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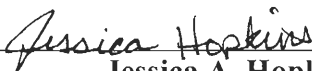
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DETERMINING EMPLOYEE ATTITUDES AT COTTAGE HOMES

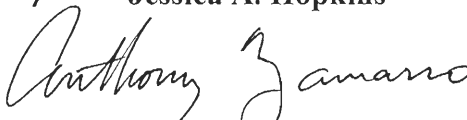
An Interactive Qualifying Project Report
submitted to the Faculty
of the

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in partial fulfilment of the requirements for the
Degree of Bachelor of Science
by



Jessica A. Hopkins



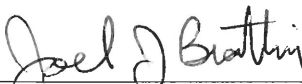
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Abstract

Cottage Homes, a U.K. charity, had recently undertaken organisational changes in an effort to become more competitive and to make job descriptions more uniform. These changes included the modification of employee practices and benefits. In light of these changes, Cottage Homes wanted an indication of employee attitudes to determine the affects of those changes on employees. This project, completed at the London Project Centre, determined the employees' attitudes after the restructuring through the use of a survey questionnaire.

Overall, we determined that the majority of the employees at Cottage Homes had positive work attitudes. Some concerns expressed were communication between different levels of staff and between different departments, pay compensation, as well as organisational changes. Recommendations have been made in hopes to increase satisfaction in these areas. These include offering extrinsic rewards, increasing management/employee interactions, taking action based on the results of this survey, and conducting periodic attitude surveys.

Executive Summary

Cottage Homes, founded in 1832, is an organisation based in the United Kingdom that serves to aid retail industry workers. Cottage Homes provides services to current retail industry workers as well as care for those retired from the trade. Care includes welfare assistance for retirees living independently, residential care for those that could use someone to check on them regularly, and nursing care for those residents that require 24-hour care. Residential care is offered to employees on three different estates; one in London known as the Mill Hill estate, another in Glasgow known as the Crookfur estate, and a third in Derby called the Leylands estate.

Cottage Homes underwent an organisational restructuring in June 1998; this significantly impacted their employees. The organisational restructuring altered pay compensation, employees' job responsibilities, and some important organisational practices. Management at Cottage Homes felt that it would be highly beneficial to determine employees' attitudes in their organisation. Employees' work attitudes can significantly affect the employee's overall welfare, physically, mentally, and emotionally, as well as affecting the overall output of the organisation. In a caring profession it is especially important to ensure the quality of work, or care provided, is exceptional.

To determine employee attitudes at Cottage Homes, our group implemented an employee attitude survey. Prior to our departure from the United States, extensive research was conducted on important aspects of employees' overall work attitudes, properly implementing a survey questionnaire, as well as the Cottage Homes organisation itself.

In the first week after our arrival in the United Kingdom, a survey questionnaire was designed. This survey questionnaire was pre-tested with our liaison, Ms. Fiona Ash, and her co-worker, Ms. Caroline McMenemy. In addition, we pre-tested the survey with the general managers at each of the three estates where the survey was to be implemented. This allowed us

to be sure we were gathering the information that the management was looking for, as well as establishing whether or not the questions were understandable and logical. Also, in the first week, our group participated in a shadowing exercise which gave us a better understanding of the workers' jobs, allowed us to familiarise ourselves with the organisation, the employees, as well as the many different departments required to operate an organisation that provides these types of services.

Following these tasks our group produced survey packets for employees. These packets included a cover letter, the survey questionnaire itself, a contact information sheet, as well as a stamped addressed envelope. The survey questionnaire was ten pages long and contained seventy-five multiple choice questions, as well as two sections for additional written comments.

Next, survey introduction, distribution, and collection began on the Mill Hill estate, which was completed during our second week on site. Our group then visited the Leylands estate and again distributed surveys. Distribution at the Leylands estate was more organised than the previous distribution at Mill Hill. Our team standardised the procedure by which we introduced and distributed the survey packets to employees. Also our team copied employees' work schedules and prepared staff meetings based on these schedules. This method was much more time effective and professional. Therefore, we carried out this same process at the Crookfur estate the following week. We were able to participate in some brief shadowing exercises at the Leylands estate that we could not participate in at the Crookfur estate due to time constraints. Organisational procedures are parallel on all three of Cottage Homes' estates, therefore, shadowing at all 3 estates was not necessary.

In addition to the survey introduction, distribution, and collection, we examined the returned surveys and entered them into a database. We separated the data into 10 different categories namely, job content, work organisation and quality, communication, teamwork, supervision, pay and benefits, performance management (developmental review), career

development, organisational image, and organisational change. This data consisted of numerical values as well as any additional comments written on the survey. We graphed the numerical data to allow for easier and visual understanding. When examining the survey data, we investigated specific categories and noted when answers for specific questions were significantly higher or lower on one estate than the others. Questions that were significantly higher or lower were usually more than one-half point above or below the average for the other two estates. This allowed our group to find the particular area(s) that were causing differences. From here, our group worked to find an explanation for such situations, generally from the additional comments section on the survey and by recalling the verbal communication with staff during shadowing and survey introduction.

Our data also included response rate and survey return methods. Overall, our response rate was 69% and we found that a survey collection box was extremely effective. Amongst the three estates, 53% of respondents returned their surveys through the on-site collection box, while 43% were posted, and finally 4% of respondents handed their surveys directly to a team member.

Analysis of data showed that overall, employees were satisfied. Job content, work organisation and quality, communication, as well as performance management (employee reviews) all have overall positive responses. Teamwork was notably more positive at the Leylands estates, possibly due to the smaller size, as the Leylands estates has the smallest number of staff and residents. We noted that supervision was slightly less satisfactory at the Crookfur estate when compared to the other estates. We further investigated this category, however, no particular question seemed to give an indication of the cause of this response. The pay and benefits section also illustrated some discrepancies amongst estates. A large portion of employees at Mill Hill were not satisfied with their rate of pay. However, overall employees were satisfied with their benefits and the benefits provided for their families. Organisational change was overall the lowest scoring category when compared to the others. In particular,

when asked if the night/weekend/bank holiday supplements replacing the percentage enhancements the employees received in the past were fair, response was lowest compared to the other questions in this category. However, employees felt that the changes to the pay slips were beneficial for them and easily understood.

In conclusion, overall employees at Cottage Homes were satisfied with their jobs and the work or care that they provide. However, in any organisation there are always areas that can be improved upon. As previously discussed, our team had found a few areas that appear to be particularly important to the employees of Cottage Homes. We found some of these areas to be communication between different departments, the organisational restructuring that took place over the last two years, as well as the organisation being understaffed. In order to rectify these situations, possible solutions may be to hold staff outings, increase management/employee interaction and/or offer extrinsic rewards.

In addition, we found areas in our practice procedures that could be improved upon to possibly increase response rate, should another IQP group repeat this process in the future. These areas include an increased level of shadowing, standardised introductions, professional appearance, and an IQP group with three members.

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Literature Review Sections 2.3.3 – 2.5

Methodology

Analysis:

Teamwork, Supervision, Performance Management,
Pay and Benefits, Career Development and Training,
Organisational Image, Organisational Change

Jessica Hopkins:

Abstract

Executive Summary

Literature Review Sections 2.1 – 2.3.2

Data

Analysis:

Introduction, Job Content, Work Organisation and Quality,
Communication

Conclusion

1.0 Introduction

Cottage Homes is a charity organisation in the United Kingdom that was founded in 1832. Today, Cottage Homes provides care, support, and financial help to staff, and their families, working in or retired from the retail industry. Cottage Homes' core service is to provide care for retirees in need, but it also provides a confidential help line and offers grants to those in difficult financial situations. Cottage Homes' residential care takes place on three estates: the Mill Hill estate, located in London; the Leylands estate, located in Derby; and the Crookfur estate, located in Glasgow. Cottage Homes also provides an elderly care centre in the Midlands and is currently planning to build a residential care centre in Liverpool. Their residential services include housing, residential care, and nursing care.

Cottage Homes undertook a review of the financing of their residential care in 1998 and concluded that their costs were becoming uncompetitive in comparison with other care providers. Being a service organisation, the majority of their costs take the form of salaries. Cottage Homes is unable to reduce the size of their workforce directly because the nature of the care requires a fixed ratio of residents to staff. At the time there were large inconsistencies between the rates of pay of day and night shift workers, as well as differences between employees' work practices among estates. With the goal of reducing costs and bringing more uniformity to different estates, Cottage Homes undertook a structural reorganisation. This reorganisation involved adjusting pay rates and amounts of paid sick time, as well as introducing a new contract with new terms and conditions and a new timesheet system. The new contracts came into effect on 1 June 1999.

Although 97% of staff accepted the new contracts, Cottage Homes was concerned that some levels of insecurity and confusion may be present after the restructuring. Management wanted to be sure that the employees realised their value to the charity. In a service organisation, the attitudes of workers can affect the quality of care provided. For this reason, Cottage Homes

wanted to hire an outside agency to conduct a survey to determine workers' attitudes towards their jobs, the recent alterations, the charity, and their perception of their role in the charity. Through the implementation of this project, Cottage Homes hoped to improve communication between staff and management, obtain suggestions for better practice, and to improve their understanding of the repercussions of the restructuring exercise.

In order to achieve these goals our team designed, conducted, and analysed a survey instrument to determine employee attitudes. We worked with employees at Cottage Homes, discussing the content of the survey, the reasons the survey was being administered, as well as the final use of the results. Our team designed a data analysis tool that we used to provide valid statistical data on employee attitudes in the organisation.

2.0 Literature Review

2.1 Cottage Homes

Cottage Homes is a charity organisation in the United Kingdom that provides services for retired and current retail industry workers. Founded in 1832 in a London coffee house, the organisation began as a Benevolent Fund to aid workers in the linen and woollen drapers, silk mercers, haberdashers, hosiers, and lace makers trades who were in need. Today, Cottage Homes serves the retail industry by providing an extensive amount of services for workers in the industry, their dependants, and retirees (Cottage Homes, 1999).

2.1.1 Expansion of Cottage Homes

In 1898, Cottage Homes began providing residential care at their Mill Hill Estate for those workers retired from the trade. This originally consisted of several cottages located on the Mill Hill Estate, which are still in use today. In 1951 planning began for a new estate, the Leylands Estate, located in Derby. The Leylands Estate was completed and opened in 1955. In 1967 a third estate, the Crookfur Estate, located in a suburb near Glasgow, Scotland was built. Since the construction of the Crookfur Estate, Cottage Homes has opened a day care centre, located in Dudley. Cottage Homes is currently working on another development in Liverpool that will provide residential services (Cottage Homes, 1999).

2.1.2 Expansion of Cottage Homes' Services

Although Cottage Homes' main concern has traditionally been to care for elderly individuals who have retired from or worked in the retail trades, Cottage Homes has tried in recent years to expand the number of services available to individuals currently working in the trades. Therefore, Cottage Homes' expansions in recent years have tried to add services to both retirees and those currently working in the trades. Within the past five years, in addition to

opening a new residential wing and remodelling existing facilities at their Mill Hill Estate, Cottage Homes has set up a confidential help line, and included respite care and grant aid in the organisations' activities.

Cottage Homes' helpline is a confidential number that employees can call when they are looking for advice on troublesome issues. Individuals in the retail industry can use the help line to address a variety of concerns; ranging from financial or legal advice to career support and coping with stress. Cottage Homes' respite care program is designed to temporarily relieve home caregivers by providing temporary residential care for their dependants. The new grant program has made the unimaginable possible for many employees in need. Some examples of types of grants include hardship grants, one-off grants, and equipment grants. Cottage Homes has used these grants to aid workers in many different ways. For example, the grant may be used to help with the cost of a holiday for a disabled dependent, funeral expenses, or a wheelchair or walking facilitator (Cottage Homes, 1999).

2.1.3 Cottage Homes' Recent Restructuring

In addition to these modifications in programs, Cottage Homes has undergone significant organisational restructuring. Being a charity organisation, Cottage Homes' income is limited by the donations it receives. Cottage Homes must constantly review spending practices to ensure that services can be offered in the years to come. The following is an excerpt from a communication with Fiona Ash, Director of Personnel at Cottage Homes highlighting such an issue, which will form the basis for this project:

In 1998, the charity undertook a review of the financing of its residential care and realised that its prices were becoming uncompetitive in comparison with other care providers. This could affect its long-term survival. Salaries made up 80% of the charity's costs and unlike other organisations, it was not able to reduce the numbers of staff it employed. The charity therefore needed to find a means to be able to control its salary bill in the future. It was also aware that there were many anomalies amongst the staff terms and conditions of employment. Some staff doing the same job had a different

job title, rate of pay and in some areas, different terms and conditions (Ms. Fiona Ash, email to authors, December 15, 1999).

During this examination Cottage Homes also found inconsistencies in organisational practices that were significant when comparing employee benefits, such as time of breaks and length of break time, as well as starting/finishing times for shifts. In an effort to remain competitive and become more uniform amongst its estates, Cottage Homes made pay rates for particular jobs uniform across estates. In some cases this meant a reduction in pay. This reduction mostly affected the night staff, who were receiving an enhanced rate of an extra 66% for working unsocial hours. In other cases it meant a slight increase in pay, mainly for daytime staff. Percentage enhancements for unsocial hours were replaced by fixed “supplements” for working on public holidays, at weekends or at night. In addition, management at Cottage Homes introduced a new time sheet procedure to facilitate employees in their personal accounts. To address consistency issues, Cottage Homes implemented uniform starting shift times and break times. Staff were given lump sum compensation payments based on the number of hours they worked and their years of service to compensate them for the change in the contracts.

After this restructuring, Cottage Homes recognised the need to evaluate employee attitudes. Cottage Homes wanted to ensure their employees realise that the organisation’s overall excellence depends greatly on their employees and that every employee brings a unique contribution to the organisation. Cottage Homes is committed to providing excellent working conditions for their staff as well as always working to increase communication amongst staff (Cottage Homes, 1999).

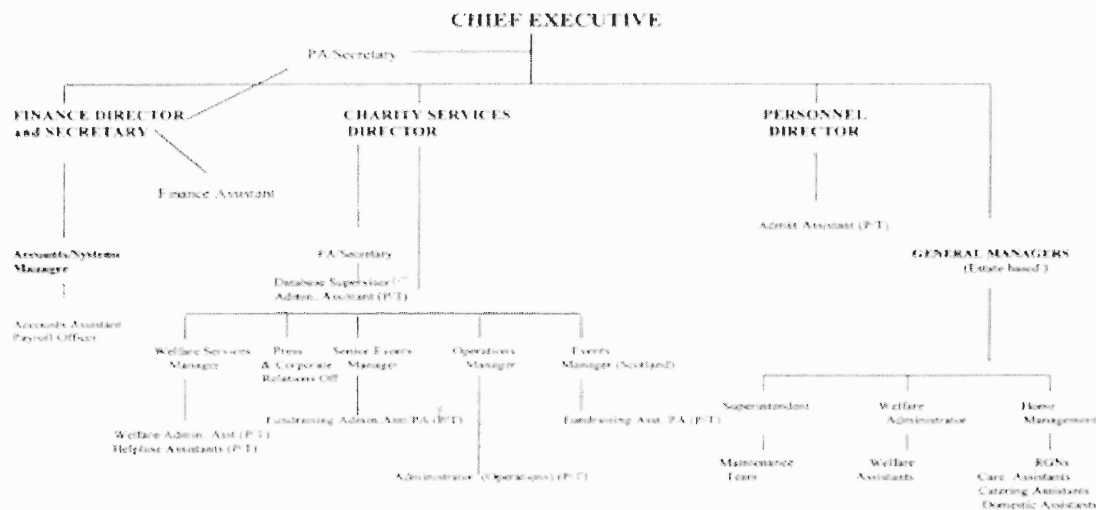
2.1.4 Cottage Homes' Staff Structure

The staff of Cottage Homes includes a wide variety of working positions. The organisation’s staffing structure begins with the chief executive, who oversees all of the

employees within the organisation. Employees immediately reporting to the chief executive are the four Directors (Finance, Personnel, Charity Services and Operations). The General Managers of the three Estates report to the Operations Director. The Finance Director is responsible for the Accounts/Systems Manager, Senior Accounts Officer, Accounts Assistant, and Payroll Officer. The Charity Services Director oversees the Welfare Services Manager, Press and Corporate Relations' Officer, Senior Events Manager, Operations Manager, and the Events Manager based in Scotland. These managers each oversee their own individual teams of employees. The Operations Director manages the three General Managers as well as the Liverpool and Merry Hill managers. The General Managers also oversee a team of their own managers located at each site. The General Managers supervise the Residential Home Managers, the Nursing Services Managers, Estate Superintendents, Welfare Managers, Hotel Services Managers and the team of workers under these managers. For further clarification, see Figure 2.1 (Cottage Homes, 1999).

Figure 2.1

Cottage Homes
STAFFING STRUCTURE



2.2 Organisational Change

Small variations in organisational activities can affect the attitudes and opinions of employees. Common causes for organisational changes are advances in the information and telecommunication revolution, changing markets, new competitors, globalisation of suppliers, the rise of new markets, and the fall of old markets. Changes in local or global politics also have potential to impact organisations today. Because organisations are changing so quickly today, the amount of research in this area has increased. When restructuring organisations follow a cycle of 4 different stages while completely developing through their organisation's alterations. These stages are defined as the traditional phase, the exploratory phase, the generative phase, and the internalisation phase (Nevis, 1996).

2.2.1 Four Stages of Organisational Change

As with any progress driven development there are stages or marking points that can be observed in the process of organisational restructuring. In the traditional phase, as the name implies, the organisation functions in its established state. An increase in awareness of the need and urgency for change is accompanied by some traditional problem solving efforts that seldom result in a proper solution (Nevis, 1996).

The exploratory phase follows the traditional phase. The organisation's executives now recognise the need for change and begin exploration into the changes needed and the significance of those changes. The extent and significance of the changes are not yet completely known. However, some considerations have been made, and the changes are being considered more in depth (Nevis, 1996).

The generative phase is the first stage of the implementation. This phase begins implementation with administering actions, and this stage includes employees in the planning process. An increased level of communication is required by management to help employees

understand the need for the modifications. Management gives employees the opportunity to contribute ideas, and suggestions for implementation, as well as voice concerns that can be answered by executives. In this stage the overall organisation is participating in the restructuring and a common goal is seen among workers (Nevis, 1996).

The final stage in organisational change is the internalisation phase. This is the stage in which the actual changes within the organisation occur. This time is potentially confusing to employees, and heightens any feelings of insecurity they have. It is important that management makes employees aware of the status of changes. However, it may be necessary for management to limit employees' focus on the changes in order for the organisation to remain at a productive level (Nevis, 1996).

2.2.2 Seven Methods of Influencing Organisational Change

To reshape an organisation, seven methods of influencing organisational change are recommended by Nevis. Use of these methods contributes to both effective and efficient reorganisation. These methods of influence include persuasive communication, participation, expectancy, role modelling, extrinsic reward, structure rearrangement, and coercion (Nevis, 1996).

Persuasive communication by management can remedy employees' resistance to change. Two vital elements of persuasive communications are the purpose of the change and the nature of the change. The effect the change will have on employees and the significance of the changes needs to be communicated. It is also important to have a communicator that has full knowledge of the changes and the need for the changes, who is authoritative, admired, and persuasive. Although none of these methods should be used as a sole method for influencing organisational change, persuasive communication is particularly essential, especially in the traditional phase of

development so employees understand that the welfare of the organisation depends on this change (Nevis, 1996).

Participation is the second method for influencing change. This strategy entails giving employees the ability to act on or discuss changes, provided they possess knowledge of the needs for change. The increase in involvement results in high quality ideas and decisions. In addition, multiple issues relating to change can be addressed. These issues may be concerns, questions, ideas, or ideas that contribute to colleagues' ideas, as these issues have different value of importance among workers (Nevis, 1996).

Expectancy provides both a vision of a desired end-state, or goal, and the supportive power of belief that the goal can be attained. This increases employees' feelings of security and decreases feelings of confusion. The extent of changes as well as the significance of the changes are clearly defined and communicated; this allows employees to know exactly what is expected of them. Another important factor contributing to the usefulness of expectancy is the support that management provides during communication, so the workers can accomplish these changes (Nevis, 1996).

Providing a role model can be very valuable to employers during the change process. The theory that one learns by example is used here. Two key factors that contribute to successful role modelling are providing an appealing change and providing a role model who is both influential and respected.

Structure rearrangement is the process of finding the best organisational structure that fits the desired output (Nevis, 1996). Organisational restructuring potentially involves altering job descriptions and responsibilities amongst workers or moving workers from their positions to other positions that allow the worker to perform optimally.

The strategy of supplying extrinsic rewards has been used in organisations as an influential factor for many different processes, including influencing change in an organisation.

The idea behind offering extrinsic rewards is to provide a reward that recognises the act of change (Nevis, 1996). Providing rewards for employees gives the feeling that they are valuable to the company. By providing rewards workers know the organisation understands the effort the worker is contributing, appreciates this effort, and is willing to give something back for what they received. Extrinsic rewards do not imply pay compensation, while that may be the nature of the reward in some cases. Recognition and praise have been determined to be significant rewards to employees.

With the use of coercion, employees are able to see the greater benefits offered to them if they partake in a certain task, or tasks, that do not initially appeal to them. It is important when using coercion that employees not receive the impression that they should leave the organisation if they do not include themselves in the change. This can make employees feel upset and unappreciated, as though they are not essential to the organisation. An example of coercion that is not threatening for the employee is the use of extrinsic rewards (Nevis, 1996).

2.2.3 Work Attitudes During Organisational Change

Organisational executives have recently begun to understand the positive effects of studying employee attitudes, especially during an organisational restructuring. Many times an organisational change brings thoughts of downsizing to the employees, whether this is the intended goal of the project or not. During this time, changes in employees' job responsibilities and job routines, as well as these thoughts of downsizing, can leave employees feeling confused and insecure (Nevis, 1996).

2.3 Work Attitudes

Since the 1930s, the term "job satisfaction" has been used to refer to effective attitudes or orientations on the part of individuals toward jobs (Steers, 1983). The importance of the attitude

of employees is expressed by the theory that a happy employee is a productive employee. In addition, employee attitudes significantly affect employees' overall welfare - their physical and emotional health, personality, and intellectual development - and the overall productivity of the work place (Agassi, 1979). This impacts the organisation tremendously, as employees are representatives of the organisation and play a significant role in the overall output of the organisation. The attitude of employees can be beneficial or harmful in the customer's, or patient's, perception of the services provided by the organisation.

2.3.1 Elements of Work Attitudes

Employee attitudes can make an organisation a great place to work. And conversely, a great work environment can positively and significantly influence employee attitudes. Initially, work attitudes are based on the employee benefits. These benefits may include pay compensation, health and dental care packages, fitness facilities for use on lunch breaks, or even company picnics or outings. However, when determining if a work place is truly a great place to work, many other aspects of employee attitudes are analysed.

Atmosphere of the work place plays a significant role in employee attitudes, particularly a friendly atmosphere. A friendly atmosphere implies employee relations and attitudes amongst each other are friendly. However, other aspects of a friendly atmosphere may include displaying paintings or other forms of art, sufficient lighting, well-maintained facilities, and clean, safe working conditions.

Recently, a common characteristic found among great work places was the feeling employees had of being in a family within the organisation. A family environment produces three important feelings. The feeling of being in a caring and nurturing environment, a feeling of long-term commitment, and the feeling that "we are all in it together" are all results of providing the family atmosphere in the work environment (Levering, 1988). This family environment

includes the development of personal relationships amongst colleagues and bosses. In this atmosphere, employees are comfortable speaking about their concerns and do not fear retribution. This family atmosphere allows conversation between employees, perhaps pertaining to personal issues, during business hours. This acceptance initiates a positive feeling increasing openness and trust towards management. Another important aspect of the family environment is the feeling of long-term commitment; no one can truly leave his or her family. This aspect brings positive feelings to both managers and employees. The long-term commitment aspect allows employees to feel positive in their attitude toward job security, as well as providing employers with a feeling of dedication from their workers. Finally, the aspect that "we are all in it together" initiates a less stressful environment for workers, provides a closer relationship between employees and management, and illustrates the attitude that each employee is unique, valuable, and irreplaceable to the organisation. However, to provide the most beneficial environment, it is best to allow for those workers that are interested in working their scheduled hours and keeping their personal life segregated from their work; not everyone would like to be involved personally in the work environment (Levering, 1988).

Another important aspect of providing a great work environment is eliminating internal politics. Internal politics describes constant competition for positions amongst employees. It may include working to be on pleasant terms with superiors to influence personal promotions. Workers in these environments may begin to feel that fellow employees may be willing to damage the careers of others for their own benefit. Internal politics can adversely influence the attitude of an employee. Although competition is good for a worker and an organisation, an excessive amount can be very harmful. Employees need to work together for best performance and support.

When competition begins to get excessive employees are no longer working together, but against each other. When employees are in excessive competition for recognition or a

promotion, for example, feelings of insecurity may arise. This is because workers may be concerned that colleagues are working to damage their own career and may find it difficult to focus their energies on their jobs. A valid solution to this problem is to emphasise working in teams and reward employees based on their contribution to team projects. Also, providing a family environment can increase the personal relationships amongst colleagues and, potentially, decrease the negative actions taken when competing (Levering, 1988).

The meaning given to work has a significant role in the attitude of employees. Especially in the healthcare profession, a common shared attitude is the value of directly helping someone in need, and positively affecting his or her life with the work that the doctor, nurse, or care provider has offered. It is important in other professions that the workers observe the impact that their work has had (Levering, 1988).

Finally, the level of responsibility allowed to an employee can influence their attitude. A feeling of increased responsibility can influence employees' involvement in the organisation. With an increase in responsibility, employees may have a greater control over their work. Determining deadlines, priorities, or even break times are some examples. By making these decisions, employees feel more actively involved within the organisation and with the organisation's overall performance and product output. The employees begin to feel like an important part of the overall organisation and a feeling of uniqueness presides. A positive combination of these aspects can increase an employees' overall welfare and generally results in a positive employee attitude (Levering, 1988).

2.3.2 Women's Work Attitudes

Over eighty percent of Cottage Homes' employees are female; therefore, it is important to examine any differences between men and women's work attitudes. Past studies on employee satisfaction have provided extremely beneficial and useful information to management,

especially regarding women's attitudes as women's appearance in the business world has grown almost exponentially over the past three decades. Women have also been proven to be extremely effective, efficient, and well-adjusted employees in today's business world (Agassi, 1979). In examining these studies, Agassi has shown that three main points dominate. They are:

- Women are more concerned with the social aspect of their jobs, specifically their relations with colleagues, helpful and friendly relationships are important.
- Women place the same emphasis on the content of their jobs as men.
- Sex-specific differences concerning the attitudes toward other specific job characteristics, are, if found at all, small (Agassi, 1979).

Several sources show that little difference exists between men's and women's work attitudes.

Men and women contribute the same amount of pride and energy to their work. However, one major difference is the emphasis based on the social aspect of the job. Many women put more value on having friendly and helpful working relations with colleagues and bosses than men do. Work in an organisation is, after all, work in a group setting and individuals need to work in these groups over periods of time. Also, women find value in characteristics of the work environment, such as pleasant physical working conditions, distance of travel to work, and convenient working hours (Levering, 1988).

2.3.3 Determining Work Attitudes

Using data collection methods to determine employee attitudes is widely practised by management in many fields. A relationship between employees and management is similar to the relationship between customers and employees. It is beneficial for a human resources department to know if they are adequately meeting the needs of their customers, the employees. Various tools have been used in this area, including surveys, interviews, and focus groups.

Because of the low cost and ease of implementation, surveys are most widely used in this capacity (Levine, 1998).

2.4 Surveys

In organisational settings, as well as other social settings, surveys are a tool often used to determine the characteristics or opinions of a group or population. In literature, surveys are spoken of as guided interviews, where an interviewer speaks directly with individual respondents, and pencil and paper questionnaires, where the respondent is not directed by a surveyor (Berg, 1998). In our project we will be using the second method. When we refer to surveys, the pencil and paper type will be implied.

There are three major types of surveys: the needs assessment survey, the marketing survey, and the evaluation survey (Salant and Dillman, 1994). The survey implemented at Cottage Homes will be both an evaluation survey and a needs assessment survey. Although the three different types of surveys have their own specific characteristics, there are specific guidelines offered to ensure the validity of any type of survey.

2.4.1 Proper Survey Methods

A successful survey is dependent on several variables. Salant and Dillman offer ten steps to follow to conduct successful surveys:

1. Understand and avoid the four kinds of error.
2. Be specific about what information you need and why.
3. Choose the survey method that works best for you.
4. Decide whether and how to sample.
5. Write good questions that will provide useful, accurate information.
6. Design and test a questionnaire that is easy and interesting to answer.
7. Put together the necessary mix of people, equipment, and supplies to carry out your survey in the necessary time frame.
8. Code, computerise, and analyse the data from your questionnaires.
9. Present your results in a way that informs your audience, verbally or in writing.
10. Maintain perspective while putting your plans into action. (Salant and Dillman, 1994)

Conducting a proper survey involves keeping these suggestions in mind from the outset. Each suggestion involves strategies for implementation. At the outset, however, a proper survey instrument needs to be developed. Survey professionals with years of in the field experience have provided lists of errors that most commonly occur when developing a survey instrument.

2.4.2 Survey Design

The four types of error that occur in survey methodology are coverage error, sampling error, measurement error, and nonresponse error. A coverage error is a discrepancy between the total population that is the subject of research and the population that actually receives the survey. This type of error is much more likely to occur in surveys where information obtained from a small sample is extrapolated to a much larger population. Obtaining accurate lists of the population being studied minimises this type of error (Salant and Dillman, 1994).

The next type of error, sampling error, is the error inherent in choosing a smaller population than the total population the survey is concerned with. Increasing sample size reduces sampling error. Choosing any sample smaller than the whole population produces some statistical error. A census of the population eliminates sampling error (Salant and Dillman, 1994).

The third type of error, measurement error, comes from four sources: the survey method, the questionnaire, the surveyor, and the respondent. Observing suggestions for conducting proper surveys, especially constructing good questions, can control measurement error. Questionnaires also need to be as easy as possible to answer. Questionnaires that are easy to understand, are attractive, and are considered worthy by the respondent will be easiest to answer. Designing questions that are effective and easy to understand is the key to reducing measurement error.

Salant and Dillman offer six suggestions for question wording: be specific, use simple words, don't be vague, keep it short, don't talk down to respondents, and don't be too specific. They also suggest that questions be free from jargon or slang that the respondents would not recognise (Salant and Dillman, 1994).

Salant and Dillman offer an array of suggestions for questionnaire format. They suggest grouping questions by category (Salant and Dillman, 1994). Some sources suggest the possibility of not grouping questions by topic, but not authoritatively (Paul, 1995; Lammers, 1992). Salant and Dillman also suggest that questions be ordered on a scale from most interesting and topic-related at the beginning and those most likely to be objectionable at the end (Salant and Dillman, 1994). Paul suggests putting demographics questions at the end of the survey. She suggests that respondents will be more likely to complete the survey if the final items are demographics questions, which are usually not challenging (Paul, 1995).

It is suggested that when using a rating scale, the number of different types of scales be limited. Levine and Shinton (1998) suggest one or two types of scale, while Paul (1995) suggests using only one type of scale. It is also suggested that the higher ends of the scale be used for positive attributes (Paul, 1995). The most commonly used scale in employee surveys is the Likert scale (Paul, 1995). Surveys using the Likert scale ask the respondent to rate his level of agreement with a specific statement. Usually the Likert scale has five points ranging from "Strongly Agree" to "Strongly Disagree."

The appearance of the survey is necessarily tailored to the circumstances and audience that it will be used upon. Salant and Dillman suggest that black lines not be used to separate questions. The authors also suggest a vertical flow in the questionnaire. Also, the questions should be in bold faced type and the answers in light, numbers should be used in favour of boxes or fill in the blank lines. They also suggest that questions be made to fit each page so that nothing is overlooked (Salant and Dillman, 1994).

The fourth type of error, nonresponse error, can also be reduced with good survey techniques. Nonresponse error occurs when a significant number of people in the survey sample do not return the survey questionnaire and are different from those who do in a significant way. Making the survey questionnaire attractive and interesting can reduce nonresponse error (Salant and Dillman, 1994). Increasing the benefits and reducing the costs of completing and returning the survey would increase response rate. This relationship is described by Social Exchange Theory (Blau, 1964).

2.4.3 Implementation

As with any other social science method, special care has to be given to the atmosphere around which you ask a question. This is true for surveys and can be especially important considering there is not always an administrator to explain the intent of the survey to the respondent filling it out. Also, surveys may demand more logistical forethought than other methods if items such as printing and postage need to be considered. Social scientists and corporate survey professionals provide some perspective on the difficulties surrounding implementing a well-made survey instrument.

The most consistent advice given in regards to surveys in journal articles and texts is to make the survey goal-oriented (Salant and Dillman, 1994; Salemme, 1995; Levine, 1998). This means that sufficient communication must occur between the survey designer and the survey sponsor so that the objectives of the survey are clearly and fully understood. The objective of the survey will determine the content and administration of the survey. Surveys can be used to obtain valuable information in an effective way, but as Salant and Dillman explain, “no amount of money or talent can create value out of a trivial question” (Salant and Dillman, 1994).

Another common piece of advice often given by survey professionals is to obtain the commitment of the sponsor of the survey before the survey is undertaken (Salant and Dillman,

1994; Salemme, 1995; Levine, 1998). Often, elements of the survey distribution cannot be completed without the co-operation of the survey sponsor. Plans for distribution, collection, and analysis need to be planned out and confirmed with the sponsor before the survey is fully developed. In some cases, the cost of printing, postage and labour need to be discussed. Work plans and timetables are advised to co-ordinate available resources at all stages of survey development (Salant and Dillman, 1994). Although it may not seem so, data analysis needs to be considered during the planning stages.

2.4.4 Statistical Analysis of the Results

Questionnaires need to be planned so that the data collected can be analysed using statistics. The data should be collected so that it will test a hypothesis. Statistical analysis is the process of using mathematical assumptions to process the raw data accumulated by the survey into a form that is easier to understand. Proper data analysis methods ensure that data are processed in a reliable and truthful way.

Single data elements can be analysed using measures of central tendency and the standard deviation. Correlation of two data elements can be done with linear regression analysis and the calculation of correlation coefficients. There are many computer programs available that perform statistical analysis on data sets (Salant and Dillman, 1994).

2.4.5 Employee Attitude Surveys

By their nature, surveys are useful in many circumstances and scenarios. The employee attitude survey is a specific use of the survey tool. Questionnaires are a well-established management tool. International Survey Research, a U.S. company, specialises in employee and management questionnaires. As of June 1999, 33.5 million people worldwide have completed ISR surveys (Ramion, 1999). Articles from human relations journals indicate that surveys can be

valuable tools when used in the workplace. However, employee attitude surveys are most often used to evaluate trends in employee attitudes. According to human relations sources, surveys can increase morale and organisational efficiency when implemented correctly (Salemme, 1995; Levine, 1998; Paul, 1995; Lammers, 1992; Hise, 1994; Allix, 1996).

To ensure that the survey is carried on in the best possible atmosphere, it is important that individuals are addressed before taking the survey. This can be done at department meetings, via email or through payroll stuffers. The employer should communicate to employees the purpose of the survey, how the results are going to be used and how and when the survey will be administered, and that the employees' participation is essential. Employees need to be reassured that the information disclosed in the survey is completely confidential. It is important that employees know when the survey must be completed. Some companies have used incentive programs to increase response rate (Salemme, 1995; Levine, 1998).

To further protect the confidentiality of respondents it is suggested that outside vendors conduct the survey (Salemme, 1995; Allix, 1996) and that demographics questions be analysed carefully. There would be concern that presentation of demographic data could reveal the identity of respondents. Three options are presented to deal with the question of demographics. The first is to not track demographics at all (Salemme, 1995). Another option is to limit the number of demographics questions asked or to make demographics questions optional. The third option is to explain in the questionnaire and during Q and A sessions that demographics will not be used to track individuals. As Paul says, "In organisations where trust is an issue, achieving full participation on a survey is more important than getting demographic information. In such situations, it's best to keep the demographic questions to a minimum. Fortunately, survey information without the demographic information is still usable" (Paul, 1995).

All sources on employee attitude surveys advise management doing everything and anything possible to set employees at ease about the survey. Assurance of confidentiality,

disclosure in all possible areas, and proof of management commitment are key (Salemme, 1995; Levine, 1998; Paul, 1995; Lammers, 1992; Hise, 1994; Allix, 1996; Ramion, 1999). Salemme says:

Communicate every step along the way, including planned follow-up action for each major issue. Timing is also important. Once you ask employees for opinions, survey results should be presented to them within a few weeks. When changes are implemented as a result of survey data, these changes also should be communicated to employees quickly and completely. (Salemme, 1995)

One article even mentions a company that showed employees a video of the CEO giving his commitment to the survey and promising to take action on the results (Paul, 1995). This is one factor that is hard to correct using any other methods.

2.5 Conclusion

Cottage Homes is a concerned employer and the management at Cottage Homes realises the importance of determining employee attitudes after an organisation's restructuring. However, when determining employee attitudes various areas should be addressed. Important areas include a feeling of a family environment, feelings of security, uniqueness, and openness, friendly colleagues relationships, pleasant physical working conditions, and perceptions that work is meaningful or significant (Levering, 1988). Cottage Homes would also like the specific areas of organisational change, such as the effectiveness of the new time sheet system, to be assessed by the employees.

Human relations journals place employee attitude surveys in high regard. They are widely used as a human relations and management tool. However, obtaining accurate information about employee attitudes in a work environment presents special concerns. Data collection in the workplace must take into account the high risk employees equate with communicating work perceptions. It is difficult for an employee to respond if confidentiality is

not expected or if the motives of the employer are unclear. Also, responding to the input that is gained through this data collection method is essential for the maintenance of good relations between employees and management. Asking for input and not taking any action will make employees less responsive to further inquiries.

Forethought and communication with the sponsor are important considerations in survey development. Given the precedence that surveys have in the workplace, there is no reason why a well thought out survey with proper support should not be able to accomplish the objectives that Cottage Homes has outlined. The most important elements will be the design of the actual instrument and co-operation and communication with the sponsor.

3.0 Methodology

The objective of the Cottage Homes Interactive Qualifying Project was to design, implement, and analyse a survey which would collect information about employee attitudes in general, as well as on specific issues pertinent to management at Cottage Homes. The procedure for carrying out this objective fell into five stages. The first stage, survey design, was completed prior to our departure from the United States. However, all other stages were completed in the United Kingdom and these included the following: survey refinement, survey distribution, survey collection, and data analysis and presentation. Survey introduction, distribution, and collection were carried out on three of Cottage Homes' estates; in London, Glasgow, and Derby. The entire process had been determined to be feasible by faculty advisors at Worcester Polytechnic Institute as well as by our liaison, Ms. Fiona Ash.

The basis for our survey design decisions came from Salant and Dillman's *How to Conduct Your Own Survey* (Salant and Dillman, 1994), as well as several human resource journal articles, which are listed in the bibliography. The methods for manoeuvring in a research frame and for Social Exchange Theory come from Berg (1998) and from Blau (1964). Data analysis procedures are from Salant and Dillman (1994) and from Heimann (1996).

3.1 Survey Design/Refinement

The survey design/refinement stage took place before our team left for the U.K. and during the first week on site. The basis for the survey instrument was a questionnaire used by the human resources department at Worcester Polytechnic Institute (WPI). This survey, and the method used to distribute and collect it, were given to us by Michael Carney, Director of Human Resources at WPI. Through observation of organisational procedures during shadowing, and through contact with managers at Cottage Homes, we refined the original survey to better meet the needs of Cottage Homes.

Shadowing involved accompanying a Cottage Homes employee through his or her regular workday. The objective of shadowing was to understand the organisational structure at Cottage Homes. Team members paid special attention to an individual's work procedures and organisational interactions, as well as his or her concerns. When shadowing, team members asked questions involving life at the organisation and working procedures. We worked to create a favourable impression on employees and management during these shadowing periods. The understanding gained during this period allowed us to make suggestions to management of possible refinements in the survey instrument.

Our team conducted shadowing sessions with staff at the Mill Hill Estate in London during the first week. We shadowed the following positions: Care Assistant, Staff Nurse, Food Service Assistant, Welfare Assistant, Maintenance Assistant, Administration Assistant in Head Office. The team shadowed the Care Assistants during both the day and night shifts, and we shadowed all other positions during daytime shifts.

Through meetings with management at Cottage Homes, we ensured that the survey design accounted for all information Cottage Homes needed, and added any additional questions that were necessary. After modifications were completed, our team pre-tested the instrument with our liaison, Ms. Fiona Ash, to ensure that all topics were addressed and all questions were meaningful, understandable, and interesting to respondents. Ms. Ash is Director of Human Resources at Cottage Homes.

At the end of the first week, our team members met with members of Cottage Homes' management to discuss the information gathered during the shadowing sessions and to revise the survey instrument. Team members worked with Cottage Homes to ensure that all data needs were accounted for by the survey at this time. Once final revisions were made, our team presented the survey to Cottage Homes' Chief Executive, Sue Tatum, to Fiona Ash, and to the Training Director, Caroline McMenemy.

The final survey was prepared and an introduction “packet” was prepared. This packet was composed of four elements. The first was a cover letter (see Appendix B) that described our identity, the purpose of the survey, confidentiality, as well as instructions for filling out and returning the survey. The cover letter also gave an address at which we could be reached in the U.S. in the event that an employee wanted comprehensive results. The next item in the introduction packet was the survey itself (See Appendix C). Following the survey was a half sheet of paper, which contained our contact information for the Monday through Friday that we would be at that particular estate (See Appendix D). The final item in the packet was a stamped envelope addressed to either our flats (in the case of the Mill Hill Estate) or to the flat of Professor Holly Ault (in the case of the other two estates). The different addresses were a matter of convenience; we were not able to print the first batch of envelopes with the second address. The survey packet was held together with a paper clip and handed out to employees.

3.2 Survey Distribution

Distribution was the next step in the survey process, which commenced at the beginning of week two. Our team carried out the survey distribution at each of the three Cottage Homes estates. Our survey population was all employees who were affected by the organisational changes. This included all nursing staff, residential care staff, maintenance staff, domestic assistants, and kitchen staff, excluding only employees in managerial positions. The objective of survey distribution was to allot surveys to this population and to communicate to them the objectives of the survey, as well as the procedure for filling out and returning the survey. The distribution procedure was approximately identical at each estate. After distributing at the Mill Hill estate, team members made small changes to the survey introduction material to increase response rate. We made these changes in the cover letter (replacing “post” for “mail”) and in the introduction presentation (creating a standardised introduction for the Leylands and Crookfur

employees, see Appendix E). In addition, on these two estates, team members copied employees work schedules on the day of arrival and prepared staff meetings based on these schedules. This was more time efficient and professional.

The team did the majority of the distribution in staff meetings. Team members communicated with Cottage Homes' management to ensure that as many respondents as possible were in attendance at a staff meeting on the first day of the team's arrival on site. Respondents on the Mill Hill estate that could not attend the arranged staff meetings were given the survey introduction individually. Team members posted surveys to any employees that could not be reached in person during the week in which we were on the estate. These surveys included the cover letter, which gave all of the information discussed in the introduction sessions.

The introduction procedure was standardised in the Leylands and Crookfur, and included several pieces of information. These same pieces of information were communicated in Mill Hill, but not in a scripted form. First, team members introduced themselves as U.S. citizens working for Cottage Homes to prepare, distribute, collect and analyse surveys to assess employee opinions at Cottage Homes. The team described the survey, giving details such as length (ten pages) and approximate number of questions per page (four or five). We told employees that the survey could be completed in about ten minutes. The team explained that Cottage Homes intended to use the survey data to improve conditions for workers at Cottage Homes. Team members also described to Cottage Homes' employees that all results of the survey exercise would be held in confidence. To help reassure respondents of confidentiality, team members explained that their identity could be in no way connected to the survey. Team members pointed out that the only identification on each survey was the location (estate) from which the survey was returned. To help the employees understand that Cottage Homes would not see their surveys, we explained that only the team members will handle the surveys and that the surveys would be destroyed at the completion of the study.

We encouraged respondents to be thoughtful when filling out the survey by reminding them that Cottage Homes would use the results to improve conditions for employees. We informed respondents that the survey could be completed at their leisure at home or at work. We asked respondents not to discuss survey questions with each other before the survey was completed in order to reduce bias. Team members explained the procedure for returning the survey, as well as the latest return date.

3.3 Survey Collection

We designed the survey collection procedure to encourage respondents to feel comfortable filling out and returning the survey. For this reason, employees had three options for returning the survey. Our team attached an addressed, stamped envelope to each survey. Employees had the option of posting the surveys, placing it in a collection box located in the workplace, or handing it directly to a team member. At the end of each week at an estate, we placed reminder notices on employee notice boards. These reminder notices informed employees of the purpose of the survey, the date that we would be leaving the estate, and the method by which the survey could be returned after our departure. We did not analyse any surveys that were received after week five.

3.4 Data Analysis and Presentation

The purpose of the data analysis/presentation stage was to examine the data collected by the survey instrument to draw conclusions that would be useful to the management team at Cottage Homes and to present this data in a way that was informative. These data consisted of the numerical data from the multiple-choice questions and written comments. Team members used several different analysis tools to present the collected data. The team's methods of

analysis were calculating means of individual answers and groups, graphing simple counts of data groups, and using theme content analysis on written comments.

The team began entering the survey data into a spreadsheet as surveys were returned on the estates. This procedure involved entering a numerical value of one through five for each respondent and each question. Each survey was entered into the spreadsheet and subsequently double-checked.

Data groups were formed by combining questions into ten categories established by the survey and calculating the percentage of responses that were one, two, three, four, or five. By looking at charts of these data, as well as means for each question, the team drew conclusions about each category. Examining the means for each question, we could examine which questions were of particular concern. These were questions where the means indicated either a very high or a very low answer.

Our team analysed written comments on the survey instrument using content analysis. Once the surveys were collected, we read all written comments and looked for themes that were repeated by different respondents. We read comments from all three estates and counted the appearance of the themes so established. Our team tabulated these comments by estate, and by total response.

Our team presented the results of the data analysis, as well as the raw data in combined form, to Cottage Homes in report format and in a verbal presentation. We gave an overview of conclusions during the oral presentation, while including comprehensive data in the printed presentation. Our team will present all conclusions to Cottage Homes in the seventh week based on both the collected survey data and experience from working with staff during shadowing and site visits.

3.5 Conclusion

The entire process of introduction, distribution, and collection fell within criteria established by the literature on employee attitude surveys (Salemme, 1995; Levine, 1998; Paul, 1995; Lammers, 1992; Hise, 1994; Allix, 1996; Ramion, 1999). The literature indicates that it is of utmost importance that respondents feel at ease during the survey process. These sources also recommend continuing the periodic distribution of surveys. This increases the accuracy of the data by creating a baseline of information. The procedures outlined was carried out with caution; always keeping in mind the cost/benefit analysis calculations employees were making. This caution is true for any social science research, but is especially important when conducting research in a workplace environment.

4.0 Data

In the course of the Cottage Homes IQP project, we collected over 10,000 individual pieces of data. Our data include the answers to multiple choice questions and written comments from the survey instrument, the response rate for the survey, and data on the methods used by respondents to return the survey. The data fall into three categories: numerical data from multiple-choice questions, content analysis of written comments, and data about response. In addition, these data are supplemented by field observations collected during shadowing and in discussions on site.

The majority of our data is in the form of the responses to the multiple-choice questions. To simplify the presentation of these data, our team compiled the answers to individual questions into ten categories; the same categories used in the survey instrument. The percentage breakdowns for responses in these ten categories are presented in Figures 4.1 – 4.10. These percentages represent percentage of the total response, by estate.

Figure 4.1 - Job Content

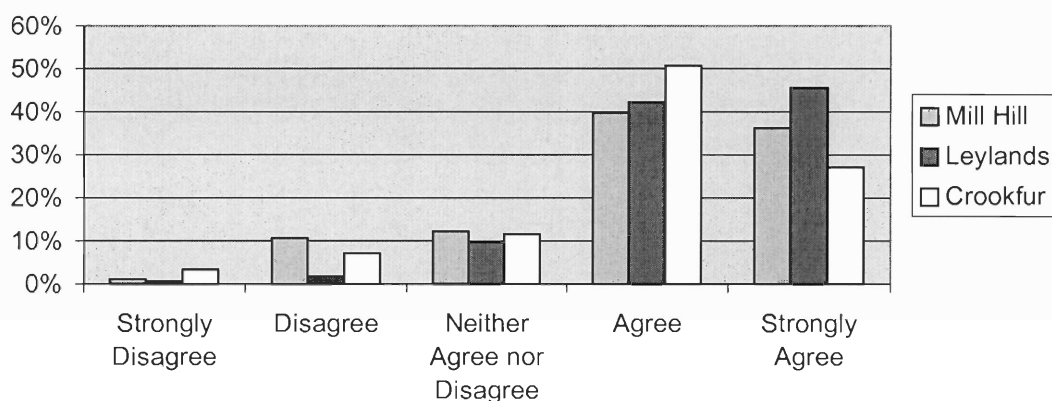


Figure 4.2 - Work Org. and Quality

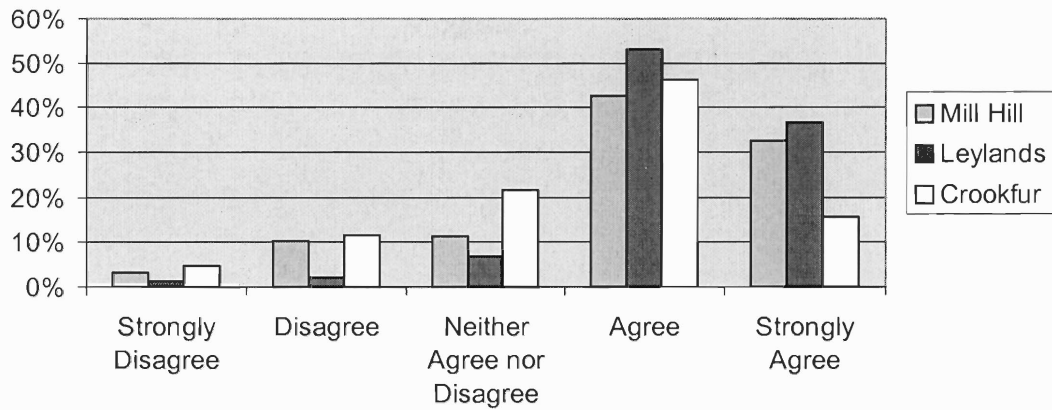


Figure 4.3 - Communication

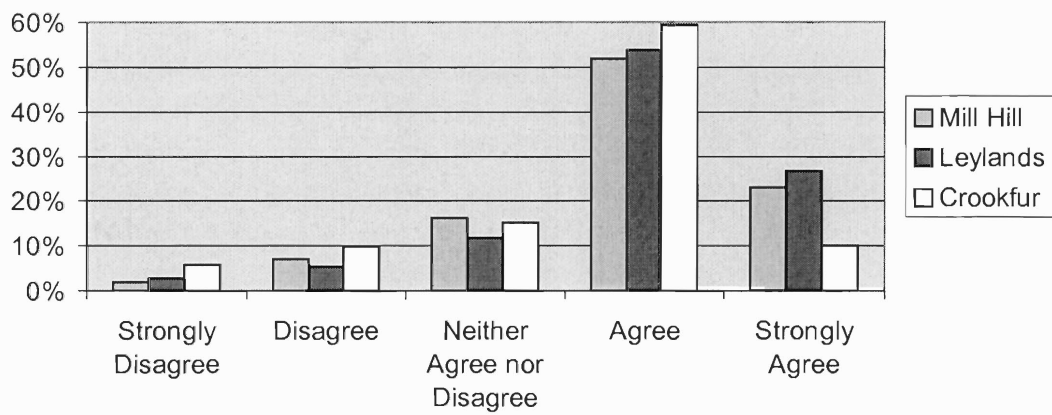


Figure 4.4 - Teamwork

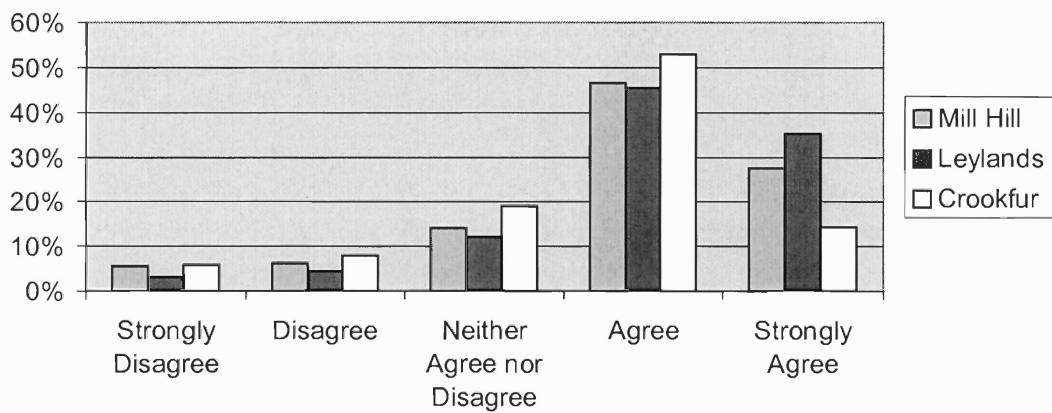


Figure 4.5 - Supervision

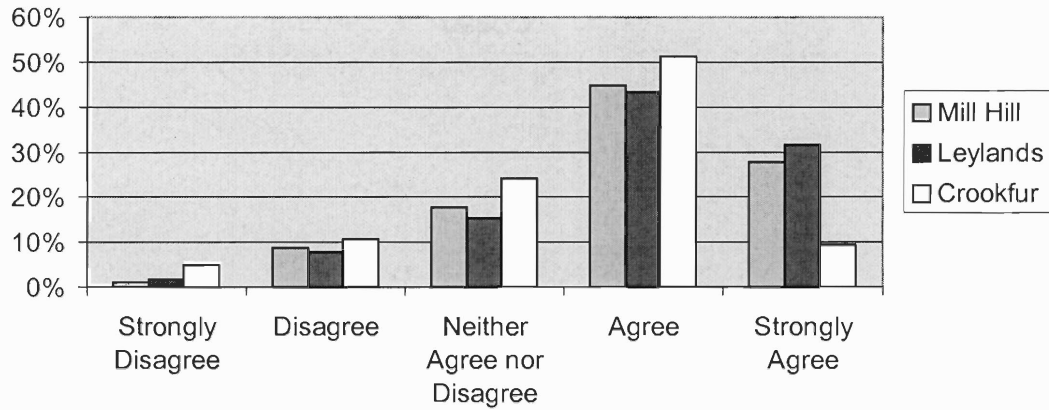


Figure 4.6 - Performance Management

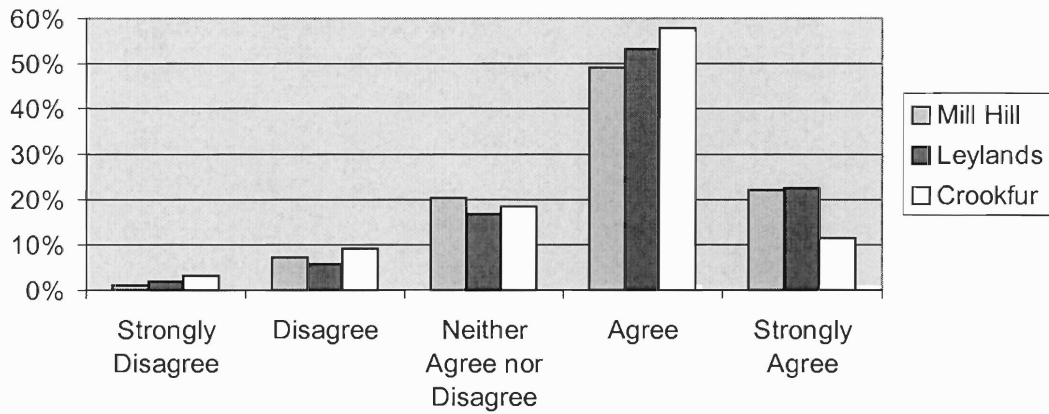


Figure 4.7 - Pay and Benefits

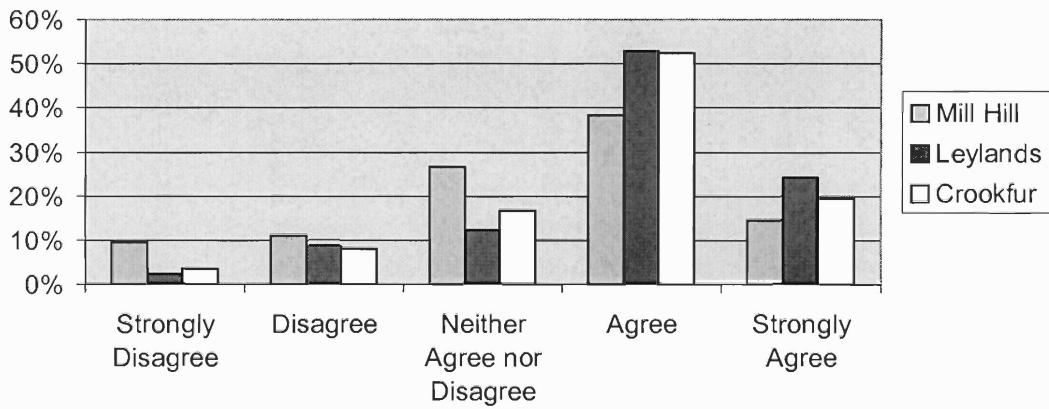


Figure 4.8 - Career Development

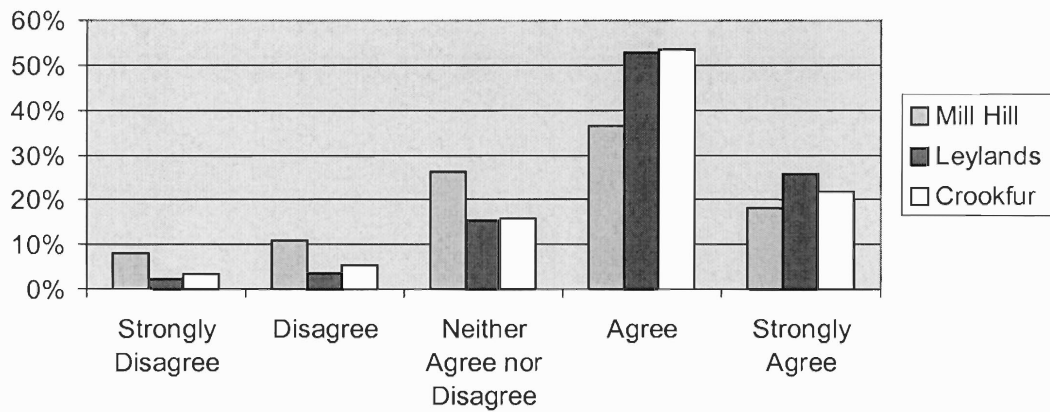


Figure 4.9 - Organisational Image

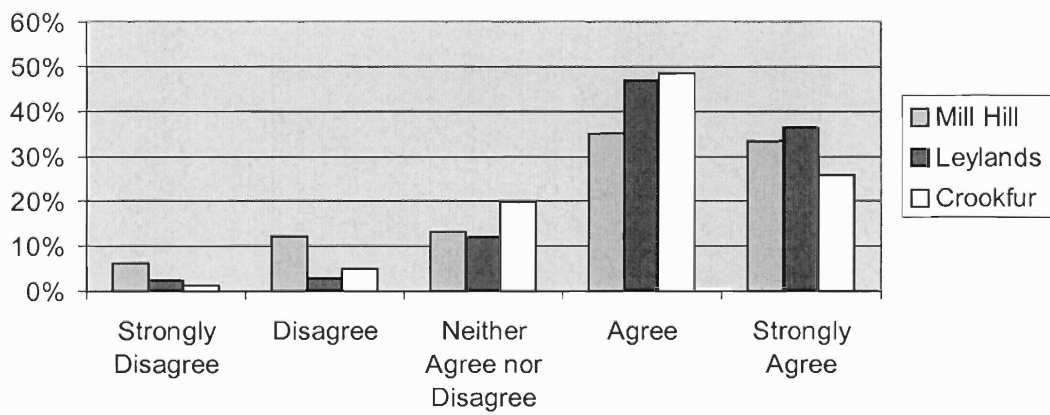
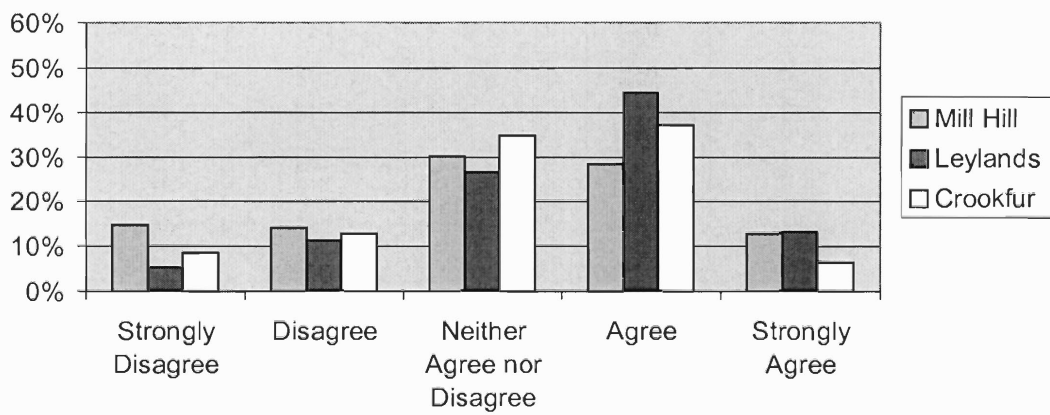


Figure 4.10 - Organisational Change



Data from the content analysis of written comments are compiled in Table 4.1. The numbers in the table represent simple counts of data. We received written comments on 16% of returned surveys.

Table 4.1 – Content Analysis				
	Mill Hill	the Leylands	Crookfur	totals
Great place to work	1	3	2	6
Good org. quality	1	2	0	3
Good quality care	0	2	1	3
Understaffed	3	1	4	8
Underpaid	1	0	2	3
Low morale	4	0	2	6
Pay/benefits cut unfair	5	0	2	7
Manager problems	2	2	2	6
Payslip problems	1	1	0	2
Not utilising resources	1	1	0	2
Don't feel valued/secure	3	0	1	4
Poor org. quality	0	0	1	1

Table 4.2 contains the data on collection methods. This includes information on how many surveys were received and how they were returned. Table 4.3 contains the percentage breakdowns for each estate and the aggregate.

Table 4.2 – Collection Methods					
	Total employees	Total returned	Total boxed	Total handed in	Total posted
Mill Hill	69	37	15	3	19
Leylands	56	47	29	1	17
Crookfur	72	51	27	2	22
TOTALS	197	135	71	6	58

Table 4.3 – Collection Method Percentages				
	Response Rate	% boxed	% handed in	% posted
Mill Hill	54%	41%	8%	51%
Leylands	84%	62%	2%	36%
Crookfur	71%	53%	4%	43%
TOTALS	69%	53%	4%	43%

The information collected is supplemented by observations made by team members on site. This information includes observation of procedures as well as conversations with

individuals and groups on the estates. This information can be used to support conclusions based on the numerical data.

5.0 Analysis

5.1 Job Content

The first section of multiple-choice questions on the survey was concerned with the work an employee does at Cottage Homes. Respondents on all three estates rated this category highest overall. Employees responded to questions in this category with either “Strongly Agree” or “Agree” 80% of the time. Positive response was 76%, 88%, and 78% at Mill Hill, the Leylands, and Crookfur, respectively. See Figure 4.1.

In particular, employees rated questions 1, 3, and 7 highest in the “Job Content” section. Question 1 asked if the employee has a clear understanding of job responsibilities. Question 3 asked employees if they enjoy the actual work that they perform. Question 7 asked if they believe their work contributes to the overall mission of Cottage Homes. The first question is slightly different, but the second and third fit well into the category of intrinsic rewards.

A positive response on question 1 indicated that employees feel that they understand their job responsibilities. This question had the highest average response of any question on the questionnaire. Employees did not comment on this issue. However, during observation employees displayed sufficient understanding of their job responsibilities to communicate them to us effectively.

High responses on questions 3 and 7 fit with the information that we gathered on site. Most employees that we interacted with indicated that the immediate rewards that came from the performance of their job, such as the appreciation they felt from the clients, was something that was very important to them. A high response to question 7 indicated that the employees feel that they work hard, and contribute to the success of the charity.

It is worth noting that about one-quarter of responding employees at Crookfur answered question number 2 with either “Strongly Disagree” or “Disagree”. This question asked if employees feel the work they are expected to do is reasonable. While on site, our team discussed

this issue with the nursing staff. They mentioned that the renovation of the nursing wing was causing a great deal of additional work for them. They believed that nursing staff employees were leaving Cottage Homes due to the additional responsibility put on them by the renovation.

5.2 Work Organisation and Quality

In this section, respondents were asked to rate their agreement to comments that gave positive impressions of their ability to do their job in the organisation and the quality of the services that the organisation provides. In the Leylands responses were very positive. Ninety percent of responses fell into either of the agreement categories. Respondents from Mill Hill also answered very positively to questions in this section. However, employees in Crookfur did not rate comments in this section as positively as the other two estates. In Crookfur, positive responses made up only 62% of the total response.

In Crookfur, question number 10 received more negative response than any other question in this category. Question number 10 asked if there are enough qualified employees to handle the workload. This question is a variation of question number 2 in the previous section.

The most commonly encountered theme in the written comments was the opinion that facilities at Cottage Homes were understaffed. This comment did occur at all three estates, but only once at the Leylands estate. It occurred in written comments three times in Mill Hill and four times in Crookfur's employees' written comments. Comments from Crookfur indicated that qualified personnel were leaving the facility, while the employees' workload was increasing. The increased workload was mainly due to the construction and an increase in the number of residents.

Looking at overall averages, this section received a high proportion of positive responses, specifically questions 11, 13a, and 13b. Question 11 asked employees to rate their agreement with the sentence, "Overall, I believe that the quality of the services Cottage Homes provides is

excellent.” Questions 13a and 13b asked employees to rate the performance of Cottage Homes in “treating residents as individuals” and “providing a homely environment.” These three questions relate specifically to the goal of Cottage Homes, which is to provide a service to its clients. The last two questions are specific goals that the charity has in mind when serving its clients. Positive response on these questions indicates that employees feel that these goals are being met.

5.3 Communication

This section asked employees to rate comments relating to communication at all levels within the organisation at Cottage Homes. The Communication section had a positive overall response; 75%, 81%, and 69% of responses were positive in Mill Hill, the Leylands, and Crookfur, respectively. See Figure 4.3. For questions 15a, 15b, and 15c overall answers were very positive. Eighty-three percent of employees’ responses on the three estates were in agreement that the information employees receive from personnel is clear, helpful, and informative.

While the average response for this section in Crookfur was 3.6, the average response to question numbers 16 and 17b was 2.9. Question 16 asked about communication between different levels of staff at Cottage Homes, and question 17b asked about communication between departments. We discuss the interdepartmental relationships at Crookfur in the Teamwork section, because some of the questions in that section are very similar.

5.4 Teamwork

The Teamwork section of the questionnaire asked respondents to rate the amount of cooperation, respect and support that they feel is present in their workplace. Feedback for this portion of the questionnaire was positive overall. The percentage of responses that were either

“Agree” or “Strongly Agree” were 75%, 80%, and 67% for Mill Hill, the Leylands, and Crookfur, respectively. See Figure 4.4.

Question numbers 22b and 22c were specific areas of concern for Crookfur. While the overall average response in Crookfur was 3.7, these two questions received average responses of 2.8 and 3.0, respectively. Question 22b rated cooperation between departments and 22c, cooperation between managers and staff. These data correlate with data from questions 16 and 17b in Crookfur. There is a written comment stating that cooperation between the nursing and the residential wings at Crookfur “could be better.” Because the average responses to these questions were notably low, we believe that interdepartmental relationships at Crookfur had been indicated as an area for possible improvement. We found the Leylands response to be more satisfactory in this category compared to the other two estates responses. This is can be explained by observing the estates smaller size in staff, residents, and campus, and because the residential and nursing staff are both supervised by the same individual. Therefore, there is more interaction between employees in different departments.

Questions 23c and 24c received a high number of positive responses. Question 23c determined if employees feel that their colleagues respect them. Question 24c investigated whether or not employees feel they get sufficient support from their colleagues. These two questions averaged a response of 4.2 overall. High response to these questions indicates good cooperation inside departments. During observation, team members noticed that employees worked well together to accomplish work goals.

5.5 Supervision

The supervision section also asks about cooperation and support, but focuses on the employees’ immediate supervisor. This section includes eight questions on different aspects of good managerial attributes. This is a good indicator of the job the managers are doing by estate,

from the point of view of the employees. Supervision was rated positively in the questionnaire data, especially so in Mill Hill and the Leylands. Positive responses made up three quarters of the total responses in Mill Hill and the Leylands, respectively. In Crookfur, positive responses made up 60% of the total, negative responses made up 16%, and 24% were neutral. See Figure 4.5. Respondents from Crookfur did not respond to any single question negatively. Responses tended to be neutral.

Several employees indicated problems with management in their written comments. The number of comments regarding a problem with a manager was constant across all three estates. Most comments reflected individual difficulties an employee had with a manager. In several cases problems were as simple as “My manager doesn’t say hello to me.”

5.6 Performance Management

This section asked respondents to rate the process by which they are professionally evaluated. At Cottage Homes a “Developmental Review” is conducted twice yearly to assess an employee’s performance on the job. The majority of the responses in this category were either marked “Agree” or “Strongly Agree”. The distribution of responses in Mill Hill and the Leylands are almost identical, with approximately three quarters of respondents indicating positive answers. Crookfur was also positive overall, with a 70% positive response rate.

In data from the Crookfur estate, question number 30 received a larger portion of negative response than other questions in this category. The Crookfur average response for question 30 was 3.3, with the average overall for the category being 3.7. Question 30 determines whether or not the respondent feels poor performance is tolerated at Cottage Homes. Employees on the Crookfur estate indicated to us in conversation that the turnover rate had been affecting the amount of qualified help available. Data from human resources at Cottage Homes indicate

that 10 employees from the Nursing Wing on the Crookfur estate have left since February 1999 (Ash, 2000).

5.7 Pay and Benefits

The Pay and Benefits section asked employees how they feel about their rates of pay and their benefits packages, and if their pay and benefits meet the needs of their families. With the exception of some staff at Mill Hill, employees indicated that they were satisfied with their pay and benefits. In the Leylands and in Crookfur, positive responses made up approximately three-quarters of the total response. In Mill Hill respondents answered “Strongly Agree” or “Agree” to only about one half of the questions in this category. See Figure 4.7.

In the Leylands and Crookfur, respondents answered all questions in this category similarly, with question numbers 31 and 32 scoring the lowest. In Mill Hill, questions 31 and 32 were significantly below average. Question 31 asked employees if Cottage Homes’ pay rates are competitive with other organisations. Question 32 asked if they are satisfied with the rate of pay that they receive. In Mill Hill the overall average response was 3.7. Average response to question 31 was 2.8 and average response to question 32 was 2.6. At all three estates, questions relating to pay rates received a significant number of negative responses. The average response overall from all three estates was 3.7, while the average for question 31 was 3.3, and for question 32 it was 3.1. The issue of pay is clearly an important one to employees as we received verbal comments on the pay cuts in both Mill Hill and in Crookfur.

Questions relating purely to benefits, however, scored positively overall. Employees at all three estates gave positive responses to questions 33 and 34. Question 35 received an overall positive response at the Leylands and Crookfur. All three of these questions involved Cottage Homes’ benefits. Question 35 asks if benefits offered by Cottage Homes compete with those of other organisations in the area.

5.8 Career Development and Training

This section asks a series of questions which relate to how an employee sees his or her future with Cottage Homes. This would include both how secure the employee might feel and how much he or she feels the organisation does to help him/her develop professionally. Average answers in this section were positive for both the Leylands and Crookfur. Employees at the Leylands estate answered 79% of questions positively. Crookfur employees answered just over three quarters of questions positively. Mill Hill answered questions positively 54% of the time and negatively 19% of the time. The differences between Mill Hill and the other two estates in this category are significant. See Figure 4.8.

Of the four questions comprising this section, respondents in Mill Hill answered question number 39 on average with the lowest responses. This question asked whether or not employees feel Cottage Homes has provided adequate training for them to do their jobs well. The average overall response at Mill Hill is 3.7.

Some individuals commented that they feel insecure in their jobs, especially due to recent changes. These comments were made at Mill Hill more than any other estate. This was true both in written survey comments and comments made to team members on site. It was very common for employees to associate the changes that had happened in the past with more changes occurring. Several employees at Mill Hill felt that with the arrival of a new chief executive, more changes would be forthcoming.

5.9 Organisational Image

Questions in this category try to get a general idea of how employees feel about their jobs. Because this section asked feeling oriented questions about the organisation as a whole, responses in this section are probably good indicators of general job satisfaction. Although there was some discrepancy amongst the three estates, responses in this section were mostly positive.

The percentage of answers that were either “Strongly Agree” or “Agree” for this section was 68%, 83%, and 73% for Mill Hill, the Leylands, and Crookfur, respectively. For each estate, there are no questions that fall significantly lower than any others.

About a quarter of the respondents who wrote comments, wrote comments that reflected very positively on Cottage Homes. The most common of these was the opinion that Cottage Homes is a great place to work. Respondents also commented that they were happy with their managers and co-workers, and that they felt Cottage Homes provided a quality service. Positive comments were received from all three estates.

5.10 Organisational Change

This section asks employees how they feel about several specific changes that have happened in the course of the last year, as well as several general questions about the course Cottage Homes has taken in the past year. Data from surveys reflected that employees answered questions in this section less positively than those in other sections. This is especially true of responses from Mill Hill and Crookfur. Answers that were either “Strongly Agree” or “Agree” made up 41%, 57%, and 44% of the total responses from Mill Hill, the Leylands, and Crookfur, respectively. See Figure 4.10.

The fact that employees rated this section negatively compared with other sections and the fact that questions in this section were diverse make it useful to examine the questions individually. On all three estates, the lowest responses were given to question number 51. This question investigates whether or not the employees feel the night/weekend/bank holiday supplements are a fair replacement for the percentage enhancements they had received in the past. Mill Hill rated this question more negatively than the Leylands and Crookfur, on average. In Mill Hill, more than half of respondents answered question number 51 negatively. In

Crookfur, negative responses made up only 10% of the total response for question 51. On the Crookfur estate, one-third of responses to question 51 were positive and about half were neutral.

The second most common theme encountered in the comments section was the feeling that the pay and benefits cuts that occurred last year were unfair. This theme was most commonly encountered in comments from Mill Hill. The theme did not appear at all in comments from the Leylands. Employees from Mill Hill often contrasted the pay cuts they received with the effect that they felt the pay cuts had on management. The two employees from Crookfur who mention the pay and benefits cuts associated the cuts with trained staff leaving the facility.

Two members of staff from Crookfur claimed in their written comments that employees who have been employed for a long period of time now have low morale. It seems in both cases that the respondents are associating low morale with the benefits cuts. This is also true in Mill Hill. Most of the respondents who mentioned the pay and benefits cut also mentioned a feeling that morale is low on the estate.

Question numbers 48 and 49 stood out for being more positive, on average, when compared to other questions in this section. These questions asked employees about new systems implemented for their timesheets and payslips. These questions do not fit in with other questions in this section as much as the remainder fit with each other. This is because they are less emotionally charged items as they refer to administrative details rather than extrinsic rewards. Several respondents wrote in their written comments that they were unhappy that their payslip did not display hours worked and holiday time, and that it was more “abbreviated”. These two questions did, however, receive mostly positive responses.

6.0 Recommendations and Conclusions

6.1 Recommendations for Cottage Homes

As previously stated, overall work attitudes at Cottage Homes appear to be very positive. Job content in particular as well as work organisation and quality, communication, supervision, career development and training, and organisational image all indicated positive feelings amongst approximately three-quarters of the total respondents. Since both men and women place a considerable amount of emphasis on the content of their job these survey findings have illustrated that employee satisfaction can be considered to be very positive.

However, employees expressed concerns about pay and benefits, communication between different levels of staff, communication and co-operation between different departments, and organisational change. As stated in the literature review, it is especially important to convey a family atmosphere in the work place environment. A caring and nurturing environment will allow employees to develop more personal relationships. This type of action would address the feeling of “us and them” between employees and management. It is important for employees to communicate and interact with managerial staff on a regular basis. This increases the level of employee satisfaction, especially when communicating on non-business related subjects. This will also increase the level of communication, trust, and openness toward management. Employees will feel they can express their concerns without fear of retribution. Such an environment would foster a feeling of long-term commitment; this will also increase the level of job security amongst workers.

Incorporating a staff outing on occasions will help to bring about a family environment. By bringing together those employees that work on the same estate, but in very different departments and possibly in different buildings, interactions between staff working in different departments will increase. This could be thought of as visiting with your extended family, perhaps on holidays or birthdays and similar occasions. Again, these friendly relationships

amongst co-workers will benefit everyone and may increase the level of communication between staff in different environments.

Another concern expressed was the pay and benefits offered to the employees of Cottage Homes. Recently, many employees have experienced alterations in pay compensation. This could be resolved by increasing pay to those employees that have had their pay decreased. Unfortunately, due to Cottage Homes' financial situation, this is not a feasible solution. However, by providing other extrinsic rewards the level of employee satisfaction could significantly increase. Employees will generally feel they are valuable to the organisation if they are provided with some rewards. This shows that the organisation is willing to give something back to commend the employees' efforts. These extrinsic rewards may take the form of pay, but sometimes they can be in the form of recognition or praise. A potential reward could be issuing an "employee of the month" status or parking space. This could be acknowledged in a staff newsletter and/or the residents' newsletter, or by simply sending out a memo to all employees in the different departments. Perhaps another inexpensive option would be to issue an employee of the month parking space. Even a small collection of assorted tea bags or a pair of free cinema passes, which is relatively inexpensive, will convey the same feeling of being valued.

Finally, attitudes concerning the recent organisational restructuring were significantly low in positive responses and notably mentioned in the comments section especially. Any organisation that intends to remain in the business market for many years must make organisational changes in order to meet the needs of their clientele, as well as staying competitive with similar organisations. Even changes based on this survey would be better received if management at Cottage Homes followed guidelines for influencing organisational change, which are outlined in the literature review. These organisational changes can be somewhat difficult for employees to grasp. However, many "influences of change" can be used to bring about these changes effectively and efficiently. Especially important is persuasive

communication; employees must understand that the welfare of the organisation depends on the changes. This will increase the level of job security. Also, employee participation is crucial. Employees need the opportunity to discuss the changes with an administrator that has full knowledge of the changes and the needs for the changes. By implementing participation, employees can express concerns, questions, ideas, or comments before changes begin. Again, this process makes employees feel a sense of value to the organisation.

In regards to the future use of employee attitude surveys, we highly recommend conducting another survey after a reasonable amount of time has passed. This will maximise the usefulness of survey data. Conducting multiple surveys is realistically much more accurate in measuring employee attitudes than a single survey. Multiple surveys measure improvement; a single survey is only a snapshot.

To get the most out of this survey exercise, and to pave the way for future surveys, it is especially important to make changes based on information gathered in this survey and to let employees know that management is making changes based on their input. Here the employees will feel a sense of value as they are being asked to give their ideas and opinions to their managers/supervisors. This is the true benefit of survey projects: opening channels of communication between employees and managers and fostering a spirit of improvement and concern for all members of the organisation.

6.2 Recommendations for Future Survey Projects

In the event that future survey projects are undertaken at Cottage Homes, there are several considerations that we would like to make. We feel that interactions with staff in the course of this project have been very positive. Conducting future surveys will increase the use of the data that we have currently collected by forming a baseline for comparison. Human resource

professionals suggest use of periodic surveys. We would make several suggestions in the case that future surveys are conducted.

To make the most use of the data collected by our team, it would be best to use a questionnaire similar to the one used in this project. The survey itself is very long, but it is also comprehensive. Using a similar survey instrument will allow all areas on the survey we conducted to be compared with data from successive surveys. We would recommend changing the instrument only with compelling reason.

The distribution and collection processes are the most important factors influencing response rate. There were several considerations that we believe were helpful in increasing response. First, employees made use of both the survey collection box and the post option. Providing postage was costly, but 43% of surveys were returned by this method. In terms of distribution, professionalism and forming positive relationships with respondents were the two most important factors. We feel that a team of three students would be more successful at accomplishing the basic tasks of distribution, while spending time working to form crucial positive relationships with staff.

6.3 Conclusions

Overall, work attitudes at Cottage Homes appear very positive based on numerical survey data, written comments, communication, and extensive analysis methods. The majority of employees appear to be happy with their jobs and the services that they provide. Concerns seem to be pay and benefits, communication, and organisational change. Employees find that Cottage Homes is providing a good quality service. Overall, the estates seem to be pleasant working environments.

In survey data, employees rated their job performance and the quality of services provided by Cottage Homes as very good. Employees seem to be happy with the job that they

do, in terms of day to day responsibilities and interactions with residents. Both in survey data, and in our group's interaction with employees, we found employees feel that Cottage Homes is an exceptional care provider for retirees.

Employees seemed to be content with the content of their work, and with the individuals that they work with. Employees rated interactions with colleagues as very positive. This was congruent with what team members observed on the estates. Workers seemed to have very good working relationships. Overall, the atmosphere on the estates was very positive.

There are some areas of significant concern on the estates. Employees from Crookfur noted in the questionnaires and in comments that staffing levels were low and that qualified staff were leaving the estate. Comments that we received on the surveys and during observation indicate that staff are leaving due to both organisational restructuring and renovations to the estate. Employees on the Mill Hill estate were very concerned with the recent organisational changes. Many employees at Mill Hill are unsure of their job security and feel the recent pay restructuring was unfair. This is significantly influenced by the presence of the head office in Mill Hill.

We feel that the work environment in the three Cottage Homes estates is overall very positive. From observations of team members and data collected from employees, the charity is performing very well at providing services to retirees. There is, therefore, little concern that major changes need to be addressed. It would be valuable, however, to examine the issues of understaffing at the Mill Hill and Crookfur estates, and to improve relations between all levels of management and staff at the Mill Hill estate.

The results of this project can be considered valuable, because of the integrity of the data our team collected. High response rates indicated that our conclusions are based on a valid representation of employee attitudes at Cottage Homes. Our intensive interpersonal contact with

employees further reinforces the validity of our conclusions. Employees were very open and straightforward with us when discussing issues that related to the survey.

Cottage Homes now has an accurate representation of their employees' work attitudes. We feel that Cottage Homes can make positive use of this information by utilising the suggestions we have outlined. Based on the accurate picture of employee attitudes that we have presented, Cottage Homes can build upon the foundation of satisfaction that is already present amongst employees.

Glossary

Residential Care - Providing meals, assisted bathing, call services, and leisure activities for those residing on the estate grounds permanently.

Respite Care - Providing meals, assisted bathing, call services, and leisure activities for a dependant over a temporary amount of time.

Social Exchange Theory (SXT) - The cost:benefit equation that respondents mentally calculate to determine if they will participate

The Mill Hill Estate – The facility that Cottage Homes owns and operates, which is located in the London borough of Barnet. Mill Hill offers assisted living cottages, as well as nursing and residential care.

The Leylands Estate – The facility that Cottage Homes owns and operates, which is located in Derby, England. The Leylands offers assisted living cottages, as well as nursing and residential care.

The Crookfur Estate – The facility that Cottage Homes owns and operates, which is located in Glasgow, Scotland. Crookfur offers assisted living cottages, as well as nursing and residential care.

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Appendix A – Sponsor Contact Information

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Appendix B – Cover Letter



Anthony Zamarro
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U.S.A.

Dear Participant:

Thank you for participating in this study. We are conducting research on the attitudes of employees at Cottage Homes, which is one of the most significant factors in providing excellent care and services. You have all been selected as employees of Cottage Homes and your participation is strongly encouraged. Your participation in this study and all of your responses are absolutely confidential: We do not want your name.

Your valuable participation will tell the story of the attitudes of employees and conditions at Cottage Homes from the perspective of its staff, and help to inform the management about areas that have potential to be improved upon. Cottage Homes' management aims to use the results of the survey to improve conditions for employees, therefore, we ask that you please be thorough and thoughtful when completing this survey.

You will be asked to give your opinion and respond to questions and statements covering a variety of topics. To answer a question, circle the number corresponding to your answer. If you are not sure of an answer, leave it blank. Once you have completed your survey, please place it into the included stamped envelope. It can then be dropped into a post box or the designated collection box, or it can be given directly to either of us. If you have questions or need clarification on any issue, please contact us during this week. If you would like a copy of the research results, you can contact us at the address indicated above. We greatly appreciate your participation in this important and informative research project.

Sincerely,

Anthony Zamarro

Jessica Hopkins

Appendix C - Survey

Job Content

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. I have a clear understanding of my job responsibilities.	1	2	3	4	5
2. I feel the amount of work I am expected to do is reasonable.	1	2	3	4	5
3. I enjoy the actual work I perform on my job.	1	2	3	4	5
4. I am satisfied with the chance I have to use my skills and abilities on my job.	1	2	3	4	5
5. I am able to balance my work life and my personal life to my satisfaction.	1	2	3	4	5
6. My work provides me with a strong sense of personal accomplishment.	1	2	3	4	5
7. I believe that my work contributes to the overall mission of Cottage Homes.	1	2	3	4	5

Work Organisation and Quality

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
8. I have the tools and equipment I need to perform my job well.	1	2	3	4	5
9. I rarely have to go through "red tape" to get things done at Cottage Homes.	1	2	3	4	5
10. There are usually enough qualified employees to handle the workload.	1	2	3	4	5
11. Overall, I believe the quality of the services Cottage Homes provides is excellent.	1	2	3	4	5
12. Decisions at Cottage Homes are made at the appropriate level.	1	2	3	4	5
13. Cottage Homes does a good job of effectively managing the needs of residents by:					
a. Treating residents as individuals	1	2	3	4	5
b. Providing a homely environment	1	2	3	4	5

Communication

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
14. I have a good understanding of:					
a. The overall goals of the charity.	1	2	3	4	5
b. The steps Cottage Homes is taking to reach those goals.	1	2	3	4	5
15. The information I receive from personnel (contract, terms and conditions, job description) is:					
a. Clear	1	2	3	4	5
b. Helpful	1	2	3	4	5
c. Informative	1	2	3	4	5
16. There is a good flow of communication between different levels of staff at Cottage Homes.	1	2	3	4	5
17. Communication is good:					
a. Within my department.	1	2	3	4	5
b. Between my department and other departments.	1	2	3	4	5
c. Between my colleagues and myself.	1	2	3	4	5
18. I feel free to voice my opinions openly at Cottage Homes.	1	2	3	4	5
19. I receive the information I need to perform my job well.	1	2	3	4	5
20. I am aware of the objectives on my estate.	1	2	3	4	5
21. The charity is doing a good job of providing information on:					
a. My pay.	1	2	3	4	5
b. My benefits.	1	2	3	4	5
c. Personnel policies and procedures.	1	2	3	4	5
d. Job Vacancies	1	2	3	4	5

Teamwork

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
22. There is good cooperation:					
a. Within my department.	1	2	3	4	5
b. Between different departments.	1	2	3	4	5
c. Between managers and staff	1	2	3	4	5
23. I feel I am respected by:					
a. My general manager.	1	2	3	4	5
b. My line manager.	1	2	3	4	5
c. My colleagues.	1	2	3	4	5
24. I receive the support I <u>need</u> to do my job well from:					
a. My general manager.	1	2	3	4	5
b. My line manager.	1	2	3	4	5
c. My colleagues.	1	2	3	4	5

The additional support I need is:

Supervision

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
25. My immediate supervisor:					
a. Does a good job of helping to solve job-related problems.	1	2	3	4	5
b. Clearly communicates goals or assignments.	1	2	3	4	5
c. Does a good job of solving "people-related" problems.	1	2	3	4	5
d. Effectively motivates employees.	1	2	3	4	5
e. Provides me with recognition for work well done.	1	2	3	4	5
f. Gives me adequate feedback on my job performance.	1	2	3	4	5
g. Does a good job of helping me develop professionally.	1	2	3	4	5
h. Keeps me well informed about what is happening in the organisation.	1	2	3	4	5

Performance Management (Developmental Review)

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
26. I understand the measures used to evaluate my job performance.	1	2	3	4	5
27. My developmental reviews are conducted on a regular and timely basis.	1	2	3	4	5
28. I think my performance on the job is evaluated fairly.	1	2	3	4	5
29. My developmental reviews have been useful in helping me improve my job performance.	1	2	3	4	5
30. Poor performance is not tolerated at Cottage Homes.	1	2	3	4	5

Pay and Benefits

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
31. Overall I think I am paid fairly compared with people in other organisations who hold similar jobs.	1	2	3	4	5
32. Overall, I am satisfied with my pay.	1	2	3	4	5
33. I am happy with Cottage Homes' pension scheme and its benefits.	1	2	3	4	5
34. Cottage Homes' employee benefits (sickness, compassionate, maternity, paternity leave, and pension) meet my needs and/or those of my family.	1	2	3	4	5
35. I believe that Cottage Homes' employee benefits (sickness, compassionate, maternity, paternity leave, and pension) are good compared to those offered by other similar organisations in this area.	1	2	3	4	5

Career Development and Training

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
36. Cottage Homes provides good job security to employees who perform well.	1	2	3	4	5
37. I believe that I personally have a good future with Cottage Homes.	1	2	3	4	5
38. I am given the chance at Cottage Homes to learn new skills.	1	2	3	4	5
39. Cottage Homes has done a good job of providing the training I've needed to do my job well.	1	2	3	4	5

Organisational Image

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
40. I am proud to work for Cottage Homes.	1	2	3	4	5
41. People are treated equally at Cottage Homes without preferences to differences in race, religion, ethnic background, gender, national origin, sexual preference, or disability.	1	2	3	4	5
42. I feel a commitment to Cottage Homes as more than "just a place to work".	1	2	3	4	5
43. I would recommend Cottage Homes to others as a good place to work.	1	2	3	4	5
44. I intend to remain a Cottage Homes employee for many more years.	1	2	3	4	5

Organisational Change

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
45. I believe it was important for Cottage Homes to make major changes to pay and terms and conditions in order to remain competitive.	1	2	3	4	5
46. I feel more secure at my job at Cottage Homes after the recent changes.	1	2	3	4	5
47. Overall, considering the events of the past year or so, I believe Cottage Homes is changing for the better.	1	2	3	4	5
48. I think the new timesheet system is clear and easy to understand.	1	2	3	4	5
49. My pay slip is easier to understand than previously.	1	2	3	4	5
50. I think the new hourly pay structure rewards employees' service to the charity.	1	2	3	4	5
51. I feel that the night/weekend/bank holiday supplements replacing percentage enhancements are fair.	1	2	3	4	5
52. I am optimistic about the future of Cottage Homes.	1	2	3	4	5
53. I believe that Cottage Homes will act on the results of this survey.	1	2	3	4	5

Additional Comments

Please use this space to make any additional comments:

Thank you very much for your participation. Please return your questionnaire in the included envelope.

Contact Information

For questions and concerns, Jessica and Anthony can be contacted during this week (7-11 Feb.) in the following ways:

- Ring us at 0403 631 479 during the day.
- Talk to either of us while we are walking around the estate; we will try to be around as much as possible.

Appendix E – Survey Introduction Checklist

- Thank you for your time.
- Introduction (Anthony Zamarro and Jessica Hopkins)
- This should only take a few minutes
- We are from the United States. We were hired by Cottage Homes to conduct an employee opinion survey
- The purpose of the survey is to gather information on what it is like to work for Cottage Homes. Cottage Homes' management will use this information to better meet the needs of employees
- The survey is completely confidential. We do not want your name. No one who works for Cottage Homes will see the actual surveys. Your survey cannot be traced back to you.
- The first part of the packet is a cover letter describing who we are and the purpose of the survey and the directions on how to fill out the survey
- The next page is the survey questionnaire. It is ten pages long. It has five or six questions per page and it should take about ten minutes to fill out.
- To answer a question, circle the number corresponding to your answer. If you do not want to answer a question, or if you do not know the answer, leave the question blank.
- The next page is contact information. It has the extension for the office we will be using. We will also be on the estate until Friday to answer questions. Please don't hesitate to ask.
- The envelope: When you complete the survey you can place it in the stamped envelope. To return the survey, you can either place it in the marked collection box located in the staff room, or you can place it in a post box and it will be mailed to our offices in London, or you can hand it to either one of us.
- There are only two keys to the collection box, and each of us has one.
- Please complete the survey by Friday. On Friday we will be taking the collection box with us when we leave. If you have not put your survey in the collection box or posted it by Friday, it can be posted on Saturday or Sunday if necessary.
- Please don't discuss the survey until after it is complete. We want to be sure we get everyone's ideas. There are no correct answers except your own honest opinion.
- This is your opportunity to inform management of your opinions and concerns. We encourage you to take advantage of it.
- Any questions?

Appendix F – Mill Hill Survey Data

	1	2	3	4	5
1	0	0	3	19	15
2	0	7	5	18	6
3	0	1	5	14	17
4	0	6	3	15	11
5	2	7	3	12	12
6	1	3	8	11	13
7	0	3	4	12	18
8	0	6	5	19	7
9	0	5	5	20	5
10	2	7	2	21	5
11	2	1	4	11	19
12	1	5	8	16	6
13a	2	1	4	9	21
13b	1	1	1	13	20
14a	0	1	5	23	7
14b	0	3	7	21	6
15a	0	2	4	21	9
15b	0	2	5	18	10
15c	0	1	7	18	10
16	2	8	4	14	7
17a	0	2	6	14	13
17b	2	3	11	14	4
17c	0	1	5	16	15
18	4	5	5	16	7
19	1	4	4	20	8

	1	2	3	4	5
20	1	1	4	20	8
21a	1	2	7	21	6
21b	0	2	7	21	6
21c	0	2	5	21	8
21d	0	1	7	19	8
22a	0	1	2	20	13
22b	3	3	12	15	2
22c	3	6	5	15	7
23a	3	3	6	13	11
23b	2	1	4	19	8
23c	0	0	4	20	13
24a	4	3	5	14	10
24b	2	3	5	14	10
24c	1	0	2	19	14
25a	0	3	7	17	10
25b	0	2	6	18	10
25c	0	3	6	17	11
25d	1	3	9	13	11
25e	0	3	5	18	11
25f	0	2	9	17	9
25g	0	5	6	15	11
25h	2	5	4	17	9
26	0	1	7	20	8
27	1	1	7	19	8
28	0	3	7	20	7

	1	2	3	4	5
29	0	3	10	16	7
30	1	5	6	14	10
31	9	7	6	12	3
32	8	9	9	10	1
33	0	0	9	12	14
34	0	2	9	19	6
35	0	2	15	16	2
36	1	3	10	15	8
37	2	4	11	14	6
38	4	5	7	14	7
39	5	4	11	11	6
40	2	4	5	12	13
41	4	1	3	14	13
42	2	5	5	13	11
43	1	6	5	13	12
44	2	6	6	11	11
45	6	8	8	7	6
46	3	7	15	7	3
47	5	6	12	6	5
48	2	1	4	19	6
49	1	1	9	19	3
50	4	8	9	6	3
51	12	5	7	5	2
52	5	2	13	11	4
53	6	4	13	5	6

Appendix G – the Leylands Survey Data

Leylands Estate-Tallies

	1	2	3	4	5
1	0	0	1	17	29
2	0	0	5	20	22
3	0	0	4	19	24
4	2	1	7	19	18
5	0	3	5	22	17
6	0	2	5	24	16
7	0	0	5	18	24
8	0	3	2	31	10
9	2	1	2	28	12
10	0	0	7	24	15
11	0	0	2	22	22
12	2	1	9	23	10
13a	0	1	0	22	23
13b	0	1	0	20	25
14a	0	2	4	24	14
14b	0	2	5	26	13
15a	1	1	1	27	16
15b	1	1	2	25	15
15c	1	1	3	25	14
16	1	4	7	12	12
17a	1	3	4	22	14
17b	2	4	11	19	7
17c	0	1	5	26	14
18	2	8	8	20	8
19	0	0	6	28	11

	1	2	3	4	5
20	1	0	4	31	9
21a	3	3	2	25	11
21b	2	1	5	24	12
21c	2	1	5	24	12
21d	2	5	10	20	5
22a	1	1	4	21	18
22b	1	4	8	24	7
22c	2	3	5	24	10
23a	2	3	9	15	14
23b	2	1	5	19	18
23c	0	0	6	19	19
24a	2	3	6	16	16
24b	2	2	3	19	19
24c	0	0	2	24	19
25a	0	2	9	21	14
25b	0	3	4	25	13
25c	0	4	6	18	17
25d	0	4	6	20	15
25e	0	3	6	20	17
25f	2	4	8	18	14
25g	2	2	10	18	12
25h	2	7	7	17	13
26	1	2	5	29	6
27	1	3	9	20	8
28	1	2	4	27	9

	1	2	3	4	5
29	1	3	10	19	7
30	0	2	7	16	17
31	2	7	8	20	8
32	3	8	6	22	7
33	0	1	3	26	12
34	0	1	6	24	13
35	0	2	4	25	13
36	0	1	4	28	11
37	1	0	8	20	12
38	2	2	5	22	10
39	1	3	9	20	11
40	0	1	6	18	19
41	3	3	3	21	15
42	1	1	6	22	15
43	0	1	5	22	15
44	1	0	6	19	15
45	4	6	12	17	3
46	3	6	15	14	4
47	1	3	14	15	7
48	0	1	5	28	9
49	1	2	13	20	5
50	2	8	9	17	4
51	5	10	12	10	3
52	1	2	11	22	4
53	2	3	7	22	9

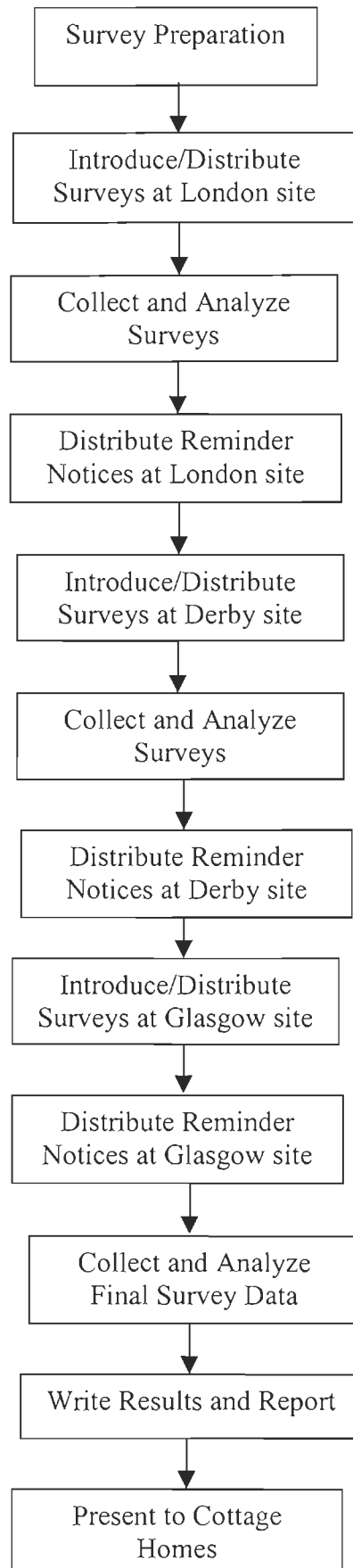
Appendix H – Crookfur Survey Data

	1	2	3	4	5
1	2	1	2	23	23
2	4	8	7	24	7
3	0	2	5	26	17
4	3	6	5	26	10
5	1	2	7	30	10
6	2	5	9	21	14
7	0	1	6	29	15
8	4	5	10	26	5
9	2	7	14	22	3
10	4	12	14	16	4
11	0	6	6	25	13
12	2	7	17	19	3
13a	2	2	7	25	13
13b	2	1	7	27	13
14a	0	3	3	36	8
14b	1	3	7	34	5
15a	1	0	5	39	5
15b	1	1	8	35	3
15c	1	3	5	35	4
16	5	10	16	10	3
17a	3	10	6	23	6
17b	5	12	16	14	2
17c	2	5	6	26	11
18	7	8	9	23	3
19	2	9	11	23	4

	1	2	3	4	5
20	2	1	2	38	7
21a	4	3	6	32	4
21b	3	3	4	33	5
21c	4	1	7	32	4
21d	4	4	7	30	4
22a	3	3	4	27	12
22b	7	12	17	12	2
22c	7	9	13	18	3
23a	2	3	9	26	8
23b	1	1	9	30	7
23c	1	2	2	32	10
24a	2	2	16	24	5
24b	2	2	10	28	6
24c	0	1	3	35	10
25a	3	5	10	23	7
25b	3	4	9	27	4
25c	2	5	17	21	3
25d	4	5	9	27	3
25e	1	6	9	25	8
25f	2	5	12	25	5
25g	2	5	14	25	3
25h	2	6	13	25	3
26	2	1	4	35	6
27	1	5	8	32	3
28	0	0	7	40	2

	1	2	3	4	5
29	1	6	14	23	5
30	4	10	12	11	12
31	4	8	7	21	11
32	3	11	7	22	8
33	1	0	11	27	10
34	0	0	7	35	8
35	1	1	10	27	12
36	0	1	5	27	17
37	1	2	13	25	10
38	3	5	7	27	9
39	3	3	7	30	8
40	0	1	9	24	16
41	1	1	6	28	14
42	1	2	13	22	11
43	0	4	9	24	12
44	1	4	12	22	11
45	5	6	15	14	6
46	4	7	22	14	1
47	5	8	17	15	2
48	3	8	10	22	5
49	2	3	15	25	3
50	5	5	22	15	1
51	9	8	16	15	0
52	1	6	14	22	5
53	3	4	19	18	5

Appendix I – Flow Chart



Appendix J – Pert Chart

TASKS	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7
Survey Preparation							
Introduce/Distribute Survey (London)							
Collect Surveys from London							
Distribute Reminder Notices in London							
Introduce/Distribute Survey (Derby)							
Collect Surveys from Derby							
Distribute Reminder Notices in Derby							
Introduce/Distribute Survey (Glasgow)							
Collect Surveys from Glasgow							
Distribute Reminder Notices in Glasgow							
Survey Data Analysis							
Write-up Report							
Present to Cottage Homes							