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An Exploration of Occupational Health in a UK organisation

Doctoral Thesis in Health Psychology

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Contents

Summary

Having worked for the past three years in a role assessing the occupational health, productivity and satisfaction of employees, I decided to explore the aspects relevant to self-reported health and well-being within a work setting in greater depth. This thesis is formed of three main parts:

(i)   Research component consisting of three linked but distinct studies
(ii)   Critical Review
(iii)   Consultancy

The research component explored aspects relevant to self-reported occupational health, and attempted to assess the impact of these components upon employee productivity. The research concluded with a qualitative study in which the occupational health constructs identified were explored in greater depth. Study I, II, and III are summarised below, detailing the methodology and key findings of each.

The aim of study I was to explore key components relevant to the occupational health and well-being of 235 UK based employees, with reference to health behaviours and attitudes towards health. The objective was exploratory rather than confirmatory in nature. A questionnaire was administered throughout selected offices of a nationwide UK organisation. The same organisation was involved for study I, II and III, and is referred to as RC throughout the research. A Likert scale was used to assess responses to items measuring aspects relevant to occupational health, health behaviour and attitudes towards health. The data were subjected to a Principal Component Analysis, and 7 components were identified from the 44 variables analysed. The components were labelled according to the theme of the combined variables found to load upon each. Overall, the components highlighted the importance of workplace integration, enjoyment, motivation, achievement and efficacy, with key influences involving managerial support and the working environment.

Study II attempted to establish whether the components of occupational health identified in study I were of relevance to the productivity of employees. An objective measure of performance (fee generation) was used to select a group of 31 high

performers and 31 low performers within the company. The scores of the high and low performers (n=62) were compared upon the five components identified in the principle component analysis conducted in study II (n=259). A significant difference was found with regard to the scorings upon three components when employment duration was controlled for. There was a significant effect of the 'environmental/managerial support, integration and commitment' component ($F_{(2, 58)}$ = 4.224, p = 0.019), with high performers revealing greater enjoyment and motivation, higher levels of integration, stronger commitment and loyalty to the organisation, and a greater tendency to believe efforts are recognised. High performers scored significantly higher upon the 'career stability and advancement' component ($F_{(2,58)}$ = 13.711, p = 0.000). There was also found to be a significant effect of 'drinking behaviour' ($F_{(2,58)}$ = 5.032, p = 0.010), with low performers more frequently exceeding the recommended daily limit of alcohol, more frequently consuming alcohol in response to stress, and showing a higher tendency to go into work suffering from the effects of alcohol consumption. The findings highlight the importance of creating a supportive, motivational and enjoyable working environment in which commitment and integration is encouraged, drinking behaviour is moderated, and career advancement and staff retention is facilitated.

The final stage of the three-part research programme attempted to explore the meaning of components relevant to occupational health and aspects impacting upon work experience. Study III involved conducting semi-structured interviews with five employees within the company. These interviews attempted to explore areas of work enjoyment, motivation and integration. The full version of grounded theory was used to analyse the data. The findings suggest that employment experience is a combination of various factors, with individual, environmental and activity elements interacting to determine the quality of working experience. Within this framework it would appear that the *foundation criteria* (i.e. an individual's trait orientation, identity, drive, potential and needs), the *environmental/circumstantial criteria* (i.e. role, degree of integration, management, well-being, and available resources), individual *perception*, including both deductive processes and attitudinal tendencies, and the successful *mobilisation and utilisation* of aspects such as initiative, innovation, effort and the resulting action, will combine and interact to form the *outcome*. The outcome is represented by the performance of the individual and the

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degree of gratification (i.e. satisfaction and fulfilment) the individual experiences within the workplace. These elements would appear to require compatibility and appropriate balance in order for optimal functioning.

Through identifying aspects that may impact upon employee satisfaction, health and well-being, it is hoped that employment policies and decisions may be guided. By focusing upon these areas, this research does suggest that employee productivity will also be optimised.

Chapter 7 explores a rather different area, but arguably an area that may be of relevance to employee health, well-being and productivity. The research component highlighted the potentially detrimental influence of high alcohol consumption upon employee productivity (i.e. exceeding the daily recommended limit), but there was no apparent effect of dietary behaviour. However, having explored the nature of binge drinking in a qualitative study for my Masters in Health Psychology, I was keen to cover an area that I had not previously researched. I decided upon the area of obesity. Although obesity was not included as a variable within the research component, the detrimental effect of obesity upon health has been well documented. In addition, the current topical prominence of obesity within the UK further contributed to my decision to focus upon this area. Chapter 7 therefore attempts to critically review the efficacy of obesity treatments with reference to models of behaviour change.

The critical review indicated significant difficulty in addressing obesity, with many treatments failing to provide long-term results. It is possible that interest and investment from employers to encourage and facilitate a healthy lifestyle among employees may help to address the increasing problem of obesity within the UK. If the benefits of a healthy workforce upon employee productivity are clearly recognised by employers, there is likely to be greater resolve on the part of the employer to provide workable solutions to foster healthy lifestyles among employees. For example, gym membership provision, implementation of sports clubs for those that wish to participate in team sports, the introduction of flexible working hours to encourage the accommodation of exercise within the working week, a subsidised canteen offering healthy dietary options, and the promotion of healthy dietary

behaviours and exercise across the company may all help to alleviate the obesity problem.

The final chapter consists of a consultancy project conducted for the company (RC) used in the research component (studies I, II and III). This involved a comprehensive summary of trainee satisfaction and integration. The rationale for conducting this review was the high staff turnover apparent among employees that had been with the company for six-months. There was concern among Directors within the organisation that costly training programmes were being provided to a high percentage of employees that did not remain within the company. The relatively high level of managerial support required during the early stages of employment was also regarded as a costly resource should the trainee not remain within the organisation. The combined costs of training, time-intensive early managerial support, financial losses resulting from vacant fee earning sections and the recruitment costs following staff losses prompted the implementation of an individual assessment for all trainees at the six-month stage. In addition to the provision of individual reports pertaining to each employee, a summary of the interviews was conducted. This summary was provided to the company Managing Director, and to all Regional Directors and Senior Management across the South East.

The findings of the consultancy project were based upon individual interviews with 71 trainee employees across 23 offices within the South East region. The key areas explored include the degree to which the expectations of trainees have been met, aspects relevant to the role and core duties with a focus upon role suitability, competency and enjoyment, and trainee satisfaction with managerial support, training, career development and working conditions. Recommendations were provided with the aim of assisting company Directors with the retention of trainees and provide guidelines to achieve optimal productivity and satisfaction of trainees.

The consultancy review concluded with the key findings resulting from the research component of this thesis. I felt that it was important for Directors to be aware of the key issues relevant to the occupational health of staff at all levels within the company. This was provided in a format that would be comprehensible for individuals without prior knowledge of the area, but with sufficient detail to ensure the comprehensive

nature of the research was appreciated. I was also required to attend a board meeting to discuss issues relevant to employee occupational health, well-being, productivity and retention.

In conclusion, with the continual developments in our understanding of health and well-being, the domains to which our understanding can be applied and utilised are becoming increasingly diverse. The workplace is one such domain in which health would appear to be of relevance. Consideration of employee satisfaction, health and well-being would appear to be in the interest of the employer. With attention to some of the areas identified in this thesis, an effective approach to optimise the satisfaction, health and well-being of employees may be developed, which in turn may directly impact upon employee productivity and retention. Increasingly it would appear that the role of the employer is becoming more diverse, with an apparent need for strong pastoral care, sufficient flexibility to meet individual needs and working styles, and provision of an environment in which individuals are content and motivated. In addition, the role of an employer to encourage a healthy lifestyle among employees is an area that needs to be fully explored and optimised. It is hoped that this thesis goes some way to highlight certain considerations in order for such an objective to be achieved.

Study I:

An Exploration of Occupational Health, Health-Related Attitudes and Health Behaviours of Employees within a UK Organisation

CHAPTER 1

Study I: Introduction

With mounting awareness among employers of the need to provide an environment that will facilitate satisfaction, motivation and well-being within the workplace, research has increasingly attempted to establish aspects relevant to the environment or the individual that may have an impact upon work experience. Satisfaction and contentment within the workplace has consistently been linked with improved health (Karasek and Theorell, 1990; Stokols, 1992; Warr, 1994). However much of the research conducted is open to a range of possible interpretations, and is hampered by various methodological limitations, both of which will be discussed at a later point. Work within this field is by no means a new area of study, and there is a necessity for the research conducted to reflect the dynamic nature of the workplace and roles within it, and the increasingly diverse workforce. The aim of this study, which forms only part of the broader overall research objectives, is to quantify the current health behaviours and attitudes and general occupational health of 235 employees based in the United Kingdom. It is hoped that the research will inform both employment policy and individual organisations, in order that working environments may be adapted to provide conditions for optimal employee performance, well-being and health.

Over the years, research has attempted to clarify the relationship between health and employment. The research has reflected the complexity of this area, incorporating an exploration of both physical and psychological health, occupational factors (e.g. role characteristics and physical environment), and personality traits, through utilisation of objective and subjective measures. The literature specifically documenting the impact of the workplace upon physical health has addressed organisational characteristics, ergonomic conditions, and personal characteristics. Studies have increasingly incorporated psychophysiological measures to assess the impact of the workplace and workplace stress upon individuals' physical health (McLaren, 1997). The large majority of work has focussed upon cardiovascular, biochemical and gastrointestinal symptoms as physiological indication of the effects of workplace pressure upon physical health.

Sparks et al. conducted a meta-analysis of the research that has attempted to assess the relationship between the number of hours worked and physiological and psychological symptoms, and overall health (Sparks, Cooper, Fried, and Shirom, 1997). Individuals who worked for more than 48 hours per week were found to be most susceptible to health problems. Job insecurity, a poor organisational climate, and poor relationships between employees and their organisation have been found to be associated with low psychological well-being (Cooper and Melhuish, 1990). Job insecurity has also been linked with various health problems, such as ulcers, colitis and alopecia (Cobb and Kasl, 1977) and increased muscular complaints and injuries (Smith, Cohen, Stammerjohn and Happ, 1981). With the global economic move towards mergers and management downsizing, job insecurity is an increasing threat within the current workplace (Kozlowski, Chao, Smith and Hedlung, 1993).

Low participation in decision-making processes within the work environment has been found to contribute to poor job satisfaction, lower levels of affective commitment to an organisation, and a reduced sense of well-being, although the effects of participation upon performance remains inconclusive (Wagner, 1994; Wagner, Leana, Locke and Schweiger, 1997). Karasek (1979) found that low decision latitude and lack of freedom to choose one's work schedule were significant predictors of coronary heart disease. A further organisational factor that has received attention is the degree to which working procedures are formalised. Organ and Greene (1981) found that clear formalisation of work and decision-making procedures reduced the role ambiguity experienced by employees, but increased the role conflict experienced. These findings were based solely on a sample population of scientists, and there should be caution in attempting to generalise to a broader employee sample. In contrast, Podsakoff, Williams and Todor (1986) found formalisation to have a negative impact upon both role ambiguity and conflict. Aspects related to poor mental health within the workplace include unpleasant working conditions, requirement to operate at a fast pace, expenditure of physical effort over long periods of time, necessity to work long or inconvenient hours (Kornhauser, 1965). The impact of any organisational variable upon an individual's health, well-being or performance will be contingent with the meaning and value attached to the variable, and as such individual perception and differences will invariably form an intricately entwined element of any relationships identified.

Our understanding of the health-work relationship remains fairly inconclusive however, largely due to the theoretical and methodological limitations. The most frequent means of collecting physiological data is through self-reported measures, and is subsequently arguably subject to negativity bias and subjective interpretation. Jex and Beehr (1991) believe that the development of more reliable measures of the effects of employment upon physiological health should be a high priority within this area of research. In a review of the physiological measures used in the research assessing the impact of job stress upon physiological health, Fried et al. (1984) emphasised the need to control for three factors in order to optimise the reliability of physiological measures:

(i)   Stable factors (such as individual differences and susceptibility to certain symptoms and illnesses eg. age, gender, diet and lifestyle).

(ii)   Transitory factors (contextual considerations such as temperature, time of day or substance consumption).

(iii)   Procedural factors (such as the length of time between measures and number of times measures are taken).

(Fried, Rowland, and Ferris, 1984)

As has been briefly discussed, determinants of health rarely operate in isolation and the impact of employment upon health is compounded by additional variables, thereby further complicating the work-health relationship. Socio-economic status, gender, personality, social support networks and role criteria (e.g. overload, ambiguity, conflict), are all aspects that could potentially influence an individual's health and their experience of work. These aspects will be considered as part of the contextual discussion of the health-work relationship.

Work-health in context: Considering the compounding variables

Adler et al. found that as socio-economic status (SES) reduces, there is a continuous gradient of increasingly poor health (Adler, Boyce, Chesney, Cohen, Folkman, Kahn, and Syme, 1994). These findings were mirrored in the UK with the Black report (1980 / 1988). Attempts to explain such disparities in the health of individuals from different socio-economic backgrounds have suggested stress and personal control to be of primary significance, both of which have been of central importance in the research exploring occupational health. Work conducted by Ganster et al. used both subjective and objective measures to explore the relationship between job demands and physiological outcomes (Fox, Dwyer, and Ganster, 1993; Schaubroeck and Ganster, 1993). Their conclusions highlighted a clear relationship between medically meaningful outcomes, such as cortisol levels and blood pressure, and the combined effects of job demands and individual control beliefs. Even where there are apparent links drawn between the likelihood of poor health and exposure to excessive job demands or poor individual control beliefs, problems with interpretation remain. Firstly, people reporting high levels of strain or poor levels of personal control may be also more likely to interpret minor ailments as symptoms of illness. Secondly, exposure to high levels of stress has been found to increase the likelihood of engagement in behaviours potentially detrimental to health, such as heavy alcohol, tobacco or drug use, inadequate sleep or exercise, and consumption of a poor diet (Cohen and Williamson, 1988). The drinking culture that would appear to be encouraged within many organisations further exacerbates the need to control for behavioural differences. With respect to alcohol dependence, 16-24 year olds and 26-34 year olds show the highest proportion of problem drinkers within the UK (Meltzer, Gill and Petticrew, 1995). This is therefore an area that warrants attention, particularly within companies that employ a high percentage of young people.

In addition to the ergonomic and organisational factors, individual responses to the working environment have been examined. A wealth of research has explored correlations between personality dimensions and health outcomes, and possible mechanisms by which these factors may impact upon working experience. The 'big five' measure of personality established by McCrae and Costa in 1985, including extraversion/introversion, agreeableness/antagonism, conscientiousness,

neuroticism/emotional stability, and openness to experience, has been examined in relation to health outcomes and behaviours. In a study conducted by Jerram and Coleman in 1999, neuroticism was associated with a higher number of reported medical problems, a more negative perception of health status, and more frequent visits to the doctor. Openness and agreeableness were found to be associated with more positive health perceptions. Clearly, individual personality traits are likely to have some impact upon an individual's work experience, perceptions and responses. It should be considered, however, that measures of personality have been found to utilise similar items to measure different personality traits. This can result in the individuals that score highly on items measuring depression, for example, also scoring highly on items measuring anxiety, thereby making it difficult to establish specific causality. Stone and Costa (1990) suggest that the common element running through many of the measures used to establish personality, such as depression, anxiety, self-efficacy, hardiness, and locus of control, can be described as 'distress proneness'.

Despite the continuing debate regarding Type A behaviour patterns (TABP), particularly with regard to the measurement of this behavioural disposition, it has nevertheless featured strongly within the job stress research. George (1992) found that although type A behaviour patterns were not associated with psychological strain, people demonstrating strong type A behaviour tendencies appeared to be at increased risk of physical health problems. Furthermore, Lee et al. found the anger/hostility dimension to be more strongly associated with physical illness than other components of the TABP (Lee, Ashford and Jamieson, 1993).

Overall, the research exploring the relationship between health and personality is fraught with inconsistent use of personality constructs and assessment of physical health, and as such the mechanisms linking personality to physical health and the impact of each upon work experience remain difficult to interpret. Further complication is introduced when causality is sought, with personality differences potentially contributing to behaviours that will influence health outcomes. Within a work environment, there is also the possibility that individuals will be reluctant in disclosing antisocial behaviours, such as heavy alcohol or drug use, because of the possible consequences of admitting such behaviours (Kahn and Byosiere, 1992). The

impact of genetic disposition may also impact upon both personality development and the health status of an individual, however is beyond the scope of the current study.

In 1989, Pearlin proposed that the impact of a stressful environment is mediated to a degree by a sense of personal control and supportive personal relationships. Indeed personal control has been the focus of much research, both with regard to occupational health and to psychological well-being. It has been referred to as locus of control (Rotter, 1966), helplessness (Seligman, 1975), mastery (Pearlin and Schooler, 1978) and efficacy (Bandura, 1997). A perception of low personal control has been viewed as both a consequence of depression (Barnett and Gotlieb, 1988) and as an antecedent to depression (Turner, Lloyd and Roszell, 1999). In turn, depression has been found to have adverse effects upon various realms of functioning, including both familial and parental roles and the work role (Hammen, 1990; Howe, Caplan, Foster, Lockshin and McGrath, 1995). Other personal characteristics that have been thought to have a mediatory effect upon the impact of stress include a hardy personality (Kobasa, 1979) or a sense of coherence, defined as the ability to interpret and understand the world in a manageable and meaningful way (Antonovsky, 1987). There is extensive evidence to suggest that strong social support networks contribute to improved health. Uchino et al. found that strong social support had a beneficial effect upon the endocrine, immune and cardiovascular systems (Uchino, Cacioppo and Kiecolt-Glaser, 1996). This relationship would appear to be causal, and not a result of unhealthy individuals attracting less support, or due to people with socially unappealing personality traits (such as antagonistic or aggressive) being prone to illness.

Gender differences in health have also been examined, and research is indicative of distinct variations between the physical and psychological health of men and women. Women have traditionally been found to have a longer life expectancy than men, however women experience poorer health than men (Macintyre and Hunt, 1997) and are more likely to seek medical attention than men (Litt, 1993). The differences in the health of men and women is likely to be subject in part to lifestyle variations, such as employment and life events. Women have been found to be subject to more poverty, lower status employment, sexual discrimination, and greater strain of dividing attention between competing roles of employee and parent (O'Leary and Helgeson,

1997). Davidson and Cooper (1994) found that women managers are confronted with additional pressures from both their work and home environments, when compared with their male counterparts. These findings were mirrored by Wiersma and van den Berg (1991) and Beatty (1996). However, inconsistencies arise with regard to the role conflict experienced by men and women, both in terms of work interference upon family engagement, and family interference upon work engagement. Williams and Alliger (1994) found there to be higher levels of both forms of role conflict among women, whereas Milkie and Petola (1999) found no significant gender difference in the degree of family/work role conflict. The impact of work and family pressures and degree of conflict experienced is likely to also be associated with coping resources available to the individual. Milkie and Pettola (1999) suggested that women may have developed more adaptive coping strategies in order to cope more effectively with the competing demands of work and familial responsibilities. The changes in family structure, such as increasing multi-generational families, coupled with the current economic environment that encourages many individuals to remain longer in paid employment, are also likely to impact upon the demands individuals are subjected to.

Emotion, Health and the Workplace

The research that has attempted to investigate the interplay between emotions, health and the workplace is by no means extensive. This is likely to be in part a result of the methodological difficulties such an area presents. Emotions are difficult to quantify and isolate, and as such can present challenging methodological complications. Nevertheless, emotions can offer a source of rich and insightful information (Lazarus, 1995). Through exploration of emotional processes, the complexities of individual responses and behaviours can be better understood.

Within the realm of employment research, Wright and Doherty (1998) suggest that emotions may have been neglected as an area of study due to the frequently held belief that workplace behaviour is predominantly governed by a rational-cognitive, goal-directed approach. Indeed Briner (1995b) postulates that many organisations encourage a view that regards emotions as having little to do with business functions, and as such impeding highly successful business practice. Wright and Doherty further suggest that the absence of an integrated model of emotion within current research is

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due to the frequently confounding constructs of emotion and attitude. This can be seen with regard to job satisfaction (an attitude), which becomes tantamount to the emotion of happiness. Wright and Doherty reason that although there is invariably an affective component within the construct of job satisfaction, job satisfaction does not in itself depict emotional well-being. Despite these difficulties, Pekrun and Frese (1992) argue that emotions are an integral component of the workplace, serving as primary determinants of behaviour at work and impacting the social climate and productivity of an organisation. A broad range of emotions are experienced within an occupational setting, not least because the majority of the working age population will spend a significant proportion of their time within the workplace.

Lazarus (1995) and Pekrun and Frese (1992) have attempted to classify workplace emotions. Lazarus identified 15 emotions categorised under three broad headings; positive (pride, relief, love, happiness), negative (fright, anxiety, shame, sadness, anger, jealousy, envy, disgust) or mixed emotions (hope, gratitude, compassion). Pekrun and Frese suggest that where emotions are likely to be influenced by the work role, this form of classification is insufficient. Instead, they divided emotions into positive and negative categories, and then divided each of these into task related and socially related emotions. The task related emotions were subcategorised into the process, prospective and retrospective stages, referring to the emotions experienced at different stages of task completion, and the socially related emotions reflect the social context of the role. The task and socially related emotions, and the subcategories attached, are associated with both positive and negative emotions, permitting a more flexible and comprehensive application.

Clearly, incorporation of emotion within the research exploring occupational health and well-being is essential to fully appreciate workplace motivation, satisfaction, commitment and performance, all of which are likely to have affective components. This is an area that warrants further attention in future research.

The Meaning of Health

As part of any exploration of health, particularly where self-report measures are employed, the meanings that an individual attaches to health and well-being are of central importance. Indeed, without an appreciation of how an individual understands the concept of health, there is likely to be ample scope for misinterpretation of responses. Although attention will predominantly be assigned to the meanings attributed to health in the second stage of the research, it is nevertheless of relevance throughout.

There would appear to be class differences in the meanings attributed to health. Chamberlain (1997) found that individuals from higher socio-economic backgrounds tended to regard health as a multi-faceted entity, whereas individuals from lower socio-economic backgrounds were more likely to attribute solely physical criteria to the meaning of health. Chamberlain proposes four views of health. The solitary perspective, involving purely physical measures of health, was most frequently associated with individuals of low socio-economic status. The dualistic perspective, held by low SES and some higher SES individuals, recognises the relevance of mental aspects of health, but regards the physiological and mental components as separate. Upper SES individuals mainly held a complimentary view of health, regarding physical and mental components serving as an integrated indicator of health. Finally, the multiple perspective regards health as an integration of physical, mental, social, spiritual and emotional components. This view is predominantly held by individuals from higher socio-economic backgrounds. Meanings attributed to health may also differ across different ethnic groups, among males and females, and may vary with age. This again emphasises the necessity to explore health within the contextual complexities present.

The accompanying philosophical stance of this research cannot comply with the traditional experimental, and therefore also positivist, disposition. The current research does not assume phenomenalism, an assumption often linked with a positivist approach, and acknowledges the need to incorporate diverse and flexible methodologies in order to investigate the breadth and detail of the social world. There is recognition of the limited depth of response permitted in the methodology selected.

However within the context of the research as a whole, the theoretical objectives of the first phase are met because a complete understanding of the area under study is not sought. The intention was not to draw fixed conclusions, but rather initiate the exploration of issues within the subject matter, thereby also refuting the assumptions of a positivist scientific law.

The current research does not concur with nominalist assumptions. The meaning of terms employed will invariably hold different meanings for different individuals. Again, with the objectives of the research, this need not invalidate the findings and is regarded as an inevitable aspect of research that relies upon language and interpretation. Specifically, terms such as 'health' and 'work' will hold no universal meaning, and as such responses to the questionnaire will be based upon participants' individual understanding of the terms employed. This is an aspect that will be addressed in the final stage of the research (study III), where the qualitative ideology will permit exploration of meanings attributed to key terms relevant to the research.

Evidently, the research within the area of occupational health has many facets to explore, and uniting some of these approaches is perhaps the greatest challenge. Study I will attempt to identify aspects relevant to occupational health through assessment of the attitudes and behaviours of recruitment employees within the UK. Although the findings will be subject to the limitations associated with self-report measures and questionnaire methodology, it is nevertheless hoped that the prevalent issues pertaining to this complex area of study will be identified.

Study I: Methodology

Study I aimed to identify aspects relevant to occupational health and well-being within the workplace. The intention was exploratory rather than confirmatory in nature, and the selected methodology reflects this. Self-completion questionnaires were believed to be the most suitable method of data collection for the purposes of study I. Research conducted within the field of occupational health psychology is subject to various methodological issues, and an attempt will be made to acknowledge both the impact of the methodological constraints, the rationale for the approach taken, and the philosophical stance from which the research is conducted.

Questionnaire Design

Although this study is subject to the potential problems associated with self-reporting techniques, where the purpose of study I is merely to provide an exploratory investigation as to the pertinent issues relevant to health and employment, rather than identify causal relationships among the postulated variables, the potential methodological drawbacks are believed to be minimised. The objectives have therefore guided the methodology selected.

The questionnaire was designed in order to assess occupational health, health behaviours and attitudes, participants' subjective assessment of overall health, and an objective rating of absenteeism over the past year. In addition, participants' occupational health was assessed by both responses to questions specific to individual orientation and preference (eg. 4. Are you motivated by money? 19. Is your relationship with colleagues important to you?), and through addressing aspects of their current employment experience (eg. 16. Do you feel part of your direct team?). The areas covered were guided by the researcher's existing knowledge of occupational health research, and by the researcher's own employment involving interviews with over 200 employees within the company, exploring areas of workplace satisfaction and well-being. This directly guided the design of the questionnaire and determined the items included. There were two predominant considerations that determined the questionnaire design and administration. Perhaps most importantly, consideration was given to the context in which the research was to

be conducted. Participants may have felt uncomfortable in answering certain items, particularly those in which their work performance may be implicated or where their opinions of their management were questioned. A self-completion questionnaire was believed to permit the autonomy likely to encourage honesty in responses. The compromised depth and scope to clarify or elaborate responses was believed to be of secondary importance for the initial stage of the research. The time and resources available was also considered, both for the research process, and the time available to participants. Self-completion questionnaires provided a relatively time efficient means of collecting data from a wide range of participants.

The questions were formulated to allow easy comprehension, both with regard to the length of each question and the terms used. A Likert scale (Likert, 1952) with five categories (always, frequently, sometimes, rarely, never) was used to attain responses to 21 occupational health items (part I). These items explored motivation, role satisfaction, performance recognition, control/autonomy, environment, team integration, confidence and perceived ability to conduct the role.

Part II attempted to ascertain the health behaviours and attitudes towards health of respondents. Responses to stress, eating patterns, exercise, alcohol and tobacco consumption, drug use, absenteeism, and the perceived impact of health upon performance were addressed. Participants were provided with the opportunity to identify any aspects that they believed would enable them to be more productive in their work. This was the only open question contained within the questionnaire. Part II again used the Likert scale with the same five categories. There were also five closed questions (eg. 39. Do you smoke? 41. Do you take recreational drugs?). The questionnaire administered in study I is shown in appendix Ia.

Seven employees were selected to view the format of the questionnaire prior to administration in order for ambiguous or poorly comprehended items to be amended. One item, thought to be ambiguous, was removed as a result. Data obtained from two interviews conducted prior to administration of the final questionnaire was used to ensure that the main areas pertinent to occupational health were included in the items of the questionnaire. Both interviews were conducted with randomly selected employees within the company. No changes were made to the questionnaire content

as a result.

Participants

The participants were employees of a strategic business unit (SBU) of a major public limited company within the UK. The company is listed as one of the top one hundred performing companies in the UK, and has both a diverse range of business involvement and a headcount of approximately 28,000. The strategic business unit selected employs approximately 750 employees and will be referred to as RC throughout the paper. RC forms part of the personnel division of the company, which in turn forms one of three main business involvements. The company was selected as a direct result of the researcher's employment with the company. As such, the company was accommodating and supportive of the research requirements.

Although the headcount for the selected offices totalled 273, only 235 employees were present at the time of distribution. No employees declined participation. The high response rate is largely due to the administration procedure. This is in line with the recommended sample size for factor or principle component analysis, as specified by Comrey and Lee (1992). As a guide, Comrey and Lee suggest that 50 participants is a very poor sample size, 100 is poor, 200 is fair, 300 is good, 500 is very good and 1000 is excellent.

There were 123 males and 100 females who took part in the research. 12 employees did not specify their gender. The large majority of employees were aged 30 years or younger (92.3%), with a mean age of 26.03 years. The youngest participant was 18 years of age, the oldest participant was 43 years of age.

All levels of responsibility were included in the research. 71% were titled Trainee Consultant, Consultant, or Senior Consultant (25.5%, 28.1% and 17.4% respectively). 17% fell into one of four levels that could be described as middle management. 0.9% of the sample was Director level. With the exception of Directors and administrative staff, all employees worked the set hours of 8.30am–6.00pm, culminating in a 45 hour working week (not inclusive of half an hour lunch break). On occasions, Trainee Consultants, Consultants and Senior Consultants are required to work until 8.30pm. The environment could be said to be a reasonably highly pressured environment for

employees at all levels, with clearly specified targets to be met and closely monitored performance indicators.

Indicative of the high turnover within the company, 81.0% of the sample had been employed by RC for three years or less, and 92.9% had been employed by RC for five years or less. The length of employment ranged between 3 months and 14 years (mean = 2.10 years).

Sampling

RC is based predominantly within the UK, although in recent years there has been significant expansion, resulting in an increasing international presence. For the purpose of this study, seventeen regional offices based in England, Wales, Scotland and Northern Ireland were selected. See appendix Ib for a complete listing of the selected regional offices. The headcount within each office ranged from 4 employees to 32 employees.

Multistage cluster sampling was employed as the sampling technique. The seventeen regional offices were selected to provide a representative geographical spread, with each office representing a microcosm of the wider organisation. Participant selection was based upon all present employees within the seventeen regional offices on a specified working day. This ensured inclusion of a proportionate representation of junior and senior staff.

Administration Procedure

A representative was selected in each of the regional offices involved in the research. The representative was to be responsible for coordinating the research within their office on the specified working day. The representative was selected on the basis of being reasonably senior within the office, but without having managerial responsibilities. It was thought that this would optimise honesty in responses, particularly regarding questions about management.

The representative received a letter from one of two main Directors within RC, requesting their cooperation and highlighting a clear administration procedure (appendix Ic). The selected working day was the same for all the offices involved. Additionally, all relevant management tiers were contacted by the same Director to inform them of the research, and again request their cooperation (appendix Id). The selected representatives received sufficient copies of the questionnaire for the employees within their office, with an equal number of individual envelopes for participants to enclose their completed questionnaire. Each representative received the questionnaires and individual envelopes a week before the day of distribution. Again, the inclusion of individual envelopes served to emphasise the confidential nature of the research.

The researcher spoke to all representatives over the telephone to ensure receipt of the questionnaires and response envelopes, and the procedure was once again reiterated. The researcher spoke to each representative the day before the questionnaires were due to be distributed, ensuring that the procedure was clear and clarify any queries that representatives may have had. It was emphasised that all employees within the office should be involved in the research, including all management present within the office. All questionnaires were to be distributed by the representative at 8.30am, completed immediately and placed in the confidential envelope by all employees present in the office, and collected by the representative at 9.00am. This was to ensure that employees completed the questionnaire prior to getting involved with other tasks, and to minimise opportunities for employees to discuss their responses. All employees were requested to complete their answers privately, and without discussion with their colleagues.

The representative was then required to send all the completed questionnaires in the internal postal system, to reach the researcher the following working day. The researcher again spoke to all the representatives following collection to ensure that the procedure had been followed accurately. Upon receipt of the questionnaires, all representatives were called a final time to thank them for their cooperation.

<u>Analysis</u>

In reflection of the research objectives, the method of analysis selected was principle component analysis. Principle component analysis attempts to summarize patterns of correlations among observed variables, by reducing the number of observed variables to a small number of components. This study attempted to identify the components, relevant to occupational health and well being within the workplace.

The variables to be included within the PCA were identified and assessed for adequate normality. All the variables that were deemed relevant to the research area were included within the analysis so as to prevent distortion of the relationships among the variables. Kaiser's (1970, 1974) measure of sampling adequacy was conducted in order to ensure factorability of the correlation matrix. The components were then extracted from the correlation matrix, rotating the factors in order to increase the interpretability through maximising high correlations and minimising low correlations. The varimax orthogonal rotation was used. This produced a loading matrix, displaying the correlations between observed variables and components. The components were not correlated. The loading value reflects the extent of the relationship between each observed variable with each component, and was interpreted by identifying the heavily loaded variables of each component. Although this approach is subject to the researcher's interpretation, it does serve to identify the components relevant to the research area. It is acknowledged that the labels applied to the components are descriptions of the combined variables associated with the components, and do not necessarily reveal an underlying process. The components are by no means inflexible to subsequent developments of the research process, but rather serve as an initial foundation from which the exploratory process may evolve.

CHAPTER 2

Study I: Results

In order to ascertain the principal aspects involved in the health behaviour, health attitudes and the general occupational health of the 235 employees participating in the study, a Principal Component Analysis (PCA) was conducted. This was conducted in order to summarise the patterns of correlations among the variables, through reducing the large number of variables and apparent correlations to a smaller number of components. In order to identify an accurate understanding of the processes underlying the health attitudes and behaviours and occupational health of participants, all the variables likely to be relevant were included within the analysis. Omitting relevant variables can result in distorted relationships among the remaining variables measured.

Since the purpose of the Principal Component Analysis was to summarise the relationships among the large number of variables, rather than to determine the number of components, the theoretical and practical limitations of PCA were relaxed in order to attain a direct exploration of the data. Nevertheless, prior to carrying out the PCA, the variables were checked for normality. Although nine of the 44 variables indicated a positively skewed value of between 1.0 and 1.5, and two variables indicated a positively skewed value of 2.141 and 3.313 ('length of employment with RC' and 'frequency of going to work feeling hungover', respectively), there was believed to be adequate normality overall, and variable transformation was considered unnecessary.

The variables included in the PCA are listed in appendix Ie. Also shown, are the abbreviated terms used to define each variable for the analysis conducted through SPSS. Although all the loading variables that were used as part of the interpretive process correlated above .35*, high bivariate correlations do not automatically indicate that the correlation matrix contains components. In order to assess the factorability of R, Kaiser's measure of sampling adequacy (1970, 1974) was conducted on the data. Kaiser's measure of sampling adequacy (MSA) is a ratio of the

* .30 is generally regarded as the minimum meaningful correlation value within a component analysis

sum of squared correlations to the sum of squared correlations, plus the sum of squared partial correlations. MSA values are required to be .6 and above in order for a valid component analysis. As can be seen in table 1.1, the measure of sampling adequacy was found to be .745, and therefore satisfactorily meets these requirements. Bartlett's (1954) test of sphericity is a highly sensitive method to test the hypothesis that the correlations in a correlation matrix are zero. This test is likely to be significant where there is a substantial sample size, as can be seen below ($p < .0001$), and therefore does not offer further assurance for the factorability of R.

Table 1.1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.745
Bartlett's Test of Sphericity	Approx. Chi-Square	3686.826
	df	946
	Sig.	.000

Having satisfied the criteria for normality and the measure of sampling adequacy, the respective variables loading on the components were identified. The minimum loading value was set at .35.

The principle component analysis was conducted with 44 variables. The principle component extraction model was used, removing unique and error variability. Age, gender, region, branch and all questions that produced yes/no responses were omitted from the analysis. A total of 14 components with eigenvalues larger than 1.0 were produced. Retention of 14 components would be excessive however, so the scree plot was viewed for sharp breaks in the size of eigenvalues. The eigenvalues for the first seven components were all larger than 1.5, and after this point the changes in eigenvalue were relatively small. This indicated that the first seven components were accounting for the majority of the variability of the data, and as such are the components regarded as most relevant to the research area. The scree plot is shown in figure 1.1.
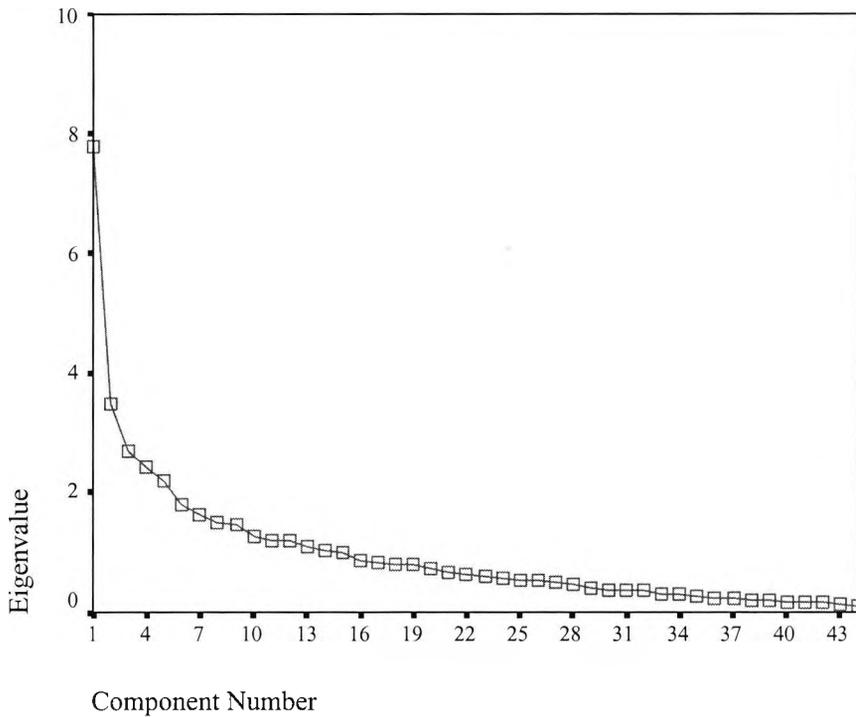
Figure 1.1. Scree plot.

The proportion of variance explained by each component is the sum of squared loadings (SSL) for the component divided by the number of variables. The variance explained by the first seven components is shown in table 1.2. Prior to rotation, the first seven components account for 49.880% of the variance. Following the rotation of the sum of squared loadings, the first seven variables account for 44.755% of the variance.

Table 1.2. Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.787	17.698	17.698	4.287	9.744	9.744
2	3.464	7.872	25.570	3.936	8.946	18.689
3	2.673	6.076	31.646	2.628	5.973	24.662
4	2.411	5.481	37.126	2.458	5.587	30.249
5	2.183	4.962	42.088	2.200	4.999	35.249
6	1.803	4.098	46.186	2.121	4.821	40.069
7	1.625	3.694	49.880	2.061	4.685	44.755

Extraction Method: Principal Component Analysis.

A varimax rotation was selected in order to provide the rotated factor loadings matrix. The rotation can assist the interpretation process by simplifying the relationships between the components and variables. This is achieved by maximising the variance of the component loadings, resulting in maximisation of high and low loading values. The rotation matrix was used in order to ensure greater clarity of interpretation.

The components were interpreted according to the underlying dimensions that would appear to unify the variables found to load upon it. The component labels are listed below, followed by a breakdown of the respective variables and loading values of each. The values noted below are taken from the rotated component matrix. Both the unrotated and rotated matrices can be viewed in the appendix (If and Ig respectively).

Component I: **Disillusionment Disincentive**

Component II: **Environmental/Managerial Support and Integration**

Component III: **Drinking behaviour**

Component IV: **Health Engagement**

Component V: **Career Stability and Advancement**

Component VI: **Achievement Motivation**

Component VII: **Competency and Efficacy**

Component I: Disillusionment Disincentive

The first component would appear to represent participant disillusionment and dissatisfaction with the company, leading to feelings of disincentive and demotivation among employees. The variables loading upon this component reveal frequent consideration of leaving the company, lack of respect for management or sense of loyalty to the company, poor levels of work enjoyment and being unmotivated by the environment and management. The following components loaded upon the disillusionment disincentive component.

Frequently consider leaving the company for:
Higher salary (.742)
More responsibility (.730)
Higher commission (.721)
Greater flexibility (.659)
More relaxed management (.625)
Different management (.551)
Different occupation (.500)

The following variables were negatively loaded upon the 'disillusionment disincentive' component. These indicate that the participants' that frequently consider leaving the company are unmotivated by the environment and management, have a low sense of loyalty towards the company, possess low levels of respect for management and experience poor work enjoyment.

Find management motivational (-.460)
Find environment motivational (-.399)
Sense of loyalty towards RC (-.398)
Respectful of management (-.376)
Enjoyment of work (-.367)

Component II: Environmental/Managerial Support and Integration

The variables associated with component II would seem to represent *'Environmental/Managerial Support and Integration'* within the workplace. The variables found to load on this component are listed below, with the respective

loading values. All were found to be fairly pure measures, although as can be seen below, some of the negatively loaded variables of the 'disillusioned disincentive' do appear to be defining variables of the 'environmental/managerial support and integration' component. This would indicate that participants scoring highly upon the 'environmental/managerial support and integration' component are less likely to frequently give consideration to leaving.

Feel part of office (.828)
Feel part of team (.778)
Enjoy the working environment (.624)
Believes efforts are recognised by the office (.589)
Believes efforts are recognised by management (.561)
Respectful of management (.498)
Find environment motivational (.442)
Socialises with colleagues outside of working hours (.419)
Find management motivational (.402)
Enjoyment of work (.388)

Component III: Drinking Behaviour

Component III is indicative of participants' drinking behaviour. Variables that were found to load heavily upon this component suggest that a frequent response to stress within the workplace will involve consuming more alcohol at the end of the working day. Exceeding the daily recommended limit of alcohol was also found to load upon this component, as was the tendency to socialise with colleagues outside of working hours.

Alleviates stress by 'going to the pub to get drunk' (.802)
Alleviates stress by 'going to the pub for a couple of drinks' (.778)
Frequently exceeds the daily recommended limit of alcohol (.687)
Socialises with colleagues outside of working hours (.458)

Component IV: Health Engagement

Component IV would appear to reflect the *'Health Engagement'* of individuals, both in attitudinal and behavioural terms. The variables found to load upon this component measured the frequency in which participants engage in health promoting behaviour, the degree to which participants consider and prioritise their health, and participants' assessment of their health status. The variable assessing participants' efforts to eat healthily was shown to be relevant in the unrotated matrix, however rotation did alter the loading value substantially thereby no longer qualifying this variable for inclusion (from .483 in the unrotated solution to .198 in the rotated solution). The variables found to load upon the 'health engagement' component are listed below.

Alleviate stress through physical exercise (.886)
Takes frequent aerobic exercise (.878)
Makes effort to lead a healthy lifestyle (.642)
Believes general health to be good (.402)

Component V: Career Stability and Advancement

The fifth component contained two marker variables, neither of which correlated highly with other components. It is acknowledged that components defined by only two variables should be viewed with caution. However, where the variables are highly correlated with each other (for example, r > .70) and relatively uncorrelated with other variables, and where there is a logical interpretation of the variables, the component may be reliable. The variables found to load upon the fifth component would appear to represent career stability and advancement. 'Job title' was divided into 9 categories (0 = administrator through to 8 = Director) in order to detail the hierarchy within RC. These findings would suggest that stable employment is associated with higher status positioning within the company.

Job title (.941)
Length of employment with company (.926)

Component VI: Achievement Motivation

Component six would appear to reflect the degree to which participants are driven by achievement and success, specifically with regard to their status within the company and monetary gains. The extent to which participants describe themselves as ambitious was also found to load upon this variable, and to a lesser degree, the confidence that employees report to feel regarding their anticipated success over the coming year.

Motivated by the prospect of promotion (.744)
Motivated by money (.700)
Is ambitious (.694)
Feels confident of success over coming year (.418)

Component VII: Competency and Efficacy

The final component that warrants interpretation involves the degree to which participants believe that they possess the ability to conduct their job well, the perception of productivity levels, and anticipation of success over the coming year. The degree of control that an individual perceives they possess over their working schedule is also relevant to this component. There would also appear to be an association with the extent to which individuals describe themselves as ambitious. Component VII can be seen to represent 'competency and efficacy', highlighting the effectiveness and aptitude with which individuals conduct their role, and the confidence they possess in their skills and performance.

Believes to possess the ability to conduct job well (.796)
Feels confident of success over coming year (.595)
Perceives to have a good degree of control over working schedule (.536)
High perception of productivity (.533)
Is ambitious (.353)

Study I: Discussion

This study has identified various components that would appear to be central to occupational health, incorporating workplace criteria, health behaviours and attitudes towards health. Although few conclusions can be drawn from the work conducted, the components identified nevertheless provide clear areas that may be more comprehensively explored in the second stage of this study. This section will discuss the components identified and the respective highly correlated variables, with reference to the previous research conducted, and the direction for the second stage of this research.

Component I: Disillusionment Disincentive

The first and second components identified do appear to represent the two extremes of employee commitment and contentment within an organisation. The first component associates the reasons identified for leaving, namely increased salary and commission, greater responsibility and flexibility in working methods, more relaxed management, or an alternative occupation, to low levels of motivation and loyalty to the organisation, low respect for management, and poor enjoyment of work. These can be seen to represent a disillusioned and disincentivised workforce, apparent in employees' negative evaluation of their management, environment and work, and low levels of motivation and commitment. As a guide, Comrey and Lee (1992) suggest that loadings in excess of .71 are excellent marker variables, loadings in excess of .63 are considered very good, .55 are considered good, .45 as fair, and .32 as poor. The variables loading upon the first component would therefore appear to be good indicators of the underlying dimensions involved.

Variables indicating frequent consideration to leaving are the most heavily weighted items upon this component, however aside from establishing a desire to leave the company, these do not contribute to a rich interpretation of the variable. To define the component more fully, it is necessary to incorporate the variables associated with the reasons for leaving. Poor levels of motivation would appear to be an important aspect of this component, highlighting the need for a stimulating working environment and inspiring managerial input. The concept of motivation is a complex term however,

subject to individual differences in terms of process and manifestation, and influenced by internal and external elements. In attempting to define the constituents of motivational cues, it is helpful to consider the additional variables found to load negatively upon the first component. A poor relationship between employees and employer, evident through low levels of reported respect and loyalty, may be one aspect that contributes to an unmotivated and disincentivised workforce. This will be discussed further in relation to the second component. The negatively loaded variables of the 'disillusioned and disincentivised' component do highlight the areas likely to be pertinent to employee commitment and retention, and therefore warrant further attention in the second stage of this research.

Component II: Environmental/Managerial Support and Integration

The second component identified following the principle component analysis would appear to support the research that has highlighted the importance of the working environment and managerial input upon occupational health and well-being. The variables that were found to correlate with this component would all appear to be adequate markers, with the loadings ranging from .388 to .828. According to the guidelines proposed by Comrey and Lee, feeling part of the office and team would be regarded as 'excellent' indicators of the underlying dimensions involved in component II. Enjoyment of the working environment and the belief that efforts are recognised by the office and by management can be regarded as good indicators of the underlying dimensions involved in this component, and the respect for management a fair indicator of this component. Although the remaining variables would be regarded as fairly poor indicators of the component, all do appear to be consistent with the essence of the former loaded variables, and as such have been incorporated within the overall interpretation.

The second component suggests that the management an individual receives and the environment in which an individual works is likely to have an impact upon their enjoyment of the workplace and their relationship with the organisation. The nature of the relationship between the employee and employer has been found to impact upon psychological well-being (Cooper and Melhuish, 1990), and the foundation of this relationship is likely to be determined, at least in part, by the variables found to be

strongly associated with the 'environmental/managerial support and integration' component. Furthermore, the nature of this relationship may be associated with motivation levels, respect for management, and integration within the workplace. Integration would appear to be a fundamental theme of the second component. For the purpose of this study, 'integration' refers to an individual's capacity to identify with the various facets of the workplace, including social elements, the organisational culture and ethos, and the working procedures and objectives. This process of identification and integration within the working environment is comparable to the 'sense of coherence' described by Antonovsky (1987). The ability to comprehend the world in a manageable and meaningful way has been found to modify the impact of stress, and it is possible that this aspect may have a more extensive influence within the workplace through fostering a sense of belonging and commitment in employees.

The social element of integration within the workplace cannot be underestimated. Six of the variables found to load upon the second component incorporate a social element. For example, feeling part of the team and office directly measures participants' perception of their social integration within the workplace, and is a defining aspect of component II. The support demonstrated through recognition of effort is likely to be an interactive, and therefore by definition, 'social' feature of employees integration. Finally, employee respect for management is likely to be dependent in some way upon the quality of the relationship between the two parties, and the choice to socialise with colleagues outside of working hours is likely to reveal a degree of compatibility with the social element of the workplace. When it is considered that these elements are associated with enjoyment of the working environment and feeling motivated in response to the working environment, attention to the integration of employees would appear to be an area that may be of significant benefit to an organisation. Although research to date has acknowledged the potential of supportive relationships to alleviate the impact of a stressful environment (Pearlin, 1989), these findings suggest that supportive working relationships may also be related to employees' enjoyment and motivation, and the degree to which employees feel compatible with the working environment. Furthermore, in acknowledgement of the elements pertaining to frequent consideration to leaving the company, integration may be a key consideration in attempts to optimise employee retention.

Component II suggests a link between employees' respect for management, the belief that efforts are recognised by management, and the integration and positive evaluation of the working environment. The respect for management is likely to affect employees' interpretation of managerial input, specifically with regard to the imposition of authority and discipline, and the provision of encouragement and guidance. Within a highly monitored and regulated organisation, such as RC, the respect for managerial contribution may affect an individual's relationship with the organisation and their response to the working methods. Performance within RC is assessed on a frequent basis, and the standards required constantly re-evaluated, targeting employees increasingly higher to build upon productivity and develop performance. It is possible that the respect for management plays a mediatory role in employees' perception and response to this working style, facilitating greater compliance to the pressure communicated and acceptance of authority. The poor sense of personal control that frequently occurs as a result of excessive managerial instruction may also be less apparent in cases where there is strong respect for managerial input. The degree to which employees perceive a good degree of personal control within the workplace was positively related to component II, albeit weakly (.236). If employee respect for management does play a mediatory role as suggested, it would potentially explain the disparity in the research that documents both a positive and negative influence of highly formalised working methods (Organ and Greene, 1981; Podsakoff, Williams and Todor, 1986).

The recognition of effort formed an important element of the second component, both with regard to employees' perception of the recognition received from the office, and through managerial recognition of effort. The perception that efforts are acknowledged and appreciated may further serve to foster a sense of contributing and belonging to the organisation, be this on a micro or macro scale (i.e. team, office, region, or organisation), and endorse a motivational environment through the provision of encouragement and subsequent promotion of confidence. The 'environmental/managerial support and integration' component does highlight the need for the management within an organisation to facilitate employees' ability to identify and relate to the working environment and organisation, thereby optimising integration. It may be that through appropriate support, tailored to the needs of the individual, flexibility in accommodating different working styles and appreciation of

broader individual variations are methods in which this can be achieved. Although the precise mechanisms by which the identified variables are interrelated have yet to be more clearly understood, the results would highlight the clear existence of relationships between such constructs as motivation, enjoyment, integration, and response to management and authority. Further exploration within the second stage of this study will attempt to understand these constructs further, both in terms of what meaning they hold for different individuals and the complex relationships by which they are associated.

Component III: Drinking Behaviour

Despite the presence of heavily loaded variables, component III does not detail a rich source of related elements. The alleviation of stress through consumption of either moderate or excessive quantities of alcohol would appear to be the predominant defining variables. Also associated with this component is the frequent consumption of alcohol in excess of the recommended daily limit. It is unclear from the research as to whether the drinking behaviour in response to stress is sufficiently frequent to warrant the frequent consumption of alcohol above the recommended daily limit, or whether alcohol consumption frequently exceeds the recommended daily limits irrespective of stress levels. The relationship between alcohol consumption and response to stress will be an area explored further in the second stage of this study. Socialising with colleagues outside of working hours was also found to load upon this component, although to a lesser degree (.458). This may be indicative of the existence of a drinking culture within the company, and again warrants further exploration in the second stage of this research.

Component IV: Health Engagement

Component IV would appear to be concerned with the degree to which an individual considers their health, and the manifestation of this consideration upon health promoting behaviour. The first two marker variables identified would appear to be strong indicators of the underlying dimensions involved in component IV, both of which indicate frequent participation in physical exercise, be this related to stress alleviation or otherwise. The remaining variables maintain this theme, referring both

to a positive self-assessment of health and efforts taken to lead a healthy lifestyle. Again the precise mechanisms by which these factors are related need further exploration. The incorporation of exercise as a method of alleviating stress also warrants further investigation. It is possible that exercise serves as a considered method of stress reduction, conducted almost for 'remedial' purposes. However, it could also be that individual's feel a desire to exercise following periods of significant stress, irrespective of their beliefs or knowledge of the potential alleviatory effects that exercise may have upon their stress levels. The rationale for exercising remains unclear from the current research.

Although the literature has identified various aspects relevant to specific illnesses and physical symptoms, such as strong social support (Uchino et al., 1996) and avoidance of excessive managerial instruction (Karasek, 1979), this research did not attempt to gauge the detailed physical health status of employees through the inclusion of a symptom/illness list. Rather a general assessment of health was attained, through participants' self evaluation of their health status. Whether efforts taken to lead a healthy lifestyle result in tangibly fewer illnesses cannot be ascertained from the current research. Nevertheless, component IV would indicate that employees' perception of their general health status is more positive when such efforts are taken and priority is given to health promoting behaviour. The meaning that individuals place upon their health is also of interest, however the methodology did not permit adequately rich data in order to attain this detail. Nevertheless, it is critical to ascertain the meaning attributed to health in order to reach an understanding of the participants' health behaviour and attitudes towards health. The definition and meaning of health will be explored in the second stage of this research with reference to Chamberlain's (1997) solitary, dualistic, complimentary, and multiple perspectives of health. The precise mechanisms by which health engagement is involved with the broader construct of occupational health will also be examined.

Component V: Career Stability and Advancement

The only two variables that define component V include the duration of employment and job title of participants. Clearly there is a link between these variables, indicating that employees who remain within the company over a period of time are more likely

to attain promotion and career advancement. Both variables would be regarded as 'excellent' markers according to the guidelines provided by Comrey and Lee (1992). Although this component does provide an area that is likely to be of interest to occupational health, it does not in itself provide a sufficient range of variables to offer a rich definition of the component. Existing research has found job insecurity to have a detrimental impact upon both psychological and physical health (Cooper and Melhuish, 1990; Cobb and Kasl, 1977), and it would be possible to postulate that long-term employees experience greater stability and security, and are subsequently less susceptible to the negative impact of job insecurity. This may facilitate better performance resulting in promotion and career advancement. Elements frequently associated with low-status roles, such as low decision latitude, a poor sense of personal control and unpleasant working conditions (Kornhauser, 1965; Karasek, 1979) have also been found to have detrimental effects upon an individual, and subsequently may hinder the performance and advancement of employees. This component is open to interpretation, however in line with previous research it does highlight the potential relevance of stability and role status.

Component VI: Achievement Motivation

The first two variables found to load upon the 'achievement motivation' component are strong defining indicators, both of which detail the motivation sourced through achievement. It would appear that the motivation to achieve in monetary terms is associated with the motivation to receive promotion. Again, the relationship is open to interpretation, and it is not clear as to whether the motivation to achieve promotion is primarily governed by the additional monetary gain, the additional responsibility, or the prestige and status that frequently accompanies a promotion. The extent to which participants describe themselves as ambitious was found to be associated with this variable. To a lesser degree, participants' expectation of success was found to be relevant to their achievement motivation. Self-belief and the expectation that define goals as attainable possibly serve to reaffirm the motivation to achieve and foster ambition.

Component VII: Competency and Efficacy

Confidence and perceived ability would appear to be relevant to the degree to which employees report being productive in their work and to the perceived sense of personal control. The productivity measure employed relied purely upon participants' self-assessment rather than upon objective assessment, and therefore remains open to response biases and inaccuracies. Nevertheless, it is of interest to note that employees claiming to be highly productive also possess a strong sense of personal control and belief in their ability. The degree of personal control within the workplace has been found to have significant influence upon psychological and physiological health, and specifically in relation to the role demands placed upon an individual (Fox, Dwyer and Ganster, 1993; Schaubroeck and Ganster, 1993). This research would support the postulated link between role demands and personal control, through the apparent association between the belief in one's ability to conduct the role effectively and a strong sense of personal control.

Methodological Limitations

Previous research within the area of occupational health has traditionally focussed upon sources and outcomes of stress within the workplace. This research has identified critical components believed to have an impact upon the occupational health of employees and includes such areas as physical environment, poor interpersonal relationships, perceived inadequate recognition or advancement, and job loss (Quick and Quick, 1984). Steptoe, Fieldman, Evans and Perry (1993) also found perceived insufficient control to contribute to occupational stress. With the exception of job loss, these areas were included within the occupational health items. Speculative reasons for leaving were also assessed. One limitation of the PCA is that the results reflect only the items that were included within the analysis. Although this prevents the generation of new areas, this method nevertheless permits identification of the principle components relevant to the research area, accompanied by the defining properties (i.e. the variables loading upon each component).

Current literature exploring the relationship between work and health is subject to various methodological limitations. Firstly, there has tended to be a heavy reliance

upon self-report measures (Haynes, Wall, Bolden, Stride, and Rick, 1999), permitting heavily subjective data and the potential influence of negativity biases. Although subjective accounts are of substantial value, the absence of more objective measures is nevertheless a constraint within the research. An obvious example here would be the difficulty in asserting a causal relationship of self-reported poor health with self-reports of poor employment circumstances. There is a possibility that rather than the former *causing* the latter, there is simply a consistent negative evaluation provided by participants. Although some studies have attempted to control for individual characteristics which may affect the reporting behaviour of participants (eg. Ettner and Grzywacz, 2001), the control by no means entirely eradicates all elements that may be influencing reporting behaviour. With so many individual variations in personality, experience and responses, it is difficult to implement a control that will accommodate all participants. Furthermore, if a causal relationship is established, it is difficult to ascertain the direction of causation, in terms of whether poor health has resulted in reduced employment opportunity, or whether the poor working conditions have had a detrimental impact upon health.

Where objective measures of health have been investigated, such as the incidence of myocardial infarction or elevated blood pressure within the workplace, the potential influence of a negativity bias is not removed, and self reported medical conditions remain subject to the individual's outlook and perspective. Equally, there is a need within the literature to address general health, and not solely limit research to illnesses that can be objectively measured. Self-reporting techniques therefore become an unavoidable component of occupational health research. The extent to which this is regarded as influencing the validity of such research will be dependent upon the philosophical viewpoint adopted.

Summary and Implications of Study I

This study has attempted to explore the concept of occupational health, health behaviour and attitudes towards health among employees across the UK. The findings suggest that an employee's ability to integrate and identify with the workplace is an important aspect of the working experience. Enjoyment of the workplace and a positive response to the management and environment also appear central to occupational health.

An attempt has been made to accurately capture the essence of the variables associated with each component. However the labels used to define each component are subject to the researcher's interpretation. It is acknowledged that this process involves subjective interpretation, and therefore potentially introduces scope for individual bias. Any research method incorporating the use of language is open to such criticism, whether it be with regard to the participant's subjective understanding of the research items, or the researcher's analysis of the responses. Individual understanding of certain constructs will be explored in study III of this research, however prior to such exploration, the data obtained remains a valid reflection of the views according to participant's interpretation and understanding. It is also possible that the researcher's prior knowledge of the organisation may introduce additional bias. However, effort has been made to ensure an impartial interpretation of the components and the associated variables, and it could equally be argued that the researcher's prior knowledge of the organisation contributes to a more complete understanding and richer interpretation. The interpretation is conducted within the context of prior knowledge and experience of the organisation. The subjectivity permitted in the analytic process permits scope for more flexible and abstract theorising, and as such can be of value to the research process.

As formerly discussed, personality has been shown to influence individuals' experience of the workplace, health status and health behaviours. The current findings do not contribute specifically to this research area, because direct personality measures were not included within the questionnaire. The questions do nevertheless attempt to measure participants' self-assessment of certain 'characteristics'. For example, whether participants would describe themselves as ambitious (part I, item

14), the importance participants' place upon working relationships (Part I, item 19), and participants' perception of their competence and ability (Part I, items 12, 13). Many additional questions arguably reveal traits and preferences of individuals, however there remains insufficient data to conclude that specific personality traits are related to the pertinent aspects of occupational health. Although the objectives of the current stage of research was not to form such conclusions, awareness of the impact of personality upon any investigation of individual experiences of the workplace cannot be disregarded.

The research conducted thus far has identified various elements that would appear to be central to the concept of occupational health. Study II will explore the relevance of the identified components upon the productivity of employees. Study III will then attempt to assess the meanings that individuals attribute to some of the key terms that emerged. Workplace integration, motivation and enjoyment, achievement and efficacy are possibly the key elements that contribute to occupational health and well-being. The key weaknesses of this research stem predominantly from the priority allocated to the sample size and the compromise in the depth of data obtained. However, the methodology was selected according to the defined objectives, and in acknowledgement that this study forms only the first stage of the research design, the aims specified are believed to have been adequately met.

Study II:

The Impact of Occupational Health, Health-Related Attitudes and Health Behaviours upon the Productivity of Employees within a UK Organisation

CHAPTER 3

Study II: Introduction

An underlying priority for organisations implementing strategies and policies to raise the occupational health and well being of employees is the optimisation of productivity, and ultimately increased profitability. The myriad elements that appear to be of relevance to productivity are complex, and will rarely work in isolation in impacting upon productivity. The first stage of this study attempted to establish key components that appear to be of relevance to the occupational health of 235 employees working within a major public limited company at locations across the United Kingdom. In order to establish whether the identified constructs have a tangible influence upon the functioning of the organisation as a whole, the second stage of this research attempts to investigate the relationship between each component and an objective measure of productivity for individual employees.

Constructs of Occupational Health and Productivity

The physical and psychological health of employees is likely to influence productivity. However as can be seen from the first stage of this research, difficulties arise in attempting to establish the influence exerted by specific components of occupational health. Isolating the influence of the physical working environment, the objective, social, psychological and the psychosocial characteristics of the working experience is a challenging requirement, and is further compounded by the tendency of research to date to remain within the discipline boundary to which it is affiliated.

The components identified in stage I draw upon a range of social, behavioural and attitudinal responses to the workplace, based upon the employees' perception and assessment of their environment. These components are listed below, with a brief summary to highlight the loading or defining variables pertaining to each.

Disillusionment disincentive –
Indicative of low loyalty and commitment to the organisation, little respect for management, and poor motivation and enjoyment of work.

Environmental/Managerial Support and Integration –

Strong affiliation with the working environment, colleagues and management, and the belief that one's contribution is recognised and valued.

Drinking Behaviour –

Alleviation of workplace stress through the consumption of alcohol, and a tendency to frequently consume more than the recommended daily limit.

Health Engagement –

Positive health beliefs and behaviours, motivated by attempts to alleviate stress and/or maintain good health.

Career Stability and Advancement –

Duration and progression within the organisation.

Achievement Motivation –

Drive to attain promotion, recognition or financial gain.

Competency and Efficacy –

Belief in ability and resources to achieve.

Alternative models of occupational health have been suggested over the years, with varying foci, be this upon the role characteristics, managerial or organisational influences, or perceived pressures and rewards within the workplace. Warr (1994) attempted to incorporate concepts from a variety of disciplines to form a set of 'environmental foundations' that he believes to influence the mental health and occupational well-being of workers, as listed below.

(a) Opportunity for control

(b) Opportunity for skill-use

(c) Externally generated goals (e.g. pressure exerted upon the worker)

(d) Variety in workload

(e) Environmental clarity (e.g. clear role boundaries/information about the job and adequate direction)

(f) Availability of money

(g) Physical security (e.g. safe working conditions)

(h) Opportunities for interpersonal contact (e.g. quality and quantity of contact with colleagues)

(i) Valued social position (e.g. occupational status)

Although the labels attributed to constructs of occupational health may vary across the research papers published, the above criteria would appear to incorporate some of the key areas. For example, 'opportunity for control' has been referred to as 'locus of control' (Rotter, 1966), 'mastery' (Pearlin and Schooler, 1978) and 'efficacy' (Bandura, 1997). Warr's environmental foundations do not acknowledge the impact of non-work related variables upon the occupational health of employees, yet these are likely to moderate or exacerbate individual responses to aspects of working experience. For example, Greenglass et al. found that family support was more effective at moderating the effects of workplace stress upon burnout than workplace support (Greenglass, Fiksenbaum, and Burke, 1994).

Research has examined the impact of a range of work-related and non-work related aspects upon the productivity of employees. When assessing productivity, it is important to consider the nature of the outcome measure. Productivity can be measured in various ways, dependent both upon the task undertaken and upon whether the research design employs an objective or subjective measure. This was demonstrated in research conducted by Downey et al., whereby the effects of supervisor support upon productivity were most apparent among employees conducting structured tasks (Downey, Sheridan and Slocum, 1975). It is possible that the findings reveal as much about the type of task undertaken, as they do about the impact of supervisory support.

In line with the 'Environmental/Managerial Support and Integration' component identified in stage I, the provision of support has been a consistent theme within the research. Gerstner and Day (1997) found that high levels of social support were significantly correlated with higher levels of productivity. Prior to deducing the direction of this seemingly causal relationship, it must be noted that the supervisors may provide more support to individuals that perform well or to those whom display high potential. Schwartz et al. explored the impact of different measures of social support upon burnout, job satisfaction and productivity among traffic wardens (Schwartz, Baruch-Feldman, Brondolo and Ben-Dayan, 2002). Social support from family, coworkers and both immediate and unit supervisors was measured through participants' self-reported perceptions of the support received from each source. The objective measure of productivity was the number of summonses issued each day,

adjusted for the number of hours worked. The results indicated that productivity was significantly and positively correlated with immediate supervisor support. However productivity was not found to correlate with support from the other sources measured. Conversely, all sources of support were significantly and positively associated with job satisfaction. Family and unit supervisor support was negatively correlated with burnout. Job satisfaction was not associated with productivity, however higher levels of productivity were found to relate significantly to lower levels of burnout. As with much of the research within this area of study, caution needs to be taken in attempting to generalise these findings. Two key methodological considerations need to be noted. Firstly, the occupational group is engaged in repetitive and clearly structured tasks. As Downey et al. (1975) highlight, this may raise the clarity of the relationship between the variable under study and the measure of productivity. However, many roles involve a more complex range of tasks that contribute to overall productivity, therefore the results may not be equally applicable to different occupational settings. Secondly, a reporting bias may be in part responsible for the relationship documented between job satisfaction and support, as both measures were reliant upon participants' self-reported perceptions.

In order to better understand the processes that may be involved in the relationship between elements of the workplace or the individual and productivity, it is helpful to consider the theoretical perspectives proposed. Eysenck and Calvo (1992) suggested that anxiety may serve to either increase or decrease productivity, depending upon the response of the individual. High levels of anxiety may drain the cognitive resources available to the individual, resulting in a reduction in working memory resources, and a subsequent reduction in productivity. However, anxiety may also result in an increase in cognitive arousal, and therefore play a motivational role that serves to raise productivity. Clearly the individual's response may be determined in part by the duration and/or complexity of the task undertaken. This theory works on the assumption that employees have a limited pool of cognitive resources from which they may draw. Kanfer and Ackerman (1989) suggest that the varied tasks that an individual is required to undertake places a drain upon the cognitive resources available, according to whether the demands are on-task, off-task or self-regulatory activities. On-task activities relate to any behaviour directly involved in the work task, such as production, quality and conduction of work-related communications. Off-task

activities relate to additional behaviours that do not directly contribute to the work-task, such as chatting with colleagues or planning leisure activities. Self-regulatory activities involve monitoring the environment, such as attending to physical comfort, emotional well-being, or circumstantial consistency. Kanfer at al. suggest that when self-regulatory activities can be disengaged, for example when the physical environment is comfortable, and there is an absence of emotional disturbance or threat to circumstantial consistency, then more cognitive resources can be allocated to on-task activities directly related to productivity.

Job insecurity is an aspect that has received attention within the context of productivity. Faced with the threat of redundancy, an individual may become concerned with monitoring their job security, and is therefore an aspect that is likely to draw upon the self-regulatory cognitive resources of an individual. Brockner et al. found that employees expend the least effort under conditions of very low job security or very high job security (Brockner, Grover, Reed, and DeWitt, 1992). This need not refute the finite cognitive resource model proposed by Kanfer et al., as these results may be open to a variety of interpretations. It is possible, for example, that under cases of extreme job insecurity, attention becomes preoccupied with the aim of increasing and optimising security to the detriment of effort expended to maintain levels of productivity. Equally, in cases of very high job security, there may be insufficient pressure upon the individual to attend directly to work-related activities, permitting attention to non-work related tasks, thereby resulting in compromised productivity. Kanfer et al. theorised that the low effort among employees facing high levels of job insecurity was a result of feelings of helplessness (Seligman, 1975), whereas employees with low job insecurity displayed low levels of effort as a result of feelings of complacency.

It is questionable however as to whether drawing upon the 'pool' of cognitive resources in one domain compromises the cognitive resources within another. Should this be the case, then the inverted-∪ relationship as demonstrated with job security and productivity is likely to be applicable to other aspects of the working experience. For example, very low levels of integration and interaction with colleagues will possibly result in poorer productivity because of the discomfort that may be

experienced by feelings of exclusion and efforts made to feel more integrated. Equally, employees that are very highly integrated and interactive with colleagues may expend time and effort engaging with coworkers to the detriment of time spent on work-related activities, and therefore be less productive.

Further theoretical support for the possible influence of working experience upon productivity is demonstrated in the equity theory (Adams, 1965; Mowday, 1996). This suggests that within the working experience there is a tendency among employees to balance the input with the outcome of a situation. Input in this context may refer to effort expended, skills utilised or time invested; output may refer to financial reward, promotion or job security. According to this theory, tension results when an individual regards there to be an imbalance between input and output of a situation. When such an imbalance exists, Adams and Jacobsen (1964) found that the quality of work produced is poorer, when compared against employees not experiencing an imbalance of this kind.

This theory receives partial empirical support from a study conducted by Probst (2002). This research consisted of a simulated working environment, whereby students were required to produce paintings over a specific period of time whilst adhering to certain safety procedures. There was the potential for financial gain in return for high levels of productivity, and an experimental group was threatened with exclusion from the study should productivity be inadequate, thereby also foregoing the potential for financial gain. The experimental group was attempting to simulate employees threatened with redundancy. Overall, higher levels of productivity resulted in compromised quality of work and reduced adherence to safety procedures. Participants threatened with exclusion were found to have higher levels of productivity, but produced work of poorer quality and were more likely to violate the safety procedures than their secure counterparts. This study does mirror the findings produced by Adams and Jacobsen with regard to imbalances in input and output leading to compromised work quality. However, the theory is less consistent with regard to productivity, which appears to increase despite the low output apparent in the simulated threatened redundancy. Probst maintains that the results are consistent with the notion that an individual's cognitive resource pool is finite, and in this

example productivity, quality of work and safety adherence compete for employee resources.

It is necessary to question the extent to which a simulated working environment accurately reflects the workplace and work experience. Students participating in a two hour study are unlikely to experience the same pressures that are faced within the workplace. Threat of exclusion from the study is unlikely to be comparable to the threat of redundancy, with the subsequent changes in income and security that may result from losing regular employment. Research relying upon simulated conditions in this way may help to direct subsequent research. However caution should be taken prior to applying the findings within a work setting.

Health and Productivity

Warr (1987) argued that work provides an opportunity for skill utilisation, interpersonal contact, additional financial resources, and gives individuals opportunities for control, all of which are factors believed to contribute to psychological well-being. When these aspects are not available or present within the workplace, or when unemployment results in a loss of these aspects, physical and mental health and psychosocial functioning have been found to deteriorate (Dew, Bromet and Penkower, 1992). Indeed Frankenhaeuser (1991) suggested that among the many external influences that shape adult life, the work we do is probably the most powerful. Job strain has been the focus of significant attention over the years, specifically with regard to the physiological and psychological responses to high or low strain. Karasek's (1979) demand-control model is perhaps the most influential approach within the research exploring the relationship between work and health. This suggests that high job demands and low levels of job control represent a high strain job. Job strain has been associated with changes in blood pressure and serum cholesterol, and has been found to influence health behaviours, such as engagement in exercise (Steptoe, 1991). A review of 51 studies exploring the impact of excessive job strain found there to be an increased risk for cardiovascular disease, negative pregnancy outcomes, and increased psychosomatic complaints (Van der Doef and Maes, 1998). The impact of working experience upon health has been well documented, as discussed in the first stage of this research paper. Stress, ergonomic

and organisational factors, job characteristics and personality traits have all been explored within the context of work and health. The literature that has then sought to draw a link with productivity has been less comprehensive.

In the light of the theoretical and empirical research that has looked at factors influencing productivity it would be expected that health would play a relevant role, either directly through impeding an individual's ability to perform the necessary tasks, or as a by-product of poor mental or psychosocial functioning. Within the context of Kanfer and Ackerman's theory, poor physical or mental health is likely to place an additional drain upon an individual's self-regulatory resources, which may then result in reduced cognitive resources for on-task activities. With regard to the equity theory of productivity, poor mental or physical health may necessitate the expenditure of greater effort to maintain productivity or work quality, and should the output remain constant, the individual may not invest the additional effort. In this way the balance between input and output will remain constant, and the predicted tension resulting from an imbalance will be avoided, albeit at the expense of compromised productivity.

In addition to the negative health outcomes that have been found to result from high strain work, there has also been some research that suggests a link with the demand-control model and employee effectiveness (Morrison, Cordery and Girardi, 1998). Two key dimensions of strain are anxiety and depression, both of which have been found to be detrimental to performance, specifically relating to skill acquisition (Colquitt, LePine and Noe, 2000), reduced motivation to overcome challenges (Frese and Stewart, 1984) and reduced self-efficacy (Bandura, 1997). The relationship would also appear to operate in reverse, with knowledge acquisition, skill use and self-efficacy enabling individuals to cope better with job demands, and therefore be less susceptible to the negative outcomes of high strain work. Individuals with high self-efficacy, for example, are less likely to suffer from depression and anxiety (Jex and Gudanowski, 1992), and are more likely to perceive demands as challenges rather than threats (Jerusalem and Mitag, 1995). The research exploring a direct link with physical health and productivity is limited however, and the majority of research that has attempted to demonstrate the influence of work characteristics upon depression, anxiety or physical health outcomes, has largely been conducted independently of the

research attempting to assess the impact of work characteristics upon learning, skill use, self-efficacy and overall employee effectiveness.

A wealth of research has highlighted the importance of a healthy lifestyle upon the maintenance of good health and prevention of disease. In addition to the detrimental impact upon physical health, it is possible that neglect of health-enhancing behaviours may result in compromised work performance. As such, health behaviours warrant attention with regard to productivity, although there are again few studies that look directly at this relationship. Certainly health behaviours would appear to be influenced by work demands and experiences. It has been suggested that high strain jobs may have an impact upon individual's willingness or ability to engage in health-enhancing behaviours (Hellerstedt and Jeffery, 1997). As discussed in the first stage of this study, stress has been associated with increased alcohol, tobacco and drug use, inadequate sleep or exercise, and consumption of a poor diet (Cohen and Williamson, 1988). A recent study in which Karasek's job strain model was used as a predictor of exercise found that employees in high strain jobs did significantly less exercise than employees in low strain jobs, despite no disparity in each group's intention to exercise (Payne, Jones and Harris 2002). The authors concluded that work demands may prevent an individual's implementation of their intentions to engage in health-enhancing behaviour. If a clear relationship between physical health and productivity is established, as would be expected according to current theoretical understanding, it will be necessary for research to guide working practise in order to facilitate employees' engagement in health-enhancing behaviours.

Alcohol Consumption: Cost or Comfort?

The first stage of this study identified drinking behaviour to be a relevant component of occupational health. In the United States in 1998, alcohol consumption was estimated to cost businesses $132.4 billion as a result of reduced productivity (Harwood, 2000). Heavy alcohol use has been associated with poor work performance (Mangione, Howland, Amick, Cote, Lee, Bell and Levine, 1999), absenteeism (Upmark, Moeller and Romelsjoe, 1999), and accidents in the workplace (Hingson, Lederman and Walsh, 1985). Much of the research has focussed upon the relationship between stress and alcohol consumption, although the findings appear to be somewhat

mixed. The majority of work within this area has found a positive correlation between stress and alcohol consumption, with higher levels of reported stress indicating more frequent and excessive consumption of alcohol. However, a study conducted by Conway et al. found high strain to be associated with decreased consumption of alcohol (Conway, Vickers, Ward and Rahe, 1981). The participants in this study were Navy petty officers, and the heavy job demands may have prevented excessive drinking by permitting little time for drinking behaviour, hence the apparent negative correlation. Nevertheless, this research does demonstrate the need to consider the variables impacting upon drinking behaviour, acknowledging possible variation among different occupational groups, the different sources of stress, and the impact of broader constructs of occupational health.

The assumption that alcohol consumption is solely associated with negative outcomes in relation to work and productivity should also be questioned. For although the research strongly supports the assumption that excessive alcohol consumption is associated with negative consequences, moderate alcohol use may help to relieve negative responses to stress, or result in other beneficial outcomes that may in fact facilitate improved productivity. Cappell and Greeley (1987) proposed a tension-reduction hypothesis, whereby the negative physiological and emotional effects of anxiety may be reduced following the consumption of alcohol. Arguably, where moderate alcohol consumption serves to facilitate relaxation, it could be regarded as a health-enhancing behaviour. Furthermore, where consumption of moderate alcohol involves social interaction, there maybe potential benefits similar to those documented within the research examining the relevance of social support upon occupational health and productivity. This may be particularly applicable in cases where there is interaction with colleagues. As demonstrated in the first stage of this research, integration within the workplace, feeling part of the team, enjoying the working environment and socialising with colleagues appeared to be aspects relevant to occupational health.

Working Practice and Productivity

Organisational practices, such as pay systems and work design, have been found to be of relevance to the productivity of employees. Performance related pay, for example, has been found to be positively related to performance (Gerhart and Milkovich, 1992). Organisational factors have received close attention within the research examining safety behaviours and work-related injury. This has increasingly demonstrated the role of the employer in creating a healthy working environment that minimises the risks of injury.

Barling and Zacharatos (1999) argue that working practices aiming to optimise occupational health and safety should be managed in the same way as the working practices aimed at raising productivity. They believe that many of the determinants of high performance are also relevant to safety, and identified 10 work practices that may be of benefit to organisations, both in terms of optimising safety within the workplace and raising productivity. These work practices are listed below. The similarities with Warr's environmental foundations of occupational health are apparent.

- Job autonomy
- Low role overload
- Employment security
- Transformational leadership
- Extensive training
- Information sharing/communication
- Measurement of appropriate behaviours
- Compensation contingent on safety performance
- Selective hiring
- Reduced status distinctions

Within Barling and Zacharatos' model there was inclusion of behavioural and psychological components that may be contributing to the efficiency of such working practices. These include trust in management, organisational commitment, the perception of fairness, organisational citizenship behaviours, and a perceived safety

climate. These behavioural and psychological components place greater emphasis upon individual responses to the working environment, and although to some extent may be manipulated by organisational practices, they are important to consider when developing and implementing strategies that require employee cooperation. For example, the design of training programmes intending to raise productivity should incorporate the organisational culture within which individuals may be assimilated, and foster the trust among employees that the organisation is upholding the interests of the employees whilst maintaining the business aims.

The notion that investment in improved organisational practices will result in benefits to the organisation in the form of greater safety adherence or improved productivity is compatible with the equity theory. This is clearly seen in the case of performance related pay, whereby employees may be willing to invest greater effort in response to higher financial reward, but may also apply to the less tangible gains such as organisational commitment. The equity theory fails to conceive the complexities of motivation within the understanding of productivity however. Through reducing productivity to an exchange model, whereby the employee balances the gains with their expenditure, there is little acknowledgement of motivation resulting from an individuals concern for their work. The omission of the concept of pride and care in the outcome of work tasks does arguably render this theory one-dimensional.

The Role of Personality within the Workplace

McCormick , DeNisi and Staw (1979) proposed a gravitational hypothesis, whereby individuals gravitate towards jobs that are most closely matched to their ability level, values and interests. This may involve a series of job-changes prior to finding a job that is most compatible with their personality and strengths. Within many organisations, it is likely that a percentage of employees will be in the process of progressing through the series of job-changes as proposed by McCormick et al., and as such may not reflect the optimal person-job fit. It is necessary to consider that the individual needs of employees will vary, and individual responses to the working environment are sometimes likely to preside over and above working practice and role design characteristics.

The type A behaviour pattern (TABP) has received the majority of attention with regard to the research exploring personality within the workplace. Some of this work has suggested that type A individuals tend to strive to achieve as much as they can in the minimum time span (Matthews and Haynes, 1986) and impose upon themselves an overload of work (Demobroski and McDugall, 1978). They have also been found to have high expectations of themselves (Smith, 1986) and work longer hours (Ganster, Sime and Mayes, 1989). With such associated behaviour patterns, perhaps unsurprisingly, TABP has also been linked with increased productivity and performance (Barling and Chabonneau, 1992). However, some research has also highlighted some less favourable aspects associated with TABP. Ganster et al. for example, found type A individuals were more likely to be self-centred, egocentric, possess poor listening skills, and have fewer interpersonal relationships and sources of support. There has also been a well established link between TABP and poor health, such as an increased risk of coronary heart disease (Friedman, 1989).

This dichotomy of positive and negative elements of TABP has prompted some researchers to question the components involved in this behavioural pattern. Spence, Helmreich and Pred (1987) suggested that TABP is comprised of 'Achievement Striving' (i.e. the degree to which someone is hardworking, active and serious about their work) and 'Impatience Irritability' (i.e. the degree to which an individual is impatient, irritable, angry and concerned with time). The 'Achievement Striving' would appear to be similar to the 'Achievement Motivation' component identified in stage I. The 'achievement striving and impatience irritability have been found to be uncorrelated (Spector and O'Connell,1994) suggesting that each may play a different role in forming this behavioural pattern, and therefore require individual attention within the research. The influence of personality traits upon productivity are likely to vary according to the role demands, and more research is required in order to clarify the methods by which different personality traits may be most appropriately utilised and developed.

In conclusion, despite the complexities inherent within the area of occupational health, and the variables compounding productivity, it remains an important area of study. It is hoped that by furthering our understanding of the components relevant to the occupational health and productivity of employees, beneficial working practices

may be more clearly defined, ultimately providing a more fulfilling and rewarding exchange between employee and employer.

Study II: Methodology

The aim of study II was to establish whether the components identified in study I were of relevance to the productivity of employees. Low and high performers participated in the study, and the individual scores upon each component were analysed. The methodology did not differ vastly from that employed in study I, however the aim was more confirmatory in nature. In attempting to establish a relationship between the respective components and the productivity of employees, it was hoped the impact of the identified components would be realised.

Questionnaire Design

The questionnaire administered in the second stage of this research contained the same 32 items as included in the questionnaire in stage I. This was divided into two parts, covering general occupational health (part I), and health behaviours and attitudes (part II). However, there was inclusion of an additional 9 items that were believed to be potentially relevant to productivity, as suggested in the research examining productivity (e.g. job security, skill utilisation, responses to stress and social support). Although these items were not included as part of the main principle component analysis, the collection of this information nevertheless permitted comparison of these variables across the two groups. The questionnaire administered in study II is provided in appendix IIa.

There were also 4 additional questions included as part of the 'Health Behaviours and Attitudes' section (part 2). These additional items contributed more specific information relating to the existing variables concerning health behaviour and general health assessment (e.g. Part II, questions 2 and 3, 'Do you make efforts to lead a healthy lifestyle?' and 'Would you say that you eat healthily?'; and part II, question 8 'Is your health generally good?'). The additional variables detailed specific health related behaviours (e.g. consumption of fruit and vegetables and sleeping habits), and provided a more detailed indication of general health (e.g. energy levels and the frequency of suffering from minor ailments). Again, although this additional information was not utilised in the principle component analysis, it was helpful to clarify more precise details of general health and health behaviour and establish

whether the two groups varied significantly in these areas. It also gave some indication as to what respondents regarded as a 'healthy lifestyle' and 'healthy eating'. For example, items assessing the extent to which individuals believe themselves to 'eat healthily' and 'lead a healthy lifestyle' would be expected to correlate with the variables indicating frequent engagement in the health promoting behaviours (i.e. consumption of fruit/vegetables, ensuring adequate sleep). As with study I, a Likert scale was used to measure the responses (always, frequently, sometimes, rarely or never).

The methodology aimed to compare the scores of high and low performers upon the components identified in study I. This necessitated the repetition of the analysis used in study I in order to obtain scorings for the two groups. As discussed in the methodology section of study I, the guiding rationale for the questionnaire method was the increased likelihood of honest responses from employees, and the time-efficient means by which a large number of participants could be included. However, the problems associated with self-reporting techniques remain (e.g. reporting biases and inaccuracies).

Participants

The participants were all employees of the strategic business unit (SBU) used in stage I. This SBU forms part of a major public limited company within the UK, employing approximately 750 staff. Unlike the national sample involved in study I, the participants were all based in the South East. The highest and lowest fee earners were selected to participate. 72 employees were contacted in total (36 high performers and 36 low performers), of which 5 were omitted from each group. The reasons for omission included non-return or unanswered items, 2 employees had left the company at the time of distribution, and 1 employee was on long-term sick leave. This left a total of 36 employees for each group. Of these, 71% were male in each group (n=22). No attempt was made to match the number of males and females of each group, and this occurred by chance. The two criteria determining selection included employment with the company for 9 months or more, and conducting work on a fee earning section in order for productivity to be assessed. The duration of employment with the company ranged from 9 months to 5.5 years (mean = 2.4 years). The age range was

21 to 35 years (mean = 25.6 years), with the large majority between 22-27 years (80.7%). The job title of participants from each group is shown in Table 1 below.

	Consultant	Senior Consultant	Section Manager	Manager
High performers	2	13	13	3
Low performers	16	9	5	1

Table 1 Seniority of high and low fee earners.

In order to ensure that the participants of study I were not measured again in study II, the participants for whom this was possible were omitted. Due to the limited number of participants in study II, omissions were made from the study I data. Although the responses from study I were anonymous, it was possible to exclude all section-based employees from the offices that were included in both studies. Non-section based senior staff were not omitted because they would not have been included in study II. In total 38 employees were omitted from the study I data set, leaving a remaining 197 employees that were at no risk of being included in study II. There was therefore a total of 259 employees used in the principle component analysis for study II (n=259).

Performance Measure

The employees participating in study II were all directly involved in recruitment sales. This role necessitates marketing of their 'section' (i.e. the line of work for which they are recruiting), conducting sales calls to prospective clients, generating suitable applicants, and ultimately placing applicants within permanent or temporary work from which fees will be earned. It is generally recognised that higher activity levels on what is referred to as 'key performance indicators', generate higher fees. These 'key performance indicators' include such measures as volume of sales calls made, number of face-to-face sales meetings attended, or number of interviews arranged. Although employees may work on a section providing permanent or temporary contracts for applicants, and the line of work for which they recruit may be technical or construction based posts, the sections are believed to be comparable in terms of earning potential. This is achieved through careful allocation of the geographical area

for which an employee may recruit. The fees generated would therefore appear to be a reasonable measure of an individual's productivity.

One aspect that may influence the fees that an individual generates, without being a reflection upon performance, is the duration of employment within the company. The additional experience and established sales contacts resulting from longer employment with the company may reflect in the fees generated, yet be unrelated to overall productivity or activity levels on a day-to-day basis. Where there was comparison between high and low performers, it was therefore necessary to control for employment duration within the analysis of variance conducted. This ensured that employment duration did not contribute to the differences in employee performance. The highest and lowest performers were selected based upon the fees earned over the past six months. The fees generated by 'low performers' ranged from £12,700.00 to £44,555.00 over a six-month period. The fees generated by 'high performers' ranged from £97,183.00 to £188,021.00 over a six-month period. This information was obtained by the internal RC accounting department, and was based upon final fees invoiced for each month. This prevented reliance upon employees' self-reports, and therefore was a relatively reliable and objective measure.

Administration Procedure

Questionnaires were sent to the 36 highest and lowest fee earners within the South East. A letter was enclosed from the Director of the South East region, requesting cooperation, explaining the procedure, and assuring confidentiality (see appendix IIb). Although the names of individuals were not requested, all questionnaires were coded in order for the researcher to identify the respondents' fee performance over the past six-months. An envelope with the printed address to which respondents were required to send their completed questionnaire was also enclosed. Respondents were asked to complete the questionnaire upon receipt, and to return in the internal mail system in order to reach the researcher the following morning. All participants who failed to respond by the following day were called to ensure that they had received the questionnaire, and to request immediate completion. Respondents were given the researcher's contact details in case of queries, and some consultants did require additional confirmation of confidentiality before they were willing to participate.

<u>Analysis</u>

The data collected for study II were added to the data from study I. This was necessary in order to conduct the Principle Component Analysis (PCA) and to generate the scores for the high and low fee earners on the components identified. The data were checked for adequate normality. Kaiser's (1970,1974) measure of sampling adequacy was once again conducted to ensure the factorability of the correlation matrix. The data in stage I was subjected to the varimax rotation to increase the interpretability of the components identified. However, following thorough exploration of the data in stage II, through experimentation with different extraction and rotation methods, the decision was taken to interpret the unrotated component matrix A. The rationale for this decision was based upon various considerations. Firstly, the interpretability of the unrotated solution was clear and logical. This meant that the primary purpose of rotation (i.e. to ease interpretability of the component matrix) was superfluous. Secondly, rotation, and particularly varimax rotation, reapportions the variance among the components, taking variance from the first components extracted and redistributing it among later components. This means that although the high loading values are inflated, some of the low loading values no longer appear to be of relevance to the interpretation. Although in some cases this can clarify interpretation and provide 'cleaner' components with fewer variables loading on the early components, in the current analysis it was believed to result in one-dimensional components, losing some of the depth of meaning that was apparent in the unrotated solution. Rotation does not enhance the quality of the mathematical fit between the observed and reproduced correlation matrices, and indeed all orthogonally rotated solutions are mathematically equivalent to one another and to the solution prior to rotation. Interpretation of the unrotated solution is therefore arguably neither inferior nor superior to the rotated solution, but rather selection is reliant upon the solution that provides optimal scientific utility, consistency and meaning. The order of the components identified in study II did subsequently differ slightly in the study II PCA. However the overall meaning did not differ vastly from study I. As such, the labelling of the components required only minor adjustment. Both the unrotated and rotated solutions are shown in appendix IIc and IId respectively.

43 variables were included in the PCA for stage II (detailed in appendix IIe). The decision was taken to omit one variable (tendency to smoke more when under stress) due to the non-applicability of this variable to a high proportion of participants. A non-smoker will generally not smoke at any point, irrespective of stress, and the response categories would therefore be potentially misleading. This problem did not apply to the second smoking-related question, as this could provide a valid score for non-smokers (e.g. a non-smoker would score 0 in response to part II, question 7, '…how much do you normally smoke?'). The omitted variable was not relevant to the interpretation of stage I or II, and omission was therefore deemed to be in no way detrimental to the interpretation process.

The individual scores for participants were retained using the regression approach, a method which produces the highest correlations between factors and factor scores. These scores were then subjected to an analysis of variance. This aimed to assess whether there was a significant difference among the scores generated by high and low performers on each component. An analysis of variance was also conducted upon each variable in order to see whether there were significant differences between the two groups on any of the individual items measured. Duration of employment with RC was controlled for.

Methodological Limitations

The methodological limitations associated with the use of self-reporting techniques were discussed in the methodology section of study I, and therefore only brief mention will be made at this point. Firstly, a methodology reliant upon participants' self-reports is open to response biases, making it difficult to draw causal relationships between the variables explored. Positive or negative responses may be a reflection of an individual's general outlook rather than revealing a relationship between variables. This problem is curtailed to a degree within this stage of the research due to the inclusion of the objective measure of productivity. Although this does not provide indication of the direction of causality (i.e. is an employee who enjoys work more productive; or does high productivity lead to an employee that enjoys work more?), it nevertheless avoids the possibility that correlated variables are solely dependent upon a participant's response biases. Within a work setting in which participants are

questioned about their management, their competence and the working environment, there may also be reluctance on the part of the participant to answer honestly, particularly where the responses are negative in nature. Despite reassurance of confidentiality, this needs to be considered for all workplace-based research that is reliant upon the honesty of employees' responses.

The questionnaire method provides only a 'snap-shot' of the participants' perceptions of the area of study, making it difficult to draw long-term conclusions for each individual. This limitation may be particularly relevant to a sales environment, in which participant perceptions may be highly dependent upon the recency of sales achieved, and the fluctuating nature of sales. Attempts were made to minimise this limitation by the question format. By asking participants to consider the frequency of each item, it was hoped that a more balanced and representative response would be obtained. In order to overcome this limitation further, it would be necessary to distribute the questionnaire on a second occasion to the same employees. Should the correlations between the responses for each individual be high, the results could be regarded as reasonably consistent. This was not deemed necessary for this stage of the research, and the additional time involved in a third distribution of the questionnaires was believed to outweigh the potential benefits of establishing consistency. In order to assess internal reliability it may have been beneficial to incorporate additional items to re-test areas included in the questionnaire. Although this was not deemed necessary at the time of administration, this would have provided some indication as to the internal reliability of items and therefore would arguably have been a worthwhile inclusion.

A high proportion of the participants in this stage of the research were aged between 22-27 years. It is necessary to consider this prior to generalising the results across other occupational settings. It is likely that a young sample will present different perceptions, priorities and attitudes to an older group of employees. For example, family demands may not yet be of relevance to the sample involved in the current study, yet this can be an aspect that has an impact upon working life. Health issues are also likely to be influenced by the age group involved in the study, with younger participants possibly experiencing fewer health problems, and possessing higher

resilience to permit lifestyle choices that would prove problematic or detrimental for more mature employees.

Assessment of productivity is fraught with complications. Although this study has incorporated an objective measure, thereby avoiding subjective inaccuracies of self-reported performance, there are various limitations that need to be considered. Firstly, performance is a very generic term, which may reflect a variety of domains, not all of which will be reflected in the measure adopted. For example, the fee performance of an individual may be very high, but the customer care and administrative accuracy may be poor. Although to some extent fee production is likely to reflect an individual's performance in other domains, this cannot be assumed. The fee production does not therefore necessarily portray the quality of work, which is arguably an aspect relevant to an individual's productivity. Fee production may also reveal more about an individual's sales techniques and ability, rather than the volume of work and quality of work achieved. Again, this could result in misleading comparisons among employees. It may be that high fees reflect a high 'person-job' fit, as proposed by McCormick et al. (1979). Finally, there is the issue noted previously whereby supervisors may provide more support to employees that show strong potential and to the high performers. This may particularly apply to a sales company, where a manager's commission may be based in part upon the fee production of the team. This may result in a strong correlation between performance and reported managerial support, and be quite misleading in the possible interpretations attributed.

Despite the limitations noted, and the caution that is necessary prior to generalising across other age groups or occupations, the current study would appear to adequately explore the relationship between the components of occupational health identified in study I and the productivity of employees, albeit a relatively narrow measure of performance. Clearly it will be necessary for future research to incorporate a variety of occupational groups and ages in order to assess the degree to which the current findings may be generalised.

It is important to acknowledge that working life, as with other areas of an individual's experience, does not function in isolation. However, the questionnaire method permits only a relatively small reflection of an individual's experience, without the context

that may prove to be fundamental to a full comprehension of their responses. This acknowledgement is in line with the philosophical stance that has guided this research, embracing an epistemology that recognises the limitations of the scientific method, and incorporating a qualitative methodology (study III) to assist a more comprehensive understanding of the area under study.

CHAPTER 4
Study II: Results

The Principle Component Analysis (PCA) conducted in study I was repeated with the amended data set. This data set included the data used in study I, omitting all participants that could have potentially taken part in the second study. This resulted in the omission of 38 trainee consultants, consultants or senior consultants in the crossover offices. Therefore, there was a total of 259 participants included in the study II PCA. 43 variables were included in study II.

Prior to conduction of the Principle Component Analysis the variables were checked for normality. This revealed that 5 variables were positively skewed, and 2 variables were negatively skewed. None of the variables had skew values exceeding 2 however, with the most prominent skew apparent in the variable assessing the frequency in which individuals go to work feeling hung over (1.927). Positive kurtosis was apparent among 6 variables, and slight negative kurtosis among 2 variables. Again the most prominent kurtosis was apparent in the variable assessing the frequency in which participants go to work feeling hung over. Omission of this variable had little impact upon the component matrix, and due to the large sample size it was reasoned that omission was unnecessary. The standard errors for skewness and kurtosis decrease with larger samples. For example, Waternaux (1976) suggests that underestimation of variance resulting from positive kurtosis disappears with samples larger than 100, and underestimation of variance resulting from negative kurtosis disappears with samples of 200 or more. There was therefore believed to be adequate normality overall, and variable transformation was disregarded.

Again, to assess the factorability of R, Kaiser's measure of sampling adequacy (1970, 1974) was conducted on the data. The measure of sampling adequacy showed the data to fit the criteria necessary for a good component analysis. As can be seen in Table 2, the measure of sampling adequacy was .767.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.767
Bartlett's Test of Sphericity	Approx. Chi-Square	3928.143
	Df	903
	Sig.	.000

Table 2 Measure of Sampling Adequacy

Having ensured adequate normality and sampling adequacy, the principle component analysis was conducted. The principle component extraction model was once again used, removing unique and error variability.

The varimax orthogonal rotation used in stage I facilitated interpretation of the components by maximising high correlations and minimising low correlations. However, the interpretation of the unrotated solution was favoured above that of the rotated solutions, and therefore this formed the basis of the study II findings. The components identified in study II therefore differed slightly in both the order components were prioritised and the number of components deemed to be of relevance.

The rotated solutions dispersed the variance across a higher number of components, resulting in components that were quite narrowly defined. For example, component I in the varimax rotated solution referred predominantly to management (e.g. finding management motivational, respecting management, believing efforts are recognised by management, and to a lesser degree, finding the environment motivational). With a data set in which no obvious groupings of the variables is apparent, this rotated solution could indeed assist interpretation by discounting averagely weighted variables and emphasising strongly weighted variables. However in the current example, the information provided by the rotated solution failed to give the comprehensive picture revealed in the unrotated solution. Management variables would be expected to be associated, and this grouping does not contribute to a richer understanding of the research area. The unrotated component matrix grouped managerial and environmental influences, and indicated the impact these influences

were likely to have upon individuals through associating variables highlighting motivation, commitment, and the extent to which individuals feel integrated within the workplace.

Thirteen components were identified in the analysis. This would appear reasonable, as the number of components with eigenvalues greater than 1 is usually somewhere between the number of variables divided by 3 and the number of variables divided by 5. The scree test revealed that the first five components appear to warrant interpretation, with the change in the difference in eigenvalues being markedly less beyond this point. In addition to the visual inspection of the scree plot, consideration was given as to whether the components identified adequately 'fitted' the data. This was believed to be the case, and as such five variables were retained for final interpretation. The scree plot to depict the eigenvalue for each component is shown below.

Component Number
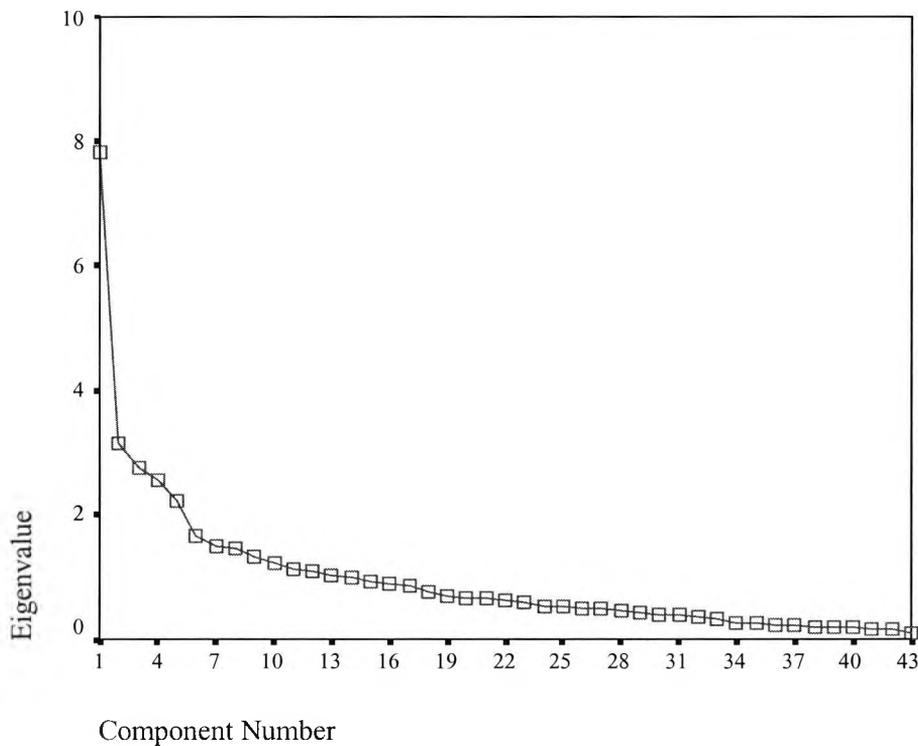
Figure 2.1. Scree Plot.

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The variance explained by the first thirteen components is shown in Table 2.2. This shows the first five components accounted for 42.974% of the variance.

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	7.821	18.188	18.188
2	3.139	7.301	25.488
3	2.742	6.376	31.864
4	2.556	5.945	37.810
5	2.221	5.165	42.974
6	1.653	3.844	46.818
7	1.494	3.474	50.292
8	1.446	3.362	53.655
9	1.312	3.050	56.705
10	1.231	2.862	59.567
11	1.138	2.646	62.213
12	1.097	2.550	64.763
13	1.023	2.380	67.143

Extraction Method: Principal Component Analysis.

Table 2.2 Total Variance Explained.

Interpretation of Components: Study II

The Principle Component Analysis identified five main components, all of which broadly resemble the components identified in study I, albeit with slight variation in prioritisation and loading of the grouped variables. All the loading variables that were used as part of the interpretation were above .35. However this figure was not rigidly used as part of the interpretative process. The unrotated solution did reveal a higher number of variables loading upon component I, as would be expected prior to the variance dispersion following rotation. As such, although the loading values for some of the variables on the first component were above .35, they were not included as part of the interpretation. Instead, the highly loaded variables were included, and the marginally loaded variables that did not contribute to a logical interpretation of the data were not included. This ensured a coherent interpretation of the data, in order to produce a clearly defined, logical, and informative component.

The analysis showed the first two components identified in study I to be combined forming the first component in study II (i.e. component I: disillusionment disincentive and component II: environmental/managerial support and integration). This is compatible with the interpretation of study I, where some of the negatively loaded variables of the 'disillusionment disincentive' component were found to be the defining variables of the 'environmental/managerial support and integration' component.

The 'disillusionment disincentive' component in study I consisted of loading variables indicating the frequency with which employees' consider leaving for specified reasons. Employees were asked how frequently they consider leaving for a higher salary or commission structure, more responsibility, greater flexibility, more relaxed management or different management, or in order to enter a different occupation. These would appear to loosely represent the degree to which an individual feels commitment to the organisation, role, or an aspect of their work, with more frequent consideration being given to leaving in cases of low commitment. These same variables pertaining to the 'disillusionment disincentive' component were found to negatively load upon component I in study II. The fact that employees consider leaving in order to improve aspects of working experience suggests that individuals' believe an alternative company may be in some way better or more suitable in these areas. It is possible that expectations of the current employer have not been fulfilled, resulting in disillusionment and disincentive, as reflected in the negatively loading variables revealing low motivation and loyalty, and poor enjoyment of work demonstrated in study I. As such, component I of study II appears to represent an additional facet of commitment, and warrants inclusion in the label attributed to component I.

The positively loading variables are listed below, clearly resembling the 'environmental/managerial support and integration component' of study I. For clarity, the negatively loading variables relating to commitment are shown separately.

Component I: Environmental/Managerial Support, Integration and Commitment

Enjoys the working environment (.715)

Finds the environment motivational (.688)

Respectful of management (.682)

Finds management motivational (.653)

Feels part of the office (.638)

Enjoys the work (.636)

Believes efforts are recognised by management (.620)

Feels part of the team (.608)

Feels loyal to RC (.600)

Believes efforts are recognised by office (.560)

The variables found to negatively load upon the first component are those relating to the frequency in which employees give consideration to leaving. These clearly resemble the 'disillusionment disincentive' component in study I.

Frequently consider leaving the company for:

More relaxed management (-.629)

Different management (-.617)

Greater flexibility (-.552)

Higher salary (-.517)

Different occupation (-.517)

More responsibility (-.503)

Higher commission (-.491)

The positively loaded variables are all strongly indicative of employees' perception of support received from the working environment and management, and the degree to which individuals feel affiliated within the workplace (e.g. feels part of office/team and enjoys the working environment). High ratings upon these variables are associated with a lower tendency to frequently consider leaving. Remaining within the company would appear to be most appealing in cases where an individual feels affiliated within the environment, and perceives there to be adequate support, sources

of motivation and recognition within the workplace. The variables combine well to form a clear component, as summarised by the label attributed.

Component II: Health Engagement

The second component identified in study II resembles the 'health engagement' component (component IV in study I). Again, these form a clear component, highlighting individuals' attention to health, be this through the belief that they consume a healthy diet, taking frequent exercise, or making efforts to lead what is deemed to be a 'healthy lifestyle'. The additional health-related variables incorporated within study II, although not included within the PCA, were expected to correlate in some way with the variables below. This was not found to be the case, with the consumption of the recommended daily portions of fruit and vegetables, taking 8 or more hours of sleep each night, feeling energetic at work and infrequent ailments not found to be significantly correlated with the efforts made to lead a healthy lifestyle. However, believing general health to be good was positively correlated with consumption of the recommended daily portions of fruit and vegetables ($r = .289$, $p = .023$) and feeling energetic at work ($r = .253$, $p = .047$). The loading variables pertaining to component II are listed below.

Make efforts to lead a healthy lifestyle (.725)
Alleviates stress through physical exercise (.585)
Non-smoker or low consumption of cigarettes per day (.569)
Consumes a healthy diet (.537)
Believes general health to be good (.535)
Takes frequent aerobic exercise (.519)

Close attention to health and a healthy lifestyle would appear to indicate a reduced tendency to exceed the recommended daily limit of alcohol, or to go to the pub for a couple of drinks after work when under stress. These variables were found to load negatively upon the health engagement component.

Frequently exceeds the daily-recommended limit of alcohol (-.407)
Alleviates stress by going to the pub for a couple of drinks after work (-.402)

Component III: Career Stability and Advancement

Similar to the 'career stability and advancement' component in study I, component III
is predominantly defined by two highly loaded variables. As acknowledged in the first
study, components reliant upon two components should be interpreted with caution.
However, where loading values exceed .70 and are relatively uncorrelated with other
variables, and where there is logical interpretation of the variables, the component
may be reliable. The interpretation of this component has been based upon these two
marker variables, despite moderate loading of two additional variables concerned with
participants' behavioural responses to stress, discussed below. Job title and duration
of employment were consistent marker variables upon this component, irrespective of
the rotation or extraction technique employed. Within the unrotated solution
interpreted here, participants' job title and duration of employment with the company
negatively loaded upon this component, which according to the scoring codes, reflect
less senior posts and shorter duration of employment.

Job Title (-.720)
Length of employment with company (-.713)
Alleviates stress by going to the pub to get drunk (.470)
Alleviates stress through physical exercise (.436)

Interestingly, in addition to the highly negatively loaded marker variables of job title
and length of employment within the company, the tendency to alleviate stress by
going to the pub to get drunk or by engaging in physical exercise (.470 and .436,
respectively) also loaded upon this component, albeit to a lesser degree and positively
rather than negatively. With a slightly liberal interpretation of Comrey and Lees
(1992) guidelines as to the accuracy of loading variable values, these variables may be
regarded as fair (loading values of .45 and over indicate a fair loading variable,
loading values between .32 and .45 indicate a poor loading variable). This is
potentially indicative of the more senior employees and employees that have been
within the company for longer showing a lower tendency to alleviate stress by
engaging in physical activity or going to the pub to get drunk. When duration of
employment was controlled for, an analysis of variance indicated a significant effect

of seniority upon the tendency to alleviate stress by going out to get drunk ($F_{(9,236)} =$ 1.919, p = 0.05). However, this effect was no longer significant when age and duration of employment were controlled for ($F_{(10,233)} = 1.793$, p = 0.06). There was no significant effect of age in isolation. This would appear to indicate that level of responsibility, possibly in combination with other variables, is relevant in some way to the drinking patterns of employees in response to stress. There was also a significant effect of seniority upon the tendency to alleviate stress by engaging in physical exercise ($F_{(9,235)} = 2.281$, p = 0.018). There was no significant effect of the duration of employment upon either variable.

Component IV: Drinking Behaviour

Component IV clearly represents employees' drinking behaviour. The variables loading upon this component indicate a tendency to alleviate stress by going to the pub for a couple of drinks or to get drunk, and a likelihood to exceed the daily recommended limit of alcohol. As was indicated in study I, higher alcohol consumption was also associated with socialising more frequently with colleagues outside of working hours.

Alleviates stress by going to the pub to get drunk (.545)
Frequently exceeds the daily-recommended limit of alcohol (.519)
Alleviates stress by going to the pub for a couple of drinks (.493)
Higher tendency to go into work feeling hung-over (-.454)
Socialises with colleagues outside of working hours (.441)

The negative loading apparent in the 'tendency to go into work feeling hung-over', is due to the coding system used, in which a high coding indicated greater frequency, as opposed to the low coding of other variables that indicated higher frequency.

Component V: Achievement Motivation and Self-Efficacy

Component V would appear to represent the combination of components VI and VII identified in study I. The variables loading upon this component appear to represent high levels of ambition, reflected in both participants' belief that they are ambitious,

and the tendency to consider leaving in order to attain greater responsibility or an improved commission structure. This has been defined as 'achievement motivation'. It also shows a high degree of perceived 'competency and efficacy', as defined by component VII in study I, through the expectation of being successful over the coming year, and believing to possess the ability to do the job well.

Two unexpected variables that also appeared to be of possible relevance to this component is the tendency to go home in response to stress (.370) and the tendency to engage in physical exercise in response to stress (-.381). Although these variables are relatively weakly loaded upon this component, a possible interpretation is that very driven and ambitious people with a high degree of self-efficacy and confidence are less likely to engage in diversion behaviours in response to stress (e.g. through increased alcohol consumptions or engagement in exercise), and more likely to simply 'go home and try to relax'. Although this is indeed possible, the behavioural response to stress has not been the defining criteria of this component. Instead, the variables indicating the desire to achieve, either financially or through improved status, and the belief in one's ability to achieve have been central to the definition of this component.

Considers leaving for higher commission (.480)
Considers leaving for greater responsibility (.463)
Is ambitious (.429)
Feels confident of success over coming year (.412)
Alleviates stress by engaging in physical exercise (-.381)
Considers leaving in order to increase salary (.380)
Alleviates stress by going home to try and relax (.370)
Believes to possess ability to conduct job well (.366)

Through combining components I and II and VI and VII following the PCA in study II, fewer components would be expected, unless new areas had been found to emerge. Arguably, the fact that no new components have emerged following the PCA in study II would suggest that the findings are reasonably consistent and therefore reliable.

The Impact of Components I-V upon Productivity

In order to assess the impact that the above components may have upon the productivity of employees, an analysis of variance was conducted upon the scores generated for high and low performers for each component. Due to the possible influence of employment duration upon productivity, this variable was controlled for throughout the analyses.

There was a significant effect of the 'environmental/managerial support, integration and commitment' component upon productivity ($F_{(2,58)}$ = 4.224, p < 0.02). This suggests a significant difference between the scores of low and high performers upon component I. The scores would appear to be significantly lower among high performers, indicating a greater frequency among high performers to find the management and environment motivational and supportive. It would also indicate that high performers more frequently feel integrated within the workplace, feeling part of the team and the wider office, and more frequently believe their contribution to be recognised. High performers would also appear to find the environment and working role more enjoyable, and feel greater loyalty to the company.

There was a highly significant effect of 'career stability and advancement' upon productivity when employment duration was controlled for ($F_{(2,58)}$ = 13.711, p < 0.001). As would be expected, this would appear to indicate that more senior employees are more likely to be more productive in fee generation. However this is possibly due to greater familiarity with the client base, role and sales techniques rather than activity levels.

Drinking behaviour would also appear to be relevant to the productivity of employees. A significant effect was apparent when employment duration was controlled for ($F_{(2,58)}$ = 5.032, p < 0.01). Low performers had significantly lower scores upon the 'drinking behaviour' component, indicating a higher frequency in alleviating stress by going to the pub 'for a couple of drinks' or 'to get drunk', a higher frequency in exceeding the daily recommended limit of alcohol, a greater tendency to go into work 'feeling hung-over', and socialising more frequently with colleagues outside of working hours. This may highlight the potentially detrimental impact of fostering a

'drinking culture' within an organisation. The rationale for creating a 'drinking culture' may be to facilitate employee integration within the organisation, and be regarded as a team-building or morale boosting facet of working life. However, no correlation was apparent between component I, which represents employee integration and enjoyment within the workplace, and component IV ($r = -.230$, $p < 0.08$).

There were no significant effects found relating to component II ('health engagement') or component V ('achievement motivation and self-efficacy') upon the productivity of employees.

The Impact of Individual Variables upon Productivity

There were no significant effects of the additional variables incorporated in study II upon productivity. The occupational health variables related to job security, skill utilisation, perception of achieving a 'work-life' balance, social support, and symptoms of stress. The additional health-related variables incorporated the consumption of the recommended quantities of fruit and vegetables, sleeping for 8 or more hours a night during the working week, energy levels within the workplace, and the frequency in which minor ailments are experienced.

Individual analysis of the original variables was also conducted. It was possible to incorporate the full sample for these analyses (n = 259). There were highly significant effects apparent upon productivity, when employment duration was controlled for. The most significant variable would appear to be the absence taken due to illness. Low performers had taken a significantly higher number of days off work due to illness than high performers ($F_{(2,59)} = 6.644$, $p < 0.005$). Low absence was positively correlated with participant reports of 'feeling part of the team' ($r = .141$, $p < 0.025$), however no such relationship was apparent between absence and 'feeling part of the office'. Low absence was also highly positively correlated with the belief that efforts are recognised by management ($r = .188$, $p < 0.005$). However no such relationship was apparent between absence and the belief that efforts are recognised by the office. Frequent absence was highly correlated with gender ($r = .210$, $p < 0.001$), with females taking more time off work due to illness than males. There was found to be a

highly significant positive correlation between the belief to possess the ability to do the job well, and the perception of control over the working schedule ($r = .247$, $p < 0.001$). However the combined influence of these variables did not differ significantly among high and low performers.

Among the sample population in which performance was assessed ($n = 62$), high performers were significantly more frequently motivated by the prospect of promotion than low performers ($F_{(2,59)} = 6.266$, $p < 0.005$); high performers enjoyed work more frequently ($F_{(2,59)} = 3.602$, $p < 0.05$); and high performers were more confident in their success over the coming year ($F_{(2,59)} = 3.344$, $p < 0.05$).

There were also significant differences apparent among high and low performers in the frequency in which consideration was given to leaving. Low performers more frequently considered leaving in order to attain greater responsibility ($F_{(2,59)} = 5.888$, $p < 0.005$), to increase annual salary ($F_{(2,59)} = 3.973$, $p < 0.025$), or in order to enter a different occupation ($F_{(2,59)} = 4.486$, $p < 0.025$).

Study II: Discussion

This research has sought to ascertain the impact of occupational health components upon the productivity of employees. The results suggest that there are three components in which the scores of low performers and high performers are significantly different. These components include:

Component I: ***Environmental/Managerial Support, Integration and Commitment.***

         Enjoys the working environment (.715)

         Finds the environment motivational (.688)

         Respectful of management (.682)

         Finds management motivational (.653)

         Feels part of the office (.638)

         Enjoys the work (.636)

         Believes efforts are recognised by management (.620)

         Feels part of the team (.608)

         Feels loyal to RC (.600)

         Believes efforts are recognised by office (.560)

Component III: ***Career Stability and Advancement.***

         Job Title (-.720)

         Length of employment with company (-.713)

         Alleviates stress by going to the pub to get drunk (.470)

         Alleviates stress through physical exercise (.436)

Component IV: ***Drinking Behaviour.***

         Alleviates stress by going to the pub to get drunk (.545)

         Frequently exceeds the daily recommended limit of alcohol (.519)

         Alleviates stress by going to the pub for a couple of drinks (.493)

         Higher tendency to go into work feeling hung-over (-.454)

         Socialises with colleagues outside of working hours (.441)

An attempt will be made at this point to discuss the findings within the context of previous research, and examine the contribution to our current understanding of this complex research area. This section will conclude with the implications for future research, and the direction for the final study.

Findings in context: Current theory and research

The components identified provide clear categories that would appear to represent key facets relevant to occupational health, mirroring the components identified in study I, albeit with slight variation in prioritisation and precise grouping. The approach taken in this research has differed somewhat to that of previous work, insofar as components with a combination of relevant variables have been selected in order to form a broad set of criteria that appear to be relevant to occupational health. Perception of support, integration, responses to stress, alcohol consumption, health behaviours, and self-efficacy are all areas included within the component framework. Previous research has tended to be comparatively narrow in the approach taken, for example focussing upon isolated aspects of the working environment (e.g. level of strain, or job insecurity) and the impact upon specific outcomes (e.g. incidence of cardiovascular disease or depression). Although a very specific and honed description of occupational health criteria can be very helpful, and in many ways easier to apply, invariably this omits relevant aspects which may contribute to a more comprehensive understanding of the research area. A further demonstration of the relatively narrow criteria incorporated in previous research is apparent in Warr's (1994) 'environmental foundations' of occupational health and well-being. These are based solely upon role and workplace characteristics, with no attention given to variables that are not directly relevant to these criteria (e.g. social support, physical health or psychological well-being). There is a place for both approaches within the research, with valuable contribution emerging from each. The different aims and conclusions do not conflict, but rather focus upon different areas.

Barling and Zacharatos' (1999) model of working practices believed to influence safety procedure adherence and productivity provide a stronger overlap with this research. The model proposed by Barling et al. acknowledges the behavioural and psychological components that may be influential upon the efficiency of the working practices identified, thereby incorporating a broader focus, and one in which the interactive nature of workplace elements is recognised. Certainly it would appear that the psychological and behavioural components identified by Barling and Zacharatos are of relevance to this research, specifically the trust in management, organisational commitment, perception of fairness, and organisational citizenship behaviours. These

are broadly represented in component I through such loading variables as feeling part of the team and office (organisational citizenship), feeling a sense of loyalty to the company (organisational commitment), believing efforts are recognised by the office and by management (perception of fairness), and being respectful of management (trust in management).

Component I: Environmental/Managerial Support, Integration and Commitment

The scores obtained by low and high performers upon component I were significantly different. High performers scored significantly higher than low performers, indicating that high performance is associated with enjoyment of the working environment, finding the environment and management motivational, feeling well integrated within the workplace and loyal to the organisation, and believing one's contribution to be recognised. The defining criteria of this component received substantial attention in stage I, and in order to avoid repetition, the discussion here will focus predominantly on the relevance of the defining variables upon productivity. The essence of component I would appear to reflect the compatibility of an individual with the environmental and managerial characteristics of the workplace. This compatibility suggests an 'exchange' between the employer and employee, with the characteristics of each defining the relationship, in some way resembling the equity theory proposed by Adams and Jacobsen (1964). The component broadly defines individual responses and attitudes to the working environment. Creation of an enjoyable and motivational environment, which is accommodating of individuals to foster integration, and recognises the contribution of employees, will in return raise levels of productivity, neatly conforming to the equity theory model.

The negatively loaded variables upon component I also indicate a higher level of commitment among productive employees, demonstrated through the lower tendency to consider leaving in order to change aspects of the working experience. However, the equity theory suggests that an individual somehow balances the input (i.e. investment) and output (i.e. gains) of a given situation. The 'gains' in component I refer to enjoyment, integration, perceived recognition and support, and motivation. Such constructs are unlikely to be perfectly matched with the environmental and managerial characteristics, but rather emerge through a combination of the workplace

characteristics, and individual preferences, attitudes, beliefs and expectations. 'Enjoyment', for example, is a generic term, and it is reasonable to assume that the majority of individuals would choose to enjoy aspects of the working environment. However, not all individuals achieve a sense of enjoyment, and it is through the complex interaction of the aforementioned criteria that such enjoyment will be experienced. Clarification is therefore required in order to ascertain more precisely the criteria necessary for enjoyment, both arising from the individual and from the environment, through qualitative exploration of the meanings attributed to such terms. Study III will therefore attempt to examine the constructs of workplace enjoyment, motivation and integration, through analysis of workplace characteristics, and individual preferences, attitudes, beliefs and expectations.

Even without further qualitative analysis, it is apparent that provision of an environment with which individuals may identify and feel part of, and implementation of working practices serving to foster positive attitudes among employees will be of benefit to an organisation. From an employers perspective, it is likely to be important to clarify both the elements of the working environment and the characteristics of the individual that appear to be central to constructs such as enjoyment, motivation and integration. In acknowledging that individual characteristics (i.e. responses, attitudes, beliefs and expectations) are possible to manipulate to a degree through training and environmental/managerial stimuli, the focus should be placed primarily upon the methods by which this influence may be exerted. Ethically, it is important to emphasise that the 'moulding' of employees is intended to enhance an individual's performance and potential for the dual aim of fulfilling the needs and objectives of both employer and employee. Although it is acknowledged that fixed personality traits are difficult to override through simple manipulation of the environment, the characteristics to which this research refers concerns an individual's perception, interpretation, belief systems and thinking patterns. These are the areas that an employer may attempt to train and develop in order to optimise the enjoyment, motivation and integration of employees, and therefore as a by-product, enhance productivity.

Component III: Career Stability and Advancement

Component III also revealed significantly different scores among low and high performers. The marker variables pertaining to this component concern the job title (i.e. seniority) and the duration of employment. These variables would be expected to be associated with higher levels of productivity, due to both the responsibility that is likely to be allocated to able individuals, reflected in the seniority of employees, and the experience that accompanies more durable employment. Although arguably predictable, this finding does confirm the importance for employers to optimise the retention of employees, through attending to the aspects of the workplace that are likely to foster retention. This research would indicate that the same aspects relevant to productivity in component I, are also the aspects that are likely to influence the frequency in which employees' consider leaving. So, attention is once again taken to methods by which motivation, enjoyment, integration, perceived recognition and support and commitment may be raised. By addressing these aspects, an employer may raise productivity directly through employees' positive scoring upon the 'environmental/managerial support, integration and commitment component'; and indirectly through reducing turnover, thereby retaining individuals that possess the experience and seniority associated with higher levels of productivity.

Of course, the direction of the relationship is also of interest here. It is reasonable to question whether seniority and experience per se result in higher levels of productivity, or whether high productivity leads to more durable employment and higher levels of seniority. Although it is not possible to deduce the direction of the relationship from the findings in this study, it is proposed that there may be an influence from both directions, with the intermediary influence of the loading variables of component I. With greater seniority/responsibility an individual may feel more significant to the overall functioning of the organisation, and subsequently feel better integrated within the organisation; having attained promotion resulting in a senior position, it is likely that an individual has received recognition for their efforts. By the same token, durable employment is likely to reflect an individual's commitment to an organisation, and facilitate higher levels of integration, both socially and within the functioning of the organisation. So, seniority and durable employment could be directly related to productivity through the facets of integration,

support and commitment. Equally, however, these same facets may raise the likelihood of durable employment and seniority, with the same result of raising productivity.

The variables moderately loaded upon component III indicating individuals' tendency to alleviate stress by 'going to the pub to get drunk' or by engaging in physical exercise are somewhat harder to interpret. It is possible that these findings are indicative of more senior employees and employees that have been within the company for longer showing a lower tendency to alleviate stress by going out to get drunk or engaging in physical exercise. Both responses are potentially behaviours that serve to alleviate stress by diverting attention away from the source of stress. The analysis revealed that the influence of seniority upon the tendency to go to the pub and get drunk in response to stress was significant. However when age and employment duration were controlled for, there was no longer a significant effect. Although few conclusions can be drawn from these findings, it will be of interest to explore responses to stress in greater detail, and these findings provide a starting point from which this may be explored. It is possible that through the introduction of family commitments, additional familial or role responsibility, greater maturity and/or more developed coping mechanisms, senior employees respond to stress in quite a different way to their less senior counterparts. The qualitative stage to be conducted in study III will permit such exploration.

Component IV: Drinking Behaviour

The drinking behaviour of employees would appear to be relevant to productivity levels, with higher alcohol consumption being associated with lower levels of productivity. These findings support much of the research that has examined the effects of alcohol upon productivity (Harwood, 2000; Mangione, Howland, Amick, Cote, Lee, Bell and Levine, 1999). From the results it is not possible to ascertain the precise mechanism by which alcohol consumption impedes productivity. It may be that there is a simple relationship between drinking behaviour and productivity, with impaired performance resulting from the physiological effects of alcohol excess (e.g. feeling tired, dehydrated and less able to concentrate). This is certainly likely to be of relevance, and is indeed supported by the loading variable indicating a higher

tendency to 'go into work feeling hung-over', however it may not account fully for this relationship. Perhaps of greater interest are the reasons why certain individuals will utilise alcohol as a means of alleviating stress, and the impetus for exceeding the recommended daily limit of alcohol on a regular basis. It is possible that the relationship between productivity and drinking behaviour is more complex than simply the influence of the physiological effects of excessive alcohol, and examination of coping behaviours, attitudes to alcohol, and the role alcohol plays within the workplace require further exploration.

The results indicate that fostering a 'drinking culture' may come at a cost to an organisation. The results revealed there to be no correlation between component I ('environmental/managerial support, integration and commitment') and component IV ('drinking behaviour'). The rationale for conducting this analysis was rooted in the postulated reasons as to why organisations may encourage drinking behaviour among employees. A company may encourage social events within an organisation to facilitate the formation of positive working relationships, strengthen the team spirit among colleagues, boost morale, or to facilitate employee integration within the company. Social events may also be utilised as a means of building a strong company 'culture' ('culture' within this context refers to the philosophy of the organisation, the company identity and ethos). Social events can be synonymous with an opportunity for alcohol consumption, and in cases where the social event takes place predominantly within a pub or bar, there is arguably an emphasis upon the main activities of drinking and socialising. It was therefore postulated that there may be a relationship apparent between component I, defined by the integration, team spirit and high morale, and the drinking behaviour component, resembling a 'drinking culture' defined by excessive consumption of alcohol, drinking in order to relax, and socialising frequently with work colleagues. The absence of such a relationship may indicate that the perceived benefits of fostering a drinking culture within an organisation may not be sufficiently tangible to warrant the significant cost of excessive alcohol consumption upon productivity.

It is perhaps pertinent at this point to draw upon the theory proposed by Kanfer and Ackerman (1989), which suggested the existence of a limited pool of cognitive resources from which an individual may draw. The components found to be relevant

to productivity may all be understood to a degree through application of this theoretical model of productivity. The variables loaded upon component I, for example, may enable an individual to expend less attention upon self-regulatory activities, such as attending to aspects within the workplace that cause discomfort or unease, or attending to concerns regarding the role, management or environment. High scorers upon component I are more likely to feel content in the role, feel well integrated, motivated and valued, and are therefore able to attend greater attention upon on-task activities, thereby potentially explaining the association with productivity. With regard to component III, the additional experience, competence and security that are likely to accompany employment duration and seniority, there may again be less need for the individual to focus upon self-regulatory activities (e.g. attending to concerns that performance warrants job security, and familiarisation with the role and environment). According to Kanfer and Ackerman's model, greater cognitive resources will therefore be available for on-task activities, thereby raising productivity. Finally, with regard to the drinking behaviour component, excessive alcohol consumption may require an individual to attend more closely to maintaining concentration and overriding the physiological effects of excessive alcohol, resulting in reduced cognitive resources available for on-task activities, and subsequently impaired productivity.

Although this theoretical model of productivity does provide a concise formula by which the processes contributing to productivity may be understood, it is questionable as to whether the expenditure of resources from one cognitive domain necessarily reduces the available expenditure of another. Should this in fact be the case, there is the remaining question as to which processes or activities occupy the self-regulatory resources, and the means by which such occupation may be relaxed in order to free cognitive resources for on-task activities. The idea that self-regulatory processes and on-task processes are in direct competition in this way does warrant closer examination. It could be that under certain conditions on-task activities take precedence over self-regulatory activities, with role-relevant activities utilising cognitive resources prior to allocation of resources to other domains. For example, where the role demands are adequately engaging and challenging, attention may be forced primarily upon the task, with any minor self-regulatory demands being secondary in the utilisation of cognitive resources. Should such prioritisation be

possible, the conditions under which it may occur require exploration. This would potentially enable an employer to create a working environment in which on-task activities take priority, thereby enabling employees to be more productive.

Isolating variables impacting upon productivity

The individual variables found to be relevant to productivity, apparent through the significantly different ratings of low and high performers, also warrant mention at this point. High performers enjoy work more frequently, are more frequently motivated by the prospect of promotion, and are more often confident that they will be successful over the coming year. Low performers, however, consider leaving more frequently than high performers in order to attain more responsibility, a higher salary, or to change occupation. There was also a highly significant difference in the absence taken due to illness of low and high performers. There was no apparent difference among high and low performers in the self-ratings of health status, health behaviours, reported energy levels within the workplace, or the reported frequency of minor ailments. It is therefore possible to speculate that the high absence ratings among low performers are either a result of major ailments; or with a slightly less charitable explanation, a result of absence taken without genuine need. Interestingly, high absence ratings positively correlated with less frequently feeling part of the team, and believing efforts to be less frequently recognised by management. These findings support the conclusions drawn from the principle component analysis, with a relationship once again apparent between enjoyment of the working environment, integration and commitment and the productivity of employees.

Nevertheless, some of these findings would appear to refute previous research that has posited a link between certain variables and productivity. For example, very high and very low levels of job insecurity have been associated with impaired productivity (Brockner, Grover, Reed, and DeWitt, 1992). It is quite plausible that among the sample group analysed, there were no individuals for whom there existed a serious threat of employment termination, or individuals for whom job security was so high that complacency emerged. This would explain the absence of a significant effect of job insecurity upon productivity.

The link between the demand-control model and productivity has been demonstrated in previous research (Morrison, Cordery and Girardi, 1998). This did not appear to be the case in this study, although true comparison is not possible due to the measure of 'demand' employed. The frequency in which employees felt able to meet the demands of the role well was used to as the 'demand' measure. Although there was found to be a highly significant correlation between the belief in one's ability to meet the demands of the role and the perception of control within the workplace, high performers and low performers did not differ significantly upon these variables combined. It is difficult to conclude very much from these findings, for although demand and control would indeed appear to be related in some way, the fact that no relationship was established with productivity does not hold any weight in refuting previous work that has found the contrary. Without direct manipulation of the demand and control variables, little can be deduced, aside from the fact that no significant differences exist between the high and low performers. It may be that the demand and control variables across the sample did not differ significantly; or it may be that there were no individuals for whom the role demands or levels of control were sufficiently high or low to impact upon productivity. Either case would result in the current findings, without it being possible to conclude that the demand-control model has no impact upon productivity. It is also difficult to draw direct comparisons with other studies documenting the impact of certain variables upon productivity, due to the differences in occupational group, role variations and organisational characteristics.

The intangible link: Health and productivity

A surprising finding of this research was the absence of any relationship apparent between the 'health engagement' component and productivity. Although as yet previous research has not established a clear link between health and productivity, with current understanding of productivity, health status would be expected to exert some influence. However, as with the methodological considerations discussed relating to the demand-control model, it is possible that the overall health status, health behaviours and attitudes towards health of the selected sample were similar across the two groups, and as such 'health engagement' would not appear to be relevant to employee productivity. The age group of the sample may be of relevance to this point, with 80.7% falling within the age range of 22-27 years. This age group

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may be less likely to suffer from poor health than an older sample, due to both the resilient immunity of youth and the reduced threat of age-related illnesses. This in itself may influence the incentive to engage in health-promoting behaviours, and in some way shape health attitudes and beliefs. All that can be deduced from these findings is that no significant difference was found in the 'health engagement' among the low and high performers of this sample. In order to establish the precise impact of health status and other health variables upon productivity, more detailed health assessment would be required, as would the incorporation of a sample diverse in health variables to permit adequate comparison.

The research suggesting an impact of workplace demands upon the willingness or ability to engage in health-enhancing behaviours (Hellerstedt and Jeffery, 1997; Payne, Jones and Harris, 2002) may be supported by the findings in this study, albeit somewhat loosely. Component III indicated that more senior employees and employees that had been with the company for a longer period, had a lower tendency to alleviate stress by engaging in physical exercise. An employer that successfully encourages health-enhancing behaviour among employees, through health promotion programmes and consideration to a work-life balance, is likely to obtain certain benefits resulting from a healthier workforce. These benefits may involve a reduction in sickness-absence, higher energy levels among employees and improved management of stress. The mood-enhancing benefits of exercise may also serve to boost morale. Although fairly speculative, this area certainly warrants close attention in future research.

Achievement motivation and self-efficacy

Final mention will be made briefly with regard to component V, 'achievement motivation and self-efficacy'. High and low performers did not differ significantly upon this component, however this maybe unsurprising given the relatively mixed variables found to load upon this component. For although certain variables would appear to contribute to productivity (e.g. feeling confident in success over the coming year), this variable is combined with the frequent consideration to leaving in order to obtain higher commission/salary, or greater responsibility. The frequency in which consideration is given to leaving for a higher salary or greater responsibility was

significantly higher among low performers. Rather than relating to productivity, it is proposed that this component in part resembles the 'achievement striving' element of the type A behaviour pattern, as suggested by Spence, Helmreich and Pred (1987). The ambition, confidence in success, and the desire to improve financial gain or status does imply a driven and motivated employee, and although likely to be of relevance to overall occupational health, the component as a whole does not reveal any clear links with productivity.

In Conclusion

The definition of constructs relevant to occupational health is reliant upon the interpretation of the labels selected by the researcher, and assumes a shared comprehension of the terms used. The meaning of such constructs is likely to vary among individuals, influenced by both the individual's subjective experiences and outlook, and be adapted according to the occupational setting and sample to which it is being applied. The philosophical stance accompanying this study embraces the variety of approaches that have been taken within research to date, and acknowledges that there is no absolute 'truth' by which constructs of occupational health may be defined. The components identified within this study therefore provide one angle upon the research area, an angle that would appear to be representative of the sample population from which it is based. Broader applicability of the findings would need to be based upon more extensive work conducted across a variety of occupational settings and samples.

Whilst this is acknowledged, this study would appear to contribute to our current understanding of the relevance of occupational health components upon productivity. Certainly the findings highlight the need for employers to create an environment and managerial style in which optimal support is provided, employees are accommodated and integrated fully, and in which commitment to the organisation is encouraged. The means by which this should be achieved appear to be focussed upon workplace practices and retention of valued employees, rather than through cultivation of a drinking culture. The final stage of this research will examine some of the concepts that have appeared pertinent to occupational health in greater detail, and explore the meaning of these concepts through the use of a qualitative methodology.

Study III:

Exploring the Meaning of Occupational Health Constructs:

A Qualitative Study

CHAPTER 5

Study III: Introduction

Much of the work that has been conducted within the domain of occupational health has implicated the important function that employment would appear to play with regard to individual well-being. Over recent years there has been increasing interest in the workplace characteristics and conditions that may be beneficial or detrimental to a range of outcome measures. Gradually research is pointing towards a more clearly defined model on which the ideal work place, in terms of both conditions and environment, may be based. Conversion of such models into the rather more complex structure of reality is less straightforward however, and the practical application of these constructs would appear to require a slightly richer understanding in order to accommodate the many variations of individual working experience that exist. Indeed it is the need for such comprehension that has guided the aims of this study. This is the third and final study of a research thesis that has sought to identify key constructs of occupational health and their respective influence upon employee performance. It is hoped that the qualitative methodology employed in this study will permit a deeper exploration of these constructs.

Research Background and Rationale

The primary areas to be explored have been guided by the components that emerged in study I. A principle component analysis (PCA) identified seven components that would appear to be pertinent to self-reported occupational health and employee well-being. In study II, the questionnaire was re-administered to high and low performers. The PCA identified five components, broadly resembling the components of study I, but with slight variation in prioritisation and loading of the grouped variables. Of these five components, three were found to be of relevance to the productivity of employees, with the ratings of these components differing significantly between high and low performers. Although the aims and methodology adopted in this study do not intend to be in any way restricted by the components identified in study I and II, these components do provide initial direction from which the explorative process may progress.

The selected methodology will be discussed in greater detail in the following section and for the purposes of introducing this study a brief overview of current research within the areas to be explored will be provided. The brevity of this review will be guided by two concerns. Firstly, study I and II have provided a substantial, albeit by no means exhaustive, review of the existing literature relevant to this area of work. As such, in order to avoid repetition, this review will be limited to that which is directly relevant to study III. This will involve methodological considerations of the literature to date, and a general overview of specific areas that may prove to be of relevance during the analysis. The second concern relates to the desire to maintain a degree of distance from current theoretical understanding within this area. Although having studied the constructs thus far will arguably shape the researcher's thinking to a degree during the interpretive process, the focus is intended nevertheless to remain upon the material analysed, with the developing insight being driven by current data rather than previous documentation.

Quantifying experience: The cost of minimalisation

Much of the research to date has relied upon a quantitative methodology, providing the literature with statistically significant correlations and neat models from which employment practise may be guided. This has contributed to worthwhile developments in our understanding of occupational health and employee well-being. However, as with the majority of conclusions derived from such methods, the essence and meaning of terms and phenomena are frequently lost, or indeed not even sought, thereby providing a fairly one-dimensional explanation on which our knowledge is based. The apparent limitations are evident in many studies published, and there are many examples to illustrate such shortcomings.

One such example is apparent in a study conducted by Baruch-Feldman, Brondolo, Ben-Dayan and Schwartz (2002). This study attempted to assess the impact of social support upon the job satisfaction, burnout and productivity of traffic enforcement agents. Items from the Job Content Survey (Karasek, Gordon, Pietrokovsky, Frese, Pieper, Schwartz, Fry and Schirer, 1985) were used to measure job satisfaction, and consisted of three items: "Generally speaking, I am very satisfied with this job", "I am generally satisfied with the kind of work I do in this job", and "Most people on this

job are very satisfied with the job". Such questions provide little insight into the elements that constitute an enjoyable or satisfying work experience, or what work satisfaction means to the traffic enforcement agents. A second limitation is apparent in the coding of participant responses. A Likert scale was used to record responses, ranging from 1 (agree) to 7 (disagree). Although these responses are a helpful way to quantify responses, and indeed the selected method to record employee responses in study I and study II of this research paper, such categories are incapable of capturing more than a snapshot of opinion at any one time, with little reasoning or rationale to substantiate the findings further. Nevertheless, the findings do indicate the existence of a significant relationship between different forms of social support and job satisfaction, productivity and burnout, and as such the aims of Baruch-Feldman et al. would appear to have been met. This is therefore not a criticism of the employed methodology per se, but rather an example of the one-dimensional approach that has tended to dominate research methods in this area. To build upon our understanding further, it would be helpful to explore the pertinent elements of social support that impact upon employee satisfaction, and the variations inherent in role satisfaction and broader workplace satisfaction.

A further complication within the research to date, and an aspect that is likely to have at times hindered and potentially misled our understanding, is the way in which elements of the workplace are conceptualised and measured. An example is apparent in the research examining family-work conflict and work-family conflict. The former refers to situations in which family demands conflict with work demands; the latter refers to situations in which work demands conflict with family demands. Earlier research tended to regard these concepts as unidimensional, however current thinking largely appreciates that family-work conflict and work-family conflict are related, but remain distinct. For example, Gignac, Kelloway and Gottlieb (1996) found that absenteeism was influenced by familial demands conflicting with work demands, but was not influenced by work demands conflicting with familial demands. Isolating the pertinent variables responsible for influencing occupational health and well-being is a challenging task, with the many variations of individual experience and response prompting yet further complication. Such discrepancies in conceptualisation can result in inaccurate conclusions being formed however, making the need for more refined

understanding and definition of terms imperative if progression within this field is to continue.

Another area that has been subject to conflicting conceptualisation is that of social support. This has received substantial attention over recent years. However many studies have neglected to give consideration to the variety of sources and/or the quality of support that may be available, and the respective influence and interaction of each. Again, this is an issue of assuming a one-dimensional concept. An attempt to demonstrate the diverse influence of different sources of support, and possible constellations of support available, was conducted by Elfering, Semmer, Schade, Grund and Boos (2002). Ratings of the support provided by a supervisor, a closest colleague, other colleagues and the spouse/partner were rated through a self-assessment procedure, and the impact of each was analysed in isolation and in combination. Various outcome measures were explored. However the primary focus was upon lower back pain, and a significant difference was found between the reports of lower back pain among participants that received strong supervisory support and other-colleague support, and participants that received strong support from their closest colleague. Perhaps surprisingly, it was the latter group that reported higher levels of pain. In attempting to assess possible constellations of support sources, the least favourable combination with regard to the influence of social support upon lower back pain was found to be high support from one's closest colleague coupled with low support from one's supervisor and other colleagues.

In attempting to explain these findings, Elfering et al. speculate that a possible reason for the negative impact of high close-colleague support and low supervisor and other-colleague support is the dependency that individuals under these conditions may experience. With no other available sources of support (i.e. from other colleagues or supervisor), the individual may be forced to seek support from just one colleague, and this is likely to foster feelings of dependency. Feeling dependent upon isolated sources of support may result in feelings of vulnerability, with individuals fearing the loss of the support source, perhaps more so than if the dependency is dispersed over various sources. The adverse response to dependency is supported by research conducted by Lu and Argyle (1992) in which feelings of dependency were found to cause feelings of guilt, shame and resentment. Dependency has also been linked to

feelings of helplessness and inadequacy (Buunk, 1990). An alternative explanation for the discrepancy apparent in self-reported levels of pain is that individuals relying upon support from a closest colleague receive more limited support than those receiving support from various colleagues and a supervisor. The breadth of support provision may be a more significant factor than any associated feelings of dependency. Further research would be necessary to determine an accurate explanation for the results. Either way, it is important that research assessing the impact of social support, or indeed other relevant areas of occupational health, is clear with regard to the quality and form involved, and the possible interactions of the different forms of the phenomena under study, before conclusions are drawn.

This research demonstrates the complexity that any one construct of occupational health may possess, and the importance of considering possible interactions with different manifestations of the same construct, as well as interactions with separate variables. However, in order to reach an understanding of the processes by which such interactions and influences may operate, it is first necessary to establish greater clarity in the defined terms and constructs. Overall work experience is a combination of many different elements, with the environment, the role and individual response all contributing to create huge variation in individual experiences of work. It is hoped that through exploration of the meanings that individuals attribute to these constructs and conceptualisations, the processes by which they may interact and operate may be more fully appreciated.

Employment as a contributor to well-being

Many studies have focussed upon aspects of the working environment or working experience that may be in some way detrimental to employee well-being, health or performance. Less attention has been placed upon the beneficial aspects of employment that may contribute to improved health and well-being of employees. The aim of this research is to develop a clearer understanding of the ways in which the working environment and experience may be adapted to facilitate optimal health and well-being of employees, elements which research strongly suggests will in turn optimise productivity. Despite the relative shortage of research papers exploring the positive benefits of employment, there are nevertheless studies that do indicate the

positive contribution of employment. Much of this research has compared unemployed and employed participants, pointing clearly to the adverse impact of unemployment upon psychological well-being. Unemployment has been found to result in higher levels of psychological distress (Henwood and Miles, 1987), lower self-esteem (Muller, Hicks and Winocur, 1993), and greater incidence of depression (Feather and O'Brien, 1986). From such work it is possible to tentatively deduce that employment reduces psychological distress, promotes higher self-esteem, and reduces incidence of depression. Clearly these are tentative deductions because it is possible that other elements are in some way confounding the relationship between employment and well-being. Equally, low self-esteem, depression or psychological distress may contribute in some way to unemployment. Again, the need for deeper exploration is apparent.

Jahoda (1982) postulated that employment provides both manifest benefits (e.g. benefits associated with income) and latent benefits (e.g. benefits associated with meeting psychological needs). Jahoda identified five latent benefits of employment: time structure, social contact, common goals, status and activity. Research has largely supported the idea that such latent benefits are associated with well-being (Miles and Howard, 1984; Evans and Haworth, 1991). In attempting to assess the respective impact of the various latent benefits identified, Jahoda (1982) argued the most important latent benefit to be that of time structure. A lack of purpose and lack of time structure has been found to be associated with higher psychological distress and depression, and lower self-esteem (Bond and Feather, 1988; Evans and Haworth, 1991; Rowley and Feather, 1987; Ullah, 1990).

An alternative explanation for the contribution of employment to individual well-being is the agency restriction model suggested by Fryer (1986). In contrast to Jahoda's latent benefits, Fryer regarded the key feature of employment to be the manifest benefits, such as income and the benefits associated with financial security. Without employment, the resulting "psychologically corrosive" poverty was argued to separate the individual from a meaningful future and result in compromised psychological health. Although Fryer acknowledged that latent benefits were of relevance to the overall positive influence of employment, these in isolation were thought to be insufficient to account for the strong relationship apparent between

well-being and employment. Clearly, a weakness of this model is the poor acknowledgement of the many variations of motivational sources that provide meaning to an individual's life and perspective. Some individuals may be quite unperturbed by the absence of monetary gain.

Fryer regarded individuals to be 'socially embedded', purposefully managing events to meet personal values, goals and expectations, within the context of cultural norms, traditions and past experience. If this is indeed the case, it would appear to be important that an individual's employment satisfies these values, goals and expectations. Fryer emphasises the importance of the working experience being compatible with the individual's cultural norms, traditions and past experiences. For many, the opportunity to select appropriate employment that satisfies all such criteria is likely to be unfeasible, so a challenge for employers may be to consider these elements within the context of the working environment and the role design. Adaptation of the working environment or role to accommodate and satisfy a broad range of individual needs, and uniting these with the objectives of the organisation is potentially a way in which optimal employee satisfaction, retention and productivity may be achieved. These issues will be discussed in greater depth in the light of the data obtained in this study.

Defining elements of support

The nature of support is arguably somewhat intangible, largely due to the many manifestations of support sources and the subjective qualities of support. Study I assessed what was later termed 'managerial support' and 'environmental support', both of which were derived from variables believed in some way to represent support. For example, belief that one's efforts are recognised by management or the office, and finding the working environment and managerial input motivational were believed in part to represent individual perceptions of supportive conditions. There are likely to be many different aspects that contribute to an individual feeling well supported within the workplace, and achieving a clearer breakdown of these elements may facilitate the practical incorporation within the work setting. Once again, the value of a qualitative methodology is apparent in the opportunity permitted for the emergence

of different elements of support, rather than limiting the definition of support to presupposed constituents.

A further implication of support provision is apparent in the finding that positive ratings of support were found to be associated with higher levels of productivity and more positive ratings of the work experience. There was a significant difference in the perception of managerial and environmental support among low and high performers, with high performers rating the support available more favourably. This does not confirm the direction of causality however, and it is not possible to deduce that strong managerial support directly results in higher levels of productivity. Rather it is only possible to conclude that a difference exists between the high and low performers in their perception of the support available. Clearly there are multiple sources of support, and reaching a definition of support that encompasses the many variations and constellations is difficult.

There are various possible reasons for the discrepancy in perceptions of support among high and low performers. For example, it is possible that high performers generally receive more support and encouragement, and are subsequently more favourable in their ratings. Low performers may receive less positive support from their management in response to their poor performance, or may attribute less positive ratings to the support available from their management/environment due to a reluctance to take full ownership or responsibility for their poor performance. Such explanations have been supported by previous research conducted, with indications that managers do not offer the same level of support to all employees (Dansereau, Graen, and Haga, 1975). This is perhaps inevitable considering the different levels of need among employees, and the likelihood of different managerial styles offering varying degrees of support. Perhaps more pertinent to the issue of support is the appropriateness of the nature of support provision, and the employee's subjective evaluation of the support provided, irrespective to a degree of the quantity of support provision. Duarte, Goodson and Klich (1993) found that ratings of management were in part dependent upon the quality and the duration of the relationship between the employee and manager, elements potentially quite independent of support provision per se. It is therefore only possible to assume that ratings of managerial support will

be subject to various factors, and a purely objective assessment on the part of the employee will not always, and perhaps rarely, be apparent.

It is hoped that a qualitative methodology will permit greater exploration of support provision, whilst recognising the complexity and diversity inherent within the concept of support. It is acknowledged that this will not overcome problems of response bias, and will possibly be no more 'objective' than a quantitative rating of managerial support, however the richer detail of the qualitative methodology will facilitate exploration of the manifestations of support, individual perceptions of support, and the impact and responses to the support deemed to be available.

<u>The meeting of social needs: Integration, interaction, and a collective objective</u>

Mirroring the findings of study I and study II which highlighted the importance of social integration upon employees' occupational health and productivity, social contact has been shown to have a positive effect upon psychological well-being (Haworth and Ducker, 1991). Social isolation has been found to be associated with low self-esteem (Hammer, 1993). Employment provides opportunity for interaction, although the quality of this interaction is perhaps of greater relevance with regard to the precise impact upon well-being and confidence. The processes and conditions in which individuals feel well integrated therefore need exploration, and although there are likely to be strong individual differences, it is hoped the accompanying detail of the qualitative approach will substantiate any insight with individual rationale.

Partially linked to the construct of integration is the opportunity of working towards a collective purpose, or feeling part of a collective purpose. Jahoda (1982) suggested that employment enabled individuals to feel part of society, and feelings of working towards a collective purpose or common goal have been found to be associated with well-being (Haworth and Ducker, 1991; Haworth and Paterson, 1995). Fostering integration of employees and advocating a collective objective to which employees may subscribe and be driven to achieve is therefore potentially an area that will serve the dual interests of the organisation and individual employees, and an aspect of employment warranting attention. In contrast, research has implicated the adverse effects of conflicting goals upon well-being and success (Emmons and King, 1988;

Sheldon and Kasser, 1995). Emmons and King found that goal conflict was associated with psychosomatic complaints, depression and negative affect. Indeed Emmons (1999) believed conflict to be the strongest influence upon subjective well-being of any goal construct. Goal conflict has been associated with resource depletion (Cantor and Blanton, 1996), dysfunctional thought processes and unsuccessful goal attainment (Emmons and King, 1988). Conversely, goal attainment has been found to be associated with positive emotions, accounting for increased psychological well-being (Brunstein, 1993; Kehr, 2003).

It is therefore possible that goal attainment, or the perception of any one goal being achievable, is the key element determining the response to goals set. Where conflicting goals significantly hinder goal attainment, the resulting depletion of well-being may be anticipated. Since goal attainment is likely to serve both macro and micro interests (i.e. achievement of specified goals will be indicative of success and therefore likely to benefit both the organisation and the individual), ensuring that the individual possesses the necessary resources to meet the goals set is important. Furthermore, employees should believe the resources to achieve the set goals are available, and be aware of the way such resources may be fully utilised. The potentially mediatory influence of goal attainment upon the relationship between goal conflict and well-being would perhaps explain the mixed findings apparent within the research. For example, in contrast to Emmons and King's findings, Brim and Kagan (1980) argue that goal conflict can positively influence human development and self-enhancement. Kehr (2003) also found that goal conflict was not associated with decreased subjective well-being, however it was found to inhibit the attainment of new goals.

Clearly goal setting is an important feature within many corporate settings, and does enable individuals to experience the sense of purpose and collective objective that Jahoda believed to be important to employee well-being, however the combination of goals set, and the prioritisation allocated to each may influence both individuals' responses to the set goals, and subsequent success in attaining the goals. Should goal conflict impair overall well-being as certain research suggests, the impact may well be more far reaching, potentially influencing individual's capacity or desire to integrate and cooperate with others, particularly in cases where the set goals directly conflict

with the goals of colleagues, and over time may undermine motivation, confidence, enjoyment of work, and may ultimately impair staff retention or attendance. Since a degree of goal conflict is inevitable at times, exploration of this area is necessary in order to develop and refine the optimal methods and qualities of goal setting practise.

The workplace and self-identity

Jahoda (1982) proposed that employment often defines the status of an individual. This is perhaps unsurprising since many organisations will have a structured hierarchy, with different roles carrying different degrees of responsibility, and possessing different value or worth represented in the discrepancy of wages allocated. Evans and Haworth (1991) found the status of an individual to be significantly correlated with well-being. Clearly, this correlation could simply be due to the success that is likely to precede increased status, a more affluent lifestyle that is likely to accompany high status, or the greater autonomy and control within the workplace that high status may permit, all of which are potential elements that may contribute to well-being. Status as a defining variable could therefore be indicative of many features, and further explorative work would be required in order to identify the elements impacting upon well-being.

With the high percentage of time spent within the work place, it would be expected that employment experience contributes in some way to an individual's self-identity. The degree to which status forms part of self-identity is likely to vary substantially among individuals. It is hoped that the current research will shed some light upon the degree to which status forms a part of one's self-identity, or indeed one's identity within the workplace. It will be of interest to explore the relevance of perceived status upon the esteem, well-being and motivation of individuals, and the extent to which status within the workplace is carried over into a non-work setting. Although this may be beyond the scope of this research, it is nevertheless an area for future work to address.

In conclusion then, the contribution of a qualitative approach at this stage of the research process is believed to provide the scope and flexibility to access areas of occupational health, productivity and well-being within the workplace that would

possibly be inaccessible by means of a quantitative methodology. The initial grounding of studies I and II provided the direction from which the qualitative exploration may begin. However beyond this point the research process will progress according to the emergence of the detail within the data collected. It is intended that this approach will provide a more complete picture of the research area, with the developments in current understanding being guided by a broader range of data sources.

Study III: Methodology

The primary aim of this research was to explore the components relevant to occupational health, well-being and productivity. The research question attempted to explore elements of the workplace that may contribute to an enjoyable working experience, and identify elements that may foster motivation, or conversely deplete enjoyment or motivation in the workplace.

Individual interviews were conducted in order to explore these areas. Individual interviews were selected above a group interview setting or focus group in order to optimise the openness and honesty of employees. It was reasoned that the research area was sufficiently sensitive to warrant such caution, particularly where attitudes to management were explored, or elements of the workplace that have been the source of dissatisfaction. The participants selected were at various levels within the hierarchy of the organisation, and there was concern that a group setting would prompt individuals to give answers they believed would be positively regarded by others, thereby preventing an accurate depiction of their thoughts or feelings on the areas discussed. This concern could have been overcome by structuring groups according to level of seniority. A focus group setting may have generated rich data permitting different perspectives to evolve the discussion. It may be worthwhile to incorporate focus groups in future work conducted.

The aim was to study the components identified in studies I and II in greater depth, through the incorporation of a methodology that would permit the breadth of detail to generate rich data. In this way the meaning of workplace criteria could be explored, and individual perceptions and experiences analysed. The thought processes, emotions, perceptions and responses that accompany work experience would be more accessible by the utilisation of a qualitative approach, all of which are difficult elements to extract by more conventional quantitative methods.

Grounded theory was selected to analyse the data, an approach initially developed by Glaser and Strauss (Glaser and Strauss, 1967). This approach was favoured above other qualitative methods due to both the researcher's preference for a technique in which the basis of analysis is grounded within the data, and the researcher's

familiarity and prior experience of the method. This grounding meant that although interpretation was a fundamental and valuable feature of the analysis, this was based heavily upon the detail within the data, rather than the more deductive interpretation utilised in other qualitative methods. For example, assumptions were not made regarding the potential impact of contextual influences, or the non-verbalised cognitions that may or may not be accompanying a particular dialogue. Instead, the analysis was consistently drawing upon the data, with all interpretation guided by the tangible transcribed speech. This said, there is acknowledgement that the interpretation of the meaning of any language is in itself a process of assumptions, in which the meaning of the interviewee's speech is analysed according to the perspective of the researcher, even where efforts are made to remain open to all possible meanings of the text. This is an unavoidable, yet not necessarily undesirable, feature of qualitative research. The subjective viewpoint and comprehension of the researcher, and the subjective perspective of the participant, both provide a valid albeit subjective stance. Perhaps the crux of qualitative research is the acceptance that social research necessitates many 'truths', and knowledge is built upon the accommodation of multiple perspectives. A more comprehensive discussion of the epistemological stance that accompanies this research will conclude this section.

Patton (1990) highlighted the dual approach taken in qualitative research, commenting that "Qualitative evaluation inquiry draws on both critical and creative thinking – both the science and the art of analysis". Grounded theory is a technique that balances the rigor of the 'scientific' analytic tools with the art of creating categories, making comparisons, and asking innovative and inspired questions in order to achieve a comprehensive understanding of the data. The tools that were used as part of the analytic process in this research are detailed at a later point. The analytic tools were drawn upon as the researcher deemed necessary, permitting flexibility and creativity within the procedure.

Strauss and Corbin (1990) define various elements or levels of data, and these are the definitions subscribed to in the current research. The *phenomena* refer to the central ideas within the data, represented through the concepts identified. These concepts provide the building blocks of theory, and can be represented as *categories* within the data. Subcategories refer to the concepts, or building blocks, of the category.

Categories can be identified at high or low levels of abstraction, with higher levels of abstraction indicating an analytic rather than descriptive interpretation. As the research process evolved, the initial descriptive, low-level abstraction progressed to increasingly analytic, high-level abstraction, thus contributing to actual interpretation of the data (e.g. from low level abstraction which identified the presence of 'excitement' in response to success, which evolved to a more generic term of 'emotional response', which then further evolved to the 'higher level' category of 'emotive trait orientation'). The formulation of categories, whether descriptive or analytic, was based upon the identification of similarities and differences contained within the data, analysis of which contributed to an understanding of the respective *properties* and *dimensions* pertaining to each category. The properties are the characteristics of a category. Dimensions detail the range along which the properties may vary.

Participants

Five interviews were conducted in total, each lasting approximately 45 minutes. Three of the participants were male, and two of the participants were female. The selection ensured involvement of males and females, various seniority levels and different age groups. There was a desire to ensure different seniority levels were represented, in part to incorporate different age groups, but also to explore varying degrees of responsibility, control, autonomy, authority and experience within the organisation. It was reasoned that such factors may contribute to an individual's perspective, and therefore be critical to a full understanding of the variations among different employees. Furthermore, by inclusion of participants that have both managed and been managed, it was possible to obtain their reflections upon the experience of each perspective. It is acknowledged that five interviews is a small sample size, and it may have been beneficial to incorporate a variety of individuals at the respective levels to demonstrate any differences among the groups more effectively. Time constraints prevented this. Despite the small sample the data obtained is believed to adequately cover the main areas pertinent to occupational health.

Participants were selected as and when they were required rather than being selected at the outset, partly due to the uncertainties regarding the number of participants

required, but also to permit a degree of theoretical sampling. Upon completion of each interview the desired status of the subsequent participant was considered, based upon the analysis of the interview data. As a result of this approach the first interview was with the most senior participant, the second and third were both successively less senior, the fourth was more senior than the second and third participants, but less senior than the first participant, and the final participant was the least senior employee interviewed. The employment duration of the participants ranged from 7 months to 14 years. The ages of participants ranged from 23-38 years of age.

Procedure

Twenty employees were initially contacted via e-mail to briefly explain the research area and request interested individuals to make contact with the researcher. Although four individuals expressed an interest, only two of these were invited to take part. This was due to the theoretical sampling that rendered two of the interested employees inappropriate at the point of selection (with theoretical sampling guided by gender, age and seniority). The remaining three participants invited to take part were approached directly by the researcher. All had received the initial e-mail and therefore had some idea as to the area of study. Upon acceptance to take part, each participant was given a letter detailing the research area in greater depth (see appendix IIIa). This emphasised the confidential nature of the research and the flexible and broad areas that participants may choose to discuss. Participants were informed that the researcher would loosely guide the discussion, however the interviewee would largely determine the direction and content of the interview. The letter was printed on City University headed paper rather than the company headed paper. This served to reaffirm the degree of independence that the researcher would maintain from the company, thereby facilitating participants' comfort in responding openly and honestly. Participants were informed that they could withdraw at any point during the interview process, and it was requested that they sign an acceptance form to confirm their willingness to participate. Participants were also informed of the audio recording that would be made of the interview to enable the discussion to be transcribed. All interviews were conducted during the usual working day at a time mutually convenient for the interviewee and researcher. Each interview took place in an interview room or the boardroom of the office in which the participant worked,

according to availability. The transcripts for each interview are provided in appendices IIIb-f.

The interviews were all instigated with a question regarding the participant's enjoyment of work, requesting participants to consider what work enjoyment means to them, and what elements constitute an enjoyable work experience. From this the discussion evolved, exploring each answer in greater depth and elaborating points as the researcher deemed necessary or appropriate. There were certain elements that formed a part of each interview. These included work enjoyment, motivation, the influence of the working environment and managerial input upon work experience, and health considerations. The meanings and manifestations of these areas, and the aspects impacting upon each of these elements were considered. Although all interviews remained open with regard to the areas the participant could choose to discuss, the questioning of each successive interview became slightly more focussed in accordance with areas that prior analysis had implicated to warrant closer examination. For example, in exploring individual beliefs, responses and preferences of managerial style, the first interview included the following question:

"What are the helpful and unhelpful characteristics of a manager? It can either relate to your own experience as a manager or your experience of being managed."
[Interview 1, page 7]

The questioning did not progress beyond this point, but rather this question was asked again using slightly different phrasing. Interview 2 however, started with a similar question, but moved beyond this, responding directly to the participant's reference to a personal component of management and requesting the elaboration of comments made regarding discipline. Both areas introduced in interview 2 had been touched upon in interview 1, and the prompting of greater detail in interview 2 was intended to facilitate the comparative analysis. As the interviews and analytic process progressed, the key themes emerging were explored in greater depth, with the research fluctuating between analysis and additional data collection.

Interviews were conducted until the analysis indicated that saturation point had been reached. The fourth and fifth interviews substantiated much of the data of prior

interviews, and enabled further comparisons across the data set, but did not generate new categories. It is important to note that although the collected data satisfactorily indicated that saturation point had been reached, there is acknowledgement that such a point is rarely if ever reached in entirety. Invariably there are likely to be different variations of categories to emerge should data collection continue, resulting in on-going modification of both the categories and the perspective of the researcher. It is perhaps more accurate to suggest that the aforementioned saturation point was a stage in which the aims of the research had been fulfilled, and the research questions satisfactorily answered through the course of the analytic process. Any research procedure is confined to certain limitations, whether these concern time, resources, or the imposed confines of the research area. As such, the saturation point will need to reflect these limitations, with the acknowledgement that the development of theory and understanding within any one area is an on-going process upon which further developments may always be built.

Analysis

The full version of grounded theory was used, hence the oscillation between data collection and analysis. This enabled the research to become increasingly refined and informed by the emerging theory, however this did not in fact manifest in a very different questioning style or technique, but rather simply prompted greater probing of key categories, as demonstrated in the example detailed above.

According to grounded theory methodology, data can be broken down into various parts. It is this systematic breakdown and subsequent rebuilding of the data that can contribute to the enhanced comprehension of a data set. The data 'exists' at a variety of levels, and opening each segment of text will involve analysis at each level, from the phenomena (which can perhaps represent the data on a macro scale) through to the subcategories (which may perhaps be regarded as the micro elements of the data). Clearly all the respective parts are intricately linked, and it is the identification and representation of these intricate links that was central to the aims of this research.

The data was initially subjected to microanalysis, whereby each line of the first interview was broken down, word-by word, and phrase-by phrase. This opened the

data to the interpretive process, generating initial categories and the respective properties and dimensions pertaining to each. The microanalysis served various functions. It required analysis of the detail of the data, and encouraged the researcher to consider various interpretations of words or phrases, rather than adopting a single stance in response to the material analysed. This also built awareness of any prior assumptions that the researcher may have held prior to analysis. By considering small segments of data it also became possible to consider the various meanings of a particular phrase or word, without assumptions of the previous text guiding subsequent analysis. As the analysis of the interviews evolved, microanalysis was brought in solely for phrases or segments of data that required this close scrutiny. As such, as the analysis progressed the microanalysis became a less prominent part of the procedure.

In order to explore the range of possible meanings and variations contained within the words adopted by the participants, certain 'tools' were incorporated within the analytic process. The emergent categories were subjected to constant comparative analysis, whereby different examples or contexts of the same category were examined, and the similarities and differences of each explored. This means that the data underwent constant development, being constructed only to be broken down again, with the intention of capturing the full essence of the category. This process also helped to identify any emerging subcategories.

The constant comparative analysis enhanced the researcher's theoretical sensitivity, prompting interaction with the data, and sensitising the researcher to different interpretations and manifestations of the categories. Questions were continually asked of the data, examining the context in which the category was embedded, the accompanying interactions or actions, and the consequences associated with the category. This built awareness of the manifestations of process and change inherent within the data. This process also helped to explore the relationships between the categories and subcategories, piecing together the properties and dimensions of each. Strauss and Corbin (1990) refer to this process as axial coding, because the coding occurs around the axis of a category.

Throughout the research procedure memos were kept in order to document the developments in the data collection and analysis. The definitions of categories were detailed, and the accompanying subcategories, properties and dimensions involved. As the research progressed from low-level to high-level abstraction, the evolution of the research procedure was apparent within the memo notes. In reflection of the creative element of this process, memo notation consisted of briefly documented ideas to longer reflections regarding any one aspect of the method or theory, and frequently involved diagrammatical depiction of the researcher's reflections or insight.

Epistemological reflexivity

This research is attempting to explore and understand an area in which there is a complex interplay of different influences, and many varieties of individual experiences. An individual's experience and response to the work environment is likely to be highly subjective, with a combination of emotions and cognitions accompanying any one experience, many of which may be difficult to articulate. For example, asking an individual to identify the elements in the workplace they find motivational requires a strong self-awareness about how they respond to events, reflecting upon the feelings and thoughts that are experienced under different working conditions. Although the nature of some individuals may be more accustomed to such introspection than others, the areas discussed require consideration of one's thoughts and feelings, many of which are not analysed or noted at the time, and therefore may be difficult to draw upon and identify. In many respects, a discussion about certain behaviours in which participants engage is perhaps an easier area to discuss, as this requires a more tangible area to define.

The interplay of factors further complicates matters. For example, when asked to identify the elements an individual enjoys in the workplace, there may be any one of a number of factors that may be the dominant source of enjoyment at any one time. Social and interactive elements may be key elements of work enjoyment at certain times, receiving recognition or promotion may preside at others. Conversely, going home after a days work may be a source of great enjoyment on other days. None of these elements will tend to work in isolation, therefore attempting to appreciate ones response to them becomes harder still. The interactive nature of the relationship

between an employee and the characteristics within the workplace would appear to be critical to this area of study, with continual 'communication' between each taking place, much of which may be unspoken.

By selecting unstructured interviews as a means of data collection there is a need for individuals to reflect on past events and experiences, thereby permitting the influence of reappraisal and distance from the event, at least in time. It is possible that by using diary entries to record data, enabling participants to document details as and when they felt they had something to contribute to the research area would facilitate a fresher and more 'accurate' depiction of the accompanying feelings or cognitions pertaining to a particular experience. This was decided against however, largely because it was felt that the discipline to provide regular input to the diary when individuals are under pressure to manage their daily priorities effectively may be too much, and also because much of the research area is in fact exploring fairly 'unremarkable' happenings and the intention was never to explore isolated incidences in the workplace which participants may choose to focus upon in their diary entries. The unstructured interview also permitted additional exploration of areas that were perhaps unclear or that required additional elaboration. Finally, it was reasoned that individuals would possibly be less honest in their reflections of their working experience when they are in some way 'committing' themselves in writing, and despite all assurances of confidentiality, more time to consider the implications of their responses would be available to them in the diary method. There also could be concern that others in the office would oversee the entries documented. Equally, it could also be argued that by requesting reflection upon events as and when they occur, or at the end of each working day, there would be possible distortion resulting from the proximity of the events documented, prompting a more reactive response. Although equally valid, there is value in facilitating a more balanced, reasoned and reflective response. It is after all the overall experience of working life that is attempting to be captured, not isolated extreme events that taken place sporadically within the working week.

Overall, despite the concerns that participants would be reluctant to provide honest and open responses regarding their attitudes and beliefs, some of which may be believed to reflect poorly upon them, it was generally believed that participants were

reasonably honest during the interviews, and appeared to be reassured by the confidentiality of the research. Many of the answers given did indicate negative attitudes to elements within the workplace, some of which an individual may be reluctant to reveal to his or her line manager.

Personal reflexivity

I am accustomed to sourcing delicate information from employees and encouraging employees to be open in their responses to the working environment, as my role necessitates such communication. I believe that I am quite perceptive and empathetic, and such qualities enable me to be sensitive to different perspectives, and helps individuals to feel as though they are able to be quite open in their discussion. Although as an employee of the company I will have my own viewpoint of the working environment and the organisation as a whole, I strongly believe that this has facilitated understanding of the data rather than tainted or thwarted it in any way. I have a contextual understanding in which I can place the comments made, and have insight into areas that possibly an external researcher would take time to accumulate.

I have been aware of the possible influence of my employment within the company, and have considered how I would interpret and perceive certain elements of the data if I had no prior knowledge of the organisation. This is not easy, however in attempting to appreciate such a perspective, I believe my understanding would have been hindered by unfamiliarity with the roles conducted. I also believe that without experience or knowledge of the organisation I would perhaps have been unaware of the elements promoted and deemed important within the culture of the organisation (e.g. fee earning is deemed paramount and employees are largely judged according to this criteria, potentially impacting upon employees perception and prioritisation of success). With no prior exposure to the company I may also have been less able to appreciate the business aims that will be operating at any one time, and may have been solely absorbed by the individual's perspective.

I also considered how the participants would perceive me. There needed to be a degree of trust between each participant and myself in order to ensure honesty, and I was concerned that participants may believe that I would in some way feed information back to their managers, or discuss the information discussed with other individuals in the workplace that perhaps I know well. I think these concerns were unfounded, and I believe participants did trust both the integrity of the research and myself as a researcher. My role within the company is very separate, and concerned primarily with staff welfare, quite outside the realm of usual business activity, and I do believe that this perhaps defines me as a relatively neutral advisor within the company. My association with City University may also have served to contribute further to this distinction. My role within the company involves the conduction of detailed sessions with individual members of staff to source open feedback regarding aspects of their employment and occupational health. My ability to attain employees' trust is central to the success of each session. I believe it is accepted by employees that without my utmost discretion, and in certain cases complete adherence to confidentiality, I would not be able to conduct my role effectively. I do not believe that my gender or age were significant elements in determining the data collection, and strongly believe that my manner was the aspect defining the interaction, a manner I believe to be quite accepting and non-judgemental.

I believe that the research process has built upon my own awareness of the interactive nature of employment, and the array of perceptions that form such a critical part of working life. It has also developed my insight into the importance of personal responsibility, empowerment of employees and the advantages of a positive outlook within the workplace. Just as I hope the findings within this research may benefit organisations to develop an optimal working environment, I am able to incorporate some of these insights into my own experiences at work.

CHAPTER 6

Study III: Analysis and Discussion

The data were systematically analysed in an attempt to understand the underlying elements involved in work experience. This section will attempt to convey the development of the evolving theory, drawing upon transcribed examples within the data to demonstrate the basis of interpretations formed. Qualitative analysis revealed five core categories. Each core category will be taken in turn, describing each through the identified subcategories, properties and dimensions pertaining to each. There will also be an attempt to describe how each of the core categories and subcategories may relate, again utilising examples within the transcripts to illustrate the emergent theory.

Throughout the analytic procedure it became apparent that there are three key domains to which the data may pertain: activity/action criteria, individual criteria, and environmental criteria. There would appear to be continual interaction across these domains, and the categories identified, although not organised according to these elements, may be allocated accordingly. These domains provide an additional framework through which the categories and subcategories would appear to 'communicate' and interact. This will become clearer as the relationships between the various categories and subcategories are explained in greater depth. The core categories and subcategories identified are listed overleaf. This is followed by a more detailed breakdown of the categories on the following page, organised according to the stages which would appear to exist, albeit with significant interaction and with no set causal pathways. This can be used as a reference throughout the explanations and examples in the subsequent pages. The details of the participants referred to in the quotations over the following pages are detailed below.

Name	Job Title	Gender	Age	Employment Duration
DC	Regional Director	Male	38	14 years
OW	Manager	Female	29	6 years
JG	Recruitment Consultant	Female	23	2 years
MM	Senior Manager	Male	33	11 years
JE	Recruitment Consultant	Male	29	8 months

Core category I: Foundation criteria
Trait orientation
Identity/Ego
Drive
Potential
Needs

Core category II: Environmental/circumstantial criteria
Role
Integration
Management
Well-being
Resources

Core category III: Perception
Deductive processes
Attitudinal tendencies

Core category VI: Mobilisation/utilisation
Initiative
Innovation
Effort
Action

Core category V: Outcome
Performance
Gratification

Table 1. Core categories and subcategories identified.

CORE CATEGORY I: Foundation Criteria	CORE CATEGORY II: Environmental/Circumstantial Criteria	CORE CATEGORY III: Perception	CORE CATEGORY IV: Mobilisation/Utilisation	CORE CATEGORY V: Outcome
Trait orientation - Emotive - Cerebral/cognitive **Identity/Ego** - Esteem - Egocentricity - Self-awareness **Drive** - Ambition - Motivation **Needs** - Professional - Personal **Potential** - Skill - Experience - Ability	**Role** - Purpose/meaning (reward, goal, belief, contribution) - Demand (complexity, variety, challenge) - Boundaries (control, clarity) **Integration** - Involvement - Interaction - Informed **Management** - Guidance - Support - Authority **Well-Being** - Physical - Psychological - Emotional **Resources** - Environmental - Internal	**Deductive processes** - Interpretation - Attribution **Attitudinal tendencies** - Expectation - Values	**Initiative** (control) **Innovation** (creativity, flexibility) **Effort** (expenditure) **Action** (behavioural manifestation)	**Performance and Gratification** **Achievement** - Goal realisation - Reward - High gratification (satisfaction, fulfilment) **Failure** - Goal unrealised - Non-reward - Low gratification (dissatisfaction, unfulfilment)

The foundation criteria comprise elements that would appear to define an individual's characteristics in relation to their experience at work. This can perhaps best be described as the core constituents that are likely to determine and shape an individual's responses and interaction with the working environment.

Trait orientation

The first subcategory identified is that of trait orientation, which may be characterised by a tendency to be predominantly operating within an emotive framework, or a cerebral/cognitive framework. Clearly these are not mutually exclusive, and individuals will at times operate either or both orientations. Each orientation is demonstrated in the excerpts below. In the first excerpt the individual appears to be predominantly guided by her accompanying emotional state, with the emotion determining her responses and ability to deal with issues that arise. A low mood leads this individual to withdraw from challenges, whereas "feeling happy in [her]self" prompts the belief that she is able to rise to challenges that emerge. The accompanying emotion is the determining feature of her response, rather than her cognitive appraisal of the situation or her belief in her ability to meet the challenge. Furthermore, she acknowledges that she works harder when she is feeling "happy in [her]self". This is in contrast to the second excerpt in which the participant appears to attempt to control and manipulate his state by following certain thought processes. The thought processes are being used as a means by which he can manipulate his motivation. It is a considered and reasoned approach rather than purely reactive.

Emotive trait orientation:

JG *"Erm...I think emotionally if you feel good in yourself and you are happy in yourself then you are going to work harder, you feel more confident, so you've got the balls, so to speak, to go in and be able to erm...you know, perform to the best of your ability erm... So I think if you feel a bit down and rubbish you don't feel, you know, if you're put in a tricky situation, you take a bit of a back-burner. You don't push to get what you want because you feel a bit nervous and scared, and you don't have the trust in yourself that you can do it."*

(Interview 3, page 13)

Cognitive/cerebral trait orientation:

MM "...put yourself on a 10, think about the positives of what you are doing at the moment, and what the negatives are to actually not doing this action, erm...how can you do it in a positive mindset, how much of it can you control"

(Interview 4, page 6)

Further examples are apparent throughout the data whereby actions appear to be instigated and propelled by either cognitive or emotional functioning, or appear to be conducted in an attempt to attain certain cognitive states or emotions. The examples below provide an insight into two different motivations. The first is dominated by the feeling that accompanies success, with a colourful description of the excitement that propels her desire to do well. The second excerpt focuses upon the cerebral elements that serve to prompt his motivation, namely that of feeling intellectually stretched.

Emotive trait orientation:

JG "You feel like shouting, I feel like telling everybody how good the day has been, and what I've done. You always buzz inside. You think 'Wow yeah! I just want to dance really! You know, I just want to jump up and go wow!' I feel so excited, and proud I suppose, and really pleased that I've done well."

(Interview 3, page 2)

Cognitive/cerebral trait orientation:

DC "...for me now the motivation to do this job well...on the cerebral side, it gives me enough challenge that I know I get stretched in my capabilities."

(Interview 1, page 4)

Identity/Ego

A recurring element apparent in the data involved the identity/ego of individuals, with issues of esteem, egocentricity, and self-awareness referred to in a variety of contexts, entering discussion regarding motivational goals (e.g. desiring recognition and respect from peers in order to raise self-esteem) and appearing to be an influential aspect in determining behaviour or responses. In support of Jahoda's suggestion that employment in some way defines the status of an individual, this research does indicate that work experience influences one's self-concept, both with regard to one's

own formulation of self-identity within the workplace, how others respond to one, and one's perception of others' attitude towards oneself. Status and achievement would appear to send fairly direct messages to one's self-identity, whether this be through one's own self-beliefs or the respect generated among others.

JE "...when you are successful you are more confident, you enjoy yourself more, you can get the respect from your peers,..."
(Interview 5, page 1)

Clearly the defining elements that formulate our self-identity (e.g. generated either by the individual or the environment) may be dissimilar, and in some cases incompatible. It is possible that under such circumstances one influence will predominate, although such incongruence may be accompanied by a degree of friction. The below example demonstrates this aptly, in the incongruence of her self-identity and her perception of how others regard her.

JG "I think people when they perceive me, they think that I am quite mild in nature and I'm not the sort of person that would go absolutely ballistic over something, but I know myself that anybody could, and I can go mad if I want to, and I can stand my ground. ...I think people think that I'm a soft touch,...maybe that I am a bit more the under-dog, and I am not, and I can actually stand my ground, I think that would shock people if they realised."
(Interview 3, page 10)

Our 'work-self' would appear to be a combination of our perception, our beliefs and our environment, although clearly the respective influence of each will vary according to the individual. With a positive self-regard, an individual would appear to be more empowered, optimistic, and have greater belief in his or her abilities, elements that are also likely to increase productivity. As such, the importance of establishing an environment in which an individual may generate a positive self-regard should be a consideration for employers. When discussing how he responds to success, the below participant reflects upon how success directly influences his life and the way he perceives himself.

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JE "...[success] affects your life and the way you are, your confidence, your personality..., and I think just the fact that you know you can do something...gives you a massive feeling of satisfaction."
[Interview 5, page 2]

(i) Esteem

As will be strongly apparent throughout the analytic process, the crossover among the various subcategories is frequently clear within the data, and the example below demonstrates a fairly cognitive/cerebral approach to the individual's identity, specifically pertaining to his self-esteem. It also demonstrates how his self-esteem is partially formed by his perception of others' responses to him, and partially formed by his appraisal of his ability to deal with issues that arise, and the resources that are available to him, thus involving environmental, individual and activity domains. This highlights the importance of all such domains in supporting an individual's esteem.

DC "...I'm not without doubts and uncertainties in my own mind. ...People respect my decision making...so I suppose that affects my confidence. ...I have confidence in my ability to face issues that crop up from day-to-day. I don't think I've really ever come across an issue that has totally dumbfounded myself or the resources that are available to me, so I don't have a fear that I can't do the job...and I have confidence that the infrastructure around me that I have is capable and competent, by and large."
(Interview 1, page 24)

Esteem would also appear to be fundamental as a precursor to performance, as demonstrated in the excerpts below. Once again, confidence is discussed in terms of both the confidence derived from environmental sources, in this case, comments from other people, and the confidence that the individual believes he or she possesses or has some control over. The potential for both positive and negative external input is also apparent, whereby confidence can be both fostered and undermined by environmental sources. The below examples highlight the importance for an individual to have an external source of belief in their abilities, potentially suggesting that through such third party belief we are able to adopt additional confidence or substantiate the basis for existing confidence.

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MM "I think the more confident you feel the better you will perform. Erm…I think if…people believe in you, and what they feel you can achieve, erm…it adds a very positive help and influence on you. …having a lack of belief in your ability does not actually help you to achieve it and can have a detrimental effect on it."
(Interview 4, page 11)

JG "[line manager] believed in me right from the start, even when other people questioned my ability, [line manager] was behind me 100% and that really gave me the confidence,…"
(Interview 3, page 11)

OW "I think if you're not confident then other people can see it. …if I wasn't confident…I think they'd be able to see it. Or if they couldn't, I'd be thinking erm… 'they can see it' and therefore you get less confident"
(Interview 2, page 15)

(ii) Egocentricity

The participants varied in the degree to which they appeared egocentric. Some appeared primarily concerned by their own perspective, whereas others revealed a greater balance in their portrayal of their own perspective and the degree to which they accommodate others' perspectives. This is demonstrated in the excerpts below in which interviewees 1 and 2 show a clear contrast in their respective responses to their management. Interviewee 1 appears to regard the relationship as a two-way interaction, with both manager and subordinate playing their respective roles. His manager's response is not interpreted as a reflection upon himself. He also appears to take a degree of responsibility for the communication of his needs in order that the manager may respond accordingly. Interviewee 2 appears to interpret the interaction with her manager as a reflection upon herself. Her manager's less frequent visits are interpreted as his disinterest in her (rather than perhaps that he has been particularly busy, or simply is happy with how she is doing), and she deems a meeting based solely around her consultants rather than her to be a "waste of time". She appears to take little responsibility for contributing or guiding the relationship.

DC "...I have a relationship with my manager that I know that if I need help, I can call on it, and I will get support and advice, and it will be given to me constructively, rationally, generally extremely calmly..."
(Interview 1, page 8)

OW "...if he has a sit down with me one week and repeats what he said the week before, talks about my consultants and not me, and there are no new issues to be discussed, I just find that very boring and I just think 'well, that was a waste of time'. ...I haven't seen him for a month and that has made me think 'why haven't you been to see me? Am I in trouble, or am I not a priority for you?'"
(Interview 2, page 5)

(iii) Self-Awareness

Self-awareness also appears to be a relevant constituent of identity, with awareness of one's contribution, needs, motivation and potential appearing necessary in order to meet and satisfy these areas. For example, without being aware of the elements that will contribute to one's satisfaction in work an individual may not be able to instigate actions that will lead to such elements. Overall participants did appear to be self-aware regarding their abilities, the elements they needed from their management and their environment, and how as individuals they respond under different circumstances. Examples can be taken from each transcript to demonstrate elements of self-awareness, however only two examples are shown below.

MM "I'm not very good at that, ...I have always been someone who needs to be pushed and controlled. ...I have had to develop more of that myself."
(Interview 4, page 5)

OW "I respond really well when I'm asked for advice... and being liked I think, that's important, ..."
(Interview 2, page 8)

Drive

Drive was manifested through an individual's motivation and ambition. The key drive across the group appeared to be the desire for achievement and success. However the reasons for this varied and the meaning of success across the group was not uniform. As has been demonstrated in the preceding quotes, success was associated with recognition, respect from peers, increased self-esteem, doing better than others, financial reward, achieving a particular feeling which accompanies success (e.g. excitement, or the frequently cited term "buzz") and fulfilling one's purpose/goal. The desire for these elements, in whichever combination, defined an individual's ambition and motivated individuals to push themselves, and to drive themselves towards the goal.

JE "...I don't know, it's probably just as much the self-achievement for myself as anyone else really, but I don't know where that has come from. I think that it's ingrained in me...I'm motivated to do well for me and my immediate family..."
(Interview 5, page 4)

Ambition appeared to reflect the strength of this desire, and motivation appeared to be the way in which this desire manifests, the ambition fuels the motivation. Motivation was referred to as a finite resource requiring continual 'fuel' in the form of reward, resources, and a stimulating environment in order to be maintained. When defining what ambition means to her, interviewee 2 comments:

OW "Wanting to move forward and wanting to get to the next stage...erm the fastest and before anyone else."
[Interview 2, page 20]

The variety of elements contributing to levels of motivation are apparent in the below quote. Although all the elements are linked in some way with achievement, the motivational rewards that are believed to accompany success are varied.

MM "...consistent performance and success will get you promoted and take you to the next level and develop your career, so that works as a pretty basic motivator for me. ...the money driven aspect of it is quite motivating...the feeling of value and feeling

part of a successful team or region of whatever it may be, it is quite powerful for me
as well, the respect from peers if you like."
[Interview 4, page, 7]

Conversely, at times when achievement and success are deemed to be less attainable, thereby unable to adequately fuel motivation, it would appear motivation levels can be adversely effected. This is demonstrated in the below excerpt in which the participant comments upon a time in which he was not successful.

DC "It certainly draws on the well of motivational will-power…I didn't have a
particularly good year, and there were times where I genuinely questioned whether I
had the full motivation to do the job,…"
[Interview 1, page 5]

Equally, in cases where expectations are relatively low, and ambition is moderated to a level of achievement deemed to be attainable the 'reward' can be less compelling (e.g. rather than an ambition to excel at a particular task, the ambition is moderated to achieving adequacy). The excerpt below shows how the participant's ambition is moderated by what she deems to be realistically achievable, in this case enabling her to keep her job, or in the case of the second example, maintaining activity levels to avoid boredom. The basis of such 'ambition' is unlikely to inspire the motivation to excel, because the drive becomes one of neutrality (i.e. avoidance of boredom) or negativity (i.e. avoiding an undesirable outcome, in this case job loss). The actual gains are minimal: she is not seeking excitement in her work, simply an absence of boredom, and she is not driven towards performing in order to achieve promotion, but rather to avoid job loss.

OW "…if I didn't do it I would have to leave for myself as well as them putting so
much pressure on me that they wanted me to leave as well."
[Interview 2, page 2]

OW "My main motivation has been to keep myself from getting bored."
[Interview 2, page 20]

Although these aspects were not the only drives identified by this individual, under such circumstances it is postulated that her drive, ambition and motivation, all clearly interrelated, would be low. This is supported in the data, and the individual is non-committal with regard to whether she regards herself to be ambitious, and responds in the following manner when she is asked whether she would define herself as ambitious.

OW "No, but I wouldn't say I'm not ambitious"
[Interview 2, page 20]

Needs

Individual needs varied, although could be defined as either professional or personal needs. Personal needs appear to be represented by preferences/requirements that are congruent with an individual's foundation criteria, (i.e. needs associated with their trait orientation, identity, drive and potential). Professional needs are more closely associated, although not exclusively, with environmental/circumstantial elements (i.e. role, integration, management, well-being, and resources). Again, there is substantial overlap and interaction between these two areas of need. However the distinction is nevertheless apparent within the data. This is demonstrated in the below excerpts in which examples of personal and professional needs are provided.

Professional need (resources)
JG "Erm...I think encouragement, and support from people around me, and erm...resources as well. I mean in this job you need the right applicants and the jobs to come in to do it. So you can have everything around, you can have a very supportive manager, you can have the skills to do it, but if you don't actually have the work out there you aren't going to be actually able to achieve it."
[Interview 3, page 16]

- Professional need (management, integration, resources)
JE "...if I can decide what I need to do for myself then I am much more motivated to do it. Erm...so I like to be in an environment where I am given the tools to do what I need to do, but then given the autonomy to get on with it...I like being in a

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professional environment where people sort of talk to each other and respect each other,..."

(Interview 5, page 5]

- Personal need (drive)

OW "I think getting inspiration off people as well... if my manager comes to talk to me and asks me for new ideas for new stuff – new ideas, or encouragement, or tells me of what other people and offices are doing, I find that quite inspiring and therefore that motivates me..."

[Interview 2, page 4]

- Dual need (Personal: Identity/ego and Professional: Management)

OW "...a bit of both, the fact that he is here means I am a priority, but it's also an opportunity for me to get feedback and get sound bite off someone else, you know, to bounce ides off him."

[Interview 2, page 6]

Potential

The potential of individuals would appear to consist of three main areas: skill, experience and ability. Each may vary and operate distinctly (e.g. high skill in a defined area, low ability in overall role; low experience, high ability etc.). However skill, experience and ability would also be expected to strongly interact (e.g. with higher levels of experience one may anticipate a higher level of skill, potentially with the intermediary influence of ability). The quote below refers to the conduction of what the participant deems to be a low skill role relative to her level of experience, and the resulting impact upon her enjoyment. Realisation of potential would appear to require the development of each area. Where these aspects are under utilised or inadequately mobilised, dissatisfaction and underperformance is likely to result.

OW "...enjoyment has a lot to do with me, doing work, doing things that are similar to my ability. When I am not enjoying work it's because I think I'm doing work that I have done for the past six years that someone who has been here for a year could do...the more I have to do the better I work...if there's less for me to do, the more bored I get, the more I think I am being under utilised, my skills are under utilised..."
[Interview 2, page 3]

Potential is a combination of inherent individual qualities (particularly that of ability) and environmental factors. The skills an individual develops are likely to be in part dependent upon their innate ability within an area, but will also be reliant upon attaining adequate experience within the area in order to refine the skill. This developmental process is described in the below excerpt.

DC "...people we employ are taken on without any skills relevant, well not relevant to the job...so they are very raw in their skills. And you see people from day-to-day developing skills that they hadn't previously displayed or have had to learn, or they're perhaps naturally good at and they openly display. ...in a matter of years they can turn into highly successful intelligent business people."
[Interview 1, page 2]

Potential would appear to be closely related to the environmental/circumstantial criteria (i.e. role, integration, management, well-being, resources) and to the mobilisation/utilisation core category (i.e. initiative, innovation, effort, action). Such a relationship between potential and an environmental element (in this case, management) is shown in the excerpt below. The emphasis of her development is placed upon the time and assistance that she receives from her manager.

JG "...somebody that could have the time to spend five minutes with you to go through and build an action plan so you know what the stages are. You know, somebody that you could go to and say 'I don't quite understand what this means' and basically take the time to go through it."
[Interview 3, page 6]

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In summary, the foundation criteria form the basis from which much of an individual's work experience may be understood, and indeed determined. An individual's characteristics and tendencies, both innate and learnt, appear to be intricately related and interdependent. Clearly this asserts an assumption that the foundation criteria are formed by nature and nurture. However exploration of the precise influence of each is not a purpose of this research. Discussion will extend only to the acknowledgement of the likely individual differences apparent in terms of the respective influence of nature and nurture, and a subscription to the view that there is likely to be a significant influence of each upon the development of an individual, whether this is within the confines of the workplace or beyond.

As will be apparent throughout the analysis, the key to optimal foundation criteria appears to be the compatibility and balance between the subcategories, rather than the individual elements per se. It is possible to organise the foundation criteria in the following manner (Figure 1), with trait orientation and identity/ego influencing an individual's drive and needs, the complete combination of which will influence the realisation of potential. This is not intended to illustrate inflexible cause and effect relationships, but rather merely to depict the general pattern that emerged within the data. It is also important to note that the foundation criteria do not operate in isolation, and the intervening influence of the other core categories will invariably contribute.
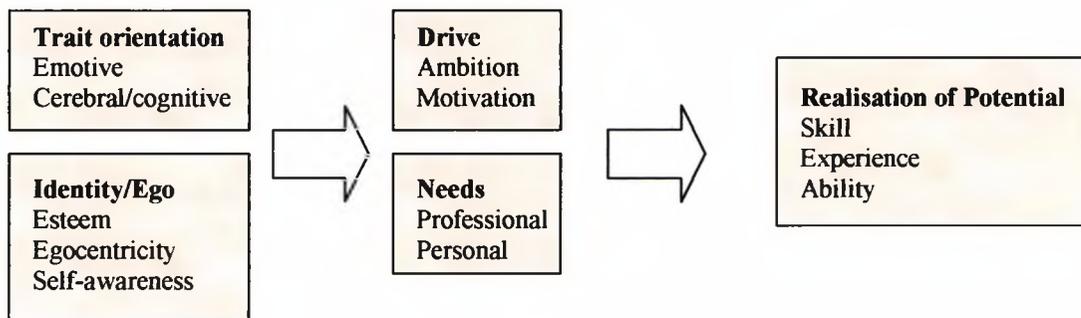
Figure 1. General emergent pattern apparent among the foundation criteria identified.

Core category II: Environmental/circumstantial criteria

Clearly the environmental and circumstantial criteria to which an individual is exposed are fundamental to work experience. The key subcategories identified include role, integration, management, well-being, and resources. Far from operating in isolation, each is intricately related, with each other and with the other core categories and subcategories, manifesting in a wide array of possible work experiences.

Each subcategory will again be taken in turn, incorporating the respective properties and dimensions to define the area more clearly. Once again, examples will be used to demonstrate the grounding of the emergent theory.

<u>Role</u>

There would appear to be three clear properties of a role, all of which possess certain dimensions: purpose/meaning, demands and boundaries. These are detailed below. The precise combination of these properties and dimensions will vary according to the role conducted.

(i) Purpose/meaning
- Reward
- Goal
- Belief
- Contribution

(ii) Demand
- Complexity
- Variety
- Challenge

(iii) Boundaries
- Control
- Clarity

Once again the important element would appear to be the compatibility of the role criteria with the individual conducting the role, and the balance between the various criteria and other categories, rather than the defining features per se. This 'compatibility' between the individual and other elements of the work experience is similar to the gravitational hypothesis proposed by McCormick, DeNisi and Staw (1979) whereby individuals gravitate towards jobs which are most closely matched to their ability level, values and interests. For example, a highly complex task may suit one individual where the complexity is compatible with their potential (skill, ability and experience) and needs (professional and personal). Not all individuals will respond in the same way, enjoy the same elements or excel at the same areas, as is demonstrated in the example below.

DC "I think some of my managers find it extremely difficult to understand why some of the consultants either don't do things or struggle to do things well because they're perfectly capable of it themselves."
[Interview 1, page 13]

(i) Purpose/meaning
It would appear to be of great importance among the participants interviewed that their role serves some purpose or meaning.

JE "I think everybody in their lives needs a sense of direction and a sense of purpose. It gives you that as well, you know, for your mind. And I have been there, you know, your mind dries up pretty quickly if you are just sat at home doing nothing, just watching TV and stuff, so erm...yeah, it gives you a sense of purpose I think as much as anything..."
[Interview 5, page 4]

In line with the equity theory discussed previously (Adams, 1965; Mowday, 1996) whereby employees balance the input (e.g. effort expended) with the outcome (e.g. reward) this research would appear to suggest that a balance across the various domains is preferable. The purpose/meaning should in some way reflect or balance the demands, which in turn should balance the role boundaries. This is demonstrated

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in the excerpt below, whereby the purpose/meaning (reward) is weighed against the demand (challenge).

JE "...you think 'well yeah, I really tried to put someone into this period', and then you think 'well I'm only going to get another £50'. ...and as much as I would like to have worked my arse off and get one more in, in real terms it's only going to make a minimal amount of difference to my pay packet."
[Interview 5, page 13]

The purpose or meaning could be the *reward* attained by conducting the role effectively, achievement of a *goal*, feeling as though one is *contributing* in some way to something beyond personal aims, or *belief* in what one is doing, or what one is working towards/working for. It would appear one needs to feel this sense of purpose in order to foster one's drive, and therefore by implication one's ambition and motivation.

- Reward
DC "...I used to get a real satisfaction for doing the job we are here for."
[Interview 1, page 3]

- Goal
JG "...if you set yourself targets, of where you see yourself going, and you achieve that, then that's excellent."
[Interview 3, page 2]

- Contribution
MM "...feeling as though what you are carrying out actually carries some value to the region or the company...to see an end result to the work you put in."
[Interview 4, page 1]

- Belief
MM "...you are part of that organisation, and therefore have some responsibility to uphold it or to develop it."
[Interview 4, page 15]

(ii) Demand

Role demands clearly vary widely across different occupations. The participants in this study conducted a variety of roles, and three dimensions were apparent within the data (complexity, challenge and variety). The complexity of a role needs to suit the individual's ability and skill base. Excessive simplicity or complexity in relation to the individuals potential is likely to cause problems. This is closely linked to the challenge that an individual feels. The task needs to be sufficiently stretching, ideally in terms of the intellectual complexity and the challenge it provides, and in terms of the volume of work that the individual is required to achieve. Without this, the individual is unlikely to be adequately absorbed by the role.

DC *"It gives me enough challenge that I know I get stretched in my capabilities."*
[Interview 1, page 4]

OW *"...being demotivated by the thought of a ten hour day and I've got three tasks to do, brilliant, I'm going to have to spread those out the day sort of thing."*
[Interview 2, page 4]

Variety in the work also is important, partly to satisfy the need for challenge across the different domains of ability.

DC *"...I had something new to be doing...a sort of new ball to balance on my nose – and it's always nice to have a new challenge, something different – so that's rather refreshing."*
[Interview 1, page 5]

(iii) Boundaries

Role boundaries involved the degree of control an individual feels over the conduction of role elements. This was a recurrent theme within the data, mirroring the substantial attention that this aspect has received in previous research (e.g. most famously Karesek's demand-control model, 1979). This control permits flexibility, introduces accountability and responsibility (whereby the individual will be expected to effectively take control of the task without continual monitoring) and indicates a degree of trust from one's management.

DC "I have a lot of autonomy …erm, I have a lot of freedom, and I have a lot of trust I believe from my managers…I think there is an element of mutual respect."
[Interview 1, page 3]

OW "…I think you need a level of flexibility within a structure erm… I find if someone is very disciplinarian I think it's not giving you autonomy, it's them telling you how to do it, rather than giving you the freedom to try it and see…"
[Interview 2, page 9]

JE "I don't like to be in an environment where you sort of are constantly being told what to do, or are constantly being monitored."
[Interview 5, page 6]

High control also necessitates a degree of self-generated motivation within the individual, as demonstrated in the following excerpt.

MM "…the role I'm in now at the moment I have to be quite self-motivated because I have a wider range of freedom if you like…you could easily go away and put your feet up for three days and nobody's going to say 'what are you doing?' and 'where were you?' so you have to be quite self-motivated …"
[Interview 4, page 5]

Clarity of role boundaries was also referred to, with clearly identified role requirements and areas of responsibility believed to contribute to the successful accomplishment of a task. Clear role boundaries enable the individual to work to clearly defined goals, whereby their success in each task is easily assessed. Awareness of clear role boundaries also enables the individual to take control of the task.

DC "Success is defined clearly for me by some very black and white key performance indicators – the prime one being the production of fees. It's clear to me I have a good month when I hit it, and I have a bad month when I don't."
[Interview 1, page 2]

JG "...[line manager] didn't give me anything – he never said 'well this is what you need to do'...maybe if he said 'look at the way you are doing the calls', there was no real guidance,..."
[Interview 3, page 12]

Integration

Integration appeared to involve three central properties; involvement, interaction, and the belief one is kept informed. Integration was regarded as an important element of work experience, with low integration resulting in reduced levels of enjoyment.

JE "...having that interaction with other people. Being able to talk to them about, you know, being able to have a laugh with people basically helps you get through the day...On a business level you can get help and advice from other people...you don't feel that you are on your own, you are part of something that everyone is working towards, the same thing, and that helps you. Group dynamics."
[Interview 5, page 10]

Sharing a collective objective was important for the participants, and served to strengthen their drive and belief in what they were aiming towards.

MM "...you get a lot of, I suppose a lot of motivation and pleasure by working with people you get on with, or are working towards the same goal as you..."
[Interview 4, page 8]

The three properties are apparent in the below excerpt, highlighting the importance of ensuring individuals are involved, receive daily interaction with others and feel as though they are kept informed in order to maintain morale and motivation. When asked why she does not feel integrated within the office, JG commented:

JG "I think exclusion from things, erm...whether it be going out with them, you know, if they were having a Christmas party or something, being excluded from that. Or you know, just things like, if they were having a dress down day at work we are asked at the last minute...And I think they don't really talk to us. They introduce us into the

office as though we are separate from the rest of the office ... They do segregate us in that way."

[Interview 3, page 8]

The importance of maintaining a sense of humour and having an outlet to alleviate daily pressures or daily routine with humour is also a helpful adjunct to enjoyment at work.

JG "...sometimes I sit there for a whole day and hardly anyone will speak to me... You can't have that joke, you know, or just someone to chat to because you are just sat there on your own. It's not very enjoyable."

[Interview 3, page 8]

Integration does mean different things to different individuals, with different needs apparent among the participants. JG demonstrated a fairly emotive orientation to integration, with her involvement, interaction and feelings of being informed directly impacting upon the way she feels, and specifically her enjoyment. The excerpt below incorporates a more cerebral/cognitive orientation to integration, revealing a simple view of integration without indicating an emotional element to it. As a more senior employee it is possible that his need for integration has changed, with his priority moving away from his own individual perspective, to increasingly accommodate the needs of the business he manages.

DC "...I'm autonomous enough where I don't need to integrate with other people...I run a separate business and I need to get people to integrate within that ...I integrate with [peers] on a business level without any problems at all. On a social level, we either like each other or we don't – there's nobody that I avoid, so the integration, on a social level of integration, it's not an issue."

[Interview 1, page 10]

Management

Participants appeared to require three key elements from the management they received: guidance, support and authority. There were also additional elements deemed to be desirable in management, largely relating to individual foundation criteria (needs, identity/ego, trait orientation, drive and potential). For example, where esteem is low, additional support in the form of recognition and encouragement may be required; where potential is unrealised due to low effort, additional discipline/authority may be necessary; where skills are poorly developed additional guidance may be needed). What did become clear throughout the course of the analysis was the need for adaptable management, able to accommodate different individual working needs, styles and preferences. Management would appear to be an interactive, responsive and perceptive skill, operating at a multitude of levels (care-provision, training/role guidance, generating inspiration/motivation, earning the respect and trust of subordinates), thus requiring a multi-level approach. Commenting upon the changes apparent over recent years in the managerial styles within the organisation, DC highlights this point.

DC "...we were very one-dimensional management in our management style and techniques...we all recognise that was rather an achronistic style of management..."
[Interview 1, page 7]

DC "I give consideration now to my staff, and their well-being and their personal issues, far beyond anything that I experienced at a junior level...the difficulty of striking a balance of consistency in management, whilst managing different styles and managing different motivational aspects of people, and that's one of the hardest things I find..."
[Interview 1, page 8]

The key qualities associated with management, with different individuals appearing to require different degrees of each element, are as follows: accessible, inspirational, trustworthy, reliable, appropriate use of discipline, interactive/responsive and adaptable. These qualities can each be applied, and operate through to a greater or lesser extent, to the three main properties (guidance, support and authority). The excerpts below demonstrate these three properties, however the various qualities

pertaining to each are also apparent. For example, within the framework of support, a reliable, trustworthy, responsive and accessible approach is regarded as central to the support provision. The below quotes illustrate the aspects each participant finds helpful in the managerial input they receive.

MM "[manager] who you can look up to and think 'yeah, that is quite impressive'...also having consistency within those, it's not one rule for one person and one for another...honesty is very important, and with that, trust I suppose. ...If you have the belief in that they will back you in that and support you..."
[Interview 4, page 12 and 13]

JG "I think the recognition if you have done something erm...but in the same way if you are being really lazy, the ability to say, 'come on now – motivation'. Not afraid to say if you haven't done very well, not to scold you, but almost encourage you and point you in the direction where you are going wrong. Someone who you can feel at ease with...someone who you respect obviously."
[Interview 3, page 5]

With regard to guidance provision, once again the various qualities are apparent. The below excerpt incorporates the qualities of accessibility and providing a source of inspiration. The guidance is responsive in that there is a two-way path of communication taking place, with the individual feeling motivated by being asked for her input.

OW "...if my manager comes to talk to me and asks for new ideas for new stuff, new ideas, or encouragement...I find that quite inspiring and therefore that motivates me and that will make me enjoy my job more...I think it depends on how my manager is...it's two things, it's how he is and how often he comes to see me or how regularly I have contact with him."
[Interview 2, page 4 and 5]

A degree of authority was also deemed necessary, appropriately incorporated according to the needs of the individual, but sufficient to foster the respect necessary

within the manager-subordinate relationship. This authority appears to be the channel through which the guidance and direction may be communicated.

MM "I would far rather [my manager] pull me into the office and say 'that isn't good enough, that's unacceptable and this needs to change' ...some direct open communication"
[Interview 4, page 14]

The importance of having a manager to whom one aspires would appear to be an important element of authority. The below quote suggests that the managerial position needs to be regarded as warranted and deserved (in the success or ability the manager demonstrates), to justify the authority exerted. It also enables the subordinate to gain something over and above what he or she could get from colleagues or from him/herself.

JG "...[manager] who has achieved much much, more than I have, someone who has already been there and done it, so the advice they are giving me is valid and not just someone who is high on power. It's actually someone who has achieved it and is showing me the way to go so I can achieve the same things they have."
[Interview 3, page 5]

However fundamental the managerial influence is upon an individual's work enjoyment and development, there would appear to be no one definitive managerial style. Through incorporation of the above properties and dimensional qualities, a managerial approach can be tailored to suit the individual, shaped in conjunction with the individual's foundation criteria. Perhaps the most crucial characteristics for a manager are that of perception and adaptability, in order to create the 'ideal' combination of properties and dimensional qualities to foster optimal performance and satisfaction among those managed.

<u>Well-Being</u>

The well-being of employees is likely to be a relevant element of their performance and overall enjoyment of work, be this physical, emotional or psychological. Although the participants interviewed generally appeared to be in good physical health, with the primary health complaint being that of tiredness and low-energy levels, most recognised the impact of their overall well-being upon their work experience.

JG "...if I'm feeling healthy then...I'm going to be able to work hard...if you're feeling overly tired, then before you even come in for the day you don't want to be there,..."
[Interview 3, page 13]

JE "...when I'm tired, I haven't had enough sleep, it's a nightmare. Literally, I can only work at like 60-70% of what I can normally..."
[Interview 5, page 12]

DC "...if I'm ill, I don't work well and I'm unhappy and I'm not effective..."
[Interview 1, page 13]

Various techniques were utilised in order to maintain a sense of well-being, ranging from taking an early night, eating a sensible diet, verbalising the pressures of the day to a friend or family member, or having an alcoholic drink.

JG "...I go to bed at about 8 or 9 o'clock and get a really, really good nights sleep...and just try and make sure that I eat properly and don't eat loads of fatty foods to make me feel rubbish."
[Interview 3, page 13]

The role of alcohol within the context of work experience appears to be relatively important, with some using alcohol as a means of stress management or a means of building working relationships, and the drinking venue providing the facilities for a drinking work-culture. Drinking was also used as an escape from the pressures and

worries of the workplace, with some participants using alcohol as a way of forgetting the day's events, raising morale and boosting self-esteem.

JE "[Alcohol] definitely helps me to feel more relaxed, when you forget your problems and forget your worries, you know, and you feel good about yourself...I have had times at work when I have actually needed to drink and I find if I haven't had a drink for more than 3 or 4 days, it just helps to relax me and calm me down. So yeah, it does relieve stress."
[Interview 5, page 11]

JG "[Drinking] relaxes me, it makes me feel a lot more confident...you just feel like you can do or say anything. You don't really care, you just feel better about yourself..."
[Interview 3, page 14]

OW "...there is a drink culture at work, so I know that if I go to the pub, someone from work will be there, and that I can talk in an out-of-work context with people about where the problems are...and there's an obvious drink to forget, or to relax yourself."

Despite the finding in study II indicating that higher alcohol consumption is associated with low performance, it would appear that alcohol within the workplace serves a fairly prominent role. This potentially points to a need for employers to (a) formulate and promote alternative means of stress management; (b) implement strategies to specifically target employees' self-esteem and confidence; and (c) develop an alternative social work-culture that does not solely revolve around alcohol consumption.

Far from operating independently, psychological, emotional and physical well-being are related. This interaction is demonstrated in the below excerpt in which OW describes the impact of her weight upon her work, self-esteem, success and identity.

OW "The last time I lost weight, I lost about 2 stones, I got promoted, I got a new team, ...I think I associated that with the way I looked, in that, she's no longer fat and slovenly, she's you know, fat equals lazy, whereas thin equals works hard."
[Interview 2, page 13]

OW "...if I lose weight I feel better about myself, therefore more confident at what I'm doing, as well as the feel-good factor."
[Interview 2, page 14]

Weight management, adhering to a healthy lifestyle and moderating alcohol consumption all appeared to be attempted with varying degrees of success and discipline. The consistent element appeared to be the necessity for a trigger or impetus in order for health behaviours to be instigated or lifestyle changes to be made. It would also appear that with increasing age, the priority of leading a healthy lifestyle is more apparent, with the benefits being more clearly recognised. It is the perception and recognition of such benefits weighed against the costs of the respective health behaviour that will perhaps dictate adherence to a healthy lifestyle. For example, with regard to alcohol consumption, the detrimental elements associated with over indulgence need to outweigh the benefits associated with over indulgence in order for efforts to be made to reduce consumption.

DC " ...I used to be out drinking 3-4 sometimes even 5 times a week and I don't do that anymore, because I know I can't hack it anymore apart from anything else.... I don't enjoy it as much. I hate waking up with a hangover, which I very, relatively very infrequently do."
[Interview 1, page 15]

Resources

Employees will generally be exposed to resource facilities within their environment (e.g. training courses, various computer programmes, managerial input, intranet facilities etc.) that may help to assist them in their conduction of the role. They are also likely to possess internal resources (e.g. resilience, optimism) that will enable them to fulfil their potential.

- Environmental resource

JE "It's nice to be in a pleasant working environment where, you know, you are not always sort of working on really old computers and having no plants in the office and having no light coming in everyday, and all that kind of stuff. That influences me as well I think."

[Interview 5, page 5]

- Internal resource

DC "It's a job that you have to be reasonably resilient towards, and when poor times are there you have to keep going, ... "

[Interview 1, page 5]

The way in which individuals make use of the external and internal resources available to them is perhaps more important than the resources per se. This aspect is therefore closely linked to the mobilisation/utilisation core category.

Core category III: Perception

The way in which an individual perceives events and their environment is fundamental to their responses. Two key subcategories were identified within the data: deductive processes (interpretation, attribution) and attitudinal tendencies (expectation, values). Examples will be provided to demonstrate these, particularly noting the contrasting perceptions among the participants. Once again, the impact of the foundation criteria upon elements of perception and the interaction with other core categories and subcategories is apparent.

Deductive processes

Interpretation of events/the environment could be predominantly positive or negative, or be introverted/self-oriented or extrovert. Attribution could consist of externalising or internalising responsibility. Both deductive processes appeared to influence the way in which an individual responded within the context of work experience. Two contrasting interpretations are shown below, in this case regarding positivity/negativity.

DC "...I think whilst my boss is not the kind of person to pick up the 'phone and say 'I think you did a really good job last month' very frequently erm...the sort of unspoken praise – if there's such a thing?...I think there's an acceptance that when you do the job well not a lot is said,..."
[Interview 1, page 4]

This shows a positive interpretation to his manager's low recognition and a relatively extrovert interpretation insofar as he acknowledges the type of person he believes his manager to be. This is in contrast to the below statement in which the individual has a negative interpretation of the amount of time her manager dedicates to her, and her interpretation revolves primarily around herself, thereby demonstrating an introverted/self-oriented interpretation.

OW "...I haven't seen him for a month and that has made me think 'why haven't you been to see me? Am I in trouble? Or am I not a priority for you?' Having gone from seeing him pretty much once a week for a while, and then to nothing – you know, the

grass is always greener. You always think, 'well, I want to see less of you' and then you see less of them and then you think, 'actually what's wrong? I want to see more of you now',..."
[Interview 2, page 5]

An interesting example as to how interpretation can be manipulated to source a positive deduction is shown in the below example. This shows how the participant attains his primary enjoyment of the job from successful fee generation. When this element is going well, other elements that perhaps he is less happy with become less significant. When the fee generation is poor however, and his primary source of enjoyment is removed, he seeks other elements of the role to compensate and takes pleasure from them. He is almost creating a positive interpretation irrespective of the circumstances; his deductive processes default to a positive interpretation.

DC "...we are judged by our performance, and if [performance] is right, then sometimes all the other little things that aren't right pale into insignificance. Conversely, not hitting target still doesn't mean I don't enjoy my job on a day-to-day basis 'cos there are things, so many things, that can be going well, and that you can change and influence and impact upon, to give me some enjoyment in my job."
[Interview 1, page 2]

Attributing responsibility for achievement or poor performance accurately can serve to empower an individual to take control of their activity/behaviour, however misattribution may serve to disempower. Continual externalisation of responsibility can result in passive underachievement, with the individual believing that their actions will not impact upon the situation. Equally detrimental is adoption of sole responsibility, whereby the individual is possibly engaging in self-blame for occurrences in which they have played no part. Examples of attribution are detailed below.

OW "I enjoy it when things are going well, when I am successful, and when my team members are doing well too because that reflects well on me."
[Interview 2, page 1]

JG "I am [responsible for my success] because I am the one who motivates me."
[Interview 3, page 11]

Attitudinal tendencies

Values and expectations appeared to shape an individual's attitudinal tendencies. Some attitudes may be continually adjusting and reforming in line with new experiences, whereas some may be fairly stable. Whether stable or transitory, one's attitudes are likely to play a significant role upon one's perception. In turn, our values would appear to inform our attitudinal tendencies, shaped through our principles, morals and ideals. Drawing upon instances within the data, valuing honesty, for example, may make an individual more perceptive or sensitive to honest qualities of another person or their employer, as they are perhaps more likely to place this characteristic as an important priority. Valuing loyalty will perhaps influence an individual's perception of the role of loyalty within the employee-employer relationship. The degree to which we value certain elements of our environment and overall work experience is likely to shape our responses, possibly influencing how much we invest in something, and the degree to which our thoughts or feelings are influenced, either adversely or positively, in response to particular elements.

MM "...I think because I do put quite a bit of emphasis on things like loyalty and trust etc., I think I expect the company to do the same.... So I suppose you need to see those qualities or those objectives replicated in the people that work for the company as well 'cos they are the people you work for..."
[Interview 4, page 15]

DC "I've had a lot of loyalty to stay by my management towards me, and I feel that needs to be reciprocated...I do think loyalty's important...I've a very strong opinion of what loyalty is. You are either loyal or you are not. So I don't think you can have degrees of loyalty."
[Interview 1, page 12]

Equally, expectation of a particular outcome is likely to impact upon one's attitudinal tendencies. If certain rewards are expected, one's attitude towards attaining a particular goal may shift.

DC "...I can expect to have some of the material elements of life in terms of income...I basically think that there is an element that if I do the job well and am successful and work hard, I will be rewarded."
[Interview 1, page 4]

Expectation of potential job loss would appear to have influenced the attitudinal tendency of the participant quoted below, in that her prioritisation of job security is high. Job security is identified as a source of motivation for her, whereas other participants focus upon rewards as a source of motivation (e.g. recognition, financial gain, career development). Her expectation has infiltrated her attitude toward and her perception of elements of her work.

OW "Well it was, if I didn't do it I would have to leave for myself, as well as them putting so much pressure on me that they wanted me to leave as well. ...job security [is motivational]...because if I'm not worried about the threat of losing my job, then a massive amount of pressure isn't there so I can work better without the stress."
[Interview 2, page 4]

Core category IV: Mobilisation/utilisation

The mobilisation/utilisation core category represents an individual's capacity to make use of and activate the resources available to them. More broadly, it may refer to optimal mobilisation and utilisation of categories identified. For example, it may refer to utilisation of one's own abilities, through exploring and stretching one's potential, or taking full advantage of external resources (e.g. training opportunities). It may also involve mobilising ones drive in order to generate the desire for optimal performance and goal achievement.

There would appear to be four subcategories pertaining to this core category: initiative (control), innovation (creativity/flexibility), effort (expenditure) and action (behavioural manifestation). Each will vary dimensionally according to the individual. In order for full mobilisation and utilisation to take place, there is likely to be a need for a well-balanced and compatible combination of prior core categories, with one's foundation criteria, environmental/circumstantial criteria and one's perception all influencing ones ability to fully utilise and mobilise resources and potential. Once again, the crossover and interaction among these and other core categories and subcategories is apparent.

Participants appeared to vary greatly in their ability to take initiative within a situation, and in their ability to take the lead and take control of the achievements they accomplish. Some possessed a clear idea of where they wanted to progress to, and demonstrated a plan as to how they intended to do this. Others seemed less able to do this, appearing to be more restricted and less empowered by their working environment. There may be an influence of seniority, with more senior personnel able to stretch the boundaries of their autonomy through the initiatives that they are able to take, however the initiative/innovation/effort and action elements will be relative, rather than directly compared. Therefore, a junior member of staff may demonstrate high initiative or innovation relative to the confines of the role, whereas a more senior member of staff may demonstrate higher initiative than the junior member of staff, but show low levels relative to the possibilities within the role.

Two contrasting statements are detailed below. The first shows a complete lack of initiative and willingness to take control of the situation, with the participant unable to source or generate additional work to prevent boredom. This quote could also be used to demonstrate a lack of innovation (e.g. low creativity/flexibility in identifying alternative activities to incorporate within her day), and low action and low effort, as the participant fails to adequately mobilise and utilise any of these criteria. The roles conducted by the all the participants involved, although different according to precise tasks and levels of seniority, are not roles in which one has a finite number of tasks, after which there is nothing to do. By it's very nature the sales role is unlimited in the methods one may take to develop business opportunities, the avenues one explores to attain new business, and the aspects one may incorporate to refine the quality of service delivery. These aspects will partially be reliant upon an individual's ability to take initiative and control of the role, be innovative and creative in the approach adopted, and maintain levels of effort and action in order to fully mobilise and utilise each element that will facilitate optimal performance, thereby also facilitating the likely accompaniment of optimal satisfaction/fulfilment.

- Poor mobilisation/utilisation (low initiative, innovation, effort and action)
OW "...being demotivated by the thought of a ten-hour day and I've got three tasks to do, brilliant, I'm going to have to spread these out the day sort of thing."
[Interview 2, page 4]

The below quote demonstrates a far more proactive approach, with the individual selecting a target to which she intends to aim, and attempting to overcome the challenge by investing hard work to achieve it. She is prepared to mobilise and utilise her full effort and action in order to meet the demand.

- Effective mobilisation/utilisation
JG "I think personally if you set yourself targets of where you see yourself going, and you achieve that, then that's excellent...if you have been set a really hard task and you really push yourself to achieve it, that motivates me. If I know that something I am going to do is going to be quite difficult, but achievable, and I have to work really hard to get it, then I would really want to work hard..."
[Interview 3, pages 2 and 3]

The below excerpt again demonstrates a proactive mobilisation/utilisation approach. The participant seeks to drive the business forward through imparting his knowledge to his subordinates, ensuring effective implementation and therefore also strong results. Utilising different means available to meet the demands of the role is essential, in the below example this involves utilisation of the staff reporting to DC. He also sees beyond current business achievement, and is driven to progress and advance, entering new territory with regard to attaining new business. Again this will require a degree of initiative and innovation, and if the efforts are to be successful, it will require appropriate action.

DC *"...seeing people like my subordinates, like [staff managed by DC] learning some of the skills that I've had to learn, and putting them in place, and implementing them, and getting the results that when they are implemented correctly they should do...erm. Driving the business forward – I get a tremendous pleasure from that. Expanding into new areas..."*
[Interview 1, page 1]

Core category V: Outcome

Finally, the outcome of the preceding categories combined will be manifested in the performance of the individual. All participants regarded success and achievement to be central to their enjoyment of work.

DC "...if I achieve sales targets, that has a sort of erm...all encompassing joy-bringer"
[Interview 1, page 1]

OW "I enjoy success, as in hitting my targets or beating them, and the kudos that goes with it...I enjoy it when things are going well, when I am successful and my team members are doing well because that reflects well on me."
[Interview 2, page 1]

According to the theory emergent throughout this analysis, it would appear that the desired outcome is most likely to be reached under conditions in which the categories I-IV are balanced and compatible. For example, one's drive (ambition and motivation) will ideally be balanced or equatable with one's mobilisation/utilisation (initiative, innovation, effort and action) in order for both elements to operate harmoniously and function productively. One's trait orientation (emotive or cerebral/cognitive) will ideally be compatible and well suited to one's environment and circumstances (role, degree/nature of integration, management, well-being and resources) in order for each element to thrive.

With an appropriately balanced and compatible combination of the elements discussed, the resulting performance should be characterised by achievement and accompanied by goal realisation and reward, providing gratification through a sense of satisfaction and fulfilment. With an imbalanced and incompatible combination of elements, performance is likely to be characterised by failure, resulting in non-reward and low levels of gratification through a sense of dissatisfaction and unfulfilment. The outcome structure is shown in figure 2 overleaf.
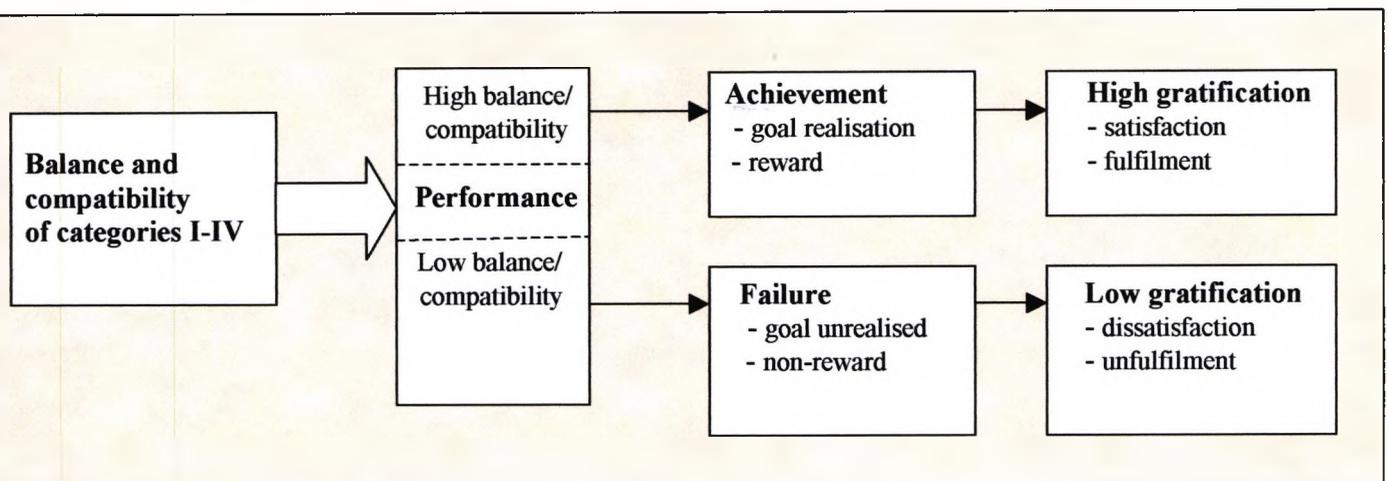
Figure 2. The impact of balanced and compatible categories upon performance.

As with all other core categories, the outcome will not operate independently, and the outcome (be this achievement or failure) may then influence an individual's foundation criteria (e.g. drive, identity/ego, needs etc.), perception (deductive processes, attitudinal tendencies), environmental and circumstantial criteria (e.g. with achievement the role may evolve, with failure the role may stagnate or become redundant; relationships with management may be influenced by performance, with more positive feedback being received in response to achievement; well-being may be fostered through the sense of satisfaction and fulfilment accompanying success etc.). The outcome is also likely to impact upon the mobilisation/utilisation core category, with achievement possibly inspiring initiative and innovation, both likely to be a feature of trusting one's abilities and belief that one will succeed, and prompt continued effort and action that has been a crucial element of the success.

The rewards detailed in the data were varied. Examples of the perceived rewards of doing well are shown in the excerpts below. A 'reward' could simply be financial gain, however it also encompassed elements such as recognition/respect, raised status/promotion, job security, a sense of accomplishment, or the thrill and excitement of success (frequently termed as "buzz" in the data).

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JG "...you probably need to be motivated by some kind of money as well, where you won't do something if you're not going to earn anything out of it."

[Interview 3, page 3]

JG "I think it's the pride, but the recognition that you know that other people will think 'wow! She has done that...'"

[Interview 3, page 4]

MM "So actually being able to see an end product to what you have done."

[Interview 4, page 1]

MM "...success will get you promoted and take you to the next level...Obviously the more fees produced the more commission you make..."

[Interview 4, page 7]

The rewards can be moderated or mediated by two key elements: the perceived attainability (i.e. the effort/competency required to attain the reward) and the reward proximity (i.e. the recency of last reward, and the anticipated duration until next reward). This is shown in figure 3 below.

- Reward attainability

JE "...as much as I would have liked to have worked my arse off and get one more in, in real terms it's only going to make a minimal amount of difference to my pay packet."

[Interview 5, page 13]

- Reward proximity

JE "...it's nice that the company take people who have hit targets to the pub... people will then think on Monday morning 'well, we've done that on Friday, so we will work really hard and then hopefully we will get the chance to do that again'. That will give people something to work towards, and perhaps more sort of standing at the end of the carrot..."

[Interview 5, page 13]
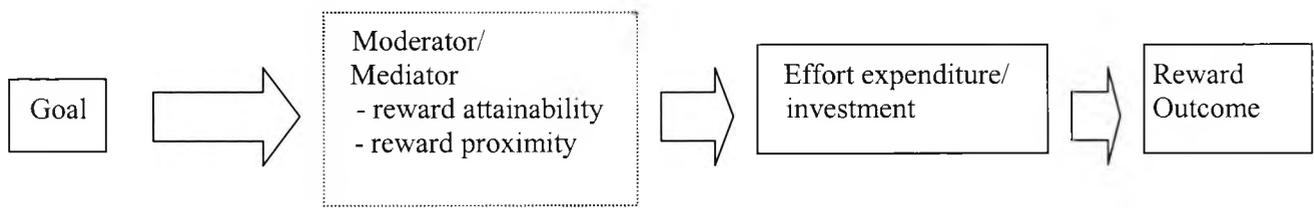
Figure 3. The influence of reward moderators and reward mediators upon reward outcome.

In conclusion

The analysis of this data has demonstrated the complexity inherent within the area of study, namely that of the work experience. The many elements that contribute and impact upon experiences within the workplace are both highly interactive and individual. The analysis has provided an outline as to the elements that need to 'work' effectively together in order to develop an employee that is both satisfied at work and fulfilling his or her potential.

The findings are in line with much of the previous research conducted within this field, albeit with a slightly different perspective taken upon the respective areas, and in some cases different labels or terms used to define elements of work experience. This is largely due to the aims of this paper, which were solely attempting to understand and explore elements of working experience in greater detail. Despite the difference in aims and methodology, these findings do incorporate Jahoda's (1982) latent benefits (although 'time structure' identified by Jahoda is perhaps most closely represented within the 'purpose' category); it also appears to be compatible with Fryer's (1986) idea that individuals purposefully manage events to meet personal values, goals and expectations. So too does it appear to incorporate the findings that have demonstrated the importance of working towards a collective goal, and feeling part of a collective purpose (Haworth and Ducker, 1991; Haworth and Paterson, 1995), and the benefits of goal attainment and success (Brunstein; Kehr, 2003).

Previous research has tended to remain within the confines of an empirical approach, establishing relationships between various aspects of work experience and building upon our understanding of influential features of the workplace. Clearly, both approaches contribute different elements to this area of study, however it does mean that direct comparison of this research with previous findings is neither appropriate nor indeed desirable according to the research aims. Neither is it necessary or desirable to substantiate the theoretical model of workplace contentment and productivity that has emerged throughout the analytical process. This is not a stance generated through arrogance or an advocation that this paper represents a clear 'truth' of the subject matter. On the contrary, it is acknowledged that this paper represents one understanding and interpretation of a small number of work experiences, and

although it is hoped that the developed theory maintains a degree of consistency and has a broader application than the participants involved, there is no assumption that this will necessarily be the case. Rather, it is hoped that this research may be utilised to prompt further quantitative and qualitative work within this area, with a focus upon each of the core categories identified.

CHAPTER 7

A critical review of obesity research: The application of a cognitive framework to our understanding of dietary behaviour and the efficacy of intervention techniques

The incidence of adult obesity within the UK has more than doubled over the past 25 years. This steady increase in the proportion of overweight and obese individuals warrants close attention, both to identify causal factors that may be contributing to this increase, and to establish and refine possible interventions that may be employed to reverse such a trend. In 1995, the Department of Health published obesity rates from 1980 to 1993. This revealed an increase of 7% in obesity rates among men during this period (from 6% in 1980 to 13% in 1993), and an increase of 10% in obesity rates among women (from 8% in 1980 to 16% in 1993). This trend has continued, with rates of obesity in 1996 found to be 16% among men and 18% among women (Prescott-Clarke and Primatesta, 1998). The definition of obesity used in these studies was a body mass index of 30-39.9. It is predicted that by 2005, 18% of men and 24% of women will be obese. The aim of this review is to detail the most influential cognitive approaches that have been applied to dietary behaviour and obesity; to discuss the efficacy of current interventions; to consider some of the methodological limitations that are apparent within the literature; and suggest a possible direction for future research and interventions.

The cost of obesity to the National Health Service is significant, both in terms of the provision of treatment for obesity per se (e.g. behavioural, surgical or pharmacological) and in treating associated health problems of obesity. In 1987, it was estimated that appetite suppressant drugs alone cost the NHS £4 million per year within the UK. Other treatments may be equally costly. For example, a review assessing the short and long-term efficacy of obesity behavioural treatments found that 80% of patients stay in treatment for approximately 20 weeks (Wadden, 1993). If the intervention success rates are high, this is arguably a worthwhile cost. However, somewhat discouragingly, Wadden concluded that most obese patients regain the weight lost during treatment. This finding is further qualified by an NHS systematic review in which the effectiveness of exercise, dietary, behavioural, pharmacological and surgical treatments were evaluated (NHS Centre for Reviews and Dissemination,

1997). Of the 92 studies included in the review, the majority revealed that weight was regained during or following treatment. Garner and Wooley (1991) found that 90%-95% of individuals that successfully lose weight regain it within several years. Despite the poor success rates of interventions, the problem of increasing obesity prevalence remains, and as such the attempts to develop increasingly effective strategies to address the problem continue.

Defining weight: Treatment or tolerance

There are various views taken with regard to obesity. Not only are there different methods by which body size may be categorised (e.g. body mass index, waist circumference, percentage of body fat, or comparison with population mean), there are also views on how body size or weight should be approached. There is continuing debate concerning the criteria that should be used to decide whether a particular body weight is deemed to be a problem and in need of 'treatment'; where responsibility should lie for instigating weight loss; and the methods by which weight loss is best achieved. For example, it has been suggested that many Western societies provide optimal conditions for the development of an obese population, placing partial responsibility for obesity at a societal level. An obesogenic society is characterised by a plentiful availability of food, much of which is heavily refined with a high sugar and/or fat content, coupled with increasing scope for inactivity (e.g. leisure activities such as television viewing, playing computer games; increasingly efficient transport systems, and energy saving devices etc.). Some researchers and clinicians argue that attempts to 'control' and dictate appropriate body mass are fuelled in part by a lucrative dieting industry and by a promotion of the belief that slimness is associated with positive attributes. Clearly where the rationale for the promotion of weight loss is viewed to be primarily profit based rather than guided by a concern for the well-being and care of the individual, various ethical considerations emerge.

Brownell (1991), although not averse in principle to obesity treatment, argues that the idea that body size and weight are changeable leads to "victim blaming" when the individual does not succeed in adhering to the desired body weight. A somewhat more extreme view is expressed by Wooley and Garner (1994) who argue that until obesity treatments are shown to be effective, they should not be offered, thereby moving away

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from what they deem to be the longstanding practise of "recruiting fat people for failure". They argue that attempts to manage the increasing prevalence of obesity should move the emphasis away from the physical consequences of obesity and focus upon removing some of the blame and stigma that makes being obese an unpleasant experience.

Some research does suggest that obesity is associated with higher rates of depression or other psychological problems, which if accurate, would support the idea that obesity does warrant treatment. However, some of these findings are contradictory and although many studies have drawn a clear correlation between the two (e.g. Hopkinson and Bland, 1982; Halmi, Stunkard and Mason, 1980; Rand and McGregor, 1991), the population samples selected in these studies were not representative. The findings were based upon obese individuals that were seeking or had sought surgical obesity treatment, and therefore represent a sample that were sufficiently dissatisfied to warrant such measures. Indeed a study conducted by Ross (1995) revealed no such association between weight and depression, based upon a random sample of more than 2,000 adults of various weights. Interestingly, an association was found between depression and overweight individuals that were dieting at the time of being interviewed, possibly highlighting the detrimental psychological effects of dieting rather than being overweight. The research remains inconclusive, and further work is required to ascertain the precise impact of different weight categories (i.e. underweight, normal weight, overweight, clinically obese, severely obese) upon psychological well-being, and identify the personal attributes that may confound any associations identified. The possibility that obesity may be symptomatic of depression rather than the assumed causal relationship of obesity leading to depression also needs to be investigated.

There is greater consistency in the research that has identified a link between obesity and poor physical health, providing a clearer rationale as to the need to 'treat' obesity. Cancer, hypertension, cardiovascular disease, diabetes and mortality have all been associated with obesity (Chan, Rimm, Colditz, Stampfer and Willett, 1994; World Health Organization, 1998). However the need to create effective treatment is paramount, as the weight variability resulting from failed weight loss attempts has

been associated with all-cause mortality (Lissner, Odell, D'Agostino, Stokes, Kreger, Belanger, and Brownell, 1991).

The role of behaviour change models in obesity treatment and intervention

A full exploration and evaluation of the key models of behavioural change is beyond the scope of this paper. Rather consideration will be given to the applicability and efficacy of the models most frequently utilised within dietary behaviour change approaches. The majority of research has drawn upon the social cognition models, of which the Theory of Reasoned Action (Fishbein and Ajzen, 1975) and the Theory of Planned Behaviour (Ajzen, 1985) have been most commonly applied to understanding dietary choice. The stages of change identified in the Transtheoretical Model (Prochaska and DiClemente, 1984) has also received attention with respect to dietary behaviour change interventions. There is substantial overlap among the social cognition models (i.e. the aforementioned Theory of Planned Behaviour and Theory of Reasoned Action; the Health Belief Model, Becker and Rosenstock, 1975; the Protection Motivation Theory, Rogers, 1985; and the Health Action Process Approach, Schwarzer, 1992). The key elements that would appear to receive consensus among such models include the perceived risk and the perceived severity of the problem, the cost and benefits of a particular behaviour and the accompanying attitudes to the behaviour, self-efficacy (or perceived behavioural control), and past behaviour and social norms. The models vary with respect to the outcome measures used, with some drawing upon the actual behaviour manifestation and others measuring the behavioural intentions.

Both the Theory of Reasoned Action (TRA) and the Theory of Planned Behaviour (TPB) propose that behavioural intention leads to the manifestation of a particular behaviour (and according to the TPB, operates partially in combination with perceived behavioural control). The behavioural intentions are shaped by an individual's attitudes and subjective norms (and once again, according to TPB, partially shaped by an individual's perception of behavioural control). Some research has suggested that behavioural intentions are not reliable predictors of behaviour, prompting further work to investigate this discrepancy (e.g. Gollwitzer, 1993; Sutton, 1998).

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In a review of the research that has examined elements of the Theory of Planned Behaviour, Armitage and Conner (2001) found that attitude, subjective norms and perceived behavioural control accounted for more of the variance in individuals' desire than actual intentions, but found intentions to be a better predictor of behaviour. The subjective norm was found to be a weak predictor of intention, a finding that appears to be relatively consistent within the literature. The perceived behavioural control construct, a feature incorporated within the TPB but not within the TRA, was found to account for a significant degree of the variance apparent in behaviour and intention. With regard to dietary behaviour, there is suggestion that intentions may be influential, and indication that intentions do manifest in certain dietary behaviours. A further study conducted by Armitage (2004) examined the impact of intention upon dietary fat consumption, saturated fat consumption, and the proportion of energy derived from fat. Participants were allocated to one of two conditions, the experimental condition in which they were required to form an implementation intention of the respective dietary changes, or a control group. Prior to random allocation to one of the two groups participants were not found to vary significantly in their motivation to eat a low fat diet. However, after one month the experimental group demonstrated significant decreases within all three outcome measures.

Clearly the behavioural domain to which such models are applied may not operate in comparable ways. Although the Transtheoretical Model's stages of change have been applied to a wide variety of settings, the applicability of the stages of change to dietary behaviours has been questioned due to the difference in nature between dietary behaviours and addictive behaviours upon which the model was initially based (Povey, Conner, Sparks, James, Shepherd, 1999). Despite the apparently predictive quality of intentions upon dietary behaviour documented by Armitage, much of the research has not found this to be the case. This has prompted many researchers to seek the predictive elements of behaviour elsewhere, namely among the constructs postulated to contribute to behavioural intentions within the TPB and TRA (i.e. attitude, subjective norms and behavioural control). Among the research applying these elements to dietary behaviour, attitude has been found to be the best predictor. Behavioural control has also been found to predict dietary behaviour albeit to a lesser extent, specifically that of healthy eating (Povey et al., 2000) and of behaviour relevant to weight loss (Schifter and Ajzen, 1985). These findings would appear to

compromise the applicability and efficacy of the theory of reasoned action in predicting dietary behaviour, as this model fails to incorporate the construct of control. Social norms have fairly consistently failed to predict dietary behaviour.

Attitude and dietary behaviour

Attitudes have been found to be predictive of a high consumption of fibre, fruit and vegetables, and low consumption of fat (Povey, Conner, Sparks, James and Shepherd, 2000); the frequency of consuming low-fat milk (Shepherd, 1988); and salt intake (Shepherd and Farleigh, 1986). Much of the attitudinal research has assumed that individuals hold either positive or negative views regarding a particular food, and that this singular attitude will manifest in the decision to eat the food or otherwise. However, attitudes are frequently mixed, particularly where inconsistent messages may be communicated regarding the healthy/unhealthy qualities of certain foods, and where some advice may conflict with an individual's hedonic preferences or access to certain foods. This has led some researchers to include ambivalence as an additional variable within the framework of the TPB. Sparks, Conner, James, Shepherd and Povey (2001) assessed the predictive power of the TPB following inclusion of ambivalence upon meat and chocolate consumption. Participants were given a measure of ambivalence that assessed the positive and negative attitudes towards each food. In support of other TPB research, attitude was found to be the best predictor of participants' intentions to consume chocolate or meat. However, ambivalence played a role within the relationship, and participants with high ambivalence demonstrated a weaker relationship between attitude and intention than participants that showed lower levels of ambivalence.

This finding may be particularly pertinent to the way in which certain foods are characterised, and it is possible that excessive emphasis upon the 'bad' or 'forbidden' nature of certain foods will result in higher ambivalence and therefore a weaker relationship between attitudes and intentions. In cases where there are likely to be positive evaluations of a particular food (e.g. the hedonic qualities accompanying sweet food which may result in a positive taste evaluation), alternative strategies of moderating consumption may be called for. This is likely to be difficult, as ceasing to moderate the positive attitudes associated with foods that taste good but that may

contribute to obesity, or ceasing to counter-balance the positive attitudes with negative attitudes, may simply result in increased consumption of certain foods, thereby exacerbating an obesity problem. Perhaps the solution will lie in the emphasis being placed upon the positive beliefs of not consuming a particular food (which could arguably be defined as fostering negative attitudes about the consumption of a particular food, but with an alternative focus). For example, rather than 'chocolate will make me fatter/unhealthy', the attitude could be restructured to 'not eating this chocolate will make me slimmer/healthier'. Characterising or restructuring negative beliefs in a 'positive' way may lead to lower levels of ambivalence. This is an area that may warrant further research.

The meaning and dichotomous influence of control

"...exercise control when you eat combinations. Don't let your heart take over. Eat like a human being, not a fat person." (Mazel, 1981)

The construct of control has entered much of the research on dietary behaviour. As demonstrated in the above quote, control is advocated by the diet industry, simultaneously drawing the association that 'fat people' lack a sense of control. Bordo (1990) suggested that excess weight equated to uncontrolled impulses, which in turn is equated to a lack of internal order. Conversely, a slim body is associated with self-control, psychological stability, and is accompanied by a moral kudos of power and the ability to resist temptation. Brownell (1991) argued that being slim represents self-control, hard work and ambition, whereas being overweight represents laziness. Such views are supported in the overall research within this area, with both quantitative and qualitative research clearly pointing to strong stereotyping with regard to body weight. Overweight people have been found to be rated as less active, intelligent, hardworking, successful, popular or athletic (Harris, Harris and Bochner, 1982); as lazy (Weiss, 1980); and as lacking in self-discipline (Tiggemann and Rothblum, 1988). This has been found to cross a range of occupational groups from business people (Klesges, Klem, Hanson, Eck, Ernst, O'Laughlin, Garrott and Rife, 1990) to doctors (Blaxtor, 1978). Such stereotyping would also appear to develop at a young age, with children of six associating being overweight with negative qualities such as being lazy, stupid and ugly (Wadden and Stunkard, 1985). These views have also

been found to remain fairly constant through to adulthood irrespective of educational level (Wooley, Wooley and Dyrenforth, 1979).

Control would appear to show a dichotomous relationship with dietary behaviour; on the one hand contributing to successful weight loss and ordered eating behaviour, and on the other, prompting periods of low control and disordered eating. This is apparent in the research that has examined the impact of restraint upon dietary behaviour. In a review of studies assessing the influence of parental control upon children's food intake, Birch (1999) found that imposed limitation led to children desiring the restricted food more. Self-imposed dietary control has been associated with increases in depression, a higher preoccupation with food, and ironically, a loss of control (Ogden, 1995). Various studies suggest an association between dietary restraint/control and overeating. This has been investigated by research that has employed the preload/taste-test method, whereby participants are given either a high or low calorie preload, and are then required to take part in a taste test in which they are asked to rate various foods. The quantity of the taste test food consumed is measured. The findings fairly consistently show that whereas non-dieters compensate in the amount of food eaten in the taste test according to the preload consumed, dieters consume more of the taste test food following the high calorie preload than the low calorie preload (Herman and Mack, 1975). It would therefore appear that not only are dieters overriding physiological control with cognitive control, but the accompanying cognitions are causing a reaction that is directly opposite to the expected physiological response (i.e. eating less following a high calorie preload).

In 1988, Wardle and Beales assigned a group of obese women either to a diet group, an exercise group or a no treatment control group. After 4 and 6 weeks participants took part in a laboratory test designed to measure the quantity of food ingested. The diet group was shown to eat more than the control group and the exercise group, once again drawing a possible link between restrained eating and overeating. It should be considered that this reaction may be due to a combination of physiological and psychological factors whereby the participants within the diet group are nutritionally compromised due to the dietary regime and hence ingest more during the experiment, coupled with the psychological response following a period of restraint (e.g. 'rebellion' or abandonment of control in response to prolonged restraint). It has been

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suggested that the association between high restraint/control and overeating is a result of disinhibition, whereby the loosened restraint in response to preloading, emotional distress or intoxication manifests in eating more (Polivy and Herman, 1989).

There would appear to be a place for control, however, and other research has pointed to high levels of perceived behavioural control being predictive of intention and subsequent behaviour. Armitage (1999) found that high levels of self-efficacy and behavioural control were predictive of consuming a low-fat diet. This finding is in line with a longitudinal study conducted by Stice (1998), in which exercising dietary control was found to be a successful method of reducing food intake. Armitage and Conner (1999) identified two distinct processes as part of perceived behavioural control, namely perceived control and self-efficacy, both of which may be important elements within a dietary intervention.

It is possible that the discrepancies within the behavioural control research are in part due to the construct and measure of control employed. It could be that the perception of being in control, possessing high levels of self-efficacy and demonstrating confidence in one's ability and resolve to conduct a certain behaviour will be more likely to manifest in the desired behavioural change. Where dietary control is used to achieve a generalised sense of control, the relationship between control and behaviour may be more heavily dependent upon other domains (e.g. emotional or circumstantial). The latter is not dissimilar to the research that has highlighted the role of control within eating disorders, in which rather than purely representing control over dietary choices, it is used as a means of attaining a sense of control in other areas of an individual's life.

Dietary interventions may benefit from raising self-efficacy and the perception of being in control, based upon individuals' ability, resources and resolve to achieve the desired behaviour. To achieve this it may be necessary to place the responsibility firmly within the control of the individual, whilst simultaneously balancing the degree of restraint/control advocated in order to avoid the adverse repercussions found to be associated with excessive control. Further research is required to establish the confounding variables that may influence the impact of control upon dietary behaviour, with consideration to personality and environmental factors. It may also be

beneficial to explore the possible interaction of control with attitude, subjective norms and other constructs deemed to be of relevance to behavioural change in order to explain the dichotomous relationship apparent in the research to date. Future research should also attempt to clarify any distinctions between the various manifestations of control.

Other variables have been added to the TPB/TRA models, however with the exception of hedonic response which has produced conflicting findings (Tuorila-Ollikainen, Lahteenmaki, Salovaara, 1986; Tuorila, 1987) and the role of habit (Verheijden, van der Veen, van Zadelhoff, Bakx, Koelen, van den Hoogen, van Weel and van Staveren, 2003) these have mostly not been found to impact significantly upon either the core cognitions or behaviour. For example, additional measures of descriptive norms and perceived levels of social support were not found to impact upon attitude, subjective norms, perceived behavioural control, intentions or behaviour (Povey et al., 2000); and nutritional knowledge was not found to influence participants' attitudes or behaviours with regard to fat intake (Shepherd and Stockley, 1987). More research is required to establish the impact of sensory ratings of food upon subsequent attitudes, subjective norms, perceived behavioural control, intentions and behaviour.

Stages of change and dietary behaviour

As already mentioned, the stages of change proposed as part of the Transtheoretical Model was developed initially in relation to addictive behaviour. Nevertheless, this model has received substantial attention within the dietary behaviour change and obesity research, and as such warrants mention. Once again, findings are somewhat mixed with regard to the applicability and predictive capacity of the stages of change. Povey et al. (1999) identified certain limitations of the stages of change model with regard to dietary behaviour change due to the difficulty in establishing the stage within which an individual may be operating (e.g. precontemplation, contemplation, preparation, action, maintenance, relapse). Based upon a study of 541 participants, Povey et al. found that individuals that were actively making dietary changes and individuals that were maintaining dietary changes did not follow any particular pattern with regard to the duration of time within either stage and argued that more realistic stage categorisations were evident. The difficulty in drawing conclusions from data in

which there may be discrepancies between participants' perceived and actual dietary intake was also highlighted, a methodological limitation relevant to much of the research within this area.

A further study in which the stages of change model has failed to demonstrate a predictive capacity with regard to dietary behaviour change was conducted by John, Yudkin, Neil and Ziebland (2003). The impact of an intervention aimed to increase consumption of fruit and vegetables was assessed among pre-contemplation, contemplation and action groups. The intervention successfully increased participants' consumption of fruit and vegetables when compared to a control group (as measured by changes in plasma concentrations of antioxidant vitamins and self-reports of fruit and vegetable consumption). However, there was no significant difference across the various stages of change categories with regard to fruit and vegetable consumption, leading the authors to conclude that an individual's stage of change may in fact have little bearing upon their response to a dietary behavioural change intervention. These findings were supported by a study that directly compared precontemplators with individuals in the preparation stage, and the respective likelihood of each group to increase fruit and vegetable consumption following a dietary intervention (Resnicow, McCarty and Baranowski, 2003). No significant difference was apparent between the two groups, once again indicating that the stages of change categories are poor predictors of dietary behaviour change.

Despite the well-documented inadequacies in the predictive capacity of the stages of change model regarding dietary behaviour change, and the comparable degree of behavioural change that has been reported across the different stages in response to dietary interventions, the model may still be a valuable tool for tailoring appropriate interventions. Indeed, in conjunction with the TPB, the stages of change model may help to determine the most appropriate cognitive strategies for an individual at a given point, in order to provide the most effective balance between the respective constructs of attitude, subjective norm, and behavioural control. This said, further research is required with regard to the stages of change model and dietary behaviour, particularly with regard to the dietary behaviours, attitudes, norms and perceived control pertaining to the various stages of the model. There is also a need to establish whether there is sufficient crossover of the behavioural domains upon which the stages of

change were based (i.e. addictive behaviour) and dietary behaviours, or whether the stages require revision in order to be more applicable to dietary behavioural change per se. Furthermore, in applying the stages of change to dietary interventions, it is possible that the accepted fluctuation that occurs between the stages, acknowledged in the inclusion of a relapse stage, may necessitate flexibility within intervention format and utilisation. Finally, it should be considered that interventions attempting to override key individual variations (e.g. through categorising individuals) may fail to be adequately sensitive to the precise needs/characteristics of the individual, some of which may be central in defining the eating behaviours that require adjustment. Clearly such considerations will be influenced by the nature of intervention, and in the case of population-based strategies, such generalisation may be unavoidable. If overriding individual variations renders the intervention ineffective, the funding would arguably be better allocated to successful individual interventions, even if these address a smaller percentage of the overall obesity population.

Limitations of a cognitive approach

There are various limitations apparent in the cognitive models that have attempted to understand the complex nature of dietary behaviour and obesity. Firstly, on-going developments would appear to be hindered by the developments achieved thus far, insofar as much of the research is based heavily upon the models already devised and validated. Although many of these models are indeed valuable ways in which dietary patterns may be understood, the predictive capacity of these models is still arguably deficient, and limiting on-going research to current models may prevent alternative cognitive approaches from being developed and adequately investigated. The large majority of the cognitive research has also employed a quantitative methodology, and although this provides valuable confirmation or otherwise of the relationships among the various hypothetical constructs identified within dietary behaviour, it may again limit ongoing developments within the research to the confines of these postulated variables. Increasing implementation of qualitative methods may identify additional elements relevant to dietary behaviour, and facilitate a clarification and fuller understanding of the many inconsistencies that are apparent within the research to date.

A fundamental assumption of cognitive models is that dietary behaviour is governed primarily by cognitions, and there is a relative neglect of other potentially influential elements (e.g. the emotions that may accompany dietary behaviour, the hedonic component of food intake and physiological influences). The role of an emotional and physiological component should arguably be recognised within any model of dietary behaviour change. Lieberman et al. conducted a study in which the emotional and physiological components of dietary behaviour were investigated (Lieberman, Wurtman and Chew, 1986). Obese participants were classified as either high or low carbohydrate consumers. Each group was administered a high carbohydrate/low protein non-sweet meal, and the mood states of participants were then compared. The participants that generally consumed a high carbohydrate diet reported decreased depression, whereas the participants that generally consumed a low carbohydrate diet showed an increase in fatigue, depression, anxiety and sleepiness. The authors concluded that the influence of carbohydrate rich foods may be dependent upon the individual's usual consumption.

Although this may be a logical conclusion to draw, the study highlights broader methodological issues that may be pertinent to various studies within this area. Firstly, there are various possible interpretations of such results. For example, individuals that have a tendency to respond in a particular way to a certain food may adjust their diet accordingly, either consciously or subconsciously (e.g. to avoid sleepiness an individual may consume fewer carbohydrate foods). The findings would not therefore be due to usual consumption per se, but rather the individual reaction to a particular food type which subsequently shapes usual consumption. Alternatively, it may be that certain individuals consume certain foods in response to certain emotions, and as such experience an almost conditioned response following consumption of the food within an experimental setting. There also needs to be caution when drawing conclusions from self-reported dietary behaviour, as this has been found to be notoriously unreliable (Blundell, 2000).

Although much of the research that has investigated the relationship between sensory experience and subsequent eating behaviour is inconsistent, the apparent effect of pharmacological drugs upon appetite and dietary behaviour does highlight the need to investigate the influence of a physiological component in more detail. The primary

neurotransmitters that seem to be of significance are the serotonin, catecholamines and peptides, and it has been suggested that these effect satiety in different ways, either by facilitating rapid satiety during feeding, curbing appetite between meals, or influencing the hedonic experience of eating, respectively (Blundell, Hill and Lawton, 1989). The precise role of these neurotransmitters with respect to obesity needs to be explored further.

Within any explanation of dietary behavioural patterns, the potential impact of psychological, physiological and emotional individual differences need to be considered. The attempt to accurately measure such elements should recognise the multitude of confounding variables that may in some way influence the findings. Where possible confounding variables are as yet unrecognised, the research may benefit from a qualitative approach in order to explore and identify the relevant components prior to attempts to quantify and correlate. Certainly the idea that dietary behaviour is solely governed by rationality and considered thought processes does not appear to be the whole picture, and therefore basing any intervention or theory upon incomplete criteria is unlikely to achieve consistency in the research findings or facilitate development of successful intervention techniques.

Reversing the obesity trend: Integrating research and intervention

The majority of interventions are either directly or indirectly implementing or encouraging some form of dietary restraint in order to address obesity. This involves the obese individual restraining and restricting their usual dietary behaviour in some form. However, as mentioned above, much research points to the dichotomous relationship between restrained eating or 'dieting' and actual dietary consumption, with many theorists suggesting that restrained eating serves not only to precede overeating, but also contribute directly to overeating, the very behaviour it is attempting to curb (Herman and Mack, 1975; Spencer and Fremouw, 1979; Herman and Polivy, 1988).

Despite the many examples documented of failed weight loss attempts, the individuals that do successfully achieve a maintained weight loss provide a comparative population upon which successful weight loss criteria can be developed. The NHS

Review (1997) concluded that contact with a variety of health professionals contributes to a higher likelihood of achieving and maintaining weight loss. This supports the convergence of approaches that is advocated in this paper. It was also found that the programmes with longer follow-up periods and higher intensity were more successful. Neither element will necessarily provide the cheapest intervention approach, however if such programmes achieve significantly higher success rates there is a strong argument that the relatively higher costs will be worthwhile, and in severe cases of obesity may avoid subsequent costs associated with treatment for health related illness. Research is inconclusive with regard to the likelihood of successful weight loss and maintenance according to weight at outset. There are also conflicting findings as to whether the number of previously attempted diets predict successful weight loss and maintenance.

Certainly the beliefs accompanying weight loss appear to be influential upon the success of attempts made to lose weight, irrespective of the intervention. Ogden (2000) investigated the differences in beliefs among a group of obese individuals, a group of previously obese individuals that had maintained weight loss for a minimum of three years, and a group of obese individuals that had successfully lost weight but regained the weight. The obese individuals that successfully maintained weight loss differed significantly from the other two groups in their beliefs and motivations for weight loss. The successful maintainers associated obesity with low self-esteem and depression, and were motivated to lose weight by a desire to increase levels of self-esteem. This group also demonstrated a lower likelihood to accept the possibility of a biological cause to their weight (e.g. a genetic or hormonal influence). This latter finding suggests that adoption of responsibility may be an important element of successful weight loss.

Kiernan et al. conducted a further study demonstrating the possible influence of beliefs prior to weight loss attempts. It was found that higher levels of body dissatisfaction prior to attempts at weight loss were associated with higher rates of success (Kiernan, King, Kraemer, Stefanick, Killen, 1998). This indicates that the success of an intervention may be in part determined by the perceived costs and benefits of weight loss. If the outcome of losing weight is valued, and there is an accompanying belief that the outcome is achievable, the effort required to reach the

desired outcome may be deemed more worthwhile. This is consistent with the constructs within the TPB, representing the efficacy and control criteria (achievable outcome), the attitude and subjective norms (valued outcome), and the subsequent likelihood of making successful adaptation to the behaviour (effort manifested in intention/behaviour).

The role of exercise within any intervention programme should also be noted. Although much of the research documenting the impact of exercise upon weight loss per se has provided far from encouraging findings, there is evidence to suggest that exercise significantly contributes to weight loss maintenance. Firstly, exercise has been found to improve confidence and self-esteem, sense of mastery and body image (Brownell, 1995). These factors may crossover and contribute to higher levels of perceived control within the dietary behavioural domain, thereby raising the likelihood of successful adherence to dietary restraint. Among moderately obese participants that were given either a dietary intervention or dietary intervention coupled with an exercise programme, only the latter group were maintaining the achieved weight loss at 8 and 18 months, even though exercise had no impact upon immediate weight loss (Pavlou, Krey and Steffee, 1989). Equally important, is the finding that irrespective of weight loss, exercise contributes to improved overall health, such as reduced cholesterol, blood lipids and lowered blood pressure (Powell, Thompson, Coopersen and Kendrick, 1987) and reduced risk of disease and mortality (Blair, 1993).

Baranowski et al. (2003) conducted a review of the literature in an attempt to identify and understand key elements involved in behavioural change, specifically the motivational mechanism(s) involved in successful behavioural change, the available resources necessary for successful behavioural change, the core processes involved by which behaviour change is likely to occur and the procedures necessary to promote change (Baranowski, Cullen, Nicklas, Thompson and Baranowski, 2003). The authors concluded that further research is required to clearly establish such criteria, and the direct application of the various models to diet and physical exercise and the respective impact upon obesity is necessary. It was also suggested that the most promising direction for future research involves the TPB and social ecology, and integration of the key concepts of each was argued to be potentially beneficial.

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Clearly the findings discussed in this review have implications for obesity interventions. It is difficult to overcome the documented repercussions associated with restraint, as dietary control and restraint are necessary components of weight loss where excessive eating is the key contributory factor of the obesity. However, these findings may highlight the need to focus primarily upon the causes and motives accompanying the excessive consumption of food, rather than the excessive consumption of food per se. Within the cognitive models this has been recognised, hence the focus upon attitudes, subjective norms and perceived behavioural control, but there would appear to be a need for a broader approach in dealing with the various elements that may contribute to obesity, encompassing the cognitive, physiological, behavioural and emotional components of dietary behaviour and obesity. Recognition that current individual models may not provide the whole picture is imperative if intervention efficacy rates are to improve. So too is there a necessity to accept that theoretical models may not contain all the answers or solutions, and certainly, research thus far indicates this to be the case. Similarly to the conclusions drawn by Baranowski et al., the deductions drawn here suggest that more research is necessary, specifically pertaining to understanding the full range of elements contributing to the escalating prevalence of obesity. Greater incorporation of qualitative methodologies in order to understand the spectrum of experiences and drives that contribute to and accompany obesity is a desirable next step within the research, followed by clear steps to apply this understanding to interventions.

CHAPTER 8

Staff Review Part I: Six-Month Assessment Feedback (Report II) May 2003 – January 2004

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Part II: National Employee Research Findings 2002-2004: Occupational Health and Productivity

Executive Summary

This consultancy project emerged in response to the high staff turnover within an organisation. The researcher was directly employed by the company for which the consultancy work was conducted. The relationship between 'client' and 'consultant' (i.e. 'employer'/'employee') meant that there was already a degree of trust between the respective parties, and the 'client' was very supportive of the work conducted and receptive to the findings that emerged. Employment with the company also ensured that the consultant had a good understanding of the organisational structure and culture, and was able to place the findings within the context of this knowledge. A degree of impartiality was necessary in order to remain objective in the recommendations provided. This impartiality was achievable due to the consultant's role within the organisation, which is both separate from operational or business management, and is regarded as a specialist resource available to the business. There was significant scope for the consultant to manage the project as she deemed appropriate. The data for the trainee assessments were based upon individual interviews, facilitating open and honest responses from interviewees. The assessment provided an open forum in which employees could discuss any areas they believed could be improved, or any areas that they were disappointed or dissatisfied with.

When compared with assessments conducted between July 2002-April 2003, trainees assessed between May 2003-January 2004 would appear to be joining x with a clearer idea of what the recruitment role will involve. Despite this, the key areas of canvassing/business development and rate negotiation were aspects of the role rated least favourably, and many trainees believed that they would benefit from more comprehensive coaching and direction in these areas. Specific areas highlighted include: (i) improved structure, variety and purpose for business development calls (ii) greater awareness of company services (iii)

detailed feedback from line management, providing direction and solutions as well as identifying weaknesses.

Overall, trainees believed they would benefit from greater managerial input, however the nature of this input is important. Ideally line management should provide structured guidance and direction, coupled effectively with encouragement and support. Managerial input that successfully balanced these two needs was significantly correlated with higher ratings of trainee optimism and commitment to x, and a greater overall enjoyment of the role. These in turn, are elements found to significantly correlate with high performance. Greater investment in the training of junior management may develop more secure and adept line management that are able to foster the potential of trainees under their supervision, rather than simply mould trainees to mirror their own working style.

Training and development would appear at times to be hindered by vague and unsubstantiated or infrequent feedback. There were recurrent requests for more frequent, structured and detailed feedback. This was particularly apparent regarding the career reviews. Although some trainees received comprehensive guidance, clear action plans and a follow-up letter detailing agreed actions, others received no formalised review with few agreed action points or development objectives.

The regimental managerial approach and the inflexible daily structure was a frequent criticism among trainees. However, regulating and managing time effectively was highlighted as a key weakness for many, coming second only to ratings of canvassing/business development as the most difficult aspect of the role. Furthermore, where a lack of structure was prevalent, trainees believed this to be detrimental to their performance and development. This would appear to necessitate clearer communication regarding the rationale for the structure and time discipline exerted, enabling trainees to understand the purpose of the systems advocated, thereby also fostering compliance. Sufficient autonomy is critical to work enjoyment, performance and motivation however, and where rules are based predominantly upon exerting control without serving a clear purpose, trainees should be permitted increased autonomy.

Although this feedback is taken from trainee employees, many of the issues raised may well mirror that of more experienced staff. It is highly likely that the key areas of feedback, autonomy, guidance-content and managerial style will also be of relevance to more senior

personnel, and implementation of improvements should incorporate a multi-level approach in order to be effective.

Part II details the findings of the National Research conducted between 2002-2004. This identified components relevant to the occupational health of employees, and analysed the impact of these components upon an objective measure of productivity. High and low performers differed significantly with regard to the following components:

(i)   Environmental/Managerial Support, Integration and Commitment

High performers are well integrated within the team/office, are more respectful of management and are more motivated by their management and working environment. High performers are more likely to believe that their efforts are recognised, and feel a greater sense of commitment and loyalty to x.

(ii)   Drinking Behaviour

High performers drink significantly less alcohol than low performers. High performers exceed the recommended daily limit less frequently, are less likely to go into work with a hangover, and are less likely to drink in response to stress. High performers also socialise less frequently with work colleagues outside of working hours.

(iii)   Career Stability and Advancement

Perhaps unsurprisingly, high performers advance within the company and remain with the company longer, highlighting the importance of staff retention.

Low performers were absent significantly more frequently than high performers. Low absence was positively correlated with the belief that efforts are recognised by management and feeling part of the team. High performers enjoy work more frequently, are more confident about their prospects for success over the coming year, and are more motivated by the prospect of promotion.

The findings highlight the importance of employee integration, optimism, motivation and the highly significant impact of the environment and management upon these variables. Ultimately, these findings suggest that closer attention to such components will result in

overall increases in productivity of staff, and reduce staff turnover through increased commitment to x as an employer.

Part I: Six-month assessment feedback
South East

These findings are based upon the feedback obtained from 71 trainee consultants across 23 offices within the South East region over the past 9 months. All trainees that reached the six-month stage within this period have been included. Of these, 64.8 % were male and 35.2% were female. 42.3% were technical consultants, 32.4% were construction consultants and 25.4% were labour hire consultants.

Expectations

Employees were asked to what degree their expectations had been met regarding various aspects of their employment.

(i) Role

As shown below, the recruitment role was largely as the majority anticipated (76.1%), however 21.1% reported to feel disappointed with certain aspects of the role. The role exceeded expectations for only 2.8%. This is in contrast to previous findings (July 2002-April 2003) in which the expectations of more consultants were exceeded (12.9%) and a slightly lower percentage of consultants reported to feel disappointed with certain aspects of the role (16.1%). However, there was also a lower percentage of trainees that believed the role was as expected (54.8%), so it may be that rather than the role disappointing more trainees, it is simply that more trainees are joining with more realistic expectations.

Poorer than expected
21.1%

Exceeded expectation
2.8%

As expected
76.1%
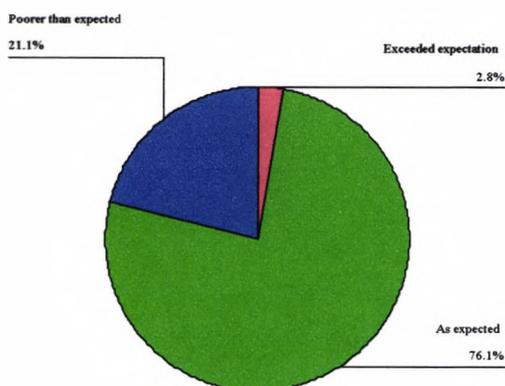
Figure 1.0 Degree to which the overall role has met trainee expectations.

(ii) Management

The degree to which trainees' expectations of management have been met is shown in figure 1.1 below. This shows that expectations of management have been exceeded for 54.9% of trainees.
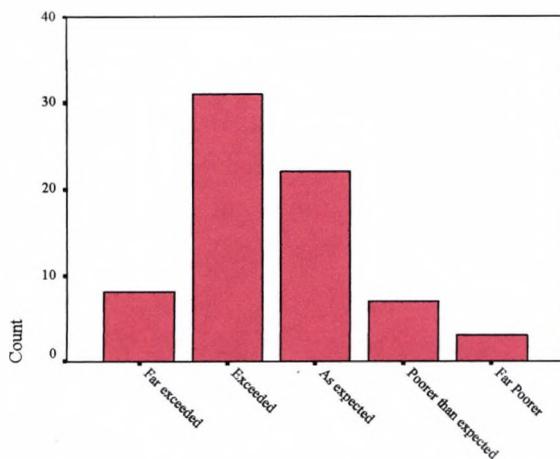
Figure 1.1 Degree to which expectations of management have been met.

(iii) Training

Just over half the trainees assessed believed that their training had matched their expectations (52.1%). This refers to both formalised training days (e.g. days 1-4) and informal coaching in the office. The training exceeded the expectations for almost a third of trainees (32.4%). Less than 15% reported to feel disappointed with the training they had received.

(iv) Earning expectations

Earnings were significantly lower than many trainees had anticipated, with 53.5% reporting lower earnings than they had expected. Only 2.8% earned more than they had anticipated (see figure 1.2).
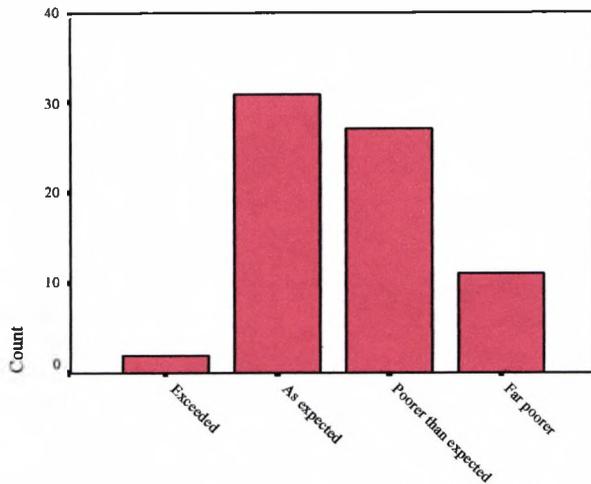
Figure 1.2 Degree to which earning expectations have been met.

(v) Expectations of success

40.8% of trainees had been as successful as they had anticipated; 36.6% had been less successful than they had expected. 22.5% had exceeded their expectations during their first six-months.

(vi) Integration

Trainees were asked to what extent their integration within the office had matched their expectations. 16.9% had not settled in and integrated as well as they had expected; just over half had integrated as expected. 31% had integrated better than anticipated.

(vii) Overall enjoyment

Finally, trainees were asked the extent to which their overall enjoyment of the role had matched their expectations. Less than half estimated their enjoyment of the role accurately (42.3%). 28.2% reported to enjoy the role more than anticipated, however a similar percentage reported to enjoy the role less than they had expected (29.6%).

Areas of disappointment

With regard to additional areas in which trainees felt disappointed, just under 10% reported to feel disappointed with the lack of professionalism within their office, and with their perception of the company ethic. This would appear to result from the poor communication of expected working hours at interview (i.e. expected working hours are 8pm-6pm, in many cases without a defined lunch break; contracted hours are 8.30pam-6pm). Importantly, it would appear to be the way in which this is communicated rather than the discrepancy in hours per se. Clearly the aim is to foster cooperation among trainees, whilst preventing beliefs that the work invested is out of balance with either their reward or the degree to which their efforts are valued. Communication should therefore consistently highlight the benefits to the consultant (whether this be immediate or future, financial or otherwise) and the value of committed working methods.

Managerial attitudes to illness or personal difficulties were also felt to be unprofessional on occasions (trainee comments generally referred to junior line management or office management rather than more senior managerial attitudes). Finally, managers engaging in offensive gossip about absent staff or ex-employees were regarded poorly among trainees.

In summary:

⊗ **Closer attention to ensure optimal integration of trainees**

⊗ **Provision of greater clarity regarding the standards required to achieve specific earnings**

⊗ **Consistent emphasis upon the benefits to consultants of committed working practice, as part of rationale for required cooperation**

⊗ **Promotion of professionalism among junior management**

Role and Core Duties

Trainees were asked how they found key aspects of the role, considering both their enjoyment and competency of each area. A five-point rating scale was used to measure this (excellent, good, average, poor or very poor).

Figure 2.0 shows the least favoured aspects of the role, regarding both trainee enjoyment and perceived competency of the respective areas. As was found in report I, visiting clients was the most popular aspect of the role. Canvassing and business development and rate negotiation were regarded as the least enjoyable/most difficult aspect of the role.

Applicant management
11.6%

Marketing section
9.3%

Client visits
7.0%

Canvassing and BD
23.3%

Working to targets
25.6%

Rate negotiation
23.3%
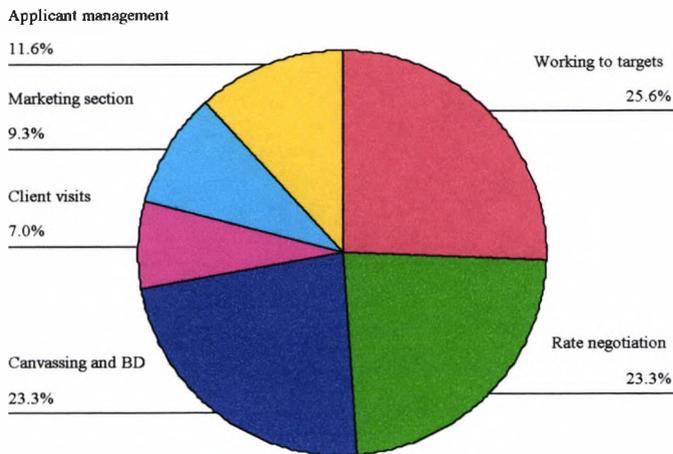
Figure 2.0 Aspects of the role receiving least favourable responses with regard to trainee enjoyment and competency.

Canvassing and business development (BUD) is central to the recruitment role, and as such will ideally be an area in which trainees feel competent and an aspect they find reasonably enjoyable. The majority of trainees rated 'average' enjoyment and competency of this aspect. Various points emerged relevant to this point. Firstly, trainees frequently believed that they lacked adequate purpose in their BUD calls, resulting in repetitive and uninspired approaches to business development. Some felt that they would benefit from more direction in structuring the call, or permitted some time to prepare the call (i.e. by reading the record card prior to calling). Many believed that a refresher course/session to revise the main points detailed during days 1-4

would be helpful. It may also be helpful for trainees to have a checklist detailing the minimum key questions to be asked, and a model/'ideal' call structure from which over time they may develop their own style.
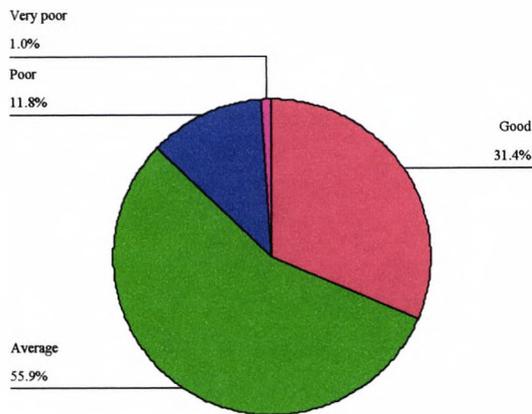
Figure 2.1 Trainee self-assessment of competency and enjoyment of canvassing/business development.

Some also commented that they felt poorly informed of company services and believed they would benefit from greater confidence in this area. This would enable trainees to promote the company fully during canvassing/client visits, and be an additional means of company promotion to trainee employees.

Role Productivity

Trainees were asked to identify an area of their work they would like to improve in order to raise their productivity. These aspects are summarised below. Although some trainees identified several areas, the primary area was taken for each trainee. The abbreviated terms are explained more fully overleaf.
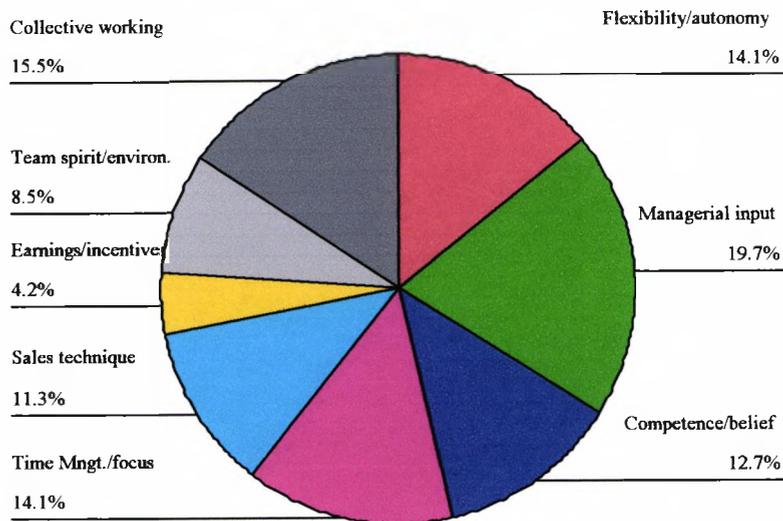
Figure 2.2 Aspects believed to require additional attention in order to raise productivity.

Almost 20% believed that their productivity would be directly improved by greater managerial input. This was equally divided with regard to the input specified. Half of the trainees that specified additional managerial input as an area warranting attention believed that they required more directive management, providing more detailed and structured guidance and feedback in helping them to develop their role competency. The remaining half believed that they would benefit from more encouraging and supportive managerial input in order to boost morale and confidence. Clearly an appropriate balance, tailored according to individual needs/traits, will be necessary in order to realise optimal performance potential.
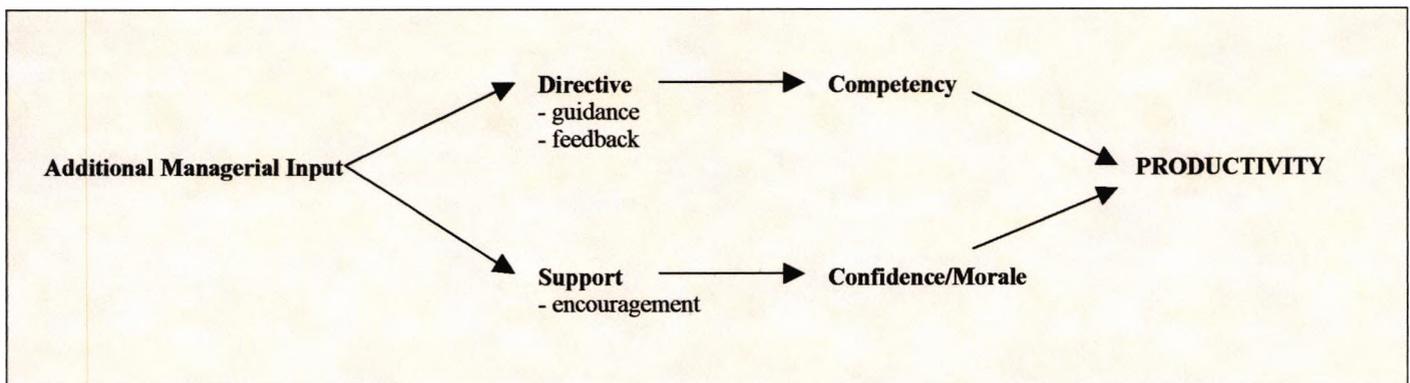
15.5% highlighted the poor cooperation among colleagues. This generally referred to their section-equivalents in other offices rather than direct team members. The competitive approach was believed to be detrimental to overall productivity. This may be more apparent among trainees because they are still familiarising themselves with the role, and any elements that contribute to making the role more difficult will be a greater challenge. Comments of telephone numbers being removed from the system, 'drawing' CV's rather than putting them on the system, and poor levels of cooperation among colleagues was felt to be prevalent among many trainees. There were also incidents of office management instructing trainees to avoid any activities involving working with other offices, frequently reflecting the poor relationship between the office managers rather than a logical business strategy.

The third most frequent aspects believed to warrant improvement would almost appear to be conflicting: (i) improved time management/prioritisation, and (ii) greater autonomy/flexibility in working methods. In some cases the request for greater flexibility appeared to refer solely to the lack of a dedicated lunch break. Others felt the working methods to be inflexible, either in terms of the daily routine advocated, or the way in which certain tasks are expected to be undertaken. This was predominantly a problem when the perceived inflexibility lacked adequate rationale (e.g. forced to call clients when in need of applicants). When adequate rationale was given, inflexibility proved less problematic. Greater focus may therefore be placed upon ensuring trainees understand the rationale for the clear working structures advocated.

Supporting advocation of a clearly structured daily routine is the percentage of trainees that believe their productivity would be improved by better time management and more effective prioritisation of section demands. Time management was identified as the second most difficult area of the role.

12.7% believed that improving their overall competence and confidence on the section would enable them to be more productive. These consultants tended to feel satisfied with the support, resources and role, and regarded their productivity to be predominantly reliant upon their own sense of self-belief and continued skill development. Additional feedback may ensure that confidence develops in line with competency progression.

Improvement in sales techniques was thought by 11.3% to be the key to raising their productivity. This includes any aspect relevant to business development, be this overcoming objections, being more assertive with clients, or possessing more detailed technical knowledge.

Trainees were also asked to identify the aspect of the job they found most difficult. This is shown in figure 2.3 below.

Integration
4.2%

Maintain motivation
8.5%

Time mngt/focus
23.9%

App mngt./generation
8.5%

'Packaging' jobs
12.7%

Technical knowledge
14.1%

Business development
28.2%
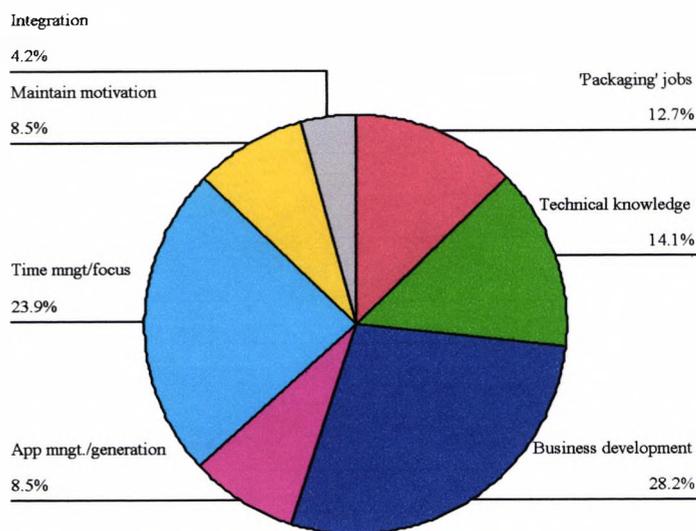
Figure 2.3 Most difficult aspects of the role, as identified by trainees.

Although the aspects believed to be capable of raising productivity appear to be quite diverse, with no aspects clearly dominant, this would indicate the inherent variety of trainee needs. Unfortunately this means that raising productivity of trainees may require a slightly more diverse approach to reflect this. Finally, it is important to note that these conclusions are based upon what trainees believe will contribute to productivity rather than demonstrating an objective measure of aspects actually found to raise productivity. More objective criteria are detailed in part II of this report.

In summary:

⊗ More managerial direction in BUD call structure; encourage defined purpose for every call made

⊗ Provide checklist detailing key questions/developments to be made on each call

⊗ Refresher session at six-months to reiterate canvassing training in days 1-4

⊗ More managerial input: balancing guidance/direction to build competence and support/encouragement to foster confidence

⊗ Promote/reward working together and closer cooperative relationships among section equivalents

⊗ Clear communication of the rationale for structure/regimented day plans

⊗ Build awareness of company services

Management

The majority of trainees appeared reasonably happy with the management that they received during their first six months. The least favourable ratings related to the managerial support. This was slightly lower than ratings recorded in the report based on July 2002-April 2003 findings. These ratings are summarised in figure 3.0 below.
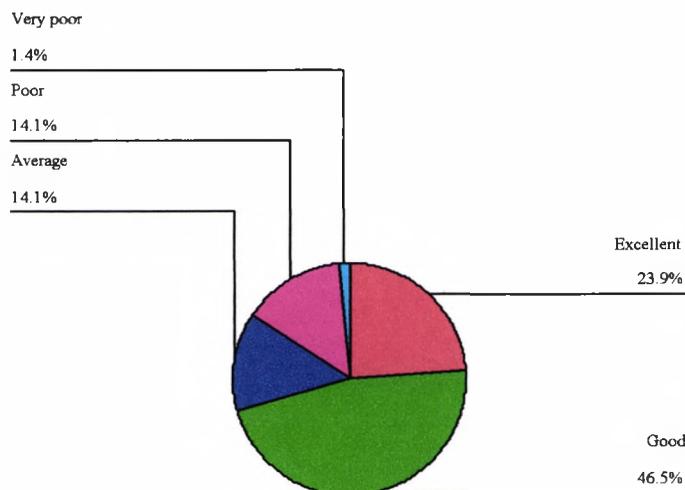
Figure 3.0 Trainee ratings of managerial support.

Almost 80% of trainees believed the relationship with their line manager to be 'good' or 'excellent'. Only 7% rated this as poor'. Trainees reporting a good relationship with their line manager demonstrated significantly higher morale.

Trainee satisfaction with the degree to which their management recognise their efforts and achievement is shown below (this refers to line and office managers, rather than more senior management). There was a highly significant correlation between trainees' belief that their efforts were recognised and the degree to which they felt welcomed and integrated. This indicates an additional benefit of recognising the efforts/achievements of employees.
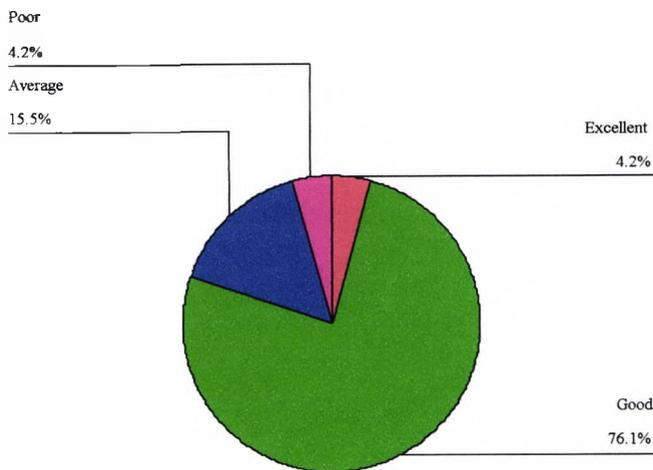
Figure 3.1 Trainee ratings of managerial recognition of effort/achievement.
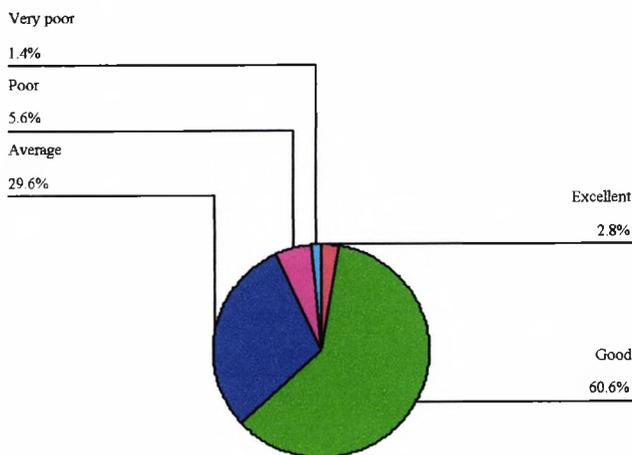
Figure 3.2 Trainee satisfaction with the degree to which they believe their suggestions are encouraged by management.

Overall, trainees reported to feel satisfied with the clarity in which standards were stipulated (only 7% believe this to be poor), and felt welcomed into the team upon starting. The large majority were happy with their Director's involvement, with only 1.4% believing this to be poor.

The frequency of feedback is shown below. Some consultants did comment upon the need for more frequent and formalised feedback; very few commented upon receiving too much feedback. With regard to the way in which feedback is delivered, helpful feedback would appear to provide clear guidance and suggestions, in contrast to unhelpful feedback that tends to focus solely upon the poor performance per se. In some cases, examples of unhelpful feedback involved managers belittling consultants in front of the office/team to make the point.
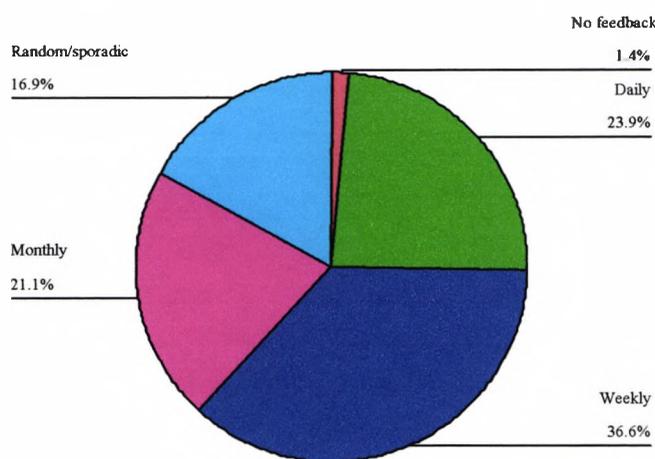
Figure 3.3 Frequency of feedback, as reported by trainees.

A frequent criticism received from leavers at all levels is the way in which managerial attitudes change according to fee production. Variable managerial response to performance is inevitable and necessary to a degree, however where this manifests at a personal level (e.g. picking on individuals for non-work related issues) or markedly influences the level or quality of support offered, it can be detrimental. Responding to poor performance in this way is counterproductive: low performers receiving low levels of support or encouragement will be less likely to build the confidence and motivation necessary to improve their performance. It may also result in a 'self-fulfilling prophecy' effect whereby employees 'become' what is expected of them.

Perhaps of greater concern, is that when/if the low performers manage to turn their performance around, thereby becoming more marketable to our competitors, in response to the poor support/management that they have received they are less likely to feel loyalty to x. High fee

earners are then lost to our competitors. Sudden transformation into a supportive, encouraging and concerned employer in response to a resignation generally comes too late. This pattern is evident in feedback obtained in the exit interviews conducted.

In summary:

⊗ **Overall more managerial input and support requested**

⊗ **More detailed feedback: constructive detail and solution-based rather than just highlighting deficiencies**

⊗ **Greater attention coaching of junior management, specifically focussing upon effective exertion of authority, and techniques to foster potential of trainees**

⊗ **Valuing staff only when their performance is strong is a false economy: current underachievers may be high performers in six months given appropriate conditions (i.e. ability level, support, training) and their loyalty to x is likely to mirror the loyalty afforded to them**

Training and Development

The formalised training days 1-4 again received fairly positive appraisal, with 57.7% reporting this to be good, and almost 30% reporting this to be 'average'. 9.9% believed this to be 'poor'. The reports of computer training were less favourable, with 15.5% believing this to be 'poor', and 40.8% finding this 'average'.

Ratings of informal coaching received from line management is summarised below. As canvassing/business development was identified as a problematic area for trainees, the graph below relates specifically to the ratings of coaching provision for this area.

There was a significant correlation between satisfaction with coaching and trainee perceptions of their prospects for success; trainees who rated their coaching provision positively also reported significantly more positive prospects for success.

There was also a highly correlated link between coaching and commitment to a long-term career; trainees reporting good informal coaching were more committed to a long-term career within x. Both these findings highlight the importance of strong coaching provision from line management to complement the formal training days 1-4.
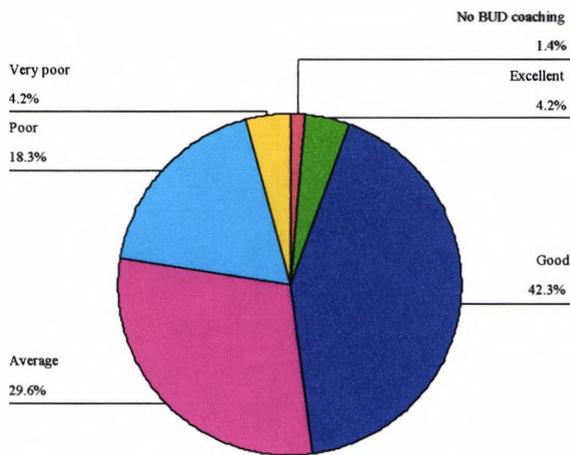
Figure 4.0 Ratings of informal 'on-the-job' business development coaching.

There was still poor awareness of future training opportunities within x, with 84.5% being unaware of future training prospects. The most frequently reported training needs are shown below.
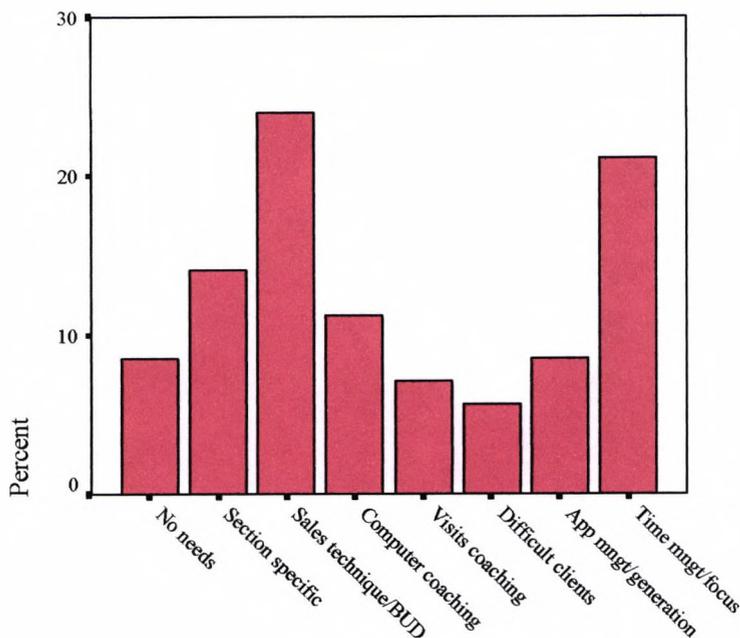
Figure 4.1 Most frequently reported training needs.

Trainees were asked to rate how optimistic they felt regarding their prospects for success. A small percentage (2.8%) believed this to be 'excellent', however the majority (56.3%) believed this to be 'good'. Although individual variation in trainee confidence is inevitable, the perception of prospects for success is likely to be influenced by the managerial input fuelling these beliefs. Where possible, line managers should be encouraged to build confidence and optimism among trainees.

High performance has been found to significantly correlate with the degree to which employees feel optimistic about their success (see Part II, National Employee Research Findings 2002-2004). Although no conclusions are drawn here regarding the causal nature of this relationship (i.e. does optimism lead to higher productivity, or does higher productivity lead to optimism), the significant correlation does warrant a stronger focus upon fostering self-belief in trainees, possibly targeted via team leaders and junior management in order to communicate this fully. 36.6% of trainees have been less successful than they had anticipated, further highlighting the need for such an approach.
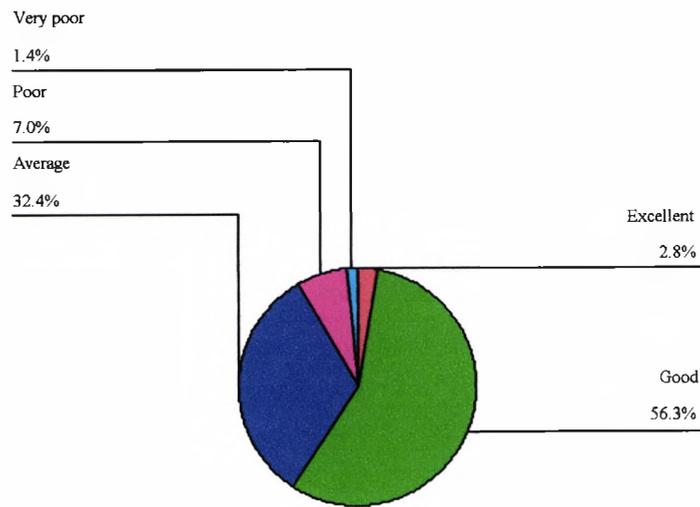
Figure 4.2 Trainee perceptions of their prospects for success.

Trainees were asked how they felt about the prospect of a long-term career with x. Over half the trainees rated this as 'good', and below 5% as 'excellent'. Fewer than 10% rated this as 'poor'.
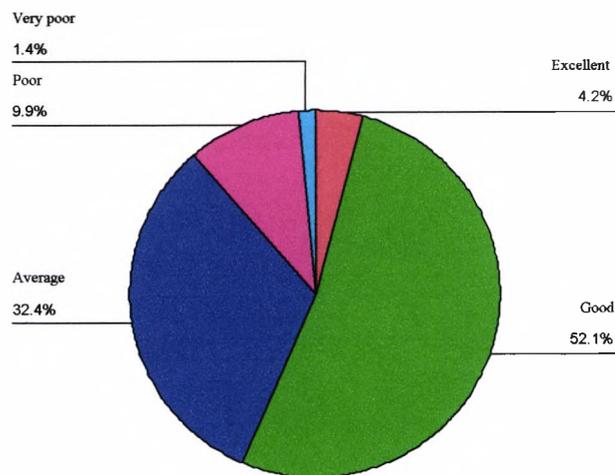
Figure 4.3 Ratings of trainee feelings regarding a long-term career with x.

In summary:

⊗ **Ensure on-going detailed business development coaching, monitoring development and setting increasingly stretching activity targets that are focused upon quality rather than solely increasing quantity**

⊗ **Foster self-belief and optimism through recognition of strengths and actionable strategies to combat weaknesses**

⊗ **Clarify prospects for career development/promotion**

⊗ **Build awareness of future training options**

Perm Targets

This section has been included in response to a request for inclusion of questions based upon trainee response to perm activity targets. The findings for this section are detailed below.

Of the sample included (i.e. perm trainee consultants assessed between June 2003 and January 2004) all were aware of the existence of activity targets set, although some were unsure as to whether their performance achieved these targets on a weekly basis. There was a good understanding of the principle behind the activity targets.

Some perm trainees paid little attention to all the activity targets, focussing solely upon the interview targets. Some commented upon the difficulty in meeting and focussing on a variety of activity targets at one time, finding the point system operating in certain regions easier to manage (i.e. all activities contributing to an overall point score), although this obviously allows the possibility for certain aspects of business development to be neglected.

47.8% of the trainees did not find the activity targets motivational or helpful. Reasons for this tended to stem from a belief that targets were too inflexible, failing to take account of varying section demands or the client/applicant base. Some also felt that activities guided primarily by targets results in a compromise of work quality (e.g. pushing unsuitable applicants into interviews to meet interview targets; conducting brief and pointless BUD calls to increase BUD call counts).

Despite the resistance by some to activity targets, such guidelines to activity levels should not be abandoned. Rather, a degree of flexibility to ensure the targets are suitable to the individual and to the business needs of the section, coupled with a balanced focus upon quality and quantity should be adopted. 52.1% did find the activity targets motivational and helpful, believing themselves to benefit from the clear aim and focus encouraged by such targeted activity.

30.4% did not receive any clear follow-up of the activity targets set; 69.5% did receive a clear follow-up. There was no significant correlation between trainees' belief that activity targets are motivational/helpful and whether they received a clear follow-up of activity targets. This may

indicate that trainee response to activity targets is more dependent upon how the targets are introduced and implemented rather than how they are followed-up.

Career Reviews

The 12-week review was generally regarded with little enthusiasm, with only 1.4% believing the content of their review to be 'excellent'. There were a few reported occasions in which trainees had to repeatedly request the scheduling of their review, however this was a small minority. More frequently, trainees felt as though they did not receive adequate warning prior to the review, with inadequate guidelines provided regarding review preparation. There were also comments that the prepared document did not receive sufficient attention within the review process.

The action points were frequently poorly understood/communicated, and trainees frequently could not recall what these action points were. Follow-up of the review also appears to be poor, with 64.8% receiving no follow-up of the review.

Finally, many consultants at six-months appeared to be unaware of what they are required to achieve in order to pass the nine-month review.
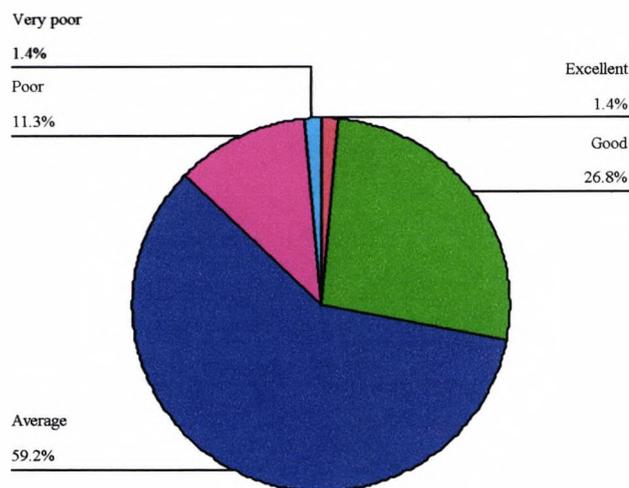
Figure 5.0 Trainee rating of 12-week review content

In summary:

⊗ **Provide adequate guidance regarding preparation of document**

⊗ **Incorporate review document adequately within meeting**

⊗ **Ensure clear action points as part of the 12-week review**

⊗ **Reiterate review with letter to confirm action points**

⊗ **Follow-up action points within appropriate time scale**

⊗ **Specify 3-month action plan for progression required prior to 9-month review**

Working Conditions

The Oxford and Cambridge offices received the most frequent ratings among trainees for poor office morale. The Cambridge and Norwich offices received the most frequent ratings for poor team spirit within the office. Trainee ratings of team spirit within the office are shown below in figure 6.0.

Unsurprisingly, ratings of team spirit were highly correlated with ratings of office morale, indicating that fostering a positive team environment will help to maintain buoyant morale. High levels of managerial support are significantly correlated with higher morale and overall enjoyment of the role.
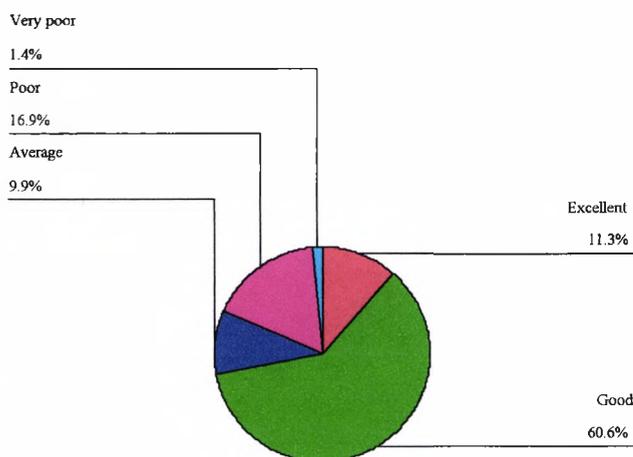
Figure 6.0 Ratings of team spirit within the office.

The internal communication was not regarded so positively however, with 40.9% believing this aspect to be 'poor' or 'very poor'. This relates to both inter-office and inter-level communication within x.
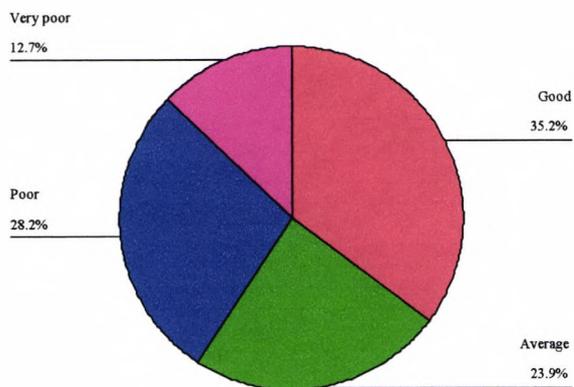
Figure 6.1 Ratings of internal communication

In summary:

⊗ **Incentivise and encourage closer cooperation among section equivalents**

Part II: National Employee Research Findings 2002-2004:
Linking Occupational Health and Productivity

This research analysed responses from 307 employees within X. The research included employees from all levels, from trainee through to Director level. The research was broken into two stages:

(i)   Identification of components relevant to the occupational health of x employees

(ii)   Impact of the identified components upon productivity

The responses were subjected to a Principle Component Analysis, a complex statistical procedure that serves to identify prevalent aspects of a research area. This is a widely utilised research method within the social sciences. This produced key 'components' that are of relevance to the occupational health of x employees, and provide viable units from which links with productivity may be measured.

Key components of Occupational Health

Detailed below are the components relevant to the occupational health of X employees. Accompanying each component (i)-(v) is the list of loading variables (shown in italic below). The statistical procedure groups the loading variables to define the relevant components. The value accompanying each loading variable simply indicates the defining power of the variable upon the component. The loading variables are therefore listed according to their respective importance upon the component, although to warrant inclusion all variables listed are significant. These variables are the areas that may be used to direct interventions and follow-up actions in response to the findings.

Component I: Environmental/Managerial Support, Integration and Commitment

Enjoys the working environment (.715)

Finds the environment motivational (.688)

Respectful of management (.682)

Finds management motivational (.653)

Feels part of the office (.638)

Enjoys the work (.636)

Believes efforts are recognised by management (.620)

Feels part of the team (.608)

Feels loyal to X (.600)

Believes efforts are recognised by office (.560)

Variables indicative of frequent consideration to leaving were negatively loaded upon this component, indicating that employees rating highly on the above loading variables are less likely to leave. In order to improve staff retention, these variables are therefore the qualities to foster within the workplace.

Component II: Health Engagement

Make efforts to lead a healthy lifestyle (.725)

Alleviates stress through physical exercise (.585)

Non-smoker or low consumption of cigarettes per day (.569)

Consumes a healthy diet (.537)

Believes general health to be good (.535)

Takes frequent aerobic exercise (.519)

Component III: Career Stability and Advancement

Job title (-.720)

Length of employment (-.713)

Component VI: Drinking Behaviour

Alleviates stress by going to the pub to get drunk (.545)

Frequently exceeds the daily-recommended limit of alcohol (.519)

Alleviates stress by going to the pub for a couple of drinks (.493)

Higher tendency to go into work feeling hungover (-454)

Socialises with colleagues outside of working hours (.441)

Component V: Achievement Motivation and Self-Efficacy

Considers leaving for higher commission (.480)

Considers leaving for greater responsibility (.463)

Is ambitious (.429)

Feels confident of success over coming year (.412)

Alleviates stress by engaging in physical exercise (-.381)

Considers leaving in order to increase salary (.381)

Alleviates stress by going home to try and relax (.370)

Believes to possess ability to conduct job well (.366)

Components of Occupational Health and Productivity

High and low performers were selected to participate in the second stage of this research (n=72). The selection of high and low performers was based upon the fees generated over the past six months. Low performers' fee generation ranged from £12,700.00 to £44,555.00 over the six-month period; high performers' fee generation ranged from £97,183.00 to £188,021.00 over the six-month period. This information was based upon final fees invoiced for each month. As an aspect that may potentially impact upon the fee productivity of employees, employment duration was controlled for throughout the analyses. High and low performers were found to differ significantly upon three components:

(i)   Environmental/Managerial Support, Integration and Commitment

High and low performers differed significantly in their responses to the Environmental/Managerial Support, Integration and Commitment; high performers enjoy the working environment more and find their working environment more motivational. High performers are more respectful of and motivated by their management. They feel better integrated within the office and team, and believe that their efforts are recognised. They also show a stronger commitment to x.

Recommended action:

Attempts should be made to foster integration by accommodating a more diverse employee base, thus enabling more employees to identify with and feel part of the environment, whilst encouraging a strong team spirit to facilitate this integration. It is a challenging balance to achieve: sufficient diversity to accommodate a broad range of employees, whilst retaining clear team/company identity.

- Encourage greater acceptance of diversity and individualism – moving away from an overly narrow and inflexible way of working, thinking and developing, and fostering a 'x way' that is defined by hard work, commitment and a dedication to quality service provision (for example), be this achieved by working method a or b.

- Recruitment of trainees should not be overly dependent upon which personalities will fit into the team, but rather what each personality will offer the team/company. The former approach will result in a homogenous team; the latter will produce an adequately diverse team that may accommodate a broader range of individuals with different strengths/skills.

- Identity can then be developed according to a positive work ethic and team spirit.

Line Management interventions:

Creation of a positive working environment is imperative to performance. Strong management can largely manipulate this. Targeting the training of junior managers is a priority, as these are the managers adjusting to managing for the first time. As the line management for the majority of consultants, they are also the most influential managers for the majority of fee earners. Junior management training should build awareness and ability in the following areas.

- Focus on feedback: identifying what should be included within weekly feedback sessions, the structure and the delivery.

- Importance of multi-dimensional management – one style will not suit all, however strong management will need to provide the following key elements (albeit in varying degrees according to the individual's needs):

  - Discipline
  - Inspiration
  - Guidance
  - Pastoral care

- Where structure and regimentation serve a purpose, junior management must be taught methods to implement effectively. Where there is scope for flexibility, managers should be informed of the important role of autonomy, and the need to recognise where their control begins and ends.

- The importance of respect for management, and how line managers may foster this respect among employees under their supervision. Key elements to foster respect include: consistency in managerial style and decision-making, leading by example, honesty, enthusiasm, possessing the ability to listen, and the appropriate exertion of authority.

- Ultimately, the aim is to achieve a workforce that benefit from the below elements:

  - Recognition (where warranted from direct and more senior management)
  - Opportunity (for development/progression/promotion)
  - Accountability
  - Value (both in their perception of their role, and how they are valued within the team/office/organisation)
  - Sense of contribution (where/how they fit in and contribute within the broader picture)
  - Material gain (financial gain/benefits/incentives)

(ii)   Drinking Behaviour

The second component found to be significant to employee performance was 'drinking behaviour'. High performers would appear to drink significantly less heavily than low performers. Low performers were more likely to go to the pub in response to stress (possibly indicating a poorer coping capacity among low performers), more frequently exceeded the daily limit of alcohol, more frequently went into work feeling hungover, and socialised more frequently with colleagues outside of working hours.

This would indicate that fostering a drinking culture may not actually be beneficial. Furthermore, key reasons for fostering such a culture (such as boosting morale, encouraging team bonding and integration) were not in fact found to be higher among employees that consumed more alcohol. There was no correlation between the drinking behaviour component and component I, indicating that a drinking culture does not in fact influence employees integration or enjoyment of the working environment.

Recommended action:
A drinking culture is undeniably part of the UK's social culture, particularly among young people, so a company employing predominantly 20-30 year olds will

frequently also be characterised by this social trend. Working against it is likely to be counterproductive. Nevertheless awareness of the detrimental affects that alcohol has upon performance is helpful.

- Combine drinking social events with other activities (e.g. team-building activities that require effective collective action to achieve specific goals; sporting events that involve different levels of ability in a variety of sporting activities; company subsidised spa days or 'paint-balling' days, or other activities that employees express an interest in, either as an incentive for specific achievements or as part of the benefits offered through the company).
- Encourage alternative techniques to stress management (e.g. through stress management programmes and workshops for employees; advocation of lunch breaks; building stress awareness among employees; availability of employee counselling services).
- Build awareness among employees of the potentially detrimental affects of excess alcohol consumption

(iii)   Career stability and advancement

Career stability and advancement will come only when other aspects of employment are in place (i.e. strong performance, role satisfaction, commitment to x). It does follow therefore that high performers experience greater career stability and advancement than low performers. There are perhaps three actions that can be taken in response to this point:

- Avoid using the threat of ending employment as a means to prompt activity/better performance. This is generally a demotivational and unhelpful strategy.

- Ensure career opportunities are clear for every employee, with clearly marked objectives and rewards, be these financial or otherwise.

- Utilise alternative means of progression where promotion not possible (e.g. greater responsibility, tailored individual incentivisation, additional project allocation, utilisation of broader skill base etc.)

The impact of individual variables upon productivity

There was a highly significant difference found between the number of days absence taken as a result of illness; low performers are absent significantly more frequently than high performers.

From the results it is not possible to ascertain whether poorer health/higher absence leads to poorer performance, or whether poorer performance leads to increased absence/poorer health. However considering there were no marked differences in the reports of health quality among high and low performers, we can deduce that absence is due to other factors.

Interestingly, absence was found to correlate with measures of integration and the degree to which individuals believe their efforts are recognised by their management; well integrated employees are absent less frequently, as are employees that believe their efforts are recognised. This suggests that responses to the working environment may indeed dictate absenteeism, rather than the quality of health per se. Attention to these areas may then be the key to reducing staff absence.

High and low performers differed significantly in the degree to which they believe their efforts are recognised by management; high performers are more likely to believe that their managers recognise their efforts. This is likely to be due to the success that high performers achieve, thereby warranting such recognition. However, it is helpful to be aware of the central role that recognition may play, and the necessity to recognise effort in order to maintain motivation, enjoyment and ultimately, it would seem, to optimise attendance.

Absence was also correlated with feeling part of the team, although surprisingly there was no correlation between absence and feeling part of the office. Employees feeling

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part of a team were absent less frequently. This highlights the importance of fostering a strong team spirit.

There was a significant difference in the absence among males and females, with females taking a significantly higher number of days off due to illness than males. There was no significant difference in the health ratings of males and females, so either females are simply more likely to take time off for minor ailments than males, or there is another factor that is contributing to female absence. However, no significant difference was apparent in the degree to which males and females believe their efforts to be recognised by management, or the degree to which they feel part of the team, indicating that other factors would appear to be influencing this difference.

CONCLUSIONS AND IMPLICATIONS:

⊗   Environmental and managerial support critical to employee performance

⊗   Motivation, respect for management, integration and recognition of effort is central to this support

⊗   Integration is essential: both to influence performance and attendance

⊗   Integration fostered through accepting diversity, whilst creating sufficiently strong identity to which people may identify

⊗   All employees need the above elements: low performers will become lower performers if these are withdrawn as penalisation of poor performance

⊗   Junior management training fundamental in shaping optimal managerial practice

⊗   Higher alcohol consumption associated with poorer performance

⊗   Absence more prevalent among low performers

⊗   Feeling part of team and believing efforts are recognised leads to reduced absenteeism

⊗   No differences apparent in health ratings of low and high performers

FINAL CONCLUSIONS: Chapters 1-8

The overall findings of this thesis point to a very real need for employers to attend to the occupational health and well-being of employees, with self-reported evaluations of occupational health and well-being found to be directly linked to productivity and staff intentions to remain with an organisation. It is no longer advisable to regard employees as a constant resource resistant to environmental inconsistencies or stressors, rather acknowledgement of individual employee needs is necessary with recognition of the importance of the employee-employer relationship. This relationship would appear to be fundamental to the success of individual employees, and therefore also to the success of the organisation.

There are various limitations of this research and these will be summarised briefly here. Firstly, the measures of occupational health and well-being are entirely self-reported and therefore may be subject to response biases or reporting inaccuracy. The measure of health would also possibly benefit from greater detail, drawing upon existing health measures to incorporate a reliable and objective measure of employees' physical health. There may also be value in incorporating a test of internal validity for the questionnaire items to ensure that there is consistency among items attempting to measure a similar domain.

Finally, the sample size used during the qualitative stage was small and it may have been advisable to include a somewhat larger sample to ensure incorporation of an adequate range of employees. Although this limitation needs to be considered in the interpretation of the results, it should be considered that the emergent findings were largely consistent with our understanding of occupational health to date, and indeed the other chapters within the thesis, and are therefore arguably likely to be reasonably representative. It would nevertheless be interesting to explore differences among the different levels of seniority and different age groups. Focus groups may be a helpful method to generate discussion among a range of employees. Should this approach be adopted, it would be necessary to ensure that employees are from similar levels to avoid responses being thwarted by a desire to appear a certain way by one's management or by one's subordinates.

Although by no means exhaustive, these are the primary limitations of this thesis and any further work conducted would possibly warrant an appropriately adapted methodological approach.

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APPENDIX Ia-g

OCCUPATIONAL HEALTH QUESTIONNAIRE
HAYS MONTROSE

As part of independent research being conducted throughout Hays Montrose, please complete the following questionnaire. The results will be kept entirely confidential, with Hays Montrose receiving only anonymous feedback. The research hopes to identify areas in which Hays Montrose may provide an optimal working environment with regard to their employees' occupational health and well-being.

Please complete all questions as honestly as you can by circling the answer which most accurately represents your experience at Hays Montrose. There are no 'right' answers, and the purpose of the study is ultimately to create a working environment that better suits the employees of Hays Montrose. It would be appreciated if you would not discuss your answers with your colleagues. When completed, please return in the confidential envelope provided.

How long have you been working at Hays Montrose?:...............................

What is your job title?..

Male/Female (please circle)

Age...

PART I: Occupational Health

	Always	Frequently	Some-times	Rarely	Never
1. Overall do you enjoy your work?	1	2	3	4	5
2. Do you find the environment motivational?	1	2	3	4	5
3. Do you find your manager motivational?	1	2	3	4	5
4. Are you motivated by money?	1	2	3	4	5
5. Are you motivated by the prospect of promotion?	1	2	3	4	5
6. Do you think that your efforts are recognised by the office?	1	2	3	4	5
7. Do you feel that your efforts are recognised by your line manager?	1	2	3	4	5
8. Do you feel a sense of loyalty towards Hays Montrose as your employer?	1	2	3	4	5

(1 = Always, 2 = Frequently, 3 = Sometimes, 4 = Rarely, 5 = Never)

9. Would you say that you have a good degree   1   2   3   4   5
   of control over your working schedule?

10. Do you think that you are generally   1   2   3   4   5
    productive at work?

11. Could you be more effective in your work?   1   2   3   4   5

12. Do you believe that you have the ability   1   2   3   4   5
    to do your job well?

13. Do you feel confident that you will be   1   2   3   4   5
    successful in your job over the next year?

14. How frequently do you regard yourself   1   2   3   4   5
    as ambitious?

15. Do you enjoy the office environment?   1   2   3   4   5

16. Do you feel part of your direct team?   1   2   3   4   5

17. Do you feel part of the office?   1   2   3   4   5

18. Do you socialise with your colleagues   1   2   3   4   5
    outside of working hours?

19. Is your relationship with colleagues   1   2   3   4   5
    important to you?

20. Do you have respect for your manager?   1   2   3   4   5

21. How often do you feel you would leave your job for:

        (a) more commission?   1   2   3   4   5

        (b) higher basic salary?   1   2   3   4   5

        (c) more responsibility?   1   2   3   4   5

        (d) more relaxed management?   1   2   3   4   5

        (e) greater flexibility?   1   2   3   4   5

        (f) different occupation?   1   2   3   4   5

        (g) more convenient location?   1   2   3   4   5

        (h) different manager?   1   2   3   4   5

(1 = Always, 2 = Frequently, 3 = Sometimes, 4 = Rarely, 5 = Never)

PART II: Health Behaviours and Attitudes

1. After a particularly stressful day, how often do you do the following to help you to relax:

(a) Physical activity – sport/gym etc.?	1	2	3	4	5
(b) Go to the pub for a couple of drinks?	1	2	3	4	5
(c) Go to the pub and get drunk?	1	2	3	4	5
(d) Smoke more than usual?	1	2	3	4	5
(e) Go home and try to relax?	1	2	3	4	5
(f) Stay late at work to try and catch up?	1	2	3	4	5

Other (please specify)..

2. Do you make efforts to lead a healthy lifestyle? *1   2   3   4   5*

3. Would you say that you eat healthily?   1   2   3   4   5

4. Do you often drink more than the   1   2   3   4   5
recommended **daily** limit?
(ie. 3-4 units for men; 2-3 units for women)

5. On average, how many days a week do you go into work feeling hungover: (please circle)

        (a) 0-1
        (b) 2-3
        (c) 3-4
        (d) 5

6. Do you smoke?   Yes / No

7. How much do you normally smoke:

        (a) Less than 5 cigarettes a day?
        (b) 5-10 cigarettes a day?
        (c) 10-20 cigarettes a day?
        (d) 20-30 cigarettes a day?
        (e) More than 30 cigarettes a day?

8. Do you take any recreational drugs?   Yes / No

9. What, if any, of the following have you taken over the past six months:

        (a) Cannibis?
        (b) Cocaine?
        (c) Ecstacy?
        (d) Speed?
        (e) Other – please specify ....

(1 = Always, 2 = Frequently, 3 = Sometimes, 4 = Rarely, 5 = Never)

10. Is your health generally good?   1   2   3   4   5

11. How many days off have you taken due to illness over the past year: (please circle)

        (a) 0?
        (b) 1-4?
        (c) 4-8?
        (d) 8-12?
        (e) More than 12?

12. Have you ever taken a day off sick due to a hangover whilst working at Hays Montrose?
     Yes / No

13. On average, how much aerobic exercise do you get each week:

        (a) More than 3 hours
        (b) 2-3 hours
        (c) 1-2 hours
        (d) Less than an hour

14. Do you think that your health has an impact upon your performance at work?

     Yes / No

15. What aspects would enable you to be more productive at work? (please specify)

....
....
....
....
....
....
....

Appendix Ib
Regional Offices included within study I

Selected Office
1. Aberdeen
2. Belfast
3. Birmingham
4. Brighton
5. Bristol
6. Cambridge
7. Cardiff
8. Edinburgh
9. Glasgow
10. Harrow
11. Leeds
12. London, City Office
13. London, Head Office
14. Manchester
15. Newcastle
16. Oxford
17. Plymouth

7th June 2002

Dear

As part of independent research being conducted at RC offices throughout the UK, we are administering a questionnaire to investigate the occupational health of our employees. The research hopes to identify areas in which RC may provide optimal working conditions in order to create a working environment that better suits the employees of RC.

You have been selected to distribute and collect all the questionnaires. I would like all questionnaires to be administered on **Friday 14th June between 8.30am and 9am.** You are responsible for ensuring that this is carried out in your office efficiently. Please ensure the following steps are completed:

- **Distribute a questionnaire and envelope (provided) to all members of staff in the office – including any Senior Management present.**
- **As far as is possible, ensure that those completing the questionnaire do not discuss it with their colleagues.**
- **At 8.50am collect all completed questionnaires - all responses are to be sealed in the envelopes provided before you collect them.**
- **Place all the responses in the A4 envelope addressed to Anna Kenyon and place in the DX by 9am.**

The findings will remain entirely anonymous, and it is critical that all staff taking part are assured of this confidentiality. Any problems, please contact Anna Kenyon on [telephone number provided].

Thank you for your cooperation.

Director

7th June 2002

Dear

As part of independent research being conducted at RC offices throughout the UK, I require your support and cooperation for the administration of a questionnaire within your region.

The questionnaire will investigate the occupational health of RC staff at all levels. The findings will remain entirely anonymous, and it is critical that all staff taking part are assured of this confidentiality. The findings will provide us with information on the following areas:

- **What prompts the majority of consultants in your region to leave.**

- **Aspects that employees find motivational, stressful or detrimental to productivity.**

- **The personal criteria for some of the most successful members of the company.**

- **Health behaviours prevalent in your region and perceived impact upon productivity.**

- **Aspects that employees of various levels believe will enable them to be more productive.**

It is critical that this research has your support in order to be efficiently rolled out across the business. Please speak to those concerned to ensure effective management of the administration and collection of the questionnaires. The offices participating have been selected to ensure a reasonable geographic spread and are attached overleaf. I would like all questionnaires to be administered on **Friday 14th June between 8.30am and 9am**. A selected representative in each office will then be responsible for sending all responses in the DX to reach Anna Kenyon by Monday 17th June.

Thank you for your cooperation.

Director

Letter to Senior Management from Director Study Id (cont.)

Selected Office	Office Manager	Selected representative to distribute and collect
1. Aberdeen		
2. Belfast		
3. Birmingham		
4. Brighton		
5. Bristol		
6. Cambridge		
7. Cardiff		
8. Edinburgh		
9. Glasgow		
10. Harrow		
11. Leeds		
12. London, City		
13. London, Head Office		
14. Manchester		
15. Newcastle		
16. Oxford		
17. Plymouth		

Appendix Ie: Variables included in PCA Study I

Variable	Abbreviated variable label
Enjoyment of work	enjoywk
Finds the environment motivational	envmot
Finds management motivational	mngmot
Finds money motivational	monmot
Finds the prospect of promotion motivational	promot
Believes efforts are recognised by the office	effofr
Believes efforts are recognised by the manager	effmngr
Feels loyal the to company	loyalhm
Has a good degree of control over working schedule	control
Is generally productive at work	product
Could be more effective at work	effectiv
Believes to possess the ability to do well	ability
Is confident in success over coming year	confiden
Regards self as ambitious	ambitiou
Enjoys the office environment	enjoyenv
Feels part of the team	parteam
Feels part of the office	partoff
Socialises with colleagues outside of working hours	social
Regards relationships with colleagues as important	relimp
Has respect for management	resmng
Considers leaving for higher commission	comm
Considers leaving for higher salary	salary
Considers leaving for more responsibility	resp
Considers leaving for more relaxed management	relmng
Considers leaving for greater flexibility	flexib
Considers leaving for a different occupation	occupat
Considers leaving for a different location	locat
Considers leaving for a different manager	difmng
Alleviates stress with sport/exercise	sport
Alleviates stress by going to pub for a couple of drinks	pub2
Alleviates stress by going to the pub to get drunk	pubdrunk
Alleviates stress by smoking more than usual	smoke
Alleviates stress by going straight home after work	gohome
Alleviates stress by staying late to catch up on work	staylate
Makes efforts to lead a healthy lifestyle	effhealt
Consumes a healthy diet	eathealt
Drinks more than the recommended limit of alcohol	drinklim
Goes into work feeling hungover	hungover
Cigarette consumption	cigday
Health is generally good	healthgd
Number of days absent due to illness over past year	absence
Frequency of aerobic exercise	exercise
Employment duration	lengthhm
Level of seniority	title

	Component													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
RESMNG	0.705	0.11	-0.188	0.236	-0.175	0.063	-0.051	0.065	-0.058	-0.048	-0.205	-0.196	0.059	0.06
ENJOYENV	0.701	-0.128	-0.027	0.163	0.08	0.034	0.13	-0.047	0.204	-0.01	0.103	-0.017	0.045	-0.135
ENVMOT	0.691	-0.006	-0.093	0.092	0.081	-0.002	0.056	-0.102	0.014	-0.035	0.174	0.104	-0.048	0.122
RELMNG	-0.672	0.18	0.087	0.075	0.114	0.265	-0.122	0.08	0.272	-0.137	0.021	-0.138	0.042	0.192
MNGMOT	0.637	0.079	-0.243	0.151	-0.21	-0.086	-0.184	-0.063	-0.023	-0.088	-0.109	-0.125	0.001	0.137
EFFMNGR	0.628	0.135	-0.19	0.302	-0.113	-0.017	-0.321	0.028	0.176	-0.153	0.033	-0.047	-0.018	0.157
DIFMNG	-0.627	0.042	0.271	-0.081	0.221	0.255	0.102	-0.051	0.306	-0.032	0.089	0.17	0.088	-0.077
PARTOFF	0.627	0.065	0.139	0.144	0.236	0.174	0.015	0.012	0.216	-0.021	0.109	-0.189	-0.026	-0.454
PARTEAM	0.626	0.103	0.096	0.08	0.14	0.185	-0.039	0.07	0.115	-0.117	0.097	-0.302	-0.12	-0.308
EFFOFR	0.608	0.106	-0.201	0.081	-0.002	0.018	-0.214	-0.036	0.302	-0.251	0.102	0.115	-0.013	0.021
ENJOYWK	0.594	-0.098	0.043	-0.002	0.081	0.288	0.067	-0.19	-0.086	-0.213	-0.01	0.191	-0.156	0.108
LOYALHM	0.591	0.015	-0.01	-0.153	0.096	0.194	0.155	-0.272	0.2	0.176	-0.056	0.202	0.091	0.052
FLEXIB	-0.573	0.227	0.013	0.26	0.08	0.173	-0.087	0.168	0.257	-0.236	0.119	-0.227	0.018	0.051
RESP	-0.473	0.212	0.068	0.389	0.413	0.042	-0.122	0.098	-0.143	0.183	-0.216	-0.025	0.123	0.029
SALARY	-0.473	0.296	0.088	0.411	0.355	0.014	0.061	-0.028	-0.086	0.017	-0.034	0.03	-0.24	-0.042
OCCUPAT	-0.472	0.147	-0.028	0.362	-0.032	0.163	-0.048	-0.115	0.067	0.033	0.043	-0.125	0.308	-0.164
COMM	-0.466	0.189	0.097	0.423	0.415	-0.212	0.076	-0.041	-0.004	-0.082	-0.042	0.029	-0.182	-0.01
SOCIAL	0.463	-0.04	0.254	0.391	-0.071	0.031	0.229	0.131	0.096	0.062	-0.083	-0.145	0.097	-0.053
CONFIDEN	0.454	0.178	0.103	-0.224	0.389	-0.124	0	0.103	-0.266	-0.062	0.249	-0.125	0.087	0.135
PROMOT	0.411	0.063	0.088	-0.149	0.252	-0.261	-0.394	0.13	0.117	0.02	-0.152	0.174	0.404	-0.066
PRODUCT	0.365	-0.061	0.116	0.108	0.323	0.309	0	-0.307	-0.172	-0.132	0.167	0.08	-0.086	0.094
EFFHEALT	0.097	0.751	0.177	-0.065	-0.247	0.063	0.075	0.016	-0.102	-0.151	0.012	0.218	0.088	-0.05
SPORT	0.081	0.657	0.324	0.043	-0.414	0.087	-0.08	0.181	-0.037	0.172	0.223	0.028	0.036	0.026
CIGDAY	0.057	0.608	-0.108	0.022	-0.058	-0.42	0.136	-0.403	-0.097	0.087	0.085	-0.205	0.044	-0.059
HEALTHGD	0.236	0.602	0.068	-0.003	-0.047	0.032	0.137	0.21	0.01	0.012	-0.24	0.017	-0.219	0.024
EXERCISE	0.08	0.561	0.296	-0.092	-0.283	0.123	-0.049	0.269	-0.02	0.199	0.367	0.145	-0.018	-0.009
EATHEALT	0.151	0.483	0.148	-0.075	0.007	0.142	0.03	-0.05	-0.161	-0.254	-0.406	0.366	-0.007	-0.04
TITLE	0.057	0.074	-0.724	0.331	0.136	0.175	0.047	0.192	-0.253	0.209	0.167	0.201	0.077	0
LENGTHHM	0.073	0.083	-0.7	0.357	0.149	0.167	0.083	0.217	-0.19	0.145	0.216	0.229	-0.012	-0.056
PUBDRUNK	0.219	-0.195	0.542	0.489	-0.075	-0.145	0.116	0.05	-0.004	0.007	0.005	0.165	-0.098	0.069
GOHOME	-0.12	0.347	-0.385	-0.071	0.285	-0.161	0.165	-0.079	-0.049	-0.34	-0.249	-0.001	0.048	-0.119
PUB2	0.268	-0.32	0.34	0.511	-0.034	-0.19	-0.006	-0.005	-0.036	0.171	-0.04	0.168	0.052	0.125
DRINKLIM	0.082	-0.343	0.4	0.408	-0.2	-0.08	0.077	-0.051	-0.262	-0.1	-0.027	0.074	0.022	-0.047
AMBITIOU	0.39	0.155	0.145	-0.15	0.508	-0.249	-0.155	0.228	-0.054	0.157	0.002	-0.071	0.189	0.047
ABILITY	0.219	-0.081	0.29	-0.241	0.361	0.176	0.146	0.05	-0.328	-0.042	0.17	-0.246	0.235	0.321
MONMOT	0.242	0.018	0.165	-0.036	0.268	-0.545	-0.229	0.323	0.11	-0.141	0.052	0.212	-0.163	-0.066
CONTROL	0.303	0.232	0.323	-0.11	0.248	0.347	-0.13	-0.197	-0.263	0.056	-0.074	-0.114	-0.175	-0.015
ABSENCE	0.071	0.028	-0.044	0.045	0.018	0.055	-0.466	-0.017	0.037	0.346	-0.174	-0.235	-0.439	0.196
LOCAT	-0.2	0.244	0.002	0.178	0.063	0.15	-0.44	-0.389	0.24	0.052	0.01	0.18	0.19	0.28
SMOKE	-0.012	0.449	-0.076	0.171	-0.087	-0.46	0.215	-0.467	0.011	0.084	0.144	-0.195	0.035	0.085
STAYLATE	0.234	0.026	0.046	-0.011	0.264	-0.072	0.403	-0.104	0.473	0.302	0.018	0.143	0.035	0.12
HUNGOVER	0.16	0.173	-0.104	-0.321	0.179	0.024	0.166	0.046	0.211	0.362	-0.12	0.06	-0.286	0.008
RELIMP	0.39	0.095	0.001	0.105	-0.085	0.239	0.238	0.175	0.022	0.211	-0.462	-0.175	0.288	0.062
EFFECTIV	0.01	0.083	-0.106	0.049	-0.012	-0.059	0.442	0.347	0.221	-0.309	0.028	-0.104	-0.075	0.456

Extraction Method: Principal Component Analysis.

a 14 components extracted.

	Component													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
SALARY	0.742	-0.104	0.095	0.005	0.143	-0.086	0.017	0.143	0.177	0.023	-0.154	-0.04	0.109	-0.014
RESP	0.73	-0.241	0.069	-0.052	0.182	0.141	0.053	0.019	0.069	-0.059	0.195	0.099	0.105	-0.13
COMM	0.721	-0.114	0.161	-0.151	0.066	0.064	-0.041	0.216	0.124	0.017	-0.21	-0.032	0.03	0.082
FLEXIB	0.659	-0.002	-0.196	0.117	-0.063	-0.149	-0.147	-0.068	-0.138	-0.22	-0.04	0.169	-0.047	0.269
RELMNG	0.625	-0.209	-0.258	0.087	-0.175	-0.177	-0.064	-0.172	-0.101	-0.093	-0.02	0.289	-0.002	0.211
DIFMNG	0.551	-0.234	-0.147	0.061	-0.249	-0.165	-0.039	-0.251	-0.043	0.226	-0.17	0.164	-0.313	-0.059
OCCUPAT	0.5	-0.054	-0.034	0.056	0.073	-0.215	-0.176	0.105	-0.154	-0.19	0.172	0.23	-0.21	-0.166
MNGMOT	-0.46	0.402	0.083	-0.023	0.154	0.109	-0.018	0.205	0.111	-0.162	0.196	0.153	0.252	0.124
PARTOFF	-0.016	0.828	0.058	0.059	-0.038	0.129	0.122	-0.032	-0.017	0.163	0.089	-0.152	-0.055	-0.197
PARTEAM	-0.09	0.778	-0.014	0.094	-0.06	0.082	0.182	-0.025	0.01	0.007	0.085	-0.178	0.084	-0.055
ENJOYEN	-0.311	0.624	0.213	-0.081	0.1	0.097	0.081	0.021	-0.05	0.225	0.093	-0.012	-0.091	0.018
EFFOFR	-0.329	0.589	-0.032	0.019	0.12	0.197	-0.063	0.004	0.127	0.032	-0.098	0.295	0.034	0.16
EFFMNGR	-0.291	0.561	0.123	0.073	0.188	0.189	-0.062	0.086	0.06	-0.14	0.073	0.321	0.252	0.204
RESMNG	-0.376	0.498	0.129	0.023	0.193	0.067	0.035	0.122	0.156	-0.133	0.411	0.031	0.208	0.122
ENVMOT	-0.399	0.442	0.186	-0.007	0.214	0.11	0.24	0.103	0.068	0.175	-0.054	0.094	0.034	0.105
ENJOYWK	-0.367	0.388	0.173	-0.1	0.063	-0.116	0.349	-0.143	0.321	0.116	-0.081	0.1	0.026	0.035
PUBDRUN	0.06	0.134	0.802	0.076	-0.133	0.04	0.012	-0.042	0.03	0.047	-0.035	-0.04	-0.003	0.072
PUB2	-0.045	0.069	0.778	-0.078	0.034	0.132	-0.005	-0.018	-0.095	0.053	0.08	0.088	0.053	-0.032
DRINKLIM	-0.034	0.006	0.687	-0.072	-0.097	-0.118	0.032	-0.044	0.007	-0.247	0.009	-0.095	-0.108	-0.085
SOCIAL	-0.042	0.419	0.458	0.088	-0.025	0.019	0.027	0.026	-0.029	0.091	0.36	-0.116	-0.044	0.103
SPORT	0.017	0.034	0.053	0.886	-0.059	-0.014	-0.021	0.156	0.086	-0.067	0.094	0.067	0.061	-0.002
EXERCISE	-0.01	0.016	-0.014	0.878	0.011	0.043	0.048	0.005	0.022	0.054	-0.066	-0.008	-0.002	-0.011
EFFHEALT	0.001	0.04	-0.099	0.642	-0.036	0.007	0.01	0.237	0.499	-0.056	0.042	0.073	-0.173	0.027
TITLE	0.025	0.026	-0.117	-0.038	0.941	-0.038	-0.021	-0.002	-0.033	-0.01	0.08	0.023	0.001	-0.003
LENGTHH	0.056	0.111	-0.098	-0.02	0.926	-0.051	-0.06	-0.02	-0.011	0.02	-0.015	-0.025	-0.019	0.04
PROMOT	-0.191	0.162	-0.015	-0.009	-0.066	0.744	0.015	-0.062	0.082	0.025	0.149	0.229	-0.074	-0.172
MONMOT	-0.024	0.131	0.162	0.011	-0.071	0.7	-0.107	-0.021	0.082	0.028	-0.343	-0.154	0.08	0.132
AMBITIOU	0.005	0.146	-0.034	0.043	0.008	0.694	0.353	0.054	-0.029	0.153	0.126	-0.069	0.074	-0.039
ABILITY	-0.057	-0.036	0.005	-0.004	-0.113	0.121	0.796	-0.076	-0.121	-0.012	0.157	-0.068	-0.108	0.109
CONFIDEN	-0.155	0.187	-0.077	0.109	0.052	0.418	0.595	0.142	0.006	0.009	-0.048	-0.129	-0.015	0.081
CONTROL	0.037	0.236	-0.015	0.146	-0.154	-0.048	0.536	-0.031	0.278	0.044	0.046	-0.004	0.262	-0.281
PRODUCT	-0.05	0.327	0.162	-0.124	0.093	-0.116	0.533	-0.044	0.151	0.075	-0.16	0.171	0.002	-0.104
SMOKE	0.058	-0.008	0.026	0.091	-0.021	-0.055	-0.038	0.87	-0.02	0.083	-0.038	0.09	-0.023	0.058
CIGDAY	0.023	0.033	-0.149	0.192	-0.004	0.042	0.001	0.858	0.109	0.028	0.006	-0.004	0	-0.07
EATHEALT	0	0.015	-0.031	0.198	-0.057	0.065	0.057	-0.002	0.791	0.003	0.094	0.077	-0.07	-0.048
HEALTHG	0.057	0.16	-0.081	0.402	0.01	0.078	-0.021	0.138	0.462	0.146	0.182	-0.163	0.209	0.186
GOHOME	0.196	0.017	-0.406	-0.256	0.145	0.12	-0.058	0.3	0.413	-0.052	0.013	-0.078	-0.173	0.132
STAYLATE	-0.003	0.138	0.091	-0.05	-0.017	0.087	0.013	0.111	-0.077	0.745	0.081	0.069	-0.119	0.144
HUNGOVE	-0.084	0.015	-0.255	0.071	0.017	0.069	0.002	-0.003	0.091	0.567	0.019	-0.174	0.252	-0.008
LOYALHM	-0.398	0.31	0.025	-0.022	0.021	0.004	0.197	0.004	0.152	0.5	0.142	0.2	-0.06	-0.111
RELIMP	-0.131	0.17	0.082	0.044	0.047	-0.005	0.046	-0.058	0.151	0.153	0.764	-0.053	0.027	0.059
LOCAT	0.222	-0.068	-0.05	0.062	-0.015	-0.01	-0.026	0.087	0.044	0.021	-0.054	0.78	0.108	-0.125
ABSENCE	0.026	0.042	-0.041	0.003	-0.022	0.021	-0.019	-0.038	-0.086	0.022	0.015	0.101	0.795	-0.1
EFFECTIV	0.036	-0.002	-0.018	0.016	0.031	-0.048	0.023	0.003	0.025	0.098	0.071	-0.099	-0.089	0.819

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 22 iterations.

APPENDIX IIa-e

OCCUPATIONAL HEALTH QUESTIONNAIRE II
~ HAYS MONTROSE ~

As part of independent research being conducted throughout Hays Montrose, please complete the following questionnaire. The results will be kept entirely confidential, with Hays Montrose receiving only anonymous feedback. The research hopes to identify areas in which Hays Montrose may provide an optimal working environment with regard to their employees' occupational health and well-being.

Please complete all questions as honestly as you can by circling the answer, which most accurately represents your experience at Hays Montrose. There are no 'right' answers, and the purpose of the study is ultimately to create a working environment that better suits the employees of Hays Montrose. It would be appreciated if you would not discuss your answers with your colleagues. When completed, please return in the confidential envelope provided.

How long have you been working at Hays Montrose?...............................

What is your job title?..

Male / Female (please circle)

Age.............................

PART I: Occupational Health

	Always	Frequently	Some-times	Rarely	Never
1. Overall do you enjoy your work?	1	2	3	4	5
2. Do you find the environment motivational?	1	2	3	4	5
3. Do you find your manager motivational?	1	2	3	4	5
4. Are you motivated by money?	1	2	3	4	5
5. Are you motivated by the prospect of promotion?	1	2	3	4	5
6. Do you think that your efforts are recognised by the office?	1	2	3	4	5
7. Do you feel that your efforts are recognised by your line manager?	1	2	3	4	5
8. Do you feel a sense of loyalty towards Hays Montrose as your employer?	1	2	3	4	5

1 = Always	2 = Frequently	3 = Sometimes	4 = Rarely	5 = Never

9. Would you say that you have a good degree of control over your working schedule?   1   2   3   4   5

10. Do you think that you are generally productive at work?   1   2   3   4   5

11. Could you be more effective in your work?   1   2   3   4   5

12. Do you believe that you have the ability to do your job well?   1   2   3   4   5

13. Do you feel confident that you will be successful in your job over the next year?   1   2   3   4   5

14. How frequently do you regard yourself as ambitious?   1   2   3   4   5

15. Do you enjoy the office environment?   1   2   3   4   5

16. Do you feel part of your direct team?   1   2   3   4   5

17. Do you feel part of the office?   1   2   3   4   5

18. Do you socialise with your colleagues outside of working hours?   1   2   3   4   5

19. Is your relationship with colleagues important to you?   1   2   3   4   5

20. Do you have respect for your manager?   1   2   3   4   5

21. How often do you feel you would leave your job for:

     (a) more commission?   1   2   3   4   5

     (b) higher basic salary?   1   2   3   4   5

     (c) more responsibility?   1   2   3   4   5

     (i) more relaxed management?   1   2   3   4   5

     (j) greater flexibility?   1   2   3   4   5

     (k) different occupation?   1   2   3   4   5

     (l) more convenient location?   1   2   3   4   5

     (m) different manager?   1   2   3   4   5

[Addition III]

22. *Do you feel secure in your job?*	*1*	*2*	*3*	*4*	*5*
23. Do you believe that your skills and ability are fully utilised in your work?	1	2	3	4	5
24. Do you feel able to achieve a satisfactory 'work-life' balance?	1	2	3	4	5
25. Do you find it easy to relax after work?	1	2	3	4	5
26. Do you have problems falling or staying asleep?	1	2	3	4	5
27. Do you spend time outside of work worrying about work related issues?	1	2	3	4	5
28. Do you feel that you have adequate support from family/friends outside of work?	1	2	3	4	5
29. *Do you feel able to talk to friends/family about your work?*	*1*	*2*	*3*	*4*	*5*
30. *Have you got two or more people that you feel close to outside of work?*	*1*	*2*	*3*	*4*	*5*

PART II: Health Behaviours and Attitudes.

| 1 = Always   2 = Frequently   3 = Sometimes   4 = Rarely   5 = Never |

1. After a particularly stressful day, how often do you do the following to help you to relax:

        (a) Physical activity – sport/gym etc.?   1   2   3   4   5

        (b) Go to the pub for a couple of drinks?   1   2   3   4   5

        (c) Go to the pub and get drunk?   1   2   3   4   5

        (d) Smoke more than usual?   1   2   3   4   5

        (e) Go home and try to relax?   1   2   3   4   5

        (f) Stay late at work to try and catch up?   1   2   3   4   5

        Other (please specify)...

2. Do you make efforts to lead a healthy lifestyle?   *1*   *2*   *3*   *4*   *5*

3. Would you say that you eat healthily?   1   2   3   4   5

4. Do you often drink more than the   1   2   3   4   5
recommended **daily** limit?
(ie. 3-4 units for men; 2-3 units for women)

5. On average, how many days a week do you go into work feeling hung-over: (please circle)

        (e) 0
        (f) 1
        (g) 2
        (h) 3
        (i) 4-5

6. Do you smoke?   Yes / No

7. If so, how much do you normally smoke:

        (f) Less than 5 cigarettes a day?
        (g) 5-10 cigarettes a day?
        (h) 10-20 cigarettes a day?
        (i) 20-30 cigarettes a day?
        (j) More than 30 cigarettes a day?

8. Is your health generally good?   1   2   3   4   5

1 = Always	2 = Frequently	3 = Sometimes	4 = Rarely	5 = Never

9. How many days off have you taken **due to illness** over the past year: (please circle)

        (f) 0?
        (g) 1-3?
        (h) 4-7?
        (i) 8-12?
        (j) More than 12?

10. On average, how much cardio-vascular/aerobic exercise do you take each week:

        (a) None?
        (b) Less than one hour?
        (c) 1-2 hours?
        (d) 2-3 hours?
        (e) More than 3 hours?

11. Do you think that your health has an impact   1   2   3   4   5
     upon your performance at work?

[Addition III]

12. How often do you eat the daily recommended 1   2   3   4   5
     five portions of fruit and vegetables?

13. On nights during the working week, how   1   2   3   4   5
     often do you get 8 hours of sleep or more?

14. Do you generally feel energetic at work?   1   2   3   4   5

15. How often do you suffer from minor ailments? 1   2   3   4   5
     (ie. colds or viral infections)

16. What aspects would enable you to be more productive at work? (please specify)

....
....
....
....
....

16th June 2003.

Dear

As part of independent research being conducted within RC, we are administering a questionnaire to investigate the occupational health of our employees. The research hopes to identify aspects that may influence workplace satisfaction and productivity, with the overall aim of providing optimal working conditions and create a working environment that better suits the employees of RC.

A sample of employees have been selected to complete this questionnaire across the South East. This is an opportunity for you to provide valuable feedback as to how you have found your employment within RC. Please ensure the following steps are taken:

- **Complete all questions contained in the questionnaire provided.**
- **Do not discuss your responses with others in the office that may also be completing the questionnaire.**
- **Place the questionnaire in the envelope provided (addressed to Anna Kenyon DX x).**
- **Place in the DX immediately.**

Please be assured that the findings will remain entirely anonymous. The only person with access to the results is an independent researcher conducting the project. I therefore urge you to be completely honest in your responses. If there are any problems please contact Anna Kenyon on [telephone number provided].

Thank you for your cooperation.

Director

	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
ENJOYEN	0.715	-0.053	-0.109	0.134	0.028	0.002	0.204	0.109	-0.04	0.188	-0.085	-0.05	0.013
ENVMOT	0.688	0.008	-0.075	0.024	0.057	0.118	-0.013	-0.127	0.061	0.139	-0.008	-0.011	0.136
RESMNG	0.682	0.077	-0.264	0.262	-0.148	0.002	-0.071	0.027	0.084	-0.189	-0.119	-0.083	0.16
MNGMOT	0.653	0.07	-0.217	0.199	-0.165	-0.171	-0.118	-0.072	0.133	-0.109	-0.169	-0.07	0.246
PARTOFF	0.638	0.07	-0.019	0.09	0.239	0.009	0.213	0.362	-0.215	0.093	-0.141	-0.042	-0.195
ENJOYWK	0.636	-0.048	-0.074	-0.069	0.181	0.205	-0.142	0.179	0.221	0.036	0.162	0.045	-0.03
RELMNG	-0.629	0.152	-0.02	0.055	0.223	0.061	-0.027	0.42	-0.031	-0.231	0.018	0.088	0.109
EFFMNGR	0.62	0.147	-0.237	0.319	-0.077	-0.294	-0.117	0.213	0.058	-0.124	-0.053	0.017	-0.017
DIFMNG	-0.617	0.07	0.246	-0.169	0.264	0.182	0.131	0.26	0.037	0.087	0.278	0.148	-0.145
PARTEAM	0.608	0.125	-0.016	0.127	0.175	-0.025	0.151	0.37	-0.248	-0.031	-0.141	-0.131	-0.218
LOYALHM	0.6	0.054	-0.092	-0.25	0.082	0.098	0.049	0.151	0.251	0.179	0.25	0.118	0.088
EFFOFR	0.56	0.161	-0.201	0.095	-0.01	-0.247	-0.085	0.255	0.161	-0.051	0.086	0.177	-0.216
FLEXIB	-0.552	0.186	-0.105	0.229	0.182	0.053	-0.015	0.379	-0.079	-0.244	-0.135	0.185	0.059
SALARY	-0.517	0.258	-0.102	0.356	0.38	-0.048	0.066	0	0.054	0.147	-0.083	-0.286	-0.024
OCCUPAT	-0.517	0.201	-0.063	0.311	-0.061	-0.06	0.032	0.159	-0.04	0.174	0.061	-0.006	-0.001
RESP	-0.503	0.179	-0.052	0.276	0.463	-0.047	-0.076	-0.129	0.061	0.011	0.165	-0.123	0.165
COMM	-0.491	0.159	-0.011	0.335	0.48	-0.142	0.099	-0.139	0.143	0.123	-0.072	-0.143	-0.036
CONFIDEN	0.463	0.181	0.185	-0.074	0.412	0.097	-0.122	-0.164	-0.342	-0.024	-0.264	0.045	0.196
PROMOT	0.453	0.067	0.129	-0.16	0.32	-0.405	-0.056	-0.032	0.019	-0.092	0.172	0.177	0.038
PRODUCT	0.424	-0.075	0.066	-0.017	0.273	0.259	-0.327	0.056	0.039	0.268	-0.115	0.022	-0.046
CONTROL	0.34	0.148	0.253	-0.199	0.238	0.184	-0.305	0.081	-0.05	0.125	0.146	-0.288	-0.141
EFFHEALT	0.097	0.725	0.314	0.051	-0.238	0.082	-0.001	-0.039	0.084	0.108	-0.151	0.05	-0.074
SPORT	0.063	0.585	0.436	0.212	-0.381	0.006	0.008	-0.033	-0.186	0.101	0.042	0.097	0.037
CIGDAY	-0.044	0.569	-0.065	0.061	-0.031	-0.139	0.195	-0.213	0.248	0.152	-0.239	-0.092	0.097
EATHEALT	0.139	0.537	0.214	-0.083	-0.033	0.131	-0.18	-0.053	0.331	-0.089	0.106	-0.175	-0.176
HEALTHG	0.224	0.535	0.047	0.124	0.035	0.175	0.087	-0.104	0.065	-0.284	0.17	-0.12	-0.085
EXERCISE	0.076	0.519	0.374	0.194	-0.292	0.023	0.05	-0.03	-0.323	0.185	0.16	0.215	-0.011
TITLE	-0.047	0.071	-0.72	0.328	-0.004	0.236	-0.155	-0.235	-0.233	0.166	0.164	0.133	-0.086
LENGTHH	-0.009	0.09	-0.713	0.338	0.009	0.188	-0.09	-0.206	-0.256	0.17	0.167	0.121	-0.205
PUBDRUN	0.125	-0.321	0.47	0.545	0.023	-0.008	0.072	-0.069	0.123	0.014	0.07	-0.01	-0.104
DRINKLIM	0.008	-0.407	0.34	0.519	0.022	0.048	-0.053	0.001	0.119	0.032	-0.079	0.079	0.062
PUB2	0.178	-0.402	0.323	0.493	0.104	0.025	-0.039	-0.166	0.159	0.084	0.092	-0.038	-0.005
HUNGOVE	0.158	0.18	-0.149	-0.454	0.016	-0.04	0.289	-0.028	-0.053	0.181	0.091	-0.351	0.093
SOCIAL	0.431	-0.108	0.182	0.441	0.097	0.169	0.272	0.071	0.056	-0.053	0.046	-0.092	-0.074
AMBITIOU	0.384	0.144	0.087	-0.093	0.429	-0.221	0.138	-0.295	-0.208	-0.106	0.14	0.243	0.085
GOHOME	-0.17	0.327	-0.347	-0.187	0.37	0.102	-0.054	-0.109	0.331	-0.118	-0.2	0.113	-0.147
MONMOT	0.266	0.015	0.162	-0.054	0.305	-0.521	0.096	-0.288	-0.035	-0.115	0.087	0.216	-0.274
RELIMP	0.36	0.098	-0.018	0.135	-0.038	0.418	0.09	-0.089	0.178	-0.324	0.371	0.101	0.144
ABILITY	0.279	-0.018	0.305	-0.104	0.366	0.412	-0.153	-0.103	-0.269	-0.123	-0.174	0.008	0.211
STAYLATE	0.197	-0.059	-0.106	-0.051	0.137	0.018	0.565	0.119	0.125	0.373	0.136	0.12	0.323
EFFECTIV	-0.038	0.099	-0.155	0.104	-0.013	0.2	0.484	-0.041	-0.092	-0.409	-0.007	-0.035	0.124
ABSENCE	0.075	-0.006	-0.041	0.082	-0.015	-0.329	-0.184	0.092	-0.291	-0.139	0.427	-0.506	0.146
LOCAT	-0.177	0.297	-0.006	0.146	0.074	-0.212	-0.366	0.264	0.075	0.173	0.092	0.184	0.455

Extraction Method: Principal Component Analysis.

a 13 components extracted.

Appendix IId - Component Matrix for study 2: Rotated solution(a)

	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
MNGMOT	0.84	0.026	-0.053	0.024	-0.022	0.035	-0.013	0.043	0.034	0.022	-0.022	0.01	0.037
DIFMNG	-0.82	-0.03	0.102	0.005	0.07	-0.075	-0.073	-0.014	0.158	0.207	0.05	0.129	-0.065
RESMNG	0.804	0.056	-0.099	0.002	0.131	0.061	0.079	-0.044	0.158	0.037	-0.107	-0.011	0.035
EFFMNGR	0.726	0.051	-0.037	0.059	0.305	-0.157	0.067	0.159	0.063	0.197	0.034	-0.074	0.077
ENJOYEN	0.556	0.112	-0.124	0.009	0.402	0.104	0.052	0.059	-0.015	-0.163	0.041	0.316	-0.009
ENVMOT	0.55	0.064	-0.134	0.013	0.088	0.262	0.079	0.089	0.155	-0.167	0.136	0.261	-0.035
EFFOFR	0.495	-0.046	-0.148	0.027	0.35	-0.249	0.065	0.28	0.195	0.159	0.171	-0.005	-0.068
PUBDRUN	0.019	0.799	0.036	0.071	0.07	-0.036	-0.112	0.058	0.025	-0.095	0.004	-0.021	0.033
PUB2	0.108	0.751	0.059	-0.083	-0.048	0.05	-0.01	0.053	0.03	-0.113	0.104	0.042	0.052
DRINKLIM	0.029	0.737	0.023	-0.054	-0.037	0.037	-0.072	-0.085	-0.114	0.089	0.023	-0.03	-0.057
SOCIAL	0.256	0.503	0.018	0.044	0.357	0.079	-0.012	-0.001	0.207	-0.122	-0.164	0.153	0.014
HUNGOVE	0.052	-0.486	0.042	-0.008	0.083	0.034	-0.13	-0.008	0.041	-0.337	-0.005	0.35	0.208
SALARY	-0.265	0.024	0.783	0.01	0.059	-0.052	0.11	-0.126	-0.037	0.105	-0.03	-0.034	0.054
COMM	-0.287	0.133	0.77	-0.054	-0.037	-0.045	0.057	0.087	-0.049	0.07	-0.022	-0.007	-0.052
RESP	-0.31	0.07	0.638	-0.074	-0.203	0.066	0.147	0.07	0.098	0.241	-0.027	0.004	0.15
CIGDAY	0.208	-0.256	0.485	0.379	-0.124	-0.105	-0.099	0.004	0.031	-0.092	-0.071	0.112	-0.216
OCCUPAT	-0.297	0.036	0.336	0.211	-0.013	-0.271	0.167	-0.204	-0.133	0.254	-0.035	-0.003	0.064
SPORT	0.026	0.058	-0.038	0.873	-0.008	0.013	-0.066	-0.022	0.051	0.056	-0.028	-0.049	0.063
EXERCISE	-0.07	0.063	-0.112	0.833	0.065	0.044	0.103	0.085	0.008	0.063	-0.008	0.049	0.083
EFFHEALT	0.1	-0.147	0.128	0.76	0.04	0.02	-0.155	-0.057	0.204	-0.016	0.069	-0.072	-0.208
PARTOFF	0.346	0.024	-0.073	0.032	0.748	0.185	-0.005	0.13	0	-0.042	0.036	0.168	-0.011
PARTEAM	0.372	0	-0.055	0.066	0.742	0.154	-0.028	0.098	0.032	-0.026	-0.016	0.02	0.08
ABILITY	0.01	0.092	-0.1	-0.008	0.07	0.797	-0.083	0.027	0.114	-0.002	0	-0.029	-0.033
CONFIDEN	0.259	-0.053	0.034	0.123	0.155	0.738	-0.037	0.273	-0.043	-0.009	0.045	-0.002	-0.025
TITLE	0.131	-0.099	0.118	-0.067	-0.063	-0.034	0.915	-0.114	0.004	0.035	-0.029	-0.012	-0.009
LENGTHH	0.124	-0.098	0.124	-0.047	0.055	-0.091	0.914	-0.058	0.001	-0.02	-0.036	-0.028	-0.013
MONMOT	0.077	0.073	0.04	0.005	0.085	-0.053	-0.075	0.795	-0.047	-0.164	0.032	-0.09	-0.032
AMBITIOU	0.136	-0.037	0.011	0.056	0.044	0.333	0.051	0.695	0.055	-0.038	-0.101	0.159	0.032
PROMOT	0.246	-0.037	-0.082	-0.037	0.087	0.099	-0.172	0.647	0.094	0.089	0.155	0.097	0.095
RELIMP	0.211	0.167	-0.227	0.041	-0.075	0.128	0.14	0.001	0.627	0.038	-0.264	0.158	0.006
EATHEALT	0.085	-0.151	0.143	0.343	-0.012	-0.016	-0.196	-0.008	0.564	-0.089	0.203	-0.165	-0.052
HEALTHG	0.16	-0.093	0.148	0.333	0.109	0.076	0.033	0.087	0.536	-0.056	-0.211	-0.09	0.048
ENJOYWK	0.382	0.052	-0.235	-0.179	0.249	0.157	0.025	0.076	0.409	0.027	0.285	0.203	-0.058
LOCAT	0.059	-0.074	0.198	0.196	-0.218	-0.006	-0.016	-0.009	-0.063	0.665	0.264	0.121	0.123
FLEXIB	-0.341	-0.058	0.271	-0.017	0.12	-0.049	0.058	-0.153	-0.056	0.587	-0.262	-0.197	-0.117
RELMNG	-0.488	-0.122	0.24	-0.084	0.059	-0.046	-0.065	-0.157	0.035	0.568	-0.189	-0.118	0.009
EFFECTIV	0.006	-0.055	0.048	-0.018	0.074	0.042	0.045	-0.062	0.151	-0.029	-0.682	0.079	-0.019
PRODUCT	0.216	0.119	-0.068	-0.09	0.191	0.396	0.069	-0.031	0.114	-0.02	0.471	0.061	-0.141
CONTROL	0.026	-0.061	-0.036	0.065	0.236	0.346	-0.115	0.023	0.329	-0.148	0.445	-0.044	0.213
STAYLATE	0.07	0.004	0.024	-0.048	0.109	-0.036	-0.021	0.052	-0.057	-0.015	-0.114	0.809	-0.081
LOYALHM	0.335	-0.124	-0.274	-0.064	0.148	0.042	-0.032	0.146	0.348	-0.009	0.254	0.461	-0.064
ABSENCE	0.117	-0.043	0.061	-0.048	0.028	-0.062	0.001	0.07	0.033	0.036	0.019	-0.097	0.828
GOHOME	-0.035	-0.399	0.374	-0.198	-0.044	0.025	0.091	0.098	0.269	0.075	0.019	-0.112	-0.448

Extraction Method: Principal Component Analysis. Rotation Method: Quartimax with Kaiser Normalization.

a Rotation converged in 10 iterations.

Appendix IIe: Variables included in PCA Study II

Variable	Abbreviated variable label
Enjoyment of work	enjoywk
Finds the environment motivational	envmot
Finds management motivational	mngmot
Finds money motivational	monmot
Finds the prospect of promotion motivational	promot
Believes efforts are recognised by the office	effofr
Believes efforts are recognised by the manager	effmngr
Feels loyal the to company	loyalhm
Has a good degree of control over working schedule	control
Is generally productive at work	product
Could be more effective at work	effectiv
Believes to possess the ability to do well	ability
Is confident in success over coming year	confiden
Regards self as ambitious	ambitiou
Enjoys the office environment	enjoyenv
Feels part of the team	parteam
Feels part of the office	partoff
Socialises with colleagues outside of working hours	social
Regards relationships with colleagues as important	relimp
Has respect for management	resmng
Considers leaving for higher commission	comm
Considers leaving for higher salary	salary
Considers leaving for more responsibility	resp
Considers leaving for more relaxed management	relmng
Considers leaving for greater flexibility	flexib
Considers leaving for a different occupation	occupat
Considers leaving for a different location	locat
Considers leaving for a different manager	difmng
Alleviates stress with sport/exercise	sport
Alleviates stress by going to pub for a couple of drinks	pub2
Alleviates stress by going to the pub to get drunk	pubdrunk
Alleviates stress by going straight home after work	gohome
Alleviates stress by staying late to catch up on work	staylate
Makes efforts to lead a healthy lifestyle	effhealt
Consumes a healthy diet	eathealt
Drinks more than the recommended limit of alcohol	drinklim
Goes into work feeling hungover	hungover
Cigarette consumption	cigday
Health is generally good	healthgd
Number of days absent due to illness over past year	absence
Frequency of aerobic exercise	exercise
Employment duration	lengthhm
Level of seniority	title

APPENDIX IIIa-f

6th January 2004.

Dear

As part of research being conducted within RC, I am required to conduct various interviews with RC employees. The content of the interviews will be entirely confidential, with neither RC nor City University having access to named individuals participating. With this in mind, it is hoped that you will feel able to contribute an honest and open response to the areas covered.

The interviews will explore components identified in previous research conducted, however there will be no need to adhere rigidly to this criteria in the discussion. The areas you choose to discuss at this stage are flexible, however prompts will be given to guide you as you progress through the interview. Any comments you have may prove to be extremely valuable to overall research objectives.

It would be helpful if you could take a moment to consider the following areas beforehand:

- General occupational health – including stress levels, role satisfaction/ambiguity/autonomy and aspirations, workplace integration, workplace culture, or any other areas you feel are relevant to your own or others' occupational health.
- Motivation – what it means to you, what fosters motivation and how important it is to your performance.
- Performance/productivity self-assessment – how you would rate yourself on these aspects, what would optimise performance/productivity.
- Health awareness and behaviours – including stress, health concerns and beliefs, relevance of health upon occupational success/satisfaction, impact of occupational health upon health generally.
- Social occupational culture – relevance and impact upon work performance and satisfaction – including drinking culture, social integration, career progression.

I thank you in advance for your time. Just a formality, but necessary - can you please sign the attached form to acknowledge that you are happy to participate.

Thanks

Anna

Participant acknowledgement form

I am willing to participate in the individual interviews on the date agreed. I am aware of the areas under study and that the information will be recorded and transcribed. I am aware that I am free to leave at any time and any information that I disclose will remain entirely confidential. I will not be identifiable to RC or to City University.

Signed……………………………………..   Date:…………………………...
(Participant signature)

Signed…………………………………….   Date:…………………………....
(Researcher signature)

Appendix IIIb

Qualitative interview 1: 13th October 2003

Name: DC
Gender: Male
Age: 38
Title: Regional Director
Duration of employment: 14 years

AK: If we look at enjoyment and motivation in the working environment, what does it mean to you to enjoy work?

DC: What do you mean? How important is it for me to enjoy work? Or how important for my team to enjoy work, or what actually comprises of work enjoyment?

AK: What comprises of work enjoyment for you?

DC: For me personally......(pause) erm well, its sort of multi-level really. On a personal level,...erm achieving targets, which in my case is sales targets ...erm, and if I achieve sales targets, that has a sort of erm... all encompassing joy-bringer. Having said that, on a micro scale as opposed to a macro scale, what makes me enjoy my work? Seeing other people being successful ...erm without sounding too ...erm what's the word I'm looking for? ...altruistic - but seeing people like my subordinates like BC and RL [staff directly managed by DC], learning some of the skills that I've had to learn, and putting them in place and implementing them, and getting the results that when they're implemented correctly they should do...erm. Driving the business forward - I get a tremendous pleasure out of that. Expanding into new areas ...erm the bottom line is we are a very fee orientated organisation. Success is defined clearly for me by some very black and white key performance indicators - the prime one being the production of fees. It's clear to me I have a good month when I hit it, and I have bad month when I don't. So it's perceived from above, and therefore from myself, that I enjoy my job when I am successful and I find my job far more stressful when I'm not.

AK: So it's predominately achievement/success oriented, these are fundamental to your enjoyment.

DC: Yeah,... but saying that, there can be quite small things. I'm not at all saying that fees are the be all and end all, and by and large it's the company we're in. It's a large company, we are judged by our performance, and if that's right, then sometimes all the other little things that aren't right, pale into insignificance. Conversely, not hitting a target still doesn't mean I don't enjoy the job on a day-to-day basis 'cos there are things, so many things, that can be going well, and that you can change and influence and impact upon, to give me some enjoyment and satisfaction in my job.

AK: Right so I have taken the point about success and achievement. You say there are lots of other areas that contribute to your enjoyment. What are these areas?

DC: Well fundamentally, you see...a lot of people we employ are taken on without any skills relevant, well not relevant to the job...any previous experience of the job, so they are very raw in their skills. And you see people from day-to-day developing skills that they hadn't previously displayed or have had to learn, or they're perhaps naturally good at and they openly display. So people come through raw from college without any real life skills in terms

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of a work environment, and in a matter of years they can turn into highly successful intelligent business people. Erm...we are a big organisation, so generally whilst I don't see many people from day-to-day, and a lot of my contact with them is either through the management structure or over the 'phone, even through the management structure there's normally something good that has happened somewhere in my business during the day. I may not hear about it during the day, I might not see it, I might not know about it, but collectively at the end of the week or a month there is something good to come out of it. Conversely with 75 people and a high staff turnover there are lots of issues to deal with on a day-to-day basis. We're in a stressful environment; we work in a business where there is a lot of disharmony and poor levels of trust between cliental erm so we get into quite a lot of disputes with our clients and our applicants.

AK: So there's a satisfaction in developing your staff, resolving disputes and...

DC: I don't get it any more but I always did when I was on a section I used to get a real satisfaction for doing the job we are here for i.e. finding someone a temporary job, filling a clients vacancy, putting someone in a placement. I know that when I placed somebody, it gave me a real buzz, a genuine buzz.

AK: So again, doing well and doing your job well

DC: Yes I suppose it does come down to success, I don't think I'm particularly any more or less resilient to your average Joe in the street. You know, when I've had an average day I don't go away thinking 'still I've really enjoyed my job today, aren't I lucky'. I think some days can be mundane, some days can be bad, you could have dealt with 20 issues and 15 of them could have gone the wrong way. Erm... I suppose the other thing that gives me enjoyment in my job is the fact that by and large I have a huge degree of autonomy. My manager, I don't want to create the impression that we don't talk, but I see my manager formally once a month for a one-to-one meeting, and in between times I do what I deem necessary to achieve the business. I have a lot of autonomy ...erm I have a lot of freedom and I have a lot of trust I believe from my managers, so I can come and go as I please, so long as I don't abuse this trust, I have a fairly healthy relationship with SC my Manager, I think there is an element of mutual respect erm...(pause) and I think the other reason that I enjoy my job is that it's a very familiar environment for me. I've been there for 15 years, and in the sales industry that's quite a long time to be in one environment... and so I am comfortable dealing with the Senior Personnel within the business and the decision makers within the business, and I'm sure that I can voice my opinion and sometimes things will get noticed and sometimes they wont. I have the same frustrations as probably most employees do, and equally find that quite frequently decisions are made above me that I don't get input into, that I would like to. But by and large, I run my own shop and I'm given the freedom to do so.

AK: What about motivation?

DC: What motivates me personally?

AK: What do you find motivating? What does motivation mean to you?

DC: What do I find motivating? Erm... well for me now the motivation to do this job well is that I feel it gives me ...erm the best opportunity that I can expect to have some of the material elements of life in terms of income a decent place to live, a good quality standard of living, so on the material side it gives me that. On the non-material side, on the cerebral side, it gives me enough challenge that I know I get stretched in my capabilities. I basically think that there is an element that if I do the job well and am successful and work hard, I will be rewarded. And I don't just mean financially, I mean in the long-term, and in the career opportunity and in the respect from within my peer group erm... I say status, I'm not quite so

hung-up on status particularly, but it's nice to be recognised for doing a good job, and I think whilst my boss is not the kind of person to pick up the 'phone and say 'I think you did a really good job last month' very frequently erm... the sort of unspoken praise – if there's such a thing? But he doesn't give me a very hard time when things don't go well, and he is very supportive when things don't go very well. So when things go well, that's what he expects, so I don't get a lot of pressure from that, but I don't mind that environment, you know, I think there's an acceptance that when you do the job well not a lot is said, it's when you are not doing the job very well when a lot gets said. So there's a sort of respect that if you're doing your job well, we'll leave you to get on with it. So motivation, I like the fact that SC lets me get on with it, so the more I have to interact with him, generally means the worse I'm doing 'cos I'm having to go to him for help or he's having to intervene to instigate some change to stop some poor performance. What else motivates me erm...(pause) well I'm not motivated all the time, I think if I'm motivated 15 days out of 20, that's a good month. If I'm motivated less than 12 days out of 20, that's a bad month and that's a worry, and there have been times when my motivation levels have dipped, but they coincided with when business isn't going very well.

AK: Right so again success/achievement - when things are going badly, it depletes your motivation.

DC: It certainly draws on the well of motivational will power...(pause) there have been... last year I didn't have a particularly good year, and there were times where I genuinely questioned whether I had the full motivation to do the job, but I think it's a job that you have to be reasonably resilient towards, and when poor times are there you have to keep going, and I was questioning my motivation through that.

AK: And at that point, what fuelled the increase in motivation?
When you had that dip and then it increased, what had changed?

DC: Well I had a bit of a mental shift to a degree...well first of all I suppose there was a physical changes insofar as I had a change in responsibilities, so I had less offices and geography to cover, which gave me some scope to spend more time in less places. Secondly, in my change of responsibilities, I had something new to be doing...a sort of new ball to balance on my nose – and it's always nice to have a new challenge, something different - so that's rather refreshing. ...And I suppose it all changed, it was the end of our financial year, so we started from scratch and it was a question of 'right that's done, we can't change it, we might as well see what we can do now'. I suppose there was an element of a mental change for me as well. I'd been getting further and further pushed down and marred by a sequence of disappointing, not bad, but disappointing results erm... and it becomes a bit of a vicious circle. Erm... a change of responsibilities and a new start for the first period [new financial year].

AK: Right. What aspects do you respect in management?

DC: Honesty, integrity, diplomacy, decisiveness.........(pause) personally I would like to think that any line management has some element of pastoral care to their charges...(pause) and erm... dedication I think.

AK: And do you feel those elements are present in your current manager?

DC: In my current manager?

AK: Yes.

DC: Which manager?

AK: Your manager... that manages you – SC.

DC: Oh I see, sorry ...yes by and large. I think SC is well known for changing his mind, so I think that can be hugely frustrating at times, so he will say one thing one day and change his mind the next, but I think the guy has... he gets pulled tremendously by some very persuasive subordinates, all of whom have our own personal arguments, and all of whom are skilled at putting across their perspective. Erm... sometimes I am frustrated that he will have all the subordinates in one room and he is called upon to make a decision, and he doesn't. I find that hugely frustrating, but by and large.

AK: So his indecision is frustrating, but by and large he has those qualities.

DC: His indecision is frustrating erm... can be frustrating, but other than that by and large I have a lot of respect for him.

AK: What are the helpful and unhelpful characteristics of a manager? It can either relate to your own experience as a manage or your experience of being managed.

DC: Unhelpful or helpful. I'm sure it will be easier to do the unhelpful element, which probably tells a tale in itself doesn't it. Well, inconsistency erm... aggressive management style, of which I did display myself for years, but I think there is an element of, you know, a generational element and inherited element. We had a very aggressive management style from the top down for years, and so our management style was learnt from that. And mine was aggressive, hyper, quite reactive, very demonstrative, and being a demonstrative manner is not necessary a bad thing, and quite often the aggression was dressed-up as passion, and again I would like to see – I think passion in a manager is a great thing, but I think it needs to be controlled passion erm... and we were also very, myself included, we were very one-dimensional management in our management techniques and style, erm... in the last few years, fortunately we all recognise that that was rather an achronistic style of management and it shouldn't...doesn't really have a place in a 21st century plc.. That's not to say that it still doesn't happen erm... and was it unhelpful at the time? Well to a degree it wasn't unhelpful, that style of management suits some and doesn't suit others. It suited me at the time, and by the way I was managed, it doesn't mean to say that I necessarily enjoyed it, but from a personal level I was quite lazy and needed somebody to boot me.

AK: And with regard to the positive aspects, what did you find helpful? What do you personally respond well to?

DC: erm...........(pause) well I think it s difficult to say, whether I'm talking about... it's difficult to talk about one's own management style being helpful, without sounding too conceited, but I would like to think that my management style...

AK: Either your own [management style], or what you have experienced or found helpful from your manager.

DC: Well, from my management, I have a relationship with my manager that I know that if I need help, I can call on it, and I will get support and advice, and it will be given to me constructively, rationally, generally extremely calmly erm... and the experience I've had is by and large the advice, support and direction that I've been given has proved to be successful and good and accurate and positive. I generally find that management support and management criticism is always given positively. I think my management style has learnt from that, whereas in the past I would have been very quick to praise, but I would have also been very quick to bollock. Whereas now I think I am more even-tempered and more even-minded. Where I probably don't give as much praise as I could, but equally I don't loose my

temper at issues that don't need my temper losing over erm… I think I give consideration now to my staff, and their well-being and their personal issues, far beyond anything that I experienced at a junior level and I don't think that's a bad thing. I think striking a balance would be difficult because there is always a question of a – treating people differently – the difficulty of striking a balance of consistency in management, whilst managing different styles and managing different motivational aspects of people, and that's one of the hardest things I find (a) to do myself and (b) to impart to my middle management erm… that there's more than one way to skin a cat erm… and that, to be honest, has been my medium term and continues to be my medium and long-term goal to get a management team that is more flexible in it's ability to handle issues than it has been in the last 10 years.

AK: What does integration mean to you - integration within the work place?

DC: Erm…(pause) integration of what?

AK: It could be anything, social integration, how you identify with the work place, how you feel you fit into the culture of the work place.

DC: Right okay… what is it? Well I suppose…(pause) people will feel integrated in the work place if there is a clear, visible and common objective that everybody needs to achieve. So breaking it down to a base level, trainee consultants need to do certain elements of the job which can be repetitive or difficult, or I suppose sometimes boring, they need to do it to get the whole rounded essence of the job. Unless that is then explained to them as to why it needs to be done, and what the benefits are, and the techniques of how to do it, and how to alleviate some of the tedium and why it is important, then they're not necessary going to do it. And I think that's where conflict happens, and that's why I've got a medium and long-term objective for my management, to get them to understand that…by and large our managers are successful consultants in the first place, so they do the job relatively well, so they don't need geeing up to do the basic fundamentals of job, their management techniques is a different situation. I think some of my managers find it extremely difficult to understand why some of the consultants either don't do things or struggle to do things well, because they're perfectly capable of it themselves. Erm… so I think we alienate quite a lot of people, and there's a lack of integration within the group en masse, because we're not very good at communicating our aims and objectives.

AK: And speaking personally, what does integration mean to you?

DC: Integration to me means… I mean I'm in a position of seniority, and I'm automonous enough where I don't need to integrate with other people 'cos I run a business on my own, so it's not me integrating upwards or sideways with my peer group, its me, I run a separate business, effectively, and I need to get people to integrate within that. Erm…. I've worked together with my peers for years, so I integrate with them on a business level without any problems at all, on a social level we either like each other or we don't – there's nobody that I avoid, so the integration, on a social level of integration, it's not an issue. At a more junior level, I think we've got some impending problems over the next 5 to 10 years if we continue to recruit in the style of people that we recruit, because we're going to have a management team that's aged between 35 and 45, and a team that works for us that's aged between 21 and 22, and have less and less in common with one another, and less in shared personal goals and social goals, and there will become a greater divide, and I think that's a serious issue erm… that we are going to have to address. I'm rambling a bit now…

AK: Well, don't ramble, there's no need. Erm… what about integrating into the culture, you say that you are very familiar with the culture, do you think that this has helped you to integrate.

DC: Well, I think [HPS] thinks it has a very strong culture, and I think it does actually have a relatively strong culture, but it is becoming diluted as we become a bigger organisation, so the close knit team-spirit and community that was very apparent when I joined 15 years ago when we had 50 people in the company, it's now 900 people and I think fairly naturally you get erm… a dilution of any team-spirit. And as you get bigger, and because we're very competitive erm you get cliques within that organisation. Now the cliques might be quite clearly defined, like different regions or different offices erm… but inevitably when you get a small organisation organically grown erm… the culture of the organisation is shaped very much by some strong-willed individuals, and they may not all be having the same personality and characteristics… So, I think the culture of [HPS] has been very heavily diluted, and I think we still kid ourselves that we are a very big happy family team. And certainly at senior management and board level, there's still a view that if you work for [HPS], you're proud to work for [HPS]. Not exclusively, and I think that has… we've deluded ourselves that people come to work for us and are ecstatic just to have the name [HPS] on their business card.

AK: Okay…(pause) What does loyalty mean to you? Do you feel loyal towards your company?

DC: Yes.

AK: What fosters that loyalty?

DC: Erm…a belief that I work in a pretty good environment, that I'm reasonably well rewarded, and I'm reasonably well respected. That my opinion counts and matters erm… that the job that we do, whilst it isn't perfect, it's a sign of the organisation we are, that we're probably better than anybody else in our field, but that's not to acknowledge that we haven't got things we need to do better at. I wouldn't feel comfortable working in the same field for another organisation because I don't think there is anybody who can do it better than us. Having said that, I haven't been… over the years I've been moved to question whether I'm in the right place, but I genuinely think that there's a… in this environment… it's quite hard to lose your job at a senior level in this company because the board recognises ones talents, and you can be redirected if things aren't going well. So, for me, I've had a tough time, but I've had a lot of loyalty to stay by my management towards me, and I feel that that needs to be reciprocated. Equally I feel I've done a good job for them over the years. So, I do think loyalty's important, and I don't think it's a very common trait in employees these days.

AK: What is it that has depleted your loyalty at times when you have been considering leaving?

DC: I haven't, because I've a very strong opinion of what loyalty is. You are either loyal or you are not. So I don't think you can have degrees of loyalty. So when you say what depletes it, I've never been less loyal because I've never left. But I have questioned whether I'm in the right place at times, but generally relatively fleeting, by which I am not talking about months on end, of questioning whether I should be here.

AK: And are those questions based upon your perceived inadequacies of the company, or inadequacies of yourself – that make you feel you can't get adequate rewards from your work

DC: Well that's interesting. Erm…(pause) I think, erm I think that the, I don't know if it's conscious decision or not from a board level, but I think that the board treads a very fine line at senior management, between adequately rewarding people for doing the job they're doing, and knowing that the jobs that people do, they couldn't get better ones elsewhere at that level. I think they tread a very fine line on that. A lot of the added incentives of working for the company have been gradually eroded erm… to the point that they don't exist anymore, and I

think if we are talking about pure financial rewards, I think market-wise we are underpaid. Having said that, I'm not badly paid.

AK: Right.

DC: But I appreciate I'm talking about pay and you are talking about other elements, that is just one element.

AK: Okay. What does it mean to you to lead a healthy lifestyle.

DC: Mmm... what does it mean to me?

AK: Is it important to you?

DC: I think for years its one of those wish list things that I would love to do, but have never done much about, so what does it mean? It means a lot more to me now than it did. What did it mean? Not very much.

AK: Ok. What does it mean to you?

DC: What does it mean now? Erm... It means significantly more to me than it ever has done, in as much that I do know that the job that I do can be demanding and stressful, and that I have to manage that level of stress, or it will make me ill. And if I'm ill, I don't work well and I'm unhappy and I'm not effective, well not as effective as I can be. So what does it mean, it means a fair bit to me, but having said that....(pause) I'm probably still not as attentive to my health as I should be.

AK: You've implied in what you've said that leading a healthy lifestyle contributes to your ability to perform your job well, plus your achievements, is that the core of leading a healthy lifestyle? Is that the main reason?

DC: Hmm....(pause) So are you asking me, is leading a healthy lifestyle important to you so you can do your job well?

AK: Yes, you have indicated that.

DC: It's a drive, but it's not the be all and end all, no.

AK: Okay. What else does 'leading a healthy lifestyle' mean to you?

DC: Erm... I don't mean to be obtuse here, but it means not being ill, nobody enjoys being ill.

AK: Is that what it means to you? Is that what health to you means - absence of illness?

DC: Yeah

AK: Right.

DC: (Pause)...Well, I don't think about health, thinking I must be healthy for health's sake, I think I ought to be healthy to lead a physically, mentally and emotionally rewarding life. And if one isn't healthy, by definition it means one is unhealthy, and being unhealthy increases your likelihood to be ill, incapacitated to do things that I enjoy, and that's not to say that I enjoy doing lots of physical things, but I enjoy waking up in the morning feeling good as opposed to waking up in the morning feeling poorly, and enjoy being able to do my job

without feeling dozy by mid afternoon 'cos I'm tired because I'm unhealthy. I enjoy being able to go home in the evening and not... feeling low.

AK: What are the positive health behaviours that you engage in, and what are the negative? How do you look after yourself, and what are the detrimental health behaviours?

DC: I don't do as much exercise as I know should do

AK: How much exercise?

DC: Oh....(pause) not a lot. I couldn't be specific, but it's not frequent

AK: Okay.

DC: (Pause) I think I've got the knowledge of the benefits of being healthy, but I haven't got... I don't do as much as I should do.

AK: Okay. So what else do you do? You don't do much exercise, but can't put a figure on how much you do a week.

DC: The efforts I've made to improve my health have been to reduce the negative things, rather than doing a lot of positive things. So, I've stopped smoking, I've reduced the amount I drink, I eat more healthily than I did. I don't go out drinking during the week frequently, like I use to, I use to be out drinking 3-4 sometimes even 5 nights a week and I don't do that anymore, because I know I can't hack it anymore apart from anything else.

AK: Right so it's a combination - your body can't...

DC: I don't have the motivation to do it; I don't enjoy it as much. I hate waking up with a hangover now, which I very, relatively very infrequently do. I'm glad I've stopped smoking, I feel better for that.

AK: And your diet. Do you make a concerted effort to incorporate the recommended daily portions of fruit and vegetables, is it something that you're aware of?

DC: I am very aware of it, largely because of the interest and knowledge of my partner erm... I do make a concerted effort, but I'm not as disciplined as I could be. But I'm immeasurably better than I was, even 5 years ago, certainly 10 years ago. I don't eat junk food anymore. I'm not saying that I don't indulge in food that isn't always that healthy, but I don't nip to McDonalds, I don't live off fried food.

AK: So you've made improvements in your overall lifestyle.

DC: I've made improvements.

AK: The main benefits, if I can just clarify, is that you feel better physically.

DC: Erm... yes I do, the main benefit is that I know if I'd carried on the way I had carried on, I was in danger of putting my body under serious risk

AK: Right. You've avoided that risk and felt better.

DC: Yeah... as I say, I think my changes in health, in my attitudes towards health elements have been (a) largely driven by an external force, i.e. my partner and (b) by the

realisation that my lifestyle isn't good for me. I reiterate, I can't say that I do massive of things positively i.e. lots of exercise, but I have cut out a lot of the bad things I did.

AK: Right.

DC: Personally, I see it as a period of change that takes a little while.

AK: Right.

DC: 15 / 20 years of abusing your body, and its difficult to change over night.

AK: How do you cope with stress? Do you get stressed?

DC: Not very well! I'd like to think that I do, but I don't. I have an extremely stressful job, so on a day-to-day level I can cope with it fine, but in the greater scheme of things, I have an extremely stressful job, and sometimes I don't cope with it very well. It makes me angry, short tempered, it makes me take my work home with me, which isn't healthy, and sometimes I do get erm… panicky is the wrong word, but irrational about the level of stress that I'm put under. Not that frequently, and less these days than I use to. I do think I cope with stress better than I use to. There's a slightly more… element of, so be it. But that doesn't mean that I still don't get stressed or take stress seriously, but I'm not sure I manage it as well as I could.

AK: Do you have a way of managing stress? Do you try to manage it in anyway, or do you just react?

DC: I can be quite reactive to it. Erm… and I can let it get the better of me at times, on occasions. But I actually think, internally, I manage it internally, I don't verbalise my issues in stress in the same manner I use to. I use to be very emotive and reactive, and let anybody and everybody know around me how I felt about things, and quite often that could be very aggressively verbalised, and now whilst I'm not saying for a minute that I don't lapse into that on occasions, erm… I tend to take a lot more deep breaths before I expostulate. And for me, have I managed it? There's no other way… well I'm sure there are… but for me, there's no other way than taking a deep breath and saying 'wait a minute, hold on, calm down, think about it'.

AK: That's in the stressful situation.

DC: Yes.

AK: So, after a particularly stressful day, what would be your first impulse to do, in order to help yourself relax and unwind?

DC: Have a drink, and it would have been up until 3 or 4 months ago, go and have a smoke. And I still, if I've had a particularly stressful day I would want to either go the pub, or go home and have a glass of wine at home.

AK: And is it generally a glass of wine and then you manage to relax, or do you tend to drink until you get drunk?

DC: Far, far less than I used to. I'm sure I could be reminded, but I can't remember the last time I went out and got drunk because of work-related stress. That doesn't mean I can't remember the last time I got drunk, but not because of stress.

AK: But you've been less stressed generally.

DC: I have been less stressed, and when I have been stressed my response hasn't been to go out and get drunk. Whereas when I was younger, it probably would have been.

AK: Right

DC: Not exclusively, but it frequently was. A way of coping with it.

AK: What other ways do you alleviate stress? Are there any? There may not be - I'm not pushing you.

DC: Erm….(pause) well I do talk about stressful situations at work a lot at home, which I often find useful, sometimes useful just to verbalise it and metaphorically get it off your chest. Sometimes because I can get some useful feedback and ideas and ways to manage stress from my partner erm… (pause) how else do I manage stress?
I'm just thinking if there are any others…(pause) I've got 1 or 2 people at work that I consider close friends as well as colleagues that I quite frequently talk to them about it either in a work environment or a more social environment - that helps. I don't really think there are any other ways, but I'm conscious that I make it sound like I cope with stress by having a drink, and I do... but I wouldn't say that's the way I manage stress. On a daily basis I've never had a drink at work, so (laughs) but erm…

AK: Would exercise ever be a way of alleviating stress for you?

DC: No, I don't manage it that way, no.

AK: How much alcohol do you drink, each week?

DC: (Pause) 30 to 40 units, at a guess.

AK: And how is that distributed through the week?

DC: Erm………(pause) well these days I tend to make a conscious effort to have days where I don't have any alcohol, whereas I've lived a lifestyle in the past where a day without alcohol was either a Sunday or a rarity. Erm… and these days I have between 2 and…stretching it a bit here…4 days a week where I don't have alcohol.

AK: Right. Is that a concerted effort, or is it because you do not feel like it?

DC: Erm… a bit of both. Sometimes I think I'd like to go home and have a drink, but I think, well I won't, because this will be one of those days when I don't, so it is a concerted effort not to. You know, it becomes slightly more habitual. It was habitual for me to have a drink, now it's becoming less habitual to have a drink after work. So, there are days now where I don't have a drink and don't think about not having a drink. Whereas, when I do have one I think 'oh, that's the first time I've had a drink since ooh crickey…' now that might only be a day or 2 days, but that's a fairly big change in a lifestyle of 15 or 20 years of daily drinking. So erm… my alcohol tolerance level is probably lower now than it use to be, so I have to drink less these days to get drunk, so I do drink less, but it does mean that I probably get drunk a bit easier, if that makes sense.

AK: Why do you drink? What are the benefits of drinking for you?

DC: Well, a lot of it is a social element, erm…(pause) if I drink at home, well we've touched on it haven't we. I don't have a glass of wine at home because I'm stressed, sometimes I have a glass of wine because I like the taste of a glass of wine, and it goes well with a meal, or it's nice to sit watching Eastenders with a glass of wine or erm… you know, I

enjoy the taste, and sometimes a glass of wine, a couple of glasses of wine, mellows and relaxes you and that doesn't mean mellows and relaxes from a state of stress, but from a normal stressed to just feeling relaxed.

AK: What else? What are the other benefits of alcohol? You've mentioned social benefits. Do you drink to get drunk?

DC: Not anymore. I can't remember the last time I went out specifically to get drunk. I genuinely, I can't think...(pause) it must be... I can't remember. I mean I used to, I didn't frequently used to go out specifically to go out to get drunk, but I would frequently go out knowing that I would be drinking all night, and the corollary of that would be that at the end of the night I'd be drunk erm... I genuinely can't remember the last time I... there must have been some time, but it doesn't leap to my mind. I went to a wedding recently, and you know weddings are big drinking days normally, aren't they? There's alcohol available from early in the afternoon through to late at night. I probably got drunk then, but I think I still drank a lot less than I would've done 10 to 15 years ago. For lots of reasons, one being because I know I can't cope with it, and because I get drunk and I don't want to wake up the next morning feeling dreadful. I don't want to act like a bloody fool in front of people, I feel that I need to act a little bit more responsibly erm... and I don't like getting drunk anymore, I don't particularly enjoy it. I don't think I'm a particularly nice drunk either, I can be a fairly annoying drunk, and I don't want to be. But largely I just don't really enjoy it. I love having a drink though, and I love going out, the best drink is when you go out for one with your mates, and you end up having 4 or 5 or 6 or something, but not getting paralytically drunk.

AK: That would be regarded as getting drunk according to some definitions. What would be your view of that?

DC: I've never really considered how you define drunk...(pause) I don't really know what you mean....(pause). Well, you alter your state of mind after one glass of wine, so if that's a definition then you're drunk after one glass of wine aren't you.

AK: Well, what you've suggested there would be classified as 'binge drinking' according to some definitions – 5 or 6 pints in an evening in that length of time.

DC: Well if that's classified as binge drinking, then yes, I am privy to binge drinking, and I don't think... I don't think that is.

AK: Right. How would you define it?

DC: Well, I can't specifically put a figure on it, because I think different people have different tolerance levels, so some people can have 3 glasses of wine and be quite drunk, their mood can change very dramatically. Some people can drink 2 bottles of wine, and you wouldn't notice a difference. So I think it's really difficult to put a figure on it. On a personal level, erm... I think sometimes it's got a lot to do with your mood though, hasn't it? And some physical things, like, you know, have you eaten? If you haven't eaten, then you can feel quite drunk after 2 glasses of wine.

AK: And mood?

DC: And mood erm... I've been in pubs or bars and had quite a lot to drink 6 or 7 or 8 pints, and felt perfectly fine. Conversely I've been to a bar where I have had 4 glasses of wine, and felt falling down drunk. Now, there could be some physical reasons for that, I hadn't eaten or whatever...or the pace that it was drunk at. But sometimes I think it can affect one differently. I don't know how we got down this route quite so far.

AK: Down what route?

DC: Definitions of drinking and drunkenness.

AK: Because drinking behaviour was a relevant component in the research.

DC: Okay.

AK: Do you think alcohol is detrimental to your performance in any way?

DC: It can be yeah. Is it currently in my current – erm… no.

AK: No.

DC: No, I don't think it is. It certainly use to be. I use to roll into work hung-over as hell, and there was a culture at work that it didn't matter how drunk you were the night before, or how much you drunk, you had to get into work. It didn't even matter if you sat doing no work, but you had to get into work. There was a sort of laddish, almost competitive, who could be the drunkest and still turn into work. And I joined in on that, but I don't do it anymore.

AK: Would you define yourself as ambitious?

DC: Yes.

AK: And how would you define ambition?

DC: Desire to be successful consistently.

AK: How confident are you about your success over the coming year?

DC: Very.

AK: Would you define yourself as quite confident in other areas?

DC: I personally think I have a reasonably healthy balance between confidence and erm…(pause) humility is the wrong word. What was the question again? Would I define myself as confident?

AK: Yes.

DC: Yes I would...yes I would… but I'm not without doubts and uncertainties in my own mind.

AK: What shapes your confidence in the work place?

DC: (Pause) I suppose there has to be an element of my position, but I am confident because whether it's… well meaning or genuine or not, people jump when I speak. People respect my decision making - again whether they agree with it or whether they really respect it, or whether they're doing it because I happen to be the boss, so I suppose that effects my confidence because I know that I'm in a position of relative authority. I have confidence in my ability to face issues that crop up from day-to-day. I don't think I've really ever come across an issue that has totally dumbfounded myself or the resources that are available to me, so I don't have a fear that I can't do the job, or I can't face issues that will crop up, even

though I don't know what they are now...erm and I have confidence that the infrastructure around me that I have is capable and competent, by and large.

AK: Is there any one aspect that you think could be changed to help you enjoy your job more and be more productive?

DC: Yes, we could as a company we create an awful lot of inter-regional boundaries, and we create an awful lot of red tape for ourselves. And whilst the competitive spirit that's been fostered in our organisation, has it's very positive benefits, I think that we've fostered it too far. I think that there's an element of distrust. We talked earlier, didn't we, about common goals, and I don't think we've got a common goal at many levels lower than the board. So yes, I think if we could have that common goal, we could remove some of that competitive element, I would be happier, because I'd spend less of my time fighting internal issues, and I could concentrate on doing more productive things, like instigating decent quality training programmes, like looking at our staff retention issue, like going out and doing some business development and speaking to our clients. I know that I'm a relatively professional, experienced face of the business, I'd like to go and speak to some Managing Directors and say 'we can do business with them'. Because I don't do a lot of that, we send out inexperienced, young people, who aren't capable of doing the job.

AK: If you had a particularly enjoyable day at work, what may have lead to that?

DC: Well it could be all manner of things...(pause) but again it would be largely driven by an achievement of some specific tasks.

AK: Success again, and achievement?

DC: Erm – not necessarily success. A good day can be when I come in with a list of 30 things to do and I do 25 of them. They might not be 'successful', they might be very tedious things. They might be, you know, sorting out a problem with a client, or it might be doing a disciplinary meeting with a consultant, you know, that's not 'enjoyable' or 'successful', but it's, you know, actually achieving something at the end of the day, and seeing something through from a beginning to an end.

AK: Okay. And what has been your motivation this week?

DC: Erm...(pause) bearing in mind I've been on holiday for 2 weeks, and I've just come back, so the last week I was at work what motivated me? Erm...it's a very clear and easy one. You know, we had a sales target to hit, and we hit it. It's a culmination of 4 weeks work, and we were successful in it. In fact, we were more than successful - we contributed to a Regional performance that was a best ever. So, it was achievement based, but erm... I have to be honest, I can't think of another thing.

AK: Fine, that's fine. Have you got any other comments that you'd like to make?

DC: No, I don't think so thanks.

AK: Okay. Thanks very much for your time.

Qualitative interview 2 - 19ᵗʰ November 2003

Name: OW
Gender: Female
Age: 29
Title: Manager
Duration of employment: 6 years

AK: What do you enjoy about work?

OW: I enjoy success, as in hitting my targets or beating them, and the kudos that goes with it. Erm… I enjoy (pause) I enjoy it when things are going well, when I am successful, and when my team members are doing well too because that reflects well on me.

AK: What do you mean by kudos?

OW: Recognition I think, erm… from my manager that I am a good manager and/or a good consultant.

AK: And why is that important to you?

OW: Erm because there's been an element of having to prove myself so that makes it more important, erm I think …(pause)

AK: What fed that belief that you needed to prove yourself?

OW: Well, having gone through a period of being under, I suppose scrutiny, and being questioned as to my ability; my fees were low, therefore I was put under a lot of pressure to perform and I think about a year ago I had a real feeling of thinking 'they don't think I want to be here', 'they think I'm anti-them' sort of thing, so I've had to prove myself against that, that they were wrong …. if that makes sense.

AK: Right.

OW: So it is even more important to have done it and to carry on having that.

AK: And what motivated that, why did you want to prove them wrong?

OW: Because if I didn't then I'd have probably lost my job or erm… I think there's an element of I had to do it a) to prove them wrong, and, what did you ask me again? Why did I have to do it?

AK: Yes, what motivated that drive to prove them wrong?

OW: Well it was, if I didn't do it I would have to leave for myself, as well as them putting so much pressure on me that they wanted me to leave as well.

AK: Right, so it was the threat of losing your job really.

OW: Yes.

AK: So enjoyment in work, from what you've said, basically is very closely linked to success?

OW: Yes.

AK: What other elements compile that or come into that?

OW: Erm, I think, I think enjoyment has a lot to do with, for me, doing work, doing things that are similar to my ability. When I'm not enjoying work it's because I think I'm doing work that I have done for the past six years that someone who has been here for a year could do. So having a variety of things to do, and having lots of things to do as well. If I'm... (pause) the more I have to do the better I work, so if there's less for me to do, the more bored I get, the more I think I'm being under-utilised, my skills are under utilised so...(pause)

AK: Right, so you need to feel adequately stretched and with an element of pressure in order for you to enjoy work?

OW: Yes.

AK: Anything else?

OW: (Pause) I think getting inspiration off people as well, erm...if (pause) how do I explain that? Erm...if my manager comes to talk to me and asks for new ideas for new stuff – new ideas, or encouragement, or tells me of what other people and offices are doing, I find that quite inspiring and therefore that motivates me and that will make me enjoy my job more.

AK: And you find it's the new ideas, and hearing what other people are doing in other offices, and the encouragement inspirational, and that you find motivational?

OW: Yes.

AK: What else do you find motivational?

OW: Erm... job security, erm, I think how my manager is...(pause).

AK: Sorry, why does job security help motivate you?

OW: Because if I'm not worried about the threat of losing my job, then a massive amount of pressure isn't there so I can work better without the stress.

AK: Even though you say you work better under a degree of pressure?

OW: It's not pressure as in 'I've got to get this done otherwise I'm going to get in trouble', it's more 'I've got lots of things to do', it's more filling my time versus being de-motivated by the thought of a ten hour day and I've got three tasks to do, brilliant, I'm going to have to spread those out the day sort of thing.

AK: Right, so it's motivating, not the threat of being in trouble or having your job at risk, but just having enough to do and feeling stretched again?

OW: Yes.

AK: So job security is motivational, what else is motivational?

OW: Erm, I think it depends on how my manager is, because if he...(pause). It's two things; it's how he is and how often he comes to see me or how regularly I have contact with him. So erm... how he is if he has a sit down with me one week and repeats what he said the week before talks about my consultants and not me, and there are no new issues to be

discussed, I just find that very boring and I just think 'well, that was a waste of time'. Also, what was the other point I made? Regularity. I didn't think I would, but I haven't seen him for a month and that has made me think 'why haven't you been to see me? Am I in trouble? Or am I not a priority for you?' Having gone from seeing him pretty much once a week for a while, and then to nothing – you know, the grass is greener you always think 'well, I want to see less of you' and then you see less of them and then you think 'actually what's wrong, I want to see more of you now', so it's getting the balance right of autonomy.

AK: And is it, is the reason that you would like to see more of him because of what he contributes to you and to your development, or because you interpret that as disinterest or you not being a priority?

OW: Erm…a bit of both, the fact that he is here means I am a priority, but it's also an opportunity for me to give feedback and get soundbite off someone else, you know, to bounce ideas off of him. He's the only one I ever report to, and you know, I could discuss it with my two 21-year-old trainees… So both points really.

AK: Okay. (Pause) What other aspects do you find motivational?

OW: Well, money isn't motivational, but it is demotivational when it's bad. I wouldn't say I'm motivated by it, but I feel demotivated when I'm not happy with what I'm earning.

AK: Right. So it's not an aspect that drives you or that you think about, that you strive towards?

OW: Well, I strive towards it in terms of bringing fees in.

AK: Right.

OW: But behind it I don't think 'wow, that's going to make me however much money'.

AK: Mmm…but it's demotivational if it's bad.

OW: Yeah definitely.

AK: Right okay. What about other aspects that you find motivational?

OW: Erm…promotion, either my promotion or my trainees' promotions.

AK: What is it about promotion that you find motivational?

OW: Recognition, recognition of doing well.

AK: What is it about recognition that is motivational, why do you want to be recognised?

OW: Erm, I think it is just proving myself again, erm to the division that you work in, word spreads quite quickly about who's been promoted, so it's letting other people know as well that - oh [OW] is doing well, she's been promoted.

AK: Right, so it's recognition from your management within your division and your colleagues, and company wide. How does that help you in your work, if you feel recognised?

OW: Erm…, I suppose it's the security side of it, job security erm… and I suppose on a day-to-day basis you think, 'well I've been promoted therefore I've been doing the right things, so I'll carry on doing the same things, in the same way.'

AK: What constitutes success to you, what contributes to success?

OW: Hitting target... and that's me and my team members. Erm..., and doing that consistently I think. What constitutes success? (Pause) Earning good money, and getting good rewards, there are always good incentives going on, and you know, being the one winning them, erm being on the top of the league tables.

AK: So again, recognition.

OW: Yeah, and I think recognition is probably more important to me, because there was a time when I didn't have it, maybe I just appreciate it more now.

AK: Right. What aspects do you respond well to from your managers?

OW: I respond really well when I'm asked for advice and asked for opinions, erm... trust, being trusted by them, erm..., and being liked I think, that's important, thinking that you are liked, erm... (pause).

AK: And is there is a personal component in that 'being liked', or do you feel that their favour towards you is fee-dependant?

OW: I think it's probably 85%-90% fee dependant, with my current manager, when I felt I wasn't liked by him, was when I wasn't producing the fees, so yeah, once I'm doing well again now, you know, things are much better on a personal level.

AK: What about from them, what is it helpful to have from them, in their management style?

OW: Erm... I don't know what you mean, give me an example.

AK: Do you need a degree of discipline exerted by your managers? Do you need adequate autonomy in the role permitted by your managers? I mean you've commented that you want your managers to trust you. What other managerial methods, techniques, styles would suit you?

OW: Erm..., I don't think I would respond well to discipline, I would find it restrictive and erm...threatening...erm...autonomy's important.

AK: What's threatening about discipline?

OW: (Pause) I think it's, I just don't think other people work well if they are being told they have to do this or else this is going to happen. Erm... I think you need a level of flexibility within a structure erm... I just find if someone is very disciplinarian I think it's not giving you autonomy, it's them telling you what to do and how to do it, rather than giving you the freedom to try it and see, or saying "why don't you try it this way", rather than "do it this way".

AK: Right, autonomy.

OW: Yeah.

AK: What does integration mean to you?

OW: In a work context?

AK: Yes.

OW: I don't know, we are integrated in terms of the office; the fact that we are a separate division and being treated as though we are not part of [company], that's not being integrated well. It could mean…(pause)

AK: Do you feel integrated in the company/ the office/ your team?

OW: Erm… I don't in the office because there's a new manager who very much treats us differently, like will have nights out without us, or erm will even refer to us as not being part of [company], erm… but then I think that I've got friendships with people in the office, that will always be there anyway regardless of the work set-up. So there's that. I think within the division I feel quite integrated… erm…

AK: What helps you feel integrated? When you come into work in the morning, do you feel comfortable and integrated, and what contributes to that?

OW: People say hello to me.

AK: So people are friendly.

OW: Yeah erm… (pause) that's it really, when I come in in the morning. Being part of decision making processes, and you know I'd get quite, not offended, but annoyed if I wasn't involved in things that effect my team.

AK: Okay. Do you feel loyal to your company?

OW: Erm… I do in that I wouldn't give out information to other companies erm… (pause) Yeah I suppose I do feel loyal, you know when I speak to clients and, you know, tell them the benefits of using [company], I do believe it. But that's not to say, that I don't think about leaving

AK: Right.

OW: I'm loyal in the sense that I've worked here for 6 years under some really trying circumstances and I'm still here, so I think that's good loyalty.

AK: What fosters that loyalty?

OW: I think the main factor is relationships with other people in the company. Erm… but I also think there is something in me, that I am a loyal person and maybe it's an institution thing, that I went to the same school for 10 years, that I'd rather stick with a company, than flit about between lots of them.

AK: You like the consistency.

OW: Yes.

AK: What does it mean to you, to lead a healthy lifestyle? What do you think that means?

OW: Healthy lifestyle would be going to the gym, not drinking too much, not smoking too much erm, eating well (pause) eating vegetables.

AK: Do you think you lead a healthy lifestyle?

OW: Yeah, I do at the minute, but I do go through stages of going to the gym. I just do things to excess, in that if I drink I drink a lot; if I go to the gym, I go a lot, and then I don't go at all. I sort of go through stages, at the minute I'd say I'm being healthy.

AK: What motivates you, why do you want to be healthy?

OW: It's a weight issue I think. I have thought as well that when I go to the gym I'm more motivated at work as well. I have no idea why, that is always the way it's worked.

AK: Really.

OW: Yeah, and in the past when I have been to the gym loads and lost weight, I've done really well at work. I have no idea why, but the theory is that if things aren't going well, right, get back to the gym.

AK: But no speculation as to why there would be that link?

OW: Well, I think it's,... it might be that erm... the happy things that are released when you go to the gym...

AK: Endorphins?

OW: Yeah - it might be to do with that, in fact it probably is because, you know, you feel good and you come in in the morning and think 'yeah so and so has been in the pub 'til 10 o'clock last night, they must be feeling awful; I went to the gym and I feel much better for that'.

AK: Does esteem come into it at all? Self-esteem?

OW: Yeah...yeah erm... I think (pause) The last time I lost weight, I lost about 2 stones, I got promoted, I got a new team, I got erm... you know I'd be brought in for more chats with my Manager, and I think I associated that with the way I looked, in that, she's no longer fat and slovenly, she's you know, fat equals lazy, whereas thin equals works hard.

AK: Right, you see that association?

OW: So, I think subconsciously or consciously... I mean I don't... that's not why I do it, but I do think there is that association.

AK: Right, erm... (pause) So it's predominately weight you are focusing on as opposed to general health? Am I right?

OW: No, the weight thing... I don't think has anything to do with work, that's not why I do it, for work. (pause).

AK: So the link that you have found to be there, exercising and losing weight you feel you're better at work?

OW: Well, it's a combination of everything I suppose erm... yeah if I lose weight I feel better about myself, therefore more confident at what I am doing, as well as the feel-good factor.

AK: How important is it for your work and your productivity to be confident in what you are doing?

OW: Extremely.

AK: Why?

OW: Because I think if you're not confident then other people can see it. I'd find it hard to manage [my team] if I wasn't confident about what I was saying to them or asking them to do, and I think they'd be able to see it. Or if they couldn't, I'd be thinking erm… they can see it, and therefore you get less confident. So what you're saying has no impact really. Same when talking to clients.

AK: More how you come across to others.

OW: Yeah, even in the office, it's important to be confident I think.

AK: Okay. Getting back to health, you say you are quite extreme in your health behaviours then? Do you make a concerted effort to eat healthily?

OW: Erm, yes but in stages.

AK: And what motivates that?

OW: Erm, weight, self-esteem.

AK: Rather than health per se. Is that right?

OW: Yeah, but I suppose I have had it before, if I've had a bout of illness I will review what I've been eating, and think actually I have been eating terribly, therefore more fruit, more vegetables.

AK: Right right, so it's quite reactive?

OW: Yeah.

AK: Do you drink alcohol?

OW: Yeah.

AK: How much do you drink on an average week?

OW: It's hard to answer what an average week is, erm… probably (pause) one and a half to two bottles of wine.

AK: Okay. On an average week.

OW: Yeah, I mean I will go for weeks without any, and then I will go for weeks without any just on a Saturday night, or I can go…well, there have been times when I've drunk every single night. But not now.

AK: Right so you tend to work in phases almost with your drinking behaviours?

OW: Yeah.

AK: On a week where you are drinking frequently, how much do you drink on average? Could you estimate?

OW: Probably three or four bottles a week…probably more.

AK: Okay…erm…how is that distributed through the week? You've answered this in part - you can be drinking every night or just be drinking on a Saturday night.

OW: If I'm going through a frequently drinking phase, okay that's far too low what I just said, I don't see the point of just having one glass of wine with dinner, I think if I'm going to drink, get drunk.

AK: Right, so is that your motivation for drinking really? You don't drink for the taste or for the...

OW: Yeah… well, yeah I mean the first couple probably always for the taste, then I just think, I want more of it.

AK: What is it about getting drunk that you enjoy?

OW: (Pause) erm laughing, having a laugh. Well, I suppose just to relax myself and have no inhibitions. I suppose it's a habit. Other people are drinking and therefore I will too. But I'm trying to think why I drink on my own – I don't know.

AK: Any reason at all? If you are drinking then there must be something you enjoy about that. What motivates you to pour that glass of wine?

OW: I like the idea of it, in that it's quite Bridget Jones-like, and it's quite…and I like it as well. I drink on my own, because I like the taste of it and it's almost like a reward, like if I haven't drunk during the week, I might go home on Friday night, be in on my own and think 'well I am going to reward myself with some wine'. Erm… and I just carry on until the bottle's gone.

AK: Okay. Do you drink more when you are under stress?

OW: Yeah definitely.

AK: Why?

OW: Erm, I think if I'm under stress at work that, you know, there is a drink culture at work, so I know that if I go to the pub, someone from work will be there, and that I can talk in an out-of-work context with people about where the problems are or issues are erm… and there's an obvious drink-to-forget, or to relax yourself.

AK: Okay.

OW: Yeah.

AK: How confident are you about your success over the coming year?

OW: Future-wise?

AK: Yes.

OW: Erm…, quite confident, erm (pause) I think, I don't know, I think things will have to change, I don't want to be in the same role for the next year. I know I've got the abilities and motivation to get up.

AK: What would maintain that motivation?

OW: Erm, well I suppose success generating success, just more responsibility, more…everything I've said…more trust, more autonomy erm (pause). You know, taking into account the variables that could happen, like both my team members want to leave.

AK: What would enable you to do your job better?

OW: I think being given a role where I'm put to better use, or given a job where more of my skills are used, my skills and experience and – what's the question again?

AK: What would enable you to do your job better?

OW: I think that's it.

AK: So making you more stretched.

OW: Yeah definitely.

AK: Would you define yourself as ambitious?

OW: (Pause) No, but I wouldn't say I'm not ambitious.

AK: What does ambition mean to you?

OW: Wanting to move forward and wanting to get to the next stage… erm the fastest and before anyone else.

AK: So quite competitive?

OW: Yeah, erm…(pause).

AK: What has been your main motivation this week?

OW: (Pause) Work-wise?

AK: Yes.

OW: (Pause) My main motivation has been to keep myself from getting bored.

AK: Is that an average week or is that just this week?

OW: An average week. Planning visits in, planning all different things, so that I'm not getting bored.

AK: By keeping your activity up?

OW: Yeah.

AK: Okay, have you got any other comments you would like to make, that you feel are relevant to your enjoyment, your motivation or your integration in the work place?

OW: Erm… I think that the age of people is a consideration to do with integration, and motivation I think, erm… and I don't know whether it's because I'm about to hit thirty – in

fact no, it's not because of that, I felt it for a while that it can be quite – is de-motivating the word? It can be quite… you can feel alone because – well I can feel alone because I'm 29, and the average age of people is 22/23. I think it effects my enjoyment in work, because I would rather have a conversation with someone my age than a less mature conversation maybe with someone who's a lot younger.

AK: Right, you feel there's that division there?

OW: Yeah, erm…and I think the fact that they're younger, makes me feel older. So…(pause) I don't think there's anything else.

AK: Okay. Thank you very much for your time.

Qualitative interview 3 – 10th December 2003.

Name: JG
Gender: Female
Age: 23
Title: Recruitment Consultant
Duration of employment: 2 years

AK: What does it mean to you to enjoy work? What do you enjoy about work?

JG: Erm, probably the success that I get out of work erm…probably doing better than everybody else, and how much money I can make out of it really.

AK: So, success and a competitive element to that success?

JG: Yes definitely. If I was to do better than say somebody who was in the job before me, or people around me, that would be enjoyable to me.

AK: Right, right okay. And when you have had a particularly enjoyable day, what could have happened in that day?

JG: It could be a candidate that I really liked that I have helped to get a job, or you know, several candidates that I have spoken to that I think, 'I can place them in work', it could be that I've filled a job, or a couple of jobs, or could even be that I have had a couple of jobs in that I know I can fill.

AK: Right, so this is all success on the section.

JG: Yeah, well obviously if I have had a good day, like if the three of us in the team have been chatting and we have had a good laugh, then that's obviously equally a good day as well, but that adds to it, of how much I've got out of the day really.

AK: Right okay. Erm, what is it that you enjoy about success?

JG: I think personally if you set yourself targets, of where you see yourself going, and you achieve that, then that's excellent. That's obviously very enjoyable but erm... What other people think about you as well. I think if your manager turns around and says "well done, you've really done a good job here" you know, it's an excellent feeling. It really does make you feel good to be appreciated for what you've done.

AK: Right, okay. Describe, if you can, the feeling you get when you have that bit of success - when you place somebody, or your fees are good, or you have that encouragement from your manager?

JG: You feel like shouting, I feel like telling everybody how good the day has been, and what I've done. You always buzz inside. You think 'wow yeah! I just want to dance really! You know, I just want to jump up and go wow!' I feel so excited, and proud I suppose, and really pleased that I've done well.

AK: How would you define a motivational environment? What would you need in your environment in order to make you feel motivated?

JG: You would need somebody who is going to encourage you, whether that's a manager or just one of your colleagues. Erm… you need to be, I would say you probably need to be

motivated by some kind of money as well, where you won't do something if you're not going to earn anything out of it, especially in this job.

AK: Are you talking for you personally here?

JG: Yeah.

AK: What else motivates you? So you need the recognition from another person, you need the money, what else?

JG: Yeah, erm… personal satisfaction as well. You know, if you think you have achieved something, or you know, if you have been set a hard task and you really push yourself to achieve it, that motivates me. If I know that something I am going to do is going to be quite difficult, but achievable, and I have to work really hard to get it, then I would really want to work hard, that would really motivate me.

AK: So it's the challenge. Right.

JG: Yeah, and if somebody else hadn't achieved it, but somebody said you can achieve this and this is what you can do to achieve it then that would definitely make me – I would be the first person to do it – so to speak.

AK: And what is it about that that appeals so much? To be the first person?

JG: Just something that no one else has done. So you can really set your mark in.

AK: So what is it about that that you would enjoy or find motivating? Is it the recognition or the pride you feel in it?

JG: Yeah, I think it's the pride, but the recognition that you know that other people will think 'wow! She has done that, and no one else has done that'. Yeah, definitely the recognition from other people, as well as obviously knowing yourself that you have done that.

AK: Right okay. Why is recognition important?

JG: Because recognition gets you to where you want to be. It can get you promoted erm… you know, if you are recognised by someone people push you harder as well I think, and you can achieve the absolute maximum that you can erm… whereas when you're not recognised and you have done really well, you are not going to bother so much. You think, well, I'm not being recognised here for what I'm doing. What's the point? So I think it's a) achieving your potential and b) knowing what you are going to get out of it if you get recognised, you know, promotion or whatever it may be.

AK: Do you know where you want to get to, when you look ahead?

JG: Yes definitely.

AK: Where is that?

JG: Well, I mean the next step for me is, I want to get to Senior Consultant.

AK: So, it's promotion that you look to?

JG: Yeah, promotion definitely.

AK: What aspects are important to you from your management? What do you need your managers to provide in order to help you to enjoy work, or be productive at work?

JG: I think the recognition if you have done something erm... but in the same way if you are being really lazy, the ability to say, come on now – motivation. Not afraid to say if you haven't done very well, not to scold you, but almost encourage you and point you in the direction where you are going wrong. Someone who you can feel at ease with, someone who you can have a joke with at times, but not go too far. Someone who you respect, obviously.

AK: What fosters respect for you managers?

JG: Probably somebody who has achieved much much more than I have, somebody who has already been there and done it, so the advice they are giving me is valid and not just some one who is high on power. It's actually someone who has achieved it, and is showing me the way to go so I can achieve the same things they have.

AK: Okay. What would you say are unhelpful qualities in a Manager?

JG: Really bad criticism with no reason, someone who puts you down and doesn't recognise that you may not have done that on purpose, or doesn't encourage you with that criticism. Positive criticism is fine, but somebody that pushes you too hard where you get stressed out all the time, I don't think that's very positive. Erm... somebody who you can't talk to, and definitely somebody you can't joke with, or who you can't get on with outside of work. I think that's not too positive.

AK: What about the guidance and that sort of input that you get from your manager? What sort of guidance do you find helpful, thinking about the relationship - getting on with them, respecting them?

JG: Erm...I think somebody that if you had something to do erm... whether it be if you had a job in that's quite difficult, somebody that could have the time to spend five minutes with you to go through and build an action plan so you know what the stages are. You know, somebody that you could go to and say "I don't quite understand what this means" and basically take the time to go through it.

AK: Okay. What does integration mean to you within the work place?

JG: What? How I get on with other people in the office?

AK: Yes, if that's what it means to you.

JG: Yeah it would mean erm... integration in the office would just mean how I get on with everybody else, how I see myself in the office so to speak, in the structure of the office.

AK: Right. Would you say that's important to you?

JG: Yeah defiantly.

AK: Do you feel integrated within the office?

JG: Erm...I used to. I do within my team. I don't within the office anymore.

AK: And why don't you?

JG: Because we have been segregated completely. The way that [company] and [division] so to speak is different. [Company], although we are the same company, I feel as if I am not part of the team anymore. I mean, I am part of a team of three, but I'm not part of an office anymore.

AK: Right. And what is it that makes you feel that division? Why do you feel as if you're not part of the office if you're working in the same office?

JG: I think exclusion from things, erm... whether it be going out with them, you know, if they were having a Christmas party or something, being excluded from that. Or you know, just things like, if they were having a dress down day at work we are asked at the last minute, or if it's somebody's birthday we are asked at the last minute to come down the pub. And I think that they just don't really talk to us. They introduce us into the office as though we are separate from the rest of the office. They introduce everybody as [company] and then this is [division] who is different from us. They do segregate us in that way.

AK: How does that affect your enjoyment of work? Or doesn't it?

JG: It does, it does affect it because if the other two members of my team aren't there, which can happen, sometimes I sit there for a whole day and hardly anybody will speak to me. I mean, we are so far away from anybody else in the office that you don't feel as if you can have that kind of integration with other people. You can't have that joke, you know, or just someone to chat to because you are just sat there on your own. It's not very enjoyable.

AK: Does it affect your motivation, or does it not touch upon your motivation? Do you feel less motivated when you don't feel integrated?

JG: I feel more motivated that I'm not part of the office. It makes me more motivated as I want to be better than them, and that I will push myself harder to be able to turn round and say "Okay, we aren't part of the office, but we are beating you in absolutely everything".

AK: Right. So, it's some form of competition.

JG: Yeah, it's more competitive than motivated.

AK: What does it mean to you to lead a healthy lifestyle?

JG: Well, the obvious one would be to live a good life erm... to you know, be able to afford to go out erm... to have lots of friends to be able to go out with, and just to really enjoy my life, as well as to enjoy what I do at work, or what I do at home or outside, and have a good home-life as well, get on well with my parents or whoever I'm living with.

AK: So, it's almost an emotional health you're defining?

JG: Yeah.

AK: Okay. How does the way you perceive yourself in the office and the way others' perceive you in the office differ, or is it the same?

JG: I don't think it's the same. I think erm... especially when I first started everybody thought I was very, very quiet. People even told me that they didn't think I was going to last, and then obviously I did quite well, and everyone came up to me and said "you've done very well" so I would've thought that as soon as I started the job I knew that I was going to do well because I had the skills and I knew I was going to work hard enough to do well. So, I think it differed in that sense, and I think that nobody else in the office realises that the way they are

treating [division] at the moment is really annoying me, and I will be determined to beat them, so to speak, and be better. I don't think people think that I have that in me. I don't think they realise how competitive I am. That's something that I probably don't let them know.

AK: Right. Does it bother you that there is a discrepancy in how others' perceive you and how you perceive yourself, or does it not bother you?

JG: No, I think it can probably work in my favour. I think erm... I think people when they perceive me they think that I am quite mild in nature. I'm not the sort of person that would go absolutely ballistic over something, but obviously I know myself that anybody could, and I can go mad if I want to, and I can stand my ground. And I think it works in my favour because I think people think that I'm a soft touch, so if there's a situation where they think that they have one over on me, well not one over me, but maybe that I am a bit more the under-dog, and I am not, and that I can actually stand my ground, I think that that would shock some people if they realised, so it can work in my favour, so to speak.

AK: You use the word 'under-dog'. What makes you feel that way? Why do you use that word to define yourself?

JG: I think because everybody else is so loud, and some of the people in the office are so overbearing as well, and compared to them I'm a lot quieter. And I take a completely different stance at the way I would deal with a candidate or client, completely different to the way they would and I think they sometimes look at it as almost the wrong way, as I'm not as forceful as them. But I just think that they're being overly forceful, and I don't think their way to do things is successful. I don't think that it will bring them success.

AK: Right okay. Who do you think is mainly responsible for your success?

JG: I would say me. I am... because I am the person who motivates me. But I think the managers that I have had erm... [previous line manager], she was the first Manager that I ever had and she left everything completely up to me. The first thing she ever said was "do things your way". And [previous line manager] believed in me right from the start, even when other people questioned my ability, [previous line manager] was behind me 100%, and that really gave me the confidence, and then when she left erm... [previous line manager] suggested, before she left, that I went to [division] and erm... I know this sounds a bit corny, but I think in some way she was passing me over to [current line manager] because she knew that I would be in good hands with [current line manager], than if I stayed where I was. So I think [current line manager] as well now, and [team colleague] as well.

AK: Right okay. When you felt de-motivated and not happy at work, what lead to that reduction in satisfaction and motivation? When you have gone through periods of feeling very de-motivated or when you haven't enjoyed work what has contributed to that?

JG: I think when I felt really unmotivated and just really crappy erm... was when I lost a lot of temps and erm... although the manager I had at the time did encourage me erm... he almost compared what I was on to what I'm on now and kept going on and on about it. And it just made me think 'well, I know this has happened, I am trying to get out of it'. And he didn't give me anything – he never said "well, this is what you need to do" – you know, obvious things like make more calls – maybe if he said "look at the way in which you are doing the calls", there was no real guidance, just "come on, you have got to get your temps working up, come on you have got to do this". He just compared it to the past and to other people as well.

AK: Right. And it wasn't helpful?

JG: No. Not at all.

AK: Okay. If we talk about your health - physical health, emotional health, whatever, do you think that it contributes to your performance at work?

JG: Yeah definitely.

AK: How does it do that?

JG: Erm... I think emotionally if you feel good in yourself and you are happy in yourself then you are going to work harder, you feel more confident, so you've got the balls, so to speak, to go in and be able to erm... you know, perform to the best of your ability erm... So I think if you feel a bit down and rubbish you don't feel, you know, if you're put in a tricky situation, you take a bit of a back burner. You don't push to get what you want because you feel a bit nervous and scared, and you don't have the trust in yourself that you can do it.

AK: So, confidence is the key to that.

JG: Yeah.

AK: Is health important to you?

JG: Yeah, well if I'm feeling healthy then, you know, I'm not feeling ill and then I'm going to be able to work hard. Especially if it's something like tiredness as well, if you're feeling overly tired, then before you even come in for the day you don't want to be there, and you just get worse and worse as the day goes on. So yeah, it is important.

AK: What do you do to try and keep yourself healthy, or do you not do anything?

JG: I go to bed early if I'm really tired or if I'm feeling a little bit ill. I make sure that I go to bed at about 8 or 9 o'clock and get a really, really good nights sleep. Erm... probably try not to go out so much if I was feeling a bit unwell, and just try and make sure that I eat properly and don't eat loads of fatty foods to make me feel rubbish.

AK: Right okay. Do you drink alcohol?

JG: I do yes.

AK: How much do you drink on an average week?

JG: Units?

AK: Yes. Or however you find easiest to measure it.

JG: Erm...in the week I probably wouldn't have any more than 1 glass of wine. At the weekend I could probably have a bottle both nights, so probably a bottle of wine on Friday or Saturday night, or I could have 5 or 6 alcopops on a Saturday or Friday night.

AK: Right, so it's quite isolated on those evenings?

JG: Yes, rather than in the week.

AK: Right. What do you get from drinking? Why do you drink?

JG: Erm… it relaxes me, it make me feel a lot more confident, erm... you just feel as if you can do or say anything. You don't really care, you just feel better about yourself, well, not better about yourself, you just feel more confident to do what you want.

AK: Okay. Do you think you drink more when you're under stress, or do you not think there is any link there?

JG: I wouldn't say I drink any more under stress, no.

AK: Do you define yourself as ambitious?

JG: Yes.

AK: What is ambition to you?

JG: Erm. (Pause) Achieving something (laughing) – sorry that's rubbish. Erm... pushing yourself, you know, or having a goal in mind to where you want to get to.

AK: And achieving it?

JG: Yeah and achieving it.

AK: Are you confident about your success over the following year?

JG: Fairly yeah. Yeah, not throughout the whole year but there are elements of the year that I would say I have been pretty successful in.

AK: Okay, do you look ahead over the coming year? Are you confident in your success over that?

JG: Yeah.

AK: What makes you confident in that?

JG: Well, just that I know I have the ability to do what I need to do, to get where I want to get basically.

AK: Right okay. What would enable you to do your job better do you think?

JG: Erm… I think encouragement, and support from people around me, and erm... resources as well. I mean in this job you need the right applicants and the jobs to come in to do it. So you can have everything around, you can have a very supportive manager, you can have the skills to do it, but if you don't actually have the work out there you aren't going to be actually able to achieve it.

AK: Right okay. Any other comments you would like to make about enjoyment at work, motivation, integration within the work place, or health components relevant to your work?

JG: I just think that what drives you is the…I think when I look at members of my own team, I think that I am probably the only one that's not sick ever, and I think a couple of the others do tend to take quite a lot of days off and I think that really can affect the way I feel at times. And I think that the way their moods are can also affect me. I try to come into work fairly positive, although it doesn't always work. I tend to be, I feel quite happy, so I tend to be quite upbeat, but I have noticed that if somebody around me tends to be moody for the first part of the week, so to speak, and not get cheered up 'til the end of the week, that really does

reflect on yourself. And the way people around you react to certain things; you know, if somebody has had a bad day, it's not my fault, and if I have had a bad day, it's not their fault. Although I can't speak for other people, I don't tend to take it out on other people. I also think a lot of people tend to take their moods out on me, and that makes me feel really annoyed, more than anything.

AK: Yes. It rubs off on you.

JG: Yeah it does rub off on me. (Pause).

AK: Okay. Thank you very much for your time.

Name: MM
Gender: Male
Age: 33
Title: Senior Manager
Duration of employment: 11 years

AK: What does it mean to you to enjoy work?

MM: To enjoy work erm, job satisfaction.

AK: What makes you satisfied in your work?

MM: The sense of value of work i.e. in the role itself, so feeling as though what you are actually carrying out carries some value to the region or the company, or to the business in some respect. So being able, I suppose, to see an end result to the work you put in. For example, spend time with the consultants and ask them to do three client visits, or to call up a set of applicants, and find out that having done that they have managed to get a job in and actually having managed to fill it with them. So actually being able to see an end product to what you have done.

AK: Okay. So its value in what you are doing as opposed to feeling valued as a member of staff?

MM: Yeah. I think they are both quite closely linked but erm... that probably the latter is more important i.e. feeling a valued member of the company, team or whatever it may be, i.e. your job has some work and character involved which carries some credibility. Erm... and you feel as though you are part of the organisation.

AK: Right, and feeling like you are achieving something and reaching an end?

MM: Yeah yeah, very much yeah. I think that being able to do that, then in itself brings about, well I actually feel valued now as Joe Bloggs consultant is quite pleased when you come down and show him how to do A, B, or C or when a client is with them or whatever, they find that useful.

AK: And that is, to you, the main constitute of what helps you to enjoy work?

MM: Yeah pretty much. Sometimes it takes you to feel the opposite before that is relevant, so it may well take you to have 2 weeks where you feel as if you are going through the motions or, you know, having the most crappy work to do, which is a bit tedious but has to be done, but if I didn't do it then what would happen? I want to move forward so it is therefore quite good when the main components of your job are valued or you feel valued from it.

AK: So experiencing the other and realising it's value in a way?

MM: Yeah, that helps to feel it.

AK: Erm... When you had a particularly enjoyable day, what could have happened, what sort of things could of happened?

MM: Usually it is fee oriented I suppose, so erm... it usually involves somebody hitting target, getting another fee which helps you to hit target, somebody filled a job with a client which was specifically targeted and who we have never done business with before, or a client

that we have specifically gone out and seen recently and had to turn a problem into a positive situation. Probably specific incidents where you can see that people have actually created work that has got the end result – actually getting a placement or making some money, turned the client round.

AK: Right, so again it's still fairly achievement orientated.

MM: Pretty much yeah.

AK: Okay, erm… Where did the environment come into that then? Your working environment and everything. I mean, all the things you said relate to achievement, you feel you have served your purpose, you feel valued as an employee, you feel what you are doing is valuable. What about things like your working environment, how does that impact on your work enjoyment?

MM: Do you mean by that erm physical environment i.e. which office you are in, or do you mean by the atmosphere?

AK: Whatever it means to you. It could be either, I mean your working environment could relate to both.

MM: Erm (pause) it certainly helps it's quite obvious – when you are working with people who you get on with, who you feel bring the best out in you or who will challenge you, people who want to work and who want to get on. So there are some offices that you can go into and you feel as though it is quite hard work, and you think oh do I have to do that, you know, and the consultant isn't either particularly motivated or they aren't committed to the job or their career path which doesn't have a particularly positive effect if you are spending the day in that office.

AK: Right, this is with the people that you are managing?

MM: Yes, which I suppose becomes the environment then doesn't it and that is your work environment for the day.

AK: Yes, the interaction socially?

MM: So yeah, that is the option on the flip side of that, when you go into an office where I suppose the team that you work with, you interact well with, both in work and out of work, but certainly on the work side they want to progress and are prepared to listen to what you have to say, and are prepared to do what you have asked them to do, then your work environment then becomes a lot more positive and a lot more enjoyable I suppose.

AK: Okay.

MM: Is that what you meant by working environment?

AK: Yeah, whatever it is to you really. Erm… what does motivation mean to you?

MM: To me, erm basically what motivates me, what makes me want to come into work and to try and enjoy it. Erm… a lot of it I think, certainly as you progress through you career and your role changes, it has to come from yourself as opposed to your direct management or peers if you like, so the role I'm in now at the moment I have to be quite self motivated because I have a wider range of freedom if you like i.e. you're a Senior now so go away and create growth for the business, go away and do it erm… and you could quite easily go away and put your feet up for three days and nobody's specifically going to say "what are you

doing?" and "where were you?" so you have to be quite self-motivated in order to go away and do that.

AK: So you have the autonomy really to do…

MM: I'm not very good at that; I have had to work quite hard at that. I have always usually been someone who needs to be pushed and controlled. Yeah I'll do it, but needed to be motivated and sort of driven on a little bit, I have had to develop more of that myself.

AK: So you have learnt that?

MM: Yeah, I have been told, I have known it is a fault of mine previously, and you know I have been told in order to develop, that is an area I have needed to work on and had to work on self-motivation i.e. you know, doing it yourself rather than waiting for other people to go away and do it.

AK: How do you do that? If you're on a day where you're not feeling particularly motivated, and are in an office where you're not getting motivation from your environment, how do you go about motivating yourself?

MM: A lot of it I still sort of go back to the erm… power belief training we did a few years ago – you know, put yourself on a 10, think about the positives of what you are doing at the moment and what the negatives are to actually not doing this action. Erm… how can you do it in a positive light, how much of it can you control erm… so a lot of it I just try and go back to then.

AK: Mentally, trying to reason it as opposed to doing it?

MM: Yeah, not that I am always great at that though to be fair.

AK: What else do you find motivating then? What do you find motivating about your role or about work generally?

MM: Specifically creating progression – it is quite straightforward and tangible erm… consistent performance and success will get you promoted and take you to the next level and develop your career, so that works as a pretty basic motivator for me. Obviously the more fees produced the more commission you make, so the money driven aspect of it is quite motivating. And I suppose again it links back in with before, with the feeling of value and feeling part of a successful team or region or whatever it may be, it is quite powerful for me as well, the respect from your peers if you like.

AK: Do you feel respected from your peers generally?

MM: Erm… not directly no, erm… I suppose specifically I feel quite respected by [line manager]. I work directly for him and erm… yeah I feel respected I think by him, further up within the organisation I don't particularly, no.

AK: Right, so by your immediate line manager you feel respected and valued?

MM: Yeah.

AK: Do you feel part of the team that you are in at the moment?

MM: Erm… not particularly. I'm not really in a team or an organisation at the moment, I mean I report directly to [line manager] but I look after [division], but whilst it's managed

day-to-day directly by the individual branch managers or office managers, it isn't daily under my control, so in that respect I don't actually have, or I suppose particularly feel part of a team or a region or whatever it may be.

AK: Does that bother you? Would you rather feel part of a team?

MM: I would rather feel part of a team, yeah.

AK: What is it about feeling part of a team that is attractive to you, or appealing?

MM: (Pause) I suppose the daily interaction that you get from it erm… you get a lot of I suppose a lot of motivation and pleasure by working with people that you get on with, or are working towards the same goal as you, or the objective or target that they have is very closely linked to the one that your team have, hitting team targets, theoretically we are all working towards that target. Erm… so the role that I carry out at the minute isn't necessarily the same. Whilst I have a target for my division and the individual team members, they are working towards their own office or team target as opposed to mine, so it's directly compared. So the impact of things like "oh so-and-so lost a placement in Ilford to Victoria, oh well I've done more fees than them this month", it doesn't have an impact on them whereas it does on me as a [division] team. So it doesn't actually have that, in the current format it's at, at the minute it doesn't necessarily have that team structure.

AK: No collective objective from where you are?

MM: For everybody that is involved in that theoretical team there is for me. I obviously have my objective for it and [line manager] does to an extent, but whilst it's part of everybody else's – so going back to your question, what do you enjoy about working in a team, that is more of the negatives for not working in a team. So the positives on that side are having a collective objective, working towards the same thing, because you know that everybody is in the same boat together trying to achieve that result.

AK: And the interaction, you were saying, comes into it?
MM: Yeah, working with people that you get on with or respect, yeah it's the daily working within a team or an office. Again, you don't notice that until you go to other offices and I actually haven't found within the role I'm in now is where you go into another office and you don't know anybody in there and it's quite outside your comfort zone.

AK: So you appreciate it more once you haven't had it, once you have experienced not having it.

MM: Yep, if that makes sense.

AK: Erm… is there anything else that contributes to you feeling motivated and you enjoying work that you can think of?

MM: Praise.

AK: From your management or who?

MM: Yes, erm… from anybody to be fair. I think erm… from little things such as, you know, ringing up and speaking to a consultant today and them saying oh I'm really glad you rang 'cos I wanted to speak to you about a b and c, even that in itself is a help. You know, it comes back to feeling of value and worth I suppose, and that's as important, you know, as your direct line management saying "well done, good performance" or "well done with that client" or whatever it may be.

AK: So it's the feeling of being appreciated and the recognition?

MM: Yes, and the recognition of that. And the actual verbalising or whatever of it, you know, actually somebody saying it.

AK: Erm… why is recognition important to you?

MM: (pause) Why is recognition important? I think proving to other people that your skills or abilities are as good as you think they are yourself, are as good as you have told people or intimated they could be, by getting praise or recognition that tends to justify/verify the fact that yes, I am getting below running a branch or taking the business forward by 20% year-on-year, or whatever else it may be. I think most people are – you know, I suppose I have a perception of what my capabilities are and how far I could develop my career, and what I generally feel I can do in terms of a job and you know there are certain levels where I think I probably wouldn't be good enough to work at that level but I could do X level erm… And I suppose you have your own set of standards that you set and this is how far I could go erm… but 'til you prove that to other people then its only ever your perception or how far you think you can go. And until you have done it then other people wouldn't necessarily agree, well, they might do, but then you have to show your potential.

AK: Right, proving to them and verifying to yourself almost?

MM: Yeah. So therefore the praise or recognition that you get is important because yes it justifies/verifies and rubber-stamps what you thought you could achieve. And it's that knowledge, I suppose, from the other person, whether it's the manager or whatever, it's "oh yes you can and well done, and you have done a good job for it". It's a bit waffley that probably.

AK: So it almost confirms or backs up your confidence?

MM: Yeah your own ability.

AK: How important is it to feel confident in your work, and do you feel confident in your work?

MM: I think the more confident you feel the better you will perform. Erm… I think if you are constantly told constructively what you are capable of, and that people believe in you and what they feel you can achieve, erm… it adds a very positive help and influence on you, and it should theoretically better and increase your ability to actually go and achieve that. Whereas the opposite side of that, people lacking in confidence or erm having a lack of belief in your ability doesn't actually help you to achieve it, and can have a detrimental effect on it.

AK: And how much of your confidence do you think comes from yourself and how much of it do you think you get from other people?

MM: I think most of it comes from myself.

AK: What aspects do you respect in management, in your management?

MM: Erm… standards and consistency.

AK: What do you mean standards?

MM: Erm, I suppose looking at things specifically, people's judgements in terms of the standards they expect you to work to, or that therefore they should actually have as well, so the basics of time keeping, appearance and professionalism erm and hard working etc.. People

who you can look up to and think 'yeah that is quite impressive' or 'I can see why they are doing the job they do because they actually do that', and also having consistency within those. It's not one rule for one person and one for another. That's not quite true though, I can understand why people would have different erm… (pause) different rules for themselves, but so long as there is some consistency within that, then I think that is fair enough, so I'm trying to give an example of that.

AK: I think I understand. They need to have an adequately professional attitude in their work, set standards, live by them, okay, occasionally they may not lead by example, but so long as there is an element of consistency there then that is okay.

MM: Yes, that is pretty much it.

AK: Erm… and what qualities do you tend to respond well to in your managers?

MM: Erm… honesty is very important, and with that trust I suppose. So being able to believe what they tell you is true. If you do a, b and c, you get promoted, or if you do this, that and the other, you will get this job. If you have the belief that they will back you in that, and support you, erm… and so honesty in communication as well.

AK: So they are your top ones really, honesty and being able to trust them?

MM: Yeah, I would think so yeah. I mean, things like success are important but then there are different people who are at different levels of the company who have success but haven't necessarily got it or don't have those characteristics.

AK: What do you mean, it is important for your manager to have success or is successful?

MM: Yeah but not at all costs. Yeah, that the success that they achieve is down to them being pretty straight, honest and trustworthy, and not 100% by the book but by and large doing things the way they should be. I think it's moral as well I suppose.

AK: What else? What else do you respond well to when you are being managed? And you know, you can draw on different experiences and managers you have had.

MM: Yeah, things like I suppose, direct guidelines in terms of expectation so – "this is specifically what I need you to achieve and this is what I will expect you to do or to perform" Erm… I suppose feedback is important, if you are doing well or poorly - "can you change what you are doing with that and put it that way instead?" Erm… feedback from other people - "so-and- so said you were doing quite a good job on that" or "Joe Bloggs said that he thought you should have been involved in that career review and you weren't" sort of thing. So I suppose communicating with the feedback, erm what else? Erm… I suppose quite a lot as well in being told, not discipline, that's quite unlike praise, but certainly if my performance is below what it should be or hasn't achieved what it should have, I prefer to know and be told rather than not.

AK: So the openness?

MM: Yeah, get a bollocking off somebody if you deserve it, you know, if that is the case.

AK: So you work better with that then?

MM: I would rather that than sort of knowing that you probably didn't do very well this month, or knowing that you didn't achieve this task particularly well, than your boss knowing that as well and dodging the issue a little bit and so it never really gets out in the open. I

would far rather somebody pull me in the office and say "that isn't good enough, that's unacceptable and this needs to change or you need to do something differently". And then "right I know exactly what you mean now, and that is a fair comment" or "hang on a second that's entirely unfair for a,b,c". But at least some direct open communication for that, not just when it's well done but when it's poorly as well.

AK: Right okay. What does it mean to you to feel part of things, to feel part of the organisation? Is it important to you and what does that actually mean to you?

MM: Yes it's important yeah, erm, I think because I do put quite a bit of emphasis on things like loyalty and trust etc. I think I expect me to do the same if you like. You know, things like I have been here for 8 years now is important, and I feel that it's not all one-way and that it has been quite good for me to work for the company, and I therefore feel that I have given quite a lot back but it has been quite a 2-way thing. Erm... you develop quite a sense of pride working for the company, and you do your job, and the company has a reasonably respectable name, and you are part of that organisation and therefore have some responsibility to uphold it or to develop it etc.. So I suppose therefore you need to see those qualities or those objectives replicated in the people that work for the company as well 'cos they are the people that you work for, so I suppose effectively are the company as well.

AK: And if you don't see those attributes replicated in the people that you are working with?

MM: It causes a little bit of friction I think doesn't it, because, you know, you are working for a company that you enjoy being a part of or enjoy the organisation, but there are some parts of the management of the company or the direction of the company that you don't agree with, so there's a bit of a conflict. So that then starts to raise questions about the sort of direction you're in. So erm yeah, I suppose by and large yes, I do enjoy working as part of the organisation.

AK: Do you feel part of it?

MM: Yes.

AK: What does it mean to you to lead a healthy lifestyle?

MM: It means I should drink less, stop smoking, eat more healthily and do a lot more exercise. All the things that I don't do at the moment, which I need to, or should do.

AK: Is health important to you? Do you think about being healthy?

MM: Yeah and increasingly as I get older as well, I have started to think about it a lot more.

AK: Do you think that your health has any impact at all upon your performances at work?

MM: Erm, I personally don't think that it has, no, and I occasionally waffle on about not having a day off when ill whilst I have been here, so I suppose drawing from that it hasn't had an impact on it. Yes, I have had days when I come in and have a hangover and undoubtedly that has an impact I think on how productive you are. I would say that the days when that actually has a significant impact on it are pretty few and far between, maybe 5 days a year I suppose, but certainly it does have an impact on when you are in work, but I would say that it is minimal. I certainly don't think that I can think of any case, except for something like those, whereby it has had an impact on my daily performance.

AK: Right, and even when it has, it's the ones that you have mentioned – hangovers, predominantly drinking related as opposed to poor health?

MM: Yeah.

AK: Do you do any - health behaviours - do you exercise at all? Do you watch your diet?

MM: Not particularly, well no. I do go through phases where I tend to eat a little bit more healthily, but they tend to last for a few days or a few weeks at most.

AK: And what triggers that attempt?

MM: Erm… usually an overwhelming sense of guilt, or erm… I don't know, nothing in particular, you know, occasionally I think 'right, I need to do something' and do something a little bit healthier.

AK: And what brings it to a close?

MM: Usually laziness or erm…(pause)

AK: Lack of discipline maybe?

MM: Yeah, lack of discipline yeah, nothing more sinister than that.

AK: No. Erm… how do you alleviate stress? Do you find your role stressful? Do you get really stressed?

MM: My current role that I do now is a lot less stressful than my previous role that I did for the last 3 or 4 years, in terms of direct Area Management. Erm… that was a lot lot more stressful, almost to a point where, you know, there's only so frequently that you can continue to be that stressed, and I think it effects your performance as well.

AK: Detrimental?

MM: Yeah.
AK: How did you manage that stress then?

MM: Not very well, erm…(pause)

AK: How did it manifest?

MM: Erm… it would effect I suppose your general mood, and erm… you know, so you would end up going home and not being particularly positive or being rather grumpy and just generally irritable.

AK: So it's a mood thing then really?

MM: Yeah, I suppose you feel a little less valued and a little less confident in the job that you are doing, erm… I wouldn't say that you particularly drink more, but it's occasionally easy to use that as an excuse then isn't it?

AK: Do you think you drink more at times when you are quite stressed?

MM: Erm… I would probably say not necessarily no. Erm you know, I can just as easily go out and have a good drink after a social occasion or something going well as much as I can do when it's stressful. So yes, I would still have a drink then, probably not any more

disproportionately as I would otherwise. I certainly wasn't going home and downing the whiskey bottle and drowning my sorrows.

AK: So it really just effected your moods basically and your confidence.

MM: Yeah, and job satisfaction and those sort of things were depleted. It probably wasn't good for my blood pressure and those sorts of things. But then my current role is a lot less day-to-day stressful, you know, like things change very quickly like – yes, great I have made a fee fantastic! Oh, no its fallen out – oh, you are you useless at your job, you know, why didn't you see that coming etc.. And I find that this is a little more stepped back and outward facing and developmental.

AK: So it hasn't got that huge fluctuation?

MM: No.

AK: Did you like having a fluctuation?

MM: Yeah, well it's a bit like a drug sort of thing. Yeah obviously I didn't enjoy the low side of it, but the high side of it is good erm… and it has it's plus point, you know, working for a team, you know, working in a unit. You have people who are specifically working for you and looking up to you, and you recruit them and take them on and that has a lot of good elements and satisfaction, but equally some of the down sides are difficult as well. So yeah, I do miss quite a bit of that, and you know, my confidence and ability to do that part of the job hasn't been lost at all, and I am still very confident at what I could do within that role. Erm… and I'm sure that one day I will end up doing something similar to it again in the future. So this role is better for me in terms of those side effects health-wise.

AK: And less up and down.

MM: Yes.

AK: Which would you choose?

MM: Cor, blimey.

AK: You may not be able to answer that.

MM: I think, in between the two I suppose, I enjoy the role that I am doing at the moment, but I want it to be more taken out of the business so it's directly under my control which I suppose theoretically is straight back to where you were before it is directly yours. Everybody reports to you, it's the highest and the lowest and it's the day-to-day, but hopefully I can bring some of what I have got from the way the role works at the moment into it then, and it would be a combination.

AK: So really you are talking about almost the degree of responsibility and how much is placed on you. How much pressure and responsibility for achieving is placed on your shoulders. Is that right? Which brings the good and the bad like you are saying.

MM: It probably is yes. So I suppose I enjoy having that responsibility and some of the stresses and downsides to it because, you know, it keeps you on your toes and it really makes you think about your job a lot, and you have got to keep a balance and in proportion as an Area Manager, but erm… yes I suppose I would prefer it if it was more leaning towards that way yes.

AK: How important is your job title to you? Your status within the company?

MM: Yeah pretty important. Yep, again self-worth and valued and being recognised etc.. You can quite easily go into an office where you don't know anybody, or know one or two people, or people don't know you, and I suppose you have to then show people why you are doing your job. I suppose it's like proving yourself again in some respects. Right, this is what I do; this is why I do it and what not.

AK: In order to get that respect and that value?

MM: Well, when you work with people you know you don't necessarily have to do that. You have worked with them for ages or you have taken them on, or trained them, or whatever it may be, so they know who you are.

AK: You have already proved yourself.

MM: Yeah I have. I suppose they may not like you or they may not respect you as such but they know what you do theoretically, so erm… so yeah, it is reasonably important yeah.

AK: You may not be able to answer this, but why is important to be valued? Why does that come as your number one aspect relevant to work enjoyment? What is it about being valued that you enjoy?

MM: Erm… respect off your peers, I suppose, is important.

AK: By peers, you mean your colleagues at your level or higher?

MM: No, no, all people – by everybody involved, below and above, and again I suppose I think recognition is important because it is recognition of your ability, of your value or your work if you like.

AK: So they are all really linked together?

MM: Yeah quite closely, yeah.

AK: And confidence, or is that steady? Does it not really effect that?
MM: It doesn't effect it enormously, I don't think. I have a pretty good idea about my own capabilities and what my shortcomings are, and what I would need to learn and develop in as far as where I could progress and where I couldn't.

AK: It's more just the worth and the feeling of being recognised?

MM: Pretty much yeah.

AK: How much do you drink each week approximately?

MM: In units?

AK: However you find it easiest to say?

MM: I told the doctor when I went on my medical, I think I said 35 units a week.

AK: And is that accurate do you think?

MM: I think on an average week it usually is, my average week is, I very rarely ever drink on a Sunday, on average Monday to Thursday. I play football on a Tuesday, so I won't have a drink on Tuesday either. Mondays are 50-50 - some days I won't, and if I do it's usually with exception. Thursday night I suppose I will have 2 pints after work. So normally Monday – 2 pints, nothing on Tuesday, Wednesday, between Wednesday and Thursday I probably have a couple of drinks on one of those two nights, not usually both, so probably between Sunday and Thursday I will only have 4, 5 or 6 drinks, 6 drinks possibly maximum. Then obviously the weekend tends to be a bit different. I suppose within that erm… I would probably end up having erm… once every couple of weeks a couple of glasses of wine at lunch time as well.

AK: So on average you think that is probably fairly accurate, about 35 the mark, give or take a few in moderation.

MM: Yeah, you'll have one big night out in the week either Friday or Saturday. Again quite often on a Friday, you know, you'll have a couple of drinks after work, then you go out at home, or if I go straight home and go out locally and have 5 or 6 pints, that will be 12 units. Then Saturdays – a couple of drinks - football and then, you know, it depends if you have something big on a night out. So yeah, some weeks if you have something specific going on then it will be more than that, but other weeks it is under that so I think that is reasonably accurate – 35 units.

AK: Okay. What do you enjoy about drinking? What is it about drinking that you enjoy?

MM: Erm… (laughs) what is it about drinking that I enjoy? Most of it is the social side of it I think, erm… I don't often drink at home, very rarely in fact, so days where I don't go to the pub I wouldn't go home and have a couple of drinks either. I would occasionally have a drink of wine with dinner but it would be one glass of wine and that would be once a week. So erm… it's mainly the social side of it, in fact almost exclusively.

AK: And what does drink contribute to that social side?

MM: I suppose the usual it gives you a bit of a buzz and a bit of a high and what not, and I suppose the social loop, as in going to football, have a few drinks, meeting up with people and that sort of thing.

AK: So it's very much part of the culture of it.

MM: Yeah, very much.

AK: Are there any other points that you think are relevant to your occupational health, to your enjoyment in work, productivity or your health behaviour?

MM: No, not particularly no.

AK: What would you say would make you more productive in your role or previous roles at work?

MM: (Pause) erm… what would make me more productive? Probably a combination of some of the things we've talked about. So erm… being motivated at the right times for the right reasons. So, I suppose if you haven't always produced a result or hit a target, and the recognition of the work that you have put in and the confirmation of, you know, that you have done a,b and c. Or you were a bit unlucky, or if it's something that you have specifically done wrong – you haven't done a,b or c, you need to do that to get there. As well as having to have a manger having the belief in your ability and having confidence in your ability to go away and do it, or to do something constructive to try and help it. Erm… I'm not particularly good

at doing that myself either. I get quite sort of focused on whether we miss a target or we don't, and I get angry and pissed off about it, and erm… stamp your foot and make sure you do it next month instead, and it isn't particularly scientific. Erm… so I suppose yeah, being better motivated or having some more guidance and direction in terms of being more prepared to go away and do erm… be more productive. Erm… anything else? Erm (pause). I certainly think having role models and people to aspire to is quite powerful as well. You know, people who you are able to come back to, who you trust, and have confidence or belief in the way that they work or the direction that they are going in, that you are a part of it and you know – 'great, that is what I want to be involved in as well', as opposed to – 'I don't know what I will be doing in 2 months to be honest, so if it doesn't work out this month – oh great where is that going to leave me then? I'm not part of this now' and so there is a lack of direction on both sides. Erm… I can't think of anything else more specific than that.

AK: That's fine. Any other comments that you would like to make?

MM: Erm, no that's it.

AK: Okay. Thank you for your time.

Qualitative interview 5: 11th February 2004

Name:	JE
Gender:	Male
Age:	29
Job Title:	Recruitment Consultant
Duration of employment:	8 months

AK: What does it mean to you to enjoy work?

JE: Well, I think that enjoying work is all about being successful. It's about working in an environment where you feel comfortable, working with like-minded people who share the same ambitions and are all trying to achieve the same goals. I think having a laugh, enjoying yourself and being able to have a joke as well as working hard erm… I think it's about achieving your goals and basically being good at what you do 'cause at the end of the day we spend a massive proportion of our lives at work, and if we don't enjoy work, then it gets you down at the end of the day. Those are the main things.

AK: Okay. Why is it important, you started off saying about being successful, and that helps you to enjoy work. What is it about success that helps you to enjoy work?

JE: Erm… I think that when you are successful you are more confident, you enjoy yourself more, you can get the respect from your peers, you achieve your goals and it therefore gives you a feeling of satisfaction. In our particular job, the buzz of a placement. Obviously just the fact that you get a placement is great and that gives you a buzz in itself, and there is the added aspect of earning money attached to it.

AK: Would you say that is a secondary factor of less importance or are they of equal importance?

JE: Yeah, it's difficult actually because for me I think the money is probably important, but I think the success is probably equally important in a way because it effects your life and the way you are, your confidence, your personality erm… you know, and I think just the fact that you know you can do something, you know you can find somebody a job and that you can convince somebody or sell something to somebody, then that gives you a massive feeling of satisfaction. I think that everybody tries to find a form of satisfaction in every job that they are in erm… I think apart from the money and the hours, that is what it is 'cause we do take a hell of a lot of erm… I have to take a lot of shit from people. We do take a lot of shit from clients and candidates, and a lot of knock-backs, and I think we need that element of erm… satisfaction and success that will always drive you. Erm… 'cause at the end of the day you start at nothing, you start in a situation where, you know, the client might not know you, or know who you are erm… and to get there and say "I have a great person for you", right through to them saying "yeah, I'm going to offer them a job", you know, it's quite a feeling of achievement.

AK: Yeah, you see that progression.

JE: Yeah exactly, and you develop relationships with clients as well as colleagues at the end of the day, and that provides satisfaction as well. You know, to talk on a level to your clients and candidates, and personally I try and be as much of myself as I can. I've talked to consultants when I have gone to look for jobs, who talk to you like you are basically a pound of flesh basically – you are something that is going to make them money, and I just don't see how that approach can a) be successful and b) really give you some satisfaction. I like to be able to talk to candidates and be able to give them some advice, and then the thing that provides even more satisfaction and enjoyment at work as well is if you can be in that

position. Sometimes it can be very difficult as well though, as it can be very uncomfortable speaking to some people and it provides a lot of stress, and I guess we'll probably come on to that, but you know, some candidates you talk to, and clients as well, you just feel uncomfortable and a bit nervous.

AK: Why uncomfortable?

JE: I think some people have no social skills, you know, and others are deliberately either arrogant or deliberately, you know – I have spoken to a couple of them recently and you feel that they are trying to hinder you, in a way they are trying to sort of play psychological games in a way I find it very difficult to talk to and to work with, whereas others are really easy.

AK: And you mean clients here as with opposed to people within the office?

JE: Yeah I think so. Yeah I guess I am just talking about clients but erm… I think in this office everyone absolutely does amazingly well to get on with each other and since I have been here there hasn't been that many spats of people falling out. I think that the nature of consultants, they're quite good at working round things and laughing about things and using humour to deflect things, rather than taking things on board, which helps a lot. There is quite a good team spirit here.

AK: Good. What does motivation mean to you?

JE: Erm… that's a really difficult one I think. I mean motivation. I don't know to be honest, I think a lot of it is erm… success, and erm I know from looking at other people, I know from looking at my brother, for example, I can more see more what motivates him than I can see me in a way, and I think that it's a combination of success, money and respect for him. Erm… and you know I think if you go in and do really well and get promoted and you know you achieve, then that effects your overall well being, makes you a happier person, it gives you the money so you can go out and do the things you want to do. I think everybody in their lives needs a sense of direction and a sense of purpose. It gives you that as well, you know, for your mind. And I have been there you know, your mind dries up pretty quickly if you are just sat at home doing nothing just watching day time TV and stuff, so erm… yeah it gives you a sense of purpose I think as much as anything, yeah so I haven't really answered your question have I?

AK: No, well you have said other things. Your brother you say is predominately motivated by the money and the success. What do you think you are predominately motivated by?

JE: Probably similar things. I mean we are very similar people in a lot of ways erm… I think he probably didn't do as well academically, so I think he felt he had to prove himself more, which would fit with me, which is probably why I mentioned him. Erm… for me I think I am definitely motivated by success, and you know, I want to do well and I think I have grown up with an ethos in my family of doing well at everything you do, and working hard and doing well and being successful. That motivates me.

AK: Motivates you in what way?

JE: Well, it motivates me to come into work and work 8 'til 6 everyday, and to work my arse off, and you know, talk to people who I might not want to talk to.

AK: In order to meet those expectations that you grew up with?

JE: Erm… yeah I think so erm… I don't know, it's probably just as much the self-achievement for myself as anyone else really, but I don't know where that has come from. I

think that it's ingrained in me, but in saying that I'm not one of those entrepreneurs who works 22 hours a day and never sleeps, you know, but I'm motivated to do well for me and my immediate family for erm… you know, to be able to do the things I want to do outside of work as well really erm… to earn some money to buy a house and all that kind of stuff as well.

AK: Do you feel you gain motivation from your actual working environment?

JE: Erm yeah. I do particularly within this environment because everyone's sort of adding to the environment, and people around you are erm… you know, as motivated generally to do as well as you are. So there's always a sort of … quite a few people are uplifting and try to lift everyone up when it's quiet or whatever. Erm… you do find that if you don't have that you do fall back into not being on the 'phones as much erm… so there's a good team spirit and I think the less people in the office that there are, the harder it is to get motivated even though I am motivated myself, so you know, that group dynamic comes into it definitely.

AK: Any other aspects about your environment that help to motivate you?

JE: Erm… I think that to be in an environment where… I mean personally, I am one of these people who doesn't respond well to pressure. If someone is telling me to do something, I more than likely won't do it, whereas I know if I can decide what I need to do myself then I am much more motivated to do it. Erm… so I like to be in an environment where I am given the tools to do what I need to do, but then given the autonomy to get on with it. So that kind of working environment definitely helps me to achieve. I think erm… you know, I like being in a professional environment where people sort of talk to each other and respect each other, and so that helps motivate me. Erm… I don't know, the usual things. It's nice to be in a pleasant working environment where, you know, you are not always sort of working on really old computers and having no plants in the office and having no light coming in everyday, and all that kind of stuff. That influences me as well I think.

AK: What about managerial influences? You haven't commented particularly on that side of things, aside from the autonomy element. Do you find motivation from your managers?

JE: It's good to have a sense of direction. I think it's good that management explain reasons for things, and give you an idea of where you're going as a company, which is going to impact where you're going as an individual. Erm… so I think the management influence in sense of leadership is important, as long as it's done in the right way and not sort of heavy handed. People respond in different ways, different ways to pressure erm… not just pressure, but people have different ways of being managed to get the best out of people.

AK: What management style brings out the best in you?

JE: Somebody basically who is going to be available to me to help me when things go wrong, or to answer queries, but at the same time will empower me to do my job erm… (pause). I think somebody that erm…, I don't want to be in an environment where you sort of are constantly being told what to do or are constantly being monitored. I like to be sort of erm… I don't know, I guess all my points revolve around the same sort of autonomy aspect, but I don't know erm… (pause) I think those are the main things actually.

AK: That's fine. Do you get very stressed over work issues and events?

JE: I do. Funnily enough I was much more stressed when I joined than what I am now. I think things got to me when I joined as there is a lot of frustration, you know, I wasn't sure about how things worked erm… things definitely impacted on me more, you know. I think I

lost it a couple of times. I remember once I had to go out of the room and bang my head against a brick wall and stuff!

AK: What lead to that frustration? What were you so frustrated or stressed about, if you can remember?

JE: Probably [line manager] telling me to get on the 'phones actually.

AK: And [line manager] is your manager?

JE: Yeah correct, [line manager] is my manager erm… and potentially I think I felt I was being dragged in a hundred different directions when I started, and there was a hell of a lot of organisation to be done in this role. Erm… and you know, when you haven't got the time to do it, and especially in the core hours where you have to be on the 'phone between certain hours, that was really hard to get use to erm… so it's more the ways of working. You know, I have coped with the disappointment with people dropping out, which is very disappointing when you think you have made a placement and somebody drops out. I think I have coped with that reasonably well but erm… you know I had a few months off before I started as I got made redundant from my last job erm… so it was getting back into that intensity. You know, getting used to working long hours again, I think I was tired and it just got to me.

AK: So do you think that overall the situation has improved or do you think you are learning to manage your stress better?

JE: I think a bit of both actually. Probably the situation is the main thing though. I mean I have been through stress before, you know I have been in sales for about 7 years and I have been through a lot of the same things I had to face before in terms of stress erm… and you know. I don't know, without wanting to go into it, I think work stress almost sort of isn't as significant as other things going on in my personal life in terms of stress, but it has definitely combined with them to make it more difficult. The situation has improved erm… because I am much more organised. I know what is happening now and, you know, when you pick up the 'phone it has made me feel a lot more comfortable about things.

AK: How do you tend to respond to stress? What is your reaction?

JE: Erm… I tend to probably go into myself a bit, and probably a little bit depressed. Every now and again I'll get angry like my brother. For example, if he gets stressed, he will get angry. It is his automatic response. Mine I think used to be, I would go into my shell a little bit.

AK: Right, withdraw.

JE: I mean I have got angry as well. Actually when people have pissed me off on the 'phone or whatever, I can slam the phone down or you know. So it's a combination of both of them I would say. But I tend to calm down pretty quickly and get back on track.

AK: How do you manage that stress, when you are going through that, affecting your mood or getting angry?

JE: Sometimes I will take a break erm… I will go and do something nice or… Actually, I'm saying that. I probably won't go and do something nice. I will probably more likely get straight back on the 'phones, talk to somebody else and then do something like say "oh sod you, I don't need you kind-of-thing". Erm… I'm not going to let it effect me, so in a way I get quite dogmatic – is that the right word? Probably not.

AK: Or resilient?

JE: Yeah resilient. I'm quite kind of, I just erm… keep going basically, and just forget about it. I think that's the way I cope with it. I try not to think about it too much

AK: And then you eventually feel better?

JE: Yeah exactly. Time is the biggest healer isn't it, in a way, and you just get on with it and then you forget about it. The next day you have moved on. Unless it's something really, really serious.

AK: In which case then what? Do you have a strategy on how you cope with stress or do you tend to have a more emotional response?

JE: Erm (pause) no, I don't think I do. I probably need one, but no I don't think I do. I just get on with it and probably let it affect me too much really.

AK: In terms of your integration in the office and that sort of thing, how important are your working relationships to you?

JE: I don't think they are as important to me as they are to some people to be honest with you. Erm… I can sort of work, you know, I can get my head down and work solidly for 5 hours without worrying too much about what is going on around me. Whilst I do enjoy that sort of stimulation, of having people around, and I enjoy talking to people and enjoy talking to people on a personal level, so they are important, it's not the be all and end all. I think here everyone tends to lead separate lives anyway erm… and I have been in working environments where that hasn't been the case and I think a lot of people's social lives have also been connected to work. I mean, I went out Saturday night with a group of work colleagues who I worked with 3 years ago. We all stay in touch by e-mail and that was very different to sort of erm… there was sort of quite a big bond between the lot of us. I think it was because we were working for a dot-com basically, and it was all new and it was different and it was much more relaxed and young and casual, and so I think that created a bond that people tend to socialise with out of work as well. Whereas here, everyone gets on great, but for one reason or another it's kept very separate I think from their personal lives. So yeah, they are important at work I would hate to be in a situation where people didn't like me, or maybe they don't (laughs).

AK: I'm sure they do.

JE: But erm… you know that would bother me, you know. I couldn't carry on regardless.

AK: What do they contribute then daily to your work?

JE: Well, I think from a social point of view, having that interaction with other people. Being able to talk to them about, you know, being able to have a laugh with people basically helps you get through the day. Helps you to get on with your job. Helps you to get over as you mentioned some of the stressful aspects, you know. On a business level, you can get help and advice from other people, and you can bounce ideas off people erm… and you can sort of share that team-spirit that gives you a way of having a bigger picture, not a bigger picture but erm… you don't feel that you are on your own, you are a part of something that everyone is working towards, the same thing, and that helps you. Group dynamics.

AK: Okay. How important is your health to you? Do you think about it much? Do you try and make efforts to look after yourself and that sort of thing?

JE: Yeah I do. I mean to be honest, in recent years it has become more important. I think in my early twenties and late teens I didn't give it much thought at all, to be honest. Erm… and I do now. I am quite careful about what I eat and you know don't drink too much and that sort of thing. I'm much more aware about looking after myself now erm… probably still don't do that much to sort of cope with stress, but I go to the gym and stuff. You know, things like doing things helps you, like socialising helps you get over stress erm… so I am much more conscious of it now than I use to be, and I think everyone is really to be honest with you. I think over the last 5 years people are much more aware of how things affect them. Yeah, so I am.

AK: How much do you drink in an average week?

JE: I don't know. It varies from week-to-week to be honest. But not nearly as much as I used to. I probably have a couple bottles of wine, and I don't know, 6 or 7 pints, I don't know.

AK: Each week?

JE: Yeah.

AK: And does that get spread out through the week?

JE: Yeah, that's not all in one night. (laugh)

AK: Why do you drink? What do you like about drinking?

JE: I definitely like it when it helps to relieve stress. It definitely helps me to feel more relaxed, when you forget your problems and forget your worries, you know, and you feel good about yourself I think. But erm… there are side effects as well, especially with blokes. I think it can make them quite aggressive. I have noticed that in me before, not in a physical way, but in I'm a bit more less tolerant way than I would otherwise be. But I have had times at work when I have actually needed to drink and I find if I haven't had a drink for more than 3 or 4 days, it just helps to relax me and calms me down. So yeah it does relieve stress.

AK: Okay. Do you smoke?

JE: No. I use to, but I gave up.

AK: Okay, for health reasons or other reasons?

JE: I think for health reasons. I mean I had two friends whose mum died of cancer about 6 years ago, erm… and there was a big group of us and they wanted to give up and so we said we would give up as well to support them. And I think they went back to it, and everyone else did too. I was the only one who managed to give up. Erm… so yeah, every now and then when I have had way too much to drink, I will have a cigarette but it doesn't make me want to start again.

AK: Do you think your health has any impact upon your work?

JE: Yeah definitely, in terms of like tiredness. It's not something that I have talked about much, but when I'm tired, I haven't had enough sleep, it's a nightmare. Literally I can only work at like 60/70% of what I can normally erm… that has a massive impact on things erm… and I think that's probably the main thing. Yeah, the stress is a big one. I think if you're feeling stressed it effects your motivation and you don't do as much as you might otherwise do, so I would say those two are quite big factors.

AK: Okay. What aspects would you change in order to make yourself more productive? If anything?

JE: Well, if we could have a gym and a bar here that would be nice - that would be a good start (laugh). Erm... again that is a really difficult one I think, do you mean in a business sense or in my own life?

AK: In your own life or in your working methods, or in the management that you receive or your environment, anything.

JE: I think it would be nice to do some more sort of team stuff, and in terms of this specific company, I think it would be nice if every now and again, and we have done this before, but if we had like erm... we finished on a Friday at 4 or something and we went to the pub. And erm... I think it's nice that the company takes people who have hit targets to the pub, and individuals and team leaders and whatever, but then I think it would be nice if it was a little bit more inclusive, and then people could, you know, be patted on the back for doing their job and, you know, everyone included in that really. So you know, just perhaps some more team stuff, and I think that would then impact, people will then think on a Monday morning "well we've done that on Friday, so we will work really hard and then hopefully we will get the chance to do that again". That will give people something to work towards and perhaps more sort of standing at the end of the carrot, you know, it would make people more productive. You know, change in the commission schemes, so you get 50% of all placements, I would settle for that.

AK: Would more money make you more productive?

JE: Yeah definitely. I think it's difficult in this role 'cause if you know, you aren't in a position to make loads of money, you get to the end of the month and it's difficult for those last few days. You think "well yeah, I really tried to put someone into this period" and then you think "well I'm only going to get another £50". I had a big credit go through for last period erm... and as much as I would like to have worked my arse off and get one more in, in real terms it's only going to make a minimal amount of difference to my pay packet. So I think, maybe if I wait and motivate the people, you know, to get that one placement in and we have done it actually. In December we had erm... you know some alcohol on offer, a bottle of whiskey, vodka, whatever, to get a placement every week, and things like that are quite a good idea I think. Erm... that would probably make me more productive. Erm... perhaps even an explicit idea of what the promotion opportunities are for me, and I think we've talked about his before, you know, saying what the target is and what I have to get to and stuff. That sort of more defined career path, but erm... you know, those are the sort of things that I have to find out about to push myself. Things that have occurred to me perhaps are things like erm... maybe physical things in the working environment, like being able to have stationery all the time, you know, a receptionist who answers our calls.

AK: You think these things would make you more productive?

JE: Yeah, potentially yeah. Just certain things get you down I think, and you start to sort of live too much in your comfort zone. I don't know, it's probably not a big deal really.

AK: Any other aspects that you think would make you more productive?

JE: (pause) I don't think so.

AK: Any other comments at all about your occupational health, your enjoyment of work or any of the areas you've talked about?

JE: (pause) You know I think if we had an Indian massage that would be wicked.

AK: That would be nice. Anything else?

JE: (pause) Just more team bonding, you know, and people sort of remembering to treat each other with a bit of respect, and pass messages on and stuff. Yeah, I think that is the main thing.

AK: Nothing else?

JE: No, I'm kind of worried, because I think there should be something else.

AK: No no, I'm just checking that that's all. Okay. Thank you very much for your time.