:

"I like the job, among other things, because of the thought that you are helping to produce a public utility service and the life blood of industry" ... "I like the security and the feeling of working for an essential industry" ... "I like my job and the people I work with".

Respondents from this area saw themselves as labouring under injustice. They appeared to feel that they worked hard, under some difficulties and that their efforts went largely unrecognised and unrewarded by an unconcerned management, which was willing to turn an ear, but largely a deaf one, to their grievances. Their difficulties here related directly to communication, not only in the sense of being kept in the dark, but in particular in unresponsiveness towards their difficulties or grievances, real or exaggerated, on the part of management. This was underlined in a number of comments which expressed the hope that the survey might help to clear communication channels:

"I'd like particularly to think of good coming from the survey. I feel it is long overdue in this industry. Something of this nature has been wanted for a long time."

AREA J - Administrative

ITEM GROUPS OF MAJOR DEVIATION

FAVOURABLE: 1. COMMUNICATION (Up and Down)
 2. ORGANISATION AND CONTROL

UNFAVOURABLE: none

Secondary Deviating Items

Favourable: Promotion Opportunities

Unfavourable: Job demands

This area covers groups of employees whose work primarily is concerned with providing specialist services to management and the organisation as a whole. In this, it generally involves a considerable degree of autonomy and flexibility. It also may afford opportunities for fairly extensive contacts within Headquarters, the Region at large and in some cases outside the organisation.

Responses in this area are overwhelmingly favourable. The outstanding characteristic of the climate surrounding respondents' work is the effectiveness of communication, responses to which are strongly favourable. This applies to COMMUNICATION UPWARDS, with favourable deviations against items such as

Deviating favourably by

their boss likes to hear their suggestions and ideas and will act on them	11%
it is worthwhile for them to put forward their ideas	13%
management takes an interest in employees' ideas and points of view and considers constructive criticism or alternatives	18%
their boss discusses important things about the job with them and tries to get their ideas	22%
management is prepared to hear objections or disagreements	22%

Favourable deviations also occur in respect of COMMUNICATION

DOWNWARDS. These concern

Deviations favourably by

knowledge of the organisation's policy	11%
the interest of the Board's newspapers and other publications	12%
absence of difficulty in getting hold of the information they want	12%
knowing of forthcoming changes in advance	17%
understanding management's policies	19%
reasons for development or changes being explained so that they are understood clearly	22%

The ORGANISATION AND CONTROL of their work also is regarded well.

Favourable scores are recorded against items concerning the absence of unnecessary paper work involved in their job (22%), the efficiency of managerial organisation (18%), the concern of their boss for the well being of his subordinates and the organisation (17%), and his

helping them to produce good work (13%). All these items deviate above average by the percentages shown.

In general, PROMOTION and growth opportunity also were regarded favourably, though occasional comments on what amounts to differentials were made to the effect that "engineers get too much recognition". Views on promotion opportunities, however, generally were in keeping with employees attuned to progress and especially personal development. Items deviating above average here related to promotion on merit, by 14%, and opportunities for employees with ambition, by 11%.

Items deviating unfavourably broadly concern job pressure (12%) and tiring work (13%) in which unnecessary difficulties might be encountered (10%), some of those with whom respondents had to deal being perceived as unhelpful (10%). In the light of this, the least favourable deviation, concerning lack of responsibility (18%), also well might involve some feelings of inadequate authority to overcome these difficulties.

This, however, does not belie employees' overall satisfaction.

Respondents like their work, and speak of it in terms such as

"...I enjoy the association with an essential and efficient public service with scope for personal initiativeI am reasonably paid, conditions are excellent and hours good. ...I have a secure job, although this makes no difference as far as work standards are concerned, with interesting opportunities for meeting people."

AREA K - Administrative

ITEM GROUPS OF MAJOR DEVIATION

FAVOURABLE: MANAGERIAL ORGANISATION

UNFAVOURABLE: none

Secondary Deviating Items

Favourable: Communication (up and down)

Unfavourable: none

The members of this area perform a range of duties, some involving varying degrees of repetition, within a specialist field. Though their work touches widely upon diverse aspects of the Board's operations, by virtue of its specialist nature employees in this area tend to be in a sense self-contained. As a whole, the area is cohesive and its members possess a sense of mutual identity.

Responses in this area, which deviate favourably, are coloured particularly by a concern with MANAGERIAL ORGANISATION, which is regarded well. Items which deviate favourably relate to

	<u>Deviating favourably by</u>
well organised work	10%
improvements in the Organisation over the time they have been employed	13%
absence of favouritism	17%
managerial effectiveness in Promoting Team Work and getting people or Departments working well together	17%
efficiency of Managerial Organisation	17%

The score against the item concerning 'the ways in which management goes about improving working methods', with a favourable deviation of 21% is the best by far of any area. This sense, as it were, of keenness also is manifested in comments which tend to be critical of methods of systems considered wasteful or inefficient. Comments were made relating to "excessive departmentalisation in most engineering and technical jobs"; "the tendency to inter-departmental rivalry and local versus central wars which are against necessary efficiency", and objecting to "a great deal of money being spent on seemingly trivial matters".

The most widespread emphasis, however, is on COMMUNICATION which also is regarded favourably. UPWARDS favourable deviations are scored on items concerning good 'employee-management consultation' (14%), managerial interest in 'employees' ideas and points of view' (13%), and willingness to 'hear objections or disagreement' (10%), all of which deviate above average by the percentage shown.

Similarly, satisfaction with communication DOWNWARDS deviates favourably on items where employees consider that

they understand what the management's policies are;
their boss keeps them informed of their progress in
their work;
their boss keeps them informed on events within the
organisation;
their boss lets them know forthcoming changes in advance;
top management passes on sufficient information about the
organisation's affairs;
all of which deviate favourably by 10%.

There is some evidence of frustration in pay and promotion, but
comments indicate that this tends to relate to inequities of the system,
rather than being directed towards any individual. Apparent pay
inequities between engineering and administrative employees are referred
to specifically, as are grading difficulties such as

"where the grading is fixed according to the title
given to the job and not according to the actual work
carried out",

or

"I have been thinking of moving elsewhere, not on
account of my job, but because of dissatisfaction over
grading".

In general, however, conditions were regarded well overall, and
are summed up in comments such as

"reasonable pay and very good working conditions
and the interesting nature of the work" ... "good conditions,
responsibility, reasonable salary and a sense of contributing
to an essential public service" ... "the Board pay a reasonable
wage, provide good working conditions, and offer a good future
in an industry which is expanding year by year".

AREA L - Administrative

ITEM GROUPS OF MAJOR DEVIATION

FAVOURABLE: 1. COMMUNICATION (up and down)
 2. SUPPORTIVENESS (of Departmental organisation)

UNFAVOURABLE: none

Secondary Deviating Items

Favourable: Identification with the organisation

Unfavourable: Aspects of working conditions

Area L is a service department. Members' roles differ widely: some are comparatively routine, and most have a human relations interest and variety which may involve members in contacts varying widely in the organisation.

The deviations of responses from this area are particularly favourable towards COMMUNICATION. UPWARDS, this is indicated by favourable deviations on items where respondents feel

Deviating favourably by

their boss discusses important things about the job with them and tries to get their ideas	10%
management is really prepared to hear objections or disagreements	10%
their boss listens to complaints and if they are reasonable takes action about them	11%
group discussions with their boss are worthwhile	11%
their suggestions receive reasonable consideration and they are told the outcome afterwards	11%
their boss likes to hear their suggestions and ideas and will act on them	12%
there is good employee-management consultation	12%
it is worthwhile for them to put forward their ideas	17%

Satisfaction is also expressed with communication DOWNWARDS, and items concerning respondents' 'understanding of management's policies' (above average by 16%) absence of 'difficulty in getting hold of the information they want' (14%), 'top management passing on sufficient information about the organisation's affairs' (10%), all deviate favourably by the percentages shown.

An important factor influencing the passage of information is an area's organisational climate, as perceived by its members. In Area L this is felt to be SUPPORTIVE, with favourable deviations on the items:

	<u>Deviating favourably by</u>
they are pushed to produce more	12%
their boss often changes his mind about what he wants from them	12%
they encounter many unnecessary difficulties in the course of their work	13%
they are given credit for good work	13%
their boss takes an interest in them and understands their problems	14%
their boss keeps in touch with them, but lets them work in their own way	15%
management builds up enthusiasm and a real sense of purpose among the employees in their work	15%
their boss is often breathing down their necks	17%
management is concerned mainly with the organisation and themselves	20%

Respondents in this area displayed a perceptive view of organisational problems as a whole. In this, they were perhaps in a better position to survey the organisation than members of a more encapsulated area. In some respects this area was considered by members to have been an organisational Cinderella, and a number of references were made to cuts-back in expenditure. This was reflected in respondents' comments on aspects of their WORKING CONDITIONS, several complaining of

"The reluctance to spend money on non-operational functions. It's rather maddening that it is far easier for a power station to obtain permission to spend umpteen thousand pounds than it is for a department at Regional Headquarters to recruit an extra clerk, or even a labourer."

Pay in general was an item of unfavourable response, though the way in which individuals pay was decided deviated favourably by 11%.

In this frustrations were concerned largely with inequitable pay and differentials. "The reluctance to negotiate salary increases for N.J.C. staff equitable with those negotiated by other sections of the industry", was a point put forward here. In these respects a number of respondents felt like the poor relations of the organisation, soldiering on regardless.

Despite this, most employees expressed strong satisfaction with their work itself and manifested a strong sense of community responsibility and interest. In this, the public service aspects of their work again were stressed in comments such as "I believe the work we do is useful to the community as a whole", and "I feel I am helping to maintain a useful public service".

Members of this area also expressed a definite IDENTITY WITH THE ORGANISATION. They felt that 'they worked for a really good organisation' which offered 'plenty of opportunities for employees with ambition'; that there was 'a good future before them within the organisation' which had 'helped them to develop and improve'. All these items deviated above average by 12%, except the last (by 11%), and were the most favourable of any survey area.

AREA M - Technical/Engineering

ITEM GROUPS OF MAJOR DEVIATION

FAVOURABLE: none

UNFAVOURABLE: 1. ORGANISATION AND CONTROL
2. COMMUNICATION (down)

Secondary Deviating Items

Favourable: Recognition

Unfavourable: Identification with the Organisation

Members of this area are largely professional employees who provide a specialist service function. In this they may engage in a wide range of contacts with generating stations and operational sectors of regional organisation. The specialist background of their work may create a tendency among members to regard themselves as peripheral to the mainstream of headquarters' day to day operations.

A number of comments were made expressing respondents' irritation with excessive red tape in their work. Some of these indicated a sense of detachment from the humdrum aspects of the Board's administrative processes, while others were concerned with the overall control framework as a source of frustration. This was expressed in comments complaining of "too strict a desire to follow a system", or "I can make my own decisions as long as this doesn't require anything important

like having to spend some money on equipment". Similarly, amenability towards alternative points of view was felt to "depend entirely on what you disagree with. If it doesn't suit management policy, then they are unwilling to listen".

It is in terms of COMMUNICATION DOWNWARDS that responses in particular score unfavourably, with deviations on the items:

	<u>Deviating unfavourably by</u>
top management passes on sufficient information about the organisation's affairs	11%
they understand what the management's policies are	13%
they know what the organisation's policy is	15%
reasons for new developments or changes are explained so that they are understood clearly	25%

The last deviation is the most unfavourable by far of any survey area.

Again, aspects of ORGANISATION are regarded critically by respondents in terms of

	<u>Deviating unfavourably by</u>
promoting teamwork and getting people and departments working well together	11%
hours of work	13%
improving working methods	15%
favouritism in their working area	17%
improvements in the organisation over the time they have been working	21%
satisfaction with working conditions for their particular job	25%

The last item, again, is the least favourable of all survey areas.

On the other hand, elements of control and supportiveness are regarded favourably. Responses deviate favourably (by 19%) on the item that 'they have too many bosses', and similarly are above average by 10% on the item that 'their boss helps them to produce good work'. Comments on working relationships were good, with references to a "friendly, helpful atmosphere".

RECOGNITION also is regarded favourably with respondents feeling

Deviating favourably by

methods used for selecting people for vacancies are good	10%
they are given credit for good work	13%
they are paid fairly in comparison with other employees	15%

Satisfaction with promotion, however, is qualified by comments such as

"In general, the Board's departments have a fixed establishment and promotion is by dead mens shoes, or involves moving to other parts of the country. This leads people to be continually on the look-out for other posts within the Board, resulting in a somewhat unsettled atmosphere".

This may be reflected in members' IDENTITY WITH THE ORGANISATION, which tends to be poor. Items deviating unfavourably are those where respondents feel

Deviating unfavourably by

their work is important to the organisation	10%
the pension scheme is good	11%
they work for a really good organisation	12%
they are glad they work for the organisation	15%
over the past year they have thought seriously of getting a job elsewhere	21%

The last item scores the least favourable deviation of any survey area.

Tendencies towards lower organisational identity and responsiveness on the part of professional employees similarly engaged in industry elsewhere have been noted, however. They are referred to, among others, by Blake, Mouton, Barnes and Greinerⁱ and Moore and Renck, who comment

"Evidence from attitude surveys conducted by the Industrial Relations Centre of the University of Chicago ... indicates that these employees tend to be chronically frustrated and dissatisfied. Factors in the morale of professional employees revolve primarily around a fundamental conflict between the expectations and values of professional employees and the opportunities which they have to realise their ambitions and interests as professionals in the industrial setting".ⁱⁱ

Elements of this conflict appear to be present in Area M. Their results in terms of "chronic frustration and dissatisfaction", however, are considerably less evident here than the findings of Moore and Renck suggest might be anticipated.

i "Breakthrough in Organisation Development",
Harvard Business Review, Vol.42 No.6

ii "The Professional Employee in Industry" -
the Journal of Business, Volume 28, No.1

CHAPTER 6

SUPPLEMENTARY HYPOTHESES AND CONCLUSIONS

1. Supplementary Study on Aspects of the Headquarters Work-to-Rule

The work-to-rule among administrative staff at Headquarters, referred to in Chapter four, coincided with the analyses of the information gathering survey. As initially it might have appeared inconsistent with the survey's findings, this supplementary study was undertaken. It is not concerned with the affairs of unions or management at National or Regional levels except peripherally in such ways as the attitudes of organisation members might bear upon the findings of the attitude survey. In this the study is concerned with perceptions of Headquarters personnel, including union officers, towards those aspects of the work-to-rule which relate directly to survey's findings in terms of attitudes and communication.

The hypothesis advanced was that active support of the work-to-rule among members of Headquarters survey areas was less in areas with attitudes favourable towards communication and overall, and greater in areas where attitudes were unfavourable, irrespective of attitudes towards pay.

The method employed was by structured interview among a random sample of forty-four employees, primarily from administrative areas, to ascertain their perceptions of which areas could make the greatest contribution towards rendering the work-to-rule effective, and those which in fact were most active. The interview structure

and scoring sheet is given in Appendix 10.

After approaching union officers, the writer was invited to be present as an observer at the strike meeting of N.A.L.G.O. members. There, perceptions of inequity in the treatment of the pay claim on behalf of administrative staff (which was considered legitimate in the light of awards made to other sections of employees) were expressed strongly. While the feeling of the meeting was clearly for demonstrative action of some sort, it was emphasised that this was directed primarily at those involved in National negotiations, and not at Regional management. This point was reiterated by the chairman of the union branch, who in interview commented:

"We had no quarrel with the management at this Headquarters at all. It was purely in support of the National negotiations which had been terminated by the Board".

A similar view was expressed by the Branch President (who, as a member of management, was in a dichotomous position), in observing that the purpose of the work-to-rule was "... merely to implement the policy of the Association." It might be added that both of these respondents were members of areas with favourable overall attitudes.

While all administrative respondents supported the notion of protest, several were opposed to the principle of the work-to-rule and many others had reservations on its effectiveness and "the way it was organised". On this, an organiser commented:

"It had never been tried before. We were learning as we went along. Should another go-slow ever be implemented, experience gained would make it more effective."

The effectiveness of the work-to-rule was considered patchy by respondents. Though generally agreed that it was conceived as a coercive measure against those involved in National negotiations, few considered the Headquarters effort effective in this and comments frequently were made to the effect that "it didn't hurt management but other members of N.A.L.G.O."

Respondents tended, with certain exceptions, to rate the activity levels of their own areas more highly than did respondents from other areas. Many were more qualified in rating their personal support, often adding that "they did to start with" or, in some cases, "people in our section didn't bother much".

Respondents suggested several key areas in which they considered the work to rule potentially might be most effective, such as registry or telephones, though in respect of the latter it is noteworthy that again the line was drawn, the Union Chairman commenting "I would have classed interfering with telephones as sabotage." The key area put forward by every respondent was Accounts Department. Respondents from this area rated their estimates of support from 60% to 100%, depending upon section. All other respondents, however, placed it from 50% - 60%. In interview, the Regional Accountant pointed out that despite the fact that his

department has fewer staff proportionately than those of any other Region, the North Western was the only Region in which accounts went through virtually on time and which continued to pay out wages, other Regions paying on account. The overall attitudes of this area were favourable.

On the other hand, the area which respondents considered most active (some 80% - 90%) in support of the work-to-rule was Area F, an area with among the least favourable attitudes towards communication, supportiveness and control. No respondent, however, felt that the coercive effect of the efforts of this area could be anything other than peripheral. On this, the N.A.L.G.O. Branch Chairman commented:

"It is difficult to prevent people from inventing their own sanctions both at power stations and Headquarters."

Thus Accounts Department, with favourable attitudes overall, including those towards pay, was perceived by employees to be a key area in the work-to-rule. In fact, however, its work went through more effectively than that of its counterparts in any other Region.

Area F was perceived by employees to be peripheral to the success of the work-to-rule (which was over pay), but nevertheless was considered to be the area which supported it most strongly. The overall attitudes of this area were unfavourable, with poor scores on communication and supportiveness - but among the highest scores on pay, which was the only major topic on which respondents expressed satisfaction.

This lends considerable support both to the findings of the information gathering survey and the hypothesis. The prosecution of the work-to-rule, or the degree of hostility manifested by employees, appears to have been influenced less by their perceptions of the substance of National negotiations or the coercive effectiveness of their actions upon these. It appears to have been influenced more by their perceptions of the effectiveness of functional communication and supportiveness in their working areas. This resulted in employees taking the opportunity provided by the work-to-rule to vent their reactions towards control.

2. Variable Data on Personnel Turnover and Uncertified Sickness

In examining variations between area response patterns, additional indicators were considered, making use of data extracted from the Board's records. This proved to be more difficult than was anticipated and involved a number of unforeseen factors concerning detail and comparability similar to those which Walker encountered.¹

The Board does not maintain data on administrative productivity and it was considered that the most suitable sources of comparable data might lie in statistics on the incidence of personnel turnover and uncertified sickness absence. In this, the hypothesis was that

¹ "Morale in the Civil Service", Page 108 - "A Search for an Index".

over a given period of time these would be higher in areas with unfavourable as opposed to favourable attitude patterns.

Unfortunately, as with the examination of suggestions recordsⁱ this analysis ran into difficulties due to the inadequacy of data available. In particular, as matters of detail appropriate to the groups under examination were considered, it became apparent that statistics, satisfactory for existing records purposes, for the purposes of this analysis in fact did not present like and like.

A good deal of data was produced analysing both turnover and sickness absence over a twelve-month period, 1964-65, coinciding with the research survey. While this proved inconclusive in the context of the communications studyⁱⁱ the results are not without interest and accordingly are summarised here.

2.1 Personnel Turnover

For the purposes of data analysis, this concerned employees, male and female, who transferred from their departments to other departments, Regions, or left the organisation. Deaths and retirements were excluded from the calculations, along with rotational movements, such as those involving trainees.

ⁱ Ibid, page 112.

ⁱⁱ Walker discusses some similar relevant findings in "Morale in the Civil Service", Page 142.

Overall turnover figures for the period were found to be, male, 11%; female 17%; with departmental personnel turnover fluctuating over a range of 14%. Adjustment for the variation in incidence between sexes was made but it became apparent that other, unrecorded, factors might exert considerable influence. Chief among these appeared to be the nature of work involved. The more this was professionally orientated, the greater the pattern of movement tended to be. Conversely, the more the working environment involved clerical routine, the more static it tended to be. Age, and possibly length of service was associated with this. Area M, the area with the highest turnover, had an average age of 31.6 years, while area H, with the lowest turnover, had an average age of 44.2 years.

These factors appeared to weigh more heavily than the overall attitude patterns to which they contributed. Personnel turnover was highest (18%) in Areas M and J, with respectively unfavourable and favourable overall attitudes. Both departments had a more professional orientation among personnel than had Areas H and L, again with respectively unfavourable and favourable overall attitudes. In the latter departments, work tended to be more static and routine and mean turnover was only 4%.

2.2 Uncertified Sickness Absence

In view of the results of the analysis of personnel turnover, data ^{on} ~~of~~ uncertified sickness, broken down over the same period, was

analysed in detail for an initial period of six months. Data was extracted relating to absences of under three days, this being considered the most valid indicator of casual absence reflecting departmental attitude patterns.

The mean incidence of absence per head, over all departments, was 0.46 days among men (in a range of 0.23 to 1.03) and 1.33 days among women (in a range of 0.92 to 2.5)

While certain departments (A, B, E and L) were consistently above average and others (F, G, K) below, the factors which might influence this (such as proportions between sexes, nature of work, sizes of working groups), apart from those involving communication links, were felt to be too numerous and information upon them too incomplete to sustain any conclusion in terms of attitude relationships.

3. Perceptions of Communication Effectiveness and Employee Development

This study has been concerned with the effectiveness of interpersonal communication. Judging this, fundamentally, is a subjective process which can be undertaken only by those directly involved in receiving information. However clear and satisfactory an initiator of information may consider his communicative ability to be, his success stands or falls according to the perceptions of his audience. If they cannot understand him, his communication effectiveness is failing, whatever he or any independent assessor may judge it to be.

Accordingly, the study has set out to gather and measure the perceptions of Headquarters employees upon the effectiveness of communication as it concerns them, and their perceptions of the factors which may influence it. These have been examined in the previous chapter over the twelve survey areas and some distinct patterns of employee reactions have been revealed.

The remainder of this chapter seeks to review the findings of the information gathering process overall. Some associated factors, such as job satisfaction, security, working environment, and aspects of pay are regarded highly satisfactorily. In terms of communication itself, there are clear distinctions between reactions towards institutionalised and organic communication. Similarly, there are distinctions in the interaction between employees and supervisors, and supervisory and higher levels.

The Board possesses elaborate provisions for institutionalised communication and its publications, notice boards and similar aspects of internal employee relations activities are regarded well. Similarly, institutionalised documentary communication in the form of procedure circulars was found to function satisfactorily and the improvements which were recommended to these (Appendix 15) largely concern techniques of preparation.

The machinery for joint consultation provides a formal channel of appeal which, despite varying perceptions of its effectiveness, generally was considered to be valuable and necessary. Apart from this, there was a good deal in the work of the Local Advisory Committee which was perceived to be ritualistic and time wasting, and employees' support for certain of its activities was observed to be disappointing. As an information channel, the advisory machinery has about it something analagous to pumping information in at one end in a general hope of it getting to where it may be needed eventually. On the other hand, there is little to suggest that the Local Advisory Committee at Headquarters fails to fulfill the institutionalised consultative role assigned to it adequately. Indeed, paradoxically, it is quite likely that it is because it does fulfill its formal function that there is a relative absence of issues concerning it, and, along with formal communication as a whole, it was assigned relatively low importance by employees.¹

Organic channels of communication were assigned high importance by respondents and were perceived to vary widely between survey areas. Organic, functional communication frequently was referred to by respondents as "real" communication, as distinct from proxy contacts of various kinds which avoided personal involvement.

¹ Ibid, page 120 et seq.

The extent to which organic interpersonal communication might be developed or improved depends primarily on those organisational agencies which exert the greatest influence on employees in this respect; namely, those concerned with personal development, human relations and control.

In terms of employee development, the organisation relies primarily upon its Labour and Welfare functionⁱ. In this, however, the Education and Training department is equipped to deal principally with formal training, as opposed to the broader spectrum of employee developmentⁱⁱ. While developmental training has evolved to a greater degree in respect of the Board's administrative training scheme, even here patterns of organic development were by no means universal, as the separate study of administrative training (Appendix 15) showed. Indeed, in isolated areas bright young men had continued to be employed upon menial tasks unrelated to their development; in effect, a perpetuation of the fagging system discarded by the Civil Service in 1870.

The role assigned by the organisation to its organic human relations function is peripheral. A tendency was commented on, especially among operational managers, to regard a Personnel

ⁱ Ibid, page 83 et seq.

ⁱⁱ Ibid, page 98 et seq.

Department as a conventional necessity for hiring and firing, but apart from that as something quite distinct from getting real work done. This tends to be reflected in the mechanistic rather than the developmental functions of the Personnel Department, sustaining comments that the function is "too establishments conscious". (In this, the departmental title of "Labour and Welfare" has been considered scarcely to help, carrying with it associations of artisans and the 1930's. Certainly the functions of that section of the Ministry of Labour of the same name are far less personally involved than a Personnel Department in a dynamic organisation needs to be).

The development of Regional Personnel services can bring immediate organic communication benefits in terms of counselling. Here, the need for an effective non-evaluating communication channel was expressed by many respondents and reinforced by the number of employees who sought out the writer of their own accord in this respect. Similarly, a broader pattern of development of the organisation's human resources, involving job rotation and more frequent growth appraisal, seeking information of real developmental value rather than data for record cards, can be valuable means of stimulating organic influences.

This inevitably would involve employee development staff closely in the work of other departments. The widespread growth of specialist roles in all aspects of organisation, however, increasingly has blurred the distinctions between 'line' and 'staff'. There seems no reason why line departments should not include Personnel, or any other, specialists on a rotational or consultative basis, if such specialists are available and capable of providing the services where they are needed. Indeed, ready liaison with organisational consultative services of all kinds is a concomitant of departmental interaction and lateral relationships.ⁱ

The development of organic communication primarily is concerned with the development of more effective functional relationships and of organisation. Methods Services consulting within the Board's organisation upon a basis of work simplification and ready interaction throughout the organisation can make a real contribution in this respect. Though the development of organic communication is to be concerned with organisational effectiveness rather than vague ideas of making people happier, there is evidence to suggest that the two are relatedⁱⁱ and that staff are more satisfied if they are occupied in a purposeful, effective organisation which can satisfy their needs.

ⁱ Lateral relationships and information flow have been the subject of a separate study, as described on page 12.

ⁱⁱ "Morale in the Civil Service", page 265; the Prudential Insurance Study, Morse and Reimer; "The Experimental Change of a Major Organisational Variable", Journal of Abnormal and Social Psychology, Vol. 52, page 128.

in terms of interest, identity and achievement. Similarly, insecurity, the avoidance of responsibility and unwillingness to undertake communication, are characteristics of "sick organisations" and usually are acquired by employees as a result of their experiences and environment.

4. Engineering & Administrative Attitude Divergencies

Wider interaction presupposes close relationships between those concerned; and within the Board this presupposes, similarly, closer links between engineering and administrative departments. In this, it is useful to consider the respective attitude patterns of these employee groups, which have a close identity. Over all responses the coefficient of correlation between them is 0.87 and over certain categories, such as job satisfaction, pay, and working relationships, identity of attitude is higher still. There are, however, certain distinct groups of items, themselves of considerable importance, upon which engineering departments' scores are consistently lower than those of administrative departments. Out of the sixteen attitude categories there are three such groups, all of which fundamentally concern the nature of control and bear a strong relationship to one another.

The first concerns supervisory relationships. It consists of six items which involve perceptions of supportiveness and codes of personal control on the part of immediate superiors. The items are:

whether respondents consider that their boss takes an interest in them; whether he helps them to produce good work; likes to hear their ideas and suggestions; keeps in touch with them, but lets them work in their own way; is always breathing down their necks; and whether they would like more personal contact with their boss. Over this group of items the coefficient of correlation falls to 0.57.

The second group consists of seven items concerning the two-way passage of functional information. Upwards, the items are: that there is good employee-management consultation; that management is really prepared to hear objections or disagreements; and is prepared to consider constructive criticism or alternatives. Downwards, the items are: that management passes on sufficient information about the organisation's affairs; that respondents often find it difficult to get hold of the information they want; know what the organisation's policy is; and consider that reasons for changes or new developments are explained clearly so that they are understood. The scores of engineering departments over this group of items are consistently more widely adverse than those of administrative departments, and the correlation coefficient here falls to 0.44.

Finally, the third group relates to managerial organisation and effectiveness. It consists of five items, concerning respondents' perceptions of whether managerial organisation is efficient; whether managers are concerned only with the organisation and themselves; whether management builds up enthusiasm among employees in their work; develops team work and co-operation between sections and departments; and goes about improving working methods satisfactorily. Over this group, engineering departments' responses drop still further away, and the coefficient correlation falls to 0.24, indicating very little identity between them.

Over all departments and item categories, the important categories of which the last two groups form a part, score relatively unfavourably. Engineering staffs' identity with the organisation also tends to be lower than that of administrative departments on items concerning whether respondents would recommend others to work for the organisation; have witnessed improvements in the organisation; and thought seriously of getting a job elsewhere.

The divergence in attitude between engineering and administrative departments¹ is likely to have pre-vesting origins in the bifurcation between those in the field "getting on with the job" and those

¹ This is examined comprehensively and relevantly by Herzberg, Mausner and Snyderman in "The Motivation to Work".

behind in "the office". It is reflected particularly in attitudes towards control, with the engineers more critical and outspoken, and administrative personnel the reverse. This is not to suggest that Headquarters administrative departments contain whole 'Light Brigades' of men at their desks not reasoning why, but in sections of areas such as K, L and F, a more unquestioning, orthodox local government approach was observed. Engineers tended to be more sceptical and outspoken, more independent and professional, and the greatest degree of iconoclasm was found amongst scientists engaged in research and development. Again, attitudes of these groups may be conditioned by their respective backgrounds and values, a possibility which is considered further in Part 3 of this study.

On the "production side", since nationalisation new concepts of generating technology have evolved, involving fundamentally new processes. The scale of generating plant has increased enormously since then, as has the amount spent on research and development. "Old" Station Superintendents have been giving way to younger men and, especially at new generating stations, graduates, highly skilled professionally, new men in science-based industry. In the course of the project, a number of Superintendents were interviewed and among them keen interest often was manifested in concepts and methods of management. Similarly, graduates in engineering departments

excluding Research and Development, outnumber their counterparts, in administrative departments by more than three to one. Undoubtedly this is influenced by the organisations' structure which, administratively, tends to have evolved more haphazardly; mechanisation has been comparatively recent and codes of control inevitably are influenced to a greater extent by the scale and the bureaucratic componentsⁱ of their local government background.

5. Codes of Interaction and Control

At an early stage in the research, occasional respondents observed that they failed to see the connection between codes of management and communication. The previous chapters have sought to demonstrate that the effects of such codes upon communication are probably the most fundamental and far reaching of all organisational influences. Their crucial importance is discussed appositely by Cook, who observes:

"Communication tends to be regarded as the process of getting information across from one group, the management, to another group, the employees. There is even a tendency to concentrate on one employee group, the manual workers, with little attention being given to other employees - office workers, sales staff, etc. It is true that increasing attention is being given to communicating to supervisory groups, but sometimes this is due not to a recognition of the need of this for its own sake, but to the realisation that those in supervisory

ⁱ vide Weber, "Theory of Social and Economic Organisation", page 312; Hall, "The Concept of Bureaucracy: An Empirical Assessment," Journal of Social Issues, Vol.59, 1963, page 33 .

positions are important links in the chain of communication from top management to employees. Two observations can be made on this aspect of the current approach to communication.

- (a) The emphasis on communication from management to employees must be interpreted as an acceptance by management of the two-party split, management and the employees. Thus the development of communication on this basis could contribute to intensifying one of the problems that, in principle, it is intended that better communication should help minimise.
- (b) It is assumed that there are no problems of communication within the management group, or that if there are, they are somehow different. This would seem to be most unlikely. The hierarchical management structure, the specialisation of functions, line and staff relationships, these and other features of the management group are apt to create more acute communication problems than might be expected in the more simply organised employee group. Moreover, it is not uncommon to find in organisations that are giving a great deal of attention to communication between management and employees that there are acute communication problems within management. It may be, therefore, that preoccupation with the problems of management-employee communication represents, to some extent, a displacement of the anxiety that management feels about its own interpersonal relationships. If this be so, then management will be unable to deal objectively with the problems arising from its relations with employees. In any case communication right down the line and between those at the same levels down the line is not likely to be effective if there are difficulties, particularly unrecognised difficulties at or near the top."¹

¹ Cook, P.H., "An Examination of the Notion of Communication in Industry", Occupational Psychology, Vol.25., No. 1, page 1.

Uncertainty and anxiety have been shown widely¹ to be key factors in blocking interaction and communication. As a result of information flow consequently diminishing, so uncertainty and anxiety tend, regeneratively, to feed upon the situation and increase, with attempts to alleviate this by unofficial attempts to make circumstances more meaningful through the development of grapevines. Codes of control and information which contribute to this situation, albeit unintentionally, are likely to have serious effects upon interaction and communication as a whole. Apart from this, there are various factors involved in day to day organisation (such as codes of control embodying limited accessibility, elaborate appointment procedures and other aspects of apartness) which may inhibit interaction, depending on the perceptions of the need for this by those involved and the values they set upon it.

Though status was a topic not widely referred to except in terms of grading, it is nevertheless a factor of some importance in communication which requires definition. For example, in examining organisation charts various qualifications were made by respondents with "inside" knowledge who accorded various people degrees of real authority and influence by virtue of the stock exchange of reputations rather than official hierarchical positions. These also were observed

¹ As discussed on page 97. The equilibrium models of organisational change of Sofer, Jaques, Menzies and others are based upon tension release through uncertainty and anxiety reduction; see also Revans, "Standards for Morale".

widely to be reflected in respondents' attitudes towards such people. In another sense, status may be synonymous with apartnessⁱ, the degree of interaction and the volume of communication initiated by subordinates being inversely related to their perceptions of their superiors' status.

Whilst supervisory relationships generally were regarded satisfactorily, a gap in communication was perceived to lie between management and supervisors; or between senior and middle management. While such a gap is not uncommonⁱⁱ, it was by no means universal at Headquarters. Codes of interaction have been discussedⁱⁱⁱ involving among others the manager in Area L who consciously avoided symbols of apartness and spent much time among subordinates to whom he delegated extensively. His subordinates had a high regard both for him personally and for his abilities; his status among them was high as was his degree of interaction. As a result he was able to learn what was going on and be aware of the nature and dimensions of problems, both his own and those of his subordinates, because he talked them over with his subordinates frequently.

ⁱ Ibid, page 131.

ⁱⁱ Similar findings are discussed, among others, by Norman H. Martin in "Differential Decisions in the Management of an Industrial Plant", page 258, "The Journal of Business", Vol. 29, No. 4.

ⁱⁱⁱ Ibid, page 92 et seq.

Communication and learning, as discussed on page 25, comes from the response to signals, interpreted according to knowledge, need and environment. The more continuous the transmission of signals and the pattern of interaction, the wider the opportunities for communication and learning. The more enclosed a manager may be, not only by physical barriers but by status considerations, themselves influenced by elements of uncertainty and anxiety, the less he is in a position to communicate, to learn, and often as a result, to delegate.ⁱ Similarly, where his isolation is influenced by status considerations, he may find himself less able to seek assistance as this might be construed as an admission of inadequacy on his part. Wider interaction between management and subordinates is a process of stimulating and exchanging signals. It does not imply dictatorial interference, but the development and clearer delineation of reciprocal codes, a need often expressed by respondents. Similarly, it is desirable that there should be clearer definition and uniformity of codes concerning whether, and what, communication should be delegated, tacitly or otherwise to union representatives.ⁱⁱ The establishment of more uniform codes is not a concomitant of rigidity, but a process of setting out a clear framework within which organisation members know where they stand and are more free to

ⁱ Ibid, page 97. This is discussed, again in the context of status gap and inadequate inter-managerial interaction, by McNulty in "Organisational Change in Growing Enterprises", Page 19, "Administrative Science Quarterly", Vol.7, 1962/63.

ⁱⁱ Ibid, page 114.

interact and exchange ideas. Controls which are mechanistically conceived tend to have the opposite result, developing not interaction but the proliferation of paper already commented upon widely. The organic framework not only mitigates against this but is likely to provide a climate more conducive to the examination and reduction of existing paper work by Organisation and Methods, or other appropriate organisational services.

6. Some Remedial Considerations

Wider organic interaction is fundamentally a process of stimulating discussion, the need for which frequently was encountered in the course of information gatheringⁱ and which has been demonstrated in other researchⁱⁱ. On this point, a chief officer commented:

"I think a major part of the exercise could be to try to find out where we are deficient in communicating to members of the organisation. Try this department as an example. Everyone thinks they tell enough, but subordinates don't learn enough. People say, "I believe in delegation, provided it doesn't go beyond me." I think we could probably do well in passing information down the line by using overlapping groups".

..

ⁱ Ibid, page 124.

ⁱⁱ See, for example, Revans, R.W., "Managers, Men and the Art of Listening", New Society, 4.2.65.

While this observation again emphasises information flow downwards,ⁱ the advocacy of discussions presupposes an upward interchange. Effective interaction of this kind is the development of two-way communication in its most vital form. At the same time, it can provide need fulfilment on the part of subordinates' being "in touch with the top"ⁱⁱ and be valuable in building up functional communication in exchanging signals which are specific to a situation rather than generally and mechanistically prescribed. Similarly, it can make positive contributions to developing supportiveness and influencing the awareness of performance goals and employees' motivation to achieve them, all of which are intervening variablesⁱⁱⁱ of some importance.

The key word in this, however, is "effective". It would be facile to suggest that any discussion in any circumstances would

ⁱ Discussions on communication with senior managers sometimes indicated the preoccupation of the traditional organisation with downward information flow. Deriving historically from ecclesiastical and military forms of organisation, it was implied that commands, knowledge and ideas inevitably flow downwards from top authority figures. Middle range managers and supervisors, on the other hand, were far more concerned with information flow upwards.

Similarly derived implications were put forward, predominantly in some administrative sections, concerning the punitive associations of work. This was not to be enjoyed but, like medicine, it should be unpleasant, otherwise it couldn't be doing any good.

ⁱⁱ Vide Argyris, "The Organisation: What Makes it Healthy?", Harvard Business Review, Vol. 36, No.6, page 107.

ⁱⁱⁱ Vide Likert, "New Patterns of Management", pages 220-1

make a positive contribution towards the achievement of these goals. In an examination of publications on group discussions within the Electricity Supply Industry and elsewhere, procedures and chairmanship, degrees of formality and so on, appeared to have been applied differently by those who had taken part. Where some discussion groups were successful others were less so, for reasons which often are unclear.ⁱ It is most likely, however, that these reasons are fundamental to the development of an "environment for consultation", the necessity for which is stressed by the Board member for Personnelⁱⁱ if meetings are to be successful.

It is necessary to explore components of potential solutions; and in so doing, to be clear about the necessity of understanding what it is that one is trying to solve. There is considerable danger inherent in advocating apparent solutions for doctrinaire reasons influenced by situations elsewhere which are considered to be analagous. Similarly, solutions providing quick return cost savings in the short term may be extensively damaging in the long runⁱⁱⁱ (for example, when human factor resistance has had time to develop), creating more problems than are solved.

ⁱ See, for example, Richards, C.G., "Informal Departmental Meetings in Power Stations in the Yorkshire Division", Joint Consultation, No.14, 8/1960 Page 13 et seq.

ⁱⁱ Cooper A.R., "Joint Consultation", 'Objectives of Joint Consultation', page 16.

ⁱⁱⁱ This point is discussed further by Likert in "New Patterns of Management", page 75/6.

Solutions are unlikely to be found in ready formulae of "be more consultative" or "set up a system". They will require involvement and effort on the part of those chiefly concerned. While background information may be derived from a more general model, solutions are likely to lie in developing processes for exchanging signals and ideas among those who are involved functionally. The essence of such an interchange is that it concerns real problems and personalities specific to actual organisational situations as members experience them, rather than similar but artificial generalisations taken from elsewhere.

Fundamentally this is a matter of creating a learning situation in which organisation members may gain insight into the effects of their own actions upon communication and may realise their significance.ⁱ Without this realisation or without those involved appreciating the need for, or value of, such a climate, attempts to impose organic solutions from above can be disastrous.ⁱⁱ In areas where communication is perceived by members to be poor, it is unlikely that those who contribute to this situation set out deliberately with such an end in view. Indeed, it is quite possible that the true nature of difficulties is unrecognised and that those

ⁱ Vide Revans, "The Autotherapeutic Organism", page 91, "Standards for Morale".

ⁱⁱ Palmer, R.G. and Joliffe, B.R., "Participate - by Order", New Society, 14.11.63.

responsible honestly consider communication and interaction in which they are involved to be sound because they are unaware of, or fail to appreciate, the significance of the effects they create.

Feeding backⁱ survey information is an initial means of inducing awareness; recognition and change are subsequent phases in a learning process. Attitude change has been the subject of widespread comment nationally. Within the Board a N.A.L.G.O. officer of many years standing, formerly a National Representative commented:

"The greatest problem of this industry is changing peoples attitudes. The older they are, the more difficult it is".

The final part of this study is concerned with examining perceptions of interaction and codes of communication and control more closely, and with initiating an experimental feedback exercise.

ⁱ "Feedback, as used here, signifies verbal and non-verbal responses from others to a unit of behaviour provided as close in time to the behaviour as possible and capable of being perceived and utilized by the individual initiating the behaviour. Feedback may serve a validating function with respect to the initial behaviour. It may serve to steer and give direction to subsequent behaviour. It may also serve to stimulate changes in the behaviour, feeling, attitude, perception, and knowledge of initiator" - Bradford, P., Gibb, J.R., and Benne, K.D., "T-Group Theory and Laboratory Method, Page 24.

PART III

TESTS OF INTERACTION, FEEDBACK AND CONCLUSIONS

SUMMARY

This final part of the study sets out to examine the conclusions of the information gathering survey within the framework of the organisation.

In Chapter 7, some aspects of organisation and control are considered, along with methods and tests relating to certain hypotheses. The structure of these tests is set out in Appendices 11 and 12, to which reference is made at various points in the text of Chapters 7 and 8. The management styles of the 'Managerial Grid', given on Page A99 of Appendix 11, are particularly relevant to these chapters.

Chapter 8 describes a feedback experiment undertaken in connection with the findings of the attitude survey. Also, the results of the tests of interaction are discussed in relation to hypotheses, data relevant to these being set out in Appendix 13, which should be read in conjunction with this chapter.

Finally, the conclusions of the study as a whole are discussed, along with recommendations for further work. Conclusions of the further studies which make up the work of the research project as a whole are summarised in Appendix 15.

CHAPTER 7

SOME CONSIDERATIONS RELATING TO ENVIRONMENT, METHODS, AND TESTS

1. The Organisational Environment and Adjustive Development

Employees' responses in the information gathering survey, as discussed in the preceding chapters, indicated that in all survey areas certain matters of problem content existed. Though these varied widely in extent between areas, many were considered to stem from systems, or codes of interaction and authority which, it was felt, were unduly rigid, mechanistic, or impersonal. It was these organisational attributes which were considered most to be in need of change.

On the other hand, it is important to consider them in relation to their organisational environment, and to bear in mind whether or not such attributes inevitably may be concomitants of large organisations. Similar problems are certainly not uncommon in large-scale undertakings, especially where these involve adjustment to growth, in the case of the Board from small-scale, local government based structures, to very much larger ones. Accordingly, it was considered appropriate at this point to consider briefly certain aspects of large undertakings - and change and adjustment within them - which are relevant to the methods and fieldwork described subsequently.

The growth of a large-scale bureaucratic system, in itself, is not necessarily either desirable or undesirable. As bureaucracies are mechanisms for

executing large-scale administrative tasks efficiently, by systematically co-ordinating the work of many individuals,ⁱ increasing organisational size inevitably tends towards bureaucratic development.ⁱⁱ Where such development occurs, however, it is important to consider the extent to which the systematic prescription of individuals' work bears upon the effectiveness of their job performance and of functional communication. Fundamentally, this amounts to a distinction between when mechanistic organisation may be effective, and when a shift towards more organic control is required.ⁱⁱⁱ

A realignment of emphasis towards the organic is not inconsistent with the goals of bureaucratic organisation, but rather reflects functional changes over time, necessitating compensating adjustments within, as it were, the bones of the organisation's structure.^{iv}

ⁱ Weber's classical concept of bureaucratic organisation, embodying the division of organisational functions upon lines of mechanistic rationality and technical competence, with a formal basis of legal, hierarchical authority, is set out in the "Theory of Social and Economic Organisation", page 339.

ⁱⁱ Conditions giving rise to bureaucracy are discussed by Blau in "Bureaucracy in Modern Society", page 36 et seq.

ⁱⁱⁱ Circumstances surrounding organisational tendencies towards either the mechanistic or the organic are discussed by Burns & Stalker in "The Management of Innovation", page 96 et seq.

^{iv} Compensating adjustments in organisation structures to meet such requirements often tend to be seen in the context of decentralisation. However, as discussed in chapter 3, page 74 et seq, decentralisation alone does not necessarily achieve rationality or efficiency: the fundamental nature of organisations' activities, and concomitant adjustments which may be necessary in their value and authority systems, also need to be taken into account. See, for example, Hall, R.H., "The Concept of Bureaucracy: an Empirical Assessment", American Journal of Sociology, Volume 59, 1963, page 39.

The need for decentralisation, as a central assumption of Western organisation theory, is discussed by Presthus in "Weberian v Welfare Bureaucracy in Traditional Society," Administrative Science Quarterly, Volume 6, 1961/62, Page 11.

Similarly, codes of authority and behaviour may reflect the influence of changing social values and authority systems.ⁱ

All organisations embody change to some extent, unless they are stagnating. Though change may appear to be slight within a large bureaucratic organisation, if reviewed over a period of, say, five years, it is often found to have been remarkably extensive.

Conditioned by the scale and stability of the large undertaking, there may be understandable tendencies to underrate the effects and implications of new situations and the need for

ⁱ Various observers have reconsidered the nature of bureaucratic organisation in contemporary terms, for example, Dubin ("Human Relations in Administration", Page 154 et seq) and Simon ("Authority", Page 103 et seq, "Research in Industrial Human Relations") who, in discussing participative and social approval hypotheses, place primary emphasis on persuasive authority. Others, such as Bennis ("Leadership Theory and Administrative Behaviour: The Problem of Authority," Administrative Science Quarterly, Volume 4, 1959, Page 288 et seq) and Presthus ("Authority in Organisations", Public Administration Review, Volume 20, 1960 Page 88), discuss codes of interaction which emphasise superior-subordinate rapport.

These reflect considerable change from the earlier classical or rational streams of thought exemplified by Weber, or by Taylor and others representing the scientific management school. Guest, in his study of organisational change, comments upon these:

"In general, these observers, imbued with the scientific determinism of the preceding century, held that the agent of authority was able to command obedience on the basis of power vested in him by those outside the organisation. For Weber, it was society which legitimised the exercise of authority. For the scientific management group, authority was something which could be built into the system much as one determines which sources of power are to be used in running machines." - Guest, R.H., "The Nature of Authority in Perspective", Page 120, "Organisational Change."

ii "Bureaucracy in Modern Society", page 60

adjusting to these.ⁱ

Accordingly, additionally to passing the findings of the information gathering survey to Regional management, it was proposed experimentally to feed back information from the survey to employees in certain areas. By doing so, it was hoped that members might be able to examine the problem content of factors in their work situation which they themselves previously had put forward, and to explore means of resolving these. The method used is discussed in Section 3 of this chapter, while the documentary feedback material is described in Chapter 2, page 56 et seq.

2. Strategies of Control, and Communication

Certain factors underlying organisational adjustment were the subject of tests associated with the feedback exercise. These factors

ⁱ Blau takes account of this in the approach to the concept of bureaucracy which he puts forward. In it, he observes that in the interest of administrative efficiency:

"the problem of central concern is the expeditious removal of the obstacles to efficient operations which recurrently arise. This cannot be accomplished by a preconceived system of rigid procedures, but only by creating conditions favourable to continuous adjustive development in the organisation. To establish such a pattern of self-adjustment in bureaucracy conditions must prevail that encourage its members to cope with emergent problems and to find the best method for producing specified results on their own initiative." - "Bureaucracy in Modern Society", page 60.

Blau goes on to enumerate conditions for adjustive development which are similar to those put forward by McGregor in his Theory Y, ("The Human Side of Enterprise", Page 45), and also emphasises the need for further empirical testing of these conditions.

are considered briefly below.

Adjustive development within an organisation is synonymous with administrative competence. As Argyris observes:

"Administrative competence is related to the organisation's abilities to achieve its objectives, maintain itself internally and adapt to its external environment."ⁱ

Adjustive development and administrative competence depend fundamentally on the competence and efforts of an organisation's members. Similarly, the effectiveness of an organisation as a whole depends fundamentally upon the effectiveness of interaction between the individuals of whom it is formed. This, in turn, is affected by the organisation's control processes, and the means by which it seeks to influence employees.

Argyris puts forward the view that the individual and the organisation are living organisms, each with its own strategy for survival and growth. The individual's strategy for existence at crucial points may come to be antagonistic to the strategy that guides the formal organisation, and this may lead to conflict between the individual and the organisation.ⁱⁱ

Traditional, authoritarian strategies of administration and control tend to produce such conflict for, indeed, they are founded upon the

ⁱ "Interpersonal Competence and Organisational Effectiveness", page 50

ⁱⁱ "Interpersonal Competence and Organisational Effectiveness", page 1

assumption of its existence.ⁱ Such patterns of control primarily are coercive, based upon the assumption that people fundamentally will be indifferent or apathetic, and without strict control will avoid work wherever possible.

These strategies may lead, on the one hand to unresolved conflict; or on the other, to a proliferation of informal systems for evading and defeating formal organisational processes laid down. Among individuals, they tend to divert interest and abilities, which otherwise might be employed within the working environment, to outside involvement with reduced involvement in the work situation. Associated with this may be factors such as increased absenteeism or labour turnover, increased emphasis on money and material factors, and decreased emphasis on commitment, interpersonal activity and human factors.

Other control strategies seek to mitigate against this. An alternative approach is that normal people, with appropriate stimuli, will want to work, and indeed will be the more happily occupied when they are doing so.ⁱⁱ The interests of the individual and the organisation need not be in fundamental conflict but in fact may be integrated, and where conflict arises, it can be employed to stimulate growth and

ⁱ Ibid, Page 213.

ⁱⁱ See, for example, Blake and Mouton, "The Managerial Grid, Page 142; McGregor, "The Human Side of Enterprise", Page 45 et seq.

development.ⁱ Such views, however, tend to be incorporated into organisational strategies only in isolated cases,ⁱⁱ and contemporary strategies of organisational control generally are rationalisations of the traditional approach.ⁱⁱⁱ

Accordingly, the study sought to examine patterns of interaction and control in certain areas, on the basis of the attitude scores shown in the information gathering survey, and to relate these to specific management codes. The methods developed and employed in this process are discussed in the sections which follow.

3. Models for Inducing Organisational Change

In considering the viability of potential adjustment or change in certain organisational attributes, it is important to consider means of bringing this about. The induction of attitude and organisational change is a field which has been attracting increasing attention among behavioural scientists over the past decade.^{iv} Accordingly, three

ⁱ Maslow comments on this in relation to the needs and nature of contemporary society in "New Knowledge in Human Values", Page 129.

ⁱⁱ In the United Kingdom, for example, as a policy of Scott Bader and Co. Ltd., (plastics manufacturers) of Wollaston, Northants.

ⁱⁱⁱ Contrasting control strategies and approaches to interpersonal communication are set out in Appendix 11.

^{iv} See, for example, Bennis, "A New Role for the Behavioural Sciences: Effecting Organisational Change", Administrative Science Quarterly, Vol. 8, 1963/4, page 125; also "Changing Organisations", McGraw Hill, 1966.

recent change models embodying a sociotherapeutic approach towards organisation were examined with a view to framing an experimental basis for exploring problem content in appropriate survey areas and, it was hoped, initiating remedial adjustments.

All three approaches aim, as a fundamental, at more effective communication and interaction. While the change induction programmes which they formulate, especially in the case of the developmental and organic models which follow, are more extensive than the circumstances of the research afforded the writer opportunity of undertaking, all provided information of value in developing methodology. The models, and the aspects of them which were found most useful, are described briefly below.

3.1 The Developmental Model, represented primarily by Argyrisⁱ is founded upon the assumption that traditional organisational influence processes are based primarily on coercion and controls that accentuate the rational, discounting personal and emotional values. This is seen as resulting in increasing conformity, mistrust, dependence, defensiveness and conflict; and decreasing effectiveness of decision-making. Accordingly, a transformation of values is sought through the development of authentic

ⁱ vide "Interpersonal Competence and Organisational Effectiveness". See also "T-Groups for Organisational Effectiveness", Harvard Business Review, Vol. 42, No.2, 3/4/1964, page 60.

relationships, based upon individuals' competence in interpersonal organisational relationships. The agencies for this primarily are T-groups and similar laboratory training processes. The concept of this model, which has been referred to in the preceding section, was considered relevant and useful, along with the author's discussion of feedback processes and situations.ⁱ The change programme itself, however, tends to be both extensive and radical and in this respect its use was considered to be inappropriate to the circumstances of the Regional Headquarters study.

3.2 The Equilibrium Model, of Soferⁱⁱ and others, aims at the resolution of conflict and developing conflict-free, effective interaction and social structures, with the researcher as change agent. The components of this approachⁱⁱⁱ were found useful, against their background of case studies. The development of extensive change situations was considered more appropriate to secondary, rather than the pilot, studies with which this research

ⁱ "Interpersonal Competence and Organisational Effectiveness", page 99. A useful symposium, with contributions by Argyris and Odiorne, concerning laboratory training methods involving developmental and organic models, is given in the American Society of Training Directors' Journal, Vol.17, No.10, October, 1963.

ⁱⁱ vide "The Organisation from Within".

ⁱⁱⁱ These are described in "The Organisation from Within", page 118. The observations of Lippitt, Watson and Westley also were found useful, in "Various Aspects of the Change Agent's Role", from "The Dynamics of Planned Change", page 91.

was concerned. Sofer's processes of change induction, however, employing data collection, feedback, and group discussion within the framework of the initial value system, were found to be most appropriate to the circumstances of the study, with the writer working as an individual in the field rather than in a laboratory situation.

3.3 The Organic Model of Blake, Mouton and Shepherd.¹ As with the developmental model, this model seeks specifically to induce a value system different from that initially held by management. Similarly, change induction involves T-groups and laboratory problem solving approaches. The basic components of analysis, however, (namely the managerial style analyses of the "Managerial Grid") were found most useful in formulating tests, and these are discussed in the section which follows.

4. The Formulation of Tests Relating to Interaction and Control

The findings of the information gathering survey, summarised in the previous chapter, indicated that a primary source of communication

¹ vide "The Managerial Grid", Gulf, 1964. This is as a whole usefully summarised in Worchel and Byrne's "Personality Change", Chapter 10: "The Managerial Grid as a Framework for Inducing Change in Industrial Organisations".

difficulty lay in patterns of interaction and control. Wide divergencies in these were indicated, for example, between areas such as F and L.ⁱⁱ

Accordingly, as discussed in Section 2, it was considered desirable to codify patterns of interaction and control in order, firstly, to be able to distinguish between them more clearly and, secondly, to ascertain, in test areas, which codes were perceived to be represented. Also further information was considered necessary in the form of tests defining aspects of interaction and what these might involve more clearly.

4.1 Managerial Style Measures

Means of defining and measuring managerial codes were developed, principally from the "Managerial Grid", of Blake and Mouton.ⁱ While the grid itself is a scheme of graphically representing assessments of individuals' personalities in conjunction with group dynamics programmes, it incorporates five

ⁱ Ibid, pages 169, 192 and Appendix 9, Page A89.

ⁱⁱ Blake, R.R. and Mouton, J.S., "The Managerial Grid". Aspects of the grid are also treated separately in "A Managerial Grid Approach to Organisation Development", Harvard Business Review, 1964, Vol.42, No. 6, page 133, "International Managerial Grids", American Society of Training Directors' Journal, Vol. 19, No. 5, 5/65, and "Improving Organisational Problem Solving Through Increasing the Flow and Utilisation of New Ideas", American Society of Training Directors' Journal, Vol.17, Nos. 9 and 10, 1963.

fundamental management styles, certain features of which have been summarised in Appendix 11. A seven item questionnaire was devised, concerning those aspects of interaction and control the importance of which respondents had stressed in the information gathering survey. Each item of the questionnaire incorporates five alternatives based upon the five summarised managerial grid styles. Also, responses to an interview structure on managerial codes were designed to be set against these summaries. Both interview and questionnaire structures are set out in Appendix 11.

Pilot tests of the questionnaire, concerning intelligibility and general suitability, were made at various organisational levels. It was found fully satisfactory in these respects and also revealed highly consistent response patterns, in several cases, alternatives representing the same managerial style being selected through all seven items.

4.2 Authoritarian-Interaction and Independence-Submission Measures

Predisposition towards authoritarianism tends to be exemplified in terms of communication by down-directed instructions, inconsistent with free interaction. Authoritarianism also tends to be associated with rigid attitudes towards problem-solving and adjustive development.ⁱ

ⁱ See, for example, Brown, R.W., "A Determinant of the Relationship between Rigidity and Authoritarianism", The Journal of Abnormal and Social Psychology, Vol.48, No.4, page 469.

In this, the definition of rigidity is quoted as "the inability to restructure a field in which there are alternative solutions to a problem in order to solve that problem more efficiently."

Means of indicating the presence of such tendencies were examined and the most comprehensive measure of authoritarian, anti-democratic trends was considered to be Adorno's F-scale.ⁱ For the purposes of the authoritarianism test, ten items were selected from eight of Adorno's nine clusters (forms 40 and 45). The test as a wholeⁱⁱ, together with test items and the factor groups from which they are taken, is set out in Appendix 12. While Adorno's scale is concerned with more general social attitudes, the items selected were those considered most appropriate to a working environment such as that at Regional Headquarters. Again, the reliability of this scale among groups with similar social environments to those of Board employees was in the order of 0.93.ⁱⁱⁱ

Items were so arranged that agreement with them indicated a predisposition towards authoritarianism, while disagreement indicated equalitarian tendencies.^{iv}

ⁱ Adorno, Frenkel-Brunswik, Levinson and Sanford, "The Authoritarian Personality", Page 248. The formulation and theory underlying the scale items are discussed on page 224 et seq. See also Deutsch, M., "Trust, Trustworthiness and the F-scale", Journal of Abnormal and Social Psychology, Vol.61, No.1, 1960, pages 138-140, and Vroom, V.H., "Some Personality Determinants of the Effects of Participation".

ⁱⁱ The initial page of each test took the form of a standardised introduction. This is given on page A128.

ⁱⁱⁱ "The Authoritarian Personality", page 258.

^{iv} vide Carter, L.F. et al, "The Behaviour of Authoritarian and Equalitarian Personalities in Groups", Human Relations, Vol.9 No.1, page 57. See also Fiedler, F.E., "Development of Inter-Personal Perception Measures", page 9, "Leader Attitudes and Group Effectiveness".

Consideration was given to measuring the latter specifically, using aspects of Stephenson's Q-methodology,¹ but it was felt that for the research at this stage, the results of the F-scale, as indicated by pilot tests, would be appropriate.

Relating specifically to interaction, a further ten items were devised, agreement with which similarly indicated restrictive attitudes, while disagreement indicated the reverse. These, together with the full questionnaire of which they formed a part, are set out in Appendix 12. Pilot tests indicated a high correlation between respondents' F-scale and interaction scale scores, the actual test results of which are given in Appendix 13.

Also, a six item test was produced, derived in part from a measure employed by Tannenbaum and Allport,¹¹ to indicate respondents' tendencies towards independence or submission, according to their choice of response categories. This test similarly is set out in Appendix 12, and complements the authoritarian/equalitarian questionnaire.

4.3 Before- and After- Feedback Measure

The initial concept of the feedback exercise was influenced by Mann and Baumgartel's Survey Feedback Experiment at the Detroit

¹ vide Stephenson, W., "The Study of Behaviour", page 259 et seq.

¹¹ "Personality Structure and Group Structure: An Interpretative Study of their Relationship through an Event-Structure Hypothesis", Journal of Abnormal and Social Psychology, Vol. 53, Page 272.

Edison Company;ⁱ and it was considered desirable similarly to attempt to measure whether and in what respect attitudes might be modified as a result of a feedback process. In this, it was felt that feedback and interaction tests together would be likely to indicate certain factors exerting a substantial influence upon communication and interaction.

Accordingly, a measure was devised consisting of eleven items, each with five alternative graduated responses. This is set out in Appendix 12, Page A126. Seven of the items were based upon topics which either reflected the greatest change in Mann and Baumgartel's experiment, or were shown to be important influences upon interaction in a Texas Instruments study by Myers.ⁱⁱ

All items concerned functional communication, either directly or indirectly, and were included as indicators of attitudes wherein positive change was likely to result in improved communication and organisational benefit. Similarly, several concerned aspects of interaction which the results of the information gathering survey had indicated to be relatively unsatisfactory and thus, potentially, had room to register significant improvement.

ⁱ Mann, F., and Baumgartel, H., "The Survey Feedback Experiment: an Evaluation of a Program for the Utilisation of Survey Findings".

ⁱⁱ Myers, M.S., "Conditions for Manager Motivation", Harvard Business Review, Volume 44, No. 1

The measure was found fully satisfactory as far as intelligibility and the indication of potential change were concerned. However, the pilot tests underlined differences in the circumstances surrounding the feedback experiment of the Regional Headquarters study, which essentially was short-term and small-scale, and those involved in a long-term, large-scale study, such as that at Detroit Edison: the measure was considered more appropriate to the latter.

Accordingly for practical purposes, in view of the numbers concerned, it was felt that follow-up and evaluation best could be undertaken by the writer personally discussing participants' reactions with them. Consequently, the documentary measure was discarded in favour of this method, which is discussed further in the following chapter.

CHAPTER 8

FEEDBACK, HYPOTHESES AND TESTS, AND OVERALL CONCLUSIONS

1. The Feedback Experiment

1.1 Introductory

The feedback process and the tests of interaction together make up the final part of the research. Their objectives were complementary, both seeking further information to augment previous findings, and to relate to certain hypotheses. Both were, in effect, pilot studies: of methods of effecting feedback as part of a problem-solving or change induction process; and of classifying distinct patterns of employee communication and interaction. Both, again, in the time which was available were directed principally towards those areas which had shown the widest deviations, favourable or unfavourable, in terms of communication and supportivenessⁱ in the attitude survey.

Though the concept and objectives of the feedback exercise derived from the Detroit Edison experiment, its dimensions, in terms of scale and duration, were substantially smaller. Consequently, the exercise was undertaken by the writer individually on the pattern of the equilibrium model set out in Chapter 7, Section 3. The feedback was undertaken on as flexible basis as possible, though a general feedback plan was followed.

ⁱ Ibid, Page A89.

This involved initially providing Chief Officers with documentary feedback data appropriate to the survey areas over which they exercised control, and discussing this with them. Where they considered this might be useful, the survey results subsequently were distributed personally by the writer to participants in the earlier survey and other members of the areas concerned. The feedback booklets and other data were explained to recipients individually, who were invited to raise any points they might wish to discuss. A number did so, and they are referred to subsequently.

This, general, feedback process was carried out in phases, in order to limit the possibility of simultaneous demands upon the writer's presence in different survey areas. Following the experience of the initial open meeting,¹ this was considered a situation to be avoided, in view of the feedback approach which laid emphasis upon the ready availability of the writer for discussion or further participation as might be required. This was true particularly of the areas in which it was hoped to initiate experimental feedback discussions, referred to in the following sections.

1.2 Feedback Experiments: Initiation and Objectives

Two survey areas, H and L, were approached specifically with a view to developing experimental feedback discussions. Of these, one, Area H, previously had been the subject of Mrs. El-Shennawy's study.

¹ Ibid, page 31

The areas' information gathering survey results were discussed with the Chief Officers concerned, both of whom expressed interest, readiness to participate in further tests, and willingness to take part in feedback discussions if necessary.

The latter was part of a process whereby it was hoped that a bridge might be created between top management and lower strata employees, Chief Officers being able to discuss functional matters arising from the survey directly with employees concerned in the actual functional situations. Though individual members of a group might be reluctant to put forward critical views before their ultimate evaluating superior, it was felt that he at least could discuss the findings as he saw them. In this, the survey feedback booklet was an important, non-involved tool, speaking, as it were, for the area as a whole, but for no particular individual.

Similarly, it was hoped that outside specialists might be invited to discuss points of particular concern in functional areas. For example, satisfaction with training facilities which over all areas was 70%, in Area H scored only 30%, the lowest score by far of any survey area. In this case, a feedback group might care to discuss the matter with the head of the department concerned, particularly as he fulfilled a non-evaluating role which was not functionally related. Again, as a preliminary, this manager was approached and expressed readiness to help if called upon.

In this, emphasis was placed upon seeking to evoke interest and response from within an area, as opposed to attempting to impose procedures from outside.¹ It was understood that the research would interfere as little as possible with the normal course of work; and there was no guarantee that discussion or disruption of work necessarily would result in any benefit.

At this, initial, stage the feedback was feeling its way. The writer was anxious to generate momentum by fulfilling roles which might be required of him in the form of feedback, liaison, reporting, explanation and so on. These, however, essentially would be in response to the interest of members of the area, to whom the writer hoped to serve as an initial catalyst.

Ultimately, if feedback groups got off the ground successfully, it was hoped that besides drawing upon specific outside specialists, group members themselves might come to assist in resolving not only their own problems, but problems involving others which concerned them perhaps less directly.

Where group members developed particular interest in a problem, or facility in group discussion, they might usefully provide a catalyst for another group. This was felt to be particularly valuable in terms of groups outside the functional area or department, not only in the

¹ Consequences of attempts to manipulate or force are discussed by Gordon in "Group-Centered Leadership", page 312 et seq.

potential for following points through and seeking to resolve them, but in developing inter-departmental interaction at lower organisational levels on topics of real concern to those involved - a matter which the information gathering survey indicated to be of considerable importance.

Here, again, the feedback booklets provide an important agenda. As opposed to an individual attempting to put across his own view (which, rightly or wrongly, may be more easily discounted because he speaks only as an individual), the booklets provide the evidence of a factual consensus of opinion on matters of real, functional interest to the working groups concerned.

Clearly the circumstances surrounding such discussion and following through would vary, being specific to the individual situations involved. This, however, is the crucial point of the exercise. As opposed to difficulties being referred for ultimate examination by proxies, or generalisations being taken from elsewhere, those directly involved may deal with actual problems, and personalities, in the real organisational situation as they find them.

This requires no elaborate processes, or cycles of formally established committees. Indeed, it requires nothing other than the agenda provided by the feedback booklet and flexibility, approachability, and open-mindedness on the part of those involved.

1.3 The Experiment in Practice

Documentary feedback data was passed to sections of employees in Areas J and K, in conjunction with the tests of interaction set out in Chapter 7, Section 4, and to all members of areas L and H, where it was hoped in particular that feedback discussions might be initiated. Upon the outcome of these, the course for feedback discussions elsewhere might be gauged.

In Area H, the feedback data was discussed with the departmental manager, who was most helpful and co-operative. He pointed out, however, that the adverse pattern of results for the area as a whole no longer might be representative, due to staff changes.¹ However, as members of the area had participated in the survey, he felt they should have the opportunity of knowing its results, and afterwards he discussed these with section heads.

All members of the department subsequently were approached and asked to take part in various of the interaction tests. It is likely that echoes of the section heads' meeting had influenced certain of the members of one section where a measure of restraint was perceptible in referring to feedback of the survey results; and, possibly, others may have been influenced similarly.

¹ When interaction patterns were tested subsequently, this proved to be the case, as discussed in Section 3.1.

In view of this, while the documentary feedback data was passed and explained to all members of the department, it was considered inadvisable to attempt to push the idea of feedback discussions unless members themselves expressed interest in it, but instead to proceed with the feedback in Area L.

There, the feedback data was passed to the departmental Chief Officer, who afterwards discussed it with the writer, raising a number of detailed points. Subsequently, he discussed the data with his departmental managers.

In the meantime, managers and members of staff were asked to complete the interaction tests, and feedback data similarly was passed to them. This generated considerable interest. The findings were discussed with recipients individually, a number of whom went into them at length, while others took the opportunity later of contacting the writer and discussing the feedback data and other aspects of the research in detail.

In both principal sections of the department the view was expressed that further group discussions of the results would be useful. In one, they were seen as a potential catalyst for initiating regular informal group discussions, an idea which had been in the air but which pressure of work had kept in abeyance.

In the other section, a framework for group meetings had been established shortly beforehand within which feedback discussion could be

accommodated readily. Accordingly a meeting of section heads, eight in all, was arranged by the manager concerned, who acted as group leader. This was held in a conference room apart from the working area. Formality of procedure and chairmanship were discarded in favour of informal, free-ranging discussion. No minutes were taken, though the writer made a record of the proceedings for subsequent analysis.

Examination of the feedback data progressed little way beyond the initial pages of the booklet, for this led to a discussion of problems sufficient to fill the two hours available. Primarily these concerned the service role of the department and how this might be improved. Principal problems involved work loadings, clerical systems and areas of problem content in these, particularly in relation to other departments.

Various points were subsequently to be taken up with senior departmental managers while, downwards, discussion in some cases extended to subordinates. As the discussion was part of a continuing process, both feedback data and matters arising from it could be taken up at further meetings.

1.4 Evaluation and Conclusions

Documentary feedback measures were discarded in favour of discussing the feedback group meeting with those who took part.¹

¹ Ibid, page 243.

In this, various topics arising out of the writer's transcript were referred to.

In terms of actual achievements, participants felt that the free-ranging, informal discussions were of real value in dealing with the problems of their immediate area. They also felt that managerial participation which was permissive, questing, and willing to talk through the points raised was important in achieving success. Such meetings were considered worth the time for which they took participants away from other work; but formal, ritualistic meetings often were not.

Feedback booklets were considered useful in presenting factual information about the department over a range of topics which included important indicators. In subsequent measures, these might be varied or extended to include other topics as necessary.

Benefits apart from these were felt to be potential or conditional, rather than actual. The following through of many problems outside the department was seen as a laudable objective, but one which was largely outside the area of the group's discussions, at any rate, at present. While all approached considered that the effectiveness of formal channels for liaison could be improved, the discussion of functionally-related problems more independently depended upon the climate for this in other areas and departments. Where this was conducive, perhaps where group discussions had taken root elsewhere, the effectiveness of such discussions, their

contribution to lateral communication, and possibly to the operation of functional systems, might be substantially improved.

Similarly, the feedback booklets might fulfill a broader purpose, especially where points raised from them were examined at senior level and talked through with others concerned. This, however, was felt to depend crucially upon the willingness of those concerned, and particularly managers, to examine the issues involved fully and genuinely to seek to resolve them. It was emphasised that meetings should not be regarded as means for manipulation, or attempting to force through preconceived ideas. Nor, as one participant observed, should they be held

"because they have to give the impression that something's being done, when they're not really interested. When really it's just putting up a smokescreen, or a brick wall if you like, to talk around something, or refer it back, but never to get down to the real issues involved. If meetings are like that, you're better off not having any."

Taking an overall view, the discussion in Area L, as an initial pattern for subsequent discussions, was very satisfactory. Members ranged extensively over problems of real concern to them, and also expressed the need for outside specialist help where they felt this might be useful in dealing with their problems.¹

¹ In this, however, Organisation and Methods services were regarded as unwelcome. Though some members commented that "things may have changed now", experiences with O. & M. several years before were referred to widely, when this section had tended to become identified with a managerial arm for coercion and "hatchet jobs". The comments of the meeting in this respect tended to underline the points made in Chapter 3, Page 80, and also to indicate some of the longer term difficulties arising from quick-return predetermined solutions and manipulation.

Similarly, the effectiveness of the feedback discussions themselves initially would be likely to benefit from the contribution of a personnel specialist, able to fulfill a consultant-trainer role. The group leader in Area L was in fact a personnel specialist, and in that capacity might make contributions of considerable value to discussions elsewhere.

On the basis of the experience in this area, there is no reason why effective discussions should not be developed further here and in other departments, where appropriate, within working environments. If they are to be effective, however, and relationships are to be authentic, they are unlikely to be evoked overnight but rather to be developed as part of an organic learning process. Similarly, the increasingly stressed need for managers to listen to, and discuss functional matters with subordinates and peers¹ also is part of a learning process.

Though this need does not lie only with managers, theirs is the responsibility for developing satisfactory solutions. These depend primarily upon the realisation of the need for discussion and the ability to discuss effectively, both of which, again, require to be

¹ See, for example, Ernest Dale, "The Social and Moral Responsibilities of the Executive in the Large Corporation", *American Economic Review*, Vol.51, No.2, 1961, Page 545; Revans, R.W., "Managers, Men, and the Art of Listening", *New Society*, 4.2.65; and Hrand Saxenian, "Criterion for Emotional Maturity", *Harvard Business Review*, Vol.36, No.1, 1958, page 63.

learned¹ and both of which are fundamental to the concept of administrative competence.¹¹ These in turn are likely to be influenced substantially by the codes of interaction and control which an organisation may adopt.

2. Tests Relating to Interaction and Control

The tests, set out in Appendices 11 and 12, were designed to give further information augmenting the findings of the information gathering survey, and to relate to certain hypotheses. In order to make discussion of these hypotheses more meaningful, some brief background observations first have been made on the tests and the testing process, followed by a broad review of their results by survey areas.

The tests were undertaken in Areas L and J, and H and F, which in the attitude survey had scored the widest deviations, favourable and unfavourable, in terms of communication and supportiveness. Pilot runs also were undertaken in Area K. The tests in general were carried out concurrently with the feedback process.

As this sought to generate interest and participation among employees, sample sizes were not defined rigidly but were more flexible in order to avoid situations where one individual was invited to take part while his companion might appear to be excluded. Overall, some 60 - 80% of members of areas participated, giving samples of broadly comparable

¹ K. R. Andrews, discussing organisational management training, emphasises this point in "Is Management Training Effective", Harvard Business Review, Vol.35, No.2, Page 69.

¹¹ Ibid, page 232.

sizes, as shown in Table 1 of Appendix 13, on Page A132.

Questionnaires were distributed personally and returned through the internal mail, as earlier described.ⁱ Some 90% of questionnaires were returned, from Areas L, F and J, though in Area H the proportion declined to approximately 70%. All forms returned were completed fully.

Of the tests themselves, the estimates of codes of interaction and control based upon managerial grid styles.ⁱⁱ produced results which were consistent (similar managerial styles were selected widely throughout the 35 alternatives available) and satisfactory. The complementary interview structure, designed primarily for seeking information from senior managers, was used only in pilot runs and subsequently was replaced by the questionnaire, which proved entirely suitable.

The measure of ~~employees'~~ predispositions towards interaction or authoritarianism produced normally distributed responses, usually with a tendency to cluster around the mid-point of the scale, as shown in Chart 4 of Appendix 13, on page A147. Here again, one measure came to be discarded, in this case the shorter, 10-item test.ⁱⁱⁱ which excluded items concerning specific managerial functions. In this, pilot runs indicated that employees at all organisational levels would be likely to have at least as clear

ⁱ Ibid, page 46.

ⁱⁱ Ibid, page A95 et seq.

ⁱⁱⁱ Ibid, page A122

expectations of the way managers should go about their work, as they would of more general or abstract values of social organisation.

This was borne out by the test results. Very few 'don't know' responses were scored against items on the full questionnaire (an average of less than one per respondent). The principal item so treated proved to be Item 4, taken from Adorno's F-scale,¹ while hardly any of the 'don't know' scores were against items concerning management.

3. Test Results, by Areas

The test results as a whole are given in Appendix 13. Sections I and II relate to the estimates of codes of interaction and control based upon managerial grid styles, while Section III sets out respondents' tendencies towards interaction or authoritarianism, along with the results of the independence/submission measures. To facilitate presentation, the results of each test here are described separately.

3.1 Estimates of codes of Interaction and Control and Managerial Grid Styles

The attitude survey scores of Area L, in terms of supportiveness were the highest of any area. These are confirmed by the subsequent managerial grid scores (set out on Page A132, and shown in Diagram 1 on Page A137). While most areas contained a small minority of responses which moved against the general trend, the large majority of respondents in Area L considered that levels of interaction there were high and free, with a distinct bias towards supportiveness and

¹ Ibid, page A116

employee-centered control. Here, the score over all employees, in terms of concern for people, was 72%, the highest by far of any area. This is illustrated on Page A137, in the tendency towards the upper left of the diagram, above the bisecting line.

The attitude survey scores of Area F, on the other hand, showed a pronounced unfavourable deviation in terms of supportiveness. In this area, respondents' estimates of control patterns again show a strong tendency away from supportiveness, concern for people here scoring only 25% over all employees. This is illustrated in Diagram 2 on Page A138, where the general tendency is towards low, formalised levels of interaction and production-centered control, with points clustering below the bisecting line.

As suggested in Section 1.3, aspects of the attitude survey responses in Area H were considered likely to have been affected by staff changes. In fact, this proved to be the case (shown in Diagram 3 on Page A139). Estimates of codes of interaction and control by respondents in Sections A and B tend to cluster favourably towards higher levels of interaction and integrated control, while those of Section C fall away towards the base of the scales and low levels of interaction.

Area J consists of four separate groups of specialist employees. Of these, the two major groups tend to be polarised, one towards freer interaction and the other, with more legal, procedural orientations, towards

more formalised interaction. These are reflected in employees' response patterns (Diagram 4, Page A140). Here, the majority of points tend towards the right and either towards the upper part of the diagram, integrated control and higher levels of interaction, or towards production-centered control with more formal interaction.

3.2 Managerial Estimates of Codes of Interaction and Control

Almost all managers' estimates, in all areas, were high, tending towards integrated codes. Usually, they also were substantially higher than the estimates of the employees in their areas, as illustrated in Diagram 5 on Page A141. Area L, where interaction was perceived to be most effective, was the exception in this respect, (Table 2, Page A133). Here, managers' estimates were the lowest of any area and had a close identity with those of employees: the coefficient of correlation between them is 0.95, and the maximum nett difference 6.5%. In Area F, on the other hand, where interaction was perceived to be least effective, the maximum nett difference is widest, 41.5%, with a coefficient of correlation of 0.32. This is discussed further in Section 4, hypothesis 1.

3.3 Employees' Estimates of Codes of Interaction and Control which ought to be practised in their Working Environments

In addition to selecting the patterns of interaction and control which employees considered most accurately described their respective working environments, employees also were asked to select

the codes which they felt ought to be practised there. The results of their selections are set out in Table 3, Page A134 and Diagram 6, Page A142.

Employees' selections in all areas showed strong tendencies towards integrated codes. Overall, the tendency was least in Area J with a nett score of 75%. This primarily was due to the orientations of some members of the area towards formalised interaction, as discussed in Section 3.1.

The nett percentage difference between employees' estimates of codes as they are and as they ought to be increased progressively in areas where interaction was regarded as less effective. This is illustrated by the table below, and is discussed further in Section 4, hypothesis 2.

NETT PERCENTAGE DIFFERENCE BETWEEN EMPLOYEES' ESTIMATES
OF CODES OF INTERACTION AND CONTROL AS THEY ARE, AND AS
THEY OUGHT TO BE

Areas in which interaction is regarded MOST FAVOURABLY ↔ LEAST FAVOURABLY			
Area L	Area J	Area H	Area J
24	28	36	40

3.4 Tests of Tendencies towards Interaction or Authoritarianism

The results of these tests are set out in Table 1 on Page A145, and are illustrated in Chart 4 on Page A147. Managers in Area L were, on average, some 20% more predisposed to interact with subordinates than managers in other areas (Table 2, Page A146). These equalitarian tendencies are likely to have influenced their subordinates who, overall, were some 10% more predisposed towards equalitarianism and freer interaction than employees in other areas.

Employees' overall scores in Areas J, H and F were similar to one another, and individual scores tended to range around the mid-point of the scale. The overall scores of employees in Area F, marginally, were lowest. Here, however, managerial predispositions to interact were very low, with a pronounced bias towards authoritarianism which might be expected to influence subordinates' expectations of interaction adversely.

Similarly, while the scores of middle managers alone were slightly higher than those of senior and middle managers together (Table 3, Page A146), in Area F this tendency is reversed and the middle management score drops away sharply.

3.5 Tests of Tendencies towards Independence or Submission

These results are set out in Table 2 on Page A145. Overall, the scores of employees in Area J are most submissive, generally in

keeping with their more formalised expectations of interaction, discussed in sections 3.1 and 3.3. The least submissive score comes from Area F and possibly reflects dissatisfaction with codes of control referred to earlier.¹ The information provided by these tests, however, is inconclusive and interpretation therefore must be speculative.

4. Hypotheses Relating to Interaction and Control

Hypothesis 1:

In areas where levels of interaction are considered by members to be highest, managers' estimates of codes of interaction and control will most nearly concur with those of subordinates.

This in effect is saying that if members of an area consider the level of communication between themselves and management is high, then managers should have a clear knowledge of how employees regard management, their codes of control, and, indeed, of employees' views in general.

This is supported by the test results set out in Table 2, Page A133, and discussed earlier in Section 3.2. These show that the degree of identity between managers and subordinates is highest in areas where interaction is regarded most favourably and vice versa, with correlations of 0.95 and 0.32 respectively.

¹ Ibid, Page 203 et seq.

A further **proposition** is that middle managers' (whose communication links with subordinates normally would be assumed to be more direct than those of senior managers) estimates should be nearer those of their subordinates than the estimates of senior and middle managers together. This similarly proved to be the case in all survey areas (Table 2, Page A133).

Hypothesis 2:

Employees' selections of the features of interaction and control which they consider ought to be practised in their working environments will tend towards integrated managerial codes.

This proved clearly to be the case, as discussed in Section 3.3 and shown by the results set out in Table 3, Page A134 and Diagram 6, Page A142. Of the 35 alternatives from which to choose, respondents in all survey areas selected those styles which tended closely towards integrated patterns of interaction and control.

In this, there was a tendency for respondents to correct what they perceived to be departmental bias. While almost all respondents' estimates moved strongly towards integrated codes, employees in Area L, where control was considered to be weighted towards the employee-centered, show a very slight tendency to over-correct this towards the production-centered style. In other areas, where managerial codes were considered to be biassed towards formalised interaction and authoritarianism, there was a tendency to compensate for this by swinging the other way, towards employee-centered codes and freer, higher levels of interaction.

Hypothesis 3:

Where subordinates' expectations in terms of interaction and control are more formal and submissive, more authoritarian control and restricted interaction will be acceptable to them, and vice versa.

The measure of tendencies towards independence or submission was designed to relate to this hypothesis. Unfortunately, its results, which have been discussed in section 3.5, proved inadequate to form a judgement in this respect.

Hypothesis 4:

Where respondents consider codes of communication and interaction to be integrated their estimates of aspects of managerial organisation in other respects (such as work planning, decision making, work execution) similarly will tend towards integrated codes.

The results of the test of codes of interaction and control in relation to this hypothesis are set out overleaf. These show that in all areas except F, respondents who consider that interaction is integrated, and select the 9-9 grid style against this item, similarly tend to emphasise integrated codes in selecting managerial grid styles relating to other aspects of organisation.

Employees in Areas F and J identified their working environments with more formal, production-centered codes, and in these areas emphasis is placed upon the 5-5, equilibrium, style¹ in their further selections.

¹ Blake and Mouton indicate that this style normally is more representative of large organisations: Ibid, pages A108 and A110.

Out of the five grid styles, the 9-9 and 5-5 styles together account for some 70% of respondents' selections concerning other aspects of their working environment: a **distinct** emphasis upon integrated codes, or equilibrium codes tending towards them.

Respondents who consider communication codes in their working environment to be integrated and regard other features of organisation and control as being -

	Percentages of selections				
	Area L	Area J	Area H	Area F	Overall
Integrated (9-9 style)	43	42	43	26	39
Equilibrium (5-5 style)	21	42	24	42	32
Employee-centered (9-1 style)	36	16	12	16	20
Production-centered (1-9 style)	-	-	9	16	6
Non-involved (1-1 style)	-	-	12	-	3

5. Tests of Interaction: Evaluation and Conclusions

The test results have shown that employees' estimates of the effectiveness of communication and interaction vary considerably between survey areas.

A fundamental yardstick for employees' assessments is the extent to which their expectations are met. Employees' expectations of communication and interaction, and the consequent values they place upon them, similarly vary from department to department. They are shaped by the nature of departments' work, the individuals of whom they are composed, codes of control, stability, and so on.ⁱ Similarly, in organically-influenced areas, expectations usually are higher than in routine, mechanistic environments.ⁱⁱ

This variation, however, should not be over-emphasised. Nor, in pointing out sources of variation, should it be assumed that employees' values and expectations consequently will be radically different from department to department. This was not so.

The test results showed that while employees' predisposition to interact - in effect, the sum of the values they placed upon interaction - varied between survey areas, in fact it did not vary widely. Overall, only 14% separated the highest area results from the lowest.ⁱⁱⁱ This was appreciably

ⁱ W.R. Dill discusses interaction in this context in "Environment as an Influence on Managerial Autonomy", Administrative Science Quarterly, Vol.2, No.4, Pages 430 and 442.

ⁱⁱ vide Burns and Stalker, "The Management of Innovation", Page 121.

ⁱⁱⁱ Ibid, page A146.

less than variations between area results in employees' estimates of actual codes of interaction and communication effectiveness.

In these, there were also substantial variations between employees' estimates and those of managers. The gap between these widened to over 40% in the area where employees perceived communication to be least effective, testimony in itself to the degree of ineffectiveness of communication between management and subordinates. Conversely, this narrowed to 6.5% in the area where they perceived communication to be most effective.

Employees' satisfactions with codes of interaction are influenced by the extent to which their expectations of these are met - in effect, the extent to which the values they place upon interaction at least are equalled by those of their managers. Employees in Area L regarded communication and interaction more satisfactorily than in any other area: and here managers' values were highest.¹ Employees' regarded communication least satisfactorily in Area F, where managers' values dropped furthest below their expectations. The role of management, and the codes which it adopts, are crucial influences in this respect.

Employees were asked themselves to identify what they considered these codes should be. The codes embodied in the thirty five alternatives from which they were invited to choose were distributed

¹ Ibid, Page A146.

randomly throughout the questionnaire, which offered no key or numeration to guide their choice.ⁱ Respondents could have elected to choose non-involved, employee-centered, or production-centered codes; or, indeed, their selections could simply have scattered among codes randomly.

Instead, in all areas these showed a pronounced tendency to cluster towards integrated codes of interaction and control.ⁱⁱ Thus, far from supporting the suggestion that employees naturally will tend to be indifferent, lazy, or apathetic,ⁱⁱⁱ when given free choice the codes they selected involved dynamism, commitment, and effectiveness on their part, and on the part of managers.^{iv}

Though the tests were concerned with communication and interaction and did not seek to measure productivity, it is likely that their results are not divorced from this. Highly authoritarian codes of control not only tend to be rigid towards adjustive development^v but also produce conflict,^{vi} usually dealt with by

ⁱ Ibid, Page A95.

ⁱⁱ Ibid, Page A142.

ⁱⁱⁱ Ibid, Pages 233; A101.

^{iv} Ibid, Page A111 et seq.

^v Ibid, Page 239.

^{vi} Ibid, Page 232.

suppression.ⁱ Observation supported Blake and Mouton's comments upon this:

"Though suppression by "chewing out", reading the riot act," etc., many times is effective in ending open conflict, it often fails to get at the core of the problem. It does not correct the underlying causes of conflict. Sources of conflict remain. The result is that unresolved, but hidden, conflicts many times re-appear in disguised ways (slowdowns, careless errors, misinterpretation of instructions, etc.) to lower the quality of co-operation and reduce production effectiveness."ⁱⁱ

Conversely, the characteristics of the integrated codes of interaction and control, which employees principally wished to see put into effect, are concomitants of production and organisational effectiveness. Similarly, where codes of interaction were considered to be integrated, organisation in other respects tended to be seen as effective, purposeful, and dynamic.ⁱⁱⁱ

6. Overall Conclusions of the Study

6.1 Communication: Some Fundamental Requirements

There is little point in urging "better communications" if those involved are unclear about what this means. "Better communications" is better left unsaid if it results in a plethora of paperwork, a deluge of forms upon operating personnel and returns upon Head office; if already adequate data, such as operating procedures or logs, are revised and produced in miniscule, needless detail; if employees spend hours in ritualistic discussion of the strength of a cup of tea.

ⁱ Ibid, Page A100.

ⁱⁱ "The Managerial Grid", Page 31.

ⁱⁱⁱ Ibid, Page 264. - 269 -

All of these are examples of "better communication" being interpreted as extensions of mechanistic systems.ⁱ

An organisation which has travelled no further than this in deciding what it means by "better communication" is likely to have difficulty in comprehending the further requirement which, if anything, is more important. The requirement is this: granted that communication processes are sought which enhance organisational effectiveness, exactly what do those who urge this, and those who will be involved in them, firstly, expect to get from such communication? Secondly, (and more importantly), expect to be required to contribute to it? The managerial grid stylesⁱⁱ reflect widely divergent approaches to these questions, with widely divergent results in terms of communication and organisational effectiveness, as the interaction test results have shown.ⁱⁱⁱ

If those who urge "better communication" expect this to arise primarily through the efforts of others, or tacitly abdicate their personal responsibility to "the machinery";^{iv} if they expect to receive much and give little of themselves, the communication process will be unstable and sought-for

ⁱ Ibid, Pages 97 and 75.

ⁱⁱ Ibid, Page A99 et seq.

ⁱⁱⁱ Ibid, Page A132 et seq.

^{iv} Ibid, Page 122.

improvements negated.¹ It is unfortunate that some need even to be reminded that communication by its very nature is a two-way process: if mutual understanding genuinely is sought (and without it, a fully effective organisation is likely to remain an aspiration rather than a reality), mutual effort genuinely must be made.

There is little point in urging better communication when the values of those concerned, - especially managers - do not motivate them towards involvement and contributing to this. Firstly, a consistent policy, or philosophy, of control is necessary, unambiguously establishing codes of communication and control agreed among those involved. Changes in managerial values subsequently must be induced where necessary.

6.2 Communication in Relation to Organisational Growth and Adjustive Development

Vast organisations are a comparatively new phenomenon, raising new problems in communication and control. As organisations grow appreciably in size, those at the top of the organisational pyramid inevitably can have less and less contact with those beneath them. This is supplanted by a swelling flow of documentary control information, accompanied by other characteristics of bureaucratic growth.

Clearly, overall operating systems inevitably must be prescribed. In putting these into effect, however, there is a

¹ Ibid, Page A112.

danger of overweighting the mechanistic element towards rigidity and arbitrariness, reflected in attitudes which are inflexible and unaccommodating in daily operations, as well as towards innovation and adjustive development involving new situations or ideas. Authoritarian management particularly is rigid in this respect.ⁱ

As organisations grow larger, responsibility and authority for their day to day running increasingly is thrust upon the shoulders of subordinate managers. Upon their administrative competenceⁱⁱ depends the achievement of flexibility, adjustive development and effectiveness of operation and communication: essential if a large organisation is to function effectivelyⁱⁱⁱ and also characteristics of organic, integrated codes of management.^{iv}

In this, however, responsibility should not be confused with simply being held accountable for something, but is part of a more fundamental

ⁱ Ibid, Page 232.

ⁱⁱ Ibid, Page 232.

ⁱⁱⁱ Ibid, Pages 230, 231 (footnote)

^{iv} Ibid, Page Alll. See "The Managerial Grid", Page 142; these are also discussed by Mary Parker Follett in "Creative Experience", Pages 156, 300.

precept that everyone is in some part responsible for the situations in which they find themselves. The development of awareness of this sense of self-responsibility, to themselves and to others, is the source of individuals' growth and 'self-actualisation'.ⁱ

This is of considerable importance. The adjustive development, or administrative competence, of organisations depends upon the adjustive development of their members; and this depends upon their competence in interaction, or interpersonal competence.

While lower strata employees engaged in routine work, whose interaction needs are lower, tend to be influenced more by environmental attributes (such as bonus or security schemes) than do senior employees or those engaged in more organic work whose interaction needs are higher, the development and performance of all are influenced by the codes of control and communication of their environment.

The function of interpersonal communication thus is not merely to pass messages between people, but essentially to develop processes of mutual understanding and mutual benefit.

ⁱ Maslow describes the characteristics of self-actualisation in "New Knowledge in Human Values", Page 127.

To be successful in this, 'authentic relationships'ⁱ need to be developed which result in integration and self-actualisation of individuals.

In this, there is considerable evidence to suggest that traditional authoritarian control strategies are far less effective than integrated codes such as those set out by McGregor in his Theory Y,ⁱ and that an alternative approach is needed. Steps have been taken towards this by several large organisations seeking greater flexibility, adjustive development, and higher productivity. There is no reason why the public corporations should not be at least as successful.

Members of organisations and, indeed, of society as a whole, today are interdependent to an unprecedented degree. The development of effective interpersonal skills is not simply socially desirable but economically a necessity. Yet all too often, if these skills are considered at all, they are assumed to be some inherent human ability, or one with which managers somehow become invested along with their badge of office. On the contrary, they are acquired as a result of a learning process; and they are likely to be developed throughout organisations only as a result of a long-term process of education.

ⁱ Argyris defines authentic relationships as "those relationships in which an individual enhances his sense of self- and other awareness and acceptance in such ways that others can do the same" - "Interpersonal Competence and Organisational Effectiveness", Page 21.

ⁱⁱ McGregor, D., "The Human Side of Enterprise", Page 45 et seq.

Nationalised undertakings statutorily are required to develop effective industrial human relations as a cornerstone of their organisational effectiveness. Towards this, the Electricity Supply Industry initially set up extensive consultative machinery and subsequently, in its Status Agreements, has shown itself to be in the forefront of industrial change in this respect.

A further move towards integrated codes of communication and control is likely not only to contribute positively to the effectiveness of these Agreements and the productivity of the Industry as a whole, but also to serve as a valuable model for the introduction of such codes elsewhere; particularly in the potential new generation of public corporations, such as aircraft and steel production.

6.3 Communication and Control: The Development of Integrated Codes

The overall trend of the findings of the information gathering survey (the conclusions of which as a whole are relevant and are set out in Chapter 6) and the tests of interaction, is towards more organic codes of communication and control. This resulting trend is likely to represent a normal reaction against the mechanistic control tendencies which develop as organisations grow appreciably in size.

Similarly, the other studies making up the research project, which examined various other aspects of communication from differing standpoints, all tended to emphasise codes and solutions which are more consistent, developmental, and organic.ⁱ Effective interaction and functional communication are concomitants of these for, as Burns and Stalker point out, the operation of an organic system of management hinges on effective communication.ⁱⁱ

The development of such integrated codes of communication and control was the chief need expressed by respondents at all organisational levels in the information gathering survey and the subsequent tests. However, the need was expressed not only for more organic, integrated codes, but also for a more consistent managerial approach based upon these.ⁱⁱⁱ

Integrated skills of organic control and communication cannot be summoned up by edict or act of will, nor will they arise of their own accord as a result of exhortation, or package deals with vague welfare orientations. Like technical ability, they are acquired as a result of a learning process. The two are distinct however, and should not be confused.

ⁱ The conclusions of these studies are summarised in Appendix 15, Page A157.

ⁱⁱ "The Management of Innovation", Page 252.

ⁱⁱⁱ Ibid, Page 221.

As Revans points out,

"Technical education, if it enlightens at all, illuminates only a small part of the mind of a man who is to take responsibility for the affairs of industry. It undoubtedly helps both the designer and the toolmaker, as long as they are concerned solely with mechanism. But as soon as he is confronted with human problems, that is, with the majority of industry's problems, technical instruction alone is of little use to a manager."¹

Similarly, Blake and Mouton observe,

"In our experience, graduates of engineering and business schools and even students of the liberal arts lack in one critical area of managerial skills. An engineer, for example, may understand a hydraulic system so that he can adequately diagnose a breakdown in it and know immediately the corrective actions necessary to restore it to working order. However, difficulties arise when the same engineer, by virtue of his managerial position, no longer is responsible directly for the diagnosis of machine failure and its restoration to working order, but rather, must see it that these things are accomplished through the efforts of others.

"It is exactly at this point that the skills needed for truly effective management are unavailable to the engineer through his professional training the managerial ability demanded is that of knowing the needs of people and their capacity to carry their share of the work, not under direct order, but rather with self responsibility and in response to the necessary requirements of the situation."ⁱⁱ

The development of this managerial ability, and the codes associated with it, is unlikely to be achieved by non-involved, basically impersonal, formal systems, set up and operated by individuals themselves uncommitted to integration and interpersonal development. On the contrary, it will require involvement on the part of senior managers and others who are

¹ "Science and the Manager", Page 141.

ⁱⁱ "Group Dynamics - Key to Decision Making", Page vii.

positively committed to integrated codes.ⁱ With such guidance, however, considerable progress can be made towards their development. Recognition of the need for this is the first and perhaps most important step.ⁱⁱ

Group dynamics training is available externally in various forms,ⁱⁱⁱ but there is considerable evidence to suggest that the most effective vehicle for this can be the organisation itself.^{iv} Communication, management and development are all specific to situations and the people concerned in them. People learn in relation to their own experiences, which are shaped and evaluated by interaction with others.^v External training in organisational human relations usually transplants participants to an artificial setting to examine generalised case-material which afterwards they must attempt to apply or adapt to their own particular set of problems. By virtue of others in their functional environments not having shared in

ⁱ Ibid, Page 225.

ⁱⁱ Ibid, Page 254. See also Roethlisberger, Lombard and Ronken, "Training for Human Relations", Page 169.

ⁱⁱⁱ Aspects of group dynamics training are discussed in this respect by Andrews in "Is Management Training Effective?", Harvard Business Review, Vol.35, Nos. 1 & 2, Pages 85 and 63.

^{iv} Vide Revans, "The Theory of Practice in Management", Page 63; Mann and Baumgartel, "The Survey Feedback Experiment".

^v See Hilgard and Lerner, "The Policy Sciences", Page 22; also Argyris, "Personality and Organisation", Page 35; and Bakke, "Bonds of Organisation", Page 196.

participants' experiences, inevitably there is some lack of awareness of what participants have learned and what as a result they may be seeking to do.

The fundamental objective of internal training is that members of an organisational group together may be involved in a learning process in relation to the actual problems, and personalities, of real organisational situations as they find them. This was the goal of the feedback experiment,ⁱ and also, fundamentally, of the work with trainees.ⁱⁱ Both of these produced positive, constructive results.

Though the amount of work involved in the feedback process restricted discussion to a single area, this, and the documentary data associated with it, provided a positive model for feedback in other areas.ⁱⁱⁱ Such discussion, with appropriate codes of management and participation,^{iv} is dynamic and in itself an interaction process of real value in development. But where discussion becomes hedged in with

ⁱ Ibid, Page 247 et seq.

ⁱⁱ In this, the closely linked training group was considered most effective by those taking part, and gave a focal identity to trainees' work. Direct, continuing contact with a trainer promoted free and ready discussion of problems as they arose, emphasis being placed upon mutual help and self-responsibility: Ibid, Page 51 et seq, and Appendix 15, Page A157. Detailed recommendations regarding the development of such group projects are set out in the separate report on administrative training, Page 13 et seq.

ⁱⁱⁱ Ibid, Page 251 et seq; Page 254.

^{iv} Ibid, Page 252.

barriers of preventive formalities and is itself used as a ritualistic device for avoiding getting down to real issues (the 'smokescreen' referred to in the course of the experimentⁱ), it is better discontinued.

Clearly, any form of training best is undertaken where the circumstances surrounding it are most propitious. However, on the basis of the feedback experiment and the findings of the study as a whole, it is likely that circumstances exist for initiating such training in areas of the organisation.ⁱⁱ In this, there is a need for personnel specialists capable of providing guidance and fulfilling a consultant-trainer role, part of the broader development of organisational consultancy services in general, and those of personnel in particular.ⁱⁱⁱ

Responsibility for the developmental functions of the organisation lies primarily with Labour and Welfare Department,^{iv} the ethos surrounding which tends to be weighted towards welfare rather than organisational dynamism. Contemporary requirements, as Argyris points out, place decreasing emphasis upon

ⁱ Ibid, Page 253.

ⁱⁱ Ibid, Page 254.

ⁱⁱⁱ Ibid, Page 212.

^{iv} Ibid, Page 210.

developing individuals who are 'happy', 'satisfied', or who have 'high morale', and more upon developing individuals with commitment and self-worth who are fully-functioning, productive, and self-responsible.ⁱ Positive employee and organisational development in this respect is likely initially to require positive development of the developmental function itself. Allied with this is the need for more extensive and organic techniques of personnel administration.

It should be emphasised that this is not simply a matter of setting up some training courses, in effect as a means of buying acquiescence. Nor is it a question of giving employees more money. Employees at Regional Headquarters generally were satisfied with the money they earned (dissatisfaction in this respect arising out of internal differentials and status). They were satisfied with their conditions of work and considered they were at least as well off as their counterparts in private industry.

Their dissatisfaction was unrelated to these, and unlikely to be resolved by more pay or environmental benefits which already were considered adequate. Similarly, while dissatisfaction tended to be manifested in lower involvement, commitment, and interest in their work, it was unlikely to produce open conflict

ⁱ "Interpersonal Competence and Organisational Effectiveness", Page 2.

in which it might be necessary to buy industrial peace.

Many employees at Headquarters were dissatisfied with existing codes of communication and control and said so. They suggested that the greatest problem needing to be overcome was to induce constructive change in codes on the part of management.

No shortage was found of ideas and interest in integrated codes of communication and performance: the main necessity was to enlist them positively in practice.

7. Recommendations for Further Work

These derive from the previous section and in effect are recommendations for the practical extension of the study's conclusions.

7.1 Attitude Surveys

Information gained from periodic attitude surveys can be of considerable value to the organisation, provided that such surveys are undertaken specifically, with the clear intention of making constructive use of their findings, rather than repetetively simply because a mechanism has been created. Similarly, if data on employees' attitudes is collected and processed by staff who are themselves Board employees, real emphasis needs to be placed upon treating individuals' responses in confidence and impartially; otherwise these are likely to dry up rapidly as an information source.

The format of the feedback booklet has been found to provide a satisfactory basis for surveys,ⁱ while modifications may be made to it as required.

7.2 Change Induction Exercise

An initial, small-scale pilot exercise is likely to be useful in seeking to induce more organic, integrated codes of communication and control. In this, a group of employees, and in particular personnel specialists and managers, may become familiarised with processes involved,ⁱⁱ drawing primarily upon group dynamics and other forms of behavioural training. From this nucleus, methods may be developed and experience gained which is of considerable value in introducing integrated codes more extensively.

The area in which the exercise is undertaken would require careful selection, and is likely to be found among departments where already there is a more organic work content and pre-disposition towards integration among managers and staff.

ⁱ Ibid, Page 56.

ⁱⁱ vide Likert, "New Patterns of Management", Pages 237; 241 et seq.

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APPENDIX I

Central Electricity Generating Board

Communications research Project

INITIAL MEMORANDUM

MANCHESTER COLLEGE OF SCIENCE AND TECHNOLOGY

Department of Industrial Administration

MANAGEMENT SYSTEMS AND INFORMATION FLOW

- a proposed study of communications within the Central Electricity Generating Board, North West Region.

Memorandum by Professor R. W. Revans,

January, 1964

The College is attempting to widen the scope of its courses in technology by acquainting the future engineer with some of the fundamental issues that he will encounter in trying to apply his scientific knowledge to the real world. In this he will discover constraints of cost and feasibility that may make his best technical proposals entirely inappropriate. But even before he encounters these disappointments he is certain to run against difficulties of communication; it will not be long before he is in trouble because either he has not made himself clear to some colleague, or the colleague has not made himself clear to him. The science of communication touches many others: psychology, statistics and systems theory no less than the technology around which the administrative network is built. The College is most anxious to pursue studies in the field so as to establish a fund of knowledge for its courses in communication to engineers and others. This memorandum is strongly motivated by this desire.

1. Growing Importance of Communications in Industry.

It is common knowledge that the national consumption of electricity is doubling every decade, and has been doing so for over half a century. It is not often so clearly recognised that this growth of output steadily increases organisational problems within the industry that generates and supplies it: technical methods become more complex, systems of control more critical, capital decisions more far-reaching, misunderstandings between managements and men more pregnant with the threat of conflict. But a reliable aid to management and an effective insurance against any damage that might follow upon the failure of the organisation, is the supply of swift, accurate, and relevant information. Without this the finest engineer and the most insightful administrator alike are unable fully to use their talents in their constant search for clarity and tidiness in the conduct of these vast affairs.

2. Need for Research into Communication Problems

Yet very little study has been made, in any industry, of managerial communications as they actually occur. It is true that there is now a sophisticated trade known as Organisation and Methods study, concerned with the physical movement of information and, at times, with the reorganisation of the channels in the management network along which the information is passed. Its concern is mainly with such matters as the design of forms and the methods of collating or distributing the information on these; the systems examined, improved and developed by such studies are often complex and where, for example, a computer is to be installed to take over what was previously the work of a hundred clerks the achievements of the O. & M. experts can be impressive. It is, moreover, half a century since Erlang first studied calls within telephone networks, throwing a great light upon the effectiveness of simple and multiple communication channels; his work has been largely responsible for our present understanding of the many queueing problems, and of others that depend upon the responses of a system to the demands made upon it. Since the Second World War the work of Shannon on information theory has taught us much about the content of messages and upon the loss of accuracy that must inevitably accompany particular ways of transmitting them. Nearly forty years ago the infant subject of semantics awakened us to the disturbing discovery that exactly the same words communicated to persons with identical cultural backgrounds might take on meanings that, so far from not being identical, might be flatly opposed. We now know, from the work of many psychologists, that the meaning of a particular message to a particular person often depends upon factors of which that person is unaware, and which he may obstinately refuse to recognise even when they are brought by others to his attention. What semantics began to teach us about the

interpretation of words has been expanded into the more general study of perception, namely, that no messages are absolute; there is a personal and individual relativity about their meaning, and, even among experts, the same sequences of words and numbers are seen differently by different persons, even though all are sober, honest and not mistaken in what they read or hear. Finally, we are beginning to learn that not only is the meaning of the message very much personal response: the actual information received by different individuals occupying comparable posts in the same managerial network also depends upon their personal qualities, and it may so depend to a highly significant extent. In simple English, some bosses are kept in the dark; others, in identical circumstances, are told what is going on. Much administrative confusion results because these elementary truths are not always grasped.

3. Communication as a Total Process

To the student of management and to the manager alike, it is the total effect of all these aspects of communication that is of primary interest; the design of forms, the authority of those who receive them to act upon the information they transmit, the meaning to them of this information and the manner in which this may in turn influence the flow of further information and all necessary parts of the total situation to be understood. A map of the channels down which particular types of information are programmed, such as, for example, the distribution of circulars on accounting procedures or on schedules of maintenance, tells us little unless we also know the responses of those who receive those circulars - and these responses may be complex; to describe them one would need to know not only with what care and attention the circulars were read and what action, if any, they evoked, but also whether they were, having regard to the overall objectives of the enterprise, the circulars best fitted, by drafting and timing, to help achieve these objectives. Some of these aspects of communication are often far from clear, and a detailed study of what is supposed to be communicated, and what use is being made of it, may also help to define better what is being attempted as well as what is being achieved. It follows that in any given enterprise an understanding of its communications in the wide form suggested here can be gained only by an attempt to study what is thought to be communicated and the effects produced thereby; such study must also be the essential prelude to any attempt by senior management to improve what is actually going on.

4. The Electricity Industry as a Perfect Field for Communication Research

The administrative and management levels of the electricity generating industry would form an excellent field for such study. To begin with, the very occupation of the electrical engineer is communication; and he is the

expert constructor and manipulator of networks, and his success depends upon the economy of his channelings. If, moreover, the student of management communications is to be bold enough to seek rigorous nomenclature or symbolisation to describe his field, he will find plenty of inspiration in the concepts of electrical engineering; distortion, attenuation, hysteresis, feedback, control, impedance, capacity, induction, and so forth. Even the human learning process, that may appear at first sight to be a little sophisticated (namely, that managers, whether superior or subordinate, or whether specialists in different fields, shall learn how better to communicate with each other) has its parallel in the electronic circuits of the laboratory learning mechanism, that latest triumph of cybernetics and psychology.

5. Communication Study as University Research

The Department of Industrial Administration has made a special study of management communication systems in the factory, the coal mine, and the hospital. It has developed methods of charting information channels, and of determining the effects of different systems of communication upon the work and the attitudes of those who depend upon them. These studies have been unusually comprehensive in that they have been involved equally freely with trade unionists and shop stewards, on the one hand, and with board members and managing directors on the other. The College of Technology is rapidly becoming one of the most important engineering schools in Europe; it is continually seeking to study operational problems at first hand, and in particular is prepared to set up a research project in the field of communications in the electricity industry. This would mean that a small team of university staff would need access to the working problems of the industry, both at Headquarters and in the stations. The Professor of Electrical Engineering is interested no less in the establishment of such a study than I should be myself.

6. The Initial Need for Simplicity

The design of any communication study that is to identify, observe, record, classify and interpret the information flow of an existing management system will need to start at an elementary and practical level. It must examine a sample of who sends what to whom, and observe the consequences. It must suggest a few specific topics that are the subject of observable communication, in that messages of some form or other are raised by somebody at some specific time and sent into circulation down some identifiable channel to some nominated set of destinations, with some anticipated chain of consequences. Such sounding messages would be treated like radioactive tracers in medical research: "In what organs of the body corporate did they finish up? Through which others did they pass? How long did they take to do so? What effects did they produce?....." These are among the many questions to be posed, and, perhaps, determined. In making this preliminary study it will be necessary to examine the origin, nature, intended purpose and subsequent

history of messages sent upwards or across the organisation no less than downwards within it. As the research workers become familiar with the circulation of written material in its various forms, they will also be able to examine the less formal communications whether by telephone, visit, conference, or even rumour. The difficulty of such later development, however, must not be underestimated and progress will depend on the extent to which the team succeeds in gaining the confidence of those with whom they first come into contact.

7. Managerial Benefits of Proposed Research

Until experience has been gained from early attempts to sketch out the main communications channels as they now exist, it is profitless to forecast how the study will more fully develop. But one thing at least the team will hope continuously to do, that is, to bring the appropriate members of the management organisation into discussions about the progress and significance of the study. It may also prove valuable both to the Board and to the Department if, from time to time, young managers in training can be attached to the proposed research team for experience in collecting, classifying and evaluating the material under review. Information is the working material of the manager, and is to him what timber is to the carpenter or lead to the plumber; time spent with the team in studying the many different kinds of it and the uses to which it is (or is not) put could be of great value to young men whose later career is to be devoted to working in it.

8. The Need for the Project to be Comprehensive

The project should be planned for two years in the first instance; over a shorter period it would be difficult, if not impossible, to attract a directing staff of calibre. The preliminaries may take time, too. The number of discussions between the team and the management, for example, that will be needed before the most useful lines of study begin to emerge may prove considerable, since those at the lower ends of any communication system generally produce substantial reasons for the information they need for their work to be different from what it now is. One does not understand, or even identify, much less resolve, differences or perception of this kind until one is thoroughly familiar with the quarters in which they are held. It will take at least a year even for experienced outside observers to grasp these matters in perspective.

9. Administrative Implications

The most important consideration, after the approval of the Board, is to determine the control of the project. Formally, this should be jointly exercised by the Board and myself; in practice, the leader of the team, responsible to me, and a nominated member of the Board's staff, responsible

to the Regional Director, will exercise control. I suggest that the College representative is Mr. Graham Barlow (see next paragraph). For the present it is sufficient to suggest that Mr. Barlow should, in co-operation with the Board's representative, present regular progress reports for discussion by the management. It will also, of course, be necessary to consider how, as well as by consultation through the appropriate L.A.C.'s, a clear announcement of the researches can be made in those departments likely to become involved in them.

Preliminary discussions suggest a research team of three persons; a team leader skilled in field research that depends largely upon the interviewing of persons to whom this type of study is unfamiliar; a statistician able to handle the mass of highly variable information that it is the essence of the study to record, analyse, and interpret; an electrical engineer able to visualise the framework of the study in terms that will be familiar to those working in the industry. The team will need to be supported with adequate clerical assistance and office accommodation. I have already suggested that Mr. Graham Barlow, a Manchester Graduate in Commerce, 31 years of age, previously an O. & M. officer with the Dunlop Rubber Company's Group Management Services, now engaged in full time research in the Department, should be the leader of the team. I propose that the post of statistician should be offered to Mr. K. Biz, who has recently taken his M.Sc. by research in the College; his first degree was in physics, mathematics and statistics from the University of Gauhati, India. I propose that the third member of the team should be Mrs. E.L. Shennawy, who was last year a full time student of my department; she holds a degree in electrical engineering from the University of Cairo, and the Post Graduate Diploma in Industrial Administration from Manchester. I suggest that Mr. Bez and Mrs. E.L. Shennawy should act as research assistants, and that the project to current as from January 1st, 1964, and that it runs for two years in the first instance.

R. W. Revans
January, 1964

APPENDIX 2

STRUCTURED INFORMATION

GATHERING SURVEY

QUESTIONNAIRE

The questionnaire set out here forms a basis of the information gathering survey and provides the data from which the Feedback Booklets are derived.

Its design structure and distribution are described in detail in Chapter 2, Section III.

U N I V E R S I T Y O F M A N C H E S T E R

You may have heard that some research is being carried out within the Board, concerning communication.

As a part of the research, we would like to build up background information on basic aspects of the organisation, by asking employees for their views about it.

We would appreciate your help in this, by letting us have some of your views, on this survey form.

It is quite voluntary, and absolutely anonymous and confidential:
completed forms will be seen by nobody except University research staff.

The survey is easy to complete. It consists of a number of questions, all of which are straightforward with no catches or hidden meanings. You are asked simply to put a tick (✓) where appropriate, according to whether you agree or disagree with the question asked.

If you come across any questions you feel you can't answer with just a tick you can, if you wish, add comments as well. (This particular survey is concerned with more general data, but if there are any comments you'd like to make, we'd be glad to hear them).

Whenever you are ready, please turn over and go ahead.

1. About how many years have you worked for the Board?.....
2. Have you worked anywhere else? Yes / No (please cross out which does not apply)
3. I am male/female (" " " " " " ")
4. Your feelings about the Board may change from time to time. Please tick (✓) the item in each of the two following lists which best describes the way your feelings change.

How much they change :-

How often they change :-

Very much

From day by day

Quite a lot

From week to week

A little

From month to month

Hardly at all

Hardly change at all

5. Roughly how long have you been in your present job?.....
6. How many people work in the same group as yourself? About
7. Please think of the thing that make up your job; the actual work, the pay, the way you are supervised, the people you work with, your offices, and so on. Would you then please put a tick beside the ONE statement below that most nearly describes the way you feel about your work :-

I love it

I like it very much

On the whole, I like it

I like it a little

I am indifferent to it

On the whole I don't like it

I dislike it completely

I hate it

8. Here are some statements that can apply to "the boss". Please read through the list and tick those which you consider apply to your boss, (that is the person you think of as most directly in charge of your work). Use as many or as few ticks as you like.

encouraging	kind	only interested in himself
stands up for you	too old	keeps his promises
explains things clearly	slack	expects too much
sincere	praises good work	reliable
sarcastic	pleasant	interfering
swears at people	frightening	has his favourites
knows his job	likes to get your ideas	efficient
can't make his mind up	moody	confident
helpful	keeps you informed	acts on complaints
full of ideas	strict	fair
listens to what you say	standoffish	clever
can never find him	not sure who "the boss" is	you never know where you
understanding	nagging	are with him
doesn't seem interested	good to work under	breathes down your neck
considerate	muddled	treats you like a human
		being

Any others? _____

9. These are some statements about organisations. Please tick those which you may feel apply to the Board.

friendly	efficient	mean
easy going	changing	good suggestion scheme
up-to-date	muddled	impersonal
good to work for	needs some fresh	well run
old fashioned	people at the top	scruffy
honest	enterprising	too big
go-ahead	too set in its ideas	good pay
looks after its	hard working	poor working conditions
employees	happy family	wastes money
ruthless	secure	poor planning
unhappy	has a nice type	too departmentalised
too many rules	of employee	co-operates with
and regulations	too much class	employees.
good atmosphere	distinction	

Any others? _____

10. This is a list of questions broadly covering the things which are involved in a person's working life. Please would you tick the appropriate column below according to whether you agree or disagree with the questions asked?

DO YOU FEEL,	YES, STRONGLY	YES, in general	Don't know	NO, in general	NO, STRONGLY
1. as long as you do a fair day's work you can be sure of your job?					
2. those who are keen to get on are genuinely encouraged?					
3. decisions are given quickly?					
4. you would like to know more about joint consultation?					
5. your work is important to the organisation?					
6. managers spend too much time among employees?					
7. reasons for new developments or changes are explained so that they are understood clearly?					
8. you are allowed sufficient time to produce good work?					
9. you feel free to talk over problems with your boss? (that is the person you think of as most directly in charge of your work).					
10. employees here are promoted on merit?					
11. training facilities are good?					
12. management does a good job of encouraging open and effective communication between people?					
13. you understand the pension scheme and how you benefit from it?					

DO YOU FEEL,

	YES, STRONGLY	YES, in general	Don't know	NO, in general	NO, STRONGLY
14. your boss is usually about when you want him?					
15. you are satisfied with your pay?					
16. you work in a good working atmosphere with people pulling together as a team?					
17. management is honest with employees?					
18. there are a lot of rumours about the organisation's affairs?					
19. your boss often changes his mind about what he wants from you?					
20. long service is appreciated?					
21. it is often difficult to get hold of the information you want?					
22. you know exactly who your boss is?					
23. the timekeeping system here is satisfactory?					
24. it is better for pay scales to be generally known rather than kept secret?					
25. you are free to work in your own way and use your own judgement?					
26. you are given credit for good work?					
27. the methods used for selecting people for vacancies are good?					
28. your boss is often breathing down your neck?					

DO YOU FEEL,

	YES, STRONGLY	YES in general	Don't know	NO, in general	NO, STRONGLY
29. management is concerned mainly with the Board and themselves?					
30. your boss listens to complaints and, if they are reasonable, takes action about them?					
31. you know what is involved in your job?					
32. you understand what the management's policies are?					
33. your boss discusses important things about the job with you, and tries to get your ideas?					
34. management does a good job of promoting teamwork and getting people or departments working well together?					
35. your boss is understanding if you make a mistake?					
36. there is definite favouritism in your working area?					
37. your working conditions are satisfactory for your particular job?					
38. your boss likes to hear your suggestions and ideas and will act on them?					
39. you find the Board's newspapers and similar publications interesting and informative?					
40. your points of view are given a fair hearing by management?					
41. your boss lets you know of forthcoming changes in advance?					
42. managers should move about among employees more often to see things for themselves?					

DO YOU FEEL,

	YES, STRONGLY	YES, in general	Don't know	NO, in general	NO, STRONGLY
43. management takes effective action to look into employees' complaints?					
44. your boss helps you to produce good work?					
45. the Board has helped you to develop and improve?					
46. group discussions with your boss are a worth while thing?					
47. the ways in which individual employees' pay is decided are satisfactory?					
48. the personnel staff are always approachable and will give help and advice?					
49. your job is erratic with bursts of excessive pressure?					
50. there is good employee-management consultation?					
51. you encounter many unnecessary difficulties in the course of your work?					
52. management takes a real interest in employees' ideas and points of view and considers constructive criticism or alternatives?					
53. work can be efficient if the atmosphere and working relationships are informal and friendly?					
54. your boss sees that you have the things you need for your work?					
55. management often gives orders which are contradictory?					
56. you are kept informed of your progress in your work?					

DO YOU FEEL,

	YES, STRONGLY	YES, in general	Don't know	No, in general	NO, STRONGLY
57. your boss considers you as a human being rather than a number?					
58. the ways in which management goes about improving working methods are goods?					
59. you get enough recognition for your job?					
60. the past year has seen a definite improvement in the organisation?					
61. it is worth while for you to put forward your ideas?					
62. your boss takes an interest in you and understands your problems?					
63. you don't get enough responsibility?					
64. if employees have difficulties or complaints they feel free to approach management about them?					
65. you are glad to work for the Board?					
66. your boss recognises your progress and recommends promotions, transfers, training, and so on?					
67. there is a good future for you working with the Board?					
68. you know where you stand with the management?					
69. over the time you have been working here you have seen many improvements in the organisation?					
70. most managers are considerate and approachable?					
71. information about forthcoming changes is passed to employees in advance?					
72. you get enough information on the business side of the Board's activities?					

DO YOU FEEL,	YES, STRONGLY	YES, in general	Don't know	NO, in general	NO, STRONGLY
73. you know enough about the relationship of your job to those of other employees?					
74. you have good equipment to work with?					
75. you feel free to voice your opinion?					
76. you have good opportunity to use your abilities?					
77. group discussions promote a better understanding of problems?					
78. your boss (that is the person you think of as most directly in charge of your work) is very fair with you?					
79. the Board is a really good organisation to work for?					
80. you have too many bosses?					
81. pay rates are fair and honest?					
82. it would be better if you could have more personal contact with your boss?					
83. your suggestions receive reasonable consideration, and you are told the outcome afterwards?					
84. management is not really prepared to hear objections or disagreement?					
85. you know clearly what is expected from you in your work?					
86. changes or new systems are introduced more easily when people understand them beforehand?					
87. your boss keeps in touch with you, but lets you work in your own way?					

DO YOU FEEL,	YES, STRONGLY	YES, in general	Don't know	NO, in general	NO, STRONGLY
88. your working conditions are good?					
89. your requests for information are dealt with helpfully?					
90. you have too much responsibility?					
91. your boss lets you know where you stand in his eyes?					
92. you know what the Board's policy is?					
93. you would like to know more about the way your work fits in with that of other employees?					
94. you feel free to talk over complaints with your boss?					
95. you can live reasonably well on the money you earn?					
96. your boss tries to pick your brains?					
97. improving efficiency and working methods is of real importance?					
98. there is too much unnecessary paperwork involved in your job?					
99. there is genuine encouragement for employees to take up further training courses?					
100. your boss keeps you informed on events within the organisation?					
101. the Board looks after its employees?					
102. your work is organised well?					
103. people aren't sacked unless there is a very good reason?					
104. you are paid fairly in comparison with other employees?					
105. the recognition of good work is an incentive to keep it up?					

DO YOU FEEL,	YES, STRONGLY	YES, in general	Don't know	No, in general	NO, STRONGLY
106. the pension scheme here is good?					
107. over the past year you have thought seriously of getting a job somewhere else?					
108. if you have a complaint you could approach your manager about it?					
109. there are plenty of opportunities within the Board for employees with ambition?					
110. your boss tends to be unreasonable over mistakes?					
111. top management passes on sufficient information about affairs here?					
112. managers should move and talk among employees to see how they are getting on ?					
113. as far as your work requires it, you can make your own decisions and plan ahead?					
114. you are pushed to produce more?					
115. the hours you work are good?					
116. managerial organisation is efficient?					
117. your boss is concerned with the wellbeing of his subordinates and the Board, rather than just himself?					
118. management takes a keen interest in employees' ideas and suggestions?					
119. your work is hard and tiring?					

.13

DO YOU FEEL,

	YES, STRONGLY	YES, in general	Don't know	NO, in general	NO, STRONGLY
120. the people you work with are helpful and work well together?					
121. your job is really worthwhile?					
122. you feel free to talk over difficulties with your boss?					
123. management really cares about the employees?					
124. management builds up enthusiasm and a real sense of purpose among employees in their work?					
125. you would recommend other people to work for the Board?					

11. If you would like to make any comments, please do so here.

.....

.....

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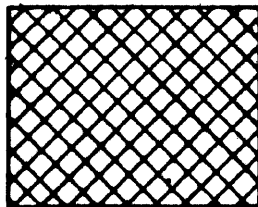
12. Finally, we'd be glad to know what you think of this survey. Please would you tick the statements below which are nearest to your feelings about it?

I'd like to know something about what comes out of it
Much good might come from it
I think it's a very good thing
I'm in favour of it
I don't mind one way or the other
a waste of time
I have better things to do
I think it's a bad idea
I'm against surveys like this

Thank you very much for your co-operation. I hope in due course to be able to let you know how the survey is doing. If, however, you'd like to get in touch with me about this, or anything else you wish, please phone me on extension 300, or call in to see me - Room 112. Any time. Thank you again.

Graham Barlow
Department of Industrial Administration
University of Manchester

1.



2.

3.

4.

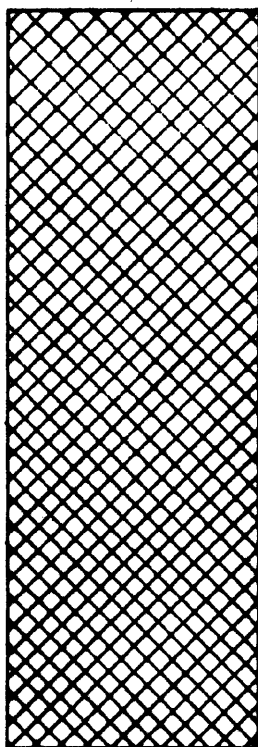
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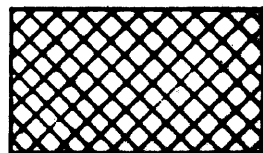
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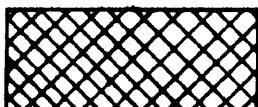


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21.



22.



23.

24.

APPENDIX 3

INFORMATION GATHERING SURVEY

RESPONSES TO QUESTIONNAIRE ATTITUDE SURVEY (Question 10), BY AREAS AND DEPARTMENTS

NOTES

This appendix consists of two tables, the second being derived from the first.

- TABLE 1 sets out the attitude survey scores, by areas and departments, as percentages in agreement with the survey items.
- Most of the items are such that responses with a high percentage in agreement reflect favourably upon the organisation, while a low percentage agreement reflects unfavourably. With a proportion of statements, however, this interpretation is reversed. (The purpose of this is set out in Chapter 2, in the methodology of the questionnaire's design). All such statements are indicated clearly in this table.
- In subsequent tables, percentage responses to these statements have been reversed to give uniformity in high/low interpretation:
- the higher the response, the more favourable to the organisation; the lower the response, the less favourable.
- TABLE 2 sets out by areas favourable and unfavourable response deviations from the overall mean, both as straightforward and rounded percentages.

SCORING

Scores are set out on a percentile scale, the mid-point of which represents the distinction between favourable and unfavourable overall attitudes. Scores mounting above 50% thus may be regarded increasingly favourably and those falling away below 50% increasingly unfavourably.

Items are scored from + 2 to - 2 according to respondents' strength of agreement. Item scores subsequently are totalled and the nett result expressed as a percentage by the equation:

$$50 + \left(\frac{x}{40} \times \frac{100}{2} \right)$$

Thus, for example, a nett score of - 3 would be expressed as

$$50 + \left(\frac{-3}{40} \times \frac{100}{2} \right) = 50 + (-3.75) = 46.25\%$$

Area scores are overall averages of the scores of the individuals sampled in each area.

SAMPLE SIZE

Area:	A	B	C	D	E	F	G	H	J	K	L	M	Total
N :	10	10	12	12	10	13	8	9	10	20	10	10	134

INFORMATION GATHERING SURVEY
PERCENTAGE RESPONSES BY AREAS AND DEPARTMENTS

TABLE 1

	Area Totals												Departmental Totals						Total Administrative Departments	Total Engineering Departments	Overall Total
	A	B	C	D	E	F	G	H	J	K	L	M	I	II	III	IV	V	VI			
EMPLOYEES WHO CONSIDER THAT -																					
Attitudes towards WORK (Job Satisfaction)																					
1.1	1	-	their job is interesting and satisfying.																		
2	-	their job is really worthwhile.																			
(Job Demands)																					
2.1	1	-	they know what is involved in their job.																		
2	-	they know enough about the relationship of their job to those of other employees.																			
3	-	they are free to work in their own way and use their own judgement.																			
2.2	-	as far as their work requires it, they can make their own decisions and plan ahead.																			
2.3	1	-	they are allowed sufficient time to produce good work.																		
2	-	they are pushed to produce more.																			
2.4	-	their job is erratic, with bursts of excessive pressure.																			
2.5	-	their work is hard and tiring.																			
(Job Status)																					
3.1	1	-	they get adequate recognition for their work.																		
2	-	their work is important to the organisation.																			
3.2	1	-	they have too much responsibility																		
2	-	they don't get enough responsibility.																			

* (R) Statements unfavourable to the organisation, where the higher the percentage response, the less favourable the attitude. Percentage responses to these statements have been reversed in all subsequent tables to give uniformity in high/low interpretation, (i.e. the higher the response, the more favourable; the lower the response, the less favourable).

EMPLOYEES WHO CONSIDER THAT -		Area Totals																Departmental Totals						Total Administrative Departments	Total Engineering Departments	Overall Total
		A	B	C	D	E	F	G	H	J	K	L	M	III	IV	V	VI									
4.1	1 - their working conditions are good.	67	80	58	83	88	75	50	75	83	86	81	79	74	76	71		78	79	78						
	2 - their working conditions are satisfactory for their particular job.	85	83	79	79	75	79	65	60	71	81	50	41	84	78	69		67	68	67						
	3 - the hours they work are good.	54	70	83	83	56	72	63	33	79	80	72	54	62	74	62		71	63	67						
	4 - the time keeping system is satisfactory.	80	67	71	42	67	64	65	70	63	65	56	67	74	60	66		62	67	65						
	5 - they have good equipment to work with.	67	65	58	83	81	83	63	79	75	75	78	79	66	74	75		76	73	75						
	6 - they encounter many unnecessary difficulties in the course of their work. (R)	45	67	46	46	37	25	35	60	54	43	31	46	56	43	44		39	48	44						
5.1	1 - the people they work with are helpful and work well together. (Relationships)	75	80	83	75	81	75	75	79	67	75	81	75	78	80	74		77	78	77						
	2 - work can be efficient if the atmosphere and working relationships are informal and friendly. * (D)	80	75	79	83	75	75	75	90	88	78	88	71	78	79	82		83	76	79						
6.1	1 - they have too many bosses. (R)	35	55	75	37	44	69	44	33	29	42	34	21	44	52	44		40	39	40						
	2 - they know exactly who their boss is.	95	83	89	88	88	88	85	85	98	83	85	92	89	88	89		86	89	88						
	3 - they know clearly what is expected from them in their work.	75	75	83	50	69	69	75	83	79	75	70	71	75	67	77		74	71	73						
	4 - their boss often changes his mind about what he wants from them. (R)	20	42	39	29	29	29	30	25	29	37	20	42	31	32	28		28	35	32						

* (D) These statements provide information which is useful, but high or low responses to them do not necessarily bear favourably or unfavourably upon the working of the organisation. Accordingly, they have been deleted from the feedback Overall Attitude Summaries (Appendix), which show responses as favourable (high) or unfavourable (low).

EMPLOYEES WHO CONSIDER THAT -	SUPERVISION (Effectiveness)	Area Totals											Departmental Totals						Total Administrative Departments	Total Engineering Departments	Overall Total
		A	B	C	D	E	F	G	H	J	K	L	M	N	O	P	Q	R			
6.2	1 - their boss keeps in touch with them, but lets them work in their own way.	67	65	50	75	69	63	75	83	75	81	80	71	66	65	74	82	67	75		
	2 - their boss is often breathing down their neck.	20	58	29	21	25	21	15	15	12	21	5	25	39	25	16	14	29	22		
	3 - it would be better if they could have more personal contact with their boss.	46	35	42	67	44	42	25	33	37	34	28	46	41	51	34	32	46	39		
	4 - their boss is usually about when they want him.	65	83	61	58	67	54	65	80	75	67	65	67	74	62	69	67	68	67		
6.3	1 - they feel free to talk over complaints with their boss.	63	75	67	79	75	64	75	83	79	66	81	79	69	74	75	74	74	74		
	2 - their boss listens to complaints and, if they are reasonable, takes action about them.	75	58	57	63	71	58	70	70	71	71	80	67	67	64	67	73	66	69		
6.4	1 - group discussions with their boss are worthwhile.	85	83	64	67	75	43	65	70	71	69	84	71	84	69	62	72	75	73		
	2 - group discussions promote a better understanding of problems.	75	85	67	79	63	69	69	79	79	76	81	79	80	70	74	77	76	77		
6.5	1 - their boss likes to hear their suggestions and ideas and will act on them.	57	62	60	61	65	52	69	73	77	65	78	61	60	62	68	70	61	66		
	2 - their boss tries to pick their brains.	33	35	17	33	19	37	37	25	21	31	40	29	34	23	30	34	29	31		
	3 - their boss discusses important things about the job with them and tries to get their ideas.	65	83	75	71	63	46	75	60	92	71	80	58	74	70	68	73	67	70		
6.6	1 - their boss keeps them informed on events within the organisation.	54	55	58	79	37	47	50	42	67	69	60	61	55	58	52	60	58	59		
	2 - their boss lets them know forthcoming changes in advance.	60	42	46	58	63	54	65	40	75	68	63	50	51	56	59	63	52	58		
	3 - changes or new systems are introduced more easily when people understand them beforehand.	83	98	83	92	69	86	81	92	98	88	95	86	91	81	89	91	86	88		

EMPLOYEES WHO CONSIDER THAT -		Area Totals										Departmental Totals						Total Administrative Departments	Total Engineering Departments	Overall Total
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P			
6.7	1 - their boss sees that they have the things they need for their work.	80	58	61	63	75	79	80	65	83	79	65	75	69	66	77	74	70	72	
	2 - their work is organised well.	50	50	67	37	50	69	63	63	63	69	50	61	50	51	65	61	54	58	
	3 - their boss builds up a good working atmosphere, with people pulling together as a team.	78	67	77	63	60	59	61	62	71	68	73	77	73	67	63	68	72	70	
6.8	1 - their boss helps them to produce good work.	80	42	57	43	79	50	70	75	78	67	75	63	61	59	68	70	61	65	
	2 - their boss recognises their progress and recommends promotions, transfers, training etc.	61	52	59	55	49	55	55	45	69	73	63	73	57	54	56	64	61	63	
	(Awareness and Consideration)																			
7.1	1 - their boss keeps them informed of their progress in their work.	60	58	25	32	58	33	55	25	56	58	42	50	59	38	42	47	49	48	
	2 - they are given credit for good work.	55	75	68	65	71	50	50	75	87	67	83	71	65	68	65	72	68	70	
	3 - the recognition of good work is an incentive to keep it up.	67	90	62	91	75	81	88	63	96	81	79	79	79	76	82	81	78	79	
	4 - their boss considers them as a human being rather than a number.	70	75	69	75	83	79	80	80	88	79	83	83	73	76	82	81	77	79	
	5 - their boss takes an interest in them and understands their problems.	62	49	62	62	65	50	72	72	75	67	82	71	56	63	67	72	63	68	
	6 - they feel free to talk over problems with their boss.	80	67	78	84	88	67	65	80	85	88	83	83	74	83	74	82	80	81	
	7 - their boss is very fair with them.	71	75	62	83	94	66	75	88	78	81	86	82	73	80	77	81	78	80	
	8 - there is definite favouritism in their working area.(R)	20	31	26	40	17	29	40	50	19	12	29	46	25	28	34	25	33	29	
7.2	1 - their boss is understanding if they make a mistake.	73	42	69	81	75	67	70	75	78	79	78	75	58	75	72	76	69	73	
	2 - their boss tends to be unreasonable over mistakes. (R)	24	30	6	37	6	22	25	25	22	19	17	25	27	16	23	19	23	21	
	3 - they feel free to talk over job difficulties with their boss.	71	75	69	87	81	64	69	88	69	75	78	75	73	85	72	75	76	76	
7.3	their boss is concerned with the well being of his subordinates and the organisation, rather than just himself.	46	60	62	71	69	59	75	67	84	72	75	71	53	67	71	73	64	68	

EMPLOYEES WHO CONSIDER THAT -	MANAGEMENT (Effectiveness)	Area Total											Departmental Totals						Total Administrative Departments	Total Engineering Departments	Overall Total
		A	B	C	D	E	F	G	H	J	K	L	M	I	II	III	IV	V			
8.1	- they understand what the management's policies are.	60	50	50	59	50	54	65	50	78	69	75	46	55	53	62		67	51	59	
8.2	1 - managers should move and talk amongst employees to see how they are getting on.	71	85	57	87	50	75	50	88	87	71	85	82	78	65	75		77	75	76	
	(D) 2 - managers spend too much time amongst employees.	14	16	15	11	37	32	20	11	22	26	15	11	15	21	21		21	16	18	
	(R) 3 - managers should move about among employees more often to see things for themselves.	85	75	48	63	58	71	70	90	78	82	85	83	80	54	77		81	72	77	
8.3	1 - if employees have a complaint they feel free to approach management about it.	64	54	55	67	64	51	65	64	59	65	64	58	59	62	60		63	59	61	
	2 - management takes effective action to look into employees' complaints.	57	50	58	53	60	50	55	40	64	63	60	59	54	57	52		58	57	57	
8.4	1 - there is good employee-management consultation.	40	48	51	58	65	49	47	38	53	71	69	54	55	58	47		62	52	57	
	2 - points of view are given a fair hearing by management.	60	67	71	69	63	61	45	35	69	69	72	58	64	68	52		64	63	64	
	(R) 3 - management is not really prepared to hear objections or disagreements.	46	55	62	34	44	53	63	29	47	34	34	50	51	47	48		39	49	44	
	4 - management takes a real interest in employees' ideas and points of view and considers constructive criticism or alternatives.	34	46	53	59	45	52	55	43	75	66	57	50	40	52	56		59	47	53	
	5 - management takes a keen interest in employees' ideas and suggestions.	58	65	69	70	63	61	69	58	81	72	54	57	62	67	67		64	62	63	
8.5	1 - top management passes on sufficient information about the organisation affairs.	29	35	62	54	25	36	44	25	50	53	53	32	32	47	39		48	37	43	
	2 - information about forthcoming changes is passed to employees in advance.	67	60	62	62	31	36	44	37	56	55	69	54	64	52	43		49	52	53	

	Area Totals											Departmental Totals						Total Administrative Departments	Total Engineering Departments	Overall Total
																		Total Administrative Departments	Total Engineering Departments	Overall Total
	A	B	C	D	E	F	G	H	J	K	L	I	II	III	IV	V	VI			
EMPLOYEES WHO CONSIDER THAT -																				
8.6 1 - management does a good job of encouraging open and effective communication between people.	41	43	51	37	44	41	43	30	47	50	39	40	42	43	47			46	42	44
2 - management builds up enthusiasm and a real sense of purpose among the employees in their work.	28	43	24	31	35	30	37	29	47	42	53	30	36	30	36			44	32	38
3 - management does a good job of promoting team work and getting people or departments working well together.	33	32	42	30	34	44	44	18	50	58	49	30	33	35	39			49	33	41
4 - management often gives orders which are contradictory. (R)	40	58	53	38	54	39	30	60	44	35	29	33	49	48	43			36	43	39
5 - decisions are given quickly	35	25	41	44	50	54	40	20	37	40	48	29	30	45	38			42	35	38
6 - the ways in which management goes about improving working methods are good.	45	42	56	34	58	57	50	40	56	73	58	37	44	49	51			61	43	52
7 - improving efficiency and working methods is of real importance. (D)	83	90	87	87	94	78	69	83	81	87	91	79	87	89	78			85	85	85
8 - there is too much unnecessary paper work involved in their job. (R)	67	65	62	34	37	36	50	79	31	47	51	61	66	44	49			49	57	53
9 - managerial organisation is efficient.	29	50	44	54	56	56	44	33	69	68	52	46	40	51	50			57	46	51
10 - the past year has seen a definite improvement in the organisation.	30	25	31	28	63	32	40	40	49	48	49	42	28	41	40			46	37	41
9.1 - they know where they stand with the management.	59	63	52	63	57	57	56	50	56	64	59	59	61	57	55			59	59	59
9.2 1 - most managers are considerate and approachable.	67	75	62	79	63	69	75	79	72	72	69	71	71	67	74			72	69	71
2 - management is honest with employees.	65	50	65	56	54	68	55	50	62	62	66	63	58	58	59			62	59	61
9.3 1 - management really cares about employees.	54	65	50	62	69	58	56	50	72	66	70	57	60	60	59			65	59	62
2 - management is concerned mainly with the organisation and themselves. (R)	45	67	57	60	58	46	45	75	59	50	31	58	56	58	56			46	57	51

EMPLOYEES WHO CONSIDER THAT -

FORMAL COMMUNICATION
(Information Down)

- 10.1 1 - they know what the organisation's policy is.
2 - they get enough information on the business side of the organisation's activities.
- 10.2 - reasons for new developments or changes are explained so that they are understood clearly.
- 10.3 1 - they would like to know more about joint consultation. (D)

- 2 - they find the organisation's newspapers and similar publications interesting and informative.

- 10.4 - they would like to know more about the way their work fits in with that of other employees. (R)

- 10.5 1 - their requests for information are dealt with helpfully.

- 2 - it is often difficult to get hold of the information they want. (R)

- 10.6 - there are a lot of rumours about the organisation's affairs. (R)

(Information Up)

- 11.1 1 - they feel free to voice their opinion.
2 - their suggestions receive reasonable consideration, and they are told the outcome afterwards.
3 - it is worthwhile for them to put forward their ideas.

REWARDS
(Pay)

- 12.1 1 - they can live reasonably well on the money they earn.
2 - they are satisfied with their pay.
3 - pay rates are fair and honest.

EMPLOYEES WHO CONSIDER THAT -		Area Totals										Department Totals										Total Administrative Departments	Total Engineering Departments	Overall Total																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
		A	B	C	D	E	F	G	H	J	K	L	M	N	O	P	Q	R	S	T	U				V	W	X	Y	Z																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
10.1	1	-	they know what the organisation's policy is.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											

EMPLOYEES WHO CONSIDER THAT -	Area Totals											Department Totals						Total Administrative Departments	Total Engineering Departments	Overall Total		
	A	B	C	D	E	F	G	H	J	K	L	M	N	O	P	Q	R				S	T
12.2 1 - the way in which individual employees' pay is decided are satisfactory.	10	75	60	53	67	61	45	45	47	59	69	67	43	60	50			59	57	58		
2 - they are paid fairly in comparison with other employees.	37	55	50	48	56	61	56	33	34	70	53	71	46	51	46			56	56	56		
3 - it is better for pay scales to be generally known rather than kept secret.	85	79	53	91	84	65	75	87	75	71	88	89	82	76	75			78	82	80		
(D)																						
(Promotion and Growth Opportunity)																						
13.1 1 - within the organisation employees are promoted on merit.	55	66	60	51	48	46	44	29	69	53	58	58	61	53	47			53	57	55		
2 - the method used for selecting people for vacancies are good.	53	66	48	48	50	48	46	43	58	57	52	65	60	49	49			53	58	55		
13.2 1 - training facilities are good.	85	83	50	75	67	68	60	30	78	65	83	63	84	64	59			69	70	70		
2 - there is genuine encouragement for employees to take up further training courses.	67	40	75	79	94	78	63	63	69	62	78	71	54	86	68			69	70	70		
13.3 1 - the organisation has helped them to develop and improve.	50	67	52	75	75	46	45	50	66	68	75	63	59	67	52			65	63	64		
2 - they have good opportunities to use their abilities.	50	50	75	58	50	47	63	63	66	65	68	64	50	61	60			64	58	61		
3 - those who are keen to get on are genuinely encouraged.	65	58	57	75	67	57	45	50	69	62	72	71	62	66	55			63	66	65		
4 - there are plenty of opportunities in the organisation for employees with ambition.	75	70	75	62	75	67	63	63	84	78	85	84	73	71	69			77	69	73		

EMPLOYEES WHO CONSIDER THAT -	Area Totals												Departmental Totals						Total Administrative Departments	Total Engineering Departments	Overall Total
	A	B	C	D	E	F	G	H	J	K	L	M	I	II	III	IV	V	VI			
<p><u>THE ORGANISATION</u> (Identification)</p> <p>14.1 1 - they work for a really good organisation. 76</p> <p>2 - they are glad to work for the organisation. 78</p> <p>3 - over the past year they have thought seriously of getting a job somewhere else. 43</p> <p>4 - there is a good future before them within the organisation. 66</p> <p>5 - they would recommend other people to work for the organisation. 70</p> <p>6 - over the time they have been working they have seen many improvements in the organisation. 50</p>																					
<p><u>THE ORGANISATION</u> (Security)</p> <p>15.1 1 - as long as they do a fair day's work they can be sure of their job. 87</p> <p>2 - people aren't sacked unless there is a very good reason. 85</p> <p>3 - long service is appreciated. 54</p> <p>15.2 1 - the pension scheme is good. 79</p> <p>2 - they understand the pension scheme and how they benefit from it. 71</p>																					
<p>(Welfare & Benefits)</p> <p>16.1 1 - the organisation looks after its employees. 74</p> <p>2 - the Personnel staff are always approachable and will give help and advice. 61</p>																					

THE ORGANISATION
(Identification)

(R)

THE ORGANISATION
(Security)

(Welfare & Benefits)

TABLE 2

INFORMATION GATHERING SURVEY
PERCENTAGE DEVIATIONS FROM OVERALL MEANS, BY AREAS

PERCENTAGE DEVIATIONS

ROUNDED PERCENTAGE DEVIATIONS

AREAS													Overall Mean	TOPICS	Topic Numbers	AREAS												
A	B	C	D	E	F	G	H	J	K	L	M	A				B	C	D	E	F	G	H	J	K	L	M		

KEY: FAVOURABLE DEVIATIONS .
UNFAVOURABLE DEVIATIONS

ROUNDED PERCENTAGES : %

0	- 5	: 0	26	- 35	: 3
6	- 15	: 1	36	- 45	: 4
16	- 25	: 2	46	- 55	: 5

PERCENTAGE DEVIATIONS

ROUNDED PERCENTAGE DEVIATIONS

AREAS													Overall Mean	TOPICS	Topic Numbers	AREAS												
A	B	C	D	E	F	G	H	J	K	L	M	A				B	C	D	E	F	G	H	J	K	L	M		
<u>EMPLOYEES WHO CONSIDER THAT -</u>																												
<u>WORKING ENVIRONMENT</u> (Conditions)																												
11		20		10		28			8				78	- their working conditions are good.	4.1	1												
18	16	12	12	8	12		7		14	17	25		67	- their working conditions are satisfactory for their particular job.	2													
13		16	16	11							13		67	- the hours they work are good.	3													
15		6	23										65	- the time keeping system is satisfactory.	4													
8	10	17	8	6	8	12							75	- they have good equipment to work with.	5													
23				7	19	9	16	10		13			44	- they encounter many unnecessary difficulties in the course of their work.	6													
<u>(Relationships)</u>																												
		6							10				77	- the people they work with are helpful and work well together.	5.1	1												
											8		79	- work can be efficient if the atmosphere and working relationships are informal and friendly.	2													
<u>SUPERVISION</u> (Effectiveness)																												
7	15	35			29								40	- they have too many bosses.	6.1	1												
7									10				88	- they know exactly who their boss is.	2													
		10	23						6				73	- they know clearly what is expected from them in their work.	3													
12	10	7									10		32	- their boss often changes his mind about what he wants from them.	4													

PERCENTAGE DEVIATIONS

ROUNDED PERCENTAGE DEVIATIONS

AREAS													Overall Mean	TOPICS	Topic Numbers	AREAS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
A	B	C	D	E	F	G	H	J	K	L	M	A				B	C	D	E	F	G	H	J	K	L	M																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
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8	10	25		6	12		8		6	15		6.2	1	- their boss keeps in touch with them, but lets them work in their own way.				1	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															

ROUNDED PERCENTAGE DEVIATIONS

AREAS													Overall Mean	TOPICS	Topic Numbers	
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EMPLOYEES WHO CONSIDER THAT -																
SUPERVISION (Effectiveness)																
8	14	11	9		7	8	7	11	7	7			72	- their boss sees that they have the things they need for their work.	6.7	1
														- their work is organised well.	2	
8													70	- their boss builds up a good working atmosphere, with people pulling together as a team.	3	
15	23	8	22	14	15	10	13	10	10				65	- their boss helps them to produce good work.	6.8	1
11													63	- their boss recognises their progress and recommends promotions, transfers, training etc.	2	
(Awareness and Consideration)																
12	10	23	16	10	15	7	23	8	10	6			48	- their boss keeps them informed of their progress in their work.	7.1	1
15													70	- they are given credit for good work.	2	
2	11	17	12			9	16	17					79	- the recognition of good work is an incentive to keep it up.	3	
9													79	- their boss considers them as a human being rather than a number.	4	
8	19	6	6		18					14			68	- their boss takes an interest in them and understands their problems.	5	
14						7	14	16	7				81	- they feel free to talk over problems with their boss.	6	
9													80	- their boss is very fair with them.	7	
9													29	- there is definite favouritism in their working area.	8	
31													73	- their boss is understanding if they make a mistake.	7.2	1
													21	- their boss tends to be unreasonable over mistakes.	2	
7													76	- they feel free to talk over job difficulties with their boss.	3	

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PERCENTAGE DEVIATIONS

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<u>FORMAL COMMUNICATIONS</u> (Information Down)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
15	9	14	10	11	19		14	11	7	6	15	10.1	1	- they know what the organisation's policy is.	10.1	1																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										

PERCENTAGE DEVIATIONS

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AREAS													Overall Mean	TOPICS	Topic Numbers	AREAS												
A	B	C	D	E	F	G	H	J	K	L	M																	
														<u>EMPLOYEES WHO CONSIDER THAT -</u>														
														<u>REWARDS (Pay)</u>														
48	17			9		13	13	11		11	9		58	- the ways in which individual employees' pay is decided are satisfactory.	12.2	1												
19		6	6				23	22	14		15		56	- they are paid fairly in comparison with other employees.	2													
		27	11		15		7		9	8	9		80	- it is better for pay scales to be generally known rather than kept secret.	3													
														(Promotion and Growth Opportunity)														
11				7	9	11	26	14					55	- within the organisation employees are promoted on merit.	13.1	1												
11		7	7		7	9	12				10		55	- the methods used for selecting people for vacancies are good,	2													
15	13	20				10	40	8		13	7		70	- training facilities are good.	13.2	1												
30			9	24	8	7	7		8				70	- there is genuine encouragement for employees to take up further training courses.	2													
14		12	11	11	18	19	14			11			64	- the organisation has helped them to develop and improve.	13.3	1												
11	11	14			14					7			61	- they have good opportunities to use their abilities.	2													
7		8	10		8	20	15			7	6		65	- those who are keen to get on are genuinely encouraged.	3													
													73	- there are plenty of opportunities in the organisation for employees with ambition.	4													

PERCENTAGE DEVIATIONS

ROUNDED PERCENTAGE DEVIATIONS

AREAS													Overall Mean	AREAS												
TOPICS														TOPIC NUMBERS												
A	B	C	D	E	F	G	H	J	K	L	M			A	B	C	D	E	F	G	H	J	K	L	M	
EMPLOYEES WHO CONSIDER THAT -																										
THE ORGANISATION (Identification)																										
9		14	7				13			12	12	14.1 1	76	1		1	1			1				1	1	
											15	2	78			1			1		1			1		
10	17	7	7	6	13	13	26	21	8	10	21	3	43	1	2	1	1	1	1	3	2	1	1	2		
6		23		9		16	6			12		4	66	1		2	1		2	1			1			
15	8	20	12	20	6	11		14	6	8	6	5	70		2	2	2	1	1		1	1	1	1	1	
50											21	6		1	1	1								2		
(Security)																										
87												15.1 1		1	1	1										
as long as they do a fair day's work they can be sure of their job.																										
85					10	10	11	9				2		1				1	1	1	1	1				
people aren't sacked unless there is a very good reason.																										
54			17	13	7	6	24	8				3		1	1	2	1	1	1	2	1			1		
long service is appreciated.																										
79	13	8	12			10	13	17		7	11	15.2 1				1	1		1	1	2		1	1		
the pension scheme is good.																										
71	21			13		9	11	15				2		1	2		1		1	1	1					
they understand the pension scheme and how they benefit from it.																										
(Welfare and Benefits)																										
74	6			7				7		7	6	16.1 1		1	1				1		1		1	1		
the organisation looks after its employees.																										
61	19	7	11	6	7		6	8	6	8		2		2	2	1	1	1	1	1	1	1	1	1	1	
the personnel staff are always approachable and will give help and advice.																										

APPENDIX 4

INTERVIEW STRUCTURE ON COMMUNICATION AND ORGANISATION

This interview structure falls broadly into two parts. The first is generally organisation-centered, dealing with policy formation and the nature of organisation and control. The latter part is employee-centered and is concerned with employment policies and practices.

Information relating to formal organisational processes of communication and consultation is sought in a specific section of the interview. Apart from this, communication tends to thread through all aspects of organisation and employee relationships. Consequently, questions involving communication which bear upon these are included throughout the interview structure.

The interview structure was used in the course of initial communication enquiries, the interview process being described in detail in Chapter 2, Section III, 2, pages 29 and 30.

Overall
Policies

- \ 1. What would you say is the organisation's overall general policy or objectives? (Subsidiary questions to questions 1 - 6 are set out below Question 6).
2. What would you say is the organisation's price policy.
3. What would you say is the organisation's profit policy.
4. What would you say is the organisation's policy on depreciation and renewal of plant and equipment?;
5. What would you say is the organisation's policy towards production?
6. What would you say is the organisation's policy towards innovation and change? Can you relate this to research and development, operational research, organisation & methods, work study or other forms or investigation and review?

Has this changed at all in your experience? Would you say that it is effective? Would you say that it is uniform? Why? Would you say that it is satisfactory? To whom in particular would you consider it satisfactory? How do you know? How is it implemented? How effective is it?

Policy
Formation

- \ 7. What are the formal means of deciding the organisation's policy?

Who determined them? When? Is organisational policy actually determined in this way? Why? If not, in what way should you say it differs?

- \ 8. Who effectively are the organisation's policy decision makers?

Do they include specialists? What sort of specialists? Do they consult other specialist or executive personnel for advice? Who? When? How? How far down the control hierarchy are views on policy decisions normally sought? Why? How?

9. How do policy decision makers ascertain whether subordinate managers are in accord with and understand their decisions?

Are opinions sought from individuals? From groups?
If from the latter who arranges group meetings?
Who participates? Who communicates the group responses? Are views passed back to policy decision makers by individuals, hierarchically, or through groups or overlapping groups?

10. How do subordinate managers initiate the presentation of their views upwards to policy decision makers?

Are they effective? How effective? Are there specific channels for doing this? Who determined them? How were they determined? When? How often are subordinate management's views presented to primary policy makers? Do such views involve opposition? How are they considered? By whom? How are they resolved? Why?

11. What provisions exist for subordinate management's appeals against policy makers' decisions?

Are they used? How often? Are they effective? Why?

12. What do the Organisation's policy decision makers expect from subordinate managers and supervisors?

How do you know? Who determined these expectations? When? How? Should you say that these expectations are met? To what extent? Why?

- Managerial \ 13. Do you know of any specific plan drawn up of the organisation
Organisation structure?

What form does it take? What is its purpose? Do you consider it fulfills its purpose adequately? Who drew it up? Does the actual organisation conform to it? How do you know? How often is it revised? By whom?

14. Would you consider that there is a clear distinction between 'line' and 'staff' departments of the organisation?

If so, which departments would you consider to be line and which staff? Why? Which would you say were most important? Would you say there were any key sectors of the organisation? If so, which? Could you rank them?

15. How peripheral to the functioning of the organisation would you consider service departments to be?

Why? Do you feel they of their own accord exert any influence on the course of the organisation (i.e. through control or monitoring activities)? Or do they remain as it were within their own enclave and are, say, consulted by line departments when needed? Has this always been so? How effective would you consider it to be? Why?

Controls

16. What methods of cost or budgetary control are used?

Do you feel they are effective? Why? How clear are they? What should you say was their purpose? Do you consider their purpose to be achieved? Could you suggest any improvements? By whom are they reviewed? When?

17. In periods of economic stringency with cuts-back in expenditure, what is the organisations policy towards cost reductions and general economy?

Should you say that this was an effective policy? Why? What do you consider the principal effects of such measures to be? How do they affect the organisation's efficiency? Why? What, in your experience, tends to happen when the need for economic stringency subsequently is relaxed? Why?

18. Do you consider that the organisation has an 'output policy'?

What is it? How is it determined? Would you say that it is effective? Why?

19. Is output in general controlled or checked?

This involves considering production output; output of service departments; and managerial output. Are these controlled in quality? Volume? Whose outputs in particular? How are standards set? Can standards or quotas be queried? By whom? Why? Is output data maintained? By whom? What use is made of it? What are outputs checked against? Are there informal output quotas? Where? Why? Do you feel there is any particular periodicity in informal output quotas? How do they operate?

Managerial
Codes

\ 20. Would you say that there was any general management policy or type of management carried out? (Subsidiary questions to questions 20 - 21 are set out below Question 21).

\ 21. Would you say that there was any policy towards employee supervision?

What is it? Is it effective? Why? Is it uniform? Has it changed at all in your experience? Who determined it? How? When?

\ 22. Would you say there was much variation in management policy between departments, in the sense of 'the way a manager chooses to manage'?

Where? What form does it take? Why?

\ 23. Do you feel there are clear reciprocal rules and codes for employees within the organisation?

What form do they take? Do you consider them satisfactory? Why? Could you suggest any areas for improvement? How are they established? Who is consulted? Are they revised? When? By whom?

24. What is the organisation's policy towards management group discussions?

Who participates in discussions as you know them? Would you say that this could be extended to good effect? How? Why? Do you feel that the time cost relative to the usefulness of discussions is justified? Are there particular sorts of discussions or, say, committee activities, which you feel are particularly worthwhile; or otherwise? Why?

25. What would you consider to be the principal types of and sources of information upon which the organisation is controlled and decisions are based?

Would you consider the information appropriate and adequate for the decisions to be based upon it? Would you feel it was inadequate or excessive in any particular areas, or any particular types of information? How would you feel that it could be improved? If you had specific views on this, to whom could you make them known in order that matters could be improved? Do you feel this would be likely to be effective?

26. How useful do you consider periodic returns or reports to be in this respect?

Could you give examples to assign any relative values? Do you feel the correct emphasis is placed upon periodic returns or reports in the organisation? Why? Could you suggest improvements? Why?

Communication
Policies and
Processes

27. Are there any specific organisational codes for reporting back on decisions to those who may be involved either directly or indirectly?

What are they? Do you feel they are effective? Why? Are they followed uniformly? Why?

28. Apart from, say, specific returns, are there definite channels for passing information within the organisation?

What are they? Are they formally determined? In what directions do they flow? Up; down; laterally? What volume and what type of information is passed through these channels? What type of information should you say is not passed through these channels? Does it vary from department to department? Is there an unofficial grapevine channel? Would you say it was effective? Does its effectiveness vary from department to department? Why?

29. Are management service sections, such as Organisation and Methods, concerned with management information or general communication structures in the organisation?

When? Where? How does this come about? With what results? Why?

30. Is there any policy towards communication and the passage of information between members of the organisation?

Has this always been the policy? Do you consider it to be effective? How effective? Why? Does it vary particularly in your experience? Who is responsible for passing information downwards to employees? Who determines what should be passed? Who ascertains that it has been received and understood? Is there any follow-up on information so passed? By whom? How? When? Would you say it was effective? Why?

31. Are there any broad groups or categories of employees either to whom information specifically is passed, or who are excluded specifically from receiving information?

Which groups? What information? Why? How? Would you say that this was of value to the organisation?

32. Has the organisation any policy on passing on to employees in advance information relating to innovation or change?

Does it vary? Why? How much advance? Do you consider it effective? Who checks to ascertain whether it is adhered to? How?

33. What are the channels for initiating communication upwards?

Do they vary according to the types of information? How would one channel information relating to, say, grievances? Job complaints; Job problems; Objection or disagreement; Requests for information or training; Personal problems? Are there any opportunities for directing enquiries through non-evaluating superiors? Do you consider employees are aware of the appropriate channels of communication open to them? Do they use them? How do you know? What can they do if they are dissatisfied? What would be likely to happen if they did this? Why?

34. Is there any periodic survey to check employees' satisfaction or dissatisfaction with communication channels?

By whom? When? Is it effective? Why? If employees are found to be dissatisfied, what official action is likely to take place to remedy this? By whom? With what likely results?

Suggestions 35. Has the organisation a suggestion scheme?

Do you feel that it is effective? Why? How is it regarded generally in the organisation? What sort of matters does it deal with? Are many employees aware of it? In your experience, do you consider it to be used much? How much? Why? Do you feel it could be improved? Do you feel it is getting the right type of suggestions? Do you think that there is any type of suggestion or communication which it might include but in fact does not deal with? Why?

Feedback 36. What is the organisation's policy on reporting back to employees?

Does it vary much in your experience? Can you relate it to specific types of reporting back: say, to grievances or complaints; objections or disagreements; job or personal problems? Who, in these cases, reports back? How? When? What facilities exist for ensuring that in fact employees are reported back to? Are they effective? Are there any facilities for employees expressing dissatisfaction with the information they receive, or requesting supplementary information? What are they? How do they operate? Do you feel they are effective? Why?

37. Would you say that many rumours circulate within the organisation?

Do they circulate at any particular time?
What sort of rumours? Do you feel they circulate in particular areas or among particular groups of employees? How do you feel they arise? Why?

Information
Circulation

38. Has the organisation a newspaper, house magazine, or other formal, distributed printed means for passing information to employees at large?

What are its purposes? Does it achieve them?
Among whom does it circulate? How is it distributed? How often is it issued? By whom is it prepared? Do you feel that it is effective in achieving its purposes? Does anyone ever check on this? How? When?

39. Does the organisation have other means of making information available to its members, such as notice boards, library facilities, information room, etc?

What are their respective purposes? Do you feel they achieve them? Why? To what extent are they used? Are they kept up to date? By whom?
How much importance would you say was attached to them by management and by employees?

40. Is there any other formal means of management and employees communicating with one another, say, in the form of general or departmental meetings?

Who decides to hold them? Who carries them out?
What, if they take place, normally is their purpose? Would you say such meetings are effective? Which meetings? Why?

Union
consultation
policies and
processes

41. What is the policy of the organisation in general towards consultation with trade unions? (Subsidiary questions to questions 41 - 42 are set out below question 42).

42. What is the policy of the organisation in general towards employees being union members, or union closed shops?

Has this policy varied at all in your experience?
How? When? Why? How is it determined? When?
Does this apply equally to unions of, say,
manual, technical or engineering and administrative
workers? How far-reaching would you say the
effects of unionisation were among these broad
sections of employees?

43. Is there specific negotiating machinery in existence in which the organisation participates?

On what matters does it negotiate? How? Where?
What form does the negotiating machinery take?
Which members of the organisation and what trade
unions generally are involved?

44. To what extent do you feel the policies of trade unions in this industry are compatible with the policies and objectives of the organisation?

Why? Do you feel this is true equally of
administrative and production workers? Do you
consider that relations between trade unions and
their representatives; and management; and
their members are satisfactory? In what way?
Why? How do you know? Does anyone check on
this? Who? When? How?

45. Do you feel there is any type of communication activity which might be a prerogative of management which in this organisation is delegated, tacitly or formally, to trade unions?

What primarily is it concerned with? Do you
consider this is satisfactory? Why? Can you
suggest any alterations for improvement? How?
Why?

Organisational
or internal
consultation
policies and
processes

46. What is the organisation's policy towards employees' committees or councils?

Does this vary in your experience? How? Why?
Who determines the policy? How? Do you feel
the policy is effective? In what respects?
Are there any particular areas in which you
feel it could be improved? Why?

47. What particular employees' committees or consultative councils exist in the organisation?

What are their functions? How often do they meet?
What matters do they deal with? Why? Who brings
these matters before them? Why? When? How did
these councils come into existence? How is their
structure determined? Who are their members?
How are they selected or elected? Are they
constituted formally? Do you feel they are
effective? Do you feel that their work could be
improved substantially? How? Why?

48. Are committees primarily advisory, or do they have executive or mandatory powers, or both?

To whom do they report, or advise? What
obligation is there for management or
employees to comply with the committees'
wishes, requests or instructions?
Does managerial responsibility extend to
reporting back to committees, passing them
official information, informing them of
changes in advance? Is this in fact done?
Always, or selectively? Why?

49. How is opposition from management or employees presented to committees' recommendations, requests, instructions etc?

Is this generally satisfactory? Why?
Are appeals made by other means? How?
When? To whom?

50. What are such committees' relationships with the formal and informal channels for employees' communication?

Do you feel they function satisfactorily in this respect? Do you feel that management or employees as a whole would share your view? Why? Does anyone check their effectiveness? How? When? What action is likely to be taken if these were considered unsatisfactory? With what likely result? Why?

51. Could you recommend any changes in the committee or consultative structure which you feel would result in improvement?

Where, or to whom, in particular do you consider the improvements would result? How? When? Why?

52. Is there any overall representative body to which employees belong by virtue of their being members of the organisation?

What is it? Do all employees belong to this? Why? When was it set up? What is its purpose? Do you consider it effective? Why?

Employment
Policies

53. Could you describe the organisation's policy towards employees and human relations in general?

Would you consider it to be, say, active in the sense of seeking to promote employees' participation, dynamism and development; or more passive, being more concerned with welfare, recruitment and administration? How peripheral would you consider the personnel and human relations function to be to the activities of the organisation as a whole? Why? Do you consider the organisation's policy effective in this respect? Do you feel it could be more effective? How? Has it changed at all in your experience? How? Why?

54. What is the organisation's policy towards welfare, health and recreational facilities for employees?

When was it instigated? By whom? How? How is it operated? How is it paid for? Has this always been the policy? Are distinctions made between any grades of employees?

55. What is the organisation's policy towards pensions, superannuation, sick benefits etc.?

Has this changed at all in your experience? Does it vary particularly between grades of employees? How is it determined? Do you feel that it is effective?

56. What is the organisation's policy towards safety and accidents?

How is it implemented? By whom? Do you consider it effective? Why? Is data collected on accidents and similar occurrences? What use is made of this? Do you consider this satisfactory?

57. What is the organisation's policy towards absence or sickness?

Do you feel that it is effective? What action, if any, is taken in these circumstances? By whom? Do you consider the organisation has a policy on time keeping? For whom? How was it decided? Do you feel it is effective? Why? What action is taken on lateness? Is it effective? How you know?

58. What is the organisation's policy towards redundancy?

What form does it take? Do you consider it satisfactory? Does it include redundancy payments? To whom? On what basis? Is any attempt made to conceal redundancy? What should you say are the principal objectives of the policy?

59. Are there any policies or procedures relating to technological or structural changes in jobs or trades or grades?

By whom are they determined? When? Do you feel they are satisfactory? Why? Has the organisation a policy on employee appeal against redundancy or dismissal? How is this decided? Do you consider it satisfactory? Does it apply to all employees? If not, which employees are excluded? Has it been used extensively? With what result?

60. Has the organisation a policy towards labour disputes or strikes?

When was it decided? By whom? Do you feel that it is satisfactory? Why? Has the organisation experienced any strikes or labour disputes? When? What form did they take? Who took part? Why? How are such disputes resolved?

Establishments

61. Could you outline the nature of formal personnel establishments?

Are they laid down for the organisation as a whole? By whom? How? How are establishments classified? Do you feel establishments are maintained realistically in proportion to contributions to the objectives of the organisation? Why? Could they be improved? How? In general, do strengths correspond to establishments? If not, why do you consider this is so? What generally happens as a result? When revisions take place do these tend to be revisions of strengths or of establishments? Why?

62. Do employees possess clear job descriptions of their work?

Who drew them up? When? When are they checked? When are they revised? By whom? Do you feel there is much overlapping in this respect? Why? Where? How do you consider that this has arisen?

Personnel
and
Selection

63. Would you say there is any overall criterion with which the organisation would like its employees to be in keeping or identify themselves?

Could you describe any specific types of employees sought? Why? Has this changed at all in your experience? Who decides whether further employees may be needed? Who specifies the type of employee and the nature of the job? Could this process be improved? How? Why?

64. What selection procedures are used?

Do you feel they are effective? Why? How are they determined? What are the formal procedures to be followed for the engagement of employees? Do these apply to all grades of employees? Who determines these procedures? Why? How? Are they ever revised? By whom? When? Are there any formal procedures for employees leaving the organisation? Why? Are they interviewed? By whom? What happens to the information so gained?

65. What are the sources of the organisation's senior personnel such as middle management, senior management and top policy makers?

Do you feel this is satisfactory? Why? Are any difficulties produced as a result? Do you feel there are means of overcoming these? When does the organisation recruit outside? Why? Who decides? Is there any specific policy on the internal notification of vacancies? What is this? Do you feel it is satisfactory? What effect does the introduction of personnel from outside the organisation have upon its members? Why? How do you know?

66. Could you set out the things which you consider the organisation wants from its employees?

Do you feel that it gets them? Why? How are these assessed? By whom? What do you feel the organisation wants its employees to get from it? Do they get it? How is this assessed? Do you feel this is satisfactory? Why?

67. Do you consider that employees are clear about the extent of their responsibilities towards the organisation as a whole?

Why? To what extent do you feel the organisation seeks to imbue its members with a sense of responsibility towards its achieving its objectives imbue? Why? How? Do you think this could or should be improved? Why? How?

Payment
and
Grading

68. How would you describe the organisation's wages policy?

Why? By whom is it determined? When? How? Has it changed at all in your experience? Why? When? With what result?

When is the general pay structure reviewed? By whom? How? Why? By what means are employees paid? Do the means or the periodicity vary according to grades or status of personnel? Are methods of payment mandatory, or optional? How were they decided? When? By whom? Do you feel they are satisfactory? Why?

69. Is any wage payment linked directly to employees' output?

Whose? How does the system operate? How is it determined? By whom? Do you consider it satisfactory? To whom? Why? Has the organisation any form of productivity bonus, profit sharing etc.? Do you feel these are satisfactory? Why?

70. Are pay scales evaluated and graded according to individual jobs?

Does this apply to all jobs? How does it operate? Do you consider that it is effective? Are there any particular ways in which you feel the operation of the grading processes could be improved? When are they checked or revised? By whom? Do you feel that the process is effective?

71. Is there a range of payment for each grade, or a specific grade point?

Could you say what this is likely to be in terms of money as a proportion of total salary? Does this apply to all jobs or grades? How generally is it operated? By whom?

72. Are grade payments scaled progressively according to individuals' length of service?

What is the approximate range of intervals in terms of time? Are there definite limits to grade payment ranges or are they administered flexibly? How flexibly? Are values of grades generally known? Why? Do you consider this satisfactory? Why?

Merit
Review

73. How is employees' merit and pay reviewed?

Why? Who makes recommendations? Who decides the framework of review? How are results of reviews made known to employees? By whom? When? Why? Can employees effectively query such reviews or seek redress if they perceive injustice? To whom? Do you consider them to be effective? Is the review process uniform for all employees or are certain grades of employees excluded from this process? Which? Why? Do you feel that this is satisfactory? Why?

Promotion
and
Growth
Opportunity

74. What factors are considered in deciding whether an employee is promotable?

Why? Are these uniform? Do you feel there is considerable individual latitude in this respect? Are there any processes here which you consider could be improved? How? Are the views of other employees taken into account? Which employees? How? With what results? Can employees apply for promotion within the organisation? Any employees? To whom? How? When?

75. How would you describe the normal principal stages in promotion in the organisation?

Do these narrow sharply at particular stages? Which? Why? Do you feel there are any effective progress bars in the organisational structure? Are specific groups of employees intended to progress over ranges of successive skills or promotion stages? How? Are there any policies regarding the provision of growth opportunities for employees? Do you consider them satisfactory? Have these changed at all in your experience? Could they be improved? How?

Education
and
Training

76. What is the organisation's policy towards education and training?

What do you feel are its objectives? Has this always been the policy? Do you consider it satisfactory? Why? Who instigated it? When? What education and training facilities or provisions exist? How are they organised? Are all grades of employees able to take advantage of them? Do you consider that this situation is satisfactory or do you feel that there are areas which could be revised to the benefit of the organisation? How? Why?

77. Are any courses available which are not related directly to job or trade training?

Are courses provided purely internally, or also externally? Would you say that courses were generally well subscribed? How are employees selected for them? By whom? Who pays for employees to take part? Are employees paid while on such courses? On what basis? Are training allowances generally paid? To whom? By whom is this determined?

APPENDIX 5 (Tables 1 & 2)

INFORMATION GATHERING SURVEY

FREE SELECTION QUESTIONS OF TERMS
EXPRESSING SIGNIFICANT QUALITIES OR
ATTRIBUTES RELATING TO "THE BOSS"
(Question 8) AND "THE BOARD"(Question 9)

NOTES

Terms have been divided into those which can be construed generally as favourable (black) or unfavourable (red). These then have been grouped, for reference, under various broad headings ("Dynamism", "Consultation", etc.).

Favourable and unfavourable groups are set out against each other, to facilitate broad comparison. While terms generally are the converse of one another (for example, up-to-date, as opposed to old-fashioned), they are not necessarily diametrically opposite, but rather belong to opposite ends of a range of meaning.

Scoring

Scores are set out as percentages rounded to the nearest 10. However, the sample sizes, (set out for reference below) are such that in many cases the rounded figure in fact is identical with the actual number of selections recorded. This is the case in areas A,B,E,H,J,L and M. Areas C,D,F and G, vary slightly, while the actual observations in area K approximately have been halved.

Sample Size

Area :	A	B	C	D	E	F	G	H	J	K	L	M	Total
N :	10	10	12	12	10	13	8	9	10	20	10	10	134

KEY

%		%	
0 - 5 :	0	46 - 55 :	5
6 - 15 :	1	56 - 65 :	6
16 - 25 :	2	66 - 75 :	7
26 - 35 :	3	76 - 85 :	8
36 - 45 :	4	86 - 95 :	9

- - - - -

FREE SELECTION OF TERMS EXPRESSING SIGNIFICANT QUALITIES
OR ATTRIBUTES RELATING TO "THE BOSS"

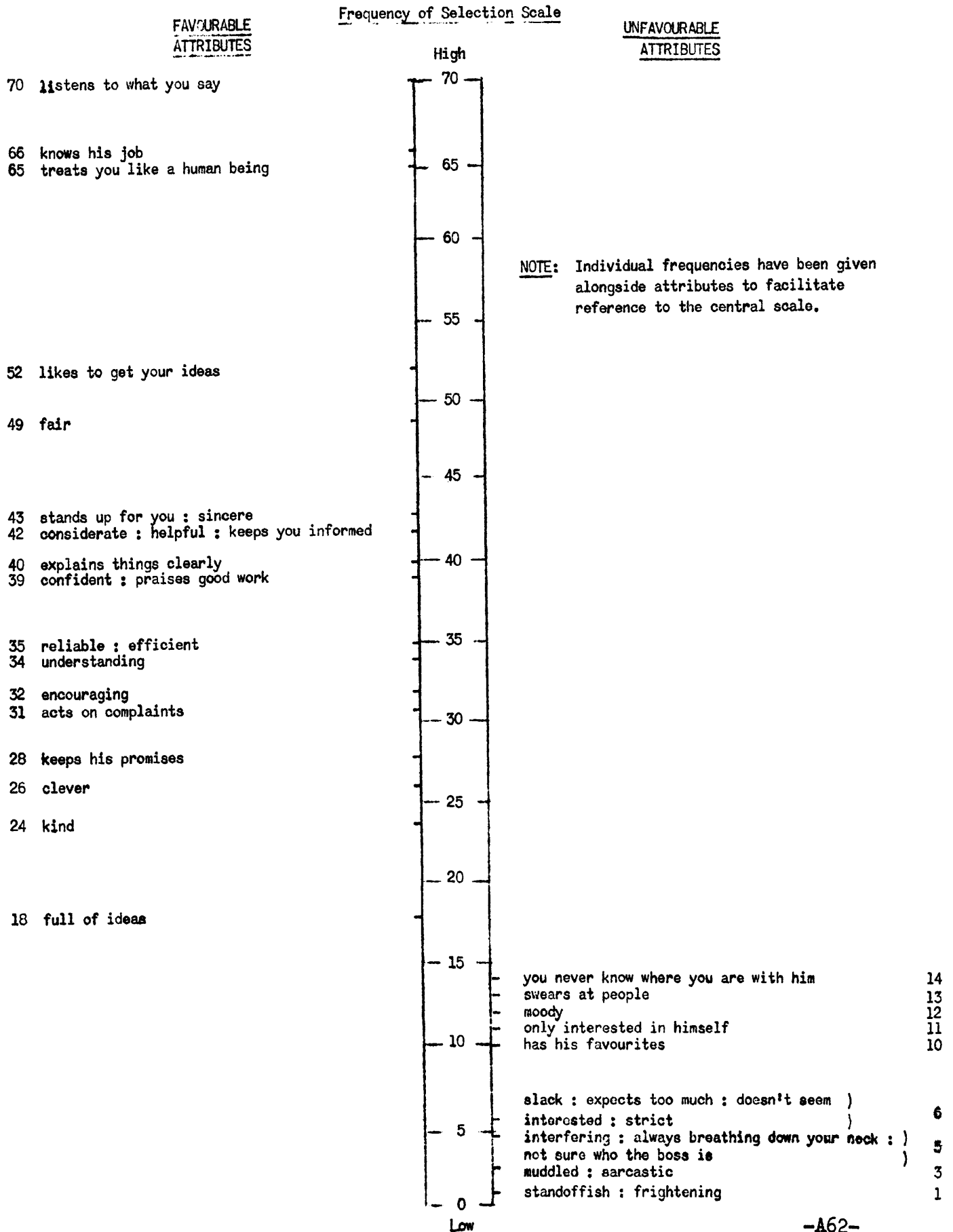
ROUNDED PERCENTAGE SCORES, BY AREA *

FAVOURABLE													UNFAVOURABLE													Total
A	B	C	D	E	F	G	H	J	K	L	M	Total	A	B	C	D	E	F	G	H	J	K	L	M	Total	
<u>Dynamism</u>													<u>Dynamism</u>													
knows his job	5	5	6	5	5	7	4	7	6	5	66		not sure who the boss is	-	2	-	2	-	-	-	-	-	-	-	4	
efficient	5	3	3	3	2	4	1	3	2	4	35		slack	-	-	-	-	1	-	-	-	-	-	-	6	
clever	1	2	1	4	1	1	1	4	3	4	25		muddled	-	-	-	-	2	-	-	-	-	-	-	2	
full of ideas	-	1	3	3	1	1	1	1	2	1	17		too young	-	-	-	-	-	-	-	-	-	-	-	-	
confident	4	3	4	3	3	2	3	3	4	4	38													-		
<u>Effectiveness</u>													<u>Effectiveness</u>													
understanding	3	2	2	4	2	3	5	5	1	2	34		expects too much	-	3	1	-	-	-	1	1	1	-	-	6	
fair	6	2	3	6	4	2	2	3	4	3	48		has his favourites	-	1	-	1	3	-	1	1	2	-	-	10	
reliable	3	3	3	5	2	3	2	5	2	4	35		can never find him	-	2	-	1	3	-	-	-	-	1	-	7	
keeps his promises	3	4	2	2	2	1	2	4	1	2	28		only interested in himself	3	1	2	1	1	-	-	-	-	2	-	10	
acts on complaints	1	-	3	2	3	4	1	3	4	2	30		you never know where you	1	3	3	-	2	-	-	-	1	-	14		
stands up for you	1	5	3	3	2	4	3	6	3	5	45		are with him													
keeps you informed	1	5	3	2	1	5	4	5	4	3	41		always breathing down	-	2	-	1	2	-	-	-	-	-	-	5	
													your neck													
<u>Consultation</u>													<u>Consultation</u>													
explains things clearly	2	2	3	4	5	4	7	1	2	1	39		nagging	-	-	-	-	-	-	-	-	-	-	-	-	
encouraging	1	4	2	4	2	3	1	4	5	5	31		sarcastic	-	1	-	-	2	-	-	-	-	-	-	3	
praises good work	1	2	3	3	3	2	6	3	5	5	38		interfering	-	1	1	2	1	-	-	-	-	-	-	5	
likes to get your ideas	2	3	6	4	2	4	8	4	6	5	51		standoffish	-	-	-	-	-	-	-	-	-	-	-	-	
listens to what you say	6	4	7	6	3	5	5	8	9	5	69		can't make up his mind	-	1	3	-	2	1	-	1	-	-	-	9	
<u>Consideration</u>													<u>Consideration</u>													
helpful	3	5	1	5	4	4	2	5	3	2	41		doesn't seem interested	2	-	-	-	1	-	-	1	-	1	-	5	
kind	1	1	3	3	3	1	1	5	2	-	24		strict	-	1	-	1	-	-	-	-	-	-	-	5	
considerate	3	5	5	5	3	3	1	6	3	1	41		frightening	-	-	-	-	-	-	-	-	-	-	-	5	
pleasant	5	5	7	9	3	5	2	6	4	7	62		moody	-	2	1	-	2	-	1	-	-	1	-	11	
treats you like a human being	4	5	4	6	6	3	5	6	5	8	64		swears at people	-	2	1	3	4	-	-	-	-	-	-	11	
sincere	3	6	4	5	2	5	2	4	5	3	43											2	-	12		

* Key and notes are set out on the first page of this Appendix.

SUMS OF AREAS' ROUNDED PERCENTAGE SCORES
RANKED OVERALL

ATTRIBUTES RELATING TO "THE BOSS"



NOTE: Individual frequencies have been given alongside attributes to facilitate reference to the central scale.

FREE SELECTION OF TERMS EXPRESSING SIGNIFICANT QUALITIES
OR ATTRIBUTES RELATING TO "THE BOARD"

ROUNDED PERCENTAGE SCORES, BY AREA *

AREAS

AREAS

FAVOURABLE	A	B	C	D	E	F	G	H	J	K	L	M	Total
<u>Dynamism</u>													
up-to-date	-	2	4	2	3	4	1	-	4	2	3	1	26
go-ahead	-	-	2	-	2	2	4	-	3	-	2	-	15
enterprising	-	2	1	1	-	1	-	-	3	-	1	1	10
efficient	1	1	1	2	2	1	1	1	4	2	1	-	17
well-run	-	1	1	1	-	1	1	-	3	1	1	1	11
hard working	-	1	2	1	1	-	-	-	2	-	2	-	9
<u>Consultative</u>													
co-operates with employees	1	1	2	1	2	-	1	-	3	1	3	1	16
good suggestion scheme	4	1	3	2	5	1	1	3	5	5	6	3	34
honest	2	3	2	2	2	1	1	-	2	1	1	-	17
good atmosphere	2	5	4	1	6	2	4	-	6	2	4	2	38
friendly	2	3	3	1	4	3	2	-	3	2	5	1	29
<u>Conditions and Pay</u>													
good to work for	5	7	4	6	9	5	7	2	8	7	7	7	74
good pay	3	4	4	4	4	7	4	1	3	6	5	7	52
<u>Nature of Organisation</u>													
happy family	1	-	1	-	4	-	1	-	-	-	1	-	8
nice type of employee	3	5	3	2	7	2	4	-	4	4	6	3	43
secure	5	7	6	7	5	4	4	2	6	5	7	6	65
looks after its employees	3	6	5	2	8	5	4	4	6	6	5	3	57
<u>UNFAVOURABLE</u>													
<u>Dynamism</u>													
old-fashioned	-	2	-	1	1	-	-	-	-	-	-	1	5
too set in its ideas	-	2	-	1	1	-	-	-	1	-	-	3	8
poor planning	1	-	4	2	1	1	2	2	2	2	2	2	21
muddled	1	2	3	2	1	1	-	-	-	2	-	2	14
needs some fresh people at the top	1	2	4	1	1	1	1	5	2	1	1	4	24
easy going	1	1	2	2	4	-	2	-	1	2	2	2	19
wastes money	2	3	2	1	2	2	4	3	4	4	3	5	35
<u>Consultative</u>													
too departmentalised	5	3	2	2	1	1	4	4	4	2	1	3	32
too many rules and regulations	2	2	6	2	1	1	-	7	1	2	-	6	30
ruleless	-	-	1	-	1	-	-	1	-	-	-	-	3
unhappy	-	-	-	1	-	-	-	-	-	-	-	-	1
impersonal	7	3	1	3	2	2	4	4	3	2	1	3	35
too big	3	2	2	2	2	1	-	4	3	1	2	2	24
<u>Conditions and Pay</u>													
poor working conditions	1	-	2	1	-	-	-	-	-	-	-	1	5
mean	-	-	1	-	-	-	-	-	-	-	-	-	1
<u>Nature of Organisation</u>													
too much distinction	1	1	2	1	-	1	1	1	3	1	-	1	13
scruffy	-	-	-	-	-	-	-	-	-	-	-	-	-
changing *	2	1	2	6	1	2	2	2	2	2	5	-	27

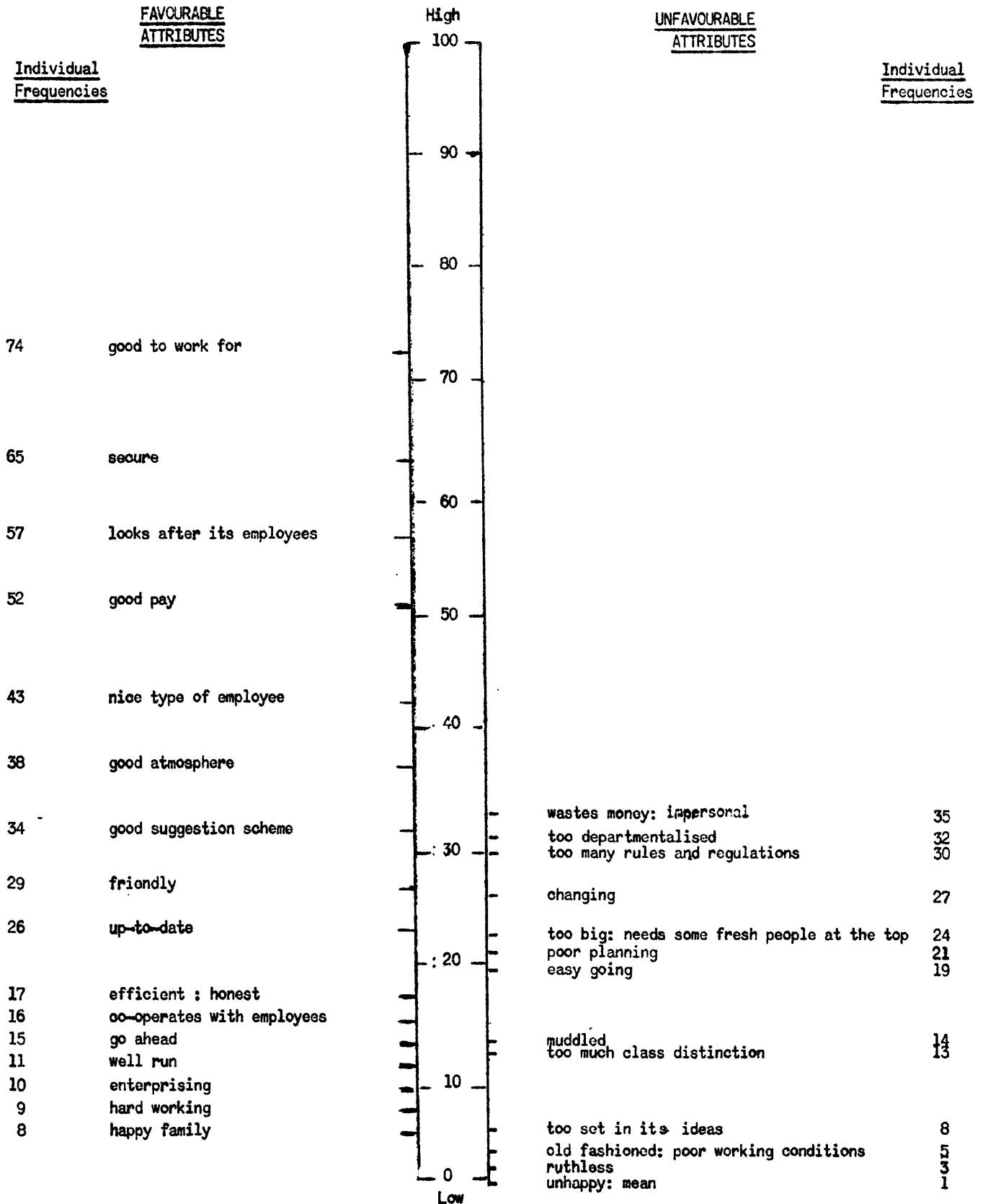
* Key and notes are set out on the first page of this Appendix.

* "Changing" has been construed unfavourably because, firstly, in interviews change frequently was associated with less desirable characteristics of growth, (i.e., the Board was changing in that it was becoming larger and more impersonal); secondly, change often constitutes uncertainty and a threat in some form to those who experience it. Though this is an interpretative, and to some extent an arbitrary construction, it is felt nevertheless to be generally correct.

SUMS OF AREAS' ROUNDED PERCENTAGE SCORES
RANKED OVERALL

ATTRIBUTES RELATING TO "THE BOARD"

Frequency of Selection Scale



APPENDIX 5 (Table 3)

FREE SELECTION OF STATEMENTS
RELATING TO "THE SURVEY"

ROUNDED PERCENTAGE SCORES, BY AREA

STATEMENTS	AREAS													TOTAL	TOTAL OF ACTUAL SELECTIONS
	A	B	C	D	E	F	G	H	J	K	L	M			
I'd like to know something about what comes out of it.	9	6	7	10	6	8	10	7	7	5	7	8	90	100	
Much might come from it.	2	4	4	2	1	2	5	3	4	2	3	5	37	42	
I think it's a very good thing.	5	2	4	3	2	4	4	5	3	2	4	5	43	49	
I'm in favour of it.	4	2	6	2	3	2	2	5	6	2	5	2	41	47	
I don't mind one way or the other.	1	1	-	-	1	-	-	-	-	-	-	-	3	3	
It's a waste of time.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
I have better things to do.	-	-	-	1	-	-	-	-	-	-	-	-	1	1	
I think it's a bad idea.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
I'm against surveys like this.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
It gives certain people something to do. (added comment)	-	-	-	-	1	-	-	-	-	-	-	-	1	1	

NOTES

Scoring

Scores are set out as percentages rounded to the nearest 10. However, as in the previous appendix, the sample sizes are such that in many cases the rounded figure in fact is identical with the actual number of selections recorded. This is the case in areas A, B, E, H, J, L and M. Areas C, D, F and G vary slightly, while the actual selections in area K approximately have been halved.

The totals of actual selections against all statements are given here for reference.

KEY: 1 2

0 - 5	: 0	26 - 35	: 3
6 - 15	: 1	36 - 45	: 4
16 - 25	: 2	etc.	

APPENDIX 6

INFORMATION GATHERING SURVEY

CLASSIFICATION BY TOPICS AND SURVEY AREAS OF FREE COMMENTS ON FAVOURABLE AND UNFAVOURABLE ASPECTS OF THE ORGANISATION

This Appendix tables a total of 749 non-directive comments which have been analysed and classified according to the topics which respondents elected to put forward.

These subsequently have been grouped together under main headings broadly similar to those of the attitude survey.

They have been gathered on the lines described in Chapter 2, Section II, and the topics raised are discussed in Part II of this Study.

INFORMATION GATHERING SURVEY

APPENDIX 6

CLASSIFICATION BY TOPICS AND SURVEY AREAS OF FREE COMMENTS
ON FAVOURABLE AND UNFAVOURABLE ASPECTS OF THE ORGANISATION

TOPICS

AREAS

		A		B		C		D		E		F		G		H		I		J		K		L		M		TOTALS		
	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U
WORK	3	-	1	-	4	-	2	1	7	-	7	3	7	-	5	-	1	-	4	-	-	10	-	6	-	2	2	59	3	
	-	1	-	1	-	-	-	1	-	-	-	3	-	3	-	-	-	-	-	-	1	3	-	-	2	2	11	13		
	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	4	1	
	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	9	9	
	4	2	-	5	-	7	-	-	-	5	-	4	1	1	-	-	1	1	4	-	-	5	-	6	1	55	14	55	3	
	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	3	3	
	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	3	
	1	-	2	-	1	-	1	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7	4	
	-	1	-	-	-	-	2	-	1	-	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8	8
	TOTALS :		9	7	9	2	17	4	10	3	13	8	19	6	11	3	8	3	10	2	17	7	156	53						
No. of topics : 9																														
SUPERVISION																														
Supervisory effectiveness																														
Uncertainty over who boss is, or too many bosses																														
Recognition (of job performance and progress)																														
Supportiveness: action on complaints or problems																														
" : action on suggestions or ideas																														
Informing subordinates (on changes, etc.)																														
TOTALS :		6	4	1	5	1	16	-	3	1	-	2	5	1	4	1	3	1	3	2	-	7	17	54						
No. of topics : 6																														
MANAGEMENT																														
Effectiveness of managerial organisation																														
Co-ordination & co-operation between areas/sections																														
Decision making (speed and effectiveness)																														
Action on complaints or suggestions																														
Passage of information on changes within the industry																														
Recognition of employees' job performance & progress																														
Awareness of, or contact with, subordinates																														
Impersonality, size of organisation																														
Wastefulness (of material and money)																														
Board Policy (Regional/National)																														
Personnel Policy/effectiveness																														
TOTALS :		2	16	1	16	1	17	6	24	1	18	1	16	4	13	3	21	3	14	4	5	29	4	24	35	295				
No. of topics : 11																														

TOPICS

AREAS

	A		B		C		D		E		F		G		H		J		K		L		M		TOTALS		
	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	F	U	
<u>FORMAL COMMUNICATIONS</u>																											
Present patterns of discussion or Joint Consultation	2	-	-	-	-	-	1	-	-	-	2	-	-	-	3	-	-	-	-	1	-	3	-	3	3	12	12
Desirability of effective group discussions	2	-	-	-	-	-	-	-	1	-	-	-	-	-	-	2	1	-	-	-	1	-	2	-	9	-	9
Incidence of rumours	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	3	3
Interaction & communication with generating stations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
No. of topics : 4	4	-	-	-	-	-	1	-	1	-	2	-	-	-	3	1	-	-	-	3	1	5	2	3	12	16	16
<u>REWARDS</u>																											
Pay : rates	2	-	-	-	-	-	2	-	4	-	7	-	3	-	4	-	4	-	10	2	4	-	6	-	46	4	4
" : differentials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-	1	-	3	-	-	-	12	12
" : methods of determining	-	3	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1	-	4	-	-	-	-	-	14	14
Promotion opportunities	1	1	-	-	-	-	-	1	-	-	-	-	-	1	-	-	-	1	-	1	-	1	-	-	1	7	7
Promotion & selection methods	1	1	-	-	-	2	-	3	-	-	-	-	-	-	-	-	-	1	1	3	-	-	-	2	2	14	14
Training facilities	-	-	-	-	-	1	-	-	-	-	-	2	-	-	-	-	-	1	-	-	-	1	-	-	-	7	7
No. of topics : 6	4	7	-	-	-	4	2	4	4	-	7	2	3	3	4	7	4	7	11	11	4	7	6	3	49	58	58
<u>THE ORGANISATION</u>																											
Organisational progress/improvement	-	1	-	-	-	-	-	-	-	2	-	1	-	1	-	1	-	-	-	2	-	4	-	-	-	8	8
Public service aspects	2	-	1	1	-	-	-	2	1	-	-	-	-	-	2	-	1	1	2	-	1	1	1	2	13	7	7
Identity with Organisation	-	-	2	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	1	1
Security	7	-	1	-	-	-	3	-	3	-	3	-	2	-	4	-	-	-	3	1	-	-	3	1	41	2	2
No. of topics : 4	9	1	4	1	6	-	3	3	4	2	3	1	2	1	6	1	5	1	5	3	5	1	4	3	56	18	18
Total No. of topics : 40	34	35	15	27	25	41	22	37	24	28	32	32	21	24	24	38	24	26	42	42	29	47	33	47	325	424	424

APPENDIX 7

VARIANCE ANALYSES OF SURVEY RESPONSES

The scores of the 12 areas participating in the survey have been analysed over 46 items, which represent every sub-class of the survey. The analysis of these scores is given in the table at the end of this appendix.

Percentage scores have been rounded to the nearest ten as follows:

%	%	%
0 - 5 = 0	36 - 45 = 4	76 - 86 = 8
6 - 15 = 1	46 - 55 = 4	
16 - 25 = 2	56 - 65 = 6	86 - 95 = 9
26 - 35 = 3	66 - 75 = 7	96 - 100 = 10

A-69

The distribution of scores, (12 x 46) in all, is

<u>Rounded Score</u>	<u>No. of observations</u>	<u>Scores x observations</u>	
	n	s	
1	2	2	
2	9 ^f	18	$\Sigma n = 552$
3	26	78	$\Sigma s = 3345$
4	56	224	$\Sigma s^2 = 21639$
5	88	440	<u>Correction for mean:</u>
6	125	750	$\frac{\Sigma s^2}{\Sigma n} = \frac{3345^2}{552} = 20270.0$
7	158	1106	<u>Total deviance:</u>
8	68	544	$(\Sigma s^2 - \text{correction for mean})$
9	17	153	$= 21639$
10	3	30	<u>20270.0</u>
			<u>1369.0</u>
TOTAL	<u>552</u>	<u>3345</u>	

The total of this is 3345, the sum of the squares 21639 and the total deviance, 1369.0.

These 12 x 46 numbers are set out in the table which follows in an array of 46 rows and 12 columns. The differences between the sums of the rows represent the differences of overall responses to 46 different topics. The differences between column sums represent the differences between the overall responses of the areas.

Differences are represented thus:

Between rows (R), representing topics,

$$\Sigma_{46} R^2 = 251297$$

$$\frac{\Sigma R^2}{12} - \text{correction for mean} = \frac{251297}{12} - 20270 = 671.4 \quad (\text{variation between topics})$$

Between columns (C), representing areas,

$$\Sigma_{12} C^2 = 935993$$

$$\frac{\Sigma C^2}{46} - \text{correction for mean} = \frac{935993}{46} - 20270 = 77.6 \quad (\text{variation between areas})$$

From this, the following analyses of variance table can be prepared.

Source of Variation	Sum of Squares	Degrees of Freedom	Estimated Variance	Variance Ratio(F)
1. Between topics	671.4	45	14.92	11.90
2. Between areas	77.6	11	7.05	5.63
3. Residuals	620.0	495	1.253	-

Both of these values of F are very significant indeed. Over all 46 items, the scores of some areas are consistently higher than those of others. There is a persistent and pervading tendency for some areas, irrespective of the particular one of the 46 topics, to score more than others. This is the meaning of the 5.63 F ratio.

There is also an even more significant tendency for all areas taken together, (that is the whole block of 12), to feel much more positive on some topics than on others. This is the meaning of the 11.90F ratio.

This is indicated, for example, by areas L, J and K. These areas show overall tendencies to satisfaction, with scores of 314, 302 and 298, which are very significantly greater than the tendencies of areas F, H, G and C, with 251, 264, 267 and 267 respectively.

COEFFICIENT OF CORRELATION BETWEEN ROUNDED SCORES
OF ADMINISTRATIVE AND ENGINEERING DEPARTMENTS
OVER 16 OVERALL RESPONSE CATEGORIES

(set out in Appendix 3 and summarised in Feedback Booklets, sheets 1 and 2)

x	y	x ²	y ²	xy
8	8	64	64	64
6	6	36	36	36
7	7	49	49	49
7	7	49	49	49
8	8	64	64	64
7	7	49	49	49
7	7	49	49	49
5	5	25	25	25
6	6	36	36	36
5	6	25	36	30
6	6	36	36	36
6	6	36	36	36
6	6	36	36	36
6	7	36	49	42
7	8	49	64	56
6	7	36	49	42
Σ 103	107	675	727	699

$$r = \frac{16(699) - (103)(107)}{\sqrt{16(675) - (103)^2} \sqrt{16(727) - (107)^2}}$$

$$n = 16$$

$$\underline{r = 0.87}$$

ANALYSIS OF SCORES OVER 46 ITEMS AND SUB-CLASSES

Sub-Class Nos.	Rounded Scores												Totals
	Areas												
	A	B	C	D	E	F	G	H	J	K	L	M	
1.1	8	8	8	10	6	7	7	9	7	7	9	7	93
2.1 -2	6	7	7	8	4	7	6	5	6	8	8	6	78
2.2	7	8	6	5	3	4	7	7	8	7	7	6	75
2.3	6	2	4	7	6	6	7	6	6	6	7	7	70
2.4	5	1	2	2	5	6	3	4	2	4	3	3	40
2.5	6	6	7	6	7	5	6	5	5	6	5	5	69
3.1	3	7	4	4	5	4	6	3	7	5	5	5	58
3.2	3	8	5	3	6	5	5	6	4	6	6	7	64
4.1	7	8	6	8	9	7	5	7	8	9	8	8	90
5.1	7	8	8	7	8	7	7	8	7	7	8	7	89
6.1	7	5	2	6	6	3	6	7	7	6	7	8	70
6.2	7	6	5	7	7	6	7	8	7	8	9	7	84
6.3	7	6	6	6	7	6	7	7	7	7	8	7	81
6.4	8	8	6	7	7	4	6	7	7	7	8	7	82
6.5 -3	6	8	7	7	6	5	7	6	9	7	8	6	82
6.6	5	5	6	8	4	5	5	4	7	7	6	6	68
6.7	8	7	7	6	6	6	6	6	7	7	7	8	81
6.8	8	4	6	4	8	5	7	7	8	7	7	6	77
7.1	6	6	2	3	6	3	5	2	6	6	4	5	54
7.2	7	4	7	8	7	7	7	7	8	8	8	7	85
7.3	5	6	6	7	7	6	7	7	8	7	7	7	80
8.1	6	5	5	6	5	5	6	5	8	7	7	5	70
8.2	8	7	5	6	6	7	7	9	8	8	8	8	87
8.3	6	5	6	5	6	5	5	4	6	6	6	6	66
8.4	6	7	7	7	6	6	4	3	7	7	7	6	73
8.5	7	6	6	6	3	4	4	4	6	5	7	5	63
8.6	4	4	5	4	4	4	7	3	5	5	4	4	53
8.6	3	2	3	3	6	3	4	4	5	5	5	4	47
9.2	7	7	6	8	6	7	7	8	7	7	7	7	84
9.3	4	7	6	6	6	5	4	7	6	5	3	6	65
10.1	5	7	7	7	5	4	6	7	7	7	7	5	74
10.2	4	6	5	3	4	4	5	5	4	5	5	2	52
10.3	4	3	7	6	5	4	4	4	3	5	7	8	60
10.4	4	5	4	4	3	4	4	3	5	5	6	6	53
10.5	7	5	6	6	4	5	5	4	7	4	7	5	65
10.6	5	6	7	3	6	5	5	5	5	5	6	6	64
11.1	5	6	6	6	6	5	7	6	6	6	8	7	74
12.1	4	7	6	7	8	8	6	5	7	7	7	7	79
12.2	1	7	6	5	7	6	4	4	5	6	7	7	65
13.1	5	7	6	5	5	5	4	3	7	5	6	6	64
13.2	7	4	7	8	9	8	6	6	7	6	8	7	83
13.3	7	7	7	6	7	7	6	6	8	8	8	6	83
14.1	7	7	5	7	5	6	8	7	8	8	8	6	82
15.1	7	9	8	9	9	7	7	10	9	9	9	8	101
15.2	8	8	9	7	8	8	7	9	10	8	9	7	98
16.1	6	4	5	7	7	5	6	5	5	7	7	6	70
TOTALS	269	276	267	276	276	251	267	264	302	298	314	285	3,345

APPENDIX 8

Attitude Survey: Response Deviations of 10% or More From Overall Means, by Areas

FEEDBACK SHEETS

NOTES

These sheets are designed to show the pattern of items in each survey area where responses deviate from the overall Headquarters trend.

Items are divided into those deviating either favourably or unfavourably. Thus, for example, Area 'A' shows a favourable deviation of 22% above the overall average against the item that employees 'are pushed to produce more'. This means that in this area employees have responded to this item 22% more favourably than the average. It does NOT mean that they consider themselves 22% more pushed (which, in fact, would be an unfavourable deviation).

The actual percentage deviation of each item is listed and items are set out against a percentile deviation scale. For considerations of space this is not itself uniform throughout, but is given as a visual aid to indicate the placing of items relative to one another, and the extent of their deviation.

ATTITUDE SURVEY: RESPONSE DEVIATIONS OF
10% OR MORE FROM OVERALL MEANS, BY AREAS

COLOUR KEY		COLOUR KEY	
FAVOURABLE DEVIATIONS (at least 10% more favourable than average)		UNFAVOURABLE DEVIATIONS (at least 10% less favourable than average)	
AREA A		AREA B	
INDIVIDUAL DEVIATIONS %		INDIVIDUAL DEVIATIONS %	
DEVIATION SCALE		DEVIATION SCALE	
Employees who consider that,		Employees who consider that,	
40.	They are pushed to produce more.	10.	Management builds up enthusiasm and a real sense of purpose among the employees in their work.
35.	Their working conditions are satisfactory for their particular job.	10.	People are not sacked unless there is a very good reason.
30.	They are free to work in their own way and use their own judgement.	11.	They have good opportunities to use their abilities.
25.	Their boss helps them to produce good work.	11.	They feel free to talk over complaints with their boss.
20.	The time keeping system is satisfactory.	11.	They know enough about the relationship of their job to those of other employees.
15.	Training facilities are good.	11.	Their working conditions are good.
10.	Over the time they have been working they have seen many improvements in the organisation.	11.	The past year has seen a definite improvement in the organisation.
5.	They understand the pension scheme and how they benefit from it.	12.	Their suggestions receive reasonable consideration and they are told the outcome afterwards.
0.	They know what is involved in their job.	13.	Their job is interesting and satisfying.
-5.	Their work is important to the organisation.	13.	The hours they work are good.
-10.	They would like to know more about joint consultation.	14.	Long service is appreciated.
-15.	Their boss often changes his mind about what he wants from them.	14.	The organisation has helped them to develop and improve.
-20.	Group discussions with their boss are worthwhile.	14.	Top management passes on sufficient information about the organisation's affairs.
-25.	Their boss keeps them informed of their progress in their work.	14.	There is too much unnecessary paperwork involved in their job.
-30.	Over the past year they have thought seriously of getting a job somewhere else.	15.	They get adequate recognition for their work.
-35.		15.	They are given credit for good work.
-40.		15.	The recognition of good work is an incentive to keep it up.
		15.	They know what the organisation's policy is.
		16.	They feel free to voice their opinions.
		17.	There is good employee-management consultation.
		19.	Management takes a real interest in employee's ideas and points of view and considers constructive criticism or alternatives.
		19.	They are paid fairly in comparison with other employees.
		22.	Their boss is concerned with the well-being of his subordinates and the organisation, rather than just himself.
		22.	Managerial organisation is efficient.
		25.	They do not get enough responsibility.
		27.	Pay rates are fair and honest.
		30.	
		35.	They are satisfied with their pay.
		40.	The way in which individual employees' pay is decided is satisfactory.

NOTES

Purpose of this Table

This table relates to the attitude survey of 125 statements taken in the course of the Manchester University Communications Research Project.

It sets out those statements to which employees in this particular area have responded differently from the average of other employees taking part.

It does this by showing the statements to which employees in this area have responded at least 10% more favourably (black) or less favourably (red) than the mean (or average) percentage response over all the other areas which participated.

How to Read the Table

The figures on the left of the statements represent the percentage deviation scale (from 10-40%). This is broadly to indicate the grouping or dispersal of the statements above or below the average.

The figures shown after each statement are also percentages and show by exactly how much each statement is above or below the average.

ATTITUDE SURVEY; RESPONSE DEVIATIONS OF 10% OR MORE FROM OVERALL MEANS, BY AREAS

COLOUR KEY		COLOUR KEY	
FAVOURABLE DEVIATIONS (at least 10% more favourable than average)		UNFAVOURABLE DEVIATIONS (at least 10% less favourable than average)	
DEVIATION SCALE	INDIVIDUAL DEVIATIONS	DEVIATION SCALE	INDIVIDUAL DEVIATIONS
%	%	%	%
<p>Employees who consider that,</p> <p>They don't get enough responsibility.</p> <p>They would like to know more about joint consultation.</p> <p>They get adequate recognition for good work.</p> <p>They are satisfied with their pay.</p> <p>The way in which individual employees pay is decided is satisfactory.</p> <p>Their working conditions are satisfactory for their particular job.</p> <p>Their boss is usually about when they want him.</p> <p>As far as their work requires it they can make their own decisions and plan ahead.</p> <p>Their boss discusses important things about the job with them and tries to get their ideas.</p> <p>Reasons for new developments or changes are explained so that they are understood clearly.</p> <p>Training facilities are good.</p> <p>Long service is appreciated.</p> <p>The method used for selecting people is good.</p> <p>The recognition of good work is an incentive to keep it up.</p> <p>Within the organisation employees are promoted on merit.</p> <p>They get enough information on the business side of the organisation's activities.</p> <p>Their boss keeps them informed of their progress in their work.</p> <p>Changes or new systems are introduced more easily when people understand them beforehand.</p> <p>Group discussions with their boss are worthwhile.</p>	<p>10.</p> <p>35.</p> <p>30.</p> <p>25.</p> <p>20.</p> <p>17.</p> <p>17.</p> <p>17.</p> <p>16.</p> <p>16.</p> <p>15.</p> <p>13.</p> <p>13.</p> <p>13.</p> <p>13.</p> <p>11.</p> <p>11.</p> <p>11.</p> <p>10.</p> <p>10.</p> <p>10.</p> <p>10.</p>	<p>Employees who consider that,</p> <p>Their boss keeps in touch with them but lets them work in their own way.</p> <p>Their boss often changes his mind about what he wants from them.</p> <p>The way in which management goes about improving working methods are good.</p> <p>It is often difficult to get hold of the information they want.</p> <p>Their boss listens to complaints and if they are reasonable takes action about them.</p> <p>Their boss recognises their progress and recommends promotions, transfers, training etc.</p> <p>Management is not really prepared to hear objections and disagreements.</p> <p>Management is honest with employees.</p> <p>They have good opportunities to use their abilities.</p> <p>There is too much unnecessary paperwork in their job.</p> <p>Decisions are given quickly.</p> <p>They feel free to talk over problems with their boss.</p> <p>They know what is involved in their job.</p> <p>Their boss sees they have the things they need for their work.</p> <p>They have too many bosses.</p> <p>They are free to work in their own way and use their own judgement.</p> <p>The boss lets them know forthcoming changes in advance.</p> <p>The past year has seen a definite improvement in the organisation.</p> <p>Management is concerned mainly with the organisation and themselves.</p> <p>Over the past year they have thought seriously of getting a job somewhere else.</p> <p>Their boss takes an interest in them and understands their problems.</p> <p>Management often give orders which are contradictory.</p> <p>The personnel staff are always approachable and will give help and advice.</p> <p>They understand the pension scheme and how they benefit from it.</p> <p>They encounter many unnecessary difficulties in the course of their work.</p> <p>Their boss helps them produce good work.</p> <p>It is worthwhile for them to put forward their ideas.</p> <p>Their job is erratic with bursts of excessive pressure.</p> <p>There is genuine encouragement for employees to take up further training courses.</p> <p>Their boss is understanding if they make a mistake.</p> <p>They are allowed sufficient time to produce good work.</p> <p>Their boss is often breathing down their necks.</p>	<p>10.</p> <p>10.</p> <p>10.</p> <p>10.</p> <p>11.</p> <p>11.</p> <p>11.</p> <p>11.</p> <p>12.</p> <p>13.</p> <p>14.</p> <p>14.</p> <p>15.</p> <p>16.</p> <p>16.</p> <p>16.</p> <p>17.</p> <p>19.</p> <p>19.</p> <p>19.</p> <p>21.</p> <p>23.</p> <p>23.</p> <p>23.</p> <p>25.</p> <p>30.</p> <p>31.</p> <p>36.</p> <p>36.</p>

NOTES

Purpose of this Table

This table relates to the attitude survey of 125 statements taken in the course of the Manchester University Communications Research Project.

It sets out those statements to which employees in this particular area have responded differently from the average of other employees taking part.

It does this by showing the statements to which employees in this area have responded at least 10% more favourably (black) or less favourably (red) than the mean (or average) percentage response over all the other areas which participated.

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How to Read the Table

The figures on the left of the statements represent the percentage deviation scale (from 10% ~ 40%). This is broadly to indicate the grouping or dispersal of the statements above or below the average.

The figures shown after statement are also percentages and show by exactly how much each statement is above or below the average.

ATTITUDE SURVEY: RESPONSE DEVIATIONS OF 10% OR MORE FROM OVERALL MEANS, BY AREAS

COLOUR KEY

FAVOURABLE DEVIATIONS (at least 10% more favourable than average)

AREA C

COLOUR KEY

UNFAVOURABLE DEVIATIONS (at least 10% less favourable than average)

DEVIATION SCALE

Employees who consider that,

-40.

-35.

-30.

-25.

-20.

-15.

-10.

29.

19.

16.

16.

15.

14.

14.

14.

12.

11.

11.

10.

-10.

-15.

-20.

-25.

-30.

-35.

-40.

DEVIATION SCALE

Employees who consider that,

10.

10.

10.

11.

11.

12.

12.

12.

12.

14.

14.

14.

15.

17.

17.

18.

18.

19.

20.

20.

20.

22.

23.

23.

25.

27.

35.

40.

NOTES

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The figures shown after each statement are also percentages and show by exactly how much each statement is above or below the average.

ATTITUDE SURVEY: RESPONSE DEVIATIONS OF 10% OR MORE FROM OVERALL MEANS, BY AREAS

COLOUR KEY		AREA D	
FAVOURABLE DEVIATIONS (at least 10% more favourable than average)		UNFAVOURABLE DEVIATIONS (at least 10% less favourable than average)	
COLOUR KEY	DEVIATION SCALE	COLOUR KEY	DEVIATION SCALE
	%		%
10.	10.	10.	10.
11.	11.	11.	11.
12.	12.	12.	12.
13.	13.	13.	13.
14.	14.	14.	14.
15.	15.	15.	15.
16.	16.	16.	16.
17.	17.	17.	17.
18.	18.	18.	18.
19.	19.	19.	19.
20.	20.	20.	20.
21.	21.	21.	21.
22.	22.	22.	22.
23.	23.	23.	23.
24.	24.	24.	24.
25.	25.	25.	25.
26.	26.	26.	26.
27.	27.	27.	27.
28.	28.	28.	28.
29.	29.	29.	29.
30.	30.	30.	30.
31.	31.	31.	31.
32.	32.	32.	32.
33.	33.	33.	33.
34.	34.	34.	34.
35.	35.	35.	35.
36.	36.	36.	36.
37.	37.	37.	37.
38.	38.	38.	38.
39.	39.	39.	39.
40.	40.	40.	40.

NOTES

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How to Read the Table

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The figures shown after each statement are also percentages and show by exactly how much each statement is above the average.

ATTITUDE SURVEY : RESPONSE DEVIATIONS OF 1% OR MORE FROM OVERALL MEANS, BY AREAS

AREA E

COLOR KEY
FAVOURABLE DEVIATIONS (at least 10% more favourable than average),

DEVIATION SCALE
%

INDIVIDUAL DEVIATIONS
%

COLOR KEY
UNFAVOURABLE DEVIATIONS (at least 10% less favourable than average)

DEVIATION SCALE
%

INDIVIDUAL DEVIATIONS
%

Employees who consider that,

Employees who consider that,

40.			
35.			
30.			
25.	There is genuine encouragement for employees to take up further training courses.	24.	
	The past year has seen a definite improvement in the organisation.	22.	
	Their job is erratic with bursts of excessive pressure.	21.	
20.	Managers should move about among employees more often to see things for themselves	19.	
	They get enough information on the business side of the organisation's activities	18.	
	There is too much unnecessary paper work involved in their job.	16.	
	Their work is hard and tiring.	16.	
15.	There is definite favouritism in their working area.	15.	
	They are pushed to produce more.	15.	
	Their boss is very fair with them.	14.	
	Their boss helps them to produce good work.	14.	
	Long service is appreciated.	13.	
	Decisions are given quickly.	12.	
	Their boss picks their brains.	12.	
	Pay rates are honest and fair.	12.	
	The organisation has helped them to develop and improve.	11.	
	Their boss keeps them informed of their progress in their work.	10.	
10.	Their working conditions are good.	10.	

10.			
	Their suggestions receive reasonable consideration and they are told the outcome afterwards.	10.	
	Their boss builds up a good working atmosphere with people pulling together as a team.	10.	
	They know what the organisation's policy is.	11.	
	The hours they work are good.	11.	
	They have good opportunities to use their abilities.	11.	
	They understand the pension scheme and how they benefit from it.	13.	
	They feel free to voice their opinions.	14.	
	Their boss recognises their progress and recommends promotions, transfers, training etc.	14.	
	Group discussions promote a better understanding with problems.	14.	
15.	Management often gives orders which are contradictory.	15.	
	Their job is really worthwhile.	16.	
	They should like to know more about the way their work fits in with that of other employees.	17.	
	Top management passes on sufficient information about the organisation's affairs	18.	
	Managers spend too much time amongst employees.	19.	
	Changes or new systems are introduced more easily when people understand them beforehand.	19.	
20.	They would recommend other people to work for the organisation.	20.	
	Their boss keeps them informed on events within the organisation.	22.	
	It is often difficult to get hold of the information they want.	23.	
25.	They know enough about the relationship of their job to those of other employees.	25.	
30.	As far as their work requires it, they can make their own decisions and plan ahead.	34.	

NOTES

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How to Read the Table

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This is broadly to indicate the grouping or dispersal of the statements above or below the average.

The figures shown after each statement are also percentages and show by quantity how much each

ATTITUDE SURVEY: RESPONSE DEVIATIONS OF 10% OR MORE FROM OVERALL MEANS, BY AREAS

COLOUR KEY		AREA F		COLOUR KEY	
FAVOURABLE DEVIATIONS (at least 10% more favourable than average)		UNFAVOURABLE DEVIATIONS (at least 10% less favourable than average)		INDIVIDUAL DEVIATIONS	
DEVIATION SCALE	EMPLOYEES WHO CONSIDER THAT,	DEVIATION SCALE	EMPLOYEES WHO CONSIDER THAT,	DEVIATION SCALE	INDIVIDUAL DEVIATIONS
%		%		%	
40.		10.	People are not sacked unless there is a very good reason.	10.	
35.			If employees have complaints they feel free to approach management about them.	10.	
30.			They feel free to talk over complaints with their boss.	10.	
25.			They get adequate recognition for their work.	11.	
20.			Their boss listens to complaints and if they are reasonable takes action about them.	11.	
15.			Their boss builds up a good working atmosphere with people pulling together as a team.	11.	
			It is worthwhile for them to put forward their ideas.	11.	
			They feel free to voice their opinions.	12.	
			Their boss keeps them informed on events within the organisation.	12.	
			Their boss keeps in touch with them but lets them work in their own way.	12.	
			They feel free to talk over job difficulties with their boss.	12.	
			Over the past year they have thought seriously of getting a job elsewhere.	13.	
			Their boss is usually about when they want him	13.	
			They have good opportunities to use their abilities.	14.	
			It is often difficult to get hold of the information they want.	14.	
			Managers spend too much time amongst employees.	14.	
			Their boss is very fair with them.	14.	
			They feel free to talk over problems with their boss.	14.	
			Their boss likes to hear their suggestions and ideas and will act on them.	14.	
		15.	Their boss keeps them informed of their progress in their work.	15.	
			It is better for pay scales to be generally known rather than kept secret.	15.	
			Their work is important to the organisation.	17.	
			They are free to work in their own way and use their own judgement.	17.	
			The organisation has helped them to develop and improve.	18.	
			Their boss takes an interest in them and understands their problems.	18.	
			Their suggestions receive reasonable consideration and they are told the outcome afterwards.	19.	
			They know what the organisation policy is.	19.	
		20.	They are given credit for good work.	20.	
			Their boss discusses important things about their job with them and tries to get their ideas.	24.	
		25.	Information about forthcoming changes is passed to employees in advance.	27.	
			They have too many bosses.	29.	
			As far as their work requires it, they can make their own decisions and plan ahead.	29.	
		30.	Group discussions with their boss are worthwhile.	30.	
		35.			
		40.			

NOTES

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ATTITUDE SURVEY : RESPONSE DEVIATIONS OF 10% OR MORE FROM OVERALL MEANS, BY AREAS

COLOR KEY

FAVOURABLE DEVIATIONS (at least 10% more favourable than average)

DEVIATION SCALE

%

Employees who consider that,

40.	Over the past year they have thought seriously of getting a job somewhere else.	26.
35.	They would like to know more about joint consultation.	18.
30.	Management is not really prepared to hear objections or disagreements.	15.
25.	They know what the organisation's policy is.	14.
20.	They feel free to talk over job difficulties with their boss.	12.
15.	They are pushed to produce more.	12.
	Managers should move and talk amongst employees to see how they are getting on.	11.
	Work can be efficient if the atmosphere and working relationships are informal and friendly.	11.
	People aren't sacked unless there is a very good reason.	11.
10.	They know clearly what is expected from them in their work.	10.
	Their boss helps them to produce good work.	10.

NOTES

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COLOR KEY

UNFAVOURABLE DEVIATIONS (at least 10% less favourable than average)

DEVIATION SCALE

%

Employees who consider that,

10.	It is worthwhile for them to put forward their ideas.	10.
	Their boss discusses important things about the job with them and tries to get their ideas.	10.
	Management takes a real interest in employees' ideas and points of view and considers constructive criticism or alternatives.	10.
	There are plenty of opportunities in the organisation for employees with ambition.	10.
	Management is honest with employees.	11.
	They understand the pension scheme and how they benefit from it.	12.
	Management really cares about employees.	12.
	The ways in which management goes about improving working methods are good.	12.
	The method used for selecting people for vacancies is good.	13.
	Managers should move among employees more often to see things for themselves.	13.
	Their work is hard and tiring.	13.
	They are satisfied with their pay.	13.
	The ways in which individual employees' pay is decided are satisfactory.	13.
	They work for a really good organisation.	13.
	The organisation has helped them to develop and improve.	14.
	Management does a good job of encouraging open and effective communication between people.	14.
	They would like to know more about the way their work fits in with that of other employees	14.
15.	Those who are keen to get on are genuinely encouraged.	15.
	Pay rates are fair and honest.	15.
	They know enough about the relationship of their job to those of other employees.	15.
	The recognition of good work is an incentive to keep it up.	16.
	They encounter many unnecessary difficulties in the course of their work.	16.
	Management takes effective action to look into employees' complaints.	17.
	Their boss keeps them informed on events within the organisation.	17.
	Managerial organisation is efficient.	18.
	Decisions are given quickly.	18.
	Management takes a keen interest in employees' ideas and suggestions.	18.
	Their boss recognises their progress and recommends promotions, transfers, training etc.	18.
	Their boss lets them know forthcoming changes in advance.	18.
	There is good employee-management consultation.	19.
20.	It is often difficult to get hold of the information they want.	20.
	They get adequate recognition for their work.	20.
	Management often gives orders which are contradictory.	21.
	There is definite favouritism in their working area.	21.
	They can live reasonably well on the money they earn.	21.
	Management does a good job of promoting team work and getting people or departments working well together.	23.
	Their boss keeps them informed of their progress in their work.	23.
	They are paid fairly in comparison with other employees.	23.
	Management is concerned mainly with the organisation and themselves.	24.
	Long service is appreciated.	24.
25.	There is too much unnecessary paperwork involved in their job.	26.
	Information about forthcoming changes is passed to employees in advance.	26.
	Within the organisation employees are promoted on merits.	26.
	Points of view are given a fair hearing by management.	29.
30.	The hours they work are good.	34.
35.		
40.	Training facilities are good.	

AREA J

-A83-

ATTITUDE SURVEY: RESPONSE DEVIATIONS OF 10% OR MORE FROM OVERALL MEANS, BY AREAS

AREA K

COLOUR KEY	FAVOURABLE DEVIATIONS (at least 10% more favourable than average)		UNFAVOURABLE DEVIATIONS (at least 10% less favourable than average)	
	COLOUR KEY	INDIVIDUAL DEVIATIONS %	COLOUR KEY	UNFAVOURABLE DEVIATIONS (at least 10% less favourable than average)

Employees who consider that,

40.				
35.				
30.				
25.	The ways in which Management goes about improving working methods are good,	21.		
20.	Managerial organisation is efficient, Management does a good job of promoting team work and getting people or departments working well together.	17.		
	There is definite favouritism in their working area.	17.		
15.	They are paid fairly in comparison with other employees.	14.		
	There is good employee-management consultation.	14.		
	Their working conditions are satisfactory for their particular job.	14.		
	The hours they work are good.	13.		
	Management takes a real interest in employees ideas and points of view and considers constructive criticism or alternatives.	13.		
	Over the time they have been working they have seen many improvements in the organisation.	13.		
10.	Top management passes on sufficient information about the organisations' affairs.	10.		
	Management is not really prepared to hear objections or disagreements.	10.		
	They understand what the management's policies are.	10.		
	The boss keeps them informed of their progress in their work.	10.		
	Their boss recognises their progress and recommends promotions, transfers, training etc.	10.		
	Their work is organised well.	10.		
	Their boss keeps them informed on events within the organisation.	10.		
	Their boss lets them know forthcoming changes in advance.	10.		

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ATTITUDE SURVEY : RESPONSE DEVIATIONS OF 10% OR MORE FROM OVERALL MEANS, BY AREAS

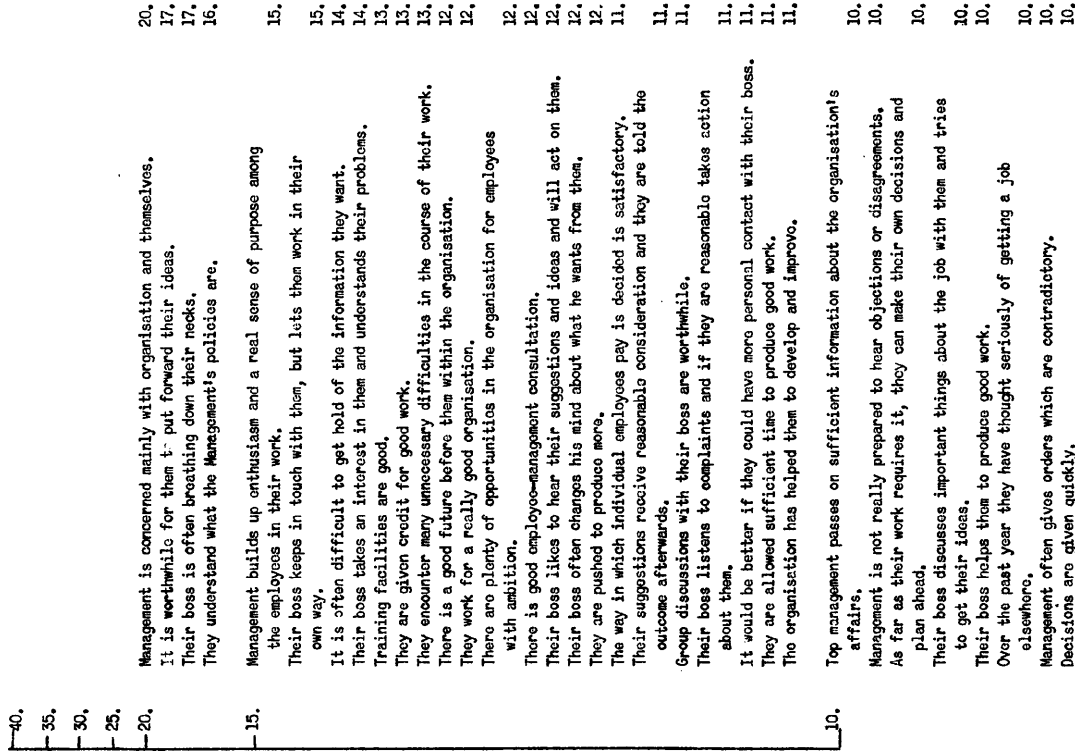
AREA 1

COLOR KEY

DEVIATION SCALE
%

FAVOURABLE DEVIATIONS (at least 10% more favourable than average)

Employees who consider that,

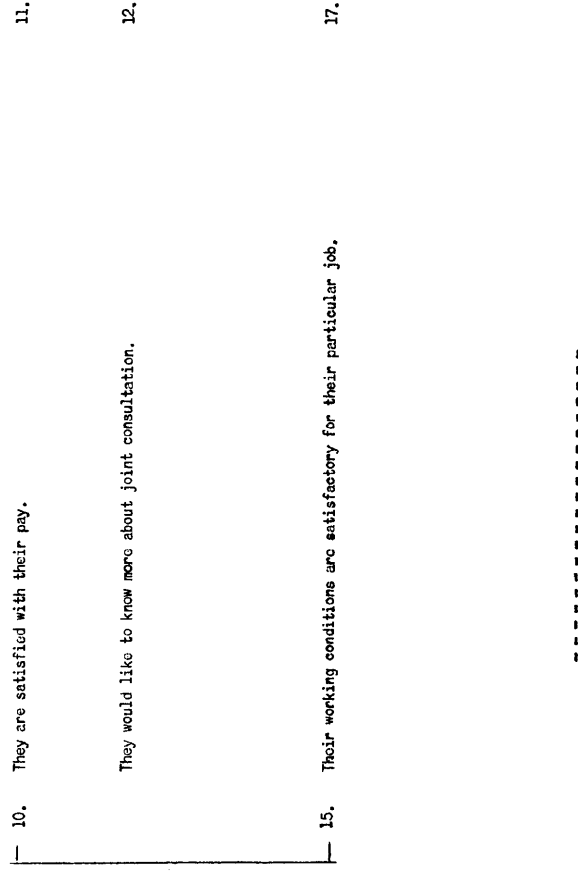


COLOR KEY

DEVIATION SCALE
%

UNFAVOURABLE DEVIATIONS (at least 10% less favourable than average)

Employees who consider that,



NOTES

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ATTITUDE SURVEY: RESPONSE DEVIATIONS OF 10% OR MORE FROM OVERALL MEANS, BY AREAS

AREA M

COLOR KEY

FAVOURABLE DEVIATIONS (at least 10% more favourable than average)

COLOR KEY

UNFAVOURABLE DEVIATIONS (at least 10% less favourable than average)

DEVIATION SCALE
%

INDIVIDUAL DEVIATIONS
%

DEVIATION SCALE
%

INDIVIDUAL DEVIATIONS
%

Employees who consider that,

Employees who consider that,

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APPENDIX 9

ATTITUDE SURVEY: RELATIVE AREA DEVIATIONS ON ITEMS RELATING TO (1) COMMUNICATION and (2) SUPPORTIVENESS

This appendix tables favourable and unfavourable deviations on items relating specifically to communication and supportiveness, by survey areas. The items concerned are listed here, and the deviation patterns are discussed in Chapter 5.

1. ITEMS RELATING TO COMMUNICATION

1. There is good employee-management consultation.
2. Their boss keeps them informed on events within the organisation.
3. Their boss lets them know of forthcoming changes in advance.
4. They understand what management's policies are.
5. Top management passes on sufficient information about the organisation's affairs.
6. Information about forthcoming changes is passed to employees in advance.
7. Management does a good job of encouraging open and effective communication between people.
8. They know what the organisation's policy is.
9. They get enough information on the business side of the organisation's activities.
10. Reasons for new developments or changes are explained so that they are understood clearly.
11. They find the Board's newspapers and similar publications interesting and informative.
12. Their requests for information are dealt with helpfully.
13. It is often difficult to get hold of the information they want.
14. They know clearly what is expected from them in their work.

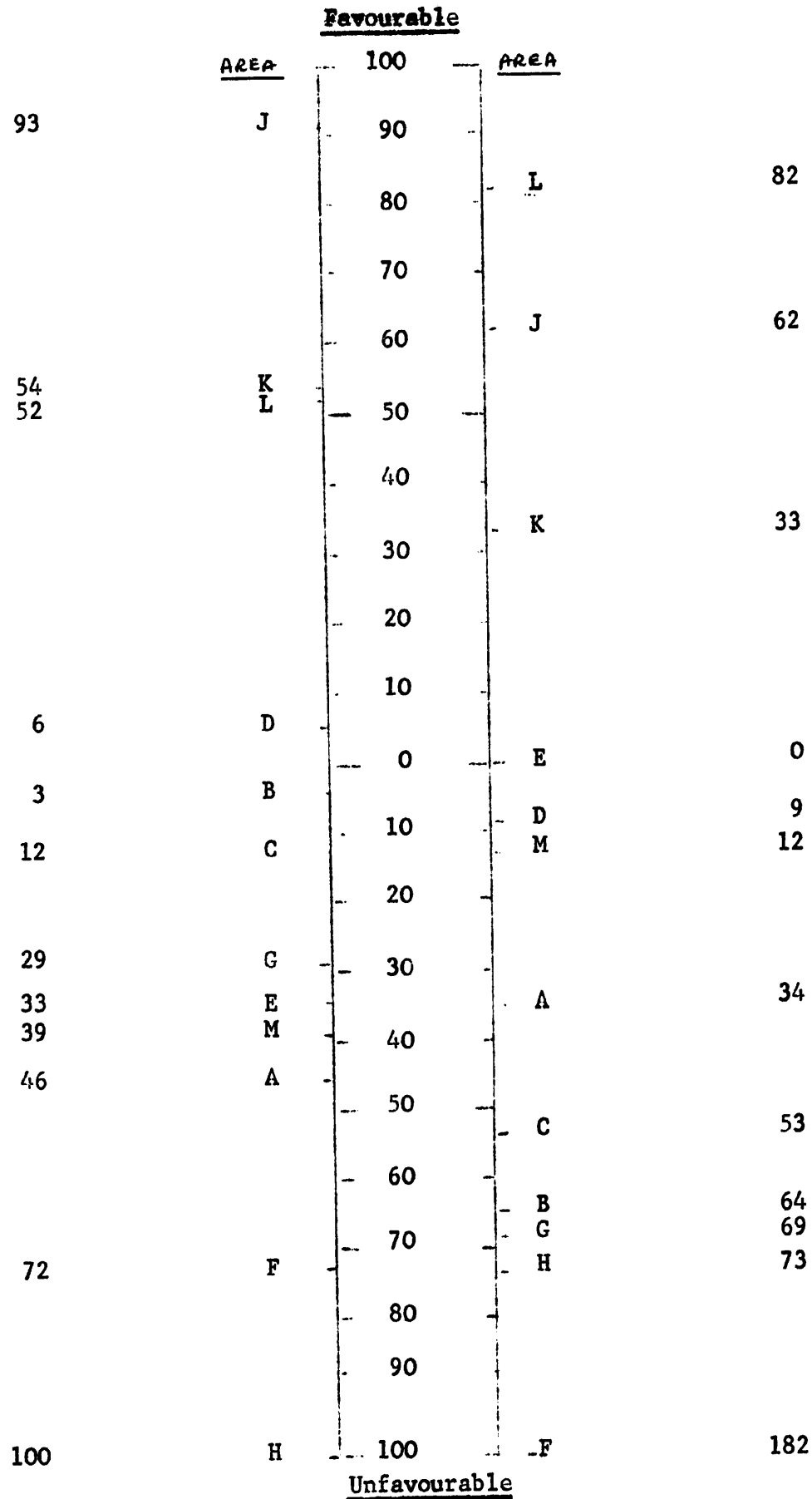
2. ITEMS RELATING TO SUPPORTIVENESS

1. They feel free to talk over complaints with their boss.
2. Their boss listens to complaints, and if reasonable takes action about them.
3. Group discussions with their boss are worthwhile.
4. Their boss discusses important things about the job with them and tries to get their ideas.
5. Their boss likes to hear their suggestions and will act upon them.
6. Points of view are given a fair hearing by management.
7. Their boss keeps them informed of their progress in their work.
8. Management is not really prepared to hear objections and disagreements.
9. Their boss takes an interest in them and understands their problems.
10. They feel free to talk over their problems with their boss.
11. They feel free to talk over job difficulties with their boss.
12. Management takes a real interest in employees' ideas and points of view and considers constructive criticism or alternatives.
13. If employees have a complaint they feel free to approach management about it.
14. Management takes a keen interest in employees' ideas and suggestions.
15. Most managers are considerate and approachable.
16. They feel free to voice their opinions.
17. Suggestions receive reasonable consideration and they are told the outcome afterwards.
18. It is worthwhile for them to put forward their ideas.
19. The personnel staff are always approachable and will give help and advice.

SCALE OF AREAS'
NETT DEVIATIONS ON ITEMS
CONCERNING

1. COMMUNICATION

2. SUPPORTIVENESS



APPENDIX 10

ATTITUDE SURVEY:

SUPPLEMENTARY STUDY ON ASPECTS OF WORK TO RULE (described in detail in Chapter 6, Section 1)

INTERVIEW STRUCTURE

1. First of all, are there any Headquarters areas in particular which you feel could have played a greater part than others in making the work to rule effective: in other words, would you say there were any "key" areas?
2. How would you say that work areas supported the work to rule? Were all equally active, or did some support it more than others?
3. Which Headquarters areas would say were most active in support of the work to rule?

Can you give a graded estimate? Say, 10%, 60%, or whatever it may be. Leave out any areas that you don't feel sure about.

T. How strongly would you say it was applied in your area?
4. What would you say was the objective of the work to rule as far as this Headquarters was concerned?
5. To what extent do you feel this objective was achieved?
6. Are there any other points which you feel are relevant?

INTERVIEW SHEET

Respondents Area _____ Activity Estimate(T) _____

1. Yes _____ No _____ Which _____

2. Yes _____ No _____

3. 10% 0 1 2 3 4 5 6 7 8 9 10

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I _____

F _____

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H

J

10% 0 1 2 3 4 5 6 7 8 9 10

4.

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APPENDIX 11

MANAGERIAL CODES OF COMMUNICATION, MOTIVATION, AND CONTROL

This appendix consists of an interview structure, a questionnaire, and five managerial style summaries against which responses to these have been set. The interview and questionnaire structures are among the supplementary tests described in Chapter 7, Section 4, the results of which are set out in Appendix 13, and which are discussed in the appropriate hypotheses.

The managerial style summaries are based upon the styles which make up the 'Managerial Grid' of Blake and Mouton. The grid consists fundamentally of two axes, calibrated from 1 to 9. The first axis is used to indicate job-centered attitudes, or respondents' concern for production. The second indicates attitudes which are employee-centered, and concerned for people.

Response patterns which are in keeping with the 1-1 managerial style indicate the lowest concern both for production and for people; while responses in line with the 9-9 style represent the highest concern for both of these. There are a further three, intermediary, styles (9-1, 1-9, 5-5) against which responses have been set, which similarly are summarised in this appendix.

INTERVIEW STRUCTURE ON MANAGERIAL CODES
OF COMMUNICATION, MOTIVATION AND CONTROL

1. GENERAL ROLE ORIENTATIONⁱ

As a manager, what do you consider your most important functions to be?

What do you feel are the best ways of achieving these?ⁱⁱ

2. COMMUNICATION

Could we now have a word about communication. What are the aspects of communication you consider to be most important in your department? (by that I mean where would you assign priorities in communicating what, by whom, to whom?)ⁱⁱⁱ

What do you feel are the best ways or methods of communicating in your department?

How satisfactory do you feel these are?

3. INTERACTION

What sort of contacts or relationships both with subordinates and between subordinates do you consider produce the best departmental performance? (by that I mean how, and how closely, do you feel you should keep in touch with subordinates and they with each other, in the course of their work?)

How adequate do you consider this to be?

4. DIRECTION AND AUTHORITY

What sort of direction or control do you consider results in most efficient performance?

ⁱ Headings are included here as a framework for the interview structure. They were not referred to in the course of interviews.

ⁱⁱ Specific structured questions are set out under each topic. Unstructured, additional questions, seeking to amplify responses, were put where appropriate, in line with the prompting interview techniques discussed on page 36.

ⁱⁱⁱ Bracketed subsidiary questions, amplifying original questions, were not put unless either amplification was requested by respondents or replies were such as to call for this.

5. MORALE

'Morale' has been defined as "the spirit pervading a body of persons". How important would you consider good morale to be in getting an organisation to perform efficiently?

What do you consider are the factors which are most likely to result in good morale?

6. DEVELOPMENT

We hear a good deal these days about tapping the nation's potential human resources more fully, management development, and so forth. How do you feel about this? (by that I mean what are your views on the realism, effectiveness and consequences of such proposals in practical terms?)

What do you feel are the best ways of developing people and getting them to give better results in, say, your department, or in the organisation as a whole?

QUESTIONNAIRE STRUCTURE ON
MANAGERIAL CODES OF COMMUNICATION,
MOTIVATION AND CONTROL¹

This short survey is concerned with the nature of communication in working environments, as it is perceived by their members. The seven questions which follow refer to day to day relationships, all of which involve aspects of communication.

Please tick the ONE alternative in each question which you consider most appropriate to your working environment.

1. In the broad field of COMMUNICATION in your working environment, do you consider that most emphasis is placed upon:-
 - (5-5) a systematic two-way chain of command?
 - (9-1) communication downwards, particularly concerned with issuing orders and co-ordinating effort?
 - (9-9) developing openness, frankness, and two-way understanding between people?
 - (1-1) passing messages from one area to another, primarily downwards?
 - (1-9) friendliness and informality, with work topics, especially those which are not going well, spoken of as little as possible?
-

¹ The questionnaire is set out here in the form in which it was used, apart from the bracketed figures against each item. These have been added to indicate the managerial styles to which items belong.

2. In the field of DECISIONS in your working environment, do you consider that most emphasis is placed on:-

- (5-5) searching for workable, even though not perfect, solutions?
- (1-1) accepting decisions of others?
- (9-1) managerial responsibility for making decisions and making sure that they are carried through despite objections?
- (1-9) maintaining good relations?
- (9-9) getting sound creative decisions that result in understanding and agreement?

3. In CONTACTS WITH SUBORDINATES in your working environment, do you consider that most emphasis is placed on:-

- (5-5) establishing standard limits of what is acceptable, giving subordinates freedom of action within them, and correcting any deviations swiftly?
- (9-9) team effort, based on synchronised action, and creating circumstances which enable both the organisation and subordinates to develop and improve?
- (1-1) remaining apart and leaving subordinates to their own affairs?
- (9-1) issuing instructions or calling for progress reports to be made to management on work that is being carried out?
- (1-9) sharing thoughts of a non-critical work nature and discussing routine issues that may arise and require to be attended to?

4. If CONFLICT OR DISAGREEMENT arises in your working environment, do you consider that most emphasis is placed upon:-

(5-5) trying to be fair but firm and to get an equitable solution?

(1-9) avoiding generating conflict, but if it does arise, to smoothing over feelings and keeping people together?

(1-1) remaining neutral or staying out of it?

(9-1) suppressing it as quickly as possible and making sure the management point of view is upheld?

(9-9) trying to identify reasons for it and to resolve underlying causes?

5. In the field of WORK PLANNING in your working environment, do you consider that most emphasis is placed upon:-

(1-1) passing on formal, general, requirements from above without relating these to particular objectives, schedules or subordinates?

(1-9) setting out broad objectives informally and then leaving progress to subordinates, with encouragement if they want it?

(5-5) planning work expectations clearly for individual subordinates who are free to come back if they need help?

(9-9) establishing objectives and individual responsibilities with subordinates themselves and developing the fullest awareness of what is involved and expected among all concerned?

(9-1) setting targets, schedules and procedures for subordinates, and instituting checks to confirm that these are being adhered to?

6. In terms of DIRECTION AND AUTHORITY in your working environment, do you consider that most emphasis is placed upon:-

- (9-9) developing understanding of organisational purpose and how to contribute to this in terms of participative effort reflecting the best available thinking?
- (5-5) persuasive authority which, though directive, primarily is aimed at getting people to want to work?
- (1-1) passing on the decisions and directions of higher authorities?
- (1-9) not so much setting any direction as allowing directions to emerge as a result of subordinates' requirements and external influences?
- (9-1) achieving management-determined output requirements, subordinates being expected to do neither more nor less than they are told?

7. In the field of WORK EXECUTION in your working environment, do you consider that most emphasis is placed upon:-

- (1-9) encouraging subordinates to keep in touch and offering them help if they require it?
- (5-5) keeping up with subordinates' work, reviewing progress, and making positive suggestions where necessary?
- (9-9) keeping familiar with major points of subordinates' progress, revising goals and schedules and discussing problems with them as these arise?
- (9-1) keeping a close watch on subordinates' work and criticising or authorising changes as necessary?
- (1-1) leaving subordinates to solve their own problems, unless specific action is directed by higher authority?

MANAGERIAL STYLES

THE 9-1 MANAGERIAL STYLE (PRODUCTION CENTERED)

Based upon the assumption that production requirements are of paramount importance and are contrary to the needs of people)

"People are expected to do what they are told: no more, and no less."

1. MANAGERIAL ORIENTATION

Planning: "I plan by setting the production quotas and schedules to be followed by each subordinate. Then, I work out the procedures and operating ground rules and I make individual assignments. I also establish check points so that I may ascertain that actions which I have authorised are being taken as I intended them to be done."

Work Execution: "I watch the work closely. I criticise as I see the necessity for it and authorise changes as needs for them arise."

Follow-Up: "I have plans laid for the next assignments and move people on to them as operations dictate. Recognition and corrective action are extended to subordinates individually."

2. AUTHORITY AND DIRECTION

Direction system is fundamentally based on principles of authority and obedience. Management is highly orientated towards achievement, and the uniformity of subordinate action towards fulfilling management - formulated targets.

3. MANAGEMENT-SUBORDINATE INTERACTION

Relationships are tiered, exclusive, and hierarchical. Managerial attitudes may be summarised as

"accountability means that I am responsible for making decisions. Meetings with subordinates are to communicate information or changes to them, or for them to pass to me progress reports to keep me abreast of work."

4. MORALE

Basic attitude toward this may be summarised as

"men are employed to work. Supervised well, there should be no morale problem. If morale problems arise their causes are likely to be traceable to 'soft' leadership.

"Seeing to it that subordinates have plenty to do, with clear, high-quality instructions, leaving neither the time nor the inclination to make complaints."

Again, the focus for resolution of morale problems is through heightened emphasis on achieving production as a sound way of controlling discontent. Failure to achieve this means that human problems, in some insidious way, can erode the efficiency of an organisation.

5. COMMUNICATION

Emphasis on communication is downwards. Communication, in particular, is concerned with dispensing orders and co-ordinating effort. It tends to be seen in black and white terms based on the authority-obedience system. Communication is through legitimate communication channels, as defined by formal organisation charts: movements such as 'going over the boss's head' strictly proscribed.

Upwards, communication is confined to actions accomplished and deviations from expected results. It may be augmented by the manager touring the organisation unannounced, to ask probing questions.

Formal communication media, such as notice boards, tend to have strong authoritarian, military, associations and matters posted on them tend to relate to duty rosters, performance results (high and low).

6. CONFLICT

Conflict is regarded as the first step towards insubordination and therefore must be suppressed. This invariably is done by the exercise of managerial authority, dealing firmly with those concerned. There is no tolerance for human emotional aspects of the work situation, or human frailty.

("This is a business organisation. We are here to get out the work.")

7. COMMITMENT

Attitude factors, such as cynicism, associated with this managerial style, produce attitudes towards human nature which are epitomised in the view that subordinates are naturally lazy, apathetic, indifferent, and will avoid work given any opportunity. Their commitment to it therefore does not arise. A coercive, military style approach is necessary to overcome this.

8. DEVELOPMENT

Limited attitudes towards this -

"Human Relations training makes people soft".

Training should be concerned with company objectives, rules and policies.

9. OUTSTANDING PERSONAL CHARACTERISTICS

Highly achievement orientated, seeking mastery through performance. Normally impervious to criticism. Emphasis on making sure decisions are carried through despite objections: "once you've made your mind up, stick to it."

Attitudes to conflict: readiness to conflict with peers, but to suppress disagreement among subordinates. Challenge to authority from subordinates is regarded as heretical.

10. LONG TERM CONSEQUENCES

Characterised by win-lose conflicts, and choking, restrictive attitudes towards innovation.

Ineffective tapping of managerial and subordinate potentials.

THE 1-9 MANAGERIAL STYLE
(EMPLOYEE CENTERED)

(Based upon the assumption that production requirements are contrary to the needs of people, and that the latter are of greater importance.)

1. MANAGERIAL ORIENTATIONS

Planning: "I give broad assignments to my subordinates and convey my confidence by saying, 'I'm sure you know how to do this and that you will do it well!'"

Work Execution: "I see my people frequently and encourage them to visit me as their time permits. My door is always open. My objective is to see to it that they are able to get the things they want. That's the way to encourage people."

Follow-up: "I hold a meeting with those who are on the job where I place emphasis on congratulating the group as well as individuals. Meetings are friendly and informal and when we get down to business, the sessions usually revolve around why we did as well as we did do and how we can help things to go as smoothly or more so in the future. Criticism rarely helps. My motto is 'Don't say anything if you can't say something nice.'"

2. DIRECTION AND AUTHORITY

Managerial style here fundamentally is non-directive.

"I find out how people want it and then help it to happen that way."

The hall-mark of this managerial style is to help; in return he hopes for loyalty. An inflexible order may become an apologetic request. A favour is promised in return for the inconvenience incurred. Subordinate attitudes tend to be summarised as "while I can't really respect him, I do like him."

3. INTERACTION

The main purpose of work group meetings is to share thoughts of a non-critical work nature and to discuss, after a fashion, routine issues that arise and require to be attended to. Social relationships permeate many activities in the work situation, which is highly socially orientated.

4. MORALE

High morale is a prime goal of this managerial style. Where it is necessary for production to be stepped up, efforts are made to ease the impact of this. The manager will plead for more help, extending the time schedule, etc.

5. COMMUNICATION

Downwards, this tends to concern social matters to the exclusion of work-orientated information, which is cut to a minimum.

Upwards, only what is going well is reported.

Formal communication media in, say, the form of notice boards, contains good news and happy times.

Communication is a significant outlet for social and emotional aspects of work relationships.

6. CONFLICT

Emphasis is on 'smoothing over' any conflict which may occur.

"Look on the bright side; every cloud has a silver lining. Let's come together on those things we can agree on, and not fight one another on those matters which do not seem to be resolvable."

The underlying causes of conflict (as in the 9-1 style) remain to generate new areas of tension and disagreement, despite the premium set upon avoiding conflict by this managerial style.

7. COMMITMENT

Emphasis here is on high levels of security, with good working conditions. The dimension of task accomplishment, or production, is more or less eliminated.

This results in situations where high morale and low actual productivity are coupled.

8. DEVELOPMENT

Personal Development: Likely to have a concept of the personal worth of the individual, but to be lacking in clear cut concepts of organisational purpose on the production side.

Recruitment: Seeking those with attributes which will fit in with the organisation's culture, such as indications of active participation in social organisations. Inductions are social affairs offering opportunities to get acquainted socially and informally with established employees. In this way, the culture of past generations flows informally into the minds, feelings, attitudes and emotions of new ones.

9. OUTSTANDING PERSONAL CHARACTERISTICS

Essentially, this style is other-directed: it takes its cues from outside, not from within.

This managerial style reflects how the manager is reacted to by others in an acceptance-rejection way. He is so responsive to what others think that he wants to be liked by them and to gain their approval. He is patient, with a temper not easily triggered, friendly and likeable.

10. LONG-TERM CONSEQUENCES

Superficial harmony in human relations, but production suffers. Not only is this approach ineffective in achieving high output, it does not really achieve any lasting human relationships since conflict and frustration are not dealt with, but merely smoothed over and buried.

THE 1-1 MANAGERIAL STYLE
("CONTRACTING OUT")

(Characteristic of Sick Organisations. Better described as 'lost among' rather than 'managing' people. A managerial *style* which is unnatural, coming to those who have accepted defeat, usually due to frustration and discouragement in their work situation).

1. MANAGERIAL ORIENTATIONS

Planning: "I give broad assignments though I don't think in terms of goals or schedules. I do little planning. One way that you might describe my job is that of a message carrier. I carry the message from those one level above me to those one level below me. I put as little embroidery or interpretation on what I pass as possible. I do what my job description requires of me."

Work Execution: "If I make the rounds, I take little on-the-spot action. People are free to solve their own problems. They like it that way. I do, too."

Follow-up: "If he enquires, I talk to my boss who tells me what is to be done next and to find out how he wants it done and who he wants to do it."

2. DIRECTION AND AUTHORITY

Non-directive: essentially a conductor of decisions and responsibilities from elsewhere. Finds security in knowing the rules and abdicating responsibility to subordinates. Expects mistakes from subordinates, but puts blame either upon them or elsewhere.

3. INTERACTION

Managers of this style seek to isolate themselves from both superiors and subordinates. The fewer the contacts they have with either the better, consistent with their 'contracted out' approach.

"My goal is to keep my nose clean. The best way is to stay out of sight. When I can't escape, I do enough to get me by and to keep people off my back."

Subordinates are viewed as a necessary evil, to be fended off or tolerated.

4. MORALE

Subordinates are left to themselves to react in whichever way they please. The results of this may be varied: subordinates may welcome lack of direction and control in order to "run the job the way I want", especially if they establish informal relationships with another, responsive, superior. In this case, the 1-1 manager simply ceases to exist for all functional, job-related purposes.

Alternatively, however, 'like may attract like', and a cluster of 1-1 orientated employees may be formed.

5. COMMUNICATION

Fundamentally a high fidelity message carrier. The manager's objective is to know the message that he is expected to pass and to do so in such a way that any criticism does not involve him.

Fundamentally his attitude is one of isolation: a message carrying function, but restrictive, without any generation of interest in the communication.

6. CONFLICT

The fundamental approach here is to avoid it. Physically, this takes the form of, literally, withdrawal and isolation. To queries, an answer is, "sorry, I've not received it, or simply, I don't know."

Strict neutrality is the watchword of this managerial style. Managers express no personal opinion, and where required to do so talk in 'double-talk' - to answer, without, in fact, giving any commitment.

This might be described as an 'ostrich mentality': eyes are kept closed so that conflict isn't seen, and eventually, of its own accord, disappears.

7. COMMITMENT

Under this managerial style commitment is likely to be found outside the organisation. Once managers or subordinates are resigned to a 1-1 life in the work situation, individuals with healthy capacities for involvement or enjoyment must seek expression elsewhere. This inevitably turns outside the organisation to social or other forms of activity.

8. DEVELOPMENT

This managerial style is so fundamentally inconsistent with constructive thinking on managerial development, that any association of development with it might be said to be non-existent.

Selection and induction: information on the organisation is given to new employees in a disinterested, matter of fact way. Decisions are left to superiors.

9. OUTSTANDING PERSONAL CHARACTERISTICS

Non-directional. Like a jelly-fish that floats, responding to the motion of the waves without a direction of its own. Goes along in a passive way. Carries out expected motions, but does not respond positively, (i.e. he seeks no middle approach, because he seeks no approach, takes no sides at all).

10. LONG TERM CONSEQUENCES

The manifestation of failure which this individual expresses is likely to be synonymous with a failure for the organisation as well. Potential productive contributions are wasted and relationships are unintegrated. A commercial organisation which develops this form of inertia to any extent is likely to go out of business.

THE 5-5 MANAGERIAL STYLE
(BASED ON EQUILIBRIUM OR COMPROMISE CODES)

(Employs persuasive logic: not to seek extreme courses, the best position for either production or for people ("that would be too ideal"), but to find the position that is between both. Something of an 'operator' or a 'manipulator'.)

1. MANAGERIAL ORIENTATIONS

Planning: "I plan work for each subordinate, more in a general way than down to detail. After examining aims and schedules, I make individual assignments. I ensure that subordinates are in agreement with what is expected of them and that they feel free to come back if they need help in carrying my assignments out."

Work Execution: "I keep up with each man's job and review his progress with him from time to time or when he asks for it. I give positive suggestions if a subordinate is having difficulty."

Follow-up: "I meet those involved in the job on a carrot-and-stick approach. I try to stimulate discussion in order to point out good points as well as mistakes and to indicate how people can improve without necessarily telling them. Each individual gets the opportunity to discuss any reasonable suggestions he might have for improvement before I described the next assignment."

2. DIRECTION AND AUTHORITY

Emphasis on motivation and communication; does not command or direct. Uses prodding techniques, but essentially seeks to get people to want to work.

3. INTERACTION

"I ensure that subordinates know the limits of what is acceptable. Within that framework I afford them the freedom of action to exercise their authority."

Standardised practices, for the good of all: quick to spot deviations. Group meetings used to elicit ideas and suggestions to be taken up and used by him expediently as he thinks fit. Emphasis on participation, but not giving authority away.

4. MORALE

This is necessary for an efficient machine. Advocates the use of opinion surveys to indicate this. Describes morale in terms such as :

"the importance of morale as a contributory factor in production cannot be overlooked. Morale can be kept high by striking a happy balance between emphasis on production and people's enjoyment of their work."

5. COMMUNICATION

Believes in a chain of command, job specialisation, and communication systems. Acknowledges the inevitability of an informal communication organisation; his way of adjusting it is to use it. Essentially he watches it, using it to take the pulse of the organisation.

To some extent, a go-between role but emphasises practical solutions which "most people will go along with without stirring up too much trouble". Tends to use trial use balloons to see what happens before committing himself definitely, ("trying it on the dog first").

6. CONFLICTS

Emphasis is on seeking the compromise solution and avoiding conflict head-on. Back away from conflict, let things cool down, then see if there is an acceptable basis for compromise, splitting the difference. Splitting may involve the physical separation of warring persons.

Whereas this manager sees himself as realistic, seeking workable solutions, subordinates see him as lacking character, integrity, internal strength. He is too associated with balancing and tentativeness.

7. COMMITMENT

The manager sees himself primarily as needing to get people to do what the organisation wants of them by inserting himself as a go-between. He is the connecting rod between the organisation and the man.

Essentially, he conforms. He fulfills goals appropriately. He is against striking out in experimental or innovating ways. His main aim is to stay a little way ahead of the middle of the pack.

Prestige is his goal, through external symbols of achievement, not an inner sense of contribution.

8. DEVELOPMENT

Managerial development: emphasis upon formalised training programmes on how to get the work done. Short courses, possibly involving attendance at outside academic institutions, night school work, or in-company facilities. The organisation's director gives the courses his blessing to show how important they are. Completion is with certificates and handshakes; everyone is successful.

Otherwise, attitudes towards management development are likely to involve nothing more than lip service.

Selection and induction: this managerial style would require of newcomers credentials of competence, and would seek to present the organisation in a positive, favourable light, with emphasis on success stories.

9. OUTSTANDING PERSONAL CHARACTERISTICS

Highly prestige conscious, being thought successful in the eyes of others. This manager does not expect Utopia. He is conscious of realistic goals resulting not in genuine gratification but in general satisfaction. Compromise, fair but firm, equitable to as many possible where possible, are principal characteristics.

When operating on the basis on this convention, he is secure to move ahead, and is self confident. But he rarely moves ahead until a new direction has been established clearly.

10. LONG TERM CONSEQUENCES

This managerial style has strong allusions to Whyte's "Organisation Man". Organisations embodying 5-5 Managerial styles tend to be majority, status quo organisations. They are likely to slip behind as more progressive organisations take advantage of new opportunities and better management practices towards setting higher goals, and innovation as the basis of future accomplishment.

THE 9-9 MANAGERIAL STYLE
(INTEGRATION OF CREATIVITY, PRODUCTIVITY
AND MORALE, THROUGH CONCERTED TEAM ACTION)

Accomplishment and contribution are seen as the critical aspects of organisation performance and individual motivation.

This manager retains responsibility for planning; no abdication of control; emphasis on creating conditions of work where people understand the nature of problems, have stakes in their outcome, and where their ideas make a real contribution to the result obtained.

Emphasis on people giving the best of themselves rather than seeking the best for themselves.

1. MANAGERIAL ORIENTATIONS

Planning: "I get the people who have relevant facts and/or stakes in the outcome to review the whole picture and to get their reactions and ideas. Then, I, with them, establish goals and flexible schedules as well as procedures and ground rules, and set up individual responsibilities."

Work Execution: "I keep familiar with major points of progress and exert influence on subordinates through identifying problems and revising goals and schedules with them as necessary. I lend assistance when needed by helping to remove blocks and overcome difficulties."

Follow-up: "I conduct follow-up meetings with those responsible. We evaluate how a job went and probe what can be learned from it and how what we learned can be applied in future work. If appropriate, I give recognition on a team basis as well as recognising outstanding individual contributions."

2. DIRECTION AND AUTHORITY

Emphasis on working for understanding of, and agreement by, subordinates concerning organisational purpose and how to contribute to it. Direction cannot be imposed by edict, neither can this induce loyalty or support. Aim is to unleash participation and exploit involvement in the planning of work (vide Mary Parker Follett), so that all who shoulder concern for full production can find the opportunity to develop a basis of effort which reflects the best available thinking.

Emphasis is not on stifling individuality, but upon fostering it in the co-ordinated sum of the individual parts which make up a team.

3. INTERACTION

Decisions are based on superior-subordinate relationships which may, according to situation, be one alone, one-to-one, or one-to-all. The overriding consideration is of team effort, based on the synchronised action of individuals. (Not all decisions require this concept of team action; it is important to judge the proper time to involve others and when they may have legitimate contributions to make.¹)

The manager is a source of perspective, a teacher, an individual who enables organisational growth, performance improvement and personal development of subordinates to occur.

4. MORALE

Emphasis is upon successful work performance through team effort under conditions of mutual trust, support and respect.

5. COMMUNICATION

Communication here essentially is a matter of developing an understanding between people: 'communication' in its true sense. The two-way character of this is most significant. If a person seeks much information and gives little, the system becomes unstable. Openness stimulates openness, and vice versa: but this, again, cannot be summoned up by edict or act of will.

The goal is open, authentic and candid communication (i.e. full disclosure). Once relationships of full disclosure have been achieved, few reasons remain for misunderstandings or withholding negative information. (This ultimate goal, when achieved, eliminates the need for attitude surveys. Until then, however, these are most useful).

6. CONFLICT

The relations of members of the organisation to one another are of core significance, as the inter-dependence of team members is cardinal in matters requiring joint effort (as well as members acting independently on matters which do not.) In a real sense, people and work are inter-connected.

¹ Strategies for this are set out in "The Managerial Grid", page 157.

Conflict may be caused by rational, logical disagreement or by irrationality. Differences in basic values or knowledge are two principal conflict sources. Conflict is, to some extent, inevitable - but it is also resolvable depending upon the way it is managed. Here emphasis is upon confrontation - getting it out into the open. As a result, this avoids the very considerable amount of effort spent in manoeuvring and avoiding problems which generate tension. (Tensions may be swallowed to keep peace on the job, but are manifested in other ways, such as excessive fatigue, accident proneness, kicking the dog in the driveway, and a host of other disturbed physiological and psychological reactions).

Evidence at the psychiatric level lends credence to the conclusion that much psychological illness has its roots in personal inability to relieve conflict through the "talking out" approaches that more healthy people seem able to employ. Psychological experiments also support the conclusion that conflict is best managed when the individual who is involved in a disagreement is able to "get it off his chest". People who have managed conflict in this way, whether in the family or on the job, are aware of the personal relief and the dissipation of tension that occurs when pent up emotions are released through uncorking the bottle.

7. COMMITMENT

Personal commitment to organisational achievement is high, generated in people who have been able to mesh their efforts with the manager and with one another toward the accomplishment of meaningful, productive goals.

8. DEVELOPMENT

Managerial development: the unit of development is not the individual but the organisation - its goals, its functioning. The emphasis is upon the responsibility of managing a culture, rather than people just to get work out of them. Managerial development thus is an integral part of organisational development. Problems are of reducing barriers to creative and productive work among those engaged in interdependent effort. These barriers are faulty decision-making, communication, and control practices.

Based on learning by doing, as opposed to class room instruction: on control test experiments in organisational environments, plus follow-ups and feedback.

Selection and induction: this would involve a searching examination of ways in which to aid a person in a sound career decision, and a realistic assessment of an individual's chances of contributing effectively to the organisation.

9. OUTSTANDING PERSONAL CHARACTERISTICS

This manager places high value upon sound, creative decisions; decisions based not so much upon personal conviction, but in reaching out for solutions that represent best solutions. Likely to have convictions of his own, but to respond to sound ideas by changing his mind. Feelings, attitudes, and the more human elements of people, whether interpersonal or work related, are regarded not as barriers but as capable of facilitating work effort.

Essentially, a person with self-respect and respect for others.

10. LONG-TERM CONSEQUENCES

Long-term, sustained growth for organisation members. Improvement of intergroup relations between production and Headquarters organisations. Strengthening, developing the awareness of, and making more effective, the utilisation of team action in various ways. Reduction of inter-personal frictions, and increasing the degree of interpersonal understanding among individuals whose work requires close co-ordination of effort. Contribution towards increasing individual effort and creativity, and towards heightening personal commitment to work. Effective, dynamic, communication.

APPENDIX 12

TESTS OF TENDENCIES TOWARDS AUTHORITARIANISM, INDEPENDENCE/SUBMISSION, AND INTERACTION

This appendix consists of three questionnaire structures designed to test attitudes towards interaction. These are described fully in Chapter 7, Section 4, and are discussed in the appropriate hypotheses. The results of the tests are given in Appendix 13.

The appendix sets out, firstly, the two sets of items which make up the questionnaires on interaction and authoritarianism. In both cases, items are arranged beneath the traits they represent, and in the case of F-scale items, the original scale numeration is given. These are followed by the questionnaires themselves. The first of these measures predispositions towards authoritarianism and superior-subordinate interaction, while the second, consisting entirely of F-scale items, is a measure of general tendencies towards authoritarianism.

The final part of the appendix consists of a six-item questionnaire derived from Tannenbaum and Allport's study of personality structure, and is designed to measure tendencies towards independence or submission.

ITEMS REPRESENTING TENDENCIES
TOWARD AUTHORITARIANISM

(F - SCALE ITEMS)

(Original scale numeration, forms 45 & 40)¹

- (a) Conventionalism (Rigid adherence to conventional, middle-class values.)
24. The businessman and the manufacturer are much more important to society than the artist and the professor.
- (b) Authoritarian Submission (Submissive, uncritical attitude towards idealized moral authorities of the ingroup)
4. Science has its place, but there are many important things that can never possibly be understood by the human mind.
44. In order for us to do good work, it is necessary that superiors outline carefully what is to be done and exactly how to go about it.
- (c) Authoritarian Aggression (Tendency to be on the lookout for, and to condemn, reject and punish people who violate conventional values)
13. What youth needs most is strict discipline, determination and the will to work and fight for family and country.
37. If people would talk less and work more, everybody would be better off.
- (d) Anti-Intracception (Opposition to the subjective, the imaginative, the tender-minded)
9. When a person has a problem or worry, it is best for him not to think about it, but to keep busy with more cheerful things.
- (e) Superstition and Stereotypy (The belief in mystical determinants of the individual's fate; the disposition to think in rigid categories)
26. People can be divided into two distinct classes: the weak and the strong.
-

ⁱ Vide "The Authoritarian Personality", page 255.

- (f) Power and "Toughness" (Pre-occupation with the dominance-submission, strong-weak, leader-follower dimension; identification with power figures; overemphasis upon conventionalized attributes of the ego; exaggerated assertion of strength and toughness).

23. What this country needs most, more than laws and political programmes, is a few courageous, tireless, devoted leaders in whom the people can put their faith.

- (g) Destructiveness and Cynicism (Generalised hostility, vilification of the human)

43. Familiarity breeds contempt.

- (h) Projectivity (The disposition to believe that wild and dangerous things go on in the world; the projection outwards of unconscious emotional impulses)

31. Nowadays more and more people are prying into matters that should remain personal and private.

ITEMS REPRESENTING TENDENCIES TOWARDS MANAGERIAL AUTHORITARIANISM

All items are designed to emphasise authoritarian and restrictive, rather than developmental, attitudes towards communication.

- (a) Absolutism (inflexibility, infallibility)

1. A good manager should apply rules rigidly to all concerned at all times and allow no deviations on the part of individuals.
2. Wherever possible, a manager should avoid admitting to subordinates he may be wrong because this not only weakens his authority but also undermines confidence in him.

- (b) Dominance (inconsequence of subordinates' views and attitudes)

3. Managers who are doing the best job from the organisation's point of view are often unpopular in the eyes of their subordinates.
4. If group discussions take place with subordinates, the measure of a manager's success is how firmly he keeps them under control.

5. A manager wherever possible should avoid passing advance information on forthcoming changes to subordinates as this gives time for opposition to develop which may delay or disrupt installation of the changes.
- (c) Isolation (lofty authority figure, infallible, inaccessible: emphasis on downward-directed instructions)
6. It is unwise for a manager actively to seek views or suggestions from subordinates as these usually are based on limited knowledge and to do so implies lack of confidence.
 7. A manager should not make himself readily available to subordinates, because by doing so he creates a difficult precedent if he wishes to avoid seeing certain people in the future.
- (d) Inhibiting (discouraging subordinate-initiated communication; unsupportive)
8. From the point of view of overall efficiency, the most effective way of dealing with complaints is to listen but take no action because, while complaints usually fade away, taking action often encourages the manufacturing of fresh, time-wasting grievances.
- (e) Non-involvement (unsupportive, non-inductive, uncreative)
9. If a manager makes a point of letting subordinates know personally where they stand in his eyes he is likely to create problems in the form of jealousy, resentment or lack of effort.
 10. A manager who is doing his job properly should not allow himself to become involved in the problems of individual subordinates.

QUESTIONNAIRE MEASURING AUTHORITARIANISM
IN SUPERIOR-SUBORDINATE INTERACTION

Agreement with any item indicates tendencies towards authoritarianism or restricted interaction, while, conversely, disagreement indicates tendencies toward equalitarianism¹ or ready interaction.

The following twenty statements represent views on management and other more general precepts: none is necessarily right or wrong. Please would you put a tick in the appropriate column against each statement, according to whether you agree or disagree with it?

	STRONGLY AGREE	Agree in general	Don't know	Disagree in general	STRONGLY DISAGREE
1. If a manager makes a point of letting subordinates know personally where they stand in his eyes, he is likely to create problems in the form of jealousy, resentment or lack of effort					
2. A good manager should apply rules rigidly to all concerned at all times and allow no deviations on the part of individuals					
3. When a person has a problem or worry, it is best for him not to think about it, but to keep busy with more cheerful things					
4. Science has its place, but there are many important things that can never possibly be understood by the human mind					
5. Wherever possible, a manager should avoid admitting to subordinates that he may be wrong because this not only weakens his authority but also undermines their confidence in him.					

¹ vide "The Behaviour of Authoritarian and Equalitarian Personalities in Groups", Human Relations, Vol. 9, No.1, page 59.

	STRONGLY AGREE	Agree in General	Don't know	Disagree in general	STRONGLY DISAGREE
6. In order for us to do good work, it is necessary that superiors outline carefully what is to be done and exactly how to go about it					
7. Managers who are doing the best job from the organisation's point of view are often unpopular in the eyes of their subordinates					
8. What youth needs most is strict discipline, determination and the will to work and fight for family and country					
9. If people would talk less and work more, everybody would be better off					
10. If group discussions take place with subordinates, the measure of a manager's success is how firmly he keeps them under control					
11. A manager should not make himself readily available to subordinates, because by doing so he creates a difficult precedent if he wishes to avoid seeing certain people in the future					
12. The business man and the manufacturer are much more important to Society than the artist and the professor.					
13. From the point of view of overall efficiency, the most effective way of dealing with complaints is to listen but to take no action because, while complaints usually fade away, taking action often encourages manufacturing of fresh, time-wasting, grievances					

	STRONGLY AGREE	Agree in General	Don't know	Disagree in general	STRONGLY DISAGREE
14. It is unwise for a manager actively to seek views or suggestions from subordinates as these usually are based on limited knowledge and to do so implies lack of confidence or experience on his part					
15. People can be divided into two distinct classes: the weak and the strong					
16. What this country needs most, more than laws and political programmes, is a few courageous, tireless, devoted leaders in whom the people can put their faith					
17. A manager who is doing his job properly should not allow himself to become involved in the problems of individual subordinates					
18. Nowadays more and more people are prying into matters that should remain personal and private					
19. A manager where possible should avoid passing advance information on forthcoming changes to subordinates, as this gives time for opposition to develop which may delay or disrupt the installation of the changes					
20. Familiarity breeds contempt					

QUESTIONNAIRE MEASURING
GENERAL TENDENCIES
TOWARDS AUTHORITARIANISM

(indicated by agreement with any item)

The following ten statements represent some general percepts on life: none is necessarily right or wrong. Please would you put a tick in the appropriate column against each Statement, according to whether you agree or disagree with it?

	STRONGLY AGREE	Agree in general	Don't know	Disagree in general	STRONGLY DISAGREE
1. When a person has a problem or worry, it is best for him not to think about it, but to keep busy with more cheerful things					
2. Science has its place, but there are many important things that can never possibly be understood by the human mind					
3. In order for us to do good work, it is necessary that superiors outline carefully what is to be done and exactly how to go about it					
4. What youth needs most is strict discipline, determination and the will to work and fight for family and country					
5. If people would talk less and work more, everybody would be better off					
6. The business man and the manufacturer are much more important to Society than the artist and the professor					

	STRONGLY AGREE	Agree in general	Don't know	Disagree in general	STRONGLY DISAGREE
7. People can be divided into two distinct classes: the weak and the strong					
8. What this country needs most, more than laws and political programmes, is a few courageous, tireless, devoted leaders in whom the people can put their faith					
9. Nowadays more and more people are prying into matters that should remain personal and private					
10. Familiarity breeds contempt					

QUESTIONNAIRE MEASURING
TENDENCIES TOWARDS
INDEPENDENCE OR SUBMISSION¹

The bracketed figures indicate the scheme of scoring, highest scores indicating choices which reflect most pronounced tendencies towards submission, and vice versa.

- | | | | |
|---|-----|-------|------------------|
| 1. How often do you find that you can carry out other people's suggestions without wanting to change them?
(please tick whichever is applicable) | (0) | | rarely |
| | (1) | | sometimes |
| | (2) | | often |
| | (3) | | very often |
| | (4) | | almost always |
| 2. How much do you usually want the person who is in charge of your work to tell you what you do? | (0) | | not at all |
| | (1) | | a little |
| | (2) | | somewhat |
| | (3) | | quite a lot |
| | (4) | | very much indeed |
| 3. If you have thought about something and come to a conclusion, how hard is it for someone else to change your mind? | (4) | | not at all hard |
| | (3) | | a little hard |
| | (2) | | somewhat hard |
| | (1) | | very hard |
| | (0) | | extremely hard |
| 4. How often do you base your actions on your own judgements and estimates of a situation? | (0) | | almost always |
| | (1) | | very often |
| | (2) | | quite often |
| | (3) | | sometimes |
| | (4) | | rarely |

¹ vide "Personality Structure and Group Structure", Journal of Abnormal and Social Psychology, Vol. 53, page 272.

5. How much right do you feel your boss
(that is the person you think of as
being most in charge of your work)
has to expect you to conform to his
way of thinking?

(0)	none at all
(1)	a little
(2)	somewhat
(3)	quite a lot
(4)	very much

6. How much do you feel you are not as good in
most things as people who are older or more
experienced than you?

(0)	not at all
(1)	a little
(2)	somewhat
(3)	quite a lot
(4)	very much

BEFORE/AFTER FEEDBACK MEASURE

(developed and used in pilot tests only)

Each of the following 12 questions relates to an aspect of communication at work. All are straightforward and contain no catches or hidden meanings. Please would you put a tick against the answers you consider most appropriate?

- | | | | |
|----|--|------|---|
| 1. | How clear are you about the aims and purposes of your work in relation to those of your department? | | Very Clear |
| | | | Fairly clear |
| | | | Somewhat clear |
| | | | Not very clear |
| | | | Not at all clear |
| 2. | How clear are you about what management thinks of the work you do?
(In all cases 'management' should be taken as the representative of management you consider to be most in charge of your work) | | Very clear |
| | | | Fairly clear |
| | | | Somewhat clear |
| | | | Not very clear |
| | | | Not at all clear |
| 3. | Upon what basis do you judge where you stand with management? | | I am told where I stand |
| | | | By the frequency with which my views are sought about my work |
| | | | From the amount of responsibility I get |
| | | | I infer it from lack of criticism |
| | | | I have no real basis for judging where I stand |
| 4. | How effective do you consider communication is in your department? | | Very effective |
| | | | Fairly effective |
| | | | Somewhat effective |
| | | | Not very effective |
| | | | Not at all effective |
| 5. | To what extent do you consider management is aware of subordinates' work and problems? | | Very much |
| | | | Quite a lot |
| | | | Somewhat |
| | | | Not very much |
| | | | Hardly at all |

6. How satisfied are you with the amount of responsibility you have? Very satisfied
 Fairly satisfied
 Somewhat satisfied
 Not very satisfied
 Not at all satisfied
7. How approachable do you feel management is? Open to contact and approach, even when under pressure
 Usually open to contact and approach
 Somewhat approachable
 Difficult to contact and approach
 Very difficult to contact and approach, especially when under pressure
8. How clear are you about what, when and how you should communicate to management? Very clear
 Fairly clear
 Somewhat clear
 Not very clear
 Not at all clear
9. How important do you consider your work is in terms of its contribution to that of the organisation as a whole? Very important
 Fairly important
 Somewhat important
 Not very important
 Not at all important
10. To what extent do you consider management is ready to listen and try to see merit in subordinates' ideas? Nearly always, even when they may conflict with their own
 Fairly often
 Sometimes
 Occasionally
 Hardly ever, especially when they may conflict with their own
11. To what extent do you consider management is concerned with subordinates' growth and development? Very much
 Quite a lot
 Somewhat
 Not very much
 Hardly at all
12. How effectively would you say problems were dealt with in your department? Very effectively
 Fairly effectively
 Somewhat effectively
 Not very effectively
 Not at all effectively

PREAMBLE

An introductory sheet, coded accordingly to response areas, prefaced the foregoing questionnaires. This is set out below.

UNIVERSITY OF MANCHESTER

Communication Research Project

In the course of this project, we have examined various aspects of communication and found some distinct patterns between particular areas of the organisation.

This short questionnaire is seeking supplementary information on some matters which may influence communication. It is quite voluntary, anonymous and confidential: completed questionnaires will be seen only by University Research staff.

We should be very glad if you would help us by letting us have your views in relation to the statements set out overleaf. The questionnaire is straightforward and can be completed quickly. Whenever you are ready, please turn over and go ahead - and thank you very much for your co-operation.

APPENDIX 13

This appendix sets out the results of the tests undertaken in Areas L, F, J and H. These are described in Chapter 7, Section 4, and in Chapter 8.

The appendix consists of

Section I

Tables giving the results of the tests of communication, motivation and control.ⁱ These are set out by areas, and show the scores of individuals, along with average scores overall.

Section II

An interpretative key of the managerial grid, followed by summaries of patterns of communication and control set out on grid diagrams, by areas.

Section III

A table giving the results of the measures of tendencies towards interaction or authoritarianism and independence or submission.ⁱⁱ This is accompanied by graphs showing tendencies towards high or low interaction and integrated or authoritarian codes of control, along with a table summarising differences in these between management and employees.

Appropriate notes are given in each section.

ⁱ Ibid, Appendix 11, page A95.

ⁱⁱ Ibid, Appendix 12, page A115.

SECTION I: TABLES 1, 2 & 3

Respondents' selections of the features of interaction and control which they consider
(1) most accurately describe their working environment, and
(3) ought to be practised in their working environment.

Also (Table 2) a summary of the differences in estimates of interaction and control between management and employees

NOTES

LAYOUT AND PRESENTATION

In Tables 1 and 3 the results are set out for each survey area in four columns, showing the responses of individuals who have taken part.

Each pair of columns, headed i and ii, represents the two scales of the managerial grid, set out on Page A136. Scores in Column i show concern for people, while scores in Column ii show concern for production.

The first pair of columns shows individuals' managerial grid scores, while the second pair, alongside, expresses these as percentages. Methods of score calculation are given below.

Distinction is made between managers' scores and those of supervisors and ordinary members of staff. These differences are summarised as overall net averages in Table 2.

SCORING

Individuals' responses have been scored according to the bracketed figures of the managerial grid styles shown in the questionnaire structure.¹

¹ Ibid, page A95.

For example, selections may be made against the seven items in the questionnaire which are scored, say, 5-5, 9-9, 9-9, 9-1, 9-9, 5-5 and 9-9. These subsequently would be totalled and averaged, thus $\frac{55-47}{7}$, giving an average grid score of 7.9-6.7 over the seven items.

For ready comparability, it was considered desirable additionally to express grid scores as percentages. In this, the lowest and highest points on the grid scales (1 and 9 respectively) correspond to 0% and 100%.

The above example thus would be expressed as

$$\frac{(7.9 - 1)}{(9 - 1)} \times 100 \quad \text{and} \quad \frac{(6.7 - 1)}{(9 - 1)} \times 100$$

giving overall percentage scores of 86% and 71%.

There may be very slight discrepancies between certain of the overall area grid totals and the corresponding overall totals. This is due to rounding of individual scores.

TABLE 1: RESPONDENTS' SELECTIONS OF THE FEATURES OF INTERACTION
AND CONTROL WHICH THEY CONSIDER MOST ACCURATELY DESCRIBE
THEIR WORKING ENVIRONMENT

AREA L					AREA F					AREA H					AREA J					
grid scores		percentages			grid scores		percentages			grid scores		percentages			grid scores		percentages			
i	ii	i	ii	iii	i	ii	i	ii	iii	i	ii	i	ii	iii	i	ii	i	ii	iii	
Management					Management					Management					Management					
7.9	9.0	86	100		7.9	7.9	86	86		7.9	7.9	86	86		7.9	7.9	86	86		
7.9	7.9	86	86		7.3	6.1	78	64		7.9	7.9	86	86		7.9	4.4	86	42		
9.0	5.4	100	55							7.9	7.9	86	86		6.7	4.4	71	42		
2.1	2.1	14	14																	
Totals	26.9	24.4	286	255		15.2	14.0	164	150		7.9	7.9	86	86		22.5	16.7	243	170	
Means	6.7	6.1	72	64		7.6	7.0	82	75		7.9	7.9	86	86		7.5	5.5	81	57	
Other Employees					Other Employees					Other Employees					Other Employees					
6.7	4.4	71	42		1.6	4.0	6	37		5.0	7.3	50	78		7.5	5.5	81	57		
9.0	4.4	100	42		3.9	5.0	35	50		7.3	7.3	78	78		7.5	5.5	81	57		
6.7	6.7	71	42		4.4	4.4	42	42		5.0	5.0	50	50		4.4	5.6	42	57		
2.1	2.1	14	14		7.3	2.7	78	21		8.4	7.3	93	78		2.7	5.0	21	35		
3.3	1.0	28	0		1.0	3.3	0	28		5.0	7.3	50	78		1.6	2.7	6	21		
7.9	7.9	86	86		6.7	5.6	71	57		6.1	4.4	14	42		2.7	3.9	21	35		
7.9	5.6	86	57		3.9	3.9	35	35		5.0	5.0	50	50		5.6	5.6	57	57		
8.4	7.1	93	77		6.1	7.3	64	78		43.9	48.6	449	504		7.9	6.7	86	71		
7.9	2.1	86	14		2.1	4.4	14	42		5.5	6.1	56	63		2.1	5.6	14	57		
4.4	5.6	42	57		1.6	6.9	6	73		Section C					7.9	6.7	86	71		
9.0	5.4	100	57		1.6	3.3	0	28		8.4	8.4	91	91		7.9	6.7	86	71		
8.4	6.1	93	64		1.0	3.3	0	0		1.6	3.9	6	35		6.1	6.1	64	64		
7.3	6.7	78	71		2.7	7.3	21	78		5.0	6.1	50	64		2.7	6.1	21	64		
5.6	5.6	57	57		1.0	6.7	0	71		1.0	3.3	0	28		1.6	8.4	6	93		
					2.7	6.1	21	64		4.4	3.3	42	28		4.4	2.7	42	21		
Totals	94.6	70.7	1,005	709		48.6	79.2	399	782		23.1	26.9	210	281		49.7	65.1	466	661	
Means	6.8	5.1	72	51		3.0	4.9	25	49		3.8	4.8	35	47		4.1	5.4	39	55	
					Sections A, B, C together															
						67.0	77.5	659	785											
						4.8	5.5	47	56											

N = 4

Totals

Means

N = 2

Totals

Means

N = 8

Totals

Means

N = 6

Totals

Means

N = 14

Totals

Means

N = 2

Totals

Means

N = 12

Totals

Means

**TABLE 2: SUMMARY OF DIFFERENCES
IN ESTIMATES OF INTERACTION AND CONTROL
BETWEEN EMPLOYEES AND MANAGEMENT**

These are taken from the overall average grid scores given in Table 1. The nett percentage difference between the scores of employees and management is shown for each area.

**PERCENTAGE DIFFERENCES BETWEEN THE ESTIMATES
OF EMPLOYEES AND THOSE OF MANAGEMENT**

Differences between employees' estimates and those of -	Areas in which interaction is regarded				
	MOST FAVOURABLY		LEAST FAVOURABLY		
	Area L	Area J	Area H		Area F
1. senior and middle management together	6.5	22.0	34.5		41.5
2. middle management only	4.0	18.0	Sections A&B	Section C	34.0
			26.5	55.0	

**TABLE 3: RESPONDENTS' SELECTIONS OF THE
FEATURES OF INTERACTION AND CONTROL WHICH THEY
CONSIDER OUGHT TO BE PRACTISED IN THEIR WORKING
ENVIRONMENT**

Scores represent supervisory and ordinary members
of staff only, and do not include managers.

AREA L			
grid scores		percentages	
i	ii	i	ii
5.0	7.3	50	78
7.3	7.3	78	78
9.0	9.0	100	100
7.3	7.3	78	78
8.4	8.4	93	93
7.9	7.9	86	86
8.4	8.4	93	93
9.0	9.0	100	100
Totals	62.3	64.6	678
Means	7.8	8.1	85

N = 8

Totals

Means

AREA F			
grid scores		percentages	
i	ii	i	ii
7.9	7.9	86	86
4.4	3.3	42	28
7.9	7.9	86	86
7.9	7.9	86	86
8.4	7.3	93	78
8.4	3.9	93	35
8.4	8.4	93	93
8.4	7.3	93	78
7.3	6.1	78	64
Totals	69.0	60.0	750
Means	7.7	6.7	83

N = 9

Totals

Means

AREA H			
grid scores		percentages	
i	ii	i	ii
8.4	7.3	93	78
7.3	7.3	78	78
9.0	7.9	100	86
8.4	8.4	93	93
8.4	7.3	93	78
Totals	41.5	38.2	457
Means	8.3	7.7	91

N = 5

Totals

Means

AREA J			
grid scores		percentages	
i	ii	i	ii
7.9	7.9	86	86
8.4	7.3	93	78
9.0	5.6	100	57
7.3	6.1	78	64
7.9	6.7	86	71
6.1	5.0	64	50
Totals	46.6	38.6	507
Means	7.8	6.4	85

N = 6

Totals

Means

SECTION II - MANAGERIAL GRID DIAGRAMS

NOTES

This section is made up of six managerial grid diagrams which set out patterns of communication and control as they are perceived by respondents.

Diagrams 1 - 4 show, by areas, employees' and managers' individual estimates of the codes of interaction and control which they consider most accurately describe their working environments.

Diagram 5 summarises these, as overall average estimates for all survey areas.

Diagram 6 shows employees' estimates of what they consider codes of interaction and control ought to be in their respective working environments.

THE MANAGERIAL GRID styles, and the codes of communication and control they represent, are described fully in Appendix 11, Page A99 et seq.

Their relationship to the managerial grid diagrams is shown overleaf.

THE MANAGERIAL GRID-INTERPRETATION¹

Management style:

EMPLOYEE-CENTRED

Communication characteristic:

FREE INTERACTION

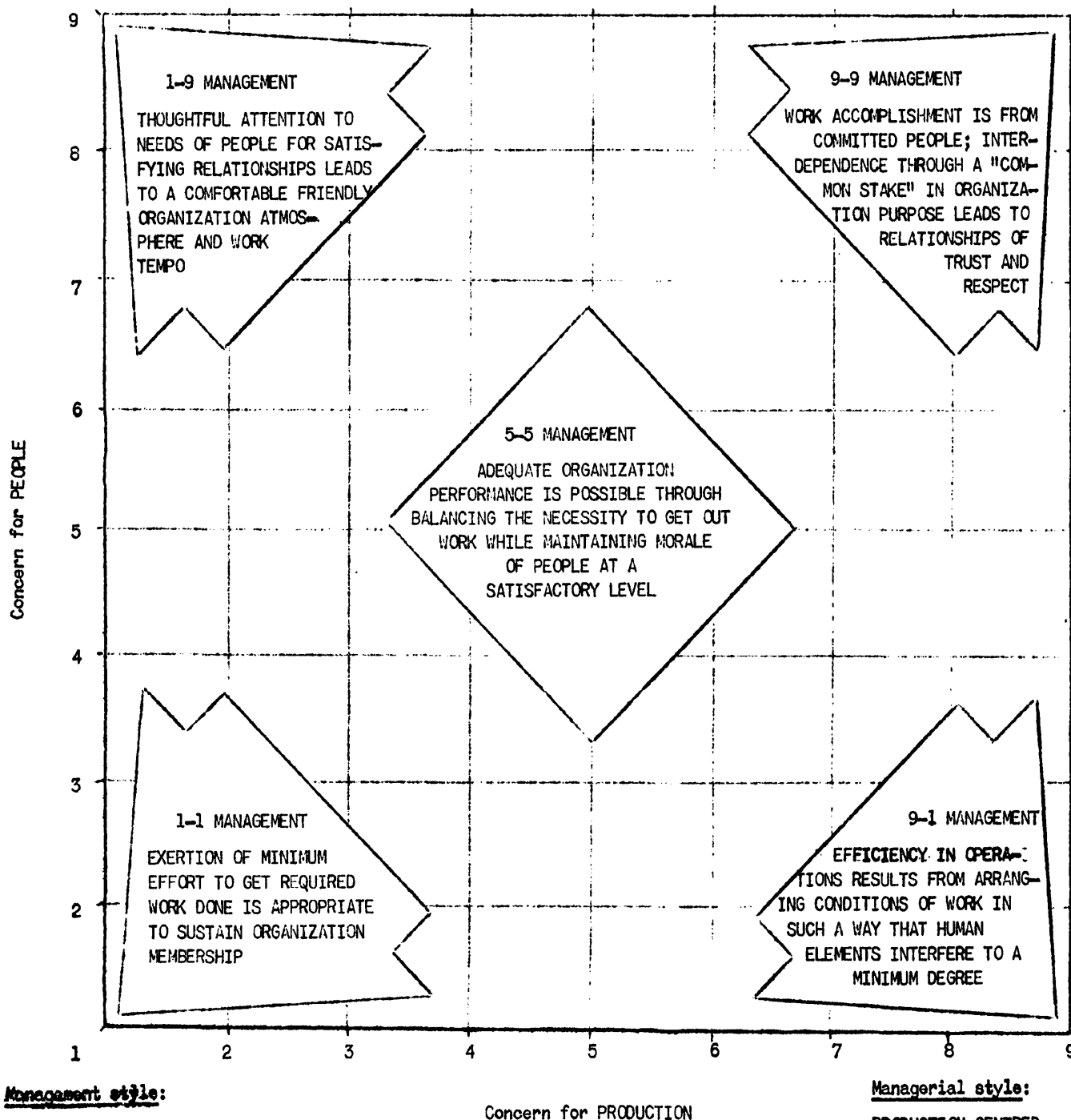
HIGH INTERACTION

Management style:

INTEGRATED

Communication characteristic:

FULL, EFFECTIVE INTERACTION



Management style:

NON-INVOLVED

Communication characteristic:

ABSENCE OF INTERACTION

Concern for PRODUCTION

LOW INTERACTION

Managerial style:

PRODUCTION-CENTRED

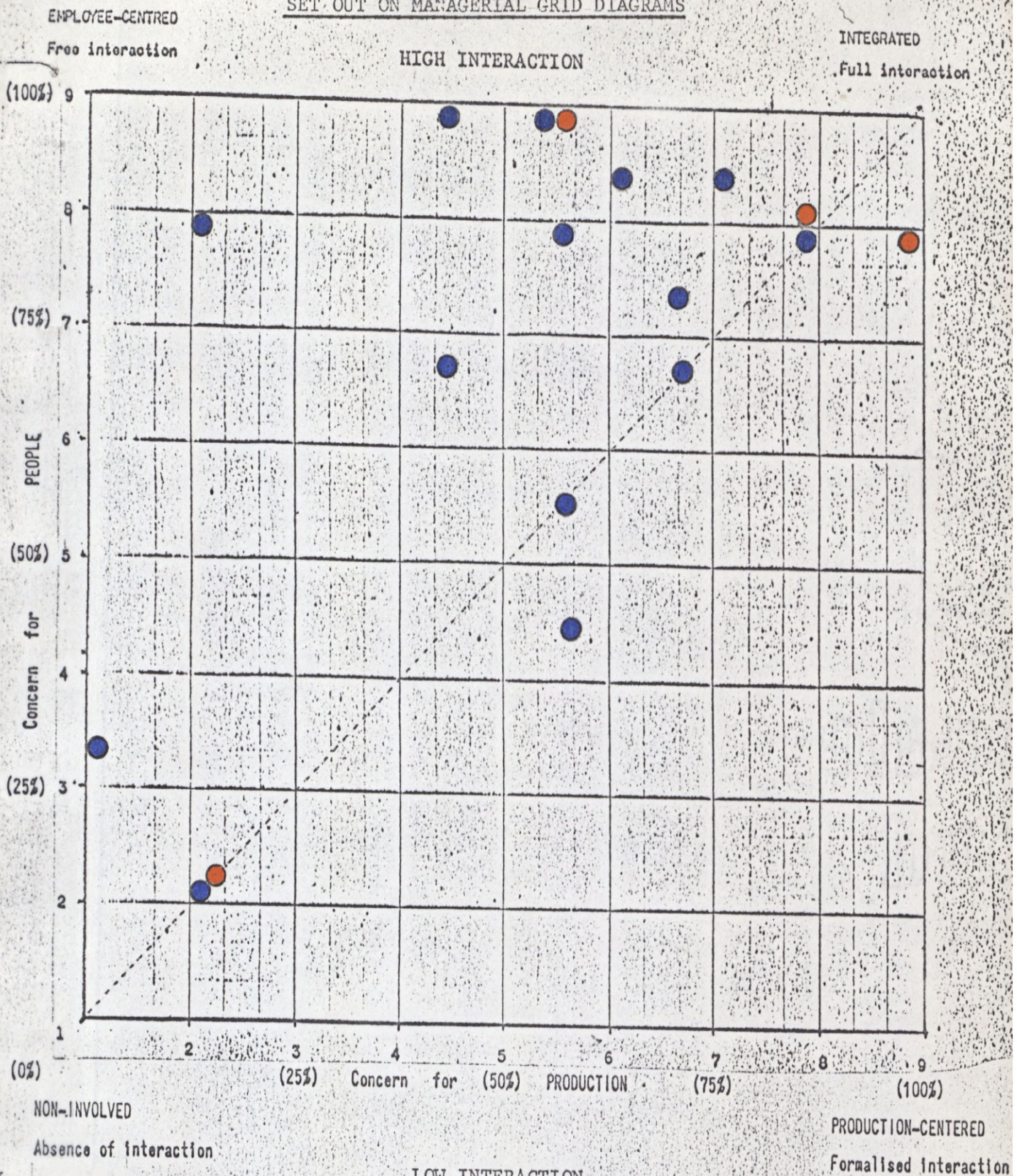
Communication Characteristic:

FORMALISED INTERACTION

¹ The grid pattern given here corresponds broadly with that set out by Blake and Mouton in the Harvard Business Review, Vol.42, No.6, 11/12 1964, page 136.

SUMMARIES OF AREAS' RESPONSE PATTERNS
SET OUT ON MANAGERIAL GRID DIAGRAMS

Diagram 1



KEY

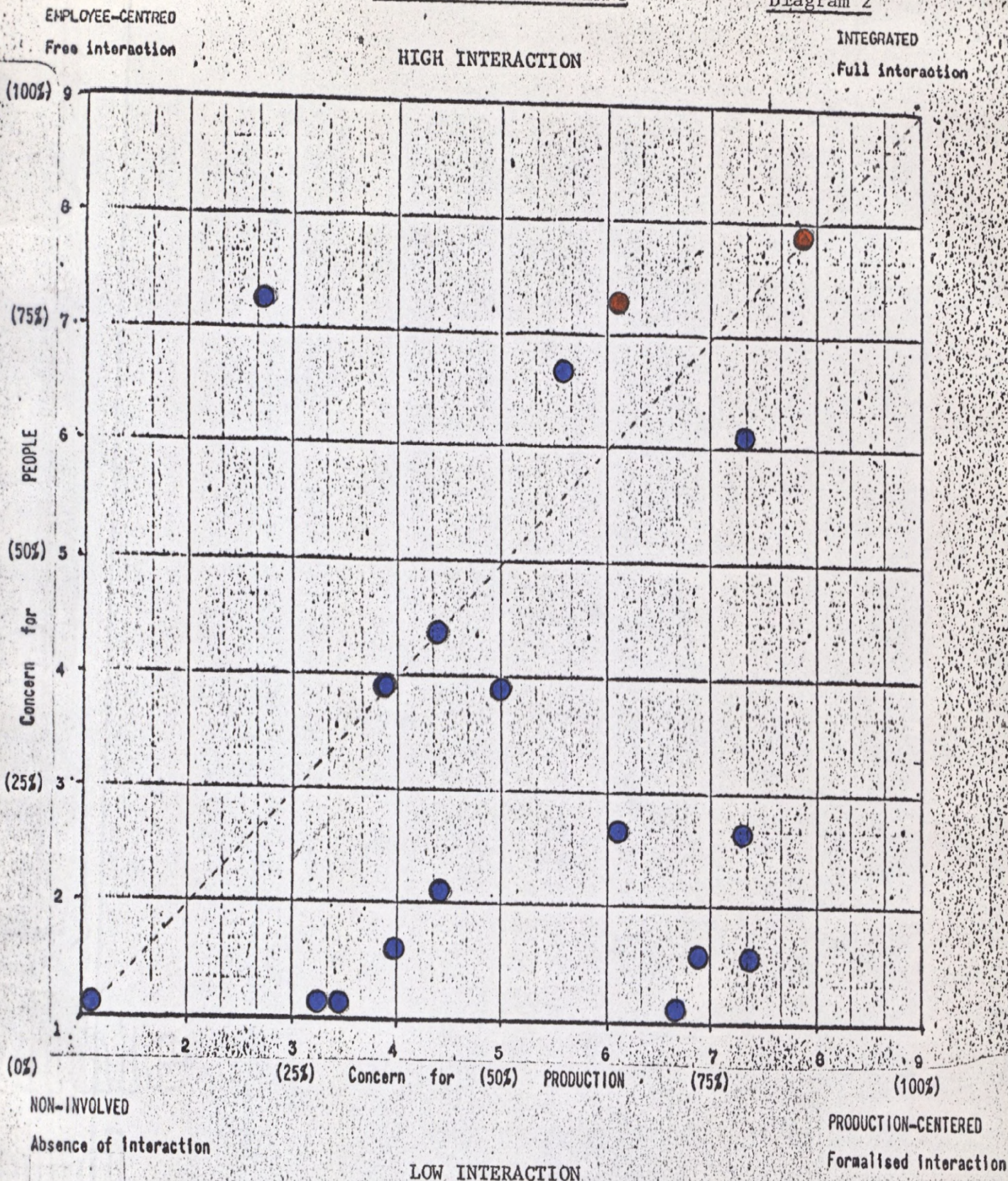
- management
- supervisors and other members of staff

RESPONDENTS' ESTIMATES OF THE PATTERNS OF INTER-
ACTION AND CONTROL WHICH THEY CONSIDER MOST
ACCURATELY DESCRIBE THEIR WORKING ENVIRONMENT

AREA 1

GRID RESPONSE PATTERNS

Diagram 2



RESPONDENTS' ESTIMATES OF THE PATTERNS OF INTERACTION AND CONTROL WHICH THEY CONSIDER MOST ACCURATELY DESCRIBE THEIR WORKING ENVIRONMENT

AREA F

GRID RESPONSE PATTERNS

Diagram 3

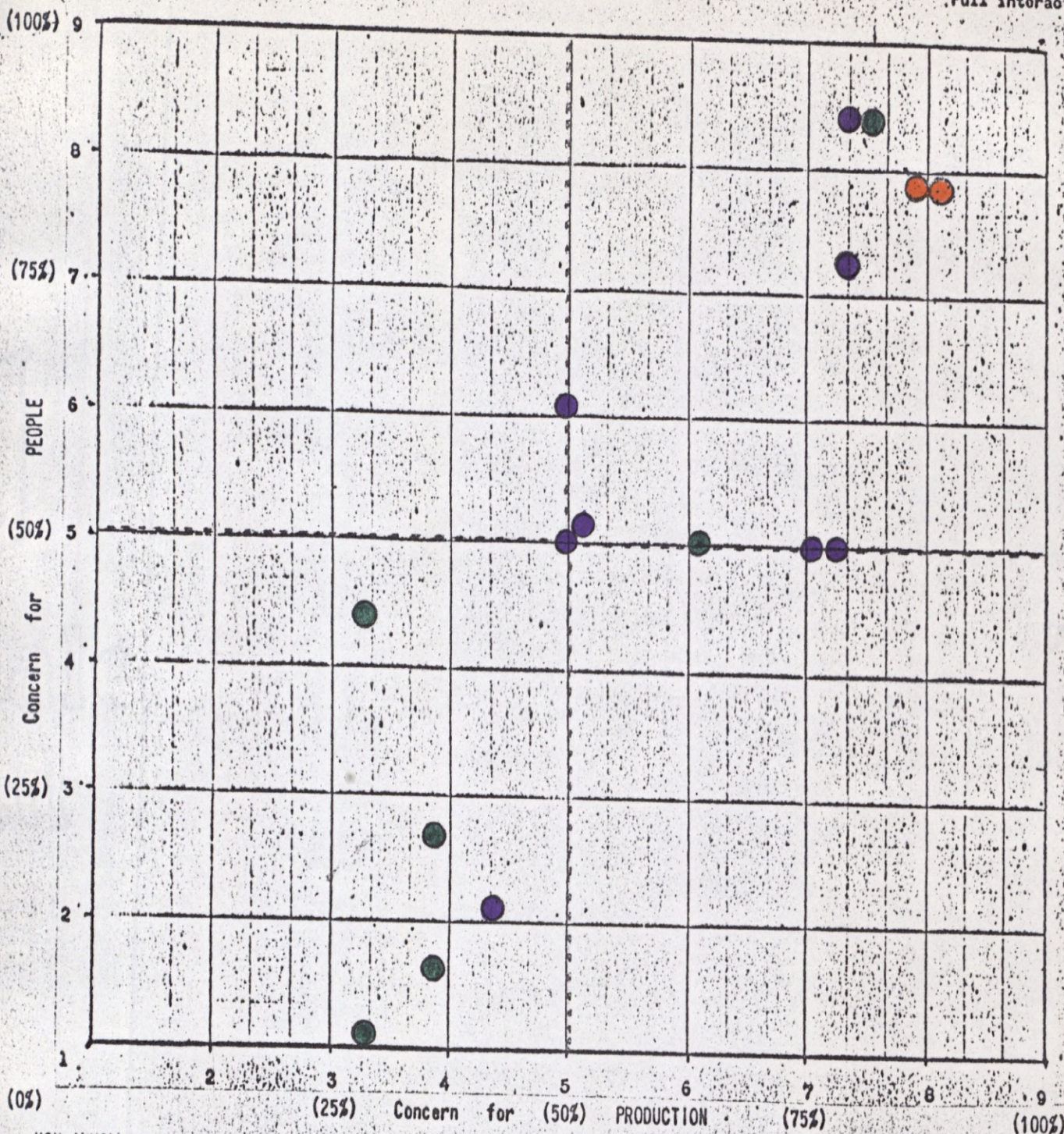
EMPLOYEE-CENTRED

Free interaction

HIGH INTERACTION

INTEGRATED

Full interaction



NON-INVOLVED

Absence of interaction

PRODUCTION-CENTRED

Formalised interaction

LOW INTERACTION

KEY

- management
- supervisors & other members of staff, sections A & B
- ditto, section C

RESPONDENTS' ESTIMATES OF THE PATTERNS OF INTERACTION AND CONTROL WHICH THEY CONSIDER MOST ACCURATELY DESCRIBE THEIR WORKING ENVIRONMENT

AREA H

GRID RESPONSE PATTERNS

Diagram 4

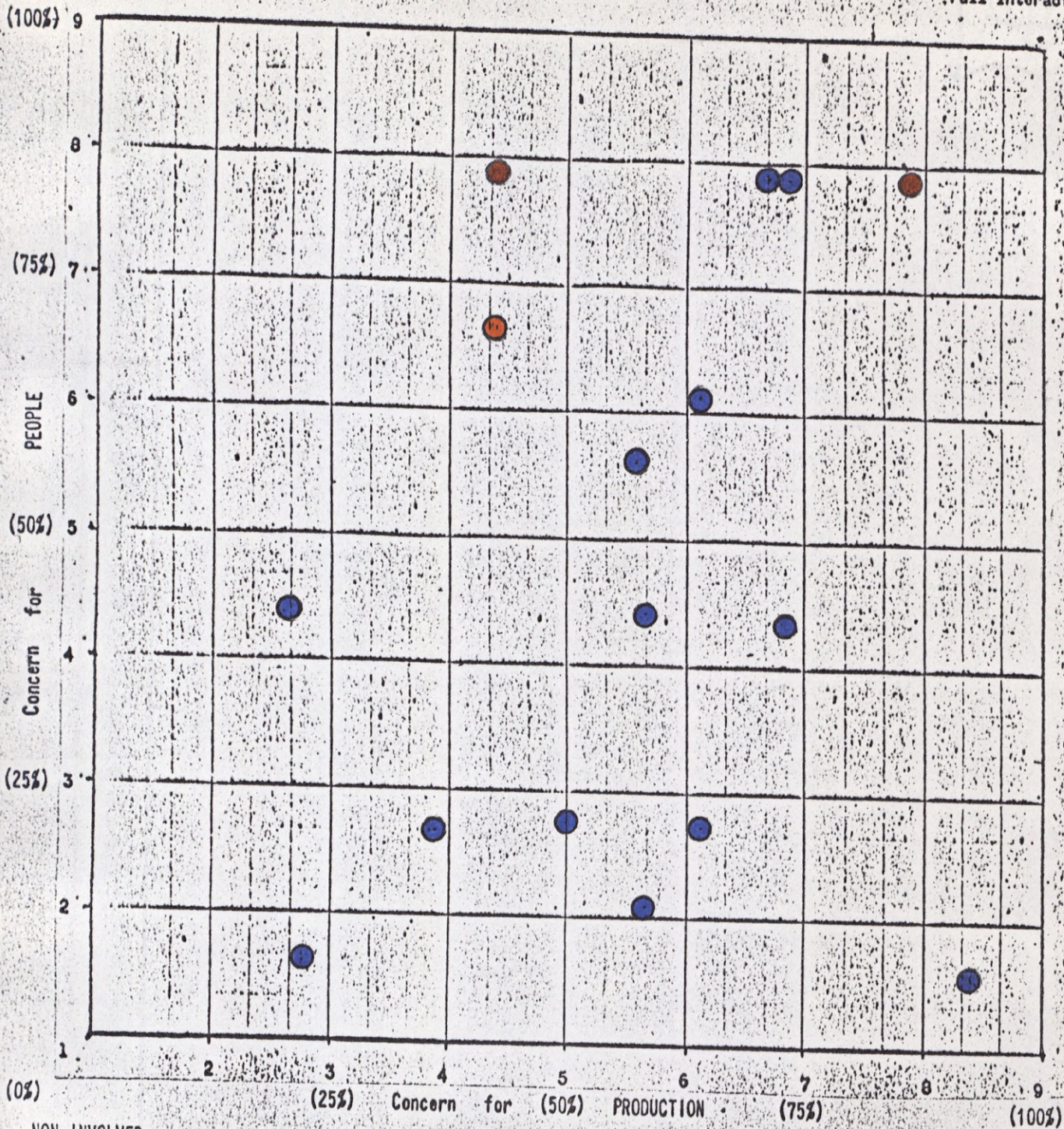
EMPLOYEE-CENTRED

Free interaction

HIGH INTERACTION

INTEGRATED

Full interaction



NON-INVOLVED

Absence of interaction

PRODUCTION-CENTRED

Formalised interaction

LOW INTERACTION

KEY

- management
- supervisors and other members of staff

RESPONDENTS' ESTIMATES OF THE PATTERNS OF INTERACTION AND CONTROL WHICH THEY CONSIDER MOST ACCURATELY DESCRIBE THEIR WORKING ENVIRONMENT

AREA J

GRID RESPONSE PATTERNS

Diagram 5

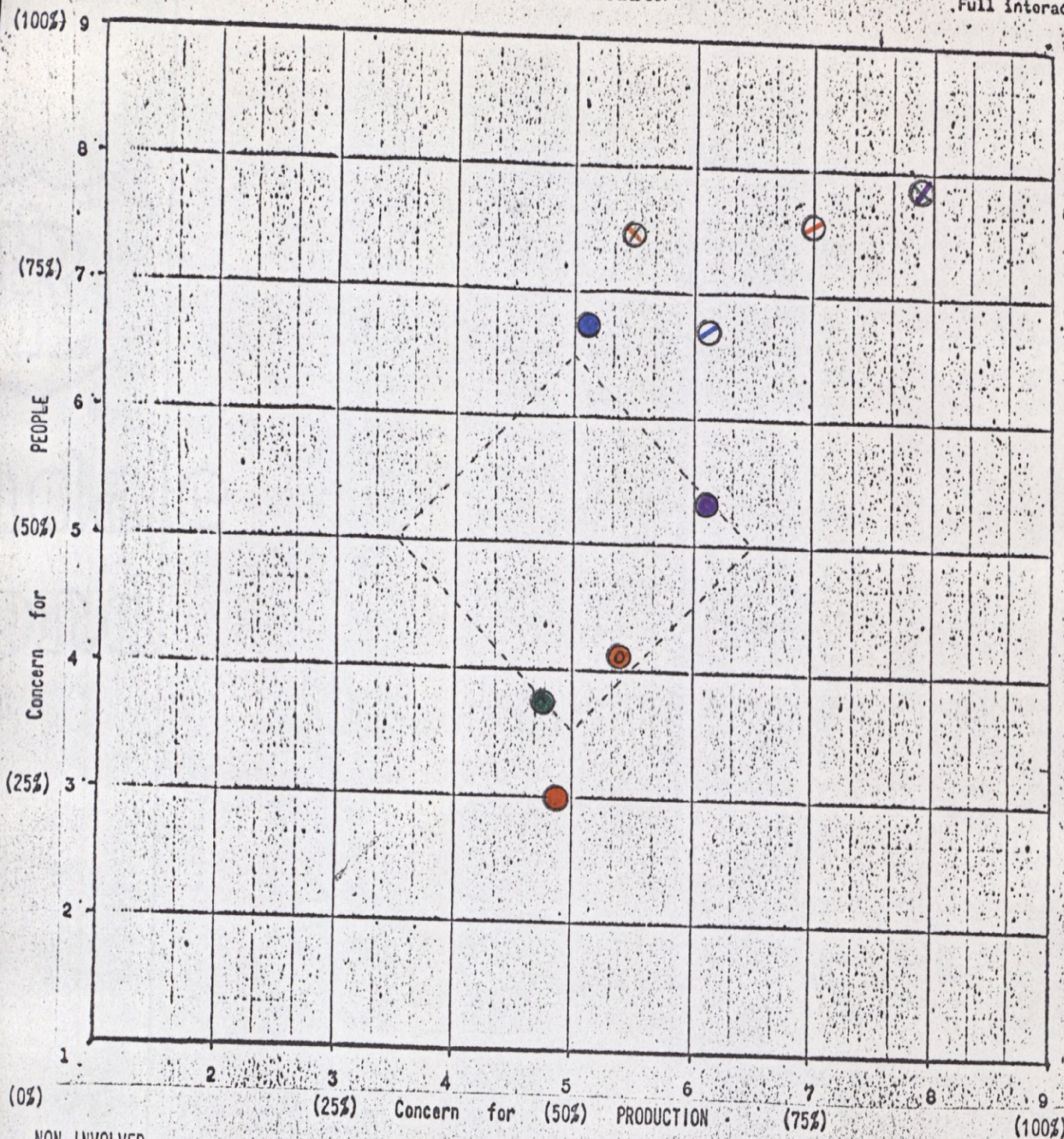
EMPLOYEE-CENTRED

Free interaction

INTEGRATED

Full interaction

HIGH INTERACTION



ESTIMATES OF THE PATTERNS OF INTERACTION AND CONTROL WHICH MANAGERS AND EMPLOYEES CONSIDER MOST ACCURATELY DESCRIBE THEIR WORKING ENVIRONMENTS

(Overall averages of each area)

GRID RESPONSE PATTERNS

Diagram 6

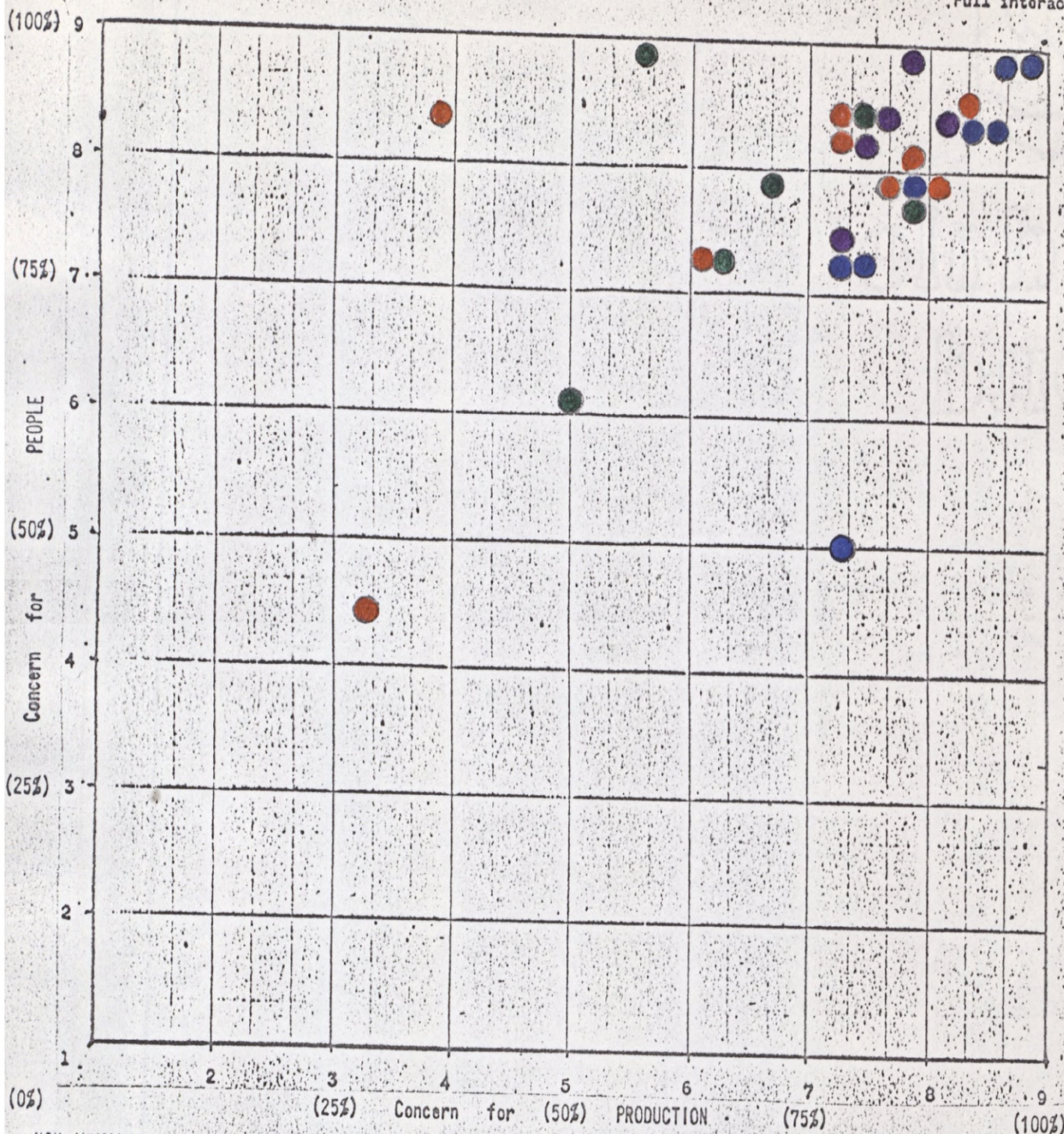
EMPLOYEE-CENTRED

Free interaction

INTEGRATED

Full interaction

HIGH INTERACTION



RESPONDENTS' ESTIMATES OF THE PATTERNS OF INTERACTION AND CONTROL WHICH THEY CONSIDER OUGHT TO BE PRACTISED IN THEIR RESPECTIVE WORKING ENVIRONMENTS

(The estimates set out here are those of supervisors and other members of staff only. Managers are not included.)

SECTION III

Tests of Tendencies towards Interaction or Authoritarianism (Tables 1 & 3, and Chart 4), and Independence or Submission (Table 2)

NOTES

INTERPRETATION

Tables 1 and 2 give the results of the tests set out in Appendix 12, while Table 3 and Chart 4 summarise aspects of these.

In Tables 1 and 3, high scores represent tendencies towards a high degree of interaction and integrated codes of control. Low scores represent tendencies towards a low degree of interaction and authoritarian codes of control.

In Table 2, high scores represent tendencies towards independence, while low scores indicate tendencies towards submission.

SCORING

The tests of tendencies towards interaction or authoritarianism have been scored from -2 to +2 according to strength of agreement or disagreement with questionnaire items, referred to on Page A119.

Item scores subsequently have been totalled and the nett result expressed as a percentage by the equation

$$50 + \left(\frac{x}{40} \times \frac{100}{2} \right)$$

Thus, for example, a nett score of -3 would be expressed as

$$50 + \left(\frac{-3}{40} \times \frac{100}{2} \right) = 50 + (-3.75) = 46.25\%$$

The tests of tendencies towards independence or submission have been scored according to the bracketed figures given on Page A124. Subsequent totals of item scores have been expressed as percentages thus:

$$\frac{x}{24} \times 100$$

**TABLE 1: RESULTS OF TESTS OF TENDENCIES TOWARDS
INTERACTION OR AUTHORITARIANISM**

PERCENTAGE SCORES, BY AREAS

AREA L		AREA F		AREA H		AREA J	
managers		managers		managers		managers	
N = 3	70	N = 2	49	N = 2	49	N = 3	49
	69		5		56		35
	84						71
Total	223	Total	54	Total	105	Total	155
Mean	74	Mean	27	Mean	52	Mean	52
employees		employees		employees		employees	
N = 10	69	N = 9	53	N = 10	95	N = 9	59
	74		36		52		60
	63		70		37		56
	90		41		41		70
	61		56		50		51
	70		34		56		51
	50		69		55		52
	50		59		41		35
	55		45		60		46
	67				48		
Total	649	Total	463	Total	535	Total	480
Mean	65	Mean	51	Mean	53	Mean	53

**TABLE 2: RESULTS OF TESTS OF EMPLOYEES' TENDENCIES
TOWARDS INDEPENDENCE OR SUBMISSION**

PERCENTAGE SCORES, BY AREAS

AREA L		AREA F		AREA H		AREA J	
N = 8	50	N = 9	50	N = 6		N = 7	63
	65		62		54		58
	67		75		71		46
	46		67		79		42
	71		71		67		42
	67		83				
	58		79		58		46
	63		54		21		54
			83				
Total	487	Total	624	Total	350	Total	351
Mean	61	Mean	69	Mean	58	Mean	50

**TABLE 3: SUMMARY OF DIFFERENCES IN
TENDENCIES TOWARDS INTERACTION OR
AUTHORITARIANISM BETWEEN MANAGERS AND EMPLOYEES**

These are shown for each area as the overall average scores of managers and employees, taken from Table 1.

Overall average scores of -	Areas in which interaction is regarded MOST FAVOURABLY ↔ LEAST FAVOURABLY			
	Area L	Area J	Area H	Area F
1. senior and middle managers together	74	52	52	27
2. middle managers only	76	53	56	5
3. supervisors and other members of staff	65	53	53	51

CHART 4:

SUMMARY OF TENDENCIES TOWARDS HIGH OR LOW INTERACTION,
AND INTEGRATED OR AUTHORITARIAN CODES OF CONTROL,
ON THE PART OF MANAGERS AND EMPLOYEES, BY AREAS

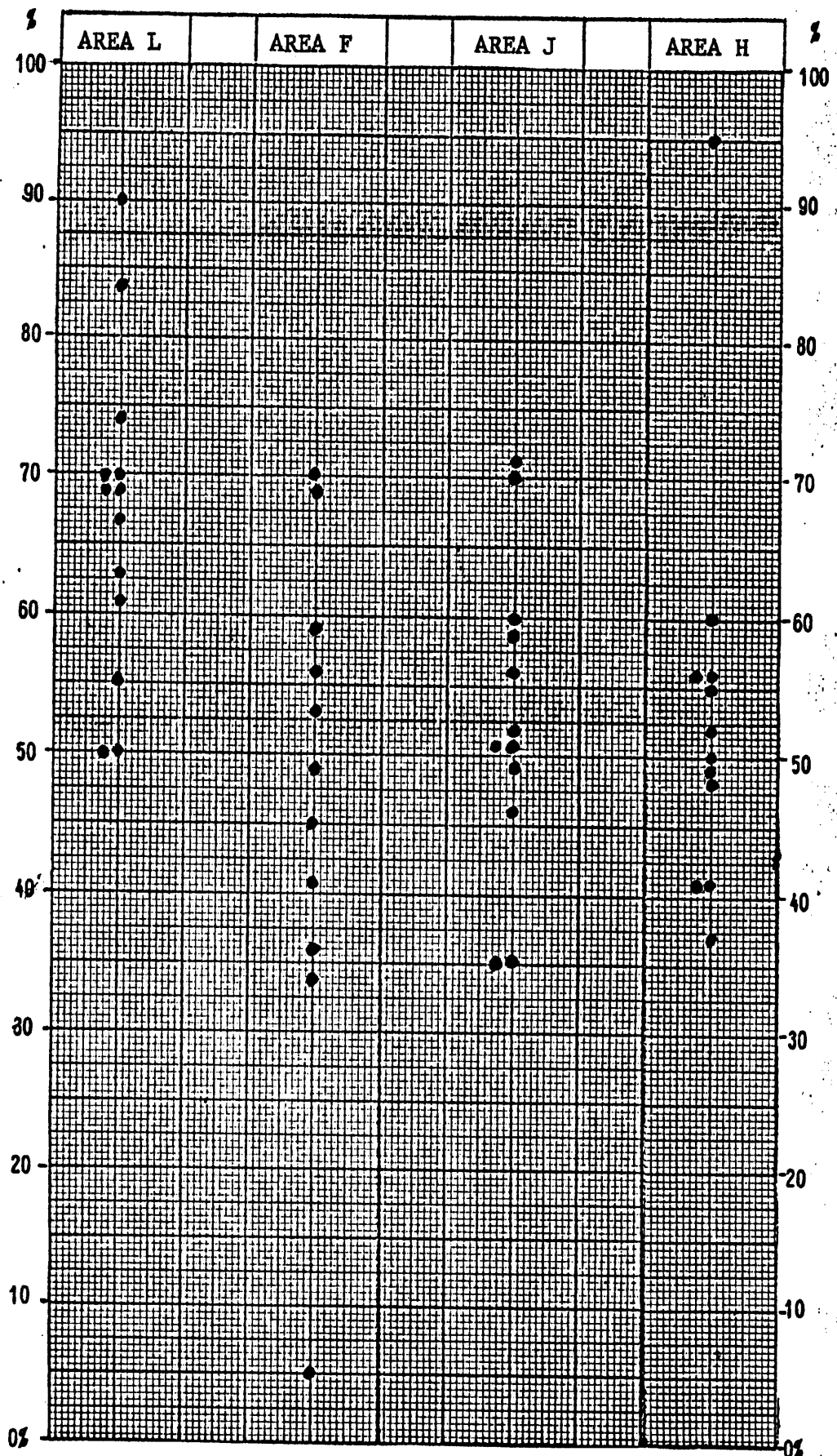
HIGH, FULL
 INTERACTION;
 INTEGRATED CONTROL

KEY

managers

employees

LOW, RESTRICTED
 INTERACTION;
 AUTHORITARIAN
 CONTROL



APPENDIX 14

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APPENDIX 15

SUMMARIES OF STUDIES UNDERTAKEN WITHIN THE FRAMEWORK OF THE COMMUNICATIONS RESEARCH PROJECT

1. ADMINISTRATIVE TRAINING

The project concerning administrative training (the evolution of which is described in Chapter 2, Section 3), was undertaken by two administrative trainees in association with the writer. The report which was produced first establishes several basic features which it was felt any good training scheme should incorporate. Having defined these criteria, the relationships between the Education and Training Department and personnel in other departments concerned with the development of trainees then are discussed.

The report makes detailed proposals on training for each of five periods of practical work, in accordance with the criteria it sets out, and also includes a review of the graduate training scheme.

Principal recommendations include:

1. Steps whereby the trainee may be given a greater degree of participation in determining the course of his training programme.
2. The development of Project Work.
3. Proposals for intensive classroom and on the job developmental training, with a specifically designed graduated programme of lectures and practical work, linked with project work and discussions.
4. Methods of improving the administration of the training schemes, including specifically designed report and progress forms.
5. The elimination of periods when the trainee is engaged in work of little use in his development.

2. PROCEDURE CIRCULARS

A study of the preparation and use of Procedure Circulars in the context of documentary channels was carried out by the writer in association with two administrative trainees. Again, the study sought initially to establish basic criteria in the light of which Procedure Circulars could be examined.

The study was made in two areas: the first concerned the perceptions of users and the second, an examination of the circulars themselves. Users of circulars were interviewed at eight Regional locations and their responses were classified upon their perceptions of circulars' readability, comprehensibility and effectiveness. Similarly, a random sample of twenty circulars was analysed against these requirements. Their respective reading-ease scores were calculated and set out against Flesh's nomogram, which was a feature of the report.

Principal recommendations include:

1. Steps whereby reading ease may be improved and bulk reduced.
2. Methods of improving indexing and index compilation.
3. Revised distribution procedures.

3. MODELS FOR COMMUNICATION IN INDUSTRY
(An Abstract of the Thesis and Conclusions of Mrs. S. El-Shennawy)

This thesis describes an attempt of making use of knowledge on Electrical Engineering to solve human communication problems in industry by means of building an operational model based on the existing similarity in the theoretical structure of communication both in the technical and social senses.

The main part of the thesis is based on Two Case Studies carried out in the Central Electricity Generating Board, North Western Region to study the Information Flow in two Communication Networks (Part II, Chapters 4 and 5). The choice of these problem areas was made by the help of discussions with personnel in the organisation and guidance of the head of the Regional O.R. Services. Choice was based on simplicity of structure of the networks (that is the form in which the information flows) and also on the existence of some difficulties associated with such networks.

Case Study I

This part was concerned with the information Transmission Process of Nationally Negotiated Decisions concerning Wage Award Agreements and was discussed in Progress Report I.

Points of Relevance

Discussions with members of staff concerning the progressing of Wage Award Agreements showed that the important points to be studied were:-

1. Speed of Information Flow.
2. Informal Information Flow.

Extent of Study

The information flow was examined over a period of three years and covered both N.J.I.C. and N.J.C. Agreements.

Method

After collecting the necessary data from official files and guided by discussions with the personnel dealing with them, the information flow diagrams were built in the form of networks (para. 4.6). By means of Network Analysis the speed of the communication flow could be demonstrated and points of delay diagnosed.

Effect of Unofficial Information

The effect of unofficial information became clear in case of N.J.C. Agreements where the formal structure was found to be used only for the official records while the actual process was found to consist of a humanly affected communication network, to meet the employees' needs.

Analysis of Results: Redundancy of Information

It was observed that there is a considerable amount of redundancy in the amount of information received by the L. & W. department which instead of increasing the reliability of information, tended to hinder the communication. This can be explained by assuming that the three initiators of the communication do not feel the direct and sole responsibility for sending the information with the requisite speed and thus the communication loses its urgency and in effect everyone depends on the other to be the first to communicate.

Conclusions

From this analysis it could be summarised as follows:-

1. Since the contexts of the Establishment Circular issued by the L. & W. department were found to be identical with the original document, there might be a case of issuing circular letters or agreements to Station Superintendents immediately on receipt of the first copy as an advance copy for their information. Such information need not supplant the present procedures but be supplementary to them.

In this case on receipt of the first copy a master copy could be produced electrostatically subsequently being run off cheaply and swiftly and probably being passed on to stations on the same day it is received. Being within the province of the North Western Area this could decrease the transmission time to under half the time taken with the present process, approximately 5.5 or 6 days.

Further;

2. A circular information copy might be dispatched directly from London to the L. & W. department at the same time as the District Secretaries. This effectively could reduce the overall transmission period by approximately 70%.

Case Study II

Since the feed-back from stations could not be followed up in the first case study, due to lack of documentary data, this communication network was not entirely appropriate, especially in that an important area of the network lay beyond the Region. The second case study was thus chosen where the whole communication process lies within the Region. This was concerned with Processing of Purchasing orders originated at generating stations and being processed at R.H.Q.

Objectives and Method

The objective of this case study was to build an operational (electrical) model for the system for simulation on an analogue computer.

On completion of the model it was found that since the (relatively new) system was appropriately planned the electrical model for it proved to be a relatively simple switching circuit (Fig. 5.3) which represents a sort of telephone circuit.

By further testing the model for realism it became clear that an important factor was overlooked in the electrical model, namely the effect of the human element on operating the system.

Since this was consistent with the way in which the people who deal with the system felt, (namely that the system was good theoretically), it became evident that the points to be studied were whether the system itself was not practical, or whether the difficulties involved lay within the organisation itself.

The Effect of the Human Element

For this part of the study a questionnaire was designed to test two hypotheses:-

1. Effect of the human element upon communication in terms of the way in which employees tend to react to situations according to their position in the organisation.
2. Effect of communication on efficiency (measured in this case as decrease in delay of orders).

Analysis of Results

As a first step of the analysis, the validity of the method used was tested, which proved quite reliable.

Effect of Position in the Organisation

By analysing the questionnaire forms completed by personnel of the Purchasing department and another control group from other parts of the organisation, it was found that there is a definite effect of the position in the organisation on the responses to different statements. Within the purchasing group the differences between responses to different statements far exceeded the difference between the responses of individual persons. The variance analysis of the responses of the control group (chosen from different departments other than the purchasing department) however, showed that the agreements on responses to statements was less than it is in the case of the purchasing group. (Tables 5.1, 5.2).

Effect of Communication on Efficiency

To test this hypothesis, the correlation between efficiency (measured as swiftness of processing orders) and co-operation between generating stations, as perceived by purchasing personnel was calculated (by means of a contingency table).

This analysis shows that there is evidence of the association between the co-operation of generating stations (as perceived by the purchasing personnel) and the delay to which their orders are subject. In other words the stronger the communication link, the less is the likelihood of delay.

The Regenerative Effect of Responses

A very important characteristic which was found among all the responses to different statements of the questionnaire was that the statements which attracted less favourable responses on the whole were mostly those of the regenerative type. By regenerative it is meant that they are of the type which intensifies with time instead of damping. This phenomena is of great importance since it indicates that the whole system can reach a state of instability due to the increase of the accumulative unfavourable responses. This is rather threatening and shows that one could anticipate a danger of potential instability.

Conclusion

Management Responsibility

By analysing these statements it was found that there is a strong correlation between the responses of the employees and their perception of management expectations of them (table 5.5).

It could be shown that employees behave in the way which they think management would like them to do. This however may not be what the management really wants. Hence it could be concluded that it is the responsibility of management to make its policies (and expectations) quite clear to employees in order to achieve the maximum efficiency. This can only be done better and stronger communication links between management and employees.

4. COMMUNICATION IN LARGE SCALE ORGANISATIONS: AN ABSTRACT OF THE DISSERTATION AND CONCLUSIONS OF MR. G. MACKECHNIE

This study, of organisation structure and communication flow, was concerned with examining aspects of the implementation of the Board's Employee Status Agreement. In this, it involved contacts and discussions with staff of generating stations, the Generation Department at Regional Headquarters, and those concerned in various aspects of the negotiating machinery.

Fundamentally, the aim of the study was to assess the forces which moulded the growth of a communication sub-system within a larger communication system. In particular, attention was focussed on "reality" factors arising out of the exact nature of the information being communicated and restrictions inherent in the environment.

It found that in many cases the organic or horizontal links appeared to be more successful in that there was a more satisfactory mutual influence. The communication in the North Generating Area between management and Unions was based on persuasion rather than coercion. In the South Generating Area persuasion was not seriously attempted by Regional management and the Union officials seemed only influenced by coercion by their national officials.

In the relations between Headquarters and Superintendents, the North Area inclined more towards instruction and directive, while the South endeavoured to retain a tone of persuasion and suggestion, even in strictly 'vertical' communication between the Assistant Regional Director and Superintendents.

In the stations there was a wide range between Superintendents who attempted, usually vainly, to coerce the workers to accept their proposals, and those who adopted a long programme of consultation and persuasion.

The relative success of these two styles of communication appeared to depend on the nature of the relationship between the two communicating parties.

In the case of the management/union relationship coercion only succeeded to the extent to which it was backed by the coercive power of the national Union leaders. Any action by the local Union officials in excess of this could only be achieved by persuasion.

The relationship between Headquarters management and Superintendents was more complex. Headquarters had more power to coerce the Superintendents but this was not unlimited. The absence of complete control or control data meant the Headquarters management relied substantially upon the initiative of the Superintendents to put their general policy into effect. In the North Area the greater degree of a 'vertical' type of communication was successful in getting Superintendents to take the minimum steps which were within the power of Headquarters management to control, such as ensuring that overtime rapidly came to an end. It was less successful however in allowing Superintendents to adjust their thinking to the new approach demanded by the Status Agreement.

In the South Area, this rethinking process was more successfully achieved. The Superintendents' complaints were directed at the lack of definition of the new policy and the lack of uniformity in the detailed application within the Area. The communication pattern here was much more 'horizontal' in nature. Even at the Superintendents' meetings the A.R.D. refrained, as far as possible, from taking too active a part in the discussions. He preferred to let conversation and argument develop amongst the Superintendents. Except where specific decisions had to be made, his part in the discussion was more in the nature of a contribution rather than a statement of the policy he had decided upon.

The suitability of the horizontal-type and the vertical-type of communication appears therefore to depend upon the division of real responsibility. The new policy represented a shift in decision-making to the National Headquarters of the C.E.G.B. This created a demand for a closer definition of the decision and for certainty in its application, and this was best met by vertical-type communication.

The delegated system of control, however, meant that a considerable measure of responsibility still rested with the Superintendents. They were required to use their judgement and initiative in applying the policy in their stations. For this the horizontal type of communication seemed more effective. The inhibiting factors inherent in vertical communication between superior and subordinate tended to stifle the development of initiative and judgement among the subordinates.

The proposition of Burns and Stalker bears this out. They found that the organic or horizontal type of communication was more suitable to a stable environment. This suggests a difference of real authority. In a changing environment the basic policy decisions depend to a large extent on making a proper adjustment to the changes; this is best done at the periphery of the organisation. The organisation is being guided by its finger tips rather than by its brain. A vertical system of communication inevitably passes authority towards the top of the structure, where the nature of the changing environment, and its repercussions on the activities of the organisation, cannot be adequately appreciated.

In a stable environment it is likely that it will be advantageous to take policy decisions at the top of the organisation with the advantages of central co-ordination and a greater concentration of brain power. The remoteness of the decision-makers from the day-to-day activities of the lower echelons is unlikely to have serious disadvantages since these activities are likely to be predictable and devoid of new problems in the conditions of stability.

The nature of the environment is one factor that determines the level in the organisation at which decisions are best made. Other factors can be suggested which should possibly be taken into account. For example, where the activity of the organisation relies on the skill or judgement of the lower levels, this would create a tendency for authority to move towards the lower levels. Conversely, the growing use of computers tends to increase the ability of top management to get a rapid and accurate appreciation of changing problems at lower levels, and therefore tends to move the point of decision making higher up the organisation.

APPENDIX 16

SPECIMEN SURVEY FEEDBACK BOOKLET

This appendix consists of a specimen attitude survey Feedback Booklet, the design and compilation of which is described in Chapter 2, Page 56 et seq.

Though this is a specimen booklet for only one area, in fact twelve different booklets were produced and distributed, appropriate to each of the twelve organisational areas in which the survey was carried out.

This appendix normally should accompany the Feedback Sheets of Appendix 8. For convenience of binding and presentation, however, it has been placed at the end rather than the centre of the volume.

UNIVERSITY OF MANCHESTER

COMMUNICATIONS RESEARCH PROJECT

ATTITUDE SURVEY
BOOKLET

CENTRAL ELECTRICITY GENERATING BOARD

North Western Region



About this ATTITUDE SURVEY booklet

This booklet sets out the attitudes of groups of employees to various aspects of their working lives. It builds up patterns of employees' relative satisfaction with the things which, taken together, make up their work.

It can be used to show those aspects of their work about which groups of employees feel the same way. And it can show other aspects where the responses of some employee groups may differ from the rest significantly.

The booklet does this by showing the percentage of employees who either agree or disagree with various statements, such as the percentage of employees who agree that they find their job interesting.

These percentages then are listed down the centre of each sheet, while on the right hand side they are plotted on a graph, so that it can be seen straight away which responses are relatively high, or low, or average, for any topic.

This is explained on the next page, which tells you how to use the booklet.

How to use the Booklet

The survey results are printed on the 17 sheets which follow.

Each sheet is numbered, in the top right hand corner. The main subject of each sheet is shown in the heading, in the top left hand corner.

Along the top of each page you then have,

the key to the groups of employees taking part;
employees' attitude responses, given as percentages; and
the date and location of the survey.

Employees' responses are shown by the figures listed down the centre of each sheet. They are also illustrated by the lines on the graph on the right hand side.

On all the sheets* the higher the percentage response to any statement, the more employees who agree with it. And, conversely, the lower the percentage response, the fewer employees who are in agreement. The different colours in which the responses are printed represent the different groups of employees who have taken part in the survey. The key at the top of each sheet tells you who these groups are.

Sheets 1 and 2, (headed in the top left hand corner, "Overall Attitude Summaries"), group together employees' responses under each broad category for which they have been recorded. These begin with Section 1, "job satisfaction", then Section 2 "job demands", and so on.

Against each section is listed the number of the sheet where you can find the appropriate employee responses set out in detail. Thus, the detailed responses for Section 1 are set out on Sheet 3, for Section 4 on Sheet 5, and so on. These responses make up the body of the results on the remaining sheets, numbered 3 to 17.

Should you wish to know more about this booklet and how it was compiled, some notes on it are given in the appendix at the back. Finally, if you would like to get in touch with me about the booklet, or anything else, please phone me on Ext.300, or call in to see me - Room 112. Any time.

Graham Barlow
University of Manchester

* except for the summary sheets, 1 and 2. Here the higher percentages show the attitudes which are more favourable to the organisation, while the lower are those which are less favourable. This is explained in more detail in the appendix, note 6.

OVERALL ATTITUDE SUMMARIES

1. — ENG. DEPTS.
2. — ADMIN. DEPTS.
3. — Area F
4. — Dept. VI

KEY

ATTITUDES TOWARDS WORK

SECTION 1 — JOB SATISFACTION

Sheet Nos.
3

SECTION 2 — JOB DEMANDS

SECTION 3 — JOB STATUS

ATTITUDES TOWARDS WORKING ENVIRONMENT

SECTION 4 — WORKING CONDITIONS

SECTION 5 — WORKING RELATIONSHIPS

ATTITUDES TOWARDS SUPERVISION

SECTION 6 — SUPERVISORY EFFECTIVENESS

SECTION 7 — SUPERVISORY AWARENESS AND CONSIDERATION

ATTITUDES TOWARDS MANAGEMENT

SECTION 8 — MANAGERIAL EFFECTIVENESS

SECTION 9 — MANAGERIAL AWARENESS AND CONSIDERATION

DATE	LOCATION	REGIONAL HEADQUARTERS	SHEET No.
Summer 1955			1 of 17
VERY LOW 0 - 14	LOW 15 - 84	AVERAGE 85 - 64	HIGH 65 - 84
			VERY HIGH 85 - 99

80	81
75	78
62	65
60	63
67	67
61	66
67	69
75	66
78	77
75	74
66	71
60	68
70	74
62	71
47	54
48	48
58	62
61	58

OVERALL ATTITUDE SUMMARIES

1. — ENG. DEPTS. 2. — ADMIN DEPTS.
 3. — Area P 4. — Dept. VI
 KEY

Percentages favourable •

DATE Summer 1955
 VERY LOW 0-14

LOCATION LOW 15-34

AVERAGE 35-64

HIGH 65-84

SHEET No. 2 of 17
 VERY HIGH 85-99

ATTITUDES TOWARDS FORMAL COMMUNICATION

SECTION 10 - INFORMATION DOWN THE ORGANISATION

Sheet Nos. 12

55 60
 52 58
 58 63
 59 54

SECTION 11 - INFORMATION UP THE ORGANISATION

13

ATTITUDES TOWARDS REWARDS

SECTION 12 - PAY

14

61 62
 44 56
 64 64
 57 57

SECTION 13 - PROMOTION AND GROWTH OPPORTUNITY

14

ATTITUDES TOWARDS THE ORGANISATION

SECTION 14 - IDENTIFICATION WITH THE ORGANISATION

16

61 71
 63 66
 75 77
 74 75

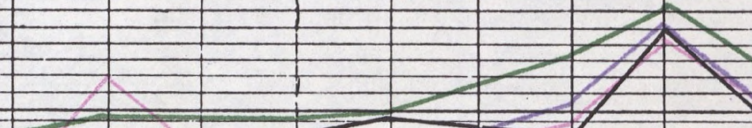
SECTION 15 - SECURITY

16

SECTION 16 - WELFARE AND ENVIRONMENTAL BENEFITS

17

65 70
 56 66



ATTITUDES TOWARDS WORK SUBJECT		1. — ENG. DEPTS.	2. — ADMIN. DEPTS.	REGIONAL HEADQUARTERS				DATE	LOCATION	VERY LOW	LOW	AVERAGE	HIGH	VERY HIGH	SHEET No.
		3. KEY AREA P	4. Dept. VI					Summer 1965		0-14	15-34	35-64	65-84	85-99	8 of 17
SECTION 1 - JOB SATISFACTION															
		Employees who consider that :													
1.1 JOB INTEREST AND CONTRIBUTION	their job is interesting and satisfying.	81	84												
	their job is really worthwhile.	75	79												
		79	79												
		75	78												
SECTION 2 - JOB DEMANDS															
		Employees who consider that :													
2.1 JOB KNOWLEDGE	they know what is involved in their job.	82	80												
	they know enough about the relationship of their job to those of other employees.	66	67												
	they are free to work in their own way, and use their own judgement.	75	73												
	as far as their work requires it, they can make their own decisions and plan ahead.	61	69												
2.3 JOB PRESSURE	they are allowed sufficient time to produce good work.	57	65												
	they are pushed to produce more.	37	66												
	their job is erratic, with bursts of excessive pressure.	69	65												
	their work is hard and tiring.	38	44												
2.4 WORK SCHEDULING		39	72												
		64	31												
		43	62												
		47	48												

[illegible]

ATTITUDES TOWARDS
WORKING
ENVIRONMENT
SUBJECT

1. — ENG. DEPTS.

2. ADMIN. DEPTS.

3. Area F

4. Dept. VI

SECTION 4 - WORKING CONDITIONS

Employees who consider that :

4.1 PHYSICAL
ATTRIBUTES

their working conditions are good.

their working conditions are satisfactory for their particular job.

the hours they work are good.

the timekeeping system is satisfactory.

they have good equipment to work with.

they encounter unnecessary difficulties in the course of their work.

SECTION 5 - WORKING RELATIONSHIPS

Employees who consider that :

5.1. INTERPERSONAL
CONTACTS

the people they work with are helpful and work well together.

work can be efficient if the atmosphere and working relationships are informal and friendly.

Percentages
in
Agreement*

DATE
Summer 1985

LOCATION

REGIONAL HEADQUARTERS

SHEET No.
5 of 17

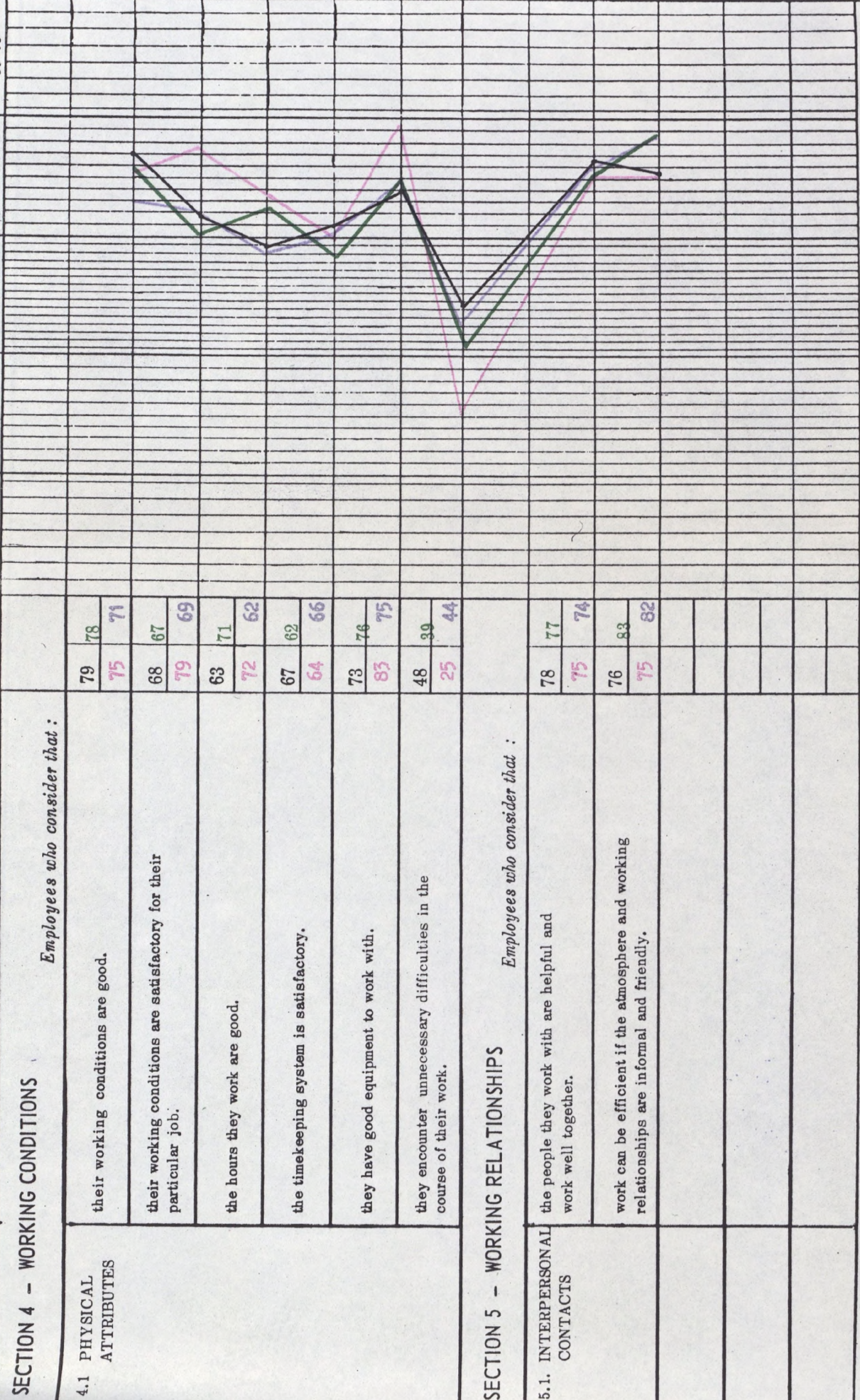
VERY LOW
0-14

LOW
15-34

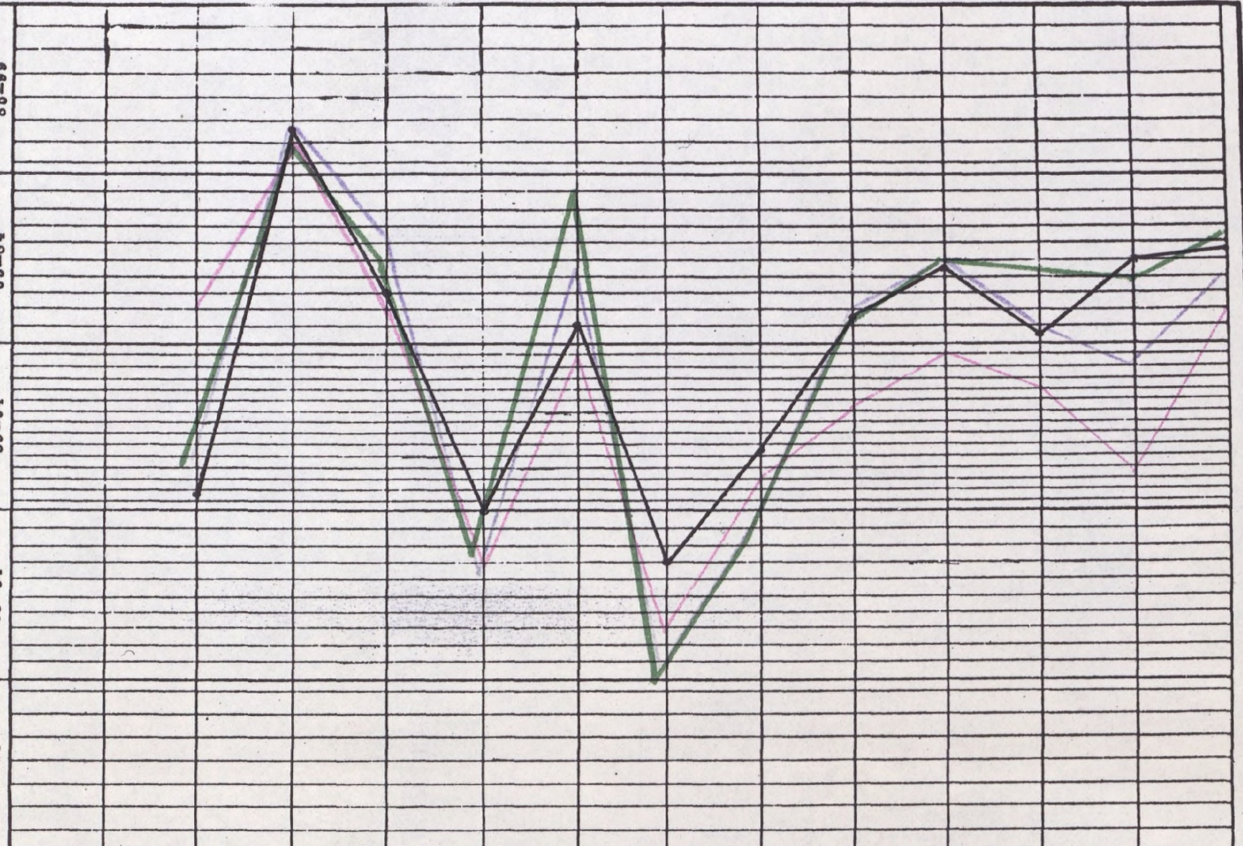
AVERAGE
35-64

HIGH
65-84

VERY HIGH
85-99



ATTITUDES TOWARDS SUPERVISION		1. --- ENG. DEPTS. 2.		3. --- Area F 4. Dept. VI 1 2 3 4		LOCATION REGIONAL HEADQUARTERS				SHEET No. 6 of 17							
SUBJECT		KEY		PERCENTAGES in Agreement*		DATE Summer 1965		VERY LOW 0-14		LOW 15-34		AVERAGE 35-64		HIGH 65-84		VERY HIGH 85-99	
SECTION 6 - SUPERVISORY EFFECTIVENESS		Employees who consider that :															
6.1 KNOWLEDGE OF SUPERIORS' EXPECTATIONS		they have too many bosses.															
		they know exactly who their boss is.															
		they know clearly what is expected from them in their work.															
		their boss often changes his mind about what he wants from them.															
		their boss keeps in touch with them, but lets them work in their own way.															
		their boss is often breathing down their neck.															
		it would be better if they could have more personal contact with their boss.															
		their boss usually is about when they want him.															
6.2 DEGREE OF SUPERVISION		they feel free to talk over complaints with their boss.															
		their boss listens to complaints and, if they are reasonable, takes action about them.															
		group discussions with their boss are worthwhile.															
		group discussions promote a better understanding of problems.															
6.3 ACTIONS ON SUBORDINATES' COMPLAINTS																	
6.4 GROUP DISCUSSION																	



ATTITUDES TOWARDS SUPERVISION (Cont'd.) SUBJECT	1. — ENG. DEPTS. 2. — ADMIN. DEPTS. 3. — Area P KEY	4. — Dept. VI 3 4	Percentages in Agreement*	LOCATION				SHEET No. 7 of 17
				DATE Summer, 1965	VERY LOW 0-14	LOW 15-34	AVERAGE 35-64	
SECTION 6 - (Continued)								
Employees who consider that:								
6.5 CONSULTATION WITH SUBORDINATES	their boss likes to hear their suggestions and ideas and will act on them.		61	70				
	their boss tries to pick their brains.		52	68				
			29	34				
	their boss discusses important things about the job with them, and tries to get their ideas.		37	30				
			67	73				
6.6 INFORMING SUBORDINATES	their boss keeps them informed on events within the organisation.		46	68				
			58	60				
	their boss lets them know of forthcoming changes in advance.		47	52				
			52	63				
	changes or new systems are introduced more easily when people understand them beforehand.		54	59				
6.7 SUPERVISORY ORGANISATION			86	91				
	their boss sees that they have the things they need for their work.		86	89				
			70	74				
	their work is organised well.		79	77				
			54	61				
6.8 SUBORDINATE DEVELOPMENT			69	65				
	their boss builds up a good working atmosphere, with people pulling together as a team.		72	68				
			59	63				
	their boss helps them to produce good work.		61	70				
			50	68				
			61	64				
			55	56				

ATTITUDES TOWARDS SUPERVISION (Cont'd.) SUBJECT		1. ——— ENG. DEPTS.	2. ——— ADMIN. DEPTS.	DATE Summer, 1965	LOCATION REGIONAL HEADQUARTERS				SHEET No. 8 of 17
		3. ——— Area P	4. ——— Dept. VI	VERY LOW 0-14	LOW 15-34	AVERAGE 35-64	HIGH 65-84	VERY HIGH 85-99	
SECTION 7 - SUPERVISORY AWARENESS AND CONSIDERATION <i>Employees who consider that:</i>									
7.1 SUBORDINATES' RELATIONSHIPS WITH SUPERIORS	their boss keeps them informed of their progress in their work.	49	47						
	they are given credit for good work.	33	42						
		68	72						
	the recognition of good work is an incentive to keep it up.	50	65						
		78	81						
	their boss considers them as a human being rather than a number.	81	82						
		77	81						
	their boss takes an interest in them and understands their problems.	79	82						
		63	72						
	they feel free to talk over problems with their boss.	50	67						
7.2 SUPERIORS' & SUBORDINATES' ACTIONS ON SUBORDINATES' JOB DIFFICULTIES OR FAILURES	their boss is very fair with them.	80	82						
		67	74						
	there is definite favouritism in their working area	78	81						
		66	77						
	their boss is understanding if they make a mistake.	33	25						
	their boss tends to be unreasonable over mistakes.	29	34						
	they feel free to talk over job difficulties with their boss.	69	76						
		67	72						
	their boss is concerned with the wellbeing of his subordinates and the organisation, rather than just himself.	23	19						
		22	23						
7.3 IDENTIFICATION OF SUPERIORS		76	75						
		64	72						
		64	73						
		59	71						

ATTITUDES TOWARDS MANAGEMENT		1. — ENG. DEPTS. 2. — ADMIN. DEPTS.		3. — Dept. VI 4. — Area P		LOCATION REGIONAL HEADQUARTERS				SHEET No. 9 of 17	
SUBJECT		KEY		KEY		VERY LOW 0-14	LOW 15-34	AVERAGE 35-64	HIGH 65-84	VERY HIGH 85-99	
SECTION 8 - MANAGERIAL EFFECTIVENESS											
8.1 MANAGERIAL EXPECTATIONS											
they understand what the management's policies are.						51	67				
						54	62				
8.2 CONTACT WITH EMPLOYEES											
managers should move and talk among employees to see how they are getting on.						75	77				
						75	75				
managers spend too much time among employees.						16	21				
						32	21				
managers should move about among employees more often to see things for themselves.						72	81				
						71	77				
8.3 ACTION ON EMPLOYEES' COMPLAINTS											
if employees have a strong complaint they feel free to approach management about it.						59	63				
						51	60				
management takes effective action to look into employees' complaints.						57	58				
						50	52				
8.4 CONSULTATION WITH EMPLOYEES											
there is a good employee - management consultation.						52	62				
						49	47				
their points of view are given a fair hearing by management.						63	64				
						61	52				
management is not really prepared to hear objections or disagreement.						49	39				
						53	48				
management takes a real interest in employees' ideas and points of view and considers constructive criticism or alternatives.						47	59				
						52	56				
management takes a keen interest in employees' ideas and suggestions.						62	64				
						61	67				

Employees who consider that :

ATTITUDES TOWARDS MANAGEMENT (Cont'd.)		1. — ENG. DEPTS. 3. — AREA P KEY	2. — ADMIN. DEPTS. 4. — Dept. VI $\frac{1}{3} \mid \frac{2}{4}$	PERCENTAGES IN AGREEMENT*	DATE Summer, 1985 VERY LOW 0-14	LOCATION REGIONAL HEADQUARTERS LOW 15-34	AVERAGE 35-64	HIGH 65-84	SHEET No. 10 of 17 VERY HIGH 85-99	
SECTION 8 - Continued										
8.5 INFORMING EMPLOYEES	<i>Employees who consider that :</i> top management passes on sufficient information about the organisation's affairs. information about forthcoming changes is passed to employees in advance. management does a good job of encouraging open and effective communication between people. management builds up enthusiasm and a real sense of purpose among employees in their work. management does a good job of promoting teamwork and getting people or departments working well together. management often gives orders which are contradictory. decisions are given quickly. the ways in which management goes about improving working methods are good. improving efficiency and working methods is of real importance. there is too much unnecessary paperwork involved in their job. managerial organisation is efficient.				37	48				
					36	39				
					63	63				
					36	43				
					42	46				
8.6 MANAGERIAL ORGANISATION	the past year has seen a definite improvement in the organisation.				41	47				
					32	44				
					30	36				
					33	49				
					44	39				
					43	36				
					39	43				
					35	42				
					54	38				
					43	61				
					57	51				
					85	85				
					78	78				
					57	49				
36	49									
46	57									
56	50									
37	46									
32	40									

SECTION 9 – MANAGERIAL AWARENESS AND CONSIDERATION

Employees who consider that :

9.1 EMPLOYEES STANDING

they know where they stand with the management.

9.2 RELATIONSHIPS WITH EMPLOYEES

most managers are considerate and approachable.

management is honest with employees.

9.3 EMPLOYEES' IDENTIFICATION OF MANAGEMENT

management really cares about employees.

management is concerned mainly with the organisation and themselves.



ATTITUDES TOWARDS FORMAL COMMUNICATION SUBJECT		1. --- ENG. DEPTS.	2. --- ADMIN. DEPTS.	DATE Summer 1985 VERY LOW 0-14	LOCATION REGIONAL HEADQUARTERS				SHEET No. 12 of 17
		3. --- Area P	4. --- Dept. VI	VERY LOW 0-14	LOW 15-34	AVERAGE 35-64	HIGH 65-84	VERY HIGH 85-99	
SECTION 10 - INFORMATION DOWN THE ORGANISATION		Employees who consider that:							
10.1 POLICY AND PROGRESS	they know what the organisation's policy is.			56	66				
				42	63				
	they get enough information on the business side of the organisation's activities.			55	58				
				50	54				
10.2 DEVELOPMENT OR CHANGE	reasons for new developments or changes are explained so that they are understood clearly.			38	52				
				43	48				
10.3 DOMESTIC INFORMATION AND NEWS ORGANS	they would like to know more about joint consultation.			43	51				
				61	65				
	they find the organisation's newspapers and similar publications interesting and informative.			64	69				
				68	68				
10.4 INTERNAL ORGANISATION	they would like to know more about the way their work fits in with that of other employees.			54	50				
				61	60				
10.5 REQUESTS FOR INFORMATION	their requests for information are dealt with helpfully.			74	72				
				72	72				
	it is often difficult to get hold of the information they want.			45	36				
				54	48				
10.6 RUMOURS	there are a lot of rumours about the organisation's affairs.			43	48				
				54	49				

[illegible]

ATTITUDES TOWARDS REWARDS SUBJECT		1. --- ENG. DEPTS.	2. --- ADMIN. DEPTS.	1 2° 3 4		DATE Summer, 1965	LOCATION REGIONAL HEADQUARTERS				SHEET No. 14 of 17
		3. --- Area F KEY	4. --- Dept. VI			VERY LOW 0-14	LOW 15-34	AVERAGE 35-64	HIGH 65-84	VERY HIGH 85-99	
SECTION 12 - PAY											
		<i>Employees who consider that :</i>									
12.1 RATES OF PAYMENT	they can live reasonably well on the money they earn.	67	67								
	they are satisfied with their pay.	67	59								
	pay rates are fair and honest.	60	57								
	the ways in which individual employees' pay is decided are satisfactory.	79	60								
	they are paid fairly in comparison with other employees.	67	71								
12.2 METHODS OF DETERMINATION	it is better for pay scales to be generally known rather than kept secret.	78	67								
		57	59								
		61	50								
		56	56								
		61	46								
SECTION 13 - PROMOTION AND GROWTH OPPORTUNITY											
		<i>Employees who consider that :</i>									
13.1 PROMOTION AND SELECTION	within the organisation, employees are promoted on merit.	57	53								
	the methods used for selecting people for vacancies are good.	46	47								
	training facilities are good.	58	53								
	there is a genuine encouragement for employees to take up further training courses.	48	49								
		70	69								
13.2 TRAINING		68	59								
		70	69								
		78	68								

ATTITUDES TOWARDS REWARDS (Conf'd.)		1. — ENG. DEPTS.		2. — ADMIN. DEPTS.		3. — Area P		4. — Dept. VI		5. — 2		6. — 4		7. — 3		8. — 1		9. — 2		10. — 3		11. — 4		12. — 5		13. — 6		14. — 7		15. — 8		16. — 9		17. — 10		18. — 11		19. — 12		20. — 13		21. — 14		22. — 15		23. — 16		24. — 17		25. — 18		26. — 19		27. — 20		28. — 21		29. — 22		30. — 23		31. — 24		32. — 25		33. — 26		34. — 27		35. — 28		36. — 29		37. — 30		38. — 31		39. — 32		40. — 33		41. — 34		42. — 35		43. — 36		44. — 37		45. — 38		46. — 39		47. — 40		48. — 41		49. — 42		50. — 43		51. — 44		52. — 45		53. — 46		54. — 47		55. — 48		56. — 49		57. — 50		58. — 51		59. — 52		60. — 53		61. — 54		62. — 55		63. — 56		64. — 57		65. — 58		66. — 59		67. — 60		68. — 61		69. — 62		70. — 63		71. — 64		72. — 65		73. — 66		74. — 67		75. — 68		76. — 69		77. — 70		78. — 71		79. — 72		80. — 73		81. — 74		82. — 75		83. — 76		84. — 77		85. — 78		86. — 79		87. — 80		88. — 81		89. — 82		90. — 83		91. — 84		92. — 85		93. — 86		94. — 87		95. — 88		96. — 89		97. — 90		98. — 91		99. — 92		100. — 93		101. — 94		102. — 95		103. — 96		104. — 97		105. — 98		106. — 99		107. — 100		108. — 101		109. — 102		110. — 103		111. — 104		112. — 105		113. — 106		114. — 107		115. — 108		116. — 109		117. — 110		118. — 111		119. — 112		120. — 113		121. — 114		122. — 115		123. — 116		124. — 117		125. — 118		126. — 119		127. — 120		128. — 121		129. — 122		130. — 123		131. — 124		132. — 125		133. — 126		134. — 127		135. — 128		136. — 129		137. — 130		138. — 131		139. — 132		140. — 133		141. — 134		142. — 135		143. — 136		144. — 137		145. — 138		146. — 139		147. — 140		148. — 141		149. — 142		150. — 143		151. — 144		152. — 145		153. — 146		154. — 147		155. — 148		156. — 149		157. — 150		158. — 151		159. — 152		160. — 153		161. — 154		162. — 155		163. — 156		164. — 157		165. — 158		166. — 159		167. — 160		168. — 161		169. — 162		170. — 163		171. — 164		172. — 165		173. — 166		174. — 167		175. — 168		176. — 169		177. — 170		178. — 171		179. — 172		180. — 173		181. — 174		182. — 175		183. — 176		184. — 177		185. — 178		186. — 179		187. — 180		188. — 181		189. — 182		190. — 183		191. — 184		192. — 185		193. — 186		194. — 187		195. — 188		196. — 189		197. — 190		198. — 191		199. — 192		200. — 193		201. — 194		202. — 195		203. — 196		204. — 197		205. — 198		206. — 199		207. — 200		208. — 201		209. — 202		210. — 203		211. — 204		212. — 205		213. — 206		214. — 207		215. — 208		216. — 209		217. — 210		218. — 211		219. — 212		220. — 213		221. — 214		222. — 215		223. — 216		224. — 217		225. — 218		226. — 219		227. — 220		228. — 221		229. — 222		230. — 223		231. — 224		232. — 225		233. — 226		234. — 227		235. — 228		236. — 229		237. — 230		238. — 231	
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ATTITUDES TOWARDS THE ORGANISATION		1. ---ENG. DEPTS. 2. ---ADMIN. DEPTS. 3. ---Area P 4. ---Dept. VI				LOCATION REGIONAL HEADQUARTERS				SHEET No. 16 of 17							
SUBJECT		KEY		1 2 3 4		DATE Summer, 1985		VERY LOW 0-14		LOW 15-34		AVERAGE 35-64		HIGH 65-84		VERY HIGH 85-99	
SECTION 14 - IDENTIFICATION WITH THE ORGANISATION																	
14.1 INDIVIDUALS' SATISFACTIONS																	
they work for a really good organisation.						<div>Percentages in Agreement*</div> <div>71 81</div> <div>78 74</div>											
they are glad to work for the organisation.						<div>74 81</div> <div>79 81</div>											
over the past year they have thought seriously of getting a job somewhere else.						<div>51 36</div> <div>56 38</div>											
there is a good future before them within the organisation.						<div>63 69</div> <div>64 60</div>											
they would recommend other people to work for the organisation.						<div>65 76</div> <div>64 75</div>											
over the time they have been working they have seen many improvements in the organisation.						<div>46 55</div> <div>50 47</div>											
SECTION 15 - SECURITY																	
15.1 EMPLOYMENT																	
as long as they do a fair days work they can be sure of their job.						<div>91 83</div> <div>86 86</div>											
people aren't sacked unless there is a very good reason.						<div>83 87</div> <div>75 85</div>											
long service is appreciated.						<div>52 56</div> <div>61 53</div>											
the pension scheme is good.						<div>75 83</div> <div>81 84</div>											
they understand the pension scheme and how they benefit from it						<div>70 72</div> <div>68 66</div>											
15.2 RETIREMENT																	

[illegible]

APPENDIX.

SOME NOTES ON THE SURVEY AND THIS BOOKLET

1. AIMS AND PURPOSE OF THE SURVEY

This survey has been part of an information gathering process arranged in conjunction with the L.A.C. at Regional Headquarters.

It is concerned with learning something of how employees feel about the things surrounding them in their work, as part of a broader examination of some of the components which together make up communication between people in organisations.

Basically it involves what amounts to a number of learning processes. First of all, the people who took part in the survey would certainly like to learn something of its results. When we asked them about this, we received 238 favourable answers, against 5 which were unfavourable.

Then we in the University would like to learn more about methods of measuring attitudes, and in particular of presenting or "feeding back" the information gained in surveys to those who took part in them.

That is why this booklet has been prepared. It seeks to get out a fairly large amount of information concisely and comparatively, in a way which can be readily understood. The way it goes about this is explained more fully in the notes which follow.

2. MAKING USE OF THE RESULTS

The ultimate use to which this information may be put is a practical one. We hope that in some areas it may form a basis for discussion by groups of employees at various levels in the organisation. We hope to have more to say about this shortly.

Communication is fundamentally a two-way process. By discussing not only these results, which employees themselves have put forward, but also the further topics and problems which may arise from them, people are communicating with one another in the most direct way.

It can also be a most effective way. This is because the communication relates specifically to those things with which the people involved feel most concerned. They decide what they want to talk about. They can bring up in discussion whatever problems they feel they encounter in their work. They can explore these problems together and discuss them from their own points of view.

As a result, members of an organisation may have the opportunity of gaining insight into problems affecting them, and also, consequently, the organisation. They can become more aware of how problems arise; how they can affect other people; and, in particular, how they may be overcome.

Fundamentally, this is an organic improvement process by which people may learn from, and help, each other. It seeks to develop communication in its most vital form, and so build an organisation which is happier, more purposeful, and more effective.

3. METHODS OF INFORMATION GATHERING AND SCORING

Firstly, a word about the information itself. This was gathered by two complementary questionnaires from approximately 30% of employees at Regional Headquarters who participated in the survey. These questionnaires were so designed that response could be checked for consistency. The responses then were scored as follows:

<u>Strongly</u>	<u>Disagree</u>	<u>Don't</u>	<u>Agree</u>	<u>Strongly</u>
<u>Disagree</u>		<u>know</u>		<u>Agree</u>
- 2	- 1	0	+ 1	+ 2

The resulting totals subsequently were expressed as percentages of those responding to each statement. This is the data which makes up the survey booklet. It also serves as the basis of broader analyses of groups' responses, supplemented by information gathered in interviews.

4. PLAN OF THE BOOKLET

The diverse information gathered from the questionnaires has been built into a comprehensive picture by categorising related attitudes into sections and overall groups. These are listed on sheets 1 and 2, "Overall Attitude Summaries".

Groups

There are 7 of these and they concern employees' attitudes towards their

Work
Working environment
Supervision
Management
Formal Communication
Rewards
Organisation

Sections

These broad groups are split into the sections listed on sheets 1 and 2, 16 in all. For example, the first group, of employees' attitudes towards their work, has been split into 3 sections, each dealing with a separate topic.

Section 1 - Job Satisfaction (the satisfaction employees get from their work);
Section 2 - Job Demands (the demands they feel their work makes upon them);
Section 3 - Job Status (the amount of responsibility and importance they feel attaches to their work);

and so on, through all the groups.

It can be very useful to know how employees feel about topics in general terms, and that is why attitudes are summarised on sheets 1 and 2.

On the other hand, there are distinct and important aspects of a topic which the same person could regard quite differently. Consequently, the results set out to reveal these, by statements distinguishing between employees' responses to various aspects of a topic.

Statements

These statements seek to cover a comprehensive range of attitudes within each section. The 16 sections thus have been broken down into 125 specific statements upon which responses have been recorded.

5. NUMERICAL PRESENTATION OF THE RESULTS

The percentage employee responses are listed against the statements on each sheet, where they are also expressed graphically.

Each division across the graph represents an interval of 2%. The spacing of the divisions has been expanded towards the top and the bottom of the distribution in order that higher or lower results may stand out more prominently.

The key (at the top left-hand side of each sheet) permits four sets of data to be recorded simultaneously. Where four sets of data in fact have been recorded as percentages, generally only three of them have been plotted on the graph, for greater clarity. The percentages of the fourth set, however, are listed for reference.

6. INTERPRETATION OF RESPONSES

In the body of the results, the percentages represent employees' agreement with the statements given. For example, a high response to the statement that employees considered their working conditions to be good, might be paralleled, in reverse, by a low response to a statement that their working conditions were bad. In both these cases the responses would favour the organisation.

It is the extent to which responses favour the organisation which has been recorded in the Overall Attitude Summaries, on sheets 1 and 2. Here, responses to 115 of the 125 statements have been brought together under sectional categories. The remaining 10 statements (such as whether employees would like to know more about joint consultation) can provide useful information, but responses to them do not necessarily reflect favourably or otherwise upon the organisation itself. Consequently, they have been excluded from these overall results.

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