A Cross Sectional Analysis Of Human Resource
Management Efforts In Turkey In Production Sector

MBA THESIS

Çiğdem IŞIKDEMİR

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A CROSS SECTIONAL ANALYSIS OF HUMAN RESOURCE

MANAGEMENT EFFORTS IN TURKEY IN PRODUCTION SECTOR

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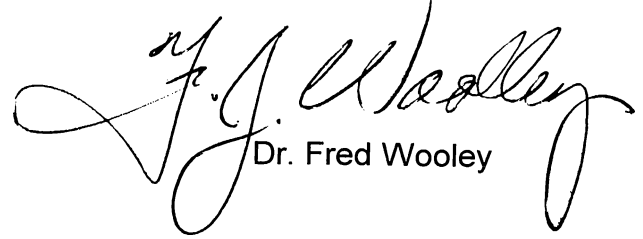MASTER OF BUSINESS ADMINISTRATION

BY

ÇIĞDEM IŞIKDEMIR

SEPTEMBER 1996

I certify that I have read this thesis and in my opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Business Administration.

Dr. Fred Wooley

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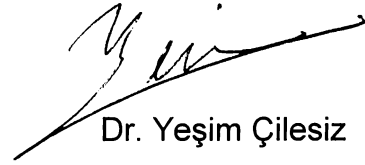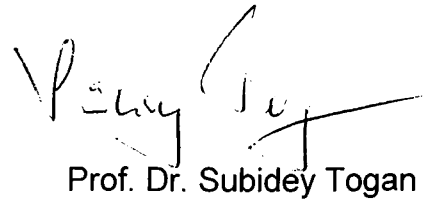
I certify that I have read this thesis and in my opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Business Administration.

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TO MY GRANDMOTHER

ABSTRACT

A CROSS SECTIONAL ANALYSIS OF HUMAN RESOURCE MANAGEMENT EFFORTS IN TURKEY IN PRODUCTION SECTOR

BY

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M.B.A THESIS

Supervisor: Dr. Fred Wooley

September 1996

In the 1990s, globalization, internationalization and competition has gained an increasing significance in terms of corporate strategy. The organizational enviroment is involved in a rapid, constant change. Human resource management (HRM), is the critical tool for adapting to this ever changing environment. It could become a perfect strategic point of view when it is utilized efficiently.

At the macro level this study analyses the extent of HRM efforts in Turkey in the production sector by replicating the 1992 Price Waterhouse international survey of HRM practices and strategies in Europe.

At the micro level significant differences among the large and medium-small scale organizations in their attempts to manage human resources in their organizations in 1996 are investigated.

The study seeks to ascertain any changes in HRM practices in Turkey during the four years since Price Waterhouse Survey in 1992, and attempts to

evaluate any significant changes within four years (1992-1996). Finally, the results of this survey of HR practices in Turkey are compared with the European-wide results of Price Waterhouse survey.

ÖZET

TÜRKİYE'DE ÜRETİM SEKTÖRÜNDE İNSAN KAYNAKLARI YÖNETİMİ ÇABALARINDA KESİT ANALİZİ

ÇİĞDEM IŞIKDEMİR

YÜKSEK LİSANS TEZİ, İŞLETME FAKÜLTESİ

TEZ YÖNETİCİSİ: DR. FRED WOOLEY

Şirket stratejilerinde 1990 lı yıllarla birlikte küreselleşme, evrenselleşme ve artan rekabet önemli unsurlar olarak gündeme gelmeye başlamıştır.

Dünyada ki hızlı gelişmeler iş çevrelerini de hızlı ve sürekli bir değişim içine girmeye zorlamıştır.

Sürekli değişen bu ortamda insan kaynakları yönetimi adaptasyon için en önemli araçtır ve etkili kullanıldığında çok önemli stratejik yararlılıklar sağlar.

Bu çalışmada makro düzeyde 1992 yılında Price Waterhouse tarafından Avrupa bazında, insan kaynakları yönetimi, uygulama ve stratejilerini belirlemek amacıyla yapılan tarama tekrarlanmak suretiyle Türkiye'deki üretim sektöründe insan kaynakları yönetiminin durumunu değerlendirmek amaçlanmıştır.

Micro düzeyde de büyük ve küçük ölçekli organizasyonların insan kaynakları yönetimi açısından farkları analiz edilmiş ve tartışılmıştır.

Ayrıca Price Waterhouse'un insan kaynakları yönetimini analiz ettiği Avrupa çalışmasının sonuçları ile çalışmamızda elde edilen sonuçlar arasında ki benzerlikler ve farklılıklar tartışılmıştır. 1992 yıllında Price Waterhouse un elde ettiği sonuçlar ile bizim elde ettiğimiz sonuçlar karşılaştırılarak bu sektörde geçen dört yıl süresinde (1992-1996) meydana gelen değişimlerin neler olduğu ortaya konmaya çalışılmıştır.

ACKNOWLEGMENTS

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I) INTRODUCTION:

Human resource management , as a tool for competitive advantage of a firm, has gained increased importance in the 1990s. Since qualified people are the real assets of an organization, efficient and correct utilization and application of HRM is critical. This study attempts to understand and measure the extent to which HRM is being utilized effectively in Turkey. The study basically focuses on HRM in Turkish production companies and discusses its application within these firms.

The economic context in which organizations operate has been changing at a remarkable rate during the last decades. Increasing international competition, deregulation and globalization of markets have demanded greater flexibility and productivity of organizations , as well as new strategies focused on speed, responsiveness to changing market conditions, and innovation (Hiltrop,1995). Therefore, faced with pressures for greater productivity, shifting demographics, and changing workforce expectations, many companies have come to realize that the treatment of people as a key organizational asset for competitiveness is the critical strategic tool. HRM is continuously gaining power in terms of the competitive strength of a corporation.

Interest in competence has been increasing from a strategic and economic point of view and that various human capital approaches are developing and being utilised in the HRM field, as well as being integrated, into general operations and business development.

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Increasingly people are being utilized where they have the required skills and they can expect to move from place to place in their organization as needs change.

To maintain their personal income and employability, individuals have to plan their own development, build a professional reputation, and learn to manage their own careers (Handy,1989).

Since organizations can no longer offer promotion as reward for loyalty and performance, the rewards for managers and professionals can not be managed the way they used to be. Pay systems must be altered so that people are no longer paid on the basis of their level, position or status, but instead on their contribution to the firm(Moss Kanter,1994).

Promotion is the currency of the old era. What matters now is job enrichment, employability and providing the opportunity for employees to develop the skills and perspectives to take care of themselves (Noer,1993).

Transactional contracts will become the norm of the industry. For example, many of the traditional career orientated employers, IBM, Hewlett Packard, and Ciba Geigy among others, are making continued employment explicitly contingent on the fit between people's competencies and business needs (Mirvis and Hall,1994). This puts increasing emphasis on the organization's ability to manage their human resources.

Many authorities are spot lighting the growing integration of HRM with organizational strategies and objectives as evidence for the growing recognition of the importance of HRM. Integration means the degree to which the HRM issues are considered to be an integral part of the development of business strategies and objectives.

Hendry and Pettigrew(1990) define the strategic integration of HRM as:

- the use of HR planning;

- a coherent approach to the design and management of personnel systems based on an employment policy and manpower strategy;

- seeing the people of the organization as a "strategic resource" for achieving competitive advantage.

There is also the argument that there is a direct correlation between strategic HRM and economic success. Schuler and Macmillan(1984:242) make a similar point, that effectively managing human resources gives benefits which include greater profitability. Porter(1985) also believes that HRM can help a firm obtain a competitive advantage.

Other authors argue that organizations which engage in strategy formulation processes that systematically and reciprocally consider human resources and competitive strategy will perform better over the long run.

It is clear that studying HRM efforts comparatively at the organizational level needs a detailed research for gathering sufficient and reliable data for this

purpose, but unfortunately most of the time national labour market data is insufficient. Price Waterhouse, in concert with the Cranfield school of Management, decided to fill this data void by mounting an empirical, international study of HRM practices in Europe.

PW initially contacted the researchers at the Cranfield School of Management, where Gavin Adam of Price Waterhouse and Chris Brewster of Cranfield established the Price Waterhouse Cranfield Project on International Strategic Human Resource Management. The recruitment of Cranfield MBAs to Price Waterhouse via six month assignments on the HRM project and the shared information gathered and public exposure received were critical to the outcomes of the research.

PW also held the strong belief that, despite the clear national or regional distinctions, there has been an identifiable difference between the way in which HRM is conducted in Europe and the situation in the United States. One of their purposes was also to question the appropriateness of the American concept of HRM in the European context.

There has been a need for a model of HRM to re-emphasize the influence of such factors as culture, ownership structures, the role of the state and union organizations. Some European HR specialists claim that the American models are inapplicable in Europe. Gaugler concludes that because of different legal, institutional and economic contexts there is no uniform model of personnel management (Gaugler 1988:26).

To fill this void, PW-Cranfield proposed a model of HRM (shown in Fig 1.1) which places HR strategies firmly within, though not entirely absorbed by, the business strategy.
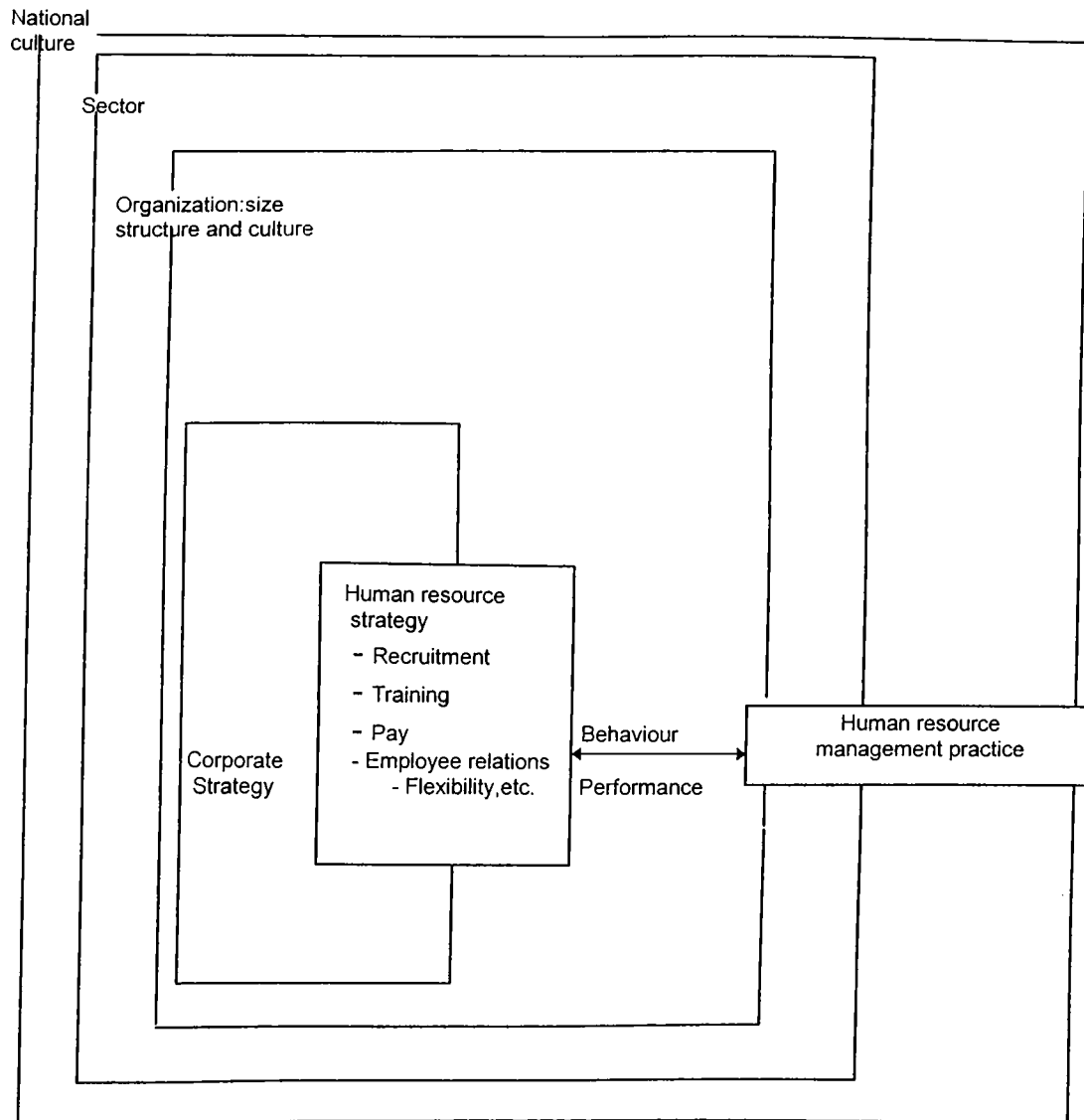
Figure 1.1 Amodel for investigating human resource strategies: the European environment
Source:Adapted from Brewster and Bournois 1991

The model shows that the business strategy, HR strategy and HR practice are located within an external environment of national culture, power systems,

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legislation, education and employee representation. The organization and its human resource strategies and practices in turn interact with and are part of that environment.

Such a presentation of the HRM concept points towards a model which places HRM management within the national context which allows us to understand why the European situation may differ from the American situation.

The PW research data was collected by an international comparative survey of organizational policies and practices in human resource management in Europe. The survey included Germany (West), Spain, France, Sweden, and the UK in 1989-90. Germany(West), Spain, France, Sweden, the UK, Denmark, Netherlands, Norway, Switzerland and Italy in 1990-1. Germany(West), Spain, France, Sweden, UK, Denmark, Netherlands, Norway, Finland, Ireland, Portugal, Germany(East) and Turkey in 1991-92. Finally Austria, the Czech Rep, Greece, and further Germany(East) were surveyed in 1993. It was an unprecidented, extensive and comprehensive research.

The research had two main objectives: first to monitor over time the impact of the increasing 'Europeanisation' of business on specific human resource management practices in Europe. The researchers were actually interested in knowing whether Europeanisation would lead to a harmonisation of personnel policies.

The second objective was to establish how far there had been a shift in personnel policies towards 'strategic human resource management'. The survey was designed in such a way as to establish how far personnel policies were planned, coherent and interactive with corporate strategies. The researchers also wanted to identify any developments that were taking place in critical HRM areas such as recruitment, training, remuneration, and employee relations.

PW and the Cranfield School of management developed a very high quality questionnaire for their survey. The entire questionnaire is presented in appendix A. It was decided to replicate the study in Turkey to discover if there had been any major shifts in HRM applications in the four years since the PW Study.

For the purpose of this research a sample of 17 Turkish private production companies, both large and medium-small scale organizations, were surveyed concerning their HRM activities with the use of the PW questionnaire. The PW questionnaire was originally applied to both public and private firms in 15 European countries including Turkey. This study concentrates on the private sector because of the greater amount of HRM activity there. The questionnaire was completed by the HR Coordinators, HR Vice Coordinators, HR Directors or HR Managers in the selected sample firms.

II) RESEARCH QUESTION:

This study attempts to explore and describe the HRM orientation of 17 Turkish companies. These companies are divided into two groups: large and medium-small scale production companies and their subsidiaries. Significant qualitative data were collected through interviews, and the PW questionnaire was utilized to collect quantitative data.

The interviews allowed the researcher to ask more qualitative questions to the managers. In this way the current situation of HRM in the companies was understood and examined by recording the thoughts, insights and beliefs of the HR managers. The data collected by the questionnaire helps to increase the validity and the reliability of the qualitative findings.

Price Waterhouse surveyed123 organizations in Turkey. These consisted of both public and private firms. The sample firms included in this study are all production companies.This will help to explain why the resulting data may be at variance. However in most categories, the data are remarkably similar.

The Price Waterhouse Survey was conducted in 1992 for Turkey. The current study strives to identify and analyze any changes that have occured in HRM practices during the intervening four years.

The PW questionnaire utilized for the purpose of this research consists of six sections, each of which concentrated on a major issue in HRM. The questionnaire collects as much hard data as possible on organizational level

HRM practices from the most senior personnel specialists across the production sector of the economy in Turkey.

The data are evaluated statistically in order to identify and explain the similarities and differences among the sample firms in terms of HRM practices, to differentiate between the HRM efforts of large and medium-small scale organizations in the sample, and to compare results of this research with the results of the Price Waterhouse Survey.

In addition, the PW Survey data are analyzed in terms of how Turkey compared with other European countries in its HRM endeavors.

III) DESCRIPTION OF THE QUESTIONNAIRE:

SECTION I) HUMAN RESOURCES /PERSONNEL STRUCTURE:

The purpose of this section is to understand the structure of the HR department in the organization. It also investigates the position, title, educational background, and recruitment procedure for the personnel that participate in the HRM team.

The participation of the head of the personnel or HR function on the main board of directors or equivalent is also analyzed. If he/she does not participate then the person who represents HR for related decisions is investigated.

SECTION II) HUMAN RESOURCE STRATEGY:

This section attempts to identify the degree of integration between HRM and corporate strategy.

If an HR strategy exists then the extent of its influence on major policy decisions such as pay and benefits, recruitment and selection, training and development, industrial relations, health and safety, workforce expansion/reduction is further investigated and analyzed.

A second group of questions in this section deals with the performance evaluation of the personnel department. Whether it is evaluated

systematically or not and the criteria for such an evaluation are the major concerns for these questions.

A third group of questions in this section focuses on manpower planning. The methods used in manpower planning, types of data collected on the workforce are evaluated. Time period for planning staffing requirements is also determined with the questions in this section.

The last group of questions in this section concerns the computerized information systems used to aid HR functions. To what extent the computerized system is utilized and which HR functions benefit from the computerized system is assessed.

SECTION III) RECRUITMENT:

The job categories that are hardest to recruit, aids to recruitment, how vacant positions are filled in general, proportion of external recruitment and the selection methods used are the major topics that are researched in this section.

SECTION IV) PAY AND BENEFITS:

The questions in this section try to identify the levels of pay and how basic pay is determined for managers, professional and technical staff, clerical staff and manual staff. The change in the share of non-money benefits in the total reward package is also assessed, any incentive schemes offered for each

category of staff is investigated. Finally, any benefits offered to those with dependent childen are identified.

SECTION V) <u>TRAINING AND DEVELOPMENT</u>

The first issue of concern in this section is the determination of the approximate proportion of annual salaries and wages currently spent on training.

The questions following this section try to calculate the average days training per year for managers, professional and technical staff , clerical staff and manual staff respectively. This section also investigates the changes in the amount of time spent on training for all levels of staff.

How often the training needs are analyzed through projected business/ service plans, through training audits, through line management requests, through performance appraisal, and through employee requests is also evaluated.

Organizations which monitor the effectiveness of training are identified and their methods of monitoring are analysed.

The percentage of organizations where at least a third of the managers have been trained in areas such as performance appraisal, staff communication, delegation, motivation, team building and foreign languages is determined as

is the percentage of organizations that provide training courses to update the skills of women returnees.

The percentage of organizations which regularly use formal career plans, performance appraisal, career development interviews, assessment centers, succession plans, planned job rotation, high flier schemes for managers is investigated, and international experience schemes for managers are analysed.

The last, but important, part of this section analyses the areas which organizations think will constitute the main training requirements in the next three years.

SECTION VI) EMPLOYEE RELATIONS

The first part of this section gathers data concerning trade unions:

(1) The proportion of staff who are members of a trade union.

(2) The percentage of companies recognizing trade unions for the purpose of collective bargaining.

(3) The percentage of organizations reporting a change in the influence of trade unions over the last three years.

(4) The percentage of organizations reporting a change in the use of representative staff bodies for communicating major issues to employees is also investigated.

The second part of this section gathers data concerning communication with employees :

(1) The percentage of organizations reporting a change in the use of direct verbal and written methods to communicate major issues to employees.

(2) The percentage of staff categories such as the management, professional/technical, clerical and manual staff who are formally briefed about the strategy and about the financial performance is analyzed.

(3)The methods used for employees to communicate their views to management with the percentage organizations is further investigated.

(4) The responsibility for formulating policy on staff communication in terms of percentage organizations is determined.

IV)ANALYSIS

PART I:DESCRIPTION OF THE ANALYSIS

This study analyses the resulting data at three levels for each section of the questionnaire.

The first level consists of an analysis and comparison of large to small-medium scale companies in terms of similarities and differences.

The second level aims to compare the results of this study to the data and conclusions obtained by the Price Waterhouse Survey.

The third level analyses the PW Europewide results in terms of HRM efforts in Turkey.

All this analysis seeks to shed some light on Turkey's HRM philosophy and practices, what is HRM's significance and position in the firm, and what are the strengths and deficiencies in those management strategies.

A significant point to note here is that the questionnaires were responded to by either the first or second senior personnel in the Human resources or personnel department of the sample organizations. This is very crucial for obtaining detailed and clear information for the human resources management efforts in that firm, and for this study.

Some Limitations of this study:

There were 17 production companies included in this research study. 12 are grouped as large scale organizations and 5 are grouped as small-medium scale organizations. The selection of companies was done in such a way that it would give the researcher a clear picture of the situation for HRM efforts in Turkey, especially in the production sector.

However before having a cross sectional analysis and comparisons for each section of questions, it will be useful to mention several facts related to this study which might be called either shortcomings or limitations, especially in terms of comparisons done with the results of the Price Waterhouse survey.

(1) The sample size of this study is extremely small compared to the Price Waterhouse study.

(2) Price Waterhouse completed its analysis for all sectors of companies. They also included public organizations. This research has mainly focused on a cross sectional analysis of private companies in the production sector . Analysis of service sector and public organizations are not in the scope of this study.

(3) In order to have more concrete and meaningful results, the HRM efforts for the most leading and powerful companies of Turkey is investigated. Sabancı Holding, Koç Holding, Eczacıbaşı Holding, and some of their group companies like Türk Traktör, Ormak, Eczacıbaşı İlaç, Eczacıbaşı Vitra, Toyotasa, Renault , TAI, FMC Nurol and Roketsan are the included sample firms included to represent the large companies.

The medium-small companies:

Orsan, Domsan, Endiksan,O.Yan Sanayi and Aydöküm are the medium-small

companies that participated in that study.

PART II: <u>AN ANALYSIS OF DATA FOR EACH SECTION OF</u> <u>QUESTIONNAIRE</u>

This part of the thesis is replete with tables of data. The tables are presented in the order of :

(1) Total Study Data

(2) Data for large companies and medium-small companies separately

(3) PW data for Price Waterhouse results

SECTION I: <u>HUMAN RESOURCES/PERSONNEL DEPARTMENT</u> <u>STRUCTURE</u>

This section examines the structure of the HR department in the organization, and investigates the position, title, educational background, and recruitment procedures for personnel or the HRM team.

The complete results of the survey for this study are presented in appendix B. Only significant, critical issues are presented in the following pages.

1.1) The percentage of organizations having a personnel or human resource management department/manager:

The data indicates that all of the organizations analyzed have a personnel or human resource management department/manager.

Table 1.1: Percentage of organizations having a personnel or human resource department/ manager

Yes	100
No	0

Table MS 1.1: Less than 1000 or greater than or equal to 1000 employees

	< 1000	>1000
Yes	100	100
No	0	0

A similar conclusion is easily visible from the results obtained by Price Waterhouse.

Table PW 1.1: Europeanwide analysis of Price Water House

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Yes	97	88	95	99	78	86	93	96	96	98	99	96
No	3	12	5	1	22	13	5	4	4	1	1	3

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

The data show that Turkey ranked first among the 12 countries included in the study having a personnel or human resource management department/manager. It is noteworthy how similar the data are between this study and PW Survey.

There is a big difference in having a personnel department or a human resource management department. In most cases the personnel department is usually limited to recruitment and wage administration issues whereas HRM departments usually enjoy a larger mandate.

The data of this study and the interviews indicate that this difference still exists to a great extent. Therefore, having a score of almost 100% should please us of course, but the reality is somewhat more complicated than that simple result.

1.2) Length of time personnel specialists have worked in that role:

Another crucial issue here is the length of time personnel specialists have worked in that role. The results of this study show that most of the personnel specialists have spent more than five years in that role.

Table 1.2: Length of time personnel specialists have worked in that role (valid %)

Less than one year	0
One to five years	24
More than five years	77
Not aplicable	0

(This is Table 1.4 in Appendix B)

Table MS 1.2 : Less than 1000 or greater than or equal to 1000 employees

	<1000	>1000
Less than one year	0	0
One to five years	60	8
More than five years	40	92
Not applicable	0	0

(This is table MS 1.4 in appendix B)

One noticeable difference is the concentration of human resource specialists with a background of more than five years in that role for large organizations. In the case of medium-small scale organizations 60% of the sample firms seem to have personnel specialists with one to five years experience in that role.

Table PW 1.2: Europeanwide Analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Less than one year	4	6	8	3	3	4	5	7	4	1	2	2
One to five years	9	29	30	22	16	20	24	27	10	16	12	17
More than five years	60	40	37	74	78	52	62	62	21	76	85	73
Not applicable	17	25	25	1	3	24	10	4	64	7	1	8

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

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Here the significant observation is that the time scale for personnel specialists within their role scores its highest percentage in all countries analyzed at 5 years and above. Note that Turkey is ranked first among all other countries in this category.

1.3) The percentage of organizations in which the head of personnel /HR function has a place on the main board of directors:

The percentage of organizations in which the head of personnel/HR function has a place on the main board of directors was analysed. Unfortunately the data show that in most of the organizations someone other than the personnel/HR manager is on the board with responsibility for personnel issues.This is especially true for the small organizations.

Table 1.3: Percentage of organizations where the head of the personnel /HR function has a place on the main board .

Yes	24
No	77

(This is table 1.9 in appedix B)

Table MS 1.3: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	0	33
No	100	67

(This is table MS 1.9 in appendix B)

In the sample of organizations the HR director or the HR coordinator in holdings like Sabancı, Koç, Eczacıbaşı and Renault has a place on the main board of directors.

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In the Price Waterhouse survey it should be noted that Turkey ranked second last, for the head of the personnel/HR function having no place on the main board of directors. In 60% of the organizations analyzed for the purpose of this study the head of the personnel/HR function is represented by another director.

Table PW 1.3: Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Yes	30	49	73	84	61	44	71	42	46	84	37	49
No	67	39	23	12	38	38	24	54	46	15	60	47

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

One easily noticeable result here is that, in France, Sweden and England the picture is just the opposite. In these countries organizations seem to realize the necessity of the participation of the HR specialist on the main board of directors.

It would be interesting to know " who has the responsibility for personnel issues on the main board of directors in case the personnel/HR manager does not participate?" The following chart tell us.

Table 1.4: Percentage of organizations with someone other than the personnel/HR manager on the board with responsibility for personnel issues.(Valid %)

Chief executive/MD	53
Administative Director	35
Finance Director	0
Company secretary	0
Production Director	0
Worker -Director	0
Other	12

(This is table 1.10 in appendix B)

For large and medium-small organizations the data are:

Table MS 1.4: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Chief executive/MD	40	58
Administative Director	60	25
Finance Director	0	0
Company secretary	0	0
Production Director	0	0
Worker Director	0	0
Other	0	17

(This is table MS 1.10 in appendix B)

The figures indicate that in most cases either the Chief executive/MD or the Administrative Director has the responsibility for personnel issues. It is interesting that in the case of small organizations the Administrative Director mainly has this responsibility.

Similar trends are observed in case of Price Waterhouse Survey.

Table PW 1.4: Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Chief executive/MD	26	63	43	35	9	70	26	60	44	22	62	60
Administrative Director	20	9	9	15	17	0	12	2	13	52	12	7
Finance Director	3	8	9	6	7	0	18	15	4	8	2	9
Company Secretary	0	0	12	23	0	13	4	0	7	2	0	3
Production Director	2	1	4	4	1	3	0	8	2	2	0	5
Worker Director	7	2	1	1	0	0	3	4	0	2	2	0
Other	10	17	21	15	7	15	38	11	15	12	21	15

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

The data in terms of Europeanwide analysis indicate that in Sweden the Administrative Director has the responsibility for personnel issues on the main board of directors instead of personnel/HR manager, but in 10 of the European countries the Chief executive has this responsibility. Finland emphasizes neither the Chief executive nor the Administrative Director in this position.

1.5) Source of recruitment of senior personnel/human resource manager:

The analysis done for this purpose show that the senior personnel/human resource manager is mostly recruited within the personnel department or from non-personnel specialists within the organization.

Table 1.5: Source of recruitment of senior personnel/human resource manager

Within personnel dept.	47
Non-personnel within org.	35
Personnel specialists outside	18
Non specialists outside	0

(This is table 1.12 in appendix B)

Table MS 1.5: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Within personnel dept.	33	55
Non-personnel within org.	33	36
Personnel specialists outside	33	9
Non specialists outside	0	0

(This is table MS 1.12 in appendix B)

Although the percentages are not the same one could claim that both in large and small organizations the personnel/human resource manager is mostly recruited from within the personnel department.

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The results of Price Waterhouse contradict the results of this analysis in this category.

Table PW 1.5: Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Within personnel dept.	22	18	24	16	20	15	15	23	32	20	33	25
Non-personnel within org.	25	34	26	23	30	35	25	16	22	17	20	16
Personnel specialists outside	38	25	41	46	31	34	30	51	34	47	38	47
Non specialists outside	10	20	3	13	15	8	25	7	11	14	7	9

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

As seen from the calculated percentages there is also a considerable percentage of organizations where the senior personnel/human resource manager is recruited from the personnel specialists outside.Turkey ranked 8th in this respect.

This study shows that this is not the case for the leading organizations of Turkey as the Sabancı, Koç and Eczacıbaşı group of companies show. The variance in findings could be caused by the fact that the PW survey also included public organizations.

Actually this choice gains importance for small organizations. Here this analysis and the results of Price Waterhouse reach a certain similarity.

This section has compared and contrasted data concerning the structure of the HR department, and the role and recruitment of the HR manager and team.The next section examines human resource strategy.

SECTION II: HUMAN RESOURCE STRATEGY

The section examines the degree of integration between HRM and corporate strategy.

2.1) The main objectives of the personnel or human resource management department over the next three years:

The following figures indicate that most of the organizations mainly aim to emphasize personnel function, recruitment, training and the organizational development.

Table 2.1: The main objectives of the personnel or human resource management department over the next three years

Personnel function	76
Manpower planning	35
Recruitment	82
Pay and benefits	77
Job evaluation	18
Training/Development	77
Performance and Appraisal	77
Employee relations	35
Efficiency	12
Workforce adjustment	0
Working time	0
Health and safety	18
Organizational Development	88

Another interesting figure is the emphasis on pay and benefits. Actually most organizations went beyond those choices in the interviews. For example at Koç Group companies there is a priority for flat organizations which might be called a change management or an organizational development. Further research and development for new recruitment techniques, and the

integration of better communication networks within the organization and among the employees are sited as the other priorities.

For the Sabancı group of firms on the other hand, establishing a "people vision" which supports corporate strategy, developing a leadership team for the future and enhancing HR management practices in group companies were presented as the major objectives.

FMC Nurol, which is a joint venture, emphasizes the essence of attracting qualified personnel to the company, evaluating the performance of personnel and compensating them accordingly.

Establishing quality circles, giving more emphasize to career development programs for employees, improving efficiency are also mentioned as objectives over the next three years.

The answers from medium-small scale companies are somewhat different.

Table MS 2.1: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Personnel function	33	100
Manpower planning	0	55
Recruitment	83	82
Pay and benefits	50	91
Job evaluation	0	27
Training/Development	50	100
Performance and Appraisal	17	100
Employee relations	33	27
Efficiency	0	18
Workforce adjustment	0	0
Working time	0	0
Health and safety	33	9
Organizational Development	67	100

They emphasize recruitment and training. Domsan, which is a furniture production company with about 120 employees in total emphasized the necessity of total quality management for the firm over the next 3 years since they aim to implement ISO 9000. Therefore recruiting more skillful labor and more intensive training programs are usually the priories for medium-small scale organizations. Although both large and medium-small scale organizations emphasize organizational development what is meant by such a development varies greatly.

The Price Waterhouse results are as follows:

Table PW 2.1: Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Personnel function	7	19	8	8	2	11	12	8	7	14	5	12
Manpower planning	4	2	16	14	2	4	4	6	4	7	6	5
Recruitment	11	5	3	4	3	5	4	8	3	3	12	7
Pay and benefits	3	4	6	5	8	4	4	3	5	4	6	9
Job evaluation	1	2	1	4	0	0	1	5	1	0	3	1
Training/Development	34	31	19	25	12	22	31	26	24	30	25	22
Performance appraisal	2	4	2	3	0	2	2	4	0	1	2	2
Employee relations	10	10	18	18	20	19	6	12	5	9	7	12
Efficiency	5	10	8	20	19	20	11	16	10	8	12	18
Workforce adjustment	5	3	4	3	8	1	4	1	8	8	8	2
Working time	3	0	0	0	0	0	0	0	1	0	0	0
Health and safety	1	1	2	1	2	4	4	2	2	3	1	1
Org..Development	6	7	5	4	5	6	9	10	9	11	3	6

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

The survey results claim that training/development is the primary objective for most of the firms followed by recruitment and efficiency. The results of this

study also show that training/development and recruitment are two of the major objectives but still most of the organizations emphasized the importance of performance appraisal, organizational development and all of them mentioned that there has been at least an awareness in the organization to improve personnel functions for future success. The Europewide picture is not very different to that of the efforts in Turkey. Training/development is major objective in all of the 12 countries analyzed with the highest percentage but Turkey ranked 8th. Efficiency is also highly emphasized in all of the countries analyzed. One interesting result is the importance given as an objective to the improvement of employee relations. This is especially emphasized in Finland, England, France and Ireland. Here Turkey ranked 10th. Turkey has the first rank in recruitment and the last rank in organizational development in Europewide results which helps to explain why Turkish companies are slow in moving to more effective organizational paradigms.

2.2) Personnel/HR department involvement in corporate strategy:

The data indicate that the involvement of the Personnel/HR department in corporate strategy is usually at the level of implementation.

On the other hand for Holdings the HR department gets involved in the corporate strategy from the outset, as consultative and 100% in implementation.

For group companies HR is rarely involved in consultation but mostly acts at the level of implementation.

Table 2.2: Personnel/ HR department involvement in corporate strategy(valid %)

From the outset	18
Consultative	65
Implementation	83
Not consulted	24

(This is table 2.3 in appendix B)

For the medium-small scale organizations we see that the HR/Personnel department is involved in corporate strategy more at the implementation level rather than consultative.

Table MS 2.2: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
From the outset	0	28
Consultative	33	82
Implementation	50	100
Not consulted	67	0

(This is table MS 2.3 in appendix B)

Table PW 2.2: Europewide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
From the outset	55	47	54	54	48	50	65	50	42	56	45	53
Consultative	25	31	25	27	23	31	24	36	30	31	9	32
IImplementation	10	15	16	16	10	10	9	10	18	8	33	9
Not consulted	10	7	3	3	7	9	3	3	10	6	13	7

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

The Price Waterhouse survey indicates that in Turkey 45% of the Personnel/HR department has an involvement in the corporate strategy in most of the organizations from the outset and at the level of implementation. This study found that this is true only for Sabancı,Koç Eczacıbaşı and Renault holdings. The interviews and analysis show that HR department is usually involved at the level of implementation for medium-small scale organizations.

If we analyse the results of Price Waterhouse in detail we see that Turkey has the lowest percentage for involvement at the consultative level. It also has the second lowest score for involvement from the outset after Portugal. It has the highest percentage for the involvement at implementation. Combined with the results of this study one could say that HR involvement in the corporate strategy at the outset and as consultative is still poor in Turkey. Also Turkey has the highest percentage of organizations where HR does not consult at all to the corporate strategy compared with the other 11 European countries.

2.3) Percentage of organizations where the performance of the personnel is systematically evaluated:

Table 2.3: Percentage of organizations where the performance of the personnel department is systematically evaluated

Yes	47
No	53
Don't know	0
No personnel dept	0

(This is table 2.8 in appendix B)

Table MS 2.3: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	20	58
No	80	42
Don't know	0	0
No personnel dept	0	0

(This is table MS 2.8 in appendix B)

53% of the organizations replied that there has been no systematic evaluation of the performance of the personnel department.

In the case of small organizations there is no such evaluation 80% of the time. Price Waterhouse has ended up concluding that the performance of the personnel is evaluated in 47% of the sample firms. Their data almost matches with the results of this study. What is clear is that although it is not systematic in 100% of the organizations there is an awareness for the necessity of keeping such data.

Table PW 2.3: Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Yes	23	29	50	43	41	35	45	39	40	42	47	46
No	72	60	45	53	42	51	44	54	45	55	46	48
IDon't know	3	5	3	3	4	4	5	4	8	4	3	2
No personnel dept.	1	4	2	0	13	7	1	2	5	0	0	2

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

The Europewide results reflect that in 50% of the countries analyzed, there is no systematic evaluation for the performance of personnel department. This ratio is significantly high in the case of West Germany, Denmark and Sweden.

ratio is significantly high in the case of West Germany, Denmark and Sweden.

The Price Waterhouse figures also show that Turkey has the highest percentage of systematic personnel evaluation compared with the other 11 countries.

2.4) Criteria used to evaluate performance of the personnel department:

Table 2.4: Criteria used to evaluate performance of the personnel dept.(valid %)

Nos of employees per staff	47
Function cost per employees	42
Numbers recruited	53
Numbers trained	67
Performance against budget	77
Performance against objectives	82
Feedback from line mgmt	24

(This is table 2.9 in appendix B)

Performance analysis against objectives and the performance evaluation against the budget are the most commonly preferred tools for both medium-small and large organizations.

Another method that is especially mentioned in the Sabancı and Koç group companies is benchmarking with the best- in- class companies.

Small organizations use function cost per employees and feedback from the line management frequently.

Table MS 2.4: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Nos of employees per staff	60	42
Function cost per employees	60	0
Numbers recruited	40	0
Numbers trained	20	17
Performance against budget	40	58
Performance against objectives	60	83
Feedback from line mgmt	80	0

(This is table MS 2.9 in appendix B)

Although the feedback from the line management is widely used for medium-small scale organizations one notices that the large companies that are analyzed in this study claimed not to use (0%) feedback from line management in evaluating the performance of the personnel department. This contrast might be interpreted as the strong hierarchical structure of most of the organizations still in place and also reflects the power of upper management in the production sector.

The Price Waterhouse analysis is as follows:

Table PW 2.4: Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Nos of employees per staff	52	38	71	59	22	39	35	44	52	32	59	44
Function cost per employee	35	29	65	44	18	35	35	33	50	37	68	45
Numbers recruited	60	34	79	66	13	49	31	54	78	31	73	54
Numbers trained	62	47	85	74	24	69	40	47	89	28	73	68
Performance against budget	81	78	95	84	38	91	83	75	84	97	74	90
Performance against objectives	36	96	97	85	38	94	96	86	90	87	89	90
Feedback from line management	73	87	71	53	33	75	87	83	86	84	65	96

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

Turkey has the highest percentage in using function cost per employee among the twelve countries. This method is mostly prefered mainly by medium-small scale and also the public organizations. In that comparison Turkey is third in using numbers recruited and numbers trained. It is the third lowest in feedback from line management.

2.5) The percentage of organizations who carry out manpower planning:

Table 2.5: Percentage of organizations who carry out manpower planning

Yes	82
No	18

(This is table 2.10 in appendix B)

Table MS 2.5: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	40	100
No	60	0

(This is table MS 2.10 in appendix B)

It is clear that manpower planning is one of the essential strategic tools for developing corporate strategy, and the data show that most of the organizations utilize it. Unfortunately small organizations do this to a much lesser extent.

The Price Waterhouse Survey for manpower planning:

Table PW 2.5: Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Yes	87	73	86	65	89	83	45	74	77	81	81	74
No	12	25	14	32	8	15	49	21	20	19	17	24

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

In a Europewide analysis Norway seems to pay the least attention to manpower planning.

2.6) Percentage of organizations using manpower planning methods:

Table 2.6: Percentage of organizations using manpower planning methods.(valid %)

Recruit to maintain current staff ratios	29
Forecast of future skill requirements	59
Sales forecasts	82
Analysis of labour markets	71

(This is table 2.11 in appendix B)

Table MS 2.6: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Recruit to maintain current staff ratios	40	17
Forecast of future skill requirements	0	83
Sales forecasts	40	100
Analysis of labour markets	0	92

(This is table MS 2.11 in appendix B)

Here the data show that the percentage of organizations utilizing manpower planning methods as "sales forecasts" and "analysis of labor markets" is highest.

Most small-medium scale organizations frequently use recruitment to maintain current staff ratios and sales forecasts.

Table PW 2.6: Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Recruit to maintain current staff ratos	84	70	74	65	9	76	19	94	70	48	92	63
Forecast of future skill requirements	86	92	82	94	81	95	80	34	93	90	85	94
Sales forecasts	88	52	87	78	68	71	75	63	74	87	90	83
Analysis of labor markets	45	46	60	37	37	33	32	62	74	38	74	59

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

Turkey ranked highest in "recruit to maintain current staff ratios" and "sales forecasts" used as manpower planning methods.

SECTION III: RECRUITMENT

This section examines recruitment as a major strategy in the field of Human Resource Management. Turkey is at considerable variance with the rest of Europe in terms of the categories in which it is difficult to recruit and the percent of senior managers recruited externally.

3.1) Job categories hardest to recruit:

Most of the HR managers replied that in general there are no recruitment problems.

Table 3.1: Job categories hardest to recruit . (valid %)

Management	12
Qualified professionals	10
Health and Social	0
Engineers	0
Information Technology	12
Technicians	29
Administrative/Clerical	0
Sales and Distribution	20
Skilled Manual/Crafts	24
Manual	0
Specified by qualifications	20
Foreign languages	15
No recruitment problems	71

Technicians (29%) and skilled manual /crafts (24%) were ranked as the hardest to recruit in this study. This is mostly true for medium-small scale production companies. This is probably because these positions are very precise in the type of skills and knowledge required.

There are two concrete conclusions from these data and the interviews. Most of the large organizations claim that, rather than finding difficulty in recruiting for several job categories, there are regional recruitment problems. Most of the applicants resist working in smaller, more distant towns, whereas most of the factories are located out of the cities or in small towns.

In terms of medium-small scale organizations and the large organizations:

Table MS 3.1: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Management	20	0
Qualified professionals	40	8
Health and Social	0	0
Engineers	0	0
Information Technology	0	17
Technicians	100	0
Administrative/Clerical	0	0
Sales and Distribution	0	25
Skilled Manual/Crafts	80	0
Manual	0	0
Specified by qualifications	20	0
Foreign languages	20	0
No recruitment problems	60	75

Price Waterhouse has concluded that almost 46% of the analyzed firms in Turkey claim that they do not have any recruitment problems and the basic difficulties are concentrated on recruiting staff in management and skilled manual.

Table PW 3.1: Price Waterhouse Europeanwide analysis

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Management	24	28	32	17	22	25	10	17	3	25	8	13
Qualified professionals	8	17	13	6	10	14	11	11	11	19	4	27
Health and social	2	25	0	7	1	18	51	0	0	16	0	8
Engineers	11	5	9	14	0	15	7	5	8	13	15	14
Information technology	5	4	8	5	0	8	2	5	11	6	7	12
Technicians	5	2	12	17	0	1	1	15	20	4	14	5
Administrative/Clerical	6	2	2	1	0	1	1	8	3	3	7	5
Sales and Distribution	9	7	13	11	0	4	5	10	6	1	5	5
Skilled Manual/Crafts	18	4	7	16	12	11	5	20	25	10	18	7
Manual	2	3	0	1	0	1	2	7	4	1	1	2
Specified by qualifications	5	1	1	4	0	1	0	2	0	1	0	1
Foreign Languages	1	2	3	1	0	1	0	0	1	0	13	0
No recruitment problems	24	65	23	28	74	44	44	18	16	60	46	35

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield
survey,1992

In comparison to the other 11 European countries Turkey has the second lowest problems in the recruitment of management. This is probably a reflection of the tradition of using family members and of the traditional management paradigm still extant in a high percentage of Turkish companies. On the other hand Turkey has the highest percentage of difficulty in recruiting engineers. The results of this study contradict with that but that might be true for public sector due to relatively low salaries.

Turkey, along with Spain, the Netherlands and Portugal, reported "0" difficulty in recruiting in the health and social category. Turkey's state directed education system ensures a steady supply of workers in these areas.

3) **The approximate proportion of senior managers that are recruited externally:**

Table 3.2 : Proportion of senior managers recruited externally.

Up to 10 %	82
Eleven to 30 %	18
Thirty-one to 60 %	0
More than 60%	0

(This is table 3.5 in appendix B)

Table MS 3.2: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Up to 10 %	40	100
Eleven to 30 %	60	0
Thirty-one to 60 %	0	0
More than 60%	0	0

(This is table MS 3.5 in appendix B)

The results of the survey and the interviews all show that in large organizations the proportion of managers recruited externally does not exceed 10%. For medium to small scale organizations some responded in the proportion 10 to 30%; whereas 100% of the larger organizations reported that less than 10% of senior managers are recruited externally.

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The data from Price Waterhouse also agree with that only 10% of senior managers are recruited externally, but to a much lesser extent than in Turkey.

Table PW 3.2: Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Up to 10%	49	38	51	38	45	38	27	35	39	34	55	42
Eleven to 30%	10	13	16	12	25	19	18	16	15	27	11	25
Thirty-one to 60%	11	15	11	12	14	17	24	17	15	22	7	19
More than 60%	12	30	13	32	14	23	28	29	27	17	18	12

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

The Europewide analysis indicates that most of the firms recruit the senior managers externally up to 10%. Turkey has the highest rank in that category (55%) and it has the lowest rank for the range 31 to 60% external recruitment. This is probably a reflection of the traditional firms in Turkey relying on years of service as the main criteria for promotion. New blood upsets the status quo. Also change is not easily tolerated.

Still, in the leading Holdings in Turkey that proportion does not exceed 10% in recruting senior managers externally. In fact, the interviews indicate that this percentage is much less than 10%.

This section looked at recruitment as a major strategy in the field of Human Resource Management. It was found that Turkey is at considerable variance with the rest of Europe in terms of which categories (to recruit) are hardest to recruit and the % of the senior managers recruited externally.

SECTION IV: PAY AND BENEFITS

This section explores the level(s) in the organization at which the basic pay is determined for managerial staff.

4.1) The level at which basic pay is determined for managers:

Table 4.1a: The level at which basic pay is determined for managers

National/ industry-wide collective bargaining	0
Regional collective bargaining	0
Company/division,etc	100
Establishment/site	0
Individual	0

Table MS 4.1:Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
National/ industry-wide collective bargaining	0	0
Regional collective bargaining	0	0
Company/division,etc	100	100
Establishment/site	0	0
Individual	0	0

The study shows that the basic pay for managers is determined at company/division level (100%). There is no difference among the large and the medium/small scale companies.

Table PW 4.1:The level at which basic pay is determined for managers

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
National/industry-wide collective bargaining	ni	37	14	35	20	33	35	28	29	57	6	28
Regional collective bargaining	ni	4	3	3	2	0	16	ni	1	9	1	2
Company/division,etc.	ni	28	25	56	40	28	22	39	41	31	35	47
Establishment/site	ni	5	8	10	9	15	12	15	5	7	16	17
Individual	ni	53	75	28	66	40	57	49	48	52	28	41

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

The Price Waterhouse survey shows a split between the company/division and national industry-wide categories for determining basic pay for managers.

In the PW survey Turkey is by far the lowest in having basic pay determinations for managers at the national industry-wide level. This seems to be a combination of the fact that Turkish managers are not unionized, and that Turkish firms do not consider national norms in establishing their basic pay for managers.

The difference in percentages of company/division(35%) and this study(100%) may be due to service and public sector analysis of Price Waterhouse.

This section examined the establishment of basic pay for managers and concluded Turkey is very dissimilar to the rest of Europe.

SECTION V: TRAINING AND DEVELOPMENT

This section examines the training and development efforts in the sample organizations.

5.1) The percentage of Organizations who systematically analyse employee training needs:

Table 5.1: Organizations who systematically analyse employee training needs

Yes	65
No	35

(This is table 5.4 in appendix B)

Table MS 5.1 : Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	0	92
No	100	8

The emphasis given to training has experienced a considerable increase in recent years. Although 65% of the organizations included in this study report that they systematically analyse employee training needs, 100% of the medium-small scale organizations do not do so.

On the other hand in the case of the large organizations all of the managers mentioned the increasing emphasis being given to training needs for all level of employees.

Table PW 5.1: The Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Yes	46	59	76	88	76	73	64	67	70	77	53	81
No	51	39	23	10	23	25	32	28	27	20	39	18

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

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The PW data show that Turkey ranked second lowest after West Germany in systematically analyzing employee training needs.This study ended up with better results. Hopefully, in the 4 years since the PW study Turkish organizations have begun to realize the importance of developing their human resources.

5.2) The percentage of organizations where at least one third of the managers have been trained in the areas such as performance appraisal, staff communication, delegation, motivation, team building and foreign languages:

Table 5.2: Percentage organizations where at least a third of managers have been trained in the following areas.(+)

Performance appraisal	65
Staff communication	77
Delegation	77
Motivation	94
Team building	65
Foreign languages	65

(This is table 5.8 in appendix B)

Table MS 5.2:Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Performance appraisal	0	100
Staff communication	33	100
Delegation	40	100
Motivation	33	100
Team building	0	100
Foreign languages	0	100

(This is table MS 5.8 in appendix B)

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This study found that in large organizations all managers go through training in those areas.

In addition to that, in those organizations especially in Sabancı and Koç Holding, such training is provided not only for managers but also for employees when needed. Team building, vision and mission search conferences, training sessions for quality circles are very popular in those organizations. The data indicate the high importance and emphasis given to training in accordance with future strategies and goals in the larger organizations.

In the case of medium-small organizations training in team building and performance appraisal is non-existant, but the efforts in delegation,motivation and staff communication are better. These organizations tend to lack the vision and resources to undertake such types of training.

Table PW 5.2: Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Personnel appraisal	34	19	31	47	42	43	64	51	32	77	36	71
Staff communication	50	43	48	53	61	65	58	52	28	56	45	54
Delegation	40	40	32	25	47	44	47	23	19	47	24	41
Motivation	67	44	48	32	61	62	46	47	27	47	34	47
Team Building	24	27	34	28	68	49	33	35	27	27	27	50
Foreign languages	20	17	48	33	49	15	8	28	18	11	37	6

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

When table 5.2 of this study is compared to table PW 5.2 above there is a significant variance between the data of this study and the PW data concerning the percentage of Turkish organizations where at least 1/3 of managers have been trained. The PW data are approximately 50% lower than the data of this study.The PW study included the public organizations which are very traditional and do not often provide training in the areas included in the study. This study included some of the very modern organizations where all of these areas of training are highly valued.

5.3) The areas which organizations think will constitute the main training requirements in the next three years:

Table 5.3: Areas which organizations think will constitute the main training requirements in the next three years.

Business administration and strategy	100
Computers and new technology	70
Health and safety and the work environment	20
Manufacturing technology	35
Marketing and sales	35
People management and supervision	88
Customer service skills	12
Management of change	77
Quality	100
Languages	47

(This is table 5.11 in appendix B)

Table MS 5.3: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Business administration and strategy	100	100
Computers and new technology	83	9
Health and safety and the work environment	33	12
Manufacturing technology	80	17
Marketing and sales	60	25
People management and supervision	40	100
Customer service skills	40	0
Management of change	20	100
Quality	100	100
Languages	83	53

(This is table MS 5.11 in appendix B)

All of the organizations recognize the critical need for business administration and strategy. That is common for both the large and the medium-small organizations.

Quality, computers and technology, manufacturing technology, marketing and sales and customer service skills are the priorities of medium-small organizations in probable training needs whereas people management and supervision, management of change as well as quality are the priorities of the larger organizations.

The Price Waterhouse data;

Table PW 5.3: The Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Business administration and strategy	15	13	13	28	ni	8	17	9	13	16	16	9
Computers and new technology	13	18	17	9	ni	15	13	12	20	11	18	12
Health and safety and the work environment	2	4	5	4	ni	14	9	11	7	6	4	8
Manufacturing environment	5	4	7	5	ni	5	3	5	8	3	9	4
Marketing and sales	9	7	12	5	ni	4	7	8	13	10	14	5
People management and supervision	24	13	13	21	ni	18	17	20	10	16	11	19
Customer service skills	10	7	8	4	ni	8	6	11	1	3	5	12
Management of change	9	14	7	12	ni	13	15	9	12	16	6	15
Quality	10	15	12	8	ni	12	12	14	15	13	10	14
Languages	2	4	5	4	ni	2	1	2	2	5	6	2

ni: question not included in country

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

Turkey ranked first in the need for language training and the manufacturing environment training and second in the need for computers and technology training. These are especially true for medium-small scale organizations in Turkey proven also by this study.

Turkey ranked second last in indicating a need for training in people management and supervision for the next three years; and the PW survey data and the data of this study vary significantly in this issue.

The PW data further confirmed the continuance of the attitudes towards people and change that were imbedded in the traditional, hierarchical organizational paradigm. Hopefully, the data in this study indicate a change in the right direction for Turkish organizations in the four years between the two studies.

This section examined training and development and concluded that the PW survey placed Turkey as one of the lowest countries in terms of management in training.However this study indicates that their poor showing has improved in the four years since PW survey.

The data has quoted that in 1992 Turkey was emphasizing manufacturing above all other countries and deemphasizing people management supervision, the study also found that Turkey is emphasizing quality, people management and supervision, and management of change in 1996.

VI: EMPLOYEE RELATIONS

This section on employee relations explores data concerning trade unions and the methods of communicating the major issues to employees.

6.1) Percentage of organizations with the following proportion of staff who members of a trade union:

Table 6.1: Percentage of organizations with the following proportion of staff who are members of a trade union.

0%	0
One to 25%	0
Twenty-six to 50%	0
Fifty-one to 75%	18
Seventy-six to 100%	82
Don't know	0

Table MS 6.1:Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
0%	0	0
One to 25%	0	0
Twenty-six to 50%	0	0
Fifty-one to 75%	40	0
Seventy-six to 100%	60	100
Don't know	0	0

As the above figures show, in organizations which are analyzed for the purpose of this study 76 to 100% of the staff are members of a trade union. Actually that is very normal especially for this study because it mainly covers the production sector. These figures are also compatible with the results of the Price Waterhouse survey for Turkey.

Table PW 6.1: Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
0%	3	0	0	8	0	12	3	2	1	0	15	16
One to 25%	32	3	58	74	2	3	8	50	25	1	2	22
Twenty-six to 50%	25	9	9	8	3	7	6	22	16	4	7	20
Fifty-one to 75%	19	25	5	3	15	20	18	10	24	10	23	23
Seventy-six to 100%	8	60	5	1	77	51	64	5	27	85	53	15
Don't know	12	3	16	4	2	3	0	11	7	0	0	4

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

These data show that in Denmark, Finland, Ireland, Norway and Switzerland 76 to 100% of the staff are usually members of a trade union in most of the organizations. On the other hand it is remarkable that in West Germany, Spain, France and Netherlands that proportion is only 1 to 25% in most of the organizations.

6.2) Percentage of organizations reporting a change in the use of direct verbal methods to communicate major issues to employees:

Table 6.2:Percentage of organizations reporting a change in the use of direct verbal methods to communicate major issues to employees.

Increased	82
Decreased	0
Same	18

(This is table 6.4b in appendix B)

Table MS 6.2: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	40	100
Decreased	0	0
Same	60	0

(This is table MS 6.5 in appendix B)

Table PW 6.1: Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
0%	3	0	0	8	0	12	3	2	1	0	15	16
One to 25%	32	3	58	74	2	3	8	50	25	1	2	22
Twenty-six to 50%	25	9	9	8	3	7	6	22	16	4	7	20
Fifty-one to 75%	19	25	5	3	15	20	18	10	24	10	23	23
Seventy-six to 100%	8	60	5	1	77	51	64	5	27	85	53	15
Don't know	12	3	16	4	2	3	0	11	7	0	0	4

Source: Policy and Practice in European Human Resource Management, The Price Waterhouse Cranfield survey,1992

These data show that in Denmark, Finland, Ireland, Norway and Switzerland 76 to 100% of the staff are usually members of a trade union in most of the organizations. On the other hand it is remarkable that in West Germany, Spain, France and Netherlands that proportion is only 1 to 25% in most of the organizations.

6.2) Percentage of organizations reporting a change in the use of direct verbal methods to communicate major issues to employees:

Table 6.2:Percentage of organizations reporting a change in the use of direct verbal methods to communicate major issues to employees.

Increased	82
Decreased	0
Same	18

(This is table 6.4b in appendix B)

Table MS 6.2: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	40	100
Decreased	0	0
Same	60	0

(This is table MS 6.5 in appendix B)

The results of this study show us that communicating verbally direct to the employees has increased in large organizations but has not increased that much for medium small scale organizations.

In the case of the Price Waterhouse survey slightly more organizations report a change than no change.

Table PW 6.2: The Europeanwide analysis of Price Waterhouse

Country	D(W)	DK	E	F	FIN	IRL	N	NL	P	S	T	UK
Iincreased	47	65	43	58	66	58	47	43	45	63	33	63
decreased	3	1	5	2	2	1	1	7	1	1	3	1
Same	45	34	43	31	29	30	47	43	39	33	43	31

Turkey ranked last reporting a change in direct verbal methods to communicate major issues to employees. It also ranked 3rd in the percentage of organizations reporting no change. The traditional, hierarchical paradigm does not permit much change in this area.

Still it is pleasing to learn that other new communication techniques like close circuit TV system, announcement system and communication through extensive bulletin boards in accordance with the individual company strategy are the recent popular methods of communication especially utilized by the holding organizations in the last 2 to 3 years.

This section looked up the proportion of staff who are members of a trade union. This proportion is highly concentrated in %76 to 100 for most of the organizations analyzed.

Also the percentage of organizations reporting a change in the use of direct verbal methods to communicate major issues was analyzed. That percentage has improved for large organizations and stayed relatively the same for small medium organizations over the four years since the PW survey.

V) CONCLUSION

The general aim of this study has been to analyse the extent of HRM efforts in Turkey in the production sector. The specific aim was to explore and investigate whether there are significant differences among the large and medium-small scale organizations in their attempts to manage human resources in their organizations.

The study focused on the differences and similarities between the results obtained in the study and the results of the Price Waterhouse survey and attempted to interpret them accordingly.

The study tried to ascertain whether there have been any significant changes in HRM efforts during the four years since the PW Survey and tried to evaluate any such changes.

Finally, the study compared the situation in Turkey with the European-wide results of the Price Waterhouse survey in order to understand how compatible Turkey is with the trends and efforts in other European countries. An attempt was made to highlight Turkey's areas of strengths and weaknesses as compared to other European countries.

This section presents only the most salient conclusions of the study. Space does not permit all possible conclusions to be included.

5.1) ORGANIZATION:

First and foremost, the results of this study indicate that there has been a strong interest in HRM in Turkey in almost all companies included in the sample. Some of them are far ahead of others and one could conclude that they are already functioning at international levels. The large organizations, especially the Holdings like Sabancı, Koç, Eczacıbaşı and Renault and their subsidiary organizations, are certainly aware of the fact that their human resources are the most important assets for the future success of their organizations. One can easily recognize their efforts to utilize the critical HRM tools as efficiently as possible, and also their continous and increasing attention to new methods of HRM are noteworthy.

In the case of some medium-small scale organizations this is not usually the case since HR does not go much beyond managing salaries and wages.

5.2) CORPORATE STRATEGY

The questionnaire concluded that in large organizations the human resource coordinator, sometimes vice president of HR or the HR Director participates on the main board of directors and naturally facilitates the integration and application of corporate strategy with HRM policies and practices.

In medium small scale organizations mostly the Chief executive/MD or the Administrative Director has the responsibility for personnel issues on the main board of directors.

Actually in all of the large organizations there was a clear corporate strategy as well as corporate mission and a predetermined human resource management strategy.

Further one notices the direct integration and power of HR departments in major policy decisions such as pay and benefits, recruitment and selection, training and development, industrial relations, health and safety as well as workforce reduction/expansion in those organizations. This is usually done in conjuction with the line managers.

Unfortunately, the picture is different for the medium-small scale organizations. There is usually a hierarchical power of line management. In some of these organizations policy decisions are taken only by line management and in the others it is usually done by line management in accordance with the human resource department.

For the large companies it is also concluded that human resources is involved in the development of corporate strategy at the stages of outset and consultative at holding level. For the group companies of those holdings it was seen that they were involved at the stage of implementation.

In the case of medium-small scale organizations it is concluded that HR is involved only at the stage of implementation.

5.3) <u>PERFORMANCE EVALUATION</u>:

Another noteworthy point to conclude is that in the large organizations the performance of the personnel department is evaluated systematically and there is a systematic data collection for manpower planning.

One also notices that in these holdings the planning for staffing requirements is done more than two years in advance. This is contrary in the case of medium-small scale organizations.

5.4) <u>HRM RECRUITMENT</u>:

For the large organizations the most senior personnel or human resource manager is usually recruited either from within the personnel department or from non-personnel specialists in the organization.

This is the same for medium-small scale organizations but there are firms who prefer recruitment of HR specialists from outside of the organization.
There are also similarities in the main objectives of personnel or the human resource management in those organizations over the next three years. Most of them recognize the essence of establishing a "people vision" in accordance with the corporate strategy.

Large companies have no problem with recruitment but still some of them refered to the regional recruitment problems and also slight sectoral problems.

In medium-small scale production companies recruitment of qualified technicians is the biggest problem.

Relaxed age requirements, increased pay/benefits, training for new employees and marketing the organization's image are the most common measures taken to aid recruitment.

In large organizations usually up to 10% of the senior managers are recruited externally.

5.5) SELF DIRECTED TEAMS:

In terms of self-directed teams for the future most of the organizations mentioned quality circles as their main strategy. They also mentioned the need for flatter organization structures in the future.

5.6) ENHANCEMENT OF HRM PRACTICES:

For the holdings again, enhancement of HR management practices in group companies is one of the major common objectives.

Actually it is not possible to say that medium-small scale organizations set similar objectives over the next three years. The interviews and the questionnaire results show that giving more emphasis on the personnel function, increasing training in the organization, and improving employee relations are the priorities for almost all of those organizations.

5.7) <u>INCREASING RESPONSIBILITIES FOR LINE MANAGERS:</u>

It can be concluded that in all of the large organizations, while refering to the HR department as an absolute decision maker for major policy decisions, the respondants also mentioned the increased responsibility of the line management over the last three years except in the areas of recruitment and selection which is the same.

5.8) <u>SYSTEMATIC EVALUATION OF HR PERSONNEL:</u>

Another conclusion for the large organizations concerns the systematic evaluation of the personnel department. The interviews and the questionnaire showed that performance against budget and performance against the objectives are the most commonly prefered criteria for such evaluations. Also, at holding level, benchmarking with best class companies is widely used.

5.9) <u>MAN POWER PLANNING:</u>

In the case of manpower planning/forecasting of future skill requirements , the commonly used methods were sales/business or service forecasts.

Data concerning staff turnover, age profile, qualifications and training, and absence levels are collected and used in all of the large organizations for manpower planning.

Medium-small scale organizations do not utilize systematic manpower planning.

5.10) <u>DISABILITIES</u>

In all of the large organizations the numbers of people with disabilities, number of women and the number of people from ethnic minorities are monitored. Here the data is usually monitored due to legal responsibilities.

5.11) <u>COMPUTERISED INFORMATION SYSTEMS:</u>

In holdings and in their group companies analyzed for the purpose of this study almost all personnel/HR functions are aided by computerised information systems and all of them are fully integrated.

Medium-small scale organizations either have partially integrated computer systems or they do not have them at all for HR issues.

5.12) <u>PAY AND BENEFITS:</u>

In terms of pay and benefits in the large organizations, the basic pay for each category of staff is determined at company/division level and there is an agreement that the share of the variable pay in the total reward package has increased in the last three years.

In terms of the incentive schemes, group bonus schemes, and performance related pay are the most commonly offered incentives at managerial level whereas only performance related pay is offered to professional technical staff. At manual levels there is no such incentive scheme either in large or medium-small scale organizations.

5.13) <u>TRAINING AND DEVELOPMENT:</u>

For large organizations it was seen that usually up to 2 % of annual salaries and wages is currently spent on training.

There is a systematic analysis of the employee training needs. Line management and employee requests are the most widely used methods in large organizations.

In large organizations it is also concluded that the effectiveness of the training is monitored mostly by formal evaluation after training by informal feedback from the line managers and through informal feedback from trainees. There is usually no such evaluation in most of the medium-small scale organizations.

Business administration and strategy, people management and supervision, and management of change are the common areas which managers think will constitute the main training requirements in the next three years in large organizations. However, HR managers for medium-small scale organizations have more emphasized the neccessity for new manufacturing technologies, computer technology and quality as categories for increased training in the next three years .They also referred to improved sales and customer skills.

5.14) <u>TRADE UNIONS</u>

All of the organizations analyzed in this study declared that 76-100% of staff in their organization are members of a trade union and those trade unions are

recognised for the purpose of collective bargaining. Both the interviews and the questionnaire results indicate that in large organizations the influence of trade organizations has decreased over the last three years.

5.15) <u>COMMUNICATION:</u>

In large organizations the human resource/personnel department has the main responsibility for formulating policy on staff communication. On the other hand it is mostly the line management in accordance with HRM responsible for formulating policy on staff communication.

Another conclusion concerning communication analyzed is that verbal communication of major issues to employees has generally increased.

In large organizations there are new communication techniques used such as close circuit TV systems, announcement systems and the extensive bulletin boards.

5.16) <u>IN SUMMATION</u>

In summation one realizes that some of the Turkish firms are at international standards going through the necessary changes of management for establishing an employee vision to support their corporate strategy.

One can not say the same for almost all of the medium-small scale organizations. They are in continous change as well but it is very slow in

comparison to larger organizations. Their traditional hierarchical structure is still too strong.

It is also remarkable that for Sabancı, Koç and Eczacıbaşı groups, the efforts of HRM is not the same at Holding level and in the group companies. Although the mentality is the same there are differences in application.

Conclusions concerning Turkey's position compared with the other 11 European countries analyzed include:

(1) The southern countries of Spain, Portugal and Turkey may form a group since in practices the Price Waterhouse Survey results shows several similarities.

(2) The organizations usually have difficulty in hiring technicians, IT professionals, and people speaking foreign languages.

(3) Except for the holdings in Turkey,the staffing requirements are planned for the next year or even for a shorter length of time.

(4) Line management and HR department are responsible for recruitment and selection issues, the line managers being supportive of HR department.

(5) The determination of recruitment and selection policies is usually located at the national base.

(6) The length of time for personnel specialist working in that role for more than five years have the highest percentage in all countries analyzed. Turkey is ranked first among all other countries in this category.

(7) Turkey ranked second last, for the personnel/HR function having no place on the main board of directors since organizations have probably not realized

the necessity of the participation of the HR specialist on the main board of directors.

(8) Turkey ranks first in recruitment and the last rank in organizational development in Europewide results which helps to explain why Turkish companies are low in moving to more effective organizational paradigms.

(9) The HR department in Turkey has the lowest percentage for involvement as consultative and it has the second lowest score for involvement from the outset. It has the highest percentage for involvement at implementation.Therefore combined with the results of this study one could say that HR involvement in the corporate strategy at the outset and as consultative is still poor in Turkey.

(10) The Price Waterhouse figures show that Turkey has the highest percentage compared with the other 11 countries where the performance of the personnel is evaluated systematically.

(11) Turkey has the highest percentage in using function cost per employee and it is the third in using numbers trained for evaluating the performance of the personnel.

(12) In comparison to the other 11 European countries Turkey has the least recruitment problems in management. This might be a reflection of the tradition of using family members as managers and of the traditional management paradigm still extant in a high percentages of Turkish organizations.

(13) Turkey ranked first in recruiting only up to 10% of the managers externally.Most of the Turkish firms still rely on years of service as the main criteria for promotion.Turkey is still at considerable variance with the rest of

Europe in terms of which categories to recruit, hardest to recruit and % of the senior managers recruited externally.

(14) In the PW survey Turkey is by far the lowest in having basic pay determinations for managers at the national industry-wide level. This may be due to the fact that Turkish managers are not unionized.

(15) The PW data show that Turkey ranked second lowest in systematically analyzing employee training needs. The findings of this study showed better results. Hopefully Turkish organizations have begun to realize the importance of developing their human resources.

(16) Turkey ranked first in the need for language training, manufacturing environment training and last in training for managing change.This study found that Turkey is emphasizing quality, people management and supervision and management of change in 1996.

(17) PW data show that Turkey ranked last in organizations reporting a change in direct verbal methods to communicate major issues to employees. The traditional, hierarchical paradigms does not permit much change in that area especially for medium- small organizations.

VI) RECOMMENDATIONS:

6.1) ORGANIZATION:

First of all one might claim that there has been a real gap between the efforts of large organizations and medium-small scale organizations in Turkey. Unfortunately in most of the small organizations the personnel department does not go much beyond managing for basic personnel issues, salaries and benefits; and only a very few of them have the personnel manager on the main board of directors.

It is recommended that the medium-small scale organizations recognize the important role of the human resouce department in major policy decisions like pay and benefits, recruitment and selection, training and development, industrial relations, health and safety and work force reduction/expansion. It is recommendable for their future success and existence in their market.

6.2) CORPORATE STRATEGY:

The interviews and the questionnaire utilized in this study proved conclusively that most of the large organizations have increased their attention in managing human resources and integrating HR strategy into the overall corporate strategy for becoming more competitive and successful. The medium-small scale organizations should follow this model agressively since that would help them to create a people vision to support their corporate strategy, thereby utilizing the HR more effectively.

6.3) CHANGE MANAGEMENT:

Organizations should be encouraged to recognize that customers, competitors and technologies are changing. They are no longer what they used to be. Organizations that are not changing to meet these new demands are dying.

Internationalization and globalization imply that new competitors usually enter markets with new technologies and have a lower cost price per product which allows a lower price to the customer, as well as higher profit to the new company. This is important to Turkey because there will be a continuing and growing movement in most industrialised countries from traditional manufacturing towards organizations working with hi-tech, competence, information and service, and importance of know-how. This movement necessitates fundamental changes in the management paradigm from traditional hierarchies to flexible networks of teams.

Such changes develop more competence in organizations which forces them to become more productive. It also forces the firms to improve product quality. HRM can play a critical role in such a positive paradigm shift. The human resource department in Turkey especially in medum-small scale organizations should:

(1) Give more importance to manpower planning to help productivity,

(2) Ensure performance appraisal in order to monitor quality and leadership

(3) Emphasize new recruitment techniques to employ appropriately qualified people.

(4) Take all measures to provide the necessary HR development training policies and programs.

(5) Demonstrate (model) open communication.

(6) Act as a conduit of modern management thought for the organization.

The above items constitute an overview for the essence of HRM in the organization. HR strategy should be firmly integrated with the corporate strategy for a company to become more competitive and successful.

The medium-small scale organizations should especially realize those facts as soon as possible and understand that the people are the key assets of their organizations.

Turkey has become involved in the Customs Union. The competition is tough for large organizations but it is much tougher for the small companies. The only way to cope with this competition for maintaining an acceptable market share is to invest in human resources.

It is also recommended that this type of study should be extended to the service and public sector in order to have wider scope of understanding of the actual HR philosophy and practices in Turkey. Such a detailed study would make the picture clearer for all of us and provide opportunities for making more accurate observations, comparisons and recommendations.

(4) Take all measures to provide the necessary HR development training policies and programs.

(5) Demonstrate (model) open communication.

(6) Act as a conduit of modern management thought for the organization.

The above items constitute an overview for the essence of HRM in the organization. HR strategy should be firmly integrated with the corporate strategy for a company to become more competitive and successful.

The medium-small scale organizations should especially realize those facts as soon as possible and understand that the people are the key assets of their organizations.

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It is also recommended that this type of study should be extended to the service and public sector in order to have wider scope of understanding of the actual HR philosophy and practices in Turkey. Such a detailed study would make the picture clearer for all of us and provide opportunities for making more accurate observations, comparisons and recommendations.

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APPENDİCES

APPENDIX A: PRİCE WATERHOUSE CRANFIELD QUESTIONNAIRE

HOW TO COMPLETE
THIS QUESTIONNAIRE

This questionnaire is designed to make completion as easy and fast as possible. In tests, it took a maximum of 30 minutes to complete. Most questions can be answered by simply ticking boxes. Very little information will need to be looked up.

Where it says "**you**" in the questionnaire please answer from the point of view your organisation.

"**Organisation**" means your firm, subsidiary or, if you are in a head office, the group in which you work. For the public sector it refers to the specific local or health authority, government department, etc.

"**Part of a larger group**" refers to subsidiaries, firms with branch plants or the parent company of a group. For central government departments the "larger group" is the civil service as a whole.

The questionnaire has been adapted for simultaneous use by private and public sector employes in 10 European countries; some questions may therefore be phrased in a slightly unfamiliar way.

THANK YOU FOR YOUR HELP

SECTION I : HUMAN RESOURCES/

PERSONNEL DEPARTMENT STRUCTURE

1. Does your organisation have a personnel or human resource management department/manager?

	Yes	No
	❏ 1	❏ 2

(If no, please go to question 10)

2. If YES, what is the job title of the most senior personnel or human resources manager?

   A. Personnel director   ❏ 1

   B. Human resources director   ❏ 2

   C. Personnel manager/officer/head of department   ❏ 3

   D.Human resources manager/officer/head of department   ❏ 4

   E. Other, please specify: ....

3. Are you the most senior personnel or human resources manager?

	Yes	No
	❏ 1	❏ 2

   If NO, please give your title :..

4. If you work as a personnel/training specialist, how long have you worked in a role with specialist personnel and/or training responsibility? (If not, please go to question 9)

   A. Less than 1 year   ❏ 1

   B. 1 - 5 year   ❏ 2

   C. More than 5 years   ❏ 3

5. What is the highest level of educational qualifications you have attained? (Tick one box only)

A. O level or equivalent ❏ 1   B. A level or equivalent ❏ 2

C. HND ❏ 3   D. First degree (B.A., B.Sc. etc) ❏ 4

E. Master Degree (M.Sc., etc) ❏ 5   F. MBA ❏ 6

G. Ph.D. (or other doctorate) ❏ 7

6. If you have a first degree in what academic field did you study? (Tick main one only)

A. Business Studies ❏ 1   B. Economic ❏ 2

C. Social of Behavioral Sciences ❏ 3   D. Humanities/Arts/Languages ❏ 4

E. Law ❏ 5   F. Engineering ❏ 6

G. Natural Sciences ❏ 7

H. Other (please specify) ....

7. What professional qualifications have you obtained?

A. Diploma in Personnel Management (including IPM Membership) ❏ 1

B. IPM membership without a diploma ❏ 2

C. Other professional qualifications (eg. accountancy/teaching)

    please specify...

8. What other training have you received from your current or previous employer for the personnel management role you perform? (Please tick as many as applicable).

A. Short courses/seminars ❏ 1

B. Job-related projects for personal development ❏ 2

C. Assignment to different work areas/job rotation ❏ 3

D. Formal monitoring by superior outside work area ❏ 4

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9. Does the head of personnel or human resources function have a place on the mainboard of directors or equivalent?

	Yes	No
	❏ 1	❏ 2

10. If NO, who on the board or equivalent has responsibility for personnel issues?

A. Chief executive   ❏ 1

B. Administrative director   ❏ 2

C. Finance director   ❏ 3

D. Company secretary   ❏ 4

E. Production director   ❏ 5

F. Worker director   ❏ 6

G. Other, please specify...

11. Approximately how many people are employed in the personnel function (including wage administration and training) ?

In total   : ....

Professional staff only :...................................

12. From where was the most senior personnel or human resources manager recruited?

A. From within the personnel department   ❏ 1

B. From non-personnel specialists in your organisation   ❏ 2

C. From personnel specialists from outside of the organisation   ❏ 3

D. From non-personnel specialists from outside of the

organisation   ❏ 4

SECTION II : HUMAN RESOURCE STRATEGY

1. What are the main objectives of personnel or human resource management in your organisation over the next 3 years? (Please list up to 3)

   A. ....

   B. ....

   C. ....

2. Does the organisation have a :

	Yes, written	Yes, unwritten	No	Don't know
A. Mission statement	❏ 1	❏ 2	❏ 3	❏ 4
B. Corporate strategy	❏ 1	❏ 2	❏ 3	❏ 4
C. Personnel/HR management strategy	❏ 1	❏ 2	❏ 3	❏ 4

3. If you have a corporate strategy, at what stage is the person responsible for Personnel/Human resources involved in its development? (If not, please go to next question)

A. From the outset	❏ 1
B. Consultative	❏ 2
C. Implementation	❏ 3
D. Not consulted	❏ 4

4. If you have a personnel/HR management strategy, is it translated into work programmes and deadlines for the personnel function? (If not, please go to next question)

	Yes	No
	❏ 1	❏ 2

5. If your organisation is part of a larger group of companies/divisions, etc., please indicate where policies on the following are mainly determined. (If not, please go to next question).

Private Sector	Internal HQ	National HQ	Subsidiary	Site/Estab-lisment
Public Sector		Central personnel	Service dept/division	Local offices
A. Pay and benefits	❑ 1	❑ 2	❑ 3	❑ 4
B.Recruitment and selection	❑ 1	❑ 2	❑ 3	❑ 4
C.Training and development	❑ 1	❑ 2	❑ 3	❑ 4
D. Industrial relations	❑ 1	❑ 2	❑ 3	❑ 4
E. Health and safety	❑ 1	❑ 2	❑ 3	❑ 4
F. Workforce expansion/ reduction	❑ 1	❑ 2	❑ 3	❑ 4

6. With whom does the primary responsibility lie for major policy decisions on the following ussues?

	Line management	Line management in consulta-tion with HR dept.	HR department consultation with line management	HR depart-ment
A. Pay and benefits	❑ 1	❑ 2	❑ 3	❑ 4
B.Recruitment and selection	❑ 1	❑ 2	❑ 3	❑ 4
C.Training and development	❑ 1	❑ 2	❑ 3	❑ 4
D. Industrial relations	❑ 1	❑ 2	❑ 3	❑ 4
E. Health and safety	❑ 1	❑ 2	❑ 3	❑ 4
F. Workforce expansion/ reduction	❑ 1	❑ 2	❑ 3	❑ 4

7. Has the responsibility of line management changed over last 3 years for any of the following issues?

	Increased	Same	Decreased
A. Pay and benefits	❏ 1	❏ 2	❏ 3
B.Recruitment and selection	❏ 1	❏ 2	❏ 3
C.Training and development	❏ 1	❏ 2	❏ 3
D. Industrial relations	❏ 1	❏ 2	❏ 3
E. Health and safety	❏ 1	❏ 2	❏ 3
F. Workforce expansion/reduction	❏ 1	❏ 2	❏ 3

8. Is the performance of the personnel department systematically evaluated?

Yes	No	Don't know	No personnel department
❏ 1	❏ 2	❏ 3	❏ 4

9. If Yes, are any of the following criteria used? (If no, please go to next question)

	Yes	No
A. Number of employees per personnel staff member	❏ 1	❏ 2
B. Cost of personnel function per employee	❏ 1	❏ 2
C. Number of personnel function per employee	❏ 1	❏ 2
D. Numbers trained	❏ 1	❏ 2
E. Performance against budget	❏ 1	❏ 2
F. Performance against objectives	❏ 1	❏ 2
G. Feedback from the management	❏ 1	❏ 2

H. Other, please specify ....

10. Do you carry out manpower planning?

	Yes	No
	❏ 1	❏ 2

11. If Yes, do you use any or several of the following methods? (If no, please go to next question)

	Yes	No
A. Recruit to maintain current staff ratios	❏ 1	❏ 2
B. Forecast of future skill requirements	❏ 1	❏ 2
C. Sales/Business or service forecast	❏ 1	❏ 2
D. Analysis of labour markets	❏ 1	❏ 2
E. Other, please specify...		

12. Do you collect and use any of the following categories of data on the workforce for manpower planning?

	Yes	No
A. Staff turnover	❏ 1	❏ 2
B. Age profile	❏ 1	❏ 2
C. Qualifications and training	❏ 1	❏ 2
D. Absence levels	❏ 1	❏ 2

13. In response to skill shortages, demographic changes or equal opportunities issues, do you monitor the numbers of the following in your workforce with regard to recruitment, training and/or promotion?

	Recruitment	Training	Promotion	Don't know
A. People with disabilities	❏ 1	❏ 2	❏ 3	❏ 4
B. Women	❏ 1	❏ 2	❏ 3	❏ 4
C. People from ethnic minorities	❏ 1	❏ 2	❏ 3	❏ 4

14. How far ahead do you plan your staffing requirements? (Please tick one only)

    A. 1 year or less   ❑ 1

    B. More than 1 year to 2 years   ❑ 2

    C. More than 2 years   ❑ 3

    D. No planning   ❑ 4

15. Which, if any, of your personnel/HR functions are aided by computerised information systems? (Please tick as many as applicable)

    A. No computerised personnel information system   ❑ 1

    B. Individual employee records   ❑ 1

    C. Pay and benefit administration   ❑ 1

    D. Absences and leave   ❑ 1

    E. Manpower planning   ❑ 1

    F. Recruitment and selection   ❑ 1

    G. Training and development   ❑ 1

    H. Performance appraisal   ❑ 1

    I. Job evaluation   ❑ 1

    J. Industrial relations   ❑ 1

    K. Other, please specify...

If you ticked more than one of the above, are the computerised systems you use fully integrated

    L. Fully integrated   ❑ 1

    M. Partially integrated   ❑ 1

    N. Not integrated   ❑ 1

SECTION III : RECRUITMENT

1. Which job categories do you currently find hardest to recruit? (Please list up to three)

   A. ....

   B. ....

   C. ....

   D. No recruitment problems ❑ 1

2. Have you introduced any of the following measures to aid recruitment

	Yes	No
A. Flexible working hours	❑ 1	❑ 2
B. Recruiting abroad	❑ 1	❑ 2
C. Relaxed age requirements	❑ 1	❑ 2
D. Relaxed qualifications requirements	❑ 1	❑ 2
E. Relocation of the company	❑ 1	❑ 2
F. Retraining existing employees	❑ 1	❑ 2
G. Training for new employees	❑ 1	❑ 2
H. Part-time work	❑ 1	❑ 2
I. Job sharing	❑ 1	❑ 2
J. Increased pay/benefits	❑ 1	❑ 2
K. Marketing the organisation's image	❑ 1	❑ 2

L. Other,please specify...

3. Have you specifically targeted any of the following in your recruitment process?

	Yes	No
A. The long-term unemployed	❏ 1	❏ 2
B. Older people	❏ 1	❏ 2
C. People with disabilities	❏ 1	❏ 2
D. People from ethnic minorities	❏ 1	❏ 2
E. Women	❏ 1	❏ 2
F. School leavers	❏ 1	❏ 2

4. How, in general, are vacant positions filled? (Please tick as many as applicable)

	Managerial	Professional Technical	Clerical	Manual
A. From amongst current employees	❏ 1	❏ 2	❏ 3	❏ 4
B.Advertise internally	❏ 1	❏ 2	❏ 3	❏ 4
C.Advertise externally	❏ 1	❏ 2	❏ 3	❏ 4
D.Word of mounth	❏ 1	❏ 2	❏ 3	❏ 4
E. Use of recruitment agencies	❏ 1	❏ 2	❏ 3	❏ 4
F. Use of search/selection consultants	❏ 1	❏ 2	❏ 3	❏ 4
G. Job centers	❏ 1	❏ 2	❏ 3	❏ 4
H. Apprentices	❏ 1	❏ 2	❏ 3	❏ 4

I. Other, please specify..

5. Approximately what proportion of your senior managers are recruited externally?

   A. Up to 10 %   ❏ 1

   B. 11 - 30 %   ❏ 2

   C. 31 - 60 %   ❏ 3

   D. More than 60 %   ❏ 4

6. Please indicate which, if any, of the following selection methods are regularly used in your organisation (Please tick as many as applicable).

Application forms	❏ 1	References	❏ 6
Interview panel	❏ 2	Aplitude test	❏ 7
Bio data	❏ 3	Asessment centre	❏ 8
Psychometric testing	❏ 4	Group selection methods	❏ 9
Graphology	❏ 5		

Others, plecse specify ....

SECTION IV : PAY AND BENEFITS

1. At what level(s) is basic pay determined? (Please tick as many as applicable for each category of staff)

	Managerial	Professional Technical	Clerical	Manual
A. National/industry-wide collective bargaining	❑ 1	❑ 2	❑ 3	❑ 4
B.Regional collective bergaining	❑ 1	❑ 2	❑ 3	❑ 4
C. Company/division, etc.	❑ 1	❑ 2	❑ 3	❑ 4
D. Establishment/side	❑ 1	❑ 2	❑ 3	❑ 4
E. Individual	❑ 1	❑ 2	❑ 3	❑ 4

F. Other, please specify...

2. Has there been a change in the share of the following in the total reward package in the last 3 years?

	Yes, increase	Yes, decrease	No	Don't know
A. Variable pay	❑ 1	❑ 2	❑ 3	❑ 4
B. Non-money benefits	❑ 1	❑ 2	❑ 3	❑ 4

3. Do you offer any of the following incentive schemes?
(Please tick as many as applicable for each category of staff)

	Managerial	Professional Technical	Clerical	Manual
A. Employee share options	❑ 1	❑ 2	❑ 3	❑ 4
B.Profit sharing	❑ 1	❑ 2	❑ 3	❑ 4
C. Group bonus schemes	❑ 1	❑ 2	❑ 3	❑ 4
D. Individual bonus/commission	❑ 1	❑ 2	❑ 3	❑ 4
E. Ment(performance related pay	❑ 1	❑ 2	❑ 3	❑ 4

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4. Do you offer any of the following benefits to parents? Please tick as many as applicable for each category of staff (but only if provision is in excess of statutory requirements').

	Managerial	Professional Technical	Clerical	Manual
A. Workplace childcare	❏ 1	❏ 2	❏ 3	❏ 4
B. Childcare allowances	❏ 1	❏ 2	❏ 3	❏ 4
C. Career break scheme	❏ 1	❏ 2	❏ 3	❏ 4
D. Maternity leave	❏ 1	❏ 2	❏ 3	❏ 4
E. Paternity leave	❏ 1	❏ 2	❏ 3	❏ 4

F. Other, please specify ....

SECTION V : TRAINING AND DEVELOPMENT

1. Approximately what proportion of annual salaries and wages is currently spent on training?

---------- %	Don't know
	❑ x

2. How many days training per year does each employee in each staff category below receive on average?

		Don't know
A. Management	.... days per year per employee	❑ x
B. Technical/Professional	.... days per year per employee	❑ x
C. Clerical	.... days per year per employee	❑ x
D. Manual	.... days per year per employee	❑ x

3. Has the money spent on training per employee (allowing for inflation) over the last three years increased or decreased for the following categories of staff?

	Increased	Same	Decreased	Don't know
A. Management	❑ 1	❑ 2	❑ 3	❑ 4
B.Professional/Technical	❑ 1	❑ 2	❑ 3	❑ 4
C. Clerical	❑ 1	❑ 2	❑ 3	❑ 4
D. Manual	❑ 1	❑ 2	❑ 3	❑ 4

4. Do you systematically analyse employee training needs?

Yes	No
❑ 1	❑ 2

5. If Yes, are any of the following methods used? (if no, please go to next question)

	Always	Often	Sometimes	Never
A. Analysis of projected business/ service plans	❏ 1	❏ 2	❏ 3	❏ 4
B. Training audits	❏ 1	❏ 2	❏ 3	❏ 4
C. Line management requests	❏ 1	❏ 2	❏ 3	❏ 4
D. Performance appraisal	❏ 1	❏ 2	❏ 3	❏ 4
E. Employee requests	❏ 1	❏ 2	❏ 3	❏ 4

F. Other, please specify ....

6. Do you monitor efficiveness of your training?

Yes	No	Don't know
❏ 2	❏ 3	❏ 4

7. If Yes, is it monitored in any of the following ways? (If no, please go to next question)

	Yes	No
A. Tests	❏ 1	❏ 2
B. Formal evaluation immediately after training	❏ 1	❏ 2
C. Formal evaluation some months after training	❏ 1	❏ 2
D. Informal feedback from line managers	❏ 1	❏ 2
E. Informal feedback from trainees	❏ 1	❏ 2

F. Other, please specify...

8. In which, if any, of the following areas have at least a third of your managers been trained? (Please tick as many as applicable)

A. Performance appraisal	❑ 1
B. Staff communication	❑ 1
C. Delegation	❑ 1
D. Motivation	❑ 1
E. Team building	❑ 1
F. Foreign languages	❑ 1

9. Do you provide training courses to update the skills of women returners?

Yes	No
❑ 1	❑ 2

10. Do you regularly use any of the following?

	Yes	No
A. Formal career plans	❑ 1	❑ 2
B. Performance appraisal	❑ 1	❑ 2
C. Annual career development interviews	❑ 1	❑ 2
D. Assessment cent	❑ 1	❑ 2
E. Succession plans	❑ 1	❑ 2
F. Planned job rotation	❑ 1	❑ 2
G. "High flier" schemes for managers	❑ 1	❑ 2
H. International experience schemes for managers	❑ 1	❑ 2

11. Which areas do you think will constitute the main training require-
ments in your organisation in the next 3 years (Please tick no more
than 3).

A. Business administration and strategy ❑ 1

B. Computer and new technology ❑ 2

C. Health and safety and the work environment ❑ 3

D. Manufacturing technology ❑ 4

E. Marketing and sales ❑ 5

F. People management and supervision ❑ 6

G. Customer service skills ❑ 7

H. Management of change ❑ 8

I. Quality ❑ 9

J. Languages ❑ 10

K. Other please specify...

SECTION VI : EMPLOYEE RELATIONS

1. Approximately what proportion of staff in your organisation are members of a trade union?

   A. 0 %   ❏ 1

   B. 1 - 25 %   ❏ 2

   C. 26 - 50 %   ❏ 3

   D. 51 - 75 %   ❏ 4

   E. 76 - 100 %   ❏ 5

   F. Don't know   ❏ 6

2. Do you recognise trade unions for the purpose of collective bargaining?

Yes	No
❏ 1	❏ 2

3. If you recognise any trade unions, has their influence on this organisation changed over the last three years?

Yes Increased	No. decreased	No. the same
❏ 1	❏ 2	❏ 3

4. Has there been a change in how you communicate major issues to your employees?

	Yes Increased	No. decreased	No. the same
A. Through representative staff bodies (eg trade unions)	❏ 1	❏ 2	❏ 3
B. Verbal, direct to employee	❏ 1	❏ 2	❏ 3
C. Written, direct to employee	❏ 1	❏ 2	❏ 3

   B. Other, please specify ....

5. Which employee categories are formally brief about the strategy and financial performance of your organisation?

	Strategy	Financial Performance
A. Management	❏ 1	❏ 2
B. Professional/Technical	❏ 1	❏ 2
C. Clerical	❏ 1	❏ 2
D. Manual	❏ 1	❏ 2

6. By that method(s) do your employees communicate their views to management?

	Yes	No
A. Through immediate superior	❏ 1	❏ 2
B. Through trade unions or works councils	❏ 1	❏ 2
C. Through regular workforce meetings	❏ 1	❏ 2
D. Through quality circles	❏ 1	❏ 2
E. Through suggestion box(es)	❏ 1	❏ 2
F. Through an attitude survey	❏ 1	❏ 2
G. No formal methods	❏ 1	❏ 2

H. Other, please specify..

7. Who has the main responsibility for formulating policy on staff communication? (Please tick one only)

A. Human Resource/Personnel department	❏ 1
B. Public relations department	❏ 2
C. Marketing department	❏ 3
D. Line management	❏ 4

E. Other, please specify..

APPENDIX B: EVALUATION RESULTS OF THE QUESTIONNAIRE

BY THIS STUDY

SECTION I : HUMAN RESOURCES/ PERSONNEL DEPARTMENT STRUCTURE

Table 1.1: Percentage of organizations having a personnel or human resource department / manager

Yes	100
No	0

Table MS 1.1: Less than 1000 or greater than or equal to 1000 employees

	< 1000	>1000
Yes	100	100
No	0	0

Table 1.2: Job title of the most senior personnel or human resources manager.(Valid %)

Personnel Director	18
HR director	18
Personnel mgr./officer	53
HR mgr/officer	0
Other	12

Table MS 1.2: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Personnel Director	0	25
HR director	0	25
Personnel mgr./officer	100	33
HR mgr/officer	0	0
Other	0	17

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Table 1.3: Did the most senior personnel or human resources manager respond to this questionaire?

Yes	94
No	6

Table MS 1.3: Less than 1000 or greater than or equal to 1000 employees

	< 1000	>1000
Yes	100	92
No	0	8

Table 1.4: Length of time personnel specialists have worked in that role (valid %)

Less than one year	0
One to five years	24
More than five years	77
Not applicable	0

Table MS 1.4: Less than 1000 or greater than or equal to 1000 employees

	<1000	>1000
Less than one year	0	0
One to five years	60	8
More than five years	40	92
Not applicable	0	0

Table 1.6: Area of degree studied by personnel/human resource manager.(valid %)

Business Studies	29
Economics	18
Social/Behavioural sciences	18
Humanities/Arts/Languages	18
Law	0
Engineering	12
Natural Sciences	0
Other	6

Table MS 1.6:Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Business Studies	20	33
Economics	20	17
Social/ Behavioural sciences	20	17
Humanities/Arts/languages	0	25
Law	0	0
Engineering	40	0
Natural Sciences	0	0
Other	0	8

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Table 1.8 Training received by personnel / human resource managers from current or previous employers

Short courses/ seminars	80
Job-related projects	45
Assignments/job rotation	60
Formal coaching by line mng.	10
Formal mentoring by superior outside	0

Table MS 1.8: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Short courses/ seminars	30	85
Job-related projects	30	45
Assignments/job rotation	20	25
Formal coaching by line mng.	55	0
Formal mentoring by superior outside	0	85

Table 1.9: Percentage of organizations where the head of the personnel /HR function has a place on the main board .

Yes	24
No	77

Table MS 1.9: Less than 1000 or greater than or equal to 1000 employees

	<1000	>1000
Yes	0	33
No	100	67

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Table 1.10: Percentage of organizations with someone other than the personnel/HR manager on the board with responsibility for personnel issues.(Valid %)

Chief executive/MD	53
Administative Director	35
Finance Director	0
Company secretary	0
Production Director	0
Worker -Director	0
Other	12

Table MS 1.10: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Chief executive/MD	40	58
Administative Director	60	25
Finance Director	0	0
Company secretary	0	0
Production Director	0	0
Worker Director	0	0
Other	0	17

Table 1.11a: People employed in the personnel function(including wage administration and training)

5	25
6-10	47
11-25	21
26 or more	7

Table MS 1.11a :Less than 1000 or greater than or equal to 1000 employees

	<1000	>1000
5	45	25
6-10	40	45
11-25	15	20
26 or more	0	10

Table 1.11b: Professional staff employed in the personnel function (including wage administration and training)

5	43
6-10	44
11-25	13
26 or more	0

Table MS 1.11 b: Less than 1000 or greater than or equal to 1000 employees

	<1000	>1000
5	84	20
6-10	17	60
11-25	15	20
26 or more	0	0

Table 1.12: Source of recruitment of senior personnel/human resource manager

Within personnel dept.	47
Non-personnel within org.	35
Personnel specialists outside	18
Non specialists outside	0

Table MS 1.12: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Within personnel dept.	33	55
Non-personnel within org.	33	36
Personnel specialists outside	33	9
Non specialists outside	0	0

SECTION II: HUMAN RESOURCE STRATEGY

Table 2.1: The main objectives of personnel or human resource management department over the next three years

Personnel function	76
Manpower planning	35
Recruitment	82
Pay and benefits	77
Job evaluation	18
Training/Development	77
Performance and Appraisal	77
Employee relations	35
Efficiency	12
Workforce adjustment	0
Working time	0
Health and safety	18
Organizational Development	88

Table MS 2.1: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Personnel function	33	100
Manpower planning	0	55
Recruitment	83	82
Pay and benefits	50	91
Job evaluation	0	27
Training/Development	50	100
Performance and Appraisal	17	100
Employee relations	33	27
Efficiency	0	18
Workforce adjustment	0	0
Working time	0	0
Health and safety	33	9
Organizational Development	67	100

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Table 2.2a: Percentage of organizations with a mission statement

Yes,written	35
Yes,unwritten	47
No	18
Don't know	0

Table MS 2.2a : Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes,written	0	55
Yes,unwritten	40	46
No	60	0
Don't know	0	0

Table 2.2b: Percentage of organizations with a corporate strategy

Yes,written	29
Yes,unwritten	53
No	24
Don't know	0

Table MS 2.2b: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes,written	0	42
Yes,unwritten	67	58
No	33	0
Don't know	0	0

Table 2.2c: Percentage of organizations with a Personnel/ HR management strategy

Yes,written	6
Yes,unwritten	83
No	12
Don't know	0

Table MS 2.2c: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes,written	0	9
Yes,unwritten	67	91
No	33	0
Don't know	0	0

Table 2.3: Personnel/ HR department involvement in corporate strategy(valid %)

From the outset	18
Consultative	65
Implementation	83
Not consulted	24

Table MS 2.3: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
From the outset	0	28
Consultative	33	82
Implementation	50	100
Not consulted	67	0

Table 2.4: Organizations with a personnel/HR strategy and translate it into work programmes etc. for personnel function (valid %)

Yes	77
No	24

Table MS 2.4: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	33	100
No	67	0

Table 2.5a : Where policies on pay and benefits are mainly determined in organizations which are a part of a larger group(valid %)

International HQ	0
National HQ (central)	88
Subsidiary(Service dept/ division)	0
Site/ Establishment (Local offices)	12

Table MS 2.5a: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
International HQ	0	0
National HQ (central)	60	100
Subsidiary (Service dept/ division)	0	0
Site/Establishment (Local offices)	40	0

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Table 2.5b: Where policies on recruitment and selection are mainly determined in organizations which are part of a larger group

International HQ	O
National HQ (central)	6
Subsidiary(Service dept/ division)	29
Site/ Establishment (Local offices)	65

Table MS 2.5 b:Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
International HQ	0	0
National HQ (central)	0	8
Subsidiary (Service dept/ division)	40	25
Site/Establishment (Local offices)	60	67

Table 2.5c: Where policies on training and development are mainly determined in organizations which are a part of a larger group

International HQ	0
National HQ (central)	65
Subsidiary(Service dept/ division)	12
Site/ Establishment (Local offices)	24

Table MS 2.5c: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
International HQ	0	0
National HQ (central)	60	67
Subsidiary (Service dept/ division)	20	8
Site/Establishment (Local offices)	20	25

Table 2.5d: Where policies on industrial relations are mainly determined in organizations which are a part of a larger group

International HQ	0
National HQ (central)	65
Subsidiary(Service dept/ division)	12
Site/ Establishment (Local offices)	24

Table MS 2.5d: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
International HQ	0	0
National HQ (central)	60	67
Subsidiary (Service dept/ division)	20	8
Site/Establishment (Local offices)	20	25

Table 2.5e: Where policies on health and safety are mainly determined in organizations which are part of a larger group

International HQ	0
National HQ (central)	24
Subsidiary(Service dept/ division)	12
Site/ Establishment (Local offices)	65

Table MS 2.5e: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
International HQ	0	0
National HQ (central)	40	17
Subsidiary (Service dept/ division)	20	8
Site/Establishment (Local offices)	40	75

Table 2.5f: Where policies on workforce expansion/ reduction are mainly determined in organizations which are part of a larger group

International HQ	0
National HQ (central)	77
Subsidiary(Service dept/ division)	6
Site/ Establishment (Local offices)	17

Table MS 2.5f: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
International HQ	0	0
National HQ (central)	60	83
Subsidiary (Service dept/ division)	20	0
Site/Establishment (Local offices)	20	17

Table 2.6a: Primary responsibility for major policy decisions on pay and benefits

Line Management	6
Line Management with HR department	18
HR Department with line management	53
HR Department	24

Table MS 2.6a : Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Line Management	20	0
Line Management with HR department	60	0
HR Department with line management	20	67
HR Department	0	33

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Table 2.6b:Primary responsibility for major policy decisions on recruitment and selection

Line Management	0
Line Management with HR department	24
HR Department with line management	77
HR Department	0

Table MS 2.6b: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Line Management	0	0
Line Management with HR department	80	0
HR Department with line management	20	92
HR Department	0	8

Table 2.6c: Primary responsibility for major policy decisions on training and development

Line Management	0
Line Management with HR department	18
HR Department with line management	82
HR Department	0

Table MS 2.6c: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Line Management	0	0
Line Management with HR department	60	0
HR Department with line management	40	100
HR Department	0	0

Table 2.6d: Primary responsibility for major policy decisions on industrial relations

Line Management	18
Line Management with HR department	12
HR Department with line management	59
HR Department	12

Table MS 2.6 d: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Line Management	60	0
Line Management with HR department	40	0
HR Department with line management	0	83
HR Department	0	17

Table 2.6e: Primary responsibility for major policy decisions on health and safety

Line Management	0
Line Management with HR department	29
HR Department with line management	71
HR Department	0

Table MS 2.6e :Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Line Management	0	0
Line Management with HR department	100	0
HR Department with line management	0	100
HR Department	0	0

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Table 2.6f: Primary responsibility for major policy decisions on workforce expansion/reduction

Line Management	35
Line Management with HR department	29
HR Department with line management	12
HR Department	24

Table MS 2.6f: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Line Management	80	17
Line Management with HR department	20	33
HR Department with line management	0	17
HR Department	0	33

Table 2.7a: Percentage change in responsibility of line management for pay and benefits over the last three years

Increased	6
Same	94
Decreased	0

Table MS 2.7a :Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	0	8
Same	100	92
Decreased	0	0

Table 2.7b: Percentage change in responsibility of line management for recruitment and selection over the last three years

Increased	0
Same	100
Decreased	0

Table MS 2.7 b:Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	0	0
Same	100	100
Decreased	0	0

Table 2.7c: Percentage change in responsibility of line management for training and development over the last three years

Increased	18
Same	82
Decreased	0

Table MS 2.7c: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	20	17
Same	80	83
Decreased	0	0

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Table 2.7d: Percentage change in responsibility of line management for industrial relations over the last three years

Increased	41
Same	59
Decreased	0

Table MS 2.7 d: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	40	42
Same	60	58
Decreased	0	0

Table 2.7e: Percentage change in responsibility of line management for health and safety over the last three years

Increased	82
Same	18
Decreased	0

Table MS 2.7e: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	80	83
Same	20	17
Decreased	0	0

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Table 2.7f: Percentage change in responsibility of line management for workforce expansion/reduction over the last three years

Increased	35
Same	65
Decreased	0

Table MS 2.7f: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	30	45
Same	70	55
Decreased	0	0

Table 2.8: Percentage of organizations where the performance of the personnel department is systematically evaluated

Yes	47
No	53
Don't know	0
No personnel dept	0

Table MS 2.8: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	20	58
No	80	42
Don't know	0	0
No personnel dept	0	0

Table 2.9: Criteria used to evaluate performance of the personnel dept.(valid %)

Nos of employees per staff	47
Function cost per employees	42
Numbers recruited	53
Numbers trained	67
Performance against budget	77
Performance against objectives	82
Feedback from line mgmt	24

Table MS 2.9: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Nos of employees per staff	60	42
Function cost per employees	60	0
Numbers recruited	40	0
Numbers trained	20	17
Performance against budget	40	58
Performance against objectives	60	83
Feedback from line mgmt	80	0

Table 2.10: Percentage of organizations who carry out manpower planning

Yes	82
No	18

Table MS 2.10: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	40	100
No	60	0

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Table 2.11: Percentage of organizations using manpower planning methods.(valid %)

Recruit to maintain current staff ratios	29
Forecast of future skill requirements	59
Sales forecasts	82
Analysis of labour markets	71

Table MS 2.11: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Recruit to maintain current staff ratios	40	17
Forecast of future skill requirements	0	83
Sales forecasts	40	100
Analysis of labour markets	0	92

Table 2.12: Percentage of organizations collecting the following categories of data on the workforce for manpower planning.

Staff turnover	100
Age profile	100
Qualifications & training	100
Absence levels	100

Table MS 2.12: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Staff turnover	100	100
Age profile	100	100
Qualifications & training	100	100
Absence levels	100	100

Table 2.13a: Percentage of organizations monitoring the following in the workplace with regards to recruitment

People with disabilities	24
Women	0
People from ethnic minorities	0

Table MS 2.13a: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
People with disabilities	0	33
Women	0	0
People from ethnic minorities	0	0

Table 2.13b: Percentage of organizations monitoring the following in the workplace with regards to promotion.

People with disabilities	0
Women	0
People from ethnic minorities	0

Table MS 2.13b: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
People with disabilities	0	0
Women	0	0
People from ethnic minorities	0	0

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Table 2.14: The length of time ahead organizations plan their staffing requirements

One year or less	35
More than one < two years	24
More than two years	41
No planning	0

Table MS 2.14: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
One year or less	80	17
More than one < two years	20	25
More than two years	0	58
No planning	0	0

Table 2.15: Percentage of organizations where the personnel / HR function is aided by computer.

No computerised system	0
Individual employee records	71
Pay and benefit admin	77
Absences and leave	82
Manpower planning	59
Recruitment and selection	77
Training and development	71
Performance appraisal	59
Job evaluation	59
Industrial relations	53

Table MS 2.15: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
No computerised system	0	0
Individual employee records	40	100
Pay and benefit admin	60	100
Absences and leave	80	100
Manpower planning	0	100
Recruitment and selection	60	100
Training and development	40	100
Performance appraisal	0	100
Job evaluation	0	83
Industrial relations	0	75

Table 2.15a: Percentage of organizations using fully integrated computer systems (valid %)

Fully integrated	53
Partially integrated	47
Not integrated	0

Table MS 2.15 a: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Fully integrated	20	67
Partially integrated	80	33
Not integrated	0	0

SECTION III: RECRUITMENT

Table 3.1: Job categories hardest to recruit . (valid %)

Management	12
Qualified professionals	10
Health and Social	0
Engineers	0
Information Technology	12
Technicians	29
Administrative/Clerical	0
Sales and Distribution	20
Skilled Manual/Crafts	24
Manual	0
Specified by qualifications	20
Foreign languages	15
No recruitment problems	71

Table MS 3.1: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Management	20	0
Qualified professionals	40	8
Health and Social	0	0
Engineers	0	0
Information Technology	0	17
Technicians	100	0
Administrative/Clerical	0	0
Sales and Distribution	0	25
Skilled Manual/Crafts	80	0
Manual	0	0
Specified by qualifications	20	0
Foreign languages	20	0
No recruitment problems	60	75

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Table 3.2: Percentage of organizations which have introduced any of the following measures to aid recruitment.

Flexible working hours	0
Recruiting abroad	75
Relaxed age requirements	0
Relaxed qualifications	0
Relocation of the company	0
Retrain existing employees	15
Training for new employees	0
Part-time work	0
Job sharing	0
Increased pay/ benefits	71
Marketing the organization's image	65

Table MS 3.2: Less than 1000 or greater or equal to 1000 employees

	< 1000	> 1000
Flexible working hours	0	0
Recruiting abroad	0	30
Relaxed age requirements	0	0
Relaxed qualifications	0	0
Relocation of the company	0	0
Retrain existing employees	20	25
Training for new employees	0	20
Part-time work	0	0
Job sharing	0	0
Increased pay/ benefits	17	90
Marketing the organization's image	0	95

Table 3.3: Percentage of organizations which have targeted any of the following in their recruitment process.

The long-term unemployed	0
Older people	0
People with disabilities	0
People with ethnic minorities	0
Women	0
School leavers	0

Table MS 3.3: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
The long-term unemployed	0	0
Older people	0	0
People with disabilities	0	0
People with ethnic minorities	0	0
Women	0	0
School leavers	0	0

Table 3.5 : Proportion of senior managers recruited externally.

Up to 10 %	82
Eleven to 30 %	18
Thirty-one to 60 %	0
More than 60%	0

Table MS 3.5: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Up to 10 %	40	100
Eleven to 30 %	60	0
Thirty-one to 60 %	0	0
More than 60%	0	0

Table 3.6: Selection methods regularly used by organizations.

Application forms	100
Interview panel	100
Bio data	0
Psychometric testing	65
Graphology	0
References	70
Aptitude test	5
Assessment center	0
Group selection methods	12

Table MS 3.6: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Application forms	100	100
Interview panel	100	100
Bio data	0	5
Psychometric testing	0	85
Graphology	0	0
References	75	25
Aptitude test	0	0
Assessment centre	0	0
Group selection methods	0	15

SECTION IV: PAY AND BENEFITS

Table 4.1a: The level at which basic pay is determined for managers

National/ industry-wide collective bargaining	0
Regional collective bargaining	0
Company/division,etc	100
Establishment/site	0
Individual	0

Table MS 4.1a: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
National/ industry-wide collective bargaining	0	0
Regional collective bargaining	0	0
Company/division,etc	100	100
Establishment/site	0	0
Individual	0	0

Table 4.1b : The level at which the basic pay is determined for professional and technical staff

National/ industry-wide collective bargaining	0
Regional collective bargaining	0
Company/division,etc	100
Establishment/site	0
Individual	0

Table MS 4.1b: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
National/ industry-wide collective bargaining	0	0
Regional collective bargaining	0	0
Company/division,etc	100	100
Establishment/site	0	0
Individual	0	0

Table 4.1c: The level at which basic pay is determined for clerical staff

National/ industry-wide collective bargaining	0
Regional collective bargaining	0
Company/division,etc	100
Establishment/site	0
Individual	0

Table MS 4.1c: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
National/ industry-wide collective bargaining	0	0
Regional collective bargaining	0	0
Company/division,etc	100	100
Establishment/site	0	0
Individual	0	0

Table 4.1d: The level at which basic pay is determined for manual staff

National/ industry-wide collective bargaining	0
Regional collective bargaining	0
Company/division,etc	100
Establishment/site	0
Individual	0

Table MS 4.1d: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
National/ industry-wide collective bargaining	0	0
Regional collective bargaining	0	0
Company/division,etc	100	100
Establishment/site	0	0
Individual	0	0

Table 4.2a: Organizations where there has been a change in the share of variable pay in the total reward package.

Yes,increased	94
Yes,decreased	0
No	6
Don't know	0

Table MS 4.2a: Less than 1000 or equal to or greater than 1000 employees

	< 1000	> 1000
Yes,increased	80	100
Yes,decreased	0	0
No	20	0
Don't know	0	0

Table 4.2b: Organizations where there has been a change in the share of non-money benefits in the total reward package

Yes,increased	12
Yes,decreased	0
No	88
Don't know	0

Table MS 4.2b: Less than 1000 or equal to or greater than 1000 employees

	< 1000	> 1000
Yes,increased	20	8
Yes,decreased	0	0
No	80	92
Don't know	0	0

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Table 4.3a: Percentage of organizations offering the following incentive schemes for managers

Employee share options	0
Profit sharing	0
Group bonus schemes	71
Individual bonus/ commission	59
Merit/performance related pay	82

Table MS 4.3a: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Employee share options	0	0
Profit sharing	0	0
Group bonus schemes	40	100
Individual bonus/ commission	0	83
Merit/performance related pay	80	100

Table 4.3b: Percentage of organizations offering the following incentive schemes for professional and technical staff.

Employee share options	0
Profit sharing	0
Group bonus schemes	0
Individual bonus/ commission	24
Merit/performance related pay	100

Table MS 4.3b: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Employee share options	0	0
Profit sharing	0	0
Group bonus schemes	20	0
Individual bonus/ commission	20	25
Merit/performance related pay	100	100

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Table 4.3c: Percentage of organizations offering the following incentive schemes for clerical staff.(+)

Employee share options	0
Profit sharing	0
Group bonus schemes	0
Individual bonus/ commission	0
Merit/performance related pay	100

Table MS 4.3c: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Employee share options	0	0
Profit sharing	0	0
Group bonus schemes	0	0
Individual bonus/ commission	0	0
Merit/performance related pay	100	100

Table 4.3d: Percentage of organizations offering the following incentive schemes for manual staff.(+)

Employee share options	0
Profit sharing	0
Group bonus schemes	0
Individual bonus/ commission	0
Merit/performance related pay	0

Table MS 4.3d: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Employee share options	0	0
Profit sharing	0	0
Group bonus schemes	0	0
Individual bonus/ commission	0	0
Merit/performance related pay	0	0

Table 4.4a: Percentage of organizations who offer the following parental benefits to managers

Workforce childcare	0
Childcare allowances	0
Career break scheme	0
Maternity leave	0
Paternity leave	0

Table MS 4.4a: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Workforce childcare	0	0
Childcare allowances	0	0
Career break scheme	0	0
Maternity leave	0	0
Paternity leave	0	0

Table 4.4b: Percentage of organizations who offer the following parental benefits to professional and technical staff

Workforce childcare	0
Childcare allowances	0
Career break scheme	0
Maternity leave	0
Paternity leave	0

Table MS 4.4b: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Workforce childcare	0	0
Childcare allowances	0	0
Career break scheme	0	0
Maternity leave	0	0
Paternity leave	0	0

Table 4.4c: Percentage of organizations who offer the following parental benefits to clerical staff

Workforce childcare	0
Childcare allowances	0
Career break scheme	0
Maternity leave	0
Paternity leave	0

Table MS 4.4c: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Workforce childcare	0	0
Childcare allowances	0	0
Career break scheme	0	0
Maternity leave	0	0
Paternity leave	0	0

Table 4.4d: Percentage of organizations who offer the following parental benefits to manual staff

Workforce childcare	0
Childcare allowances	0
Career break scheme	0
Maternity leave	0
Paternity leave	0

Table MS 4.4d: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Workforce childcare	0	0
Childcare allowances	0	0
Career break scheme	0	0
Maternity leave	0	0
Paternity leave	0	0

SECTION V: TRAINING AND DEVELOPMENT

Table 5.1: The approximate proportion of annual salaries and wages currently spent on training

(Valid %)

0.01-0.5	24
0.51-1.00	12
1.01-2.00	65
2.01-4.00	0
4.01 or more	0
Don't know(non-valid)	0

Table MS 5.1: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
0.01-0.5	67	0
0.51-1.00	33	18
1.01-2.00	0	82
2.01-4.00	0	0
4.01 or more	0	0
Don't know(non-valid)	0	0

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Table 5.2a:Average days training per year for managers (Valid %)

0.01-1.00	0
1.01-3.00	0
3.01-5.00	18
5.01-10.00	41
10.00 and above	41
Don't know (non valid)	0

Table MS 5.2a: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
0.01-1.00	0	0
1.01-3.00	0	0
3.01-5.00	60	0
5.01-10.00	40	42
10.00 and above	0	58
Don't know (non valid)	0	0

Table 5.2b: Average days training per year for professional and technical staff. (valid %)

0.01-1.00	6
1.01-3.00	6
3.01-5.00	18
5.01-10.00	24
10.00 and above	47
Don't know (non valid)	0

Table MS 5.2: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
0.01-1.00	20	0
1.01-3.00	20	0
3.01-5.00	60	0
5.01-10.00	0	33
10.00 and above	0	67
Don't know (non valid)	0	0

Table 5.2c: Average days training per year for clerical staff.(valid %)

0.01-1.00	5
1.01-3.00	10
3.01-5.00	20
5.01-10.00	25
10.00 and above	2
Don't know (non valid)	0

Table MS 5.2c: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
0.01-1.00	5	5
1.01-3.00	0	5
3.01-5.00	0	20
5.01-10.00	0	10
10.00 and above	0	0
Don't know (non valid)	0	0

Table 5.2d: Average days training per year for manual staff.(valid%)

0.01-1.00	0
1.01-3.00	5
3.01-5.00	15
5.01-10.00	60
10.00 and above	20
Don't know (non valid)	0

Table MS 5.2d: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
0.01-1.00	0	0
1.01-3.00	0	0
3.01-5.00	17	0
5.01-10.00	67	30
10.00 and above	15	70
Don't know (non valid)	0	0

Table 5.3a: Changes in the amount spent on training for managers, per employee (allowing inflation)

Increased	85
Same	15
Decreased	0
Don't know	0

Table MS 5.3a: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	33	90
Same	67	9
Decreased	0	0
Don't know	0	0

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Table 5.3b: Changes in the amount spent on training for professional and technical staff,per employee (allowing for inflation)

Increased	0
Same	100
Decreased	0
Don't know	0

Table MS 5.3b: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	0	0
Same	100	100
Decreased	0	0
Don't know	0	0

Table 5.3c: Changes in the amount spent on training for clerical staff,per employee (allowing for inflation)

Increased	0
Same	100
Decreased	0
Don't know	0

Table MS 5.3c: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	0	0
Same	100	100
Decreased	0	0
Don't know	0	0

Table 5.3d: Changes in the amount spent on training for manual staff,per employee (allowing for inflation)

Increased	0
Same	100
Decreased	0
Don't know	0

Table MS 5.3d: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	0	0
Same	100	100
Decreased	0	0
Don't know	0	0

Table 5.4: Organizations who systematically analyse employee training needs

Yes	65
No	35

Table MS 5.4: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	0	92
No	100	8

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Table 5.5a: Training needs analysed through projected business/service plans. (valid%)

Always	35
Often	18
Sometimes	0
Never	47

Table MS 5.5a: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Always	0	55
Often	0	46
Sometimes	0	0
Never	100	0

Table 5.5b: Training needs analysed through training audits. (Valid %)

Always	0
Often	0
Sometimes	35
Never	65

Table MS 5.5b: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Always	0	0
Often	0	0
Sometimes	0	55
Never	100	45

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Table 5.5c: Training needs analysed through line management requests. (Valid %)

Always	59
Often	6
Sometimes	0
Never	35

Table MS 5.5c: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Always	0	100
Often	0	0
Sometimes	0	0
Never	100	0

Table 5.5d: Training needs analysed through performance appraisal. (Valid %)

Always	0
Often	18
Sometimes	12
Never	71

Table MS 5.5d. Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Always	0	0
Often	0	27
Sometimes	0	18
Never	100	55

Table 5.5e: Training needs analysed through employee requests. (Valid %)

Always	65
Often	0
Sometimes	0
Never	35

Table MS 5.5e: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Always	0	100
Often	0	0
Sometimes	0	0
Never	100	0

Table 5.6: Percentage of organizations who monitor the effectiveness of training.

Yes	65
No	35
Don't know	0

Table MS 5.6: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	0	100
No	100	0
Don't know	0	0

Table 5.7a:Percentage organizations monitoring through tests.(Valid %)

Yes	18

Table 5.7a: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	0	27

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Table 5.7b: Percentage organizations monitoring through formal evaluation immediately after training. .(Valid %)

Yes	65

Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	0	100

Table 5.7c: Percentage organizations monitoring through formal evaluation some month after training. .(Valid %)

Yes	12

Table MS 5.7c: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	0	18

Table 5.7d: Percentage organizations monitoring through informal feedback from line managers. (Valid %)

Yes	88

Table MS 5.7d: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	66	100

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Table 5.7e: Percentage organizations monitoring through informal feedback from trainees.

(Valid%)

Yes	88

Table MS 5.7e: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	67	100

Table 5.8: Percentage organizations where at least a third of managers have been trained in the following areas.(+)

Performance appraisal	65
Staff communication	77
Delegation	77
Motivation	94
Team building	65
Foreign languages	65

Table MS 5.8 :Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Performance appraisal	0	100
Staff communication	33	100
Delegation	40	100
Motivation	33	100
Team building	0	100
Foreign languages	0	100

Table 5.9:Percentage organizations that provide training courses to update the skills of women returners.

Yes	0
No	100

Table MS 5.9: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Yes	0	0
No	0	0

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Table 5.10:Percentage organizations who regularly use the following.(+)

Formal career plans	0
Performance appraisal	0
Annual career development interviews	0
Assessment centres	0
Succession plans	27
Planned job rotation	0
"High flier" schemes for managers	0
International experience schemes for managers	0

Table MS 5.10: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Formal career plans	0	0
Performance appraisal	0	0
Annual career development interviews	0	0
Assessment centres	0	0
Succession plans	0	18
Planned job rotation	0	0
"High flier" schemes for managers	0	0
International experience schemes for managers	0	0

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Table 5.11: Areas which organizations think will constitute the main training requirements in the next three years.

Business administration and strategy	100
Computers and new technology	70
Health and safety and the work environment	20
Manufacturing technology	35
Marketing and sales	35
People management and supervision	88
Customer service skills	12
Management of change	77
Quality	100
Languages	47

Table MS 5.11: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Business administration and strategy	100	100
Computers and new technology	83	9
Health and safety and the work environment	33	12
Manufacturing technology	80	17
Marketing and sales	60	25
People management and supervision	40	100
Customer service skills	40	0
Management of change	20	100
Quality	100	100
Languages	83	53

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Table 6.1: Percentage of organizations with the following proportion of staff who members of a trade union.

0%	0
One to 25%	0
Twenty-six to 50%	0
Fifty-one to 75%	18
Seventy-six to 100%	82
Don't know	0

Table MS 6.10: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
0%	0	0
One to 25%	0	0
Twenty-six to 50%	0	0
Fifty-one to 75%	40	0
Seventy-six to 100%	60	100
Don't know	0	0

Table 6.2:Percentage of companies recognising trade unions for the purpose of collective bargaining.

Yes	100
No	0

Table MS 6.2: Less than 1000 or greater than or equal to 1000 employees

	< 1000	< 1000
Yes	100	100
No	0	0

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Table 6.3: Percentage of organizations reporting a change in the influence of trade unions over the last three years.(Valid%)

Increased	0
Decreased	94
Same	6

Table MS 6.3: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	5	0
Decreased	84	90
Same	7	10

Table 6.4a: Percentage organizations reporting a change in the use of representative staff bodies for communicating major issues to employees.

Increased	0
Decreased	0
Same	100

Table MS 6.4a: Less than 1000 or greater than or equal to 1000 employees

	< 1	> 1
Increased	0	0
Decreased	0	0
Same	100	100

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Table 6.4b:Percentage of organizations reporting a change in the use of direct verbal methods to communicate major issues to employees.

Increased	82
Decreased	0
Same	18

Table MS 6.4b: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	40	100
Decreased	0	0
Same	60	0

Table 6.4c:Percentage of organizations reporting a change in the use of direct written methods to communicate major issues to employees.

Increased	0
Decreased	0
Same	100

Table MS 6.4c: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Increased	0	0
Decreased	0	0
Same	100	100

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Table 6.5a: Percentage organizations with the following employee categories formally briefed about the strategy of their organizations.(+)

Management	100
Professional/Technical	64
Clerical	23
Manual	0

Table MS 6.5 a: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Management	100	100
Professional/Technical	40	75
Clerical	40	40
Manual	10	20

Table 6.5b:Percentage of organizations with the following employee categories formally briefed about the financial performance of their organization.(+)

Management	100
Professional/Technical	100
Clerical	57
Manual	28

Table MS 6.5b:Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Management	100	100
Professional/Technical	94	100
Clerical	67	45
Manual	0	40

Table 6.6:Methods used for employees to communicate their views to management: :percentage organizations.(+)

Immediate supervisor	94
Tradeunions/works council	100
Regular workforce meetings	94
Quality circles	83
Suggestion schemes	67
Attitude survey	67
No formal methods	67

Table MS 6.6: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
Immediate supervisor	67	100
Tradeunions/works council	90	100
Regular workforce meetings	83	100
Quality circles	0	100
Suggestion schemes	0	100
Attitude survey	0	100
No formal methods	33	0

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Table 6.7:Responsibility for formulating policy on staff communication:percentage

organizations.

HR/Personnel Dept	89
Public relations Dept	0
Marketing department	0
Line management	0
Other	11

Table MS 6.7: Less than 1000 or greater than or equal to 1000 employees

	< 1000	> 1000
HR/Personnel Dept	67	100
Public relations Dept	0	0
Marketing department	0	0
Line management	0	0
Other	33	0