

HUMAN RESOURCE SERVICES AND THE EMPLOYEE:  
FOUNDATIONS OF A CONSTRUCTIVE  
AND SATISFYING WORK  
RELATIONSHIP

BY

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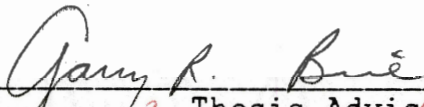
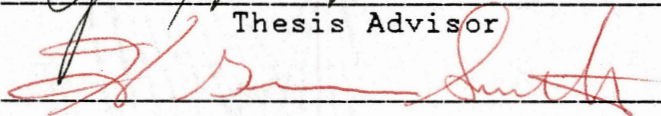
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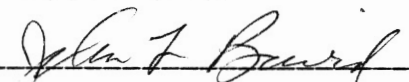
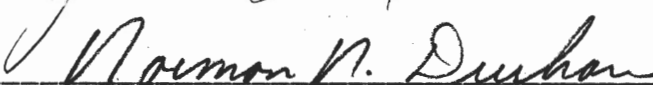
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## TABLE OF CONTENTS

Chapter	Page
I. INTRODUCTION.....	1
Statement of Problem.....	3
Statement of Purpose.....	3
Research Questions.....	4
Scope of the Study.....	6
Definition of Terms.....	7
II. REVIEW OF LITERATURE.....	8
Employee and Employer Relationship.....	9
Determinants of a Positive Relationship..	10
HRD Participation in Employee's Career Development and Job Satisfaction.....	14
HRD Enhancing Employee Job Performance...	19
Cogitive Development through Collaboration.....	22
Employee Involvement in the Task of HRD..	25
Summary.....	28
III. METHODS AND PROCEDURES.....	30
Introduction.....	30
The Population and Sample.....	31
Collection of Data.....	31
Questionnaire.....	32
Analysis of Data.....	32
IV. PRESENTATION OF FINDINGS.....	33
Introduction.....	33
Response Rate.....	34
Analysis of Data.....	35
V. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS.....	56
Introduction.....	56
Summary.....	56
Conclusions.....	58
Recommendations.....	58
For Practice.....	58
For Additional Research.....	59

Chapter	Page
BIBIOGRAPHY.....	60
APPENDIXES.....	62
APPENDIX A - EMPLOYEE QUESTIONNAIRE.....	63
APPENDIX B - HRD MANAGER QUESTIONNAIRE.....	68
APPENDIX C - COVER LETTER.....	73

## LIST OF TABLES

Table	Page
I. Number of Employees Currently in Training by Company.....	35
II. Employees' Range of Scores of Confidence..... in Level of Training.....	36
III. Range of Scores on Employees' Interest in Job Training.....	37
IV. Range of Scores on Understanding of the Employees' Role of the Human Resource Division.....	38
V. Employees' Range of Scores in Relation to HRD & Employee Collaboration and Job Performance.....	39
VI. Employees' Range of Scores in Relation to HRD & Employee Collaboration and Job Satisfaction.....	40
VII. Employees' Range of Scores in Relation to HRD & Employee Collaboration and the Level of Understanding That Existed Between Labor and Management.....	41
VIII. Employees' Scores of Willingness to Participate in HRD Tasks in Relation to Employees' Clarity of HRD Role.....	42
IX. Employees' Range of Scores in Relation to Opportunities to Utilize Abilities.....	43
X. Employees' Range of Scores in Contributing Something Worthwhile in their Job.....	45
XI. Employees' Range of Scores of Organizations Placing People in Positions that Best Utilize Employees' Abilities.....	46
XII. Employees' Range of Scores of Cooperation Between HRD and other Organizational Departments.....	47

Table	Page
XIII. Employees' Range of Scores on Job Leading to Employees' Desired Future.....	48
XIV. Employees' Range of Scores in Relation to the Organization Keeping Employees Informed.....	49
XV. Employees' Scores in Relation to HRD Division Keeping Employees Informed of HRD Services Provided.....	50
XVI. Employees' Range of Scores Concerning Adequate Job Instruction.....	51
XVII. Employees' Range of Scores Concerning How They Perceive their Understanding of Job in Relation to Other Jobs.....	52
XVIII. Employees' Range of Scores in Relation to The Organizations Encouragement of Employee Decision Making and Planning.....	54
XIX. Employees' Range of Scores in Relation to Cooperation Among Employees.....	55



LIST OF FIGURES

Figure	Page
1. Basic Human Relations Factors in an Organization.....	11
2. Model of Organizational Career Development.....	16
3. Expectancy Theory.....	21
4. The Steps of Change.....	23
5. Steps to Change.....	24

## CHAPTER I

### INTRODUCTION

Human resource development is a productive, vital component of the work environment in progressive organizations. Davis (1962, p.7) an early theorist known for his contribution at the beginning of the modern view of human relations defines human relations as:

...the integration of people into a work situation that motivates them to work together productively, cooperatively, and with economic, psychological, and social satisfactions...human relations is motivating people in organizations to develop teamwork which effectively fulfills their needs and achieves organizational objectives. Human relations is motivating people to develop productive, fulfilling teamwork. (Bartell, 1976, p.739)

Human relations have existed since the beginning of time. Davis (1962, p.7) states that: "In early days man worked alone or in such small groups that their work relationships were simple and straightforwardly handled." The work days began at dawn and ended at dusk under intolerable conditions of disease, filth, danger, and scarcity of resources. The inhumane treatment of the poverty stricken workforce wasn't the environment appropriate for the development of human relations. In the year of 1800, Robert Owen was the first man to emphasize human needs of employees.

Since that time nearly 200 years have passed. The status and the working conditions of the employee have certainly risen to a height that would be inconceivable to our ancestors. In the world in which we live today, the competitiveness of a global economy, dictates that management address the contributions of labor and assess the needs of human capital. Without the dedication of labor to an organizations's goals, the mere survival of the organization is at risk. To be a major competitor in the world economy, management and labor must have a productive and satisfying work relationship.

The loss of U.S. dominance in industrial manufacturing, has caused management to focus on internal human relations in regards to enhancing the organization's competitive advantage. In recent years there has been an increased interest in union avoidance or weakening and in union-management cooperation (Fossum, 1983). American companies are beginning to pattern the standards set by Asian companies regarding human relations. The importance of the relationship between an organization's management and employees continues to determine our ability as a nation to be a leader in the world of trade. This study focuses in on the determinants of a productive and satisfying work relationship between the organization's human resource development and the employee. A relationship that can determine if a organization is profitable and able to compete or becomes insolvent.

### Statement of Problem

This study seeks the components that comprise a productive relationship between the division of human resources and the employee. The revealing of the employee's perception of human resource services was a vital component of this study. Expectations of the human resource manager placed on the employee provided the other integral part of this investigation. This complex relationship coupled with the organization's goal of survival in the name of profits gives rise to the challenge this work addresses: a productive and satisfying work relationship between management and labor. Therefore the problem is to identify factors that affect the relationship between the employees and the Human Resource Division, created by poor communication and resulting in a lack of understanding between management and labor.

### Statement of Purpose

The purpose of this study was to elicit the expectations and perceptions of both the human resource manager and the employee in a work environment concerning the topics of the research questions stated in the study. The study provided a comparison of the perceptions of the employees and that of the human resource manager.

### Research Question I

Question I: Is there a significant relationship between the degree of the employee's job performance and the degree of collaboration between the Human Resource Division and the employee?

This question was based on research done by Tjosvold and Andrews (1983), which indicated that employees who perceived leaders as cooperative, worked harder and received more satisfaction from their job. This research revealed a .45 correlation between cooperative leadership and job satisfaction. This data pertains to the work relationship between a line foreman or other higher superiors and the employee deriving from operational activities. Tjosvold and Andrew's study didn't consider the relationship between a staff representative and a line employee. Staff personnel serving as an advisory function have no direct authority over production employees. Thereby, their influence cannot be given the same credence as line management.

From the data of Tjosovold's and Andrew's research the following research question was founded:

Question II: Is there a significant relationship between the degree of the employee's job satisfaction and the degree of collaboration between the Human Resource Division and the employee?

Herzberg's (1962) study conveyed that there are five

high determiners of job satisfaction: achievement, recognition, work itself, responsibility, and advancement. The work, responsibility, and advancement, providing a greater importance for lasting change of attitudes. The human resource personnel can assist a motivated employee in achieving these determiners of job satisfaction by working with the employee to attain these goals. Job satisfaction doesn't necessarily translate into a high job performance. Individual differences among employees will determine their goals for performance. Some individuals may produce a great amount of work under stressful conditions that would lead to a low job satisfaction. Other individuals may be quite satisfied with a low job performance.

House (1974, p.81) who developed the path-goal model of leadership defines the goal setting process as: "...A leader's behavior is motivating or satisfying to the degree that the behavior increases subordinate goal attainment and clarifies the paths to these goals." Human resource personnel who actively participate with employees in setting goals of employees and that of management, develop a greater level of understanding between labor and management. This understanding is a critical component to the relationship between the organization's management and labor.

Question III: Is there a significant relationship between the employee's clarity of the Human Resource Division's role and the employee's willingness to participate in HRD tasks?

Raven and Rietsema (1957) research involved the effects of clarity of group goal and group path upon the individual and his relation to relationship to his group. This study conveyed to the researchers that the individual who was more interested in his personal task showed less hostility when the tasks were made explicit to the individual. This study did not include individuals in a work environment being influenced by a staff member of a Human Resource Division.

#### Scope

The population for the study consisted of companies with employees who are members of the Green Country Chapter of the American Society for Training and Development (ASTD) in Tulsa, Oklahoma. The participating companies each had a human resource staff who assisted in the testing required in this study. The sample provided by three companies involved one Human Resource Manager and 25 employees from each company. The statistical method of standard deviation and the weighted mean were utilized to present the findings. Standard deviation is the square root of variance or the square root of the mean of the squared deviation scores.

## Definition of Terms

The following terms were used in this study.

Collaboration - Work together.

Human Relations - The integration of people into a work situation that motivates them to develop teamwork which effectively fulfills their needs and achieves organizational objectives. (Davis, 1957, p.3)

Human Resource Development (HRD) - A concerted effort to obtain, retain and develop the human resources upon which any organization builds. (Castino, 1981, p.25)

Human Resource Division - The organizational department which is responsible for the human resource development of company personnel.

Human Resource Manager - The individual who is responsible for developing and monitoring good relations between management and labor and serves as a catalyst for the development of labor through training.



## CHAPTER II

### REVIEW OF LITERATURE

#### Introduction

The design of this study was to seek the components that comprise a productive work relationship between human resource professionals and employees. An equally important aspect of this study was to assess the perceptions and expectations of employees concerning human resource services. To balance the study of the relations between an organization's Human Resource Department and employees the human resource manager's expectations of the employee was ascertained.

The review of related literature for this study was a select review of some of the original works of the early pioneers in human relations, integrated with the concepts of contemporary literature. The review literature covered the following topics:

1. employee and employer relationship
2. determinants of a positive relationship
3. HRD participation in employee's career development and job satisfaction
4. HRD enhancing employee job performance

5. cognitive development through collaboration

6. employee involvement in the task of HRD

### Employee and Employer Relationship

"There has always been a system of human relations as well as a system of economic relations."

James C. Worthy  
(Davis, 1962, p.3)

For many centuries various philosophers have expressed a concept of individualism. Weber, a German social scientist who lived from 1864-1920, stated that the spirit of capitalism incorporated the idea of hard work as a duty that carried its own reward. Wasting time was sinful, and tireless labor was regarded as a part of God's will. This was known as the Protestant ethic, emphasizing the importance of the individual and individualism.

(Longnecker, 1969, p.418)

With the passage of time, the social ethic concept became the guide in which people were to pattern themselves after. Cooperation and working in harmony with others was regarded as virtuous. Riesman (1950) stated that our people have become less inner-directed and more other-directed.

Organizations like the people who comprise the organization are always unique. While some organizations are bustling and efficient, others are easy going. The relationship between employers and employees may be sup-

portive of each other, or may be distant in nature. Organizations tend to attract and retain employees who fit the climate of the organization, thereby perpetuating the pattern of behavior.

Davis's (1957) model of basic human relations factors in business (See Figure 2) illustrates that a human relations program originates with the philosophies and goals of the organization. The interaction of individuals and groups splinter into separate categories of wants, the priorities of management versus the needs of labor.

The model of human relations states that employees are assigned to work in organizational units, which directs the delegation of the flow of work. The organizational unit is made up of a formal organization of the delegated authority from the top management, and an informal organization comprised of the social extra-organizational influences (unions, government, family). A system of controls guide employees to action, thereby affecting attitudes, motivations, and situations of the employee. Davis' model of basic human relations is illustrated on the following page. See Figure 1.

#### Determinants of a Positive Relationship.

We must feed the spirt too, not just the body.

John D. Rockefeller, III  
(Davis, 1957, p.3)

Determinants of a positive relationship are the

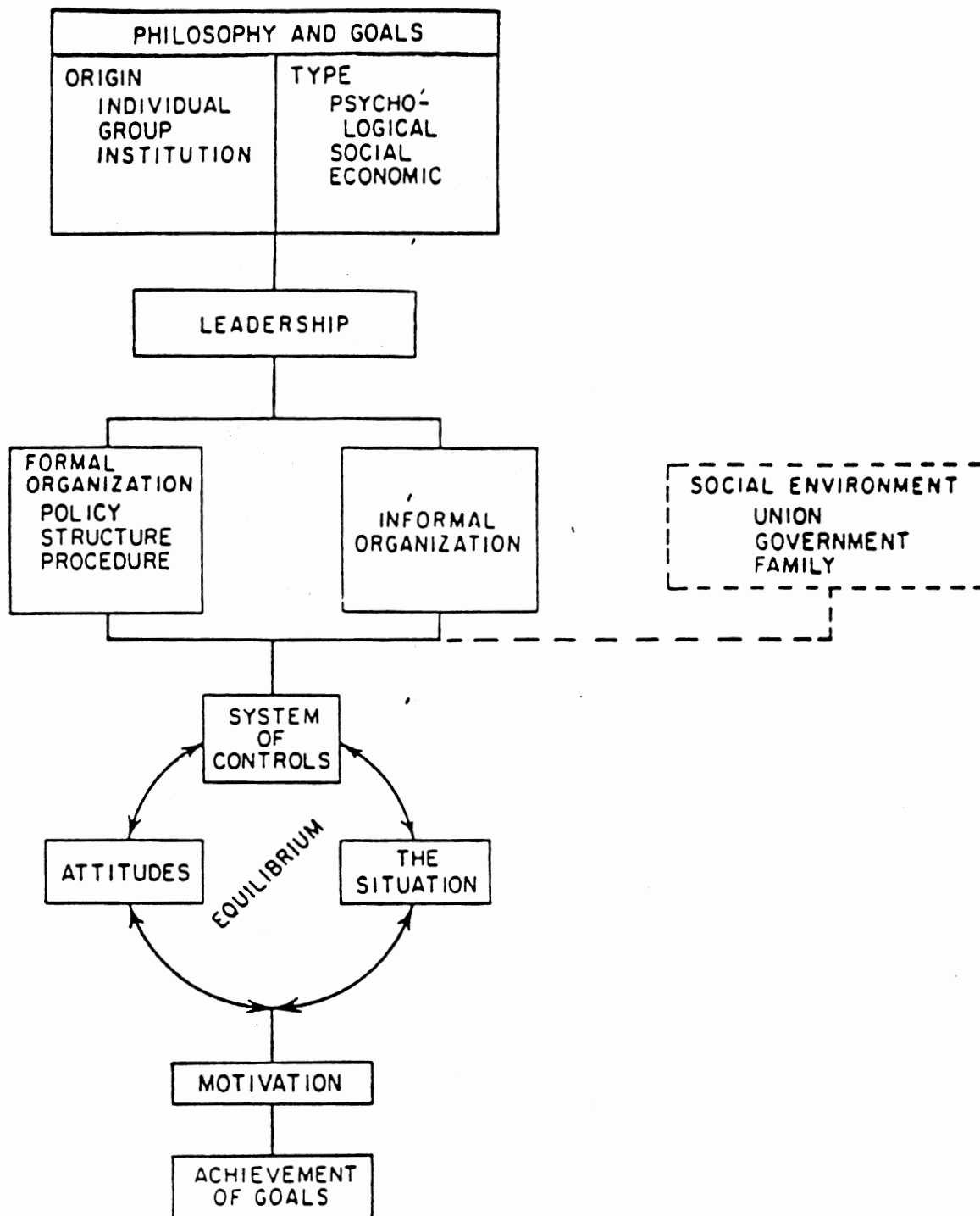


Figure 1. Basic human relations factors in an organization.  
(Davis, 1962, p.63)

components that make up the foundation of any good relationship. Those components are: loyalty, fairness, dependability, trust, mutual respect, morale builder. These components of a good friendship provide a firm foundation upon which an effective human relations program can be built.

Mayo, in the late 1920's, directed the studies at Western Electric, that ushered in the human relations movement. The results from Mayo's studies gave credit to the recognition of man's ego and social needs. Needs that motivate people in their jobs. Data from this behavioral research in motivation is still being used today. (Fleishman, 1967, p.288)

Tootle (1947) stated that good morale is basically the product of a spiritual process. Stated in old-fashioned terms, good morale is like family affection, it comes from intimate knowledge, thoughtfulness, sharing, courtesies and loyalties. "An organization that has good morale wears a garment of light." (p.316)

Parker believes that happy and contented workers are made not born. Morale is the attitude held by the individual members of a group which compels members to put the achievement of group goals ahead of the achievement of personal goals. Parker believes the HRD manager must exhibit the attitudes he wants his 'team members' to have since employees are constantly observing the manager's actions. The manager has to follow the goals he wants his

group members to accept. He must believe in the things he wants others to believe. In order to develop good group morale, the group leader must exhibit the enthusiasm, the zest, the confidence and the positive attitudes. (p.99)

Good morale is participation. Parker maintains that a sense of belonging, of being a participant in organizational achievement enhances morale. Good morale cannot be bought. The following rules, provided by Parker (1951) will assist the HRD manager in achieving good morale. (p.100)

1. Treat every employee with respect and consideration.
2. Give praise and recognition for accomplishments.
3. Encourage suggestions, then give the employee credit for his suggestions accepted.
4. Treat grievances fairly and promptly.
5. Maintain an efficient operation.
6. Keep communication lines open.
7. Know your employee's thoughts and attitudes.

Tootle contends that HRD personnel foster and maintain good morale only by exercise of constant vigilance of fostering a good relationship between the HRD department and the employee. The manager must recognize that productive employee relations take time to cultivate into a mutually productive relationship. A positive developmental relationship with the employee takes: time, perseverance, energy, money. In the short term, the heavy investment in

employee relations can adversely affect productivity and profits. Prudent managers look beyond the short term interim into long range strategic planning. In the long term, these efforts can encourage higher levels of cooperation resulting in lower costs and increased productivity.

(p.316)

Davis (1957, p.12) gives the fundamental concepts of the philosophical framework of human relations:

1. Motivation: The creation and maintenance of the desire of employees to achieve planned goals.
2. Individual differences: the recognition that each employee is different physically, mentally, and emotionally.
3. Mutual Interest: The awareness that a desirable human relationship is one in which both parties gain satisfaction.
4. Human Dignity: The recognition that the whole man is being employed, rather than just a skill or a man's physical strength.

Three important goals of human relations for the HRD manager are to get people to: cooperate, produce, and to gain satisfaction from their work. (Davis, p.15)

HRD Participation in Employee's Career Development and Job Satisfaction.

Men employees are given one evening a week for courting and two if they go to prayer meeting. After 14 hours of work in the store, the leisure hours should be spent mostly in reading.

(Store Rules of a Chicago department store about 1850. Advanced Management, March 1954, p.19)

Generally, (Elsert and Imundo, 1982,) employees are satisfied when they feel their skills are being utilized and appreciated. Surveys of attitudes (Elsert and Imundo) reveal that employees often feel the opposite, contributing to low morale and poor employee--employer relations. Elsert and Imundo concluded that often employees do not have specific, long-term career goals, contributing to an "over-familiarity" of the job task, creating boredom. HRD personnel can assist the employee through the use of tests, exercises and interviews to determine their aptitudes and interests. The well-utilized employees are more productive and attain a higher level of satisfaction from their work. (p.146)

Gutteridge and Otte (1983, p.22) defined the term "career" as the sequence of a person's work-related activities and behaviors and associated attitudes, values and aspirations over the span of one's life. The authors stated that it is the responsibility of both the individual and the organization in developing the careers of employees. Gutteridge and Otte interpreted organizational career development as: "the outcomes emanating from a combination of individual career planning actions and organizational career management activities." This simply means that the career options originate from the career planning of the individual with the labor needs of the organization. The employee benefits from the security of job enrichment and job longevity while the



organization reaps the benefits of a productive and loyal employee. The authors found from their research that the pressure to initiate career development efforts often comes from employees as well as from management. Gutteridge and Otte suggest that the organization's career development programs should start small with the focus of meeting particular needs. The researchers recommended that the employee's career programs interact with other ongoing personnel processes. (p.26)

Gutteridge and Otte's model of the organizational career development clearly demonstrates the elements of the career development. See Figure 2.

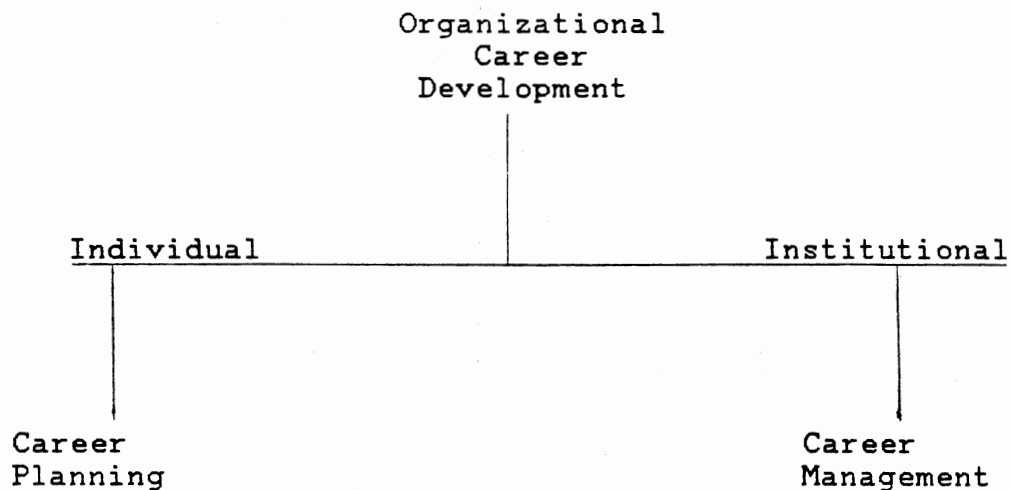


Figure 2. Model of Organizational Career Development  
(Gutteridge and Otte, 1983, p.23)

Schein, (Hurley, 1983, p.66) developer of the career anchor concept indicated the following concepts applicable to future career development:

1. Pluralism is a factor he believes will influence individuals as well as organizations. The future will require "more choices and offer more options with fewer guidelines." (p.66) This in turn will place more of a burden on both sides. The considerable number of unguided choices will direct the career development field toward self diagnosis, which indicates the necessity of decision making skills.

2. The conflict between generalism and functionalism is presented as the second factor. In essence, "people will begin to ask themselves if it is better to be a Jack-of-All trades or a master of one." The European style of career development is a progression from functionalism to generalism. The basis is 'a good mind, not a good degree.' (p.67)

3. The change in values related to work and family is the third factor influencing career development. The future trend reflects increased numbers of two career couples.

Schien (1983, p.66) states this trend will force "new integrations and tradeoffs between work and family; between employees and employers." As a result, there will be 'less organizational loyalty' and 'more self interest.' The employee must therefore learn how to program or nego-

tiate in behalf of their own career development. The employer must clearly present the employment requirements, objectives and goals. Career development will have a much higher priority than it does today.

Hall's research (Hurley, 1983, p.67) in career development concentrates on the dual-career couple and on career plateauing. His research includes administrative procedures and strategies that employers use to conform to the career development changes.

Hall indicates the future career concerns of the employees will be categorized into short and long term. The economic recession strongly influences the short term career concerns. Job security becomes a major priority with career development, flexibility, control and growth becoming a long term concern. The self directed career in which the employee pursues control over his career development and conditions has become more important in the past 5 years. Hall anticipates employers will respond accordingly.

Two career couples will also dramatically influence career development. Hall's research (1983, p.67) findings were not anticipated. He states that having an employed spouse somewhat calms the drive for upward mobility in many employees, however, a dual career marriage did not directly affect job involvement. Hall further notes, children in a marriage directly affects the level of work commitment. The unexpected finding was the male

employees with children made less of a commitment to work than their female counterparts.

Parenting obligations should directly affect future work arrangements with more flexibility in the future about the place of work. In the "Two Career Couple", Hall and his wife (1983, p.68) argue that "the worth ethic is replacing the work ethic". (p.70)

Career development will focus on the need to assist an individual's growth while correlating it to the related needs of the employer. The employee's personal values will have the most profound influence on future career development.

#### HRD Enhancing Employee Job Performance.

The greatest single reward any manager can receive is to have those who have been under his direction say that they are better workers, better citizens, and better people because of his leadership."

Joseph M. Trickett  
(Davis, 1962, p.467)

The initial contributing phrase of HRD (Fleishman, 1950) enhancing employee job performance is the job performance appraisal of the employee. Fleishman's research, (1950) done at General Electric Company found that most employees think the idea of performance appraisal is good. However, personnel specialists report that managers aren't comfortable with employee job performance appraisals and generally must be pressured

into participation by company controls. Employees stated that suggestions given to management in an interview were seldom acted upon.

Fleishman's research (1950) indicated that although the setting of goals constituted a vital component of the job performance in relation to the analysis of employee performance, managers integrated the setting of goals about 60% of the time. Evidence again conveyed that managers have difficulty in appraising and setting goals for subordinates. This study reveals that 40% of the managers were not participating in the process of the employee establishing personal work goals. An expensive status in relation to the lost potential of goals not met.

Job performance appraisals (Davis, 1962) have always and will continue to be an intricate part of the working relationship between an employer and an employee. An individual's work performance is always judged by co-workers, managers and the individual himself. Davis states that the employee expects differences in performances to be acknowledged. Davis (1962, p.462) gives three main objectives of an appraisal:

1. allocate resources in a dynamic environment
2. to reward employees
3. to maintain fair relationships within groups

Davis defines human relations as the process of the integration of people into a work situation in a way that motivates them to work together productively, cooperative-

ly and with economic, psychological and social satisfaction. (1962, p.463)

The expectancy theory (ET) of work motivation (Dubrin, 1988) is based on the premise that the amount of effort expended by the employees is directly related to how much reward they expect to receive in return. The expectancy theory is actually based on a collection of theories "based on a rational-economic view of human nature." (Dubrin, 1988, p.41) The theory assumes that individuals decide among various alternatives by choosing that which provides the largest personal payoff at the time. "The self interest aspect of motivation underlying ET is also found in other theories of motivation--people try to satisfy their own needs and will strive for rewards they think are worthwhile." See Figure 3. (Dubrin, 1988, p.41)

#### EXPECTANCY THEORY

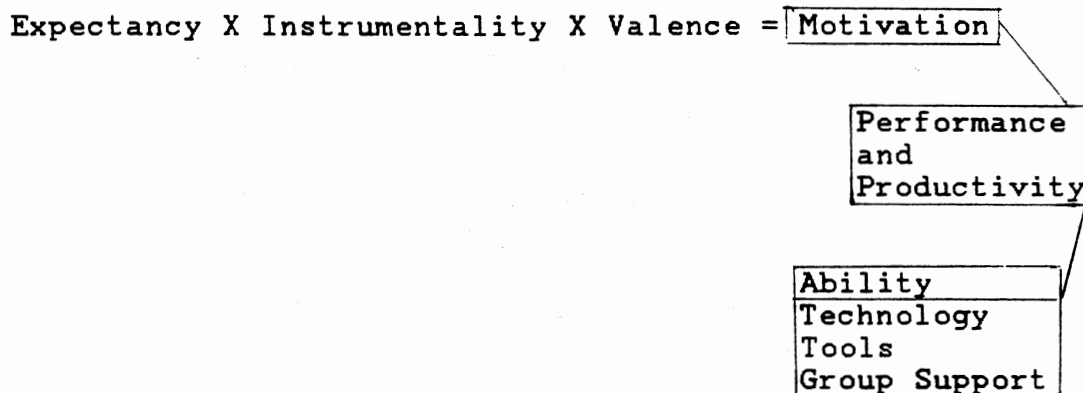


Figure 3. Expectancy Theory  
(Dubrin, 1988, p.44)

In the motivation of the individual the expectancy theory may be overly rational. Not everyone is willing nor able to expend the energy to calculate probabilities.

Cognitive Development through HRD Collaboration.

An idle mind is the devil's worship.

Anonymous  
(Davis, 1962, p.113)

Although much of adult learning is global and diffuse, almost all adults engage in some systematic and substantial learning periods each year with the intention of increasing competence. (Tough, 1967, 1971) The focus of learning may be applied to a specific problem or specific area of study. This chapter deals mainly with the cognitive domain and age trends in the process by which employees modify their knowledge, understanding, thinking, and problem solving skills through collaboration with the HRD manager.

Gagne has classified eight of the various types of cognitive learning in a hierarchial system. He maintains that lower order types of learning are a prerequisite to higher order types as the employee attempts to master any area of content. (Gagne, 1972) His eight types of learning are as follows in ascending order:

1. Signal. The person learns to make a generalized response to a signal, as in classical conditioning.
2. Stimulus-Response. The person acquires an instrumental response to a discriminated stimulus.
3. Chaining. The person acquires a chain of two or more stimulus-response to a discriminated stimulus.

4. Verbal association. The person learns and assembles verbal chains that are assembled from a previously learned repertoire of language.
5. Multiple discrimination. The person learns to make differentiated responses to varied stimuli.
6. Concept. The person learns to identify and make a common response to an entire class of events or objects that serve as stimuli.
7. Principle. The person learns and is able to apply a principle that consists of a chain of two or more concepts.
8. Problem solving. The person internally thinks through the combination of two or more previously acquired principles to produce a new capability that depends on a higher order principle. (Knox, 1977, p.409)

A major role in being an HRD manager is to function as an agent of change. One method of enhancing the employee's cognitive development is outlined in 'The Steps of Change' diagram by Marsenich (1983, p.62). See Figure 4.

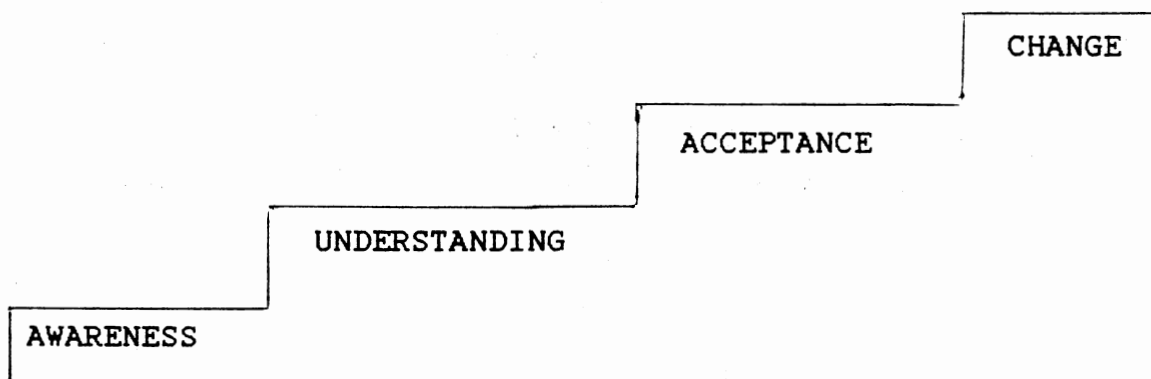


Figure 4. The Steps of Change

The first step toward a solution is awareness of the problem. The second step, understanding, involves adult



learners integrating the new and old acquired knowledge.

Schwartz, in his book *The Path of Action*, offers a new example for responsibility. In Schwartz's view, responsibility is response ability, --the ability to respond--to ourselves, to a situation, to our job and to others. Once the employee realizes he has the ability to respond to a situation and to learn from it, he has the power to change his behavior in that situation.

Behind most human behavior lies a positive intention. If learners can determine their positive intentions, it will be easier for them to understand negative behaviors and to identify positive substitute behaviors to meet their needs. Employees and the HRD managers have the power to change through their awareness, understanding and acceptance of the problem, once their intentions become clear. When they believe they have acquired the ability to respond, the natural progression occurs. See Figure 5.

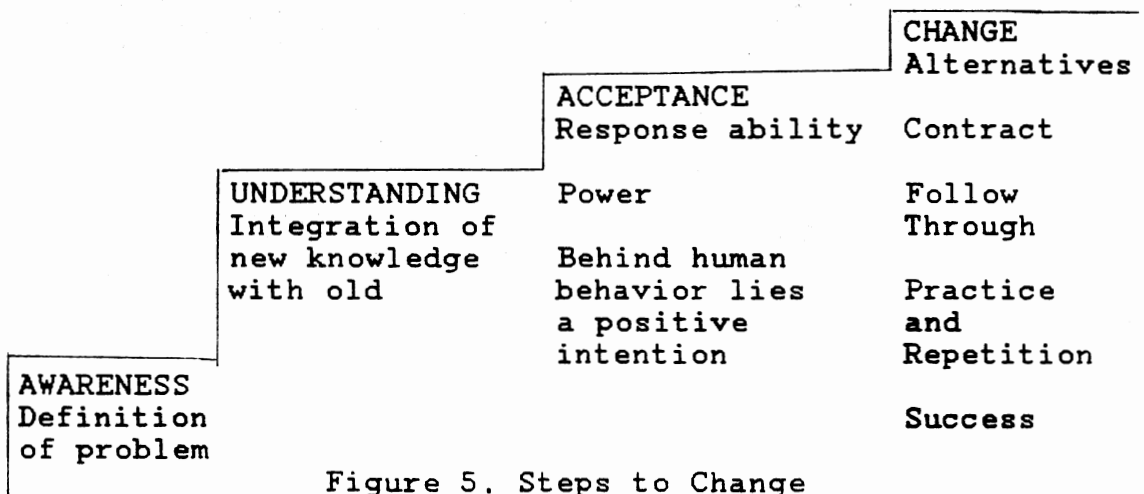


Figure 5. Steps to Change  
(Marsenich, 1983, p.63)

It is essential that HRD managers understand the Steps to Change process, if the managers are to be successful in assisting the employee to adjust to on-going change.

Employee Involvement in the Task of HRD.

An overwhelming number of our ordinary, everyday activities are performed in and through speaking, and most of the rest presuppose linguistic abilities.

(J. Coulter, 1979, p.22)

This section is founded on literature that pertains to the third research question of this study stating that the greater the clarity of the role of HRD the more the employee will be attracted to the achievement of the HRD task. The basic premise is that the HRD manager must reduce the employee's level of ambiguity in the delegation of the HRD task to enhance employee involvement.

Davis (1957, p.230) states that when people communicate they can work together. Davis gives two purposes of communication in relating with employees:

1. "One purpose of communication is to provide the information and understanding necessary for group effort."
2. "To provide the attitudes necessary for motivation, cooperation, and job satisfaction." (p.230)

The success of the employee involvement of the completion of the task rests with the ability of the manager to interpret the employee's interest and the organization's interest, and then successfully integrate these interests.

Donnellon (1986, p.158) states the purpose of communi-

cation and language: "to infer the cognitions of others and to influence them." These two functions are the basics of most organizational activities. Communication plays a central part in employee's perception, learning, adaptation, and influencing the individual's behavior. If one understands the method employees develop and display their cognitions and emotions it becomes simpler to grasp organizational behavior.

Employees come to organizations with many preconceived ideas and expectations. Immediately, they begin to analyze their new job experiences. Proven through the research of cognitive psychologists, the sensemaking and learning processes take place through the matching of experience with existing mental structures. (Palermo, 1978) Communication is the general experiential input to the matching cognitive process while it also serves as the medium through which people develop their cognitive structures (Taylor & Fiske, 1981). These given concepts provide important practical implications for training in organizations. The design of the training program should start with an outline for organizing material that already exists in the minds of the employees. As the employee relates with coworkers on the job, he continues to learn to modify his cognitions. Considering this communication with the individual's new coworkers, training should anticipate and possibly compensate for the early socialization influences upon the employee. Training may be more beneficial if

it was administered on the actual site or perhaps, including a post assignment module for the assessment of on-site influences on the mental structures that evolved in the process of training. (Donnellon, 1986) These factors should be kept in mind when motivating and assessing an employee's commitment to the goals of the human resource department.

Language and communication are as much a part of the substance of management activity as they are of the symbolic side of that activity (Pfeffer, 1981). The action of HRD managers is motivating and controlling employees through communication can make the experience meaningful to the employees. Reward systems provide incentives to employers once the employee's performance goals are clarified.

Lock's research (1968) found that when people are given specific goals ranging from low, medium and high, the individuals with the high goals were consistently more productive. The employee who participates must perceive the goal as attainable and acceptable.

Dessler (1980) states two benefits derived from employee participation in decision making are as follows:

1. Participation allows inspection of the problem from the employees, allowing other view points.
2. Participation is an effective way for gaining employee's acceptance of, and commitment to goals and the dedication to accomplish the goals. (p.169)

To enhance the employee's participation, the HRD manager should define the task explicitly and urge employees to participate in developing and implementing decisions which directly involve their job.

#### Summary

The literature reviewed for this study provided the researcher the opportunity to review the origin and development of what is known today as human resource services. The material conveyed that employees' attitudes have changed and their expectations from work are more than mere means of survival. Employees seek fulfillment from their work. Davis (1957) gives the fundamental concepts of the philosophical framework of human relations; motivation, individual differences, mutual interest, and human dignity. (p.12)

The material reviewed revealed that well-utilized employees are more productive and attain a higher level of satisfaction from their work. The future picture (Hall, 1983) of the work environment will require more choices with fewer guidelines, reflecting more employee responsibility, and less direct supervision. (p.67)

A major concern in human resources is the changing work environment. Marsenich (1983, p.63) gives us the four "Steps of Change:" awareness, understanding, acceptance, and change.

Research collectively illustrated that a good rela-

tionship between the human resource division and employees is essential for attaining optimal employee development, which contributes to the financial security of the organization.

Each organization has its own interpretation of human resources and therefore, equates an allotment of assets to the perceived value of human resources. Yet the study of human resources is a vast gray area which is void of a universal definition.

This study investigated the expectations and perceptions of both the human resource manager and the employee in a work environment. Specific attention will be given to the components of a constructive and satisfying work relationship, which ultimately contributes to the organization's productivity.

## CHAPTER III

### METHODS AND PROCEDURES

#### Introduction

The problem addressed was to identify components of a productive work relationship between human resource professionals and employees. The purpose of this study was to elicit the expectations and perceptions of both the human resource manager and the employee in a work environment. This study was developed around three research questions concerning the components that establish a positive relationship between the human resource department and employees. The questions stated were based on previous work done by theorists in related work. The task of the study was to validate the functional relationship (correlation) given in a work environment. The questionnaire ascertains from the participants of the study their perceptions and expectations of a human resource department. The instrument is written to reflect the attitudes of labor regarding their perceived role of human resource development. The participant's responses provided the data for the measurement. This chapter is organized in four parts: (1) population, (2) collection of data, (3) ques-

tionnaire, (4) analysis of data.

#### Population and Sample

The sample for the study consisted of three Tulsa area companies which are members of the Tulsa Green Country Chapter of the American Society for Training and Development. A personnel manager and 25 employees randomly selected from each organization was surveyed. The sample of each organization selected represented one of each of the following categories: manufacturing, retail and financial services. The participating companies were selected for the following reasons: their stature in the community and the willingness of the HRD Manager of each company to participate in the study.

#### Collection of Data

The data was collected from three companies in the Tulsa metropolitan area who are listed with the Tulsa Green Country Chapter of the American Society for Training and Development. The Tulsa Chapter's Directory provided the list of the members who participated in this survey.

The researcher hand delivered the questionnaire to the human resource department in the participating companies. The questionnaire was accompanied by a cover letter which thanked the manager for agreeing to participate in the study, restated the purpose of the study, assured confidentiality of the responses, and requested a return by a



specified date.

#### Questionnaire

Appendix A contains a copy of the questionnaire. The instrument was submitted to four professors at Oklahoma State University for clarity. In addition to analysis by the professors, the instrument was "pilot tested" by eleven graduate students in a needs analysis class. As a result of the pilot test several questions were eliminated and others rewritten to clarify the purpose of the question.

#### Analysis of Data

The questionnaires were collected from October 11th through October 17th by the researcher. Upon collection of the questionnaires, the responses were categorically compiled for statistical comparison. The researcher sought the employee's and the HRD manager's responses to identical questions to compare the perceptions of each.

The primary statistical method used was the method of standard deviation and weighted mean. A five point scale was used by the author to assess the responses of the employees and the HRD manager of each organization. The values were assigned to a number according to the following pattern:

1. Strongly Agree
2. Agree
3. Uncertain
4. Disagree
5. Strongly Disagree

## CHAPTER IV

### PRESENTATION OF FINDINGS

#### Introduction

The design of this study was to seek the components that comprise a productive work relationship between human resource professionals and employees. This chapter presents the findings of the study by utilizing the statistical method of standard deviation and mean. Standard deviation is the square root of variance or the square root of the mean of the squared deviation scores. The research questions stated in the introduction of the study provides the basis theme of the study which sought to determine if significant differences exist between the series of data gathered.

The sample provided by three companies involved one Human Resource Manager and 25 employees from each company. The manager and the employees were asked identical questions to ascertain if employees and management share the same perceptions of human resource services. The versions differ only with respect to the managers' focus on the employees' participation in company training and the employees' focus on their own participation in company training. Therefore, the focus of the study was to ascer-

tain the employees' ability to define the role of the Human Resource Division in relation to his place in the organization.

The first question asked if the HRD Manager and the employee are currently involved in job training. A simple yes or no response was given, where upon a percentage was calculated to gather the number of employees in job training. In the 19 remaining questions, the respondents were given 5 choices from a range of strongly agree to strongly disagree. Upon receipt of the returned questionnaires, the researcher allotted a point system as follows:

1	2	3	4	5
Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree

whereas, a strongly agree answer would be equivalent to a value of one point as compared to a strongly disagree answer would be equated to a value of five points on the spectrum.

#### Response Rate

Questionnaires were distributed to 3 Human Resource Managers and 75 employees total. With the aid of a company computer, each human resource manager randomly selected 25 employees to participate in the study. All three of the managers' questionnaires were returned, whereas, 67 (or 89 percent) of the employees returned their questionnaires.

### Analysis of Data

The first questionnaire item pertained to the number of employees and managers currently participating in company training. The findings revealed that 46% of the participants who were surveyed were currently participating in company training. Although a higher percentage 54% were not participating in company training. See Table I.

TABLE I  
NUMBER OF EMPLOYEES CURRENTLY IN TRAINING, BY COMPANY

Company	Yes (%)		No (%)		Total (%)	
Group A	12	18%	8	12%	20	30%
Group B	7	10%	15	23%	22	33%
Group C	12	18%	13	19%	25	37%
Total n, (%)	31	46%	36	54%	67	100%

Of the Human Resource Managers surveyed, the managers from Companies A and B were currently involved in company training programs of employees. The Human Resource Manager of Company C wasn't actually participating in the training of company personnel. Although the HRD Manager of Company C wasn't actually doing the training of personnel, his

company provided 12 yes responses of the 31 polled (46%) who stated they were currently involved in company training.

Two of the HRD managers (Companies A & B) stated in the questionnaire that they were uncertain if they would be doing any training in the next three months. The third manager conveyed that he would not be actively involved in company training in the next three months.

When the employees were asked if they felt they had been properly trained for their jobs, Company A employees demonstrated a perceived higher level of confidence with a mean score of 2, (with 1.0 being the highest level of confidence), followed by Company C with a score of 2.12, and Company B scoring 2.318. Company A also had a lower standard deviation than the other two companies, indicating that most of the employees surveyed shared the same confidence. See Table II.

TABLE II  
EMPLOYEE'S RANGE OF SCORES OF CONFIDENCE  
IN LEVEL OF TRAINING

	COMPANY A	COMPANY B	COMPANY C
Number of Employees	20	22	25
Minimum Score	1.000	1.000	1.000
Maximum Score	4.000	4.000	4.000
Mean	2.000	2.318	2.120
Standard Deviation	0.649	1.086	0.881

The employees' responses were similar when asked if they have a great deal of interest in job-related training. The employees' replies ranged from strongly agree to uncertain. The mean ranged from a 1.5 to 1.76 score. This conveys that employees are interested in job related training. The weighted mean of employees' responses of 1.628 convey agreement with the HRD managers' mean of 1.667. The lower score indicated agreement. See Table III.

TABLE III  
RANGE OF SCORES ON EMPLOYEES' INTEREST IN JOB TRAINING

---

	COMPANY A	COMPANY B	COMPANY C	TOTAL
Number of Employees	20	22	25	67
Minimum Score	1.000	1.000	1.000	
Maximum Score	3.000	3.000	3.000	
Mean	1.600	1.500	1.760	
Standard Deviation	0.681	0.598	0.523	
Weighted Mean	0.478	0.493	0.657	1.628
HRD Managers				
Mean	1.667			
Standard Deviation	0.577			

---

The HRD managers (Companies A & C) surveyed stated they agreed their employees had a great deal of interest in job related training. See Table III. The HRD manager of Company C strongly agreed Company C employees were interested

in training. The employees' mean of 1.628 in comparison to the manager's mean of 1.677 reveals the agreement of management and labor.

The responses of all the employees from the three companies revealed the employees may not have a basic understanding of the role of the human resource division in their organization. The answers given ranged from strongly agree to strongly disagree, with the mean ranging from 2.4 to 2.8 (again, with lower scores indicating stronger agreement). See Table IV.

TABLE IV

RANGE OF SCORES ON UNDERSTANDING OF THE EMPLOYEE'S ROLE OF THE HUMAN RESOURCE DIVISION

	COMPANY A	COMPANY B	COMPANY C
Number of Employees	20	22	25
Minimum Score	2.000	1.000	1.000
Maximum Score	5.000	5.000	4.000
Mean	2.800	2.400	2.280
Standard Deviation	0.951	0.908	0.614

Research Question I asked the significance of the relationship between the degree of the employee's job performance and the degree of collaboration between the Human Resource Division and the employee. The employee was asked

if a greater collaboration existed between the HRD personnel and the employee, would the employee attain a greater degree of job performance. The employee's responses ranged from strongly agree to disagree. No one surveyed strongly disagreed with the research statement. The mean ranged from 1.7 (Company A) to 2.36 (Company C), which indicated the employees agreed that their job performance was enhanced with more collaboration between the human resource personnel and the employee. The weighted mean of 2.134 revealed the employees were less uncertain in their responses than the HRD managers. See Table V.

TABLE V  
EMPLOYEE'S RANGE OF SCORES IN RELATION TO HRD & EMPLOYEE  
COLLABORATION AND JOB PERFORMANCE

	COMPANY A	COMPANY B	COMPANY C	TOTAL
Number of Employees	20	22	25	67
Minimum Score	1.000	1.000	1.000	
Maximum Score	3.000	4.000	4.000	
Mean	1.700	2.273	2.360	
Standard Deviation	0.657	0.883	0.810	
Weighted Mean	0.557	0.746	0.881	2.134
<b>HRD Managers</b>				
Mean	1.667			
Standard Deviation	0.577			



The second research question sought if a significant relationship existed between the degree of the employee's job satisfaction and the degree of collaboration between the Human Resource Division and the employee. The employees were asked if they would agree that the greater the collaboration between the human resource personnel and the employee, the greater the degree of job satisfaction they attained. The employees' responses ranged from strongly agree to disagree. The mean ranged from 1.85 (Company A) to 2.44 (Company C) with a standard deviation range of 0.745 (Company A) to 0.968 (Company B). The range of responses varied on the scale from between a near agree to a near midpoint between uncertain and disagree. The weighted mean revealed that HRD managers scored more uncertainty than did the employees. See Table VI.

TABLE VI

EMPLOYEES' RANGE OF SCORES IN RELATION TO HRD & EMPLOYEE COLLABORATION AND JOB SATISFACTION

---

	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	1.000	1.000	
Maximum Score	3.000	4.000	4.000	
Mean	1.850	2.182	2.440	
Standard Deviation	0.745	0.958	0.821	
Weighted Mean	0.550	0.720	0.910	2.180
HRD Managers				
Mean	2.333			
Standard Deviation	1.249			

---

The employees were asked if they would agree that the greater the collaboration between the human resource personnel and the employee, the greater the degree of understanding that existed between labor and management. The employee's responses varied from strongly agree to disagree. The mean ranged from 1.95 (Company A) to 2.00 (Company B) with a standard deviation range of .605 (Company A) to .690 (Company C). This translated into an agreement from employees that collaboration between HRD personnel and management contributed to a higher level of understanding. The HRD managers polled responded by each strongly agreeing. See Table VII.

TABLE VII

EMPLOYEES' RANGE OF SCORES IN RELATION TO HRD & EMPLOYEE COLLABORATION AND THE LEVEL OF UNDERSTANDING THAT EXISTED BETWEEN LABOR AND MANAGEMENT

---

	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	1.000	1.000	
Maximum Score	3.000	3.000	4.000	
Mean	1.950	2.000	2.080	
Standard Deviation	0.605	0.690	0.759	
Weighted Mean	0.582	0.657	0.776	2.020
<b>HRD Managers</b>				
Mean	2.000			
Standard Deviation	1.000			

---

Research question 3 asked if a significant relationship existed between the employee's clarity of the Human Resource Division's role and the employee's willingness to participate in HRD tasks. The employees were asked if they would agree the clearer the goal of the human resource task, the more involved the individual became. The responses varied from strongly agree to disagree. The mean ranged from 1.850 (Company A) to 2.68 (Company C) with a standard deviation range of 0.671 (Company A) to 0.852 (Company C). Company B fell inbetween both ranges. The employees agreed that they became more involved when the clarity of the task is made known to the employee. Each manager answered the question differently; Company A manager was uncertain, Company B manager strongly agreed, while company C Manager agreed. See Table VIII.

TABLE VIII

EMPLOYEE'S SCORES OF WILLINGNESS TO PARTICIPATE IN HRD TASKS IN RELATION TO EMPLOYEE'S CLARITY OF HRD ROLE

---

	Company A	Company b	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	1.000	1.000	
Maximum Score	3.000	4.000	4.000	
Mean	1.850	2.091	2.680	
Standard Deviation	0.671	0.811	0.852	
Weighted Mean	0.552	0.687	1.000	2.239
Hrd Managers				
Mean	2.000			
Standard Deviation	1.000			

---

The HRD managers from the three companies were asked if they felt the human resource division had enough authority and backing to perform their job well. Each manager answered the question with the same response, agree. No one strongly agreed the human resource division had enough authority and backing to perform their job well.

The respondents were asked if they had ample opportunity to use their abilities. The answers varied the full range of possible answers from strongly agree to strongly disagree. The mean ranged from 2.250 (Company A) to 2.591 (Company C), with a standard deviation range of 0.764 (Company C) to 1.070 (Company B). This conveys that the employees responses varied between agree and uncertain. The standard deviation range indicates there were some extremes in answers. While the managers' mean score of 1.667 expressed agreement, the employees's weighted mean of 2.344 conveyed a level of uncertainty. The lower score indicated agreement, with 1.0 being the highest level of agreement. See Table IX.

TABLE IX

EMPLOYEES' RANGE OF SCORES IN RELATION TO OPPORTUNITIES  
TO UTILIZE ABILITIES

---

	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67

TABLE IX (Continued)

---

Minimum Score	1.000	1.000	1.000	
Maximum Score	5.000	5.000	4.000	
Mean	2.250	2.591	2.200	
Standard Deviation	1.070	1.054	0.764	
Weighted Mean	0.672	0.851	0.821	2.344
HRD Managers				
Mean	1.667			
Standard Deviation	0.577			

---

Respondents were asked if they felt they were really doing something worthwhile in their job. The responses from Company C ranged from strongly agree to strongly disagree. The employees' responses from Company B varied from strongly agree to disagree, while the employees of Company A responded from strongly agree to uncertain. Company A had the smallest standard deviation percentage with a score of 0.671. This indicated employees from Company A felt they were doing something worthwhile. The employee's weighted mean of 1.939 and the HRD managers' mean of 1.667 conveys that although employees are in agreement, the managers' score revealed a higher level of confidence, with 1.0 being the highest level of agreement. The HRD managers' standard deviation score of 0.577 revealed the HRD managers shared the same perspective concerning their contributions made to their organizations. See Table X.

TABLE X  
EMPLOYEES' RANGE OF SCORES IN CONTRIBUTING SOMETHING  
WORTHWHILE IN THEIR JOB

---

	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	1.000	1.000	
Maximum Score	3.000	4.000	5.000	
Mean	1.850	2.045	1.920	
Standard Deviation	0.671	0.844	0.812	
Weighted Mean	0.552	0.671	0.716	1.939
 HRD Managers				
Mean	1.667			
Standard Deviation	0.577			

---

When asked if the employees and HRD managers felt the organization placed people in positions which made good use of their abilities, the responses ranged from both extremes of strongly agree to strongly disagree. Company A employees were more positive in their responses with a range that fell between strongly agree to uncertain. The means ranged from 2.3 (Company A) to 3.045 (Company B). The range of the standard deviation was from 0.571 (Company A) to 1.174 (Company B). Employees were not as confident in their responses regarding this concern as in other areas researched. All the managers surveyed answered their organizations did a good job in placing

people in jobs that made good use of their abilities.  
See TABLE XI.

TABLE XI

EMPLOYEES' RANGE OF SCORES OF ORGANIZATIONS PLACING PEOPLE  
IN POSITIONS THAT BEST UTILIZE EMPLOYEES' ABILITIES

---

	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	1.000	1.000	
Maximum Score	3.000	5.000	4.000	
Mean	2.300	3.045	2.560	
Standard Deviation	0.571	1.174	0.917	
Weighted Mean	0.687	1.000	0.955	2.642
HRD Managers				
Mean	2.000			
Standard Deviation	0.000			

---

Question #12 asked the respondents if cooperation exists between organizational departments and the Human Resource Department. Company A had the widest spread among answers ranging from strongly agree to strongly disagree. The mean varied from 2.160 (Company C) to 2.6 (Company A) with a standard deviation range of 0.624 (Company C) to 0.848 (Company B). The conclusions from this data relates the employees responses fell between agree and uncertain, with employees leaning toward the

uncertain response. The HRD managers all responded they agreed that cooperation exists between departments. The managers' mean of 2.0 with no deviation from that figure revealed that they perceived their departments as cooperative, in comparison to the employees' weighted mean score of 2.358 which expressed some uncertainty. See Table XII.

TABLE XII  
EMPLOYEES' RANGE OF SCORES OF COOPERATION BETWEEN HRD  
AND OTHER ORGANIZATIONAL DEPARTMENTS

---

	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	1.000	1.000	
Maximum Score	5.000	4.000	4.000	
Mean	2.600	2.364	2.160	
Standard Deviation	0.821	0.848	0.624	
Weighted Mean	0.776	0.776	0.806	2.358
 HRD Managers				
Mean	2.000			
Standard Deviation	0.000			

---

The respondents were asked if they felt their job was leading to the kind of future they wanted (question #13). The responses from companies A and B varied from strongly agree to strongly disagree, while the employees from Company C answered more favorably with a response



range from strongly agree to uncertain. The mean range was from 2.150 (Company A) to 2.818 (Company B). Employees from Company A seemed confident of their future, while employees from Companies B & C responded with more uncertainty. Of the three HRD managers questioned, one was uncertain while the other two managers agreed. The employees' weighted mean score of 2.522 and the managers' mean score of 2.33 revealed both groups had a level of uncertainty. On the scale of one to five, one represented a higher level of agreement. See Table XIII.

TABLE XIII  
EMPLOYEES' RANGE OF SCORES ON JOB LEADING TO  
EMPLOYEES' DESIRED FUTURE

---

	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	1.000	1.000	
Maximum Score	3.000	5.000	5.000	
Mean	2.150	2.818	2.560	
Standard Deviation	0.745	1.181	1.121	
Weighted Mean	0.642	0.925	0.955	2.522
HRD Managers				
Mean	2.333			
Standard Deviation	0.577			

---

The respondents were asked if the organization did

a good job of keeping all employees informed (question #14). The responses varied from strongly agree to strongly disagree, the mean ranged from 2.350 (Company A) to 3.227 (Company C). This indicates the employees believe their organizations can improve in keeping their employees abreast of current information. The mean score of 3.0 revealed the HRD managers disagreed that their organizations were doing a good job in informing all employees. The employees' weighted mean of 2.686 revealed a slightly higher level of agreement. See Table XIV.

TABLE XIV  
EMPLOYEES' RANGE OF SCORES IN RELATION TO THE  
ORGANIZATION KEEPING EMPLOYEES INFORMED

---

	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	2.000	1.000	
Maximum Score	5.000	5.000	4.000	
Mean	2.350	3.227	2.480	
Standard Deviation	1.040	1.066	0.963	
Weighted Mean	0.701	1.060	0.925	2.686
HRD Managers				
Mean	3.000			
Standard Deviation	1.000			

---

Question #15 of the survey asked the respondents if

they felt the HRD department did a good job in keeping all employees informed of the HRD services provided. The responses ranged from strongly agree to strongly disagree. The mean range varied from 2.6 (Company C) to 3.227 (Company B) with a standard deviation range of 0.913 (Company C) to 1.182 (Company A) indicating that employees felt that the HRD department could improve in communicating to employees the HRD services provided. See Table XV.

TABLE XV

EMPLOYEES' SCORES IN RELATION TO HRD DIVISION KEEPING  
EMPLOYEES INFORMED OF HRD SERVICES PROVIDED

---

	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	2.000	1.000	
Maximum Score	5.000	5.000	5.000	
Mean	2.650	3.227	2.600	
Standard Deviation	1.182	0.973	0.913	
Weighted Mean	0.791	1.060	0.970	2.821
HRD Managers				
Mean	2.333			
Standard Deviation	0.577			

---

Employees were asked if they felt they received enough instruction to perform their jobs well (question #16). The employees' responses ranged from strongly

agree to strongly disagree, with a mean range of 2.0 (Company A) to 2.455 (Company B) and a standard deviation range of 0.526 (Company C) to 0.912. The results indicated the employees of Company B were less confident, indicating that employees of Company B were not receiving enough instruction to do their jobs. Company A employees in comparison were the most assured that they were getting the instruction required to do their job well. The HRD managers mean score of 3.0 revealed less certainty from management that the employees were receiving adequate job instruction. The employees whose weighted mean was 2.194 were near agreement that they were receiving enough instruction to perform their jobs well. See Table XVI.

TABLE XVI  
EMPLOYEES' RANGE OF SCORES CONCERNING ADEQUATE  
JOB INSTRUCTION

---

	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	1.000	1.000	
Maximum Score	4.000	5.000	4.000	
Mean	2.000	2.455	2.120	
Standard Deviation	0.795	0.912	0.526	
Weighted Mean	0.597	0.806	0.791	2.194
<b>HRD Managers</b>				
Mean	3.000			
Standard Deviation	1.000			

---

Question #17 explored the respondents' perception of how their job related to other jobs in their organization. The responses ranged from strongly agree to uncertain, with no one disagreeing. In Company C everyone answered with either a strongly agree or agree response. The mean range was from 1.680 (Company C) to 2.1 (Company A), with a standard deviation range of 0.476 (Company C) to 0.610 (Company B). The managers' mean score of 1.333 revealed a higher level of agreement than the employees' weighted mean score of 1.881. On a scale of 1 to 5, the lower number represented a higher level of understanding. This data reveals that employees do understand how their job relates to other positions in the organization. See Table XVII.

TABLE XVII

EMPLOYEES' RANGE OF SCORES CONCERNING HOW THEY  
PERCEIVE THEIR UNDERSTANDING OF JOB IN  
RELATION TO OTHER JOBS

---

	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	1.000	1.000	
Maximum Score	3.000	3.000	2.000	
Mean	2.100	1.909	1.680	
Standard Deviation	0.447	0.610	0.476	
Weighted Mean	0.627	0.627	0.627	1.881
<b>HRD Managers</b>				
Mean	1.333			
Standard Deviation	0.577			

---

The results of Question #18 were omitted due to the fact all three companies surveyed stated that the employee's immediate supervisor handled the performance review, omitting HRD personnel from involvement in the task. The role of HRD personnel is to monitor the supervisor's role and ensure that company policy is followed.

Question #19 asked the employees if they were encouraged to be involved in the planning and decision making in matters that pertain to their job. The responses ranged from strongly agree to strongly disagree, with a mean range of 2.35 (Company A) to 2.72 (Company C), with a standard deviation range from 0.739 (Company B) to 1.089 (Company A). This data indicated employees tended to respond between the agree to uncertain in the given range of responses. The employees' weighted mean score of 2.52 revealed employees had a different response from the HRD managers when asked if employees were encouraged to be involved in the planning and decision making concerning their jobs. Managers' mean score of 1.667 conveys that the managers more than agreed that the employees were encouraged to be involved in the planning and decision making in matters that pertained to their job. The difference of scores between the HRD managers and the employees indicated the managers are not aware of labor's perception of lack of employee involvement in decision making. See Table XVIII.

TABLE XVIII

EMPLOYEES' RANGE OF SCORES IN RELATION TO THE  
ORGANIZATIONS ENCOURAGEMENT OF EMPLOYEE  
DECISION MAKING AND PLANNING

---

	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	1.000	1.000	
Maximum Score	5.000	4.000	5.000	
Mean	2.350	2.455	2.720	
Standard Deviation	1.089	0.739	0.980	
Weighted Mean	0.701	0.806	1.015	2.520
HRD Managers				
Mean	1.667			
Standard Deviation	1.155			

---

The final question of the questionnaire (#20) asked if the employee felt a high level of cooperation exists between employees. The responses ranged from strongly agree to strongly disagree. The mean range from 2.150 (Company A) to 2.818 (Company B), with a standard deviation range of 0.813 (Company A) to 2.818 (Company B). This data indicates employees are more apt to be uncertain in their responses regarding the level of cooperation regarding the level of cooperation between employees. Employees' responses revealed they were less confident than managers concerning cooperation among coworkers. See Table XIX.

TABLE XIX  
 EMPLOYEES' RANGE OF SCORES IN RELATION TO COOPERATION  
 AMONG EMPLOYEES

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	Company A	Company B	Company C	Total
Number of Employees	20	22	25	67
Minimum Score	1.000	2.000	1.000	
Maximum Score	4.000	5.000	4.000	
Mean	2.150	2.818	2.280	
Standard Deviation	0.813	0.958	0.843	
Weighted Mean	0.642	0.925	0.851	2.418
HRD Managers				
Mean	2.000			
Standard Deviation	0.000			

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## CHAPTER V

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

#### Introduction

This final chapter of the study is a summary of the researcher's findings. This section is divided into three sections: summary of the research findings, researcher's conclusions, and the final section is implications for further research.

#### Summary

The purpose of this study was to elicit the expectations and perceptions of both the human resource manager and the employee in a work environment. The major research questions investigated pertained to: (1) the relationship between the degree of the employee's job performance and the degree of collaboration between HRD division and the employee and (2) the relationship between the employee's job satisfaction and the degree of collaboration between the Human Resource Division and the employee and (3) the relationship between the employees' clarity of the role of the Human Resource Division's role and the employee's willingness to participant in acheiving HRD tasks.

Three Tulsa area companies participated in the study; a prominent manufacturer, a major retail convenience store chain, and a large financial institution with branches across the state of Oklahoma.

In Research Question 1, the employees were asked if there was a significant relationship between the degree of the employee's job performance and the degree of collaboration between the Human Resource Division and the employee. The results indicated the employees agreed their job performance was enhanced with more collaboration between the human resource personnel and the employee. The managers also agreed collaboration with the employee improved the employee's job performance.

In the second research question, the employees were asked if there is a significant relationship between the degree of the employees' job satisfaction and the degree of collaboration between the Human Resource Division and the employee. Here the responses revealed that collaboration between the HRD personnel and the employee may not be a critical component to the employee's sense of satisfaction received from the job. Although employees agreed that an increase of collaboration between HRD personnel and labor increased their level of job satisfaction, the responses revealed some uncertainty.

The third research question asked if there is a signif-

ificant relationship between the employees' clarity of the Human Resource Division's role and the employees' willingness to participate in HRD tasks. The employees revealed they agreed, but with some uncertainty that their involvement would be greater if they perceived they had a clear concept of the goal.

### Conclusions

The conclusions drawn from this study were as follows:

1. Employees' job performance was enhanced with more collaboration between the human resource personnel and the employee.
2. An increase of collaboration between HRD personnel and labor enhanced the employees' level of job satisfaction.
3. Employees' perceived clarity of the goal of the HRD task was not a critical component to the employees' willingness to participate in the HRD task.

### Recommendations

For Practice:

1. HRD personnel should work directly with labor on the job with the employee. HRD personnel should not consider themselves as staff executives who distance themselves in an ivory office.
2. A large percentage of employees have a great amount of interest in company training. HRD personnel should ac-

knowledge the infinite potential of energy in labor and facilitate the process of growth in each employee of their organization.

3. HRD personnel should ascertain from the employees if they feel that they are in a position that best utilizes the employee's abilities.

4. A priority of HRD personnel should be to always keep the employees informed of pertinent information regarding the employee and the HRD services provided.

#### For Additional Research

Additional research needs to be done to analyze the perceptions of HRD managers regarding their role in organizations, and how can their perceived role change to meet the demands of a changing environment.

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APPENDIXES

APPENDIX A

EMPLOYEE QUESTIONNAIRE



This questionnaire is designed to help you give us your opinions quickly and easily. There are no "right" or "wrong" answers-it is your own, honest opinion that we want. Please do not sign your name.

DIRECTIONS:

Circle the appropriate response. (Circle only one)

1. Are you currently participating in company training?

YES

NO

2. I feel that I have been properly trained for my job.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
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3. I have a great deal of interest in job related training.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

4. I feel I have a basic understanding of the role of the human resource division in our organization.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

5. I would agree that the greater the collaboration between the human resource personnel and the employee, the greater the degree of job performance I attain.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

6. I would agree that the greater the collaboration between the human resource personnel and the employee, the greater the degree of job satisfaction I attain.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|
7. I would agree that the greater the collaboration between the human resource personnel and the employee, the greater the degree of understanding that exists.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|
8. I would agree that the clearer the goal of the human resource task, the more involved I become.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|
9. I would agree that I have ample opportunity to use my abilities.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|
10. I would agree that I am really doing something worthwhile in my job.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|
11. I feel that the employees of this organization are placed in jobs that make good use of their abilities.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|

12. There is cooperation between the Human Resource Department and my department.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|
13. I feel that my job seems to be leading to the kind of future I want.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|
14. I would agree that the organization does a good job in keeping all employees informed.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|
15. I would agree that the Human Resource Department does a good job in keeping all employees informed of the HRD services provided.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|
16. I would agree that I receive enough instruction about how to do the job.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|
17. I understand how my job relates to other jobs in my group.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|
18. Human Resource people did a good job in discussing my last performance review with me.
- |                |       |           |          |                   |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|

19. Employees are encouraged to be involved in the planning and decision making in matters that pertain to their job.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

20. I feel that there is a high level of cooperation between employees.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

APPENDIX B

HUMAN RESOURCE MANAGER QUESTIONNAIRE

## Human Resource Manager Questionnaire

This questionnaire is designed to help you give us your opinions quickly and easily. There are no "right" or "wrong" answers-it is your own, honest opinion that we want. Please do not sign your name.

## DIRECTIONS:

Circle the appropriate response. (Circle only one)

1. Are you doing any training in your job now?

YES

NO

2. If you are not doing any training right now, will you be in the next three months?

Strongly  
Agree

Agree

Uncertain

Disagree

Strongly  
Disagree

3. I feel most employees have a great deal of interest in the organizational training.

Strongly  
Agree

Agree

Uncertain

Disagree

Strongly  
Disagree

4. I would agree that the greater the collaboration between the human resource division and the employee, the greater the degree of employee's job performance.

Strongly  
Agree

Agree

Uncertain

Disagree

Strongly  
Disagree

5. I would agree that the greater the collaboration between the human resource division and the employee, the greater the employee's level of job satisfaction.

Strongly  
Agree

Agree

Uncertain

Disagree

Strongly  
Disagree

6. I would agree that the greater the collaboration between the human resource division and the employee, the greater the level of understanding that exists between the employee and the human resource division.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

7. I would agree that the greater the clarity of the human resource division role, the more the employee will be attracted to the achievement of the HRD task.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

8. I feel that the human resource division has enough authority and backing to perform their job well.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

9. I would agree that I have ample opportunity to use my abilities.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

10. I would agree that I am really doing something worthwhile in my job.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

11. I feel that the employees of this organization are placed in jobs that make good use of their abilities.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

12. There is cooperation between other departments and the Human Resource Department.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

13. I feel that my job seems to be leading to the kind of future I want.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

14. I would agree that the organization does a good job in keeping all employees informed.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

15. I would agree that the Human Resource Department does a good job in keeping all employees informed of the HRD services provided.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

16. I feel that the employees get enough instruction to perform the job well.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

17. I understand how my job relates to other jobs in the organization.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------



18. Human Resource personnel of this organization are comfortable discussing employee's performance reviews.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

19. Employees are encouraged to be involved in the planning and decision making in matters that pertain to their job.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

20. I feel that there is a high level of cooperation between employees.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

APPENDIX C

COVER LETTER

P.O. Box 104  
Tulsa, Ok. 74145  
September 29, 1989

Human Resource Manager

Dear Sir:

I spoke with you Monday, September 25, 1989, regarding the participation of yourself and twenty-five employees randomly chosen to participate in a human resource research study. Thank you for your consideration of participating in the study.

The work entitled: Human Resource Services and the Employee; Foundations of a Constructive and Satisfying Work Relationship, seeks to elicit the expectations and perceptions of both the human resource manager and the employee. A summary report revealing the responses of the participants surveyed will be delivered to you by December 10. The data collected from the questionnaires will be kept confidential.

Again, thank you for your participation. If convenient, I will be by your office October 11, to pick up the questionnaires.

Sincerely,

Dennis A. Dowell

VITA

DENNIS ALAN DOWELL

Candidate for the Degree of  
Master of Science

Thesis: HUMAN RESOURCE SERVICES AND THE EMPLOYEE:  
FOUNDATIONS OF A CONSTRUCTIVE AND SATISFYING  
WORK RELATIONSHIP

Major Field: Occupational and Adult Education

Biographical:

Personal Data: Born in Pueblo, Colorado, June 29,  
1955, the son of Jack L. and E. Sue Dowell.

Education: Graduated from Skiatook High School,  
Skiatook, Oklahoma, in May 1974; received  
an Associate degree in Business Administration  
from Claremore College in May, 1981; received  
Bachelor of Business Administration degree in  
Business Management from Langston University  
in May, 1988; completed requirements for the  
Master of Science degree, with a major in  
Occupational and Adult Education, at Oklahoma  
State University, Stillwater, Oklahoma, in  
December, 1989.

Professional Experience: Three years experience as  
line supervisor in data operations at petro-  
leum company, Tulsa, Oklahoma, sales experience  
of one year, automobile dealership, Tulsa, Ok-  
lahoma, and six years mid-management experi-  
ence in store operations, Tulsa, Oklahoma.