



3704260505

# The Influence of National and Organizational Culture on Employee Involvement and Participation (EIP): A Cross-Cultural Study

A thesis submitted to the University of Gloucestershire in accordance with the requirements of the degree of Doctor of Philosophy in the Faculty of Business Management

Abdussalam Elmassri Essaadi Salem Gtansh

**FOR  
REFERENCE ONLY**

PhD

August 2011

PARK LIBRARY  
UNIVERSITY OF GLOUCESTERSHIRE  
The Park Campus  
Cheltenham GL50 2RH  
Tel: 01242 714333

# Declaration

I declare that the work in this thesis was carried out in accordance with the regulations of the University of Gloucestershire and is original except where indicated by specific reference in the text. No part of the thesis has been submitted as part of any other academic award. The thesis has not been presented to any other education institution in the United Kingdom or overseas.

Any views expressed in the thesis are those of the author and in no way represent those of the University.

Abdussalam Elmassri Essaadi Salem Gtansh

Signed .....

.....Date *01/08/2011*.....

# Acknowledgements

I would like to thank everyone who has helped me in some way to produce this Thesis.

In particular I would like to thank Dr David Dawson and Dr Tony Agathangelou, for supervision, encouragement and advice throughout this research.

I would like to thank all those members of staff, students, family and friends who have directly or indirectly helped me, as well as all of those who filled out the questionnaire, and took part in the interviews for their endless support and encouragement, throughout this thesis.

Thank you all very much

Abdussalam

# Dedication

This work is dedicated to my family, whose love, encouragement and understanding over the last three years has meant so much to me.

# Abstract

In Libya today, there is a movement towards improvement in organizations and to achieve this goal the Government has introduced liberalization of the economy. It is also creating stronger ties with the Western world, now that sanctions have been lifted. There is now greater scope to allow to private enterprise. Although there has been previous research carried out, into the ways that the competitive nature of all Libyan organizations can be improved, this thesis however, is the first that compares the governance structure, management style and culture of organizations in both the Public and Private sectors of Libya and the UK and focuses on employee involvement participation (EIP).

Previous studies suggest that organizational culture is significantly influenced by the national culture in which the organization is located. The influence of culture in general, and more specifically in the sub-divisions of national, organizational, and occupational culture, has been the subject of much discussion over the last few decades. However the debate on whether national culture has an impact on organizations and their human resource management practices remains unresolved. The main aim of this study is to compare two very different cultures to discover any significant differences that exist between the two countries and between organizations in the two sectors particularly with regard to EIP. Therefore this research entailed a survey of the organizational culture, and structure as well as the EIP apparent in a sample of Public and Private sector companies in Libya and the UK.

The research was carried by questioning a purposive sample of managers and employees, by distributing a self-completion questionnaire and conducting interviews in these companies, to provide both quantitative and qualitative data, which could then be analysed to discover any link between national and organizational culture, corporate governance, management style, the employment relationship and the implementation of EIP. The literature reviewed for this research generated a number of research questions and allowed hypotheses to be generated. These were then tested to investigate the differences in national and organizational culture between organizations with different organizational structures in capitalist or state-owned enterprises. Also considered were their implementation of employee involvement and participation practices (EIP), to allow workers greater participation in the decision making process.

This research concludes that there are significant differences between UK and Libyan public and private sector employees with regard to the national culture in their country. However, there appears to be areas in the organizational culture of the companies sampled that indicate some level of convergence, in their use of HRM practices, management style and preferred forms of EIP. The specific conclusions drawn from this study contribute to our knowledge and understanding in a number of areas, including, national as well as organizational culture, the apparent transfer of Western management techniques and practices, and their effect on the direct or indirect nature of communication with employees. Furthermore this research contributes to our understanding of the degree of autonomy offered to employees, within different organizational cultures, which although they exist in dissimilar economies and are operating different methods of corporate governance in either publicly or privately owned enterprises, now appear to be implementing EIP practices which are converging on the Anglo-Saxon model of HRM.

## Table of Contents

<i>Declaration</i>	<i>p ii</i>
<i>Acknowledgements</i>	<i>p iii</i>
<i>Dedication</i>	<i>p iv</i>
<i>Abstract</i>	<i>p v</i>
<i>Table of Contents</i>	<i>p vi</i>
<i>List of Figures and Tables</i>	<i>p xiii</i>

### **SECTION ONE: INTRODUCTION**

<b>Chapter One:</b>		<b>PAGE</b>
<b>Background to the Area of Research</b>		
<b>1.0.</b>	<b>Introduction</b>	<b>2</b>
<b>1.1.</b>	<b>Research Background</b>	<b>4</b>
<b>1.1.1</b>	<b>National Culture</b>	<b>4</b>
<b>1.1.2</b>	<b>Organizational Culture, Structure and Governance</b>	<b>5</b>
<b>1.1.3</b>	<b>Different (HRM) Approaches</b>	<b>7</b>
<b>1.1.4</b>	<b>Western Management Practice</b>	<b>8</b>
<b>1.1.5</b>	<b>The Employment Relationship</b>	<b>9</b>
<b>1.1.6</b>	<b>The Libyan Context</b>	<b>9</b>
<b>1.1.7</b>	<b>Employee Involvement/Participation (EIP)</b>	<b>10</b>
<b>1.2.</b>	<b>Research Aim and Objectives</b>	<b>11</b>
<b>1.3.</b>	<b>Rationale and Importance of the Research</b>	<b>12</b>
<b>1.4.</b>	<b>The Research Contribution</b>	<b>12</b>
<b>1.5.</b>	<b>The Structure of this Thesis</b>	<b>13</b>

# **SECTION TWO: LITERATURE REVIEW AND RESEARCH METHODOLOGY**

## **Chapter Two: Literature Review**

### **HRM/ EIP and the Influence of National and Organizational Culture**

<b>2.0.</b>	<b>Introduction</b>	<b>17</b>
<b>2.1.</b>	<b>The Concepts of HRM and EIP</b>	<b>20</b>
	<b>2.1.1 Human Resource Management and its Development</b>	<b>21</b>
	<b>2.1.2 EIP and its Development</b>	<b>26</b>
	<b>2.1.3 The Link Between HRM/ EIP and Strategy</b>	<b>28</b>
<b>2.2.</b>	<b>The State of EIP Literature</b>	<b>29</b>
	<b>2.2.1 What are the Key Theories?</b>	<b>31</b>
	<b>2.2.2 What the Studies Find</b>	<b>33</b>
	<b>2.2.3 What the Studies do Not do</b>	<b>34</b>
	<b>2.2.4 The Context of Established HRM Literature</b>	<b>34</b>
<b>2.3.</b>	<b>HRM/EIP in Different National Contexts</b>	<b>38</b>
	<b>2.3.1 The Concept of National Culture</b>	<b>40</b>
	<b>2.3.2 HRM and EIP in an Islamic Context</b>	<b>47</b>
	<b>2.3.3 HRM and EIP in Transitional Economies</b>	<b>48</b>
	<b>2.3.4 HRM and EIP in an Arabic/Libyan Context</b>	<b>49</b>
<b>2.4.</b>	<b>National Economy and its Impact on HRM and EIP</b>	<b>50</b>
<b>2.5.</b>	<b>Organizational Culture and its Impact on HRM and EIP</b>	<b>51</b>
	<b>2.5.1 HRM and Organizational Culture</b>	<b>53</b>
	<b>2.5.2 Organizational Culture and Management Style</b>	<b>56</b>
	<b>2.5.3 HRM and EIP in the Public and Private Sectors</b>	<b>58</b>
	<b>2.5.4 Organizational Culture and Corporate Governance</b>	<b>61</b>
	<b>2.5.5 Private or Public Sector Governance</b>	<b>62</b>

<b>2.6.</b>	<b>Explanation of the Research Model</b>	<b>66</b>
<b>2.7.</b>	<b>Summary and Conclusions</b>	<b>67</b>

### **Chapter Three: Research Methodology**

<b>3.0</b>	<b>Introduction</b>	<b>74</b>
<b>3.1.</b>	<b>Methodology, Method and Techniques for this Research</b>	<b>75</b>
<b>3.2.</b>	<b>The Research Design</b>	<b>77</b>
<b>3.3.</b>	<b>Research Planning</b>	<b>77</b>
	<b>3.3.1 Access, Anonymity and Ethical Considerations</b>	<b>78</b>
	<b>3.3.2 Data Collection Techniques</b>	<b>79</b>
	<b>3.3.3 Design of the Data Collection Tools</b>	<b>85</b>
	<b>3.3.4 Pilot Test of Reliability to Establish Validity</b>	<b>87</b>
	<b>3.3.5 Pilot Interviews</b>	<b>87</b>
	<b>3.3.6 Revised Questionnaire and Interview Schedule</b>	<b>92</b>
	<b>3.3.7 Sampling Technique (Purposive)</b>	<b>97</b>
<b>3.4.</b>	<b>Cases Surveyed, Sample Size and Level of Response</b>	<b>97</b>
<b>3.5.</b>	<b>Testing for Normality and Reliability</b>	<b>109</b>
<b>3.6.</b>	<b>Methods of Analysis and Interpretation</b>	<b>112</b>
<b>3.7.</b>	<b>Summary of the Research Methodology</b>	<b>113</b>



## **SECTION THREE: FINDINGS ANALYSIS AN INTERPRETATION**

### **Chapter Four: Quantitative Analysis and Interpretation**

<b>4.0.</b>	<b>Introduction</b>	<b>118</b>
<b>4.1.</b>	<b>Quantitative Analysis</b>	<b>118</b>
<b>4.1.1</b>	<b>Non- Parametric Data</b>	<b>119</b>
<b>4.1.2</b>	<b>Response Bias</b>	<b>120</b>
<b>4.2.</b>	<b>Quantitative Group Data and Kruskal-Wallis Test Results</b>	<b>122</b>
<b>4.2.1</b>	<b>All Libyan V All UK</b>	<b>124</b>
<b>4.2.2</b>	<b>ALL Public V ALL Private</b>	<b>128</b>
<b>4.2.3</b>	<b>UK Private V Libyan Private</b>	<b>134</b>
<b>4.2.4</b>	<b>UK Public V Libyan Public</b>	<b>139</b>
<b>4.2.5</b>	<b>Libyan Public V Libyan Private</b>	<b>145</b>
<b>4.2.6</b>	<b>UK Public V UK Private</b>	<b>150</b>
<b>4.2.7</b>	<b>UK Public V Libyan Private</b>	<b>156</b>
<b>4.2.8</b>	<b>UK Private V Libyan Public</b>	<b>160</b>
<b>4.3.</b>	<b>Significant Results</b>	<b>165</b>

### **Chapter Five Qualitative Analysis and Interpretation**

<b>5.0.</b>	<b>Introduction</b>	<b>169</b>
<b>5.1.</b>	<b>Qualitative Group Data</b>	<b>171</b>
<b>5.2.</b>	<b>Qualitative Analysis</b>	<b>172</b>

<b>5.3.</b>	<b>Interpreting Qualitative Data</b>	<b>173</b>
5.3.1	Analytic Induction	173
5.3.2	Qualitative Data Analysis Structure	174
5.3.3	Qualitative Data Analysis Results	175
	5.3.3.1 Libyan Private Vs UK Private Sector	176
	5.3.3.2 Libyan Public Vs UK Public Sector	184
	5.3.3.3 Cross-comparisons	188
<b>5.4</b>	<b>Significant Findings</b>	<b>195</b>

## **Chapter Six Discussion of the Results**

<b>6.0.</b>	<b>Introduction</b>	<b>198</b>
<b>6.1.</b>	<b>Format of the Discussion</b>	<b>199</b>
<b>6.2.</b>	<b>National Culture</b>	<b>201</b>
6.2.1	National Economy	202
6.2.2	Corporate Governance	204
<b>6.3.</b>	<b>Organizational Culture</b>	<b>208</b>
6.3.1	The Degree of Autonomy	211
6.3.2	Health and Safety and Self-Development	213
6.3.3	Management Style	214
<b>6.4.</b>	<b>EIP in the Organization</b>	<b>218</b>
6.4.1	Direct or Indirect Communication with Employees	221
6.4.2	Respondents Preference for forms of Representation	223
<b>6.5.</b>	<b>Changes Required in EIP and the Possible Effects</b>	<b>225</b>

## **SECTION FOUR: CONCLUSIONS**

### **Chapter Seven: Conclusions**

<b>7.0.</b>	<b>Introduction</b>	<b>231</b>
<b>7.1.</b>	<b>General Conclusions</b>	<b>232</b>
<b>7.2.</b>	<b>Specific Conclusions from the Study</b>	<b>235</b>
	<b>7.2.1 National Culture</b>	<b>235</b>
	<b>7.2.2 Transfer of Western Management Practices</b>	<b>238</b>
	<b>7.2.3 Direct or Indirect Communication with Employees</b>	<b>239</b>
	<b>7.2.4 Organizational Culture</b>	<b>241</b>
	<b>7.2.5 The Degree of Autonomy for Employees</b>	<b>243</b>
	<b>7.2.6 Preferences for Forms of EIP</b>	<b>245</b>
	<b>7.2.7 The Need for and Effect of Change</b>	<b>246</b>
<b>7.3.</b>	<b>Limitations of the Study</b>	<b>248</b>
<b>7.4.</b>	<b>Contribution to Knowledge</b>	<b>249</b>

<b>List of Figures</b>	<b>PAGE</b>
Figure 1.1 The Competing Values Framework of Organizational Culture	6
Figure 2.1: The Harvard Interpretation of HRM	21
Figure 2.2: The Michigan Framework of HRM	23
Figure 2.3 Construction of Research Model from Literature Reviewed	66
Figure 3.4.1 Test of Differences	100
Figure 3.5.1 Normal Q-Q plot of National Culture for UK	110
Figure 3.5.2 Normal Q-Q plot of National Culture for Libya	110
Figure 3.5.3 Normal Q-Q plot of Organizational Culture for UK	111
Figure 3.5.4 Normal Q-Q plot of Organizational Culture for Libya	111

### **List of Tables**

Table 2.1 Index Scores and Ranks for the Arab Countries and East, and West Africa	45
Table 2.2: Culture Dimensions Responses	45
Table 2.3 Functional Idiosyncrasies Between Private and Public Sector Organizations	59
Table 3.1 The Research Process	76
Table 3.2 Data Requirements Questionnaire	80
Table 3.3 Data requirements Interview Schedule	88

### **Findings of Alpha Reliability Test After Questionnaire Revised (Libya)**

Table (3.3.6.1 Libya) Questions Related to National Culture	92
---	----

Table (3.3.6.2 Libya) Questions Related to Involvement and the Employment Relationship in the Company	93
Table (3.3.6.3 Libya) Questions Related to Involvement and Participation of the Staff	93
Table (3.3.6.4 Libya) Questions Related to the Preferable form of EIP	94
Table (3.3.6.5 Libya) Questions Related to the Required Changes in EIP and Probable Effects	94
<b>Findings of Alpha Reliability Test After Questionnaire Revised (UK)</b>	
Table (3.3.6.1 UK) Questions Related to National Culture	95
Table (3.3.6.2 UK) Questions Related to Involvement and the Employment Relationship in the Company	95
Table (3.3.6.3 UK) Questions Related to Involvement and Participation of the Staff	96
Table (3.3.6.4 UK) Questions Related to the Preferable form of EIP	96
Table (3.3.6.5 UK) Questions Related to the Required Changes in EIP and Probable Effects	96
Table (3.4.1 LPUS) Libyan Public Sector Companies Sampled	100
Table (3.4.2 LPS) Libyan Private Sector Companies Sampled	101

Table (3.4.3 UKPUS) UK Public Sector Companies Sampled	103
Table (3.4.4 LPS) UK Private Sector Companies Sampled	104
Table 3.4.5 Libyan Public Sector Companies Sampled Questionnaires Distributed and Collected at Each Company	107
Table 3.4.6 Libyan Private Sector Companies Sampled Questionnaires Distributed and Collected at Each Company	108
Table 3.6.1 Parametric or Non-Parametric Data	112
Table 3.6.2 Parametric or Non-Parametric Testing	113
Table 4.1.1 When to use Non-Parametric Tests	119
<b>Table 4.2.1 ALL UK Compared with All Libyan Employees Responses</b>	<b>124</b>
Table 4.2.1.1 All Libya Responses All UK Responses	124
Table 4.2.1.1a National Culture	124
Table 4.2.1.1b Organizational Culture	125
Table 4.2.1.1c EIP in the Organization	126
Table 4.2.1.1d Preferred form of EIP	127
Table 4.2.1.1e Changes Required in EIP	127
<b>Table 4.2.2 Employees Responses by Sector</b>	<b>128</b>
Table 4.2.2.1 ALL Public Sector with ALL Private Sector	129
Table 4.2.2.1a National Culture	130
Table 4.2.2.1b Organizational Culture	131
Table 4.2.2.1c EIP in the Organization	132
Table 4.2.2.1d Preferred form of EIP	132
Table 4.2.2.1e Changes Required in EIP and the Possible Effects	133

<b>Table 4.2.3 Employees by Private Sector by Country</b>	134
Table 4.2.3.1 All UK Private Sector with Libyan Private Sector	136
Table 4.2.3.1a National Culture	136
Table 4.2.3.1b Organizational Culture	137
Table 4.2.3.1c EIP in the Organization	138
Table 4.2.3.1d Preferred form of EIP	138
Table 4.2.3.1e Changes Required in EIP and the Possible Effects	139
<b>Table 4.2.4 Employees: Public Sector by Country</b>	140
Table 4.2.4.1 ALL UK Public Sector with Libyan Public Sector	141
Table 4.2.4.1a National Culture	142
Table 4.2.4.1b Organizational Culture	143
Table 4.2.4.1c EIP in the Organization	144
Table 4.2.4.1d Preferred form of EIP	144
Table 4.2.4.1e Changes Required in EIP and the Possible Effects	145
<b>Table 4.2.5 Libyan Public Sector Employee Responses Compared with Libyan Private Sector Employee Responses</b>	146
Table 4.2.5.1 Libyan Public Sector and Libyan Private Sector	146
Table 4.2.5.1a National Culture	147
Table 4.2.5.1b Organizational Culture	148
Table 4.2.5.1c EIP in the Organization	149
Table 4.2.5.1d Preferred form of EIP	149
Table 4.2.5.1e Changes Required in EIP and the Possible Effects	150
<b>Table 4.2.6 UK Public Sector Employee Responses Compared with UK Private Sector Employee Responses</b>	151
Table 4.2.6.1 UK Public Sector and UK Private Sector	151
Table 4.2.6.1a National Culture	152
Table 4.2.6.1b Organizational Culture	153
Table 4.2.6.1c EIP in the Organization	153
Table 4.2.6.1d Preferred form of EIP	154

Table 4.2.6.1e Changes required in EIP and the possible effects	154
<b>Table 4.2.7 UK Public Sector Employee Responses Compared with Libyan Private Sector Employee Responses</b>	<b>156</b>
Table 4.2.7.1 UK Public and Libyan Private Sectors	157
Table 4.2.7.1a National Culture	157
Table 4.2.7.1b Organizational Culture	158
Table 4.2.7.1c EIP in the Organization	159
Table 4.2.7.1d Preferred form of EIP	159
Table 4.2.7.1e Changes Required in EIP and the Possible Effects	160
<b>Table 4.2.8 UK Private Sector Employee Responses Compared with Libyan Public Sector Employee Responses</b>	<b>160</b>
Table 4.2.8.1 UK Private and Libyan Public Sectors	162
Table 4.2.8.1a National Culture	162
Table 4.2.8.1b Organizational Culture	163
Table 4.2.8.1c EIP in the Organization	164
Table 4.2.8.1d Preferred form of EIP	164
Table 4.2.8.1e Changes Required in EIP and the Possible Effects	165
<b>Qualitative Data Results Cases where Managers were Interviewed</b>	
Table 5.1.1	171
Table 5.1.2	171
Table 5.1.3	171
Table 5.1.4	171
<b>Key to the Qualitative Results</b>	
Table 5.2 National Culture Component	174
Table 5.2a Organizational Culture Component	174
Table 5.2b Outcomes	175
Table 5.2.1 Respondents Identifier	175



<b>References</b>	<b>257</b>
<b>Appendices</b>	<b>274</b>
<b>Appendix One: Pilot Employee Questionnaire</b>	<b>275</b>
<b>Appendix Two: Pilot Management Interview Schedule</b>	<b>292</b>
<b>Appendix Three: Employee Questionnaire</b>	<b>294</b>
<b>Appendix Four: Management Interview Schedule</b>	<b>301</b>
<b>Appendix Five: Access Documents and Consent form</b>	<b>303</b>
<b>Appendix Six: Reliability Scales Revised Questionnaire</b>	<b>309</b>
<b>Appendix Seven: Tests of Normality</b>	<b>314</b>
<b>Appendix Eight: Grouped Data Itemised Tables</b>	<b>359</b>
<b>Appendix Nine: Transcripts of Libyan Managers Interviews</b>	<b>383</b>
<b>Appendix Ten: Transcript of UK Managers Interviews</b>	<b>385</b>
<b>Appendix Eleven: Group Data Interviews</b>	<b>391</b>
<b>Appendix Twelve: Response Bias Tables of Results</b>	<b>397</b>
<b>Appendix Thirteen: Kruskal-Wallis test Results</b>	<b>421</b>
<b>Appendix Fourteen: Schedule of Visits</b>	<b>435</b>

# **SECTION ONE: INTRODUCTION**

# **Chapter One**

## **Background to the Area of Research**

### **1.0 Introduction**

In this chapter the author introduces the background to the area to be studied, it begins by considering that, there are powerful forces dictating the dynamics of world trade, (Weir, 2000). These forces place ever increasing pressure on organizations to compete, as well improve quality and customer service and to lower costs. The research starts from the point of view that existing organizational culture and the influence of national culture on personal values could lead to differences in the way companies in the east and west are governed and manage their employees. There are many differences in national culture characteristics in cross cultural comparisons between eastern and western countries, (Lok and Crawford, 2004), but there has been no cross-cultural comparison that specifically looks at employee involvement and participation (EIP) in Libya and the UK. This study is intended to investigate whether differences exist in this area between Libyan and UK companies, and between the EIP operating in both the public and private sector governed companies.

Other studies suggest that organizational culture is significantly influenced by the national culture at which the organization is located, (Lindholm, 2000; Tata and Prasad, 1998). Melgarejo et al, (2007) carried out research looking at the differences in performance between organizations with different organizational structures namely capitalist or labour-owned enterprises. According to Boxall and Macky, (2009, p. 3) “high performance work systems will lead to superior performance”, but EIP has to embrace the concept of total employee involvement in the form of teams, (Fazzart and Mosca, 2009). The use of teams and the introduction of employee involvement in decision making can represent “a significant change in the way decisions are made in organizations”, (Brown and Cregan, 2008, p. 672). An objective of this study is to discover if this would be the case in the forms of EIP allowed in UK and Libyan public or private sector companies. Any involvement of employees needs to be a two-way proactive process and not simply information sharing. This means management needs to relinquish some of its control over decision making in order to provide their employees with an opportunity to supply their input and help determine the outcome

of the decision. This type of involvement means that, “employees are welcome to participate in decisions that were ordinarily the prerogative of management”, (Brown and Cregan, 2008, p. 672). Additionally Butler, (2009, p. 176) notes that, “Interestingly, there is an acknowledgement that different techniques need to be adopted for changing circumstances and that theory must identify the conditions under which management initiate various forms of participation”. Finally Boxall and Macky, (2009, p. 4) explain that there is, “now a major body of academic work on high performance work systems (HPWSs), traversing the fields of labour economics, industrial relations, strategic HRM, organizational behaviour and operations management”. It is clear that there is a greater need for real employee involvement in the decision making process, not only through the usual forms of general or management meetings or even representation on a committee, but much more directly.

Historically the Libyan government has always supported the industrial sector because of its vital role in the development of the country. This has involved diversifying the sources of national income revenues; helping to create job opportunities; satisfying the needs of consumers and exploiting the available sources, whether natural or human, (Committee of Evaluation the industrial Companies Situation, 1994). In the last twenty years Libya has moved towards liberalization of its economy, and this is exemplified by the greater scope allowed to private enterprise in the retail trade, and to small-scale and agricultural businesses. In September 1992, a Privatisation Law was passed providing for the sale of state assets to private interests and for private sector participation in the economy. As a consequence of economic liberalization and deregulation of industry and business there is also a demand for a new corporate ethos. Corporate governance has gained tremendous importance in recent years, (Aras and Crowther, 2008). This study will investigate the available literature on national/organizational culture and human resource management structure in alternative systems of corporate governance to critically and analytically explore the nature of employee involvement and participation (EIP) in UK and Libyan contexts.

## **1.1 Research Background**

In this thesis the researcher intends to investigate the organizational culture and management style encouraged at both a national and organizational level, as well as within the public and private sectors in both Libya and the UK. It was also necessary to consider the philosophies, concepts and techniques concerning employee involvement and participation (EIP) offered to workers, in order to attain some indication of existing attitudes toward EIP in country, organization or sector.

### **1.1.1 National Culture**

The influence of culture in general, and more specifically in the sub-divisions of national, organizational, and occupational culture, has been the subject of much discussion over the last few decades. Within this debate, amongst many definitions of culture offered by different authors, one offered by Adler and Jelinek, (1986, p.100) perceived culture to be:

“...a set of taken-for-granted assumptions, expectations, or rules for being in the world. It is a paradigm, map, frame of reference, interpretive schema, or shared understanding”.

Hofstede (1991, p.50) suggests that culture is:

“...the collective programming of the mind which distinguishes the members of one group or category of people from another”.

In this conception, the ‘group’ indicates a number of people in contact with each other, and a ‘category’ consists of people who, without necessarily having contact amongst them, have something in common.

Fatehi (1996, p. 42) defines culture as:

“a system of knowledge and standards for perceiving, blessing, evaluating and acting”, and added that ‘language, ethnicity and religion are the major components of culture”.

According to, (Beardwell and Holden 2001) culture can mean many things, ranging from expression through the arts and other creative media, to societal perceptions of history and spirituality. Furthermore, they consider that culture consists of explicit and implicit patterns of behaviour, acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiment in artefacts. The essential core of culture, they feel consists of traditional (that is, historically derived and selected) ideas and especially their attached values. Culture systems therefore may, on the one hand, be considered as products of action, and on the other, as conditioning elements of future action. From these various definitions, it is seen that culture is derived from language, ethnicity, nationality, and sharing of other common experiences like, working in the same organization.

Therefore, it is possible to think of national culture on the one hand, as a set of values, beliefs and attitudes operating across people from a particular country or region, and organizational culture on the other hand, as a set of values, beliefs and attitudes promoted by the executives and senior management. Gooderham et al., (1999, p. 527) revealed however that there are significant cross-national varieties of the typically novel or “modern” human resource management practices adopted. This is even the case when the focus is limited to countries that are not very distant from one another in cultural terms. This situation may exist as “a result of different societies’ modes of economic governance and management practices being highly path dependent and system specific”, (Boyer and Hollingsworth, 1997, p. 265-266). This leads to serious limitations in the extent to which one society may mimic the forms of economic governance and performance in another. There are many factors that influence organizational behaviour and culture in different ways equally however in any organization it is the structure and functions that are the main ingredients, which determine employee behaviour.

### **1.1.2 Organizational Culture, Structure and Governance**

As the main aim of modern human resource management disciplines is to increase the effectiveness of the organization, by seeking the commitment of its employees to sustain competitive advantage, (Guest, 1987) there is therefore, a need to have a properly managed and motivated workforce that is also committed to the organizational goals. This is very important for the effective working of any company.

Any tightening of constraints on many organizations in the form of governmental regulations and ever increasing foreign and domestic competition merely serves to further highlight the strategic importance of having a committed and motivated workforce that is allowed to become involved and participate in decision making. In the 1990's Western academics used the competing values framework to explore the competing demands within organizations between, "their internal and external environments on the one hand, and control and flexibility, on the other", (Denison and Spreitzer, 1991, p. 4-5). A case was made that in any organization which has an internal focus, emphasis tends to be placed on things like integration, information management and communication, whereas in an organization with an external focus there is emphasis on growth, resource acquisition and interaction with the external environment.

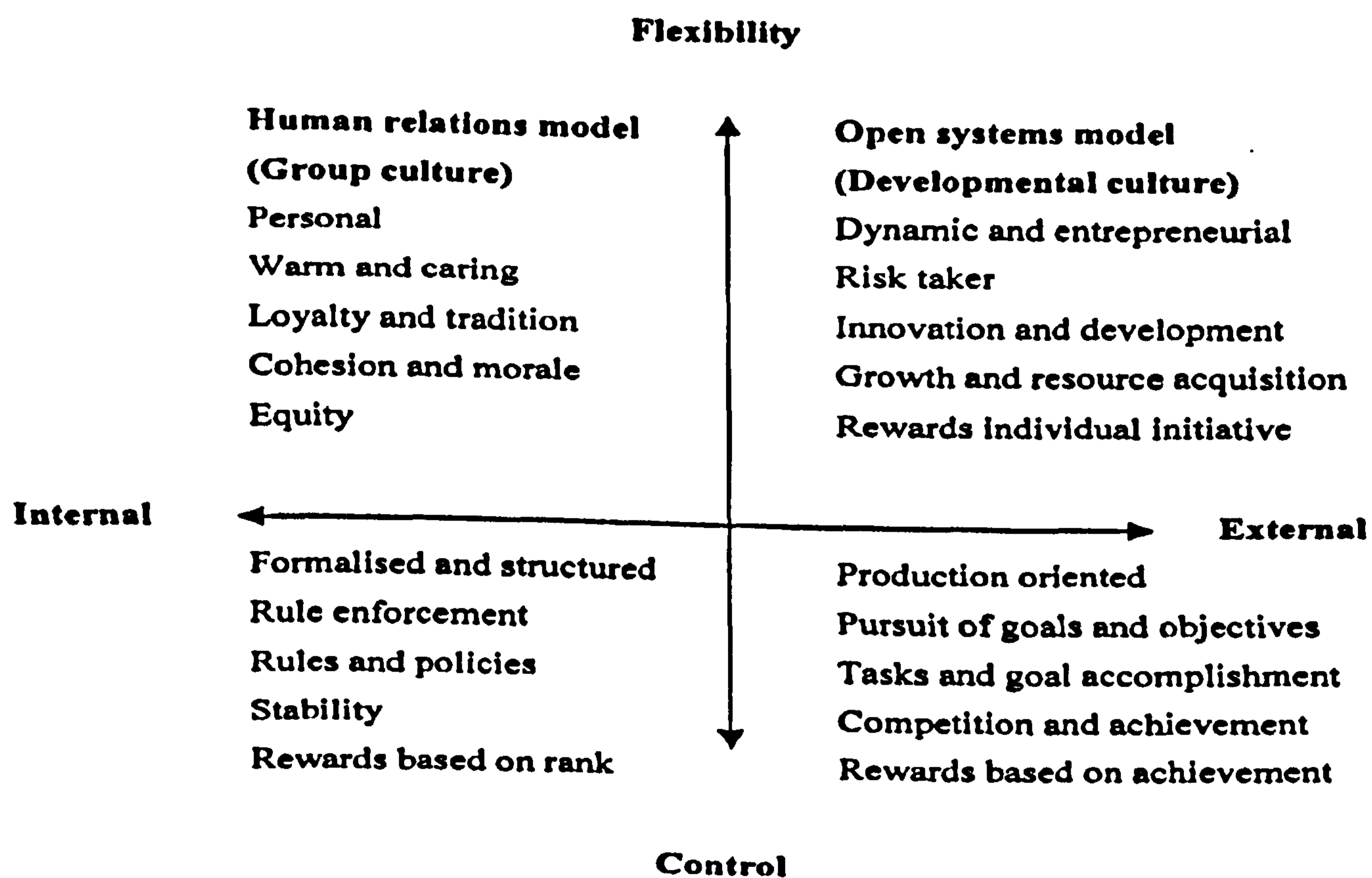


Figure 1.1 The Competing values framework of organizational culture:  
Adapted from Zamutto and Krakower (1991)

As can be seen in Fig 1.1 there is a second dimension to conflicting demands, which shows that those organizations with a focus on control emphasize stability and cohesion while organizations with a focus on flexibility emphasize adaptability and spontaneity, (Zammuto et al., 1999). The motivations that are created by the

involvement and commitment of employees in the employment relationship and the subsequent organizational effectiveness which can be achieved from HRM practices is hoped to be transformed in Libyan organizations, especially in the public sector. It is apparent that the debate on whether national culture has an impact on organizations and their human resource management practices remains unresolved, (Redding, 1994; Miller and Sharda, 2000). On the one hand, the 'culture-free' position argues that relationships among, the major components of organizational structure, are similar across different cultures. This is a structuralist argument while, the 'culture-bound' position maintains, that management and organizational structure is essentially the product of socio-cultural forces. With respect to 'Arab management', it has been argued that, this culture-bound position is unfounded, (Dedoussis, 2004). Although culture does not offer a full explanation, it nevertheless provides an underlying substantiation for explanations that may turn out to be very varied, (Weir, 2001).

In the 1990's Hofstede, (1994) attempted to offer some comparisons of collectivistic as opposed to individualistic cultures, but it seems that even through industrialisation and economic prosperity, traditional societies as opposed to more developed ones, tend to maintain their collectivist tendencies ,(Abbas et al, 1997). Current Anglo-American organizational governance arrangements and human resource management practices may place power in the hands of management who in turn promote a much more individualistic relationship with their employees.

### **1.1.3 Different (HRM) Approaches**

The traditional form of HRM was based on the assumption that if management seeks to meet the needs of people and this will lead to a competitive advantage. There was also a need to incorporate the idea of co-operation however, which in turn is based on an assumption that such an investment in a company's human resources will lead to a situation, were "there is a much more individualised employee relationship and no longer a demand from employees for union services", (Mc Loughlin, 1996, p. 304). However in large bureaucratic organizations where workers are more likely to be treated impersonally "union services may be valued more highly as employees feel they have greater need for representation and protection" Schnabel and Wagner, (2007, p. 22). In organizations where non-union recognition has become the norm, employees may feel, that their non-membership, in terms of the cost (union



subscriptions) when considered alongside the benefits, and the security they felt in their employment, led them to believe they did not need union 'services', (Tailby et al., 2007). It appears therefore that if an HRM approach, without unions provides the best fit with contemporary conditions then this is likely to be the preferred approach, suggested by many theorists to employee relations. In these circumstances the employment relationship between manager and the managed is carried out in a much more individualistic manner.

The Anglo-Saxon framework strongly advocated in Britain and the USA emphasizes individualism, and is seen in the shift to HRM, and the growth in pay systems based on merit. The high individualism concept is associated with an emphasis on policies concerned with employee development. Whereas, the alternative of a high collectivism concept is most apparent, where there are structures within the organization for employee participation through representation and management offers co-operation and strong support to their workers. In countries that have a high collectivist orientation, organizations have typically used cooperative decision-making as opposed to individual decision-making. This is because consensus and co-operation are more valued than individual initiative and effort. The motivation of employees in such an environment derives from a sense of belonging, and rewards are based on being part of the group. The role of leadership in such cultures is to facilitate team effort and integration to foster a supportive atmosphere and to create the necessary context or group culture.

#### **1.1.4 Western Management Practice**

The essence of the Western unitary theory of employee relations is that, the work organization is an integrated and harmonious whole existing for a common purpose. The assumption made is that each employee identifies unreservedly with the organizations' aims and with its methods of operating. There will be no conflict of interest between shareholders in the organization as managerial representatives, the workforce, and managers are merely parts of the same 'team', with the managers being expected to provide strong leadership. Employees in this situation are expected to remain loyal to the organization and to its management in deference to the common problems facing managers and subordinates alike. Work organizations, under this approach are viewed as unitary in their structure and purposes, with a single source of

authority and a cohesive set of participants motivated by common goals. Employee relations therefore, are based on mutual co-operation and harmony of interest between management and managed within the organization. Although there are obviously some variations in practice there is an expectation that in Libya with its much more prevalent control of organizations, in which the Government are the stakeholders, management practices, and therefore the employment relationship, would be unitary.

### **1.1.5 The Employment Relationship**

The employment relationship between management and employees itself, is a factor that can make a significant impact on the degree to which organizational effectiveness is achieved, (Armstrong, 2000). But as Armstrong, (2000, p. 12) states “relationships between these two groups are subjected to continuous development and therefore it is necessary to take a strategic view to ensure a lasting and positive relationship exists”. The relationship may be formal, contracts of employment, procedural agreements, or they may be informal, but will always depend on the management practice allowed by the organizations’ and the nations’ culture.

### **1.1.6 The Libyan Context**

Historically in Libya the whole area of management has been affected by the fact that the extended family, clan, tribe, village and Islamic religion characterise the social environment, (Aagnaia, 1997). All of these factors play a major role in the community’s life and people’s relationships with each other. Studies in international comparative management have highlighted the impact of industrialisation on developing nations and suggest that in their quest for economic progress, the developing countries would face managerial and social problems, (Aagnaia, 1997). The major issues which stand out are the transfer of Western management techniques and practices, and the selection of appropriate frameworks to achieve ambitious developmental goals. Management decisions in Libya have a tendency to be influenced by personal connections, community attitudes, beliefs and customs, in many of its procedures, such as staffing, selection and promotion. Libyan managers are accused of being more concerned about the creation of social relationships at the workplace than the job itself. Management procedures in Arab societies in general, are frequently influenced by “personal connections, nepotism, sectarian and ideological affiliation” Aagnaia, (1997, p. 120). This may be because tribal traditions

sanction consultation in the conduct of all aspects of life, as it is the practice of tribal societies that members of the entire kinship network should be consulted on matters important to their collective welfare, (Abbas, 1990). However, this tribal mentality and rivalry also encourages authoritarian approaches to dealings with non-kin, such as other tribes or other segments of society. This leads to the authoritarian organizational structures particularly apparent in most Arab organizations.

Whether public or private, they are highly centralised and adopt this authoritarian structure, regardless of corporate strategy or technology. There is a growing belief, however that global conditions require that, companies in transitional countries like Libya need to be ready to adapt their management policies due to changes taking place in the surrounding environment. It is suggested that they can do this by having more knowledge about western management techniques, and the use of employee involvement and participation (EIP) to secure greater employee commitment, but also have to change the existing organizational cultures and structures to improve performance.

#### **1.1.7 Employee Involvement/Participation (EIP)**

Employee involvement is seen as an individual situation in which a worker can be involved in activities including quality circles, suggestion schemes, job enrichment and job rotation and enlargement and problem solving groups. Whereas employee participation is normally a more collective situation where through a representative, employees can make their views and opinions known to management e.g. employee representatives workers directors or works councils. However many authors like, (Knudsen 1995; Bratton and Gold 1999) believe that the level of employee participation received is an indication of the power that workers have within an organization, whereas employee involvement on its own is a process, which is management led and could be considered as simply a way of extracting greater employee commitment to the company.

According to McLoughlin, (1996, p. 304), ". . . the traditional form of HRM squarely rests on an assumption that if management seeks to meet the needs of people this will lead to a competitive advantage. McLoughlin, (1996, p. 304) further states, that this kind of employee management could be viewed in the following manner, "Rather

than a rejection of collectivism in total, it may be the type of collectivism which also embodies the independent representation of employees". Since the 1980's there has been considerable growth of interest in HRM. As a result interest in communications and employee involvement and participation have grown considerably in Britain and North America, and the topic of employee involvement participation (EIP), "has long held a fascination for both the academic and practitioner communities" Butler, (2009, p. 176). Even though this is the case, many important theoretical issues remain to be resolved such as, why certain core EIP practices remain so enduring within the context of a dynamic and fast-moving business environment and how changing economic, political and legal environments might influence the 'embeddedness' of specific forms of EIP causing some to fall by the wayside, while others flourish. So this study will investigate national and organizational culture and compare UK and Libyan cultures in the private and public sectors to highlight the most prevalent EIP techniques used and their impact on EIP outcomes.

## **1.2. Research Aim and Objectives**

The background to this research is to investigate the state of EIP in Libyan and UK companies. This requires that a number of factors be considered, such as the national and organizational culture that exists and the importance placed on employees in the work environment as well as the opportunities they are given for involvement and development. The management style employed within the organization can play a vital role in promotion of particular forms of EIP, and the subsequent employment relationship. The most important question to be considered therefore is, Does the management style support direct communication in an individualistic manner with workers or is this communication carried out in a more collectivistic way through established workers representative organizations?

The main aim of this research is:

To critically and analytically explore the nature of employee involvement and participation (EIP) in UK and Libyan contexts

To achieve the main aim of this research the following objectives need to be achieved

1. Conduct a detailed literature review to develop an understanding of the many factors involved in EIP
2. Develop a model of criteria in order to assess the EIP in different national and organizational contexts and create research questions.
3. Develop and implement an appropriate methodology for data collection to test the hypotheses produced from the research questions created
4. Conduct a study of EIP practices in the UK and Libya from which to draw comparisons.
5. Analyse the data collected to draw conclusions

### **1.3. Rationale and Importance of the Research**

According to Terterov and Wallace, (2002) it is now becoming evident that after the suspension of UN sanctions in 1999 and the sustained recovery in oil prices, Libya is emerging as a market of immense potential and is generating renewed interest from among investor circles. Although the degree of openness of the Libyan market remains comparatively limited, there are a number of encouraging signs that the government is pursuing a more conciliatory approach towards foreign businesses. In the longer term, the market will deepen and grow as the Libyan authorities encourage private-sector involvement and inward investment. There has been research carried out in the past by, Al-Nakeeb, (1985); Al-Saigh, (1986); Agnaia, (1997) and Al-Faleh, (1989), into ways that the competitive nature of all Libyan organizations can be improved. However this thesis will be the first, to that investigates the effect that national and organizational culture could have on the resultant forms of EIP practiced between the UK and Libya.

### **1.4. The Research Contribution**

As the pressures of globalisation have intensified competition in product and labour markets, which emphasize the need for greater efficiency and productivity and a greater focus on the link between EIP, business strategy and organizational

performance have been highlighted, (Gollan and Wilkinson, 2007). Globalisation has led to a reduction in trade barriers between countries, the deregulation of markets, increased privatisation and the ending of many state monopolies (Holman et al, 2003). The relationship between communication, consultation and organizational performance has formed a significant part of debates, with much cross-national analysis within international human resource management concentrating on whether approaches to the management of people are converging or diverging, (Kessler et al, 2004). The Anglo-Saxon framework advocated by Britain and the USA emphasizes individualism, and is seen in the shift to HRM, and the growth in pay systems based on performance. As Libya opens up to the West more and more companies are coming to work there, this research intends to consider the consequences of applying Anglo-Saxon forms of EIP in Libya organizations whether they be in the state controlled public, or the ever increasing private sector. This study is unique as it will investigate the available literature on national/organizational culture and human resource management structure in alternative systems of corporate governance and create a model/framework from which to discover their influence on the forms of EIP practiced within organizations. The research questions generated and the hypotheses drawn from them will allow testing to take place at a national, organizational and employee level by surveying the EIP which, exist within both public and private sectors in Libya and the UK.

## **1.5 The Structure of this Thesis**

The research model to be developed from the literature reviewed aided in the construction of research questions to be answered and the design of a methodology and hypotheses to test, with which to study the implementation of EIP in both Libyan and UK private and public organizations. The study is presented in three sections that mirror the steps necessary for its completion.

### **Chapter One**

In this first chapter and section of the thesis, the background to the area to be studied is introduced. This chapter clarifies the belief that existing national, organizational and corporate cultures can not only influence personal values but could lead to major difference in the way companies in the east and west are governed and manage their employees.

## **Chapter Two**

The second section of the thesis includes the Literature Review and Research Methodology chapters. In this first chapter of the section in order to produce a model for the research and uncover research questions that will assist in the study, a number of areas of interest were considered. The influence of national and organizational and culture were investigated as was the role of corporate governance and its influence on the prevalent forms of employee participation and involvement in a country or organization. The models of HRM were looked at, internationally and the relevance of HRM and EIP as concepts were considered in light of the pressure that globalisation can place on organizations throughout the world and in both the public and private sectors, in order to provide context. Additionally, in this chapter the case that information sharing as a form of EIP is merely a system specifically designed to increase management control is considered. EIP involves a shift in the balance of power in the employment relationship and implies that management trusts its employees and values their contribution. Employees and their representatives have traditionally favoured involvement in decision making, while management has typically expressed a preference for the retention of managerial control through information-sharing approaches. The form that EIP might take can be governed by national or organizational culture and the management style which exist within a particular sector or country. These are important factors to be considered in any attempt to investigate the implementation of employee involvement practice (EIP) and they are considered in this chapter.

## **Chapter Three**

In this second chapter of the section the researcher highlights the fact that, before starting any research there are a number of methodological strategies to consider, each of these strategies may be linked to a particular approach or philosophy. But the research strategy chosen should reflect the fact that careful thought has been given to why the particular strategy has been selected and should include valid reasons for the decisions made regarding the research. The choice of philosophy, approach, and research strategy are justified. The methods of sampling, data collection presentation and description and subsequent analysis are also discussed, as is the need for a pilot test and the challenges encountered in the course of completing the study.

## **Chapter Four**

In this chapter of the Analysis and Interpretation section of the thesis, there is an explanation the use of multiple data collection methods to allow triangulation between the responses of employees and managers. The non-random nature of the sample produced and the emergence of a response bias, caused a non-normal distribution, due to the use of leading questions caused problems in the testing. The results from quantitative the group data, the test of difference and the comparisons they show between the respondents from both countries and sectors are also presented.

## **Chapter Five**

In this chapter of the Analysis and Interpretation section the qualitative group data is tested to find any evidence of a causal link between national and organizational culture and the opportunities employees are given for involvement in decision making. The qualitative data collected was codified and then a process of analytical induction was carried out to discover any significant areas of difference.

## **Chapter Six**

In this chapter of the Analysis and Interpretation section of the thesis, the background to this research is reviewed and the fact that in most organizations there are competing demands, between their external environments, on the one hand, and their internal control and flexibility on the other is highlighted. Ultimately the nature of employee involvement allowed, will depend on the structure and culture of the individual organization and the creation of a climate and atmosphere which promotes EIP.

## **Chapter Seven**

In this final chapter of the thesis conclusions are drawn, limitations are discussed, and the research contribution is highlighted.



**SECTION TWO: LITERATURE REVIEW AND  
RESEARCH METHODOLOGY**

## **Chapter Two: Literature Review**

### **HRM/ EIP and the Influence of National and Organizational Culture**

#### **2.0. Introduction**

The world of work is changing, (Meyer and Allen, 1997). As a result of these changes companies are adopting new approaches to the way they organise and emphasis flexibility and efficiency, as they are now expected to be able to adapt to changing conditions and to cut costs in order to be competitive, (Meyer and Allen, 1997). “Processed-based-based organization” made up of “flatter, partnership-based, customer-focused, team and project-orientated structures” has resulting, (Bryans and Smith, 2000, p.230). The role of management must be to “harness the co-operation of workers through team-building and improvements in communication as well as encouraging worker participation in the decision-making process”, (Leopold, 2002, p.109). In less well developed countries governments have been “compelled by circumstances to create a favourable climate for foreign investment by endorsing a market-driven process of economic reform and moving cautiously on the issues of affirmative action, worker participation and a national minimum wage”, (Klerck, 2008, p. 358).

The global crisis in the late 20<sup>th</sup> and early 21<sup>st</sup> centuries have made these changes necessary in the world of work and also as a result of these crisis, many managers changed their views toward the links between ‘people management’ and the search for competitive advantage, (Boxall and Purcell, 2003). In particular changes in the employment relationship caused a weakening of the employees’ positions within many organizations, (Boxall and Purcell, 2003). The main actors in the decisions that were made in this relationship argued that the introduction of these new business strategies whereby employees rather than industrial relations have become based on achieving cost advantage as well as productivity improvements, therefore making arguably the process hinged on the ability to meet customer demands by tapping into the sources of employee commitment, motivation and innovation, (Holman et al, 2003). The main claim for this new view of the work organization, as was pointed out in the background to this study, was to allow the management of production in less bureaucratic ways and to create a work life more meaningful and satisfying which allowed workers to participate and become more involved in the decision-making process, (Boxall and Macky, 2009).

This move to allow workers to participate and become more involved in the decision-making process represented a fundamental change in the way decisions are made in organizations. However as a major step in the introduction of this process is that management must be willing to give up some of its control over decision making and allow employees an opportunity to provide their input and assistance in determining the outcome, (Brown and Cregan, 2008). Most importantly employees must perceive that those procedures, which are put in place lead to participation opportunities that are fair, (Torka, Schyns, and Kees Looise, 2010). There has been a strong case put over the years that information sharing, on its own, as a form of employee involvement, is merely a system specifically designed to increase management control by creating the impression that control has been devolved to employees, (Marchington and Wilkinson, 2004). Further Marchington and Wilkinson, (2004) also stated that employees and their representatives have traditionally favoured involvement in decision making, while management has typically expressed a preference for the retention of managerial control through information-sharing approaches. However the researcher questioned whether the same Western based literature applied in different cultures such as in Libya.

It has also been claimed that modern working practices are most effective, indeed, can only be effective, when underpinned by a highly skilled and committed workforce and when accompanied by appropriate human resource management practices, (Holman et al, 2003). The nature of a country's economy and political infrastructure as well as the organizational culture they promote will have an effect on the style of management in organizations and the subsequent treatment of employees. As the world of work is changing there are implications for the meaning, consequences, and development of employees treatment and the levels of commitment they feel, (Meyer and Allen, 1997). Greater levels of employee involvement and participation are now being seen as having even more importance as they are seen as contributing to major political, social, and economic issues in many countries around the world, (Tsiganou, 1991).

As was previously mentioned there is now greater interest in managing production in less bureaucratic ways and in making work life more meaningful and satisfying by allowing workers increased levels of participation in the decision-making process. This interest is apparent, as can be seen, from the growing number of worker participation schemes that have emerged in most Western industrialised countries, in Japan, as well as in Eastern Europe and Third World countries, (Nolan and O'Donnell, 2003).

Although Nolan and O'Donnell's (2003) research explored a wide range of countries, there was a clear omission of Libya. This presented a question to the researcher whether the same theories would be applicable in Libya?

The biggest challenge however is to determine how employee commitment through involvement is affected by the many changes (e.g. increased global competition, reengineering, downsizing) that are occurring in the world of work (Meyer and Allen, 1997) and require a thorough understanding of the HRM concept, (Cabral-Cardoso, 2004; Yeganeh and Su, 2008; Dewettinck and Remue, 2011). There is also the importance placed on health and safety of employees in the work environment to be considered (Poole et al, 2001) and the opportunities they are given for self development and involvement in decision making by the national or organizational culture. The management style employed within the organization will also play a vital role in promotion of particular forms of employee involvement and participation (EIP) (Katou, Budhwar, Woldu, and Al-Hamadi, 2010).

A question posed here is whether the organizational culture supports direct communication in an individualistic manner with workers or is this communication carried out in a more collectivistic way through established workers representative committees. Employers in individualistic societies like America are said to encourage and reward individualised approaches to work through paternalistic approaches to the workforce. Additionally, there is a strong case presented that collectivism tends to lead to union recognition, whereas individualism is more likely to lead to non-unionism. It has however, been pointed out that "the dimensions are not clear cut and elements of both individualism and collectivism may be combined in some instances" Leopold, (2002, p.100).

It is also argued that this relationship between individualism and collectivism or the prevailing management style may be particular to "specific social, economic and political circumstances, which both shape the nature of these preferences and choices and the power available to the respective parties to impose them" Kessler and Purcell, (2003, p. 314). However from a Libyan context, the researcher whose background has been based in Human Resource Management again questioned this application.

In this literature review in order to produce a model for the research and generate the research questions that would assist in the study, a number of areas of interest were considered. The concepts of HRM and EIP are considered, as are their development, to provide a context for the discussion of EIP. A justification is provided for the view that EIP is an essential element of HRM practice. Existing EIP literature is examined in order to highlight the key theories and discover what the main studies have found or failed to find. The cross cultural nature of this thesis requires that HRM and EIP be investigated in different national contexts to discover the impact of national, religious, social, economic and political factors. The economic and social aspects will be explored later. Finally the influence that organizational culture has on corporate governance and management style in public or private sector organizations is considered.

## **2.1 The Concepts of HRM and EIP**

In this new world of work many find HRM to be an elusive concept mainly because it has a number of meanings, (Price, 2004), and it is therefore difficult to identify a universally acceptable definition. Even the three words themselves ‘human resource management’ do not provide an adequate explanation. ‘Human’ of course implies its connection with people and ‘management’ explains that is located within business and organization; but the use of the word ‘resource’ is highly ambiguous and many people find it difficult to understand. Much of academic literature suffers from forgetting about the human element in HRM, (Price, 2004).

This neglect in the literature may originate from the difficulty that occurs in trying to consider a person’s worth or value to an organization, and has arisen from an individual employees’ humanity that makes them different from other organizational resources. The major features that appear to some degree in many HRM frameworks and theories; include the integration of human resource policies with each other and with the organization’s business plan, additionally, HRM is a key instrument of business strategy, viewing employees as important assets,

The next, key feature is that the responsibility for managing people moves from personnel specialists to senior (line) managers. Furthermore, employee relations shift away from collective bargaining dialogues between management and unions, toward a more direct discussion between management and individual employees. Finally and

perhaps most importantly “there is a stress on commitment to the organization and personal initiative” Price, (2004, p.36). It is the focus of HRM to close this gap and to achieve greater organizational effectiveness, (Price, 2004). There is a greater importance placed on the individual as each employee is expected to have the commitment to act on their own initiative to achieve organizational goals. The growth of interest in international HRM issues, has led observers to attempt to systematise its processes and influences in the organizational context.

### 2.1.1 Human Resource Management and its Development

The first attempts to create a coherent framework of HRM are rooted in Anglo-American experience. Beer et al, (1984, p.16) suggested a framework as the basis for cross-national comparative analysis and also suggested, “...the adoption of this framework as a basis for international research in HRM” as they felt it had a number of specific advantages. Beer et al, (1984, p.16) also argue that, “when managers determine the appropriate human resource policies and practices for their organizations, they require some method of assessing their appropriateness or effectiveness”.

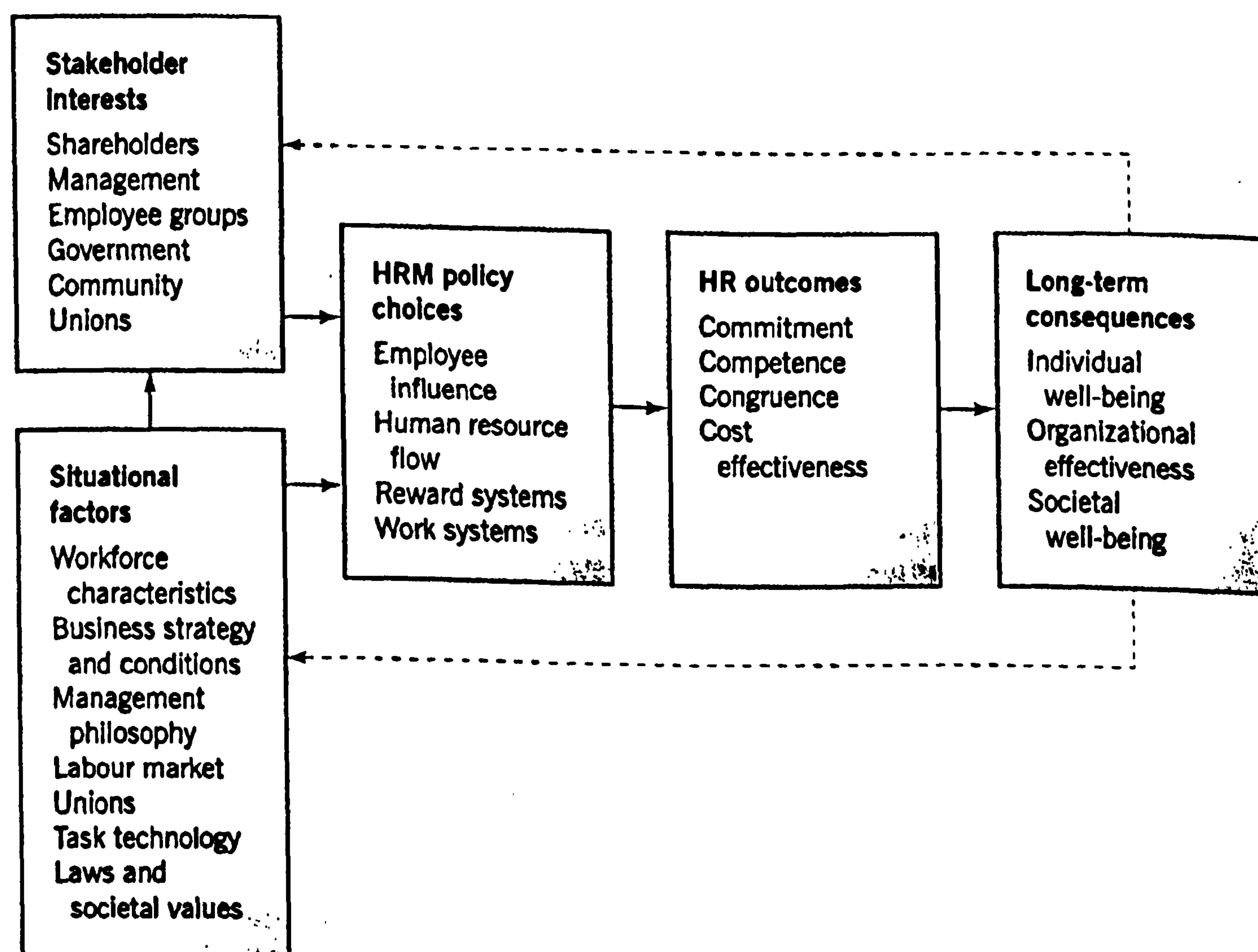


Figure 2.1: The Harvard Interpretation of HRM, from Beer et al, (1984, p.16)

The Harvard interpretation by Beer et al (Fig 2.1) is still relevant and coherent today, their map is based on an analytical approach and provides a broad causal depiction of the “determinants and consequences of HRM policies”, Beer et al, (1984, p.16). The framework, (Beer et al, 1984) suggested interprets human resource policies to be influenced by two significant considerations, which are

- Situational factors in the outside business environment or within the firm such as laws and societal values, labour market conditions, unions, workforce characteristics, business strategies, management philosophy and task technology.
- Stakeholder interests, including those of shareholders, management, employees, unions, community and government.

The emphasis of their interpretation is on psychological objectives involved in the ‘human’ side of human resource management, including

- (a) Motivating people by involving them in decision making and
- (b) Developing an organizational culture based on trust and teamwork.

In the Harvard interpretation employees are seen as resources who are viewed as being “fundamentally different from other resources and they cannot be managed in the same way”, (Price, 2004, p. 41). Additionally, this approach recognizes an element of mutuality in all businesses, where employees are seen as significant stakeholders in an organization who have their own needs and concerns along with other groups such as shareholders and customers. However the Harvard view acknowledges that management retain the greatest degree of power, and states that there has to be scope for accommodation of the interests of the various stakeholders and also acknowledges the need for mechanisms to reconcile the inevitable tension between employee expectations and management objectives.

The proposed alternative to the Harvard Model is the Michigan Framework. As can be seen in Figure 2.2, this framework identifies a number of key areas for the development of appropriate HR policies and systems.

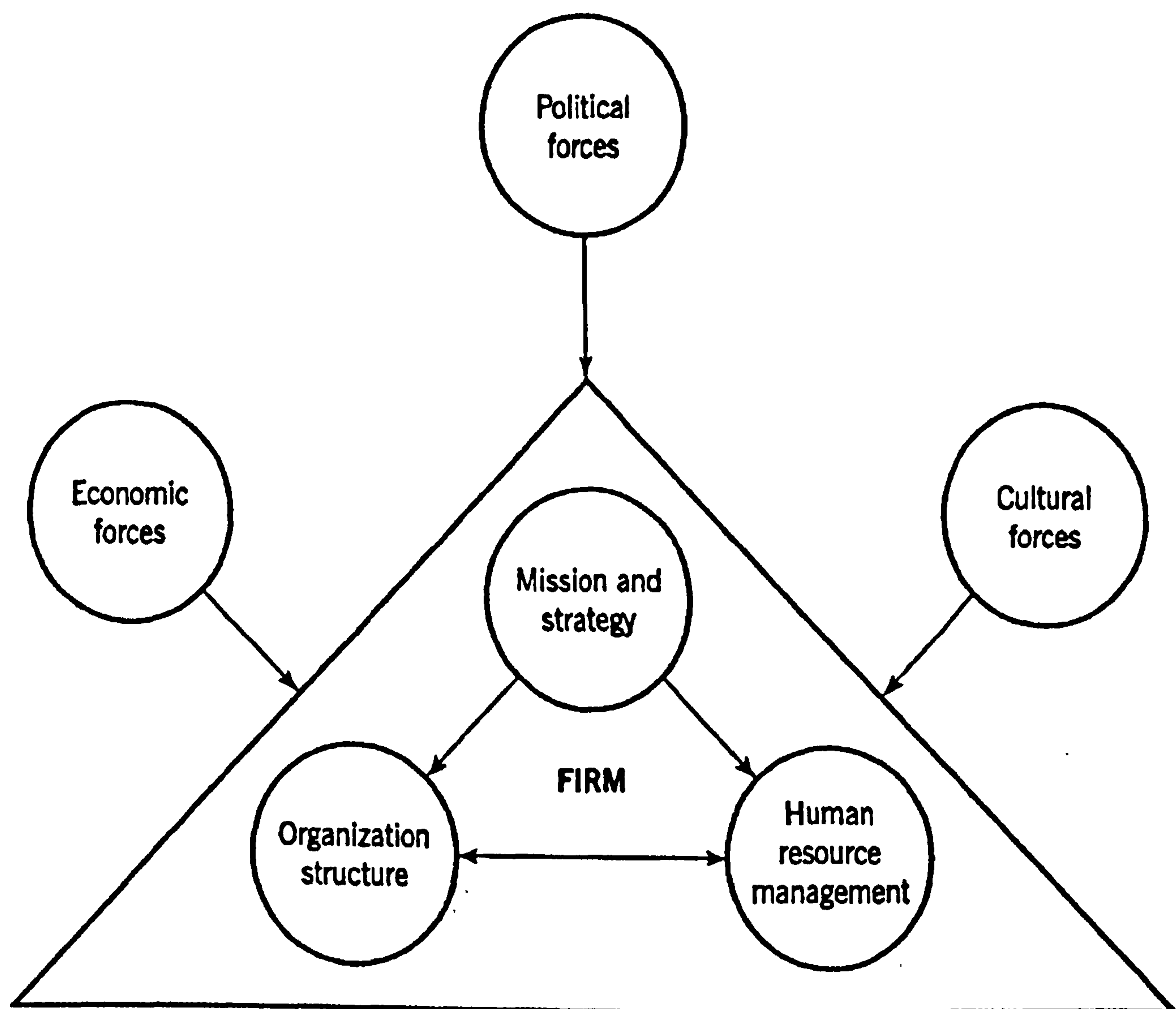


Figure 2.2: The Michigan Framework of HRM, (Tichy et al, 1982)

This framework clearly indicates that within the firm organizational structure plus the company's mission and strategy may affect the nature of human resource management employed. There are also external forces such as the political situation as well the country's economic model and any cultural influences that will have an affect on the nature of human resource management. According to Price, (2004, p. 46), "whereas the Harvard approach was inspired by the behavioural sciences, the Michigan framework was strongly influenced by strategic management literature", see Figure 2.2. HRM in this view is seen as a strategic process, that must make the most effective use of an organization's human resources, therefore there have to be coherent human resource policies that 'fit' closely with overall business strategies. This framework takes a top-down approach and control of human resources lies firmly in the hands of senior management. Employees are selected and trained to meet the performance needs of the organization. Additionally, employee's attitudes and behaviour must also fit the strategic requirements of the business. The Michigan framework of HRM strongly advocates that employees show behavioural consistency with the ways of thinking and



operating necessary to achieve business goals. In fact, in the Michigan approach HRM is seen as a secondary product of strategy and planning rather than a primary influence. The main purpose of human resource strategy is simply, “to assist in the achievement of an organization’s goals”, which indicates a harder, less humanistic edge, holding that, “employees are resources in the same way as any other business resource”, (Price, 2004, p. 46).

Therefore in this approach people have to be managed in a similar manner to equipment and raw materials and be obtained as cheaply as possibly, used sparingly, and developed and exploited as much as possible. Earlier frameworks of HRM took either a ‘soft’ or a ‘hard’ approach, but today, “economic circumstances are more likely to drive the choice rather than any question of humanitarianism”, (Price, 2004, p.36). Hard HRM, follows the Michigan framework and focuses on the resource side of human resources management, for it places emphasis on costs in the form of ‘headcounts’ and puts control firmly in the hands of management. Under this hard framework their role is to manage numbers effectively and keep the workforce closely matched with requirements in terms of both bodies and behaviour. The softer view of HRM, follows the Harvard interpretation, and stresses the ‘human’ aspects. This means that in this softer framework greater concern is shown to the aspects of communication and motivation, employees in this situation are led rather than managed and are encouraged to be involved in determining and realising strategic objectives.

“Today’s organizations are in need of engaged employees”, (Bakkeri, and Schaufeli, 2008, p. 150). The three main approaches to employee engagement include, first of all, its conception as a set of motivating resources like support and recognition as well as performance feedback and opportunities for learning and development. Secondly its conception in terms of extra-role behaviour, describing it as a psychological state where employees feel a vested interest in the company’s success and perform to a high standard or as “personal satisfaction and a sense of inspiration and affirmation they get from work and being a part of the organization”. Clearly, this seems like “putting old commitment wine in new engagement bottles”, Bakkeri, and Schaufeli, (2008, p. 151). The third approach defines engagement independently from job resources and positive organizational outcomes—such as commitment—as a positive, fulfilling, affective-motivational state of work-related well-being. According to, (Royer, Waterhouse,

Brown, and Festing, 2008), there have always been employers that cared more about their employees and had a closer relationship with them than others. In Germany, France and Japan a traditionally stakeholder system has operated. However, today an overall trend can be observed for the adoption by employers of a more market-based approach to the employment relationship not only in the U.S. but also in Western Europe and Japan. The consequence being that, job satisfaction, employee engagement as well as trust in management are declining.

Although the Harvard Interpretation of HRM is the most influential framework and most familiar approach, so far as the international scholarly and business communities are concerned, there are a number of writers who have seriously questioned the universal appropriateness of management frameworks and theories developed in only one country. Hofstede et al, (1994, p. 486) in particular argued that “management scientists, theorists and writers are human too, they grew up in a particular society in a particular period, and their ideas cannot but reflect the constraints of their environment”. It was widely argued, that in Britain and the USA, in the 1980s there had been moves to emphasize individualism, seen in the shift, “to human resource management, and the growth in merit pay, assessment systems and greater attention paid to recruitment, selection and internal training schemes linked to flexibility” Purcell, (1987, p. 540).

High collectivism is seen in, the use of extensive structures for employee participation and representation and creates an environment where management willingly co-operates with employee participation, (Purcell, 1987). It has been suggested that high individualism in the management of human resources is associated with extensive policies concerned with employee development to encourage individual employee commitment.

In those countries with a high collectivist orientation or culture, there is a tendency toward cooperative decisions as opposed to individual decision-making. Consensus and co-operation are more valued than individual initiative and effort and according to Purcell, (1987) motivation derives from a sense of belonging, and rewards are based on being part of the group.

### **2.1.2 Employee Involvement and Participation and its Development**

It is very important that managers realise that there is a danger, inherent in the attitude of simply considering the people who work for them as expendable assets, to be treated as just another factor of production. Managers must have respect for their employees and consider that these people, who they employ, have the capability to think for themselves and assist in the company's performance through decision making and problem solving. There are writer's who strongly support this perspective and state that,

*“Any view short of this denies the worker the right to be human because it does not recognize the worker's ability to think and suggest some improvements toward a better and safer working environment”*

Owusu (1999, p. 107)

However, in order to create such an environment, there are a number of what, (Cox et al., 2006) described as attitudinal changes and practical considerations that have to take place. One of the most important practical considerations to be taken into account in the implementation of the concept of employee involvement and participation (EIP) is it's acceptance by everyone concerned. A new attitude is required to encourage “all workers of the company: production workers and workers' representatives, middle managers, and especially top managers to share common goals and efforts” Owusu, (1999, p. 107). These top managers must be the driving force in defining organizational evolution, they must be willing to inform and listen to the workforce, and be prepared to negotiate with their representatives, and essentially they must motivate the workforce to accept change, (Owusu, 1999). Middle managers must be willing to acquire the relevant knowledge that will allow them to operate outside their traditional role furthermore they must be willing to evolve. Supervisors also have to be able to motivate staff and adopt a coaching attitude, while workers themselves need to be willing to change and become more flexible and have the ability to work on their own. The cycle of practical considerations and attitudinal changes is completed by workers representatives who need to be willing to negotiate with managers at the very top of the organization to preserve jobs and ensure company effectiveness. Research carried out into the area of employee involvement and participation (EIP) over the years, which has been extensive, by writers like Bradley and Hill, (1983); Rathkey, (1984); Klein, (1987); Kelly, (1988); Marchington, (1992); Wilkinson et al., (1994); Beale, (1994); Fenton O' Creevy and

Nicholson, (1994); Cunningham and Hyman, (1995); Kumar, (1995); Denham et al., (1997); Edwards and Wright (1998); Marchington and Wilkinson, (2000) clearly show that there are inherent problems in the introduction of the concept of EIP.

An example of one of objections that line managers might have to the concept of employee involvement is the fact that they do not believe in the principles underlying direct participation and see its introduction as simply a soft management style in which they are expected to pander to workers (Owusu, 1999). These line managers may also take the view that the introduction of such participative management is merely interference in their role, from top managers who have little understanding of the realities of life on the shop floor (Wilkinson et al., 1994). These objections to EIP would, from the point of view of managers be justifiable, as line managers just like other employees are concerned about their own future and the introduction of greater levels of autonomy among workers could start them thinking about whether or not they will continue to have jobs, (Marchington and Wilkinson, 2000). Finally Kumar (1995, p.40) argued that new management initiatives (including involvement and participation), “pose serious challenges to unions, threatening their traditional role of defending and advancing worker rights” and have the potential to seriously harm unions.

However, despite all of these objections and possible barriers, or perhaps even because of them the topic of EIP, for both the academic and practitioner communities, as can be seen from the list of researchers, has long held a fascination, (Butler, 2009). Recently there have been a number of empirically based criticisms as to the academic output, mainly calling for the need to address the lack of existing knowledge, (Marchington and Zagelmeyer, 2005). Although there has, as a result of these researchers work, been a greater understanding of the factors influencing the take-up of EIP, many important theoretical issues remain to be resolved. Similarly, there has been little exploration of how the changing economic, political, cultural and legal environments might influence the ‘embeddedness’ of specific forms of EIP, (Cox et al., 2006), causing some to fall by the wayside, while others flourish, or the apparent shift, in some countries, from union to non-union representation, which is felt by many to be the predominant Anglo-Saxon model.

A number of researchers, including Owusu, (1999); Price, (2004); and Cox et al., (2006) point out, that providing the employee with information about the company's performance by involving them or allowing them to participate in decision-making will be of benefit to all concerned. In fact, (Price, 2004) points out that, although managers ultimately have the prerogative to manage, this prerogative should not be exercised without considering the opinions of their employees. The improvement that the use of such practice can provide, in the general operations of the company, (Cox et al, 2006) and the effect this cooperation between workers and management can have on the quality of the goods, is in both their interests. Improved channels of communication between managers and those they manage are imperative in order to build trust and ensure that the organization they work for is world class, (Cox et al, 2006 and Owusu, 1999). There are also very sound practical reasons why managers should take account of employee's views when making decisions according to Price, (2004) these include the fact that employees can in certain circumstances have much greater knowledge of the specifics of a particular situation within an organization when compared with a manager. This means that changes or decisions that may seem perfectly reasonable to the manager could in fact have implications which are only spotted by employees who are working much more closely with the problem. Therefore, it is only by the creation of networks, which allow participation by both parties in decision making, (Cox et al., 2006) and only by managers adopting the participative style, and by continually providing a message that they value employees' contribution, that the necessary trust can be realised.

### **2.1.3 The Link Between HRM/ EIP and Strategy**

There is however an argument involving the dilemma that, manager's have a right to manage while employees have an equal right, to a say in decisions, that are being made that will affect them. This argument has to be considered with regard to management style which is defined as;

*"...the existence of a distinctive set of guiding principles, written or otherwise, which set parameters to and signposts for managerial action in the way employees are treated and particular events are handled"*

McKenna and Beech (2002, p. 179)

Additionally, just as in the employment relationship and EIP, there are however, different perspectives on the management of labour, there are similar differences of opinion. It appears that, in one “compliance is exacted from the subordinate in return for some advantage or reward... and the process has ingrained in it images of a power relationship between the superior and subordinate...,” (McKenna and Beech, 2002, p. 179).

The other promotes the process of employees having a say in decisions that are being made, and this process being carried out in a more participative manner, (Mabey et al., 1998). There is evidence to suggest that a more participatory attitude and style of management has been emerging internationally, (Mabey et al, 1998) however, in some instances the emphasis on short-term results and quantity over quality has encouraged the continuation of the traditional management style and suppressed the introduction of the participative one.

Another reason for the apparent suppression of a more participative style of management, include the fact that “participative decision-making processes are more time-consuming, since the opinions of all interested employees need to be taken into account”, (Brown and Cregan, 2008, p. 672). According to Audea et al, (2005, p. 533) the adoption of strategic HRM has been the subject of many recent studies and has been defined as “the pattern of planned human resource deployments and activities intended to enable a firm to achieve its goals”, (Wright and McMahan 1992, p. 298). Characteristically in any comparison of a strategic approach to HRM, with personnel management, emphasis is placed on the linkage between HR and business strategies and its positive relationship with firm performance, (Becker and Huselid, 1998; Delery and Shaw, 2001). Strategic HRM is about integration and adaptation and its main concern is to ensure that HRM is fully integrated with the strategy and strategic needs of the firm, (Wright et at, 1999).

## **2.2. The State of EIP Literature**

EIP it seems can take many forms, as indicated by Marchington, (1992); McNabb and Whitfield, (1999); Addison and Belfield, (2001); Marchington and Wilkinson, (2004); Cox et al., (2006); Brown and Cregan, (2008); Bennett, (2010). In light of the discussion of the idea that any specific framework or form of EIP can be accepted by all

organizations, further more detailed investigation is necessary. The most basic form of employee involvement, known, as downward communication from managers to employees, under which Marchington, (1992) included practices such as team briefings as well as regular meetings between senior managers and all sections of the workforce and regular newsletters distributed to all levels of employee, is commonly favoured by most employers. This form is intended “to capture top-down involvement”, (Addison and Belfield, 2000, p. 573). Upward problem solving, involves regular meetings among work-groups to discuss aspects of their performance (such as quality circles) and suggestion schemes according to Marchington, (1992) which Addison and Belfield, (2000, p. 100) clarified as “a measure which was intended to capture employees involvement from the bottom up”. The next form of involvement is more clearly described as employee participation this can be indirect or representative participation in workplace committees or through a trade union (Marchington, 1992), these were a more consultative device, rather than a forum for negotiation, according to Cox et al, (2006). The final form of employee involvement and participation is financial participation Marchington, (1992) and Addison and Belfield, (2000) explained these involve profit related payments or bonuses, deferred profit sharing, a save-as-you-earn share option scheme or a discretionary or executive share option scheme or some other kind of employee share ownership.

It appears that distinctions between the various forms of EIP can be made in terms of direction, (Marchington and Wilkinson, 2004) the communications can be up or down or even lateral. In any consideration of the classification of employee involvement or participation it is important to remember that there are “a vast array of techniques” Cox et al., (2006, p. 250) which Marchington and Zagelmeyer, (2005) believe can clearly be separated into individual or collective, direct or indirect, but even then “the degree of influence or power attached to each technique, varies significantly”, (Marchington and Zagelmeyer, 2005, p. 400). There are, all of these researchers believe, clear benefits to involving employees in decision making. In the UK in particular a number of innovations as a result of the trend toward high-involvement work practices have been implemented. Many employers in the UK were then and remain now, deeply suspicious of the arrangements for employee representative participation in Europe. In the UK employee involvement and participation through team working, team briefing, attitude surveys and employee share schemes are now even more common. All of these “innovations have been designed to encourage greater employee participation and

thereby better performance”, (McNabb and Whitfield, 1998, p.176-177) within the companies operating in the countries in which they were used. More recently research has shown that high-involvement work practices are positively related to corporate financial performance, (Benson, Young and Lawler, 2006, p. 519). The relationship between HR practices and firm performance can be studied from several theoretical perspectives. The primary perspective is however that by adopting a resource-based view of the firm, (Barney, 1991; Bae et al., 2003; Wright et al., 2001) effective management of HR is important as it can be used to sustain competitive advantage.

### **2.2.1 What are the Key Theories?**

The idea of one universal approach to EIP, which it is hoped will fit any organization universally, does not consider the differences that exist between organizations or their national cultures. The same can be said about countries, for at a national level, the socio-economic and political differences that exist between countries can make the idea of any specific framework being accepted by all, impossible. From research carried out in the UK there is increasing evidence of the use of ‘bundles of practices’ Huselid, (1995); Pil and MacDuffie, (1996). The trend toward high-involvement work practices was also being well established at this time in the USA, but “was less obvious in evidence from continental Europe”, (Gill and Krieger, 2000, p. 118). These task centred involvement practices began to grow as representative forms of participation diminished in the UK, (Harley et al, 2005). The justification or rationale for introducing some form of EIP technique include improved communication and information sharing; effective dispute resolution; enhanced employee bargaining power; fair and just decision-making; and improved morale and social cohesion, (Gollan, 2001, p. 376).

Those people who advocate a non-unionised form or Anglo-Saxon model of employee representation stress the creation of a more harmonious and less conflictual relationship with the workforce, which builds and encourages an atmosphere of mutual cooperation, (Gollan, 2006). In some Western European countries, a non unionised form of employee representation is institutionalised while in others there are joint consultative committees (JCCs) which differ from statutory works councils in that they are usually the product of unilateral management initiative or of union-management agreement. They also vary considerably in terms of composition, jurisdiction, powers and organizational level of operation. In the UK the



*“...The locus of collective bargaining also has been shifting from the industry to the firm level, where works councils rather than unions, tend to assume the primary role in representing workers' interests”*

Foot and Hook (2005, p. 415).

Although the term partnership is widely applied in various areas, it is also offered as a new approach to managing relations between employers and employees. Partnership between managers and employees, in the present work environment, which at the present time seems to lack an intermediary body, would depend on the existence of some form of non-union employee representative group. They could take the form of “company councils, works councils, consultative councils/committees (CCs) or joint consultative committees, (JCCs)” Gollan, (2001, p. 377). There are many variations in the nature make-up and power wielded by these bodies, but some may have management representation (usually as chair) and even involve union representatives in organizations where they still exist. There is however a lack of clarity in the nature of these bodies, which is caused by the fact that there are no, “prescriptive legal requirements and definitions associated with such structures in the UK”, Gollan, (2001, p. 377). Every major organization today, faces pressure to restructure its operations, by contemplating mergers or acquisitions, rationalisation through closures, diversification, sub-contracting or even internal changes, (Edwards, 2004). From the review of the literature for this research the use of non-union representative bodies, seems to be among these answers, in some instances. There are various potential influences and perspectives on partnership at work, which include,

*“...a representative participation perspective built around legislation and grounded in a pluralist tradition, a unitarist financial stake, a direct participation and a psychic stake approach, and a hybrid mutual gains model,*

(Guest and Peccei, 2001, p. 211-212)

As these approaches are familiar in the industrial relations and human resource management areas, partnership would appear to be a way of re-focusing old debates. Additionally the utilisation of progressive and innovative HRM and IR practices is crucial, (Audea et al, 2005, p. 533) for selecting, developing, motivating and retaining the requisite human capital.

### **2.2.2 What the Studies Find**

The more recent debates on this topic indicate that introduction of modern employee relations are essential in, many cases in order to compete within the new "knowledge economy", (UK Government Report, 2000, p. 1). In the research carried out for the UK government report, it was shown that the most high involvement work practices were team briefings followed by consultation with employee representatives. Semi-autonomous team working was being introduced into a number of companies, particularly for production workers, but quality circles and employee appraisal were relatively limited. Those companies, who implemented high involvement work practices had relatively centralised management structures and it may be that stability, alongside the US influence, are important reasons for the greater diffusion of their EIP practices.

The Department of Trade and Industry (DTI) points out that even though the UK Government's aim in bringing in new minimum standards for workforce communication and involvement in larger firms (over 50 employees), it is to do so in a way that facilitates rather than hinders the creation of high performance workplaces. Such an organization, namely one with over 50 employees, is one that has adopted a set of HRM practices and forms of work organization and an organizational culture, which it is claimed encourage employee commitment through involvement and participation in decision-making and thereby increase levels of performance [www.dti.gov.uk/files](http://www.dti.gov.uk/files). There is a view that "non-union representation structures such as works councils are now being used by management as 'cosmetic' devices and are little more than 'symbolic' forms of representation as a means to avoid trade unions", Gollan, (2005, p. 426).

Such structures are often filled with those people that management selected, or in the cases where employees can elect representatives, these representatives will not be fully independent of the company, (Gollan, 2005). Non-union representation and consultation in organizations, where it does exist, is seen as providing channels of communication with employees that are more effective than unions. Advocates of this form of non-union representation stress the creation of a more harmonious and less conflictual relationship with the workforce, which builds and encourages an atmosphere of mutual cooperation, (Gollan, 2006). This mutual cooperation between management and the workforce is most often portrayed as a partnership. There is a danger however, of categorising all non-union representation as ineffectual, (Dundon et al., 2005)

additionally it is also important to remember that non-union representation could undermine existing union recognition or hinder its establishment in those organizations where it does not already exist, (Gollan and Wilkinson, 2007).

### **2.2.3 What the Studies do not do**

In the UK the “The locus of collective bargaining also has been shifting from the industry to the firm level, where works councils rather than unions, tend to assume the primary role in representing workers' interests,” (Kessler et al, 2004, p.513). Unions have had to respond at national, as well as trans- national, levels by generating the coping skills and strategies needed by employee representatives, if they are to participate effectively, (Kessler et al, 2004). There is evidence to suggest that such forms of employee involvement are more likely to be found in unionised rather than non-unionised workplaces. It would be the duty of this body to effectively work as a council or committee acting on the employees’ behalf, historically this had been the role of the trade unions. Both indirect and direct forms of involvement exist on a continuum, at the lower end where involvement is minimal employees are informed of decisions, but play no part in their making.

Many authors, such as Wood and Glaister, (2008); Baird and Wang, (2010); Bennett, (2010); point out that the level of employee participation allowed is a direct indication of the power that workers have within an organization. Employee involvement (EI) and employee participation (EP) have been key areas of study in employee relations for many years, and have generated debates about “who are the initiators of such strategies and what internal and external changes in an organization’s environment can cause their enactment” Bennett, (2010, p. 444) within the employment relationship. However not much has been written directly about the Libyan context.

### **2.2.4 The Context of Established HRM Literature**

The origin of the debate on frames of reference for the employment relationship, stemmed from a distinction made by Fox, (1966) between unitary and pluralist approaches. The unitary perspective, states that there is a harmony of interest between employer and employee, (Edwards, 2003). Therefore any discord that may occur is seen as “the result of misunderstanding or mischief; in other words, as pathological” Crouch,

(1982, p. 18). This view lies at the very core of some managerial thinking and several academic approaches, where it was taken for granted, that everyone involved in an organization had shared goals and was labelled the human relations tradition, (Edwards, 2003). Fox (1971) highlighted the importance of these frames of reference as a way of understanding the attitudes and behaviours of managers, as well as employees to their relationship at the workplace. These frames of reference;

*“...comprise certain perceptions mediating action and are rooted in specific assumptions, beliefs and values related to the nature of organizations, how they operate and the place of employees and managers within them”*

Fox (1971, p. 100).

In the unitarist frame of reference, where harmony of interest is presumed between the managers and those they manage, it might be at least possible to envisage a situation where both groups are involved fully and employees are encouraged to participate. In the pluralist frame of reference, where the legitimacy of conflict is accepted, and managers and those they manage are presumed to have different interest, such participation may appear unlikely. Individualism in the employment relationship is closely associated with unitarism, for it is seen that this frame of reference, suggests shared interests and a preference for a relationship between the individual employee and the manager. Pluralism on the other hand has been seen as being closely related to collectivism in the relationship, for it implies conflicting employee—management interests and a preference for collective institutions and procedures. These collective institutions can take the form of trade unions engaged in the process of collective bargaining or state-sponsored works councils, which represent and regulate these conflicting interests. However it has been argued that the tendency to equate unitarism with individualism and pluralism with collectivism in this way fails to do justice to the complexity of management approaches, as they relate to the individual and the collective at the workplace, (Purcell, 1987). Purcell and various colleagues (Purcell and Sisson, 1983); Purcell and Ahlstrand, 1994) present individualism and collectivism as being complementary, because individualism directs attention to how employers manage the individual employee while collectivism encourages a focus on how employers address and deal with collective or representative institutions.

Therefore managers within organizations need to decide on how they deal with both the individual employee and the collective, representative organization. The main thrust of the argument according to Riordan et al, (2005, p. 475) was that "... involvement-oriented work environments will affect employee attitude". These theorists suggest that a perceived employee involvement and participation (EIP) climate meaningfully improves employee work environments, and research indicates that employees will respond with positive emotions to an employee relations approach, and an organizational culture that creates an environment that is perceived as personally beneficial and allows their participation.

The main literature on HRM and EIP focuses on the developed and transitional countries in the West and Europe. The UK and the USA have been at the forefront of the debate on the nature of HRM/EIP. The vast majority of organizations in these Western countries tend to have some form of employee involvement practice, and North American studies reveal similar trends, (Gill and Krieger, 2000, p. 118). However there are findings from other studies which demonstrate, that there is increasing evidence, of the use of bundles of particular EIP in the UK. The use of which are less in evidence, as yet in continental Europe, (Gill and Krieger, 2000). According to Harley et al, (2005, p. 7) "Task centred involvement practices have grown and representative forms have diminished in the UK" The justification or rationale for having some form of representative participation "include improved communication and information sharing; effective dispute resolution; enhanced employee bargaining power; fair and just decision-making; and improved morale and social cohesion", (Gollan, 2001, p. 376). The main forms of employee representative participation in Europe are, "works councils and employee representatives on boards of management", (Markey, 2006, p. 343).

Government policy towards the issue of employee involvement has shifted over time in the UK, whilst in Europe there has been a more consistently participative approach adopted by governments in the post-war period. The principal of those participation schemes which are included in upward problem solving "...is to permit management to draw on employees' knowledge of their jobs", (Leopold et al, 2005, p. 446). This has become "the most dominant form of employee voice in Anglo-Saxon non-union organizations and indeed the most popular form of voice for managers," Dundon et al, (2005, p. 313-315).

The most important feature of these schemes however are that they are management initiated and operate directly between managers and employees, “these types of scheme have grown considerably in extensiveness and importance since the 1980s, and are central to notions of ‘soft’ human resource management”, (Marchington and Wilkinson, 2000, p. 347). Problem solving groups are intended to achieve production or service goals as well as improve employee morale and commitment, (Marchington and Wilkinson, 2000). However one limitation of such direct employee initiatives, is according to one union representative, the fact that it, “can only help, but if it’s all one way and staff don’t have a chance to comment or get their views known, then there is the danger that it becomes management propaganda”, (Johnstone et al, 2004, p. 360). The UK government argues that modern employee relations are essential in order to compete within the new ‘knowledge economy’, UK Government Report (2000, p.1). The developments which have taken place over the years in the area of employee relations and especially employee management communications,

*“...have been stimulated by a desire to ensure that employees receive information direct from management, but also by a feeling that there is a potential link between information disclosure and higher levels of employee commitment to, and identification with, organizational goals”*,

Marchington and Wilkinson (2000, p. 346)

Historically in Europe most countries operated systems of works councils, “through which employee representatives were informed or consulted on management decisions, or could even participate in decision-making”, (Markey, 2006, p. 347). There are variations but, significantly these councils are encouraged by legislation in these countries. In some European companies these councils operate with a dual structure of supervisory and management boards and in others there is full parity representation on supervisory boards. Some legislation particularly of the supportive and non-regulatory type favours specific participation schemes in particular European countries, (Poutsma et al, 2003). Recently, a debate has developed into theoretical and practical discussions about how employee involvement and employee participation can be framed within the concept of employee voice. The studies that do examine this area argue that employee involvement is merely a way of extracting greater employee commitment to the company, and is invariably management led, (Leopold et al, 2005, p. 440). Employee involvement therefore is a direct method for employees to voice their opinions, while

employee participation is indirect through an employee representative body which voices individual employees' opinions. Managers may initiate alternative forms of participation and involvement with the aim of harnessing and building on the benefits flowing from a strong union presence, (Wood and Glaister, 2008). Alternatively, it may be the case that those workplaces with a strong and militant union presence are those where innovative new forms of participation and involvement are most likely to be found. However organizations may refrain or be reluctant to initiate policies, rules, and/or procedures, which guarantee employee participation in decision-making processes due to the high level of change that takes place within their organization. There is a need for further investigation as few studies have examined EIP in different national contexts particularly in Libya this is considered further in section 2.3.

Relevant survey results, “tend to support the expectation, that high participation is the best environment for the highly qualified workforce in companies that face high competition and want to be innovative”, Poutsma et al ,(2003, p. 71). Great attention has been given to the role of multinational corporations (MNCs) in reshaping employment relations practices in different national locations, in recent years, (Markey, 2006) with the focus usually on their detrimental effect on labour standards in those countries where they are successful. Considerably less attention has been given, however to the potential role of MNCs as a conduit for expanding the influence of labour. Typically this has been because globalisation has been perceived as a threat to local or regional labour rights and the power of unions, because of the undermining of the capacity of nation-states to regulate labour-market conditions and the ability of capital to move between countries, (Markey, 2006). According to Markey, (2006, p. 343) consideration should be given to the “possibility that globalisation offers opportunities for the expansion of representative employee participation (RP) through large MNCs, because of specific institutional circumstances originating in the European Union (EU)”.

### **2.3 HRM/EIP in Different National Contexts**

In nearly every nation, even though their existing forms of HRM/EIP can vary significantly, there is greater interest in making the management of production less bureaucratic and making work life more meaningful and satisfying for employees by utilising their experience and skill in the decision-making process.

It is acknowledged however that,

*“...different techniques need to be adopted for changing circumstances and that theory must identify the conditions under which management initiate various forms of participation”*

Butler (2009, p.176)

There is little hope therefore of achieving one universal idea or one approach to employee involvement and participation (EIP) which will fit any organization or society universally, because of the differences that exist between both countries and companies, either economically, politically or culturally. It is often these socio-economic and political differences that exist between countries which make the idea of any specific framework being accepted by all impossible. There is often seen to be a divide between the nature of employee's participation within organizations in various types of society, be they operating as a planned socialist economy like Libya or market oriented capitalist economy like the UK or somewhere in between. In the planned socialist economy organizations are typically state-owned and lack complete discretion to acquire and allocate resources, there is usually little experience and confidence to compete in a market-based economy, (Peng and Heath, 1996). Alternatively, there are organizations that have substantial discretion over the allocation of their resources and the formulation and implementation of their competitive strategies and operate in a free market environment. Perhaps the most fundamental feature of planned economies is the comprehensive use of central economic planning and bureaucratic control, (Peng and Heath, 1996). The organization in this form of economy is not quite as concerned about profitability because the government automatically writes off its debts and provides operating funds. Consequently there little incentive to improve financial performance as a result, under the central planning regime there is neither motivation nor room for firm growth in the form of sales, profit, or new products.

Recent work carried out on HRM in transitional economies, has discovered that across the world including Europe international financiers and aid-givers, have increasingly built political conditions into their programmes of assistance for countries in transition, (Murphy, 2001, p. 30) based on the grounds that acceptance of their suggested political reforms will pave the way for the transparency and better corporate governance. Therefore in many countries in transition, “the ‘rolling back of the state’ becomes as



much a political as an economic process, reinforcing the notions of (western) developed nations, that their own chosen ideological path provides a full package of templates relevant for the development of the wider world”, (Murphy, 2001, p. 30).

There has been a rapid spread of liberalising economic strategies around the globe, spurred on by the World Bank and IMF as they seek to restructure developing-world debt. Many non-democratic states, have now had their day, and are now beginning to reinvent themselves as facilitators of the market and therefore as more democratic entity, (Murphy, 2001, p. 30). In these transitional economies therefore the key engine for change was no longer to be the state, but rather enterprises, in particular privately-owned enterprises. However there has been little research carried out into the effects of different religious contexts like Islam and national contexts like culture on HRM and EIP. These are the areas to be considered in the next section.

### **2.3.1 The Concept of National Culture**

There is a relationship between national culture and the typical form of corporate governance found within a country making it public or private sector oriented. The relationship depends on a number of economic, social, cultural and political factors. In a number of countries throughout the world, including Europe this relationship was often imported typically from the USA in the face of this fact a number of different national cultures models of HRM where formulated.

Corporate governance regulates the ownership and control of organizations and sets the legal terms and conditions for the allocation of property rights among stakeholders, structuring their relationships and influencing their incentives, and their willingness to work together, (Konzelmann et al, 2006). In addition to this however, Buck and Shahrin, (2005, p. 42) believe that “corporate governance and governance institutions in general terms, are concerned with the means by which a firm’s stakeholders control the decisions of senior managers”. These stakeholders might include shareholders, directors, employees, customers, creditors, suppliers, competitors, and even the State. Corporate governance is ultimately concerned with the regulation, supervision, performance and conduct oversight of a company, (Letza et al., 2008), but the orthodox view is that the corporate governors’ primary aim is to ensure that suppliers of capital get a return on their investment and that, by increasing its profits, business meets its social responsibilities. The focus here is on stockholders or those who have some

financial interest in the organization. The alternative view is that “the central concern of governance is to add value to as many organizational stakeholders as is practicable” Letza et al., (2008, p.18). This reflects a movement that requires companies to assume a more responsible and ethical role in their society and focus on the notion of corporate citizenship. The focus here is on stakeholders, not simply shareholders, or even those who may not even have some financial interest in the organization. Cooperation is important between the various actors in the organization according to (Konzelmann et al. 2006) in order to effectively diffuse responsibility for production, process improvement and innovation. This philosophy of cooperation also serves to secure the commitment of all stakeholders to the objectives of the organization, and to make available the full benefits of their skills, knowledge and experience. Ideally, this is a central purpose of HRM and its role in enhancing organizational performance Huselid, (1995); Ichniowski et al., (1996); Pfeffer, (1998).

The form corporate governance takes therefore impacts the effectiveness of HRM practices. Best practice in the work organization has evolved from managerial control over the conception and execution of work epitomized by Taylorism to the involvement of workers in the planning, organising and undertaking of production associated with modern human resource management (HRM), Guest, (1987); Legge, (1995); Walton, (1985); Wilkinson (2003).

But (Konzelmann et al., 2006, p. 541) pointed out that

*“...in the Anglo-American system, there has been no supporting development in corporate governance to this shifting of responsibility production to the shop floor”.*

In fact according to, (Konzelmann et al., 2006) the most important feature of corporate changes in the Anglo-American environment in the 1990s was a profound altering of corporate governance structures. This alteration is most apparent in the popularity of the shareholder model in Anglo-American societies. There is however still a prevalence toward a stakeholder orientation in the Continental Europe and Japan mainly due to “these countries having their historical and cultural legacies”, (Letza et al, 2008, p. 26). Corporate governance is constantly changing and its changes are driven both by internal processual impetuses and external environmental dynamics. The changes in the process of corporate governance fundamentally invalidate or severely limit the conventional

dualistic approaches, i.e. the fixed mindset of shareholding vs stakeholding. In the Anglo-American context the governance definition is narrower, and is usually restricted to shareholders, (Buck and Shahrin, 2005).

Since the 1990's corporate governance in Germany and Japan has slightly changed from the stake-holding perspective towards a shareholding and market-based model, (Letza et al., 2008) due to the pressure of globalisation and increased world-wide competition, and the subsequent recession of national economies (Stoney and Winstanley, 2001; Morley, and Collings, 2004; Harvey, 2009). There are those who support changing to a market driven economy, they "assume that the Anglo-American corporate governance model is unproblematic, as is its implementation" Uddin and Choudhury, (2008, p. 1026).

The problems associated with change to a market driven economy may have been considered in countries like Germany and Japan, but they remain largely neglected and under-researched in less developed countries (LDC's) like Libya. There has been some research into the appropriateness of the Anglo-American models and institutions for corporate governance in LDCs, (Singh, 1999). Furthermore a case has been made that the Anglo-American corporate governance models, are to be questioned, even in developed countries, including the USA and UK. But most significantly for this research questions need to be asked about the suitability of imported sets of regulations and institutional frameworks comprising corporate governance from a modern society, such as the USA and UK, to a traditional society such as Libya. In Libya the historical and cultural legacy has created a socialist orientation which had implications for HRM policy in Libyan organizations and ultimately contributed to existing paternalistic/autocratic organizational culture where the manager takes on the role of the parent and consider it an obligation to provide support and protection to subordinates under their care, subordinates, in turn are loyal, deferential and obedient. According to Singh, (1999) this situation means that there is very little industrial conflict in HRM promoted in the Libyan organizational culture. Review of the literature indicates that there are four main frameworks of corporate governance. "The US, Germany and Japan are most frequently used as 'frameworks', ... they are treated as 'modern' and 'given' ... as they provide 'best practice' ideals from which other societies can borrow and learn," (Smith and Meiksins, 1995, p. 243). But according to Poutsma et al, (2003, p. 52), there is an Anglo-Saxon framework (with the USA and UK as representative countries), as

well as German framework (represented by Germany the Netherlands and Scandinavian countries). Additionally, there is also a Latin framework of HRM (with France and Italy as representatives) and finally a Japanese framework.

*The US, Germany and Japanese frameworks are considered to be of particular interest “because not only do they constitute the three most important economic powers in the world and the leading economies of the triad North America, Asia and Europe, they are also considered prototypes of the three foremost variants of capitalism”,*

Pudelko (2006, p.123)

These variants include the free-market economy of Anglo-Saxon countries namely the UK and the USA, the social market economy of continental Europe, and the government-guided market economy of East Asia, (Pudelko, 2006). The American and the Japanese HR systems are strongly opposed to each other and the German system is somewhere in between, with more similarities to the American system. However, German society is less individualistic than American society, this cultural predisposition was important for developing the social market economy, and in Germany this led to “industrial relations that are characterised by collective bargaining and co-determination”, Pudelko, (2006, p. 135). This very specific German system of co-determination offers a more democratic system of employee participation. The 'significance of HRM for management', the low strategic importance of HR management in Germany and the stronger focus on more administrative and legal issues, due to the multitude of laws, regulations and agreements with unions, stands in contrast to both the American and Japanese more management-oriented systems.

As has already been pointed out, it has been widely argued that in the UK and the USA there has been a move to introduce an organizational/corporate culture which emphasizes individualism, The high individualism, promoted by the Anglo-Saxon model utilises extensive structures for employee participation and representation and management willingly co-operates and offers its support to employees' representative bodies, (Purcell, 1987). Additionally, previous literature revealed that in those countries with a high collectivist orientation, there is a tendency to employ an organizational culture that leans toward cooperative decisions as opposed to individual decision-making. Consensus and co-operation is more valued than individual initiative and effort

and motivation derives from a sense of belonging, and rewards are based on being part of the group. Clearly then, a western organization operating in a non-western setting is likely to find some differences between the established organizational culture, which is considered further in section 2.5, and the culture of the local people it employs. Likewise, similar problems can be predicted for a non-western organization that attempts to import a Western culture. In an attempt to provide an indication of the various factors which can be seen to differentiate different country's culture Hofstede, (1991) produced a classification of the world, into cultural regions on four dimensions. Hofstede, (1991) identified four dimensions of cultural difference between nations, and clustered cultures according to, whether they were high or low on a number of dimensions. He labelled them as: 'Power-distance', 'Uncertainty avoidance', 'Individualism-collectivism' and 'Masculinity-Femininity'. The 'Power distance' dimension is described as one where the less powerful person in a society accepts inequality in power and considers it normal. This is compared with the 'Uncertainty avoidance' dimension which indicates the extent to which people in a culture are made nervous by situations because they consider themselves as unstructured, unclear, and in a situation in which they try to avoid such circumstances by adopting strict codes of behaviour and a belief in absolute truths. The 'Individualism' dimension is described as a cultural predisposition in which a person's allegiance is to his/her immediate family, whereas collectivism is seen to operate where people perceive themselves as, belonging to one or more cohesive groups from which they cannot detach themselves. The 'Masculinity and femininity' is a dimension that 'refers to the extent that a society's dominant values emphasize masculine social values like a work ethic expressed in terms of money, achievement and recognition as opposed to feminine social values, which show more concern for people and quality of life'.

**Table 2.1 Index Scores and Ranks for the Arab Countries and East, and West Africa**

Country	Power Distance		Uncertainty Avoidance		Individualism /Collectivism		Masculinity /Femininity		Long/Short Term Orientation	
	Index	Rank	Index	Rank	Index	Rank	Index	Rank	Index	Rank
Arab Countries	80	7	68	27	38	26-27	53	23		
East Africa	64	21-23	52	36	27	33-35	41	39	25	28-29
West Africa	77	10-11	54	34	20	39-41	46	30-31	16	33

Source: Hofstede (2001, p.500)

Table 2.1 shows the index scores and ranks for regions, from which it can be seen that the Arab countries score extremely high on Power Distance, with an index of 80 (compared with the UK which scores 35), high on Uncertainty Avoidance, scoring 68 (the UK score was 35), low on Individualism scoring 38 (UK 89), and relatively low on Masculinity, scoring 53 (UK 66). There is a fifth dimension of culture which can be seen in Table 2.1, this being Long/Short-Term Orientation.

The cultural relevance of religion is minimised by Hofstede, (1991), who states in this original research that religious affiliation is less culturally relevant than is often assumed. However Hofstede's original work on national culture has been criticised for the method used to construct the scales and its resulting low content validity, (Ronen and Shenkar, 1985). As few other cultural theories have been subjected to similarly widespread levels of testing this researcher also carried out tests of reliability on result which can be seen in section 3.3.4 of the methodology chapter.

**Table 2.2: Culture Dimensions Responses**

Dimension	UK	Egypt
Power-distance index	Very low	Moderate
Uncertainty avoidance index	Low	High
Individualism-collectivism index	High individualism	Extremely low individualism
Masculinity-femininity index	Extremely low masculinity	Moderate masculinity

Source: Humphreys (1996, p.36).

Humphreys, (1996), however, perceives religion to be the major source of cultural perspective and while testing Hofstede's dimensions with Egyptian and British respondents, produced the results shown in Table 2.2

As can be seen from Hofstede's results Arab countries score extremely high on Power Distance, with an index of 80 (compared with the UK which scores 35), according to Humphrey's however Egypt has only a moderate score on this index. Arab countries score high on Uncertainty Avoidance, scoring 68 (the UK score was 35) in Hofstede's results and Humphrey's results confirm this. The Arab countries scored relatively low on Masculinity, according to Hofstede, scoring 53 compared with the UK score of 66. In Humphrey's results for this dimension the UK had an extremely low index for the masculinity-femininity index and in the Arab countries the score was moderate. The 'Masculinity dimension refers to the extent that a society's dominant values actually emphasize the work ethic expressed in terms of money, achievement and recognition.

According to Humphrey's the UK's highest score was in the individualism dimension where there is a cultural predisposition in which a person's allegiance is to his/her immediate family. In those countries with a high collectivist orientation in their national culture, there is a tendency to employ an organizational culture that leans toward cooperative decisions as opposed to individual decision-making. Consensus and cooperation is more valued than individual initiative in such an organizational culture. Effort and motivation derive from a sense of belonging, and rewards are based on being part of the group. The role of management in such cultures is to facilitate team effort and integration to foster a supportive atmosphere and to create the necessary context for a group/organizational culture. However there has been little work considering HRM/EIP in less developed countries like Libya. As mentioned earlier there is a limited amount of current research available. Of the most recent research available include Al Nakeeb, (1985); Agnaia, (1997); Abbas, (1990); Dayhoom, (2002); Elkabawi., (2000); Elbarouni, (2003); Almhdie and Nyambegera, (2004). Of note has been Agnaia, (1997, p.122) who concluded that managers in Libya tended to be influenced by various factors including economics, social, country laws as well as culture. The influence according to Agniai, (1997) affects Libyan companies as they are highly sensitive to change in social, economic, country laws and policies as well as culture. Although published earlier Abbas, (1990) agreed with Agniai conclusion.

### **2.3.2 HRM and EIP in an Islamic Context**

Not much has been written about the Islamic context for as Hashim, (2010) points out although religious influences on human resource practices are important they are rarely highlighted in literature. Tayeb, (1997) stated that everywhere in the world Muslims have witnessed a “comeback” to Islamic traditions and the fundamentals of their faith, to declare their identity, fight injustice and oppression in their societies, and also as an alternative to materialism and tensions of the twentieth century. The relationship between HRM and religion reveals that, “Islam plays a significant part in the cultural make-up of nations as it shapes the material and spiritual spheres in life”, (Tayeb, 1997, p.352-364).

In an organizational context this places emphasis on cooperation, mutual humility and respect, which means that an employer therefore, “has an obligation of duty and care, while the employee in return supplies long-term commitment to the organization”, (Metcalf, 2007, p.57). In an Islamic state therefore Shura is the traditional Islamic decision-making process which is based on consultation (Abuznaid, 2006). This implies the use of cooperation and consultation in the style of management. For a very long time researchers have directed attention to management styles adopted by Arab managers, and typically an authoritarian management style is reported, (Atiyyah, 1992) however others concluded that the consultative style is generally favoured. Whether the predominant management style is found to be authoritarian or consultative, an explanation based on the characteristics of Arab culture is usually advanced. Thus, the authoritarian style is linked to the authoritarian nature of traditional leaders in Arab society, (Badaway, 1980) while a consultative style is traced to the Islamic and tribal values which encourage consultation (shura).

There is a case made that “Western values and the mass media may have influenced some Arab managers to adopt this consultative style”, (Abbas, 1989, p. 30). More recent evidence however, reaffirms that HRM systems in the Middle East are premised on, “high trust relationships, and the execution of functional-oriented HRM practice, is based on personal contacts and connections rather than formal procedures” (Metcalf, 2007, p. 67). Evidence from this research indicates that in some of the transitional economies the development of management and organizational culture based on risk taking, initiative, creativity, transparency, and the level of employee autonomy to increase performance has been stifled in the past.



In an earlier study Agnaia, (1997) studied human resource management from a Libyan context. The research found that the social, economic, countries policies and rules had a direct influence on management. In explaining, Agnaia, (1997) stated that public enterprises are very sensitive to governmental policies. This sensitivity effects the entire organization, include Human Resource Management. For example frequent invention by government to economic or regulation changes have led to organizations needing to become seen as being instability. This instability has resulted in managers being unable or unclear to as how to interpret the changes (Agnaia, 1997, p.122).

### **2.3.3 HRM and EIP in Transitional Economies**

Brewster et al., (2005, p. 949) believe that there are “now new pressures being exerted on human resource (HR) specialists to enable high performance international HRM in multi national companies operating throughout the world”. The pressures are HR affordability, central HR philosophy and HR excellence and knowledge transfer which are to be delivered through a series of important HR processes. These processes include talent management and employer branding, global leadership through international assignments, managing an international workforce and evaluation of HR contribution to employee development. There is also pressure being brought to bear on the transitional economies of the former Eastern block by another factor, “which is the existence of the fashionable high-commitment strategies promoted by ‘Americanization’, currently favoured in the West” (Buck et al., 2003, p. 536). According to Jackson, (2002); Buck et al, (2003); Ng, (2003) and Brewster et al, (2006) there are a number of transitional economies throughout the world including countries of the former Soviet bloc, like Poland and the Cech Republic as well as, the emerging countries of Africa, South Asia, or South America, which are facing the pressure to change their HRM practices as well.

Another characteristic of transitional economies is the special kind of capitalism that exists in them, which is suited to local contingencies (Brewster et al., 2006). A clearer definition of a transitional economy is provided by Pawan and Budhwar, (2005, p. 260) who explain that “the term is used alongside ‘developing countries’ to represent all countries other than advanced industrialised societies”. Other terms are of course used such as, ‘less-developed countries’, ‘newly industrialised countries’, ‘third-world countries’, ‘emerging nations’, ‘emerging markets’, as well as ‘transitional economies’. They might also of course be considered as those economies which are now being pressured to embrace a much more capitalist market orientated culture. There is a stated

policy, not only in the United States, but in other developed countries, known as 'aggressive unilateralism' these developed nations have signed bilateral investment treaties with developing and transitional economies (Ramamurti, 2001). The policy promotes the exportation of usually US or Japanese, HRM operations to firms in transitional economies in an attempt to modernize or rationalize them", (Martin and Beaumont, 2001, p. 1236). This all leads to a challenge for organizations mainly because the relationship between national culture and the form of corporate governance found depends on a number of economic, social, cultural political factors and even religious factors.

#### **2.3.4 HRM and EIP in an Arabic/Libyan Context**

Although, prominent in the Arab world and an Islamic state "Libya is not, an Arab indigenous state, because of its history", (Almhdie and Nyambegera, 2004, p. 170). The Arab world has been defined as a group of countries sharing a common language and culture as well as a set of values. Historically, Libya's economy was mixed until socialist policies decreed that private retail trade, rent, and wages were forms of 'exploitation' placed upon the people that should be abolished. Instead, workers' self-management committees and profit participation partnerships were to function in public and any private enterprises. The Libyan government took control of a large number of companies, turning them from private enterprises into state-owned companies. This socialist orientation has implications for HRM policy practice in these Libyan organizations. The effect of the high community loyalty and high power distance means that paternalism is the generally accepted style of management (Almhdie and Nyambegera, 2004). A culture of paternalism characterises the supervisor/subordinate relationship within the organization and supervisors assume the role of a parent and consider, they have an obligation to provide support and protection to subordinates under their care. Subordinates, in turn "show loyalty, deference, and compliance to the supervisors", (Almhdie and Nyambegera, 2004, p.173), however, there has been an exportation of usually UK and US, operations and human resource management techniques into Libya. This has happened over the past few years as the Government implements policies to modernise or rationalise the existing HRM techniques, organizational culture and structure as well as the governance, presently in use, within all types Libyan organizations. Corporate governance regulates the ownership and control of organizations and public and private sector organizations are now altering this with the approval of the Libyan in order to change the country's economy.

## 2.4 National Economy and its Impact on HRM and EIP

In countries undergoing transition like Libya there is now a greater understanding of the structure and growth of organizations in other types of economy as the transition from state-led to market-oriented economies is defining characteristic of much of the world at the current time, (Peng and Heath, 1996). However there is an argument put forward which points out, that political liberalization, along the lines being introduced in Libya, is an essential component of any attempt at economic reform, due to the fact that capitalism operates at its best in a democratic political environment where choice between representatives mirrors choice in economic markets. Historically within the planned economy, trade unions represented the interests of labour in their role of management of organizations, which were theoretically owned by the workers. The challenge for the union movement in any country undergoing the process of socialist transition is to, “transform their role from one of management in which they ensured that labour met its production targets, to one where they become advocates on behalf of labour in the new society”, (Zhu and Fahey, 2000, p. 297).

In a more Liberal market economy there is legal regulation and the State helps to shape,

*“the cognitive and normative rules that undergird employer decision processes, the social and economic environment within which employers act, and ultimately, the relations of authority constituting the employment relation itself and hence employer policy orientations”*

Price (2004, p. 100).

It is useful to distinguish liberal market economies from institutional planned economies even though both require state involvement in order to function. In the market driven economy established institutions primarily facilitate rather than constrain markets, whereas in those which are planned, such institutions constrain as well as facilitate markets. In liberal market economies, such as the UK now “the employment relationship is treated as a contract of service rather than of partnership or cooperation”, (Godard, 2002, p. 251) whereas historically industrial relations had depended on the existence of company rules and regulations that served the purpose of clarifying what was expected of both employees and employers. Employees particularly managers have been given greater discretion on decision making in these free market economies, (Price, 2004). It is a frequently heard statement from modern Western companies

operating in liberal market economies, that “employees are their most important asset,” (Ciavarella, 2003, p. 337) and there has been a great deal of research into the role that employees play in the success of these organizations. The need for this research has been affected by a number of factors including, the rise in the service economy, global competition, and the negative after effects of downsizing. There has, as a result, of these factors been an attempt to find those determinants of organizational success and effectiveness that can occur through internal resources and capabilities in order to create higher performance.

In the UK such workplaces have a number of features in common including, “high levels of employee involvement and regard”, according to a Department of Trade and Industry report, DTI (2002, p. 12). These types of modern company are founded on a simple principal, which is that, individual employees are more likely to give their best to an organization if they feel valued and are given the opportunity to contribute their own ideas in the decision making process.

*“As a result the workers emotional attachment to organization will be increased they will feel more committed, motivated and care more about outcomes of their work. Thus, through increasing worker knowledge, empowerment, and rewards, worker effectiveness follows and firms with higher levels of employee involvement do have higher financial performance”*,

Benson et al (2006, p.522)

## **2.5. Organizational Culture and its Impact on HRM and EIP**

In the previous section the influence of national culture as well as religion, economics and the role of the State in transitional countries on HRM was highlighted. However as the individual institutional context can also play a part. In this section it is important to consider the influence of organizational culture and structure on the HRM practiced within a company. In particular the influence of corporate governance in the public and private sectors, on management style and the employee involvement and participation (EIP) which particular styles promote. There has been little or no research carried out in this area in Libya, but as can be seen from the review of national cultures investigated contrasting systems of organizational culture and corporate governance persist internationally and in some cases these are subject to regulatory and firm-level

institutional change, Smith and Meiksins, (1995); Poutsma et al. (2003); Buck and Sharim, (2005); and Pudelko, (2006). “Organizational culture defines a normative order that serves as a source of consistent behaviour within the organization” Sorensen, (2002, p.1) “...which acts as a social control mechanism and at the same time frames people’s interpretations of organizational events and basic assumptions about organizational processes”. These of course can be different from one organization to the other within their national context. The unique culture that exists within an organization helps, “provide group members with a way of giving meaning to their daily lives, setting guidelines and rules for how to behave, and, most important, reducing and containing the anxiety of dealing with an unpredictable and uncertain environment” Schein, (1992, p. 15).

The implementation of any particular culture is intended therefore to produce widespread agreement about basic assumptions and values in an organization in order to increase behavioural consistency and thereby enhance organizational performance. The introduction of certain HRM practices and, more specifically, high performance work practices and employee involvement or participation schemes will depend on an organizations culture, as well as its structure and type of corporate governance. But their implementation and effectiveness will also very much depend on the particular management style that exists within the organization (Den Hartog and Verburg, 2004). The particular type of corporate governance be it public or private sector as well as the management style and the employment relationship it creates, will affect the extent of EIP. In this new century there has been a refuelling of an old debate on the fundamental issue of corporate governance.

The main question posed is “for what purpose the corporation exists and whose interests it serves”, (Letza et al., 2008, p. 18). There are two main views, in the first its supporters insist on the dominant paradigm of shareholder value maximisation, those who reject this conventional ideology, instead argue for the value creation for stakeholders. Each side assumes that their own theory is superior to others and has better business implications and is easier for managerial application. These arguments are not new, but today have become even more polarised between the organization as private property or as a social entity, operating in the private or public sector.

### **2.5.1 HRM and Organizational Culture**

Within any organization there is a dimension of conflicting demands, (Zammuto et al, 1999), which is where those organizations with a focus on control emphasize stability and cohesion, while organizations with a focus on flexibility emphasize adaptability and spontaneity. According to Sinangil, (2004) and Zdunczyk and Blenkinsopp, (2007) in any organizational culture, where managers at the senior levels, recognize that organizational culture has an influence on efficiency and effectiveness, employee motivation can be affected. Organizational culture can of course itself be influenced by numerous factors including management style, the level of employee involvement and the structure and governance of the organization. McKenna and Beech, (2002) and Tattersall, (2008) indicate that culture is a central and important topic in Human Resource Management (HRM) and is mainly concerned with the values, attitudes, beliefs, assumptions, actions and procedures that people adopt in organizational life. As such, the writers listed above believe that organizational culture underpins many of the specific issues of people management and can be used to reinforce the corporate setting and provide a framework for the relationship that exists between managers and employees and is therefore a strong influencing factor on the psychological contract, and employees' willingness to accept change, (Abelage and Eisenberger, 2003). The most important factor to remember however is that managers and those who are managed, are merely parts of the same 'team', with the managers being expected to provide strong leadership to keep that team working and to ensure commitment to the tasks to be done and to the organization. Additionally, the writers listed above feel that a suitable communication structure is required, to keep employees informed of managerial and enterprise decisions. Employees according to Farnham and Pimlott, (1995); Worrall et al, (2000); and Bititci et al, (2006) are expected to remain loyal to the organization, and to its management, in deference of the common problems facing managers and subordinates alike. Work organizations, under this approach are viewed as unitary in their structure and unitary in their purposes, with a single source of authority and a cohesive set of participants motivated by common goals. Employee relations therefore, are based on mutual co-operation and harmony of interest between, management and the managed within the organization. However as Leopold, (2002, p. 218) points out "the participants in the employment relationship, managers, owners, employees, trade union leaders, come into the relationship with particular ways of viewing the world, especially the world of work, and the relationships that take place within that sphere".

The indications are that industrial society is in the midst of a new phase of evolution towards a post-industrial era, Flood et al, (2001) and the force driving this change is the reinforcement of the idea that intellectual capital is a source of organizational advantage. The theory is that “knowledge rather than labour is becoming the new source of added value and growth,” (Flood et al., 2001, p. 1152).

In recent years, literature on the psychological contract in employment relationships has made significant contribution to the understanding of the exchange relationship between employees and their employers, (Thomas et al., 2003) however “the influence of cultural differences on perceptions of the employment relationship has largely been ignored”, (Zhao and Chen, 2008, p. 289). The employment policies of an organization operating an organizational culture of high individualism would include careful selection, internal labour markets, staff appraisal, merit pay, employee development and extensive communication systems. On the other hand, low individualism driven organizational culture emphasizes the commodity status of employees “with employers concentrating on the control of both labour costs and the labour process”, (Farnham, 1994, p. 36). Purcell, (1987) explains that, the intermediate position between high and low individualism, is paternalism. In the paternalistic organizational culture there are caring, welfare employment policies in operation, but as Salamon, (1998, p. 6) points out “coercion is regarded as a legitimate use of managerial power”.

In their study Oyserman et al, (2002, p. 17) discovered that, “Americans were lower in collectivism than Europeans were, befitting the idea of a uniquely American way of being high individualism and low collectivism but challenging the notion of a single ‘Western’ culture”. The collectivistic HRM perspective involves an employee relationship that is highlighted by the “extent to which the organization recognizes the right of employees to have a say in those aspects of management decision-making which concern them”, (Purcell, 1987, p. 538). Collectivism is operated through trade union organization or other forms of employee representative system, thus giving employees a collective voice in organizational decision-making. There are two aspects of collectivism; these are the levels of employee participation and the degree of legitimacy given to collective organization by management, (Farnham,1994). This legitimacy however may depend on the particular management style in place and this also depends on the culture of the nation in which the organization operates. In countries like the UK, Ireland and Spain there is a very strong tendency toward an

individualistic organizational culture where managers are expected to lead from the front with all that such a process entails. In France on the other hand there is a much more pluralistic collective culture within organizations. In Sweden and Finland as well as Germany and Austria there is according to, (Fincham and Rhodes, 1999) similarities in the existing organizational culture either by seeking a consensus or looking toward common goals.

In these instances there is a combination of individualist/unitary and collectivistic/pluralist approaches. In the consensus approach, communication and team spirit are highlighted in the table there is also however an emphasis on attention to organizational detail. In the German and Austrian organizational culture even though an emphasis is based on working towards a common goal in organizations, there is still an authority based leadership style and the company culture is very discipline oriented. The most interesting fact highlighted by, (Fincham and Rhodes, 1999) is that within a relatively small geographical area, organizational cultural differences which are affected by national culture clearly give rise to distinctive management styles in the employment relationship. There is also great diversity and differing natures of participative work practices in European companies, no doubt due to variations in organizational culture and change in political leadership during the latter half of the 20<sup>th</sup> Century. In many industrialised societies, expectations for openness, access to information, collaboration, communication, and consultation have increased. While such expectations and a desire for democratic ideals in society maybe, in stark contrast, to the nature of authority and the way it is exercised in organizations Fincham and Rhodes, (1999; and Viggiani, (1999). A major criticism of democratic leadership however, is that in some settings the style is simply not appropriate, mainly because such leadership can, because of its emphasis on deliberation and participation, be much more expensive and slower than autocratic and directive styles, (Lawler ,2007).

There is evidence to suggest that in some transitional countries, like Libya there has been a shift in organizational culture away from collectivism towards individualism, Jackson, (2002); Alas et al., (2007); Rees and Metcalfe, (2008). This process started with the demise of the old industrial relations system, in some countries, which had been based on state-sponsored collective principles and voluntary collective employer and employee institutions. In any country;



*“the culture adopted by an organization and the socialisation tactics that culture infers can be used to moderate the relationship between levels of cultural diversity and the organizational consequences of creativity and problem solving, turnover, and conflict”.*

McMillan-Capehart (2005, p. 100)

### **2.5.2 Organizational Culture and Management Style**

“Organizational culture defines a normative order that serves as a source of consistent behaviour within the organization” according to Sorensen, (2002, p. 1). He believes that in this sense, organizational culture is a social control mechanism and at the same time frames people’s interpretations of organizational events and basic assumptions about organizational processes. Organizational cultures, “provide group members with a way of giving meaning to their daily lives, setting guidelines and rules for how to behave, and, most important, reducing and containing the anxiety of dealing with an unpredictable and uncertain environment,” (Schein, 1991, p. 15). Such widespread agreement about basic assumptions and values in an organization should increase behavioural consistency and thereby enhance organizational performance (Sorensen, 2002), which is a function of the potential return to an organization’s activities and its ability to carry out those activities. However organizational culture can be affected both by “internal factors, such as the vision, mission and values of the company,” (Nayir and Uzunarili, 2008, p. 144) as well as, the technology employed within the company. The organizational structure and the management style as well as other “external factors”, such as the social/political environment of the country can also affect organizational culture, (Lemon and Sahota, 2003).

As was previously pointed out, “successful firms distinguish themselves from less successful ones, through their clearly articulated and shared norms and values regarding organizational functioning,” (Deal and Kennedy, 1982, p. 15). These writers hold that “people are a company’s greatest resource, and the way to manage them is not directly by computer reports, but by the subtle cues of a culture”. In their view, by creating a strong organizational culture management will have a powerful tool to influence employees’ behaviour and improve performance. Additionally, “...the expectation is that organizational culture will impact on customer service orientation,” (Bellou, 2007, p. 512).

Furthermore,

*“...through selection, socialisation and employee development, HRM may contribute to both the emergence and maintenance of shared patterns of norms, values and informal rules within organizations”*

Guest (1994, p. 254)

This according to, (Guest 1994) will lead to an organizational culture which contributes to improved work life and greater employee job satisfaction. In fact there is “a plethora of empirical findings supporting the role of culture as an important determinant of wellbeing at work,” (Fargher et al., 2008, p. 632). The debate previously referred to about the unitary as against the pluralist approach, the individualistic as against the collectivist approach and the categorisation of organizations are valuable frameworks for analysis and can therefore help in analysing and understanding developments in countries, organizations and their cultures. In the communist regimes in Eastern Europe collectivism rather than individualism was the predominant value, (Beardwell and Holden, 1997). However when Eastern European countries, began to import Western-style managerial education packages to train their managers, it was found that they often did not have the desired effect. The review of the literature highlighted the fact that in those countries with a high collectivist orientation, that there is a tendency to employ an organizational culture that leans toward cooperative decisions as opposed to individual decision-making, (Hofstede, 1991). This research shows that this is the case in Libya. In those cultures where, more emphasis is placed on consensus and co-operation rather than individual initiative and effort, (Dedoussis, 2004), employee motivation is derived more from a sense of belonging, and rewards are based on being part of the group, (Wills, 1999). In such cultures the role of management is to facilitate team effort and integration and to foster a supportive atmosphere in which a group/organizational culture is created. However according to this research this is not seen as the function of managers in Libya.

The introduction of certain HRM practices and, more specifically, high performance work practices may have an impact on organizational culture, but their implementation and effectiveness, may well be dependent on the management style and the employee relations that exists within the organization, (Berg, 1999; Macky and Boxall, 2007;

Luna-Anocas, and Camps, 2008). The employment relationship decrees who has the right to define the tasks or change a particular mix of tasks, and finally what penalties will be deployed for any failure to meet these obligations. Employers generally want employees who will be compliant with or committed to employer rules and management decisions so that the organization can achieve its economic targets and maintain efficiency, productivity and growth, (Farnham, 1994; Barry and May, 2004; Pulignano, (2005). Additionally, the managers who are responsible for the organization's success and effectiveness want "employees who respond willingly and flexibly to managerial decisions and initiatives", (Farnham, 1994, p. 7). These managers therefore want to be free to take and implement decisions in the interests of efficiency and workplace order, without being constrained by any form of employee resistance, (Farnham, 1994). In other words they want the management prerogative, to manage, (Boxall and Purcell, 2003; Upchurch et al., 2006). Employees however, normally want a say, in how their work is organised, and how decisions affecting their working lives are taken and how any complaints and grievances relating to their rewards, working arrangements and job content may be resolved. According to this research this is the wish of many of the Libyan workers surveyed.

The two main types of socialisation tactics are individualised and institutionalised and the two main types of organizational culture are individualistic and collectivistic. The concept of HRM traditionally rested on the assumption that if management seeks to meet the needs of all people within the organization this will lead to a competitive advantage. Additionally, a management style which promotes communicating directly to employees in an individualistic way, rather than through established trade union channels, it is argued, has the obvious advantage of promoting a commonality of interests between employee and organization, (O'Donnell et al., 2006). However, this research suggests that such a management style would be affected by the organizations structure and more importantly its corporate governance, i.e. whether it operated in a planned, mixed or free market economy and within the public or private sector.

### **2.5.3 HRM and EIP in the Public and Private Sectors**

In the public sector in Libya as elsewhere the pressure of globalisation has become very apparent over recent years, this has raised the issue of organizational survival, because of affordability which has become the driving force behind the treatment of employees.

Table 2.3 Functional idiosyncrasies between private and public sector organizations

Functions	Private Organizations	Public Organizations
Decision Making	Depends on organization structure but is becoming more participatory/team oriented	Within department: often autocratic Legislative policy level: democratic
General Policies and Communication	Becoming less policy driven and more results driven	Very structured and rules oriented
Personnel Management	Depends on organization structure with larger organizations having certain functions centralized and others decentralized	Hybrid elected officials, appointed officials and employees who are hired through traditional methods
Materials procurement	Most successful organizations develop strong relationships with suppliers to promote lower costs and more efficient delivery. Just in time supply agreements are not uncommon	Bids and contracts which often take longer and do not always result in most efficient outcome
Financial Management	Major functions are managed at Corporate level with appropriate authority to make financial decisions often delegated to division or function level	Method may vary depending on department and jurisdiction. Lack of consistency can create havoc in obtaining cross department/cross agency information
Marketing	Very competitive prompting numerous organizations to develop competitive intelligence program	The presence of few or no competitors results in sparse marketing efforts. However, public organizations do have multiple stakeholders

Bradley and Parker (2001, p. 496)

This additional pressure has also been brought to bear, because there has been a tightening of finances coupled with the introduction of competitive market forces and a closer monitoring of organizational performance. In some countries this has led to the introduction of the use of a battery of measures and targets which have directly challenged the traditional features of employment in the public sector, (Rashid et al, 2003, p. 724). The traditional certainties of job security, annual pay increases maintaining living standards, and long term career opportunities in Libya have all been threatened.

The same pressures have forced a tightening of work practices and a general intensification of work, as well as having seriously affected the basis of the employment relationship. There is also tremendous pressure on certain corporate institutions, mainly in the public sector, to adapt to significant changes in the external environment. In fact public organizations in many countries are facing pressures to adopt the management techniques used by private organizations, (Bradley and Parker, 2001). However despite

the growing similarities between the environments of public and private sector organizations. There are still a variety of specific, fundamental differences at the operational and cultural levels, of these organizations, as presented in Table 2.3.

The main functions to be considered for the purposes of this research include the type of decision making that takes place and whether it is consultative and democratic or authoritative. Additionally the Human Resource HR or personnel practices are of importance and need to be investigated to identify whether they centralised or decentralised. Decision making, general policies and communication, Personnel/HRM management, materials procurement, financial management and marketing are among the fundamental differences at the operational and cultural levels of any organization. Decision making in the private sector according to (Bradley and Parker, 2001) is dependent on the organizations structure, but is tending toward being participatory or team led. However, there is still a greater need for collaboration which (Baird and Wang 2010), refer to as the extent to which employees take part in the decision making process. In the public sector the decision making taking place within organizations can be autocratic within departments even as it is democratic at the legislative/policy level, (Al-Husan and James, 2007). Mainardes, Alves, and Raposo, (2011, p. 229) explain how now stakeholder theory argues for the need to “influence organizational decision making processes so as to be consistent with their needs and priorities; and as regards organizations, these should attempt to understand and balance the interests of the various participants”. Even in some previous bastions of socialism with their state-controlled industries and public sector companies, there is now a desire for change to the new realities of management and organizational structure (Warner, 1995; Pollert, 1999; Zhu, 2004; McCann and Schwartz, 2006; Suárez~Barraza and Ramis-Pujol, 2010).

According to the World Centre for researches and studies of the Green Book in Libya under the traditional systems of government, the society was divided into a ruling minority and a ruled majority, (Green Book, p. 224). This majority were dominated by the powerful who assume a common form that does not exceed the traditional instruments of governance such as the party, coalition, a ruling council, a committee, a class, a tribe, a family or even an individual. Whatever the instrument of governance may be, it divides the society, through sheer domination, economically along rigid lines: into an exploitative minority which exercises sovereignty, and a crushed, exploited and

oppressed majority, (Green Book). There is a certainty to the end of such a situation, according to the (World Centre for Researches and studies of the Green Book, p. 229), whether that authority “is vested in an emperor, a king, family, tribe, a party or coalition of parties, a front or a coalition of fronts”. The certainty is that the struggle continues to develop towards the realisation of the power of the people, i.e. the accession of all the people to power, so that people may rule themselves by themselves, and thereby abolish the various forms of governance that have for long enslaved them. There is no reason why any instrument of governance should have control over the masses if they are willing to govern themselves. Therefore as governments and public service organizations across the globe engage in strategies of institutional and organizational change, it is timely to examine current developments, as well as a future research agenda for public governance and management. Many governments recently are trying to place new emphasis on partnerships and networks to secure fundamental changes in the area of governance.

The nature of the research for this study requires an understanding, not only of the differences, that exist between the public and private sectors, but also between the more economically advanced countries of the West, like the UK and those, like Libya which are in transition from socialist models of business practice and therefore altering their corporate governance.

#### **2.5.4 Organizational Culture and Corporate Governance**

In any society where the dominant stakeholder within an organization is the State, there will be problems, (Konzelmann et al., 2006) a common problem, often is, a lack of effectiveness and performance. This is caused by the distance of the dominant stakeholder from continuous involvement in production which makes things more difficult for internal stakeholders as they try to implement and maintain mutually acceptable strategies aimed at long-term production effectiveness.

In organizations with a dominant external stakeholder, such as a group of shareholders or even the State, management can find their ability to cater to the interests of internal stakeholders diminished. This will make it more difficult to secure the commitment of the internal stakeholders to organizational objectives. The demands of the dominant stakeholder could therefore “impact on HRM practices developed and implemented by

internal stakeholders and on the achievement of their objectives”, (Konzelmann et al., 2006, p. 543-544). Where the dominant stakeholder is the State their objectives are to meet the electorate’s demand for high quality services, at levels of tax they find acceptable. The ability to accomplish the first of these objectives requires the full commitment of internal stakeholders (i.e. public sector workers), but this might be impeded by the stringent nature of the governmental tax policy (Konzelmann et al, 2006).

In privately owned companies, the placing of shareholder interests first, conditions management to prioritise in favour of dividend pay-outs and short-term share value appreciation. This is typically achieved by concentrating on cost cutting and labour force downsizing to the neglect of the longer-term interests of the business. By contrast, in organizations for which corporate governance designates an internal stakeholder as dominant, owner-management for example, there are likely to be fewer constraints on the ability of managers and employees to work together to secure long-term organizational viability to their mutual advantage. Among the questions’ raised recently regarding corporate governance and the introduction of HRM practices are; can the system in one country changed to take advantage of and adopt, innovations developed in another country and will such innovations be rejected totally or subject to a significant degree of customisation, (Konzelmann et al, 2006). In the 1990’s the corporate governance model favoured by a number of countries, in the West changed from the stake-holding perspective towards a shareholding and market-based model, due to the pressure of globalisation world-wide competition and the recession of national economies. There has been some research into the appropriateness of the Anglo-American models and institutions for corporate governance in less developed countries and this research raised questions about the suitability of imported sets of regulations and institutional frameworks comprising corporate governance from a modern society, such as the USA and UK, to a less developed society like Libya.

### **2.5.5 Private or Public Sector Governance**

There has been a trend in the West, particularly in the UK, towards transforming the corporate governance of companies, which has been championed by supporters of the New Public Management (NPM) seeking to exploit private sector mechanisms in order to enhance efficiency and accountability in the public sector, (Battaglio, 2007). One of

the main mechanisms advocated by these reformers is the privatisation of state-owned enterprises (SOEs). Proponents argue that privatisation of industry is the only approach to countering those inefficiencies and bureaucratic pathologies which are associated with public sector ownership (Ingraham, 1996).

There are surveys of empirical analyses by Megginson and Netter, (2001) and Megginson, (2005) which assert several positive lessons that can be drawn from privatisation. Megginson and Netter, (2001, p. 380-381) assert that “studies have demonstrated that privatization generally leads to firms that are more efficient, more profitable, fiscally sounder, and tend to increase their capital investment spending, especially compared to their government-owned counterparts”. Opponents however, point out that “privatization may lead to falling income levels, unemployment, poverty, social uncertainty, irrespective of any efficiency argument that the state can provide”, (Battaglio, 2007, p. 55). There is a case of course that efficiency concerns should lead respondents who advocate a more traditional role for government to be in favour of pro-market reforms such as privatisation in the economy. Organizations in the public sector are said to emphasize selection and grievance procedures, (Pichault, 2007) while those in the private sector focus on employee growth and motivation. Some researchers suggest however that the public sector was 'moving' closer to the private sector model by adopting a 'high performance work system'. Many public sector organizations are being challenged at an ideological and political level, to move towards, new ways of governance, improved efficiency and customer orientation, (Pichault, 2007). There are HR-based reforms being undertaken in most countries involved in the Organization for Economic Co-Operation and Development (OECD) that can be characterised by a common reference to a certain number of principles. These principles are meant to make HRM managers in the public sphere implement policies similar to those business centred policies of the private sector. This is to be done by fostering HR decentralisation, giving line managers greater responsibility, and achieving a new balance between quality and performance within the public sphere. This balance is to be struck via skills development and life-long workers careers would now be based on unilateral appointments and to contractual relations, simple seniority should no longer the basic criterion for promotion.

Furthermore there is a general move towards the individualisation of social relations within companies, (Begin, 1992). The increasing pressures of globalisation have placed



the employment relationship in both the public and the private sector environment in a period of significant change, (Gollan and Wilkinson, 2007). Under the sway of new public management (NPM), public services are required to rely increasingly on quasi-market mechanisms, internal competition, the separation of 'purchasers' and 'providers', performance league tables and other such mechanisms, to increase productivity and reduce administrative costs, (Pichault, 2007).

Decentralization has become a pronounced trend, commonly involving the creation of results-oriented 'executive agencies,' (OECD, 1996). Centrally-driven programmes aimed at cost-containment and efficiency-enhancement received highest priority, dominating, what the (OECD, 1996) described, as the integration of people into public service reform, as much as reform processes more generally. This transformation was most apparent in the UK and the USA. The emphasis in new public management is supposedly on 'empowered' public servants, flexible multi-disciplinary teams and changes in the public-service labour process however the dominant qualitative changes in these countries involved rationalisation, cost-cutting, head-count reduction and work intensification. By contrast in the countries of the EU, they are seeking to improve labour market performance through implementing the Lisbon and European Employment Strategies which encourage the modernisation of all work organization through the development of partnership with the assistance of an 'appropriate' regulatory framework, 'Key aspects of this latter framework concern workers' rights regarding information, consultation and participation in any form of corporate governance', (Hardy and Adnett, 2006:1021).

Historically, in those countries like Libya with a high collectivist orientation, there is a tendency to employ an organizational culture that leans toward cooperative decisions as opposed to individual decision-making. The effective introduction of Western HRM practices will very much depend on the management style that exists within the organization and the employment relationship that this creates as well as the extent of employee involvement and participation this relationship supports. The Libyan political and cultural legacy created a socialist orientation which had implications for HRM policy in Libyan organizations and ultimately contributed to existing paternalistic/autocratic organizational culture where the manager takes on the role of the parent and considers it an obligation to provide support and protection to subordinates under their care, subordinates, in turn are loyal, deferential and obedient. There is now

evidence to suggest that in some transitional countries, there has been a shift in organizational culture away from collectivism towards individualism. Pressure is growing in the Libyan public sector as elsewhere to consider the issue of organizational survival, and stress affordability as the driving force behind the treatment of employees. This pressure has been brought to bear because there has been a tightening of finances coupled with the introduction of competitive market forces and a closer monitoring of organizational performance. Further pressure is apparent now as there is a trend in the West, towards transforming the corporate governance of companies, which has been championed by supporters of the New Public Management (NPM). This new philosophy seeks to exploit private sector mechanisms in order to enhance efficiency and accountability in the public sector claiming that a number of studies have demonstrated that privatization generally leads to firms that are more efficient, more profitable, fiscally sounder, and tend to increase their capital investment spending, especially compared to their government-owned counterparts. This may be the case in Libya. Therefore the main aim of this research is:

To critically and analytically explore the nature of employee involvement and participation (EIP) in UK and Libyan contexts

As can be seen from the previous models shown concerned with research into HRM, The Harvard interpretation of HRM by Beer et al is still relevant today, and was based on an analytical approach intended to provide a broad causal depiction of the “determinants and consequences of HRM policies”. The alternative, the Michigan Framework was strongly influenced by strategic management literature where HRM was seen as a strategic process that must make the most effective use of an organization’s human resources. This framework took a top-down approach and control of human resources lay firmly in the hands of senior management. Employees were selected and trained to meet the performance needs of the organization. Additionally, employee’s attitudes and behaviour also had to fit the strategic requirements of the business. The model for this research into employee involvement and participation takes as broad a view as the Harvard and Michigan models did. It considers situational factors inside and outside the organization as well as all of the stakeholders’ interests, including those of shareholders, management, employees, unions, community and government.

## 2.6. Explanation of the Research Model

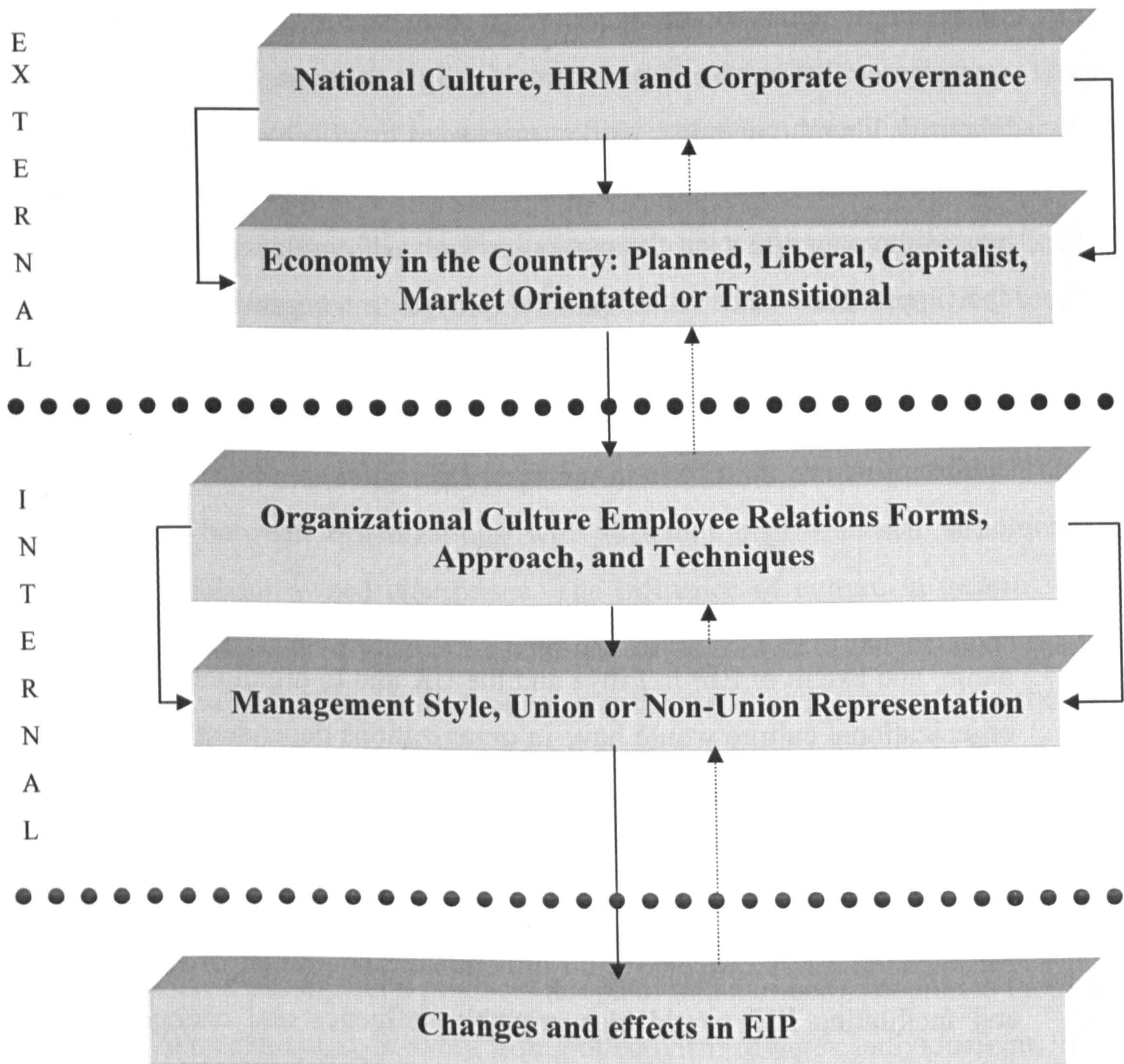


Figure 2.3 Construction of research model from literature reviewed

As can be seen in Figure 2.3 above the national culture, HRM practice and recognition of employees within the company that can be influenced by the economic, political and social characteristics of the country will have a subsequent effect on the internal organizational culture that is prevalent. The organizational culture that exists within a company will manifest itself in the forms, approach and techniques of employee involvement or participation that are prevalent. Therefore the model constructed for this research was designed to consider national as well as organizational culture and the different types of corporate governance that exist in the comparative countries. However it would be incorrect to think that the direction of national culture, HRM and corporate governance influence is one-way. Therefore the addition of dotted line in the opposite direction illustrates that arguably the section below can be an influence. The research of

Dedoussis, (2004) highlighted the relationship between national culture and the economy. Dedoussis' (2004) research argued that culture has a significant influence on an economy as an economy can be an influence to the national culture and corporate governance. It was also important to highlight the economies in these countries, be they planned, liberal, capitalist, market orientated or in Libya's case transitional. It was felt that the nature of the countries economy and its culture both national and organizational would have an effect on the particular forms of employee relations prevalent and also the approaches and techniques employed in organizations. The nature of the employment relationship would also be affected by the management style that existed within the organizations studied and whether or not the national and organizational culture promoted union or non-union representation.

In order to investigate these factors a number of questions were designed to discover the nature and extent of EIP in Libya and the UK and to highlight the affect that national or organizational culture would have in organizations dependent on whether they operated in the public or private sector. In the area EIP, Knudsen, (1995); Bratton and Gold, (1999) concluded that the level of participation is an indication of the degree of power. This change in management style towards encouraging and permitting greater participation can likewise be multi-directional. The process of encouraging participating and facilitating EIP would also arguably influence and change management styles, union and non-union representation. This researcher also wanted to gauge the particular forms, approaches and techniques that are most prevalent in public and private organizations in Libya and in the U.K and survey respondents' attitudes to the forms they experienced and their desire for change.

## **2.7. Summary and Conclusions**

The main aim in this chapter was to investigate the influence of national and organizational culture and their impact on EIP. The concept and models of HRM were looked in light of the pressure that globalisation can place on organizations throughout the world and in both the public and private sectors. The first attempts to create a coherent framework were extensions of existing frameworks rooted in Anglo-American experience where there is a movement to emphasize individualism, seen in the shift, to human resource management and the growth in merit pay, assessment systems and greater attention paid to recruitment, selection and internal training schemes linked to

flexibility. Due to the context of this research national as well as organizational factors had to be taken into account because of the view that existing organizational culture and the influence of national culture on personal values could lead to differences in the way companies in the east and west are governed and manage their employees. The review of the literature reveals that there are many differences in national culture characteristics in cross-cultural comparisons between eastern and western countries, (Lok and Crawford, 2004), but there has been no cross-cultural comparison that specifically looks at employee involvement and participation (EIP) in Libya and the UK. According to studies carried out by, (Lindholm, 2000; Tata and Prasad, 1998) organizational culture is significantly influenced by the national culture at which the organization is located. There has even been a study by Melgarejo et al., (2007) looking at the differences in performance between organizations with different organizational structures namely capitalist or labour-owned enterprises. The influence of culture in general, and more specifically in the sub-divisions of national, organizational, and occupational culture, has been the subject of much discussion over the last few decades. National culture can be seen as a set of values, beliefs and attitudes operating across people from a particular country or region, and organizational culture as a set of values, beliefs and attitudes promoted by the executives and senior management. According to, (Gooderham et.al. 1999) there are significant cross-national varieties of the typically novel or “modern” human resource management practices adopted. In a number of countries there has been a shift in management style away from collectivism towards individualism. There can be little doubt that globalisation clearly exerts considerable pressure on enterprises throughout the world to standardise HRM practices and policies, however there are factors that present barriers to convergence, which include the differences in the stage of economic development, distinctive political-economic frameworks, unique cultural and value systems, and different strategic choices and solutions to common problems.

Culture and institutions are often cited as the major stumbling blocks to the decline and weakening of national systems of human resource management. Historically, in those countries with a high collectivist orientation, there is a tendency to employ an organizational culture that leans toward cooperative decisions as opposed to individual decision-making. The effective introduction of Western HRM practices will very much depend on the management style that exists within the organization and the employment relationship that this creates as well as the extent of employee involvement and

participation this relationship supports. The Libyan political and cultural legacy created a socialist orientation which had implications for HRM policy in Libyan organizations and ultimately contributed to existing paternalistic/autocratic organizational culture where the manager takes on the role of the parent and consider it an obligation to provide support and protection to subordinates under their care, subordinates, in turn are loyal, deferential and obedient.

There is however evidence found as a result of this research which to suggest that in some transitional countries, there has been a shift in organizational culture away from collectivism towards individualism. The literature reviewed indicates that pressure is growing in the Libyan public sector as elsewhere to consider the issue of organizational survival, and stress affordability as the driving force behind the treatment of employees. This pressure has been brought to bear because there has been a tightening of finances coupled with the introduction of competitive market forces and a closer monitoring of organizational performance. Further pressure is apparent now as there is a trend in the West, towards transforming the corporate governance of companies, which has been championed by supporters of the New Public Management (NPM). This new philosophy seeks to exploit private sector mechanisms in order to enhance efficiency and accountability in the public sector claiming that a number of studies have demonstrated that privatisation generally leads to firms that are more efficient, more profitable, fiscally sounder, and tend to increase their capital investment spending, especially compared to their government-owned counterparts.

There are of course as can be seen from the literature reviewed an enormous range of employee involvement schemes, varying from those which are individualistic informational mechanisms only to full-blown collectively democratic systems where employees have as much say in the decision making as does management. There should therefore, this researcher felt, be evidence apparent from the levels of EIP within an organization to indicate whether there was a leaning towards an individualistic (unitarist) or collective (pluralist) philosophy. The existence of collective workplace partnerships or the use of more individualised forms or concepts of giving employees a voice should indicate the direct or indirect technique of EIP in use within an organization. This relationship could be strongly influenced not only by the organizational culture, but also the national culture and the particular kind of

management style that the organizational structure promotes. All of these factors may have an effect on the implementation of employee involvement and participation operating and the type of representation offered to workers. The literature reviewed shows that in the developed countries of the West, such as the UK, there is a difference between public and private enterprises in their propensity to use autonomous team working as an employee involvement practice. In fact public sector organizations tend to be more inclined towards problem-solving groups and training courses.

In the previous comparisons carried out into forms of EIP two broad approaches have been clearly identified. Recent debates about involvement imply that all employees want, is to be active participants in their employing organizations. Therefore if this is the case the organizational culture will guide managers in their decision, as to which employee relations approach is to be taken, to facilitate employee involvement, within the employment relationship. This will of course depend on their and the organizations particular perspective of the employment relationship. In their transition to industrialised economies nations like Libya, in their quest for economic progress, faced managerial and social problems. Amongst the major issues that stand out are the transfer of Western management techniques and practices, and the selection of appropriate frameworks to achieve their ambitious developmental goals. The introduction of improved channels of communication between managers and those they manage are imperative in order to build trust. Perhaps the most obvious practical consideration that should be taken into account by managers is; the fact that employees can in certain circumstances have much greater knowledge of the specifics of a particular situation within an organization when compared with a manager.

In many less well-developed countries like Libya the State is now being compelled by global circumstances to create a favourable climate for foreign investment by endorsing a market-driven process of economic reform and moving cautiously on the issues of affirmative action, worker participation and a national minimum wage. There are also moves in such countries to allow workers to participate and become more involved in the decision-making process. In many of these countries this represents a fundamental change in the way decisions are made in organizations. It is important however that employees perceive that those procedures, which are put in place lead to participation opportunities that are fair. In many of these countries there is now greater interest in

managing production in less bureaucratic ways according to the work of, (Tsiganou, 1991) and in making work life more meaningful and satisfying by allowing workers increased levels of participation in the management decision-making process as this researcher discovered in reviewing the literature and studies carried out by Nolan and O'Donnell, 2003. Many organizations today face pressure to restructure their operations, by contemplating mergers or acquisitions, rationalisation through closures, diversification, sub-contracting or even internal changes. The use of non-union representative bodies seems to be among the internal changes occurring in some instances. Those organizations who have implemented high involvement work practices appear to have relatively centralised management structures but there are clear indications from the literature that the introduction of modern employee relations are essential in order to compete within the new "knowledge economy", (UK Government Report, 2000). Some commentators argue however that the use of non-union representation structures such as works councils is a purely a 'cosmetic' device employed by management as a means to avoid trade unions. A number of the writers reviewed point out that the level of employee participation allowed is a direct indication of the power that workers have within an organization. However most of the literature on HRM and EIP focuses on the developed and transitional countries in the West and Europe which led to this research as there is a need for further investigation in different national contexts particularly in Libya.

It can be seen from the review of available literature that in some of the transitional economies the development of management and organizational culture based on risk taking, initiative, creativity, transparency, and the level of employee autonomy to increase performance has been stifled in the past. Additionally Edwards et al., (2002, p. 84) remind us that the existence of team working or problems solving groups 'says nothing about the level of autonomy or discretion enjoyed by employees'. Furthermore within a relatively small geographical area, organizational cultural differences which are affected by national culture clearly give rise to distinctive management styles in the employment relationship. Also in those countries with a high collectivist orientation, there is a tendency to employ an organizational culture that leans toward cooperative decisions as opposed to individual decision-making. In these countries the role of management is purported to facilitate team effort and integration and to foster a supportive atmosphere in which a group/organizational culture is created.



However according to this research this is not seen as the function of managers in Libya. The typical employee on the other hand normally just want to have a say, in how their work is organised, and how decisions affecting their working lives are taken and how any complaints and grievances relating to their rewards, working arrangements and job content may be resolved. According to this research this is the wish of many of the Libyan workers surveyed.

In the West there has been a trend towards transforming the corporate governance of companies, which has been championed by supporters of the New Public Management (NPM). The proponents seek to exploit private sector mechanisms in order to enhance efficiency and accountability in the public sector. The argument is based on the fact that many commentators believe that while public sector organizations emphasize selection and grievance procedures, those in the private sector focus on employee growth and motivation. Public sector organizations and their managers are expected foster HR decentralisation, giving line managers greater responsibility, and achieving a new balance between quality and performance within the public sphere. New public management emphasizes the apparent 'empowerment' of public servants, through the introduction of flexible multi-disciplinary teams and changes in the public-service labour process. Evidence suggests however that the dominant qualitative changes involved rationalisation, cost-cutting, head-count reduction and work intensification. In some transitional countries, like Libya there has been a shift in organizational culture away from collectivism towards individualism and ever increasing pressure is being brought to bear on the Libyan public sector to consider the issue of organizational survival, and stress affordability as the driving force behind the treatment of employees. This pressure has been brought to bear because there has been a tightening of finances coupled with the introduction of competitive market forces and a closer monitoring of organizational performance.

The model constructed for this research was designed to consider national as well as organizational culture and the different types of corporate governance that exist in the comparative countries. Previous research carried out by Dedoussis, (2004) highlighted the relationship between national culture and the economy and argued that culture has a significant influence on an economy as an economy can be an influence to the national culture and corporate governance.

The main thrust in this chapter was to identify the impacts and outputs of EIP as a direct result of the global crisis substantial changes had to be made in many countries and organizations to combat the much more competitive environment. In some organizations or even in countries where more emphasis is being placed on quality and productivity improvement, there is now a requirement to focus on long-term results and the generation of any innovative ways to do things. Now that a detailed literature review, to develop an understanding of the many factors involved in the implementation of EIP, has been carried out and a model of criteria in order to assess the EIP in different national and organizational contexts has been developed. In order to carry out a cross cultural comparison of the EIP practiced in each country the research report required that a number of research questions be answered by testing the hypothesis produced for the study. However first of all data collection tools had to be designed in order to conduct a survey of a sample of both private and public sector companies in the UK and Libya. A number of research questions were created to be answered and hypothesis were produced to be tested for this study. The research philosophy, approach and strategy as well as the methodology used for this study are presented in Chapter Three. Additionally the methods of sampling, data collection presentation and description and subsequent analysis are also discussed, as are the need for a pilot test and the difficulties encountered in the course of completing the study.

## **Chapter Three:**

### **Research Methodology**

#### **3.0 Introduction**

In this chapter the research methodology approach and method including the techniques for data collection are presented. The reasons for a pilot test of the measures to be used are discussed as are the need for these measures to be reliable and valid. The first step to be taken in this critical and analytical exploration of the nature of employee involvement and participation (EIP) in UK and Libyan contexts was to consider the best way of answering a number of research questions generated from the review of the literature, from which to test the hypotheses proposed. Both the external and internal factors that act directly on an organization can be seen as being directly responsible for the employment relationship, which are at the very heart of any organization. The employment relationship which exists in any organization may operate on an individual or more collectivistic level. The relationship between employees and managers may be highlighted in the prevailing management style or even the public or private nature of the company. Additionally the nature of relationship maybe countenanced by the socialist or capitalist nature of the country but will always be at the heart of the matter, despite any specific social, economic and political circumstances. The relationship between management and those they manage shapes the nature of the available preferences and choices as well as the power available to the respective parties to impose them.

The literature reviewed concerning the concept of human resource management and the forms that EIP can take, showed there was some dependence on a number of variables including national as well as economic and political culture and the structure and culture of individual organizations. This apparent dependence raised the first research question regarding, the extent to which national culture affect the nature and extent of EIP which exists in Libya and the U.K. The second question considers not only concerning national culture, but also organizational and corporate culture. The final research question considers the particular forms of EIP, which are most prevalent in the public and private sectors of both countries. The research questions generated are listed below.

1. How does national culture affect the nature and extent of EIP which exists in Libya and the U.K?
2. How does organizational culture affect the EIP present in public and private organizations in Libya and in the U.K?
3. What particular forms of EIP are most prevalent in public and private organizations in Libya and in the U.K?

As the main aim of this research was to critically and analytically explore the nature of EIP in UK and Libyan contexts, in order to achieve this objective and answer the research questions two hypotheses were produced to be tested. Despite conclusive evidence of significant differences existing in both national and organizational culture between Libya and the UK, it is predicted, by the following 'null' hypotheses that;

HO1: There are no significant differences between the EIP practiced in Libya and the UK.

HO2: There are no significant differences between the EIP practiced in public and private companies

### **3.1. Methodology, Method and Techniques for this Research**

Before starting this research there were a number of methodological strategies to consider, (Saunders et al, 2007; 2009). Each of these strategies can be linked to a particular approach or philosophy, but the research strategy chosen reflects the fact that careful thought was given to the particular strategy selected. The research methodology chosen by this researcher was based on the research questions and objectives. The literature reviewed research showed that the employment relationship in a company, although it could be subject to national and organizational factors might just as easily operate collectively in an individualistic society or individualistically in a collective one. However if the popular preconception of EIP theory in countries like the UK and Libya is to be believed, in one there is a tendency towards a very individualistic culture while the other operates in a very collective manner. This researcher intended to carefully consider the existing theories and practice of EIP and investigate how national and organizational culture affect the nature and extent of EIP which exists in Libyan and the UK public and private sector organizations, by conducting a comparative study.

Table 3.1 The Research Process

Ontology	Realist
Epistemology	Measure
Approach	Deductive
Method	Survey
Techniques	Questionnaires/Interviews

The methodology for this research would combine both quantitative and qualitative measures to answer the ‘How’ and the ‘What’ research questions. The basis of this decision has been centred on the researcher’s ontological position of being a *realist*. A realist position maintains that there is an external independent ‘real world’, but that our ability to conceive of it and engage with it works through our perceptual processes: we can have only perceptions of the real world that exists independently of ourselves, but never directly know it (Bryman and Bell, 2007). The researcher decided to investigate organizational as well as national culture and its effects on employee participation and attitudes. To explore this, the researcher recognized the using a realism strategy provided the means to explored the cultural elements of the study. According to Mason (2001), a *realist* believes that both natural and the social science can and should apply the same approaches in collecting data as well as explain the results. This is approach has particular relevance when exploring and investigating cultures (Mason, 2001, p.17).

Epistemologically, the researcher decided that a deductive as well as inductive approach was needed. Through using this approach it was the intention of the research that the data could be collected in a measured way so that a theory or hypothesis could be tested and then the findings could be later contextualised. However the overall research strategy was deductive. This deductive element was conducted through using a survey methodology by the use of questionnaires and then by conducting semi-structured interviews. There is also an amalgamation of the ontological assumption, that reality is external and objective, alongside an epistemological assumption that knowledge is only of significance if it is based on observations of this external reality, (Easterby-Smith et al, 2002).

Therefore in this study the researcher used methods to address the primary matter at hand, which is to discover any link between national as well as organizational culture and their effect on the employment relationship and subsequent EIP practiced within

organizations. Additionally, full consideration was given to any constraints that would inevitably appear (for example access to data, time, location and ethical issues). A deductive approach was identified as the most appropriate for this research as in this approach theory guides research, (Bryman, 2001). The survey method was chosen for this study as this researcher set out to explain things in the context of a theory. However as, (Williams, 2003) explains surveys cannot show that A caused B, though they can show that the association between A and B is so strong that a causal link is very likely. The remainder of this chapter will be used to set out the research process in greater detail.

### **3.2. The Research Design**

Any culturally comparative exploration of EIP of this type requires that a number of factors be considered: the national and organizational culture which exists in the country or countries to be surveyed and the importance placed on employees in the work environment as well as the opportunities they are given for involvement by that culture. This research was carried out using a survey which involved a quantitative investigation of the employee involvement and participation practices in each organization and the type of representation offered to workers in a variety of companies operating in the public and private sectors of the UK and Libya. This information was gathered by self-completed questionnaire. Personally conducted interviews were also carried out with managers in each of the companies this information allowed an investigation of the subjective meanings that people have in their situation. The validity and understanding that was gained from the data was much more to do with the data collection and its analysis than with the size of the sample, particularly the UK sample. Reliability is considered further in section 3.3.4.

### **3.3. Research Planning**

The planning stage of any research is concerned with identifying an objective, which it is intended to achieve, and how this may be done stated, Collis and Hussey, (2003, p. 67). According to, (Simons, 2009) there is quite a lot of planning that can be done before choosing a case, or if the case is a given, in determining how the study will be designed and conducted. This researcher already had a deeper understanding of the topic, having worked in HRM in Libya. A thorough review of the merits of different methods supplied the confidence to carry out the study. Furthermore a great deal of thinking was done about how to relate to participants in the field. This researcher was

aware that there is need for consistency in survey designs as each case studied should be conducted in a consistent way since inconsistency between cases can invalidate case comparisons, (De Vaus, 2001). It was considered especially important to plan well ahead of the first field visit and to have subsequently piloted the questionnaire and interview schedules, (Simons, 2009). It is also important to consider ethical procedures in order to ensure the design is fair to all groups in the case and to establish rapport and trust. Additionally time planning and time budgeting is a crucial skill of successful enquiry in the real world, (Robson, 2002, p. 273).

### **3.3.1 Access, Anonymity and Ethical Considerations**

Although strong case can be made for conducting qualitative interviews by telephone associated with the advantages of access, speed and lower cost, (Saunders et al, 2009) and even though this method would have allowed this researcher contact with respondents who would not otherwise have been able to take part, or who it would be prohibitive to try to question or interview face-to-face. There were problems inherent in trying to gain access through a telephone call to Libya, namely the reliability of telephone system, and the fact that this researcher felt interviewing face to face allowed a more positive interaction, therefore interviewing by telephone was discounted. The research was carried out to collect in-depth information in person and record it, but of course interviewees were asked for their consent, (see Appendix Five) as researchers should never secretly tape interviews, (Williams, 2003).

As an initial step in the research process HRM specialists and managers were contacted and asked to act as brokers, (Easterby-Smith et al, 2002). These individual HRM specialists were reminded that the information collected would be of interest to them and their company and every respondent would be assured anonymity. The initial contact with each company was made by phone or letter (see Appendix Five) it was necessary to convince the reader that the request for access was worth supporting and that the benefits of the research proposed outweigh the likely costs to the company in time and disruption of work. The initial contact therefore pointed out that the time and resources requested would be minimal, additionally clear instructions was given to each respondent at each of companies sampled in the Libya and the UK. Because surveys frequently employ a range of different data collection techniques for the one study, (De Vaus, 2001, p. 245) it was likely that a greater range of ethical issues would need to be considered during the course of this research. One of the most important ethical issues

that can arise is around the control and use of data obtained by the researcher, (Easterby-Smith et al., 2002). Usually there is an assumption that the researcher has control and ownership of information, therefore this researcher exercised due ethical responsibility by not publicising or circulating any information that is likely to harm the interests of individual informants. Informed consent was sought from each person interviewed and questioned and they were asked to sign a form prior to being interviewed or taking part in the research. All of the participants were assured anonymity.

### **3.3.2 Data Collection Techniques**

Data can be qualitative or quantitative, qualitative data is concerned with qualities and non-numerical characteristics, whilst quantitative data is all data that is collected in numerical form, (Collis and Hussey, 2003). No matter whether the intention is to follow a broadly positivist or phenomenological paradigm in the research, according to, (Collis and Hussey, 2003) there will always be a combination of quantitative and qualitative inputs into the data generating activities.

In this survey it is important to that the data collection effort included the use of multiple sources of evidence converging on the same facts or findings, (Yin, 2003; 2009). The main advantage of the use of a questionnaire in this research was that it could be self-completed by a large number of respondents and the researcher could then collect all the completed responses within a reasonably short period of time. In almost all of the organizations studied, a sample of employees were approached with their managers consent and the reasons and importance of the study were introduced and the respondents were then encouraged to offer frank answers, (Sekaran, 2003).

This research was acutely aware of the commonly occurring problem with self-completion questionnaires namely low response rate, but good planning increased the response rate, (Robson, 2002). Response rate is significant because unless it can be proven that, those who do not participate, do not differ from those that do, there is likely to be the risk of bias. In other words, if, as is likely, there are differences between participants and refusals, it is probable that the findings relating to the sample will be affected. If a response rate is low, it seems likely that the risk of bias in the findings will be greater, (Bryman, 2001). The level of response is considered in greater detail in section 3.4.



**Table 3.2 Data Requirements Questionnaire**

<b>Research Question/Objective : How does national culture affect the nature and extent of EIP</b>			
<b>Type of Research: Investigative to assess national culture</b>			
<b>Investigative questions</b>	<b>Variables Required</b>	<b>Detail in which data measured</b>	<b>Mentioned in Literature Review</b>
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	Opinion of respondent regarding 'power distance' dimension	Likert scale from Strongly Agree to Strongly Disagree	(Hofstede, 1991)
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	Opinion of respondent regarding 'Uncertainty avoidance' dimension	Likert scale from Strongly Agree to Strongly Disagree	(Hofstede, 1991)
3. 'In my country a person's allegiance is to his/her immediate family'	Opinion of respondent regarding Individualism' dimension	Likert scale from Strongly Agree to Strongly Disagree	(Hofstede, 1991)
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	Opinion of respondent regarding 'Masculinity and femininity' dimension	Likert scale from Strongly Agree to Strongly Disagree	(Hofstede, 1991) Hofstede, et al. (1993),
<b>Research Question/Objective : How does organizational culture affect the nature and extent of EIP</b>			
<b>Type of Research: Investigative to assess organizational culture and the collectivistic or individualistic nature of representation</b>			
<b>Investigative questions</b>	<b>Variables Required</b>	<b>Detail in which data measured</b>	<b>Mentioned in Literature Review</b>
5. Do you have employees belonging to union(s) in your company?  If yes, do you know approximately what proportion of employees are members of the union?	Is the company unionised and to what extent	Less than half to more than half, assessing the level of union activity	Beer et al. (1984) (Purcell, 1987), (Leopold, 2002),
6. As far as you are aware, do you have employee representatives on committees in your company?  If yes, do you know approximately what percentage of people represent employees on committees?  Are these representatives elected by employees?	Are committees used to represent employees  What is the percentage of representative to employee  Level of autonomy of representatives	The percentage of employee representatives?	(Purcell, 1987), (Leopold, 2002), (Foot and Hook, 2005) (Markey, 2006)
7. In my company employees tend to represent themselves in most circumstances	Is there individualistic representation within the company	Likert scale from Strongly Agree to Strongly Disagree	(Leopold, 2002), (Purcell, 1987)
8. 'Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	Is there a collectivist or individualist orientation in the employment relationship	Likert scale from Strongly Agree to Strongly Disagree	(Purcell, 1987), (Townley 1994), (Farnham, 1994)

<b>Research Question/Objective : How does organizational culture affect the nature and extent of EIP</b>			
<b>Type of Research: Investigative to assess organizational culture and the collectivistic or individualistic nature of representation</b>			
<b>Investigative questions</b>	<b>Variables Required</b>	<b>Detail in which data measured</b>	<b>Mentioned in Literature Review</b>
9. 'Managers in my company are very good at keeping employees informed about changes in Staffing'	( as above)	Likert scale from Strongly Agree to Strongly Disagree	(Purcell, 1987), (Townley 1994)
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job'?	( as above)	Likert scale from Strongly Agree to Strongly Disagree	(Purcell, 1987), (Townley 1994)
11. 'Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'?	( as above)	Likert scale from Strongly Agree to Strongly Disagree	(Purcell, 1987), (Townley 1994)
12. 'In my company the employment relationship is about more than just earning money'?	Is the economy planned or unplanned	Likert scale from Strongly Agree to Strongly Disagree	(Godard, 2002)
13. 'In my company the employment relationship is a partnership of cooperation'?	( as above)	Likert scale from Strongly Agree to Strongly Disagree	(Godard, 2002)

<b>Research Question/Objective: Are EIP in the Organization based on unitarist or collectivist philosophies</b>			
<b>Type of Research: Investigative to what extent EIP are based on unitarist or collectivist philosophies</b>			
<b>Investigative questions</b>	<b>Variables Required</b>	<b>Detail in which data measured</b>	<b>Mentioned in Literature Review</b>
14. 'In my company the level of involvement, participation and empowerment employees feel is very high'	Provision of evidence for the levels of involvement, participation and empowerment employees' feel.	Likert scale from Strongly Agree to Strongly Disagree	(Tsiganou1991) (Purcell, 1987)
15. 'In my company the freedom offered to employees to make their own decisions is high'	Evidence would support a leaning towards an individualistic (unitarist) or collective (pluralist) philosophy with regard to acceptable forms of EIP.	Likert scale from Strongly Agree to Strongly Disagree	(Purcell, 1987)
16. 'In my company the safety of the work environment is very important and employees are directly involved'	( as above)	Likert scale from Strongly Agree to Strongly Disagree	(Poole et al, 2001)
17. 'In my company the opportunity for training and development is very high and employees are responsible for their self-development'	( as above)	Likert scale from Strongly Agree to Strongly Disagree	(Purcell, 1987)

<b>Research Question/Objective: Particular Forms of EIP most prevalent in the company</b>			
<b>Type of Research: Investigative employees preferred form of EIP</b>			
<b>Investigative questions</b>	<b>Variables Required</b>	<b>Detail in which data measured</b>	<b>Mentioned in Literature Review</b>
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace?	Downward communication	Likert scale from Strongly Agree to Strongly Disagree	(Kersley et al, 2005)
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace?	( as above)	Likert scale from Strongly Agree to Strongly Disagree	(UK Government Report, (2000)
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace?	( as above)	Likert scale from Strongly Agree to Strongly Disagree	(UK Government Report, (2000)
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace?	( as above)	Likert scale from Strongly Agree to Strongly Disagree	(Marchington and Wilkinson, 2000), (Storey, 2001)
22. Team meetings between managers and employees are a helpful form of employee involvement practice in keeping you informed about this workplace?	Upward communication and Problem solving	Likert scale from Strongly Agree to Strongly Disagree	(Glover, 2001), (Marchington and Wilkinson, 2004)
23. Suggestion Schemes are a helpful form of employee involvement practice in the workplace?	( as above)	Likert scale from Strongly Agree to Strongly Disagree	(Marchington and Wilkinson, 2000).
24. Problem solving groups are a helpful form of employee involvement practice in the workplace?	( as above)	Likert scale from Strongly Agree to Strongly Disagree	(Millward et al, 2005).
25. Team working is a helpful form of employee involvement practice in the workplace?	( as above)	Likert scale from Strongly Agree to Strongly Disagree	(Marchington and Zagelmeyer 2005), (Geary, 2003)
26. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace?	Representative participation	Likert scale from Strongly Agree to Strongly Disagree	(Glover, 2001), Guest and Peccei (2001), (Storey, 2002),
27. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace?	Individual Non-Union participation (Internalisation of employment relations)	Likert scale from Strongly Agree to Strongly Disagree	(Gollan, 2006)

<b>Research Question/Objective: Employee attitudes to the need for change to EIP in their company</b>			
<b>Type of Research: Investigative how respondents feel about employee involvement and participation</b>			
<b>Investigative questions</b>	<b>Variables Required</b>	<b>Detail in which data measured</b>	<b>Mentioned in Literature Review</b>
28. Increased levels of employee involvement and participation should be introduced at your company?	Passion for change	Likert scale from Strongly Agree to Strongly Disagree	Addison and Belfield, (2000) Marchington and Zagelmeyer (2005), Price, (2004), (Cox et al, 2006), (Owusu, 1999)
29. The management of employees could be done in a way that focuses more on individuals?	Change in style	Likert scale from Strongly Agree to Strongly Disagree	(Gollan, 2006), (Gill and Grieger, 2000)
30. Management should allow workers to participate and become more involved in the decision-making process?	Greater involvement in decision making	Likert scale from Strongly Agree to Strongly Disagree	(Holman et al (2003)
31. Greater participation by employees will result in improved satisfaction and morale and as a consequence increase performance	Involvement leads to greater commitment and improved performance	Likert scale from Strongly Agree to Strongly Disagree	(Keep, 2000, 2002) Ashton and Sung, 2002)
32. There is a need to change the existing employee involvement practice within the company?	Change existing forms of EIP	Likert scale from Strongly Agree to Strongly Disagree	(Gollan, 2001), (Guest and Peccei, 2001), Poole et al, (2001), ( Markey, 2006), (Harley et al, 2005)
33. A change to the existing employee involvement practice could make work life more meaningful and satisfying?	Effects of such a change	Likert scale from Strongly Agree to Strongly Disagree	(Gollan, 2001), (Kumar 1995), (Fenton O'Creevy and Nicholson 1994), (Wilkinson et al. 1994)

As a result of the literature reviewed a number of authors were referred to in the construction and design of the data collection tools, (SEE DATA REQUIREMENTS TABLE 3.2). The first group of questions from 1 to 4 related to national cultural differences and were based on the work of Hofstede, see (Section 2.3.1 Page 40 The Concept of National Culture). In the group of questions numbered from 5 to 13 in the questionnaire the intention was to assess organizational culture and the collectivistic or individualistic nature of employee relations within each company. It was felt that the existence of collective workplace partnerships; works councils, employee representative committees; traditional work based unions or more individualised forms or concepts of giving employees a voice would indicate the direct or indirect technique in use for the employment relationship within an organization. This relationship could be strongly influenced not only by the organizational culture, but also the national culture as well as the particular kind of management style that the organizational structure promotes. This relationship in turn would affect not only the level of involvement and participation employees were allowed but also the organizations policies on health and safety and training and development. These questions were asked in order to establish the relationship that existed, if any, between organizational culture, the nation's culture and the forms of EIP in general use. It was a deliberate intention to survey respondents in the UK and Libyan public and private sectors about their preferences regarding forms of employee involvement and participation. As well as asking them to indicate the level of involvement participation and involvement they felt they had within the organization. Therefore employees' preferred form of EIP was investigated in the next group of questions from 14 to 23 and their opinion on the level of involvement they felt was investigated in questions 24 to 27. The work of many researchers was reviewed in the literature all were influential in the formulation of these questions. In the final group of questions from 28 to 33 employee's general attitudes to the need for change to EIP in their company is assessed. Authors work reviewed to construct these questions included; Mabey et al, (1998); Owusu, (1999); McKenna and Beech, (2002); Edwards, (2004); Price, (2004); Cox et al, (2006); Brown and Cregan, (2008). These authors work investigated the emergence of a more participatory attitude and style of management, where managers at every level were the driving force in defining organizational evolution, and must be willing to inform and listen to the workforce, as well as be prepared to negotiate with their representatives; essentially they must motivate the workforce to accept change., McKenna and Beech (2002) where concerned with organizational culture and its effect on human resource management in their book

while, (Edwards 2004) highlighted the pressure being brought to bear on organizations internationally to restructure in the face of increasing global competition and Price (2004) pointed out the difficulty in trying to identify a universally acceptable definition of HRM. Writers like, Cox et al, (2006) believe that providing employees with information about the company's performance by involving them and letting them participate in decision-making will be of benefit to all concerned. The use of teams and the introduction of employee involvement in decision making can represent a significant change in the way decisions are made in many organizations, according to, Brown and Cregan (2008). Therefore an objective of this study was to discover if this would be the case in the forms of EIP allowed in UK and Libyan public or private sector companies. The interview questions were also designed from information gathered during the review of the literature. During the interview the researcher had a list of semi-structured themes and questions to be covered but additional questions could be asked to further explore the research question and objectives given the nature of events within a particular organization. The nature of the questions asked and the ensuing discussion meant that the data had to be recorded by note-taking, and tape-recording of the conversation.

The survey strategy for this research made use of multiple sources of evidence by employing questionnaires to carry out a census of opinion from employees, post survey documents were initially sent out to introduce the researcher and the research topic to suitable candidate companies, (see Appendix Five). Additionally face to face interviews were the preferred form of data collection from managers in order to ascertain convergence with the facts and findings from the questionnaires. Both of these data collection tools, first of all had to be designed and tested.

### **3.3.3 Design of the Data Collection Tools**

The research design and data collection phases of any research are very important, (Marchington and Wilkinson, 2002) in both the positivist and relativist research positions. This is mainly due to the fact that it is assumed there is a reality which exists independently of the observer, and hence the job of the scientist is merely to identify this pre-existing reality. From the positivist perspective "this is most readily achieved through the design of experiments in which key factors are measured precisely in order to test predetermined hypotheses, (Easterby-Smith et al., 2002). However in the relativist position, there is an assumed difficulty of gaining direct access to 'reality'

which means that multiple sources of evidence will be required, both through 'triangulation' of methods and through surveying viewpoints and experiences of large samples of individuals. Even so, it is only a matter of probability that the views collected will provide an accurate indication of the underlying situation, (Easterby-Smith et al., 2002).

In this research a pilot questionnaire was initially designed (see Appendix One) and was split into five main sections and a 5 point Likert scale was used to gauge respondents' level of agreement with the statement, ranging from strongly agree to strongly disagree. The questionnaire for this research was distributed to both Arabic and English speaking countries, but was first developed in English. The English was translated into the Arabic language before distribution in Libya. The main objective of the translation procedure was to enhance translation equivalence. Translation equivalence is defined as the demonstration that two individuals from different countries with the same values regarding a particular variable will score at the same level on the same test. This has also been called metric equivalence, (Malhotra, 2003). At a later stage the Arabic translation of the questionnaire was then translated back into English this process was carried out with great care because a word or expression can have a number of meanings, which might influence the perception of intended meaning. As a general rule Arabic tends to be more explicit than English meaning what is implicit in English often has to be spelled out in Arabic, Emery, (1987). This raised certain risks in translation of the questionnaire as well as with the re-translation of interview answers. Careful attention was given to both of these tasks and the advice of other individuals were sought to ensure miniscule levels of degradation.

The questionnaire and the interview schedules tested are in (Appendices, marked as Appendix One (Pilot) Employees Questionnaire, Appendix Two (Pilot) Management Interview schedule. It was apparent from the work of, (Silverman, 2006) that in evaluating research, whether quantitative or qualitative the investigator needs to answer the research questions set. Any investigators interpretation of data collected must be "persuasive, and plausible, reasonable and convincing", (Silverman, 2006, p. 271). This research is important and contributes to existing research and the general level of knowledge, the methodology is rigorous and incorporate acceptable analysis. In order to ensure this, it was necessary to test these data collection tools before employing them in the field.

#### **3.3.4 Pilot Test of Reliability to Establish Validity**

A small-scale version of the real research was carried out so that its feasibility could be checked, (Robson, 2002). A pilot test was conducted to help refine the data collection plans with respect to both the content of the data and the procedures to be followed. A 'pre-test' was conducted as a formal 'dress rehearsal' in which the data collection plan was followed as faithfully as possible, item analysis was also carried out to address response bias. The piloting was carried out to ensure that each of the research instruments functioned well, this was particularly crucial in relation to the self-completion questionnaire, since there would be no interviewer present to clear up any confusion. Also, in interviews, persistent problems could emerge after a few interviews had been carried out and the pilots allowed these to be addressed. The research report distributed 20 pilot questionnaire forms 10 were distributed to public sector company's employees and to a private sector company's employees to complete the pre-test of the study tool. When the test version of the questionnaire was collected the comments made by respondents were taken into careful consideration (see Appendix One). A number of test respondents had some difficulty understanding the word 'allegiance' in question three and others felt the same about the word autonomy in question fifteen. In the revised questionnaire the word 'loyalty' is used instead of allegiance in question three and question fifteen was amended to 'In my company the freedom offered to employees to make their own decisions is high'. This replaced the earlier version and cleared up the misunderstanding of the word autonomy. The tested respondents were happy with the content of the interview schedule which indicated face value validity. This face validity is established by, assuming what looks reasonable and is a simple form of construct validity, which, (Robson, 2002) believes has no easy, single, way of being determined.

#### **3.3.5. Pilot Interviews**

The pilot interviews with managers (see Appendix Two) were carried out to investigate how they felt about the EIP prevalent within their culture, organization and sector. Additionally they were questioned regarding the particular type of economy in which their organization operated. Face to face interviews were the preferred form of data collection from managers (SEE DATA REQUIREMENTS TABLE 3.3).



**Table 3.3 Data requirements Interview Schedule**

<b>Research Question/Objective: Managers Interviews</b>			
<b>Type of Research: Investigative how managers feel about the main factors concerning the research</b>			
<b>Investigative questions</b>	<b>Variables Required</b>	<b>Detail in which data measured</b>	<b>Mentioned in Literature Review</b>
1. To what extent do you feel the existing employment relationship in your company allows employees to act autonomously?	Managers view of the existing employment relationship	Recorded response	(Edwards, 2003), (Leopold et al., 2002)
2. To what extent do you feel employees in the company are given every opportunity for self development?	(As above)	Recorded response	Edwards, 2003), Leopold et al., (2002)
3. To what extent do feel health and safety is an important issue in your company?			Edwards, 2003), Leopold et al., (2002)
4. To what extent do you feel your particular management style promotes communication directly with employees, rather than through employee representative channels?	Managers view of their particular management style	Recorded response	(Townley 1994)
5. In your opinion does communicating directly with employees promote a commonality of interests between employee and organization?	Managers view of direct methods of communicating with employees	Recorded response	(Townley 1994)
6. Is your organization state-owned?	Is the organization working in planned economy	Recorded response	(Peng and Heath, 1996)
7. Do you have discretion to acquire and allocate resources?	Is the organization working in planned economy		(Peng and Heath, 1996)
8. Does your organization have substantial discretion over the allocation of its resources?	Is the organization working in planned economy		(Peng and Heath, 1996)
9. Does your organization have substantial discretion over the formulation and implementation of its competitive strategies?	Is the organization working in market oriented economy	Recorded response	(Peng and Heath, 1996)
10. In your country is there central economic planning and bureaucratic control?	Is the organization working in planned or market oriented economy	Recorded response	(Peng and Heath, 1996)
11. In your country how do companies raise finance to provide operating funds?	Is the organization working in planned or market oriented economy	Recorded response	P12 (Peng and Heath, 1996)
12. In your country do the established institutions facilitate or constrain markets?	Is the organization working in a liberal market economy	Recorded response	(Godard, 2002)

Investigative questions	Variables Required	Detail in which data measured	Mentioned in Literature Review
13. Does your organization operate in the public or private sector?	-----	Recorded response	
14. Do you have policy of union recognition in your company?	Is there representative participation in the company	Recorded response	(Glover, 2001), Guest and Peccei (2001), (Storey, 2002),
15. Which of the following forms of employee involvement and participation do you feel works best and Why?	Managers view of forms of EIP	Recorded response	See refs above
16. Do you feel that increased levels of employee involvement and participation should be introduced at your company?	Change existing forms of EIP	Recorded response	See refs above
17. Do you think that management in your company should allow workers to participate and become more involved in the decision-making process?	(As above)	Recorded response	See refs above
18. Do you think a change to the existing employee involvement practice could make work life more meaningful and satisfying for workers?	Effects of such a change	Recorded response	See refs above

Question 1 to the managers was developed with the direct intention of highlighting their views on the freedom offered to employees, in their own organization and sector. The organizational culture and corporate governance which exists and the degree to which these contribute to the degree of autonomy employees have within a company are of importance. It was also important to investigate the emphasis placed on health and safety of employees in the work environment and the opportunities employees are given for self development as well as involvement in decision making by the organizational culture and method of corporate governance. Therefore in questions 2 and 3 of the interview managers were asked directly about the importance of these factors in their company. In questions 4 and 5 the intention was to investigate how managers within these organizations deal with both the individual employee and collective representation and their effects on the employment relationship Leopold et al., (2002); and Edwards, (2003). Therefore they were asked to comment on their own particular management style, as well as offering their opinion on the effect of more direct methods of communicating with employees following the work of Townley, (1994) on this topic. These questions were also relevant as at its heart the psychological contract relates to fairness, trust and the “delivery of the deal”. Fairness stems from factors such as the sense of equity which exists, and the extent to which people are valued and rewarded for their contribution, (Flood et al., 2001).

The review of the literature revealed that there has been a trend in the West, towards transforming the corporate governance of companies. Therefore the work of Walton, (1985); Guest, (1987); Huselid, (1995); Legge, (1995); Ichniowski et al., (1996); Pfeffer, (1998); Stoney and Winstanley, (2001); Wilkinson (2003); Buck and Shahrin, (2005); Konzelmann et al., (2006); Letza et al., (2008) and Uddin and Choudhury, (2008) was reviewed and used to design questions 6 to 13 in the interview relating to the nature of their countries economy as well as the type of corporate governance under which they must work and the form of employee representation which exists. In the final group of questions to managers, from 15 to 18 they are asked to comment on the EIP that takes place in their company, they are also asked for their views on the need for any change in their company’s present practices and the effects that may come about as a result of any such change. The literature reviewed showed that in the developed countries of the West, such as the UK, there is a difference between public and private enterprises in their propensity to use the various forms of EIP, for example autonomous team working as an employee involvement practice. The UK and Libyan public and

private sector companies sampled for this research were selected for two important reasons. In Libya approaches were made to companies, in both sectors where a member of management was known personally or when a referral was forthcoming from a third party. In the UK a list of companies in both sectors was drawn up and numerous letters of introduction were dispatched to request their participation. An identified population of people was selected and as far as possible procedures were devised to allow the sample taken to act as census and reflect the characteristics of the whole population in the company. The questionnaire was designed and distributed to participants, the data collected allowed the study of respondent's attitudes in their context and its design ensured reliability.

Reliability concerns repeatability and consistency of measurement, which describe the degree to which measures are free from error and therefore yield consistent results. It also refers to the scales internal consistency and this internal reliability is particularly important when multiple item scales are used. The level of reliability of scales raises the question of whether each scale is measuring a single idea and hence whether the items that forms the scales are internally consistent (Bryman and Cramer, 1997). A test of internal reliability known as Cronbach's Alpha (Bryman 2001) which essentially calculates the average of all possible split-half reliability coefficients was used. A computed alpha coefficient will vary between 1 (denoting perfect internal reliability) and 0 (denoting no internal reliability). The figure 0.70 is typically employed as a rule of thumb to denote an acceptable level of internal reliability though many writers accept a slightly lower figure, and there are occasions when alpha scores can be very high 0.92 and 0.90, (see Katou and Budhwar, 2006). The Cronbach Alpha test of reliability scores from the initial testing of the questionnaires produced extremely high alpha scores of 0.935 and 0.966 respectively for all items. These scores are both above the upper limit for independent alpha scores and raised questions about the extent to which these scales can correlate with other variables. The results from the questionnaire in the UK showed there were high alpha scores of 0.918 and 0.908 respectively, this meant that certain measures appeared to be redundant with multiple items measuring the same variable therefore some questions were deleted for the analysis of the questionnaire (see section 4.3.5). The review of the literature revealed that there are several ways of establishing validity including face validity and convergent validity as well as construct validity. Construct validity refers to the extent to which, variables accurately measure the constructs of interest, (Williams, 2003). It is the most valuable type of validity and

the most difficult way of assessing a survey instrument. However content validity is often seen as a way in which construct validity can be improved, this relies on asking various relevant people to assess a measure, (Williams, 2003). In an effort to achieve both construct and content validity for this research data triangulation of the collection techniques and their pre-testing, to allow relevant people to comment on them was carried out. Establishing validity was very important to convince others, not just of the validity, but also the significance of the research findings as well as the replicability of the study. The process of analysing the qualitative data collected and ensuring its reliability, validity and generalisability are considered further in section 3.3.4.

### 3.3.6. Revised Questionnaire and Interview Schedule

The initial Cronbach Alpha scores showed that the items within the questionnaire correlate highly with each other and the overall scale correlation, thereby indicating that they were essentially measuring the same construct. This discovery was made after the survey was completed and as result of this it was decided to reduce the number of items in order to reduce the number of constructs being scaled. Appendix Three Employees Questionnaire and Appendix Four Management Interview schedule are the revised versions of the data collection tools. In an effort to establish greater reliability it was necessary to eliminate some redundant duplicating items. Questions 22, 23, 24 and 31 were deleted from the questionnaire as it was considered that they were merely measuring the same attitudes. The main concern was to decrease the alpha score to less than 0.95.

Table (3.3.6.1 Libya)  
Findings of alpha reliability test for questions related to national culture

Question Group	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1	9.85	11.40	0.81	0.91	0.85
Q2	9.20	13.64	0.88	0.92	0.83
Q3	9.25	13.14	0.87	0.76	0.83
Q4	9.35	14.66	0.57	0.48	0.93
Cronbach's Alpha			0.894		

In Table 3.3.6.1 Libya the highest alpha score is 0.93 as this and all the other scores are less than 0.95 this indicates an acceptable level of internal reliability for these items. In Table 3.3.6.2 Libya there are no alpha scores greater than 0.80 and this result also indicates an acceptable level of internal reliability.

**Table (3.3.6.2 Libya)**  
Findings of alpha reliability test of the questions related to involvement and the employment relationship in the company

Question Group	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5.a	24.06	30.33	-0.04	0.82	0.80
Q5.b	22.94	25.26	0.52	0.84	0.76
Q6.a	24.19	30.30	-0.04	0.95	0.80
Q6.b	23.94	25.26	0.52	0.94	0.76
Q6.c	24.38	27.98	0.40	0.69	0.78
Q7	24.38	27.18	0.20	1.00	0.80
Q8	23.13	21.18	0.86	1.00	0.72
Q9	23.31	25.96	0.39	0.79	0.78
Q10	23.00	24.00	0.67	0.94	0.75
Q11	23.88	28.25	0.17	0.96	0.80
Q12	23.00	20.93	0.85	1.00	0.72
Q13	23.06	25.13	0.45	0.91	0.77
Cronbach's Alpha			0.787		

**Table (3.3.6.3 Libya)**  
Findings of alpha reliability test and of the questions related to involvement and participation of the staff

Question Group	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q14	9.05	8.26	0.44	0.34	0.82
Q15	9.10	7.46	0.89	0.85	0.65
Q16	9.00	7.37	0.49	0.62	0.82
Q17	9.00	6.11	0.74	0.75	0.67
Cronbach's Alpha			0.797		

Although the figure 0.70 is typically seen to denote the lower end of the reliability scale as can be seen from the results in Table 3.3.6.3 Libya there were in fact two scores from the credibility test of less than 0.70 returned. These low scores were returned for Q15

and Q17 in the questionnaire the first regarding 'the freedom offered to employees to make their own decisions' and the next regarding 'the opportunity for training and development'.

**Table (3.3.6.4 Libya)**  
Findings of alpha reliability test of questions related to the preferable form of EIP

Question Group	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q18	18.90	34.83	0.89	0.90	0.84
Q19	19.35	34.77	0.69	0.82	0.86
Q20	19.20	29.01	0.85	0.79	0.84
Q21	18.75	34.09	0.88	0.86	0.84
Q22	18.85	40.45	0.50	0.52	0.88
Q23	19.20	36.80	0.87	0.89	0.85
Q24	19.85	42.98	0.20	0.41	0.92
Cronbach's Alpha			0.883		

In every question the alpha scores presented in Table 3.3.6.4 Libya are less than 0.95 this indicates an acceptable level of internal reliability for these items. As can be seen from the results in Table 3.3.6.5 Libya there is also an acceptable level of internal reliability for every item.

**Table (3.3.6.5 Libya)**  
Findings of alpha reliability test of questions related to the required changes in EIP and probable effects

Question Group	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q25	12.95	23.63	0.64	0.64	0.89
Q26	13.25	25.04	0.72	0.55	0.88
Q27	13.00	23.79	0.69	0.61	0.88
Q28	13.05	22.47	0.90	0.91	0.84
Q29	12.95	17.52	0.84	0.90	0.85
Cronbach's Alpha			0.892		

When the test was run on the data collected from UK respondents as can be seen in Tables 3.3.6.1 UK to Table 3.3.6.5 UK presented below, scores of less than 0.90 have

now been achieved in some areas indicating an acceptable level of reliability for those questions. All of the results shown in Table 3.3.6.1 UK are within the necessary limits and indicate an acceptable level of internal reliability. In Table 3.3.6.2 UK, however the results presented show an Alpha score above 0.90 while in Table 3.3.6.3 UK, the indicated Alpha score of less than 0.90 now indicates an acceptable level of reliability. In Tables 3.3.6.4 UK and 3.3.6.5 UK there are similar results evident as the Alpha scores recorded are less than 0.90.

**Table (3.3.6.1 UK)**  
Findings of alpha reliability test for questions related to national culture

Question Group	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1	11.85	4.03	0.64	0.54	0.84
Q2	12.45	3.31	0.77	0.76	0.79
Q3	11.40	4.15	0.76	0.74	0.79
Q4	11.25	4.72	0.69	0.57	0.83
Cronbach's Alpha			0.854		

**Table (3.3.6.2 UK)**  
Findings of alpha reliability test of the questions related to involvement and the employment relationship in the company

Question Group	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5.a	32.40	44.99	0.61	0.94	0.90
Q5.b	32.75	36.62	0.66	0.88	0.91
Q6.a	32.30	44.64	0.69	0.95	0.90
Q6.b	32.45	32.05	0.84	0.92	0.90
Q6.c	32.35	44.03	0.77	0.92	0.90
Q7	29.95	43.21	0.80	0.88	0.90
Q8	30.15	41.08	0.79	0.94	0.89
Q9	30.15	42.13	0.75	0.95	0.90
Q10	30.50	41.21	0.78	0.89	0.89
Q11	30.50	41.63	0.67	0.81	0.90
Q12	29.95	45.94	0.41	0.91	0.91
Q13	30.00	44.95	0.62	0.87	0.90
Cronbach's Alpha			0.908		



**Table (3.3.6.3 UK)**  
**Findings of alpha reliability test and of the questions related to involvement and participation of the staff**

Question Group	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q14	11.50	1.84	0.72	0.66	0.76
Q15	11.60	2.57	0.77	0.66	0.71
Q16	10.85	3.19	0.44	0.30	0.84
Q17	10.90	2.83	0.74	0.56	0.74
Cronbach's Alpha			0.815		

**Table (3.3.6.4 UK)**  
**Findings of alpha reliability test of questions related to the preferable form of EIP**

Question Group	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q18	25.45	8.37	0.67	0.76	0.83
Q19	25.20	8.38	0.46	0.35	0.86
Q20	25.50	7.74	0.66	0.85	0.83
Q21	25.75	8.41	0.50	0.42	0.85
Q22	25.40	7.09	0.70	0.84	0.83
Q23	25.50	7.84	0.75	0.82	0.82
Q24	25.10	8.31	0.71	0.51	0.83
Cronbach's Alpha			0.857		

**Table (3.3.6.5 UK)**  
**Findings of alpha reliability test of questions related to the required changes in EIP and probable effects**

Question Group	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q25	16.85	4.87	0.86	0.86	0.82
Q26	16.95	4.68	0.84	0.85	0.82
Q27	16.80	5.01	0.75	0.66	0.85
Q28	16.15	6.56	0.35	0.14	0.93
Q29	16.45	5.10	0.79	0.67	0.84
Cronbach's Alpha			0.881		

### **3.3.7. Sampling Technique (Purposive)**

Although surveys are useful and powerful in finding answers to research questions through data collection and subsequent analyses, (Sekaran, 2003) they can do more harm than good if the population to be questioned is not correctly targeted. The sampling for this survey was all about finding a group to survey, which matched the population under investigation so that valid generalisations could be made on the basis of the sample. The samples were drawn from a wide range of companies and organizations which although not constituting a truly representative sample were in total broadly indicative of the range of organizational types of interest. Not constituting a random sample, does of course, limit the generalizability of the findings. This limitation is taken into account in the discussion. In this research managers and employees of the companies were selected and surveyed based purely on availability and access. The sampling technique for this research was a 'purposive' one of which there are two main types, judgment sampling and quota sampling, (Sekaran, 2003). This research employs the second type to ensure that that certain groups are adequately represented in the study through the assignment of a quota. The fixed quota for each subgroup was based on the total numbers of each group in the population unfortunately since this is a non-probability sampling plan the results are not generalisable to the population. This sampling technique is a form of proportionate stratified sampling, where a predetermined proportion of people were sampled on a convenience basis. The researcher actively used a purposive sample rather than a random one, in order to question groups in particular countries and companies, where the processes being investigated, are actually occurring, (Denzin and Lincoln, 1994).

### **3.4 Cases Surveyed, Sample Size and Level of Response**

The main objective of this research was to investigate the attitudes of similar groups of employees and managers toward EIP this required the selection of a purposive sample of both of these from each organization in the study. The study in the field in Libya started on 15/08/2008 and finished on 15/12/2008 then the coding and analysis of the data using the statistical software package SPSS took place. The initial action of the field study period was contacting Libyan companies in the public and private sector and arranging with a number of companies by phone an interview with a manager and permission to distribute the questionnaires in several cities in Libya. The Libyan survey was carried out at companies in the cities of Bani Walid, Tripoli, Misurata, Terhana as this research had personal contacts in a number of companies in those areas. The first

company to be surveyed however was the research report's own employer the General Electric Company where while being employed as Director of Human Resources Management contact had been made with a number of managers and supervisors who helped in the distribution and collection of questionnaires. The field study in the UK was begun on the 15/01/2009. There was tremendous difficulty acquiring companies willing to participate even though more than 500 letters were sent out and more than 500 faxes and e-mail distributed. The lack of response from UK companies meant limiting the survey to the much more local area, and conducting the research within individual departments of large organizations particularly in the public sector sample. The first department surveyed was the University of Gloucestershire (Library) on the 27/02/2009 and data collection ended on 08/06/2009.

However although it was intention of the researcher to sample the same number in the UK and Libya, it became clear very early on in the research that UK based organizations were unwilling to participate. There are perhaps many reasons for this, not least the cultural distance of the researcher from UK organizations. It was also due to limitation of time, as well as ease of access to willing participants. On the other hand, the researcher's range of contacts in Libya to large organizations through previous experience and extended networks, worked in the opposite direction: access was readily obtained and, despite some concerns noted below, large numbers of questionnaires returned. These differences gave rise to major imbalances in the obtained sample sizes. The researcher at this stage questioned the validity of the research sample sizes; however, it could be argued very few investigations are of equal numbers, particularly when conducting a quantitative strategy. According Mason, (2001, p.93-102) these differences do not *necessarily* make the research invalid. Despite the (relatively) small number of UK responses, the sample size was large enough to present potential for analysis., and was therefore included in the study. The problem of different group sizes can result in the confounding of results. However this is usually a problem in experimental work where group sizes are relatively low to begin with. Where sizes are larger, then the use of unweighted means analysis is a "very good approximation in all but extreme cases' (<http://onlinestatbook.com/chapter13/unequal.html>).

In order to ensure a high response rate a request was made to attend departmental meetings with all members of staff to introduce the study and distribute the questionnaires to at least 20% of employees within each department. Unfortunately

some of these managers took it upon themselves to distribute questionnaires, on the research report's behalf. It was always the research report's intention to introduce the research topic to all employees and motivate the respondents to offer their frank answers, (Sekaran, 2003). However in a number of companies this introduction and instruction took place, but in others, as has already been pointed out, it was the managers' who carried out this role. This fact could have affected the sampling frame, as control of the distribution was lost, and may have led to some unintended bias being introduced. Employees were clearly informed of the nature and importance of the research and the efforts which had been taken to ensure respondent anonymity. The respondents were also made aware that in each department the questionnaire would be found in a particular location and that they should feel free to complete, it if they felt they wished to do so. The nature of the distribution allowed a census of employee opinion to be collected and a quasi-random sample to be questioned.

Enough questionnaires were distributed for 20% of all employees in each organization to complete one; this was done not only to ensure sufficient numbers of copies were available, but also to ensure that at least 10% of all employees in each organization would respond to the study. Questionnaires were available to employees for the duration of the survey period so that only those who were long term sick or on extended leave were unable to participate. The researcher visited each of the surveyed organizations on a regular basis throughout the survey period to retrieve completed questionnaires and only ceased to return when sufficient numbers had been collected to ensure a reasonable response rate. Responses from ALL UK employees were to be compared with the responses from ALL Libyan employees. Next the responses of ALL of those employed in the public sector were compared with employees in the private sector. Finally comparisons were made between UK public sector employees (UKPUS), UK private sector employees (UKPS), Libyan public sector employees (LPUS) and Libyan private sector employees (LPS).

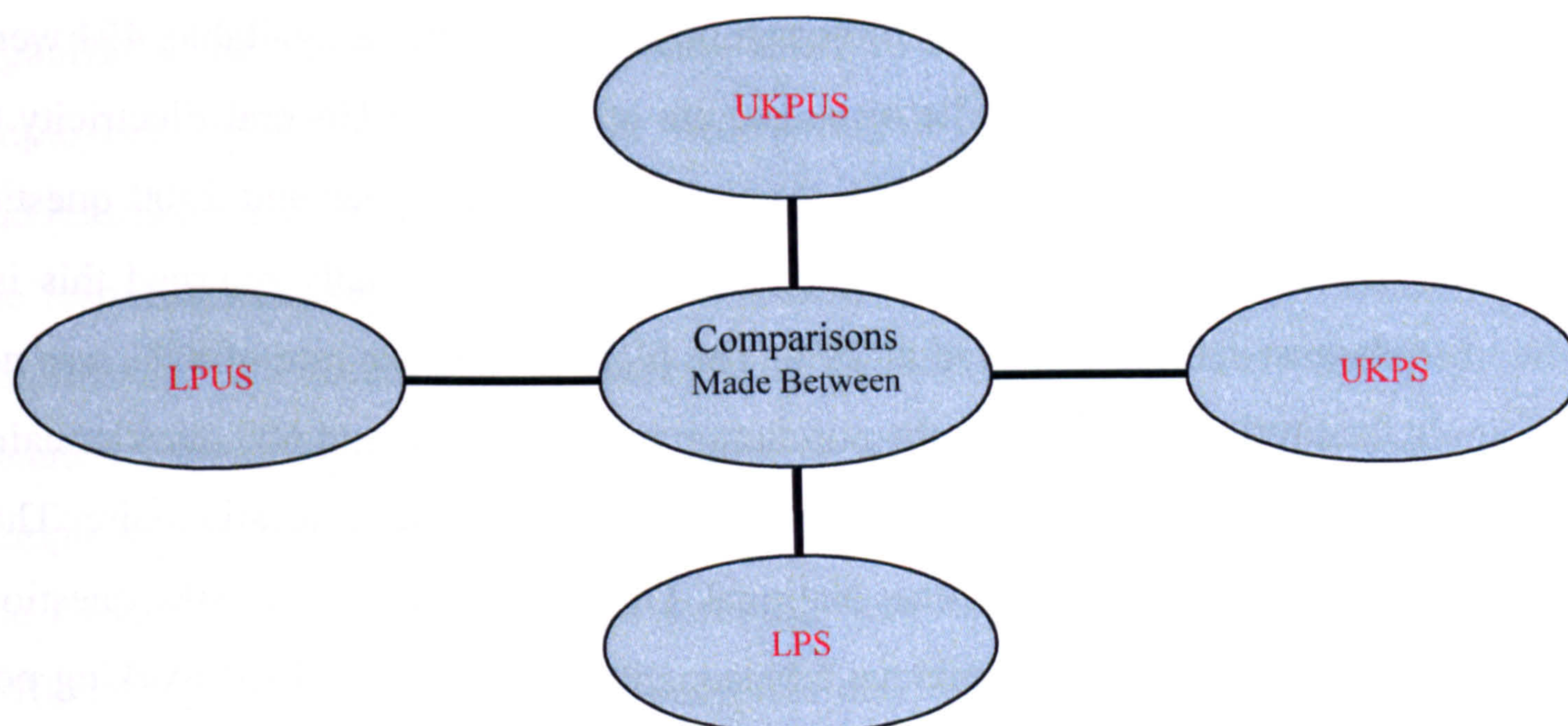


Figure 3.4.1 Tests of differences

In Tables 3.4 1 LPUS and 3.4.2 LPS below the population of each company is presented as is the size of the sample taken from them. The typical establishment of the public sector companies approached to take part in the study had sufficient workers employed there from which to gain a reasonable sample. At all seven of these companies the researcher was able to distribute enough questionnaires in order that at least 10% of the entire organizational population could take part it was hoped that a reasonable number would be returned on time and completed. This was also the intention at the seven private companies which were approached.

Table (3.4.1 LPUS) Libyan Public Sector Companies Sampled

Company	Population	Questionnaires Distributed	Questionnaires Collected	Response Rate%
Tripoli Medical Centre (Tripoli)	3800	750	470	63
General Post Services Company (Tripoli)	3850	700	494	71
General Electricity Company (Tripoli)	8900	2500	1008	41
Institution Local Bank (Misurata) 250km	3450	600	487	82
National Oil Institution (Tripoli)	4500	800	595	75
Social Services (Terana) 80km	3480	750	489	66
Public Construction Company (Misurata) 250km	3440	650	457	71
Total	31420	6750	4000	60

Distances mentioned are from home base in Tripoli

Response rate is calculated as factor of the questionnaires distributed and those collected

At the Tripoli Medical Centre there are 3800 employees 750 questionnaires were made available for completion and a sample of 20% was achieved as 470 employees returned their forms this is a response rate of 63%. Similar numbers are employed at the General

Post Services Company, 700 questionnaires were made available, 494 were completed a 19% response rate. The response rate of 41% at the General Electricity Company was the lowest as here, although there are 8900 employees and 2500 questionnaires were made available for completion, only 1008 were actually returned this is however the largest sample collected at 29%. The highest response rate of 82% was achieved at the Institution Local Bank, the population numbers 3450 and 600 questionnaires were made available, 487 employees completed and returned their questionnaire. The next highest response rate was at the National Oil Institution of the 800 questionnaires made available in order to achieve a reasonable sample of the 4500 working population, 595 were returned this is a response rate of 75% and an acceptable sample size of 18%. At both the Social Services and the Public Construction Company there are similar numbers of employees, similar questionnaires were made available and similar response rates of 66% and 71% and sample sizes of 22% and 19% were achieved. There are relatively few privately owned companies in Libya at the moment, and serious consideration was given to those chosen, with particular regard being given to the numbers of employees and managers working at each. The fixed quota system imposed was based on the total numbers of each group in the population a predetermined acceptable level of responses were anticipated. As soon as this number was reached the survey was halted.

Table (3.4.2 LPS) Libyan Private Sector Companies Sampled

Company	Population	Questionnaires Distributed	Questionnaires Collected	Response Rate%
Factory of Paint (Tripoli)	2355	500	296	60
Company for Consultancy and Training (Tripoli)	1850	550	240	44
Factory of Wool (Bani-walid) 180km	3540	650	448	69
Health Services Company (Bani-walid) 180km	1970	500	248	50
Road and Bridge Company (Tripoli)	1980	500	240	48
Water Refining Company (Bani-walid) 180km	1920	550	240	44
University of Seven October (Misurata) 250km	2450	700	288	42
Total	16065	3950	2000	51

Distances mentioned are from home base in Tripoli

Response rate is calculated as factor of the questionnaires distributed and those collected

As can be seen from Table 3.4.2 LPS the Factory of Wool had the largest population of employees, with 3540 people working their. In order to achieve reasonable sample size 650 questionnaires were made available and 448 were completed and returned, this is a response rate of 69% and a sample size of 19%. The next most populated private

organization to be studied was the University of Seven October here there are 2450 employees, 700 questionnaires were made available here, but only 288 were completed and returned which means that although the sample size achieved was the largest at 29% the response rate was the lowest at only 42%. At the Factory of Paint there are 2355 employees, 500 questionnaires were made available and 296 were returned, which meant a response rate of 60% was achieved as was a sample size of 22%. Although this sample size is acceptable as is the response rate the largest sample size was achieved at the Company for Consultancy and training, here there are 1850 employees of which 30% or 550 who took the time to complete and return the questionnaire however the overall response rate of 44% was disappointing especially in a company of this type. The Health Services Company, the Road and Bridge Company and the Water Refining Company all have similar numbers of employee working for them. The research report intended to achieve similar sample sizes by making similar numbers of questionnaires available at each company.

Eventually 500 questionnaires were distributed at each of these companies, but the manager at the Water Refining Company requested a further 50 be delivered. This request did not affect the response rate from this company which at 44% was actually lower than that of the Health Services Company, the Road and Bridge Company which had rates of 50% and 48% respectively. It may have had an effect on the sample size achieved however, as even though the population at the Water Refining Company was the least of all three of these companies, it ended up returning a sample size of 28% with the others being slightly less at 26% respectively. In total fourteen Libyan companies operating in both sectors were contacted, seven from the public sector, where the sample of responses was restricted to 4,000, and seven in the private sector where the sample was restricted to 2,000. This restriction of the questionnaires to be coded was put in place, due to time constraints and the fact that there was some reluctance on the part of some employees to take part in the research and return a completed questionnaire even though they were strongly assured of anonymity. However, as a reasonable sample of the employees in each type of company who were asked to take part in the survey, returned them this constitutes an acceptable response rate.

Table (3.4.3 UKPUS) UK Public Sector Companies Sampled

Company		Population	Questionnaires Distributed	Questionnaires Collected	Response Rate%
Cheltenham Art Gallery & Museum	Q+I	30	30	15	50
University of Gloucestershire MBA Dept	Q+I	20	12	9	75
Gloucestershire College (Cheltenham)	Q+I	50	45	25	56
Tourism Information Centre (Cheltenham)	Q+I	28	25	20	80
University of Gloucester (SU) (Cheltenham)	Q+I	70	70	45	65
University of Gloucester (the Library) (Cheltenham)	Q+I	60	60	30	50
Cheltenham Council (Cheltenham)	Q	25	20	10	50
Abbey Bank (Cheltenham)	Q	25	25	14	56
Gloucestershire the Library (Cheltenham)	Q	20	20	10	50
NHS Gloucestershire HRM Dept. (Gloucester)	I	150	-----	-----	-----
Total		478	310	178	58

Q = Questionnaire distributed

I = where only an interview was carried out

Response rate is calculated as factor of the questionnaires distributed and those collected

As can be seen in Table 3.4.3 UKPUS above even though the population sizes in each organization or department studied in the UK public sector were considerably smaller than in Libya. This factor was expected to help by allowing significantly higher response rates and considerably higher sample sizes even though there was some apparent reluctance to participate. Although it is not possible to generalize the results of such a sample it is an indicator of UK public sector workers points of view. There were in fact only five companies or departments where the expected sample size the research report required was in fact achieved.

This was at the Cheltenham Art Gallery & Museum where of the 30 members of staff who worked there, 15 completed and returned the questionnaire, at the University of Gloucester (SU) with 70 employees there were 45 who responded, while of the 60 employees in the University of Gloucester Library 30 took part and responded. At the University of Gloucestershire MBA Department there are 20 employees the research report made 12 questionnaires available initially at the managers' request, but only 9 were completed and returned. This is of course a 60% sample size and a 75% response rate but the research report had hoped for more.

Although each of the previously mentioned samples are from departments within the library, even at organizations studied within Gloucester itself, there were reasonably acceptable samples acquired. The Abbey Bank in Gloucester employs 25 people and 25 questionnaires were made available to them, with 14 being returned achieving a



response rate of 56%. At the Tourism Information Centre there are 28 members of staff and 25 questionnaires were made available to be completed, of these 20 were returned, which is a response rate of 80%. At Gloucestershire College there was a similar sample size achieved when 45 questionnaires were made available to the 50 people who worked in that department only 25 however completed and returned the questionnaire which is a response rate of 56%. In the final organization to be surveyed the Cheltenham Council of the 25 members of staff available to be surveyed only 50% completed any of the 20 questionnaires made available. The NHS (Clinic) in Gloucestershire was approached in an attempt to survey a large public sector organization. Unfortunately, although the manager was willing to be interviewed regarding EIP, permission was not granted to survey employees for their opinions. In the British private sector companies approached there was also reluctance from the managers originally contacted, three were happy enough to be interviewed, but refused permission for the questionnaire to be distributed to their employees. Another three agreed that although the questionnaire could be made available to their staff, they themselves did not wish to be interviewed, citing pressure of work. As can be seen from Table 3.4.4 LPS below all but one of the organizations approached to take part provided an acceptable sample of the population.

The only exception being at BPE Solicitors where there are 100 employees and although 70 questionnaires were made available only 13 were completed and returned achieving a low response rate of 19% but a less than anticipated sample size.

Table (3.4.4 LPS) UK Private Sector Companies Sampled

Company	Population	Questionnaires Distributed	Questionnaires Collected	Response Rate%
BPE Solicitors (Cheltenham) Q+I	100	70	13	19
Spice Lodge (Cheltenham) Q+I	15	15	12	80
UCAS (Cheltenham) Q+I	30	30	17	57
H Holiday Express (Cheltenham) Q+I	15	15	12	80
Haven Partnership Solicitors (Cheltenham) Q	25	25	13	52
Vodafone Company Cheltenham (Cheltenham) Q	15	15	10	67
H W Smite Company (Cheltenham) Q	25	25	15	60
NFG Estate Agent (Cheltenham) I	10	-----	-----	-----
CGT Estate Agent (Cheltenham) I	35	-----	-----	-----
Rickerbys Solicitors HRM Dept. (Cheltenham) I	20	-----	-----	-----
<b>Total</b>	<b>290</b>	<b>195</b>	<b>92</b>	<b>48</b>

Q = Questionnaire distributed

I = where only an interview was carried out

Response rate is calculated as factor of the questionnaires distributed and those collected

At the Spice Lodge there are 15 employees and questionnaire were made available to all of them, 12 employees returned their forms completed and there was therefore a response rate of 80% and a perfectly acceptable sample size. A similar result was achieved at H Holiday Express. The next largest private sector employer to be studied was UCAS, here there are 30 employees, and the research report made 30 questions available for completion by anyone who wished to participate. There were 17 employees who chose to do so achieving a response rate of 57% and from an acceptable sample size. The next two largest private sector companies studied were Haven Partnership Solicitors and H W Smite Company both employ 25 people and were given 25 questionnaires to be completed. At haven partnership 13 employees completed and returned their questionnaire, while at H W Smite 15 were returned, this means that response rates of 52% and 60% were achieved at each company respectively. The final company to be surveyed was the Vodafone Company in Cheltenham who employ 15 people, of the 15 questionnaires made available, there were 10 returned achieving a response rate of 67%.

Three other private sector UK companies were contacted namely NFG, CGT and Rickerbys Solicitors requesting that they take part in the survey and allow their employees to complete a questionnaire. At each of these companies however although the manager or HR specialist initially contacted, agreed to be interviewed, in each of these cases permission to survey employees about their opinions of employee involvement and participation in the company was denied. Managers in each case cited the fact that their employees in their organization were too busy to take part. This meant contacting more companies in order to match the number of Libyan companies sampled finally four more managers from the companies listed above agreed, not only to be interviewed, but also to allow the distribution of the questionnaire. Eventually seven managers in the UK private sector were interviewed and ninety-two employees from seven separate companies responded to the questionnaire. In total twenty UK companies operating in both sectors were contacted, due to reluctance on the part of the managers initially contacted and to either be interviewed or allow the questionnaire to be distributed. In order to further appreciate the sample size and the level of response achieved the table that follow shows a breakdown of the departments surveyed from the total population in the Libyan companies. The sample of companies from the UK small

private sector organization consisted of organizations with relatively small populations of employees but, in all but one, a significantly high response rate was achieved.

In the UK public sector only, a few of, the large number of the organizations canvassed, agreed to take part in the survey. This was also the case in the private sector. In order to address this problem, the decision was made to carry out a census of a quasi-random selection of individuals within the various departments of large public sector organizations. As mentioned earlier the limited nature of the sample in the UK could have an effect on the generalisability of the information gathered to the British employee as a whole. This was kept in mind whilst analysis of the data was undertaken. Review of the results showed no reason to suspect that they had been impacted relative to that of Libyan respondents. In particular there was a high level of consistency in the responses between respondents from different organizations. The specific intention of the study was to assess the opinions of as many UK private and public sector employees in comparison to their counterparts in Libya this was a perfectly acceptable solution to the lack of UK organizations enthusiasm. In the Libyan leg of the survey there was no such reluctance, mainly because Libyan employees are quite used to taking part in such exercises and those in management are willing to show their support to Libyan researchers studying abroad. The management of Bani-Walid were particularly responsive as they are personal friends. Several other personal contacts throughout the region, in Tripoli, Misurata, and Terhana, Tripoli was used as a base to travel to these locations the use of friends and people already known as well as the survey of the General Electric Company (GEC) may have led to some positive bias being introduced. In Tables 3.4.5 and 3.4.6 below there is a departmental breakdown of the private and public Libyan organizations surveyed. The testing for normality of distribution in order to chose appropriate methods of analysing significance all of the respondents answers are presented in the next section.

**Table 3.4.5 Libyan Public Sector Companies Sampled Questionnaires Distributed and Collected at each Company**

Company	Tripoli Medical centre			General Post Services Company			General Electricity Company			Institution Local Bank			National Oil Institution			Social Services			Public Construction Company		
	QD	QC	%	QD	QC	%	QD	QC	%	QD	QC	%	QD	QC	%	QD	QC	%	QD	QC	%
Administrative Affairs Department	110	80	73	95	74	78	300	100	34	115	107	93	150	105	70	100	89	89	130	107	83
Financial Department	75	30	40	65	40	62	200	90	45	100	80	80	90	70	78	75	50	67	80	60	75
Safety and Security	80	50	63	110	80	73	200	100	50	60	50	84	120	100	83	80	60	75	50	40	80
Production and Technical	70	40	58	70	50	72	250	90	36	80	70	88	60	40	67	80	60	75	50	30	60
Planning and Development	70	50	72	80	60	75	200	80	40	75	60	80	45	30	67	75	50	67	80	70	87
H R M Department	75	40	54	80	70	88	450	308	69	40	30	75	70	50	72	115	70	61	80	50	63
Information Department	50	30	60	50	30	60	200	50	25	30	20	67	50	40	80	65	30	47	50	30	60
Quality Department	60	30	50	50	20	40	250	60	24	40	30	75	75	60	80	60	40	66	50	20	40
Service Product Department	95	70	74	50	35	47	250	70	28	30	20	67	70	50	72	50	20	40	40	25	62
Professionals Department	65	50	77	50	35	47	200	60	30	30	20	67	70	50	72	50	20	40	40	25	62
<b>Total</b>	<b>750</b>	<b>470</b>	<b>63</b>	<b>700</b>	<b>494</b>	<b>71</b>	<b>2500</b>	<b>1008</b>	<b>41</b>	<b>600</b>	<b>487</b>	<b>82</b>	<b>800</b>	<b>595</b>	<b>75</b>	<b>750</b>	<b>489</b>	<b>66</b>	<b>650</b>	<b>457</b>	<b>71</b>

QD=Questionnaires Distributed

QC=Questionnaires Collected

Table 3.4.6 Libyan Private Sector Companies Sampled Questionnaires Distributed and Collected at each Company

Company	Factory of Paint			Company for Consultancy and Training			Factory of Wool			Healthy Services Company			Road and Bridge Company			Water Refining Company			University of Seven October		
	QD	QC	%	QD	QC	%	QD	QC	%	QD	QC	%	QD	QC	%	QD	QC	%	QD	QC	%
Administrative Affairs Department	100	86	86	50	40	80	70	48	69	75	40	54	60	40	66	60	30	50	120	88	74
Financial Department	50	30	60	50	20	40	55	30	55	50	30	60	40	20	50	50	25	50	75	25	34
Safety and Security	50	20	40	50	30	60	70	55	79	50	30	60	40	30	75	40	20	40	75	25	34
Production and Technical	50	30	60	70	40	58	50	40	80	30	20	67	50	20	40	50	25	50	70	20	29
Planning and Development	50	20	40	50	20	40	50	25	50	30	20	67	50	30	60	50	20	40	70	20	29
HRM Department	50	40	80	70	40	58	75	60	80	70	50	72	60	40	66	60	80	35	50	25	50
Information Department	40	20	50	50	15	30	70	30	43	50	20	40	50	20	40	50	20	40	70	20	29
Quality Department	40	20	50	50	10	20	85	70	83	50	18	36	50	15	30	60	25	42	60	20	33
Service Product Department	40	15	38	60	15	25	65	50	77	45	10	23	50	15	30	50	20	40	50	20	40
Professionals Department	30	15	50	50	10	20	60	40	67	50	10	20	50	10	20	50	20	40	50	25	50
Total	500	296	60	550	240	44	650	448	69	500	248	50	500	240	48	550	240	44	700	288	42

QD=Questionnaires Distributed  
QC=Questionnaires Collected

### **3.5 Testing for Normality and Reliability**

Before considering the possible analysis of significance which could be carried out on the quantitative survey data, the distribution of this data was established. The normal distribution of data is a common type of distribution and the special properties of this distribution are relied upon heavily by parametric tests BIO/GE0209. As a sample size increases, “the means of the samples taken from practically any population approach a normal distribution”, (Sekaran, 2003, p. 267). There are many forms of statistical tests, that assume a normal population, but as they are quite robust, they are satisfactory even in the absence of exact normality, (Suliman and Abdulla, 2005). The range and the inter-quartile range give an idea of the spread of a sample but most of the values play no role in calculating them. The standard deviation is a measure of variability that takes account of all the data in a sample and is only ever used for scale data and is usually the measure of variability reported with the mean. Although, a system of classification offers respondents a range of possible answers, as this research does, using a 5 point Likert scale from strongly agree to strongly disagree, it is possible to place all classifications in order, and is known as ordinal data ,(Easterby-Smith et al, 2002). It is however difficult to be sure that the difference between ‘agree’ and ‘strongly agree’ is the same as the difference between ‘neither agree nor disagree’ and ‘agree’. If there is confidence that the interval between any certain variable is the same as between others this is known as interval data, (Easterby-Smith et al, 2002).

The distribution of these differences of opinion from respondents seemed unusual and therefore an effort was made to assess normality and the distribution of data. In order to do so, the researcher ran a test of normality, the normal Quantile-Quantile plot, the results of which are presented in Appendix Seven but also discussed here. In the figures presented below the plot graphs show the expected normal distribution and the observed skewedness in the main areas of national and organizational culture. These figures indicate a certain amount of skewedness to the extremes of either strong agreement or strong disagreement on the 5 point Lickert scale.

Normal Q-Q Plot of National Culture

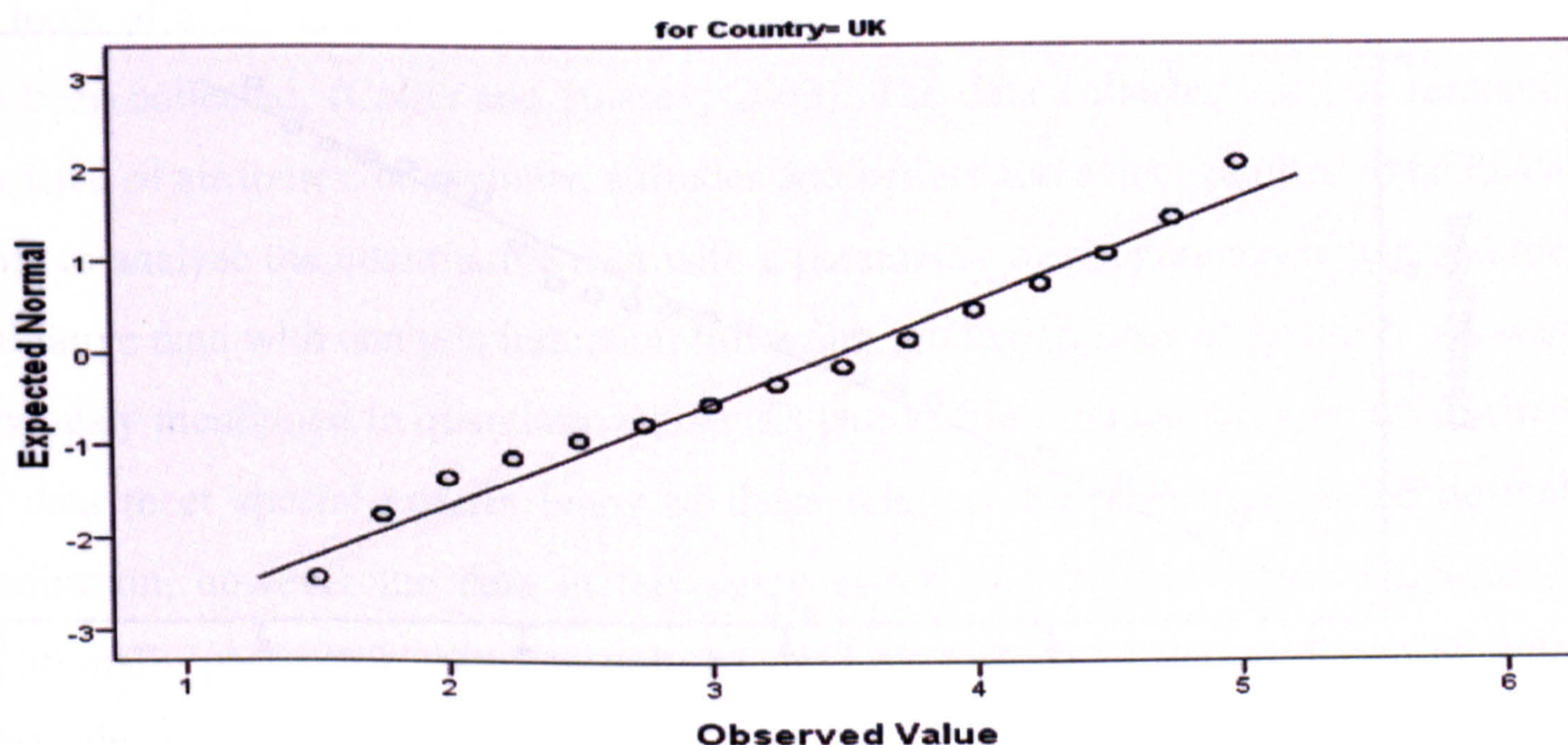


Figure 3.5.1

Normal Q-Q Plot of National Culture

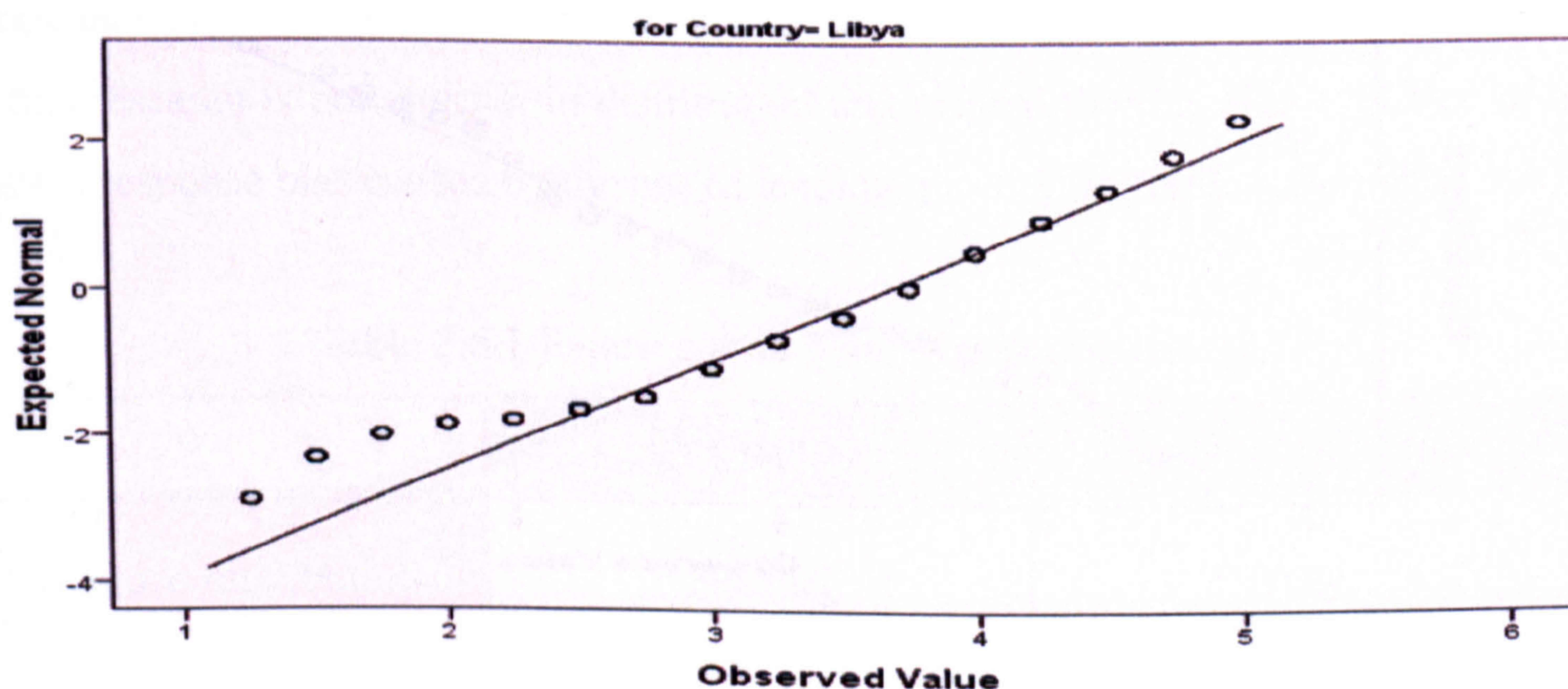


Figure 3.5.2

An expected normal distribution is a straight line, as can be seen the in Figures 3.5.1 to 3.5.4 the observed values from the data collected do not follow the straight line. The charts show that the distribution deviates somewhat from normality being skewed towards either of the extremes. This response bias is considered further in Chapter Four, section 4.1.2.

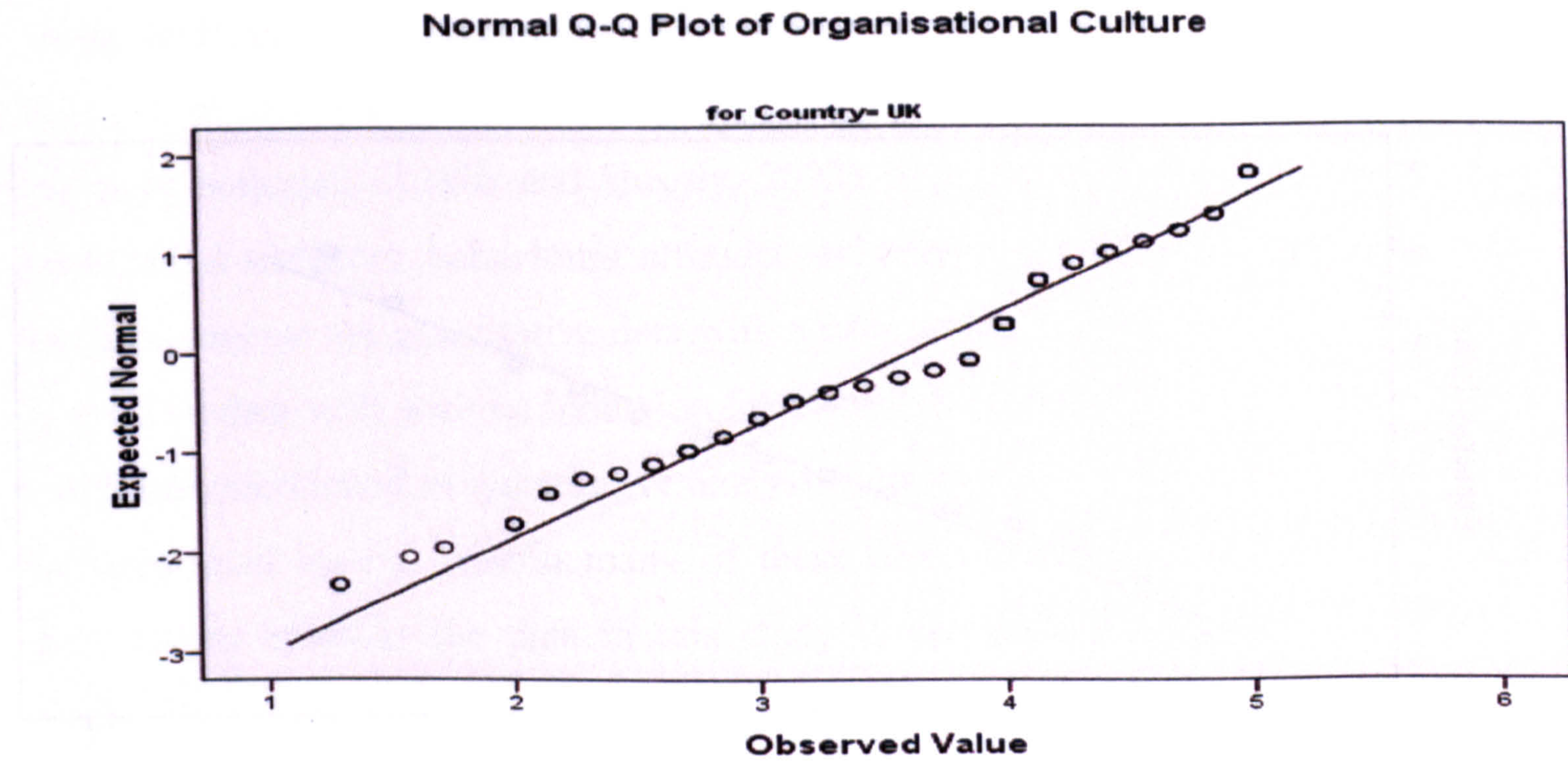


Figure 3.5.3

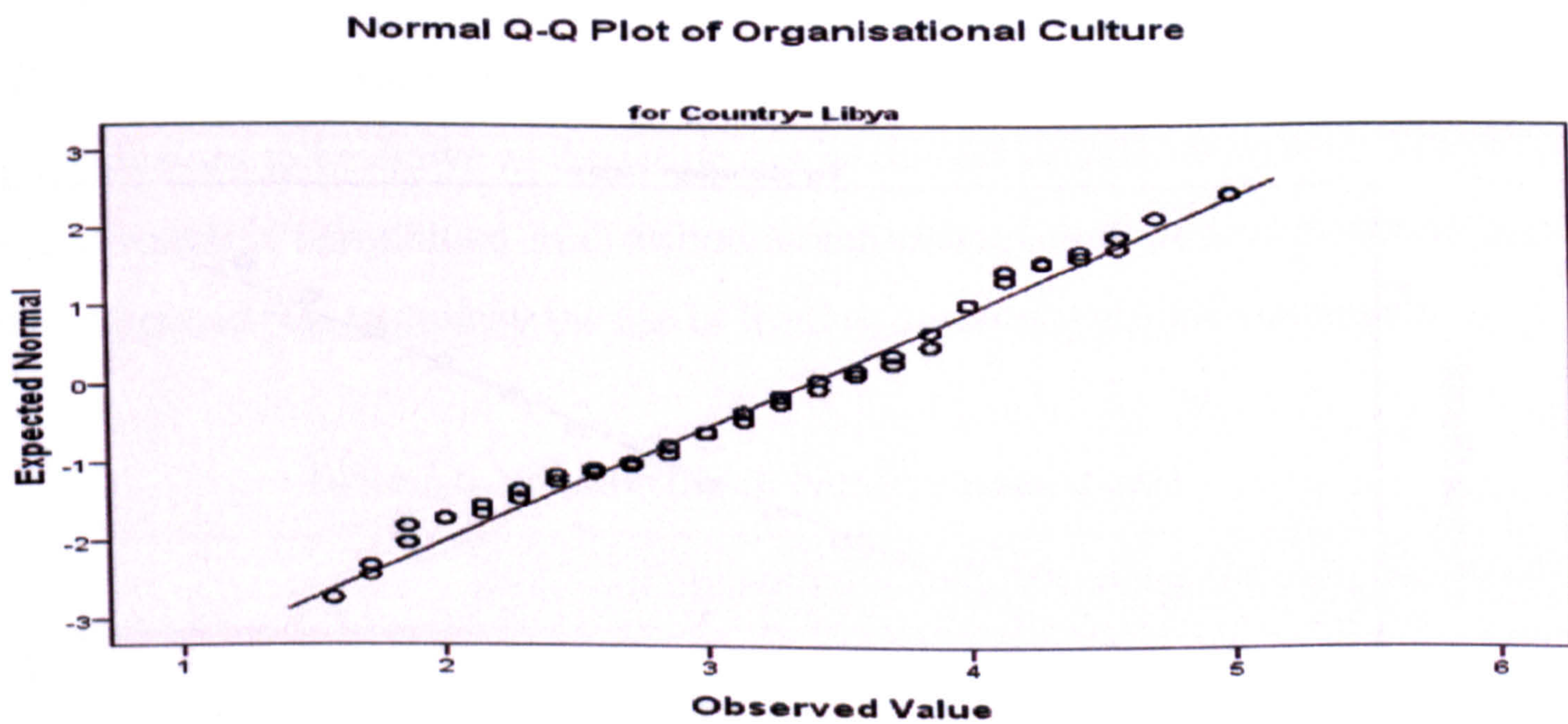


Figure 3.5.4

The two central concepts to be considered in establishing credibility in either quantitative or qualitative research are validity and reliability, the latter usually refers to the replicability which is the degree to which subsequent researchers could arrive at the same results, interpretations and claims, (Silverman, 2006). Validity of qualitative data can be established by using appropriate methods including analytic induction. Having assessed the normality and the distribution of the quantitative data and established the need for equal levels of reliability, validity and generalisability in the qualitative data, the next step was to decide on the appropriate test to use in the analysis and interpretation all of the data collected.



### 3.6 Methods of Analysis and Interpretation

As the analysis and interpretation of data forms the major part of any research project the tools of analysis used are dependent on whether quantitative or qualitative data had been collected, (Collis and Hussey, 2003). The data collected for this research consisted of attributes, behaviours, attitudes and beliefs and a decision had to be made either to analyse the quantitative data with a parametric or nonparametric test and the qualitative data with analytic induction following promising lines of enquiry. As was previously mentioned in quantitative analysis parametric tests can only be used when the data meet special criteria many of these rely on the properties of the normal distribution, however the data in this study is not normal (see Appendix Seven). Additionally parametric tests can only be used on scale-level data (interval or ratio data) whereas non-parametric tests can be used on nominal, ordinal or scale-level data. Typically, parametric tests assume that samples have similar variances while non-parametric tests make no such assumption. As Table 3.6.1 below shows, parametric data has to have an underlying normal distribution which would allow for more conclusions to be drawn as the shape can be mathematically described. The data for this research is non-normal in distribution and ordinal there is also evidence of a positive response bias caused by the use of leading questions/attitude statements.

Table 3.6.1 Parametric or Non-Parametric data

	Parametric	Non-parametric
Assumed distribution	Normal	Any
Assumed variance	Homogeneous	Any
Typical data	Ratio or Interval	Ordinal or Nominal
Data set relationships	Independent	Any
Usual central measure	Mean	Median
Benefits	Can draw more conclusions	Simplicity; Less affected by outliers

<http://www.Changingminds.org/analysis> social research accessed 21/11/2009

Table 3.6.2 Parametric or Non-Parametric testing

Tests		
Choosing	Choosing parametric test	Choosing a non-parametric test
Correlation test	Pearson	Spearman
Independent measures, 2 groups	Independent-measures t-test	Mann-Whitney test
Independent measures, >2 groups	One-way, independent-measures ANOVA	Kruskal Wallis test
Repeated measures, 2 conditions	Matched-pair t-test	Wilcoxon test
Repeated measures, >2 conditions	One-way, repeated measures ANOVA	Friedman's test

<http://www.Changingminds.org/analysis> social research accessed 21/11/2009

Having assessed the data for this research and discovering that it is non-normal in distribution and ordinal the choices for analysis were limited to any of the non-parametric test in Table 3.6.2. The most appropriate test with which to identify differences between multiple samples whose ordinal data which is skewed and does not satisfy the parametric test requirements is the Kruskal Wallis test.

### 3.7 Summary of the Research Methodology

Real research it appears can be viewed as a situation where facts or information are collected systematically in such a way as to provide data that can be interpreted with the clear aim of finding things out. The debates on the philosophy of research continue between two contrasting views of how social science research should be conducted, these are positivism and social constructionism. However there are many researchers, especially in the management field, who adopt a pragmatic view by deliberately combining methods drawn from both traditions. There are differing views about the research process which now dominate these are positivism, interpretivism and realism. The first advocates the application of the methods of the natural sciences to the study of social reality and beyond. In the second the aim is to conduct research

in 'natural' surroundings, while the last, which is realism, is based on the belief that a reality exists that is independent of human thoughts and beliefs. There are various modes of research enquiry but the common thread that joins them all is the fact that a good research methodology must offer a sound base to provide powerful findings and should be considered to be a critical part of any research work. When classifying research according to its purpose, it can be describe as being exploratory, descriptive, analytical or predictive however it can also be differentiated by looking at the approach adopted by the researcher.

Some researchers might choose a quantitative approach which is objective in nature and concentrates on measuring phenomena. Other researchers might prefer a qualitative approach, which is more subjective in nature and involves examining and reflecting on perceptions in order to gain an understanding of social and human activities. Any research will involve the use of a theory and although it may not necessarily be explicit at the start it will usually be made explicit in the presentation of the findings and conclusions. The clarity of a theory at the beginning will depend on whether the research uses the deductive approach, in which a theory and hypothesis (or hypotheses) are developed and the research strategy is to test the hypothesis. Or uses the inductive approach, where data is first of all collected and a theory is developed as a result of data analysis.

The deductive approach is seen to be more aligned with scientific research. Supporters of the inductive approach criticise the deductive approach because of its tendency to construct a rigid methodology that does not permit alternative explanations of what is going on. If the researcher is particularly interested in understanding why something is happening, rather than being able to describe what is happening, it may be more appropriate to adopt the inductive approach rather than the deductive. There are a number of ways of doing social science research the case study is the preferred strategy when "how" or "why" questions are being posed, when the investigator has little control over events, and when the focus is on a contemporary phenomenon within some real-life context. The greatest use of questionnaires is made by the survey strategy and is usually associated with the deductive approach.

Surveys are popular and allow the collection of a large amount of data from a sizeable population in a highly economical way. However, the data collected by the survey strategy may not be as wide-ranging as those collected by other research strategies. There are many methods of data collection that can be used in research the most common is the questionnaire. In any exploratory study, in-depth interviews can be very helpful to find out what is happening, or seek new insight interviews are undoubtedly the most widely used qualitative method in organizational research. This is because the interview is a highly flexible method, which can be used almost anywhere and it is capable of producing data of great depth.

Management research is becoming increasingly complex and intricate, requiring new techniques for examining research problems and analysing data to explain and clarify social phenomena. One of the major challenges facing researchers today is the debate about organizational management which highlights the compatibility of elements of any indigenous social system with the transplanted management paradigms used to manage workers. Recently the mixed methods approach is being promoted as the most comprehensive technique for research in social sciences through integration of thematic and statistical data. Divergent findings created through differing data collection techniques such as a combination of questionnaires and interviews and more rigorous analysis techniques appear to lead to greater depth and breadth in overall results, from which researchers can make more accurate inferences.

The main aim of this research was to answer the questions generated by the review of the literature, therefore this research was carried out using a survey which involved an investigation of the employee involvement and participation practices operating and the type of representation offered to workers in a variety of companies operating in different cultures in the public and private sectors of the UK and Libya. The data collection involved the use of a questionnaire and interviews. The main advantage of a questionnaire was that it allowed the study to meet its requirement to investigate the attitudes of employees to EIP. The fact that the rationale and structure of the study was introduced to managers and staff at general meetings in most instances meant that any initial doubts that the respondents might have on any question could be clarified on the spot. In the interviews with managers issues were initially brought to the surface but the researcher could adapt the questions as necessary, clarify doubts, and

ensure that the responses were properly understood, by repeating or rephrasing the questions. The questionnaire was split into sections and a 5 point Likert scale which was used to gauge respondents' level of agreement with the statements made. There was a real concern to establish validity for the questionnaire, as given the nature of the criticism of Hofstede's measures, and their lack of construct validity it was important to carry out a credibility test, which he had neglected to do, in order to attempt to eliminate any form of bias and establish reliability replicability.

In an effort to achieve validity data triangulation of the measures and pre-tested them by piloting the questionnaire, which allowed relevant people to comment on it, and validity to be established. The fact that the research report used leading questions is the reason for the consistent positive bias apparent in the distribution, from the data collected it is apparent that there is a trend toward mild or strong agreement with the questions asked. This tendency which is apparent from the data collected towards a positive response bias is not considered to matter too much, as it is consistent across the whole sample, and a test of normality has been carried out. However the matter of response bias will be discussed in more detail in chapter six. There were fourteen Libyan companies operating in both sectors who took part, in total twenty UK companies participated operating in both sectors. An assessment of normality and the distribution of data clearly indicated that it is non-normal in distribution and ordinal, there is also evidence of a positive response bias caused by the use of leading questions/attitude statements. The most appropriate test with which to identify differences between multiple samples whose ordinal data is skewed and does not satisfy the parametric test requirements is the Kruskal Wallis test. In the next section of the thesis the Analysis and Interpretation of the results of the survey are thoroughly investigated.

**SECTION THREE: FINDINGS ANALYSIS  
AND INTERPRETATION**

## **Chapter Four: Quantitative Analysis and Interpretation**

### **4.0 Introduction**

In Libya fourteen companies operating in both the public and private sectors were contacted, in the public sector companies, the census of respondents to the questionnaire were restricted to 4,000, and in the private sector companies the sample was restricted to 2,000. The population sizes in each organization or department studied in the UK were considerably smaller than in Libya, due to an apparent lack of interest on the part of the British companies contacted. In this chapter the quantitative data collected is presented and interpreted. Comparisons have been made from the means and standard deviations between ALL Libya and ALL UK respondents, ALL Employees by Sector, as well as Employees by Sector by country. Additionally there is a comparison of the means and standard deviations between Libyan public sector and Libyan private sector, UK public sector and UK private sector. Furthermore the research report also presents data from a cross comparison of UK private and Libyan public sectors and UK public and Libyan private sectors participants responses.

### **4.1 Quantitative Analysis**

The most important fact about the use of a questionnaire as the main method of collecting quantitative data was that it allowed large numbers of employees to be surveyed and the researcher could collect all the completed responses within a reasonably short period of time. The employee questionnaire (Appendix 3) was split into five main sections and a 5 point Likert scale was used to gauge respondents' level of agreement with the statement, ranging from strongly agree to strongly disagree.

The main areas to be investigated were National as well as Organizational culture to discover their effect on the employee involvement and participation (EIP) practices in the companies surveyed. Additionally respondents were asked to indicate their preferred form of EIP and comment on whether or not they felt the EIP in their company should be changed and what effect any such change might have on their job satisfaction and company performance.

Responses from ALL UK employees were compared with the responses from ALL Libyan employees. Next the responses of ALL of those employed in the public sector

were compared with employees in the private sector. Finally comparisons were made between UK public sector employees (UKPUS), UK private sector employees (UKPS), Libyan public sector employees (LPUS) and Libyan private sector employees (LPS).

Unfortunately because the research report used leading questions there is a consistently positive bias apparent in the distribution, a trend is apparent toward mild or strong agreement with the questions asked. The research report anticipated that such a bias would, be most apparent among the Libyan respondents from both sectors as the nature of the Libyan culture is to accept requests to be involved in surveys and try to tell the researcher exactly what you think he wants to hear. However the evidence of this positive response bias is most apparent among the UK public sector workers. This tendency which is apparent from the data collected towards a positive response bias is considered further. Additionally in this chapter further analysis of the quantitative data is carried out, initially the non-parametric data collected is analysed in section and then further analysis is presented after using the Kruskal Wallis test. This further analysis is necessary due the non-normal distribution of the data collected.

#### 4.1.1 Non- Parametric Data

As was previously mentioned in quantitative analysis parametric tests can only be used when the data meet special criteria many of these rely on the properties of the normal distribution, however the data in this study is not normal (see Appendix Seven).

Table 4.1.1 When to use Non-Parametric Tests

Distribution and Testing	Non-parametric
Choice	A non-parametric test
Independent measures, >2 groups	Kruskal Wallis test

Additionally parametric tests can only be used on scale-level data (interval or ratio data) whereas non-parametric tests can be used on nominal, ordinal or scale-level data. Typically, parametric tests assume that samples have similar variances while non-parametric tests make no such assumption.

As the Table 4.1.1 above shows, parametric data has to have an underlying normal distribution which would allow for more conclusions to be drawn as the shape can be mathematically described. The data for this research is non-normal in distribution and



ordinal there is also evidence of a positive response bias caused by the use of leading questions/attitude statements. As can be seen from the non-parametric results presented in the findings chapter there is a strong tendency toward positive or negative response bias.

#### 4.1.2 Response Bias

The reason for the consistent positive response bias that is indicated in the data, is the use of leading questions, which can on some occasions can be confused with attitude statements. However the difference from attitude statements in that the latter are balanced to match negative as well positive views. The most significant problem that arises from the use of leading questions is, that by suggesting a particular reply to respondents, although they do have the ability to choose any answer, they in fact feel pushed in a certain direction that is undesirable from a balanced research point of view. One key consideration, which the researcher recognized, was the need for the level of agreement with respect to the level of analysis. With the sample sizes being imbalanced, combined with the cultural differences, the researcher was critically aware of the need to highlight and qualify the findings so not to bias or skew the data. The addition of semi-structured interview provided a means of addressing this concern. In an effort to investigate the degree of apparent bias further, the following tables were produced which indicate the numbers and percentage of respondents who strongly disagreed, mildly disagreed, neither agreed nor disagreed, mildly agreed or strongly agreed with each question out to them. From the data presented in (Appendix 12) there is clearly evidence of the existence of a positive response bias indicated by the fact that in response to a large number of questions more than 25% of respondents mildly or strongly agreed. When the question of a positive response bias was considered in a purely Libyan context there were once again indications of response bias. From the data presented there are certainly a number of occasions where more than 25% of respondents strongly agreed with the statements and in at least two incidences there were over 40% of respondents who strongly agreed that, *'management should allow workers to participate and become more involved in the decision-making process'*. Additionally there was a fairly positive response to the statement that, *'In my country a person's allegiance is to his/her immediate family'*. Whereas in the data collected and presented which concerns the UK context 30.0% positively respond to the statement that, *'In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'*.

There are almost as many incidences of a positive response bias from these respondents but it is in two particular areas where the positive nature of responses are from more than 40% of those sampled this they were asked to identify the most helpful form of employee involvement as far as they were concerned. In response to this question 41.1% of UK employees felt that, *'E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace?'*

If the Libyan context is considered in more detail it is apparent that Libyan public sector workers responses were just as likely to contain a positive bias as those of their counterparts in the private sector. However as can be seen from the responses from Libyan private sector participants 32.3% of them compared with only 13.8% of those Libyan working in the public sector feel that, *'In my country the less powerful person in society accepts inequality in power and considers it normal'*. The responses from UK public and private sector workers show that there are many respondents than 25% of respondents who mildly or strongly agreed with the statements put to them. In fact there were 25.3% who agree strongly that, *'In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'*. Of additional interest are the facts that among private sector UK employees there were 39.1% of respondents who felt strongly about the fact that, *'In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'* and a similar amount felt the same way about the statement, *'In my country a person's allegiance is to his/her immediate family'*.

Most importantly of all however it is apparent from the data presented which indicates the positive bias in the responses of UK public sector employees, that there are many more instances of this than among any other sample group. The data shown indicates that 43.8% of these respondents feel that, *'E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace'*. There are 41.0% who strongly agree that, *'Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace'*. There are 44.4% who stated that, *'Team working is a helpful form of employee involvement practice in the workplace'* and this has to be considered alongside the 44.4% of UK public sector workers who stated that, *'Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed'*

*about this workplace.* There is little doubt that this and the results which are apparent from them clearly indicate a positive response bias.

The hypothesis generated with which to test the questions the research report wanted to answer, are based on the premise that there are significant differences between the two national cultures, as well as the organizational cultures they countenance and the EIP which is predominant within organizations. Therefore Kruskal Wallis tests were used to test the difference between groups. This test allowed comparison to be made between the responses of the various groups of workers involved in both the UK and Libya, public and private sectors. As well as comparing the responses of all of those in one particular country to be compared with the other and cross comparison between sectors was also carried out.

#### **4.2 Quantitative Group Data and Kruskal Wallis Test Results**

In this section grouped data from the main variables are presented and commented upon there are also some examples of interesting findings from the itemised grouped data and a comparison with the Kruskal Wallis test results. The main findings from these descriptive statistics are presented in (Appendix Eight). The standard deviation is a calculation that depends on all the values and represents the square root of variation of responses of the study sample individuals. It is used to measure the range of the values spacing from their arithmetic mean, the more those value are near to their average the more they indicate agreement and vice versa. The 5 point Lickert scale used ranged from 1 which indicated strong disagreement to 5 which indicated strong agreement, 3 registered a respondent's reluctance to either agree or disagree with the statement provided. For the purpose of coding the scale was reversed.

In (Tables 4.2.1 to 4.2.8) the group data from the survey is presented, the full results including the itemised data are presented in (Appendix Eight) although some results are commented on here. In each of the tables the dispersion measure is used to gauge the average difference in degree of agreement on a certain statement. This information is then contrasted with the test results generated from SPSS. The most appropriate test with which to identify any differences between multiple samples whose ordinal data is skewed and does not satisfy the parametric test requirements is the Kruskal Wallis test. The Kruskal Wallis test is non parametric, that is, it does not make any assumption on the nature of the underlying distributions (except continuity). As many other non

parametric tests, it will not use the values of the observations directly, but will first convert these values into ranks once these observations are merged into a single sample. The statistic of the Kruskal Wallis test is built from the means of the ranks of the observations across the samples. The test does not assume normality or equal variances, and instead of comparing sample means, it compares sample means of ranks. The alternative hypothesis is that at least one of the populations tends to yield larger values than at least one of the other populations. The full results of this test can be seen in (Appendix 13).

The quantitative analysis the test statistics generated and the Kruskal Wallis test results are all presented in the following tables there is also reference to the mean ranking which indicates the direction of associations. In this test all responses are ordered into one large sequence from lowest to highest and each is assigned a rank. When there are similarities the average rank is assigned. Comparisons have been made regarding the main and itemised variables between ALL Libya and ALL UK responses, ALL responses by sector, as well by sector by country. Additionally there is a comparison of the responses from the Libyan public sector and Libyan private sector, UK public sector and UK private sector.

The hypotheses to be tested are:

HO1: There are no significant differences between the EIP practiced in Libya and the UK.

HO2: There are no significant differences between the EIP practiced in public and private companies

In the Kruskal Wallis test it is assumed that for  $H_0$  the two samples are drawn from the same population and that for  $H_1$  the two samples come from different populations. If  $H_0$  is rejected then  $H_1$  is accepted. A rejection of either or both 'null' hypotheses will indicate that there are differences observed and that these are theoretically associated with either or both national and organizational culture.

If the assumed significance  $p$  is  $\leq .01$ , the null hypothesis, that there are no differences in the data, has been rejected and the alternative hypothesis that significant differences do exist is accepted. **RED indicates a significant difference** **BLUE** indicates that there are no differences.

#### 4.2.1 All Libyan V All UK

**Table 4.2.1 ALL UK Compared with All Libyan Employees Responses**

	Country	Mean	Std. Deviation	Std. Error Mean
National Culture	UK	3.4694	1.01589	.06183
	Libya	3.6880	.70034	.00904
Organizational Culture	UK	3.5534	.97786	.05951
	Libya	3.3221	.69751	.00900
EIP in the organization	UK	3.4963	1.00208	.06098
	Libya	3.4944	.81095	.01050
Preferred form of EIP	UK	3.7541	.93917	.05716
	Libya	3.8438	.69041	.00892
Changes required in EIP and the possible effects	UK	3.6669	.84721	.05156
	Libya	4.0014	.63457	.00821

Number of employee responses  
Libyan 6000  
UK 270

In the results presented in (Table 4.2.1) it can be seen that employees responses to statements tended to agree to some extent with the statements. The exception was in responses to the question regarding *'culture adopting strict codes of behaviour...and a belief in absolute truths'*.

**Table 4.2.1.1 All Libya responses All UK responses**

Test Statistics<sup>a,b</sup>

	National Culture	Organizational Culture	EIP in the organization	Preferred form of EIP	Changes required in EIP and the possible effects
Chi-Square	7.972	34.631	.306	.299	44.033
df	1	1	1	1	1
Asymp. Sig.	.005	.000	.580	.584	.000

a. Kruskal Wallis Test  
b. Grouping Variable: Country

**Table 4.2.1.1a National Culture**

Test Statistics<sup>a,b</sup>

	1. In my country the less powerful person in society accepts inequality in power and considers it normal'	2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3. In my country a person's allegiance is to his/her immediate family'	4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'
Chi-Square	.609	127.022	1.489	.979
df	1	1	1	1
Asymp. Sig.	.435	.000	.222	.323

a. Kruskal Wallis Test  
b. Grouping Variable: Country

The results in Table 4.2.1.1 indicate significant differences in response to questions regarding national and organizational culture as well as changes in EIP and the possible

effects. The assumed significance  $p$  is  $= > .01$  in each of these areas. There is no significant difference between responses with regard to EIP in the organization or preferred form of EIP.

The Kruskal Wallis test results from individual questions indicate that in responses to Q2 as the assumed significance  $p$  is  $.000$  and therefore less than  $.01$  there are significant differences in respondents' answers to this question. In responses to Q1, Q3 and Q4 the  $p$  values are all  $< .01$  indicating there are differences in the responses from participants. The mean rankings for these questions from the UK respondent had higher frequency scores than those of the Libyan participants, see (Appendix 13) where the  $+$  indicates higher directional difference.

Table 4.2.1.1b Organizational Culture

Test Statistics<sup>a,b</sup>

	5a. Do you have employees belonging to union(s) in your company	5b. if yes, do you know approximately what proportion of employees are members of the union	6a. As far as you are aware, do you have employee representatives on committees in your company?	6b. If yes, do you know approximately what percentage of people represent employees on committees	6c. Are these representatives elected by employees	7. In my company employees tend to represent themselves in most circumstances	8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	9. Managers in my company are very good at keeping employees informed about changes in Staffing'	10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	12. In my company the employment relationship is about than just earning money	13. In my company the employment relationship is a partnership of cooperation
Chi-Square	12.986	238.514	2.775	308.689	112.078	1.088	6.175	20.392	9.928	42.737	28.760	1.136
df	1	1	1	1	1	1	1	1	1	1	1	1
Asymp. Sig.	.000	.000	.096	.000	.000	.297	.013	.000	.002	.000	.000	.286

a. Kruskal Wallis Test

b. Grouping Variable: Country

In Table 4.2.1.1b in responses from participants to questions regarding organizational culture there are even more areas of significant difference. In Q5a, 5b, 6b and 6c

regarding employee representation in their company as well as Q9, 10, 11, and 12 regarding their managers ability to keep them informed, respondents had differences of opinion. The assumed significance values from the test for these questions are all  $> .01$ . In response to Q6a, 7, 8 and 13 however the p value is  $< .01$  indicating that there are no significant differences with regard to the use of employee representative committees, individual employee representation, and managers' ability to inform employees about changes to the way the organization is being run or the proposition that the employment relationship is a partnership of cooperation. In response to most of these questions on organizational culture the mean ranking score for Libyan respondents was higher than that of UK participants, however in answer to Q8, Q9, Q10, Q11 and Q12 regarding the abilities of managers and the employment relationship being linked to money. The UK scores were higher.

Table 4.2.1.1c EIP in the Organization

Test Statistics<sup>a,b</sup>

	14. In my company the level of involvement, participation and empowerment employees feel is very high'	15. In my company the degree of autonomy the employee is granted, is very high'	16. In my company the safety of the work environment is very important and employees are directly involved'	17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'
Chi-Square	31.491	5.897	.183	3.918
df	1	1	1	1
Asymp. Sig.	.000	.015	.669	.048

a. Kruskal Wallis Test

b. Grouping Variable: Country

This result regarding the employment relationship is reinforced by the fact that with regard to EIP the test results in Table 4.2.1.1c indicate there is an assumed significance of 0.000 which is  $< 0.005$  indicating a significant difference between responses to the question that, '*In my company the level of involvement, participation and empowerment employees feel is very high*'. There was no significant difference regarding the degree of autonomy employees felt or the health and safety or opportunity for self-development according to respondents from both countries. In the mean ranking scores for the Questions 15, 16 and 17 the UK respondents where higher, but in response to question 14 the Libyans had a higher ranking.

Table 4.2.1.1d Preferred form of EIP

Test Statistics<sup>a,b</sup>

	18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	22. Team working is a helpful form of employee involvement practice in the workplace	23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace
Chi-Square	38.560	15.739	.423	64.145	34.587	23.647	20.824
df	1	1	1	1	1	1	1
Asymp. Sig.	.000	.000	.515	.000	.000	.000	.000

a. Kruskal Wallis Test

b. Grouping Variable: Country

As can be seen from the results in Table 4.2.1.1d in response to the questions regarding their preferred form of EIP, there are noticeably significant differences between employees opinions on whether Notice Boards; E-Mails; Workplace news letter or magazines, Team working; the Union or other employee representative bodies or finally Individual conversations between a manager and his employee are the most helpful form of employee involvement practice in keeping them informed about their workplace. The assumed significance in every case being 0.000 or < 0.01, the only instance where there was no indication of a significant difference was in regard to Workplace intranet and its usefulness. In the mean rankings generated for these questions on EIP in the organization there is no consistency apparent in the directional associations, (see Table 1d in Appendix 13).

Table 4.2.1.1e Changes Required in EIP

Test Statistics<sup>a,b</sup>

	25. Increased levels of employee involvement and participation should be introduced at your company	26. The management of employees could be done in a way that focuses more than on individuals	27. Management should allow workers to participate and become more involved in the decision-making process	28. There is a need to change the existing employee involvement practice within the company	29. A change to the existing employee involvement practice could make work life more meaningful and satisfying
Chi-Square	103.220	3.434	96.388	52.846	37.301
df	1	1	1	1	1
Asymp. Sig.	.000	.064	.000	.000	.000

a. Kruskal Wallis Test

b. Grouping Variable: Country



In the final comparison of responses the results shown in Table 4.2.1.1e indicate significant differences appearing with regard to employees' opinion of the need to change EIP in their organization and the possible effects of any such change. There are differences in their opinions about the need to increase levels of employee involvement and participation; management allowing workers to participate and become more involved in the decision-making process as well as the need to change the existing employee involvement practice within the company and whether such a change could make work life more meaningful and satisfying. The assumed value in Q26 is  $> 0.01$  indicating there is no difference in their responses regarding the need for the management of employees being done in a way focuses on the individual. From the responses to these question the mean ranking results show that in every one the Libyan score was higher.

#### 4.2.2 ALL Public V ALL Private

From the results presented in (Table 4.2.2) it can be seen that ALL the Libyan employees responses to statements tended to agree to some extent. There was however a higher level of agreement with the questions regarding '*...Changes required in EIP and the possible effects*'.

**Table 4.2.2 Employees Responses by Sector**

		Mean	Std. Deviation	Std. Error Mean
National Culture	All public	3.6447	.75708	.01171
	All private	3.7464	.62767	.01372
Organizational Culture	All public	3.2648	.72760	.01126
	All private	3.4664	.66392	.01452
EIP in the organization	All public	3.5523	.81064	.01260
	All private	3.3800	.82671	.01807
Preferred form of EIP	All public	3.9350	.70666	.01095
	All private	3.6506	.65629	.01435
Changes required in EIP and the possible effects	All public	3.9947	.66890	.01038
	All private	3.9716	.60643	.01326

Number of employee responses  
Public 4178  
Private 2092

From the results presented in the itemised table (see Appendix Eight) it can be seen that in Libyan public sector, from the 4000 employees responses, there was a certain level of disagreement with the statement *...In my country the less powerful person in society accepts inequality in power and considers it normal.*

In the questions dealing with organizational culture therefore, it can be seen from the results that there was at least some disagreement as to whether *'managers ... are very good at keeping employees informed about financial matters including budgets or profits.* There was an equally negative result in relation to the question regarding *...the employment relationship is about more than just earning money.*

Table 4.2.2.1 ALL Public Sector with ALL Private Sector

Test Statistics<sup>a,b</sup>

	National Culture	Organizational Culture	EIP in the organization	Preferred form of EIP	Changes required in EIP and the possible effects
Chi-Square	19.573	173.082	32.543	345.958	4.038
df	1	1	1	1	1
Asymp. Sig.	.000	.000	.000	.000	.044

a. Kruskal Wallis Test

b. Grouping Variable: All private and All public

In Table 4.2.2.1 the results show that concerning the main variables there is an assumed significance of 0.000 in the National Culture; Organizational Culture; EIP in the organization and preferred form of EIP categories indicating that there are significant differences between employee's responses in these areas because P is < 0.01. The public and private workers responses from both countries are not significantly different however with regard to the need for Changes in EIP and the possible effects. However there is little consistency apparent in the direction of associations in the mean rankings, private sector respondents scoring higher on the national and organizational culture questions while public sector participants mean ranking was higher in the other categories (see Table 2 in Appendix 13).

The results indicate a less than positive level of agreement with one of these statements, in employee responses with regard to *...the degree of autonomy... a number of respondents questioned disagreed to some extent it ...is very high.* In answer to the statements regarding level of involvement, participation and empowerment, safety of the work environment and opportunity for training and development, the result show that respondents indicated a level of agreement. Therefore indicating that they thought EIP was high in their company, agreeing that safety at work was important there and also that there were adequate opportunities for training and development. In the questions dealing with organizational culture it can be seen from the results that although there is general agreement from UK respondents that, *'the employment*

relationship is about more than just earning money' and similar agreement that, 'this relationship is a partnership of cooperation'. There is significantly less agreement and particularly strong disagreement with statements, regarding representation and information from management, on 'changes in the way the organization is being run', 'changes in Staffing', 'changes in the way I do my job', and finally 'keeping employees informed about financial matters including budgets or profits. The results show significantly less agreement with the statements regarding the level of autonomy employees are granted and their feelings of empowerment. In the last set of questions to be put respondents were asked about what changes could be made to the employee involvement and participation practices in their company.

The results show that although there was agreement among UK respondents that, 'greater participation would result in improved satisfaction and morale which would lead to improved performance'. There was also support for the suggestions that, '... management should allow workers to participate and become more involved in the decision-making process; and be done in a way that focuses more than on individuals; allowing increased levels of employee involvement and participation. There was however slightly less support for the suggestion that, there is '...a need to change the existing employee involvement practice within the company', or that any '...change to the existing employee involvement practice could make work life more meaningful and satisfying.

Table 4.2.2.1a National Culture

Test Statistics<sup>a,b</sup>

	1. In my country the less powerful person in society accepts inequality in power and considers it normal'	2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3. In my country a person's allegiance is to his/her immediate family'	4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'
Chi-Square	488.625	1.506	160.596	13.172
df	1	1	1	1
Asymp. Sig.	.000	.220	.000	.000

a. Kruskal Wallis Test

b. Grouping Variable: All private and All public

In the main variable of National culture the results in Table 4.2.2.1a show that the assumed significance in three of the four measures of National culture is 0.000 indicating significant differences in respondents replies to the proposition that in their country, 'the less powerful person in society accepts inequality in power and considers it normal', 'a person's allegiance is to his/her immediate family' or that in their country,

'dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'. There are no significant differences apparent in regard to Q2 regarding culture adopting 'strict codes of behaviour and a belief in absolute truths'. Again however there is no consistency in the mean ranking scores (see Table 2a in Appendix 13).

Table 4.2.2.1b Organizational Culture

Test Statistics<sup>a</sup>

	5a. Do you have employees belonging to union(s) in your company	5b. if yes, do you know approximately what proportion of employees are members of the union	6a. As far as you are aware, do you have employee representatives on committees in your company?	6b. If yes, do you know approximately what percentage of people represent employees on committees	6c. Are these representatives elected by employees	7. In my company employees tend to represent themselves in most circumstances	8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run <sup>1</sup>	9. Managers in my company are very good at keeping employees informed about changes in Staffing <sup>1</sup>	10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits <sup>1</sup>	12. In my company the employment relationship is about than just earning money	13. In my company the employment relationship is a partnership of cooperation
Chi-Square	5.284	981.372	208.153	836.411	77.726	38.043	38.996	39.444	5.250	428.766	115.233	3.158
df	1	1	1	1	1	1	1	1	1	1	1	1
Asymp. Sig.	.022	.000	.000	.000	.000	.000	.000	.000	.022	.000	.000	.076

a. Kruskal Wallis Test

b. Grouping Variable: All private and All public

In Table 4.2.2.1b the results indicate a significant difference in replies to the questions regarding unions and representative committees, employees' individual representation and the level of the communication from managers and the very nature of the employment relationship. There are many questions measuring workers opinion of their organizations culture, where differences are apparent between those working in the public or private sectors. The mean ranking scores for the private sector respondents are consistently higher with regard to Q5b, 6b, Q7, Q8, Q9, Q11, Q12 and Q13 than the public sector workers scores. It is the public sector workers who have higher scores with regard to the questions concerning representation and the ability of managers to *keep them informed about changes in the way they do their job*. These results show an assumed significance of 0.000 in response to seven of the questions asking workers about their representation within their particular organization.

Table 4.2.2.1c EIP in the Organization

Test Statistics<sup>a,b</sup>

	14. In my company the level of involvement, participation and empowerment employees feel is very high'	15. In my company the degree of autonomy the employee is granted, is very high'	16. In my company the safety of the work environment is very important and employees are directly involved'	17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'
Chi-Square	32.445	4.198	147.601	6.856
df	1	1	1	1
Asymp. Sig.	.000	.040	.000	.009

a. Kruskal Wallis Test

b. Grouping Variable: All private and All public

The results in Table 4.2.2.1c indicate a significant difference existed between UK and Libyan respondents regarding *the level of involvement, participation and empowerment employees feel* in their company. There were no significant differences with regard to the other questions. However in this comparison of private and public sector respondents from each country. The p value is < 0.01 in Q14, Q16 and Q17 indicating significant differences from respondents regarding *the level of involvement, participation and empowerment employees feel* but also the importance of health and safety in the work environment. There are no significant differences indicated in responses to Q15 regarding employee autonomy or the opportunity for self-development. The mean ranking score from public sector participants is higher compared with those in the private sector. Furthermore ranking scores for public sector respondents is higher in regard to all of these questions on EIP in the organization.

Table 4.2.2.1d Preferred form of EIP

Test Statistics<sup>a,b</sup>

	18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	22. Team working is a helpful form of employee involvement practice in the workplace	23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace
Chi-Square	301.279	113.662	40.875	37.685	27.825	49.493	112.979
df	1	1	1	1	1	1	1
Asymp. Sig.	.000	.000	.000	.000	.000	.000	.000

a. Kruskal Wallis Test

b. Grouping Variable: All private and All public

As can be seen from the results in Table 4.2.2.1d just as in the comparison of ALL the Libyan and UK participants, the assumed significance for each itemised variable is 0.000 indicating that there are significant differences between public and private workers opinions about their preferred form of EIP. The mean ranking scores of public sector respondents are consistently higher than those from the private sector.

Table 4.2.2.1e Changes Required in EIP and the Possible Effects

Test Statistics <sup>a,b</sup>					
	25. Increased levels of employee involvement and participation should be introduced at your company	26. The management of employees could be done in a way that focuses more than on individuals	27. Management should allow workers to participate and become more involved in the decision-making process	28. There is a need to change the existing employee involvement practice within the company	29. A change to the existing employee involvement practice could make work life more meaningful and satisfying
Chi-Square	145.547	65.469	27.414	90.441	.077
df	1	1	1	1	1
Asymp. Sig.	.000	.000	.000	.000	.782

a. Kruskal Wallis Test

b. Grouping Variable: All private and All public

Additionally there are similar results in the comparison of these participants, as there were between Libyan and UK respondents as a whole, regarding the changes required in EIP. Although in the latter there was significant difference to responses regarding the effects of a change in the EIP (see Table 4.2.2.1e) while in the former there was not. As can be seen from the mean ranking scores in Table 2e of Appendix 13, there is a consistently higher score from private sector respondents to Q26, Q27, Q28 and Q29 regarding management and their attitudes to EIP, as well as the need for change and the possible effects. The public sector workers had a higher mean ranking with regard to the question about increasing the levels of EIP in their organizations. In an effort to understand the difference between respondents' opinions and to identify whether they are attributable to either national or organizational variability, the research report conducted the following comparative tests, by sector and by country.

In the next section of the questionnaire respondent were asked for their opinion regarding the existing employee involvement practice (EIP) currently in use at their company. They were asked to comment on employee involvement and participation practice in general within their company and then to indicate which EIP that their company used was in their opinion the most helpful keeping them informed about their workplace. Finally they were asked about the need for change in EIP within their company and what they felt the probable effects of this change might be. As can be seen

from the results in the UK the most highly preferred method for keeping informed about what was going on in their company, according to respondents was e-mail. In the Libyan study the most highly preferred method for keeping them informed about what was going on in their company was ... *team working*.

#### 4.2.3 UK Private V Libyan Private

In the results presented in (Table 4.2.3) it can be seen that in the UK private sector, from the 92 employees responses, to questions on national culture, the strongest level of support is for, '*...a persons' allegiance being toward immediate family*' and '*dominant cultural values emphasizing a work ethic expressed in terms of money, achievement and recognition*'.

**Table 4.2.3 Employees by Private Sector by country**

		Mean	Std. Deviation	Std. Error Mean
National Culture	UK Private	3.6168	1.05966	.11048
	Libyan Private	3.7524	.60015	.01342
Organizational Culture	UK Private	3.7205	.96192	.10029
	Libyan Private	3.4547	.64486	.01442
EIP in the organization	UK Private	3.5109	1.03968	.10839
	Libyan Private	3.3740	.81540	.01823
Preferred form of EIP	UK Private	3.6348	1.01910	.10625
	Libyan Private	3.6513	.63502	.01420
Changes required in EIP and the possible effects	UK Private	3.4946	.92101	.09602
	Libyan Private	3.9935	.57889	.01294

Number of employee responses  
 UK Private 92  
 Libyan Private 2000

In the Libyan private sector there is a tendency toward agreement from some, that '*... the less powerful person in society accepts inequality in power and considers it normal...*' and that '*...the dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition*'. In comparison to the Libyan public sector employees these respondents were usually in agreement to some extent with this statement, they were even in agreement that in their *....country the less powerful person in society accepts inequality in power and considers it normal*. The UK private sector employees showed the highest level of agreement with the notion that '*...managers in my company are very good at keeping employees informed about changes in Staffing..*' but not so good, '*...at keeping employees informed about financial matters including budgets or profits'*.... In there responses to Q7, Q8, Q10, Q12 and Q13 there was a general level of agreement that, '*...managers are very good at keeping employees*

*informed about changes in the way they do their job*' as well as *'...keeping employees informed about changes to the way the organization is being run'*. There was also general agreement that, *'...the employment relationship is about than just earning money'* although it is also seen by some as *'...a partnership of cooperation, even though '...employees tend to represent themselves in most circumstances'*. As can be seen from the results presented, in the UK private sector there is apparently some kind of consensus on the level of disagreement regarding the fact that, *'...the employment relationship is a partnership of cooperation'* there was a similar level of agreement in the responses of UK public sector workers but additionally they disagreed to some extent that, *'in their company the level of involvement, participation and empowerment employees feel is very high'*. In the UK private sector there are levels of agreement from respondents with regard to the EIP within their organization however although there is general agreement with Q16 and Q17, as there was in the public sector employees responses. There is again in these results less general agreement with, *'...the level of involvement, participation and empowerment employees feel being very high'* or the proposition that *'...the employment relationship is a partnership of cooperation'*. However there is less agreement from private sector employees that, *'...union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about the workplace'*.

From the results it appears that Libyan private sector employees are in positive agreement, to some extent and have a favourable view of their organizational culture, much like the responses from those surveyed in the public sector companies. There is less agreement with statements like, *'...Managers in my company are very good at keeping employees informed about changes in the way I do my job'*...*Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'*. There were many UK private sector respondents who agreed to some extent that, *'...management should allow workers to participate and become more involved in the decision-making process'*. The level of agreement fell, with regard to Q28, Q29, concerning, *'...any need to change the existing employee involvement practice within the company'*, and whether such a change would, *'...make work life more meaningful and satisfying'*. There was even less general agreement amongst these UK private sector workers that, *'...the management of employees could be done in a way that focuses more than on individuals'*, or that *'...increased levels of employee involvement and participation should be introduced'*.



Table 4.2.3.1 All UK Private Sector with Libyan Private Sector

Test Statistics<sup>a,b</sup>

	National Culture	Organizational Culture	EIP in the organization	Preferred form of EIP	Changes required in EIP and the possible effects
Chi-Square	.118	37.833	1.003	4.931	28.913
df	1	1	1	1	1
Asymp. Sig.	.731	.000	.317	.026	.000

a. Kruskal Wallis Test  
 b. Grouping Variable: uk pr group

The Kruskal Wallis test results presented in Table 4.2.3.1 indicates that there are significant differences in the responses of UK private sector employees when compared with those in the Libyan private sector. The assumed significance of 0.000 in both the Organizational Culture and Changes required in EIP and the possible effects variables are proof of this. However there are differences in regard to National culture, EIP in the organization and the preferred form of EIP.

The mean rankings show a consistently higher score from UK private sector respondents to questions about the first three categories. Libyan private sector participants scored higher with regard to the preferred form of EIP and the need for changes and their possible effects (see Table 3 in Appendix 13).

Table 4.2.3.1a National Culture

Test Statistics<sup>a,b</sup>

	1. In my country the less powerful person in society accepts inequality in power and considers it normal'	2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3. In my country a person's allegiance is to his/her immediate family'	4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'
Chi-Square	4.916	16.556	.001	2.645
df	1	1	1	1
Asymp. Sig.	.027	.000	.975	.104

a. Kruskal Wallis Test  
 b. Grouping Variable: uk pr group

Furthermore with regard to national culture the test statistics in Table 4.2.3.1a show that the main area of difference between these participants' responses are with regard to the culture in their country and whether or not it, '*adopts strict codes of behaviour and a belief in absolute truths*'. There are no significant differences in respondents' answers to Q1, Q3, or Q4. The mean rankings show that with regard to Q2 Libyan private sector respondents scored higher than their UK counterparts.

Table 4.2.3.1b Organizational Culture

Test Statistics<sup>a,b</sup>

		13. In my company the employment relationship is a partnership of cooperation	12. In my company the employment relationship is about than just earning money	11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits <sup>1</sup>	10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	9. Managers in my company are very good at keeping employees informed about changes in Staffing <sup>1</sup>	8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run <sup>1</sup>	7. In my company employees tend to represent themselves in most circumstances	6c. Are these representatives elected by employees	6b. If yes, do you know approximately what percentage of people represent employees on committees	6a. As far as you are aware, do you have employee representatives on committees in your company?	5b. if yes, do you know approximately what proportion of employees are members of the union	5a. Do you have employees belonging to union(s) in your company
Chi-Square	69.442	1.745	22.275	2.302	33.560	16.018	19.763	53.223	17.840	49.157	22.800	.004	
df	1	1	1	1	1	1	1	1	1	1	1	1	
Asymp. Sig.	.000	.187	.000	.129	.000	.000	.000	.000	.000	.000	.000	.950	

a. Kruskal Wallis Test

b. Grouping Variable:

As can be seen from Table 4.2.3.1b there is an assumed significance of 0.000 which is  $>0.01$  in a number of the questions regarding organizational culture. These results indicate a significant difference in replies to the questions regarding unions and representative committees and employees' individual representation in the organization.

There is also a significant difference regarding the communication from managers and the nature of the employment relationship. There are no significant differences in respondents' replies to Q5b, 6b and Q13 regarding specific details of the representative bodies in their organization and the idea that their relationship with managers is a partnership of cooperation.

As can be seen in Table 3b in Appendix 13 mean ranking scores are consistently higher from Libyan private sector respondents.

Table 4.2.3.1c EIP in the Organization

Test Statistics<sup>a,b</sup>

	14. In my company the level of involvement, participation and empowerment employees feel is very high'	15. In my company the degree of autonomy the employee is granted, is very high'	16. In my company the safety of the work environment is very important and employees are directly involved'	17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'
Chi-Square	1.391	8.829	3.347	2.243
df	1	1	1	1
Asymp. Sig.	.238	.003	.067	.134

a. Kruskal Wallis Test

b. Grouping Variable: uk pr group

There is no indication from the results presented in Table 4.2.3.1c of any significant difference between the responses of UK private sector employees when compared with those in the Libyan private sector, with regard to Q14, 16 and 17. There were significant differences however with regard to *the degree of autonomy employees are granted*. There was no apparent consistency in the direction of associations shown in the mean rankings for these questions (see Table 3c in Appendix 13).

Table 4.2.3.1d Preferred form of EIP

Test Statistics<sup>a,b</sup>

	18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	22. Team working is a helpful form of employee involvement practice in the workplace	23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace
Chi-Square	11.163	.076	12.477	18.981	.243	10.356	.758
df	1	1	1	1	1	1	1
Asymp. Sig.	.001	.783	.000	.000	.622	.001	.384

a. Kruskal Wallis Test

b. Grouping Variable: uk pr group

The results in Table 4.2.3.1d clearly show assumed significance values of 0.000 in responses to four questions concerning preferred form of EIP. This means that there is a difference at either the national or organizational culture level which causes these participants to have different views on the helpfulness of Notice Boards the Workplace Intranet or Workplace news letter or magazines or even a Union or other employee representative bodies in keeping them informed about their workplace. There are no apparent differences in their responses regarding the usefulness of E-mails, team

working or individual conversations with managers as helpful forms of EIP. The Libyan private sector respondents consistently scored higher mean rankings in these questions, the only exception being in regard to team working as a helpful form of EIP where UK private sector workers scored higher.

Table 4.2.3.1e Changes Required in EIP and the Possible Effects

Test Statistics<sup>a,b</sup>

	25. Increased levels of employee involvement and participation should be introduced at your company	26. The management of employees could be done in a way that focuses more than on individuals	27. Management should allow workers to participate and become more involved in the decision-making process	28. There is a need to change the existing employee involvement practice within the company	29. A change to the existing employee involvement practice could make work life more meaningful and satisfying
Chi-Square	60.257	1.847	75.010	4.592	14.299
df	1	1	1	1	1
Asymp. Sig.	.000	.174	.000	.032	.000

a. Kruskal Wallis Test

b. Grouping Variable: uk pr group

As can be seen from the results in Table 4.2.3.1e participants' responses also indicate differences regarding any increase levels of employee involvement and participation, workers freedom to participate and become more involved in the decision-making process as well as whether or not a change to the existing employee involvement practice could make work life more meaningful and satisfying. There are no significant differences in their responses regarding the management of employees being more individualised or the need to change the existing EIP practices. The Libyan private sector respondents scored consistently higher mean rankings with regard to all of these questions, in comparison to their UK counterparts.

#### 4.2.4 UK Public V Libyan Public

In the Libyan public sector results show the level of the prevailing national culture from their point regarding the questions '*culture adopting strict codes of behaviour...and a belief in absolute truths*' are significant as they were typically in agreement. There was some disagreement however to the statement, regarding, '*...managers keeping employees informed*'. These results show that in general there is a certain level of agreement with the statements with regard to managers being '*...very good at keeping employees informed about changes in staffing or the employment relationship being about more than just earning money*'.

**Table 4.2.4 Employees: Public Sector by Country**

		Mean	Std. Deviation	Std. Error Mean
National Culture	UK Public	3.3933	.98693	.07397
	Libyan Public	3.6559	.74339	.01175
Organizational Culture	UK Public	3.4671	.97750	.07327
	Libyan Public	3.2558	.71328	.01128
EIP in the organization	UK Public	3.4888	.98499	.07383
	Libyan Public	3.5552	.80196	.01274
Preferred form of EIP	UK Public	3.8157	.89182	.06684
	Libyan Public	3.9403	.69692	.01103
Changes required in EIP and the possible effects	UK Public	3.7560	.79455	.05955
	Libyan Public	4.0053	.66083	.01048

Number of employee responses  
 UK Public 178  
 Libyan Public 4000

There was significantly less agreement with the statement ...*Managers in my company are very good at keeping employees informed about financial matters including budgets or profits.* In the opinion of those employees who work in Libyan public sector companies, they neither agree nor disagree that the ...*degree of autonomy the employee is granted, is very high...* The greatest level of agreement is with regard to the statement concerning health and safety for many of those questioned felt this topic was regarded in their company as ... *very important and employees are directly involved.*

There is a general level of agreement among UK public sector workers regarding (Q18, Q19, Q21, Q22, and Q23) concerning their preferred form of EIP however the level of agreement lessens in relation to the other questions. As a preferable form of involvement and participation for public sector employees, '*e-mails*', '*individual conversations with managers*', as well as the '*workplace intranet*' are seen as the least likely to keep them informed about what is going on in the workplace. In (Table 4.2.4) the results from UK public sector employees indicate that although there is general agreement with Q16 and Q17 there is less general agreement with, '*the level of involvement, participation and empowerment employees feel*' being very high. There is even less agreement with the idea that, '*the employment relationship is a partnership of cooperation*'. In results regarding UK public sector employees opinions to the changes required in employee involvement and participation and their probable effects, there was a strong level of agreement with Q27 regarding, '*...greater participation by employees in the decision making process*' the level of agreement was reduced in other responses.

UK public sector employees' responses indicate some feel there is no '*...need to change the existing employee involvement practice within their company*' and that '*...any change to the existing employee involvement practice would have no effect making work life more meaningful and satisfying*'. In the Libyan private sector there is a tendency toward agreement from some, that '*... the less powerful person in society accepts inequality in power and considers it normal...*' and that, '*...the dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition*'. In comparison to the public sector employees these respondents were usually in agreement to some extent with this statement, they were even in agreement that in their '*....country the less powerful person in society accepts inequality in power and considers it normal*'.

It appears that Libyan private sector employees are in positive agreement, to some extent, and have a favourable view of their organizational culture, much like the responses from those surveyed in the public sector companies. Union's and other employee representative bodies...and...Notice Boards were all very low on the Libyan private company employees list of ways to involve them in the company. Notice boards however were considered a most acceptable form of involvement by Libyan public sector workers.

Table 4.2.4.1 ALL UK Public Sector with Libyan Public Sector

Test Statistics<sup>a,b</sup>

	National Culture	Organizational Culture	EIP in the organization	Preferred form of EIP	Changes required in EIP and the possible effects
Chi-Square	9.193	18.078	.279	1.420	16.861
df	1	1	1	1	1
Asymp. Sig.	.002	.000	.597	.233	.000

a. Kruskal Wallis Test

b. Grouping Variable: uk pu group

From the assumed significances presented in Table 4.2.4.1 it can be seen that on the main variables there was evidence of significant differences in responses regarding national as well as organizational culture and the need for change in EIP in their organization. There are no significant differences with regard to EIP in the organization or the preferred form of EIP.

The Libyan public sector respondents have a consistently higher mean ranking compared to their UK counterparts, except with regard to organizational culture, (see Table 4 in Appendix 13). The results presented in Table 4.2.3.1 showing the opinions of UK private sector with Libyan private sector participants to this survey indicated no significant difference in their responses in the area of national culture. Additionally UK private sector works scored a higher mean ranking.

Table 4.2.4.1a National Culture

Test Statistics<sup>a,b</sup>

	1. In my country the less powerful person in society accepts inequality in power and considers it normal'	2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3. In my country a person's allegiance is to his/her immediate family'	4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'
Chi-Square	1.990	113.277	16.111	1.036
df	1	1	1	1
Asymp. Sig.	.158	.000	.000	.309

a. Kruskal Wallis Test

b. Grouping Variable: uk pu group

However there was evidence of a significant difference evident in Table 4.2.3.1a in relation to the culture of their country adopting, '*strict codes of behaviour and a belief in absolute truths*'. As can be seen from the results in Table 4.2.4.1a the assumed significance of two of the itemised variables are 0.000 indicating that there are differences in the opinions of UK public sector and Libyan public sector respondents regarding '*strict codes of behaviour and a belief in absolute truths*', but also with regard to the proposition that in their country, '*a person's allegiance is to his/her immediate family*'. There are no significant differences apparent from the results with regard to the acceptance of '*inequality in power*' or '*values emphasising a work ethic expressed in terms of money achievement and recognition*'.

The mean ranking scores for UK private sector respondents was consistently higher regarding Q1, Q3 and Q4, compared to the Libyan private sector respondents. But as can be seen from (Table 4a in Appendix 13) Libyan public sector respondents have a consistently higher mean ranking with regard to Q2, Q3 and Q4 when compared with UK public sector workers. On the questions measuring respondents' opinions regarding the existing organizational culture in their companies, as can be seen from the result in Table 4.2.4.1b below UK public sector employees had different opinions from their compatriots in the Libyan public sector.

The differences were most apparent regarding unions and representative committees, employees' individual representation in the organization, communication from managers and the nature of the employment relationship and are similar to those presented in Table 4.2.3.1b, in responses from UK private sector employees and their compatriots in the Libyan private sector.

Table 4.2.4.1b Organizational Culture

Test Statistics<sup>a,b</sup>

13. In my company the employment relationship is a partnership of cooperation												
12. In my company the employment relationship is about than just earning money												
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'												
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job												
9. Managers in my company are very good at keeping employees informed about changes in Staffing'												
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'												
7. In my company employees tend to represent themselves in most circumstances												
6c. Are these representatives elected by employees												
6b. If yes, do you know approximately what percentage of people represent employees on committees												
6a. As far as you are aware, do you have employee representatives on committees in your company?												
5b. if yes, do you know approximately what proportion of employees are members of the union												
5a. Do you have employees belonging to union(s) in your company												
Chi-Square	29.635	187.694	30.528	253.588	60.433	.017	1.750	2.502	.298	58.939	22.165	.001
df	1	1	1	1	1	1	1	1	1	1	1	1
Asymp. Sig.	.000	.000	.000	.000	.000	.896	.186	.114	.585	.000	.000	.977

a. Kruskal Wallis Test

b. Grouping Variable: uk pu group

There were no significant differences in respondents replies to Q7, Q8, Q9, Q10 and Q13, regarding employees self-representation and managers ability to inform employees in certain circumstances. There was also no consistency in the direction of associations apparent from the mean rankings.



Table 4.2.4.1c EIP in the Organization

Test Statistics<sup>a,b</sup>

	14. In my company the level of involvement, participation and empowerment employees feel is very high'	15. In my company the degree of autonomy the employee is granted, is very high'	16. In my company the safety of the work environment is very important and employees are directly involved'	17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'
Chi-Square	46.061	3.570	.001	2.535
df	1	1	1	1
Asymp. Sig.	.000	.059	.978	.111

a. Kruskal Wallis Test

b. Grouping Variable: uk pu group

Although there was no indication from the results in Table 4.2.3.1c of any significant difference amongst UK and Libyan private sector employees with regard to EIP in their organization. As can be seen from the test results presented in Table 4.2.4.1c there is evidence from the assumed significance of 0.000 that UK public sector employees disagree with their Libyan public sector compatriots with regard to the proposition that, in their *'company the level of involvement, participation and empowerment employees feel is very high'*. They also have a lower mean ranking score with regard to this question, (see Table 4c in Appendix 13).

Table 4.2.4.1d Preferred form of EIP

Test Statistics<sup>a,b</sup>

	18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	22. Team working is a helpful form of employee involvement practice in the workplace	23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace
Chi-Square	76.730	10.156	5.643	62.398	38.731	18.589	24.078
df	1	1	1	1	1	1	1
Asymp. Sig.	.000	.001	.018	.000	.000	.000	.000

a. Kruskal Wallis Test

b. Grouping Variable: uk pu group

In the comparison of UK public sector workers with Libyan public sector workers and their respective opinions regarding their preferred form of EIP, results shown in Table 4.2.4.1d indicate significant differences regarding the usefulness of Notice Boards, E-mails the Workplace news letter or magazines and even a Union or other employee representative bodies in keeping them informed about their workplace.

Although unlike their counterparts in UK and Libyan private sector companies, these respondents had a significantly different opinion, regarding the usefulness of ‘*Individual conversations between a manager and his employee as a helpful form of employee involvement practice in keeping you informed about this workplace*’. However with regard to the usefulness of ‘*Workplace Intranet*’ there were no significant differences. There was no apparent consistency in mean rankings with regard to these questions (see Table 4d in Appendix 13).

Table 4.2.4.1e Changes Equired in EIP and the Possible Effects

Test Statistics<sup>a,b</sup>

	25. Increased levels of employee involvement and participation should be introduced at your company	26. The management of employees could be done in a way that focuses more on individuals	27. Management should allow workers to participate and become more involved in the decision-making process	28. There is a need to change the existing employee involvement practice within the company	29. A change to the existing employee involvement practice could make work life more meaningful and satisfying
Chi-Square	71.130	.076	39.180	25.337	21.723
df	1	1	1	1	1
Asymp. Sig.	.000	.782	.000	.000	.000

a. Kruskal Wallis Test

b. Grouping Variable: uk pu group

In Table 4.2.4.1e in response to questions regarding the need for changes in EIP in their organization and the possible effects the assumed significance for all propositions were 0.000, these are >0.01 and indicate significantly different opinions from these workers regarding, increasing levels of employee involvement and participation, giving freedom to workers to participate and become more involved in the decision-making process as well as whether or not a change to the existing employee involvement practice could make work life more meaningful and satisfying. The only exception is in responses to Q26 regarding the management of employees being done, ‘*...in a way that focuses more on individuals*’. The mean rankings for Libyan public sector workers was consistently higher in their response to most of these questions, with the exception of Q26 where the mean ranking score was lower than the UK public sector participants.

#### 4.2.5 Libyan Public V Libyan Private

Having carried out a comparison to identify any difference that arose between respondents in each country, the following tables present the group data and Kruskal Wallis results from comparisons between employees working in the same country but in different sectors.

**Table 4.2.5 Libyan Public Sector Employee Responses Compared with Libyan Private Sector Employee Responses**

		Mean	Std. Deviation	Std. Error Mean
National Culture	Libyan Public	3.6559	.74339	.01175
	Libyan Private	3.7524	.60015	.01342
Organizational Culture	Libyan Public	3.2558	.71328	.01128
	Libyan Private	3.4547	.64486	.01442
EIP in the organization	Libyan Public	3.5552	.80196	.01274
	Libyan Private	3.3740	.81540	.01823
Preferred form of EIP	Libyan Public	3.9403	.69692	.01103
	Libyan Private	3.6513	.63502	.01420
Changes required in EIP and the possible effects	Libyan Public	4.0053	.66083	.01048
	Libyan Private	3.9935	.57889	.01294

Number of employee responses  
 Libyan Public 4000  
 Libyan Private 2000

**Table 4.2.5.1 Libyan Public Sector and Libyan Private Sector**

Test Statistics<sup>a,b</sup>

	National Culture	Organizational Culture	EIP in the organization	Preferred form of EIP	Changes required in EIP and the possible effects
Chi-Square	17.022	176.925	35.635	361.427	2.696
df	1	1	1	1	1
Asymp. Sig.	.000	.000	.000	.000	.101

a. Kruskal Wallis Test

b. Grouping Variable: UK and Libya private and public sector

In the results presented in Table 4.2.5.1 comparing Libyan public sector and Libyan private sector employees responses it is immediately apparent that there are many more areas of difference between them than between UK private sector V Libyan private sector and UK public sector V Libyan public sector responses. The assumed significance figures for national and organizational culture, as well as EIP in the organization and their preferred form of EIP are all 0.000 indicating significant differences. There were, as can be seen in Table 5.3.4.1, only apparent differences, in the main variables of national culture and organizational culture in the comparison of UK private sector employees with those in the Libyan private sector. In Table 4.2.3.1 the main apparent differences between respondents in the UK private sector with Libyan private sector participants to this survey indicated differences in the main variables of organizational culture and changes required in the EIP in their company. Nevertheless on closer examination the results in Table 4.2.3.1a show that the main area of difference between these participants' responses are with regard to the culture in their country and whether or not it, *'adopts strict codes of behaviour and a belief in absolute truths'*.

There are no significant differences between Libyan public sector and Libyan private sector respondents regarding any changes required in EIP and the possible effects. The mean ranking scores for Libyan public sector respondents are consistently higher with regard to EIP in the organization, preferred form of EIP and changes required in EIP and the possible effects. These scores for Libyan private sector respondents are higher with regard to National and Organizational culture.

Table 4.2.5.1a National Culture

Test Statistics<sup>a,b</sup>

	1. In my country the less powerful person in society accepts inequality in power and considers it normal'	2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3. In my country a person's allegiance is to his/her immediate family'	4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'
Chi-Square	498.576	3.507	182.433	13.343
df	1	1	1	1
Asymp. Sig.	.000	.061	.000	.000

a. Kruskal Wallis Test

b. Grouping Variable: UK and Libya private and public sector

From the results presented in Table 4.2.5.1a the main difference between those employees surveyed, working in either the Libyan public or private sector, are similar to those in the comparisons between UK private sector with Libyan private sector or the comparison of the UK public sector with Libyan public sector (see Table 4.2.3.1a and Table 4.2.4.1a) with regard to national culture, in both of these comparisons there are differences regarding, the culture *'adopting strict codes of behaviour and a belief in absolute truths'* additionally public sector workers in both countries, have different views regarding, the importance in their cultures of a persons, *'allegiance to his/her immediate family'*. It is only in this comparison of the Libyan public and private sectors were there is no significant difference regarding national culture adopting *'strict codes of behaviour and a belief in absolute truths'*. The assumed significance in three of the main variables are 0.000 which is  $>0.01$  and indicates significant differences in these Libyans from the public and private sectors responses, with regard to less powerful people in society, *accepting inequality in power and considering it normal'*, and a persons allegiance being to, *'his/her immediate family'*. There is also a difference in these workers responses to the proposition that, *'In their country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'* The mean ranking scores however show no consistency of direction in responses to these questions.

Table 4.2.5.1b Organizational Culture

Test Statistics<sup>a</sup>

	5a. Do you have employees belonging to union(s) in your company	5b. if yes, do you know approximately what proportion of employees are members of the union	6a. As far as you are aware, do you have employee representatives on committees in your company?	6b. If yes, do you know approximately what percentage of people represent employees on committees	6c. Are these representatives elected by employees	7. In my company employees tend to represent themselves in most circumstances	8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	9. Managers in my company are very good at keeping employees informed about changes in Staffing'	10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	12. In my company the employment relationship is about than just earning money	13. In my company the employment relationship is a partnership of cooperation
Chi-Square	.480	944.307	164.321	780.596	72.320	31.952	33.929	29.536	8.881	440.966	114.463	3.765
df	1	1	1	1	1	1	1	1	1	1	1	1
Asymp. Sig.	.488	.000	.000	.000	.000	.000	.000	.000	.003	.000	.000	.052

a. Kruskal Wallis Test

b. Grouping Variable: UK and Libya private and public sector

In relation to the questions on organizational culture just as in the comparisons before, between private and public sector respondent in both countries regarding unions and representative committees, employees' individual representation in the organization, communication from managers and the nature of the employment relationship, there are similar areas of difference among public and private sector workers in Libya itself.

As can be seen from Table 4.2.5.1b with regard to the questions about these matters the assumed significance is 0.000 indicating significant differences in participants' responses. In these employees opinion just like from those in the comparison of public sector workers in both countries, there was a significant difference regarding the nature of the employment relationship, being '*about more than just earning money*'. These public and private sector Libyan workers also had differences of opinion regarding the EIP in their company at the moment. There were no significant differences in responses to Q5a or Q13 concerning employees belonging to a union or the employment relationship being a partnership of cooperation. The Libyan private sector respondents generated a consistently higher mean ranking score in regard to all of these questions, with the exception of Q6a regarding employee representation on representative bodies.

Table 4.2.5.1c EIP in the Organization

Test Statistics<sup>a,b</sup>

	14. In my company the level of involvement, participation and empowerment employees feel is very high'	15. In my company the degree of autonomy the employee is granted, is very high'	16. In my company the safety of the work environment is very important and employees are directly involved'	17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'
Chi-Square	40.140	3.697	145.216	6.691
df	1	1	1	1
Asymp. Sig.	.000	.054	.000	.010

a. Kruskal Wallis Test

b. Grouping Variable: UK and Libya private and public sector

As can be seen from the results presented in Table 4.2.5.1c there are assumed significance values which are = or > 0.01 in responses to three itemised variables. Meaning that there are significant differences between Libyan workers whether employed in the public or private sector regarding, *'the level of involvement, participation and empowerment employees feel...'* the importance their organization places on, *'the safety of the work environment... and whether employees are directly involved'* as well as *'the opportunity for training and development is very high and employees are responsible for their self-development'*. There is also an itemised variable where no significant difference is apparent between these respondent from the Libyan public or private sectors. This is in responses to Q15 where both groups agree about the degree of autonomy offered to employees. The mean rankings for Libyan public sector respondents is higher than those from the private sector in every case except in relation to Q15 regarding 'autonomy'. In this case the Libyan private sector respondents scored higher.

Table 4.2.5.1d Preferred form of EIP

Test Statistics<sup>a,b</sup>

	18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	22. Team working is a helpful form of employee involvement practice in the workplace	23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace
Chi-Square	326.894	110.181	31.925	41.416	21.155	51.488	101.682
df	1	1	1	1	1	1	1
Asymp. Sig.	.000	.000	.000	.000	.000	.000	.000

a. Kruskal Wallis Test

b. Grouping Variable: UK and Libya private and public sector

These Libyan workers from either sector also have significantly different opinions on their preferred form of EIP, see Table 4.2.5.1d every single itemised variable tested has an assumed significance value of 0.000 which is < 0.01 indicating significant difference. Additionally in every single question the Libyan public sector respondents have a higher mean ranking (see Table 5d in Appendix 13).

Table 4.2.5.1e Changes Required in EIP and the Possible Effects

Test Statistics <sup>a,b</sup>					
	25. Increased levels of employee involvement and participation should be introduced at your company	26. The management of employees could be done in a way that focuses more than on individuals	27. Management should allow workers to participate and become more involved in the decision-making process	28. There is a need to change the existing employee involvement practice within the company	29. A change to the existing employee involvement practice could make work life more meaningful and satisfying
Chi-Square	143.259	72.273	22.116	92.428	.266
df	1	1	1	1	1
Asymp. Sig.	.000	.000	.000	.000	.606

a. Kruskal Wallis Test

b. Grouping Variable: UK and Libya private and public sector

There are equally significant differences apparent in responses to every question where these workers were asked for their opinions regarding the changes required in EIP and the possible effects of any change (see Table 4.2.5.1e). The only question where there was no significant difference apparent was with regard to any change to the existing employee involvement practice could make work life more meaningful and satisfying. This was also one of the questions where there was a consistently higher mean ranking scored by Libyan private sector participants.

#### 4.2.6 UK Public V UK Private

As can be seen from the results presented, in (Table 4.2.6) in the UK private sector responses there is apparently some kind of consensus on the level of disagreement regarding the fact that, '*...the employment relationship is a partnership of cooperation*' there was a similar level of agreement in the responses of UK public sector workers but additionally they disagreed to some extent that, '*in their company the level of involvement, participation and empowerment employees feel is very high*'. Additionally in the UK private sector there are levels of agreement from respondents with regard to the EIP within their organization however there is general agreement with Q16 and Q17, as there was in the public sector employees' responses.

Table 4.2.6 UK Public Sector Employee Responses Compared with UK Private Sector Employee Responses

		Mean	Std. Deviation	Std. Error Mean
National Culture	UK Public	3.3933	.98693	.07397
	UK Private	3.6168	1.05966	.11048
Organizational Culture	UK Public	3.4671	.97750	.07327
	UK Private	3.7205	.96192	.10029
EIP in the organization	UK Public	3.4888	.98499	.07383
	UK Private	3.5109	1.03968	.10839
Preferred form of EIP	UK Public	3.8157	.89182	.06684
	UK Private	3.6348	1.01910	.10625
Changes required in EIP and the possible effects	UK Public	3.7560	.79455	.05955
	UK Private	3.4946	.92101	.09602

Number of employee responses  
 UK Public 178  
 UK Private 92

It is interesting to note that in these UK private companies just like in the public ones workers disagree that the ‘...degree of autonomy the employee is granted is very high. There is also less agreement in the UK private companies in comparison to the public ones, that, ‘...the level of involvement, participation and empowerment employees feel is very high. The strongest level of agreement from the UK private sector workers is highlighted with regard to the statement that, ‘...the opportunity for training and development is very high... and employees are responsible for their self-development’. There was less general agreement amongst these UK private sector workers that, ‘...the management of employees could be done in a way that focuses more than on individuals’, or that ‘...increased levels of employee involvement and participation should be introduced’. In contrast the UK public sector employees’ responses indicated that some felt there was no need to change the existing employee involvement practice within their company and that any change to the existing employee involvement practice would have no effect making work life more meaningful and satisfying.

Table 4.2.6.1 UK Public Sector and UK Private Sector

Test Statistics<sup>a,b</sup>

	National Culture	Organizational Culture	EIP in the organization	Preferred form of EIP	Changes required in EIP and the possible effects
Chi-Square	3.312	4.176	.153	1.391	4.976
df	1	1	1	1	1
Asymp. Sig.	.069	.041	.696	.238	.026

a. Kruskal Wallis Test

b. Grouping Variable: UK and Libya private and public sector



Table 4.2.6.1a National Culture

Test Statistics<sup>a,b</sup>

	1. In my country the less powerful person in society accepts inequality in power and considers it normal'	2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3. In my country a person's allegiance is to his/her immediate family'	4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'
Chi-Square	1.188	6.081	6.873	.089
df	1	1	1	1
Asymp. Sig.	.276	.014	.009	.765

a. Kruskal Wallis Test

b. Grouping Variable: UK and Libya private and public sector

In an investigation of UK public or private sector workers, the results presented in Table 4.2.6.1 and Table 4.2.6.1a indicate that in the main variables there are no differences in their responses, particularly in the area of national culture. However the UK public sector respondents gave consistently higher mean rank scores with regard to their preferred form of EIP and the need for change and its possible effects. While those in the private sector had a higher mean ranking to the national, organizational and existing EIP in the organization questions. The mean rankings of UK private sector participants were consistently higher in responses to ALL of the national culture questions.

But as can be seen in Table 4.2.6.1b below regarding their organizations culture, the assumed significance in a number of areas is 0.000 or at least < 0.01. Indicating differences of opinion about employee representation and whether it is collective or individualistic and also managers' ability to keep them informed about changes under certain circumstances. There are no significant differences between the UK public sector and UK private sector participants' responses to Q5b, Q6c, Q11, Q12 or Q13 regarding representation the ability of managers to keep them informed in certain circumstances and the employment relationship.

However this consistency of direction in association was only apparent in private sector participants' responses to Q5b, 6b, Q7, Q11 and Q12 where their mean ranking was higher than their public sector counterparts.

Table 4.2.6.1b Organizational Culture

Test Statistics<sup>a,b</sup>

	5a. Do you have employees belonging to union(s) in your company	5b. if yes, do you know approximately what proportion of employees are members of the union	6a. As far as you are aware, do you have employee representatives on committees in your company?	6b. If yes, do you know approximately what percentage of people represent employees on committees	6c. Are these representatives elected by employees	7. In my company employees tend to represent themselves in most circumstances	8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	9. Managers in my company are very good at keeping employees informed about changes in Staffing'	10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	11. Managers in my company are very good at keeping employees informed about financial matters	12. In my company the employment relationship is about than just earning money'	13. In my company the employment relationship is a partnership of cooperation
Chi-Square	144.825	4.529	86.495	17.612	6.526	10.420	7.046	23.280	9.270	.059	1.061	.429
df	1	1	1	1	1	1	1	1	1	1	1	1
Asymp. Sig.	.000	.033	.000	.000	.011	.001	.008	.000	.002	.808	.303	.512

a. Kruskal Wallis Test

b. Grouping Variable: UK and Libya private and public sector

Table 4.2.6.1c EIP in the Organization

Test Statistics<sup>a,b</sup>

	14. In my company the level of involvement, participation and empowerment employees feel is very high'	15. In my company the degree of autonomy the employee is granted, is very high'	16. In my company the safety of the work environment is very important and employees are directly involved'	17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'
Chi-Square	7.985	.190	3.334	.202
df	1	1	1	1
Asymp. Sig.	.005	.663	.068	.653

a. Kruskal Wallis Test

b. Grouping Variable: UK and Libya private and public sector

There are also no significant differences in these employees' opinions about the EIP in their organizations, except with regard to the levels of involvement participation and empowerment employees feel in their organization, see Table 4.2.6.1c. There are differences in respondents answers to Q15, Q16 and Q17 regarding the degree of autonomy granted to employees, health and safety and self-development in their organization. Additionally there is no consistency in the mean ranks in participants responses to these questions on EIP in the organization, as both sectors participants have higher scores to two of the questions respectively (see Table 6c in Appendix 13).

Table 4.2.6.1d Preferred form of EIP

Test Statistics<sup>a,b</sup>

	18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	22. Team working is a helpful form of employee involvement practice in the workplace	23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace
Chi-Square	2.805	3.835	17.069	.646	11.430	.008	12.555
df	1	1	1	1	1	1	1
Asymp. Sig.	.094	.050	.000	.422	.001	.930	.000

a. Kruskal Wallis Test

b. Grouping Variable: UK and Libya private and public sector

However the opinions of UK public or private employees do differ significantly, as can be seen in Table 4.2.6.1d regarding their preferred form of EIP. The assumed significance values of 0.000 indicate that these workers have different views regarding the helpfulness of the Workplace Intranet; Team working or the use of individual conversations between them and a manager in keeping them informed about their workplace. In their responses to Q18, Q19, Q21 and Q23 the participants do not have significantly different views regarding the helpfulness of notice boards, e-mails, workplace news letters and the union or other representative body in keeping them informed. The mean rankings scores from UK public sector respondents were higher in all of these questions with the exception of the helpfulness of notice boards.

Table 4.2.6.1e Changes Required in EIP and the Possible Effects

Test Statistics<sup>a,b</sup>

	25. Increased levels of employee involvement and participation should be introduced at your company	26. The management of employees could be done in a way that focuses more than on individuals	27. Management should allow workers to participate and become more involved in the decision-making process	28. There is a need to change the existing employee involvement practice within the company	29. A change to the existing employee involvement practice could make work life more meaningful and satisfying
Chi-Square	5.401	1.217	15.606	.066	.681
df	1	1	1	1	1
Asymp. Sig.	.020	.270	.000	.798	.409

a. Kruskal Wallis Test

b. Grouping Variable: UK and Libya private and public sector

As can be seen from Table 4.2.6.1e results indicated by the assumed significance value the only differences between these UK public and private workers regarding the need for change in their organizations EIP. Is in their opinion that *'management should allow workers to participate and become more involved in the decision-making processes.* In responses to Q25, Q26, Q28 and Q29 there are no significant differences between the responses from participants in the UK private and public sectors. The mean rankings show that UK public sector participants have a consistently higher score than their private sector counterparts, with the exception of the rank for Q28 regarding the need to change EIP within the company, here private sector respondents scored higher.

In the Tables presented in section 4.2.1 to 4.2.6 the data was categorised and it was identified that the prevalent national or organizational culture and corporate governance in any country maybe due specifically to the social, economic and political situation. Additionally the organizational culture is also a set of values, beliefs and attitudes operating within a company which are promoted by the executives and senior management as well as the prevalent form of corporate governance established in the country. Furthermore it was felt that the existence of collective workplace partnerships; works councils, employee representative committees; traditional work based unions or more individualised forms or concepts of giving employees a voice would indicate the direct or indirect technique in use for the employment relationship within an organization. This relationship in turn would affect not only the level of involvement and participation employees were allowed but also the organizations policies on health and safety and training and development. The employment relationship would also affect the level of involvement participation and involvement they felt they had within the organization. There was also a need the research report felt to gauge employees' attitudes to the need for change to EIP in their company is assessed to investigate how respondents feel about employee involvement and participation. As part of this group of questions each respondent was asked about the changes they felt were required in EIP within their company and the possible effects of such change.

In the last sections of the quantitative analysis for this study a cross comparison of UK public and Libyan private sectors and UK private and Libyan public sectors participants' responses was carried out.

#### 4.2.7 UK Public V Libyan Private

As can be seen from the results presented, in Table 4.2.7 the UK public sector there is apparently some kind of consensus on the level of disagreement regarding the fact that, *'...the employment relationship is a partnership of cooperation'* but additionally they disagreed to some extent that, *'in their company the level of involvement, participation and empowerment employees feel is very high'*.

Table 4.2.7 UK Public Sector Employee Responses Compared with Libyan Private Sector Employee Responses

		Mean	Std. Deviation	Std. Error Mean
National Culture	UK Public	3.3933	.98693	.07397
	Libyan Private	3.7524	.60015	.01342
Organizational Culture	UK Public	3.4671	.97750	.07327
	Libyan Private	3.4547	.64486	.01442
EIP in the organization	UK Public	3.4888	.98499	.07383
	Libyan Private	3.3740	.81540	.01823
Preferred form of EIP	UK Public	3.8157	.89182	.06684
	Libyan Private	3.6513	.63502	.01420
Changes required in EIP and the possible effects	UK Public	3.7560	.79455	.05955
	Libyan Private	3.9935	.57889	.01294

Number of employee responses  
UK Public 178  
Libyan Private 2000

In the Libyan private sector there is a tendency toward agreement from some, that *'... the less powerful person in society accepts inequality in power and considers it normal...'* and that *'...the dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'*. Libyan private sector employees are in positive agreement, to some extent and have a favourable view of their organizational culture. There is less agreement however with statements like, *'...Managers in my company are very good at keeping employees informed about changes in the way I do my job'* *'...Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'*. UK public sector workers are in general level of agreement regarding (Q18, Q19, Q21, Q22, and Q23) concerning their preferred form of EIP however the level of agreement lessens in relation to the other questions. As preferable forms of involvement and participation for public sector employees such as, *'e-mails'*, *'individual conversations with managers'*, as well as the *'workplace intranet'* are seen as the least likely to keep them informed about what is going on in the workplace.

Libyan private sector employees are in positive agreement, to some extent and have a favourable view of their organizational culture. Union's and other employee representative bodies...and...Notice Boards were all very low on the Libyan private company employees list of ways to involve them in the company. In the results from UK public sector employees there is general agreement with Q16 and Q17 but less general agreement with, *'the level of involvement, participation and empowerment employees feel' being very high*. There is even less agreement with the idea that, *'the employment relationship is a partnership of cooperation'*. UK public sector employees' responses indicate some feel there is no *'...need to change the existing employee involvement practice within their company* and that *'...any change to the existing employee involvement practice would have no effect making work life more meaningful and satisfying'*.

Table 4.2.7.1 UK Public and Libyan Private Sectors

Test Statistics<sup>a,b</sup>

	National Culture	Organizational Culture	EIP in the organization	Preferred form of EIP	Changes required in EIP and the possible effects
Chi-Square	18.198	3.981	2.030	11.159	15.652
df	1	1	1	1	1
Asymp. Sig.	.000	.046	.154	.001	.000

a. Kruskal Wallis Test

b. Grouping Variable: Libyan pr group

Previous results clearly indicated differences between UK public and Libyan private sector workers regarding the main variables of national culture, preferred forms of EIP and changes in EIP and their effects. From the results in Table 4.2.7.1a it is apparent that these participants differ in regard to 'power' in their societies and the 'adoption of strict codes of conduct'.

Table 4.2.7.1a National Culture

Test Statistics<sup>a,b</sup>

	1. In my country the less powerful person in society accepts inequality in power and considers it normal'	2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3. In my country a person's allegiance is to his/her immediate family'	4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'
Chi-Square	49.744	108.387	.908	.071
df	1	1	1	1
Asymp. Sig.	.000	.000	.341	.790

a. Kruskal Wallis Test

b. Grouping Variable: Libyan pr group

The Libyan private sector participants have higher mean rankings with regard to national culture and the changes required in EIP. The UK public sector participants have higher mean ranking scores in responses to questions regarding organizational culture, EIP in the organization and their preferred form of EIP. It is only in relation to the question on allegiance that UK public sector respondents have a higher mean ranking than the Libyan private sector workers, (see Table 7a in Appendix 13).

Table 4.2.7.1b Organizational Culture

Test Statistics<sup>a,b</sup>

	5a. Do you have employees belonging to union(s) in your company	5b. if yes, do you know approximately what proportion of employees are members of the union	6a. As far as you are aware, do you have employee representatives on committees in your company?	6b. If yes, do you know approximately what percentage of people represent employees on committees	6c. Are these representatives elected by employees	7. In my company employees tend to represent themselves in most circumstances	8. Managers in my company are very good at keeping employees informed about changes to the way the organization	9. Managers in my company are very good at keeping employees informed about changes in Staffing'	10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	11. Managers in my company are very good at keeping employees informed about financial matters including budgets	12. In my company the employment relationship is about than just earning money	13. In my company the employment relationship is a partnership of cooperation
Chi-Square	24.320	314.208	79.726	368.326	21.133	4.439	.972	.115	2.591	.303	1.186	1.179
Df	1	1	1	1	1	1	1	1	1	1	1	1
Asymp. Sig.	.000	.000	.000	.000	.000	.035	.324	.735	.107	.582	.276	.277

a. Kruskal Wallis Test

b. Grouping Variable: Libyan pr group

The results in Table 4.2.7.1b that there are significant differences between respondents from the UK public and Libyan private sectors, but there are slightly more instances of no differences between there responses with regard to certain questions. The results in (Table 7b in Appendix 13) show only four occasions when the UK public sector participants had the higher mean ranking score. These were in Q7, Q8, Q9, Q10, Q11, Q12 and Q13.

Table 4.2.7.1c EIP in the Organization

Test Statistics<sup>a,b</sup>

	14. In my company the level of involvement, participation and empowerment employees feel is very high'	15. In my company the degree of autonomy the employee is granted, is very high'	16. In my company the safety of the work environment is very important and employees are directly involved'	17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'
Chi-Square	17.219	.939	19.431	6.287
df	1	1	1	1
Asymp. Sig.	.000	.333	.000	.012

a. Kruskal Wallis Test

b. Grouping Variable: Libyan pr group

As can be seen from the results in Table 4.2.7.1c the assumed significance in responses to Q14 and Q16 are both 0.000 which is < than 0.01 which mean that there are significant differences between UK public and Libyan private sector participants in these areas.

There are no differences in these participants responses regarding autonomy granted to employees or the self-development opportunities in their organizations. UK public sector workers had the higher mean ranking scores in all of these questions apart form Q14 regarding the level of involvement and participation as well as empowerment employees feel. These UK public and Libyan private sector workers also have differences in their opinion regarding the usefulness of E-Mails; Workplace Intranet and Workplace news letter or magazines and team-working in keeping them informed about their workplace. They also differ greatly in their opinion of having '*individual conversations between a manager and his employee*' being helpful in this respect, (see Table 4.2.7.1d).

Table 4.2.7.1d Preferred form of EIP

Test Statistics<sup>a,b</sup>

	18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	22. Team working is a helpful form of employee involvement practice in the workplace	23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace
Chi-Square	.938	45.865	16.147	25.098	68.624	5.365	65.194
df	1	1	1	1	1	1	1
Asymp. Sig.	.333	.000	.000	.000	.000	.021	.000

a. Kruskal Wallis Test

b. Grouping Variable: Libyan pr group



These participants however do not significantly differ in their opinions regarding the usefulness of notice boards or unions in keeping them informed. The mean ranking score for Libyan private sector respondents were higher than the UK public sector workers with regard to Q18, Q21 and Q23 regarding notice boards and unions but also regarding the workplace news letter or magazines usefulness in this respect. There are no significant differences between these respondents regarding changes required to EIP according to results presented in Table 4.2.7.1e. Additionally the Libyan private sector respondents had the higher mean ranking in comparison with the UK public sector workers (see Table 7e in Appendix 13).

Table 4.2.7.1e Changes Required in EIP and the Possible Effects

Test Statistics<sup>a,b</sup>

	25. Increased levels of employee involvement and participation should be introduced at your company	26. The management of employees could be done in a way that focuses more than on individuals	27. Management should allow workers to participate and become more involved in the decision-making process	28. There is a need to change the existing employee involvement practice within the company	29. A change to the existing employee involvement practice could make work life more meaningful and satisfying
Chi-Square	18.521	8.519	26.721	76.057	16.553
df	1	1	1	1	1
Asymp. Sig.	.000	.004	.000	.000	.000

a. Kruskal Wallis Test

b. Grouping Variable: Libyan pr group

#### 4.2.8 UK Private V Libyan Public

UK private sector employees as can be seen from the results in (Table 5.1.7) strongly agree that in their society '*...a persons' allegiance being toward immediate family*' and '*dominant cultural values emphasising a work ethic expressed in terms of money, achievement and recognition*'

Table 4.2.8 UK Private Sector Employee Responses Compared with Libyan Public Sector Employee Responses

		Mean	Std. Deviation	Std. Error Mean
National Culture	UK Private	3.6168	1.05966	.11048
	Libyan Public	3.6559	.74339	.01175
Organizational Culture	UK Private	3.7205	.96192	.10029
	Libyan Public	3.2558	.71328	.01128
EIP in the organization	UK Private	3.5109	1.03968	.10839
	Libyan Public	3.5552	.80196	.01274
Preferred form of EIP	UK Private	3.6348	1.01910	.10625
	Libyan Public	3.9403	.69692	.01103
Changes required in EIP and the possible effects	UK Private	3.4946	.92101	.09602
	Libyan Public	4.0053	.66083	.01048

Number of employee responses UK Private 92 Libyan Public 4000

In comparison the Libyan public sector employees who were usually in agreement to some extent with these statements, were in even greater agreement that in their *....country the less powerful person in society accepts inequality in power and considers it normal*. The UK private sector employees showed the highest level of agreement with the notion that *'...managers in my company are very good at keeping employees informed about changes in Staffing..'* but not so good, *'...at keeping employees informed about financial matters including budgets or profits'....* There was also a general level of agreement that, *'...managers are very good at keeping employees informed about changes in the way they do their job'* as well as *'...keeping employees informed about changes to the way the organization is being run'*. There was also general agreement that, *'...the employment relationship is about than just earning money'* although it is also seen by some as *'...a partnership of cooperation, even though '...employees tend to represent themselves in most circumstances'*.

As can be seen from the results presented, in the UK private sector there is apparently some kind of consensus on the level of disagreement regarding the fact that, *'...the employment relationship is a partnership of cooperation'*. Libyan public sector employees were mainly in positive agreement, to some extent with statements in Q5a to Q13 and have a favourable view of their organizational culture.

In the UK private sector there are levels of agreement from respondents with regard to the EIP within their organization however although there is general agreement with Q16 and Q17. There is less from UK private sector employees that, *'...union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about the workplace'*. Notice boards were considered a most acceptable form of involvement by Libyan public sector workers. Many UK private sector respondents agreed to some extent that, *'...management should allow workers to participate and become more involved in the decision-making process'*. The level of agreement fell with regard to Q28, Q29, concerning, *'...any need to change the existing employee involvement practice within the company'*, and whether such a change would, *'...make work life more meaningful and satisfying'*. There was even less general agreement amongst these UK private sector workers that, *'...the management of employees could be done in a way that focuses more than on individuals'*, or that *'...increased levels of employee involvement and participation should be introduced'*.

Table 4.2.8.1 UK Private and Libyan Public Sectors

Test Statistics<sup>a,b</sup>

	National Culture	Organizational Culture	EIP in the organization	Preferred form of EIP	Changes required in EIP and the possible effects
Chi-Square	.066	31.231	.076	5.948	31.287
df	1	1	1	1	1
Asymp. Sig.	.797	.000	.782	.015	.000

a. Kruskal Wallis Test

b. Grouping Variable: Libyan pr group

Table 4.2.8.1a National Culture

Test Statistics<sup>a,b</sup>

	1. In my country the less powerful person in society accepts inequality in power and considers it normal'	2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3. In my country a person's allegiance is to his/her immediate family'	4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'
Chi-Square	5.631	19.151	.051	1.246
df	1	1	1	1
Asymp. Sig.	.018	.000	.822	.264

a. Kruskal Wallis Test

b. Grouping Variable: Libyan pr group

In Table 4.2.8.1a the assumed significance for employees' responses to Q2 regarding codes of behaviour shows there is a significant difference between those who responded from the UK private sector compared to those from the Libyan public sector, regarding national culture in their country. The mean ranking scores of neither group is consistently higher.

As can be seen in Table 4.2.8.1b below regarding organizational culture there are significant differences apparent according to the assumed significance values in responses from participants with regard to their organizations culture. However there are no differences between these UK private and Libyan public respondents regarding Q5b, Q6b and Q13 these results are similar to those between UK public and Libyan private participants see Table 4.2.7.1b.

Table 4.2.8.1b Organizational Culture

Test Statistics<sup>a,b</sup>

	13. In my company the employment relationship is a partnership of cooperation	12. In my company the employment relationship is about than just earning money	11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	9. Managers in my company are very good at keeping employees informed about changes in Staffing'	8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	7. In my company employees tend to represent themselves in most circumstances	6c. Are these representatives elected by employees	6b. If yes, do you know approximately what percentage of people represent employees on committees	6a. As far as you are aware, do you have employee representatives on committees in your company?	5b. if yes, do you know approximately what proportion of employees are members of the union	5a. Do you have employees belonging to union(s) in your company
Chi-Square	.897	26.045	37.405	15.497	44.314	15.109	13.006	92.958	6.432	57.842	5.718	165.686
df	1	1	1	1	1	1	1	1	1	1	1	1
Asymp. Sig.	.344	.000	.000	.000	.000	.000	.000	.000	.011	.000	.017	.000

a. Kruskal Wallis Test

b. Grouping Variable: Libyan pr group

In their response to almost every question regarding organizational culture the Libyan public sector workers had the higher mean ranking. It was only in responses to the questions, already highlighted as having no difference between responses, that UK private sector participants scored a higher mean ranking, (see Table 8b in Appendix 13).

However these employees opinions of EIP in their organization does not differ in regard to any of the propositions put forward, as none of the assumed significance values are less than 0.005, see Table 4.2.8.1c below meaning that these UK private and Libyan public sector workers opinions did not differ in any respect regarding the EIP in their organizations. The mean rank score had no consistently high direction of association.

Table 4.2.8.1c EIP in the Organization

Test Statistics<sup>a,b</sup>

	14. In my company the level of involvement, participation and empowerment employees feel is very high'	15. In my company the degree of autonomy the employee is granted, is very high'	16. In my company the safety of the work environment is very important and employees are directly involved'	17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'
Chi-Square	3.224	4.619	4.821	.305
df	1	1	1	1
Asymp. Sig.	.073	.032	.028	.581

a. Kruskal Wallis Test

b. Grouping Variable: Libyan pr group

Table 4.2.8.1d Preferred form of EIP

Test Statistics<sup>a,b</sup>

	18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	22. Team working is a helpful form of employee involvement practice in the workplace	23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace
Chi-Square	13.860	.053	12.605	20.659	.004	12.762	1.754
df	1	1	1	1	1	1	1
Asymp. Sig.	.000	.818	.000	.000	.949	.000	.185

a. Kruskal Wallis Test

b. Grouping Variable: Libyan pr group

In responses to the questions regarding the preferred form of EIP in their organization as can be seen from the results in Table 4.2.8.1d there are no significant differences in their opinion regarding the usefulness of E-Mails; or team-working, or 'individual conversations between a manager and his employee' in keeping them informed about this workplace. There are significant differences in the responses of UK private and Libyan public sector workers with regard to the usefulness of Notice boards, Workplace Intranet and Workplace news letter or magazines, being helpful in this respect. Perhaps most significantly, but not surprisingly, given the differing natures of the organizational structures, in this comparison.

They also differ greatly in their opinion regarding the usefulness of Unions or other forms of employee representative bodies. In all but one of the questions regarding their preferred form of EIP Libyan public sector participants had the higher mean ranking. It was only in responses to Q22 regarding team work as a helpful form of EIP that UK private sector participants scored as higher mean rank.

Table 4.2.8.1e Changes Required in EIP and the Possible Effects

**Test Statistics<sup>a,b</sup>**

	25. Increased levels of employee involvement and participation should be introduced at your company	26. The management of employees could be done in a way that focuses more than on individuals	27. Management should allow workers to participate and become more involved in the decision-making process	28. There is a need to change the existing employee involvement practice within the company	29. A change to the existing employee involvement practice could make work life more meaningful and satisfying
Chi-Square	69.505	1.398	73.727	8.410	17.871
df	1	1	1	1	1
Asymp. Sig.	.000	.237	.000	.004	.000

a. Kruskal Wallis Test

b. Grouping Variable: Libyan pr group

As can be seen in Table 4.2.8.1e where the assumed significance value for any itemised variable, <0.01 means there are significant differences, such differences exist between UK private and Libyan public sector workers regarding, the levels of EIP, its management, the changes required in EIP and the possible effects of such changes.

They have different opinions regarding, the suggestion that management should allow workers to participate and become more involved in the decision-making process, and even whether there is any need to change the existing employee involvement practice within their company. There are also significant differences in these respondents opinion regarding whether, any change to the existing employee involvement practice could make work life more meaningful and satisfying. These respondents do not differ however in their opinion that the management of employees could be done in a way that focuses more than on individuals. In their responses to all of these questions the Libyan public sector workers had the higher mean ranking score.

### 4.3 Significant Results

It needs to be noted that as mentioned earlier that one key consideration which the researcher recognized early on was the need for the level of agreement which respect to the level of analysis. With the sample sizes being imbalanced combined with the cultural differences, the researcher was critically aware of the need to highlight and qualify the findings so not to bias or skew the data. The addition of semi-structured interviews provided a means of addressing this concern. The mean rankings for some questions from the UK respondents had higher frequency scores than those of the Libyan participants. However in the mean rankings generated for questions on EIP in the organization there is no consistency apparent. Private sector respondents scored

higher on the national and organizational culture questions while public sector participants mean ranking was higher in the other categories. Libyan private sector participants scored higher with regard to the preferred form of EIP and the need for changes and their possible effects but not with regard to organizational culture. On the questions measuring respondents' opinions regarding the existing organizational culture in their companies, UK public sector employees had different opinions from their compatriots in the Libyan public sector. There is also evidence from the data that UK public sector employees disagree with their Libyan public sector compatriots with regard to the proposition that, in their *'company the level of involvement, participation and empowerment employees feel is very high'*. Although unlike their counterparts in UK and Libyan private sector companies, these respondents had a significantly different opinion, regarding the usefulness of *'Individual conversations between a manager and his employee as a helpful form of employee involvement practice in keeping you informed about this workplace'*. But with regard to the usefulness of *'Workplace Intranet'* there were no significant differences.

There were, only apparent differences, in the main variables of national culture and organizational culture in the comparison of UK private sector employees with those in the Libyan private sector. The main apparent differences between respondents in the UK private sector with Libyan private sector participants to this survey indicated differences in the main variables of organizational culture and changes required in the EIP in their company.

Nevertheless on closer examination the results show that the main area of difference between these participants' responses are with regard to the culture in their country and whether or not it, *'adopts strict codes of behaviour and a belief in absolute truths'*. There are no significant differences between Libyan public sector and Libyan private sector respondents regarding any changes required in EIP and the possible effects. The mean ranking scores for Libyan public sector respondents are consistently higher with regard to EIP in the organization, preferred form of EIP and changes required in EIP and the possible effects. These scores for Libyan private sector respondents are higher with regard to National and Organizational culture. There are also differences in respondents' answers to questions regarding the degree of autonomy granted to employees, health and safety and self-development in their organization. The opinions of UK public or private employees do differ significantly, regarding their preferred form

of EIP as these workers have different views regarding the helpfulness of the Workplace Intranet; Team working or the use of individual conversations between them and a manager in keeping them informed about their workplace. In their responses participants do not have significantly different views regarding the helpfulness of notice boards, e-mails, workplace news letters and the union or other representative body in keeping them informed. Results indicated differences between UK public and private workers regarding the need for change in their organizations. EIP in their opinion *'management should allow workers to participate and become more involved in the decision-making processes.*

The literature review identified that the prevalent national or organizational culture and corporate governance in any country maybe due specifically to the social, economic and political situation. Additionally the organizational culture is also a set of values, beliefs and attitudes operating within a company which are promoted by the executives and senior management as well as the prevalent form of corporate governance established in the country. Furthermore it was clear that the existence of collective workplace partnerships; works councils, employee representative committees; traditional work based unions or more individualised forms or concepts of giving employees a voice would indicate the direct or indirect technique in use for the employment relationship within an organization. This relationship in turn would affect not only the level of involvement and participation employees were allowed but also the organizations policies on health and safety and training and development. The Libyan private sector participants have higher mean rankings with regard to national culture and the changes required in EIP. The UK public sector participants have higher mean ranking scores in responses to questions regarding organizational culture, EIP in the organization and their preferred form of EIP. There are no differences in these participants responses regarding autonomy granted to employees or the self-development opportunities in their organizations. UK public sector workers had the higher mean ranking scores in all of these questions apart from the one regarding the level of involvement and participation as well as empowerment employees feel. The UK public and Libyan private sector workers also have differences in their opinion regarding the usefulness of E-Mails; Workplace Intranet and Workplace news letter or magazines and team-working in keeping them informed about their workplace. They also differ greatly in their opinion of having *'individual conversations between a manager and his employee'* being helpful in this respect.



In their response to almost every question regarding organizational culture the Libyan public sector workers had the higher mean ranking. It was only in responses to the questions, already highlighted as having no difference between responses, that UK private sector participants scored a higher mean ranking. However these employees opinions of EIP in their organization does not differ in regard to any of the propositions put forward, meaning that the UK private and Libyan public sector workers opinions did not differ in any respect regarding the EIP in their organizations. They do differ greatly in their opinion regarding the usefulness of Unions or other forms of employee representative bodies and the suggestion that management should allow workers to participate and become more involved in the decision-making process, and even whether there is any need to change the existing employee involvement practice within their company. There are also significant differences in these respondents opinion regarding whether, any change to the existing employee involvement practice could make work life more meaningful and satisfying. These respondents do not differ however in their opinion that the management of employees could be done in a way that focuses more than on individuals.

In this chapter of the analysis and interpretation section of this thesis the quantitative data collected from the employees' questionnaire has been tested. The results being analysed to reveal areas of difference between the responses of particular groups based on the country or sector in which they worked. In the next chapter of the analysis and interpretation section the qualitative data collected in the transcripts of the taped interviews carried out with managers is presented and by using analytical induction, they are interpreted.

## **Chapter Five**

### **Qualitative Analysis and Interpretation**

#### **5.0 Introduction**

It was apparent from the literature reviewed that in the developed countries of the West, such as the UK, there is a difference between public and private enterprises in their propensity to use the various forms of EIP, for example the use of autonomous teams as an employee involvement practice Boselie, Paauwe, and Richardson, (2003); Luna-Arocas, and Camps,(2008). The main aim of this research was to critically and analytically explore the nature of employee involvement and participation (EIP) in UK and Libyan contexts. In the previous chapter of the analysis and interpretation section, of this thesis, the quantitative data from the employee questionnaire and the management interviews were analysed in order to reveal areas of difference between the responses of particular groups based on the country or sector in which they worked. In this chapter the researcher intends to review the qualitative data collected in the transcripts of the taped interviews carried out with managers.

The interviews with managers (Appendix 4) were carried out to investigate their attitudes towards the EIP prevalent within their culture, organization and sector additionally they were questioned regarding the particular type of economy in which their organization operated. In particular these managers were asked about the employment relationship they had within their company and whether or not their management style and level of communication with employees adopted an individualistic or collective approach. These managers were also questioned on the status of their organization within the country and the nature of their country's economy. Finally they were asked to indicate the preferred form of EIP within their company and to comment on the nature of employee involvement and participation (EIP) in UK and Libyan contexts. The research report had hypothesised that there would be significant differences between the two national cultures, as well as differences between the organizational cultures they countenance and therefore the EIP which is predominant within organizations. In order to prove or disprove the hypotheses it was necessary to show if there were any significant differences between UK and Libya respondents in their respective nations and within their public and private sectors. The initial contact with each company was made by phone or letter (see Appendix Five) it was necessary to convince the reader that the request for access was worth supporting

and that the benefits of the research proposed outweigh the likely costs to the company in time and disruption of work. Informed consent was sought from each person interviewed and questioned and they were asked to sign a form prior to being interviewed or taking part in the research. All of the participants were assured anonymity.

In order to carry out this qualitative analysis the responses of managers were categorised into five main groups. The questions designed and tested for managers (see Appendix Four) were developed with the direct intention of highlighting;

1. Their views on the **freedom or autonomy offered to employees**, in their own nation, organization and sector;
2. The **emphasis placed on health and safety** of employees in the work environment and the **opportunities employees are given for self development** as well as **involvement in decision making** by the organizational culture;
3. How managers within these organizations **feel about individual employee and collective representation**;
4. **Their own particular management style**;
5. The **effect of more direct methods of communicating with employees**.

These colour codes allowed a clearer presentation of comparisons in management opinions

In the interview there were also questions relating to;

- The nature of their countries economy;
- The type of corporate governance under which they must work;
- The form of employee representation which exists in their company

These managers were also asked to comment on;

- The EIP that takes place in their company;
- The need for any change in their company's present practices;
- The effects that may come about as a result of any such change.

In this chapter the qualitative group data is presented and then analysed.

## 5.1 Qualitative Group Data

### Cases where Managers were Interviewed

Table 5.1.1

Company	Case
National Oil Institution	No 1 LPUS Manager
Social Services	No 2 LPUS Manager
General Electricity Company	No 3 LPUS Manager
Tripoli Medical Centre	No 4 LPUS Manager
General Post Services Company	No 5 LPUS Manager
Institution Local Bank	No 6 LPUS Manager
Public Construction Company	No 7 LPUS Manager

Table 5.1.2

Company	Case
Factory of Wool	No 8 LPS Manager
Factory of Paint	No 9 LPS Manager
Company for Consultancy and Training	No 10 LPS Manager
Health Services Company	No 11 LPS Manager
Road and Bridge Company	No 12 LPS Manager
Water Refining Company	No 13 LPS Manager
University of Seven October	No 14 LPS Manager

Table 5.1.3

Company	Case
Cheltenham Art Gallery & Museum	No 15 UKPUS Manager
Gloucestershire College	No 16 UKPUS Manager
University of Gloucester (the Library)	No 17 UKPUS Manager
University of Gloucestershire MBA Dept.	No 18 UKPUS Manager
NHS Gloucestershire HRM Dept.	No 19 UKPUS Manager
Tourism Information Centre	No 20 UKPUS Manager
University of Gloucester ( SU)	No 21 UKPUS Manager

Table 5.1.4

Company	Case
BPE Solicitors	No 22 UKPS Manager
CGT Estate Agent	No 23 UKPS Manager
Holiday Express	No 24 UKPS Manager
Rickerbys Solicitors HRM Dept.	No 25 UKPS Manager
NFG Estate Agent	No 26 UKPS Manager
Spice Lodge	No 27 UKPS Manager
UCAS	No 28 UKPS Manager

Each of these twenty-eight managers were interviewed and with their permission the conversations were taped, the transcript of the full interviews with Libyan managers are in (Appendix 10a), UK managers transcribed responses are in (Appendix 10b). The questionnaire for this research was distributed to both Arabic and English speaking countries, but was first developed in English. The English was translated into the Arabic language before distribution in Libya. At a later stage the Arabic translation of the questionnaire was then translated back into English. As a general rule Arabic tends to be more explicit than English meaning what is implicit in English often has to be spelled out in Arabic. This raised certain risks in translation of the questionnaire as well as with the re-translation of interview answers. However as can be seen in the in the tables presented in (Appendix 11) managers transcribed responses were also categorised to show any difference between public and private enterprises in their propensity to use the various forms of EIP.

There was also a need to investigate organizational culture and corporate governance and the degree to which these contribute to the autonomy employees have as this would highlight the emphasis placed on health and safety of employees in the work environment and the opportunities employees are given for self development as well as involvement in decision making in their company and the individual or collective nature of the employment relationship. Managers were also asked how they felt about the nature of their countries economy as well as the type of corporate governance under which they must work.

Finally interview questions were asked to ascertain managers' opinions of the EIP that takes place in their company they are also asked for their views on the need for any change in their company's present practices and the effects that may come about as a result of any such change.

## **5.2 Qualitative Analysis**

The necessity to analyse qualitative data collected is essential, to fully appreciate the managers' views and opinions and to triangulate these, with the findings from the employee questionnaire. The analysis of the qualitative data involved an iterative examination of selected cases to identify the cause of a particular phenomenon and utilised a categorisation process, (Yin 2009).

### **5.3. Interpreting Qualitative Data**

The purpose of the analysis of qualitative data 'is to reveal patterns and recognize relationships between categories. In order to prove or disprove hypothesis,' (Saunders et al, 2009, p.482). The main steps in the analysis were; the disaggregation of data into units by open coding and then; the recognition of relationships between categories were achieved by axial coding. Finally there was an integration of categories to produce a theory by selectively coding. A theoretical or descriptive framework was created to identify the main variables, components, themes and issues in the research project and this analytical strategy coupled with the review of the literature provided the key themes and patterns to search for in the qualitative data collected from the interviews. The transcripts of the interviews with managers and the interpretation of the initial group data were processed in a Scansoft (*Simple search Text Bridge*) software package. This allowed the electronic versions of the interview transcripts to be imported and thoroughly searched. Certain key words and phrases linked to the colour coded themes the research report developed from the literature reviewed were sought out, to collate managers' responses and compare these responses across each country and sector.

The process involved unitising data relating to a key word, a line or a sentence and then repetitively investigating all twenty-eight interviews carried out in a case by case basis to answer the main research questions.

1. How does national culture affect the nature and extent of EIP which exists in Libya and the U.K?
2. How does organizational culture the EIP present in public and private organizations in Libya and in the U.K?
3. What particular forms of EIP are most prevalent in public and private organizations in Libya and in the U.K?

#### **5.3.1 Analytic Induction**

There were twenty-eight managers interviewed for this survey, fourteen from Libya and fourteen from the UK in each of these countries seven managers worked in private sector companies, while the remaining seven worked in the public sector.

There are two main variables to be considered for this analysis each of which comprise of a number of components. The understanding of these main variables and components will allow a comparison to be made between Libyan and UK public and private managers' opinions and their attitude to the key theme and issue regarding their organizations present employee involvement and participation (EIP) practices and the need and possible effects of any change. Coding of the main areas, to be investigated their internal components, as well as the outcomes of EIP allowed the recognition of relationships between cases.

### 5.3.2. Qualitative Data Analysis Structure

The questions and responses from the managers surveyed are grouped by an identifier, some question are in more than one group. The intention is to answer the research questions by discovering any differences, first of all in the view of each manager with regard to nature of their countries governance and economy. Then to compare their opinions on the organizational culture and their own style of management in the employment relationship and finally to investigate any difference in their attitude to the need for change in their companies EIP and their feelings about the effect of any such change. Comparisons have been made between, managers' responses by country, as well as by sector. The research report presents data from a cross comparison of UK private V Libyan public sectors and UK public V Libyan private sectors.

Table 5.2 Key to the Qualitative Results

	Identifier	Question
<b>National Culture Component</b>		
The nature of their countries economy	NCC1	Q10,Q11,Q12
The type of corporate governance under which they must work	NCC2	Q6, Q8,,Q9,

Table 5.2.a

#### **Organizational Culture Component**

Freedom offered to employees	OCC1	Q1
Opportunities employees are given for self development	OCC2	Q2
Emphasis placed on health and safety of employees	OCC3	Q3
Involvement in decision making by the organizational culture	OCC4	Q5
Individual employee and collective representation	OCC5	Q5
Management style	OCC6	Q4,Q7, Q13
Methods of communicating with employees	OCC7	Q4,Q5, Q13
The form of employee representation which exists in their company	OCC8	Q14
The EIP that takes place in their company	OCC9	Q15

Table 5.2b

**Outcomes**

The need for any change in their company’s present practices	TI1	Q13,Q16,Q17
The effects that may come about as a result of any such change	TI2	Q18

In the initial analysis of the group data the managers responses were presented as individual cases, these individual response have now been grouped and each is labelled to identify whether the manager works in the UK or Libyan public or private sectors, (see Table 5.2.1) below.

Table 5.2.1

**Respondents Identifier**

Libyan Public Sector		Libyan Private Sector		UK Public Sector		UK Private Sector	
Case 1	LPUS1	Case 8	LPS8	Case 15	UKPUS15	Case 22	UKPS22
Case 2	LPUS2	Case 9	LPS9	Case 16	UKPUS16	Case 23	UKPS23
Case 3	LPUS3	Case 10	LPS10	Case 17	UKPUS17	Case 24	UKPS24
Case 4	LPUS4	Case 11	LPS11	Case 18	UKPUS18	Case 25	UKPS25
Case 5	LPUS5	Case 12	LPS12	Case 19	UKPUS19	Case 26	UKPS26
Case 6	LPUS6	Case 13	LPS13	Case 20	UKPUS20	Case 27	UKPS27
Case 7	LPUS7	Case 14	LPS14	Case 21	UKPUS21	Case 28	UKPS28

The presentation of ALL the managers’ responses produced a rather large and ungainly table which can be seen in (Appendix Eleven). The most significant differences between managers’ responses in both countries and sectors are presented in the next section.

**5.3.3 Qualitative Data Analysis Results**

A colour coding system was used where **RED** indicates managers views on the freedom or autonomy offered to employees, in their own nation, organization and sector. Answers highlighted in **BLUE** are related to the emphasis placed on health and safety of employees in the work environment and the opportunities employees are given for self development as well as involvement in decision making by the organizational culture. Managers were also asked for their opinions regarding individual employee and collective representation their responses to these questions are highlighted in **GREEN**. The answers given by managers regarding their own particular management style are highlighted in **PURPLE**. These managers were also asked to comment on the effect of more direct methods of communicating with employees and their responses are highlighted in **PINK**. Initial comparisons are drawn between managers working in the private sectors of both countries, to discover if corporate governance and the organizational culture it implements affect managers’ attitudes.



### 5.3.3.1 Libyan Private Vs UK Private Sector

In the very first question (OCC1) put to managers in the interviews, they were asked about **the freedom or autonomy offered to employees within their organization**. Although most of the Libyan private sector managers stated that *the existing employment relationship in their company allowed employees to act autonomously* to some extent, there were two who felt this was not at all the case. In the response from UK private sector managers to this question, there were three who felt their *employees were allowed to act autonomously*, with the remainder pointing out that the employment relationship in their company contributed a great deal to employee autonomy.

In order to further investigate the employment relationship in these Libyan and UK private sector companies. In the questions grouped for identification as (OCC2, OCC3 and OCC4) managers were asked specifically about employees' **opportunities for self-development in the company**, the importance of health and safety in the company and also their own opinion on **the effect of directly communicating with employees**. Most of the Libyan private sector managers, four of them in fact, stated that in their organizational culture, *employees were given opportunities for self development* to some extent, the other three felt this happens a great deal. There were many more UK private sector managers who felt this was the case in their company. In both of the groups of managers, whether from the UK or Libyan private sector, the consensus of opinion was, that in both their organizations **health and safety was an important issue**. There was once again almost total agreement among these UK and Libyan private sector managers with regard to question five in the interview. They all definitely agreed that *communicating directly with employees promotes a commonality of interests between employee and organization*. There was however one UK private sector manager who felt this was only true to some extent.

There are differences between UK private and Libyan private sector managers in the interviews regarding the nature of their countries economy (NCC1) which would have an effect on their organizations culture. They are from two very different cultures and the nature of their countries economy and its political make-up are very different. In response to the question concerning *central economic planning and bureaucratic control* most of the Libyan managers working in their private sector felt that this was not at all the case, however there were those who felt there was such control and bureaucracy at least to some extent. In order to discover what these managers who were

interviewed felt about the state of the economy in which they worked, they were asked regarding the allocation of resources, formulation of competitive strategies, bureaucratic control and the raising of finance as well as any constraints they felt existed on markets. The only group of managers who all agreed to some extent, that their organization had substantial discretion over the allocation of resources where those in the UK private sector companies. The same seven UK private sector managers again agreed to some extent that their organization had substantial discretion over the formulation and implementation of its competitive strategies. There was some but slightly less support from Libyan private sector managers for this proposition.

According to the majority of UK private sector managers there definitely was *central economic planning and bureaucratic control* in their country although some stated this was not at all the case. There are four of the Libyan private sector managers who stated that, in their opinion there is no *control on companies raising finance to provide operating funds*. Most of the UK private sector managers agreed. All of the Libyan private sector managers questioned felt that in their country *established institutions facilitate markets*. The UK private sector managers however had varying opinions of this matter and although one said this was the case to some extent, there was one who felt *established institutions facilitated markets, while yet another felt they in fact constrained them*.

In their responses to the next group of question identified as (NCC2) there are remarkable similarities between the managers from the UK and Libyan private sectors in their responses. Perhaps due to the fact that they are *not state owned* all of them point out that *their organizations has discretion over the allocation of its resources as well as discretion over the formulation and implementation of its competitive strategies*. This fact indicates quite a significant degree of freedom from government intervention. In their answers concerning formulation and implementation of competitive strategy, there were two UK private sector managers who stated this was not the case at all. The first stated that in his opinion, *'we as a company have opportunities. If we want to expand then there's nobody tying us back to do so, so I feel that we have got the opportunities to develop, so we're not tied to planning or bureaucratic control because the opportunities are within our country'*. *'We don't have that. Because of the nature of our business, things like that don't affect us'*. The other manager said, *No, there isn't any control. We do have to pay tax to the government on our income and that's about it*.

*Yes, we pay the VAT, which is value added tax, and apart from that there is no control at all'. When he was subsequently asked, What about the central economic plan? he stated, 'No, no, there isn't. This is more or less an independent company. You're running the company as you see fit. At the end of the year, if you make profit you pay tax on it, end of story. There isn't any control from the government at all, as far as I know'. The next question considered the control placed on companies raising finance to provide operating funds. Only two Libyan private sector managers felt this was the case. According to those managers in the UK private sector who answered this question this was a proposition with which they strongly disagreed to some extent of those managers who actually answered the question they both agreed to some extent to some extent that in the UK this was not the case, the first said, 'No, not at all. Because of the type of industry we're in, it's down to the local economy really. It's the fact that people are looking for properties to rent out and that's what we offer. So we're not sort of confined by any institute or anything on that really'. The other stated that, 'We're in a free market economy, so it's not... It is an open economy, but I don't feel I'm the best person to answer that question'.*

In the next couple of questions these managers were asked to comment on how they felt about employee representation and participation within their company. In the Libyan private sector ALL the companies had unions, as they did in the Libyan public sector. The question put to managers of both countries regarding union recognition was intended to highlight any differences that might exist regarding employee representation. This question in identifier (OCC8) was asked in conjunction with (OCC9) which is a question specifically to investigate the nature of employee involvement and participation (EIP) in each sector and country. The Libyan private sector managers all state that they definitely do *have a policy of union recognition* in their companies. This fact is not so strange given that there is legislation in place for this, and there is even a Minister for the Unions. There is only one UK private sector manager who definitely confirms this is the case in his company, another says that unions are recognized to some extent, of the remaining five managers, four state that, this is not at all the case in their organization and one admits that they do not know.

The questions next grouped together for interpretation identified as (OCC6 and OCC7) were intended to highlight the position of managers within their companies, their power and **particular management style** and the **individualistic or collective relations this style**

promotes with their employees. The results reveal almost total agreement from these managers from the private sectors of either country in response to the question regarding their particular management style. All of them stated that their particular style of management *promotes communication directly with employees, rather than through employee representative channels*, there was only one Libyan private sector manager who stated this was not at all the case. All of these managers from the UK and Libyan private sectors pointed out that they, do you have discretion to acquire and allocate resources there was a single Libyan private sector manager who felt he only had this power to some extent within his organization. As all of these managers are operating in private sector companies this could have an effect on their position and power, it may also have an effect on the management style they employ and the individualistic or collective nature of their communication with employees. There was a number of employee participation practices suggested to each of the managers questioned, they were asked to indicate those which they felt worked best. The nature of EIP in the Libyan private sector companies is apparent from the managers' responses to question fifteen in the interview they were each asked their preference from a number of forms of EIP. The first preference for these Libyan private sector managers was upward problem-solving (UP), the most common second choice was representative participation (RP) except in one instance where one of these Libyan private sector managers preferred top-down communication (TD). These results could not be more different from those presented for the UK private sector managers' preferences. Their first choice in almost every case was top-down communication (TD) with upward problem-solving (UP) being the second preference. There was only one of these UK private sector managers who stated a preference for representative participation (RP) and in fact none of them made a third choice from the possible forms of EIP. In the remaining questions of the interview the intention was to acquire the attitudes of these UK and Libyan private sector managers, to question particularly relating to EIP, see (TI1) and (TI2), in these questions the outcomes of EIP were highlighted. Question (TI1) was meant to assess managers' feelings about the need to increase the levels of EIP in their company. They were also asked how they felt about management in their company allowing workers to be more involved in decision-making. Every single manager from the Libyan private sector, with the exception of one, stated that they definitely felt, *increased levels of employee involvement and participation should be introduced at your company* and also that, *management in their company should allow workers to participate and become more involved in the decision-making process*.

In the Libyan public and private sectors the majority of managers agreed to some extent that increased levels of employee involvement and participation should be introduced, although there was less support for employees becoming more involved in the decision-making process. In fact two of the public sector managers did not necessarily agree to this idea, the first pointed out that, *'The organizational culture in the company means making that most of the decisions electricity that comes from senior management and there is the need for total secrecy, and often most of the employees do not feel responsible due to the different cultural and educational level of workers'*. Another took a similar line, saying, *'The organizational culture in this company is generally that all decisions are governed by top management confidential decisions always demand secrecy and employees do not always have the necessary experience to be able to make the right decision at the institutions and private banks Most of the decisions coming from senior management and there the need for total secrecy and often most of the employees do not feel Responsibility different cultural and educational level of workers'*. The final manager who was opposed to employee involvement in decision making said, *'Not in all things, Regarding the company's strategy workers and should be experienced and qualified to offer scientific assistance and to contribute to the decision-making and decisions of senior management personnel some decisions , should be made without consulting other workers without reference'*. However all of these Libyan managers in both the public and private sector agreed to some extent that a change in the existing employee involvement practice could make work life more meaningful and satisfying for workers.

In the UK, whether it be in the public or private sector, there was less support for the proposition that increased levels of employee involvement and participation should be introduced in their company. There were three managers from the UK public sector who disagreed to some extent with the introduction of increased levels of EIP. The first, said *'No, and the reason is that we actually do get quite a bit of information. We have employee representatives, we have union representatives, we have regular meetings, you know, we actually do have quite high communication anyway and I think anymore communication we wouldn't get any other work done, so I think really with representative participation, with the trade union, with different committees, with different meetings, I have enough. I don't feel it would be of any benefit to have anymore than we have now'*. The other manager said, *'I think we've already probably got quite high levels of employee involvement, and maybe spoken like a true general*

*manager I don't think I'd be worrying too much about increasing it any further. I suspect if you spoke to staff they'd all want involvement in everything. I think we involve them where necessary at the moment, and on quite a lot of occasions, and are open to their input. I would say we probably don't need to increase it any further at the moment'.*

Of the seven managers interviewed in the UK private sector five definitely agreed and one definitely disagreed with the introduction of greater levels of employee involvement and participation. There was only one who agreed to some with increasing the level of EIP and stated, *'I do, yes. I think employee involvement and participation is... It has to be done. If you're not getting your staff to participate then they won't care. We have team building meetings. We go out for a lot for meals to get the staff bonding together'.* The reasons for thinking the introduction of increased levels of EIP were unnecessary from UK private sector company managers' included four who felt, the level was quite sufficient at the moment with comments like, *'I think at the moment we've got about the right level here' or 'I'm not sure that we would need to have increased levels of employee involvement because we've got very high ones anyway', and I don't think it needs to be introduced, no. We already have a lot of employee involvement through the staff council, which is an organization that puts employees' thoughts forward to help make the company better', as well as 'I think that we already offer that. We let our staff have a free reign of day-to-day running so their involvement and participation is key to what we do anyway, so I think we already do that'.* There was one who felt there were certain areas that workers could not be involved in, and stated, *'Well, it depends on what. You don't want to involve all your staff in finance, you know' and another who brought up the management prerogative when saying, 'No. No, because we are a small organization. We have some employee participation every day because of the way we manage, because of the way we sit. We all sit at the same table. Everyday there is some participation, but there comes a point in any discussion where the person in charge, the boss has to say 'Okay, I've heard but that's what we're doing.'*

In answer to the next question regarding workers participation in decision making there were two of the seven UK private sector managers who agreed to some extent that this should be allowed. The manager who most agreed with the involvement of workers in the decision making process, said, *'Definitely. The staff that we have here, it wouldn't be fair for us to bring in a new situation and not ask them what they think. The staff*

*have a better idea and that's why you need to have a meeting. You might think your ideas are correct and that's the best way to do it but the staff may not think that and they might have a better idea, so you need to sit down and talk to all your staff and have a team bonding meeting where you can throw ideas out, catch ideas, and that way you've got a whole different range of ideas and not just your own, and that's the best way for decision-making. You do it as a team. You don't do it as a singular person'.*

However, of the seven managers interviewed in the UK public sector company's there was one who definitely disagreed to some extent with this proposition and said, *No. As I say before, you know...the reason is that we actually do get quite a bit of information. We have employee representatives, we have union representatives, we have regular meetings, you know, we actually do have quite high communication anyway and I think anymore communication we wouldn't get any other work done, so I think really with representative participation, with the trade union, with different committees, with different meetings, I have enough. I don't feel it would be of any benefit to have anymore than we have now'.* This same manager was one of the UK public sector managers interviewed who all agreed to some extent that a change to the existing EIP in their company would make work life more meaningful and satisfying for workers. This manager stated, *'I mean, as I say, I think the employee involvement is at a good... It's reasonable. What I would like more of to make my life more satisfying is that somebody from senior management took on board some of the feedback from us to then do something with it and maybe have a more robust action plan and timescales about how these issues could be resolved. I guess I would like a change to the existing practice because it currently doesn't always work particularly well. Senior management need to be more responsive to people at our level when issues arise and need to be resolved quicker and more satisfactorily'.* The responses from UK private sector managers are completely different regarding this proposition, from the six who actually gave a positive answer, three of them agreed to some extent to some extent but the other three did not.

The first of these managers said, *No, I believe the ethos our company has, the staff are very happy. We have very few issues of staff grievance, you know. As a company we look at growth and try to promote staff within, so I feel the staff have a very good opportunity to progress their career. There are quite a few examples of staff going from one office to another promoting their sort of aspects of employment. For our benefit, we*

*feel that we offer the sort of clients the opportunity already. We have a very low ratio of staff leaving. In the last three years I think there is only two members of staff who left the company to go onto other employment. The majority of staff we have go from one office to another with promotions, so that gives you a fine example of staff happy with the type of involvement practice we have. Another manager stated, 'In my company I doubt it because at the moment everybody is happy. They know what they are doing. They are all happy. They've got their upper level; they've got their manager who is telling them what to do. They're happy with that. If I suddenly said to them 'Okay, now everybody has got the supreme power and nobody listens to nobody,' it's not going to run well. The remaining manager of this group gave a much more forceful reason for disagreeing that changing the present levels of EIP would affect the work life of employees. In answer to the question concerning the need for such a change and whether it would increase worker satisfaction he stated, 'Yes, I do, but it doesn't mean that I would do it because the primary purpose for me being here is to make money; it's not to increase worker satisfaction. If worker satisfaction occurs as a coincidence that's great, but it's not why we are here. We're here to make money'.*

In the final question put to managers in the interview, (TI2) they were asked, Do you think a change to the existing employee involvement practice could make work life more meaningful and satisfying for workers? Ever Libyan private sector manager stated that they definitely felt this would be the case. Only two of the UK private sector managers felt the same way, one did not know, and the remainder felt this would not necessarily be the case. There was greater positivity from those managers in both the Libyan public and private sectors regarding the need for increased levels of employee involvement and the subsequent effect on worker satisfaction, but markedly less support for workers participating in the decision making process. In comparison managers in the UK public sector were in agreement with their Libyan counterparts and those Libyan managers from the private sector, whereas UK private sector managers tended to provide negative responses to these questions.

However as has previously been pointed out one Libyan private sector manager, stated that these changes in EIP were not necessary and another of his colleagues, who felt there definitely should be increased levels of EIP, also stated that, workers involvement in decision-making was not necessary. In the results from UK private sector managers, there is a more negative theme that appears. Of the seven managers interviewed and



asked for their attitudes, stated that there definitely should be increased levels of EIP in the company another said definitely not. The remaining UK private sector managers felt that such a change was just not necessary. There were two of these managers' who felt workers should, definitely not, be involved in decision-making, three others felt that such a change was not necessary, the remaining two however stated that in their opinion management should definitely, *allow workers to participate and become more involved in the decision-making process.*

### **5.3.3.2 Libyan Public Vs UK Public Sector**

In response to the question concerning their particular management style and its promotion of direct communication with employees rather than through employee representatives, there was almost total agreement from managers working in the UK private and public sectors as well as the Libyan private sector. However there was less support for this proposition from managers in the Libyan public sector. This result was strange, as in answer to the next question, regarding direct communication and its promotion of a commonality of interests between the employee and the organization, all of these Libyan public sector managers agreed to some extent. There was one Libyan private sector manager and another manager working in the UK public sector who agreed to some extent with this proposition to some extent, there was also total agreement from the UK private sector managers who took part in the interview.

There were five of the Libyan public sector managers who stated that they had the discretion to allocate resources, all of the Libyan private sector said that they had this discretion. In the UK public sector companies surveyed, four managers said they had this discretion, one stated this was not in their power and two seem unsure of the question and stated yes and no. The first of these explained that, *'Yes I can acquire and allocate resources but only within a limited budget'*, and the other pointed out, *'We have budgets, budgets that are allocated for certain projects and we do have the discretion to spend that money but we have to justify how we spend it and it's not huge sums of money.'*

In the Libyan public sector companies five managers agreed to some extent as did five of the Libyan private sector managers. There much less agreement from the managers of UK public sector organizations that their organization had substantial discretion over the allocation of resources. In one Libyan public sector organization the manager

pointed out that, *'There are many competitors in Libya and in both Libyan and foreign companies, organizations in every sector have a great deal of resources to act in accordance with the administrative structure and the legislation of the State government'*. The other said that, *The Centre works to improve and provide better services and to enact and implement competitive strategies with public and private centres in the State*. The answers concerning formulation and implementation of competitive strategy from the Libyan public sector managers in particular are interesting when considered alongside the answers they gave to the next question regarding central economic planning and bureaucratic control, all seven managers from the Libyan public sector that this was very much the situation in their country. The next question considered the control placed on companies raising finance to provide operating funds. The Libyan public sector managers tended to agree to some extent that there was such a control UK public sector managers felt such control existed in their country. In response to the next question relating to the constraints of markets, once again there was agreement from the Libyan public sector managers with this proposition but not all felt that this was strongly the case. There was limited support from UK public sector managers for this proposition in fact two actually disagreed to some extent all be it mildly with this suggestion. The first of these stated that, *'There is definitely a competition within this country. There's no complacency. Everybody is fighting to be the winner to get ahead in business, so absolutely institutions facilitate the markets. For example in this... We are not imposed... Regulations are not imposed upon us, so businesses do have the right to be creative, they do have the right to try and gain the edge, so therefore the institutions do facilitate the markets. There aren't constraints on the markets'*. The other said, *'Well, I don't think the markets are constrained. I think we are encouraged to work internationally and develop other markets, so I don't think it's constrained. I think there is encouragement to try and find partnerships like the partnership we have with you. We also have partnerships where we visit other institutions in the world and develop programmes as well, so not everybody comes here. But I don't think it's a constraint, I think it's actually encouraged to facilitate new business, and new markets, and new partnerships'*.

In the next couple of questions these managers were asked to comment on how they felt about employee representation and participation within their company. In the Libyan public sector ALL the companies had unions, as they did in the Libyan private sector. In the UK public sector ALL the companies had unions, but six of the managers said they

did not have unions in their company and one did not know, because, *'I'm not a member of a union but I don't know if other members of staff are'*. Of the managers who did know, one said there was no union in the company because, *'union recognition introduces a third party into the relationship between employer and employee. With an organization such as a legal practice with a hundred and twenty staff, it's arguable that this is not suitable for union recognition. It would introduce a significant constraint on the owner's discretion to manage the businesses.'* Another said, *'No, we don't have a trade union within the company itself. What we offer is a guideline of employment policy, so basically they can... If the client has a grievance then there is a policy to follow'*. The third said, *'There is no point in any union within our company because a union really only functions when there is a need to have a formulaic dealings of staff and management. Because the number of staff is so small, there is no point in having a union because if an us and them attitude creeps into the company then the company is not going to survive very long'*. The fourth said, *'No. No union is involved in small businesses. That's the difference between this country and where I'm from. Small businesses, when it's a small limited company, no unions are involved at all'*. According to the fifth manager, *'If members of staff wanted to go to a union over anything to do with work then they would, but we don't have a union in the hotel. We don't have a fixed union that we would go to if we had a problem'*. The final manager of these six simply answered NO to the question.

In their responses to questions in identifier groups (OCC1 to OCC8) there is little or no difference between the answers from managers in either the UK or Libyan public sectors. They all state that their companies are state owned, and two Libyan managers' point out that their organization does not have *substantial discretion over the formulation and implementation of its competitive strategies*.

In nearly every other respect however these UK or Libyan public sector managers answers to questions regarding their organizations culture, attitudes toward **freedom and autonomy offered to employees**, health and safety and employee self-development, and even their **particular management style** and the **representation and involvement practices** as well as **communication in the employment relationship** are similar. There are very few differences, except for the two Libyan public sector managers who stated that **employees in their organizations were not given any autonomy**. There were also two managers from different UK public sector companies who stated that in their opinion

*communicating directly with employees does not necessarily promote a commonality of interests between employee and the organization.* There was also only one of these managers who indicated that they did not *have discretion to acquire and allocate resources* as did one of the Libyan public sector managers. Another Libyan manager stated that his *particular management style* did not *promote communication directly with employees, rather than through employee representative channels.* Previously reported results indicated that there were remarkable similarities between the managers from the UK and Libyan private sectors in some of their responses, however there were disparities evident in the organizational culture components, (OCC1 to OCC8).

The results regarding the preferred form of employee involvement participation (OCC9) indicate the most of the Libyan public sector managers have chosen upward problem-solving (UP) as their favourite form of EIP. The UK public sector managers show no real consensus on this matter and there is little difference in favouritism to any one form. In the previous comparison of Libyan and UK private sector managers their preferences were completely different, it was also apparent from the comparison of the UK and Libyan private sector managers, that every single manager from the Libyan private sector, with the exception of one, stated that they definitely felt, *increased levels of employee involvement and participation should be introduced at your company* and also that, *management in their company should allow workers to participate and become more involved in the decision-making process.* Most of the Libyan public sector managers also feel *increased levels of employee involvement and participation should be introduced* in their organization.

Additionally there are also a couple of these Libyan public sector managers who do not necessarily agree that, *management in their company should allow workers to participate and become more involved in the decision-making process.* Although the rest all think this is something that should definitely happen. In the responses from the UK public sector managers there is even less support for *increasing levels of employee involvement.* There are two of those UK public sector managers interviewed who stated that they did not necessarily think that, *a change to the existing employee involvement practice could make work life more meaningful and satisfying for worker.* All of the Libyan public sector managers feel that such a change would definitely have that effect.

### 5.3.3.3 Cross-Comparisons

The research also compares the responses of managers in each sector at a national level more thoroughly to discover the differences which exist between their views of national economy, corporate governance and the employment relationship. In their responses to questions in group (NCC1) and (NCC2) the national and organizational culture components. Most managers from either sector in Libya definitely or at least to some extent agree that, in their country *there is central economic planning and bureaucratic control*, it is only in the Libyan private sector that some of the respondents state this is not at all the case. There are even more of these Libyan private sector managers who state that there is no control at all, *on companies raising finance to provide operating funds*, all of their Libyan public sector contemporaries felt that this was definitely the case, at least to some extent. Every one of the Libyan private sector managers felt that in their country, *established institutions facilitate markets*, and although four of their contemporaries in the public sector agreed, three Libyan public sector managers stated that these institutions did in fact *constrain markets* in their experience. These differences of opinion between Libyan private and public sector managers might be due to the obvious difference of organizational ownership. There is a need therefore to further consider any differences this fact raises in their responses to group questions (NCC1) regarding corporate governance. Those organizations surveyed that are operating in the public sector are state-owned those in the private sector are not. However both groups of managers questioned feel that their organization definitely or at least to some extent, have both *substantial discretion over the allocation of its resources* and a similar amount of *discretion over the formulation and implementation of its competitive strategies*. There were two Libyan public sector managers however who stated this was not at all the case with regard to the implementation of *competitive strategies* due mainly to the fact that their organizations had no competitors. In their responses to grouped organizational culture component questions (OCC1 to OCC8) although there are two Libyan public sector managers who state that in the existing, *employment relationship in their company employees are not at all allowed to act autonomously*. There are also two Libyan private sector managers who feel the same way. Additionally there are two of these managers working in the Libyan private sector who stated that, *their particular management style, does not promote communication directly with employees, rather than through employee representative channels*. There was only one manager from either the public or private sectors in Libya who stated he did not *have discretion to acquire and allocate resources*.

In every other respect, from their organizations emphasis on health and safety as well as employee self-development, and even their representation and involvement practices as well as communication in the employment relationship are similar. There is total agreement from these Libyan public and private sector managers on the particular management style they use and their organizations policy on the recognition of unions.

Further similarities occurred as can be seen from the results with regard to question fifteen (OCC9) which asked managers for their preferred form of employee involvement participation (EIP). There were equal numbers of both public and private sector managers who preferred upward problem-solving (UP) and placed this as their first choice. Two of the managers from the public sector placed representative participation (RP) as their first choice only one of those from the private sector had the same opinion although five of those managers from the Libyan private sector did place representative participation (RP) in second place as did two of the public sector managers. There was one manager from both the public and private sectors who put top down communication (TD) as their first preference as a form of EIP. Even though these managers work in different sectors in Libya and operate in organization's that are state owned or in the free market, the results show quite clearly that there is consensus among most of these managers regarding the level of employee involvement in their organization and their views on workers participation in the decision-making process.

There is only one of the respondents from the private sector and two from the public sector who feel that it is not necessary to *increase levels of employee involvement and participation in their company*. Additionally only one from each group of managers stated that it was not necessarily the case that, *management in their company should allow workers to participate and become more involved in the decision-making process*. Finally, managers in both the Libyan public and private sectors all agreed that the effect of *a change to the existing employee involvement practice*, in their organization could definitely; *make work life more meaningful and satisfying for workers*.

Having completed a comparison of Libyan public and private sector managers to discover the differences which exist between their views of national economy, corporate governance and the employment relationship next a comparison between UK public and private sector managers was carried out to highlight the differences between their views and those of their Libyan counterparts. In both, the public and private UK sectors

managers' responses to (NCC1) questions, their views are quite similar with most definitely agreeing at least to some extent, that in their country *there is central economic planning and bureaucratic control*. This similarity was also apparent in responses from both Libyan public and private sector managers. It was only in the Libyan private sector that some of the respondents stated this is not at all the case as did a UK private sector manager. In the UK public sector all of the managers questioned felt there definitely or at least to some extent, was *control on companies raising finance to provide operating funds*, there were four of the UK private sector managers who stated this was not at all the case. There was a similar result to this question from Libyan private sector managers. Just like in the responses from UK public sector managers to this question their Libyan public sector contemporaries felt that this was definitely the case, at least to some extent.

In the Libyan private sector every one of the managers stated that in their country, *established institutions facilitate markets*, only one of their UK contemporaries agreed. In fact it was in the Libyan public sector where there was more agreement with this statement as only three managers from the Libyan public sector stated that these *institutions did in fact constrain markets* in their experience. UK public sector managers were almost evenly split in their opinions and one of the UK private sector managers stated he did not believe this was the case at all. In the questions grouped in identifier (NOC2) it was intended to identify any differences in their corporate governance, as a result of their ownership. All of the UK respondents regardless of sector were in agreement, that their organizations have *substantial discretion over the allocation of its resources*, and two in the UK public sector stated their organization had a great deal of discretion in this regard. In Libya by comparison the results indicated that both groups of managers questioned felt that their organization definitely or at least to some extent, had both *substantial discretion over the allocation of its resources* and a similar amount of *discretion over the formulation and implementation of its competitive strategies*. There were two Libyan public sector managers however, as was previously pointed out, who stated this was not at all the case with regard to the implementation of *competitive strategies* due to a lack of competitors. All of the UK managers questioned in both the public and private sectors also stated that their organization had a similar amount of *discretion over the formulation and implementation of its competitive strategies*.

The results from questions groups in identifiers (OCC1 to OCC8) show a remarkable similarity between responses from UK managers in both the public and private sectors this was not the case in Libya. There were a number of differences between managers in the public and private sectors of that country, in the existing, *employment relationship* particularly **employee autonomy**. Also in **management style** and the **promotion of direct communication with employees in favour of representative channels** there were differences of opinion between Libyan managers from both groups. It was only in respect of their organizations **emphasis on health and safety as well as employee self-development**, and their organizations **representation and involvement practices and communication in the employment relationship** where their responses were similar.

There is even total agreement from these public and private sector managers on their organizations policy on the recognition of unions and the use of representative committees. In the UK managers from both the public and private sectors agreed that they felt, *their particular management style promoted communication directly with employees, rather than through employee representative channels* and also that *communicating directly with employees promotes a commonality of interests between employee and the organization*. There was only one UK public sector manager who disagreed. All of the UK managers from both sectors also agreed that they did have *discretion to acquire and allocate resources*, just like their counterparts in Libya. In the UK just like in Libya all of the public sector managers stated their company had a policy of union recognition at least to some extent. In the UK private sector in answer to this question the majority of managers stated this was not the case at all.

Further similarities occurred as can be seen from the results with regard to question fifteen (OCC9) which asked managers for their preferred form of employee involvement participation (EIP). In the UK the first preference of many managers in both sectors is the top down communication (TD) option. In the UK public sector two managers opted for representative participation (RP) as their first choice and another two chose upward problem-solving (UP). In Libya there were equal numbers of both public and private sector managers who preferred upward problem-solving (UP) and placed this as their first choice. Two of the Libyan public sector managers' preferred representative participation (RP) and only one from the private sector had the same opinion. Although five of those managers from the Libyan private sector did place representative participation (RP) in second place as did two of the public sector



managers. There was only one Libyan manager from the public sector and another from the private sector who put top down communication (TD) as their first preference as a form of EIP, which seemed more popular with UK managers of both sectors.

In their responses to questions grouped in identifiers (TI1) and (TI2) regarding the need for increased involvement by employees even in decision making and also the need for change to take place in EIP in their company and the effects of such change. There was a decidedly negative response from UK public sector managers unlike their counterparts in Libya. There was only one UK public sector manager who stated that he definitely thought that an *increase in levels of employee involvement and participation should be introduced at his company*. There were five UK public sector managers who felt this would not necessarily be the case and another who said definitely not. The responses from UK private sector managers were also negative, as there were also five of them who stated this would not necessarily be the case and one who said it definitely would, while the last one said definitely not. In the Libyan private sector most of the respondents felt that such an increase in employee involvement should be introduced at their company, there were only two who felt this was not necessarily the case. There was also overwhelming support from these Libyan private sector managers for *management in their company allowing workers to participate and become more involved in the decision-making process*. Among their UK counterparts however, only two private sector managers stated this definitely should be allowed, three stated in their opinion this was not necessarily a good thing and the remainder said definitely not. In the Libyan public sector managers had wholeheartedly been in favour of workers being involved in decision-making, however in the UK public sector they were not. There were five managers who definitely agreed this was a good idea, another stated it was not necessarily a good thing and the last said definitely not. The UK public sector managers were definitely in favour of a need for change in their existing EIP and felt, *such a change could make work life more meaningful and satisfying for workers*. Two of their colleagues however did not necessarily agree. In Libya every manager surveyed from both sectors felt that such a change should definitely be carried out in their company and that the effects would be of benefit. There was an extremely negative response to this suggestion in the UK private sector, where four of the respondent felt this would not necessarily be a good change, with positive benefits, and the other did not know, or simply did not want to answer.

A cross comparison between UK private and Libyan public sectors and UK public and Libyan private sector where the next logical step in this analysis, in their responses concerning national economy (NCC1) all of the UK public sector managers stated that they believed, in their country there definitely *is central economic planning and bureaucratic control*. The Libyan private sector managers, although some conceded this was the case to some extent, tended to state it was not the case. In the comparison of UK private and Libyan public sector managers most agreed that in their country there is *central economic planning and bureaucratic control* however one UK private sector manager stated this was not the case at all. In their responses to the next question regarding the *control on companies raising finance to provide operating funds* most of these UK private sector managers stated that this was not the case at all in their country. Public sector managers in the UK felt it, definitely was the case to some extent as did their counterparts in the Libyan public sector. Most of the Libyan private sector managers stated it was not the case at all.

In both the UK private sector and the Libyan public sector there are differences of opinion between the managers in each country but also amongst the managers in each sector. As there is no major view among them regarding the proposition that in their, *country established institutions facilitate or constrain markets*. The results from this comparison indicate that in almost every case whether in the UK public sector or the Libyan private sector managers feel that on the whole, these institutions facilitate markets. The next group of question put to managers were with regard to corporate governance (NCC2), there is consensus that their organizations definitely or at least to some extent do, *have substantial discretion over the allocation of its resources and substantial discretion over the formulation and implementation of its competitive strategies*.

In their responses to the questions in identifiers (OCC1 to OCC7) which are concerned with organizational culture, and their companies attitudes and their own **particular management style** as well as, **employee self-development, health and safety and the employment relationship**. In all but a few instances whether they are managing in the UK or Libya or in the public or private sector, the respondents had similar responses. The exceptions mentioned are, two Libyan public sector managers who stated that, **the existing employment relationship in his company**, did nothing at all, **to allow employees to act autonomously**. There were also some discrepancies in the comparison of UK

public and Libyan private sector managers' responses. Two of the Libyan private sector managers agreed with their colleagues in the Libyan public sector that *the existing employment relationship in his company*, did nothing at all, *to allow employees to act autonomously*. One of these and another Libyan private sector manager stated that in their opinion, *communicating directly with employee's, does not necessarily promote a commonality of interests between employee and the organization*. There was also a Libyan private sector manager who stated that he did not necessarily believe his particular management style promotes communication directly with employees, rather than through employee representative channels. One of the UK public sector managers felt the same.

There is an interesting outcome in the managers' responses to question fourteen, which has identifier (OCC8). All of the Libyan and UK public sector managers agree at least to some extent that, *they do have a policy of union recognition in their company*. In the UK private sector a union policy is not in place in most companies, only one manager says there definitely is one and the other says there is one, but only to some extent. In responses to question fifteen (OCC9) concerning their preferred form of EIP most UK public and UK private sector managers opted for top down communication (TD) as their first preference. While most Libyan public and private sector managers opted for either representative participation (RP) or upward problem-solving as their preferred form of EIP.

The answers to the final two groups of questions in identifiers (TI1 and 12) show any difference in attitudes between private and public sector managers working in the UK or Libya toward any increase in EIP and the possible effects of any change. In the main the Libyan managers working in the public sector stated that *they definitely felt that increased levels of employee involvement and participation should be introduced in their company*, although one or two felt that this should not necessarily be the case. There was only one UK public sector manager who agreed and most others said not necessarily while one stated definitely not. There were four Libyan private sector workers who supported this proposition and in the UK private sector there was one supporter as well. Most of the managers in the UK private sector thought it was not necessarily the case that *increased levels of employee involvement and participation should be introduced in their company* while one said it would definitely not be the case. All of the managers were also asked if they thought, *management in their*

*company should allow workers to participate and become more involved in the decision-making process.* In the UK public sector there was some support for this proposal, with only two managers indicating various levels of disapproval. In the Libyan public sector there were similar levels of positive and negative response. The results from both these groups of managers matched the responses from those in the Libyan private sector. However in the UK private sector only two managers agreed, two more thought this should not necessarily be the case, and the remainder said definitely not. This negativity was only slightly relieved in these UK private sector managers' responses to the next question concerning EIP. There were two again who stated that in their opinion, *a change to the existing employee involvement practice could, definitely make work life more meaningful and satisfying for workers.* The majority felt this would not be the case. There were also some managers in the UK public sector who felt, this was not necessarily be the case, four were in favour however. The most positive respondents to this proposition for *increasing levels of employee involvement and involving them in decision making affecting work life* and making it *more satisfying for workers* are both the Libyan public and private managers who all are in total agreement that this definitely be the case.

#### **5.4 Significant Findings**

Managers transcribed responses where categorised to show any difference between public and private enterprises in their propensity to use the various forms of EIP. Organizational culture and corporate governance and the degree to which these contribute to the autonomy employees have was also investigated. As this would highlight the emphasis placed on health and safety of employees in the work environment and the opportunities employees are given for self development as well as involvement in decision making in their company and the individual or collective nature of the employment relationship. Managers were also asked how they felt about the nature of their countries economy as well as the type of corporate governance under which they must work. Finally interview questions were asked to ascertain managers' opinions of the EIP that takes place in their company they were also asked for their views on the need for any change in their company's present practices and the effects that may come about as a result of any such change.

There are differences between UK private and Libyan private sector managers regarding the nature of their countries economy which would have an effect on their organizations

culture. Highlighting the fact that they are from two very different cultures and the nature of their countries economy and its political make-up are very different. Drawing upon the literature review this question was centred in on the research of Smith and Meiksins, (1995); Poutsma et al, (2003). These writers highlighted the distinct differences between countries and organizational cultures. However there are remarkable similarities between the managers from the UK and Libyan private sectors in some of their responses perhaps due to the fact that they are *not state owned* all of them point out that *their organizations has discretion over the allocation of its resources as well as discretion over the formulation and implementation of its competitive strategies*. This fact indicates quite a significant degree of freedom from government intervention. As all of these managers are operating in private sector companies this could have an effect on their position and power, it may also have an effect on the management style they employ and the individualistic or collective nature of their communication with employees. In the Libyan public and private sectors the majority of managers agreed to some extent that increased levels of employee involvement and participation should be introduced, although there was less support for employees becoming more involved in the decision-making process. In the UK whether it be in the public or private sector there was less support for the proposition that increased levels of employee involvement and participation should be introduced in their company. In response to the question concerning their particular management style and its promotion of direct communication with employees rather than through employee representatives, there was almost total agreement from managers working in the UK private and public sectors as well as the Libyan private sector.

In the area of management styles and participation, (Dedoussis, 2004) highlighted that the organizational culture and management styles often emphasized and promoted individual decision making. However there was less support for this proposition from managers in the Libyan public sector. This result was strange, as in answer to the next question, regarding direct communication and its promotion of a commonality of interests between the employee and the organization, all of these Libyan public sector managers agreed to some extent. The results regarding the preferred form of employee involvement participation indicate that most of the Libyan public sector managers chose upward problem-solving (UP) as their favourite form of EIP. The UK public sector managers show no real consensus on this matter and there is little difference in favouritism to any one form. Most managers from either sector in Libya definitely or at

least to some extent agree that, in their country *there is central economic planning and bureaucratic control*. Every one of the Libyan private sector managers felt that in their country, *established institutions facilitate markets*, and although four of their contemporaries in the public sector agreed, three Libyan public sector managers stated that these institutions did in fact *constrain markets* in their experience. These differences of opinion between Libyan private and public sector managers might be due to the obvious difference of organizational ownership. The final question put to managers in the interview was, Do you think a change to the existing employee involvement practice could make work life more meaningful and satisfying for workers? Ever Libyan private sector manager stated that they definitely felt this would be the case but only two of the UK privates sector managers felt the same way. Drawing upon secondary research in the area of EIP from a cultural context, Peng and Heath, (1996), identified that organizations are dependent or influenced by their cultural roots. This influence in turn according to Peng and Heath, (1996) could become a part of the organization's culture, therefore influencing employee participation and involvement. However the researcher questioned whether these influences were experienced in both nationalities or whether it was specific a particular organization or sector?

In this chapter the analysis of the qualitative data collected from the interviews with managers and their interpretation has been presented. The intention was to, combine these results, in order be to triangulate findings and answer both the research question and prove or disprove the hypotheses. In the final chapter of this analysis and interpretation section the results of analysis form both sets of data are discussed with by reference to the literature reviewed in order to make a case for or against the theory that was originally stated and the hypothesis which were subsequently tested.

## **Chapter Six**

### **Discussion of the Results**

#### **6.0 Introduction**

The background to this research is that in most organizations there are competing demands, between their external environments, on the one hand, and their internal control and flexibility on the other. This situation leads to a number of problems which include a national culture component, and the influence of a nations' culture on the organizational culture component. Other component factors include management style, the employment relationship and the (EIP) practiced in the organization. Ultimately the nature of employee involvement allowed, will depend on the structure and culture of the individual organization and the creation of a climate and atmosphere which promotes EIP.

Therefore a review of the available literature on culture at both a national and organizational level was carried out. The philosophies, concepts and techniques concerning EIP and the forms of representation offered to workers were investigated. The research report felt that the accepted organizational culture and corporate governance of a nation's companies in a particular sector maybe, as has already been pointed out, due specifically to the social, economic and political situation of that country. The research report also felt that there should be evidence for this theory apparent from the levels of involvement, participation and empowerment employees feel within an organization.

The existence of collective workplace partnerships or the use of more individualised forms or concepts of EIP would also indicate the direct or indirect technique practiced for the employment relationship within an organization. As well as highlighting the model of HRM practices used and the particular management style prevalent. The main aim of this research was to critically and analytically explore the nature of employee involvement and participation (EIP) in UK and Libyan contexts.

In order to achieve this aim and answer the research questions two hypotheses were produced and the null hypotheses were tested:

HO1: There are no significant differences between the EIP practiced in Libya and the UK.

HO2: There are no significant differences between the EIP practiced in public and private companies

This research was intended to investigate the attitudes of similar groups of employees and managers toward EIP this required the selection of a purposive sample of both of these from each organization in the study. The samples were drawn from a wide range of companies and organizations which although not constituting a random sample were in total broadly indicative of the range of organizational types of interest. Not constituting a random sample, does of course, limit the generalizability of the findings. This limitation is taken into account in the discussion. It is necessary to state that both hypotheses were disproved as there were significant differences discovered between the EIP practiced in Libya and the UK due to national and organizational culture.

### **6.1 Format of the Discussion**

This research was carried out using a survey which involved a quantitative or empirical investigation of the EIP practices operating and the type of representation offered to workers in a variety of companies in the public and private sectors of the UK and Libya. A self-completion questionnaire and personally conducted interviews were the data collection methods used in this survey as the research report felt that there was a need to employ multiple data collection methods. The questions to employees who completed the questionnaire were related to their view of national cultural differences, and were based on the work of Hofstede. It was also the intention of the research report to assess their views on the organizational culture and the collectivistic or individualistic nature of employee relationship within their company. This relationship could be strongly influenced, not only by the organizational culture, but also the national culture, as well as being influenced by the particular kind of management style that the organizational structure promotes.

This relationship in turn would affect not only the level of EIP employees were allowed but also the organizations policies on health and safety and employees opportunity for self-development. These employees were therefore questioned regarding the existing form of EIP in their organization and asked to provide an indication of their preferred form. In the final group of questions employee's attitudes to the need for change to EIP in their company was assessed to investigate how respondents felt about the level of EIP



in their company. As part of this group of questions each respondent was asked about the changes they felt were required in EIP within their company and the possible effects of such change. The interview schedule used with managers was developed with the direct intention of highlighting their views on a number of similar areas of interest to those surveyed in the questionnaire. There were three main components of the interviews which were coded for the purpose of analysis and will now be discussed in order to provide triangulation with the results of the employee questionnaire. In the interview schedule itself managers were asked to comment on;

### **National Culture Component**

In the interview managers were asked questions relating to;

The nature of their countries economy

The type of corporate governance under which they must work

### **Organizational Culture Component**

The freedom offered to employees, in their own organization and sector.

The emphasis placed on health and safety of employees in the work environment

The opportunities employees are given for self development

The opportunities employees are given for involvement in decision making

They were also asked to comment on:

Their own particular management style

Their opinion on the effect of more direct methods of communicating with employees

The form of employee representation which presently exists

Their preferred form of EIP

### **Outcomes**

Finally these managers were to give;

Their views on the need for any change in their company's present practices

Their opinion on the effects that may come about as a result of any such change

In this discussion of the results from both the quantitative and qualitative analysis the most significant findings from both the questionnaire and the interviews will be correlated together and related to the literature reviewed. The purpose of this process being to provide a logical structure to the findings from both questionnaire and interview and achieve the main aim of critically and analytically exploring the nature of employee involvement and participation (EIP) in UK and Libya by addressing the two hypotheses proposed.

## **6.2 National Culture**

In his research Hofstede, (1991) identified four dimensions of cultural difference between nations and clustered cultures according to, whether they were high or low on a number of dimensions. He labelled them as: 'Power-distance', 'Uncertainty avoidance', 'Individualism-collectivism' and 'Masculinity-Femininity'. In the results from his research comparisons were made across cultures with respect to behaviour in the workplace. Attitudes towards working conditions, security of employment, working in a co-operative environment, having a well-defined job, the preferred type of managerial style, the best way to get ahead, and also levels of conflict, hierarchical structures and rules were considered. On Hofstede scales there are clear differences in national culture, Arab countries like Libya score extremely high, on the Power Distance dimension, with an index of 80 (compare with the UK which scores 35), they also high on Uncertainty Avoidance, scoring 68 (UK score 35), low on Individualism scoring 38 (UK 89), and relatively low on Masculinity, scoring 53 (UK 66).

In the Kruskal Wallis results of the research report's survey data from UK and Libyan public and private sector employees' the null hypothesis was rejected and showed that there are significant differences between these participants' responses with regard to the culture in their country.

In the UK private sector for instance, the respondents support the proposition that the cultural predisposition in their country follows Hofstedes 'Individualism' dimension in which a person's allegiance is to his/her immediate family, but also follows The 'Masculinity' dimension which highlights the extent that a society's dominant values emphasize masculine social values like a work ethic expressed in terms of money, achievement and recognition.

In the UK public sector there is a certain level of agreement with their private sector counterparts that the cultural predisposition follows the masculinity dimension. This agreement is apparent from their tendency to choose the statement '...In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'.

In the Libyan private sector workers responses showed a tendency toward their country's cultural predisposition also following the masculinity dimension but there were some who thought that in their country the less powerful person in society did accept inequality in power and considered it normal which indicates a cultural predisposition toward the power distance dimension. The Libyan public sector employee responses show that they believe the prevailing national culture follows the uncertainty avoidance dimension. In a situation in which they try to avoid such circumstances they adopt strict codes of behaviour and a belief in absolute truths. However they also agree with some of their Libyan private sector counterparts that in their country *'the less powerful person in society accepts inequality in power and considers it normal'*. This of course indicates the power distance dimension. There were also differences between UK and Libyan workers regarding their national culture and also between Libyan public and Libyan private sector workers. In order to consider these national/cultural differences in greater detail, the managers interviewed for this research were questioned about the nature of their country's economy which could also provide an indication of the power and control exerted by government.

### **6.2.1 National Economy**

There is, according to the literature reviewed for this research into the EIP, often seen to be, a division between the nature of the employment relationship and the preferred form of participation within organizations in various types of society. The major differences being most apparent in those countries operating as a planned socialist or market oriented capitalist economy. In the planned socialist economy organizations are state-owned there is a lack of discretion to acquire and allocate resources, in this situation there is also usually little experience and confidence to compete in a market-based economy, (Peng and Heath, 1996; Murphy, 2001; Butler, 2008). Alternatively in the market oriented capitalist economy organizations have substantial discretion over the allocation of their resources and the formulation and implementation of their competitive strategies as they operate in a free market environment. The most

fundamental feature of planned economies is the comprehensive use of centralised economic planning and state bureaucratic control, (Peng and Heath, 1996). Additionally in this type of economy organizations are not generally concerned about profitability because the State as the major stakeholder provides operating funds and automatically writes off any debts. Therefore there is little incentive to improve financial performance, under this central planning regime and also there is no real motivation for growth in the form of sales, profit, or the introduction of new products.

Management who were interviewed for this research were asked specific questions relating to the nature of their countries economy. There was also only one of the UK public sector managers who indicated that they personally did not have discretion to acquire and allocate resources as did one of the Libyan public sector managers. But from an organizational stand point Libyan public sector managers' pointed out that their organization does not have substantial discretion over the formulation and implementation of its competitive strategies, while UK respondents regardless of sector were in agreement, that their organizations have substantial discretion over the allocation of its resources, in fact in the UK public sector managers stated their organization had a great deal of discretion in this regard. In Libya by comparison the results indicate that some managers from both the public and the private sectors felt that their organization definitely or at least to some extent, had both substantial discretion over the allocation of its resources and a similar amount of discretion over the formulation and implementation of its competitive strategies. The two Libyan public sector managers who stated this was not at all the case, especially with regard to the implementation of competitive strategies explained that this was mainly due to the fact that their organizations were completely state-owned and they had no competitors. All of the UK managers questioned in both the public and private sectors also stated that their organizations had a similar amount of discretion over the formulation and implementation of its competitive strategies.

These results indicate that the UK is a market oriented capitalist economy and that although Libya was traditionally a planned socialist economy there is now a lessening of regulation and the influence of government especially in the private sector. But does this also mean there is a lessening of central economic planning and bureaucratic control which is after all the most fundamental feature of planned economies.

In response to the question concerning central economic planning and bureaucratic control most of the Libyan managers working in their private sector felt that this was not at all the case, however there were those who felt there was such control and bureaucracy at least to some extent. According to the majority of UK private sector managers they felt there definitely was central economic planning and bureaucratic control in their country. All of the Libyan public sector workers stated that there definitely was central economic planning and bureaucratic control in their country or at least to some extent. The most interesting outcome from the comparative results is that while almost all of the UK public sector workers were definite in their assertion that this was the case as would be expected as they are state-owned. Most of the Libyan managers working in their private sector felt that this was not at all the case while UK private sector managers felt there definitely was central economic planning and bureaucratic control in their country. These results indicate that both groups of respondents feel that at least some central economic planning and bureaucratic control does take place in their two countries, perhaps the recent moves toward liberalization in Libya, with more freedoms being afforded to the growing Libyan private sector are behind the views from those managers regarding the nature of their countries economy.

### **6.2.2 Corporate Governance**

These managers were also asked about the nature of their corporate governance, in order to discover any differences that were apparent between public sector state-owned organizations and private sector free market driven competitively motivated ones in both countries. The review of the literature on national cultural differences also highlighted the contrasting systems of organizational culture and corporate governance which persist internationally, which in some countries recently have been subject to regulatory and firm-level institutional change, (Smith and Meiksins, 1995; Poutsma et al., 2003; Buck and Sharim, 2005; Pudelko, 2006).

This review of the literature also indicated that although there are four main frameworks of corporate governance, there is an Anglo-Saxon framework (with the USA and UK as representative countries) and it is this one, which the research report has particular interest in. This interest is raised by the fact that of all the frameworks, the Anglo-Saxon one, most amongst all of them, is considered the prototype of the foremost variant of capitalism. In the literature reviewed for this research it is also widely argued that in the UK and the USA their have, over recent years been moves to introduce an

organizational/corporate governance which emphasizes individualism, which can be seen in the shift, to human resource management, the growth in the popularity of merit pay, as well as the use of assessment systems and greater much attention being paid to recruitment, selection and internal training schemes that promote increased levels of employee flexibility, (Purcell, 1987).

This idea of individualism in the organization is associated with extensive policies concerned with employee self-development while its' opposite, collectivism is associated with the extensive use of structures for employee participation and representation and where management willingly co-operates and supports such bodies, (Purcell, 1987). In national cultures with a high collectivist orientation, there is a tendency to implement an organizational culture that leans toward cooperative decisions as opposed to individual decision-making. In such an organizational culture consensus and cooperation are more valued than individual initiative and effort. Motivation derives from a sense of belonging, and rewards are based on being part of the group. The role of management in such cultures is to facilitate team effort and integration to foster a supportive atmosphere and to create the necessary context or group/organizational culture.

There is an orthodox view that corporate governance is ultimately concerned with the regulation, supervision, performance and conduct oversight of a company, (Letza et al., 2008), in this view it is the corporate governors' primary aim to ensure that suppliers of capital get a return on their investment and that, by increasing its profits, business meets its social responsibilities and focuses on stockholders or those who have some financial interest in the organization. In the alternative view, however the central concern of governance is to add value to as many organizational stakeholders' not just shareholders, as is practicable. There therefore needs to be a greater assumption for the company to take a much more responsible and ethical role in their society and promote the notion of corporate citizenship, while focusing on stakeholders, not simply shareholders, and even those who may not have some financial interest in the organization.

In the UK there has been no supporting development in corporate governance, towards the involvement of workers in the planning, organising and undertaking of production associated with modern human resource management (HRM). In fact the most

important feature of corporate changes in the Anglo-American environment in the 1990s was a profound altering of corporate governance structures. The alteration is most apparent in the popularity of the shareholder model in Anglo-American societies. In Libya there is an historical and cultural legacy which created a socialist orientation in society which had implications for HRM policy in Libyan organizations. This socialist orientation ultimately contributed to the existing paternalistic/autocratic organizational culture where the manager takes on the role of the parent and considers that it has an obligation to provide support and protection to subordinates under their care. These subordinates, in turn are loyal, deferential and obedient which means that there is very little industrial conflict.

From the literature reviewed it is also apparent that there is an assumption which is generally held, that private-sector firms in capitalist economies are primarily concerned with profit-maximisation, while public-sector organizations in these economies follow different objectives, (Schnabel et al, 2006). In a planned economy like Libya typically trade unions represented the interests of labour in their role of management of organizations, which were theoretically owned by the workers. These unions or other representative bodies were also seen as being responsible for the social welfare of workers through such means as sickness benefits, pensions and holidays. In a more Liberal market economy there is legal regulation and the State helps in shaping, the rules promoted in the employer decision processes, as well as the social and economic environment within which employers act, (Price, 2004). Many economists have pointed to the virtues of the market in ensuring efficiency; as competition between organizations drives the less efficient out of business.

Others, however, point to the consequences of this, and predict the ultimate decline of key industries along with the social areas in which they are located. At societal level, governments have often intervened to plan aspects of market relations and also to provide a legal and fiscal framework for markets. There are today many modern capitalist economies which are simultaneously based on plans but also markets. However there is an argument put forward which points that the political liberalization, being introduced in Libya, is an essential component of any attempt at economic reform, due to the fact that capitalism operates at its best in a democratic political environment where choice between representatives mirrors choice in economic markets.

There are distinctive differences that exist between liberal market economies and those which are institutionally planned even though both require state involvement in order to function. In the market driven economy established institutions primarily facilitate rather than constrain markets, whereas in those which are planned, such institutions constrain as well as facilitate markets. Additionally in liberal free market economies, such as the UK and the USA the relationship between the manager and those they manage, is treated as a contract of service rather than of partnership of cooperation, (Godard, 2002). In these countries now, there are moves towards flexibility and empowerment of staff, which has resulted in employees particularly managers having been given greater discretion on decision making, (Price, 2004).

The result from this survey of the managers working in both the Libyan and UK public and private sectors indicate that most of the Libyan managers working in the private sector, feel there is no control on companies raising finance to provide operating funds all of the UK private sector managers agreed, except one. Additionally the Libyan private sector managers questioned felt that in their country established institutions facilitate markets.

The UK private sector managers however had varying opinions of this matter and although one said this was the case to some extent, there was one who felt established institutions facilitated markets, while yet another felt they in fact constrained them. The Libyan public sector managers also definitely, or at least to some extent, believed that in their country, there was control on companies raising finance to provide operating funds, and most of them also felt established institutions facilitate markets, while the other three felt markets were constrained. The UK public sector managers also believe this was the case to some extent. Although all of the UK public sector managers believed, that in their country there definitely is central economic planning and bureaucratic control. The Libyan private sector managers, although some conceded this was the case to some extent, tended to state it was not the case in their country. In the comparison of UK private and Libyan public sector managers most agreed that in their country there is central economic planning and bureaucratic control

These results are very interesting given that in a market driven economy established institutions primarily facilitate rather than constrain markets, whereas in those which are planned, such institutions constrain as well as facilitate markets. When the UK public



sector managers were asked about their countries facilitation or constraint of markets, four felt markets were facilitated by the established institutions, two felt on the contrary markets were constrained in the UK, and the last felt there was a combination of facilitation and constraint. This fits in with the definition of a planned economy. All of the Libyan private sector managers questioned felt that in their country established institutions facilitate markets.

In the results from the cross comparison results it is apparent that in almost every case whether in the UK public sector or the Libyan private sector managers feel that on the whole, these institutions that facilitate markets, suggesting that both are operating in a market driven economy.

### **6.3 Organizational Culture**

There has been a tremendous interest over the last few years in international HRM issues, which has led observers to attempt to systematise its processes and influences in the organizational context, (Katou, and Budhwar, 2006; Katou, Budhwar, Woldu, Al-Hamadi, 2010). Primarily the attempts to create a coherent framework were extensions of existing frameworks rooted in the Anglo-American experience. This framework which was suggested by Beer et al, (1984) is recommended for cross-national comparative analysis. This model is still relevant today Beer et al, (1984, p.16) map was based on an analytical approach and provides a broad causal depiction of the “determinants and consequences of HRM policies”. The alternative framework the Michigan model was strongly influenced by strategic management literature where HRM was seen as a strategic process that must make the most effective use of an organization’s human resources. This framework took a top-down approach and control of human resources lay firmly in the hands of senior management. Employees were selected and trained to meet the performance needs of the organization.

Additionally, employee’s attitudes and behaviour also had to fit the strategic requirements of the business. The Harvard framework interprets human resource policies as being influenced by two significant considerations, which can be situational and exist in the business environment outside the organization or exist within the organization. These are comprised of laws, the values held in the society, the conditions in the labour market, the power of the unions and, workforce characteristics, the existing business strategies, as well as the management philosophy. The emphasis of their

interpretation is on psychological objectives involved in the 'human' side of human resource management, including the motivation of employees by involving them in decision making and the development of the organizational culture basing it on trust and teamwork.

The model for this research into employee involvement and participation takes as broad a view as the Harvard and Michigan models did. It considers situational factors inside and outside the organization as well as all of the stake holders interests, including those of shareholders, management, employees, unions, community and government. There have been a number of studies done which suggested that organizational culture is significantly influenced by the national culture at which the organization is located, (Lindholm, 2000; Tata and Prasad, 1998); Melgarejo et al, (2007). Organizational culture is often defined as a set of values, beliefs and attitudes promoted by the executives and senior management. In liberal free market economies, such as the UK and the USA the relationship between the manager and those they manage, is treated as a contract of service rather than of partnership of cooperation. The creation of strong organizational culture is essential and it can be used as a powerful tool to influence employees' behaviour and improve performance, (Deal and Kennedy, 1982). According to Boxall and Macky, (2008) the introduction of high performance work systems will lead to superior performance, but EIP has to embrace the concept of total employee involvement in the form of teams, (Fazzart and Mosca, 2008). Any involvement of employees needs to be a two way proactive process and not simply information sharing. This means management will have to relinquish some of its control over decision making in order to provide their employees with an opportunity to supply their input and help determine the outcome of the decision. Butler, (2009) points out that notes that different techniques need to be adopted for changing circumstances and that theory must identify the conditions under which management initiate various forms of participation.

In countries like Libya with a high collectivist orientation, the evidence suggests the existence of an organizational culture that leans toward cooperative decisions as opposed to individual decision-making. Consensus and cooperation is more valued than individual initiative and effort. In the old communist regimes of Europe the pre-existing cooperative organizational culture is accused of stifling the development of management, risk taking, initiative, creativity, transparency, and autonomy and

performance based reward systems. In these countries today as in many other transitional economies, there is a significant challenge to transform the organizational culture by promoting the necessary organizational change needed to survive in today's turbulent economic environment. The main objective in this process, for companies and the governments of these countries must be to implement successful strategies to adapt to the new world market environment. In an attempt to do so, and as a result of a stated policy, not only in the United States, but in other developed countries, known as 'aggressive unilateralism' these developed nations have signed bilateral investment treaties with developing and transitional economies, (Ramamurti, 2001). This policy has contributed to the exportation of usually Anglo-Saxon operations and HRM practices to companies in transitional economies, in an attempt to modernise or rationalise them, (Martin and Beaumont, 2001). The recent moves toward privatisation of Libyan companies and the return of American and Western multi-national companies (MNC's) is evidence of the 'aggressive unilateralism' policy at work in Libya. Organizational culture is affected by factors, such as the vision, mission and values of the company Nayir and Uzunarili, (2008) as well as, the technology employed within the company. The organizational structure and the management style as well as external factors such as the social environment of the organization also affect organizational culture, (Lemon and Sahota, 2003).

In the result of this research into EIP in Libyan and UK private and public sector companies, respondents to the questionnaire and the managers who were interviewed, were asked questions to discover the organizational culture they believed existed in their companies and the employment relationship that this culture encouraged. As was previously pointed out, literature does exist which states that in countries like the USA and the UK there are moves towards flexibility and empowerment of staff, which has resulted in employees, particularly managers having been given greater discretion on decision making. It is also stated that in these liberal free market economies, the relationship between the manager and those they manage, is treated as a contract of service, rather than a partnership of cooperation.

In the Kruskal Wallis results of the research report's survey data from UK and Libyan public and private sector employees' the null hypothesis was rejected and showed that there are significant differences between these participants' responses with regard to organizational culture. In questions dealing with organizational culture and particularly

with the employment relationship employees who responded the survey in the UK tended to agree that *'the employment relationship is about more than just earning money'* and similarly agreed that *'this relationship is a partnership of cooperation'*. This would appear to be the type of result expected from people working in a planned economy not one that is a free market-orientated. In the UK private sector however there is a consensus from respondents on their level of disagreement regarding the fact that, *'... the employment relationship is a partnership of cooperation'*. In the UK public sector workers disagreed to some extent that, *'in their company the level of involvement, participation and empowerment employees feel is very high'*.

In the UK private sector there is general agreement amongst respondents that, *'... the level of involvement, participation and empowerment employees feel being very high'*. It appears therefore that in the opinion of all the workers in the UK which is a liberal market economy where the relationship between the manager and those they manage is a contract of service and there is flexibility and empowerment of staff, giving greater discretion on decision making. That most of these workers believe the employment relationship in their company is a partnership of cooperation and the level of involvement, participation and empowerment employees feel is not very high. Throughout the world there are a number of countries like Libya in transition. In some of these the development of management and organizational culture based on risk taking, initiative, creativity, transparency, and the level of employee autonomy to increase performance has been stifled in the past.

### **6.3.1 The Degree of Autonomy**

However, today in these countries there is a significant challenge to transform the organizational culture by promoting the necessary organizational change needed to survive in the turbulent economic environment. The form that employee involvement might take is only one of a number of factors and areas to be considered in any attempt to investigate the implementation of employee involvement and participation (EIP), the national and organizational culture which exists and the degree to which these contributes to the degree of autonomy employees are granted is also of importance. The relationship that managers establish with their employees is crucial, especially in the way it indicates the degree of autonomy the employee is granted, the safety of the work environment it promotes, as well as the opportunity for training and development workers are offered, (Edwards, 2003). However managers just like other employees are

concerned about their own future and the introduction of greater levels of autonomy among workers could start them thinking about whether or not they will continue to have jobs, (Marchington and Wilkinson, 2000). Additionally new management initiatives (including involvement and participation), may pose challenges to unions, threatening their traditional role of defending and advancing worker rights and have the potential to seriously harm unions, (Kumar, 1995).

The literature reviewed for this research suggests that although a large number of organizations report the use of team working, only a very small number of them seem to be allowing teams real autonomy; meaning that team members had responsibility for a specific product, had autonomy in terms of deciding how the job was done and had some authority to appoint their own team leaders. Therefore, whilst team working is widely reported throughout the world, evidence still suggests that much of this is fairly low-level (for example, team members working together) and that instances of semi-autonomous teams and self-managing teams seem less apparent, (Geary, 2003).

Critics would argue that self-managing teams represent the ultimate in terms of management control, in that they work on the basis of peer pressure and surveillance and are not genuinely liberating because they are always under the control of management. The crucial nature of the relationship that managers establish with their employees is crucial, especially in the way it indicates the degree of autonomy the employee is granted, the safety of the work environment it promotes, as well as the opportunity for training and development workers are offered. Managers within organizations need to decide on how they deal with both the individual employee and the collective representation. Under these circumstances a management style that promotes direct communication with employees, rather than through established trade union channels, has the obvious advantage of promoting a greater commonality of interests between employee, management and organization.

In the Kruskal Wallis results of the research report's survey data from UK and Libyan public and private sector employees' the null hypothesis was rejected and showed that there are significant differences between these participants' responses with regard to the level of autonomy employees are granted and their feelings of empowerment. Libyan public sector company employees neither agreed nor disagree that the degree of autonomy the employee is granted, is very high. Libyan private sector employees have a

favourable view of their organizational culture, and agree that the level of involvement, participation and empowerment employees feel is very high they also agreed that the freedom offered to employees to make their own decisions is high.

The managers responses to questions asked in the interview regarding autonomy were similar whether they were in the UK or Libyan private sectors, although there were more UK private sector managers who agreed to some extent with the proposition that in their company employees were allowed to act autonomously. The situation was similar when comparing UK public and Libyan public sector managers' responses but it was the UK public sector managers who were most in favour of the proposition. There was little difference between the answers from Libyan public sector managers when compared with Libyan private sector managers in reply to this question this was similarly the case between managers from the UK public sector when considered against those of their private sector counterparts. All of the participants agreed to some extent, mostly wholeheartedly, that in their opinion employees were given ample opportunity for self development. In response to questioning on health and safety again all participants agreed to some extent on the most part strongly that, health and safety is an important issue in their company. This is despite the fact that analysis of the results from employees questioning on this topic showed that there was a significant difference between those from UK private and Libyan public sector companies in their responses to the proposal that in their company, 'the safety of the work environment is very important and employees are directly involved'.

Highlighting the importance placed on employee autonomy, health and safety of employees in the work environment and the opportunities they are given for self development and involvement in decision making by the national or organizational culture is an essential aim of this research and is a crucial aspect of the relationship that managers establish with their employees.

### **6.3.2 Health and Safety and Self-Development**

This research showed that in both the Libyan and UK private sectors there were very similar points of view concerning the autonomy given to employees, while in the public sector companies of both countries, this was not the case. However, UK public sector managers were more in favour of the proposition. There is also a particularly strong emphasis placed on both health and safety and employee's opportunities for self

development at all of the companies surveyed. In the Kruskal Wallis results of the research report's survey data from UK and Libyan public and private sector employees' the null hypothesis was rejected and showed that there are significant differences between these participants' responses with regard to health and safety and the opportunity for self-development in their companies. This is despite the fact that analysis of the results from managers questioning on this topic showed that there was a significant difference between those from UK private and Libyan public sector companies in their responses to the proposal that in their company, 'the safety of the work environment is very important and employees are directly involved'. Under these circumstances a management style that promotes direct communication with employees, rather than through established trade union channels, has the obvious advantage of promoting a greater commonality of interests between employee, management and organization.

### **6.3.3 Management Style**

The literature reviewed highlighted the vital role played by the management style within an organization in promoting particular forms of EIP. Any differences that may be apparent will specifically relate to whether or not the management style which is present and imposed by the organizational culture supports direct communication in an individualistic manner with workers or proscribes that this communication is carried out in a more collectivistic way through established workers representative organizations. Employers in individualistic countries like the UK and the USA are said to encourage and reward individualised approaches to work through paternalistic approaches to the workforce. There is a strong case suggested in the literature that, that collectivism tends to lead to union recognition whereas individualism is more likely to lead to non-unionism, (Leopold, 2002).

However both individualism and collectivism may be combined in some instances as the relationship between individualism and collectivism or the prevailing management style may be particular to the social, economic and political circumstances which both shape the nature of these preferences and choices and the power available to the respective parties to impose them, (Kessler and Purcell, 2003). The management style which actively promotes communicating directly to employees, rather than through established trade union channels, has the obvious advantage of promoting a commonality of interests between employee and organization, (Townley, 1994a). There

has always been of course the argument made by managers that they have a right to manage, unfortunately a dilemma arises here, because employees believe they have an equal right to a say in decisions that are being made that will affect them. This argument has to be considered with regard to management style. Management style has been defined as following a particularly distinctive set of guiding principles, that maybe written or not, which nevertheless set parameters to and signposts for managerial action in the way employees are treated and particular events are handled, (McKenna and Beech, 2002).

There is an emphasis now be placed in some organizations operating in some countries, that because of the need for quality and productivity improvement, there is now a requirement to focus on long-term results and the generation of any innovative ways to do things. This means that whereas the traditional manager could not come up with the number of high-quality ideas that are needed by themselves by introducing a participative management style they can, since everyone within the organization would become more involved and have the opportunity to be in on the thinking process. The commonality of interests which is connected with communicating directly to employees maybe difficult to achieve as the main participants, in the employment relationship, have very different ways of viewing the world of work.

Additionally in some countries there has been a shift in management style away from collectivism towards individualism this process started with the demise of the industrial relations system that was based on state-sponsored collective principles and voluntary collective employer and employee institutions, (McMillan-Capehart, 2005). Although some researchers have directed attention to management styles adopted by Arab managers, and typically reported an authoritarian management style, (Atiyyah, 1992; Al-Husan and James, 2003; Anwar and Chaker, 2003; Almhdie, and Nyambegera, 2004; Alas, Tafel, and Tuulik, 2007).

Other studies have concluded that a much more consultative style is generally favoured. In those cultures where, more emphasis is placed on consensus and co-operation rather than individual initiative and effort, (Dedoussis, 2004), employee motivation is derived more from a sense of belonging, and rewards are based on being part of the group. In such cultures the role of management is to facilitate team effort and integration and to foster a supportive atmosphere in which a group/organizational culture is created.



However there has been little work considering HRM/EIP in less developed countries like Libya. The apparent predominance of an authoritarian Arab management style is explained by the characteristics of Arab culture. Thus, the authoritarian style is linked to the authoritarian nature of traditional leaders in Arab society, (Badaway, 1980) while a consultative style is traced to the Islamic and tribal values which encourage consultation (shura).

In the research carried out for this study managers interviewed in both sectors were asked questions specifically intended to highlight their position within their companies, their power and particular management style and the individualistic or collective relations this style promotes with their employees. The results from the survey of managers reveal almost total agreement from managers in the private sectors of either country in response to the question regarding their particular management style. All of them stated that their particular style of management promotes communication directly with employees, rather than through employee representative channels, there was only one Libyan private sector manager who stated this was not at all the case. As all of these managers are operating in private sector companies this could have an effect on their position and power, it may also have an effect on the management style they employ and the individualistic or collective nature of their communication with employees. Only one Libyan manager stated that his particular management style did not promote communication directly with employees, rather than through employee representative channels. He also pointed out that in his opinion communicating directly with employees did not necessarily promote a commonality of interests between employee and the organization. The results from this study show a remarkable similarity between responses from UK managers in both the public and private sector this was not the case in Libya where there were a number of differences between managers in the public and private sectors of that country. In the UK managers from both the public and private sectors agreed that they felt, their particular management style promoted communication directly with employees, rather than through employee representative channels and also that communicating directly with employees promotes a commonality of interests between employee and the organization. There was only one UK public sector manager who disagreed. These results indicate that the prevailing management style may be particular to the social, economic and political circumstances which both shape the nature of these preferences and choices and the power available to the respective parties to impose them.

In the Kruskal Wallis results of the research report's survey data from UK and Libyan public and private sector employees' the null hypothesis was rejected and showed that there are significant differences between these participants' responses with regard to the ability of managers to keep them informed in certain circumstances. In the responses from employees concerning their managers the results indicated agreement from the UK private sector employees with the notion that their managers were very good at keeping employees informed about changes in Staffing. They were not so good at keeping them informed about financial matters including budgets or profits. There was a general level of agreement from these UK private sector employees that managers are very good at keeping employees informed about changes in the way they do their job as well as about changes to the way the organization is being run.

The Libyan private sector employees disagree that their managers are very good at keeping employees informed about changes in their job or their company. They also report that managers in their company are not very good at keeping them informed about financial matters including budgets or profits. In the UK public sector also employees disagreed that managers were very good at keeping employees informed about financial matters including budgets or profits, they also disagreed that managers were very good at keeping employees informed about changes in the way they do their job. The Libyan public sector workers were surprisingly in agreement with their Libyan private sector opposites as they also related that their managers were very good at keeping them informed about changes in staffing. They did not however agree that managers in their company are very good at keeping employees informed about financial matters including budgets or profits. The single similar theme which runs through these results is that there are areas where managers are not very good at keeping employees informed, communication seems to be totally lacking in regard to financial matters including budgets or profits. The introduction of certain HRM practices and, more specifically, high performance work practices and employee involvement may depend on organizational culture, but their implementation and effectiveness will very much depend on the management style that exists within the organization and the employment relationship that this creates as well as the extent of employee involvement and participation this relationship supports. This is because employees believe, just like the results of this survey points, that they have an equal right to a say in decisions that are being made that will affect them and therefore need to be allowed to participate in the decision making process.

#### **6.4 EIP in the Organization**

The particular management style employed within an organization will play a vital role in promotion of particular forms of employee involvement and participation (EIP). It will also indicate the organizations support for direct communication in an individualistic manner with workers or its preference to have communication carried out in a more collectivistic way through established workers representative organizations. EIP has been investigated cross culturally before in the UK, USA and the European Union in order to determine, what factors may be contributing to the trend towards any particular form, or at least the use of certain bundles or clusters of employee involvement and participation (EIP). Although this trend is less obvious in continental Europe, it is just as popular in the USA, as it is in the UK (Gill and Krieger, 2000). The introduction of task centred involvement practices began to grow as the recognition of representative forms diminished in the UK, (Harley et al, 2005) and even now UK employers remain deeply suspicious of the European forms of representative arrangements.

The survey for this research included, in the questionnaire to employees, in both country's and sectors, the opportunity to select their own preferred form of EIP which they found most helpful in keeping them informed about the workplace. In the Kruskal Wallis results of the research report's survey data from UK and Libyan public and private sector employees' the null hypothesis was rejected and showed that there are significant differences between these participants' responses with regard to their preferred form of EIP. The UK private sector employees disagreed with the Libyan public sector employees about the use of the Internet as a prevalent form of EIP, and the use of 'Workplace Intranet as a helpful form of employee involvement practice in keeping them informed about their workplace' this difference highlights technological short coming in Libya.

There are also socio-political differences in the two countries, and this was apparent from the significant difference the results revealed regarding employee representation. UK private sector workers had a significantly different view from Libyan public sector workers, regarding the helpfulness of the, 'Union or other employee representative bodies' as a form of employee involvement practice, 'in keeping them informed about their workplace'. Employees in both countries and in either the public or private sector supported the use of upward communication and problems solving groups as effective

methods of EIP. The most significant differences were in respondents' opinions regarding the effectiveness of team meetings between managers and employees, suggestion schemes, and problem solving groups, as helpful forms of employee involvement practice. In the UK private and public as well as the Libyan private sector direct communication with employees rather than through employee representatives is being promoted as the best form of EIP.

EIP can take many forms including top down communication (TD) from managers to employees, (Cox et al., 2006), and involving the use of practices team briefings as well as regular meetings between senior managers and all sections of the workforce and regular newsletters distributed to all levels of employee. This form of employee involvement is an example of top-down involvement, (Addison and Belfield, 2000). Upward problem solving (UP), involves the use of regular meetings among work-groups to discuss aspects of their performance (such as quality circles) and suggestion schemes, (Marchington, 1992). This is employee involvement from the bottom up, (Addison and Belfield, 2000). Indirect or representative participation (RP) in workplace committees, are more according a consultative device, (Marchington, 1992), rather than a forum for negotiation and participation in real decision making. There is a strong case that any improvement in channels of communication between managers and those they manage is not only advantageous but imperative in order to build trust and ensure that the organization is world class, (Cox et al., 2006; Owusu, 1999).

Most organizations who exhibit an Anglo-Saxon or capitalist driven view of HRM see non-union representation and consultation as providing, the most effective channel of communication, its' advocates suggest than unions are disruptive and without their interference a more 'harmonious and less conflictual relationship with the workforce will occur, therefore encouraging an atmosphere of mutual cooperation, (Gollan, 2006). Interviewed managers in the survey for this research were asked to give their preferences for EIP.

There were equal numbers of both public and private sector managers interviewed for this study that preferred upward problem-solving (UP). Although two of the managers from the public sector placed representative participation (RP), there was only one of those from the private sector that had the same opinion. There was one manager from each of the public and private sectors who put top down communication (TD) as their

first preference. In the UK the first preference of many managers in both sectors is top down communication (TD). Although two UK public sector managers opted for representative participation (RP) as their first choice there were another two who chose upward problem-solving (UP). In Libya there were equal numbers of both public and private sector managers who preferred upward problem-solving (UP). Two of the Libyan public sector managers' preferred representative participation (RP) and only one from the private sector had the same opinion. There was only one Libyan manager from the public sector and another from the private sector who put top down communication (TD). as their first preference as a form of EIP, which seemed more popular with UK managers of both sectors.

Most UK public and UK private sector managers opted for top down communication (TD). top down communication which flows from managers to employees, and involving the use of team briefings as well as regular meetings between senior managers and all sections of the workforce and regular newsletters distributed to all levels of employees. This seen as the most popular form of downward communication within many organizations, because although they are essentially a top-down form of communication, there is some opportunity for employees to ask questions or perhaps even to lodge comments, queries or concerns. There are however criticisms of this form of employee involvement as line managers might be unable to communicate effectively, or the information received could be irrelevant or mistimed. Furthermore the trade unions can sees team briefings as undermining their role in the organization and challenging the authority of employee representative. In both the private and the public sectors of many Western companies there has been a rise of popularity of team meetings as the power of the unions have diminished and forms of non-unionised employee involvement have taken there place. All of the Libyan and UK public sector managers agree at least to some extent that, they do have a policy of union recognition in their company. In the UK private sector a union policy is not in place in most companies, only one manager says there definitely is such a policy and another says there is, but only to some extent. As was previously pointed out within any organization there are competing demands. In those organizations which have an internal focus things like integration, information management and communication are emphasized, whereas in an organization with an external focus the emphasis is placed on growth, resource acquisition and interaction with the external environment.

The very essence of the Western unitary theory regarding the employment relationship is that, the work organization is an integrated and harmonious whole existing for a common purpose, (Farnham and Pimlott, 1995). However the origin of the debate on frames of reference for the employment relationship, stemmed from a distinction made by, (Fox, 1966) between unitary and pluralist approaches. Supporters of the unitary perspective, state that there is a harmony of interest between employer and employee, (Edwards, 2003). This view lies at the very core of some managerial thinking and several academic approaches, where it was taken for granted, that everyone involved in an organization had shared goals and was labelled the human relations tradition, (Edwards, 2003). It is assumed therefore that every employee identifies unreservedly with the organizations aims and with its methods of operating which would mean that there is no conflict of interest between, the stakeholders namely the shareholders, management and their employees, (Farnham and Pimlott, 1995). In this situation, the managers are expected to manage and provided strong leadership to those who are managed as well as communicate with them effectively as they are considered part of the same team.

#### **6.4.1 Direct or Indirect Communication with Employees**

In the decision to be made about the nature of employee involvement and participation, the most important requirement would be a suitable communication structure, to keep employees informed of managerial as well as enterprise decisions. The management style typical could be either a paternalistic approach towards subordinate employees at one extreme, or a more authoritarian one at the other. Work organizations, under the latter approach are viewed as unitary in their structure as they have a single source of authority and a cohesive set of participants motivated by common goals. Employee relations therefore, are based on mutual co-operation and harmony of interest between management and managed within the organization.

The traditional framework of HRM emphasizes that that if management seeks to meet the needs of people this will lead to a competitive advantage through mutual co-operation. This idea of co-operation however, is based on the assumption that such an investment, by management in a company's human resources will lead to a situation, were there is no longer a demand from employees for services of a union, (Mc Loughlin, 1996). Therefore, if an HRM approach without unions provides the best fit with these conditions then this is likely to be the preferred approach. There is a case

however that HRM can involve a degree of collectivism, which exists alongside a more individualised approach to the management of employee's, (Mc Loughlin, 1996). In such a situation the trade unions presence is allowed but based around more co-operative relationships, there are 'new style' single union arrangements that supply examples.

However many academics and practitioners of HRM believe that, it is the management style that, promotes communicating directly to employees, rather than through established trade union channels, which has the obvious advantage of promoting a commonality of interests between employee and organization, (Townley, 1994b). Others justify the use of some form of representative participation because it improves communication and information sharing; allows effective dispute resolution; enhances employee bargaining power; and leads to fair and just decision-making; and improved morale and social cohesion, (Gollan, 2001).

The research carried out by Elkabwia, (2000) showed that Libyans workers surveyed felt that indirect participation through the employee committee did not fulfil their wish to be able to communicate more directly with management. Furthermore some employees believed that the employee committee was merely used to consult about the minutiae of management decisions and was not at all involved in the real decision-making process. It is the managers within organizations who need to decide on how they deal with both the individual employee and the collective, representative organization these representatives need to function as the main means of reporting back employees' feelings, (McMillan-Capehart, 2005). A UK Government report in 2001 argue that modern employee relations were essential in order to compete within the new "knowledge economy" UK.

The research carried out for this study showed that the most high involvement work practices in UK companies were team briefings followed by consultation with employee representatives. At that time semi-autonomous team working were being introduced into a number of companies, particularly for production workers, but quality circles and employee appraisal were relatively limited. Even though the UK Government's aimed at the time to bring in new minimum standards for workforce communication and involvement in larger firms (over 50 employees) it's main intention was to do so in a way that facilitated rather than hindered the creation of high performance workplaces.

In most of the developed countries the use of the e-mail and intranet was reported by more than 30% of organizations, (Kersley et al., 2006) and it is likely that the instances of e-mail and intranet usage will increase in years to come as more companies make use of these facilities. The use of such methods of communication will spread to the less developed countries as they too take on board western management frameworks and introduce new technology.

#### **6.4.2 Respondents Preference for Forms of Representation**

From its very beginning, employee involvement in management's decision making has been a challenge, in some countries there is dual structure where employee involvement in management's decision-making institutionally is separated from the trade unions. In other countries employee involvement is based on two pillars: both the trade unions and a body elected by all employees and in others employee involvement in management's decision-making is exclusively based on legislation. It is apparent therefore that there is a wide spectrum of patterns of employee involvement in management's decision-making and some countries such involvement is virtually unknown.

The non-unionised form of employee representation is institutionalised in some Western European countries and employee representatives are generally appointed by either the management or the unions, and hardly ever by elected directly by employees themselves. Even Joint Consultative Committees play a secondary role and usually only have an advisory role to management, and are often restricted in their jurisdiction to a narrow range of issues, or specific briefs for a limited period of time. Downward communication means top-down communication from management to employees and Team briefing systems are seen by many to be the most extensive of direct participation schemes normally used to communicate information down the organizational hierarchy in a systematised manner. News letters and notice boards provide a mix of information about personnel, events and places.

Most of the developed countries such as UK have already adopted e-mail technology as a facilitator for modern employee relations techniques. Suggestion schemes work on the principle that employees submit suggestions (possibly in a real suggestion box or electronically by e-mail). Any suggestion is then reviewed by managers, and a decision is made as to whether to accept or reject it. Upward problem-solving also includes problem-solving groups; such groups are generally small in nature and normally meet



on a voluntary basis, their purpose being to deal with work-related problems and to produce solutions. Task-based participation and team working are distinctive in that they are integral to normal working life. In the developed countries such as the UK, a difference exists between public and private enterprises in their propensity to use team working, with public sector organizations tending to be more inclined towards problem-solving groups and training courses.

Some commentators argue that 'non union representation structures such as works councils are used by management as "cosmetic" devices or are little more than "symbolic" forms of representation as a means to avoid trade unions', (Gollan, 2005, p. 426). These commentators have also stated that such structures are often packed with "hand picked management cronies" or in the cases where employees can elect representatives these representatives will not be fully independent of the company, (Gollan, 2005, p. 426). In many organizations non union representation and consultation as providing, the most effective means of communicating with employees that provides more 'harmonious and less conflictual employee relations which can result in the creation of an encouraging atmosphere of mutual cooperation.

In the Kruskal Wallis results of the research report's survey data from UK and Libyan public and private sector employees' the null hypothesis was rejected and showed that there are significant differences between these participants' responses with regard to the individualistic nature of employee representation and the collectivist or individualistic orientation of the existing employee relationship. There is a difference in the way that Libyan public and private sector workers represent themselves, but even greater differences are apparent between the UK public and private sectors. Respondents in these companies disagreed about whether or not EIP in their company was based on unitarist or collectivist philosophies and there was also a significant difference in the level of involvement, participation and empowerment of employees. These UK public and private sector employees disagreed about team working and it's helpfulness in the workplace. Finally there was also evidence of a significant difference between UK public and UK private employees, with regard to whether or not, '*Greater participation by employees will result in improved satisfaction and morale and as a consequence increase performance*'. In Libya most workers tend to belong to a union or are represented by a committee, however there appears to be less of this type of representation in the private sector there.

However where these representative structures do exist worker representatives are not elected by the employees themselves, and they are not therefore fully independent of the company. The UK respondents especially those in the Private sector chose not to answer some of the questions presented about employee representation in their company, which made it difficult to draw any real and worthwhile findings from these results. However, it is perhaps most significant, itself that large numbers of UK private sector respondents, for whatever reason, felt they did not want to answer these questions. In both the Libyan public and private sectors and the UK public sector managers stated that there were unions to represent employees. The main reason put forward by UK private sector for the non recognition of unions where that they confused the situation with the introduction of a third party to the employment relationship. Or that they were only required if formulaic dealings of staff and management were occurring and even that they would lead to an, us and them attitude creeping into the company, that would threaten its' very existence.

#### **6.5 Changes Required in EIP and the Possible Effects**

Traditionally in Libya the area of management and the employment relationship have been affected by the fact that the extended family, clan, tribe, village and Islamic religion characterise the Libyan social environment, (Aagnaia, 1997). Studies which have been carried out in international comparative management have highlighted the impact of industrialisation on developing nations, (Abbas, 1990) as they strive for economic progress. There are two main issues that can affect the struggle by developing or transitional countries for economic progress these are the transfer of Western management techniques and practices, and the selection of appropriate frameworks to achieve ambitious developmental goals, (Abbas, 1990). There is a continuing interest in studying and analysing the forces influencing organizations, as well as the human attitudes/behaviour and the environment which put constraints on the organization and its members. There is a growing belief, that global conditions require that, companies in countries like Libya need to be ready to adapt their policies to any changes in the surrounding environment, by having more knowledge about western management techniques, and the use of employee involvement to secure greater commitment from workers to improve performance, (Aagnaia, 1997). In many of these countries companies have tried to solve these problems by reforming their existing organizational culture and structure or by altering their systems of corporate governance and human resource management frameworks. Total quality management (TQM) was recognized by many

as an innovative management methodology for improving operational performance as it increases customer satisfaction through high quality products and services, (Jung et al., 2008). To ensure the success of any TQM scheme however a fundamental change in organizational culture was necessary. As a major cultural change strategy for profitability and the provision of a competitive edge, TQM embraces the concept of total employee involvement in the form of teams, (Brown and Cregan, 2008). To many organizations and their management, this requires a fundamental change in the way decisions are made as employee involvement in decision making is an essential requirement. Unlike traditional forms of information sharing, there is a need for a two-way, proactive process of communication. This means that managers need to relinquish some of their control over decision making to provide employees with an opportunity to provide input and help determine the outcome. However, different techniques need to be adopted for changing circumstances, (Butler, 2009) and the conditions under which management initiate various forms of participation, must be taken into account.

In Libya at the moment there is a general feeling of a need for change and improvement in organizations, which have traditionally operated as labour-owned enterprises in the public sector. The moves toward change have involved diversifying the sources of national income revenues; helping to create job opportunities; satisfying the needs of consumers and exploiting the available sources, whether natural or human, (Committee of Evaluation the industrial Companies Situation, 1994). In the 1980's Libya started to move towards liberalization of its economy, this is exemplified by the greater scope allowed to private enterprise in the retail trade, and to small-scale industries and agricultural businesses. In the 1990's a Privatisation Law was passed providing for the sale of state assets to private interests and for private sector participation in the economy. As a consequence of economic liberalization and deregulation of industry and business there is also a demand for a new corporate ethos which promotes the necessary organizational change needed to survive in the turbulent economic environment. The main objective must be to implement successful strategies is to adapt to the new world market environment. In the UK during this period of time as the number of companies using older traditional forms of representative structures halved, (Gollan, 2001), forms of direct employee involvement such as consultation methods (e.g. team briefings and meetings) have grown in popularity, (Cox et al., 2007).

The traditional form of employee involvement in Libya was through the workers committee these were established when the workers took over the running of all enterprises. These committees were organised at plant level along the lines of the unions in Italy, but in Libya one fourth of the organizations profits were to be distributed to all workers, 30% in cash and 70% in the form of employee benefits. These actions put into practice Qadhafi's ideological slogan: "Partners not Wage-Laborers." This was a more radical change than that advocated by the previously enacted Law of 1973, which guaranteed profit sharing for the workers if the enterprises employed more than ten workers and if their annual profit exceeded 4,000 Libyan dinars.

The most significant economic and social processes that have taken place recently in countries like Libya were the transition from socialism to capitalism in traditionally communist countries, (McCann and Schwartz, 2006). After the immediate aftermath of the collapse of state socialism discussions of change in management and employment relations in post socialist societies took place, these discussions were informed by the urgency of the desires (of transitional as well as Western governments and international organizations) for rapid and irreversible reform in the economies of these countries. There is also a major driving change toward the idea that intellectual capital is a source of organizational advantage, therefore knowledge rather than labour is becoming the greatest source of added value and growth, this idea is altering in many ways the employment relationship. Liberalising economic strategies are rapidly spreading around the world spurred on by the World Bank and IMF as they seek to restructure developing-world debt.

There are various populist states just like Libya that are now reinventing themselves as facilitators of the market and are becoming more democratic entities. The key engine for change in these countries who wished to economic progress was no longer the state, but rather enterprises, in particular privately-owned enterprises. At an organizational level the most important practical considerations to be taken into account in this evolution towards intellectual capital as a source of organizational advantage is the implementation of the concept of EIP.

What this requires however, is a new attitude to encourage, all workers of the company and workers' representatives, middle managers, and especially top managers, to share common goals and efforts, (Owusu, 1999). Senior management must be the driving

force in defining this organizational evolution, they must be willing to inform and listen to the workforce, and be prepared to negotiate with their representatives, and essentially they must motivate the workforce to accept change, (Owusu, 1999). Middle managers must be willing to acquire the relevant knowledge that will allow them to operate outside their traditional role furthermore they themselves must be willing to evolve. Workers need to be willing to change and become more flexible and have the ability to work on their own, and their representatives need to be willing to negotiate with managers at the very top of the organization to preserve jobs and ensure company effectiveness.

In the Kruskal Wallis results of the research report's survey data from UK and Libyan public and private sector employees' the null hypothesis was rejected and showed that there are significant differences between these participants' responses with regard to the level of EIP in their respective companies, the need for change in the existing form of EIP practiced and also the effects of any change. The results from the employee questionnaire showed that in the UK and Libyan private sectors there are different views regarding the need to change the style of employee involvement to a much more individualistic one. There are also differences of opinion regarding whether greater participation by workers would result in improved satisfaction and morale and as a consequence increase performance. A similar difference is apparent between these groups in response to the need to '*change to the existing employee involvement practice,*' in order to, make work life more meaningful and satisfying. The apparent differences between UK private sector workers in comparison to Libyan public sector workers occur in relation to the notion that, greater participation by employees will result in improved satisfaction and morale and as a consequence increase performance, or even that, there is any need to change the existing employee involvement practice within their company. This finding is partly reflective of Jackson, (2002); Rees and Metcliffe, (2008) who have highlighted the shift away from collectivism and the emergence of individualism.

Managers in the companies surveyed also had differences of opinion regarding the employee representation and participation that takes place in their company, as well as on the need for any change in their company's present practices and the effects that may come about as a result of any such change. Libyan public and private sector managers had a more positive attitude to the need for increased levels of employee involvement

and the subsequent effect on worker satisfaction, but markedly less support for workers participating in the decision making process. In comparison managers in the UK public sector were in agreement with their Libyan counterparts and those Libyan managers from the private sector, in their reluctance to offer their support to such a proposition. UK private sector managers were totally opposed to the need for increased levels of employee involvement. Even in UK public and Libyan private sector organizations with different types of corporate governance respondents also disagreed on whether or not, any change to the existing employee involvement practice would make work life more meaningful and satisfying for workers, as did the UK private sector workers and Libyan public sector workers. This finding is similar to the research by Jackson, (2002); Rees and Metcliffe, (2008). Both Jackson, (2002); Rees and Metcliffe, (2008) identified the shift away from collectivism and the emergence of individualism.

In the final section of this thesis conclusions will be drawn, these will be of a general but also of a specific nature, regarding the research questions that were posed and the testing of the hypothesis generated. The research report will also point out the limitations that have been revealed in this study, but also highlight its contribution to our knowledge and understanding of models of HRM and EIP practice, the nature of the employment relationship in certain national and organizational cultures and also the case that is being made for convergence.

## **SECTION FOUR: CONCLUSIONS**

## **Chapter Seven**

### **Conclusions**

#### **7.0 Introduction**

The background to the research has already been highlighted in Chapter One. There are competing demands that in every organization, between their internal and external environments. The competing demands present include the influence of any nations' political/economic and cultural individualities, on the organizational culture which is prevalent, and the effect this will have on managers' ability to deliver efficiency and effectiveness' as well as employee employee's motivation towards these organizational objectives.

Culture is therefore seen as a central and important topic in the HRM concept and is concerned with those values, commendable attitudes, acceptable beliefs, as well as the assumptions, actions and procedures that people adopt in organizational life. The pressures that have been brought to bear, especially on countries with transitional economies, by globalisation have intensified competition in product and labour markets. Emphasising the need for greater efficiency and productivity and highlighted a greater focus on the link between EIP, business strategy and organizational performance. The relationship between communication, consultation and organizational performance has formed a significant part of the continuing debate, about whether approaches to the management of people are converging or diverging. In the UK an Anglo-Saxon framework emphasizes individualism, and there is some evidence to suggest that such an approach may be encroaching on the human resource management approaches used in transitional countries like Libya, who until quite recently were considered to be populist states with collective societies.

As Libya opens up to the West more and more companies are coming to work there, this investigation intended to consider the consequences of the importation of the Anglo-Saxon model of HRM and forms of EIP in Libya. This research has studied employee (EIP) within the UK and Libya contexts and considered the subjective meanings that people bring to their particular situation in relation to this area by surveying the attitudes, of employees in Libya and the UK.



In this final chapter of the thesis conclusions were drawn, from a general as well as specific nature, relating to the research questions that were posed and the testing of the hypothesis generated. The research report furthermore points out the limitations that have been revealed in this study, but also highlight its contribution to our knowledge and understanding of models of HRM and EIP practice, the nature of the employment relationship in certain national and organizational cultures and also the case that is being made for convergence. Finally it is the intention of the researcher to present a number of recommendations that can be made as a result of this study.

### **7.1 General Conclusions**

The world of work is changing, in Libya. Today there are substantial changes taking place to improve the competitive environment in both the public and private sectors. There are new strategies being introduced in both sectors, by the Libyan government to assist Libyan companies to achieve cost advantage and productivity improvements. The success of these strategies however depends not only on meeting customer demands, but also on tapping into employee commitment, motivation and innovation. The first problems to be considered before implementing such strategies however include which modern working practices would be most effective, and what steps have to be taken to produce a highly skilled and committed workforce. These matters can only be resolved by implementing the most appropriate HRM practices and involving workers in these important decisions that will affect them and the way they work. National as well as organizational culture including legislation, values in society, labour market conditions, employee representative policies, business strategies and the management philosophy they promote must all play a part.

Additionally, all of the stakeholders involved must have an interest in the human side of HRM in order to develop an environment which motivates people by involving them in decision making and creates an organizational culture based on trust and teamwork. This research has shown, many differences in national culture characteristics between countries, which must be taken into account. The idea of one approach to HRM and EIP, does not consider those differences that exist between organizations or their national cultures. The socio-economic and political differences that exist between them can make the idea of any specific HRM framework being accepted by all, impossible. Nevertheless, in transitional economies like Libya there

is pressure towards homogeneity, by the existence of the fashionable high-commitment strategies currently favoured in the West, sometimes referred to as 'Americanization'.

In the past in these transitional economies organizations were invariably state-owned and, the priority of the existing employee representative bodies was to participate in the administration and education of workers and come to their defence by protecting their conditions of employment. Now due to the changes that have taken place there have been serious affects on the nature of this employment relationship due to a restructuring of production in the search for greater productivity. There have been serious consequences from the new framework of production which included a weakening of the power of trade unions and a strengthening of the power of capital, within the production process, resulting in business operations becoming less controllable by an individual state authority.

There were difficulties apparent in planned socialist economies, which have led to the drive for transformation which where, that in those economies organizations are typically state-owned and lack complete discretion to acquire and allocate resources. Also there was typically little or no experience and confidence among managers or government ministers to compete in a market-based economy. The transition from state-led to market-oriented economies is a defining characteristic of much of the business world at the present time. In the countries like Libya that are undergoing transition, political liberalization is seen as a component of economic reform, due to the fact that capitalism is believed to operate at its best, in a democratic political environment. This means that the 'rolling back of the state' becomes as much a political, as an economic process. The assertion of developed nations is that it is only by adopting their ideological economic path, as well as a full package of templates for everything from the structure of the State, through cultural influences, to HRM practices, that will allow countries in transition to completely develop.

In the UK there have been moves to introduce an organizational/corporate culture with a greater emphasis on individualism. The introduction of this organizational cultural shift is in complete contrast to those countries that have a high collectivist orientation, where the tendency is to have an organizational culture that leans toward

cooperative decisions, as opposed to individual decision-making. In countries like Libya consensus and co-operation have always been seen as being more valued than individual initiative and effort. Individual employee motivation derived from a sense of belonging, and rewards were based on being part of the group.

In each country whether, developed or in transition, there is a need to carefully consider the different models of HRM practices and the most effective EIP techniques before they are adopted because changing circumstances and advances in academic theory will hopefully help to identify the most suitable for the particular cultural conditions. Perhaps the most important difference which would need to be resolved in order to be able to approach a semblance of convergence, is the total adoption by Governments of an organizational culture, under which the management style imposed initiates similar forms of participation. There is however even in the area, management style, an argument involving, the right to manage and the equal right of employees to have a say in decisions. This is due to the fact that, throughout the business world, there are different perspectives held on the management of labour. In one manager's expect to extort compliance from their employees in return for some advantage or reward. The alternative perspective sponsors a more participatory style of management and has recently been emerging internationally. Critics of the participatory style of management, say that it simply wastes time, because the participative decision-making process can be time-consuming as everyone's opinion is welcome.

The research reporter believes however, that there has never been a greater need for managers to realise the danger inherent in their attitude of simply considering the people who work for them as expendable assets, to be treated as just another factor of production. Managers should have respect for their employees and consider that these people who they employ have the capability to think for themselves and assist in the company's performance through decision making and problem solving. Additionally there is a growing fervour, in light of the recent world-wide financial crisis, to no longer consider the market as the main generator of development it once was.

## **7.2 Specific Conclusions from the Study**

In order to draw some more specific conclusions the research report felt it was essential to ascertain whether or not the organizational culture and management style it promoted, in the UK and Libya today, supports direct communication with employees in an individualistic manner or, if this communication was carried out in a more collectivistic way. Respondents' attitudes, in both countries were gathered regarding their preferred form of EIP, the need they saw to change it and the possible effects that such change might have.

### **7.2.1 National Culture**

From the results in this study it is apparent that there are, in fact significant differences between UK and Libyan public and private sector employees' with regard to the culture in their country. The private sector workers in the UK believe that in their national culture an individuals' allegiance is to his/her immediate family, and there is an emphasis on a work ethic expressed in terms of money, achievement and recognition. These follow Hofstede individualism and masculinity dimensions, in the Libyan private sector also, the masculinity dimension was work apparent from the responses of these participants, but they also felt that in their country's culture there is a tendency toward the power distance dimension. Libyan public sector employee responses showed they believe the prevailing national culture follows the uncertainty avoidance dimension. However they also agree with their Libyan private sector counterparts that in their country the less powerful person in society accepts inequality in power and considers it normal.

It can be concluded therefore, that those respondents working in the UK private sector believe their country's culture is much more individualistic and there is a tremendous emphasis to work and aspire to earn money, as well as to aspire to achieve and be rewarded by recognition. Their counterparts in the UK public sector agreed, which means that in either sector of the UK workers are experiencing tremendous pressure to work hard and believe that money is the only significant motivating factor. Although Libyan private sector workers responses showed that they believed their country's national culture also had, a tendency toward this masculinity dimension, involving greater emphasis on the work ethic expressed in terms of money, achievement and recognition. The Libyan public sector employee responses where

different, showing that they believe their prevailing national culture follows the uncertainty avoidance dimension, which indicates high levels of bureaucracy and strict guidance of procedures. However they also agree with their Libyan private sector counterparts that in their country the less powerful person in society accepts inequality in power and considers it normal. This of course indicates the power distance dimension, suggested by Hofstede and is typically apparent in cultures with high levels of State control. Therefore there is evidence of clear differences between the national cultures according to the employees participating in this study. The most interesting conclusion is that there appears to be a certain level of convergence between UK workers and Libyan private sector workers in particular regarding their nations, culture.

In order to consider these national/cultural differences in greater detail, the managers interviewed for the study were questioned about the nature of their country's economy, which the research report felt could also provide an indication of the power and control exerted by the State. In the results from the employees responses to questions regarding national culture there were differences, apparent between those from the UK and Libya, but there were also differences apparent from those working in either the public or private sector. In those planned socialist economies like Libya where organizations are typically state-owned they often lack complete discretion to acquire and allocate resources, additionally management have had little experience of and perhaps no confidence to compete in a market-based economy. In the countries like the UK, however with a market oriented capitalist economy, managers do have that confidence and experience and organizations do have substantial discretion over the allocation of their resources but also the formulation and implementation of their competitive strategies. The most fundamental feature of planned economies is as might be expected, with their power distance culture, is the comprehensive use of central economic planning and bureaucratic control.

One of the UK managers interviewed from the public sector indicated that they personally did not have discretion to acquire and allocate resources, as did one of the Libyan public sector managers. The specific conclusions that can be drawn from the study into the respondents' views on the differences that exist between the UK and the Libyan economies are as follows. Managers in the Libyan public sector, confirm the

existence of their organizations lack of discretion to acquire and allocate resources, and their own lack of experience and confidence to, compete in a market-based economy. This was mainly due of course, to the fact that their organizations were completely state-owned and had no competitors in the country. UK public sector managers stated their organization had a great deal of discretion to acquire and allocate resources, even though their organizations are effectively under the control of the Government. Furthermore in organizations from both sectors in the UK managers felt they did have a similar amount of discretion over the formulation and implementation of their competitive strategies. These results indicate that the UK is a market oriented capitalist economy, in which even State controlled companies now have freedoms that would, normally be expected only in the private sector. Perhaps even more significantly, although Libya was traditionally a planned socialist economy, in the country today, there is now a lessening of regulation and the influence of government especially in the private sector. But does this also mean there is a lessening of central economic planning and bureaucratic control which is after all the most fundamental feature of planned economies. Libyan managers working in their private sector felt that this was not at all the case, but interestingly UK private sector managers felt there definitely was central economic planning and bureaucratic control in their country as did Libyan public sector managers.

These results indicate that both groups of respondents feel that at least some central economic planning and bureaucratic control does take place in both countries. The recent moves toward liberalization in Libya, with more freedoms being afforded to the growing Libyan private sector, must be behind the views from those managers regarding the lessening of their Government's economic planning and bureaucratic control, indicating a definite shift in the nature of their countries economy. This political liberalization is also being seen as an essential component of economic reform.

The research report believes however that in Libya, as part of the process of transformation, there is a need to carefully consider the different management techniques before adopting them. Therefore, any moves to implement Western management techniques must be considered in light of the advances in academic theory to identify the most suitable for Libya's particular cultural conditions.

### **7.2.2 Transfer of Western Management Techniques and Practices**

Initially the Western management technique of HRM was based on the assumption that, if management ensure the needs of employees are met, this will lead to competitive advantage. In Libya today this search for competitive advantage is fully underway, as the country is emerging as a market of immense potential, generating interest from international investors. These investors believe that, 'the market' will deepen and grow as the Libyan authorities encourage private-sector involvement and allow much more inward investment. Therefore as Libyan business continues to respond to the demand for greater efficiency and productivity, there must be a corresponding focus on the link between EIP practices and business strategy to increase organizational performance. There are also in Libya today various attempts to reform existing organizational culture and structure by altering the systems of corporate governance and HRM frameworks. This requires a fundamental change in the way decisions are made as EIP in this process is essential. Unlike traditional forms of information sharing, a two-way, proactive process of communication is needed and the conditions under which management initiate various forms of participation, must be taken into account. The main objective of implementing successful strategies is to adapt to the new world market environment, which will require a careful consideration by the Government of existing HRM practices, as well as any new ones. There is an expectation that in Libya with its much more prevalent control of organizations, in which the Government are the stakeholders, management practices, and therefore the employment relationship, would be unitary. The most prevalent Western management model of HRM practice is the Anglo-Saxon framework strongly advocated in the UK. The emphasis in this model is individualism. However in a country like Libya the alternative to this model would place a greater emphasis on a high collectivism concept, where there are, structures within the organization for employee participation through representation, and management offers co-operation and strong support to their workers.

The literature reviewed for this study highlighted the vital role played by the management within an organization in promoting particular forms of EIP. It seems fair to assume therefore, that any differences that maybe apparent within organizations, will specifically relate to whether or not the management style which is present and imposed by the organizational culture actually supports direct

communication in an individualistic manner with workers or proscribes that this communication is carried out in a more collectivistic way through established workers representative organizations. The collective nature of a country like Libya will tend to lead to union recognition and representative participation whereas the individualism advocated in the more developed countries is more likely to lead to non-unionism and individualistic forms of EIP.

From the results of this study into the differences between the EIP practiced in Libya and the UK. It can be seen that in the private sectors of either country the predominant management style promotes communication directly with employees, rather than through employee representative channels. The results showed a remarkable similarity between responses from UK managers in both the public and private sector, which was not the case in Libya, where there were a number of differences between manager's opinions depending on the sector they worked in. UK managers from both the public and private sectors agreed with their Libyan private sector counterparts that their particular management style promoted communication directly with employees, in preference to more representative channels. They also agreed that this direct approach promoted a commonality of interests between them and their employees.

These results indicate that the prevailing management style may be particular to the social, economic and political circumstances which both shape the nature of these preferences and choices and the power available to the respective parties to impose them. Certainly in the Libyan private sector at any rate there is evidence of a lessening in the use of the traditionally acceptable and much more collectivistic form of communicating with employees through their representative committee.

### **7.2.3 Direct or Indirect Communication with Employees**

Libyan managers, have to realise the importance of communicating effectively with their employees. The literature reviewed highlighted the danger that is inherent in adopting an attitude that considers workers as expendable and treating them as just another resource and factor of production. However, in order to create such an environment, there are a number of, attitudinal changes and practical considerations that have to take place. The most important being the implementation of the concept of EIP and the creation of an organizational culture in which EIP is accepted by



everyone concerned. This new attitude requires the encouragement of all employees of a company whether they are production workers, workers' representatives, middle managers, and especially top managers to share common goals and efforts. There has been little exploration, of how the changing economic, political, cultural and legal environments might influence the 'embeddedness' of specific forms of EIP.

In some countries there are forms of EIP that have fallen by the wayside, while others flourish, additionally there is a significantly apparent shift, in some countries, from union to non-union representation, which is felt by many to be the predominant Anglo-Saxon model. It is the view of some researchers that non-union representation structures such as works councils are used in many countries, by management, but only as 'cosmetic' devices. Non-union representation structures and consultation in organizations, where it does exist, can provide channels of communication with employees that are more effective than unions. This form of non-union representation can create of a more harmonious and less conflictual relationship with the workforce.

It can also be concluded, from the results of the survey of employees for this research, that even they particularly if they work in the private sector of either country are now showing less support for employee representative participation. As the result show that UK private sector workers had a significantly different view from Libyan public sector workers, regarding the helpfulness of the, 'Union or other employee representative bodies' as a form of employee involvement practice, 'in keeping them informed about their workplace'. Perhaps the most significant differences, which became apparent, were in respondents' opinions regarding the effectiveness of team meetings between managers and employees, suggestion schemes, and problem solving groups, as helpful forms of employee involvement practice. Employees in both countries and in either the public or private sector supported the use of upward communication and problems solving groups as effective methods of EIP, these are the forms of EIP promoted by the Anglo-Saxon model of HRM. In the UK private and public as well as the Libyan private sector direct communication with employees rather than through employee representatives is being promoted as the best form of EIP, this rejection of representative participation is happening as an effect of the implementation of the Anglo-Saxon HRM model. The number of companies in the UK using older traditional forms of representative structures has decreased, while

those implementing more direct forms of participation have increased perceptibly. The available evidence clearly shows that more direct methods of communication with employees through team briefings and team meetings have grown in popularity in the UK. This is supported by the results of this study, for as can be seen from the results of respondents to this survey, particularly in the UK and Libyan private sectors, the support for indirect methods of employee participation involving employees' representatives in unions or even joint consultative workers committees has declined.

The Libyan Government is implementing policies to modernise or rationalise the existing HRM techniques, organizational culture and structure as well as the corporate governance, presently in use, within all types Libyan organizations in order to change the countries economy. This is causing the use of representative employee participation to lose favour with the very workers it was always meant to support.

#### **7.2.4 Organizational Culture**

The literature reviewed revealed that in a number of other studies previously carried out, it was suggested that organizational culture is significantly influenced by the national culture at which the organization is located, and as can be seen from the results of this study, there are significant differences between the UK and Libya's national cultures, particularly in the treatment of human resources. According to the theorists, within HRM there is an emphasis on the motivation of the employee and the need to develop an organizational culture based on trust and teamwork. The research report believes that the culture which exists within an organization should help, to provide all the members of the organization with a way of giving meaning to their daily lives. The implementation of any particular culture therefore should be intended to produce widespread agreement about basic assumptions and values in an organization in order to increase behavioural consistency and thereby enhance organizational performance. This is what makes the creation of a strong culture a powerful tool to influence employees' behaviour and improve their performance.

In Libya in this new century there has been a refuelling of an old debate on the fundamental issue of corporate governance. In Libya remember after the Revolution, a particular type of mass ownership was implemented which is legislated for in

Libyan law. The management of Libyan companies were placed in a position where they must cooperate with local and central committees who represent the employees' interests as partners in production. From the review of the literature it is apparent that in some transitional countries, there has been a shift in organizational culture away from collectivism towards individualism. There is an assumption which is generally held, that private-sector firms in capitalist economies are primarily concerned with profit-maximisation, while public-sector organizations in these economies follow different corporate objectives. It was concluded earlier that although all of the UK public sector managers believed, that in their country there definitely is central economic planning and bureaucratic control. The Libyan private sector managers, tended to state it was not the case in their country. Given the fact in a market driven economies established institutions primarily facilitate rather than constrain markets, whereas in those which are planned, such institutions constrain as well as facilitate markets. The result from this study show that some UK public sector managers felt markets were facilitated by the established institutions. This fits in with the definition of a planned economy. In the Libyan results all of the private sector managers questioned felt that in their country established institutions facilitate markets, this was no doubt due to the Governments policy of Liberalization. Libyan and UK private and public sector respondents' were asked questions to discover the organizational culture they believed existed in their companies and the employment relationship that this culture encouraged. UK public sector employees tended to agree that 'the employment relationship is about more than just earning money' and similarly agreed that, 'this relationship is a partnership of cooperation', those in the private sector disagreed.

This would be the type of result expected from people working in a planned economy not one that is a free market-orientated. UK employees from both sectors indicated high levels of EIP in their organizations. This is interesting because, in a liberal market economy, where the employment relationship is typically portrayed as a contract of service a different response would have been expected. Throughout the world there are a number of countries like Libya who are in transition. Today however in many of these countries there is a significant challenge to transform the organizational culture by promoting the necessary organizational change needed to survive in the turbulent economic environment this is certainly the case in Libya.

### **7.2.5 The Degree of Autonomy for Employees**

In Libya today with a traditionally high collectivist orientation in their national culture, the organizational culture chosen should lean toward cooperative decision-making instead of individual decision-making, which is according to the literature the preferred form of organizational culture in the UK. There is a suggestion from the literature reviewed however that, in the UK over the last few years information sharing as a form of EIP has been implemented as a system specifically designed to increase management control by merely creating the impression that autonomy has been devolved to employees.

The literature reviewed also indicated that in planned economies like Libya with the bulk of organizations being state-owned, autonomy had been stifled along with risk taking, initiative, creativity, transparency, and performance based reward systems, by the existing organizational culture. As part of this study the form of EIP which takes place in the organizations sampled from the UK and Libyan public and private sectors was only one of a number of factors be considered in this investigation of the implementation of EIP. It was also necessary to investigate the degree to which the organizational culture contributes to the degree of autonomy employees are granted as well as the importance placed on health and safety in the work environment and the opportunities employees are given for self development as well as involvement in decision making. It is most important however to remember, that the relationship that managers establish with their employees is crucial, especially in the way it indicates the degree of autonomy the employee is granted, and the safety of the work environment it promotes, as well as the opportunity for training and development workers are offered.

In the testing of the pilot questionnaire for this study a number of the tested respondents reported some difficulty understanding the word 'allegiance' in one of the questions and others felt the same about the word autonomy. In the revised questionnaire the word 'loyalty' is used instead of allegiance and the other question was amended to read; 'In my company the freedom offered to employees to make their own decisions is high', which cleared up the misunderstanding of the word autonomy.

As has already been pointed out, when Libyan and UK private and public sector respondents to the questionnaire were asked questions to discover the organizational culture they believed existed in their companies and the employment relationship that this culture encouraged. Those workers in the UK public sector tended to agree that 'the employment relationship is about more than just earning money' and similarly agreed that, 'this relationship is a partnership of cooperation', those in the private sector disagreed. UK employees from both sectors indicated high levels of EIP in their organizations. The most significant finding was that in the Libyan private sector workers had a more favourable view of their organizational culture, and agree that 'the level of involvement, participation and empowerment employees feel is very high'. Additionally they also agreed that the freedom offered to employees to make their own decisions is high.

The results from this study on the autonomy granted to workers in the employment relationship are also significant because of the similarities. All of the participants agreed that in their opinion employees were given ample opportunity for self development and that health and safety is an important issue in their company. Managers responses to questions asked in the interview regarding autonomy were similar whether they were in the UK or Libyan private sectors, although there were more UK private sector managers who agreed to some extent with the proposition that in their company employees were allowed to act autonomously. The situation was similar when comparing UK public and Libyan public sector managers' responses but it was the UK public sector managers who were most in favour of the proposition.

The conclusion to be drawn therefore is that, in every company from any nation the organizational culture promotes an employment relationship where the health and safety of employees is held in high regard by management, even though it might not appear so to workers. Additionally there are reservations, still among managers from both countries and both sectors regarding the capabilities of workers to be involved in decision making. This reluctance on the part of managers is also apparent in their preference for a particular form of EIP.

### **7.2.6. Preferences for Forms of EIP**

The review of the literature for this study places a tremendous emphasis on the use of high performance work systems (HPWS) in organizations and strongly suggests that these will lead to superior performance. It can be concluded that only by the introduction of employee involvement in decision making would a significant change in the way decisions are made in organizations, come about. However the literature also reveals that any involvement of employees needs to be a two-way proactive process and not simply information sharing. The research report believes that there is a greater need for real EIP in the decision making process, not only through the usual forms of general or management meetings or even representation on a committee, but much more directly. The results from this study show that in the private sectors of either country the predominant management style promotes communication directly with employees, rather than through employee representative channels. UK managers from both the public and private sectors agreed with their Libyan private sector counterparts that their particular management style promoted communication directly with employees, in preference to more representative channels. It has been concluded however from the results of the survey of employees for this research, that UK private sector workers had a significantly different view from Libyan public sector workers, regarding the helpfulness of the, 'Union or other employee representative bodies' as a form of employee involvement practice, 'in keeping them informed about their workplace'. Employees in both countries and in either the public or private sector supported the use of upward communication and problem solving groups as effective methods of EIP. These mechanisms (such as suggestion schemes and problem-solving groups) are generally designed to capture ideas and solve production and service problems. Task based participation, team working, and self-management groups are all methods of this type of involvement. They are more visible in businesses today as they have become an integral part of everyday working life. As a part of this study managers interviewed in the survey for this research were asked to indicate their preferred form of EIP, equal numbers of both public and private sector managers preferred upward problem-solving as did employees in both countries and in either the public or private sector. However there were still some managers from the public sector of both countries who preferred representative participation, there was only one of those from the private sector that had the same opinion.

Top down communication was the first preference, of managers in Libya as it was in the UK. Although two UK public sector managers opted for representative participation as their first choice there were another two who preferred upward problem-solving. This is a situation where information sharing is one-way and flows from managers to employees, involving the use of team briefings as well as regular meetings between senior managers and all sections of the workforce and regular newsletters distributed to all levels of employees. Critics of this type of EIP point out that, managers within the organization, using top-down communication might be unable to communicate effectively, or the information received could be irrelevant or mistimed. Furthermore the trade unions see team briefings as undermining their role in the organization and challenging the authority of employee representative.

In both the private and the public sectors of many Western companies there has been a rise of popularity of team meetings as the power of the unions have diminished and forms of non-unionised employee involvement have taken there place. According to the results of this study all of the Libyan and UK public sector organizations do have a policy of union recognition. In the UK private sector a union policy is not in place in most companies.

### **7.2.7 The Need for and Effect of Change**

As can be seen from the results of this study employees in both countries and from both sectors supported the use of upward communication and problem solving groups as effective methods of EIP, there were also equal numbers of both public and private sector managers' who preferred upward problem-solving as their form of EIP, although there were still some managers from the public sector of both counties who preferred representative participation. This task centred form of EIP is based on team working and self-management groups and have grown in popularity while the representative forms of EIP have diminished in the UK. This is because in countries like the UK, there is a very strong tendency toward an individualistic organizational culture where managers are expected to lead from the front with all that such a process entails. It is apparent today however that in some transitional countries, there has been a shift in organizational culture away from collectivism and more towards individualism in the employment relationship and the forms of EIP they promote.

The researcher believed the organizational culture and the influence of national culture on personal values could be a major difference in the way companies in the east and west are governed and manage their employees. The results of the study carried out showed there are significant differences between UK and Libyan public and private sector employees' with regard to the national culture in their country. The respondents working in the UK private sector believe their country's culture is much more individualistic and there is a tremendous emphasis to work and aspire to earn money, and to aspire to achieve and be rewarded by recognition. However the results of the test on the second hypothesis with regard to organizational culture and its effect on the EIP practiced in Libya and the UK. Clearly indicate a level of convergence in the organizational culture and corporate structure of companies as well as both managers and employees attitudes to EIP. This convergence has been illustrated by the fact both Libyan as well as UK managers expressed similar opinions towards decision-making, sharing in the decision-making process, increased levels of employee participation and the need to work towards economic success both for the organization as well as nationally. This is partly reflects Hofstede's, (1991) understanding of convergence.

In the final group of questions both employee's and managers' attitudes to the need for change to EIP in their company was assessed, in order to further investigate how respondents felt about the level of EIP in their company. As part of this group of questions each respondent was asked about the changes they felt were required in EIP within their company and the possible effects of such change. In Libya at the moment there is a general feeling of a need for change and improvement in organizations, which have traditionally operated as labour-owned enterprises in the public sector. Traditionally the most prevalent form of employee involvement in Libya was through the workers committee which were established when workers took over the running of all enterprises.

The results from the employee questionnaire, distributed for this study showed that in the UK and Libyan private sectors there are different views regarding the need to change the style of employee involvement to a much more individualistic one. There are also differences of opinion regarding whether greater participation by workers would result in improved satisfaction and morale and as a consequence increase



performance. A similar difference is apparent between these groups in response to the need to 'change to the existing employee involvement practice,' in order to, make work life more meaningful and satisfying. UK private sector workers in comparison to Libyan public sector workers, disagreed that, greater participation by employees will result in improved satisfaction and morale and as a consequence increase performance. They also disagreed that, there is any need to change the existing employee involvement practice within their company. Managers also had differences of opinion regarding the employee representation and participation that takes place in their company, and also disagreed on the need for any change in their company's present practices and the effects that may come about as a result of any such change. Libyan public and private sector managers had a more positive attitude to the need for increased levels of employee involvement and the subsequent effect on worker satisfaction, but there was less support, from these managers for workers, being given greater freedom to participate in the decision making process. Managers in the UK public sector were in agreement with their Libyan counterparts and those Libyan managers from the private sector, in their reluctance to offer their support to such a proposition. UK private sector managers where totally opposed to the need for increased levels of EIP. Even in UK public and Libyan private sector organizations, with different types of corporate governance and organizational cultures, respondents also disagreed on whether or not, any change to the existing employee involvement practice would make work life more meaningful and satisfying for workers, as did the UK private sector workers and Libyan public sector workers.

### **7.3. Limitations of the Study**

A limitation of this type of survey approach is that it is cross-sectional rather than longitudinal but within the confines of a PhD it is not practical to survey over a long time period, it is something that could be considered for further research. Additionally the sample is not truly random and therefore limits the generalizability of the findings. This limitation is taken into account in the discussion. Another limitation of the survey approach is that its ability to inform the very complex relationships between people and processes in a number of organizations is also limited. Only detailed case-study analysis can shed light on these types of complexities in firms, and therefore this research adopts such an approach, using multiple data sources. There was a certain amount of reluctance on the part of some

managers in the UK to either participate themselves or allow their employees to complete the questionnaire. Furthermore many of the employees who responded to the questionnaire either omitted or where unwilling to answer certain questions, this was most typical amongst private sector company employees in the UK.

This could have been caused by a further limitation to the study, which was that the research report used leading questions. A further consequence of this was that there is a consistently positive bias apparent in the distribution, with a trend being apparent toward mild or strong agreement with the questions asked. Although it was anticipated that such a bias would, be most apparent among the Libyan respondents from both sectors, as the nature of the Libyan culture is to accept requests to be involved in surveys and try to tell the researcher exactly what you think he wants to hear. It appears from the results gathered that this positive response bias is most apparent among the UK public sector workers. The facts that there was a positive bias in the distribution and the results were non-normal meant that non-parametric testing was indicated and further analysis was required using the Kruskal Wallis test.

#### **7.4. Contribution to Knowledge**

This research has highlighted the pressures of globalisation which have intensified competition in product and labour markets, emphasising the need for greater efficiency and productivity and a greater focus on the link between EIP, business strategy and organizational performance. The effect that globalisation has had in reducing trade barriers between countries, the deregulation of markets, increased privatisation and the ending of many state monopolies has also been highlighted. In many of the debates concerning the relationship between communication, consultation and organizational performance much of the cross-national analysis within international HRM has concentrated on whether approaches to the management of people are converging or diverging.

The Anglo-Saxon framework which emphasizes individualism has never been compared with the HRM practices currently implemented in Libya. There was therefore a need for this study because as Libya opens up to the West more and more companies are coming to work there and their involvement is having an influence on local organizational culture. The contribution, that this research was intended to make,

is to conduct a critical and analytical exploration of the nature of employee involvement and participation (EIP) in UK and Libyan contexts. This study is unique as it investigated the available literature on national/organizational culture and human resource management structure in alternative systems of corporate governance and create a model/framework from which to discover their influence on the forms of EIP practiced within organizations. There has been research carried out by, Al-Nakeeb (1985); Al-Saigh (1986); Agnaia (1997) and Al-Faleh (1989), into ways that the competitive nature of all Libyan organizations can be improved. However this has been the first to this author's certain knowledge that investigates the implementation of EIP as a contributor to that improvement.

This researcher concludes that although there can be little doubt the world of work is changing, and the HRM concept itself has many different meanings throughout the world, the most important element is the human element. There is almost certainly an influence of culture in general and more specifically in the sub-divisions of national, organizational, and occupational culture. This means that any Western organization planning to operate in a non-western setting will find differences between their established organizational culture, and the culture of the local people it employs. The idea of one universal idea or one approach to EIP does not consider those differences that exist between organizations internationally or their national cultures. Nevertheless there are pressures to converge human resource management practices and enable high performance international HRM in multi national companies. This issue of convergence as mentioned earlier was best illustrated by both UK as well as Libya managers expressing their opinion towards acting autonomously, the need for equal opportunities for self development and the need and importance surrounding health and safety.

In transitional economies like Libya there are pressures being brought to bear on organizations to adopt the fashionable high-commitment strategies currently favoured in the West. The Libyan Government has signed bilateral investment treaties with more developed countries who wish to operate in the country, and there are moves to reduce the number of state-owned and run, organizations. Historically, the task of the representative bodies or Committee's in these organizations had been to assist management to meet enterprise production targets and assure the enforcement of

government labour laws and policies, however as difficulties became apparent in these organizations there has been a drive for transformation. This investigation of the implementation of EIP required that a number of factors be considered: the national and organizational culture which exists in the countries to be surveyed and the importance placed on employees in the work environment as well as the opportunities they are given for involvement by both cultures.

This research allowed a picture of the employment relationship to be discovered to highlight whether it supported direct communication in an individualistic manner with workers or is carried out this communication in a much more collectivistic manner through established workers representative structures. The framework designed for this study investigates culture at both a national and organizational level as well as the philosophies, concepts and techniques concerning EIP and the forms of representation offered to workers, and contributes to knowledge in this area and would be useful in any investigation, into attitudes toward EIP in any country, organization or sector.

The specific conclusions drawn from this study contribute to our knowledge and understanding of national as well as organizational culture, the apparent transfer of Western management techniques and practices and their effect on the direct or indirect nature of communication with employees. Furthermore this research contributes to our understanding of the degree of autonomy offered to employees within different organizational cultures which are apparent in dissimilar economies operating different methods of corporate governance in either publicly or privately owned enterprises. Additionally a contribution is made to our knowledge of the preferred forms of EIP chosen by managers and employees in UK and Libyan public and private sector organizations. Finally this research has contributed to the debate on the need for and effect of change in employee involvement and participation by comparing the attitudes of the respondents studied for this research. This research supplies new evidence of clear differences between the UK and Libyan national cultures with regard to working conditions, security of employment, working in a co-operative environment, having a well-defined job, the preferred type of managerial style, the best way to get ahead, and also levels of conflict, hierarchical structures and rules. This study also highlights differences in the nature of the employment relationship and the preferred form of participation within organizations in various

types of society. The major differences being most apparent in those countries operating as a planned socialist or market oriented capitalist economy. There is strong evidence present to suggest that although both groups of respondents feel that at least some central economic planning and bureaucratic control does take place in their two countries, the recent moves toward liberalization in Libya, with more freedoms being afforded to the growing Libyan private sector are behind the views from those managers regarding the nature of their countries economy.

This study contributes to our knowledge and understanding of the transformation process to achieve competitive advantage in Libya by highlighting the Governments attempts to reform existing organizational culture and structure by altering their systems of corporate governance and human resource management frameworks. The existing theory of Western management practice of HRM is based on the Anglo-Saxon framework. The emphasis in this model is individualism, the alternative with emphasis on a high collectivism concept is most apparent, where there are structures within the organization for employee participation through representation and management offers co-operation and strong support to their workers, which is the historic situation in Libya.

It is apparent from this study that the collective nature of a country like Libya tended to lead to union recognition and representative participation whereas the individualism advocated in the more developed countries, like the UK lead to non-unionism and individualistic forms of EIP. This study contributes to our understanding of management style, by highlighting the fact that it; may be particular to the social, economic and political circumstances which both shape the nature of these preferences and choices and the power available to the respective parties to impose them. Certainly in the Libyan private sector at any rate, there is evidence of a lessening in the use of the traditional Arab management style that was acceptable historically, which advocated a much more collectivistic form of communicating with employees, through their representative committee. This study therefore contributes to the knowledge and evidence which already exists, which indicates that in certain countries and in certain conditions there are forms of management style as well as EIP which fall by the wayside, while others flourish.

In the debate which continues with regard to the use of direct or indirect communications with employees, this study contributes to that debate, by highlighting that although historically collective bargaining had been viewed as the primary means for achieving industrial democracy in Libya. Recently however, there has been a decline in indirect participation by means of collective bargaining just as there has been in the UK. This decline has been brought about by an exportation of certain forms of EIP and HRM practices into Libya as the Government implements policies to modernise and the transformation that is taking place to replace in order to change the countries economy.

This study contributes to the knowledge and understanding currently available concerning the differences in national culture characteristics in cross cultural comparisons between eastern and western countries. But additionally it fills a gap in the knowledge as there has been no cross-cultural comparison that specifically looks at EIP in Libya and the UK until now. This study supports the evidence previously presented that the creation of a strong organizational culture is a powerful tool to influence employees' behaviour and improve their performance. In countries like the UK, there is a very strong tendency toward an individualistic organizational culture where managers are expected to lead from the front with all that such a process entails.

This study has contributed to our knowledge and understanding of the Libyan context by highlighting that there has certainly over recent years been a shift in organizational culture away from collectivism towards individualism. It also provides evidence to contradict the assumption which is generally held, that private-sector firms in capitalist economies are primarily concerned with profit-maximisation, while public-sector organizations in these economies follow different corporate objectives. In the Libyan results from this study, all of the private sector managers questioned felt that in their country, which is a planned economy, established institutions are now actively facilitating markets, this was no doubt due to the Governments policy of Liberalization. This study also contributes to the knowledge and understanding of the employment relationship in UK and Libyan public sector organizations. In each of the countries studied and in each of the sectors investigated within those countries, the organizational culture can be seen to promote an employment relationship where the

health and safety of employees is held in high regard by management, even though it might not appear so to workers. However, there are reservations, among managers from both countries and both sectors regarding the capabilities of workers to be involved in decision making. This reluctance on the part of managers is also apparent in their preference for a particular form of EIP within the employment relationship. Additionally this study shows a shift in the predominant management styles of those questioned in both countries to a style that promotes communication directly with employees, rather than through employee representative channels. Evidence for transformation is revealed by the fact that in both countries and in both sectors workers' supported the use of upward communication and problem solving groups as effective methods of EIP. Managers also in from both the public and private sector of the UK and Libya preferred upward problem-solving.

It is hoped the study will contribute to the debate on the need for and effect of change in EIP by comparing the attitudes of the respondents studied for this research. There are now in Libya and in many other transitional economies moves to develop a management model within an organizational culture, which will be based on risk taking, initiative, creativity, transparency. Because today there is a significant challenge to transform the organizational culture by promoting the necessary organizational change needed to survive in the present turbulent economic environment. This researcher believed the organizational culture and the influence of national culture on personal values would be seen to create major difference in the way companies in the UK and Libya are governed and manage their employees. The results of the study allowed the researcher to conclude that there are significant differences between UK and Libyan public and private sector employees' with regard to the national culture in their country. However the results of the test on the second hypothesis with regard to organizational culture and its effect on the EIP practiced in Libya and the UK. Clearly indicate a level of convergence in the organizational culture and corporate structure of companies as well as both managers and employees attitudes to EIP.

Finally it can be concluded as a result of this research that there is no literature on EIP in Libya, however there is some work that has been carried out in transitional economies. This study has highlighted the fact that there significant differences in

the nature of employee involvement and participation (EIP) in UK and Libyan contexts. UK public sector employees had different opinions from their compatriots in the Libyan public sector. There were only apparent differences, in the main variables of national culture and organizational culture in the comparison of UK private sector employees with those in the Libyan private sector. The main apparent differences between respondents in the UK private sector with Libyan private sector participants to this survey indicated differences in the main variables of organizational culture and changes required in the EIP in their company. Managers in both countries had differences of opinion regarding the nature of their countries economy which would have an effect on their organizations culture. Managers in the Libyan public and private sectors agreed that increased levels of employee involvement and participation should be introduced although there was less support for employees becoming more involved in the decision-making process. In the UK whether it be in the public or private sector there was less support for the proposition that increased levels of employee involvement and participation should be introduced in their company. Managers in both countries felt there should be changes to the existing employee involvement practice in their organization as this would make work life more meaningful and satisfying for workers.

This study allowed a picture of the employment relationship to be discovered to highlight whether it supported direct communication in an individualistic manner with workers or is carried out this communication in a much more collectivistic manner through established workers representative structures. Additionally it supplies new evidence of clear differences between the UK and Libyan national cultures with regard to working conditions, security of employment, working in a co-operative environment, having a well-defined job, the preferred type of managerial style, the best way to get ahead, and also levels of conflict, hierarchical structures and rules. This study also highlights differences in the nature of the employment relationship and the preferred form of participation within organizations in various types of society. The collective nature of a country like Libya tends to lead to union recognition and representative participation whereas the individualism advocated in the more developed countries, like the UK lead to non-unionism and individualistic forms of EIP. This study contributes to our understanding of management style, by highlighting the fact that it; may be particular to the social, economic and political



circumstances which both shape the nature of these preferences and choices and the power available to the respective parties to impose them.

Therefore this study contributes to the knowledge and understanding currently available concerning the differences in national culture characteristics in cross cultural comparisons between eastern and western countries. The Libyan context in particular is highlighted by this study and there has certainly over recent years been a shift in organizational culture away from collectivism towards individualism. On the basis of this work the next steps are to publish and continue research on the significant differences between UK and Libyan public and private sector employees' with regard to the national culture in their country. More research needs to be carried out with regard to organizational culture and its effect on the EIP practiced in Libya and the UK. This study clearly indicates a level of convergence in the organizational culture and corporate structure of companies as well as both managers and employees attitudes to EIP.

## References

- Abbas J., (1989), Decision style and work satisfaction of Arab Gulf executives: A cross-national study, *International Studies of Management and Organization*, Vol. 19, pp. 22-37.
- Abbas, J.A. (1990), Management theory in a transitional society: the Arab's experience, *International Studies of Management and Organization*, Vol. 20, No.3, 1990, pp. 7-27, 27-35.
- Abelage and Eisenberger, 2003.
- Abuznaid, S., (2006), Islam and Management: What Can Be Learned?, *Thunderbird International Business Review*, Vol. 48, No. 1, pp. 77-91.
- Addison, J.T and Belfield, C.R., (2001), Updating the Determinants of Firm Performance: Estimation using the 1998 UK Workplace Employee Relations Survey, *British Journal of Industrial Relations*, 2001, Vol. 39, pp. 341-366.
- Adler, J. and Jelinek, M (1986), Is Organization culture bound, *Human resource Management*, 1986, Vol.25 No.1.
- Aгнаia, A.A. (1997), Management training and development within its environment: the case of Libyan industrial companies, *Journal of European Industrial Training* Vol. 21, No. 3, 1997, pp. 117-123.
- Alas, R., Tafel, K and Tuulik, K (2007), Leadership Style During Transition in Society: Case of Estonia, *Problems and Perspectives in Management*, 2007, Vol.5, Issue 1, pp. 50-147.
- Al-Faleh, M (1989), Culture Influence on Arab Management Development: A case study of Jordan, *Journal of Management Development*, Vol. 6, No. 3, pp. 19-33.
- Al-Husan, F.B., and James, P., (2003), Cultural control and multinationals: the case of privatized Jordanian companies, *International Journal of Human Resource Management*, 2003, Vol. 14, No. 7, pp. 1284-1295.
- Al Nakeeb, K. (1985), Government is the Greatest Employer in Libya. Study about Bureaucracy. Newspaper, No 4580, 12-2 1985 In Arabic.
- Almhdie, A., and Nyambegera, S.M., (2004), 'HRM in Libya', In Kamoche et al, Managing Human Resources in Africa, Routledge, London, This is a chapter in book, which available at the web of Google books started from, p.169. [http://books.google.co.uk/books?id=0O15Z8iEmIAC&source=gbs\\_navlinks\\_s](http://books.google.co.uk/books?id=0O15Z8iEmIAC&source=gbs_navlinks_s)
- Al-Saigh, N. (ed.) (1986), 'Public Administration and Administrative Reform', In Al-Saigh (ed.), Administrative Reform in the Arab World: Readings. Amman, Jordan: *Arab Organization of Administrative Sciences*, pp. 13-43.
- Anwar; S.A, and Chaker, M.N, (2003), Globalisation of corporate America and its implications for management styles in an Arabian Cultural Context, *International Journal of Management*, Vol. 20, No. 1, p. 43.

- Aras, G and Crowther, D (2008), Governance and sustainability An investigation into the relationship between corporate governance and corporate sustainability, *Management Decision*, 2008, Vol. 46, No. 3, pp. 433-448.
- Armstrong, M. (2000), The name has changed but has the game remained the same?'. *Personnel Review*, Vol. 22, No. 6, pp. 576-89.
- Abelage, J. and Eisenberger, R (2003) Perceived organizational support and psychological contracts: a theoretical integration, *Journal of Organizational Behaviour*, 24, pp. 491-509.
- Ashton, D. and Sung, J. (2002) High Performance Work Practices: A Comparative Analysis on Issues and Systems, ILO, Geneva.
- Atiyyah, H.S, (1992), Research Note: Research in Arab Countries, Published in Arabic, *Organization Studies*, Vol. 13, No. 1, pp. 105-112.
- Audea, T., Teo, S.T.T and Crawford, J. (2005), HRM professionals and their perceptions of HRM and firm performance in the Philippines, *International Journal of Human Resource Management*, 2005, Vol. 16, No. 4, pp. 532-552.
- Badawy, M.K., (1980), Styles of Mid-eastern Managers, *California Management Review*, Vol. xxii No. 2, pp. 51- 58.
- Bae, J., Chen, S., Wan, T.W., Lawler, J.J. and Walumbwa, F.O. (2003), Human Resource Strategy and Firm Performance in Pacific Rim Countries, *International Journal of Human Resource Management*, 2003, Vol. 14, pp. 1308-1332.
- Bakkeri, A.B and Schaufeli, W.B, (2008), Positive organizational behavior: Engaged employees in flourishing organizations, *Journal of Organizational Behavior*, 2008, Vol. 29, pp. 147-154.
- Baird, K and Wang, H, (2010), Employee empowerment: extent of adoption and influential factors, *Personnel Review*, 2010, Vol. 39, No. 5, pp. 574-590.
- Barney, JR (1991), Firm resources and sustained competitive advantage, *Journal of Management*, 1991, Vol. 17 No. 1, pp. 99-120.
- Barry, M and May, R (2004), New employee representation: Legal developments and New Zealand unions, *Employee Relations*, 2004, Vol. 26, No. 2, pp. 203-223
- Battaglio Jr., R. P., (2007) Politics, public opinion and privatization: Assessing the "calculus of consent" for market reforms in transition economies, *Journal of Comparative Policy Analysis: Research and Practice*, 2007, Vol. 9, No. 1, pp. 47-68.
- Beale, D. (1994) Driven by Nissan? A Critical Guide to New Management Techniques, Lawrence and Wishart, London.
- Beardwell, I. and Holden, L. eds., (2001), Human Resource Management, A Contemporary Perspective, Pitman Publishing, London.

- Becker, BE and Huselid, MA. (1998), High Performance Work Systems and Firm Performance: A Synthesis of Research and Managerial Implications, *Research in Personnel and Human Resources Management*, 1998, 16, pp. 53-101.
- Beer, M., Spector, B., Lawrence, P., Quinn Mills, D and Walton, R. (1984), Human Resource Management: A General Manager's Perspective, Free Press, Glencoe, Ill.
- Begin, J.P., (1992), Comparative human resource management (HRM): a systems perspective, *The International Journal of Human Resource Management*, 1992, Vol. 33, December.
- Bellou, V., (2007), Achieving long-term customer satisfaction through organizational culture, Evidence from the health care sector, *Managing Service Quality*, Vol.17, No.5, pp. 510-522.
- Bennett, T., (2010), Employee voice initiatives in the public sector: views from the workplace, *International Journal of Public Sector Management* 2010, Vol. 23, No. 5, pp. 444-455.
- Benson, G.S., Young, S.M and Lawler, E.E (2006), High-involvement work practices and analysts' forecasts of corporate earnings, *Human Resource Management*, Winter 2006, Vol. 45, No. 4, pp. 519-537.
- Berg, P. (1999), The Effects of High Performance Work Practices on Job Satisfaction in the United States Steel Industry, *Relations Industrial/Industrial Relations*, Vol.54, pp.111-135.
- Bititci, U.S, Mendibi, K., Nudurupati, S., Garengo, P and Turner, T, (2006), Dynamics of performance measurement and organizational culture, *International Journal of Operations & Production Management*, Vol. 26, No. 12, 2006, pp. 1325-1350.
- Boselie, P., Paauwe, J and Richardson, R (2003), Human resource management, institutionalization and organizational performance: a comparison of hospitals, hotels and local government, *International Journal of Human Resource Management*, 2003, Vol. 14, No. 8, pp. 1407- 1429.
- Boxall, P and Macky, K., (2009), Research and theory on high-performance work systems: progressing the high-involvement stream, *Human Resource Management Journal*, 2009, Vol. 19, No. 1, pp. 3-23.
- Boxall, P., and Purcell, J., (2003), Strategy and human resource management (Management, work and organizations), Palgrave-MacMillan, Hampshire.
- Boyer, R. and J. R. Hollingsworth (1997) 'From national embeddedness to spatial and institutional nestedness', In J.R. Hollingsworth and R. Boyer (eds), *Contemporary Capitalism: The Embeddedness of Institutions*, Cambridge University Press, Cambridge.
- Bradley, K. and Hill, S (1983), After Japan: the Quality Circle transplant and productive efficiency, *British Journal of Industrial Relations*, 1983, Vol. XXI, No. 3, pp.291-311.

- Bradley, L. and Parker, R. (2001), Public sector change in Australia: are managers' ideals being realized, *Public Personnel Management*, Vol. 30, September 22, pp. 349-61.
- Bratton, J and Gold, J (1999), Employee and Industrial Relations, MacMillan Press Ltd, London.
- Brewster, C, Croucher, R, Wood, G and Brookes, M, (2007) Collective and individual voice: convergence in Europe?, *The International Journal of Human Resource Management*, Vol. 18, No. 7, (2007), pp. 1246 – 1262.
- Brown, M and Cregan, C (2008), Organizational change cynicism: The role of employee involvement, *Human Resource Management*, 2008, Vol. 47, No.4, pp. 667-686.
- Bryans, P and Smith, R, (2000), Beyond Training: reconceptualising learning at work, *Journal of Workplace Learning*, 2000, Vol. 12 No. 6, pp. 228-235.
- Bryman, A. (2001), Social Research Methods, Oxford University Press, Oxford.
- Bryman, A. and Bell, E, (2007) *Business Research Methods* (2<sup>nd</sup>. Edn.) Oxford University Press, Oxford
- Bryman, A. and Cramer, D. (1997), *Quantitative Data Analysis with SPSS for Windows: A Guide for Social Scientists*, Routledge, London.
- Buck, T., Filatotchev, I., Demina, N. and Wright, M. (2003), Insider ownership, human resource strategies and performance in a transition economy, *Journal of International Business Studies* (2003) 34, pp.530—549
- Buck, T. and Shahrim, A (2005), The Translation of corporate governance changes across national cultures: the case of Germany, *Journal of International Business Studies*, 2005, Vol. 36, pp. 42-61.
- Butler, P., (2009), Riding along on the crest of a wave: tracking the shifting rationale for non-union consultation at Finance Co, *Human Resource Management Journal*, 2009, Vol. 19, No. 2, pp. 176-193.
- Cabral-Cardoso, C, (2004), The Evolving Portuguese model of HRM, *The International Journal of Human Resource Management*, 2004, Vol. 15, No. 6, pp. 959-977.
- Ciavarella, M.A., (2003), The Adoption of High-Involvement Practices and Processes in Emergent and Developing Firms: a Descriptive and Prescriptive Approach, *Human Resource Management*, Vol. 42 No. 4, pp. 337- 356.
- Collis, J and Hussey, R., (2003), Business Research: (A practical Guide for Undergraduate and Post Graduate Students), Palgrave MacMillan Publishers Ltd, London.
- Committee of Evaluation the industrial Companies Situation, 1994, Libyan Civil Service, Tripoli.

- Cox, A., Zagelmeyer, S. and Marchington, M., (2006), Embedding employee involvement and participation at work, *Human Resource Management Journal*, 2006, Vol. 16, No. 3, pp. 250-267.
- Crouch, C. (1982), Trade Unions, Fontana, London.
- Cunningham I. and Hyman J. (1995), Transforming the HRM vision into reality: the role of line managers and supervisors in implementing change, *Employee Relations*, 1995, Vol. 17, No. 8, pp.5-20.
- Dayhoom, A (2002), An Evaluation of Direct employee Involvement, Published in Arabic.
- Deal, T. E and Kennedy, A.A, (1982), Corporate Culture, Addison-Wesley, Reading MA.
- Dedoussis, E., (2004), A Cross-Cultural Comparison of Organizational Culture: Evidence from Universities in the Arab world and Japan, *Cross Cultural Management*, 2004, Vol. 11, No. 1, pp. 115-34.
- Delery, J.E. and Shaw, J.D. (2001), The Strategic Management of People in Work Organizations: Review, Synthesis, and Extension, *Research in Personnel and Human Resources Management*, 2001, Vol. 20, pp. 165-197.
- Denham, N., Ackers, P. and Travers, C. (1997) Doing yourself out of a job? How middle managers cope with empowerment, *Employee Relations*, 1997, Vol.19, No. 2, pp.147-59.
- Den Hartog, D.N and Verburg, R.V (2004), High Performance Work Systems, Organizational Culture and Firm Effectiveness, *Human Resource Management Journal*, 2004, Vol. 14, No. 1, pp. 55-78.
- Denison, DR. and Spreitzer, G.M. (1991), Organizational culture and organizational development: a competing values approach, *Research in Organizational Change and Development*, 1991, Vol. 5, pp. 1-21.
- Denzin, N.K and Lincoln, Y.S., (1994), Handbook of Qualitative Research, Thousand Oaks, London
- Department of Trade and Industry (2002) High Performance Workplaces: The Role of Employee Involvement in a Modern Economy, DTI (discussion paper available at [www.dti.gov.uk](http://www.dti.gov.uk));
- De Vaus, D.A., (2001), Research Design in Social Research, Sage, London.
- Dewettinck , K and Remue, J., (2011), Contextualizing HRM in comparative research: The role of the Cranet network, *Human Resource Management Review*, 2011, 21, pp. 37-49.
- Dundon, T., Wilkinson, A., Marchington, M., and Ackers, P., (2005), The Management of voice in non-union organizations: managers' perspectives, *Employee Relations*, 2005, Vol. 27, No. 3, pp. 307-319.

Easterby-Smith, M., Thorpe, R. and Lowe, A., (2002), *Management Research* Second Edition, Sage Publications, London .

Edwards, P, (2003), Industrial Relations Theory and Practice, Second Edition, Blackwell Publishing, Oxford.

Edwards, T., (2004), Corporate governance, industrial relations and trends in company-level restructuring in Europe: convergence towards the Anglo-American framework?, *Industrial Relations Journal* 2004 Vol.35, No. 6.

Edwards, P. and Wright, M. (1998) 'HRM and Commitment: A Case Study of Team – working', In P. Sparrow and M. Marchington (eds), HRM The New Agenda, Pitman, London.

Edwards, P., Geary, J. and Sisson, K. (2002) 'New Forms of Work Organization in the Workplace: Transformative, Exploitative, or Limited and Controlled', in G. Murray, J. Bélanger, A. Giles and P. Lapointe (eds) *Work and Employment Relations in the High-Performance Workplace*, pp. 72—119, Continuum, London.

Elbarouni, A.O., (2003), An Examination of the level of employee participation in Libya, Published in Arabic.

Elkabawi, S., (2000), An Evaluation of financial involvement in Libya, Published in Arabic.

Fargher, S., Kesting, S., Lange, T and Pacheco, G (2008), Cultural heritage and job satisfaction in Eastern and Western Europe, 2008, *International Journal of Manpower*, Vol. 29, No. 7, pp. 630-650.

Farnham, D. (1994), Employee Relations, Institute of Personnel Management, London.

Farnham, D and Pimlott, J. (1995) Understanding Industrial Relations, Cassell, London.

Fatehi, K. (1996), International Management, A cross culture approach, Prentice Hall Inc, New Jersey

Fenton-OCreevy, M. and Nicholson, N. (1994) Middle managers: their contribution to employee involvement, Employment Department Research Series, 28.

Fincham, R and Rhodes, P.S (1999), Principles of Organizational Behaviour, 3<sup>rd</sup> Ed, OUP, Oxford.

Flood, P. C., Turner, T., Ramamoorthy, N., and Pearson, J., (2001), Causes and consequences of psychological contracts among knowledge workers in the high technology and financial service industries, *International Journal of Human Resource Management* Vol. 12, No. 7, pp. 1152-1165.

Foot, M and Hook, C (2005), Introducing Human Resource Management, Fourth Edition, Prentice Hall, England.

Fox, A. (1966), Industrial Sociology and Industrial Relations, HMSO, London.

Fox, A. (1971), A Sociology of Work in Industry, Conflict and Joint regulation, HMSO, London.

Geary, J. (2003), 'New Forms of Work Organizations: Still Limited, Still Controlled, but still Welcome?' in Edwards, P (ed) Industrial Relations: Theory and Practice in Britain (2<sup>nd</sup> Edition), Blackwell, Oxford.

Gill, C., and Krieger, H., (2000), Recent Survey Evidence on participation in Europe: Towards a European Framework, *European Journal of Industrial relations*, Vol. 6, No.1, pp. 109-132.

Glover C, (2001), The taking stock market, *People Management*, 2001, December, pp. 44-45.

Godard, J., (2002), Institutional Environments, Employer Practices, and States in Liberal Market Economies, *Industrial Relations*, 2002, Vol. 41, No. 2, pp. 249-286.

Gollan, P.J., (2001), Tunnel vision: non-union employee representation at Euro-tunnel, *Employee Relations*, Vol. 23, No. 4, 2001, pp. 376-400.

Gollan, P.J., (2005), Silent voices: representation at the Euro-tunnel call centre, *Personnel Review*, Vol. 34, No. 4, 2005, pp. 423-450.

Gollan, P.J., (2006), Representation at Suncorp — what do the employees want?, *Human Resource Management Journal*, Vol. 16, No. 3, 2006, pp.268-286.

Gollan, P.J. and Wilkinson, A (2007), Contemporary developments in information and consultation, *International Journal of Human Resource Management*, 2007, Vol. 18, No. 7, pp. 1133-1144.

Gollan, P.J and Wilkinson, A (2007), Implications of the EU Information and Consultation Directive and the Regulations in the UK - prospects for the future of employee representation, *International of Human Resource Management*, Vol. 18, No. 7 July 2007, pp. 1145-1158.

Gooderham, P.N., Nordhaug, O, and Ringdal, K., (1999), Institutional and Rational Determinants of Organizational Practices: Human Resource Management in European Firms, *Administrative Science Quarterly*, Vol. 44, No. 3. (Sep., 1999), pp. 507-531.

Green Book, WORLD CENTER FOR RESEARCHES AND STUDIES OF THE GREEN BOOK, Socialist People's Libyan Arab Jamahiriya, TRIPOLI

Guest, D., (1987) Human resource management and industrial relations, *Journal of Management Studies*, 1987, Vol. 24, No. 5, pp. 503-521.

Guest, D., (1994), Human resource management and performance: a review and research agenda, *International Journal of Human Resource Management*, Vol. 8, No. 3, pp. 263- 276.



- Guest, D. and Peccei, R., (2001), Partnership at Work: Mutuality and the Balance of Advantage, *British Journal of Industrial Relations*, 2001, Vol. 39, 2 pp. 207- 236.
- Hardy, S. and Adnett, N. (2006), Breaking the ICE: workplace democracy in a modernized social Europe, *International Journal of Human Resource Management*, 2006, Vol. 17, No. 6, June, pp. 1021-1031.
- Harley, B., Hyman, J and Thompson, P., (eds), (2005), Participation and democracy at work: essays in honour of Harvie Ramsay, Palgrave MacMillan, Hampshire.
- Harvey, G., (2009), Employment Relations in liberal market economy airlines, *Employee relations*, 2009, Vol. 31, No. 2, pp. 168-181.
- Hashim, J., (2010) Human resource management practices on organizational commitment: The Islamic perspective, *Personnel Review*, 2010, Vol. 39, No. 6, pp. 785-799.
- Hofstede, G., (1991), Culture and organization: software of the mind, McGraw-Hill, London.
- Hofstede, G. (1994), The Business of international business is culture. *International Business Review*, 1994, Vol. 3, No.1, pp. 1-14.
- Hofstede, G. H., (2001), Culture's consequences, Comparing values, behaviors, institutions, and organizations across nations, Sage, Thousand Oaks, CA.
- Holman, D., Wall, T.D., Clegg, C.W., Sparrow, P., and Howard, A, (2003), The New Workplace, (A Guide to the Human impact of modern working practices), John Wiley & Sons, Chichester.
- Humphreys, M., (1996), Culture difference and its effect on the management of technical education, *Leadership & Organization Development Journal*, MCB University Press.
- Huselid, M.A., (1995), The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance, *The Academy of Management Journal*, Vol. 38, No. 3. (Jun., 1995), pp. 635-672 .
- Ichniowski, C., Kochan, T. A., Levine, D., Olsen, C. and Strauss, G, (1996), What works at work?: overview and assessment, *Industrial Relations*, 1996, Vol. 35, pp. 356-374.
- Ingraham, P.W., (1996), 'The reform agenda for national civil service systems: external stress and internal strains', in Hans, A. G. M. Bekke, James, L. Perry and Theo, A. J. Toonen (Eds) Civil Service Systems in Comparative Perspectives, Indiana University Press, Bloomington, IN.
- Jackson, T., (2002), The Management of people across Cultures: Valuing People Differently, *Human Resource Management*, Vol. 41, No. 4, pp. 455-475.
- Johnstone, S., Wilkinson, A. and Ackers, P., (2004), Partnership paradoxes A case study of an energy company, *Employee Relations*, 2004, Vol. 26 ,No. 4, pp. 353-376.

- Jung, J., Su, X., Baeza, M and Hong, S (2008), The effect of organizational culture stemming from national culture towards quality management deployment, *The TQM Magazine*, 2008, Vol. 20 No. 6, pp. 622-635.
- Kamoche, K. (2001), Understanding Human Resource Management, Open University Press Philadelphia, PA .
- Kamoche, K., (2002), Introduction: Human Resource Management in Africa, *International Journal of Human Resource Management*, 2002, Vol. 13, No. 7, pp. 993-997.
- Katou, A.A. and Budhwar, P.S., (2006), Human resource management systems and organizational performance: a test of a mediating model in the Greek manufacturing context, *International Journal of Human Resource Management* 17 July, 2006, pp. 1223—1253.
- Katou, A.A., Budhwar, P.S., Woldu, H and Al-Hamadi, A.B, (2010), Influence of ethical beliefs, national culture and institutions on preferences for HRM in Oman, *Personnel Review*, 2010, pp. 728-745.
- Keep, E. (2000) Creating a Knowledge-driven Economy — Definitions, Challenges and Opportunities’, SKOPE Policy Paper 2. Coventry: SKOPE, University of Warwick.
- Keep, E. (2002) The English VET Policy Debate — Fragile “Technologies” or Opening the “Black Box”, Two Competing Versions of Where we Go Next, *Journal of Education and Work*, 2002, Vol. 15, No. 4, pp. 457-79.
- Kelly, J. (1988) Trade Unions and Socialist Politics, Verso, London.
- Kersley, B., C. Alpin, J. Forth, A. Bryson, H. Bewley, G. Dix and S. Oxenbridge (2006), Inside the Workplace: Findings from the 2004 WERS, Routledge, London .
- Kessler, I. and Purcell, J., (2003), ‘Individualism and Collectivism in Industrial Relations’, in Edwards, P, Industrial Relations Theory and Practice, Second Edition, Blackwell Publishing, Oxford.
- Kessler, I., Undy, R., and Heron, P., (2004), Employee perspectives on communication and consultation: findings from a cross-national survey, *International Journal of Human Resource Management*, 2004, Vol.15, No. 3, pp. 512-532.
- Klein, K.J. (1987), Employee stock ownership and employee attitudes: a test of three frameworks, *Journal of Applied Psychology*, 1987, Vol. 72, No. 2, pp. 319-32.
- Klerck, G, (2008), Industrial relations in Namibia since independence: Between neo-liberalism and neo-corporatism?, *Employee relations*, 2008, Vol. 39, No. 4, pp. 355-371.
- Knudsen, H. (1995), Employee Participation in Europe, SAGE Publications Ltd, London.
- Konzelmann, S., Conway, N., Trenberth, L and Wilkinson, F (2006), Corporate Governance and Human Resource Management, *British Journal of Industrial Relations*, 2006, Vol. 44, No. 3, pp. 541-567.

- Kumar, P. (1995) Canadian Labour's Response to Work Reorganization, *Economic and Industrial Democracy*, 1995, Vol. 16, No. 1, pp. 39-78.
- Lawler, J., (2007), Individualization and public sector leadership, *Public Administration* 2007, pp. 1-12.
- Legge, K. (1995) Human Resource Management: Rhetorics and Realities, Macmillan, Basingstoke.
- Lemon, M. and Sahota, P.S. (2003), Organizational culture as a knowledge repository for increased innovative capacity", available at: [www.alba.edu.gr](http://www.alba.edu.gr). (accessed March 13, 2009).
- Leopold, J (2002), Employee Relations, Pearson Education Limited, England.
- Leopold, J., Harris, L and Watson, T (2005), The Strategic Managing of Human Resources, Pearson Education Ltd England.
- Letza, S and Kirkbride, J, Sun, X and Smaliman, C, (2008), Corporate governance theorising: limits, critics and alternatives, *International Journal of Law and Management*, 2008, Vol. 50, No. 1, pp. 17-32.
- Lindholm, N., (2000), National culture and performance management in MNC subsidiaries, *International Studies of Management & Organization*; Winter 1999-2000; 29, 4, p. 45.
- Lok, P and Crawford, J (2004), The Effect of organizational culture and leadership style on job satisfaction, *The Journal of Management Development*, 2004, Vol. 23, No. 3/4, pp. 321-338.
- Luna-Arocas, R and Camps, J (2008), A Model of high performance work practices and turnover intentions, *Personnel Review*, 2008, Vol.37, No. 1, pp. 26-46.
- Mabey, C., Salaman, G. and Storey, J. (1998) (eds.) Strategic Human Resource Management, Sage, London.
- Macky, K and Boxall, P (2007), The relationship between 'high performance work practices' and employee attitudes: an investigation of additive and interaction effects, *International Journal of Human Resource Management*, Vol. 18, No. 4, April 2007, pp. 537-567.
- Mainardes, E. W., Alves, H and Raposo, M, (2011), Stakeholder theory: issues to resolve, *Management Decision*, 2011, Vol.49 No. 2, pp. 226-252.
- Marchington, M. (1992), 'Managing labour relations in a competitive environment', in A sturdy, D knights and H willmott (eds), Skill and Consent, Contemporary studies on the labour process, Routledge, London.
- Marchington, M and Wilkinson, A. (2000), 'Direct Participation', in Bach and Sissons, Eds, Personnel Management A Comprehensive Guide to Theory and Practice, 3rd Edition, Industrial Relations Research Unit, Blackwell, Oxford.

- Marchington, M. and Wilkinson, A., (2004), 'Direct Participation and Involvement', in Bach, S, Personnel Management in Britain, 4<sup>th</sup> edition, Blackwell, Oxford.
- Marchington, M., and Zagelmeyer, S (2005), Foreword: linking HRM and performance — a never-ending search? *Human Resource Management Journal*, 2005, Vol. 15, No. 4.
- Markey, R., (2006), The Internationalisation of representative employee participation and its impact in the *Asia Pacific*, *Asia Pacific Journal of Human Resources*, 2006 44(3), pp. 342-363.
- Martin, G. and Beaumont, P., (2001), Transforming multinational enterprises: towards a process framework of strategic human resource management change, *International Journal of Human Resource Management* 2001, Vol 12, No. 8, pp. 1234-1250.
- Mason, A. (2001), *Social Research Methods*, Oxford Press.
- McCann, L and Schwartz, G., (2006) Terms and conditions apply: management restructuring and the global integration of post-socialist societies, *The International Journal of Human Resource Management*, 2006, Vol. 17, No. 8, pp. 1339-1352.
- McCann, L and Schwartz, G, (2006), Terms and conditions apply: management restructuring and the global integration of post-socialist societies, *International Journal of Human Resource Management*, 2006, Vol. 17, No. 8, pp. 1339 -1352.
- McKenna, E., and Beech, N (2002), Human Resource Management: a concise analysis, Pearson Education Limited, London.
- Mc Loughlin, I. (1996), 'Inside the non-union firm', in Ackers, P. Smith, C. and Smith, P. (1996), Critical perspectives on work and organization, Routledge, London and New York.
- McMillan-Capehart, A., (2005), A Configurational framework for diversity: socialization and culture, *Personnel Review* 2005, Vol. 34, No. 4, p. 490.
- McNabb, R. and Whitfield, K. (1998), The Impact of financial participation and employee involvement on financial performance, *Scottish Journal of Political Economy*, 1998, Vol. 45, p. 171-184.
- Mc Nabb, R. and Whitfield, M. (1999) The Distribution of Employee Participation Schemes at the Workplace, *The International Journal of Human Resource Management*, 1999, Vol. 10, No. 1, pp. 122-36.
- Meggison, W. L., (2005), The Financial Economics of Privatization, Oxford University Press, Oxford.
- Meggison, W. L. and Netter, J.M., (2001), From State to market: a survey of empirical studies on privatization, *Journal of Economic Literature*, Vol. 39, pp. 321-389.
- Melgarejo, Z., Arcelus, F.J and Simon, K (2007), Measuring performance: differences between capitalist and labour-owned enterprises, *International Journal of Social Economics*, 2007, Vo. 34, No. 7, pp. 485-501.

Metcalfe, B.D., (2007), Gender and human resource management in the Middle East, *International Journal of Human Resource Management*, 2007, Vol. 18, No. 1, pp. 54-74.

Meyer, J. and Allen, N. (1997), Commitment in the Workplace: Theory, Research and Application, Sage, London.

Miller, G. and Sharda, B. D. (2000), Organizational Structure in the Middle East: a Comparative Analysis, *International Journal of Comparative Sociology*, August/November, Vol. 41, p.4.

Miliward, N., Bryson, A. and Forth, J. (2000) All Change at Work? Routledge, London.

Morley, M.J and Collings, D.G, (2004), Contemporary debates and new directions in HRM in MNC's: introduction, *International Journal of Manpower*, 2004, Vol. 25, No. 6, pp. 487-499.

Mughrabi, I.S.S (2002), An Evaluation of Financial Involvement, published in Arabic.

Murphy, E. C. (2001) The State and the Private Sector in North Africa: Seeking Specificity, *Mediterranean Politics*, 2001, Vol. 6, No. 2, pp. 1-28.

Nayir, D.Z and Uzunçarili, U (2008), A cultural perspective on knowledge management: the success story of Sarkuysan company, *Journal of Knowledge Management*, 2008, Vol. 12, No. 2, pp. 141-155.

Ng, Y., C., (2003), Training and productive efficiency in transition economies, *Oxford Economic Papers* 55, 2003, pp. 607-624.

Nolan,P., and O'Donnel, K., (2003), 'Industrial Relations HRM and Performance', in Edwards, P, Industrial Relations Theory and Practice, Second Edition, Blackwell Publishing, Oxford.

O'Donnell, D., Tracey, M., Henriksen, L.B., Bontis, N., Cleary, P., Kennedy, T and O'Regan, P. (2006), On the "essential condition" of intellectual capital: labour! , *Journal of Intellectual Capital* Vol. 7, No. 1, 2006, pp. 111-128.

OECD (1996), Integrating People into Public Service Reform, OECD, Paris.

Online Statsbook (<http://onlinestatbook.com/chapter13/unequal.html>) accessed July 2011

Owusu, Y.A., (1999), Importance of employee involvement in world-class agile management systems, *International Journal of Agile Management Systems* 1-2 (1999), pp. 107-115.

Oyserman, D., Coon, H.M and Kimmelmeier, M (2002), Rethinking Individualism and Collectivism: Evaluation of Theoretical Assumptions and Meta-Analyses, *Psychological Bulletin* 2002 Vol. 128 ,No. 1, pp. 3-72.

- Pawan S. Budhwar and Yaw A. Debrah, (2005), 'International HRM in developing countries' in Scullion and Lineham, International HRM in the 21<sup>st</sup> Century, Palgrave MacMillan, London.
- Peng, MW and Heath, P.S. (1996) The Growth of the Firm in the Planned Economies in Transition: Institutions, Organizations, and Strategic Choice, *Academy of Management Review*, 1996, Vol. 21, No. 2, pp. 492-528.
- Pfeffer, J. (1998) The Human Equation: Building Profits by Putting People First, Harvard Business School Press, Boston, MA.
- Pichault, F., (2007), HRM-based reforms in public organizations: problems and perspectives, *Human Resource Management Journal*, Vol. 17, No. 3, 2007, pp. 265-282.
- Pil F.K, MacDuffie J.R., (1996), The Adoption of high-involvement work practices, *Industrial Relations*, 1996, Vol. 35, pp. 423-455.
- Pollert, A. (1999), Transformation at Work in the New Market Economies of Central Eastern Europe, Sage, London.
- Poole, M., Lansbury, R., and Wailes, N., (2001), A Comparative Analysis of developments in Industrial democracy, *Industrial Relations 2001* Vol. 40, No. 3, pp. 490-526.
- Poutsma, E., Hendrickx, J. and Huijgen, F. (2003), Employee participation in Europe: in search of the participative workplace, *Economic and Industrial Democracy*, Vol. 24, No. 1, pp. 45-76.
- Price, A. (2004), Human Resource Management in a Business Context, 2<sup>nd</sup> Ed, Thomson Learning, London.
- Pudelko, M., (2006), A comparison of HRM systems in the USA, Japan and Germany in their socio-economic context, *Human Resource Management Journal*, 2006, Vol. 16, No. 2, pp. 123-153.
- Pulignano, V., (2005), EWCS' Cross-National Employee Representative Coordination: A Case of Trade Union Cooperation?, *Economic and Industrial Democracy 2005*, Vol. 26, No. 3, pp. 383-412.
- Purcell J, (1987), Mapping Management styles in employee relations, *Journal of Management Studies* Vol. 24, No. 5, pp. 533-548.
- Purcell, J., and Sisson, K., (1983), Strategies and practice in the management of industrial relations, In G. Bain (Ed.), *Industrial relations in Britain*, Blackwell, Oxford.
- Purcell, J. and Ahlstrand, B., (1994) *Human Resource Management in the Multi-divisional Company*, Oxford University Press, Oxford.
- Ramamurti, R., (2001), The Obsolescing 'bargaining framework'?, MNC-host developing country relations revisited, *Journal of International Business Studies*, 2001; 32, 1, pg. 23.

- Rashid, M. Z.A., Sambasivan, M, and Johari, J., (2003), The Influence of corporate culture and organizational commitment on Performance, *The Journal of Management Development*, 2003, Vol. 22, Iss. 7/8, pp. 708-729.
- Rathkey, P. (1984) Participation and industrial Democracy: The Shop-floor View, Jim Conway Foundation, Stockton on Tees.
- Redding, S.C. (1994), Comparative management theory: Jungle, zoo or fossil bed? *Organization Studies*, 1994, 15, pp. 323-59.
- Rees, C. J. and Metcalfe, B.D., (2008), Organizational change and development in transition economies: critical perspectives from Eastern Europe, *Human Resource Development International*, 2008, Vol. 11, No. 2, pp. 113-118.
- Riordan, C.M., Vandenberg, R.J., and Richardson, H.A., (2005), Employee involvement climate and organizational effectiveness, *Human Resource Management*, 2005, vol. 44, No. 4, pp. 471- 488.
- Robson, C. (2002), Real World Research, (2nd ed), Blackwell Publishers Ltd. Oxford.
- Ronen, S. and Shenkar, O (1985), 'Clustering countries on attitudinal dimensions: a review and synthesis', *Academy of Management Review*, 1985, Vol. 10, pp. 435-454.
- Royer, S., Waterhouse, J., Brown, K and Festing, M, (2008), Employee voice and strategic competitive advantage in international modern public corporations — an economic perspective, *European Management Journal* (2008) 26, pp. 234 246
- Salamon, M. (1998), Industrial relations: Theory and Practice, Prentice-Hall, London.
- Saunders, M., Lewis, P., and Thorn hill, A., (2007), Research Methods for Business Students, 4th Edition, Pearson Education Limited, England
- Saunders, M., Lewis, P., and Thorn hill, A., (2009), Research Methods for Business Students, 5th Edition, Pearson Education Limited, England.
- Schein, E.H. (1992) Organizational Culture and Leadership, Second Edition, Jossey-Bass Publishers, San Francisco, CA.
- Schnabel, C and Wagner, J (2007), Union density and determinants of union membership in 18 EU countries: evidence from micro data, 2002/03, *Industrial Relations Journal*, 2007, Vol. 38, No. 1, pp. 5-32.
- Schnabel, C. Zagelmeyer, S and Kohaut, S., (2006), Collective Bargaining Structure and its Determinants: An Empirical Analysis with British and German Establishment Data, *European Journal of Industrial Relations* 2006, Vol. 12, pp. 165-186.
- Sekaran, L., (2003), Research Methods for Business: A skill-building approach, John Wiley & Sons, London.
- Silverman, D., (2006), Interpreting Qualitative Data, 3<sup>rd</sup> Edition, Sage, London.

Simons, H., (2009), Case Study Research in Practice, Sage, London.

Sinangil, H.K., 2004, Globalisation and Managing Organizational Culture Change: The Case of Turkey, *Psychology Developing Societies*, 2004, Vol. 16, No. 27, pp. 27-40.

Singh, A. (1999), "Asian Capitalism and Financial Crisis", In J. Michie and J. Grieve Smith (eds), Global Instability: The Political Economy of World Governance, (Chapter 1), Routledge, London.

Smith, C. and Meiksins, P. (1995) System, society and dominance effects in cross-national organizational analysis, *Work, Employment and Society*, 1995, Vol. 9, No. 2, pp. 241-267.

Sorensen, J.B., (2002), The Strength of corporate culture and the reliability of firm performance, *Administrative Science Quarterly* March 2002, Vol. 47, pp. 70-91.

Suárez-Barraza, M.F and Ramis-Pujol, J, (2010), Implementation of Lean-Kaizen in the human resource service process A case study in a Mexican public service organization, *Journal of Manufacturing Technology Management*, 2010, Vol. 21, No.3, pp. 388-410.

Suliman, A.M and Abdulla, M.H (2005), Towards a high-performance workplace: managing corporate climate and conflict, *Management Decision*, 2005, Vol. 43, No. 5, pp. 720-733.

Stoney, C. and Winstanley, D., (2001), Stake-holding Confusion or Utopia?, Mapping the Conceptual Terrain, *Journal of Management Studies*, 2001, Vol.38, No. 5, pp. 603-626.

Storey, J (2001), Human Resource Management: A Critical Text, 2<sup>nd</sup> edition, Thomson Learning, London.

Tailby, S., Richardson, R., Upchurch, M., Danford, A and Stewart, P (2007), Partnership with and without trade unions in the UK financial services: filling or fuelling the representation gap?, *Industrial Relations Journal*, 2007, Vol. 38, No. 3, pp. 210-228.

Tata, J. and Prasad, J. (1998), Cultural and structural constraints on total quality management implementation, *Total Quality Management*, Vol. 9, No. 8, pp. 703-10.

Tattersall, A., (2008), Coalitions and community unionism: Using the term community to explore effective union-community collaboration, *Journal of Organizational Change Management*, 2008, Vol. 21, No. 4, pp. 415-432.

Tayeb, M. (1997), Islamic Revival in Asia and Human Resource Management, *Employee Relations*, Vol. 19, No. 4, pp. 352-364.

Terterov, M. and Wallace, J., (2002), Doing Business with Libya, Kogan Page, London.

Thomas, D.C., Au, K and Ravlin, E.C, (2003), Cultural variation and the psychological contract, *Journal of Organizational Behavior*, 2003, Vol. 24, pp. 451-471.



- Tichy, N. M., Fombrun, C. J. and Devanna, M. A. (1982), Strategic human resource management, *Sloan Management Review*, 1982, Vol. 23, No. 2, pp. 47-61.
- Torka, N., Schyns, B and Kees Looise, J, (2010), Direct participation quality and organizational commitment: the role of leader-member exchange, *Employee relations*, 2010, Vol. 32, No. 4, pp. 418-434.
- Townley, B., (1994a). Reframing Human Resource Management, Sage, London.
- Townley, B., (1994b) 'Communicating with Employees', In Sisson, K. (ed) Personnel Management, Blackwell, London.
- Tsiganou, H. A. (1991), Worker? participative schemes: The experience of capitalist and plan-based societies, Greenwood Press, New York.
- Uddin, S and Choudhury, J (2008), Rationality, traditionalism and the state of corporate governance mechanisms, Illustrations from a less-developed country, *Accounting, Auditing & Accountability Journal*, 2008, Vol. 21 ,No. 7, pp. 1026-1051.
- U.K. Government report, (2000), Managing Employees in high-skill sectors, <http://www.eurofound.ie/2000/08/feature/uk0008186f.html> 16/10/2005
- Upchurch, M., Richardson, M., Tailby, S., Danford, A. and Stewart, P. (2006), Employee representation and partnership in the non-union sector: a paradox of intention?, *Human Resource Management Journal*, 2006, Vol. 16, No. 4, pp. 393-410.
- Viggiani, F.A., (1999), Doing the right thing: Organizational structure and process for democratic governance in the firm, *Industrial Relations Journal*, 1999, Vol. 30, No. 3, pp. 229-241.
- Walton, R.E. (1985), From Control to commitment in the workplace, *Harvard Business Review*, March—April, pp. 77-84.
- Warner, M. (1995), The Management of Human Resources in Chinese Industry, Macmillan, London.
- Weir, D. (2000), 'Management in the Arab world' in Warner, M (ed.) Regional Encyclopaedia of Business and Management: Management in Emerging Countries, Business Press Thomson Learning, USA.
- Wilkinson, F. (2003), 'Productive systems and the structuring role of economic and social theories', In B. Burchell, S. Deakin, J. Michie and J. Rubery (eds.), Systems of Production: Markets, Organizations and Performance, Routledge, London: pp.10-39.
- Wilkinson, A. Marchington, M. Ackers, P. and Goodman, J. (1994), ESOP's fables: a tale of a machine tool company, *The International Journal of Human Resource Management*, 1994, Vol. 5, No. 1.
- Williams, M., (2003), Making Sense of Social Research, Malcolm Williams, Sage Publications, London.

- Wills, J., (1999), European Works Councils in British Firms, *Human Resource Management Journal*, Vol. 9, No. 4.
- Wood, G and Glaister, K, (2008), Union power and new managerial strategies: the case of South Africa, *Employee Relations*, 2008, Vol. 30, No. 4, pp. 436-451.
- Worrall, L., Cooper, G., and Campbell, F., (2000), The New reality for U.K. managers: Perpetual change and employment instability, *Work Employment and Society*, 2000 Vol. 14, No. 4, pp. 647-668.
- Wright, P., McCormick, B., Sherman, W.S. and McMahan, G. (1999), The Role of Human Resource Practices in Petro-Chemical Refinery Performance, *International Journal of Human Resource Management*, 1999, Vol. 10, pp. 1-71.
- Wright, P. and McMahan, G. (1992), Theoretical Perspectives for Strategic Human Resource Management, *Journal of Management*, 1992, Vol. 18, pp. 295-320.
- Wright, P.M., Dunford, B.B. and Snell, S.A. (2001), Human Resources and the Resource Based View of the Firm, *Journal of Management*, 2001, Vol. 27, pp. 701-721.
- Yeganeh, H and Su, Z, (2008), An Examination of human resource management practices in Iranian public sector, *Personnel Review*, 2008, Vol. 37, No. 2, pp. 203-221
- Yin, R.K (2003), *Case Study Research Design and Methods*, 3<sup>rd</sup> edition, London, Sage publications.
- Yin, R.K (2009), *Case Study Research Design and Methods*, 4<sup>th</sup> edition, London, Sage publications.
- Zammuto, R.F., Gifford, G. and Goodman, E.A. (1999), 'Managerial ideologies, organization culture and the outcomes of innovation: a competing values perspective', in Ashkanasy, N., Wilderom, C. and Peterson, M. (Eds), The Handbook of Organizational Culture and Climate, Sage, Thousand Oaks, CA.
- Zammuto, R.F. and Krakower, J.Y. (1991), Quantitative and qualitative studies of organizational culture, *Research in Organizational Change and Development*, Vol. 5, pp. 83-114.
- Zdunczyk, K and Blenkinsopp, J., (2007), Do organizational factors support creativity and innovation in Polish firms?, *European Journal of Innovation Management*, 2007, Vol. 10, No. 1, pp. 25-40.
- Zhao, J and Chen, L (2008), Individualism, collectivism, selected personality traits, and psychological contract in employment, A comparative study, *Management Research News*, 2008, Vol. 31, No. 4, pp. 289-304.
- Zhu, Y. (2004), Responding to the Challenges of Globalization: Human Resource Development in Japan, *Journal of World Business*, 2004, Vol.39, No. 4, pp. 337-348.
- Zhu, Y and Fahey, S (2000), The Challenges and Opportunities for the Trade Union Movement in the Transition Era: Two Socialist Market Economies- China and Vietnam, *Asia Pacific Business Review*, 2000, Vol. 6, No. 3, pp. 282- 29.

# **Appendices**

## Appendix One Pilot Employees Questionnaire

As an ongoing part of my research I want to pilot my questionnaire and would be pleased if you could look at the questions and then comment on the content and whether or not you found them understandable.

### Section 1: National Culture (In answer to these questions please state how you feel about the statements)

1. 'In my country the less powerful person in society accepts inequality in power and considers it normal'?

Strongly Agree	<input type="checkbox"/>
Mildly Agree	<input type="checkbox"/>
Neither Agree or Disagree	<input type="checkbox"/>
Mildly Disagree	<input type="checkbox"/>
Strongly Disagree	<input type="checkbox"/>

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

2. 'The culture in my country adopts strict codes of behaviour and a belief in absolute truths'?

Strongly Agree	<input type="checkbox"/>
Mildly Agree	<input type="checkbox"/>
Neither Agree or Disagree	<input type="checkbox"/>
Mildly Disagree	<input type="checkbox"/>
Strongly Disagree	<input type="checkbox"/>

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

3. 'In my country a person's allegiance is to his/her immediate family'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

The word allegiance was misunderstood- and changed to LOYALTY-in revised questionnaire  
\_\_\_\_\_  
\_\_\_\_\_

4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Section 2: Organizational Culture (In answer to these questions please tick the appropriate box)**

5a. Do you have employees belonging to union(s) in your company?

YES

NO

5b. If yes, do you know approximately what proportion of employees are members of the union?

Less than half

About half

More than half

Don't Know

Did you find the question understandable?

Yes

No

Was the content simple enough for you to answer the question?

Yes

No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

6a. As far as you are aware, do you have employee representatives on committees in your company?

YES

NO

Don't Know

6b. If yes, do you know approximately what percentage of people represent employees on committees?

Less than 5%

6% to 10%

More than 10%

6c. Are these representatives elected by employees?

YES

NO

Did you find the question understandable?

Yes

No

Was the content simple enough for you to answer the question?

Yes

No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

**In answer to these questions please state how you feel about the statements**

**7. In my company employees tend to represent themselves in most circumstances?**

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

**8. 'Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'?**

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

9. 'Managers in my company are very good at keeping employees informed about changes in Staffing'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

10. 'Managers in my company are very good at keeping employees informed about changes in the way I do my job'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---



11. 'Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

12. 'In my company the employment relationship is about (more) than just earning money'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

The word MORE had been missed from the question-IT has been inserted- in the revised questionnaire

---

---

---

13. 'In my company the employment relationship is a partnership of cooperation?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

**Section 3: EIP in the organization (In answer to these questions please state how you feel about the statements)**

14. 'In my company the level of involvement, participation and empowerment employees feel is very high'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

15. 'In my company the degree of autonomy the employee is granted, is very high'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

There were issues raised regarding the meaning of the word AUTONOMY- the statement has been altered to read: In my company (the freedom offered to employees to make their own decisions) is high – in the revised questionnaire

---

---

---

16. 'In my company the safety of the work environment is very important and employees are directly involved'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

17. 'In my company the opportunity for training and development is very high and employees are responsible for their self-development'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

**Section 4: Preferred form of EIP (In answer to these questions please state how you feel about the statements)**

18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

22. Team meetings between managers and employees area a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

23. Suggestion Schemes are a helpful form of employee involvement practice in the workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

24. Problem solving groups are a helpful form of employee involvement practice in the workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

25. Team working is a helpful form of employee involvement practice in the workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

26. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---



27. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

**Section 5: Changes required in EIP and the possible effects (In answer to these questions please state how you feel about the statements)**

28. Increased levels of employee involvement and participation should be introduced at your company?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

29. The management of employees could be done in a way that focuses more than on individuals?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

The word (than) had been inserted incorrectly and was removed in the revised questionnaire

---

---

---

30. Management should allow workers to participate and become more involved in the decision-making process?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

31. Greater participation by employees will result in improved satisfaction and morale and as a consequence increase performance

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

32. There is a need to change the existing employee involvement practice within the company?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

33. A change to the existing employee involvement practice could make work life more meaningful and satisfying?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

Did you find the question understandable? Yes  No

Was the content simple enough for you to answer the question? Yes  No

I would appreciate any suggestions you may have about the question, particularly any words you did not fully understand?

---

---

---

**THANK YOU FOR COMPLETING THE PILOT QUESTIONNAIRE**

**YOUR HELP IS GREATLY APPRECIATED**

Finally if there are any further comments you would like to make regarding the structure or content of this questionnaire I would be pleased to hear them.

---

---

---

---

---

---

---

---

---

---

---

## **Appendix Two Pilot Management Interview Schedule**

**As an ongoing part of my research I want to pilot my interview schedule and would be pleased if you could answer my questions and then at the end I will ask you to comment on the content and whether or not you found them suitable and understandable.**

1. To what extent do you feel the existing employment relationship in your company allows employees to act autonomously?
2. To what extent do you feel employees in the company are given opportunities for self development?
3. To what extent do feel health and safety is an important issue in your company?
4. To what extent do you feel your particular management style promotes communication directly with employees, rather than through employee representative channels?
5. In your opinion does communicating directly with employees promote a commonality of interests between employee and organization?
6. Is your organization state-owned?
7. Do you have discretion to acquire and allocate resources?
8. Does your organization have substantial discretion over the allocation of its resources?
9. Does your organization have substantial discretion over the formulation and implementation of its competitive strategies?
10. In your country is there central economic planning and bureaucratic control?
11. In your country is there is control on companies raising finance to provide operating funds?

12. In your country do the established institutions facilitate or constrain markets?

13. Does your organization operate in the public or private sector?

14. Do you have policy of union recognition in your company?

YES

NO

15. Which of the following forms of employee involvement and participation do you feel works best and Why?

- Top-down communication from management to employees (company newspapers, communication meetings, team briefings and the use of emails and intranet.
- Upward problem-solving mechanisms (such as suggestion schemes and problem-solving groups and team working)
- Representative participation (through either a union, a committee, or a works council)

16. Do you feel that increased levels of employee involvement and participation should be introduced at your company?

17. Do you think that management in your company should allow workers to participate and become more involved in the decision-making process?

18. Do you think a change to the existing employee involvement practice could make work life more meaningful and satisfying for workers?

**THANK YOU FOR COMPLETING THE PILOT INTERVIEW SCHEDULE**

**YOUR HELP IS GREATLY APPRECIATED**

Finally if there are any further comments you would like to make regarding the structure or content of this interview schedule I would be pleased to hear them.

---

Do you think that I have missed anything out?

Do you think I should remove anything that has been included?

Did you understand ALL of the questions asked?

## Appendix Three Employees Questionnaire

### Section 1: National Culture (In answer to these questions please state how you feel about the statements)

1. 'In my country the less powerful person in society accepts inequality in power and considers it normal'?

Strongly Agree	<input type="checkbox"/>
Mildly Agree	<input type="checkbox"/>
Neither Agree or Disagree	<input type="checkbox"/>
Mildly Disagree	<input type="checkbox"/>
Strongly Disagree	<input type="checkbox"/>

2. 'The culture in my country adopts strict codes of behaviour and a belief in absolute truths'?

Strongly Agree	<input type="checkbox"/>
Mildly Agree	<input type="checkbox"/>
Neither Agree or Disagree	<input type="checkbox"/>
Mildly Disagree	<input type="checkbox"/>
Strongly Disagree	<input type="checkbox"/>

3. 'In my country a person's loyalty is to his/her immediate family'?

Strongly Agree	<input type="checkbox"/>
Mildly Agree	<input type="checkbox"/>
Neither Agree or Disagree	<input type="checkbox"/>
Mildly Disagree	<input type="checkbox"/>
Strongly Disagree	<input type="checkbox"/>

4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'?

Strongly Agree	<input type="checkbox"/>
Mildly Agree	<input type="checkbox"/>
Neither Agree or Disagree	<input type="checkbox"/>
Mildly Disagree	<input type="checkbox"/>
Strongly Disagree	<input type="checkbox"/>

**Section 2: Organizational Culture (In answer to these questions please tick the appropriate box)**

5a. Do you have employees belonging to union(s) in your company?

YES

NO

5b. If yes, do you know approximately what proportion of employees are members of the union?

Less than half

About half

More than half

Don't Know

6a. As far as you are aware, do you have employee representatives on committees in your company?

YES

NO

Don't Know

6b. If yes, do you know approximately what percentage of people represent employees on committees?

Less than 5%

6% to 10%

More than 10%

6c. Are these representatives elected by employees?

YES

NO

*In answer to these questions please state how you feel about the statements*

7. In my company employees tend to represent themselves in most circumstances?

Strongly Agree

Mildly Agree

Neither Agree or Disagree

Mildly Disagree

Strongly Disagree

8. 'Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'?

Strongly Agree

Mildly Agree

Neither Agree or Disagree

Mildly Disagree

Strongly Disagree



9. 'Managers in my company are very good at keeping employees informed about changes in Staffing'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

10. 'Managers in my company are very good at keeping employees informed about changes in the way I do my job'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

11. 'Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

12. 'In my company the employment relationship is about more than just earning money'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

13. 'In my company the employment relationship is a partnership of cooperation'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

**Section 3: EIP in the organization (In answer to these questions please state how you feel about the statements)**

14. 'In my company the level of involvement, participation and empowerment employees feel is very high'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

15. 'In my company the freedom offered to employees to make their own decisions is high'

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

16. 'In my company the safety of the work environment is very important and employees are directly involved'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

17. 'In my company the opportunity for training and development is very high and employees are responsible for their self-development'?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

**Section 4: Preferred form of EIP (In answer to these questions please state how you feel about the statements)**

18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

22. Team working is a helpful form of employee involvement practice in the workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

**Section 5: Changes required in EIP and the possible effects (In answer to these questions please state how you feel about the statements)**

25. Increased levels of employee involvement and participation should be introduced at your company?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

26. The management of employees could be done in a way that focuses more on individuals?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

27. Management should allow workers to participate and become more involved in the decision-making process?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

28. There is a need to change the existing employee involvement practice within the company?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

29. A change to the existing employee involvement practice could make work life more meaningful and satisfying?

- Strongly Agree
- Mildly Agree
- Neither Agree or Disagree
- Mildly Disagree
- Strongly Disagree

**THANK YOU FOR COMPLETING THE QUESTIONNAIRE (ALL RESPONSES ARE STRICTLY CONFIDENTIAL)**

### **Appendix Four Management Interview Schedule**

1. To what extent do you feel the existing employment relationship in your company allows employees to act autonomously?
2. To what extent do you feel employees in the company are given opportunities for self development?
3. To what extent do feel health and safety is an important issue in your company?
4. To what extent do you feel your particular management style promotes communication directly with employees, rather than through employee representative channels?
5. In your opinion does communicating directly with employees promote a commonality of interests between employee and the organization?
6. Is your organization state-owned?
7. Do you have discretion to acquire and allocate resources?
8. Does your organization have substantial discretion over the allocation of its resources?
9. Does your organization have substantial discretion over the formulation and implementation of its competitive strategies?
10. In your country there is central economic planning and bureaucratic control?
11. In your country is there is control on companies raising finance to provide operating funds?
12. In your country do the established institutions facilitate or constrain markets?
13. Does your organization operate in the public or private sector?
14. Do you have policy of union recognition in your company?

YES

NO

15. Which of the following forms of employee involvement and participation do you feel works best and Why?
- Top-down communication from management to employees (company newspapers, communication meetings, team briefings and the use of emails and intranet.
  - Upward problem-solving mechanisms (such as suggestion schemes and problem-solving groups and team working)
  - Representative participation (through either a union, a committee, or a works council)
16. Do you feel that increased levels of employee involvement and participation should be introduced at your company?
17. Do you think that management in your company should allow workers to participate and become more involved in the decision-making process?
18. Do you think a change to the existing employee involvement practice could make work life more meaningful and satisfying for workers?

**Appendix Five**  
**Access Documents and Consent Form**

**Introductory Letter**

DATE

Dear (whatever their name is)

**Employee involvement and participation: a cross cultural research project**

I am a Human Resource Manager and a Part-Time lecture from Libya currently studying for a PhD in the UK at the University of Gloucestershire. Your help would be greatly appreciated in supporting this research project, which seeks to gauge attitudes to employee involvement and participation. Your thoughts and comments would be very valuable and enable exploration of:

- Forms of employee involvement used at (Company Name)
- General levels of current employee involvement;
- Your preferences in relation to employee involvement and participation; and,
- Ideas on how you feel practices could be changed to improve performance

The research is being conducted only for academic purposes, and all information will be treated in the strictest of confidence. No individual or organization will be named in the final research report, in accordance with the University's code of practice on confidentiality and anonymity. Participants will also receive a summary of the information generated that will cover feedback from both private and public sector organizations. Information will be collected through interview, which should last no more than 60 minutes.

I hope that you will be able to assist in this research exercise and appreciate your help and time.

Yours faithfully,

**Abdussalam Elmassri**



**Respondent Availability**

**For the attention of:**

My address

**From:**

Name {Participants name}

Position

**Employee involvement and participation**

I am able to talk to you about employee involvement and participation in my company. I am available to meet you at the following times, dates and location...

Date	Time	Location

You can contact me to make arrangements for an interview on:

Contact Tel. No	Preferred Contact Address

I also recommend that you speak with...

Name	Position	Contact Tel. No	Preferred Contact Address

I am unable to participate in the study of employee involvement and participation.

I however recommend that you speak with...

Name	Position	Contact Tel. No	Preferred Contact Address

Please return to [Ktansh2000@yahoo.com](mailto:Ktansh2000@yahoo.com) or to the address at the top of this form.

## **Interview Request**

Dear Sir/Madam

I am a human resource manager and a part-time lecture from Libya currently studying for a PhD in the UK. I have been given authority to conduct some research into employee involvement and participation in your company. I am approaching a number of managers throughout the company to ask for their assistance in this research.

When you participate you will be asked to provide your attitudes toward culture and the current forms and levels of employee involvement in the company. Additionally you will be asked to comment on your preferred form of employee involvement practice and finally in what way you feel these practice could be changed and with what effect.

Participation in this research is voluntary and all of the data collected is for purely statistical purposes and participants responses are strictly confidential. I believe that the research I am carrying out will be of benefit to your company as well as helping me acquire my PhD. Interviews normally take 45 minutes to an hour but sometimes can take a little longer

I am working on the premises for the next few days and would be pleased if you could contact me on My E-mail [Ktansh2000@yahoo.com](mailto:Ktansh2000@yahoo.com) to arrange an appointment. I also attach an interviewee details form and a research consent form.

Yours Faithfully

**Abdussalam Elmassri**

## **Research Consent Form**

### **Employee Involvement and Participation**

**Researcher Name:**

**Participant Name:**

Please answer the following questions. The questions are designed to ascertain how you would like the interview to be carried out and make sure that I have advised you of your rights in preparing for the interview. The form also ensures that I comply with the Universities' codes of ethics.

#### **The Study:**

I have received the introductory letter and I understand the project and its objectives?

Yes  No

I understand that I can withdraw from the study at any point?

Yes  No

I have had the opportunity to speak to Abdussalam Elmassri on 07975778001 to raise any queries

Yes  No

I have received sufficiently detailed information about the nature of this research?

Yes  No

#### **The Interview:**

I am aware of the areas the research will cover?

Yes  No

I understand that the time taken to complete the interview will vary according to individuals' responses, but will normally last about one hour?

Yes  No

I agree to the use of a recording device to create a record of the interview?

Yes  No

**After the Interview:**

I will want to review all recordings/notes/transcripts from the interview?

Yes  No

I agree to the use of my words in research articles, publications and case studies?

Yes  No

I will want to remain anonymous in research articles, publications and case studies?

Yes  No

I am willing to review excerpts of the interview to ensure their accuracy?

Yes  No

**I am willing to participate in the study**

Yes  No

**Signed:** .....

**Date:** .....

**Interview Date:** .....

## **Explanation to Employee Respondents**

Dear Respondent

I am a human resource manager and a part-time lecture currently studying for a PhD. I have been given authority to conduct some research into employee involvement and participation in your company.

Random selections of employees throughout the company have been asked to participate and provide their attitudes toward culture, the organizations culture employee involvement in the company. They are also asked to comment on the form of involvement they prefer and finally in what way they feel these practices could be improved. I hope that my research will allow companies to improve their employee involvement and participation for people like you.

I appreciate that you might be very busy but completion of this questionnaire will only take 10 to 15 minutes. Participation in this research is voluntary and all of the data collected is for purely statistical purposes and participants responses are strictly confidential. This is why you have not been asked for any personal details. It is important that everyone asked to participate does so and therefore I sincerely request that you agree to take part.

Please read the questionnaire carefully and answer all the questions, while answering the questions, please be sure to select the option with which you most agree or disagree. All information given will be used for the purpose of this research only.

Thank you in advanced for taking the time to complete this questionnaire, which will be of tremendous use in my research. I would also like to express my sincere gratitude for your assistance and state that your co-operation is greatly appreciated. If you have any queries regarding any part of the questionnaire please contact me on, 07975778001. You have been provided with a stamped addressed envelope in which you can place the completed questionnaire and return it to me at the address provided.

Yours Faithfully

Abdussalam Elmassri

[Ktansh2000@yahoo.com](mailto:Ktansh2000@yahoo.com)

**Appendix Six**  
**Reliability Scales from Libyan and UK Samples**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.894	.901	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1	9.85	11.397	.813	.910	.849
Q2	9.20	13.642	.875	.919	.831
Q3	9.25	13.145	.869	.761	.828
Q4	9.35	14.661	.566	.480	.935

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.758	12

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5.1	24.06	30.329	-.043	.824	.802
Q5.2	22.94	25.263	.522	.840	.763
Q6.1	24.19	30.296	-.040	.955	.803
Q6.2	23.94	25.263	.522	.942	.763
Q6.3	24.38	27.983	.397	.686	.778
Q7	24.38	27.183	.197	1.000	.801
Q8	23.13	21.183	.859	1.000	.716
Q9	23.31	25.963	.393	.793	.776
Q10	23.00	24.000	.667	.944	.747
Q11	23.88	28.250	.167	.964	.797
Q12	23.00	20.933	.849	1.000	.716
Q13	23.06	25.129	.454	.908	.770

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.797	.819	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q14	9.05	8.261	.442	.336	.823
Q15	9.10	7.463	.889	.849	.655
Q16	9.00	7.368	.487	.619	.815
Q17	9.00	6.105	.742	.752	.674

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.883	.891	7

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q18	18.90	34.832	.894	.898	.841
Q19	19.35	34.766	.688	.819	.864
Q20	19.20	29.011	.854	.789	.842
Q21	18.75	34.092	.879	.858	.841
Q22	18.85	40.450	.500	.524	.885
Q23	19.20	36.800	.873	.893	.849
Q24	19.85	42.976	.204	.407	.921

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.892	.902	5

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q25	12.95	23.629	.643	.640	.889
Q26	13.25	25.039	.725	.550	.876
Q27	13.00	23.789	.688	.610	.880
Q28	13.05	22.471	.898	.911	.839
Q29	12.95	17.524	.842	.899	.855

**Reliability Scales from UK sample**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.854	.863	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1	11.85	4.029	.642	.536	.839
Q2	12.45	3.313	.766	.764	.791
Q3	11.40	4.147	.758	.740	.792
Q4	11.25	4.724	.688	.571	.829

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.908	.931	12



**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5.1	32.40	44.989	.609	.940	.903
Q5.2	32.75	36.618	.665	.878	.906
Q6.1	32.30	44.642	.694	.951	.901
Q6.2	32.45	32.050	.836	.919	.900
Q6.3	32.35	44.029	.770	.917	.899
Q7	29.95	43.208	.798	.879	.897
Q8	30.15	41.082	.787	.944	.893
Q9	30.15	42.134	.753	.949	.896
Q10	30.50	41.211	.783	.888	.894
Q11	30.50	41.632	.667	.806	.899
Q12	29.95	45.945	.415	.906	.909
Q13	30.00	44.947	.615	.873	.903

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.815	.833	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q14	11.50	1.842	.721	.663	.759
Q15	11.60	2.568	.772	.660	.710
Q16	10.85	3.187	.443	.297	.845
Q17	10.90	2.832	.741	.558	.739

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.865	7

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q18	25.45	8.366	.668	.761	.833
Q19	25.20	8.379	.456	.346	.862
Q20	25.50	7.737	.663	.850	.831
Q21	25.75	8.408	.496	.422	.855
Q22	25.40	7.095	.704	.842	.826
Q23	25.50	7.842	.752	.817	.820
Q24	25.10	8.305	.712	.514	.829

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.881	.875	5

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q25	16.85	4.871	.863	.857	.820
Q26	16.95	4.682	.844	.847	.823
Q27	16.80	5.011	.745	.657	.849
Q28	16.15	6.555	.352	.141	.926
Q29	16.45	5.103	.794	.674	.838

## Appendix Seven Tests of Normality

<p>Output Created</p> <p>Comments</p> <p>Input</p> <p>Data</p> <p>Filter</p> <p>Weight</p> <p>Split File</p> <p>N of Rows in Working Data File</p> <p>Definition of Missing</p> <p>Cases Used</p> <p>Missing Value Handling</p> <p>Syntax</p> <p>Resources</p>	<p>04-APR-2010 23:21:51</p> <p>F:\New Abdussalam.sav</p> <p>&lt;none&gt;</p> <p>&lt;none&gt;</p> <p>&lt;none&gt;</p> <p>6270</p> <p>User-defined missing values for dependent variables are treated as missing. Statistics are based on cases with no missing values for any dependent variable or factor used.</p> <p>EXAMINE</p> <p>VARIABLES=L1 Q1 Q2 Q3 Q4 L2 Q5.1 Q5.2 Q6.1 Q6.2 Q6.3 Q7 Q8 Q9 Q10 Q11 Q12</p> <p>Q13 BY Country</p> <p>/PLOT BOXPLOT NPLOT</p> <p>/COMPARE GROUP</p> <p>/STATISTICS DESCRIPTIVES</p> <p>/CINTERVAL 95</p> <p>/MISSING LISTWISE</p> <p>/NOTOTAL.</p> <p>Elapsed Time</p> <p>0:02:14.85</p>
--	---

	Country	Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
<b>National Culture</b>	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
3. 'In my country a person's allegiance is to his/her immediate family'	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%

	Country	Cases Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
<b>Organizational Culture</b>	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
5a. Do you have employees belonging to union(s) in your company	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
5b. if yes, do you know approximately what proportion of employees are members of the union	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
6a. As far as you are aware, do you have employee representatives on committees in your company?	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
6b. If yes, do you know approximately what percentage of people represent employees on committees	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
6c. Are these representatives elected by employees	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
7. In my company employees tend to represent themselves in most circumstances	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
12. In my company the employment relationship is about than just earning money	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%
13. In my company the employment relationship is a partnership of cooperation	UK	195	72.2%	75	27.8%	270	100.0%
	Libya	3477	58.0%	2523	42.1%	6000	100.0%

National Culture	Country		Statistic	Std. Error
	UK	Mean	3.4974	.06521
		95% Confidence Interval for Mean	3.3688	
			3.6261	
		5% Trimmed Mean	3.5178	
		Median	3.7500	
		Variance	.829	
		Std. Deviation	.91063	
		Minimum	1.50	
		Maximum	5.00	
		Range	3.50	
		Interquartile Range	1.25	
		Skewness	-.385	.174
		Kurtosis	-.735	.346
	Libya	Mean	3.6530	.01122
		95% Confidence Interval for Mean	3.6310	
			3.6750	
		5% Trimmed Mean	3.6843	
		Median	3.7500	
		Variance	.438	
		Std. Deviation	.66181	
		Minimum	1.25	
		Maximum	5.00	
		Range	3.75	
		Interquartile Range	.75	
		Skewness	-.770	.042
		Kurtosis	1.337	.083

**Question**

1. In my country the less powerful person in society accepts inequality in power and considers it normal'

Country	Statistic	Std. Error
UK	Mean	3.45
	95% Confidence Interval for Mean	3.30
		Lower Bound
		Upper Bound
	5% Trimmed Mean	3.60
	Median	3.50
	Variance	4.00
	Std. Deviation	1.125
	Minimum	1.061
	Maximum	1
Libya	Range	5
	Interquartile Range	4
	Skewness	1
	Kurtosis	-.604
	Mean	3.45
	95% Confidence Interval for Mean	3.42
		Lower Bound
		Upper Bound
	5% Trimmed Mean	3.51
	Median	4.00
	Variance	1.445
	Std. Deviation	1.202
	Minimum	1
	Maximum	5
	Range	4
	Interquartile Range	2
	Skewness	-.458
	Kurtosis	-.806
		.174
		.346
	.020	
	.042	
	.083	

Question	Country	Statistic	Std. Error	
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	UK	Mean	2.82	
		95% Confidence Interval for Mean	2.65	
			2.98	
		5% Trimmed Mean	2.80	
		Median	3.00	
		Variance	1.306	
		Std. Deviation	1.143	
		Minimum	1	
		Maximum	5	
		Range	4	
		Interquartile Range	2	
	Libya	Skewness	-.050	.174
		Kurtosis	-1.010	.346
		Mean	3.65	.018
		95% Confidence Interval for Mean	3.62	
			3.69	
		5% Trimmed Mean	3.71	
		Median	4.00	
		Variance	1.086	
		Std. Deviation	1.042	
		Minimum	1	
		Maximum	5	
		Range	4	
Interquartile Range	1			
Skewness	-.764	.042		
Kurtosis	-.097	.083		
		Lower Bound		
		Upper Bound		

<b>Question</b>	<b>Country</b>		<b>Statistic</b>	<b>Std. Error</b>	
<b>3. In my country a person's allegiance is to his/her immediate family'</b>	<b>UK</b>	<b>Mean</b>	<b>3.81</b>	<b>.068</b>	
		<b>95% Confidence Interval for Mean</b>	<b>Lower Bound</b>		
			<b>Upper Bound</b>		
		<b>5% Trimmed Mean</b>	<b>3.87</b>		
		<b>Median</b>	<b>4.00</b>		
		<b>Variance</b>	<b>.897</b>		
		<b>Std. Deviation</b>	<b>.947</b>		
		<b>Minimum</b>	<b>1</b>		
		<b>Maximum</b>	<b>5</b>		
		<b>Range</b>	<b>4</b>		
		<b>Interquartile Range</b>	<b>1</b>		
		<b>Skewness</b>	<b>-.678</b>	<b>.174</b>	
		<b>Kurtosis</b>	<b>.279</b>	<b>.346</b>	
		<b>Mean</b>	<b>3.74</b>	<b>.018</b>	
		<b>95% Confidence Interval for Mean</b>	<b>Lower Bound</b>		
			<b>Upper Bound</b>		
		<b>5% Trimmed Mean</b>	<b>3.79</b>		
		<b>Median</b>	<b>4.00</b>		
		<b>Variance</b>	<b>1.108</b>		
		<b>Std. Deviation</b>	<b>1.053</b>		
		<b>Minimum</b>	<b>1</b>		
	<b>Maximum</b>	<b>5</b>			
	<b>Range</b>	<b>4</b>			
	<b>Interquartile Range</b>	<b>2</b>			
	<b>Skewness</b>	<b>-.661</b>	<b>.042</b>		
	<b>Kurtosis</b>	<b>-.328</b>	<b>.083</b>		
	<b>Libya</b>				



<b>Question</b>	<b>Country</b>	<b>Statistic</b>	<b>Std. Error</b>
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	UK	Mean	3.92
		95% Confidence Interval for Mean	3.79
		Lower Bound	
		Upper Bound	
		5% Trimmed Mean	3.98
		Median	4.00
		Variance	.787
		Std. Deviation	.887
		Minimum	1
		Maximum	5
		Range	4
		Interquartile Range	2
		Skewness	-.599
		Kurtosis	.158
		Mean	3.76
		95% Confidence Interval for Mean	3.73
		Lower Bound	
		Upper Bound	
		5% Trimmed Mean	3.82
		Median	4.00
		Variance	1.036
		Std. Deviation	1.018
		Minimum	1
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.739	
	Kurtosis	-.086	
	Libya		.174
			.346
			.017

Organizational Culture	Country	Statistic	Std. Error
	UK	Mean	3.6154
		95% Confidence Interval for Mean	3.4924
		Lower Bound	3.7384
		Upper Bound	3.6445
		5% Trimmed Mean	3.8571
		Median	.759
		Variance	.87099
		Std. Deviation	1.29
		Minimum	5.00
		Maximum	3.71
		Range	1.14
		Interquartile Range	-.524
		Skewness	-.276
		Kurtosis	.174
	Libya	Mean	3.3632
		95% Confidence Interval for Mean	3.3433
		Lower Bound	3.3897
		Upper Bound	3.3742
		5% Trimmed Mean	3.4286
		Median	.465
		Variance	.68173
		Std. Deviation	1.57
		Minimum	5.00
		Maximum	3.43
		Range	.86
		Interquartile Range	-.347
		Skewness	.042
		Kurtosis	.083

Question	Country	Statistic	Std. Error
5a. Do you have employees belonging to union(s) in your company	UK	Mean	1.99
		95% Confidence Interval for Mean	1.98
		Lower Bound	
		Upper Bound	
		5% Trimmed Mean	2.00
		Median	2.00
		Variance	.010
		Std. Deviation	.101
		Minimum	1
		Maximum	2
		Range	1
		Interquartile Range	0
		Skewness	-9.797
		Kurtosis	94.958
		Mean	1.88
	Libya	95% Confidence Interval for Mean	1.87
		Lower Bound	
		Upper Bound	
		5% Trimmed Mean	1.92
		Median	2.00
		Variance	.108
		Std. Deviation	.329
		Minimum	1
		Maximum	2
		Range	1
		Interquartile Range	0
		Skewness	-2.295
		Kurtosis	3.271

Question	Country	Statistic	Std. Error
5b. if yes, do you know approximately what proportion of employees are members of the union	UK	Mean	1.71
		95% Confidence Interval for Mean	1.55
			Lower Bound
			Upper Bound
		5% Trimmed Mean	1.86
		Median	1.62
		Variance	1.00
		Std. Deviation	1.208
		Minimum	1.099
		Maximum	1
Libya	Libya	Range	4
		Interquartile Range	3
		Skewness	2
		Kurtosis	1.143
		Mean	.174
		95% Confidence Interval for Mean	-.328
			3.18
			3.14
			3.21
			Upper Bound
		5% Trimmed Mean	3.15
		Median	3.00
		Variance	1.083
		Std. Deviation	1.041
		Minimum	1
		Maximum	5
		Range	4
		Interquartile Range	2
		Skewness	.152
		Kurtosis	-1.126

**Question**  
6a. As far as you are aware, do you have employee representatives on committees in your company?

Country	Statistic	Std. Error	
UK	Mean	1.93	.018
	95% Confidence Interval for Mean	1.90	
		1.97	
	5% Trimmed Mean	1.98	
	Median	2.00	
	Variance	.063	
	Std. Deviation	.250	
	Minimum	1	
	Maximum	2	
	Range	1	
Libya	Interquartile Range	0	
	Skewness	-3.501	.174
	Kurtosis	10.366	.346
	Mean	1.72	.008
	95% Confidence Interval for Mean	1.70	
		1.73	
	5% Trimmed Mean	1.74	
	Median	2.00	
	Variance	.203	
	Std. Deviation	.451	
Minimum	1		
Maximum	2		
Range	1		
Interquartile Range	1		
Skewness	-.964	.042	
Kurtosis	-1.072	.083	

**Question**  
 6b. If yes, do you know approximately what percentage of people represent employees on committees

Country	Statistic	Std. Error
UK	Mean	1.53
	95% Confidence Interval for Mean	1.39
		Lower Bound
		Upper Bound
	5% Trimmed Mean	1.43
	Median	1.00
	Variance	1.023
	Std. Deviation	1.012
	Minimum	1
	Maximum	4
Libya	Range	3
	Interquartile Range	1
	Skewness	1.644
	Kurtosis	1.127
	Mean	3.07
	95% Confidence Interval for Mean	3.03
		Lower Bound
		Upper Bound
	5% Trimmed Mean	3.11
	Median	3.05
	Variance	3.00
	Std. Deviation	1.273
	Minimum	1.128
	Maximum	1
	Range	5
	Interquartile Range	4
	Skewness	2
	Kurtosis	.214
		.042
		-1.279
	.083	

**Question**  
6c. Are these representatives elected by employees

Country	Statistic	Std. Error
UK	Mean	1.53
	95% Confidence Interval for Mean	1.46
		Lower Bound
		Upper Bound
	5% Trimmed Mean	1.60
	Median	1.54
	Variance	2.00
	Std. Deviation	.250
	Minimum	.500
	Maximum	1
Libya	Range	2
	Interquartile Range	1
	Skewness	1
	Kurtosis	-1.35
	Mean	-2.003
	95% Confidence Interval for Mean	1.77
		Lower Bound
		Upper Bound
	5% Trimmed Mean	1.75
	Median	1.78
Variance	1.80	
Std. Deviation	2.00	
Minimum	.179	
Maximum	.424	
Range	1	
Interquartile Range	2	
Skewness	1	
Kurtosis	0	
	-1.256	
	.042	
	-422	
	.083	

**Question**

7. In my company employees tend to represent themselves in most circumstances

Country	Statistic	Std. Error	
UK	Mean	3.62	.061
	95% Confidence Interval for Mean	3.50	
		3.74	
	5% Trimmed Mean	3.63	
	Median	4.00	
	Variance	.732	
	Std. Deviation	.855	
	Minimum	2	
	Maximum	5	
	Range	3	
	Interquartile Range	1	
	Skewness	-281	.174
	Kurtosis	-.503	.346
	Mean	3.51	.019
Libya	95% Confidence Interval for Mean	3.47	
		3.55	
	5% Trimmed Mean	3.56	
	Median	4.00	
	Variance	1.286	
	Std. Deviation	1.134	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.535	.042
	Kurtosis	-.501	.083
		Lower Bound	
		Upper Bound	



**Question**  
 8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'

**Country**  
 UK

	Statistic	Std. Error
Mean	3.66	.067
95% Confidence Interval for Mean	3.52	
	Lower Bound	
	Upper Bound	
5% Trimmed Mean	3.70	
Median	4.00	
Variance	.886	
Std. Deviation	.942	
Minimum	1	
Maximum	5	
Range	4	
Interquartile Range	1	
Skewness	-.723	.174
Kurtosis	.331	.346
Mean	3.49	.019
95% Confidence Interval for Mean	3.46	
	Lower Bound	
	Upper Bound	
5% Trimmed Mean	3.55	
Median	4.00	
Variance	1.235	
Std. Deviation	1.111	
Minimum	1	
Maximum	5	
Range	4	
Interquartile Range	1	
Skewness	-.528	.042
Kurtosis	-.488	.083

Libya

**Question**  
**9. Managers in my company are very good at keeping employees informed about changes in Staffing'**

Country	Statistic	Std. Error	
UK	Mean	3.60	.069
	95% Confidence Interval for Mean	3.46	
		3.74	
	5% Trimmed Mean	3.63	
	Median	4.00	
	Variance	.932	
	Std. Deviation	.965	
	Minimum	1	
	Maximum	5	
	Range	4	
Libya	Interquartile Range	1	
	Skewness	-.582	.174
	Kurtosis	-.154	.346
	Mean	3.38	.018
	95% Confidence Interval for Mean	3.35	
		3.42	
	5% Trimmed Mean	3.43	
	Median	4.00	
	Variance	1.071	
	Std. Deviation	1.035	
Minimum	1		
Maximum	5		
Range	4		
Interquartile Range	1		
Skewness	-.672	.042	
Kurtosis	-.163	.083	

**Question**  
 10. Managers in my company are very good at keeping employees informed about changes in the way I do my job

Country	Statistic	Std. Error
UK	Mean	3.67
	95% Confidence Interval for Mean	3.55
		3.80
	5% Trimmed Mean	3.70
	Median	4.00
	Variance	.778
	Std. Deviation	.882
	Minimum	1
	Maximum	5
	Range	4
Libya	Interquartile Range	1
	Skewness	-.443
	Kurtosis	-.244
	Mean	3.42
	95% Confidence Interval for Mean	3.38
		3.45
	5% Trimmed Mean	3.46
	Median	4.00
	Variance	1.210
	Std. Deviation	1.100
Minimum	1	
Maximum	5	
Range	4	
Interquartile Range	2	
Skewness	-.449	
Kurtosis	-.720	
	Lower Bound	.063
	Upper Bound	.174
	Lower Bound	.346
	Upper Bound	.019
	Lower Bound	.042
	Upper Bound	.083

**Question**  
**11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'**

Country	Statistic	Std. Error
UK	Mean	3.43
	95% Confidence Interval for Mean	3.29
		3.58
	5% Trimmed Mean	3.45
	Median	4.00
	Variance	1.051
	Std. Deviation	1.025
	Minimum	1
	Maximum	5
	Range	4
Libya	Interquartile Range	1
	Skewness	-.334
	Kurtosis	-.652
	Mean	2.84
	95% Confidence Interval for Mean	2.80
		2.88
	5% Trimmed Mean	2.82
	Median	3.00
	Variance	1.554
	Std. Deviation	1.247
Minimum	1	
Maximum	5	
Range	4	
Interquartile Range	2	
Skewness	.263	
Kurtosis	-.992	
	Lower Bound	.073
	Upper Bound	.042
	Lower Bound	.083
	Upper Bound	

**Question**

12. In my company the employment relationship is about than just earning money

**Country**  
UK

	Country	Statistic	Std. Error
Mean	UK	3.61	.072
95% Confidence Interval for Mean		3.47	
		3.75	
5% Trimmed Mean		3.65	
Median		4.00	
Variance		1.023	
Std. Deviation		1.011	
Minimum		1	
Maximum		5	
Range		4	
Interquartile Range		1	
Skewness		-.456	.174
Kurtosis		-.314	.346
Mean	Libya	3.17	.018
95% Confidence Interval for Mean		3.14	
		3.21	
5% Trimmed Mean		3.19	
Median		3.00	
Variance		1.174	
Std. Deviation		1.083	
Minimum		1	
Maximum		5	
Range		4	
Interquartile Range		2	
Skewness		-.109	.042
Kurtosis		-.872	.083

**Question**  
 13. In my company the employment relationship is a partnership of cooperation

Country	Statistic	Std. Error	
UK	Mean	3.72	.064
	95% Confidence Interval for Mean	3.59	
		3.84	
	5% Trimmed Mean	3.76	
	Median	4.00	
	Variance	.801	
	Std. Deviation	.895	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.806	.174
	Kurtosis	.680	.346
	Mean	3.72	.016
Libya	95% Confidence Interval for Mean	3.69	
		3.76	
	5% Trimmed Mean	3.77	
	Median	4.00	
	Variance	.939	
	Std. Deviation	.969	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1	
	Skewness	-.579	.042
	Kurtosis	-.165	.083
		Lower Bound	
		Upper Bound	

## Tests of Normality

	Country	Kolmogorov-Smirnov(a)		Shapiro-Wilk	
		Statistic	df	Statistic	df
<b>National Culture</b>	UK	.132	195	.957	195
	Libya	.137	3477	.948	3477
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	UK	.284	195	.871	195
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	Libya	.245	3477	.886	3477
	UK	.183	195	.901	195
3. In my country a person's allegiance is to his/her immediate family'	Libya	.312	3477	.846	3477
	UK	.256	195	.865	195
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	Libya	.272	3477	.862	3477
	UK	.245	195	.857	195
<b>Organizational Culture</b>	Libya	.290	3477	.853	3477
	UK	.168	195	.949	195
5a. Do you have employees belonging to union(s) in your company	Libya	.100	3477	.975	3477
5b. if yes, do you know approximately what proportion of employees are members of the union	UK	.530	195	.075	195
6a. As far as you are aware, do you have employee representatives on committees in your company?	Libya	.523	3477	.384	3477
	UK	.412	195	.650	195
6b. If yes, do you know approximately what percentage of people represent employees on committees	Libya	.212	3477	.869	3477
	UK	.538	195	.269	195
6c. Are these representatives elected by employees	Libya	.452	3477	.564	3477
	UK	.450	195	.566	195
7. In my company employees tend to represent themselves in most circumstances	Libya	.270	3477	.843	3477
	UK	.358	195	.635	195
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	Libya	.476	3477	.524	3477
	UK	.271	195	.864	195
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	Libya	.244	3477	.888	3477
	UK	.294	195	.859	195
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	Libya	.253	3477	.887	3477
	UK	.286	195	.869	195
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	Libya	.280	3477	.865	3477
	UK	.281	195	.866	195
12. In my company the employment relationship is about than just earning money	Libya	.274	3477	.878	3477
	UK	.249	195	.890	195
13. In my company the employment relationship is a partnership of cooperation	Libya	.215	3477	.901	3477
	UK	.235	195	.890	195
	Libya	.210	3477	.904	3477
	UK	.311	195	.842	195
	Libya	.266	3477	.873	3477

a Lilliefors Significance Correction

**Notes**

**Output Created**  
**Comments**  
**Input**  
 Data  
 Active Dataset  
 Filter  
 Weight  
 Split File  
 N of Rows in Working Data File  
 Definition of Missing  
 Cases Used  
 Syntax  
 Processor Time  
 Elapsed Time  
 Resources

19-Apr-2010 15:59:32  
 N:\New Abdussalam.sav  
 DataSet1  
 <none>  
 <none>  
 <none>  
 6270  
 User-defined missing values for dependent variables are treated as missing.  
 Statistics are based on cases with no missing values for any dependent variable or factor used.  
 EXAMINE VARIABLES=L1 Q14 Q15 Q16 Q17 BY Country  
 /PLOT BOXPLOT NPLOT  
 /COMPARE GROUP  
 /STATISTICS DESCRIPTIVES  
 /CINTERVAL 95  
 /MISSING LISTWISE  
 /NOTOTAL.  
 00:01:15.094  
 00:01:17.078

	Cases		Missing		Total	
	Valid	Percent	N	Percent	N	Percent
<b>EIP in the organization</b>						
14. In my company the level of involvement, participation and empowerment employees feel is very high'	Country					
	UK	195	72.2%	75	27.8%	270
	Libya	3330	55.5%	2670	44.5%	6000
	UK	195	72.2%	75	27.8%	270
	Libya	3330	55.5%	2670	44.5%	6000
15. In my company the degree of autonomy the employee is granted, is very high'	Country					
	UK	195	72.2%	75	27.8%	270
	Libya	3330	55.5%	2670	44.5%	6000
16. In my company the safety of the work environment is very important and employees are directly involved'	Country					
	UK	195	72.2%	75	27.8%	270
	Libya	3330	55.5%	2670	44.5%	6000
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	Country					
	UK	195	72.2%	75	27.8%	270
	Libya	3330	55.5%	2670	44.5%	6000



**Descriptives**

<b>EIP in the organization</b>	<b>Country</b>		<b>Statistic</b>	<b>Std. Error</b>
UK	UK	Mean	3.5718	.06491
		95% Confidence Interval for Mean	3.4438	
		Lower Bound	3.6998	
		Upper Bound	3.5954	
		5% Trimmed Mean	3.5000	
		Median	.821	
		Variance	.90636	
		Std. Deviation	1.25	
		Minimum	5.00	
		Maximum	3.75	
		Range	1.50	
		Interquartile Range		.174
		Skewness		.346
		Kurtosis		
Libya	Libya	Mean	3.5104	.01392
		95% Confidence Interval for Mean	3.4831	
		Lower Bound	3.5377	
		Upper Bound	3.5205	
		5% Trimmed Mean	3.7500	
		Median	.645	
		Variance	.80312	
		Std. Deviation	1.00	
		Minimum	5.00	
		Maximum	4.00	
		Range	1.00	
		Interquartile Range		.042
		Skewness		.085
		Kurtosis		

Question	Country	Statistic	Std. Error
14. In my company the level of involvement, participation and empowerment employees feel is very high'	UK	Mean	3.09
		95% Confidence Interval for Mean	2.94
		Lower Bound	3.24
		Upper Bound	3.10
		5% Trimmed Mean	3.00
		Median	1.167
		Variance	1.080
		Std. Deviation	1
		Minimum	5
		Maximum	4
	Range	2	
	Interquartile Range		
	Skewness	-.012	
	Kurtosis	-.651	
			.174
			.346
	Libya		3.46
			3.42
			3.50
			3.51
		4.00	
		1.238	
		1.113	
		1	
		5	
		4	
		1	
		-.416	
		-.697	
		.042	
		.085	

Question	Country	Statistic	Std. Error
15. In my company the degree of autonomy the employee is granted, is very high*	UK	Mean	3.27
		95% Confidence Interval for Mean	3.12
		Lower Bound	3.41
		Upper Bound	3.30
		5% Trimmed Mean	3.00
		Median	1.093
		Variance	1.046
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	
		Skewness	-.416
	Kurtosis	-.361	
			.174
			.346
			.075
Libya	Libya	Mean	3.09
		95% Confidence Interval for Mean	3.05
		Lower Bound	3.13
		Upper Bound	3.10
		5% Trimmed Mean	3.00
		Median	1.333
		Variance	1.155
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	2
		Interquartile Range	
		Skewness	-.448
Kurtosis	-.745		
		.042	
		.085	
		.020	

Question	Country	Statistic	Std. Error	
16. In my company the safety of the work environment is very important and employees are directly involved'	UK	Mean	4.03	
		95% Confidence Interval for Mean	3.91	
		Lower Bound	4.15	
		Upper Bound	4.09	
		5% Trimmed Mean	4.00	
		Median	.721	
		Variance	.849	
		Std. Deviation	1	
		Minimum	5	
		Maximum	4	
		Range	1	
		Interquartile Range		
		Skewness	-.876	
		Kurtosis	1.210	
				.174
				.346
				.018
	Libya	3.81		
		3.77		
		3.84		
		3.90		
		4.00		
		1.110		
		1.054		
		1		
		5		
		4		
		1		
		-1.109	.042	
		.881	.085	

Question	Country	Statistic	Std. Error	
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development	UK	Mean	3.90	
		95% Confidence Interval for Mean	3.76	
		Lower Bound	4.03	
		Upper Bound	3.97	
		5% Trimmed Mean	4.00	
		Median	.938	
		Variance	.968	
		Std. Deviation	1	
		Minimum	5	
		Maximum	4	
		Range	2	
		Interquartile Range		
		Skewness	-.893	
		Kurtosis	.656	
			.174	
			.346	
			.020	
		Libya	Mean	3.68
			95% Confidence Interval for Mean	3.64
	Lower Bound	3.72		
	Upper Bound	3.75		
	5% Trimmed Mean	4.00		
	Median	1.306		
	Variance	1.143		
	Std. Deviation	1		
	Minimum	5		
	Maximum	4		
	Range	2		
	Interquartile Range			
	Skewness	-.680		
	Kurtosis	-.476		
		.042		
		.085		

**Tests of Normality**

	Country	Kolmogorov-Smirnov <sup>a</sup>		Shapiro-Wilk	
		Statistic	df	Statistic	df
	UK	.109	195	.960	195
<b>EIP in the organization</b>	Libya	.130	3330	.959	3330
	UK	.175	195	.915	195
<b>14. In my company the level of involvement, participation and empowerment employees feel is very high'</b>	Libya	.246	3330	.891	3330
	UK	.220	195	.898	195
<b>15. In my company the degree of autonomy the employee is granted, is very high'</b>	Libya	.225	3330	.882	3330
	UK	.260	195	.827	195
<b>16. In my company the safety of the work environment is very important and employees are directly involved'</b>	Libya	.315	3330	.814	3330
	UK	.270	195	.845	195
<b>17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'</b>	Libya	.276	3330	.858	3330

a. Lilliefors Significance Correction

Output Created 19-Apr-2010 16:31:42

Comments N:\New Abdussalam.sav

Input Data  
Active Dataset  
Filter <none>  
Weight <none>  
Split File <none>  
N of Rows in Working Data File 6270  
Definition of Missing  
Cases Used  
User-defined missing values for dependent variables are treated as missing.  
Statistics are based on cases with no missing values for any dependent variable or factor used.

Syntax EXAMINE VARIABLES=L4 Q18 Q19 Q20 Q21 Q22 Q23 Q24 L5 Q25 Q26 Q27 Q28 Q29 BY Country  
/PLOT BOXPLOT NPLOT /COMPARE GROUP /STATISTICS DESCRIPTIVES /CINTERVAL 95  
/MISSING LISTWISE /NOTOTAL.

Resources Processor Time 00:01:52.219  
Elapsed Time 00:02:09.563

	Cases						
	Valid		Missing		Total		
	N	Percent	N	Percent	N	Percent	
<b>Preferred form of EIP</b>							
	Country						
	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%
22. Team working is a helpful form of employee involvement practice in the workplace	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%

	Country	Cases Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
<b>Changes required in EIP and the possible effects</b>							
25. Increased levels of employee involvement and participation should be introduced at your company	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%
26. The management of employees could be done in a way that focuses more than on individuals	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%
27. Management should allow workers to participate and become more involved in the decision-making process	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%
28. There is a need to change the existing employee involvement practice within the company	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	UK	268	99.3%	2	.7%	270	100.0%
	Libya	5405	90.1%	595	9.9%	6000	100.0%



**Descriptives**

Country	Statistic	Std. Error	
Preferred form of UK EIP	Mean	3.7657	.05699
	95% Confidence Interval for Mean	3.6535	
	Lower Bound	3.8779	
	Upper Bound	3.8192	
	5% Trimmed Mean	3.9000	
	Median	.870	
	Variance	.93293	
	Std. Deviation	1.20	
	Minimum	5.00	
	Maximum	3.80	
	Range	1.20	
	Interquartile Range	-689	.149
	Skewness	-.222	.297
	Kurtosis		
Country	Statistic	Std. Error	
	Mean	3.8529	.00939
	95% Confidence Interval for Mean	3.8345	
	Lower Bound	3.8713	
	Upper Bound	3.8942	
	5% Trimmed Mean	3.9000	
	Median	.476	
	Variance	.69024	
	Std. Deviation	1.40	
	Minimum	5.00	
	Maximum	3.60	
	Range	.60	
	Interquartile Range	-.925	.033
	Skewness	1.409	.067
Kurtosis			

Question	Country	Statistic	Std. Error
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed UK about this workplace	UK	Mean	3.53
		95% Confidence Interval for Mean	3.40
		Lower Bound	3.66
		Upper Bound	3.59
		5% Trimmed Mean	4.00
		Median	1.201
		Variance	1.096
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	
		Skewness	-.601
		Kurtosis	-.351
Libya	Libya	Mean	3.89
		95% Confidence Interval for Mean	3.87
		Lower Bound	3.92
		Upper Bound	3.99
		5% Trimmed Mean	4.00
		Median	1.115
		Variance	1.056
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	
		Skewness	-1.120
		Kurtosis	.779

Question	Country	Statistic	Std. Error
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about UK this workplace		Mean	4.14
		95% Confidence Interval for Mean	4.03
		Lower Bound	4.26
		Upper Bound	4.24
		5% Trimmed Mean	4.00
		Median	.886
		Variance	.941
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	-1.291
		Skewness	.149
		Kurtosis	.297
Libya		Mean	3.91
		95% Confidence Interval for Mean	3.89
		Lower Bound	3.94
		Upper Bound	3.97
		5% Trimmed Mean	4.00
		Median	.910
		Variance	.954
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	-1.873
		Skewness	.033
		Kurtosis	.067

Question	Country	Statistic	Std. Error
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you UK informed about this workplace	UK	Mean	3.97
		95% Confidence Interval for Mean	3.85
		Lower Bound	4.10
		Upper Bound	4.08
		5% Trimmed Mean	4.00
		Median	1.082
		Variance	1.040
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	-1.135
		Skewness	1.053
		Kurtosis	
		Mean	3.94
		95% Confidence Interval for Mean	3.91
		Lower Bound	3.96
Upper Bound	4.00		
5% Trimmed Mean	4.00		
Median	.986		
Variance	.993		
Std. Deviation	1		
Minimum	5		
Maximum	4		
Range	2		
Interquartile Range			
Skewness	-.821		
Kurtosis	-.013		
		.064	
		.149	
		.297	
		.014	

Question	Country	Statistic	Std. Error		
21. Workplace news letter or magazines are a helpful form of employee involvement practice in UK keeping you informed about this workplace	UK	Mean	3.44		
		95% Confidence Interval for Mean	Lower Bound Upper Bound		
		5% Trimmed Mean			
		Median	3.30		
		Variance	3.57		
		Std. Deviation	3.49		
		Minimum	4.00		
		Maximum	1.236		
		Range	1.112		
		Interquartile Range	1		
		Skewness	5		
		Kurtosis	4		
			1		
			-.548		
			-.279		
			.149		
			.297		
			.068		
		Libya	Libya	Mean	3.92
				95% Confidence Interval for Mean	Lower Bound Upper Bound
5% Trimmed Mean					
Median	3.90				
Variance	3.95				
Std. Deviation	4.00				
Minimum	4.00				
Maximum	.966				
Range	.983				
Interquartile Range	1				
Skewness	5				
Kurtosis	4				
	1				
	-.999				
	.718				
	.033				
	.067				

Question	Country	Statistic	Std. Error
22. Team working is a helpful form of employee involvement practice in the workplace	UK	Mean	4.09
		95% Confidence Interval for Mean	3.98
		Lower Bound	4.20
		Upper Bound	4.16
		5% Trimmed Mean	4.00
		Median	.808
		Variance	.899
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	
		Skewness	-.707
		Kurtosis	-.195
Libya		Mean	3.80
		95% Confidence Interval for Mean	3.77
		Lower Bound	3.82
		Upper Bound	3.84
		5% Trimmed Mean	4.00
		Median	.758
		Variance	.870
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	
		Skewness	-.638
		Kurtosis	.328

Question	Country	Statistic	Std. Error
23. Union or other employee representative bodies are a helpful form of employee involvement UK practice in keeping you informed about this workplace	UK	Mean	3.22
		95% Confidence Interval for Mean	3.07
		Lower Bound	3.37
		Upper Bound	3.24
		5% Trimmed Mean	3.00
		Median	1.491
		Variance	1.221
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	2
		Interquartile Range	
		Skewness	-.329
		Kurtosis	-.754
			.149
			.297
			.075
Libya	Libya	Mean	3.58
		95% Confidence Interval for Mean	3.55
		Lower Bound	3.61
		Upper Bound	3.62
		5% Trimmed Mean	4.00
		Median	1.087
		Variance	1.043
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	
		Skewness	-.549
		Kurtosis	-.501
			.033
			.067
			.014

Question	Country	Statistic	Std. Error
24. Individual conversations between a manager and his employee are a helpful form of employee UK involvement practice in keeping you informed about this workplace		Mean	4.04
		95% Confidence Interval for Mean	3.91
		Lower Bound	4.16
		Upper Bound	4.13
		5% Trimmed Mean	4.00
		Median	1.040
		Variance	1.020
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	-1.036
		Skewness	.149
		Kurtosis	.297
		Libya	
Mean	3.78		
95% Confidence Interval for Mean	3.83		
Lower Bound	3.85		
Upper Bound	4.00		
5% Trimmed Mean	.953		
Median	.976		
Variance	1		
Std. Deviation	5		
Minimum	4		
Maximum	1		
Range	-0.738		
Interquartile Range	.033		
Skewness	.067		
Kurtosis			



Country		Statistic	Std. Error
UK	Mean	3.6779	.05136
	95% Confidence Interval for Mean		
		Lower Bound	
		Upper Bound	
	5% Trimmed Mean	3.5767	
	Median	3.7790	
	Variance	3.7084	
	Std. Deviation	3.7500	
	Minimum	.707	
	Maximum	.84078	
	Range	1.33	
	Interquartile Range	5.00	
	Skewness	3.67	.149
Kurtosis	1.17	.297	
Libya	Mean	4.0049	.00862
	95% Confidence Interval for Mean		
		Lower Bound	
		Upper Bound	
	5% Trimmed Mean	3.9880	
	Median	4.0218	
	Variance	4.0476	
	Std. Deviation	4.0000	
	Minimum	.402	
	Maximum	.63396	
	Range	1.17	
	Interquartile Range	5.00	
	Skewness	3.83	.033
Kurtosis	.50	.067	
	-1.254		
	3.118		

Changes required in EIP and the possible effects

Question	Country	Statistic	Std. Error	
25. Increased levels of employee involvement and participation should be UK introduced at your company	Mean	3.53	.058	
	95% Confidence Interval for Mean	3.42		
		3.64		
	5% Trimmed Mean	3.57		
	Median	4.00		
	Variance	.887		
	Std. Deviation	.942		
	Minimum	1		
	Maximum	5		
	Range	4		
	Interquartile Range	1		
	Skewness	-.453	.149	
	Kurtosis	.222	.297	
	Libya	Mean	4.04	.013
	95% Confidence Interval for Mean	4.01		
		4.06		
	5% Trimmed Mean	4.13		
Median	4.00			
Variance	.896			
Std. Deviation	.947			
Minimum	1			
Maximum	5			
Range	4			
Interquartile Range	1			
Skewness	-1.276	.033		
Kurtosis	1.708	.067		

Question	Country	Statistic	Std. Error
26. The management of employees could be done in a way that focuses more than on individuals	UK	Mean	3.58
		95% Confidence Interval for Mean	3.46
		Lower Bound	3.69
		Upper Bound	3.62
		5% Trimmed Mean	4.00
		Median	.926
		Variance	.963
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	
		Skewness	-.389
		Kurtosis	.016
			.149
			.297
	Libya	Libya	Mean
		95% Confidence Interval for Mean	3.63
		Lower Bound	3.69
		Upper Bound	3.72
		5% Trimmed Mean	4.00
		Median	1.083
		Variance	1.041
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	
		Skewness	-.605
		Kurtosis	-.180
			.033
			.067

Question	Country	Statistic	Std. Error
27. Management should allow workers to participate and become more involved in the UK decision-making process	UK	Mean	3.66
		95% Confidence Interval for Mean	3.53
		Lower Bound	3.78
		Upper Bound	3.73
		5% Trimmed Mean	4.00
		Median	1.088
		Variance	1.043
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	
		Skewness	-.732
		Kurtosis	.277
Libya	Libya	Mean	4.22
		95% Confidence Interval for Mean	4.20
		Lower Bound	4.25
		Upper Bound	4.32
		5% Trimmed Mean	4.00
		Median	.821
		Variance	.906
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	
		Skewness	-1.384
		Kurtosis	1.985

Question	Country	Statistic	Std. Error
28. There is a need to change the existing employee involvement practice within the company	UK	Mean	3.57
		95% Confidence Interval for Mean	3.46
		Lower Bound	3.68
		Upper Bound	3.59
		5% Trimmed Mean	4.00
		Median	.861
		Variance	.928
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	-.170
		Skewness	-.313
		Kurtosis	.149
Libya		Mean	3.94
		95% Confidence Interval for Mean	3.92
		Lower Bound	3.97
		Upper Bound	4.01
		5% Trimmed Mean	4.00
		Median	.875
		Variance	.936
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	2
		Interquartile Range	-.850
		Skewness	.575
		Kurtosis	.033
		.067	

Question	Country	Statistic	Std. Error
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	UK	Mean	3.64
		95% Confidence Interval for Mean	3.53
		Lower Bound	3.75
		Upper Bound	3.68
		5% Trimmed Mean	4.00
		Median	.830
		Variance	.911
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	1
		Interquartile Range	
		Skewness	-.247
		Kurtosis	-.043
Libya	Libya	Mean	3.92
		95% Confidence Interval for Mean	3.90
		Lower Bound	3.95
		Upper Bound	3.99
		5% Trimmed Mean	4.00
		Median	.867
		Variance	.931
		Std. Deviation	1
		Minimum	5
		Maximum	4
		Range	2
		Interquartile Range	
		Skewness	-.870
		Kurtosis	.634

**Tests of Normality**

	Country	Kolmogorov-Smirnov <sup>a</sup>		Shapiro-Wilk			
		Statistic	df	Sig.	Statistic	df	Sig.
<b>Preferred form of EIP</b>	UK	.110	268	.000	.940	268	.000
	Libya	.157	5405	.000			
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	.267	268	.000	.879	268	.000
	Libya	.313	5405	.000			
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	.246	268	.000	.786	268	.000
	Libya	.305	5405	.000			
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	.264	268	.000	.815	268	.000
	Libya	.272	5405	.000			
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	.227	268	.000	.891	268	.000
	Libya	.292	5405	.000			
22. Team working is a helpful form of employee involvement practice in the workplace	UK	.236	268	.000	.830	268	.000
	Libya	.287	5405	.000			
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	.186	268	.000	.903	268	.000
	Libya	.285	5405	.000			
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	.243	268	.000	.817	268	.000
	Libya	.294	5405	.000			
<b>Changes required in EIP and the possible effects</b>	UK	.101	268	.000	.964	268	.000
	Libya	.152	5405	.000			
25. Increased levels of employee involvement and participation should be introduced at your company	UK	.221	268	.000	.882	268	.000
	Libya	.308	5405	.000			
26. The management of employees could be done in a way that focuses more than on individuals	UK	.207	268	.000	.886	268	.000
	Libya	.250	5405	.000			
27. Management should allow workers to participate and become more involved in the decision-making process	UK	.245	268	.000	.870	268	.000
	Libya	.257	5405	.000			
28. There is a need to change the existing employee involvement practice within the company	UK	.215	268	.000	.887	268	.000
	Libya	.262	5405	.000			
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	UK	.218	268	.000	.873	268	.000
	Libya	.276	5405	.000			

a. Lilliefors Significance Correction

## Appendix Eight Grouped Data Itemised Tables

Table 5.1 App ALL UK compared with All Libyan employees responses

	Mean	Std. Deviation	Std. Error Mean
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	3.36	1.199	.073
UK Libya	3.41	1.242	.016
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	2.84	1.244	.076
UK Libya	3.67	1.050	.014
3. 'In my country a person's allegiance is to his/her immediate family'	3.82	.982	.060
UK Libya	3.86	1.053	.014
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	3.87	.983	.060
UK Libya	3.80	1.002	.013

National Culture No of Items 4

	Mean	Std. Deviation	Std. Error Mean
7. In my company employees tend to represent themselves in most circumstances	3.62	.944	.057
UK Libya	3.49	1.143	.015
8. 'Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	3.62	1.045	.064
UK Libya	3.43	1.130	.015
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	3.60	1.064	.065
UK Libya	3.29	1.105	.014
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	3.63	1.011	.062
UK Libya	3.39	1.122	.015
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	3.29	1.134	.069
UK Libya	2.81	1.250	.016
12. In my company the employment relationship is about than just earning money	3.51	1.123	.068
UK Libya	3.15	1.125	.015
13. In my company the employment relationship is a partnership of cooperation	3.60	1.061	.065
UK Libya	3.69	.983	.013

Organizational Culture No of Items 7



	Mean	Std. Deviation	Std. Error Mean
14. In my company the level of involvement, participation and empowerment employees feel is very high'	3.10	1.150	.070
	3.49	1.108	.015
15. 'In my company the degree of autonomy the employee is granted, is very high'	3.22	1.105	.067
	3.03	1.166	.015
16. In my company the safety of the work environment is very important and employees are directly involved'	3.87	1.030	.063
	3.83	1.049	.014
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	3.80	1.062	.065
	3.62	1.193	.016

EIP in the Organization No of Items 4

	Mean	Std. Deviation	Std. Error Mean
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	3.51	1.107	.067
	3.89	1.069	.014
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	4.13	.956	.058
	3.92	.955	.012
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	3.97	1.040	.063
	3.94	1.003	.013
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	3.43	1.114	.068
	3.93	.979	.013
22. Team working is a helpful form of employee involvement practice in the workplace	4.08	.901	.055
	3.76	.900	.012
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	3.21	1.225	.075
	3.57	1.045	.014
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this UK workplace	4.03	1.020	.062
	3.79	.975	.013

Preferred form of EIP No of Items 7

	Mean	Std. Deviation	Std. Error Mean
25. Increased levels of employee involvement and participation should be introduced at your company	UK	.942	.058
	Libya	.938	.012
26. The management of employees could be done in a way that focuses more than on individuals	UK	.968	.059
	Libya	1.054	.014
27. Management should allow workers to participate and become more involved in the decision-making process	UK	1.049	.064
	Libya	.911	.012
28. There is a need to change the existing employee involvement practice within the company	UK	.934	.057
	Libya	.922	.012
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	UK	.919	.056
	Libya	.937	.012

Changes required in EIP and the possible effects No of Items 5

Table 5.2 App Employees responses by Sector

	Mean	Std. Deviation	Std. Error Mean
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	3.17	1.237	.020
	3.87	1.107	.024
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3.64	1.083	.017
	3.61	1.050	.023
3. 'In my country a person's allegiance is to his/her immediate family'	3.97	1.015	.016
	3.62	1.080	.024
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	3.78	.985	.015
	3.85	1.031	.023

National Culture No of Items 4

	Mean	Std. Deviation	Std. Error Mean
7. In my company employees tend to represent themselves in most circumstances	3.46	1.070	.017
	3.58	1.251	.027
8. 'Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	3.39	1.110	.017
	3.54	1.154	.026
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	3.27	1.089	.017
	3.38	1.134	.025
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	3.43	1.082	.017
	3.33	1.186	.026
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	2.59	1.184	.018
	3.31	1.239	.027
12. In my company the employment relationship is about than just earning money	3.05	1.126	.018
	3.39	1.096	.024
13. In my company the employment relationship is a partnership of cooperation	3.68	.973	.015
	3.70	1.014	.022

Organizational Culture No of Items 7

	Mean	Std. Deviation	Std. Error Mean
14. In my company the level of involvement, participation and empowerment employees feel is very high'	3.54	1.064	.017
	3.33	1.193	.027
15. 'In my company the degree of autonomy the employee is granted, is very high'	3.04	1.125	.018
	3.04	1.238	.027
16. In my company the safety of the work environment is very important and employees are directly involved'	3.96	.961	.015
	3.57	1.161	.026
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	3.65	1.203	.019
	3.59	1.156	.026

EIP in the Organization No of Items 4

	Mean	Std. Deviation	Std. Error Mean
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	4.08	.855	.013
	3.44	1.318	.029
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	4.03	.908	.014
	3.73	1.018	.022
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	4.02	.926	.014
	3.78	1.130	.025
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	3.99	.903	.014
	3.75	1.130	.025
22. Team working is a helpful form of employee involvement practice in the workplace	3.82	.907	.014
	3.68	.886	.019
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	3.62	1.067	.017
	3.42	1.020	.023
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	3.91	.927	.014
	3.59	1.041	.023

Preferred form of EIP No of Items 7

	Mean	Std. Deviation	Std. Error Mean
25. Increased levels of employee involvement and participation should be introduced at your company	All public	.841	.013
	All private	1.081	.024
26. The management of employees could be done in a way that focuses more than on individuals	All public	1.024	.016
	All private	1.087	.024
27. Management should allow workers to participate and become more involved in the decision-making process	All public	.892	.014
	All private	.979	.022
28. There is a need to change the existing employee involvement practice within the company	All public	.954	.015
	All private	.844	.019
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	All public	.864	.013
	All private	1.070	.023

Changes required in EIP and the possible effects No of Items 5

Table 5.3 App Employees by Private Sector by country

	Mean	Std. Deviation	Std. Error Mean
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	3.46	1.270	.132
	3.89	1.096	.025
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3.11	1.321	.138
	3.64	1.030	.023
3. 'In my country a person's allegiance is to his/her immediate family	4.04	.937	.098
	3.60	1.082	.025
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	3.86	1.135	.118
	3.84	1.026	.023

National Culture No of Items 4

	Mean	Std. Deviation	Std. Error Mean
7. In my company employees tend to represent themselves in most circumstances	3.87	.940	.098
	3.57	1.262	.028
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	3.83	1.106	.115
	3.53	1.154	.026
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	4.02	.994	.104
	3.35	1.131	.025
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	3.88	1.025	.107
	3.31	1.187	.027
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	3.33	1.159	.121
	3.31	1.243	.028
12. In my company the employment relationship is about than just earning money	3.62	1.047	.109
	3.38	1.097	.025
13. In my company the employment relationship is a partnership of cooperation	3.50	1.218	.127
	3.71	1.003	.023

Organizational Culture No of Items 7

	Mean	Std. Deviation	Std. Error Mean
14. In my company the level of involvement, participation and empowerment employees feel is very high'	3.37	1.076	.112
	3.33	1.199	.027
	3.30	1.035	.108
15. 'In my company the degree of autonomy the employee is granted, is very high'	3.03	1.245	.028
	3.64	1.237	.129
16. In my company the safety of the work environment is very important and employees are directly involved'	3.56	1.157	.026
	3.73	1.159	.121
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	3.58	1.156	.026

EIP in the Organization No of Items 4

	Mean	Std. Deviation	Std. Error Mean
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	3.65	1.162	.121
	3.43	1.324	.030
	3.92	1.122	.117
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	3.72	1.013	.023
	3.58	1.188	.124
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	3.78	1.127	.026
	3.46	1.235	.129
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	3.77	1.124	.025
	3.80	.986	.103
22. Team working is a helpful form of employee involvement practice in the workplace	3.68	.881	.020
	3.22	1.184	.123
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	3.43	1.010	.023
	3.70	1.155	.120
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	3.59	1.035	.023

Preferred form of EIP No of Items 7

	Mean	Std. Deviation	Std. Error Mean
25. Increased levels of employee involvement and participation should be introduced at your company	3.32	1.079	.112
	3.81	1.076	.024
26. The management of employees could be done in a way that focuses more than on individuals	3.46	1.083	.113
	3.79	1.085	.024
27. Management should allow workers to participate and become more involved in the decision-making process	3.23	1.250	.130
	4.13	.946	.021
28. There is a need to change the existing employee involvement practice within the company	3.55	1.083	.113
	4.11	.824	.019
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	3.54	1.042	.109
	3.89	1.069	.024

Changes required in EIP and the possible effects No of Items 5



Table 5.4 App Employees: Public sector by country

	Mean	Std. Deviation	Std. Error Mean
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	3.31	1.161	.087
	3.16	1.240	.020
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	2.70	1.182	.089
	3.69	1.059	.017
3. In my country a person's allegiance is to his/her immediate family'	3.71	.989	.075
	3.99	1.015	.016
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	3.88	.897	.067
	3.78	.989	.016

National Culture No of Items 4

	Mean	Std. Deviation	Std. Error Mean
7. In my company employees tend to represent themselves in most circumstances	3.49	.922	.069
	3.46	1.076	.017
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	3.51	.999	.075
	3.39	1.114	.018
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	3.39	1.037	.078
	3.26	1.091	.017
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	3.50	.981	.074
	3.43	1.087	.017
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	3.28	1.124	.084
	2.56	1.177	.019
12. In my company the employment relationship is about than just earning money	3.46	1.160	.087
	3.04	1.121	.018
13. In my company the employment relationship is a partnership of cooperation	3.65	.970	.073
	3.69	.974	.015

Organizational Culture No of Items 7

	Mean	Std. Deviation	Std. Error Mean
14. In my company the level of involvement, participation and empowerment employees feel is very high'	2.96	1.164	.087
	3.57	1.052	.017
15. In my company the degree of autonomy the employee is granted, is very high'	3.18	1.141	.085
	3.04	1.124	.018
16. In my company the safety of the work environment is very important and employees are directly involved'	3.98	.886	.066
	3.96	.965	.015
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	3.84	1.009	.076
	3.65	1.211	.019

EIP in the Organization No of Items 4

	Mean	Std. Deviation	Std. Error Mean
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	3.44	1.073	.080
	4.11	.833	.013
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	4.23	.842	.063
	4.02	.909	.014
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	4.17	.892	.067
	4.01	.927	.015
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	3.41	1.050	.079
	4.01	.887	.014
22. Team working is a helpful form of employee involvement practice in the workplace	4.22	.820	.061
	3.81	.907	.014
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this UK Public workplace	3.21	1.248	.094
	3.64	1.055	.017
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	4.20	.898	.067
	3.89	.926	.015

Preferred form of EIP No of Items 7

	Mean	Std. Deviation	Std. Error Mean
25. Increased levels of employee involvement and participation should be introduced at your company	UK Public	.843	.064
	Libyan Public	.834	.013
26. The management of employees could be done in a way that focuses more than on individuals	UK Public	.901	.068
	Libyan Public	1.030	.016
27. Management should allow workers to participate and become more involved in the decision-making process	UK Public	.855	.064
	Libyan Public	.890	.014
28. There is a need to change the existing employee involvement practice within the company	UK Public	.850	.064
	Libyan Public	.956	.015
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	UK Public	.847	.064
	Libyan Public	.863	.014

Changes required in EIP and the possible effects No of Items 5

Table 5.5 App Libyan Public sector employee responses compared with Libyan Private sector employee responses

	Mean	Std. Deviation	Std. Error Mean
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	3.16	1.240	.020
	3.89	1.096	.025
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3.69	1.059	.017
	3.64	1.030	.023
3. 'In my country a person's allegiance is to his/her immediate family'	3.99	1.015	.016
	3.60	1.082	.025
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	3.78	.989	.016
	3.84	1.026	.023

National Culture No of Items 4

	Mean	Std. Deviation	Std. Error Mean
7. In my company employees tend to represent themselves in most circumstances	3.46	1.076	.017
	3.57	1.262	.028
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	3.39	1.114	.018
	3.53	1.154	.026
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	3.26	1.091	.017
	3.35	1.131	.025
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	3.43	1.087	.017
	3.31	1.187	.027
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	2.56	1.177	.019
	3.31	1.243	.028
12. In my company the employment relationship is about than just earning money	3.04	1.121	.018
	3.38	1.097	.025
13. In my company the employment relationship is a partnership of cooperation	3.69	.974	.015
	3.71	1.003	.023

Organizational Culture No of Items

	Mean	Std. Deviation	Std. Error Mean
14. In my company the level of involvement, participation and empowerment employees feel is very high'	3.57	1.052	.017
	3.33	1.199	.027
15. 'In my company the degree of autonomy the employee is granted, is very high' .	3.04	1.124	.018
	3.03	1.245	.028
16. In my company the safety of the work environment is very important and employees are directly involved'	3.96	.965	.015
	3.56	1.157	.026
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	3.65	1.211	.019
	3.58	1.156	.026

EIP in the Organization No of Items 4

	Mean	Std. Deviation	Std. Error Mean
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	4.11	.833	.013
	3.43	1.324	.030
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	4.02	.909	.014
	3.72	1.013	.023
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	4.01	.927	.015
	3.78	1.127	.026
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	4.01	.887	.014
	3.77	1.124	.025
22. Team working is a helpful form of employee involvement practice in the workplace	3.81	.907	.014
	3.68	.881	.020
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	3.64	1.055	.017
	3.43	1.010	.023
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	3.89	.926	.015
	3.59	1.035	.023

Preferred form of EIP No of Items 7

	Mean	Std. Deviation	Std. Error Mean	
25. Increased levels of employee involvement and participation should be introduced at your company	Libyan Public	4.18	.834	.013
	Libyan Private	3.81	1.076	.024
26. The management of employees could be done in a way that focuses more than on individuals	Libyan Public	3.57	1.030	.016
	Libyan Private	3.79	1.085	.024
27. Management should allow workers to participate and become more involved in the decision-making process	Libyan Public	4.24	.890	.014
	Libyan Private	4.13	.946	.021
28. There is a need to change the existing employee involvement practice within the company	Libyan Public	3.86	.956	.015
	Libyan Private	4.11	.824	.019
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	Libyan Public	3.96	.863	.014
	Libyan Private	3.89	1.069	.024

Changes required in EIP and the possible effects No of Items 5

Table 5.6 App UK Public sector employee responses compared with UK Private sector employee responses

	Mean	Std. Deviation	Std. Error Mean	
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	UK Public	3.31	1.161	.087
	UK Private	3.46	1.270	.132
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	UK Public	2.70	1.182	.089
	UK Private	3.11	1.321	.138
3. In my country a person's allegiance is to his/her immediate family'	UK Public	3.71	.989	.075
	UK Private	4.04	.937	.098
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	UK Public	3.88	.897	.067
	UK Private	3.86	1.135	.118

National Culture No of Items 4

	Mean	Std. Deviation	Std. Error Mean	
7. In my company employees tend to represent themselves in most circumstances	UK Public	3.49	.922	.069
	UK Private	3.87	.940	.098
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	UK Public	3.51	.999	.075
	UK Private	3.83	1.106	.115
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	UK Public	3.39	1.037	.078
	UK Private	4.02	.994	.104
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	UK Public	3.50	.981	.074
	UK Private	3.88	1.025	.107
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	UK Public	3.28	1.124	.084
	UK Private	3.33	1.159	.121
12. In my company the employment relationship is about than just earning money	UK Public	3.46	1.160	.087
	UK Private	3.62	1.047	.109
13. In my company the employment relationship is a partnership of cooperation	UK Public	3.65	.970	.073
	UK Private	3.50	1.218	.127

Organizational Culture No of Items 7

	Mean	Std. Deviation	Std. Error Mean
14. In my company the level of involvement, participation and empowerment employees feel is very high'	2.96	1.164	.087
	3.37	1.076	.112
15. 'In my company the degree of autonomy the employee is granted, is very high'	3.18	1.141	.085
	3.30	1.035	.108
16. In my company the safety of the work environment is very important and employees are directly involved'	3.98	.886	.066
	3.64	1.237	.129
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	3.84	1.009	.076
	3.73	1.159	.121

EIP in the Organization No of Items 4

	Mean	Std. Deviation	Std. Error Mean
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	3.44	1.073	.080
	3.65	1.162	.121
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	4.23	.842	.063
	3.92	1.122	.117
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	4.17	.892	.067
	3.58	1.188	.124
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	3.41	1.050	.079
	3.46	1.235	.129
22. Team working is a helpful form of employee involvement practice in the workplace	4.22	.820	.061
	3.80	.986	.103
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	3.21	1.248	.094
	3.22	1.184	.123
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	4.20	.898	.067
	3.70	1.155	.120

Preferred form of EIP No of Items 7



	Mean	Std. Deviation	Std. Error Mean
25. Increased levels of employee involvement and participation should be introduced at your company	UK Public	.843	.064
	UK Private	1.079	.112
26. The management of employees could be done in a way that focuses more than on individuals	UK Public	.901	.068
	UK Private	1.083	.113
27. Management should allow workers to participate and become more involved in the decision-making process	UK Public	.855	.064
	UK Private	1.250	.130
28. There is a need to change the existing employee involvement practice within the company	UK Public	.850	.064
	UK Private	1.083	.113
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	UK Public	.847	.064
	UK Private	1.042	.109

Changes required in EIP and the possible effects No of Items 5

Table 5.7 App UK Private sector employee responses compared with Libyan public sector employee responses

	Mean	Std. Deviation	Std. Error Mean
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	3.46	1.270	.132
	3.16	1.240	.020
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3.11	1.321	.138
	3.69	1.059	.017
3. 'In my country a person's allegiance is to his/her immediate family'	4.04	.937	.098
	3.99	1.015	.016
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	3.86	1.135	.118
	3.78	.989	.016

National Culture No of Items 4

	Mean	Std. Deviation	Std. Error Mean
7. In my company employees tend to represent themselves in most circumstances	3.87	.940	.098
	3.46	1.076	.017
8. 'Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	3.83	1.106	.115
	3.39	1.114	.018
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	4.02	.994	.104
	3.26	1.091	.017
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	3.88	1.025	.107
	3.43	1.087	.017
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	3.33	1.159	.121
	2.56	1.177	.019
12. In my company the employment relationship is about than just earning money	3.62	1.047	.109
	3.04	1.121	.018
13. In my company the employment relationship is a partnership of cooperation	3.50	1.218	.127
	3.69	.974	.015

Organizational Culture No of Items 7

	Mean	Std. Deviation	Std. Error Mean
14. In my company the level of involvement, participation and empowerment employees feel is very high'	3.37	1.076	.112
	3.57	1.052	.017
15. In my company the degree of autonomy the employee is granted, is very high'	3.30	1.035	.108
	3.04	1.124	.018
16. In my company the safety of the work environment is very important and employees are directly involved'	3.64	1.237	.129
	3.96	.965	.015
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	3.73	1.159	.121
	3.65	1.211	.019

EIP in the Organization No of Items 4

	Mean	Std. Deviation	Std. Error Mean
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	3.65	1.162	.121
	4.11	.833	.013
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	3.92	1.122	.117
	4.02	.909	.014
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	3.58	1.188	.124
	4.01	.927	.015
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	3.46	1.235	.129
	4.01	.887	.014
22. Team working is a helpful form of employee involvement practice in the workplace	3.80	.986	.103
	3.81	.907	.014
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	3.22	1.184	.123
	3.64	1.055	.017
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	3.70	1.155	.120
	3.89	.926	.015

Preferred form of EIP No of Items 7

	Mean	Std. Deviation	Std. Error Mean
25. Increased levels of employee involvement and participation should be introduced at your company	3.32	1.079	.112
	4.18	.834	.013
26. The management of employees could be done in a way that focuses more than on individuals	3.46	1.083	.113
	3.57	1.030	.016
27. Management should allow workers to participate and become more involved in the decision-making process	3.23	1.250	.130
	4.24	.890	.014
28. There is a need to change the existing employee involvement practice within the company	3.55	1.083	.113
	3.86	.956	.015
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	3.54	1.042	.109
	3.96	.863	.014

Changes required in EIP and the possible effects No of Items 5

Table 5.8 App UK Public sector employee responses compared with Libyan private sector employee responses

	Mean	Std. Deviation	Std. Error Mean
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	3.31	1.161	.087
	3.89	1.096	.025
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	2.70	1.182	.089
	3.64	1.030	.023
3. 'In my country a person's allegiance is to his/her immediate family'	3.71	.989	.075
	3.60	1.082	.025
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	3.88	.897	.067
	3.84	1.026	.023

National Culture No of Items 4

	Mean	Std. Deviation	Std. Error Mean
7. In my company employees tend to represent themselves in most circumstances	3.49	.922	.069
	3.57	1.262	.028
'8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	3.51	.999	.075
	3.53	1.154	.026
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	3.39	1.037	.078
	3.35	1.131	.025
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	3.50	.981	.074
	3.31	1.187	.027
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	3.28	1.124	.084
	3.31	1.243	.028
12. In my company the employment relationship is about than just earning money	3.46	1.160	.087
	3.38	1.097	.025
13. In my company the employment relationship is a partnership of cooperation	3.65	.970	.073
	3.71	1.003	.023

Organizational Culture No of Items 7

	Mean	Std. Deviation	Std. Error Mean
14. In my company the level of involvement, participation and empowerment employees feel is very high'	2.96	1.164	.087
	3.33	1.199	.027
15. In my company the degree of autonomy the employee is granted, is very high'	3.18	1.141	.085
	3.03	1.245	.028
16. In my company the safety of the work environment is very important and employees are directly involved'	3.98	.886	.066
	3.56	1.157	.026
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	3.84	1.009	.076
	3.58	1.156	.026

EIP in the Organization No of Items 4

	Mean	Std. Deviation	Std. Error Mean
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	3.44	1.073	.080
	3.43	1.324	.030
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	4.23	.842	.063
	3.72	1.013	.023
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	4.17	.892	.067
	3.78	1.127	.026
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	3.41	1.050	.079
	3.77	1.124	.025
22. Team working is a helpful form of employee involvement practice in the workplace	4.22	.820	.061
	3.68	.881	.020
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	3.21	1.248	.094
	3.43	1.010	.023
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	4.20	.898	.067
	3.59	1.035	.023

Preferred form of EIP No of Items 7

		Mean	Std. Deviation	Std. Error Mean
25. Increased levels of employee involvement and participation should be introduced at your company	UK Public	3.64	.843	.064
	Libyan Private	3.81	1.076	.024
26. The management of employees could be done in a way that focuses more than on individuals	UK Public	3.62	.901	.068
	Libyan Private	3.79	1.085	.024
27. Management should allow workers to participate and become more involved in the decision-making process	UK Public	3.86	.855	.064
	Libyan Private	4.13	.946	.021
28. There is a need to change the existing employee involvement practice within the company	UK Public	3.56	.850	.064
	Libyan Private	4.11	.824	.019
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	UK Public	3.67	.847	.064
	Libyan Private	3.89	1.069	.024

Changes required in EIP and the possible effects No of Items 5

**Appendix Nine**  
**Transcripts of Interviews with Libyan Managers**

**Case 1 National Oil Institution**

- 1- Staff here are independent and free to perform work in accordance with the administrative hierarchy and the nature of the legislation, but because this company is considered a sensitive sector there are limits on employees.
- 2- Yes, there are several opportunities for staff to develop themselves and keep pace with development and the company gives them the opportunity to develop several areas such as computer skill and English language skills and others.
- 3- yes, health and safety issues are especially important consideration of the nature of the work in the oil sector and there is a special department of health and safety and the preparation of training courses, conferences symposia and workshops, and awareness of the staff because they are very important in the sensitive sector, and all staff there are several risks to be made aware of all staff in the field of health and safety through special clothing is worn and other special clothing and internal and external courses use chemical laboratory materials .
- 4- Yes, there is direct contact with the staff and not through the channels, promoting communication and encouraging staff to perform the work as more of his lines.
- 5- Yes I believe in direct communication with the staff this promotes the interests of the company and the helps to development the organization according to structured management.
- 6- Yes, state-owned.
- 7 - Yes, we have budgets according to our needs and working the needs and budgets by working conditions for the allocation of resources is at my discretion.
- 8 - Yes, there is freedom to act in the organization for the distribution of resources according to the needs of the company and the working conditions.
- 9 - There is no competition in Libya in this sector and the Organization every sector has a great deal of freedom in all resources to act in accordance with the administrative structure and the legislation of the State as in such a sensitive sector
- 10-Yes, because the oil sector is important and sensitive for the State and is contributing to the economic planning of the State and facilitating the move away from a complicated bureaucratic way of working the sensitive nature of this sector is very important for the state of Libya the policy easily move.
- 11- Through the budgets of the State in accordance with legislation, and in coordination with the companies to see what their needs are.
- 12-Yes, institutions operate according to their procedures to facilitate the working conditions and Laws and legislation, and without impeding the market.
- 13-Working in the public sector and private



14-Yes, We have a policy to recognize the company's union.

15-The participation of the unions, either through a committee or the business work best and examine all the proposals of by the nature of work and must be representative of the staff who have to had to study all the problems and develop solutions.

16-Yes there must be an increase in the levels of participation of employees within the oil sector and all institutions to develop solutions and apply and implementation them the nature of this sector is very important every sector, considering it is sensitive and very important for the state and develop and improve its management the government needs to develop and improve the management sector.

17-Yes, I believe that company management should allow workers to participate in and study all proposals and views, depending on the nature of work and according to qualifications and experience and the department concerned also we need to increase the participation of workers in the decision-making process and the development and management improvement.

18-Yes, the a change in the participation system of staff had made would make a career more serious and satisfactory to the workers in the performance of work it would help staff and improve performance and keep pace with development, training and rehabilitation of staff who are able to improve governance and participation in decision-making the sensitive nature of this sector which is very important for the state (Libya).

All the questions are clear and useful and the content is appropriate

**Appendix Ten**  
**Transcripts of Interviews with UK Managers**

**Case 1 Cheltenham Art Gallery & Museum**

1. To what extent do you feel the existing employment relationship in your company allows employees to act autonomously?

It's always going to be a balancing act between what is in your job description and outside factors. It is important, the balancing act. Certain decisions, to a certain level you can make your own decisions, whereas other more important decisions you have to go to a higher level to get agreement on how you will carry out something.

2. To what extent do you feel employees in the company are given opportunities for self development?

Yes, there's very good opportunities in the Cheltenham Borough council for training and self development. Each year we have appraisals and you can ask for training on specific subjects and see how to develop your job. As I say, we have appraisal every year, face to face with management, discussing your job and how you want to develop in your career and get additional training.

**Do you mean the company gives the opportunity for all the staff to develop?**

Yes, certainly.

3. To what extent do you feel health and safety is an important issue in your company?

Yes. It's very important, increasingly so each year, health and safety with government regulations. We have a health and safety officer, and we have staff trained in first aid for visitors who become ill here. Accessibility is important for disabled people, so it's very important.

**Do you mean health and safety is very important in this company?**

Yes. We have staff training once a month, the first Thursday of each month, with different topics covered, and health and safety is one of the subjects throughout the year which is covered.

**Is it important?**

Yes.

4. To what extent do you feel your particular management style promotes communication directly with employees, rather than through employee representative channels?

The managers within the organization here are leaders of teams, and they have team briefings and team meetings, so communication between a team, management, and their staff is important and on a regular basis.

**Have you got example?**

Yes, because managers are accessible, face to face, you know, open door policy. You can go and see your manager at any time and discuss anything you want to. There is no restriction on...

**You mean directly between the manager and the staff?**

Yes. If you have a grievance or a problem with something in the museum, yes you can go to your manager and discuss straightaway.

**Discuss with manager directly.**

Yes.

5. In your opinion does communicating directly with employees promote a commonality of interests between employee and organization?

Yes, we think that's very important. The more contact with staff means you've more chance to get the message across and ensure that everybody is working together, so it is important, again, team briefings and cascading information from the bottom-up, and from the top-down.

**Have you got more explain?**

There's another question later on that does that same. I can't think of any particular examples. Go onto the next one.

6. Is your organization state-owned?

We're part of Cheltenham Borough Council local authority museum.

**Do you mean this one for government?**

Well, the local authority is funded by the tax payer and the government. We're not really government owned but publicly owned.

**It's public, not private.**

Public, yes

7. Do you have discretion to acquire and allocate resources?

Yes. We're funded by the borough council and each one of us have budgets allocated to them. Mine is advertising and printing, and I have authority to spend that money, and other members of staff have authority to go out and get grants and sponsorship to get money in, so we all contribute towards spending the money and getting it in. We all have discretion in getting the funding, acquiring the funding, who to approach, what sponsor, what companies. If we want to fund an exhibition and get sponsorship then the exhibition officer looks at Cheltenham companies who might be interested in sponsoring an exhibition to get funding.

8. Does your organization have substantial discretion over the allocation of its resources?

Yes, on the whole. We have a budget. We are given a budget by the borough council, and the various members of the team have budget allocations and the discretion to use that funding. We have a collections budget, a budget for the building, advertising budget, marketing budget, conservation budget, so within this organization various managers have the responsibility for allocating that funding.

9. Does your organization have substantial discretion over the formulation and implementation of its competitive strategies?

Yes, we do have discretion. We draw up a business plan each year and a marketing strategy, which is created in house, and then we implement that through the museum, yes.

**What about competitive strategy?**

Yes, I suppose a marketing strategy is a competitive strategy. We're competing against other tourist attractions and other ways people spend their time so our strategies have to bear that in mind and be carried out to increase visitor numbers and to put on interesting exhibitions.

10. In your country is there central economic planning and bureaucratic control?

This is an opinion, then, in my opinion. Certainly the government sets a budget each year. I'm not sure about bureaucratic control. To a degree, but I think there is a certain flexibility.

11. In your country is there control on companies raising finance to provide operating funds?

Do you mean companies in general?

**Yes**

It depends on the company. If they're manufacturing they've got to sell their products to provide operating funds. An organization like this, we raise finance by applying for grants from various grant-giving bodies to give additional funds for the way we operate.

**So what about the government?**

I don't know how they find the money. They just raise taxes, don't they? At the moment it's dreadful.

12. In your country do the established institutions facilitate or constrain markets?

Again, I think sometimes established institutions assist with markets but at sometimes they cause constraints. You'll ask me for an example and I can't think of any off hand. Let me think on that one. It can be both ways I think.

**What's your opinion**

On the whole I suppose middle of the road because they couldn't constrain markets but I don't see how they particularly facilitate markets. It's a balance I think.

13. Does your organization operate in the public or private sector?

Public sector

14. Do you have policy of union recognition in your company?

Yes, any member of staff can belong to unions here. We have union meetings. They have strikes sometimes.

YES

NO

15. Which of the following forms of employee involvement and participation do you feel works best and Why?

- Top-down communication from management to employees (company newspapers, communication meetings, team briefings and the use of emails and intranet).
- Upward problem-solving mechanisms (such as suggestion schemes and problem-solving groups and team working)
- Representative participation (through either a union, a committee, or a works council)

It's best to combine all three. All three are in operation here. We have information from the top, like we have a company newsletter, meetings, team briefings, use of email, intranet, all of that happens here, and the same with suggestion schemes and information going upwards. That's certainly important too. And representative participation, yes, union meetings we have. I don't think we've got... We have committees for various objectives, maybe not a works council, as such, but all three are important. They all work well. You couldn't... They need to work together, not one on particular but all three are the way it works here.

16. Do you feel that increased levels of employee involvement and participation should be introduced at your company?

It's pretty good at the moment the way it works. There is a good level of involvement and participation with employees. They have a right for free speech on our intranet. They can make comments about what's going on. It works well.

**Can I have more explain for question sixteen?**

At the moment we're going through everybody looking at the pay levels and the pay structures, and there's a lot of discussion on the intranet on what people think about it. Even if they are not in the same building we can hear what's going on in other parts of the council, so there is communication levels, yes.

17. Do you think that management in your company should allow workers to participate and become more involved in the decision-making process?

To a degree they are. Workers do participate and get involved but more involvement probably would work better. People need to have a say in how things are running because then the more involved an employee is the more they feel part of the organization, so it is important.

**What about the more involvement in decision-making process?**

Yes.

**More explain, please?**

I mean you can't... I suppose it comes from the suggestion scheme as well. I mean anybody from a cleaner can make a suggestion, and if it's a good one it gets put forward, so even the lowest paid can be part of the decision-making in that sense, but it usually is higher up and it is important. It creates more of a feeling of involvement in the company.

18. Do you think a change to the existing employee involvement practice could make work life more meaningful and satisfying for workers?

Yes, because I think people then feel more ownership of their organization. The more involvement there is the more... you want to look after, and promote, and make the best job. If you're excluded from decision-making or communication then it's just a nine to five job and you walk away with no interest. It's important that you do feel more involvement.

**But the job satisfaction and workers, example please or more explain.**

If you don't have any say in how a company is running you just are not interested. You don't get job satisfaction then. To enjoy a job, you've got to feel part of the organization. You come to work every day for so many years, you want to be involved in it.

## Appendix 11 Group Data Interviews

**Table 1** The nature of the employment relationship  
**Question**

Case 28	AGD	AGD	AGD	DNK
Case 27	AGD	AGD	AGD	NNA
Case 26	TSE	AGD	TSE	NAA
Case 25	TSE	AGD	AGD	NAA
Case 24	AGD	AGD	AGD	TSE
Case 23	AGD	AGD	AGD	NNA
Case 22	TSE	TSE	AGD	D
Case 21	AGD	AGD	AGD	TSE
Case 20	AGD	AGD	AGD	D
Case 19	TSE	AGD	AGD	D
Case 18	TSE	AGD	AGD	D
Case 17	TSE	TSE	AGD	D
Case 16	AGD	AGD	AGD	D
Case 15	TSE	AGD	AGD	D
Case 14	NAA	TSE	AGD	D
Case 13	TSE	AGD	AGD	D
Case 12	NAA	TSE	AGD	D
Case 11	TSE	AGD	AGD	D
Case 10	TSE	TSE	AGD	D
Case 9	TSE	TSE	AGD	D
Case 8	TSE	AGD	AGD	D
Case 7	TSE	TSE	D	D
Case 6	NAA	TSE	AGD	D
Case 5	TSE	AGD	AGD	D
Case 4	TSE	AGD	AGD	D
Case 3	NAA	AGD	AGD	D
Case 2	TSE	AGD	AGD	D
Case 1	TSE	AGD	AGD	D

*1. To what extent do you feel the existing employment relationship in your company allows employees to act autonomously?*

*2. To what extent do you feel employees in the company are given opportunities for self development?*

*3. To what extent do you feel health and safety is an important issue in your company?*

*14. Do you have policy of union recognition in your company?*

D = Definitely  
AGD = A great deal  
TSE = To some extent  
NAA = Not at all  
DNK = Do not know



**Table 2** The prevalent management style and level of communication

<b>Question</b>		
<b>Case 28</b>	AGD	D
<b>Case 27</b>	AGD	D
<b>Case 26</b>	AGD	D
<b>Case 25</b>	AGD	D
<b>Case 24</b>	AGD	D
<b>Case 23</b>	AGD	D
<b>Case 22</b>	AGD	TSE
<b>Case 21</b>	AGD	NN
<b>Case 20</b>	AGD	TSE
<b>Case 19</b>	AGD	D
<b>Case 18</b>	AGD	NN
<b>Case 17</b>	AGD	D
<b>Case 16</b>	AGD	D
<b>Case 15</b>	AGD	AGD
<b>Case 14</b>	AGD	D
<b>Case 13</b>	AGD	D
<b>Case 12</b>	AGD	D
<b>Case 11</b>	AGD	D
<b>Case 10</b>	AGD	D
<b>Case 9</b>	AGD	D
<b>Case 8</b>	NAA	D
<b>Case 7</b>	AGD	D
<b>Case 6</b>	AGD	D
<b>Case 5</b>	AGD	D
<b>Case 4</b>	AGD	D
<b>Case 3</b>	NAA	TSE
<b>Case 2</b>	AGD	D
<b>Case 1</b>	AGD	D

*4. To what extent do you feel your particular management style promotes communication directly with employees, rather than through employee representative channels?*

*5. In your opinion does communicating directly with employees promote a commonality of interests between employee and organization?*

D = Definitely  
 AGD = A great deal  
 TSE = To some extent  
 NAA = Not at all  
 NN = Not necessarily

**Table 3** The status of the company within the country

<b>Question</b>	<b>Case 1</b>	<b>Case 2</b>	<b>Case 3</b>	<b>Case 4</b>	<b>Case 5</b>	<b>Case 6</b>	<b>Case 7</b>	<b>Case 8</b>	<b>Case 9</b>	<b>Case 10</b>	<b>Case 11</b>	<b>Case 12</b>	<b>Case 13</b>	<b>Case 14</b>	<b>Case 15</b>	<b>Case 16</b>	<b>Case 17</b>	<b>Case 18</b>	<b>Case 19</b>	<b>Case 20</b>	<b>Case 21</b>	<b>Case 22</b>	<b>Case 23</b>	<b>Case 24</b>	<b>Case 25</b>	<b>Case 26</b>	<b>Case 27</b>	<b>Case 28</b>
6. Is your organization state-owned?	SO	SO	SO	SO	SO	SO	SO	NSO	NSO	NSO	NSO	NSO	NSO	NSO	NSO	NSO	SO/NSO	SO	SO/NSO	SO	SO/NSO	NSO	NSO	NSO	NSO	NSO	NSO	NSO
13. Does your organization operate in the public or private sector?	PUS	PUS	PUS	PUS	PUS	PUS	PUS	PS	PS	PS	PS	PS	PS	PS	PS	PUS	PUS/PS	PUS	PUS	PUS	PUS/PS	PS	PS	PS	PS	PS	PS	PS
7. Do you have discretion to acquire and allocate resources?	D	NAA	TSE	D	D	D	D	D	D	D	D	TSE	D	D	AGD	D	D	NAA	D	D	D	D	D	D	D	D	D	DNK
8. Does your organization have substantial discretion over the allocation of its resources?	D	TSE	TSE	D	D	TSE	D	D	D	D	D	TSE	D	D	AGD	D	D	DNK	D	D	D	D	D	D	D	D	D	D
9. Does your organization have substantial discretion over the formulation and implementation of its competitive strategies?	D	NAA	NAA	D	TSE	D	D	D	D	D	D	TSE	D	D	AGD	D	D	DNK	D	D	D	D	D	D	D	D	D	D
Legend:	SO = State owned NSO = Not State owned PUS = Public Sector PS = Private Sector DNK = Do not know AGD = A great deal TSE = To some extent NAA = Not at all D = Definitely																											

**Table 4** The nature of their countries economy

<b>Question</b>	<b>Case 1</b>	<b>Case 2</b>	<b>Case 3</b>	<b>Case 4</b>	<b>Case 5</b>	<b>Case 6</b>	<b>Case 7</b>	<b>Case 8</b>	<b>Case 9</b>	<b>Case 10</b>	<b>Case 11</b>	<b>Case 12</b>	<b>Case 13</b>	<b>Case 14</b>	<b>Case 15</b>	<b>Case 16</b>	<b>Case 17</b>	<b>Case 18</b>	<b>Case 19</b>	<b>Case 20</b>	<b>Case 21</b>	<b>Case 22</b>	<b>Case 23</b>	<b>Case 24</b>	<b>Case 25</b>	<b>Case 26</b>	<b>Case 27</b>	<b>Case 28</b>
<i>10. In your country is there is central economic planning and bureaucratic control?</i>	D	TSE	D	D	D	TSE	TSE	NAA	NAA	TSE	NAA	D	TSE	TSE	D	D	D	D	D	D	D	D	DNK	DNK	DNK	NNA	NNA	D
<i>11. In your country is there is control on companies raising finance to provide operating funds?</i>	D	TSE	D	TSE	TSE	TSE	D	NAA	NAA	TSE	TSE	TSE	NAA	NAA	TSE	TSE	DNK	TSE	TSE	D	TSE	D	NNA	DNK	DNK	NNA	NNA	D
<i>12. In your country do the established institutions facilitate or constrain markets?</i>	CM	FM	CM	FM	CM	FM	FM	FM	FM	FM	FM	FM	FM	FM	FM/C M	FM	FM	FM	CM	FM	CM	TSE	NAA	DNK	DNK	CM	FM	DNK

D = Definitely  
 NAA= Not at all  
 CM = Constrain Markets  
 TSE = To some extent  
 FM = Facilitate Markets  
 DNK = Do not know

**Table 5** The form of employee representation

<b>Question</b>	Case 1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7	Case 8	Case 9	Case 10	Case 11	Case 12	Case 13	Case 14	Case 15	Case 16	Case 17	Case 18	Case 19	Case 20	Case 21	Case 22	Case 23	Case 24	Case 25	Case 26	Case 27	Case 28
<i>15. Which of the following forms of employee involvement and participation do you feel works best and Why?</i>	—	—	—	1st	—	—	—	—	—	—	1st	1st	—	—	1st	—	—	—	2nd	1st	—	1st	1st	1st	—	1st	1st	1st
<i>Top-down communication from management to employees (company newspapers, communication meetings, team briefings and the use of emails and intranet.</i>	—	—	1st	2nd	1st	1st	—	1st	1st	—	3rd	2nd	1st	1st	1st	—	—	1st	3rd	—	1st	—	2nd	—	2nd	—	—	2nd
<i>Upward problem-solving mechanisms (such as suggestion schemes and problem-solving groups and team working)</i>	—	1st	1st	3rd	2nd	2nd	1st	2nd	2nd	1st	2nd	—	2nd	2nd	1st	1st	—	2nd	1st	—	—	—	—	—	—	—	—	—
<i>Representative participation (through either a union, a committee, or a works council)</i>	1st	—	2nd	3rd	2nd	2nd	1st	2nd	2nd	1st	2nd	—	2nd	2nd	1st	1st	—	2nd	1st	—	—	—	—	—	—	—	—	—

**Table 6 Changes to EIP and the effect**

Question	Case 28	Case 27	Case 26	Case 25	Case 24	Case 23	Case 22	Case 21	Case 20	Case 19	Case 18	Case 17	Case 16	Case 15	Case 14	Case 13	Case 12	Case 11	Case 10	Case 9	Case 8	Case 7	Case 6	Case 5	Case 4	Case 3	Case 2	Case 1
	NN	NN	NN	NN	D	NN	DN	NN	NN	D	DN	NN	NN	NN	D	D	NN	NN	D	D	D	D	D	NN	D	D	D	D

*16. Do you feel that increased levels of employee involvement and participation should be introduced at your company?*

*17. Do you think that management in your company should allow workers to participate and become more involved in the decision-making process?*

*18. Do you think a change to the existing employee involvement practice could make work life more meaningful and satisfying for workers?*

D = Definitely  
 DN = Definitely not  
 NN = Not necessarily

## Appendix 12 Response Bias Tables of Results

### Table 1 All PUBLIC RESPONSES

	Level of agreement										missing		
	Total	Strongly Disagree		Mildly Disagree		Neither Agree or Disagree		Mildly Agree		Strongly Agree		missing	
		NO	%	NO	%	NO	%	NO	%	NO	%	NO	%
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	4178	520	13.0%	672	16.8%	979	24.5%	1278	32.0%	550	13.8%	179	4.28
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	4178	217	5.2%	495	11.9%	652	15.7%	1975	47.5%	815	19.6%	24	.574
3. In my country a person's allegiance is to his/her immediate family'	4178	153	3.7%	207	5.0%	660	15.9%	1716	41.2%	1427	34.3%	15	359
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	4178	119	2.9%	361	8.9%	713	17.6%	1959	48.3%	902	22.2%	124	2.96
	Level of agreement										missing		
	Total	Strongly Disagree		Mildly Disagree		Neither Agree or Disagree		Mildly Agree		Strongly Agree		missing	
		NO	%	NO	%	NO	%	NO	%	NO	%	NO	%
5a. Do you have employees belonging to union(s) in your company	4178	(Yes) (3414)	(%) (83.0%)				(NO) (697)					67	1.60
5b. if yes, do you know approximately what proportion of employees are members of the union	4178	(Less than half) [641]	[18.8%]	(About half) (873)	(25.6%)	(More than half) (1687)	[49.4%]	(Don't Know) (213)	(6.2%)			764	18.8
6a. As far as you are aware, do you have employee representatives on committees in your company?	4178	(Yes) (2997)	(%) [72.9%]			(NO) (1113)	(27.1%)					68	1.62
6b. If yes, do you know approximately what percentage of people represent employees on committees	4178	(Less than 5%) (713)	(23.6%)	[6% to 10%] [499]	[16.6%]	[More than 10%] (1346)	(44.6%)			(Don't Know) (457)	(15.2%)	116	27.3
6c. Are these representatives elected by employees	4178	(Yes) (%) (2986)	(74.5%)	(NO) (1022)	(25.5%)							170	4.06

	Level of agreement										missing
	Total	Strongly Disagree		Neither Disagree	Mildly Disagree		Agree or	Mildly Agree		Strongly Agree	
		NO	%		NO	%		NO	%		
7. In my company employees tend to represent themselves in most circumstances	4178	234	5.6%	1055	13.3%	1706	41.1%	608	14.6%	23	550
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	4178	285	6.9%	1099	14.3%	1563	37.6%	614	14.8%	23	550
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	4178	357	8.6%	1370	12.8%	1441	34.7%	454	10.9%	24	574
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job.	4178	218	5.2%	927	16.3%	1741	41.9%	590	14.2%	23	550
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	4178	784	19.0%	1077	33.0%	547	13.3%	352	8.5%	59	1,412
12. In my company the employment relationship is about than just earning money	4178	381	9.3%	1253	30.5%	1119	27.3%	406	9.9%	73	1,747
13. In my company the employment relationship is a partnership of cooperation	4178	89	2.2%	1121	27.1%	1678	40.6%	856	20.7%	47	1,124

	Level of agreement										missing
	Total	Strongly Disagree		Neither Agree or Disagree	Mildly Disagree		Agree	Mildly Agree		Strongly Agree	
		NO	%		NO	%		NO	%		
14. In my company the level of involvement, participation and empowerment employees feel is very high'	4178	134	3.3%	1042	25.4%	1516	36.9%	794	19.3%	73	1,747
15. In my company the degree of autonomy the employee is granted, is very high'	4178	376	9.2%	1233	30.2%	1103	27.0%	399	9.8%	94	2,249
16. In my company the safety of the work environment is very important and employees are directly involved'	4178	47	1.1%	663	16.1%	1730	42.0%	1328	32.3%	61	1,460
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	4178	240	5.8%	746	18.1%	1341	32.5%	1215	29.4%	49	1,172

	Level of agreement										missing		
	Total	Strongly Disagree		Mildly Disagree		Neither Agree or Disagree		Mildly Agree		Strongly Agree			
		NO	%	NO	%	NO	%	NO	%	NO		%	
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	4178	58	1.4%	186	4.5%	456	11.0%	2111	50.8%	1344	32.3%	23	,550
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	4178	55	1.3%	276	6.6%	502	12.1%	1999	48.1%	1323	31.8%	23	,550
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	4178	70	1.7%	224	5.4%	651	15.7%	1821	43.8%	1389	33.4%	23	,550
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about	4178	57	1.4%	262	6.3%	586	14.2%	2006	48.5%	1222	29.6%	45	1.077
22. Team working is a helpful form of employee involvement practice in the workplace	4178	71	1.7%	219	5.3%	1032	25.1%	1829	44.5%	963	23.4%	64	1.531
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	4178	175	4.2%	490	11.9%	904	21.9%	1705	41.4%	847	20.6%	57	1.364
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	4178	75	1.8%	250	6.1%	768	18.7%	1893	46.2%	1111	27.1%	81	1.938

	Level of agreement										missing		
	Total	Strongly Disagree		Mildly Disagree		Neither Agree or Disagree		Mildly Agree		Strongly Agree			
		NO	%	NO	%	NO	%	NO	%	NO		%	
25. Increased levels of employee involvement and participation should be introduced at your company	4178	63	1.5%	93	2.3%	533	12.9%	1892	46.0%	1536	37.3%	61	1.460
26. The management of employees could be done in a way that focuses more than on individuals	4178	168	4.1%	466	11.3%	1012	24.6%	1780	43.3%	43.3%	16.6%	71	1.699
27. Management should allow workers to participate and become more involved in the decision-making process	4178	50	1.2%	184	4.4%	431	10.4%	1585	38.3%	1891	45.7%	37	.885
28. There is a need to change the existing employee involvement practice within the company	4178	95	2.3%	253	6.1%	916	22.2%	1790	43.5%	1065	25.9%	59	1.412
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	4178	73	1.8%	126	3.1%	836	20.4%	1993	48.5%	1079	26.3%	71	1.699



**Table 2 All PRIVATE RESPONSES**

	Level of agreement												missing			
	Total	Strongly Disagree		Mildly Disagree		Neither Disagree or Agree		Mildly Agree		Strongly Agree		NO		%		
		NO	%	NO	%	NO	%	NO	%	NO	%					
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	2092	50		2.4%		342		16.5%	91	4.4%	925	44.7%	660	31.9%	24	1.147
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	2092	54		2.6%		386		18.7%	205	10.0%	1073	52.1%	342	16.6%	32	1.529
3. In my country a person's allegiance is to his/her immediate family'	2092	25		1.2%		435		21.7%	244	12.2%	881	43.9%	422	21.0%	85	4.063
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	2092	11		.5%		340		16.5%	193	9.4%	929	45.1%	587	28.5%	32	1.529

5a. Do you have employees belonging to union(s) in your company	2092	(Yes) (1600)	(%) (80.6%)	(NO) (384)	(%) (19.4%)	108	5.162
5b. if yes, do you know approximately what proportion of employees are members of the union	2092	(Less than half) [753] [39.2%]	(About half) (218) (11.3%)	(More than half) (487) [25.3%]	(Don't Know) (14) (.7%)	168	8.030
6a. As far as you are aware, do you have employee representatives on committees in your company?	2092	(Yes) (1114)	(%) [54.5%]	(NO) (929)	(%) (45.5%)	49	2.342
6b. If yes, do you know approximately what percentage of people represent employees on committees	2092	(Less than 5%) (763) (40.2%)	[6% to 10%] [102] [5.4%]	[More than 10%] (450) (23.7%)	0	196	9.369
6c. Are these representatives elected by employees	2092	(Yes) (1278)	(%) (63.6%)	(NO) (733)	(%) (36.4%)	81	3.871

7. In my company employees tend to represent themselves in most circumstances	2092	175	8.4%	282	13.5%	347	16.7%	711	34.1%	569	27.3%	8	.382
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	2092	116	5.7%	370	18.2%	226	11.1%	940	46.2%	383	18.8%	57	2.724
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	2092	165	7.9%	402	19.4%	174	8.4%	1144	55.1%	191	9.2%	16	.764
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job.	2092	98	4.7%	618	29.9%	157	7.6%	883	42.7%	311	15.0%	25	1.195
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	2092	127	6.2%	579	28.3%	261	12.8%	686	33.6%	390	19.1%	49	2.342
12. In my company the employment relationship is about than just earning money	2092	21	1.0%	612	29.8%	273	13.3%	834	40.7%	311	15.2%	41	1.959
13. In my company the employment relationship is a partnership of cooperation	2092	35	1.7%	327	15.9%	273	13.3%	1016	49.3%	409	19.9%	32	1.529

14. In my company the level of involvement, participation and empowerment employees feel is very high'	2092	131	6.5%	490	24.5%	288	14.4%	773	38.6%	321	16.0%	89	4.254
15. In my company the degree of autonomy the employee is granted, is very high'	2092	404	19.9%	194	9.6%	459	22.6%	862	42.5%	109	5.4%	64	3.059
16. In my company the safety of the work environment is very important and employees are directly involved'	2092	209	10.2%	199	9.8%	158	7.7%	1177	57.7%	297	14.6%	52	2.485
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	2092	73	3.6%	457	22.7%	126	6.3%	934	46.4%	425	21.1%	77	3.680

18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	2092	233	11.5%	363	17.9%	158	7.8%	827	40.7%	449	22.1%	62	2.963
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	2092	22	1.1%	368	17.9%	176	8.6%	1058	51.6%	428	20.9%	40	1.912
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	2092	16	.8%	448	22.0%	140	6.9%	805	39.5%	627	30.8%	56	2.676
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about	2092	113	5.4%	241	11.6%	244	11.8%	925	44.6%	552	26.6%	17	.812
22. Team working is a helpful form of employee involvement practice in the workplace	2092	8	.4%	300	14.5%	303	14.6%	1199	57.8%	265	12.8%	17	.812
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	2092	19	.9%	561	27.9%	169	8.4%	1078	53.7%	181	9.0%	84	4.015
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	2092	12	.6%	487	23.5%	179	8.7%	1043	50.4%	347	16.8%	24	1.147

25. Increased levels of employee involvement and participation should be introduced at your company	2092	107	5.2%	236	11.4%	122	5.9%	1125	54.4%	478	23.1%	24	1.17
26. The management of employees could be done in a way that focuses more than on individuals	2092	70	3.4%	213	10.3%	440	21.4%	723	35.1%	614	29.8%	32	1.59
27. Management should allow workers to participate and become more involved in the decision-making process	2092	69	3.3%	115	5.6%	146	7.1%	965	46.7%	773	37.4%	24	1.17
28. There is a need to change the existing employee involvement practice within the company	2092	20	1.0%	85	4.1%	278	13.6%	990	48.3%	677	33.0%	42	2.07
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	2092	44	2.1%	262	12.6%	284	13.7%	807	38.8%	683	32.8%	12	.573

**Table 3 All LIBYAN RESPONSES**

	Level of agreement											missing	
	Total	Strongly Disagree		Mildly Disagree		Neither Agree or Disagree		Mildly Agree		Strongly Agree			
		NO	%	NO	%	NO	%	NO	%	NO	%		
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	6000	544	9.0%	972	16.0%	1018	16.8%	2095	34.5%	1168	19.3%	203	3.38
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	6000	223	3.8%	815	13.7%	797	13.4%	2975	49.1%	1134	19.1%	56	.93
3. In my country a person's allegiance is to his/her immediate family'	6000	173	2.9%	622	10.5%	838	14.2%	2495	42.3%	1775	30.1%	97	1.61
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	6000	125	2.1%	682	11.7%	844	14.4%	2785	47.7%	1408	24.1%	156	2.6
5a. Do you have employees belonging to union(s) in your company	6000	(Yes) (4814)	(%) (80.23% )	(NO) (1011)	(%) (16.85%)							175	2.92
5b. if yes, do you know approximately what proportion of employees are members of the union	6000	(Less than half) (1496) [24.93% )	(About half) (1280 ) [ 21.33%)	(More than half) [2225) [37.08%]	(Don't Know) (135) (2.25%)							864	14.4
6a. As far as you are aware, do you have employee representatives on committees in your company?	6000	(Yes) (3918 )	(%) [65.30%]	(NO) (1965)	(%) (32.75% )							117	1.95
6b. If yes, do you know approximately what percentage of people represent employees on committees	6000	(Less than 5%) (1616) (26.93 )	[6% to 10%) [637 [10.62%)	[More than 10%) (2004) (33.40%)	0					(Don't Know) (442) [7.37%)		1301	21.68
6c. Are these representatives elected by employees	6000	(Yes) (4150)	(%) (69.17 % )	(NO) (1599)	(%) (26.65 % )							251	4.18

7. In my company employees tend to represent themselves in most circumstances	6000	407	6.8%	798	13.4%	1331	22.3%	2302	38.6%	1131	18.9%	31	.51
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	6000	391	6.6%	931	15.7%	1266	21.4%	2387	40.3%	945	16.0%	80	1.33
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	6000	513	8.6%	895	15.0%	1488	25.0%	2473	41.5%	591	9.9%	40	.66
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job.	6000	308	5.2%	1266	21.3%	1019	17.1%	2509	42.2%	850	14.3%	48	.8
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	6000	891	15.1%	1889	32.1%	1269	21.5%	1137	19.3%	706	12.0%	108	1.8
12. In my company the employment relationship is about than just earning money	6000	384	6.5%	1528	26.0%	1457	24.8%	1852	31.5%	665	11.3%	114	1.9
13. In my company the employment relationship is a partnership of cooperation	6000	107	1.8%	692	11.7%	1334	22.5%	2569	43.4%	1219	20.6%	79	1.31

14. In my company the level of involvement, participation and empowerment employees feel is very high'	6000	239	4.1%	1053	18.0%	1244	21.3%	2219	38.0%	1083	18.6%	162	2.7
15. In my company the degree of autonomy the employee is granted, is very high'	6000	756	12.9%	1128	19.3%	1602	27.4%	1878	32.1%	478	8.2%	158	2.63
16. In my company the safety of the work environment is very important and employees are directly involved'	6000	245	4.2%	533	9.1%	769	13.1%	2794	47.5%	1546	26.3%	113	1.88
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	6000	304	5.2%	1016	17.3%	826	14.1%	2163	36.8%	1565	26.6%	126	2.1

18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	6000	276	4.7%	510	8.6%	559	9.5%	2824	47.7%	1746	29.5%	85	1.41
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	6000	69	1.2%	637	10.7%	639	10.8%	2952	49.7%	1640	27.6%	63	1.05
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	6000	74	1.4%	661	11.2%	746	12.6%	2518	42.5%	1922	32.5%	79	1.31
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about	6000	150	2.5%	472	7.9%	754	12.7%	2831	47.7%	1731	29.2%	62	1.03
22. Team working is a helpful form of employee involvement practice in the workplace	6000	78	1.3%	506	8.5%	1281	21.6%	2931	49.5%	1123	19.0%	81	1.35
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	6000	160	2.7%	1015	17.3%	994	17.0%	2703	46.1%	987	16.8%	141	2.35
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	6000	80	1.4%	720	12.2%	904	15.3%	2839	48.2%	1352	22.9%	105	1.75

25. Increased levels of employee involvement and participation should be introduced at your company	6000	161	2.7%	309	5.2%	558	9.4%	2913	49.2%	1976	33.4%	83	1.38
26. The management of employees could be done in a way that focuses more than on individuals	6000	230	3.9%	657	11.1%	1356	23.0%	2406	40.8%	1248	21.2%	103	1.71
27. Management should allow workers to participate and become more involved in the decision-making process	6000	105	1.8%	280	4.7%	505	8.5%	2441	41.1%	2608	43.9%	61	1.01
28. There is a need to change the existing employee involvement practice within the company	6000	111	1.9%	312	5.3%	1092	18.5%	2688	45.6%	1696	28.8%	101	1.68
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	6000	112	1.9%	372	6.3%	1016	17.2%	2706	45.7%	1711	28.9%	83	1.38

**Table.4 ALL UK RESPONSES**

	Level of agreement												missing	
	Total	Strongly Disagree		Mildly Disagree		Neither Agree or Disagree		Mildly Agree		Strongly Agree		missing		
		NO	%	NO	%	NO	%	NO	%	NO	%	NO	%	
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	270	26	9.6%	42	15.6%	52	19.3%	108	40.0%	42	15.6%			
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	270	48	17.8%	66	24.4%	60	22.2%	73	27.0%	23	8.5%			
3. In my country a person's allegiance is to his/her immediate family'	270	5	1.9%	20	7.5%	66	24.7%	102	38.2%	74	27.7%	3	1.11	
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	270	5	1.9%	19	7.0%	62	23.0%	103	38.1%	81	30.0%			

5a. Do you have employees belonging to union(s) in your company	270	(Yes) (200)	(%) (74.1%)	(NO) (70)	(%) (25.9%)			
5b. if yes, do you know approximately what proportion of employees are members of the union	270	(Less than half) [25] [9.26]	(About half) (28) [10.37]	(Don't Know) (134) (67.0%)		70	25.93	
6a. As far as you are aware, do you have employee representatives on committees in your company?	270	(Yes) (193)	(%) [71.5%	(NO) (77)	(%) (28.5%)			
6b. If yes, do you know approximately what percentage of people represent employees on committees	270	(Less than 5%) (20) [7.41]	[6% to 10%] [15] (5.56)	[More than 10%] (14) (5.19)	0	(Don't Know) (163) (60.37)	58	21.48
6c. Are these representatives elected by employees	270	(Yes) (114)	(%) (42.2%)	(NO) (156)	(%) (57.8%)			

7. In my company employees tend to represent themselves in most circumstances	270	2	.7%	36	13.3%	71	26.3%	115	42.6%	46	17.0%
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	270	10	3.7%	33	12.2%	59	21.9%	116	43.0%	52	19.3%
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	270	9	3.3%	39	14.4%	56	20.7%	112	41.5%	54	20.0%
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job.	270	8	3.0%	31	11.5%	65	24.1%	115	42.6%	51	18.9%
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	270	20	7.4%	49	18.1%	69	25.6%	96	35.6%	36	13.3%
12. In my company the employment relationship is about than just earning money	270	18	6.7%	30	11.1%	69	25.6%	101	37.4%	52	19.3%
13. In my company the employment relationship is a partnership of cooperation	270	17	6.3%	22	8.1%	60	22.2%	125	46.3%	46	17.0%

14. In my company the level of involvement, participation and empowerment employees feel is very high'	270	26	9.6%	56	20.7%	86	31.9%	70	25.9%	32	11.9%
15. In my company the degree of autonomy the employee is granted, is very high'	270	24	8.9%	39	14.4%	90	33.3%	87	32.2%	30	11.1%
16. In my company the safety of the work environment is very important and employees are directly involved'	270	11	4.1%	15	5.6%	52	19.3%	113	41.9%	79	29.3%
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	270	9	3.3%	28	10.4%	46	17.0%	112	41.5%	75	27.8%

18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	270	15	5.6%	39	14.4%	55	20.4%	114	42.2%	47	17.4%
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	270	8	3.0%	7	2.6%	39	14.4%	105	38.9%	111	41.1%
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	270	12	4.4%	11	4.1%	45	16.7%	108	40.0%	94	34.8%
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about	270	20	7.4%	31	11.5%	76	28.1%	100	37.0%	43	15.9%
22. Team working is a helpful form of employee involvement practice in the workplace	270	1	.4%	13	4.8%	54	20.0%	97	35.9%	105	38.9%
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	270	34	12.6%	36	13.3%	79	29.3%	80	29.6%	41	15.2%
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	270	7	2.6%	17	6.3%	43	15.9%	97	35.9%	106	39.3%



25. Increased levels of employee involvement and participation should be introduced at your company	270	9	3.4%	20	7.5%	97	36.2%	104	38.8%	38	14.2%	2	.740
26. The management of employees could be done in a way that focuses more than on individuals	270	8	3.0%	22	8.1%	96	35.6%	97	35.9%	47	17.4%		
27. Management should allow workers to participate and become more involved in the decision-making process	270	14	5.2%	19	7.0%	72	26.7%	109	40.4%	56	20.7%		
28. There is a need to change the existing employee involvement practice within the company	270	4	1.5%	26	9.6%	102	37.8%	92	34.1%	46	17.0%		
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	270	5	1.9%	16	5.9%	104	38.5%	94	34.8%	51	18.9%		

**Table .5 LIBYAN PUBLIC RESPONSES**

	Level of agreement												
	Total	Strongly Disagree		Mildly Disagree		Neither Disagree		Mildly Agree		Strongly Agree		missing	
		NO	%	NO	%	NO	%	NO	%	NO	%		
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	4000	504	13.2%	641	16.8%	946	24.8%	1201	31.4%	529	13.8%	179	4.475
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	4000	183	4.6%	447	11.2%	611	15.4%	1928	48.5%	807	20.3%	24	.6
3. In my country a person's allegiance is to his/her immediate family'	4000	149	3.7%	190	4.8%	617	15.5%	1643	41.2%	1389	34.8%	12	.3
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	4000	117	3.0%	350	9.0%	675	17.4%	1877	48.4%	857	22.1%	124	3.1

5a. Do you have employees belonging to union(s) in your company	4000	(Yes) (3241)	(%) (82.4%)	(NO) (692)	(%) (17.6%)	67	1.675
5b. if yes, do you know approximately what proportion of employees are members of the union	4000	(Less than half) (623) [19.2%]	(About half) (850) (26.2%)	(More than half) (1675) [51.7%]	(Don't Know) (93) (2.9%)	759	18.975
6a. As far as you are aware, do you have employee representatives on committees in your company?	4000	(Yes) (2837)	(%) [72.2%]	(NO) (1095)	(%) (27.8%)	68	1.7
6b. If yes, do you know approximately what percentage of people represent employees on committees	4000	(Less than 5%) (701) (24.7%)	[6% to 10%] [490] [17.3%]	[More than 10%] (1335) (47.1%)	(Don't Know) (311) (11.0%)	1163	29.075
6c. Are these representatives elected by employees	4000	(Yes) (2901)	(%) (75.7%)	(NO) (929)	(%) (24.3%)	170	4.25

7. In my company employees tend to represent themselves in most circumstances	4000	233	5.9%	523	13.2%	1004	25.2%	1630	41.0%	587	14.8%	23	.575
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	4000	278	7.0%	571	14.4%	1057	26.6%	1479	37.2%	592	14.9%	23	.575
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	4000	348	8.8%	503	12.7%	1328	33.4%	1361	34.2%	436	11.0%	24	.6
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job.	4000	212	5.3%	655	16.5%	883	22.2%	1658	41.7%	569	14.3%	23	.575
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	4000	771	19.6%	1324	33.6%	1037	26.3%	477	12.1%	332	8.4%	59	1.475
12. In my company the employment relationship is about than just earning money	4000	368	9.4%	923	23.5%	1207	30.7%	1058	26.9%	371	9.4%	73	1.825
13. In my company the employment relationship is a partnership of cooperation	4000	83	2.1%	369	9.3%	1085	27.4%	1587	40.1%	829	21.0%	47	1.175

14. In my company the level of involvement, participation and empowerment employees feel is very high'	4000	113	2.9%	576	14.7%	987	25.1%	1475	37.6%	776	19.8%	73	1.825
15. In my company the degree of autonomy the employee is granted, is very high'	4000	355	9.1%	951	24.3%	1177	30.1%	1041	26.7%	382	9.8%	94	2.35
16. In my company the safety of the work environment is very important and employees are directly involved'	4000	46	1.2%	338	8.6%	631	16.0%	1650	41.9%	1274	32.3%	61	1.525
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	4000	235	5.9%	572	14.5%	714	18.1%	1263	32.0%	1167	29.5%	49	1.225

18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	4000	46	1.2%	164	4.1%	415	10.4%	2030	51.0%	1322	33.2%	23	.575
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	4000	53	1.3%	272	6.8%	479	12.0%	1928	48.5%	1245	31.3%	23	.575
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	4000	66	1.7%	221	5.6%	626	15.7%	1748	44.0%	1316	33.1%	23	.575
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about	4000	49	1.2%	235	5.9%	534	13.5%	1940	49.1%	1197	30.3%	45	1.125
22. Team working is a helpful form of employee involvement practice in the workplace	4000	70	1.8%	217	5.5%	1000	25.4%	1765	44.8%	884	22.5%	64	1.6
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	4000	152	3.9%	464	11.8%	857	21.7%	1651	41.9%	819	20.8%	57	1.425
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	4000	72	1.8%	245	6.3%	744	19.0%	1826	46.6%	1032	26.3%	81	2.025

25. Increased levels of employee involvement and participation should be introduced at your company	4000	61	1.5%	83	2.1%	470	11.9%	1817	46.1%	1510	38.3%	59	1.475
26. The management of employees could be done in a way that focuses more than on individuals	4000	165	4.2%	454	11.6%	948	24.1%	1711	43.5%	651	16.6%	71	1.775
27. Management should allow workers to participate and become more involved in the decision-making process	4000	49	1.2%	175	4.4%	385	9.7%	1505	38.0%	1849	46.7%	37	.925
28. There is a need to change the existing employee involvement practice within the company	4000	95	2.4%	236	6.0%	846	21.5%	1724	43.7%	1040	26.4%	59	1.475
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	4000	72	1.8%	117	3.0%	767	19.5%	1926	49.0%	1047	26.6%	71	1.775

**Table 6 LIBYAN PRIVATE RESPONSES**

	Level of agreement										
	Total	Strongly Disagree		Mildly Disagree	Neither Disagree		Mildly Agree	Strongly Agree		missing	
		NO	%		NO	%		NO	%		NO
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	2000	40	2.0%	331	16.8%	72	3.6%	894	45.2%	24	1.2
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	2000	40	2.0%	368	18.7%	186	9.5%	1047	53.2%	327	16.6%
3. In my country a person's allegiance is to his/her immediate family'	2000	24	1.3%	432	22.6%	221	11.5%	852	44.5%	386	20.2%
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	2000	8	.4%	332	16.9%	169	8.6%	908	46.1%	551	28.0%

5a. Do you have employees belonging to union(s) in your company	2000	(Yes) (1573)	(%) (83.1%)	(NO) (319)	(%) (16.9%)	108	5.4				
5b. if yes, do you know approximately what proportion of employees are members of the union	2000	(Less than half) (541)	(27.05%)	(About half) (311)	(15.55%)	(More than half) (592)	(29.6%)	(Don't Know) (129)	(6.45%)	427	21.35
6a. As far as you are aware, do you have employee representatives on committees in your company?	2000	(Yes) (870)	(%) (44.6%)	(NO) (1081)	(%) (55.4%)	49	2.45				
6b. If yes, do you know approximately what percentage of people represent employees on committees	2000	(Less than 5%) (171)	(8.55%)	[6% to 10%] (165)	[8.25%]	[More than 10%] (537)	[26.85%]	(Don't Know) (208)	(10.4%)	919	45.95
6c. Are these representatives elected by employees	2000	(Yes) (1249)	(%) (65.1%)	(NO) (670)	(%) (34.9%)	81	4.05				

7. In my company employees tend to represent themselves in most circumstances	2000	174	8.7%	275	13.8%	327	16.4%	672	33.7%	544	27.3%	8	.4
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	2000	113	5.8%	360	18.5%	209	10.8%	908	46.7%	353	18.2%	57	2.85
9. Managers in my company are very good at keeping employees informed about changes in Staffing	2000	165	8.3%	392	19.8%	160	8.1%	1112	56.0%	155	7.8%	16	.8
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job.	2000	96	4.9%	611	30.9%	136	6.9%	851	43.1%	281	14.2%	25	1.25
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	2000	120	6.2%	565	29.0%	232	11.9%	660	33.8%	374	19.2%	49	2.45
12. In my company the employment relationship is about than just earning money	2000	16	.8%	605	30.9%	250	12.8%	794	40.5%	294	15.0%	41	2.05
13. In my company the employment relationship is a partnership of cooperation	2000	24	1.2%	323	16.4%	249	12.7%	982	49.9%	390	19.8%	32	1.6

14. In my company the level of involvement, participation and empowerment employees feel is very high'	2000	126	6.6%	477	25.0%	257	13.4%	744	38.9%	307	16.1%	89	4.45
15. In my company the degree of autonomy the employee is granted, is very high'	2000	401	20.7%	177	9.1%	425	22.0%	837	43.2%	96	5.0%	64	3.2
16. In my company the safety of the work environment is very important and employees are directly involved'	2000	199	10.2%	195	10.0%	138	7.1%	1144	58.7%	272	14.0%	52	2.6
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	2000	69	3.6%	444	23.1%	112	5.8%	900	46.8%	398	20.7%	77	3.85

18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	2000	230	11.9%	346	17.9%	144	7.4%	794	41.0%	424	21.9%	62	3.1
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	2000	16	8%	365	18.6%	160	8.2%	1024	52.2%	395	20.2%	40	2
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	2000	8	.4%	440	22.6%	120	6.2%	770	39.6%	606	31.2%	56	2.8
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about	2000	101	5.1%	237	12.0%	220	11.1%	891	44.9%	534	26.9%	17	.85
22. Team working is a helpful form of employee involvement practice in the workplace	2000	8	.4%	289	14.6%	281	14.2%	1166	58.8%	239	12.1%	17	.85
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	2000	8	.4%	551	28.8%	137	7.2%	1052	54.9%	168	8.8%	84	4.2
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	2000	8	.4%	475	24.0%	160	8.1%	1013	51.3%	320	16.2%	1024	51.2

25. Increased levels of employee involvement and participation should be introduced at your company	2000	100	5.1%	226	11.4%	88	4.5%	1096	55.5%	466	23.6%	24	1.2
26. The management of employees could be done in a way that focuses more than on individuals	2000	65	3.3%	203	10.3%	408	20.7%	695	35.3%	597	30.3%	32	1.6
27. Management should allow workers to participate and become more involved in the decision-making process	2000	56	2.8%	105	5.3%	120	6.1%	936	47.4%	759	38.4%	24	1.2
28. There is a need to change the existing employee involvement practice within the company	2000	16	.8%	76	3.9%	246	12.6%	964	49.2%	656	33.5%	42	2.1
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	2000	40	2.0%	255	12.8%	249	12.5%	780	39.2%	664	33.4%	12	.6

**Table 7 UK PUBLIC RESPONSES**

	Level of agreement										missing	
	Total	Strongly Disagree		Mildly Disagree		Neither Disagree		Agree or		Strongly Agree		
		NO	%	NO	%	NO	%	NO	%	NO		%
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	178	16	9.0%	31	17.4%	33	18.5%	77	43.3%	21	11.8%	
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	178	34	19.1%	48	27.0%	41	23.0%	47	26.4%	8	4.5%	
3. In my country a person's allegiance is to his/her immediate family'	178	4	2.3%	17	9.7%	43	24.6%	73	41.7%	38	21.7%	3
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	178	2	1.1%	11	6.2%	38	21.3%	82	46.1%	45	25.3%	

5a. Do you have employees belonging to union(s) in your company	178	(Yes) (173)	(%) (82.4%)	(NO) (5)	(%) (2.8%)							
5b. if yes, do you know approximately what proportion of employees are members of the union	178	(Less than half) (18)	[10.11]	(About half) (23)	(Don't Know) (120)	[6.74]					5	2.81
6a. As far as you are aware, do you have employee representatives on committees in your company?	178	(Yes) (%) (160)	[89.9%]	(NO) (%) (18)	(%) (10.1%)							
6b. If yes, do you know approximately what percentage of people represent employees on committees	178	(Less than 5%) (12)	(6.74)	[6% to 10%] (9)	[5.06]					(Don't Know) (146)	82.02	
6c. Are these representatives elected by employees	178	(Yes) (%) (85)	(47.8%)	(NO) (%) (93)	(%) (52.2%)							



7. In my company employees tend to represent themselves in most circumstances	178	1	.6	29	16.3%	51	28.7%	76	42.7%	21	11.8%
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	178	7	3.9%	23	12.9%	42	23.6%	84	47.2%	22	12.4%
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	178	9	5.1%	29	16.3%	42	23.6%	80	44.9%	18	10.1%
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job.	178	6	3.4%	24	13.5%	44	24.7%	83	46.6%	21	11.8%
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	178	13	7.3%	35	19.7%	40	22.5%	70	39.3%	20	11.2%
12. In my company the employment relationship is about than just earning money	178	13	7.3%	23	12.9%	46	25.8%	61	34.3%	35	19.7%

13. In my company the employment relationship is a partnership of cooperation	178	6	3.4%	18	10.1%	36	20.2%	91	51.1%	27	15.2%
14. In my company the level of involvement, participation and empowerment employees feel is very high'	178	21	11.8%	43	24.2%	55	30.9%	41	23.0%	18	10.1%
15. In my company the degree of autonomy the employee is granted, is very high'	178	21	11.8%	22	12.4%	56	31.5%	62	34.8%	17	9.6%
16. In my company the safety of the work environment is very important and employees are directly involved'	178	1	.6%	11	6.2%	32	18.0%	80	44.9%	54	30.3%
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	178	5	2.8%	15	8.4%	32	18.0%	78	43.8%	48	27.0%

18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	178	12	6.7%	22	12.4%	41	23.0%	81	45.5%	22	12.4%
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	178	2	1.1%	4	2.2%	23	12.9%	71	39.9%	78	43.8%
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	178	4	2.2%	3	1.7%	25	14.0%	73	41.0%	73	41.0%
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about	178	4.5%	4.5%	27	15.2%	52	29.2%	66	37.1%	25	14.0%
22. Team working is a helpful form of employee involvement practice in the workplace	178	1	.6%	2	1.1%	32	18.0%	64	36.0%	79	44.4%
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	178	23	12.9%	26	14.6%	47	26.4%	54	30.3%	28	15.7%
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	178	3	1.7%	5	2.8%	24	13.5%	67	37.6%	79	44.4%

25. Increased levels of employee involvement and participation should be introduced at your company	178	2	1.1%	10	5.7%	63	35.8%	75	42.6%	26	14.4%
26. The management of employees could be done in a way that focuses more than on individuals	178	3	1.7%	12	6.7%	64	36.0%	69	38.8%	30	16.6%
27. Management should allow workers to participate and become more involved in the decision-making process	178	1	.6%	9	5.1%	46	25.8%	80	44.9%	42	23.3%
28. There is a need to change the existing employee involvement practice within the company	178			17	9.6%	70	39.3%	66	37.1%	25	14.0%
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	178	1	.6%	9	5.1%	69	38.8%	67	18.0%	32	18.0%

**Table 8 UK PRIVATE RESPONSES**

	Level of agreement												missing	
	Total	Strongly Disagree		Mildly Disagree		Neither Disagree		Agree or		Mildly Agree		Strongly Agree		
		NO	%	NO	%	NO	%	NO	%	NO	%	NO		%
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	92	10	10.9%	11	12.0%	19	20.7%	31	33.7%	21	22.8%			
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	92	14	15.2%	18	19.6%	19	20.7%	26	28.3%	15	16.3%			
3. In my country a person's allegiance is to his/her immediate family'	92	1	1.1%	3	3.3%	23	25.0%	29	31.5%	36	39.1%			
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	92	3	3.3%	8	8.7%	24	26.1%	21	22.8%	36	39.1%			

5a. Do you have employees belonging to union(s) in your company	92	(Yes) (27)	(%) (29.3%)	(NO) (65)	(%) (70.7%)		
5b. if yes, do you know approximately what proportion of employees are members of the union	92	(Less than half) [7]	(About half) (5)	(Don't Know) (14)	(15.22)	65	70.65
6a. As far as you are aware, do you have employee representatives on committees in your company?	92	(Yes) (33)	(%) [35.9%	(NO) (59)	( 64.1%)		
6b. If yes, do you know approximately what percentage of people represent employees on committees	92	(Less than 5%) (8)	[6% to 10%] [6	(Don't Know) (17)	( 18.48 )	58	63.04
6c. Are these representatives elected by employees	92	(Yes) (29)	(%) ( 31.5% )	(NO) (63)	( 68.5% )		

7. In my company employees tend to represent themselves in most circumstances	92	1	1.1%	7	7.6%	20	21.7%	39	42.4%	25	27.2%
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	92	3	3.3%	10	10.9%	17	18.5%	32	34.8%	30	32.6%
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	92			10	10.9%	14	15.2%	32	34.8%	36	39.1%
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job.	92	2	2.2%	7	7.6%	21	22.8%	32	34.8%	30	32.6%
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	92	7	7.6%	14	15.2%	29	31.5%	26	28.3%	16	17.4%
12. In my company the employment relationship is about than just earning money	92	5	5.4%	7	7.6%	23	25.0%	40	43.5%	17	18.5%
13. In my company the employment relationship is a partnership of cooperation	92	11	12.0%	4	4.3%	24	26.1%	34	37.0%	19	20.7%

14. In my company the level of involvement, participation and empowerment employees feel is very high'	92	5	5.4%	13	14.1%	31	33.7%	29	31.5%	14	15.2%
15. In my company the degree of autonomy the employee is granted, is very high'	92	3	3.3%	17	18.5%	34	37.0%	25	27.2%	13	14.1%
16. In my company the safety of the work environment is very important and employees are directly involved'	92	10	10.9%	4	4.3%	20	21.7%	33	35.9%	25	27.2%
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	92	4	4.3%	13	14.1%	14	15.2%	34	37.0%	27	29.3%

18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	92	3	3.3%	17	18.5%	14	15.2%	33	35.9%	25	27.2%
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	92	6	6.5%	3	3.3%	16	17.4%	34	37.0%	33	35.9%
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	92	8	8.7%	8	8.7%	20	21.7%	35	38.0%	21	22.8%
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about	92	12	13.0%	4	4.3%	24	26.1%	34	37.0%	18	19.6%
22. Team working is a helpful form of employee involvement practice in the workplace	92			11	12.0%	22	23.9%	33	35.9%	26	28.3%
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	92	11	12.0%	10	10.9%	32	34.8%	26	28.3%	13	14.1%
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	92	4	4.3%	12	13.0%	19	20.7%	30	32.6%	27	29.3%

25. Increased levels of employee involvement and participation should be introduced at your company	92	7	7.6%	10	10.9%	34	37.0%	29	31.5%	12	13.0%
26. The management of employees could be done in a way that focuses more than on individuals	92	5	5.4%	10	10.9%	32	34.8%	28	30.4%	17	18.5%
27. Management should allow workers to participate and become more involved in the decision-making process	92	13	14.1%	10	10.9%	26	28.3%	29	31.5%	14	15.2%
28. There is a need to change the existing employee involvement practice within the company	92	4	4.3%	9	9.8%	32	34.8%	26	28.3%	21	22.8%
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	92	4	4.3%	7	7.6%	35	38.0%	27	29.3%	19	20.7%

# Appendix 13 Kruskal-Wallis Test Results

## Table 1 ALL Libya and ALL UK

Notes	02-Jun-2010 20:04:29
Output Created	
Comments	
Input	N:\New Abdussalam.sav
Data	
Active Dataset	DataSet1
Filter	<none>
Weight	<none>
Split File	<none>
N of Rows in Working Data File	6270
Definition of Missing	User-defined missing values are treated as missing.
Missing Value Handling	Statistics for each test are based on all cases with valid data for the variable(s) used in that test.
Cases Used	NPART TESTS /K-W=L1 L2 L3 L4 L5 BY Country(1 2) /STATISTICS DESCRIPTIVES /MISSING ANALYSIS.
Syntax	
Resources	
Processor Time	00:00:00.047
Elapsed Time	00:00:00.047
Number of Cases Allowed <sup>a</sup>	71493

a. Based on availability of workspace memory.

Descriptive Statistics	N	Mean	Std. Deviation	Minimum	Maximum
National Culture	6270	3.6786	.71806	1.00	5.00
Organizational Culture	6270	3.3321	.71330	1.00	5.00
EIP in the organization	6233	3.4945	.82005	1.00	5.00
Preferred form of EIP	6259	3.8400	.70310	1.20	5.00
Changes required in EIP and the possible effects	6247	3.9869	.64870	1.17	5.00
Country	6270	1.9569	.20301	1.00	2.00

### Kruskal-Wallis Test

#### Ranks

	Country	N	Mean Rank
National Culture	UK	270	2833.33
	Libya	6000	3149.10+
	Total	6270	
Organizational Culture	UK	270	3768.30+
	Libya	6000	3107.02
	Total	6270	
EIP in the organization	UK	270	3175.93+
	Libya	5963	3114.33
	Total	6233	
Preferred form of EIP	UK	270	3071.32
	Libya	5989	3132.65+
	Total	6259	
Changes required in EIP and the possible effects	UK	270	2415.58
	Libya	5977	3156.00+
	Total	6247	

The + indicates higher directional difference

### Test Statistics<sup>a,b</sup>

	National Culture	Organizational Culture	EIP in the organization	Preferred form of EIP	Changes required in EIP and the possible effects
Chi-Square	7.972	34.631	.306	.299	44.033
df	1	1	1	1	1
Asymp. Sig.	.005	.000	.580	.584	.000

a. Kruskal Wallis Test

b. Grouping Variable: Country

**Table 1a ALL Libya and ALL UK, National Culture**

**Notes**

Output Created	02-Jun-2010 20:05:25
Comments	
Input	N:\New Abdussalam.sav
Data	DataSet1
Active Dataset	<none>
Filter	<none>
Weight	<none>
Split File	
N of Rows in Working Data File	6270
Definition of Missing	User-defined missing values are treated as missing.
Missing Value Handling	Statistics for each test are based on all cases with valid data for the variable(s) used in that test.
Cases Used	
Syntax	NPART TESTS /K-W=Q1 Q2 Q3 Q4 BY Country(1 2) /STATISTICS DESCRIPTIVES /MISSING ANALYSIS.
Resources	Processor Time 00:00:00.109 Elapsed Time 00:00:00.125 Number of Cases Allowed <sup>a</sup> 78643

a. Based on availability of workspace memory.

**Descriptive Statistics**

	N	Mean	Std. Deviation	Minimum	Maximum
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	6067	3.41	1.240	1	5
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	6214	3.63	1.072	1	5
3. In my country a person's allegiance is to his/her immediate family'	6170	3.86	1.050	1	5
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	6114	3.80	1.001	1	5
Country	6270	1.9569	.20301	1.00	2.00



## Kruskal-Wallis Test

Ranks

	Country	N	Mean Rank
1. In my country the less powerful person in society accepts inequality in power and considers it normal'	UK	270	2955.43 -
	Libya	5797	3037.66 +
	Total	6067	
2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	UK	270	1985.01 -
	Libya	5944	3158.49 +
	Total	6214	
3. In my country a person's allegiance is to his/her immediate family'	UK	267	2962.44 -
	Libya	5903	3091.07 +
	Total	6170	
4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'	UK	270	3154.70 -
	Libya	5844	3053.01 +
	Total	6114	

The + indicates higher directional difference

## Test Statistics<sup>a,b</sup>

	1. In my country the less powerful person in society accepts inequality in power and considers it normal'	2. The culture in my country adopts strict codes of behaviour and a belief in absolute truths'	3. In my country a person's allegiance is to his/her immediate family'	4. In my country dominant cultural values emphasize a work ethic expressed in terms of money, achievement and recognition'
Chi-Square	.609	127.022	1.489	.979
df	1	1	1	1
Asymp. Sig.	.435	.000	.222	.323

a. Kruskal Wallis Test

b. Grouping Variable: Country

**Table 1b ALL Libya and ALL UK, Organizational Culture**

**Notes**

Output Created	02-Jun-2010 20:08:06
Comments	
Input	N:\New Abdussalam.sav DataSet1 <none> <none> <none> 6270 User-defined missing values are treated as missing. Statistics for each test are based on all cases with valid data for the variable(s) used in that test. NPAR TESTS /K-W=Q5.1 Q5.2 Q6.1 Q6.2 Q6.3 Q7 Q8 Q9 Q10 Q11 Q12 Q13 BY Country(1 2) /STATISTICS DESCRIPTIVES /MISSING ANALYSIS.
Missing Value Handling	
Syntax	
Resources	Processor Time 00:00:00.047 Elapsed Time 00:00:00.047 Number of Cases Allowed <sup>a</sup> 43690

a. Based on availability of workspace memory.

**Descriptive Statistics**

	N	Mean	Std. Deviation	Minimum	Maximum
5a. Do you have employees belonging to union(s) in your company	6095	1.82	.382	1	2
5b. if yes, do you know approximately what proportion of employees are members of the union	5336	2.94	1.083	1	5
6a. As far as you are aware, do you have employee representatives on committees in your company?	6153	1.67	.471	1	2
6b. If yes, do you know approximately what percentage of people represent employees on committees	4911	2.90	1.225	1	5
6c. Are these representatives elected by employees	6019	1.71	.455	1	2
7. In my company employees tend to represent themselves in most circumstances	6239	3.50	1.135	1	5
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run <sup>a</sup>	6190	3.44	1.127	1	5
9. Managers in my company are very good at keeping employees informed about changes in Staffing <sup>a</sup>	6230	3.30	1.105	1	5
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	6222	3.40	1.119	1	5
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits <sup>a</sup>	6162	2.83	1.249	1	5
12. In my company the employment relationship is about than just earning money	6156	3.17	1.127	1	5
13. In my company the employment relationship is a partnership of cooperation	6191	3.69	.987	1	5
Country	6270	1.9569	.20301	1.00	2.00

## Kruskal-Wallis Test

### Ranks

	Country	N	Mean Rank
5a. Do you have employees belonging to union(s) in your company	UK	270	2798.41
	Libya	5825	3059.57 +
	Total	6095	
5b. if yes, do you know approximately what proportion of employees are members of the union	UK	200	1098.09
	Libya	5136	2729.65 +
	Total	5336	
6a. As far as you are aware, do you have employee representatives on committees in your company?	UK	270	3220.63
	Libya	5883	3070.41 +
	Total	6153	
6b. If yes, do you know approximately what percentage of people represent employees on committees	UK	212	851.07
	Libya	4699	2528.41 +
	Total	4911	
6c. Are these representatives elected by employees	UK	270	2148.68
	Libya	5749	3050.45 +
	Total	6019	
7. In my company employees tend to represent themselves in most circumstances	UK	270	3227.33
	Libya	5969	3115.14 +
	Total	6239	
8. Managers in my company are very good at keeping employees informed about changes to the way the organization is being run'	UK	270	3348.42 +
	Libya	5920	3083.96
	Total	6190	
9. Managers in my company are very good at keeping employees informed about changes in Staffing'	UK	270	3576.25 +
	Libya	5960	3094.63
	Total	6230	
10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	UK	270	3432.43 +
	Libya	5952	3096.94
	Total	6222	
11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	UK	270	3754.51 +
	Libya	5892	3050.66
	Total	6162	

12. In my company the employment relationship is about than just earning money		UK Libya Total	270 5886 6156	3626.86 + 3053.35
13. In my company the employment relationship is a partnership of cooperation		UK Libya Total	270 5921 6191	2988.66 3100.89 +

The + indicates higher directional difference

### Test Statistics<sup>a,b</sup>

	5a. Do you have employees belonging to union(s) in your company	12.986 1	.000	
	5b. if yes, do you know approximately what proportion of employees are members of the union	238.514 1	.000	
	6a. As far as you are aware, do you have employee representatives on committees in your company?	2.775 1	.096	
	6b. If yes, do you know approximately what percentage of people represent employees on committees	308.689 1	.000	
	6c. Are these representatives elected by employees	112.078 1	.000	
	7. In my company employees tend to represent themselves in most circumstances	1.088 1	.297	
	8. Managers in my company are very good at keeping employees informed about changes to the way the organization is	6.175 1	.013	
	9. Managers in my company are very good at keeping employees informed about changes in Staffing'	20.392 1	.000	
	10. Managers in my company are very good at keeping employees informed about changes in the way I do my job	9.928 1	.002	
	11. Managers in my company are very good at keeping employees informed about financial matters including budgets or profits'	42.737 1	.000	
	12. In my company the employment relationship is about than just earning money	28.760 1	.000	
	13. In my company the employment relationship is a partnership of cooperation	1.136 1	.286	
Chi-Square				
df				
Asymp. Sig.				

a. Kruskal Wallis Test

b. Grouping Variable: Country

**Table 1c ALL Libya and ALL UK, EIP in the Organization**

Notes	
Output Created	02-Jun-2010 20:09:19
Comments	
Input	N:\New Abdussalam.sav
Data	DataSet1
Active Dataset	<none>
Filter	<none>
Weight	<none>
Split File	
N of Rows in Working Data File	6270
Definition of Missing	User-defined missing values are treated as missing.
Cases Used	Statistics for each test are based on all cases with valid data for the variable(s) used in that test.
Missing Value Handling	
Syntax	NPART TESTS /K-W=Q14 Q15 Q16 Q17 BY Country(1 2) /STATISTICS DESCRIPTIVES /MISSING ANALYSIS.
Resources	
Processor Time	00:00:00.078
Elapsed Time	00:00:00.078
Number of Cases Allowed <sup>a</sup>	78643

a. Based on availability of workspace memory.

Descriptive Statistics					
	N	Mean	Std. Deviation	Minimum	Maximum
14. In my company the level of involvement, participation and empowerment employees feel is very high'	6108	3.47	1.113	1	5
15. In my company the degree of autonomy the employee is granted, is very high'	6112	3.04	1.164	1	5
16. In my company the safety of the work environment is very important and employees are directly involved'	6157	3.83	1.048	1	5
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	6144	3.63	1.188	1	5
Country	6270	1.9569	.20301	1.00	2.00

### Kruskal-Wallis Test

#### Ranks

	Country	N	Mean Rank
14. In my company the level of involvement, participation and empowerment employees feel is very high'	UK	270	2488.29
	Libya	5838	3080.69 +
	Total	6108	
15. In my company the degree of autonomy the employee is granted, is very high'	UK	270	3303.16 +
	Libya	5842	3045.10
	Total	6112	
16. In my company the safety of the work environment is very important and employees are directly involved'	UK	270	3121.23 +
	Libya	5887	3077.06
	Total	6157	
17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'	UK	270	3273.15 +
	Libya	5874	3063.28
	Total	6144	

The + indicates higher directional difference

### Test Statistics<sup>a,b</sup>

	14. In my company the level of involvement, participation and empowerment employees feel is very high'	15. 'In my company the degree of autonomy the employee is granted, is very high'	16. In my company the safety of the work environment is very important and employees are directly involved'	17. In my company the opportunity for training and development is very high and employees are responsible for their self-development'
Chi-Square	31.491	5.897	.183	3.918
df	1	1	1	1
Asymp. Sig.	.000	.015	.669	.048

a. Kruskal Wallis Test

b. Grouping Variable: Country

**Table 1d ALL Libya and ALL UK, Preferred form of EIP**

Notes	
Output Created	02-Jun-2010 20:10:20
Comments	
Input	N:\New Abdussalam.sav
Data	DataSet1
Active Dataset	<none>
Filter	<none>
Weight	<none>
Split File	6270
N of Rows in Working Data File	
Definition of Missing	User-defined missing values are treated as missing.
Cases Used	Statistics for each test are based on all cases with valid data for the variable(s) used in that test.
Syntax	<pre> NPAR TESTS   /K-W=Q18 Q19 Q20 Q21 Q25 Q26 Q27 BY Country(1 2)   /STATISTICS DESCRIPTIVES   /MISSING ANALYSIS.           </pre>
Resources	Processor Time 00:00:00.031 Elapsed Time 00:00:00.031 Number of Cases Allowed <sup>a</sup> 60494

a. Based on availability of workspace memory.

Descriptive Statistics	N	Mean	Std. Deviation	Minimum	Maximum
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	6185	3.87	1.073	1	5
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	6207	3.93	.955	1	5
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	6191	3.94	1.005	1	5
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	6208	3.91	.991	1	5
22. Team working is a helpful form of employee involvement practice in the workplace	6189	3.78	.903	1	5
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	6129	3.55	1.056	1	5
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	6165	3.80	.978	1	5
Country	6270	1.9569	.20301	1.00	2.00

## Kruskal-Wallis Test

### Ranks

	Country	N	Mean Rank
18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	270	2478.66
	Libya	5915	3121.04 +
	Total	6185	
19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	270	3495.41 +
	Libya	5937	3086.20
	Total	6207	
20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	270	3161.11 +
	Libya	5921	3093.03
	Total	6191	
21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	270	2308.31
	Libya	5938	3140.70 +
	Total	6208	
22. Team working is a helpful form of employee involvement practice in the workplace	UK	270	3676.47 +
	Libya	5919	3068.48
	Total	6189	
23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	270	2581.66
	Libya	5859	3087.27 +
	Total	6129	
24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace	UK	270	3534.72 +
	Libya	5895	3062.31
	Total	6165	

The + indicates higher directional difference



**Test Statistics<sup>a,b</sup>**

	18. Notice Boards are a helpful form of employee involvement practice in keeping you informed about this workplace	19. E-Mails are a helpful form of employee involvement practice in keeping you informed about this workplace	20. Workplace Intranet are a helpful form of employee involvement practice in keeping you informed about this workplace	21. Workplace news letter or magazines are a helpful form of employee involvement practice in keeping you informed about this workplace	22. Team working is a helpful form of employee involvement practice in the workplace	23. Union or other employee representative bodies are a helpful form of employee involvement practice in keeping you informed about this workplace	24. Individual conversations between a manager and his employee are a helpful form of employee involvement practice in keeping you informed about this workplace
Chi-Square	38.560	15.739	.423	64.145	34.587	23.647	20.824
df	1	1	1	1	1	1	1
Asymp. Sig.	.000	.000	.515	.000	.000	.000	.000

a. Kruskal Wallis Test

b. Grouping Variable: Country

**Table 1e ALL Libya and ALL UK, Changes Required in EIP and the Possible Effects**

<b>Notes</b>	02-Jun-2010 20:11:19
<b>Output Created</b>	N:\New Abdussalam.sav
<b>Comments</b>	
<b>Input</b>	DataSet1 <none> <none> <none> 6270
<b>Missing Value Handling</b>	User-defined missing values are treated as missing. Statistics for each test are based on all cases with valid data for the variable(s) used in that test.
<b>Syntax</b>	NPART TESTS /K-W=Q28 Q29 Q30 Q32 Q33 BY Country(1 2) /STATISTICS DESCRIPTIVES /MISSING ANALYSIS.
<b>Resources</b>	Processor Time 00:00:00.141 Elapsed Time 00:00:00.171 Number of Cases Allowed <sup>a</sup> 71493

a. Based on availability of workspace memory.

<b>Descriptive Statistics</b>	N	Mean	Std. Deviation	Minimum	Maximum
25. Increased levels of employee involvement and participation should be introduced at your company	6185	4.03	.944	1	5
26. The management of employees could be done in a way that focuses more than on individuals	6167	3.64	1.050	1	5
27. Management should allow workers to participate and become more involved in the decision-making process	6209	4.18	.924	1	5
28. There is a need to change the existing employee involvement practice within the company	6169	3.92	.926	1	5
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	6187	3.92	.939	1	5
Country	6270	1.9569	.20301	1.00	2.00

## Kruskal-Wallis Test

### Ranks

	Country	N	Mean Rank
25. Increased levels of employee involvement and participation should be introduced at your company	UK	268	2094.86
	Libya	5917	3138.21 +
	Total	6185	
26. The management of employees could be done in a way that focuses more than on individuals	UK	270	2896.76
	Libya	5897	3092.57 +
	Total	6167	
27. Management should allow workers to participate and become more involved in the decision-making process	UK	270	2138.81
	Libya	5939	3148.92 +
	Total	6209	
28. There is a need to change the existing employee involvement practice within the company	UK	270	2362.82
	Libya	5899	3118.05 +
	Total	6169	
29. A change to the existing employee involvement practice could make work life more meaningful and satisfying	UK	270	2485.63
	Libya	5917	3121.76 +
	Total	6187	

The + indicates higher directional difference

## Test Statistics<sup>a,b</sup>

	25. Increased levels of employee involvement and participation should be introduced at your company	26. The management of employees could be done in a way that focuses more than on individuals	27. Management should allow workers to participate and become more involved in the decision-making process	28. There is a need to change the existing employee involvement practice within the company	29. A change to the existing employee involvement practice could make work life more meaningful and satisfying
Chi-Square	103.220	3.434	96.388	52.846	37.301
df	1	1	1	1	1
Asymp. Sig.	.000	.064	.000	.000	.000

a. Kruskal Wallis Test

b. Grouping Variable: Country

**Appendix Fourteen**  
**Schedule of Visits**

**Libyan Companies Schedule of Visits**

Company	Interview Schedule Day
Tripoli Medical Centre	13/10/2008
General Post Services Company	21/10/2008
General Electricity Company	14/10/2008
Institution Local Bank	26/10/2008
National Oil Institution	22/10/2008
Social Services	16/10/2008
Public Construction Company	15/10/2008
Factory of Paint	05/11/2008
Company for Consultancy	05/11/2008
Factory of Wool	18/10/2008
Health Services Company	19/10/2008
Road and Bridge Company	06/11/2008
Water Refining Company	18/10/2008
University of Seven October	03/11/2008

**UK Companies Schedule of Visits**

Company	Interview Schedule Day
Cheltenham Art Gallery & Museum	01/04/2009
University of Gloucestershire MBA	03/03/2009
Gloucestershire College	08/06/2009
Tourism Information Centre	27/05/2009
University of Gloucester ( SU)	09/03/2009
University of Gloucester the Library	27/02/2009
NHS Gloucestershire HRM	19/03/2009
BPE Solicitors	16/03/2009
Spice Lodge	08/06/2009
UCAS	19/05/2009
H Holiday Express	25/05/2009
NFG	21/05/2009
CGT	06/04/2009
Rickerbys Solicitors Company HRM	08/06/2009