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**SUCCESSFUL AND EFFECTIVE MANAGERS – A COMPARISON
BETWEEN AMERICAN ORGANISATIONS AND A NEW ZEALAND ORGANISATION**

A research report presented in partial fulfillment of the requirements for the
degree of Master of Business Studies at Massey University.

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CHAPTER ONE – INTRODUCTION

In this report the issue of successful and effective management styles will be examined within a New Zealand context and compared with results obtained from American Organisations.

Recent American research indicates that most managers who are promoted quickly (successful) are not the ones who achieve outstanding results at work (effective). Similarly it appears that in the American Organisations studied, the most effective managers do not receive recognition in the form of promotion.

In the majority of management literature the terms successful and effective have been used interchangeably. Research undertaken by the American academic Fred Luthans suggests that the two areas are quite distinct from one another and in fact few managers are both successful and effective. Luthans identifies in his research the duties/tasks undertaken by successful managers and by effective managers, the differences in these areas are significant.

American organisations studied by Luthans and his group of researchers were widely varied. They ranged from relatively small entrepreneurial type businesses to large government run bureaucracies. Samples were taken from organisations of all sizes in both the private and public sectors. In total 457 managers were examined in their natural settings by means of observation, questionnaire and interview.

For the comparison of managers between a New Zealand organisation and American organisations a division of a Government Department was chosen. The Division has six offices throughout New Zealand and approximately 300 staff. Questionnaires and interviews were used with randomly selected staff and offices to obtain data. Naturally the scale of the study undertaken in New Zealand is considerably smaller than that of the American research which was undertaken by a team of researchers over a four year period.

The purpose of the study is to ascertain whether managers in New Zealand organisations display similar tendencies to their American counterparts in terms of successful managers being quite distinct from effective managers. Managers were identified as those staff who directly supervise two or more subordinates. This number was chosen by ascertaining the size of the organisation, the number of managers and the average number of staff supervised. It is hoped that results will indicate that in New Zealand the tasks and duties undertaken by successful managers can be clearly differentiated from those of effective managers.

In this particular study attention will be focused largely on successful managers as opposed to unsuccessful managers. Both the literature review and the interview section will, however, discuss successful and effective management styles. Measurement of effective managers is of a far more complex nature than successful managers (as outlined in the literature review). In order for an indepth analysis to be undertaken this study will particularly concentrate on successful managers.

The value of examining successful as opposed to non-successful managers is that an indication will be given of the attitudes of subordinates toward successful managers. In conjunction with this, information will be made available on the general profile of successful managers.

CHAPTER TWO – LITERATURE REVIEW

2.1 MANAGERS AND MANAGING

All organisations have managers. The role of a manager is of fundamental importance to the operating of any organisation. In general the term manager encompasses essentially any individual who has formal responsibility for the supervision of other people. A manager may have a variety of roles within an organisation. They must determine direction, but at the same time motivate, lead, manage others behaviour or inspire others to want to go in the same direction. Managers may also gather information from both outside and inside the organisation, set priorities and schedule activities, plan for the future and make decisions.

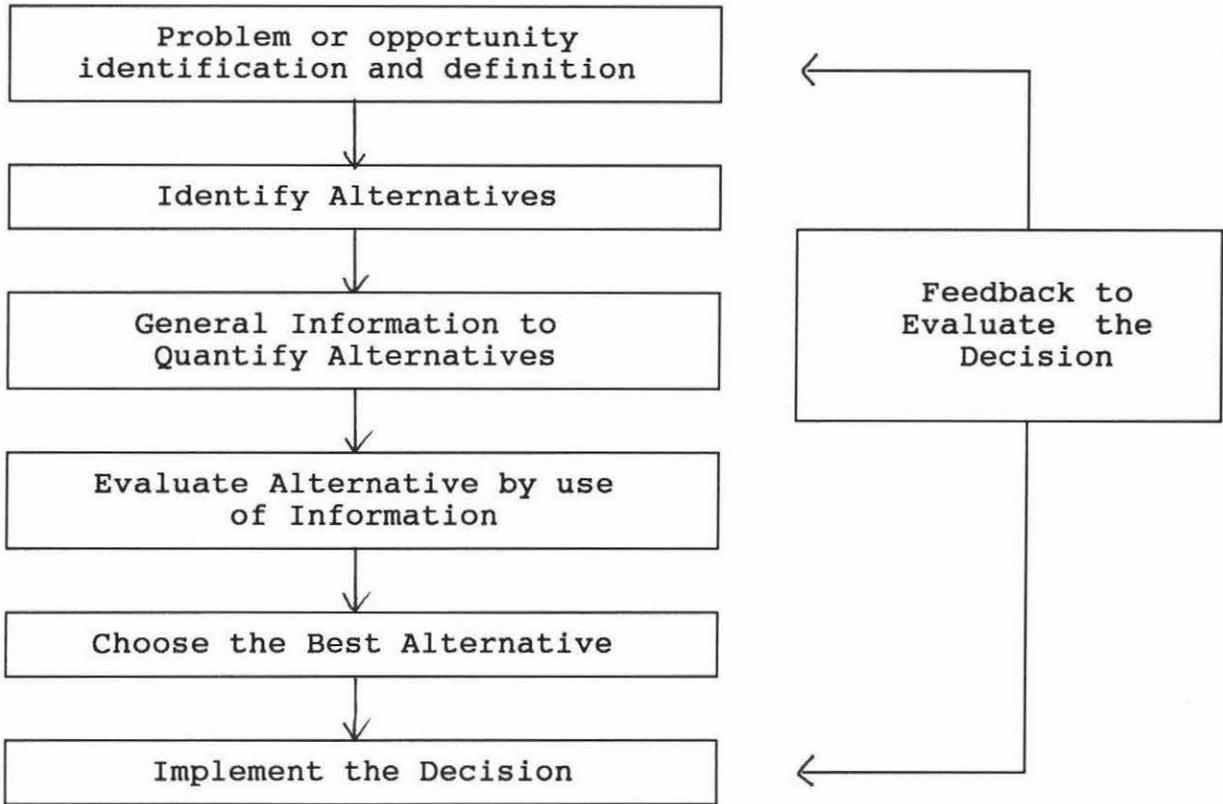
Clearly all managers wish to manage their particular area as effectively and successfully as possible. It has been argued that the task of management is to determine clear objectives and to use logic and reason as the means of achieving them.¹ The management process has generally been viewed by organisational theorists (Rosenweig, Kast (1985), Mooney (1935)) in four steps: to plan, to organise, to lead or direct and to control. To plan involves determining the goals of the organisation and ascertaining how they are going to be achieved. To organise means to allocate resources in order to undertake tasks which will meet the objectives. To lead involves motivating and influencing staff to undertake the tasks effectively and to control means ensuring performance is appropriately and systematically measured and action is taken to correct deviations.

Decision making has generally been perceived as a vital part of the managerial model. At each stage of the managerial process, decisions must be made. Decision making involves several steps which are an integral part of the managerial process. A model has been developed to identify these steps.²

1 F.E. Kast & J.E. Rosenweig, Organisation and Management: A Systems and Contingency Approach, (4th edn), New York, McGraw-Hill, 1985.

2 E. Burack, Organisational Analysis : Theory and Applications, Hinsdale, 111, The Dryden Press, 1975.

FIGURE 1: STEPS IN DECISION MAKING



The decision maker should clarify the problem, seek alternatives and decide rationally on the best alternative available. The decision making process is one which most managers encounter on a regular basis and forms an important differentiation between the manager and the staff he or she manage.

In conjunction with the role of decision making managers often have to decide how a decision will be reached. Decisions can be made by the manager alone, by the manager deciding only after consultation with those involved, by the manager working on the decision with subordinates acting as participating decision-makers, or by delegating it to an individual or group of subordinates to decide as they see fit.

The option that a manager chooses to reach a decision, will form a strong part of the perception of his or her managerial style. Managers should be able to act in an autocratic, consultative, group-centred or delegative way as appropriate to the situation (Vroom and Yetton 1973).

A manager's role is a complex one, the ability to establish goals can involve a wide range of alternative behaviours. Action may be initiated by being directive, supportive, participative or achievement-oriented (House 1971). Directive being the use of specific guidance and letting people know precisely where they stand. Supportive involves showing concern for the welfare of subordinates and assisting when necessary. Participative means taking them into account through consultation and shared decision-making and achievement-oriented means establishing challenges for subordinates or creating visions of future possibilities.

The role of communication is also a vital one for managers. "The ability to communicate is a managerial necessity. Good managers are good communicators, poor managers are most often poor communicators".³ McCarthy (1978) notes "Communication is the tool by which a manager manages".⁴ Although communication is essential for managers, literature on how managers really communicate is not abundant (Larsen, Luthans 1986). Managerial communication may be described as the creation of common understanding among two or more people (Timm 1986). This definition alone indicates the lack of precise knowledge regarding managerial communication. Communication does however, form the basis upon which most managers will manage their staff. It is particularly important in relation to successful and effective managers which will be discussed in later chapters.

3 Hammaker, P.M., & Rader, L.T., Plain Talking to Young Executives, Homewood, Richard Kwinn, 1977.

4 McCarthy, J.J., Why Managers Fail and What to do About it, New York : McGraw-Hill, 1978.

Much of the research undertaken into managerial practices and discussed here has been based on the rational, prescriptive approach. This approach emphasises analysis of the problem, specification of goals, breaking down of matters into their component parts, the use of logic and the avoidance of intuition and emotion. In reality management practises may not always operate in this way. Effectiveness has been the key point in examining managers. A great deal has been learned from this approach. However, recently many researchers (Dewe, McLennan, Inkson, Dakin, Elkin 1987) have realised that it may be timely for research to focus not only on what managers should do but on what managers actually do. The remainder of this report will focus on this key issue.

2.2 WHAT DO MANAGERS DO?

Early management theorists (Fayol (1916), Bales (1950), Carlson (1951)) focused much of their attention on what managers should be doing rather than on what managers actually do. It was not until the mid 1970's that attention became focused on the observation of real managers in real organisations. The pioneer of this early research into how managers actually behave was Mintzberg (1973). Mintzberg observed managers at work and outlined some of the roles and tasks managers undertake. Some of the conclusions Mintzberg reached have been questioned by later researchers (Kotter (1982), Stewart (1976)), however, the real benefit of his work is seen as initiating direct observation and study of managers in the workplace.

Luthans, Welsh and Taylor (1988) developed a table outlining categories of managerial activities and their behavioral descriptions i.e., managerial activities undertaken and tasks related to the processing of those activities which are directly observable. A group of researchers were chosen to observe 78 managers in their work environment. They were trained to observe based on demonstration, role playing and the managerial activity categories in particular.

The table designed by Luthans, Welsh and Taylor amalgamates almost all of the activities found by modern researchers to be related to managerial activity.

TABLE 1

Observation Categories of Managerial Activities
with Behavioral Descriptors

Planning/Coordinating	<ul style="list-style-type: none"> Setting goals and objectives Defining tasks needed to accomplish goals Scheduling employees, timetables Assigning tasks and providing routine instructions Coordinating activities of each subordinate to keep work running smoothly Organizing the work
Staffing	<ul style="list-style-type: none"> Developing job descriptions for position openings Reviewing applications Interviewing applicants Hiring Contact applicants to inform them of being hired or not "Filling in" where needed
Training/Developing	<ul style="list-style-type: none"> Orienting employees, arranging for training seminars, and so on Clarifying roles, duties, job descriptions Coaching, mentoring, working subordinates through tasks Helping subordinates with personal development plans
Processing Paperwork	<ul style="list-style-type: none"> Processing mail Reading, reports, in-box Writing reports, memos, letters, and so on Routine financial reporting and book keeping General desk work
Monitoring/Controlling Performance	<ul style="list-style-type: none"> Inspecting work Walking around and checking things out, touring Monitoring performance data (e.g., computer printout, production, financial reports) Preventive maintenance
Motivating/Reinforcing	<ul style="list-style-type: none"> Allocating formal organizational rewards Asking for input, participation Conveying appreciation, compliments Giving credit where due Listening to suggestions Giving position performance feedback Increasing job challenge Delegating responsibility and authority Letting subordinates determine how to do their own work Sticking up for the group to superiors and others, backing a subordinate
Interacting With Outsiders	<ul style="list-style-type: none"> Public relations Customers Contacts with suppliers, vendors External meetings Community-service activities
Managing Conflict	<ul style="list-style-type: none"> Managing interpersonal conflict between subordinate or others Appealing to higher authority to resolve a dispute Appealing to third-party negotiators Trying to get cooperation or consensus between conflicting parties Attempting to resolve conflicts between subordinate and self
Socializing/Politicking	<ul style="list-style-type: none"> Nonwork-related chit chat (e.g., family or personal matters) Informal "joking around" B.S. Discussing rumours, hearsay, grapevine Complaining, griping, putting others down Politicking, gamesmanship

NOTE: Adapted from Luthans and Lockwood (1984).

The results of Luthans, Welsh and Taylor's study indicate that one-fourth of the directly observed managerial activity was categorized as planning/COORDINATING. Processing paperwork was (19%) followed by interacting with outsiders (13%) and monitoring/controlling performance (11%). The remaining activities were all less than 10%.

TABLE 2

Directly Observed Activities of Managers (N = 78)
in the Natural Setting

	Relative Percentage
Planning/Coordinating	23
Processing paperwork	19
Interacting with Outsiders	13
Monitoring/Controlling Performance	11
Socializing/Politicking	9
Training/Developing	8
Staffing	5
Managing Conflict	5
Motivating/Reinforcing	4

a. See Table 1 for the behavioral descriptions of these activities

b. Numbers do not add up to one hundred because of rounding

This survey is interesting in that it reinforces some of the traditional views of management such as planning and control but at the same time human resource management activities such as training and developing, staffing, managing conflict and motivating/reinforcing, aggregated, represented almost one-fourth of the activities of these managers.

The demands of one managerial job can differ significantly from another. Variety appears to be the essence of managerial work (Sisson, Storey 1988). As the work of Mintzberg and Kotter shows, the nature of management activities are often more complex than is supposed. Whilst formal rationality is important managerial work can often be reactive and fragmented.

Most managerial activities will be based around the table designed by Luthans, Welsh and Taylor. Naturally the focus on various facets may vary. The table does however, give a good indication of the variety of activities involved in management.

2.3 LUTHANS STUDY

Organisations differ in structure, complexity and culture both within a country and between countries. In order to combat this variance Luthans studied a wide range of organisations varying from bureaucratic government type organisations to entrepreneurial modern enterprises within America. His study has been emulated by researchers in several other countries.

Luthans study was undertaken over four years and data was collected from 457 managers. Managers were observed and standardised questionnaire data from subordinates and managers collected. In addition to this, intensive interview data was taken from 165 managers. Luthans report is unusual in that it is one of the few studies undertaken where managers have been carefully observed in their natural settings. The first phase of Luthans study was concerned with what managers really do, the second phase examined what successful managers really do and the final phase was to examine the actions and activities of effective managers.

The crux of Luthans study was to ask managers what exactly they did in day to day activities and to observe those activities. Luthans found two distinct sets of behaviour between successful managers (those who had experienced rapid promotion) and effective managers (those that had subordinates with relatively high satisfaction and commitment). The finding that there is a difference between successful and effective managers opens the door for many questions to be asked about the way in which people are being promoted, the way that managers are viewed by their subordinates and the activities which managers really undertake.

Luthans believes that almost all management literature up until the mid nineteen-eighties has been prescriptive, describing what managers should be doing. Very little empirical study has been undertaken to examine what managers really do. Luthans attempts to review many of the myths that surround managerial practice. In particular Luthans negates the concept that management is a highly logical and rational process with little room for emotion or intuition. He believes that in reality managers race through their work often spending very little time on each of their varied activities.

In order to undertake the study Luthans needed an operational, measurable definition of success and effectiveness. The success index was calculated by dividing the managers level in their organisation by the tenure in the organisation. This measure of success is an index of the speed of promotion. Naturally this technique does not take account of new arrivals in the organisation, however, Luthans notes "the organisation assesses the value of new hires before employing them. By the organisation's own definition, the new hire, under such conditions, has greater perceived value and consequent rewards (that is, success) than longer tenured in-house managers; otherwise, the longer tenured managers would have been promoted faster".⁵

The definition of an effective manager and coinciding index of measurement was found to be substantially more complex or difficult than that of a successful manager. A combined measure of effectiveness was used as opposed to a single dimension. The combined measure consisted of 1. subordinate satisfaction, 2. commitment, and 3. perceived organisation unit performance. Standardized questionnaires filled out by subordinates were used to measure the three dimensions of manager effectiveness.

Data was collected on 178 managers and questionnaire data from their direct subordinates. This sample came from a range of organisations. The average or mean of the squared correlations between the observed activities of managers and the combined effectiveness measure was calculated. The correlations were then ordered to indicate the relative contribution of each of the four activities.

5 Luthans, Fred. *Real Managers*, Ballinger Publishing Company Limited 1988.

Luthans conducted numerous interviews (165), and undertook extensive observation of managers (165) in order to ascertain the activities managers partake in. The following table indicates a summation of the activities that managers do.

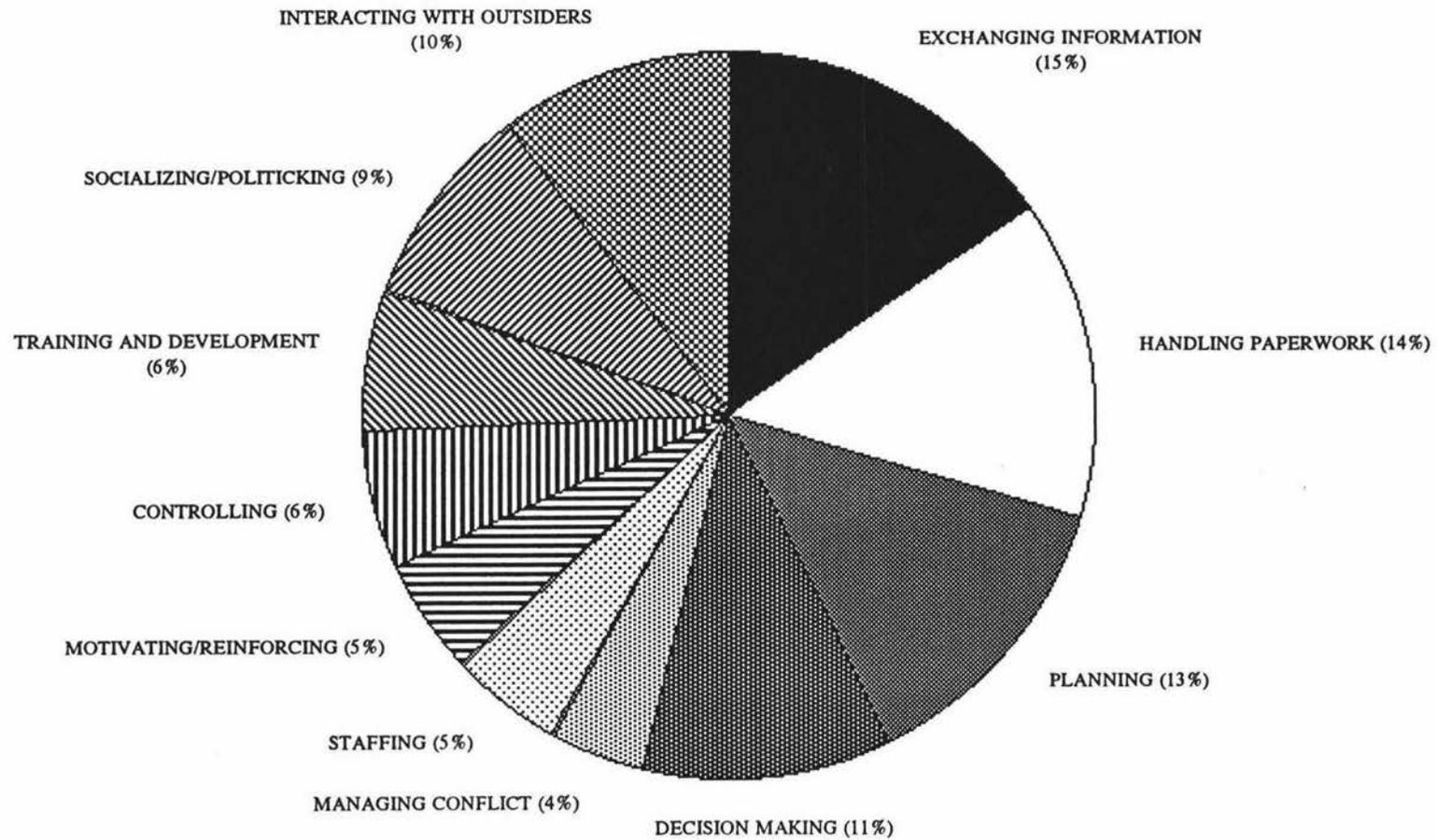
TABLE 3: REAL MANAGERS ACTIVITIES

TYPE OF ACTIVITY	Descriptive categories derived from free observation
ROUTINE COMMUNICATION	Exchanging information Handling paperwork
TRADITIONAL MANAGEMENT	Planning Decision making Controlling
NETWORKING	Interacting with Outsiders Socializing/Politicking
HUMAN RESOURCE MANAGEMENT	Motivating/Reinforcing Disciplining/Punishing Managing Conflict Staffing Training/Developing

The activities outlined in Table 3 have been broadly categorised. Each of the activities mentioned may be broken down into smaller observable tasks such as phone work, employee interviews, preparing reports and so on.

Once Luthans and his team of researchers had established the activities of managers, concern was turned toward the relative occurrence of the activities. To gather this data participant observers filled out a managerial activities check list eight times a day over a two week period. Observations took place during a pre-determined, random ten-minute period of each working hour. The distribution of managers activities are displayed in Figure 2.

FIGURE 2 : DISTRIBUTION OF MANAGERS ACTIVITIES.



These activities were then broken down for successful managers and effective managers the results of which are outlined in the following two chapters.

In conclusion Luthans findings revealed that human resource management activities are very important to effective managers whereas they are far less important to successful managers. Data indicates that those who take a human resource approach are far more effective than those who give relatively more attention to networking. The networking activity had the strongest relative relationship with successful managers.

It is important to note that whilst Luthans maintains that successful managers are not generally the same as effective managers, there are some cases where managers are both successful and effective. Of the sample of 178 managers 15 were found to exhibit the behaviours of both successful and effective managers, in fact to emulate the percentage of activities outlined in Figure 2. This represents 8.4%. As Luthans notes "Any definitive conclusions concerning the successful and effective managers must be tempered by the small number of managers that were found to meet the criteria. Of more interest, and potentially having greater implications, is the fact that there were so few managers that are both successful and effective. Once again, this finding that successful managers are not the same as effective managers has far reaching implications for the present and future performance of our organisations".⁶

2.4 SUCCESSFUL AND EFFECTIVE MANAGERS

In most management literature the terms successful and effective managers are used interchangeably. In 1988 Luthans redefined the way that successful or effective management styles are viewed in his book Real Managers. Luthans makes a very clear distinction between successful managers and effective managers.

6 Luthans, Fred. Real Managers. Ballinger Publishing Company Limited 1988.

2.4.1 Successful Managers

Luthans argues that successful managers are those who achieve rapid promotion, high-flyers in their organisation. Successful managers spend a great deal of time networking, ensuring they keep in touch with a wide range of contacts, both within the wider organisation and also outside it. Socialising and politicking also play an important part in a successful managers activities. This helps the successful manager develop contacts, relationships, reciprocal networks that magnify his/her available resources and ability to deliver when needed.

Luthans statistical analysis revealed that networking, more than any other activity was most closely linked to managerial success. His findings suggest that successful managers do not dissipate their time and energies dealing with what they know to be uncontrollable variables but rather focus on those areas in which they know they can have influence.

Communication plays a vital part in a successful managers activities. Communication networking such as talking face to face, or over the phone with customers and suppliers, attending external meetings, or in particular doing public relations work inside and outside the organisation is seen by Luthans as significantly higher than that of an effective manager. If the adage 'information is power' holds true then it is hardly surprising that managers striving to succeed may perceive that an effective method of gaining power is through networking.

Successful managers perform fewer activities classified as motivating and reinforcing or staffing than their effective counterparts. On the other hand Luthans study reveals that successful managers are more adept at handling conflict. Handling conflict is however seen as more prevalent in some types of organisations than in others. For example, when the organizational structure clearly defines job roles, the effort a manager devotes toward managing conflict may not lead to success; however, in ill-defined or ambiguous situations, managing conflict may lead to success.

The relative lack of human resource activities undertaken by the successful manager is a key point in Luthans study. He maintains that human resource activities are heavily predominant in an effective managers activities and relate strongly to subordinate productivity.

Traditional managerial activities such as decision making, planning, and controlling also vary between successful managers and effective managers. Luthans believes that the level of decision making for a successful manager will vary according to their rank in an organisation. The higher ranking the successful manager the more time can be devoted to decision making. In terms of planning, successful managers spend substantially more time networking and communicating than planning. Luthans maintains that networking or communicating activities may affect managerial success more directly than planning activities. Finally controlling is undertaken more by effective managers than by successful managers. Successful managers appear to undertake controlling activities with less direct effort. Delegation, influencing superiors, maintaining directive relationships with subordinates all compliment networking and communicating activities.

Luthans attempts to explode some of the myths surrounding successful managers in his book Real Managers. The first myth he examines which has been prevalent in management literature is that of shared psychological characteristics. Literature has suggested that successful managers share common psychological characteristics such as the following:

- 1 A strong need to achieve.
- 2 A strong need to obtain and use power.
- 3 A relatively weak need for affiliation.
- 4 Complex reasoning patterns, the ability to process a great deal of information.
- 5 Relatively high intelligence.

Luthans maintains that there has been no evidence to date to suggest that successful managers possess these attributes in greater (or lesser) amounts than unsuccessful managers.

The second myth Luthans examines is that subordinate satisfaction relates to managerial success. Literature has again suggested that managerial success is based on subordinate satisfaction and organisational commitment. Again Luthans believes there is little or no evidence to support this theory.

Aside from Luthans, very little research has been undertaken into what constitutes a successful manager. Many of the traditional prescriptions serve only as a general guideline. In some cases evidence indicates they may be widely off the mark.

2.4.2 Effective Managers

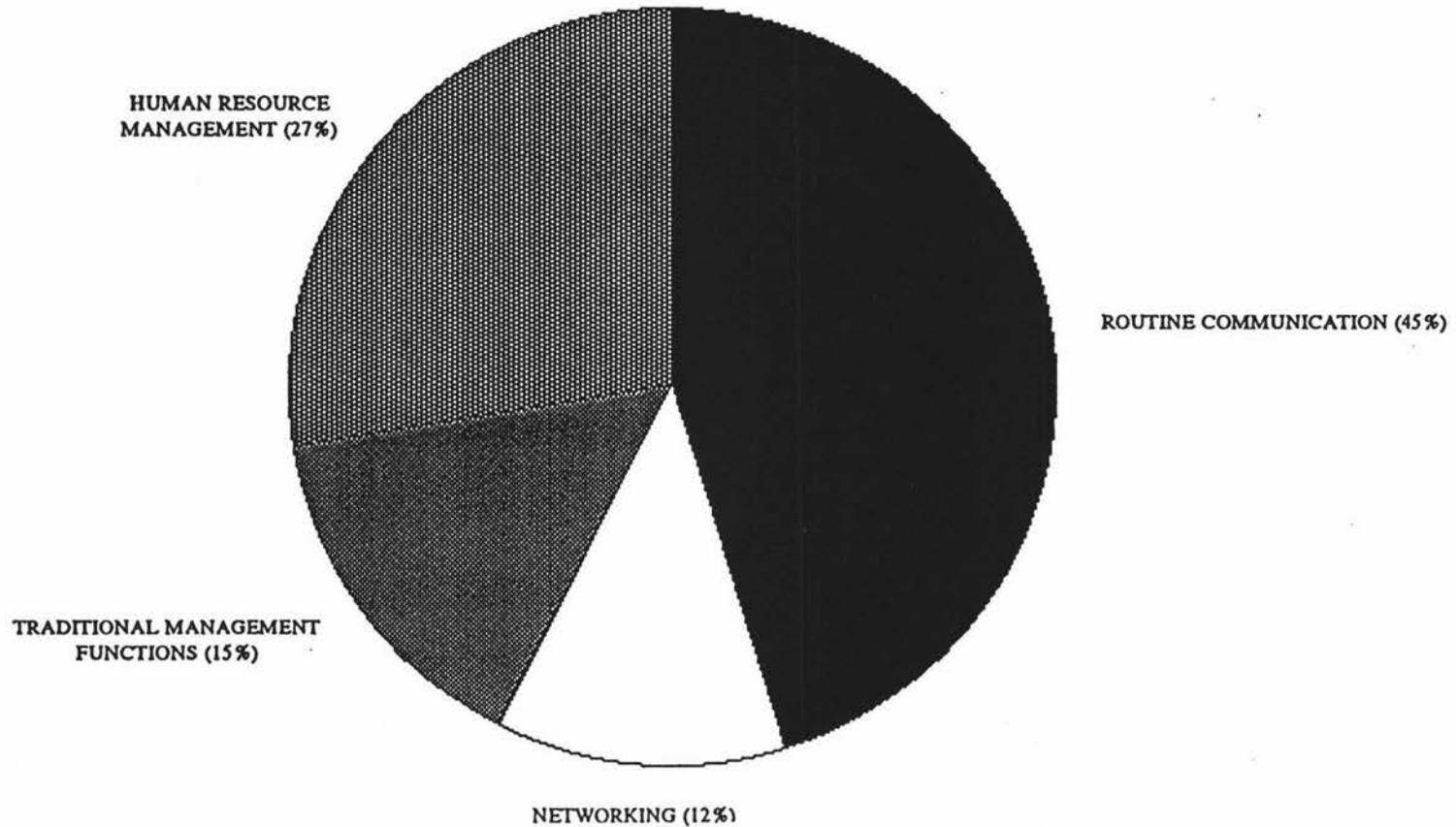
During the last three decades much has been written on traditional models of effectiveness (Steers 1975). Yet descriptive models which outline what managerial effectiveness is and the relationship between effectiveness and day to day managerial activities have been very limited (Luthans, Welsh, Taylor 1988).

Luthans defines managerial effectiveness in terms of influencing others in their environments in order to get their jobs done. Managers who are effective (those who have satisfied, committed subordinates and produce organisational results) are not necessarily those who succeed (those who are promoted relatively quickly). Luthans study finds substantial empirical evidence to suggest that successful managers are undertaking different types of activities to effective managers. This is particularly evident in relation to networking and human resource management activities. Luthans findings revealed that "networking had the strongest relative relationship with success and the weakest with effectiveness; and human resource management activities had a solid relationship with effectiveness and the weakest with success".⁷ This relationship can be seen on the two following graphs:

7 Luthans, Fred. Real Managers. Ballinger Publishing Company Limited 1988.

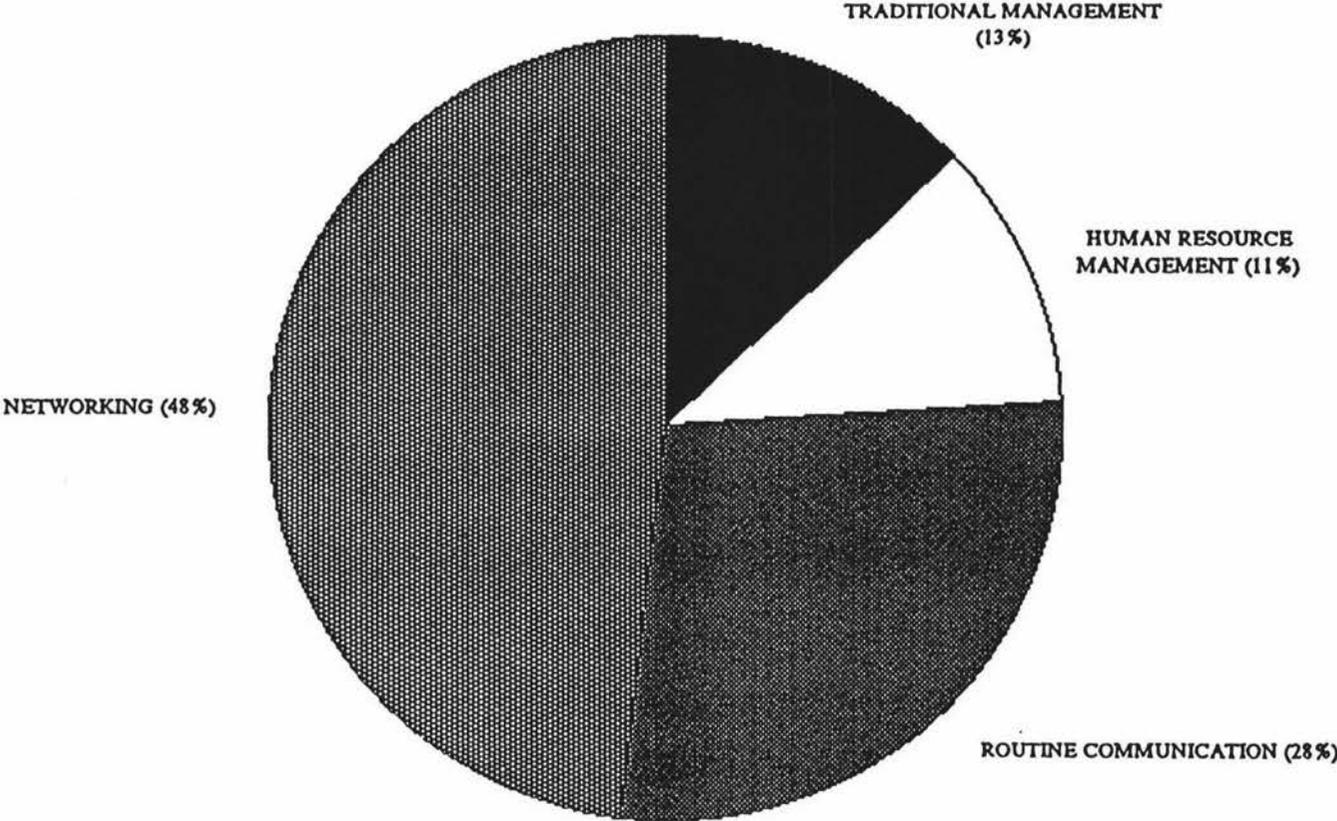
FIGURE 3: COMPARISON OF THE CONTRIBUTION OF MANAGER ACTIVITIES TO EFFECTIVENESS

RELATIVE CONTRIBUTION TO MANAGER EFFECTIVENESS.



**FIGURE 4: COMPARISON OF THE CONTRIBUTION OF
MANAGER ACTIVITIES TO SUCCESS**

RELATIVE CONTRIBUTION TO MANAGER SUCCESS.



Communication clearly relates to managerial effectiveness more than any other activity. It was found to be the case in terms of routine information behaviours such as answering procedural questions, giving routine information over the phone, attending staff meetings, handling paperwork, processing mail, reading reports and writing them, routine financial reporting and book keeping and general desk work. Luthans comments that processing paperwork had the second highest of all the managerial behaviours observed in the study. It is also important to note that effective managers undertook their communication activities (almost 50%) with their subordinates as opposed to successful managers who communicated largely with their superiors, equals or those out of the organisation.

Human resource management activities feature very strongly in the work of an effective manager. Effective managers spend more time with their staff in terms of developing job profiles, clarifying roles and duties, coaching, mentoring, training, allocating organisational rewards, conveying appreciation and compliments and so on. These human resource management behaviours are very personalised and contrast with the more distant role of the successful manager.

Effective managers are more likely to be involved in planning, decision making and controlling than their successful counterparts although the difference is not nearly as pronounced as the communication activities. In particular effective managers scored highly in terms of controlling (walking around staff, monitoring performance, inspecting work).

Luthans results appear to indicate that networking activities (heavily undertaken by successful managers) are the way to get ahead in the organisation in terms of rapid promotion, but have little to do with managerial effectiveness. His findings indicate that managers who are being promoted are good at social and political skills, but are not necessarily effective managers.

Effective management appears to be most strongly related to communicating and human resource management activities. In contrast successful managers are more likely to be undertaking networking or socialising and politicking activities.

CHAPTER THREE – METHODOLOGY

3.1 BACKGROUND

A Division of a Government Department was chosen as the research base for this study. The Division has six offices throughout New Zealand and a small Head Office based in Wellington. The Division has a total of approximately 300 staff. Letters were sent to Managers of two District Offices requesting permission to undertake research by means of questionnaire and/or interviews in their offices (see Appendix A). Once this permission was obtained a letter was sent to all staff (see Appendix B) along with a questionnaire (see Appendix C) to be completed and returned in postage paid self addressed envelopes. Managers within the organisation were identified by the number of staff they supervised. A figure of 2 staff or more was chosen to represent managers.

Once questionnaires were returned, interviews were undertaken with the most senior managers (i.e., highest grading and most staff) in one of the offices. Questionnaires and interview notes were then analysed for statistical correlations and comparative interpretation.

3.2 QUESTIONNAIRES

Questionnaires were sent to all staff in Office A and Office B (a total of 67 staff). Of the 67 questionnaires sent out 54 were returned. This indicated an 80.6% response rate. Reasons given for questionnaires not being returned related almost entirely to concerns about confidentiality. Feedback from staff indicated that in the current economic climate some staff felt that filling in the questionnaire could in some way effect their work situation. Other reasons given were lack of interest in filling in a questionnaire and scepticism as to the value of completing the questionnaire.

Almost all of the questionnaires returned were filled in correctly with the exception of seven individuals who experienced difficulty answering some of the questions. Four individuals removed the cover page of their questionnaire in an effort to remain completely anonymous, unfortunately this caused difficulty in establishing where they were located in the office establishment charts and thereby ascertaining whether or not they managed other staff and if so, how many. This difficulty was overcome by an elimination process and the staff concerned were identified.

The questionnaires were taken directly from the questionnaire used by Luthans. The only changes made were:

- (a) Particularly Americanised phraseology was adjusted to suit the New Zealand dialect.
- (b) Background information sheets relating in the gradings of the organisation concerned were attached.

The questionnaire itself covers a wide range of questions relating to such things as:

- A. Manifest needs, Achievement, Affiliation, Autonomy, Dominance.
- B. Role Ambiguity, Role Overload and Non-participation.
- C. Organisational Commitment.
- D. Interpersonal Trust.
- E. Effectiveness.
- F. Job Satisfaction.

Each of these areas has a wide range of questions relating to it. Analysis was undertaken to investigate how subordinates related to Successful Managers and how subordinates felt about Non-Successful Managers.

In depth analysis was not undertaken into effective managers and their subordinates as this was considered to be beyond the paradigms of the report.

3.3 INTERVIEWS

Interviews were conducted over a one hour period. Questions were based on interview sheets (see Appendix E).

Five managers were interviewed from the smaller of the two offices surveyed. These managers represented the five most senior managers in the office (highest grading/most staff) see Appendix D. Managers were first asked to analyse three 'career path' graphs and indicate what type of person they felt would fit into the career path shown. Secondly managers were asked to give brief details of their own career and to plot their own career on a graph. Managers were then asked to indicate the three events in their career which they found 1. Most rewarding 2. Most frustrating. Once this exercise was complete managers were asked to describe their career up until the present time. In the second part of the interview managers were given three hypothetical situations and asked to discuss any parallel or similar situations they may have been in themselves. Managers were then given ten Likert – scale questions and finally they were asked to complete a graph indicating how they envisaged their future career developing.

CHAPTER FOUR – ANALYSIS

4.1 QUESTIONNAIRES

In order to analyse successful and non-successful managers mean scores were calculated for every question. Mean scores were calculated for the subordinates (n=14) of the most successful managers (n=6). These managers represented the top third of all managers and had achieved the most rapid promotion within the organisation. The mean scores were calculated for the subordinates (n=9) of the least successful managers (n=5). These managers represented the bottom third of all managers and had achieved the slowest promotion within the organisation. Finally mean scores were identified for all staff surveyed. For a detailed break down of results see Appendix F.

A number of questions have been placed in the questionnaire to test the consistency of answers. These questions are generally worded so as to contradict earlier questions or later questions. These questions are called Reverse Score items and will be identified as (R).

Questions were grouped into six areas. A – Manifest needs, Achievement, Affiliation, Autonomy, Dominance, B – Role Ambiguity, Role Overload and Non-participation, C – Organisational Commitment, D – Interpersonal Trust, E – Effectiveness, F – Job Satisfaction. Each area had an average of approximately 10 questions relating to it. The following analysis will be broken down into the six areas. A summary has been given of the answers for each question. The actual questions may be viewed in Appendix C. Detailed discussion regarding the results occurs in Chapter Five.

4.1.1 Manifest Needs, Achievement, Autonomy, Dominance

- Q.1 There was very little difference in the scores between any of the groups. Usually all subordinates do their best work when assignments are fairly difficult.
- Q.2 There was very little difference in scores between any of the groups. Usually all subordinates try to improve on past performance.

- Q.3 Subordinates of the most successful managers rarely take moderate risks to get ahead in work. Subordinates of less successful managers appear more willing to take risks to get ahead.
- Q.4 (R) Inconsistency was revealed in this question. Subordinates of the most successful managers showed consistency in that they were less keen to take risks or take on added responsibility. Subordinates of least successful managers tend to say they almost always avoid added responsibility a direct contrast to previous questions where they appeared willing to take risks to get ahead.
- Q.5 All subordinates usually try to perform better than their co-workers.
- Q.6 Subordinates of the most successful managers prefer to work in a group instead of by themselves sometimes. Subordinates of the less successful managers do not like working in groups.
- Q.7 Most subordinates usually try to pay attention to the feelings of others at work.
- Q.8 (R) This question revealed inconsistency in the answers of the less successful manager subordinates. Almost all subordinates indicated that they almost never or seldom prefer to do their own work and let others do theirs. The subordinates of the most successful managers indicated slightly that they prefer working in groups to alone. However, this contrasts with Q.6 where subordinates of the less successful managers indicated that they preferred not to work in a group.

- Q.9 (R) Answers to this question are consistent with Q.7 where staff tend to pay attention to feelings of others at work. Interestingly subordinates of most successful managers were more willing to openly express disagreements with others yet they had a slightly higher score when considering feelings of co-workers.
- Q.10 Most subordinates found themselves talking to those around them about non-business matters. It would appear that they are exhibiting networking behaviour by discussing non-business related matters, however, the amount of time spent in discussion was not measured.
- Q.11 Less successful manager subordinates had a greater desire to be their own boss (usually – almost always) whereas most successful manager subordinates indicated only (sometimes – usually). This is consistent with Q.6 where subordinates of the most successful managers preferred (slightly) to work in groups.
- Q.12 Less successful manager subordinates appear to prefer to go their own way in work regardless of the opinions of others (seldom – sometimes). Most successful indicated only (sometimes).
- Q.13 This question revealed significant differences between the two groups. Subordinates of the most successful managers almost never disregard rules and regulations which hamper their personal freedom whereas subordinates of the less successful managers did tend toward disregarding rules and regulations.
- Q.14 (R) This question reveals inconsistency in answers. Subordinates of the most successful managers indicated that they 'seldom' or 'almost never' considered themselves as team players at work. Previous answers have indicated that they prefer to work with others. Answers for the less successful subordinates were consistent in that they do not consider themselves team players.

- Q.15 This question revealed significant differences between the two groups. Again most successful subordinates appear far less keen to work alone on a job than the subordinates of less successful managers.
- Q.16 Subordinates of most successful managers appear more likely to take an active role in leadership than their less successful counterparts. This coincides well with their desire to work in a group situation.
- Q.17 (R) Again subordinates of most successful managers only sometimes avoid trying to influence others into their way of thinking. In contrast subordinates of least successful managers usually try to avoid influencing others.
- Q.18 Most subordinates indicate that they sometimes find themselves organising and directing others behaviour. This is consistent with the most successful managers subordinates desire to express leadership but slightly inconsistent with less successful subordinates wishing to work alone.
- Q.19 Most successful manager subordinates appear to strive to control events at work less than the subordinates of the less successful managers. This appears inconsistent with most successful subordinates desire to work with others and take a leadership role.
- Q.20 Subordinates of the most successful managers appear to desire to be in command in a group more than the subordinates of the less successful managers. Again this is consistent with their desire both to work in a group and to organise and direct others behaviour.

4.1.2 Role Ambiguity, Role Overload and Non-Participation

- Q.1 (R) Subordinates of the most successful managers clearly indicated that their supervisor did not give them clear goals. The less successful manager subordinates appeared slightly more clear of their goals.

- Q.2 (R) This question revealed contradiction in answers. Subordinates of the most successful managers only slightly agreed that their supervisor made it clear how they should achieve their work, whereas their less successful counterparts believed more strongly that their supervisor did not make it clear how they should do their work.
- Q.3 Subordinates of the most successful managers 'slightly disagreed' that they knew what performance standards were expected. Subordinates of the least successful managers 'totally disagreed' that they knew what performance standards were expected.
- Q.4 (R) Both groups believed that it was not clear what was expected of them in their job. This relates well to previous questions where information is clearly not passed on to staff.
- Q.5 (R) Both groups felt they did not have enough time to do what was expected of them in their jobs. This may relate to lack of knowledge of performance plans.
- Q.6 Again both groups felt they had too much work for one person to do.
- Q.7 This question showed a significant difference between the two groups. Subordinates of the most successful managers did not feel that the performance standards were too high, however, subordinates of less successful managers 'slightly agreed' that performance standards were too high.
- Q.8 Both groups remained ambivalent about being told about important things happening in the organisation (Neither agree nor disagree).
- Q.9 (R) Both groups generally disagreed that meetings were held frequently to discuss work problems.

Q.10 This question revealed a significant difference between the two groups. Subordinates of the least successful managers agreed that decisions were usually made without consultation. Subordinates of the most successful managers 'neither agreed nor disagreed' with the statement.

4.1.3 Organisational Commitment

Q.1 Both groups 'slightly' to 'moderately agreed' that they were willing to put in extra effort to help the organisation succeed.

Q.2 Both groups ranged from 'slightly disagree' to 'neither agree nor disagree' with the statement. "I tell my friends that this is a great organisation to work for".

Q.3 (R) Interestingly subordinates of the most successful managers 'slightly' to 'moderately' agreed that they felt very little loyalty to the organisation. In contrast subordinates of the less successful managers 'slightly disagree' to 'neither agree nor disagree' with the statement.

Q.4 Generally both groups slightly disagreed with the statement they would accept any type of job task in order to keep working for the organisation.

Q.5 Subordinates of the most successful managers tended more toward agreeing that their values and the organisations were similar. Subordinates of the less successful managers were ambivalent.

Q.6 Both groups remained ambivalent 'neither agree nor disagree' about telling others they were proud to work for their organisation.

- Q.7 (R) Subordinates of the most successful managers 'slightly disagree' that they could do just as well working in another organisation. Less successful subordinates were undecided either way.
- Q.8 Both groups tended to neither agree nor disagree that the organisation motivates them to perform to the best of their ability.
- Q.9 (R) Subordinates of the most successful managers agreed that it would only take a slight change in circumstances to cause them to leave the organisation. This correlates well with Q.3 where they indicated that they had little loyalty to the organisation. Subordinates of the less successful managers remained ambivalent.
- Q.10 This question revealed some inconsistencies. Subordinates of the most successful managers were glad that they had joined the organisation in direct contrast to the view that they felt very little loyalty to the organisation. They also indicated that it would only take a slight change in circumstances for them to leave the job. Again subordinates of the less successful managers have a general lack of opinion in this area.
- Q.11 (R) All subordinates 'neither agreed nor disagreed' that there was not much to be gained by staying in the organisation indefinitely.
- Q.12 (R) This question revealed significant differences between the groups. Subordinates of the less successful managers tend to agree with the organisations employee related policies whereas subordinates of the most successful managers found it difficult to agree with the policies.
- Q.13 Subordinates of the less successful managers appear to care about the future of the organisation more than their successful counterparts.

Q.14 Both groups tended to 'slightly agree' that they are working for an extremely good organisation.

Q.15 (R) Interestingly subordinates of the most successful managers strongly agreed that deciding to work for their organisation was a mistake. This correlates to lack of loyalty and speed with which they would move to another organisation. In contrast to general ambivalence toward organisational commitment displayed by subordinates of the less successful managers in this question they 'moderately' agreed that deciding to work for their organisation was a mistake.

4.1.4 Interpersonal Trust

Q.1 Subordinates of the most successful managers agree that management is sincere in its attempt to meet employers points of view. Again subordinates of the less successful have no opinion.

Q.2 (R) Subordinates of the most successful managers felt strongly that the organisation has a poor future unless it can attract better managers. The less successful group 'slightly agreed'.

Q.3 Subordinates of the most successful managers strongly believed that if they got into difficulties their co-workers would help them out. This may relate to their preference for working in a group. The less successful group agreed but not as strongly as their counterparts.

Q.4 Successful manager subordinates believe that management can be trusted to make sensible decisions about the future. This appears to contradict the findings of Q.2. Again the subordinates of the less successful managers were non-committal.

- Q.5 Successful Manager subordinates show more trust in their work-mates than the less successful managers subordinates. This could relate to their desire to work in a group and to have control or leadership over their peers.
- Q.6 Both groups agree that management seem to do an efficient job.
- Q.7 Subordinates of the less successful managers neither agree or disagree that management will try to treat them fairly. Subordinates of the most successful managers believe that management will try to treat them fairly
- Q.8 Both groups agreed that most of their co-workers can be relied upon to do as they say.
- Q.9 This question indicated a possible inconsistency with previous questions. Subordinates of the less successful managers indicated a stronger confidence in their peers than subordinates of the more successful managers.
- Q.10 Both groups agreed that their peers were capable of working unsupervised.
- Q.11 Again both groups agreed that they could rely on other employees not to make their job more difficult.
- Q.12 (R) Inconsistencies are revealed here in the answers of the subordinates of the most successful managers. They 'agree quite a lot' that management would be prepared to deceive them yet they agreed that managers would treat them fairly. Subordinates of the less successful managers agreed slightly.

4.1.5 Effectiveness

- Q.1 Both groups felt that the work production in their organisation was 'fairly high' to 'very high'. Subordinates of the less successful managers felt the production was slightly higher than their more successful counterparts.
- Q.2 Subordinates of the less successful managers felt the work produced in the organisation was of excellent quality as opposed to the more successful subordinates who felt work was 'good to excellent'.
- Q.3 Again subordinates of the less successful managers felt the efficiency of their colleagues was excellent as opposed to the more successful subordinates who felt work was 'very efficient'.
- Q.4 Both groups felt their co-workers did a 'fair' to 'very good' job of anticipating problems.
- Q.5 Both groups felt their co-workers adapted well to change.
- Q.6 Both groups felt their co-workers coped well with change.
- Q.7 Both groups agreed that the majority of people adapt well to changes in the organisation.
- Q.8 Both groups agreed that in emergency or stress situations, people in their organisation do a 'fair' to 'good' job of coping.

4.1.6 Job Satisfaction

- Q.1 Neither group found their work particularly fascinating.
- Q.2 Subordinates of the less successful managers tended to find their work more routine than the more successful subordinates.
- Q.3 Both groups were undecided as to whether their work was satisfying.
- Q.4 Neither group found their work boring. The mean score for the entire group indicated that most staff found their work boring. This indicates that subordinates of both the most and least successful managers find their work more interesting than all other staff.
- Q.5 Both groups felt that their work was 'good'.
- Q.6 Neither group thought their work was creative.
- Q.7 Subordinates of the most successful managers felt their work was not respected, their counterparts were undecided.
- Q.8 Both groups did not believe their work was 'hot'.
- Q.9 There was general indecision in both groups as to whether their work was pleasant.
- Q.10 All agreed that work was useful.
- Q.11 Neither group found their work tiring.
- Q.12 There was strong agreement with both groups that their work was not healthful.

- Q.13 Both groups agreed their work was challenging.
- Q.14 Overall neither group were 'on their feet'.
- Q.15 Both groups could not decide whether their work was frustrating.
- Q.16 Neither group felt their work was simple.
- Q.17 General indecision amongst both groups regarding whether their work was endless.
- Q.18 Both groups agreed that their work gave them a sense of accomplishment.
- Q.19 Subordinates of the most successful managers believed their income was adequate for normal expenses. Less successful subordinates were undecided.
- Q.20 Both groups appeared to be highly uncertain about profit-sharing. NB. as this is a government organisation they could be unclear as to the meaning of profit-sharing.
- Q.21 Subordinates of the most successful managers believed they could barely live on their income although in Q.19 they believed it was adequate. Again less successful subordinates were undecided.
- Q.22 Both groups agreed their income wasn't 'bad'.
- Q.23 Both groups almost unanimously agreed that their income did not provide luxuries.
- Q.24 All participants agreed that their present pay was not insecure.

- Q.25 Both groups appeared indecisive about whether their pay was less than they deserved.
- Q.26 There was complete agreement that they were not highly paid.
- Q.27 The two groups were fairly undecided about whether they were underpaid.
- Q.28 All staff strongly felt that they did not have a good opportunity for promotion.
- Q.29 All staff felt their opportunities were limited.
- Q.30 Most staff in both groups felt they would not get promoted on their ability.
- Q.31 Interestingly neither group felt they were in dead end jobs. This appears unusual in comparison with the results from Q.28, 29 and 30.
- Q.32 Staff almost unanimously agreed that they did not have a good opportunity for promotion.
- Q.33 Both groups believed that the promotional policies of the organisation were fair again in interesting contrast to previous questions.
- Q.34 Again an almost unanimous agreement that promotions occur infrequently.
- Q.35 As above.
- Q.36 Staff in both groups felt they did not have a good chance for promotion.
- Q.37 Subordinates of the most successful managers appeared to find it more unlikely that their manager would ask their advice than the less successful subordinates.

- Q.38 Generally both groups felt that their supervisors were not too hard to please.
- Q.39 Neither group found their supervisors impolite.
- Q.40 Subordinates of the less successful managers felt slightly more than more successful that their work was praised when good.
- Q.41 Subordinates of more successful managers did not appear to find their supervisors tactful. In contrast subordinates of the less successful managers thought it more likely.
- Q.42 Subordinates of the less successful managers thought their supervisors were more influential than their more successful counterparts.
- Q.43 This question revealed a large difference of opinion. Subordinates of the less successful managers thought their supervisors were up to date in contrast to the more successful subordinates who did not think their supervisors were up to date.
- Q.44 Subordinates in general tended toward an agreement that their managers didn't supervise enough.
- Q.45 There was strong agreement amongst both groups that their managers were quick tempered.
- Q.46 This question revealed contrasts in opinion. Subordinates of the less successful managers felt they were told where they stood, however, the second group did not.
- Q.47 Again a marked difference between the groups. Less successful subordinates did not find their supervisor annoying the more successful did.

- Q.48 Subordinates of the most successful managers found their supervisors stubborn. Their less successful subordinates did not.
- Q.49 Again a marked difference. Subordinates of the less successful managers felt their supervisors knew the job well however, the more successful subordinates tended toward finding their supervisors lacking in this area.
- Q.50 Both groups agree their supervisor was not 'bad'.
- Q.51 Both groups felt their supervisors were intelligent.
- Q.52 Both groups felt their supervisors left them on their own.
- Q.53 Both groups agreed that their supervisors were around when required.
- Q.54 Neither group felt their supervisor was lazy.
- Q.55 Generally staff in both groups felt their colleagues were not stimulating.
- Q.56 Neither group found their colleagues boring.
- Q.57 Neither group found their colleagues slow.
- Q.58 Interestingly both groups felt their colleagues weren't particularly ambitious, however, on average over all staff surveyed staff felt their colleagues were ambitious.

- Q.59 There was almost unanimous agreement amongst all staff that their colleagues were not stupid.
- Q.60 All staff felt their colleagues were responsible.
- Q.61 Generally staff did not feel that their colleagues were fast.
- Q.62 Subordinates of the less successful managers appeared to find their colleagues more intelligent than the second group did.
- Q.63 Neither group felt that it was easy to make enemies with their colleagues.
- Q.64 Neither group felt their colleagues talked too much, however, this contrasts with the overall opinion of all staff who felt that their colleagues did talk too much.
- Q.65 Neither group thought their colleagues were smart.
- Q.66 Neither group felt their colleagues were lazy.
- Q.67 There was complete agreement amongst all staff in the organisation that their colleagues were not unpleasant.
- Q.68 Staff of the less successful managers felt that they had a lack of privacy, however, staff of the more successful manager did not.
- Q.69 In general both groups found their colleagues active.

- Q.70 Subordinates of the less successful managers believed their colleagues to have narrow interests. This contrasts strongly with the second group who all felt that they did not have narrow interests.
- Q.71 Staff of the less successful managers tended to find their colleagues less loyal than those of the more successful.
- Q.72 Both groups found people at their work were not hard to meet.

4.2 ANALYSIS OF INTERVIEWS

Interviews were held over a one hour period. Interviews were divided into four sections. Section A, B, C, D. Section A involved giving some background details of each managers career and analysing three career path graphs. Interviewees were then asked to name the three events in their career which they found most frustrating and the three which they found most rewarding. In addition to this managers were asked to graph their own career and give an explanation of it. In Section B three hypothetical situations were outlined and managers were asked to discuss whether they had been in the situation outlined or had heard of it. They were then asked to identify which scenario sounded most like themselves. In Section C managers were asked to answer 10 questions relating to successful or effective management. Finally in Section D Managers were asked to complete their career path graph and discuss where they envisaged their career advancing. [See Appendix E for interview sheet].

Managers responses to all questions have been condensed and amalgamated.

SECTION A

(1) Successful Career Graph

Works hard and interested in the job. Always wants to improve themselves. Career fits person. Goal oriented, ambitious career minded. Good opinion of themself/self confidence. Conscientious, good people skills, good work knowledge, self-starter.

(2) Unsuccessful Career Graph

Trouble shooter, loser, uneducated, below average abilities, constantly makes mistakes, no management abilities, absolute no hoper, difficult to imagine anyone that bad, no opportunities given, getting older?, dissatisfied with the job – still there because of security.

(3) Plateaued Career Graph

Not looking at a career plan of promotion, content with current position, position that suits person. Bulk of people fall here just want a job – no great aspirations. Not goal oriented. No ambition just want a pay packet. Plodder, come to work to get paid. Never extends themselves only do what is required. Meets basic requirements of a job. Need these type of people to get the work done. Not wanting responsibility.

Background Information Obtained in Interview

Age when started work: 16, 16, 20, 18, 17 [Average Age: 17]

First job: Clerk, Clerk, Typist, Clerk, Clerk

Organisation: Justice, Airforce, Forest Service, Justice, Justice

4 Events in Career Found by Managers to be Most Rewarding

- (i) Obtaining job with current office.
- (ii) 2 secondments within Division.
- (iii) 3 promotions.
- (iv) Promotions.
- (v) Never looked on work as a career but as a means to an end – promotions and working in places with a good atmosphere.

5 Events in Career Found by Managers to be Most Frustrating

- (i) 3 lots of staffing difficulties and problems.
- (ii) Unemployed for a short time.
Bureaucracy/office politics.
Self employment – extremely taxing.

- (iii) Mundane work and lack of motivation.
Lack of promotion.
- (iv) Bureaucracy and office structuring.
- (v) Missed out on a promotion.

Overall Explanation of Graph

- (i) Excellent – recognition has come at exactly the right time. Hard work, rewarded for effort. Biggest fear is not to become complacent.
- (ii) Very content, successful and happy.
- (iii) Constant movement upwards, successful, good.
- (iv) Very successful first career but reward system not in place in current work place.
- (v) On return to the workforce extremely successful. Each move has been a promotion.

SECTION B

1 Hypothetical Situation – Successful Manager

- (i) Hasn't encountered this situation or heard of it.
- (ii) Can see parallel situation in own career but no longer in this position.
- (iii) Has seen this situation – believes it to be strongly related to lack of communication – not passing information on. Not relevant to this individual.
- (iv) Hasn't encountered this situation or heard of it.
- (v) Knows of parallel, sees it as a common situation. Believes that there needs to be a Balance.

2 Hypothetical Situation – Effective Manager

- (i) Can definitely relate to this scenario. Leads to staff unhappiness. Once again a balance needs to be reached. Shouldn't expect a promotion because one job has been done well.

- (ii) Very common situation, – Effective and meet goals but don't receive recognition.
- (iii) Common situation, leads to low staff morale. Sees loyalty as being important. Has seen situation time and time again where a team is highly task oriented, meets and exceeds goals but it becomes expected and not recognised in terms of promotion.
- (iv) Common scenario.
- (v) Can relate to this scenario, staff will turn off and become unhappy. Situation doesn't however, apply to this individual.

3 Hypothetical Situation – Combination of Successful and Effective Manager

- (i) Only occurs at a senior level. Has heard of this situation. Money becomes less important.
- (ii) Relates this scenario exactly to themselves.
- (iii) Can relate this scenario to themselves – no further advancement available to them in this office.
- (iv) Has heard of this but doesn't relate it to themselves.
- (v) Recognisable scenario but not entirely applicable to themselves.

Which of the Three Situations Outlined is Most Like You

2 + 3 (not like 3 because still moving forward in career).

2

3

3

2 + 3 (more of number 2 in terms of efficiency but it has been recognised).

SECTION C – Likert Scale Questions

1	3, 2, 5, 1, 2
2	1, 1, 3, 2, 3
3	4, 4, 5, 6, 5
4	4, 1, 3, 2, 3
5	5, 6, 3, 6, 5
6	1, 1, 1, 2, 2
7	5, 4, 5, ?, 6
8	5, ?, 3, 2, 5
9	2, 1, 1, 1, 2
10	5, 1, 3, 3, 3

Comments on Results for above Questions

- 1 There does not appear to be a strong correlation between the results although 3 seem low indicating that there is agreement that managers should put their obligations to their subordinates first.
- 2 These results are all fairly low particularly 1, 1, 2, this seems to show a belief that managers should be concerned with effective output from their sections rather than own personal goals.
- 3 These results are all fairly high indicating that these individuals don't believe that managers should be concerned first and foremost with making headway in their own careers.
- 4 Again these results are quite low although the 4 indicates quite a large discrepancy. All individuals noted that whilst politics possibly should not play a high role in an organisation they invariably do.

- 5 These scores are high apart from 3, this shows that these individuals believe that team objectives should be more important than an individuals personal goals.
- 6 A strong agreement between all participants that managers should be eager to reward staff who are very productive with promotion.
- 7 The scores are quite high although one participant was unable to answer. Generally there is some agreement that people don't necessarily get to the top by putting their own careers ahead of helping other people.
- 8 A diverse range of scores from 2 – 5 indicating a lack of agreement.
- 9 A strong agreement between all participants that the ideal manager is equally concerned with personal career goals and with helping subordinates to achieve personal and group objectives.
- 10 A wide range of views from 1 – 5, 3 of the participants neither strongly agree or disagree that those who are promoted tend to be high profile people rather than the ones who achieve results for the organisation.

SECTION D – Future Career Graphs and Discussion

Completion of Graph

- (i) Future promotion – would have to move.
- (ii) Like to see it going steadily upwards – would have to move.
- (iii) Promotional progression upwards.
- (iv) Plateaued until further employment sought. Career path doesn't necessarily have to go upwards. Job satisfaction more important.
- (v) Some advancement and then steady levelling off. Get to the point where you are past the stage of dealing with management pressures etc., Should be able to recognise when one has reached the top or saturation point. Get past the point to waiting pressure and tension.

Discussion on Graphs

All had steady progression upwards in the initial 4 – 6 years of work. All have continued a strong career path upwards. Only two participants have had fluctuations or plateau's in their career paths but these have moved on to promotion and progression. One individual is on their second career (the first career was extremely successful). All participants have had many promotions in their careers with only one participant taking some jobs at a lower grade but then moving on to promotion. Participants tend to generally believe they have reached the top of their careers in the current work environment.

CHAPTER FIVE – DISCUSSION

5.1 QUESTIONNAIRES

Results obtained from the questionnaires were varied and interesting and in many sections of the questionnaire staff appeared to contradict themselves. This was particularly the case with the Reverse Score items. Although many areas of questioning revealed little difference between the two groups of subordinates there were some significant differences in responses.

Subordinates of the most successful managers like to work in a group. They also tend to like some form of control in terms of influencing others behaviour. They almost never disregard rules and regulations that may hamper their personal freedom. This contrasts strongly with the subordinates of the less successful managers who prefer to work alone and seemed less inclined to exhibit leadership or control behaviour. Subordinates of the less successful managers also appear more willing to take risks.

In general both groups felt that their goals were not clearly outlined and group meetings were not held regularly, neither group felt they knew what performance standards were expected of them. This could indicate that staff are unaware of the day to day activities they must undertake and unsure about the 'wider picture' or the reasons behind their performance standards. Overall subordinates of the more successful managers seemed slightly more sure of their goals and what was expected of them.

In terms of perceived work load subordinates of the more successful managers believed that they had too much work for one person to do, they also felt they did not have enough time to undertake everything expected of them. In contrast they did not feel that their performance standards were too high. In conjunction with this subordinates of the more successful managers felt they were kept better informed about events occurring in the organisation than subordinates of the less successful managers. It is important to note however, that although they felt they were better informed than less successful subordinates they did not believe that they were well informed.

An area which revealed interesting results was that of organisational commitment. Subordinates of the most successful managers do not appear to be at all committed to the organisation. They strongly agreed that they had little loyalty to the organisation and that only a small change in circumstance would entice them to leave their current workplace. They agreed that working for the organisation was a big mistake. In 11 out of 15 questions subordinates of the less successful managers were undecided about their commitment to the organisation.

In contrast to the lack of overall organisational commitment subordinates of the more successful managers believed management to be sincere in its attempt to see the employees point of view however, it is here that a reverse score question reveals inconsistency in answers as they also agree 'quite a lot' that the organisation would go further with better managers.

The section covering interpersonal trust revealed that subordinates of the more successful managers have confidence in their peers and trust them. The successful group also indicated in this section mixed emotions regarding management. Whilst they indicated confidence in most responses they strongly agreed that management would be prepared to gain advantage by deception. Overall however, this group showed slightly more confidence in the working ability of their peers and their management.

It is interesting to note that in the effectiveness section on the whole subordinates of the less successful manager were more positive toward their peers than the more successful group. Whilst the successful group clearly believed they could rely on their peers and had confidence in them they did not find them highly effective. Both groups felt that their colleagues had a high production and produced quality work.

Job satisfaction questions highlighted few differences between the groups. In almost all questions results were very close. It would appear that subordinates of the less successful managers found their work less fascinating than the more successful group but found it to be less routine. Subordinates of the most successful managers tended to feel that their work was not respected.

Neither group felt that they were highly paid and subordinates of the most successful managers did not feel they could live comfortably on their income. There was definite indication that luxuries could not be afforded.

In relation to promotion both groups strongly agreed that there was not good opportunity for promotion, opportunity was limited, promotion was not given on ability and promotion was infrequent. On the other hand both groups felt they were not in a dead end job and promotional policies were not unfair.

The section concerning supervision brought to light some quite clear differences of opinion between the two groups. Subordinates of the most successful managers differed from the less successful subordinates in that they found their supervisors tactless, annoying, not up to date, not influential, did not tell them where they stood, did not know their job well and they were considered stubborn. This ties in well with their lack of commitment toward the organisation. In relation to their colleagues there was little difference of opinion between the groups. Both groups were very positive toward their colleagues with the exception of three questions where subordinates of the more successful managers were found to be negative toward their colleagues. They found their colleagues to be less intelligent than the less successful subordinates, they believed their colleagues to have narrow interests and they did not see them as being loyal.

Of particular relevance is the question of loyalty as earlier in the questionnaire subordinates of the more successful managers indicated a lack of loyalty toward the organisation. This feeling has clearly been picked up on amongst the subordinates.

The implications of this information are fascinating. A profile of successful managers subordinates can be developed from the information.

Subordinates of most successful managers:

- Prefer to work in groups.
- Enjoy a team atmosphere.
- Have confidence in their peers.
- Do not believe they have a good chance for promotion.
- Try to influence their peers into their way of thinking.
- Like to have control over their peers.
- Feel they are not kept well informed about work events.
- Feel they do not know what performance standards are expected of them.
- Find their work fairly interesting but not 'fascinating'.
- Have little loyalty to the organisation.
- Do not feel they are informed of their goals.
- Would leave the organisation with a small change in circumstance.
- Felt that working for the organisation is a big mistake.
- Do not find their colleagues particularly effective.
- Produce quality work.
- Find their work to not be respected.
- Do not think they are highly paid.
- Do not like taking risks and stick largely to the rules.
- Find their supervisors to be tactless, annoying, stubborn, out of date (in terms of workload) and non-influential.

This suggests a profile of subordinates of successful managers who are more team oriented, less autonomous, have confidence in their peers (and in some cases in management), but find their supervisors on the whole to be fairly poor.

Successful managers then would appear to attract staff with little commitment to the organisation but who like to have control and leadership over their peers and are not adverse to influencing their peers when necessary. They are conservative in that they stick to rules and regulations and do not like to take risks. It is possible that subordinates of the most successful managers whilst not agreeing with much of managers style emulate the leadership behaviour exhibited by their managers. This may be evident in the desire for leadership or dominance.

If we examine the profile of a successful manager as outlined by Luthans we see that these results compare favourably with the profile one might expect.

SUCCESSFUL MANAGERS		EFFECTIVE MANAGERS
Routine Communication	28%	45%
Human Resource Management	13%	27%
Traditional Management	13%	15%
Networking	48%	12%

Comparison of management activities between successful and effective managers indicates that successful managers do not spend much time undertaking human resource management activities such as staff training, performance appraisal, personnel difficulties and so on. These activities almost always tend to be the ones which promote commitment. This is done by various means such as praising work, helping with problems, setting goals or keeping up with work.

Successful managers do not spend as much time on routine communication. This activity involves such things as walking around desks and staff and examining work, completing paperwork and communicating within the organisation. This too can lead to higher commitment and loyalty from the subordinates.

Effective managers tend to spend slightly more time on traditional management activities such as planning or decision making. These activities may make their subordinates believe they have more influence within the organisation, although this may not be the case.

It is clear that successful managers spend a substantial amount of time networking. Often the networking is with contacts outside the organisation or high up in the organisation. This could lead subordinates to feel they are being ignored or taken for granted. In addition to this subordinates of the more successful managers did not feel they were kept well informed about work events. They were not clear on goals and did not have a good understanding of performance standards.

Luthans believes that effective managers produce committed, loyal, highly productive and efficient subordinates largely because of the human resource activities undertaken. It follows therefore that a lack of human resource activity will lead to uncommitted subordinates who do not have the same loyalty toward the organisation.

Clearly subordinates of the more successful managers like to work in groups or in a team. It could well be that the lack of participation with subordinates from the successful manager leads staff to 'stick together' or work together to create their own small group rather than be part of the organisational group as a whole.

It is important to note that whilst subordinates of the more successful managers like working in a team and have confidence in their peers they do not find them efficient. This may stem from lack of guidance in work from their manager however with the limitations of this study it is hard to tell.

The concept of communication is a vital one for managers. The type of communication undertaken appears to vary widely between successful or effective managers. It seems that the networking activities undertaken by successful managers have a detrimental effect both on routine communication and human resource management. This in turn appears to effect the way they are viewed by their subordinates.

In general staff in the organisation studied appear to find their work worthwhile with a strong sense of accomplishment. They considered their work to be challenging and 'good'. On the other hand there was strong feeling from all staff surveyed that their income could not provide luxuries (although very few considered themselves underpaid) and that promotion and opportunity were very limited. It is quite possible that these attitudes are prevalent amongst many New Zealand organisation at the present time and future studies may highlight this.

As previously mentioned results of the survey were mixed with a number of contradictory answers throughout the questionnaire. In summary the main differences in each section of the questionnaire were as follows:

SECTION A – Manifest Needs, Achievement, Affiliation, Autonomy, Dominance.

Subordinates of the more successful managers prefer to work in groups, strive to gain more control over peers at work, and are not adverse to influencing those around them to see their way.

SECTION B – Role Ambiguity, Role Overload and Non-Participation

Subordinates of the most successful managers do not have enough time to do what is expected of them and clear goals are not set. They are not aware of the performance standards and feel they are not advised of things happening in the organisation. Group meetings are not regularly held.

SECTION C – Organisational Commitment

Subordinates of the most successful managers feel very little loyalty toward the organisation and believe that choosing to work for the organisation was a big mistake. They feel that it would take only a slight change in present circumstances to cause them to leave the organisation but they agree with the employee related policies and are glad they chose this organisation in comparison with others they could have chosen. This tends to indicate a highly negative attitude toward other organisations rather than a very positive attitude toward their current organisation.

SECTION D – Interpersonal Trust

Subordinates of the most successful managers have confidence in the skills of their co-workers. They believe that management can make sensible decisions but would be prepared to gain advantage by deception. This section produced mixed results largely because of contradictions in some answers.

SECTION E – Effectiveness

Subordinates of the most successful managers generally found both their peers and their supervisors lacking in effectiveness. They appeared to have more faith in their peers effectiveness than their managers effectiveness.

SECTION F – Job Satisfaction

Subordinates of the most successful managers appeared to enjoy the actual work undertaken but did not feel they were adequately recompensed for it in terms of money or promotion. They generally found their supervisors to be poor. They tended to like the people they worked with except that they found them to have very narrow interests and not as intelligent as the subordinates of the less successful managers.

5.2 INTERVIEWS

In terms of rapidity of promotion only one manager interviewed was found to fall within the top third of supervisors. The other four managers fell in the bottom third of supervisors. This indicates that rapid promotion within the management area of this office is not standard.

All managers began their working lives for the government although some have moved in and out of the private sector throughout their careers. The average age for starting work was found to be seventeen.

The events which most managers found most rewarding in their careers tended to be promotions. The events found to be most frustrating centered largely around bureaucracy and the difficulties associated with it. If one examines the results obtained from the questionnaires it is clear that promotion is not seen by staff in this organisation as a regularly occurring event and as such is very much appreciated if and when it occurs.

When each manager was asked to graph and explain their career to date a common theme to emerge was that each individual found their career successful. Most indicated that they were happy with their present position.

In terms of aligning themselves with either successful or effective management styles results were mixed. All staff considered themselves to be either two or three, these being either effective or a mixture of the two styles. In this sense managers saw themselves as being more effective than successful. Two individuals could not decide between two and three but qualified their answers by both commenting that they may be more like two (effective) than three.

Given that only one of the managers concerned was found to be in the top third of supervisors in relation to promotion it is interesting that more managers see themselves as being effective rather than successful. This ties in well with the results both of Luthans study and with results from the questionnaires as staff of the less successful managers found themselves to be more committed to both their organisation and their supervisors than staff of the more successful managers.

The Likert Scale questions revealed some varied results. Most managers with the exception of one believed that managers ought to put their obligations to their subordinates first. This indicates a human resource type approach favoured by effective managers and corresponds well with other results of the interviews. Managers also all tended to strongly agree that managers should be concerned with effective output from their sections rather than their own personal goals.

All managers disagreed that managers should be concerned first and foremost with making headway in their careers, again indicating an interest in the wellbeing of subordinates.

Interestingly most managers did appear to feel that managers should be proficient at playing politics with the exception of one individual. The managers did not believe that managers should be focused on personal goals rather than team objectives although one score was lower than all others indicating uncertainty.

All managers strongly agreed that managers should be eager to reward staff who are very productive with promotion, they did not believe however, that the people who get to the top are those who have put their careers ahead of helping others around them.

Question number eight revealed uncertainty amongst the managers. The average score was four perhaps indicating a slight disagreement that few managers are both outstanding as front persons and as supportive leaders for their staff.

Managers strongly agreed that the ideal manager is equally concerned with personal career goals and with helping subordinates to achieve personal and group objectives. Finally there was agreement amongst managers again with the exception of one individual that those who are promoted tend to be high profile people rather than the ones who achieve results for the organisation.

In conclusion the results of the interviews tend to coincide with results obtained through questionnaire. This office appears to be managed by highly effective managers with the exception of one successful manager. Managers appear to be focused on human resource activities and see themselves as more effective than successful. Results from the Likert Scale questions are consistent in that with many of the questions one individual differs in opinion from the other managers. Although managers initially described their careers as successful it may well be that the term successful was used as it has been in much management literature, interchangeably with effective. Most managers appear to exhibit an effective rather than successful managerial style. This was evident in discussion where stress was heavily placed by managers on working with staff, helping staff and ensuring performance planning and reward systems are in place.

Conversation taking place throughout the interview indicated that almost all of the managers interviewed believed communication within the organisation and amongst staff to be absolutely vital. Communication activities highlighted were the passing down of all information to staff and the careful planning and co-ordinating of a staff members workload.

CHAPTER SIX – CONCLUSIONS

Research undertaken by American academic Fred Luthans and a team of researchers indicates that managers may be defined as either effective or successful and that few managers display both traits. Luthans believes that the activities undertaken by successful managers differ substantially from those undertaken by effective managers.

In his book Real Managers Luthans identifies the different activities which effective and successful managers undertake. His findings reveal that successful managers spend a substantial amount of time networking and communicating and less time on human resource activities. These findings are outlined in Figures 3 and 4. Luthans believes that whilst successful managers may be promoted quickly within an organisation they are not necessarily the most effective managers. Effective managers tend to have more committed and loyal staff, high productivity and high output.

This study examined successful managers and compared them to less successful managers. The issue of effective and successful management styles has been discussed both in the literature review and in the analysis of the interviews. The results of this study are very similar to the results obtained by Luthans.

Subordinates of the most successful managers are distinct from the less successful managers in a number of areas, they are far less committed to the organisation and admit they have little loyalty to the organisation. They have little belief in their supervisors and find them to be 'poor' managers.

Subordinates of the most successful managers do not believe they are kept well informed about work events and are very unclear about goals.

In addition to this subordinates of the most successful managers prefer to work in groups rather than alone and like to have control over their peers. They exhibit mixed feelings regarding their peers but on the negative side consider them to have narrow interests, little loyalty and medium – low intelligence.

Luthans study shows that successful managers spend a great deal of their time networking and communicating and not nearly as much on traditional management activities such as planning and directing. They also spend less time on human resource activities such as performance planning, training, dealing with staff and so on. Luthans study indicates that effective managers are the ones who produce committed, loyal and highly productive staff because of their focus on human resource activities.

These results coincide well with the results obtained from this survey. Subordinates of the most successful managers were not committed, were not given information and did not find their managers to be 'effective'. In comparison subordinates of the less successful managers were ambivalent about commitment and loyalty to the organisation but had strong faith in their peers.

In conjunction with these findings the interviews revealed that the office studied appeared to have one successful manager and four other managers who identified themselves as being effective. Corresponding information from the questionnaire complies with these findings although in-depth analysis was not undertaken on successful and effective managers in the questionnaire section.

Results from the survey indicate that successful managers do not communicate clearly with their staff. Although a great deal of time is spent communicating in terms of networking, politicking and routine communication, very little appears to filter through to the subordinates who feel they are not kept well informed. This is consistent with Luthans findings in that a large amount of the communicating done by successful managers is undertaken either with individuals outside the organisation or high up in the organisation.

Communicating activities such as setting goals for staff, advising staff of performance standards or holding regular meetings do not seem to be occurring amongst the most successful managers surveyed in this study. This corresponds with the results obtained by Luthans.

In conclusion the results obtained in this study in relation to successful managers appear to be very similar to the results obtained by Luthans. Further study into effective managers would enhance this survey. There appears to be distinctive differences between successful managers and less successful managers. It is believed that further research would indicate substantial differences between successful managers and effective managers.

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**FACULTY OF
BUSINESS STUDIES**

DEPARTMENT OF
HUMAN
RESOURCE
MANAGEMENT

Facsimile

APPENDIX A

Dear Mr

YOUR MANAGERS: THE EFFECTIVE VS THE SUCCESSFUL

I am writing to ask your support for research I am conducting into successful and effective managers at work. Some recent U.S. research has shown that most managers who are promoted quickly (successful) are not the ones who achieve outstanding results at work (effective). And likewise, it seems in the U.S. organisations researched that their most effective managers do not receive recognition in the form of promotion.

The research I am undertaking has been initiated by two senior lecturers at Massey University, Frank Sligo and Marianne Tremaine and I am working with them in the section of research covering the Commercial Affairs Division. The aim of the Massey research is to find out if the American results also apply to N.Z. organisations.

The research will be carried out with a minimum of disruption. The methods employed are questionnaires for subordinates and managers, plus interviews for managers selected. I would request the use of a desk for the day or so I would be present, and some administrative support for contact personnel, if staff in your office are randomly selected for interviews.

Other organisations have been selected to participate in this study and the same research is currently being undertaken by the Massey University lecturers. Their aim is to publish the results in overseas academic journals, but the identity of the companies and personnel involved will be held as strictly confidential. I hope that you will be able to participate in this project. By doing so you will be assisting in the development of better understanding about N.Z. management practices.

I will telephone you in a day or so to see if you have been able to give this proposal some consideration and to answer any questions you may have. I hope for your interest and support.

Yours sincerely

Lesley Chalmers
B.A. (Hons), Dip Bus Admin

Facsimile

**MASSEY
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BUSINESS STUDIES****APPENDIX B**DEPARTMENT OF
HUMAN
RESOURCE
MANAGEMENT

27.06.91

To Staff at Commercial Affairs Napier

I am asking for your assistance in filling out an opinion survey. This forms part of an on-going Massey University research project which assesses management practices in a number of public and private sector New Zealand organisations. This research is similar to investigations that have been carried out in the U.S.A. Its purpose is to investigate whether management practices in this country are similar or different in important respects from those elsewhere.

The individual responses from people will be kept strictly confidential. No one will be identified at any stage in this research, and individual responses will not be used for any purpose which affects your relationship with the organisation, such as performance appraisal.

Probably it will take about 25 or 30 minutes of your time to fill in the questionnaire. You may be randomly selected for a follow up interview to discuss your views on managerial practices in your office and your opinions on career development. If this is the case I will contact you to request permission. Your questionnaire will not be discussed in the interview, and again all information given will be kept strictly confidential.

Once completed please place your questionnaire in the postage paid, addressed envelope provided and return to Massey University.

I would be very grateful for your assistance with this project.

A handwritten signature in black ink, appearing to read 'Lesley Chalmers', written over a horizontal line.

Lesley Chalmers
B.A. (Hons) Dip Bus Admin

APPENDIX C

Staff Survey

Thank you for taking the time to answer the following questions.

Please answer all questions. Each answer may help to improve the working of your organisation. If you find any questions unclear or ambiguous, please ask the researcher about them.

Confidentiality

The individual responses from people *will be kept strictly confidential*.

No one will be identified at any stage in this research, and individual responses will not be made available to anyone in your organisation. Information gathered in this survey will not be used for any purpose such as performance appraisal or personnel assessment.

Purpose

The purpose of this survey is to assess how well your organisation is able to assist you to do your job.

By comparing results from different organisations, the researchers should be able to pinpoint some strong and weak aspects of organisational functioning in a number of New Zealand enterprises.

Instructions

When thinking about how to respond to the following questions, please give the first answer that seems correct to you. Place the number that corresponds with your answer in the box provided. Work quickly and use the first answer you think of, as it will be the best.

Sometimes you will be asked to generalise in your answers. Even if you can think of instances when two of the available answers could both be correct, try to give the answer that seems to be, generally speaking, or in most instances, the better one.

Here is an example:

Read the following statement. Using the scale below place the number you choose in the box on the right.

1	2	3	4	5	6	7
Never	Almost never	Seldom	Sometimes	Usually	Almost always	Always

1. I enjoy eating vanilla icecream.

4

If you eat vanilla icecream sometimes, you would place a 4 in the box, as has been done here. If you never eat vanilla icecream, you would place a 1 in the box.

You will notice there are four boxes in the top right hand side of the next page marked "For office use only", also throughout the questionnaire there are numbers to the right of the boxes where your answers are to be placed. These are for computer coding only, so please ignore them when completing the questionnaire.

For office use only

1	2	3	4

Grade the first 20 questions on the following scale.

1	2	3	4	5	6	7
Never	Almost never	Seldom	Sometimes	Usually	Almost always	Always

- | | | | |
|-----|--|--------------------------|----|
| 1. | I do my best work when my job assignments are fairly difficult. | <input type="checkbox"/> | 5 |
| 2. | I try very hard to improve on my past performance at work. | <input type="checkbox"/> | |
| 3. | I take moderate risks and stick my neck out to get ahead at work. | <input type="checkbox"/> | |
| 4. | I try to avoid any added responsibilities on my job. | <input type="checkbox"/> | |
| 5. | I try to perform better than my co-workers. | <input type="checkbox"/> | |
| 6. | When I have a choice, I try to work in a group instead of by myself. | <input type="checkbox"/> | |
| 7. | I pay a good deal of attention to the feelings of others at work. | <input type="checkbox"/> | |
| 8. | I prefer to do my own work and let others do theirs. | <input type="checkbox"/> | |
| 9. | I express my disagreements with others openly. | <input type="checkbox"/> | |
| 10. | I find myself talking to those around me about non-business related matters. | <input type="checkbox"/> | |
| 11. | In my work assignments, I try to be my own boss. | <input type="checkbox"/> | |
| 12. | I go my own way at work, regardless of the opinions of others. | <input type="checkbox"/> | |
| 13. | I disregard rules and regulations that hamper my personal freedom. | <input type="checkbox"/> | |
| 14. | I consider myself a "team player" at work. | <input type="checkbox"/> | |
| 15. | I try my best to work alone on a job. | <input type="checkbox"/> | 19 |

1	2	3	4	5	6	7
Never	Almost never	Seldom	Sometimes	Usually	Almost always	Always

- 16. I seek an active role in the leadership of a group. 20
 - 17. I avoid trying to influence those around me to see things my way.
 - 18. I find myself organising and directing the activities of others.
 - 19. I strive to gain more control over the events around me at work.
 - 20. I strive to be "in command" when I am working in a group. 24
- | | | | | | | |
|-------|-----------------|--------|-----------|---------|------------------|--------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Never | Almost
never | Seldom | Sometimes | Usually | Almost
always | Always |

The next group of questions has a seven point scale, standing for:

- | | | | | | | |
|----------------------|----------|----------------------|-------------------------------|-------------------|-------|-------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Strongly
disagree | Disagree | Slightly
disagree | Neither agree
nor disagree | Slightly
agree | Agree | Strongly
agree |

- 1. My supervisor makes sure his or her people have clear goals to achieve. 25
 - 2. My supervisor makes it clear how I should do my work.
 - 3. I don't know what performance standards are expected of me.
 - 4. It is clear what is expected of me on my job.
 - 5. I am given enough time to do what is expected of me on my job.
 - 6. It often seems like I have too much work for one person to do.
 - 7. The performance standards on my job are too high.
 - 8. I am usually not told about important things that are happening in this organisation.
 - 9. Meetings are frequently held to discuss work problems with my co-workers and me.
 - 10. Decisions are usually made without consulting the people who have to live with them. 34
- | | | | | | | |
|----------------------|----------|----------------------|-------------------------------|-------------------|-------|-------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Strongly
disagree | Disagree | Slightly
disagree | Neither agree
nor disagree | Slightly
agree | Agree | Strongly
agree |

Once again responses are measured on a seven point scale, standing for:

- | | | |
|--------------------------------|-------------------------|-----------------------|
| 1 - Strongly disagree | 2 - Moderately disagree | 3 - Slightly disagree |
| 4 - Neither disagree nor agree | 5 - Slightly agree | 6 - Moderately agree |
| 7 - Strongly agree | | |

- | | | | |
|-----|--|--------------------------|----|
| 1. | I am willing to put in a great deal of extra effort to help this organisation succeed. | <input type="checkbox"/> | 35 |
| 2. | I tell my friends that this is a great organisation to work for. | <input type="checkbox"/> | |
| 3. | I feel very little loyalty to this organisation. | <input type="checkbox"/> | |
| 4. | I would accept almost any type of job task in order to keep working for this organisation. | <input type="checkbox"/> | |
| 5. | I find that my values and the organisation's values are very similar. | <input type="checkbox"/> | |
| 6. | I am proud to tell others that I am part of this organisation. | <input type="checkbox"/> | |
| 7. | I could just as well be working for a different organisation as long as the type of work were similar. | <input type="checkbox"/> | |
| 8. | This organisation motivates me to perform to the best of my ability. | <input type="checkbox"/> | |
| 9. | It would take only a slight change in my present circumstances to cause me to leave this organisation. | <input type="checkbox"/> | |
| 10. | I am glad that I chose this organisation compared with the ones I might have joined. | <input type="checkbox"/> | |
| 11. | There's not too much to be gained by remaining with this organisation indefinitely. | <input type="checkbox"/> | |
| 12. | Often, I find it difficult to agree with this organisation's employee related policies. | <input type="checkbox"/> | |
| 13. | I really care about the future of this organisation. | <input type="checkbox"/> | |
| 14. | For me this is an extremely good organisation to work for. | <input type="checkbox"/> | |
| 15. | Deciding to work for this organisation was a definite mistake. | <input type="checkbox"/> | 49 |

- | | | |
|--------------------------------|-------------------------|-----------------------|
| 1 - Strongly disagree | 2 - Moderately disagree | 3 - Slightly disagree |
| 4 - Neither disagree nor agree | 5 - Slightly agree | 6 - Moderately agree |
| 7 - Strongly agree | | |

The next group of questions also has a seven point scale, this time standing for:

- 1- No, I strongly disagree 2 - No, I disagree quite a lot 3 - No, I disagree just a little;
 4 - I'm not sure 5 - Yes, I agree just a little 6 - Yes, I agree quite a lot
 7 - Yes, I strongly agree

- | | | | |
|-----|---|--------------------------|----|
| 1. | Management in my organisation is sincere in its attempt to meet the employees' point of view. | <input type="checkbox"/> | 50 |
| 2. | Our organisation has a poor future unless it can attract better managers. | <input type="checkbox"/> | |
| 3. | If I got into difficulties at work I know my co-workers would try and help me out. | <input type="checkbox"/> | |
| 4. | Management can be trusted to make sensible decisions for the organisation's future. | <input type="checkbox"/> | |
| 5. | I can trust the people I work with to lend me a hand if I need it. | <input type="checkbox"/> | |
| 6. | Management at work seems to do an efficient job. | <input type="checkbox"/> | |
| 7. | I feel quite confident that the organisation will always try to treat me fairly. | <input type="checkbox"/> | |
| 8. | Most of my co-workers can be relied upon to do as they say they will do. | <input type="checkbox"/> | |
| 9. | I have full confidence in the skills of my co-workers. | <input type="checkbox"/> | |
| 10. | Most of my fellow employees would get on with the job even if supervisors were not around. | <input type="checkbox"/> | |
| 11. | I can rely on other employees not to make my job more difficult by careless work. | <input type="checkbox"/> | |
| 12. | Our management would be quite prepared to gain advantage by deceiving employees. | <input type="checkbox"/> | 61 |

- 1- No, I strongly disagree 2 - No, I disagree quite a lot 3 - No, I disagree just a little
 4 - I'm not sure 5 - Yes, I agree just a little 6 - Yes, I agree quite a lot
 7 - Yes, I strongly agree

In these next questions can you please indicate which one of the options seems to you, overall, to be the most accurate one (even though sometimes you may have to generalise).

All people in employment produce something as a result of their work. It may be a "product" or a "service." But sometimes it is very difficult to identify the product or service. Below are listed some of the products and services being produced in a typical office:

Typed pages	Recommended policies and procedures
Delivered mail	New programmes
Dispatched vehicles	Classified jobs
Staff papers and studies	Supplying new equipment
Coding systems	Contracts

These are just a few of the things that may be produced.

We would like you to think carefully of the things that you produce in your work and of the things produced by those people who work around you in your section or department.

1. Thinking now of the various things produced by the people you know *in your section or department*, how *much* are they producing?
 1. Their production is very high
 2. It is fairly high
 3. It is neither high nor low
 4. It is fairly low
 5. It is very low.

62

2. How good would you say is the *quality* of the products or services produced by the people you know *in your section or department*?
 1. Their products or services are of excellent quality
 2. Good quality
 3. Fair quality
 4. Their quality is not too good
 5. Their quality is poor.

3. Do the people in your section or department seem to get maximum output from the resources (money, people, equipment, etc.) they have available? That is, how *efficiently* do they do their work?
 1. They do not work efficiently at all
 2. Not too efficient
 3. Fairly efficient
 4. They are very efficient
 5. They are extremely efficient.

4. How good a job is done by the people in your section or department in *anticipating* problems that may come up in the future and preventing them from occurring or minimising their effects?
 1. They do an excellent job in anticipating problems
 2. They do a very good job
 3. A fair job
 4. Not too good a job
 5. They do a poor job in anticipating problems.

65

The next set of questions asks you to describe aspects of your work, indicating Y for yes, N for no, and ? if you cannot decide, beside each item shown below:

Please comment on the:

Work you carry out in your present job

	Yes	No	I cannot decide	(Line 2)
Fascinating	Y	N	?	<input type="checkbox"/>
Routine	Y	N	?	<input type="checkbox"/>
Satisfying	Y	N	?	<input type="checkbox"/>
Boring	Y	N	?	<input type="checkbox"/>
Good	Y	N	?	<input type="checkbox"/>
Creative	Y	N	?	<input type="checkbox"/>
Respected	Y	N	?	<input type="checkbox"/>
Hot	Y	N	?	<input type="checkbox"/>
Pleasant	Y	N	?	<input type="checkbox"/>
Useful	Y	N	?	<input type="checkbox"/>
Tiresome	Y	N	?	<input type="checkbox"/>
Healthful	Y	N	?	<input type="checkbox"/>
Challenging	Y	N	?	<input type="checkbox"/>
On your feet	Y	N	?	<input type="checkbox"/>
Frustrating	Y	N	?	<input type="checkbox"/>
Simple	Y	N	?	<input type="checkbox"/>
Endless	Y	N	?	<input type="checkbox"/>
Gives sense of accomplishment	Y	N	?	<input type="checkbox"/>

1

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Now please comment on your:

Present pay

	Yes	No	I cannot decide	
Income adequate for normal expenses	Y	N	?	<input type="checkbox"/>
Satisfactory profit sharing	Y	N	?	<input type="checkbox"/>
Barely live on income	Y	N	?	<input type="checkbox"/>
Bad	Y	N	?	<input type="checkbox"/>

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	Yes	No	I cannot decide	
Income provides luxuries	Y	N	?	<input type="checkbox"/>
Insecure	Y	N	?	<input type="checkbox"/>
Less than I deserve	Y	N	?	<input type="checkbox"/>
Highly paid	Y	N	?	<input type="checkbox"/>
Underpaid	Y	N	?	<input type="checkbox"/>

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Now please comment on your:

Opportunities for promotion

Good opportunity for promotion	Y	N	?	<input type="checkbox"/>
Opportunity somewhat limited	Y	N	?	<input type="checkbox"/>
Promotion on ability	Y	N	?	<input type="checkbox"/>
Dead-end job	Y	N	?	<input type="checkbox"/>
Good chance for promotion	Y	N	?	<input type="checkbox"/>
Unfair promotion policy	Y	N	?	<input type="checkbox"/>
Infrequent promotions	Y	N	?	<input type="checkbox"/>
Regular promotions	Y	N	?	<input type="checkbox"/>
Fairly good chance for promotion	Y	N	?	<input type="checkbox"/>

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Now please comment on the:

Supervision on your present job

Asks my advice	Y	N	?	<input type="checkbox"/>
Hard to please	Y	N	?	<input type="checkbox"/>
Impolite	Y	N	?	<input type="checkbox"/>
Praises good work	Y	N	?	<input type="checkbox"/>
Tactful	Y	N	?	<input type="checkbox"/>
Influential	Y	N	?	<input type="checkbox"/>
Up to date	Y	N	?	<input type="checkbox"/>
Doesn't supervise enough	Y	N	?	<input type="checkbox"/>
Quick-tempered	Y	N	?	<input type="checkbox"/>

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	Yes	No	I cannot decide	
Tells me where I stand	Y	N	?	46
Annoying	Y	N	?	
Stubborn	Y	N	?	
Knows job well	Y	N	?	
Bad	Y	N	?	
Intelligent	Y	N	?	
Leaves me on my own	Y	N	?	
Around when needed	Y	N	?	
Lazy	Y	N	?	

Now please comment on the:

People on your present job

Stimulating	Y	N	?	55	
Boring	Y	N	?		
Slow	Y	N	?		
Ambitious	Y	N	?		
Stupid	Y	N	?		
Responsible	Y	N	?		
Fast	Y	N	?		
Intelligent	Y	N	?		
Easy to make enemies	Y	N	?		
Talk too much	Y	N	?		
Smart	Y	N	?		
Lazy	Y	N	?		
Unpleasant	Y	N	?		
No privacy	Y	N	?		
Active	Y	N	?		
Narrow interests	Y	N	?		
Loyal	Y	N	?		
Hard to meet	Y	N	?		72

5. From time to time newer ways are discovered to organise work, and newer equipment and techniques are found with which to do the work. How good a job do the people in your section or department do at keeping up with these changes that could affect the way they do their work?

1. They do a poor job of keeping up to date
2. Not too good a job
3. A fair job
4. They do a good job
5. They do an excellent job of keeping up to date.

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6. When changes are made in the routines or equipment, how *quickly* do people in your section or department accept and adjust to these changes?

1. Most people accept and adjust to them immediately
2. They adjust very rapidly, but not immediately
3. Fairly rapidly
4. Rather slowly
5. Most people accept and adjust to them very slowly.

7. What *proportion* of the people in your section or department readily accept and adjust to these changes?

1. Considerably less than half of the people accept and adjust to these changes readily
2. Slightly less than half do
3. The majority do
4. Considerably more than half do
5. Practically everyone accepts and adjusts to these changes readily.

8. From time to time emergencies arise, such as crash programmes, schedules moved ahead, or a breakdown in the flow of work occurs. When these emergencies occur, they cause work overloads for many people. Some work groups cope with these emergencies more readily and successfully than others. How good a job do the people in your section or department do at coping with these situations?

1. They do a poor job of handling emergency situations
2. They do not do very well
3. They do a fair job
4. They do a good job
5. They do an excellent job of handling these situations.

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Background Information

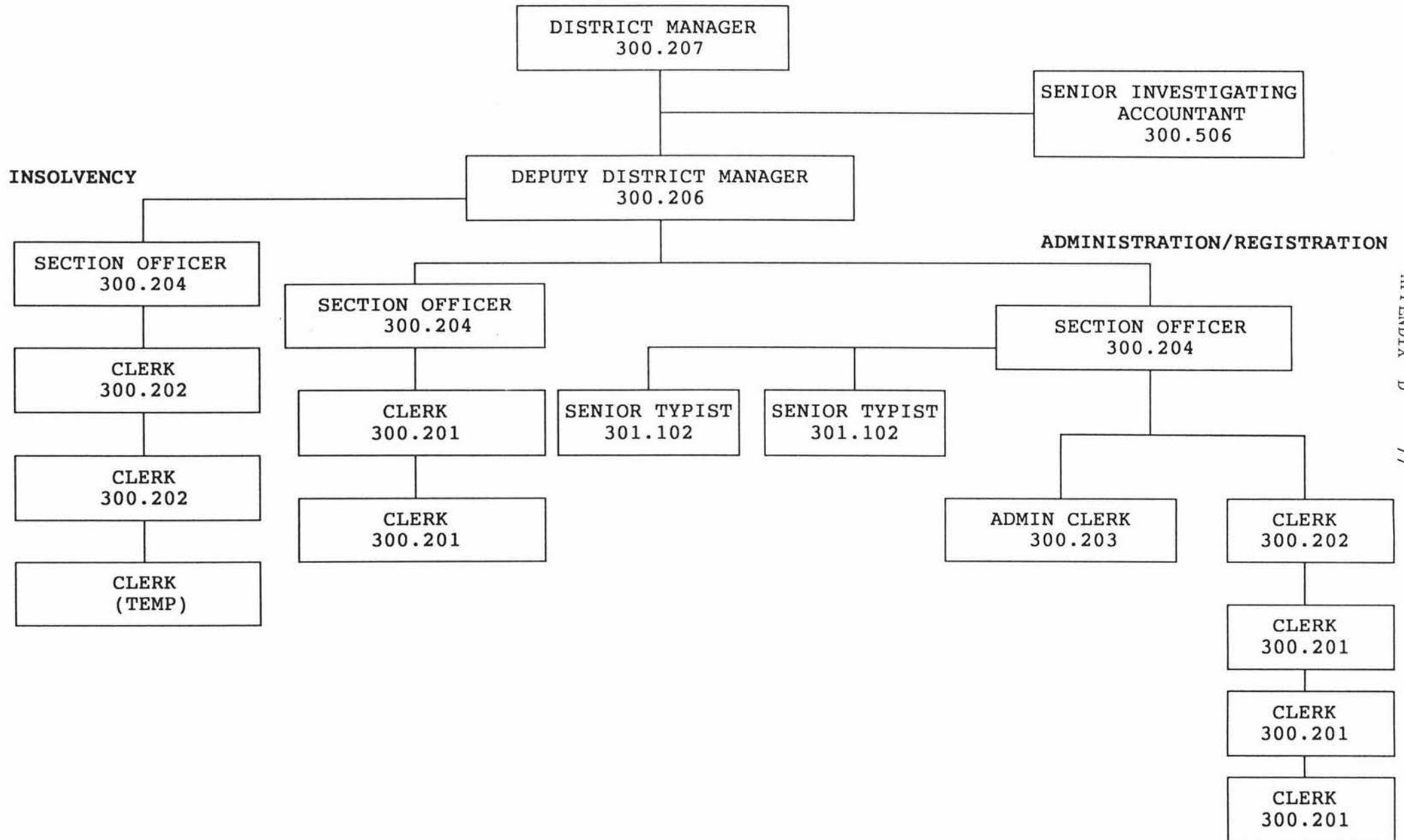
This section is for statistical purposes only. It will be used to study how different groups of people view your organisation.

1. Gender
1. Male 73
2. Female
2. Age _____

74-75
3. How long have you worked in this organisation?
1. Less than one year
2. 1 to 5 years 76
3. 6 to 10 years
4. 11 to 15 years
5. More than 15 years
4. How long have you held your present position?
1. Less than one year
2. 1 to 5 years 77
3. 6 to 10 years
4. 11 to 15 years
5. More than 15 years
5. At what grade did you enter this organisation?
1. 300.101
2. 300.102/3 78
3. 300.104
4. 300.105
5. 300.106/Higher
6. At what grade are you currently placed?
1. 300.101
2. 300.102/3 79
3. 300.104
4. 300.105
5. 300.106/Higher
7. What is your position in this organisation?
1. I don't supervise anybody
2. First-line supervisor 80
3. Middle management
4. Top management
5. Other (*Please specify*) _____)
8. What is your highest educational level?
1. Up to or including School Certificate
2. Sixth Form Certificate or higher school qualifications 81
3. Some technical or university study
4. Completed a technical or university qualification
5. Postgraduate work
9. During the past 10 years, in how many *other* organisations have you been employed?
1. No other organisations
2. One other organisation 82
3. Two other organisations
4. Three other organisations
5. More than three others.

Thank you for your assistance.

ESTABLISHMENT CHART AS AT 15 AUGUST 1990



A. When we explain the progress of our careers to other people we tend to pick out the significant events and shape them into the story of our careers. This story may have ups, downs and stable uneventful times within the career as a whole. For example, we may know of people who if we tried to graph their careers would show a pattern of going steadily upwards

+

o - - - - -

- _____

What kind of person do you think this might be.

or steadily downwards.

+

o - - - - -

- _____

What kind of person do you think this might be.

or remain completely stable without any ups or downs.

+

o - - - - -

- _____

What kind of person do you think this might be.

Now I'd like you to have a go at graphing your own career. Think back to the time when you began work. How old were you then _____?

What was your first job?

What organisation did you work for?

Here's your graph sheet and a pencil and paper. Would you like to take ten minutes to graph your career and then we'll look at the shape of your story together.

In discussing graph - date every period in terms of age and make notes on what was happening, what it meant.

This will give you the basic measure for successful - period of years - amount of time in + area.

Then probe for successful/effective.

Now I'd like you to think of the three events in your career so far that gave you the most powerful feeling of pleasure - which were particularly rewarding.

1. _____
2. _____
3. _____

Could you now think of three events in your career that were particularly frustrating or depressing?

1. _____
2. _____
3. _____

Overall looking at the graph, how would you describe your career up till this point?

B. Hypothetical Situations.

Now I'd like to go on to describe some hypothetical situations to you and I'd like you to tell me about any parallel or similar situations that you've been in yourself.

1. Although she has only been with her firm for four years, Kathi is doing very well in her job as the marketing manager for a food company in terms of gaining promotion. She is acknowledged as a high flyer. She has the ear of top management and has good contacts with other people in the industry. She has given several conference papers and is in demand as a speaker. However people in her section seem to begrudge the amount of time she spends out of town. They feel that they have to fill in for her and don't always get the support they need. Much as they respect her achievements they feel that they don't benefit from her abilities.
2. Martin has been working as a technical adviser for a paint company for 12 years. He has qualifications in Chemistry. He is very loyal to the firm and to his staff. He tends to be very task-oriented and sets specific objectives for his teams which they always meet and often exceed. In fact his immediate superior gained a promotion last year based on the success of Martin's work, though Martin himself has remained at the same level for the last four years. His staff are extremely loyal to him and enjoy working with him to meet team goals. His unit is the most effective in the company in terms of initiating new ideas and several of these have made important contributions to product quality.

3. John has recently taken up a new job as technical director - special projects. Although he spent his first 15 years at work climbing the ladder very rapidly he has realised that his career has plateaued. There are no more rungs on the ladder. The new job is a kind of sideways step for John. There will be less opportunity for personal career development but a chance to work on exciting projects with some very bright people under him. He is expecting to gain his rewards in the new job mainly from the intrinsic interest of the projects and from seeing other people's careers develop. He can already see that the team he has under him has great potential and he is working on ideas to enable their output and productivity to be increased even further.

Which of these three are most like you?

C. Likert-scale questions. Give an answer to these questions according to the scale 1 = strongly agree, 6 = strongly disagree.

1. Managers ought to put their obligations to their subordinates first.
2. Managers should be concerned with effective output from their sections rather than their own personal goals.
3. Managers should be concerned first and foremost with making headway in their careers.
4. Managers should be proficient in playing politics within their organisations.
5. Managers should be focused on personal goals rather than team objectives. ←
6. Managers should be eager to reward staff who are very productive with promotion.

7. The people who get to the top are those who have put their careers ahead of helping others around them
 8. Very few managers are both outstanding as frontpersons and as supportive leaders for their staff.
 9. The ideal manager is equally concerned with personal career goals and with helping subordinates to achieve personal and group objectives.
 10. Those who are promoted tend to be high profile people rather than the ones who achieve results for the organisation.
- D. Could we complete the picture of your career with a final graph of what you see as your career future.

Can you explain the graph for me.

Make notes on the explanation of the shape of the graph.

Thanks very much for your help.

We are grateful for your time.

It's been very useful.

APPENDIX F

Mean Scores for all Questions

a = mean scores for the entire group of staff surveyed

b = mean scores for subordinates of the most successful managers

c = mean scores for subordinates of the least successful managers

	A	B	C
NACH 1	5.0	4.6	4.9
NACH 2	5.6	5.5	5.6
NACH 3	4.2	4.0	4.4
NACH 4 (R)	5.7	5.6	5.6
NACH 5	4.8	4.9	5.0
NAFFIL 1	3.8	3.9	3.8
NAFFIL 2	5.5	5.5	5.3
NAFFIL 3 (R)	2.8	3.0	2.7
NAFFIL 4 (R)	3.4	3.1	2.7
NAFFIL 5	4.0	4.1	4.1
NAUTON 1	5.0	4.9	5.2
NAUTON 2	3.2	3.1	3.4
NAUTON 3	2.4	2.1	2.9
NAUTON 4 (R)	2.8	2.6	2.8
NAUTON 5	4.4	4.3	5.3
INDOM 1	4.2	4.6	4.0
INDOM 2 (R)	4.2	4.1	4.6
INDOM 3	3.8	3.8	4.0
INDOM 4	4.1	4.3	3.9
INDOM 5	3.6	3.9	3.6
ROLEAM 1 (R)	2.9	2.4	2.8
ROLEAM 2 (R)	3.4	3.1	2.0
ROLEAM 3	2.5	2.6	2.1
ROLEAM 4	2.4	2.4	2.3

	A	B	C
ROLEAMB3	2.5	2.6	2.1
ROLEAMB4 (R)	2.4	2.4	2.3
ROLEOVL1	3.3	3.6	4.4
ROLEOVL2	4.2	4.4	5.0
ROLEOVL3	2.6	3.1	2.4
NONPART1	4.0	3.6	4.3
NONPART2 (R)	3.1	2.6	3.0
NONPART3	4.9	4.3	6.0
ORGCMT1	5.5	5.5	5.4
ORGCMT2	4.3	4.0	3.6
ORGCMT3	5.3	5.4	3.8
ORGCMT4	3.1	2.6	2.9
ORGCMT5	4.3	5.4	3.8
ORGCMT6	4.8	4.5	4.0
ORGCMT7 (R)	3.4	3.0	3.6
ORGCMT8	4.2	3.7	4.0
ORGCMT9 (R)	4.9	5.0	4.2
ORGCMT10	5.2	5.4	4.0
ORGCMT11 (R)	4.3	4.0	3.9
ORGCMT12 (R)	4.4	4.3	3.6
ORGCMT13	5.2	4.7	5.4
ORGCMT14	5.2	4.7	4.4
ORGCMT15 (R)	6.3	6.2	5.8
FAIMGT1	4.7	4.6	4.0
CONFMGT1 (R)	4.8	5.2	4.4
FAIPEER1	5.7	6.1	5.1
CONFMGT2	5.1	5.1	5.1
FAIPEER2	5.6	5.7	5.2
CONFMGT3	5.1	5.2	5.1

	A	B	C
FAIMGT2	5.0	5.3	3.9
FAIPEER3	5.5	5.2	5.3
CONFPEE1	5.3	5.1	5.7
CONFPEE2	5.6	5.7	5.9
CONFPEE3	4.9	5.1	5.2
FAIMGT3 (R)	5.4	5.6	4.4
EFFECTV1	1.7	1.9	1.3
EFFECTV2	1.9	2.0	1.6
EFFECTV3	3.7	3.4	4.1
EFFECTV4	2.4	2.5	2.3
EFFECTV5	3.7	3.6	3.8
EFFECTV6	2.5	3.0	2.7
EFFECTV7	3.7	3.6	3.9
EFFECTV8	3.9	3.9	3.6
JSWORK1	1.6	1.5	1.7
JSWORK2	1.4	1.6	1.2
JSWORK3	1.5	1.5	1.4
JSWORK4	1.5	2.0	2
JSWORK5	1.3	1.2	1.1
JSWORK6	1.8	1.8	1.8
JSWORK7	1.6	1.7	1.4
JSWORK8	2.25	2.2	2.2
JSWORK9	1.6	1.7	1.5
JSWORK10	1	1	1
JSWORK11	1.6	1.7	1.6
JSWORK12	1.9	2.2	2
JSWORK13	1.4	1.2	1.3
JSWORK14	1.8	1.8	1.6
JSWORK15	1.5	1.3	1.5
JSWORK16	1.8	2.0	1.7
JSWORK17	1.4	1.5	1.4
JSWORK18	1.2	1.07	1.2

	A	B	C
PP 1	1.2	1.2	1.4
PP 2	2.1	2.4	2.2
PP 3	2.2	2.2	1.7
PP 4	2.0	2	1.8
PP 5	1.7	1.9	1.8
PP 6	1.9	1.9	2
PP 7	1.6	1.5	1.4
PP 8	2	2	2.2
PP 9	1.5	1.3	1.6
PR 1	2.1	2.2	2.1
PR 2	1.1	1.1	1
PR 3	2.02	2.07	2
PR 4	1.9	2.07	1.8
PR 5	2.08	1.9	2
PR 6	2.02	2.2	2
PR 7	1.1	1	1.2
PR 8	2.1	2.07	2
PR 9	2.0	2	1.8
SUP 1	1.6	1.6	1.4
SUP 2	1.8	1.9	1.7
SUP 3	2.0	2.0	1.9
SUP 4	1.5	1.6	1.4
SUP 5	1.7	1.8	1.4
SUP 6	1.8	1.7	1.5
SUP 7	1.5	1.7	1.1
SUP 8	1.8	1.7	1.8
SUP 9	1.96	1.9	2.0
SUP 10	1.5	1.9	1.3

	A	B	C
SUP 11	1.7	1.9	1.4
SUP 12	1.6	1.85	1.2
SUP 13	1.5	1.6	1.3
SUP 14	2.0	2.1	1.8
SUP 15	1.3	1.4	1.3
SUP 16	1.4	1.7	1.1
SUP 17	1.3	1.4	1.1
SUP 18	2.1	2.1	2.1
PEO 1	1.6	1.7	1.6
PEO 2	1.97	2.1	2.1
PEO 3	1.4	1.9	2.1
PEO 4	1.4	1.8	1.8
PEO 5	2.1	2.1	2.0
PEO 6	1.2	1.2	1.0
PEO 7	1.5	1.9	1.8
PEO 8	1.4	1.5	1.3
PEO 9	1.6	1.9	1.9
PEO 10	1.3	2.1	1.6
PEO 11	1.7	1.6	1.9
PEO 12	2.0	2.1	1.9
PEO 13	2.0	2.0	2.0
PEO 14	1.6	1.7	1.3
PEO 15	1.3	1.3	1.3
PEO 16	1.8	2.0	1.3
PEO 17	1.8	1.6	1.9
PEO 18	2.0	2.2	1.8