WELLBEING IN THE DEFENCE FORCES

REPORT ON THE DEFENCE FORCES 'YOUR SAY' CLIMATE SURVEY 2015

Table of Contents

Overview of Figures

Overview of Tables

Executive Summary

This study was commissioned by the Irish Defence Forces in response to a recommendation by the IMG III 2014 that the Defence Forces should revisit the 2008 Climate Survey in 2015 to facilitate comparing and contrasting with the results of the 2008 survey and to 'to identify trends to inform practice in HR and/or training and education'. The Defence Forces has gone through significant changes since the last report in 2008, including an economic downturn, a moratorium on promotion and recruitment, and a major reorganisation which saw the restructuring of many units - the 2015 climate survey will identify the ongoing human resource and strategic needs of the DF in the light of such changes, including;

•   To assess Defence Forces members' attitudes and satisfaction levels regarding the Defence Forces and in particular its Human Resource Management policies and procedures

•   To inform and provide direction to the Defence Forces HRM Strategy

•   To explore issues affecting the retention of personnel

•   To provide a voice to serving members to express their satisfaction levels and concerns regarding the organisation and its policies

•   To facilitate comparing and contrasting with the results of the 2008 climate survey

The survey was administered to approximately 11% of the workforce (sample size 1055) and this sample was representative of rank, gender and location. The survey explores respondents' attitudes to a number of important aspects of working life including: work life balance and satisfaction; organisational justice; leadership; meeting expectations; organisational commitment and Human Resource Policies and Procedures. The 2008 survey was replicated in order to facilitate comparisons and additional sections were included; peer support, stress, identification with and enactment of cultural values; attitudes around commuting and reorganisation, and specific diversity measures including LGBT, ethnicity and religion.

The main findings and analysis for each section are outlined below.

Work Life Balance

The Defence Forces offers unique challenges and experiences at home and overseas but such challenges can bring greater demands on the individual. The defence Forces has undergone many changes in the last number of years, the most significant being reorganisation and an increase in time spent commuting to and from work. These changes will have an impact on the individual's experience

at work and their work-life balance. For ease of understanding and to facilitate better analysis work life conflict has been further broken down into a number of separate areas.

In general, the results were quite favourable across most aspects of work life balance amongst respondents. The results overall mean for work overload is 3.1 demonstrating that work overload is not too serious an area of concern for personnel in the Defence Forces, although there are significant differences between Privates and both Junior and Senior Officers in terms of work overload. Overall, the vast majority of respondents did not feel that their family or personal life interfered with their work (Mean = 2.7). Of all the Family Interference with Work (FIW) items, one item was the exception – 60% of those with children agreed or strongly agreed with the statement 'making arrangements for children is stressful'. Respondents reported a slightly higher mean when responding to Work Interference with Family (WIF) (Mean=3.54), suggesting that this is an area of concern for employees in particular those working in the Naval Services. Interestingly, there were no significant differences when WIF was analysed with gender (both men and women had the same mean at 3.5). However, there was a significant but slight difference depending on whether you had children or not – those who did not have children had a slightly lower mean than those who had children (Means 3.4 and 3.7 respectively).

Stress

Overall, stress does not seem to be an area of concern (overall mean 2.66). While only 16% have felt they could not cope in the last month, it is important that this minority are not neglected given the consequences of stress and burn out. 31% of respondents feel anxious when they think of work and 40% worry about work in their free time. While these are in the minority, the individual and organisational consequences of stress and anxiety warrant careful consideration.

Work satisfaction

The overall mean is 3.12 suggesting the majority of respondents are neutral to positive in terms of satisfaction with their work, an interesting finding given the changes that have taken place. It would suggest that despite the changes and the concerns in areas such as fairness, the majority of employees still enjoy their work. Additionally, 65% of respondents report either neutral or levels of satisfaction with military life with 49% expressing satisfaction with military life.

Other findings include satisfaction increasing with rank and with length of service.

Commuting

Given the significant changes undergone by the DF and the increase in DF workforce commuting to work, a single item 'I have considered leaving the DF because of commuting' was included. 27% of the DF workforce have considered leaving the DF because of commuting specifically (mean 2.73), indicating that this is a significant problem for the Defence Forces.

Peer Support

Given the importance of peer support in literature in terms of its relationship with important individual and organisational outcomes (stress, satisfaction, commitment), a section on peer support was added to the study. The findings regarding peer support are overall positive (overall mean 3.36). The majority of respondents feel supported and respected by their colleagues. This is a positive finding given the importance of peer support in moderating outcome such as stress in the literature. There was a strong relationship between perceptions of peer support and perceptions of leader effectiveness in this study – a possible reason for this may be that effective leaders encourage supportive behaviours among peers.

Organisational Fairness

Organisational Justice is the term used to describe the role of justice as it directly relates to the workplace and is concerned with the ways employees determine if they have been treated fairly in their jobs. Perceptions of justice are strongly related to acceptance of change, organisational commitment, organisational cynicism, citizenship behaviour and other important outcomes. Studies show that where employees believe they are treated fairly in the workplace then they will hold positive attitudes towards the organisation.

Organisational fairness can be subdivided into 4 categories:

- Distributive fairness refers to the perceived fairness of outcomes and the rewards that employees receive and in the Defence Forces it would be represented by pay and conditions.
- Procedural fairness refers to the perceived fairness regarding the policies and procedures that are in place in the organisation and in particular those policies that relate to discipline and dispute resolution.
- Interpersonal fairness refers to the perceived fairness regarding how one is treated as an individual in terms of dignity and respect.

- Informational fairness refers to the extent to which personnel feel they are being kept informed and that the organisations policies and procedures are being adequately explained to them.

There is also a measure of overall integrity which measures motives, intent and integrity of the DF and supervisors.

Overall, there is a perception of a lack of justice in the Defence Forces. The overall means for all types of organisational justice are below 3, the only exception, interestingly, is for the overall integrity of the DF which is 3.2. Further analysis by rank indicates that perceptions of all types of justice except distributive justice increase with rank and length of service, a finding that is supported in the literature. The levels of satisfaction with organisational justice have decreased since the 2008 survey – although this is not surprising given the many changes that have taken place in the interim.

Perceptions of DF Distributive Justice, the degree to which an individual perceives pay and conditions to be fair, are particularly low (mean= 2.5) suggesting respondents perceive a lack of fairness in terms of outcomes and rewards in the DF. This score is strongly influenced by the item relating to pay. Respondents strongly feel pay is not fair – the mean for this was 1.78 indicating the vast majority disagree with this statement. Indeed, 77.7% of respondents disagree with the statement that pay is fair. There is also dissatisfaction with other rewards and the work load (mean 2.33 and 2.84 respectively). Perceptions are more positive, however, regarding work schedule and fairness of responsibility (3.03 and 3.1 respectively) indicating a general satisfaction in these areas. The low means in the area of organisational justice are a concern as the literature suggests that perceptions of fairness are strongly associated with commitment, acceptance of change and citizenship behaviour. Indeed there are relationships in this study between organisational justice and outcomes such as affective commitment.

Supervisory Justice

An important area of investigation is that of supervisory justice and support. The literature suggests that the supervisory justice plays a key role in determining employees' experiences of the workplace. The same dimensions of justice were examined in the section on Fairness and your supervisor.

- Informational justice – My supervisor informs of why things happen the way they do

- Interactional Justice – My supervisor treats me with dignity and respect

- Procedural – My supervisor make decisions that are fair to all

The overall findings for this section are mixed. Participants responded quite positively when asked about the overall integrity of their supervisor (overall mean for the integrity of the supervisor = 3.2) and Interactional Justice (also 3.2) but Informational Justice is less positive and below 3.

There are significant differences when perceptions of supervisory justice is analysed by rank – the most notable significant difference are between Privates/Junior NCOs and all other ranks. The mean for Supervisory Justice increases steadily with rank, again reflecting what is in the literature. While the results for supervisory justice are more positive than those for organisational justice, there are still areas that need to be explored. Respondents are not satisfied with the communication received from supervisors – they do not feel informed or involved. The results for interactional justice (perceptions of being treated with dignity and respect), while positive to neutral (mean 3.2), could be improved. This dimension of justice is strongly related to several important outcomes such as commitment and stress.

Leadership

In evaluating levels of satisfaction with the Defence Force leadership among survey participants, four key areas of leadership were focused on; Mission Success (MS), Internal Integration (II), External Adaptability (EA) and Member Wellbeing (MW). Overall, results of the survey indicate that respondents are relatively satisfied with leadership across all four areas (overall mean MS = 3.2; overall mean II = 3.1, overall mean MW =2.97). Respondents are least satisfied with member well-being – this aspect of leadership focuses on concern for people and well-being. Within rank, there was a difference in satisfaction between the lower and higher ranks. For example, when it comes to leaders taking member wellbeing into account, Privates were below neutral (mean 2.87) while Cols/Capt(NS)/GenBrigs were satisfied with it (mean 3.97). While the results in general are positive and indicate that members of the Defence Forces feel that their leaders are competent, there is a perception by some that fairness is lacking in leaders decisions. This supports the findings in the earlier section on Supervisor Justice. This is an area that is being further developed in the Defence Forces – effective leadership is at the heart of the Defence Forces and a core belief of the Defence Forces is that every member of the Defence Forces, regardless of rank or appointment, is a Leader.

Meeting Employee Expectations

In order to assess if respondents expectations were met or not, the list of expectations was broken down into five categories; Intrinsic Job Satisfaction, Work Relations, Developmental, Conditions of Work and Monetary. Respondents of the survey were first asked to indicate how important each of the listed expectations are to them. The opportunity for career development emerged as the most

important with 93% of respondents rating it either quite or very important. Others that featured in the top ten include; skill development (92.4%), good working conditions (91.9%) and reasonable job security (91.8%). Within meeting expectations, the respondents indicated that they were relatively satisfied that the Defence Forces was meeting their expectations in the area of intrinsic satisfaction (mean 3.23). In contrast, respondents felt that the organisation was not meeting its monetary expectations to a satisfactory level (mean 2.62) reflecting the findings in the distributive justice section. 92.4% of respondents reported that skill development was of great importance and 77% of participants felt that their expectations in this area were being met to some degree by the Defence Forces. However, a key area of concern emerging from the analysis is expectations surrounding good opportunities for promotion. 48.5% of respondents, a substantial minority, expressed their dissatisfaction with the opportunity for promotion. Likewise, in terms of pay, while 91.1% of respondents felt that fair pay for additional duties was important, over half of respondents (55.3%) felt that the Defence Forces is not meeting this expectation, again reflecting earlier findings in the area of justice.

There were differences in satisfaction between the lower and higher ranks. While overall results were positive in terms of meeting expectations related to intrinsic satisfaction, Privates did not feel their expectations were being met (mean 2.94). In contrast, respondents within the Col/Capt(NS)BrigGen rank were highly satisfied that their expectations were being met (mean 4.54). This is not surprising and reflects the literature in this area. Overall, there appears to be a perceived disconnect between what members of the Defence Forces expect and the way in which the organisation meets those expectations. This is prominent in the area of pay and promotion.

Culture

This section explores the extent to which respondents identify with the DF culture, ethos and values. Respondents were asked to respond to 16 statements that would indicate how strongly they relate to each of the following categories; Identification with Values, Enactment of Culture and Agreement with Values. With regard to Identification with Values, respondents were very positive that they identified with the Defence Force values with 70.5% of respondents expressing that they felt loyal to the organisation and its values. Similarly in relation to agreement with values, 78.9% of respondents felt that they were willing to make sacrifices for what they believe in. This illustrates that their behaviours would enforce the values of the Defence Forces and this is a very positive finding. On the other hand, respondents weren't as positive about the culture of the organisation being enacted. For example, only 37.5% felt that values are communicated in a clear manner. While there was overall dissatisfaction with the way culture is enacted throughout the organisation, higher ranks were more satisfied with this aspect of the Defence Force culture. Overall results regarding identification with the

DF culture are positive. A majority of respondents across all ranks, genders, and services felt that they identified with the Defence Force values. Furthermore, the intended behaviour of a majority of respondents indicates that they agree with the organisation's values. That said, there is a feeling among respondents that there is a gap between espoused values and enacted values. The findings suggest a perception that Defence Force culture could be enacted more effectively on a daily basis and this is concerning as this is significantly related to important outcomes such as commitment.

Obligations

In order to assess the sense of obligation amongst the respondents, the survey presented a list of 26 statements that looked at themes such as obligations to stay in the Defence Forces, teamwork, voluntary activities and transferring to other geographical areas. Respondents were asked to express the extent to which they agreed or disagreed with the obligation. The results indicate that the respondent's feelings of obligations towards the Defence Forces were quite positive. In terms of teamwork, 89.6% felt obliged to assist others. Similarly, in terms of voluntary aspects of the survey 66.9% of respondents felt obliged to work extra hours to get the job done, while a further 64.2% felt obliged to volunteer to do non-required tasks. This suggests that respondents feel obliged to demonstrate organizational citizenship behaviours. While responses were overall satisfactory, statements relating to obligations to stay in the Defence Forces did not provide such positive responses. Only 23.2% of respondents felt obliged not to look for a job elsewhere. This means that a majority of respondents would look elsewhere for a job. Responses were also negative in the topic of transferring to other geographical areas with only 29.9% of respondents feeling obliged to accept a transfer to other geographical areas. Overall there is a strong sense of obligation among the respondents to the Defence Forces. While respondents indicated that they would look elsewhere for a job, there was also a strong reflection of the Defence Force culture in responses to peer support, organisational citizenship behaviour and teamwork.

Commitment in the Defence Forces

Three measures of commitment were generated using specific items from the questionnaire:

Affective commitment (AC), continuance commitment (CC), and normative commitment (NC). AC represents a soldier's emotional attachment to, identification with and involvement in the organisation (Meyer et al 2012). It is the 'want to' of commitment. CC represents the 'need to' of commitment and measures the perceived costs of leaving to the individual. It is strongly influenced by the prevailing economic conditions and the available alternatives to military service. NC represents an individual's

feeling of obligation to remain in an organisation. The overall level of affective commitment is 2.98 suggesting the majority of respondents do not feel a sense of belonging to and identification with the organisation. Broadly speaking affective commitment was found to increase with rank and also with length of service. In terms of service, the highest indications of affective commitment came from the Army DFTC (mean 3.45) followed by Army DFHQ (3.16), the Air Corps (3.07) the Naval Service (3.01). All the army BDEs had a mean value of below 3 indicating low levels of affective commitment (3=neutral).

Normative commitment measures feelings of obligation and loyalty. The overall mean score for this measure was 2.6 suggesting that the majority of respondents do not feel obliged to stay with the organisation. Normative commitment rose with rank but feelings of normative commitment did not rise significantly with length of service.

Continuous commitment measures a sense of 'needing to stay' and can be influenced by economic conditions and the extent of 'other options' available to organisation members. In the defence forces the reported overall level of continuous commitment neutral to positive (mean 3.1) This remains the same for all ranks up to senior NCO and falls somewhat for ranks above (mean for junior officers 2.8 and senior officers 2.7).

If we examine all these dimensions together there are indications from the result that a majority of the DF members do not have high levels of affective commitment to the Defence forces. However, when examining single item response, there are noteworthy differences. For instance a significant majority of respondents (60%) indicated that they felt they were doing something worthwhile for their country – there appears to be high commitment to the idea of being in the defence Forces and what that means – yet the majority of respondents report low levels of commitment to the organisation itself (as opposed to the purpose).

If all three measures of commitment are examined in unison it would seem to indicate that while members have some sense of attachment to the DF, they do not necessarily feel an obligation to stay. The responses to the continuous commitment measures indicate that if opportunities present themselves outside of the DF, personnel particularly those with less length of service and in ranks up to Senior Officer may choose to leave.

Defence Force Human Resource policies and procedures.

This section focused on key Defence force HR Policies and Procedures. A factor analysis was conducted to ascertain overall satisfaction with two aspects of HR: General HR policies, and those relating to career progression/management. Overall respondents indicated satisfaction with general HR polices (mean 3.06) but satisfaction with career progression/management policies rates lower (mean 2.69). Female respondents were more satisfied than male respondents across both dimensions. In general satisfaction with HR policies increases with rank with Junior NCOs the least satisfied of all the ranks with a mean score of 2.9 for general HR policies and 2.4 for career management.

Looking at single items there is a very high level of support across all ranks, genders and sexual orientation for the development of policies on interpersonal relationships. Other policies that score highly across ranks and gender are random drug testing and mandatory overseas policy. For instance 74% of all respondents felt random drug testing was a positive development. Awareness of policies such as health and safety and family friendly policies is mixed. There is generally a high awareness of health and safety policies (mean 3.62). This level of awareness is high across all ranks but awareness of family friendly policies is divided on gender and rank dimensions. 52% of female respondents indicating awareness (mean 3.24) as opposed to 26% of males (mean 2.66). There is generally speaking a negative perception of the fairness of both the promotions policy (mean 2.3) and the performance appraisal policy (mean 2.39). Perceptions of fairness rise with rank, gain reflecting findings throughout the study.

Overall there is a negative perception of the effects of reorganisation across ranks – this is not surprising as reorganisation has resulted in some cases in personnel being moved from their original location to Barracks some distance from their homes. Representation is seen as a positive development in general (mean score of 3.38) and increases with to rank. From a career support/management perspective there was 29% agreement that the defence forces supports people in career development (mean 2.89) and broadly neutral views on adequate training and development opportunities (2.99). However there was negative feedback in terms of accessibility to current career courses (mean 2.6). This suggests attention is needed in these areas. All ranks agreed that modularisation would have a positive effect on career.

Complaints Policies and Procedures and PSS

The results of the survey indicate a high level of awareness of the complaints procedures in general (mean 3.63). 27% of respondents who had used the complaints procedure agreed that it was effective while 46% felt it was not. In terms of Admin Instruction A47 specifically there was a neutral to

positive perception that it is effective (mean 3.0).This positive perception rises steadily with rank from mean 2.9 at level of Private to 3.7 at very senior ranks. Perception of effectiveness is also somewhat divided along gender lines with a mean of 3.35 for female as opposed to 3.0 for male respondents

Overall respondents generally feel that both their commander and the legal system are effective complaints mechanisms. Again a positive perception on both these dimensions increases with rank.

Informal mechanisms were all viewed as effective with most scoring a mean of 3.2. Respondents reported feeling most comfortable approaching a friend with issues (mean 4.0) followed by an NCO (mean 3.0). Means of 2.9 were returned for both Chaplain and representative organisation.

Internationally accepted measures of 'employee silence' were utilised in this questionnaire (Pinder and Harlos 2001). This concept describes situations where people will not raise issues as they feel there may be negative outcomes (quiescent silence) or nothing will be done (acquiescent silence). One measure in particular- I would not use the complaints procedure as I fear it would damage my career- had a high mean score: 3.4. This was equal across genders. There was also a high mean score across ranks on this dimension with two exceptions- senior NCOs and Col rank. In contrast fear of using complaints procedures and damaging relationship with colleagues had a lower mean score of 2.9 although there was a mean score of 3.1 from respondents in the Private rank. In contrast to this there was less agreement with the measures examining unwillingness to use procedures because of a perception that complaints would not be acted upon (acquiescent silence). Overall there was a neutral response in this regard.

Personnel Support Services (PSS)

Turning to Personnel Support Services (PSS) there was a high level of awareness of the services provided by the PSS (mean 3.76) and also of the services provided by social workers in brigades/formations (3.33). Satisfaction levels with services provided by PSS were measured using a composite measure. The perception of PSS was generally positive (mean 3.2) and positive perception of PSS increases with rank.

Diversity in the Defence Forces

The survey set out to measure perceptions of fairness and support from a diversity perspective. Two general measures were created: diversity from a gender perspective and diversity from an LGBT perspective. Here was a generally neutral/positive response on LGBT dimension (mean 3.05) and

perceptions of a positive approach to gender diversity was perceived as less than positive (mean 2.89).

There was a high level of agreement that the DF is committed to the fair treatment of/supportive of all religious beliefs, and ethnicities. There was also a broadly neutral perception regarding the organisations commitment to LGBT members (3.0) and co-workers support of LGBT (3.0). Perceptions of gender equality were marginally less positive (mean 2.89). There was a more negative perception of support available for families when personnel are serving overseas (mean 2.6).

There was strong support for the item-'There is a perceived disconnect between younger and older generation in the DF' (mean 3.6). This was high for both genders but higher for females than for males (3.92 and 3.58 respectively). This perception was evident across all ranks but was highest in the junior officer (mean 3.8) and senior officer (mean 3.7) ranks.

Conclusion

The results are very mixed across the different categories with satisfaction in certain areas (e.g. work life balance, leadership, identification with DF values) and high levels of dissatisfaction in other areas (e.g. DF organisational justice and supervisory informational justice). There are significant differences across rank for most of the categories and a decrease in satisfaction levels compared to 2008. This will be further explored in the sections that follow. An important qualification by the researchers is that all the measures in the survey are interconnected and very much rooted in a context of change and cutbacks. Therefore findings should be interpreted in the light of such changes and interconnectedness.

1.0 Introduction

1.1   Background

This study was commissioned by the Irish Defence Forces in response to a recommendation by the IMG III 2014 that the DF should revisit the 2008 Climate Survey 'in part or in its entirety' in 2015. This would facilitate comparing and contrasting with the results of the 2008 climate survey and could in turn inform further development with the aim 'to identify trends to inform practice in HR and/or training and education'. The Defence Forces has gone through significant changes since the last report in 2008, including the reorganisation of the DF which led to the restructuring of many units, a moratorium on promotions and recruitment within the DF and an economic downturn which has had an impact on Government spending in all sectors, Defence Forces included. The 2015 climate survey will identify the ongoing human resource and strategic needs of the DF in the light of such changes. The Defence Forces 'Your Say' Climate Survey was administered to members of the Defence Forces by the members of the University of Limerick and the Defence Forces Work & Organisational Psychologist early 2015 in order to obtain information about Irish Defence Forces members' attitudes regarding a wide spectrum of human resource issues. In particular the survey focuses on member's levels of satisfaction with their employment in the Defence Forces and factors such as commitment, leadership and perceptions of fairness and work life balance.

Organisational climate is a concept that has received considerable attention since the 1970's (Anderson & West, 1998). Empirical findings have found climate to exert a significant influence on organisational performance (Baer & Frese, 2003) and individual motivation and well-being (Patterson et al, 2005). Moran and Volkswein (1992) provide a comprehensive definition when they describe climate as:

"A relatively enduring characteristic of an organisation which distinguishes it from other organisations: and (a) embodies members' collective perceptions about their organisation with respect to such dimensions as autonomy, trust, cohesiveness, support, recognition, innovation and fairness; (b) is produced by member interaction (c) serves as a basis for interpreting the situation; (d) reflects the prevalent norms values and attitudes of the organizational culture; and (e) acts as a source of influence for shaping behaviour" (p. 20).

Climate exists at the group or organisation level of analysis. While the perceptions belong to the individuals, they relate directly to shared experiences and shared values, such as organisational routines and practices. The usefulness of the tool of a 'Climate Survey' is in its ability to capture the human experience in organisations – how organisations look and feel to members and also to the fact that these shared perceptions are found to be related to important outcomes, that determine

organisational and individual outcomes such as operational effectiveness, employee morale and goodwill among members. Organisations with a healthy climate typically exhibit:

- Integration of personal and organisational goals
- Justice in treatment and equitable practices
- Mutual trust, consideration and support among different levels
- Open discussion of problems and conflict
- Acceptance of the psychological contract between both parties
- Equitable system of rewards
- Opportunities for growth
- Concern for quality of working life
- Sense of identity with and loyalty to the organisation

A healthy climate will not guarantee organisational effectiveness, but the absence of a healthy climate will lead to dissatisfaction, resistance to change and a lack of commitment.

In other words, the need to drive people to effective performance is balanced by the need to make them feel valued and supported (Goldsmith and Clutterbuck, 1998).

1.2 Aim of the Study

The aims of the Climate Survey were as follows;

- To assess Defence Forces members' attitudes and satisfaction levels regarding the Defence Forces and in particular its Human Resource Management policies and procedures and perceptions of leadership effectiveness and fairness.
- To inform and provide direction to the Defence Forces HRM Strategy
- To explore issues affecting the retention of personnel
- To provide a voice to serving members to express their satisfaction levels and concerns regarding the organisation and its policies.
- To facilitate comparing and contrasting with the results of the 2008 climate survey

The questionnaire and the results of the survey provide a valuable insight into levels of satisfaction in the Defence Forces and of members' views on leadership and Human Resource Management policies in general. This report provides an outline of members' views on particular issues at a particular time. Employee perceptions of any organisation are dynamic and influenced by a wide range of issues both external and internal to the organisation. While valuable in itself as a standalone quantitative analysis of satisfaction levels at a particular time, one of the real values of conducting an organisational Climate Survey lies in periodically repeating the process and using the results over time as a guide and benchmark to assess organisational climate.

2.0 Methodology

2.1   Sample

2.1.1   Population of Interest

The target population was all Permanent Defence Forces personnel with the exception of members of the Army Nursing Service and the Chaplaincy. These groups were not included because they are not subject to the same policies and regulations as other members of the organisation. This resulted in a sample frame of 9,500 personnel from which the sample was selected using the sampling method described below.

2.1.2 Sampling Method

It was considered important to provide all members of the Defence Forces with the opportunity to participate in the study and a call to participate in the study was sent out to all personnel using a variety of different channels. An article on the Study and its aims was published in An Cosantoir Magazine with details on how to participate. There was also information and a call to participate published on ICON, electronic notice boards and pamphlets distributed to personnel. Participation was also encouraged by the leadership of the DF.

2.1.3 Response Rates

The overall response rate was 1055 – this was 11 % of the overall population.

2.1.2 Sample Characteristics

The characteristics of the general sample by rank are presented in Table 1.1 In total 1055 personnel completed the survey. This sample was representative of the Defence Forces as a whole across all aspects of rank, gender and age profile.

Table 1.1 Survey Demographics

Rank	Number	Percentage
Unspecified/missing data	63	6%
Pte	428	40.6%
NCO	47	4.5%
NCO Cpl/LS	181	17.2%
NCO Sgt/PO	94	8.9%
Senior NCO	5	.5%

Senior NCO/CQ/SPO/FQ	14	1.3%
Senior NCO CS/CPO/FSgt	16	1.5%
Senior NCO BQ/SCPO	3	.3%
Senior NCO BSM/WO	6	.6%
Junior Officer	22	2.1%
Junior Officer 2/Lt/Ens	2	.2%
Junior Officer Lt/S/Lt	28	2.7%
Junior Officer Capt/Lt(NS)	59	5.6%
Senior Officer	10	.9%
Senior Officer Condt/LtCdr	48	4.5%
Senior Officer LtCol/Cdr	21	2%
Senior Officer Col/Capt(NS)	8	.8%
TOTAL	1055	100%

Figure 2.1.2.1 provides details of the length of service of respondents. The majority of respondents have been in the organisation for 11-20 years.
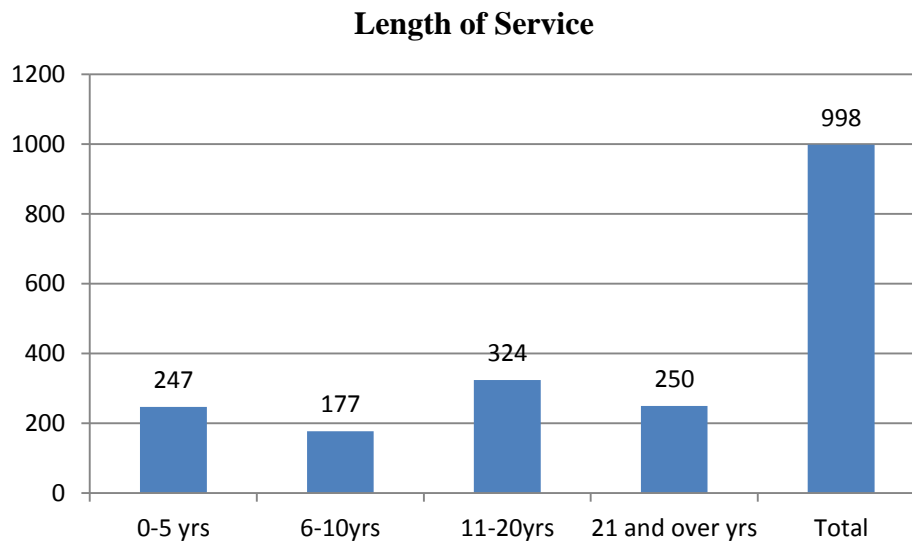
Length of Service

Figure 2.1.2.1 - Length of Service of Respondents

Figure 2.1.2.2 provides a summary across rank (Table 1.1. provides more detail on rank).
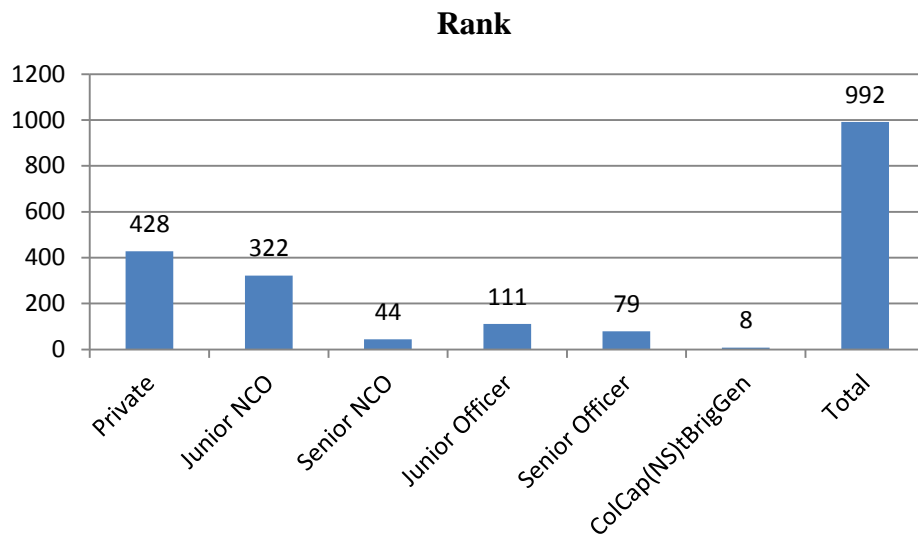
Rank

Figure 2.1.2.2 Rank of Respondents

Figure 2.1.2.3 provides details on service. Unsurprisingly, the majority of the respondents serve in the Army with 177 respondents from the Naval Services and 85 from the Air Corps.

Service
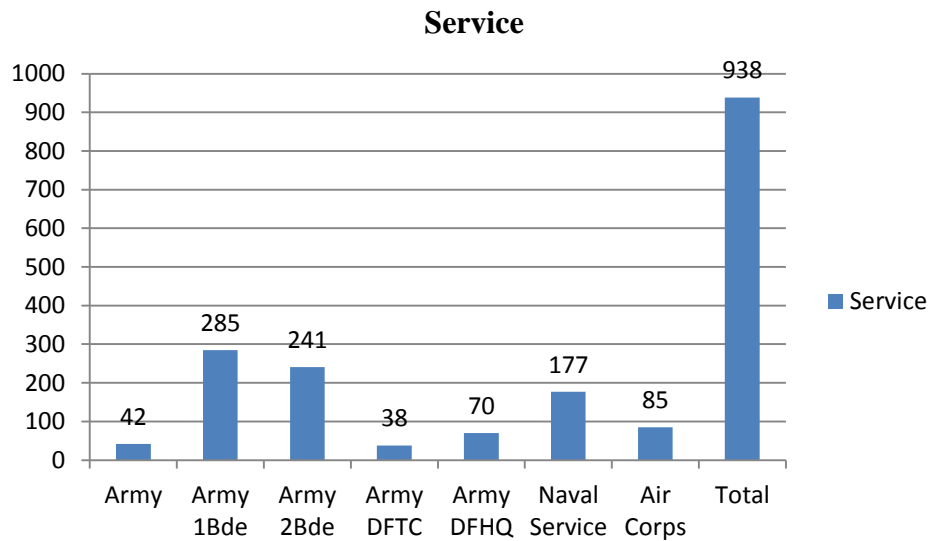
Figure 2.1.2.3 Where Do You Work?

The gender break down was 954 males and 64 females which is representative of the overall gender break down in the Defence Forces.

2.2 Questionnaire

The Survey consisted of two main parts, a classification section and a core section. The classification section consisted of demographic information such as age, sex, education and rank. The 2015 survey added a number of new demographic measures to capture further information on diversity (e.g. sexuality).The core section consisted of 13 sections each pertaining to an aspect of the Defence Forces and its Human Resource Policies. The 2015 survey added in sections on peer support, complaints policies/procedures, PSS and identification with and enactment of organisational culture. The core section included sections relating to;

- ➢ Work Life Balance/Stress and Work satisfaction
  - ➢ E.g. 'I feel I don't have enough time for myself'
  - ➢ 'My family life often keeps me from spending the amount of time I would like on my job'
- ➢ Leadership;
  - ➢ E.g. 'My supervisor tells me when I do a good job'
  - ➢ 'My supervisor makes decisions that are fair and unbiased'
- ➢ Peer Support
  - ➢ E.g. I feel respected by my peers
  - ➢ I feel supported by my peers during difficult times
- ➢ Organisational Commitment;
  - ➢ E.g. 'I think I am doing something worthwhile for my country by being in the Defence Forces'
  - ➢ 'I do not feel emotionally attached to the Defence Forces'
- ➢ Meeting Employee Expectations;
  - ➢ E.g. 'Have your expectations with regard to skill development been met by the Defence Forces'
  - ➢ 'Have your expectations with regard to materials and equipment to do your job been met by the Defence Forces'
- ➢ Organisational and Supervisory Fairness;
  - ➢ E.g. 'I don't think my supervisor treats me fairly'
  - ➢ 'I feel the organisation holds me in high regard'
- ➢ Human Resource Policies and Procedures;
  - ➢ E.g. 'The Defence Forces has fair promotion systems'
  - ➢ 'The current performance appraisal system motivates me in my employment'
- ➢ Organisational Culture
  - ➢ E.g. Leaders in the DF demonstrate the values of the DF on a daily basis

- ➢ Personnel Support Services (PSS)
  - ➢ I would recommend PSS to my peers
- ➢ Complaints Policies/Procedures
  - ➢ E.g If I used the complaints procedure I am satisfied with the way my complaint was dealt with

The format of the questionnaire was for the most part a structured, Likert type format with respondents being asked to indicate which response option most closely reflects their opinion. In most cases there were five options (strongly disagree, disagree, neutral, agree and strongly agree). For some sections of the questionnaire there were some additional features; the work life balance section contained a 'not applicable' option , the items on meeting expectations contained options ranging from 'not at all' to 'to a great extent' and the questions on perceived obligations were on a scale of 'not obliged' to 'very 'obliged'. Questions on background and some others (plans to leave the Defence Forces) were in a format that was specific to the particular kinds of information being sought. The final page of the questionnaire invited respondents to provide any comments that they wished to make in an open ended format. In this report only the structured part of the survey was analysed and reported on.

2.3 Procedure

The initial phase involved tendering for the project and once winning the tender meeting with the Defence Forces HR team. The next step was the development and formatting of a questionnaire that would capture member's views on all relevant human resource issues in the Defence Forces today. In order to compare and contrast with the 2008 findings, the 2008 survey was replicated and added to. Sections on peer support, culture, attitudes to commuting and reorganisation were included to capture respondent's attitudes to these changes. Items on diversity were added to the HR sections exploring perceptions of equality across gender, ethnicity, sexuality and religion. The questionnaires were administered in a centralised location to DF personnel in each barracks for ease of administration and also to ensure a high response rate. The cooperation of all Brigades and Formations ensured that an extremely high response rate was achieved. The questionnaire was completed anonymously and all results remain strictly confidential. The results remain under the control of The Director of Human Resource Management Section, Defence Force Headquarters and the University of Limerick and are available to designated persons only for further analysis and comparative studies in the future.

The analysis was carried out by Dr Sarah Mac Curtain, Dr Juliet MacMahon and Claire Harnett from the University of Limerick who worked closely with Comdt Kevina Kinahan, Work & Organisational Psychologist with the Defence Forces.

2.4 Statistical Analysis

The statistical package SPSS was used to analyse the data from the Climate Survey. In presenting the results of the survey the use of statistical jargon has purposely been kept to a minimum for ease of understanding. The primary statistical measure used throughout the report is the mean value. The mean refers to the average score of a set of values. For example, if the mean response to the statement 'I trust my peers' is 3.9, we can conclude that the average response to this was on the positive side of neutral (strongly disagree=1, disagree=2, neutral=3, agree=4, strongly agree=5). The mean is reported throughout the study – however, for certain items we present all participants' responses as this provides a more complete picture of respondent perceptions. For example, a mean of 3.4 suggests the average is the positive side of neutral – however, this score alone does not provide information on the large minority who are not satisfied. We therefore urge caution when interpreting the data using the mean alone.

Factor analysis was conducted to reduce the data and enable comparisons of means and correlations across variables. This allows researchers to investigate concepts that are not easily measured directly by collapsing a large number of variables into a few interpretable underlying factors. For example, there are a large number of items measuring supervisory interactional justice (My supervisor is approachable, My supervisor has my best interests at heart, My supervisor treats me with dignity and respect). Respondents may respond similarly to these items and factor analysis allows the large number of items to be reduced to a more manageable number.

Where relationships between organisational factors are discussed (e.g. the relationship between organisational justice and commitment) correlations are used – this is calculated using the r value which indicates the strength of the relationship. The strength of the relationship between two factors can be assessed in the following way:

R value =.1 to .3 indicates a weak relationship

R value = .3 to .5 indicates a moderate relationship

R value .5 to .99 indicates a strong relationship

Correlations between factors provide information on the strength of a relationship between two variables and whether that relationship is significant. For example, there is a strong and statistically significant relationship between work satisfaction and affective commitment indicating that employees with high levels of work satisfaction are more likely to identify with and be committed to the Defence Forces.

3.0 Work Life Balance

3.1 Introduction

The Defence Forces offers unique challenges and experiences at home and overseas, providing both opportunities and demands on the individual. It is not a nine-to-five job, and while this may be an attraction, it can also bring a level of conflict between family and work that may not be experienced elsewhere. The defence Forces has undergone significant changes in the last number of years, one of the most significant being the reorganisation of barracks and an increase in time spent commuting to and from work. These changes will have an impact on the individual's experience at work and their work-life balance.

Work life balance can be described as the absence of conflict between family and work (Frone, 2000). Previous research indicates that work life conflict can affect recruitment and retention, job commitment and job satisfaction. It can lead to stress and burn out, absence and intention to leave (Duxbury & Higgins, 1990). Considering the extent of the consequences of work life conflict and the nature of the military life, it is therefore important for the Defence Forces to understand the organisational impact and how to mitigate it. The Defence Forces recognise that an effective balance between the demands of the workplace and the home is of crucial importance to the long term welfare and development of those working in the Defence Forces and will continue to develop appropriate work life balance initiatives to help achieve a balanced working life for its employees (Defence Forces White Paper 2015). For example, a working group was established to identify non command overseas appointments which will have a reduced tour of duty and in November 2014 family friendly appointments for some overseas appointments were introduced.

For ease of understanding and to facilitate better analysis work life conflict has been further broken down into a number of separate areas.

➢ **Work Overload** refers to the extent to which people feel they have more work than they can cope with. The threshold of each individual at which overload begins to occur is different and what may constitute a light work load for one person may in fact be enough to over burden another

➢ **Family Interference with Work** refers family commitments and how they can affect an individual's ability to do their job.

➢ **Work Interference with Family**, on the other hand is where the quality of one's family and personal life is affected by interference coming from work. The findings indicate that the majority of respondents feel that their work interferes with their family life.

- ➢ **Stress** – Aspects of the work itself can be stressful, including the dimensions above, and role-based factors such as lack of power, role ambiguity, and role conflict (Nelson and Burke, 2000). Threats to career development and achievement, lack of recognition, and unclear promotion prospects are stressful (Nelson and Burke, 2000). The 2015 survey included measures of stress as it is associated with outcomes such as reduced efficiency, poor performance, lack of concern for the organisation and colleagues, and a loss of responsibility (Greenberg and Baron, 1995; Matteson and Ivancevich, 1982). High levels of work stress are associated with low levels of job satisfaction, low morale and a greater propensity to leave the organisation (Cummins, 1990). Items include feeling anxious when thinking about work, inability to cope and absence from work due to stress and a single measure of burn-out.

- ➢ **Work satisfaction** – The 2015 survey added measures of work satisfaction. Work satisfaction is defined as one's sense of satisfaction not only with the work but also with the larger organizational context within which work exists. Substantial attention has been given to the relationship between organizational commitment and work satisfaction in the literature.

- ➢ **Commuting** –The 2015 survey included specific items measuring commuting distance to work and attitudes about commuting as this was a significant change that the DF went through in recent years and will impact significantly on individual's experiences at work.

3.2 Methodology

The Defence Forces Climate Survey included 15 items regarding respondents work life balance. These items were grouped together into 3 separate scales;

- ➢ **Work Overload** (5 items) - E.g. I feel I have more to do than I can comfortably handle.
- ➢ **Family Interference with Work** (4 items) - E.g. My family/personal life keeps me from spending the amount of time I would like on my job/career
- ➢ **Work Interference with Family** (7 items) - E.g. My work takes time I would like to spend with family or friends.
- ➢ **Stress** (5 items) - E.g. I have taken sick leave because of stress at work
- ➢ **Work satisfaction** (4 items) - E.g. I find my work satisfying

Because of reorganisation and the increase in commuting since the 2008 survey, we include a specific question on commuting – 'I have considered leaving the DF because of the commute to work'. Respondents were asked to what extent they agreed or disagreed with a number of statements relating to work life balance issues that they were facing as a consequence of them being a member of the Defence Forces

The response options were;

Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1)

In the case of work life balance and stress, positive responses indicate that respondents do see work life balance as being an issue/problem for them.

In the case of work satisfaction, higher (positive) scores indicate a satisfaction with work.

3.3 General Findings Work Life Balance

In general, the results were somewhat favourable across most aspects of work life balance amongst respondents. The results outlined below in Figure 3.3.1 for Work Overload (Mean=3.1), Family Interference with Work (FIW) (Mean=2.7) and Work Interference with Family (WIF) (Mean=3.54) all demonstrate that work life balance is not a serious area of concern for personnel in the Defence Forces.

Overall Means for Work Life Balance
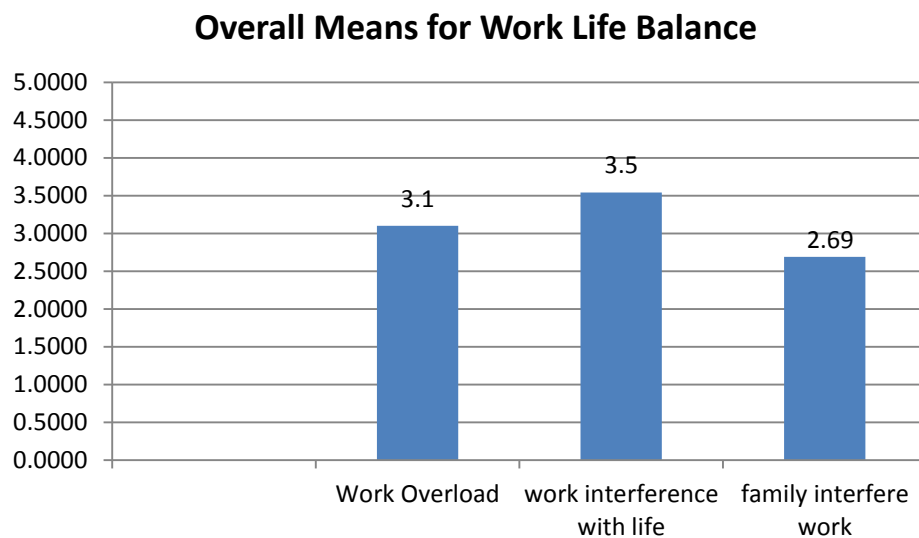
Figure 3.3.1 Overall Means for Work Life Balance Measures

3.4 Work Overload

With regard to work overload, the results have shown that in general the majority of respondents did not feel overburdened with the amount of work and demands placed on them by the Defence Forces. 70% of respondents either disagreed or were neutral when responding to item 'more to do than can comfortably handle'. Over half were neutral or did not feel physical drained after work. Overall the mean for Work Overload was 3.1 indicating the majority of respondents did not suffer excessively from work overload.

3.4.1 Analysis by rank

There were significant differences between Privates and both Junior and Senior Officers in terms of work overload. Privates reported the lowest mean (2.9) with Junior and Senior Officers reporting the highest means (mean 3.37 and 3.35 respectively). This suggests that perceptions of work overload are highest for Junior and Senior Officers but the mean drops significantly for ColCapt(NS)BrigGen.

3.4.2 Analysis by Service

There were no significant differences when role overload was analysed by service but those working in the DFTC reported the highest mean at 3.38. There were no significant differences when crossed with length of service.

3.5 Family Interference with Work (FIW)

Overall, the vast majority of respondents did not feel that their family or personal life interfered with their work (Mean = 2.7). Of all FIW items, one item was the exception – 60% of those with children agreed or strongly agreed with the statement 'making arrangements for children is stressful'. However, this is likely to be the case for parents in most organisations. Making arrangements for elderly relatives was not reported as a problem by 75% of all respondents – of those with elderly relatives, only 37% found it stressful. In general, this was not perceived as an issue for employees.

3.5.1 Family Interference with Work analysed by rank

The only significant differences when looking at FIW by rank are between Privates (mean 2.6) and Junior NCO's (2.85) and Junior Officer's (lowest mean at 2.28)

Means for Family Interference with Work when crossed with rank

Rank	Mean
private	2.63
junior NCO	2.85
senior NCO	2.57
Junior Officer	2.28
Senior Officer	2.76
ColCaptBrigGen	2.89
Total	2.67
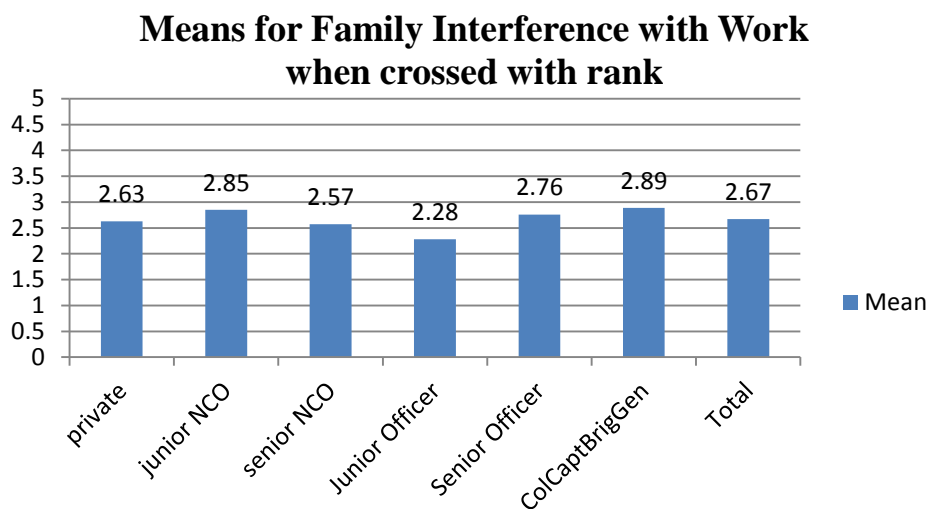
Figure 3.5.1.1 Overall Means for FIW when crossed with rank

3.5.2 FIW Analysis by gender and children

There are no significant differences between Family Interference with Work by gender which is an interesting finding given that much of the literature on work life balance suggests family interference with work life is more of an issue for women. However, there was a significant difference between all respondents with children and those without children when looking at this variable – those with children had a higher mean (2.9) than those without (2.4). This difference is largely explained by the response to the item – 'do you find arranging childcare stressful'?- 60% of those with children agreed that this was an issue. There were no significant differences when crossed with service and length of service.

3.5.3 Work Interference with Family (WIF)

On this factor, respondents did feel that their work interfered with their family or personal life to some degree (Overall Mean WIF = 3.54) and 75% of respondents agreed that work conflicts with personal life (Mean 3.99). Given the nature of military life, this is not surprising. Unique and considerable demands in terms of time away from home are regularly placed on members of the Defence Forces. Further analysis of individual questions indicates that 70% of respondents feel that their work schedule often conflicts with their personal life. Of those in relationships, 59% felt that their work made it hard to be the kind of partner they would like to be. Respondents with children also feel more pressure or more guilt; 53% felt their work made it hard to be the kind of parent they would like to be.

3.5.4 WIF Analysis by Rank

There were significant differences between Junior NCO's and all other ranks – the mean for Junior NCOs was the highest at 3.7 followed by Privates at 3.5. The lowest mean for WIF was reported by Cols Capt(NS) and BrigsGen indicating that for this group, work interfering with family life was not really a problem.

3.5.5 WIF by Gender

Interestingly, there were no significant differences between WIF and gender (both men and women had the same mean at 3.5)- however, there was a significant but slight difference depending on whether you had children or not – those who did not have children had a slightly lower mean than those who had children (Means 3.4 and 3.7 respectively). This is not a surprising finding as employees with children are likely to experience work-life conflict more than those who do not.

3.5.6 WIF by Service

There are some significant differences when you analyse work interference with family, most notably between Air Corps, Navy and Army DFHQ. The Naval Service reports the highest mean for work interference with family which is perhaps not surprising given the amount of time spent at sea. Personnel in the Naval Services typically work a schedule of 2 years at sea followed by 3 years of mainly shore based employment so may experience long periods away from home. Those in the Army will also have to do oversea service and may have to complete courses leading to periods away from home which may explain the high mean for the Army. The lowest means for work interference with family were reported by those working in the Army HQ and the Air Corps. Air Corps personnel do not have the same requirements to travel overseas and many of their courses are delivered in house – this may explain their low mean for WIF. See figure 3.5.6.1 below for the means for each service.

Mean for work interference with family by Service
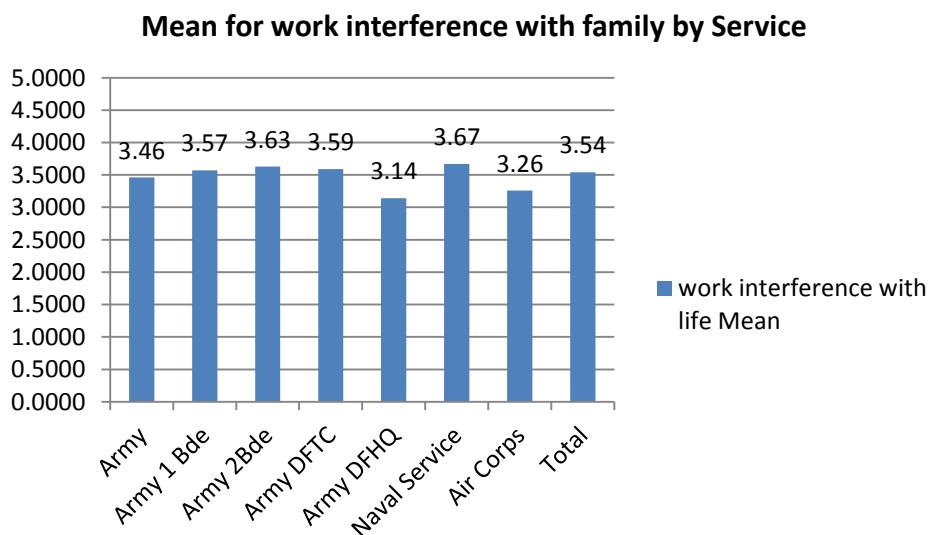
Figure 3.5.6.1 Mean for work interference with family by Service

There are also significant differences when analysing work interference with family by length of service with those in the organisation less than 5 years and over 21 years reporting lower means than those in the organisation 6-10 years and 11-20 years. This may be due to where personnel are in their life cycle. For example, less than half the respondents who are in the DF less than 5 years have children so work-family conflict may not be such an issue. Those in the DF 21 years and over may not experience work-family conflict for a different reason – their children may have left the family home.

Mean forWork interference with family
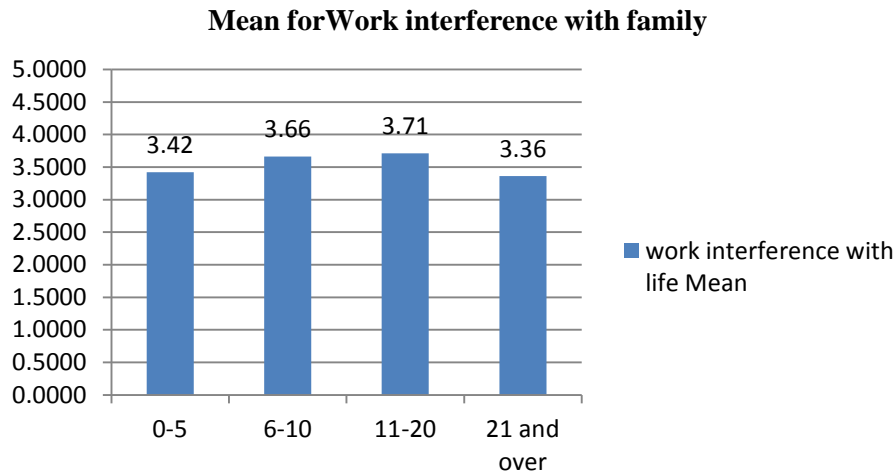
Figure 3.5.6.2 Mean for work interference with family by Length of Service

3.6 Stress

The 2015 survey includes items on stress as it is important to determine the kind of pressures/stresses DF employees are feeling. Most modern theories of work stress define it as a negative emotional state that can result from the interaction between the individual and their work environment. Stress can lead to costly consequences for both the individual and the organisation including stress related illnesses, well-being, absenteeism and commitment (Arnold et al, 2010) and therefore warrants investigation. Overall, stress does not seem to be an issue (overall mean 2.66) for the respondents. However, while only 16% have felt they could not cope in the last month, it is important that this minority are not neglected given the consequences of stress and burn out. 31% of respondents feel anxious when they think of work and 40% worry about work in their free time. While these are in the minority, the individual and organisational consequences of stress and anxiety warrant careful consideration. See Figure 3.6.1 below for means for each item:

Means for individual stress items
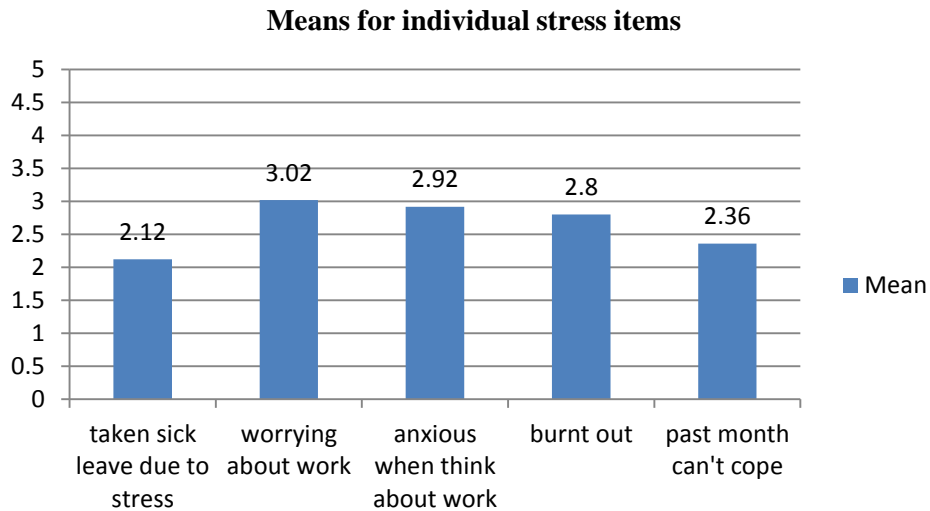
Figure 3.6.1 Means for Individual Stress Items

3.6.1 Analysis by rank, length of service and service

There are no significant differences found between rank groups and stress and the only significant difference across service is between DFHQ and Army 2Bde with the DFHQ reporting a mean of 2.35 and the 2Bde reporting a mean of 2.78. While the respondents from the Army 2 Bde report the highest mean of all services, it is below 3 suggesting that stress is not a concern. There are significant differences when we cross stress with length of service with significant differences occurring between those in the DF under 5 years (Mean 2.45) and those in the organisation 6-10 years (mean 2.78) and 11-20 (mean 2.75).

3.7 Work and Life Satisfaction

3.7.1 Satisfaction with military Life

Respondents were asked to indicate their satisfaction with military life with a score of 1 indicating complete dissatisfaction and 7 indicating complete satisfaction. There was overall agreement from respondents that they were satisfied with military life – 48.4% agreed with this statement and 16% were neutral. The overall mean for satisfaction with military life was mean = 4.2 (4 = neutral). There were significant differences across rank with satisfaction increasing with rank. See figure 3.7.1.1 below.

Mean for Satisfaction with Military Life
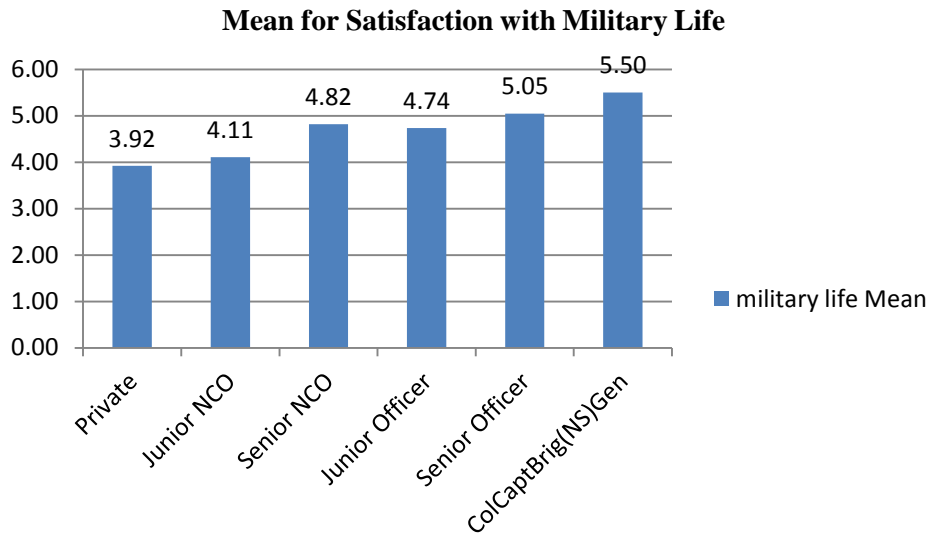
Figure 3.7.1.1 Analysis by Rank

There were also significant differences across service between Army 1 and 2 Bde and Army DFHQ and the Naval Service. Army 1 and 2 Bde reported the lowest means here (4.09 and 3.92 respectively) with the Naval Service and DFHQ reporting the highest means (4.54 and 4.75 respectively). There were significant differences between those in the organisation 21 years and more and all other DF personnel with those with the longest length of service reporting the highest satisfaction with military life (4.56). Those in the organisation under 5 years and over 21 years were the most satisfied (4.1 and 4.56 respectively) and respondents in the organisation 6-11 years were least satisfied with military life (mean 3.89).

3.7.2 Work satisfaction

The use of the term work satisfaction rather than job satisfaction reflects the larger context of satisfaction in the work environment and measures the satisfaction and enjoyment derived from work in the DF. The findings indicate that the majority of employees are somewhat satisfied in their work. The overall mean is 3.12 suggesting the majority of respondents enjoy and are satisfied by their work. This is an interesting finding given the changes that have taken place and the findings in other areas. It would suggest that despite the changes and the concerns in areas such as fairness, the majority of employees still enjoy their work.

Table 3.7.2.1 Mean for Work Satisfaction Items

Work satisfaction Item	Enjoy my work	Look forward to work	Work satisfying	Work stimulating

No. of valid respondents	1033	1037	1035	1033
Mean	3.5	2.99	3.05	2.99

3.7.2.1 Work satisfaction by Rank

There are significant differences between Privates and Junior NCOs and all other ranks when looking at work satisfaction– both report the lowest means (2.8 and 3.1 respectively). This suggests that these ranks are less satisfied with their work than other ranks. Privates are the only rank to express dissatisfaction with a mean below 3 (3 = neutral). Senior Officers, Senior NCO and ColCapt(NS)BrigGen all report somewhat positive ratings of satisfaction (3.8. 3.72 and 3.71 respectively) .

Overall Means for Work Satisfaction by Rank
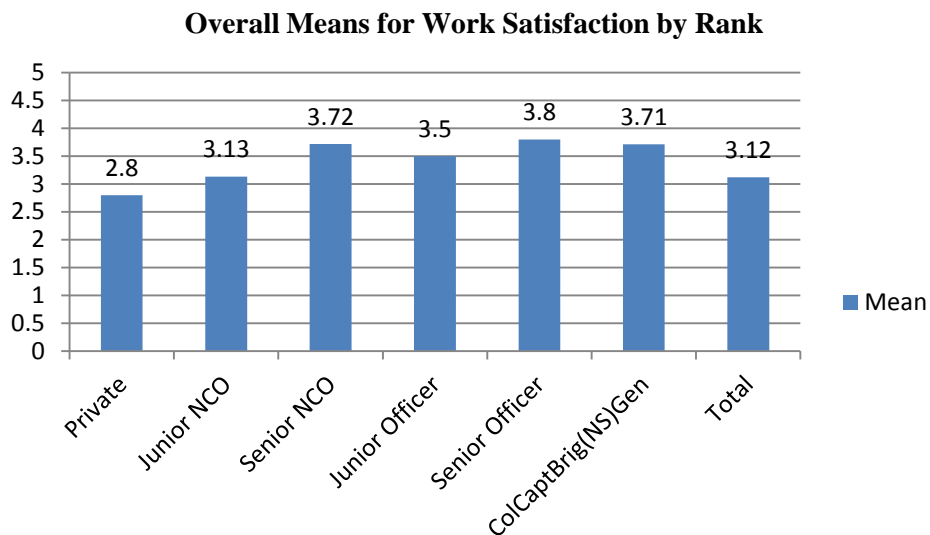
Figure 3.7.2.1.1 Work Satisfaction Means by Rank

3.7.2.2 Work satisfaction Analysis by Gender

There were significant differences between levels of work satisfaction and gender with females reporting higher levels of satisfaction than males (Female mean = 3.45; Male mean =3.09). The was particularly the case for female Junior and Senior Officers (3.74 and 3.63 respectively) and ColCapt(NS)BrigGen (4.25) – although female Senior Officers reported a lower mean than male Senior Officers (3.63 to 3.82 respectively). This was the only rank that females were less satisfied than males and a possible reason for this may be that this rank is a career point for females where they may face decisions that involve time away from home.

3.7.2.3 Work Satisfaction and Length of Service

There are significant differences between those in the organisation less than ten years and over ten years with levels of satisfaction increasing the longer the length of service. It is worth noting that the vast majority of those occupying ranks of Senior Officer and above have been in the organisation 21 years and more, which may partly explain the high mean for this group. While there is little evidence in the literature of direct relationships between work satisfaction, there is evidence that the more senior the position occupied, the more positive the attitude.

Mean - Work satisfaction Crossed with length of Service
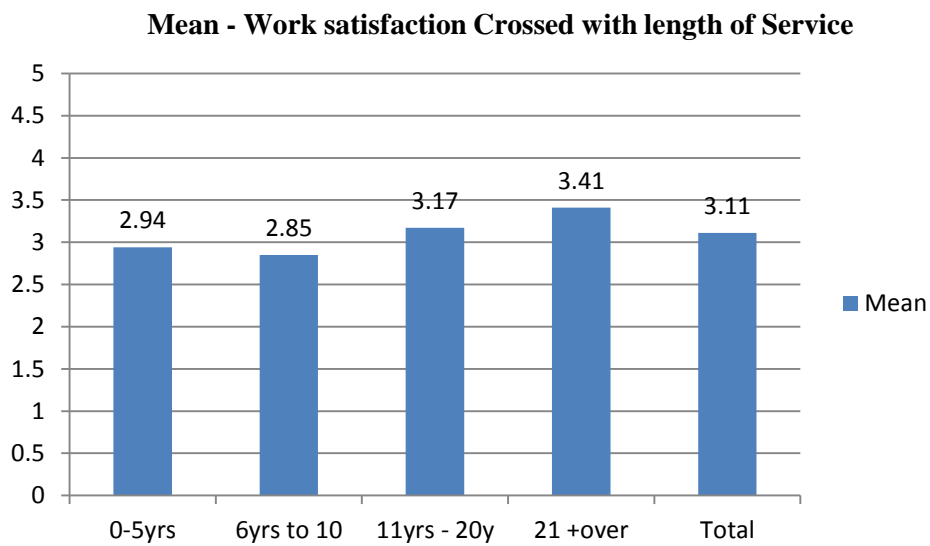
Figure 3.7.2.3.1 Work satisfaction crossed with length of service

There are also significant differences when work satisfaction is crossed with service – the most satisfied are those working in the Army DFTC and DFHQ. Those working in the Army 1Bde and 2 Bde are the least satisfied with a mean below 3 suggesting the majority of this group are not satisfied with their work.

Means for Work Satisfaction with service
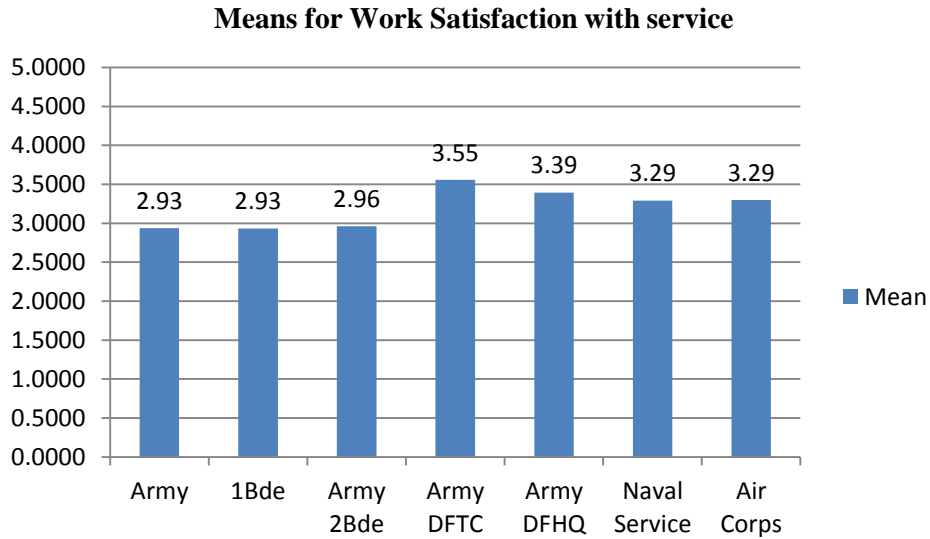
Figure 3.7.2.3.2 Work satisfaction by service

3.8 Commuting

Given the significant changes undergone by the DF and the increase in DF workforce commuting to work, a single item 'I have considered leaving the DF because of commuting' was included. 27% of the respondents have considered leaving the DF because of commuting specifically (mean 2.73). While this may seem a small percentage of DF personnel, it is concerning that just under one third of the respondents would consider leaving the DF for this reason alone suggesting that for a significant minority commuting is a major concern. Unsurprisingly, the lowest means were reported by those in the Naval Services and the Air Corps (2.24 and 2.32 respectively).

I have considered leaving the DF because of the commute
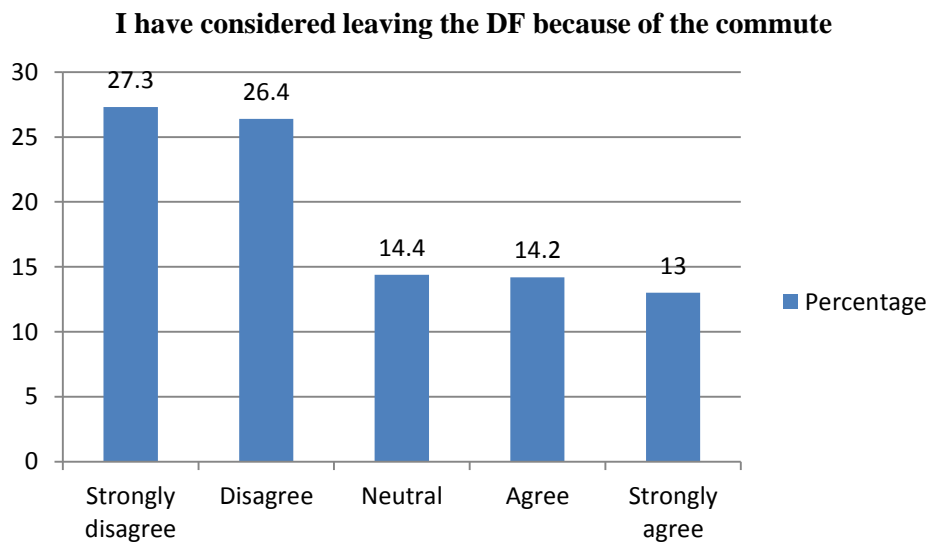
Figure 3.8.1 I have considered leaving because of commuting

41

3.9 Comparison with 2008 Study

The findings for Work Life Balance in the 2008 Survey are slightly lower for both work overload (2.88 in 2008 and 3.1 in 2015) and work interference with family (3.36 in 2008 and 3.5 in 2015) indicating that respondents in 2015 are experience slightly higher levels of work overload and work interference with family. Family interference with work has decreased since 2008 from 3.03 to 2.69 suggesting this is now less of a problem for DF personnel. The stress items and work satisfaction items were introduced in the 2015 survey so comparison with 2008 is not possible. However, the satisfaction with military life has dropped significantly since 2008. 64% of 2008 respondents were satisfied with military life, this has dropped to 48% in 2015. The changes that have taken place since 2008 have largely been due to the economic downturn and the subsequent reduction in Government finances – these include a major re-organisation of the Defence Forces, a 2009 moratorium on promotions and an increase in commuting distances. These changes and the challenges associated with them may go some way towards explaining the drop in satisfaction with military life since 2008.

3.10 Relationships with other Variables

There are significant correlations between work interference with family and important outcomes such as stress and work satisfaction – however, in the main the strength of these relationships is low to moderate (below .5). The correlations between family interference with work are all very low, suggesting very weak relationships between this variable and organisational outcomes such as stress, satisfaction and commitment.

Stress is correlated with a number of variables including satisfaction with military life, work overload and work interference with family life. While it is not possible to make causal inferences here, the literature on stress would suggest that stress is a likely outcome of work interference with family life and feeling overloaded in one's job. A decrease in satisfaction with military life may however be an outcome of feeling stressed in one's job. A number of relatively strong correlations were found between the variable work satisfaction and the justice and commitment measures. Work satisfaction was found to be positively related to affective and normative commitment, satisfaction with military life, perceptions of supervisory integrity and others. See Table 3.10.1 below for the strength and significance of these relationships.

Table 3.10.1 Meeting Expectations – Relationship with Other Factors

Factor	factor	Strength (r value)
Work Interference with Family	Stress	0.571**
	DF distributive justice	-.480**

Work Overload	DF distributive justice	-.441**
	Stress	.643**
Stress	Satisfaction with military life	-.440**
	Procedural Justice - supervisor	-.417**
Work satisfaction	Affective commitment	.578**
	Normative commitment	.481**
	Satisfaction with Military Life	.565**
	Interactional Justice - supervisor	.5**
	Supervisor Integrity	.463**

3.11 Key Findings

- In general, respondents feel that the demands placed on them in terms of workload is not excessive.

- Respondents are generally satisfied with work life balance. However, there is an exception – 60% of those with children agreed or strongly agreed with the statement 'making arrangements for children is stressful'.

- Stress does not appear to be a major concern for those working in the DF. However, it is crucial that the minority who did report high levels of stress are taken into consideration

- The findings indicate that the majority of employees are somewhat satisfied in their work.

- Just below 30% of respondents have considered leaving the DF because of commuting alone.

- There were significant differences across rank with those occupying higher positions reporting more positive attitudes.

- There were significant differences across gender with females reporting positive attitudes in general.

- Personnel in the DF over 21 years reported higher levels of satisfaction than any other tenured group.

- In general, the Army HQ, Naval Services (exception work life balance) and air corps reported higher levels of satisfaction.

- Naval services least satisfied with work interference with family

3.12 Implications for the Defence Forces

The Defence Forces must recognise the importance of work life balance and the consequences it may have for DF personnel. A major step in this area is the implementation of new family friendly policies in the DF. The DF recognises the importance of a healthy work life balance in retaining experienced personnel and maintaining higher levels of motivation. The DF aims to "review operational requirements, overseas postings, training courses, career courses and the availability of development opportunities to ensure that they do not discriminate on the basis of gender or familial responsibilities" (Defence Forces White Paper, 2015). This is already underway. For example, a working group was established to identify non command overseas appointments which will have a reduced tour of duty, and subsequently family friendly appointments for some overseas appointments have been introduced Nov 2014. Attention needs to be paid to the decreasing levels of satisfaction with military life and how this can be rectified. This may be due to recent changes such as reorganisation and changes in contracts and promotional opportunities. While stress is not a major issue for DF respondents, a significant minority are experiencing anxiety and stress at work. 31% of respondents feel anxious when they think of work and 40% worry about work in their free time. While these are in the minority, the individual and organisational consequences of stress and anxiety warrant careful consideration

4.0 Peer Support

4.1 Introduction

Given the importance of peer support in literature in terms of its relationship with important individual and organisational outcomes (stress, satisfaction, commitment), a section on peer support was added to the study. Peer support is also particularly important in high risk organisations and peer support programmes have emerged as standard practice for supporting staff in the emergency services and the military (Creamer et al, 2012). The following 6 items were included in the 2015 survey:

- I feel respected by my peers
- I do not hesitate to express any concerns I have to my peers
- I feel supported by my peers during difficult times
- I feel my peers have my best interests at heart
- I consider some of my colleagues to be my friends
- I trust my peers

The findings regarding peer support are overall positive (overall mean 3.36). The majority of respondents feel supported and respected by their colleagues. All items except 1 (peers have my best interests at heart) are above 3 indicating general agreement with the statement. This is a positive finding as research on peer support indicates this type of support moderates outcomes such as stress and satisfaction.

Table 4.1.1 Peer Support

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I feel respected by my peers	8.5%	14%	25%	45%	7.5%
I do not hesitate to express any concerns I have to my peers	6%	15%	19%	49%	11%
I feel supported by my peers during difficult times	8%	17%	24%	41%	10%
I feel my peers have my best interests at heart	14%	22%	32%	27%	5%
I consider some of my colleagues to be my friends	2%	4%	13%	52%	29%

I trust my peers	9%	13%	32%	38%	8%

4.2 Peer Support by rank

There are significant differences when peer support is analysed by rank between Privates and Junior Officers and Senior Officers. Privates and Junior NCOs report the lowest means for peer support – however, the mean is above 3 suggesting that while they are less satisfied with peer support than other ranks, they rate this measure positively overall.

Mean for Peer Support by Rank
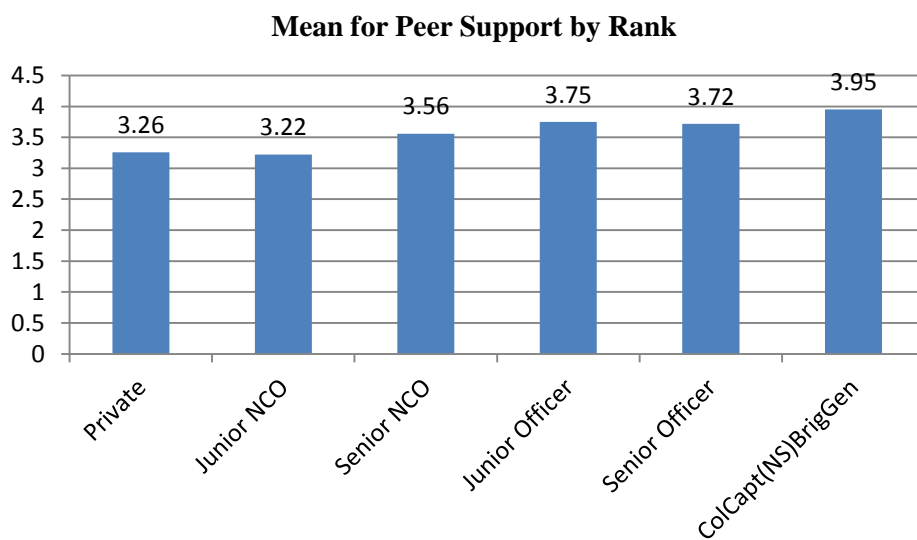
Figure 4.2.1 Peer Support by Rank

4.3 Peer Support by Service and Length of Service

The only significant difference for Peer Support was between Army 2Bde and the naval services and the Air Corps. As can be seen in the Table below, the Air Corps and Army DFTC reported the highest means here (3.57 and 3.53 respectively). There were significant difference in length of service with those in the DF under 5 years and those 21 years and over reporting the highest mean (3.4 for both groups)

Mean for Peer Support by Service
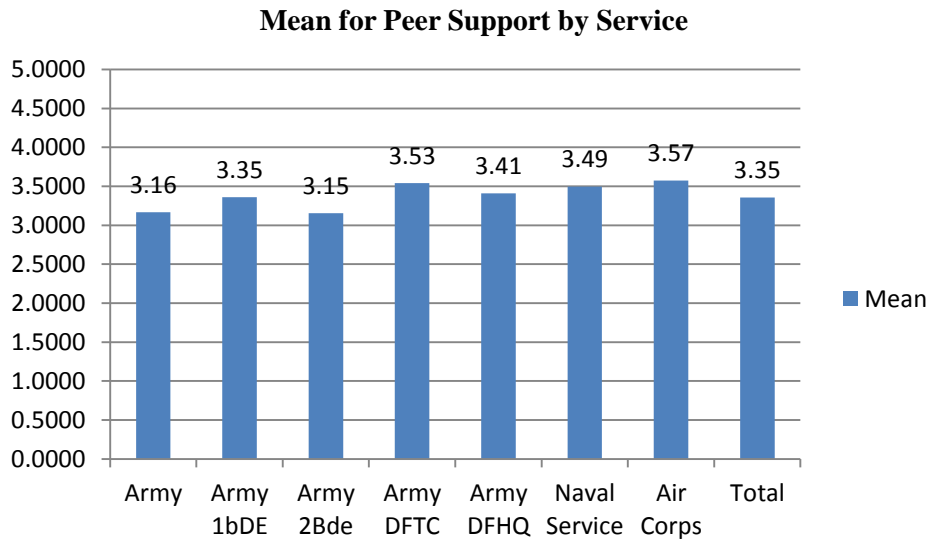
Figure 4.3.1 Mean for Peer Support by Service

4.4 Comparison with 2008

The section on Peer Support was only added in 2015; therefore it is not possible to compare with the 2008 study.

4.5 Relationship with other variables

Interestingly, the strongest relationships reported for peer support are related to leadership and supervisory justice, suggesting that perceptions of fair leadership and supervision are related to peer support. This relationship between peer support and leadership is an interesting one suggesting that perceptions of effective leadership are related to colleagues supporting and trusting each other. A possible explanation for this may be that effective leaders are more likely to encourage peer support and team work.

Table 4.5.1 Relationships with other variables

factor	Strength (r value)
Supervisor Integrity	.458**
DF interactional justice	.40**
Leadership - MS	.410**
Leadership - II	.412**
Leadership - MW	.446**
Procedural Justice - supervisor	.411**

Interactional Justice - supervisor	.516**
Work satisfaction	.375**

4.6 Key Findings

- Generally, respondents report satisfaction with peer support

- Highest levels of peer support reported in the Army DFTC and the Air Corps

- There are moderate relationships between perceptions of peer support and perceptions of leaders' effectiveness.

4.7 Implications for the Defence Forces

The findings above are positive for the DF as peer support is related to important individual and organisational outcomes such as work satisfaction – there are also strong relationships between perceptions of peer support and perceptions of leadership. However, the findings do indicate that there are significant differences in peer support across rank with Privates and Junior NCO's reporting lower means at 3.3 and 3.2 respectively. It may be worth considering the formalisation of peer support programmes similar to those implemented in other military organisations to enhance the development of support within and between ranks.

5.0 Organisational Justice

5.1 Introduction

Organisational Justice is the term used to describe the role of fairness as it directly relates to the workplace and is concerned with the ways employees determine if they have been treated fairly in their jobs. Perceptions of fairness are strongly related to acceptance of change, organisational commitment, organisational cynicism, citizenship behaviour and other important outcomes in the literature (Cropanzano et al, 2001). The leadership of the DF and the Human Resource Management systems, policies, and procedures that operate in the organisation are key determinants of an individual's perceptions of bias and justice. Studies show that where employees believe they are treated fairly in the workplace then they will hold positive attitudes towards the organisation. On the other hand, HRM and leadership practices that are perceived to be unfair have been found to result in employees feeling frustrated and betrayed and thus less committed.

Organisational Justice can be subdivided into 4 categories:

- **Distributive Justice** refers to the perceived fairness of outcomes and the rewards that employees receive and in the Defence Forces it would be represented by pay and conditions.
- **Procedural Justice** refers to the perceived fairness regarding the policies and procedures that are in place in the organisation and in particular those policies that relate to discipline and dispute resolution. Are procedures and policies seen as consistent and free from bias? Is there freedom to appeal and to avail of representation when necessary?
- **Interactional Justice** (also known as interpersonal justice) refers to the perceived fairness regarding how one is treated as an individual in terms of dignity and respect.
- **Informational** Justice looks refers to the extent to which personnel feel they are being kept informed and that the organisations policies and procedures are being adequately explained to them.

There is also a measure of overall integrity which measures motives, intent and integrity of the DF and supervisors.

5.2 Methodology

The Defence Forces Climate Survey included 27 items that measured respondent's perceptions of fairness in the Defence Forces. These items were further broken down into 4 sub scales;

- **Distributive Justice** (5 Items) - E.g. Overall, the rewards I receive here are quite fair.
- **Procedural Justice** (3 Items) - E.g. The organisation's procedures and policies are very fair
- **Interactional Justice** (12 Items) - E.g. The DF treats me with dignity and respect

> **Informational Justice** (5 Items) - E.g. 'Whether the outcome is good or bad, I always feel like I am kept informed by the organisation'

> Also included were measures of vulnerability and isolation (2 items) in the 2015 survey

>> I feel vulnerable in this organisation

>> I feel isolated in this organisation

Respondents were asked to what extent they agreed or disagreed with a number of statements relating to their perceptions of fairness and justice in the Defence Forces.

The response options were;

Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1). The higher the mean, the more agreement there is that the organisation is fair.

5.3 General Findings Organisational Justice

Overall, there is a perception of a lack of fairness in the Defence Forces. The overall means for all types of organisational justice are below 3 which would indicate a perception that there is a lack of all types of organisational justice. The only exception, interestingly, is for the overall integrity of the DF which is 3.2. This suggest that the majority of respondents perceive a lack of justice in terms of how they are treated by the DF, the processes and procedures employed by the DF and the rewards and outcomes they receive from the DF – yet respondents remain neutral to positive about the overall integrity of the institution. A possible explanation for this is that respondents' perceive the operational aspects of the DF as being unfair but the institution itself and what the DF stands for is perceived more positively. See Figure 5.3.1 below for the means for each of the organisational justice categories.
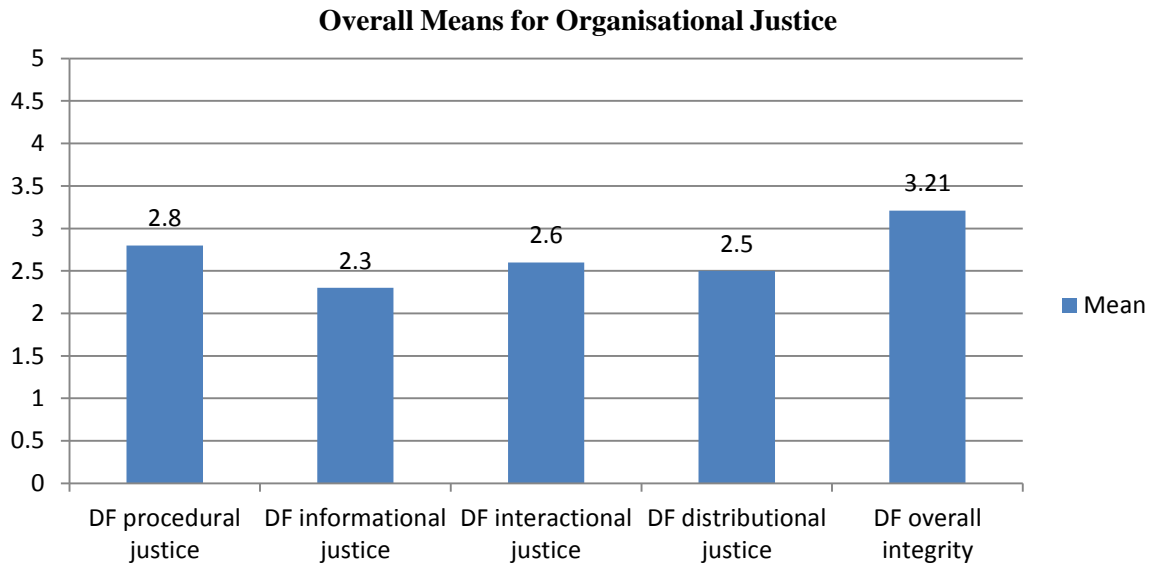
Figure 5.3.1 Overall Means for Organisational Justice

5.4 Organisational Interactional Justice

Interactional Justice refers to perceptions of fairness around the treatment of the individual – including being treated with dignity and respect and being valued as a member of the organisation. The overall mean for Interactional Justice is 2.6 which would indicate a dis-satisfaction with organisational levels of fairness at an interpersonal level. As can be seen in the table 5.4.1 below, the individual items demonstrate a low levels of interactional justice in the DF in terms of respect and dignity, fair treatment and consistency among others.

Table 5.4.1 Mean for DF Interactional Justice Items

Interactional Justice Item	Valuable member	DF treats me respect	Holds me in high regard	Best interest at heart	DF treats me in a consistent manner	Not always honest	Does not treat me fairly	Doesn't care how I am doing
Mean	2.44	2.9	2.50	2.24	2.99	3.4	2.96	3.42

5.4.1 DF Interactional Justice by Rank

Further analysis by rank indicates that perceptions of interactional justice increase with rank. There are significant differences between Privates and Junior NCOs and all other ranks in terms of perceptions of fairness. The mean for Privates and Junior NCOs for Interactional Justice is 2.5 compared to the highest mean of 3.6 for ColCapt(NS)BrigGen. This is not surprising as perceptions of justice increase as one progresses up the organisation. Relative to lower level employees, those who

are higher in the organizational hierarchy tend to experience higher levels of distributive, procedural, and interactional elements like more pay, more influence over policies, and being treated with greater respect (e.g., Aquino, Grover, Bradfield, & Allen, 1999; Schminke et al, 2002), suggesting a direct effect of organizational level on justice perceptions. This relationship is supported in this study as perceptions of interactional justice increase with rank with Senior Officers and above reporting means above 3 (3=neutral) . See figure 5.4.1.1 Interactional Justice by Rank

Mean Interactional Justice by Rank
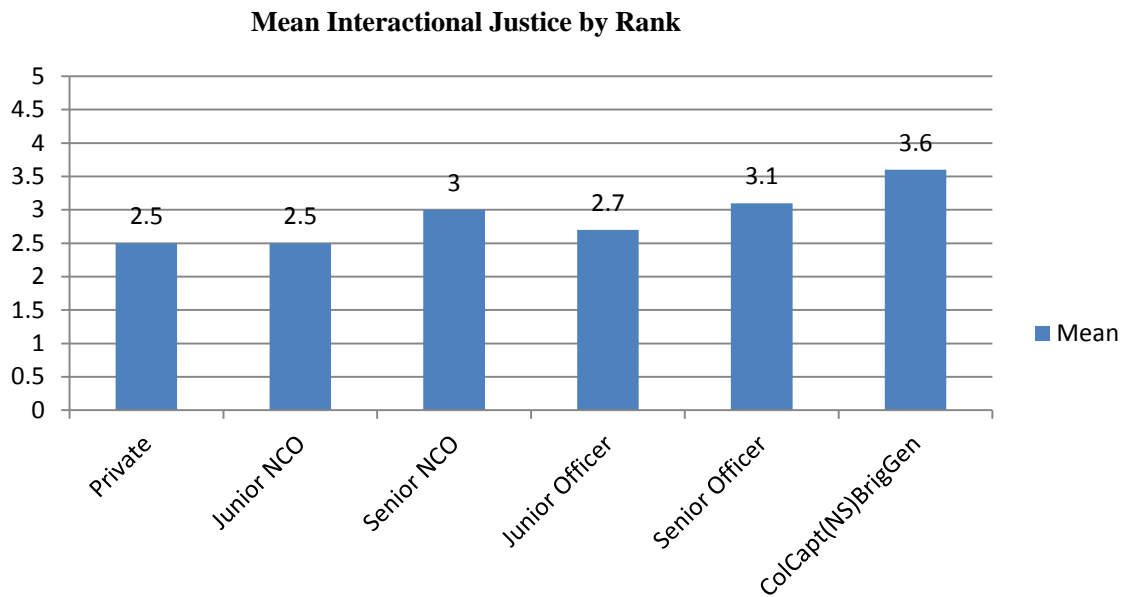
Figure 5.4.1.1 Interactional Justice by Rank

5.4.2 DF Interactional Justice by Length Service

There are significant differences when DF interactional Justice is crossed with length of Service with those in the organisation the longest (21 years and over) reporting the highest mean (2.9). This group are the least dissatisfied and one of the reasons for this is the number of respondents occupying higher ranks – 61 of the 245 in this category occupy the rank of Senior Officer or higher. This group are very satisfied with interactional justice, hence the mean is higher. However, it is still below 3 – this is because a large proportion of the respondents in the DF for 21 years or more are at the level of Junior NCO and lower (136 out of 245) – this group are not satisfied with interactional justice. Therefore the category 21 years and above is made up of a very interesting mix of respondents – those reporting high levels of justice (e.g. those occupying senior ranks) and those reporting low levels of justice (those in the rank of Private and Junior Officer). Figure 5.4.2.1 below.

52

Means for DF Interactional Justice when crossed by Length of service
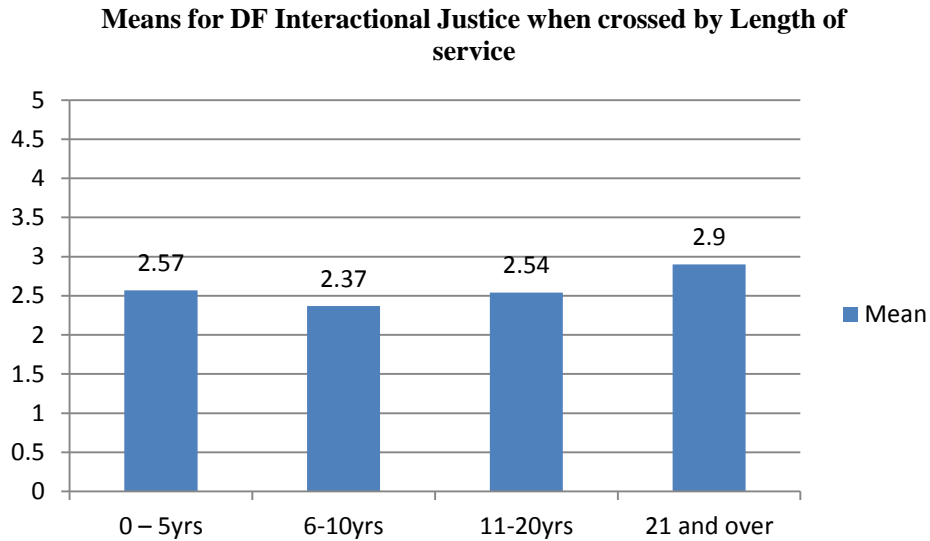
Figure 5.4.2.1 Means for DF Interactional Justice when crossed by Length of service

5.4.3 Organisational Interactional Justice by Service

In particular, there are significant differences occurring between Army 1Bde, Army 2Bde and the Army DFTC and DFHQ. The Army 1Bde and Army 2Bde reported the lowest means (2.49 and 2.46 respectively) and Army DFTC and DFHQ reported means of 2.8 and 2.76 respectively. The Naval Services and Air Corps reported means of 2.78 and 2.7 respectively. However, it is important to note that all means are under 3 indicating that all groups and dissatisfied in this area.

5.5 Organisational Procedural Justice

Organisational Procedural Justice measures perceptions of fairness in terms of procedures – are procedures free from bias, accessible and consistent across the organisation? In general the results indicate that the members of the Defence Forces generally view the organisation as one that is lacking in fairness in terms of procedures and policies. The overall mean for DF Procedural Justice is 2.8 (negative items were reverse coded for factor analysis), anything below 3 suggest dissatisfaction. The responses to individual items provide further information – for example only 24% of respondent feel the DF has fair policies - see Table 5.5.1 below:

Table 5.5.1 Fairness in Policies

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I believe the DF has fair policies	12.3%	35.5%	28.6%	20.4%	3.2%
I believe the DF has not fair Procedures	2.5%	15.2%	28.7%	37.3%	16.3%

Table 5.5.2 Means for Procedural Justice Individual Items

Organisational Fairness Items	Fair policies	Procedures not fair
Mean	2.67	3.5

The findings indicate that members of the Defence Forces are not satisfied with the fairness of policies and procedures. This finding is concerning given the relationship between perceptions of procedural justice and important outcomes such as commitment, acceptance of change, and trust in the literature.

5.5.1 Analysis of Organisational Procedural Justice by Rank

There are significant differences when analysing the findings on DF Procedural Justice by rank. Perceptions of OPJ differ significantly according to rank and become more positive as one moves up the organisation. Overall means for Privates and NCO are below 3 (2.7 and 2.6 respectively) whereas all other ranks have means above 3 with the highest means being reported by Senior Officers and ColCapt(NS)BrigGen at 3.5 and 3.7 respectively. This suggests a significant difference in perceptions of procedural justice between ranks with higher ranks responding favourably (above 3) and lower ranks expressing dissatisfaction with DF procedural justice. A reason for this is that the higher ranks are the people responsible for the policies and procedures and therefore perceive them much more favourably.

5.5.2 Analysis of DF Procedural Justice by Length of Service and Service

There are some significant differences when DF Procedural Justice is crossed with Service – these differences occur between Army 1 and 2 Bde and Army DFHQ and the Naval Services. Similar to DF Interactional Justice, Army 1 and 2 Bde report the lowest means (2.7 and 2.62 respectively) and Army DFHQ and Naval Service report the highest (3.1 and 3.05). While the overall mean of DF Procedural

Justice is under 3 and therefore indicates dissatisfaction, 3 groups report means above 3 – Army DFTC, DFHQ and Naval Services indicating neutrality/satisfaction in this area.

There are also significant differences when DF Procedural Justice is analysed by length of service with those in the DF 6-10 years reporting the lowest mean (2.6) and those in the DF 21 years and over reporting the highest (3.02). Again this is similar to the findings on DF interactional justice and supports the justice literature that suggests that tenure and organisational levels will be positively related to perceptions of justice.

Mean for DF Procedural Justice analysed by Length of Service
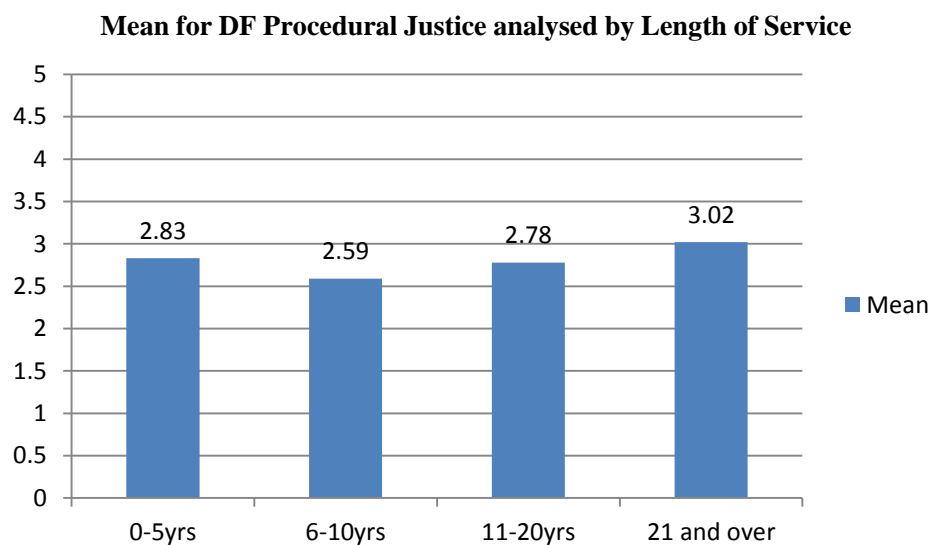
Figure 5.5.2.1 Mean for DF Procedural Justice analysed by Length of Service

5.5.3 Analysis by commuting

There was no significant difference in perceptions of Procedural Justice between those who commute and those who don't, although the overall mean does decrease as the number of hours commuting increases.

5.6 Organisational Distributive Fairness

The overall mean for DF Distributive Justice, the degree to which an individual perceives pay and conditions to be fair, is 2.5 suggesting respondents perceive a lack of fairness in terms of outcomes and rewards in the DF. However, closer exploration of individual items suggests that these findings are very much mixed. For example, respondents strongly feel pay is not fair – the mean for this was 1.78 indicating the vast majority disagree with this statement. Indeed, 77.7% of respondents disagree with the statement that pay is fair. There is also dissatisfaction with other rewards and the work load (mean 2.33 and 2.84 respectively). Perceptions are more positive regarding work schedule and fairness of responsibility (3.03 and 3.1 respectively) indicating a general satisfaction in these areas.

Distributive justice is often arrived at through a process of equity measurement whereby employees will compare the pay and conditions in their current employment with those in alternative forms of employment and come to a conclusion regarding their existing pay and conditions. They may also compare their current pay and conditions with pay and conditions they received in the past. The period during which the survey took place will have a significant effect on the perceptions of distributive fairness amongst members of the Defence Forces – for example, reorganisation, changes in contracts and promotional opportunities and changes in commuting distance have no doubt impacted perceptions. The Defence Forces recognises the need to review the area of distributive justice. The Department of Defence is committed to reviewing the overall pay and remuneration structure of the Defence Forces. In addition, a review of the terms and conditions applying across services, ranks and technical staff will also be conducted to enable greater standardisation of the overall system (DF White Paper, 2015). See Table 5.6.1 below for differences in responses to individual items.

Table 5.6.1 Individual Means for DF Distributive Justice Items

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My work schedule is fair	8.8%	22%	30.8%	34.8%	3.7%
I think my level of pay is fair	52.6%	27.3%	10.6%	8.3%	1.3%
I consider my work load to be fair	11.9%	25.1%	31.5%	30.2%	1.2%
Overall the rewards I receive here are fair	26.3%	31.9%	25.7%	15%	1.2%
I feel my job responsibilities are fair	7.8%	17%	35.5%	28.9%	6.3%

5.6.1 Analysis by rank

Interestingly, no significant difference by rank except between Junior NCOs and Senior Officers – see diagram below for means for each rank:

Mean for Distributive Justice when analysed by rank
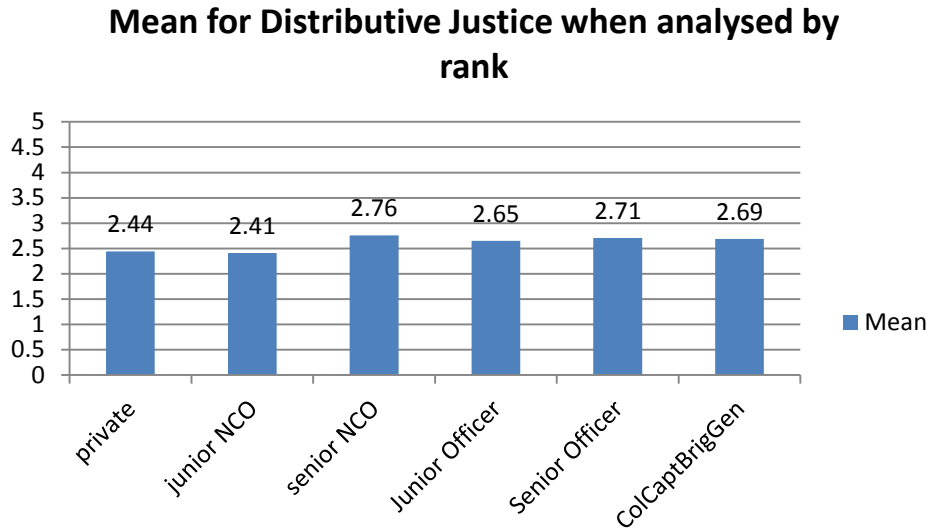
Figure 5.6.1.1 Overall Means for Distributive Justice across rank

5.6.2 Analysis by Length of Service and Service

The only significant difference when analysing DF Distributive Justice by length of service is between those in the organisation 11-20 years and those there over 20 years with those in the organisation longer demonstrating more satisfaction in this area.

Mean for DF Distributive Justice when analysed by Length of Service
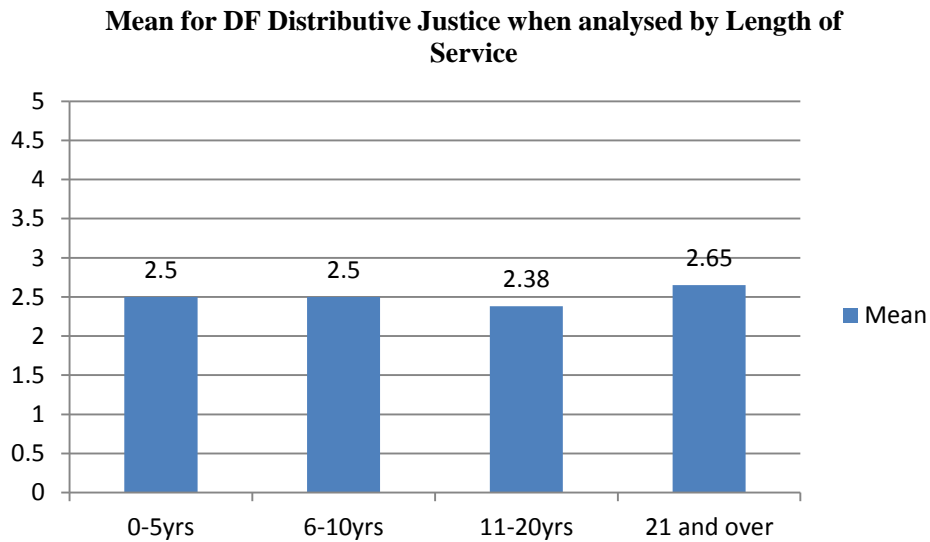
Figure 5.6.2.1 Mean for DF Distributive Justice by Length of Service

There are no significant differences between Army, Naval Services and Air Corps.

5.7 Organisational Informational Justice

There is a general perception of lack of informational justice with the overall mean at 2.3. All items measuring Informational Justice are under 3 suggesting the majority of respondents perceive a lack of informational justice. Informational justice includes perceptions of how informed personnel are and the levels of explanation provided when making decisions.

Table 5.7.1 Means for Informational Justice Items

Informational Justice Item	Informed about the way things happen	Informed about decisions whether good or bad	DF decisions made in the open	DF explains decisions	DF open and upfront
Mean	2.40	2.32	2.12	2.24	2.60

5.7.1 Informational Justice by Rank

There are significant differences between Privates and ColCapt(NS)BrigGen; between Junior NCOs and Senior Officers and ColCapt(NS)BrigGen and Junior Officers and ColCapt(NS)BrigGen. Like the other measure of DF Justice the overall means (i.e. perceptions of justice) increase with rank indicating that the higher levels perceive the organisation more favourable in terms of justice. This is not surprising and supports much of the literature reporting more positive organisational evaluations the more senior the position held. Those occupying higher positions in the organisation are more likely to be kept informed than those in lower positions.

Mean for DF Informational Justice by rank
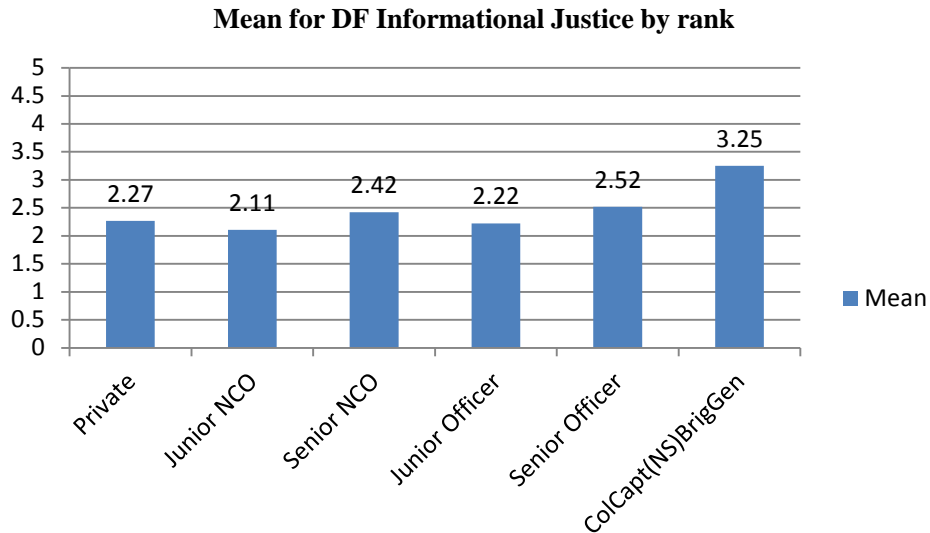
Figure 5.7.1.1 Mean for DF Informational Justice by Rank

5.7.2 DF Informational Justice by Length of Service and Service

There are significant differences between those who have been in the DF over 21 year and those in the organisation 6-10 and 11-20 years with the mean for those in the DF over 20 years being the highest (2.45) and those in the organisation 6-10 and 11-20 years being the lowest (mean 2.1 and 2.16 respectively). It is worth noting that only the highest rank of ColCapt(NS)BrigGen report a mean over 3 mean is below 3 indicating a pervasive dissatisfaction with informational Justice. There are no significant differences between Army, Navy and Air Corps

5.8 DF – Overall Integrity

This measure looks at respondents' perception of the overall integrity of the organisation. Interestingly the overall mean for this is significantly higher than all the other measures of Organisational Justice (mean 3.2) suggesting that while there is dissatisfaction with organisational justice in certain areas, there is a perception that the Defences Forces as an institution has integrity (although important to note that 3.2 mean resides more in the neutral category).

5.8.1 DF Overall Integrity by Rank

There are very significant differences when you look at perceptions of the overall integrity of the DF and rank. While all means are above 3, Senior Officers and above report high levels of agreement with the Overall Defence Forces Integrity measure. This is an interesting and a positive finding suggesting that despite dissatisfaction with fairness of outcomes, procedures and treatment, respondents still feel the organisation has integrity.

Mean for Overall Integrity of DF by Rank
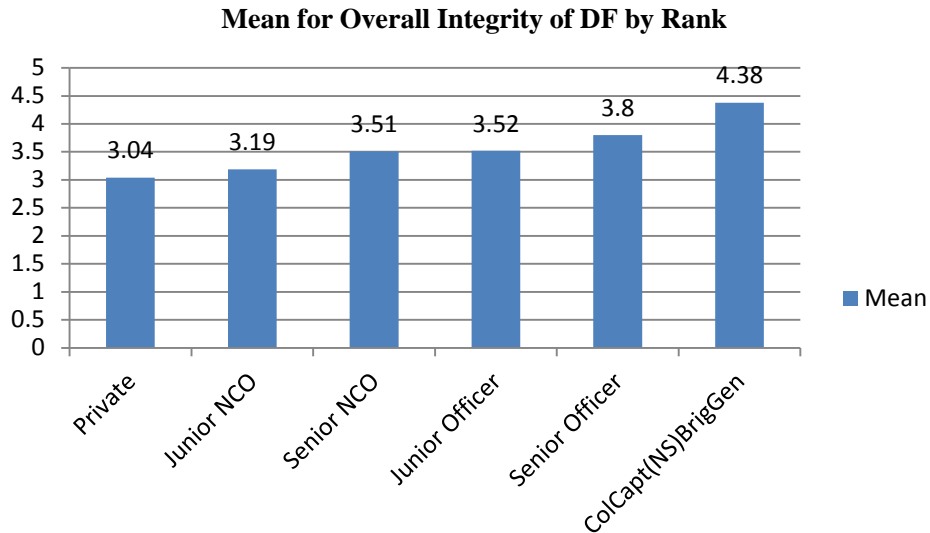
Figure 5.8.1.1 Overall Integrity by Rank

5.8.2 DF Overall Integrity analysed by Length of Service

There are significant differences between those in the organisation over 10 years and under 10 years with those in the 6-10 year group being most dissatisfied (mean 2.99) compared to those in the organisation 21 years and over (3.43). Those in the 6-10 year category will be those affected by changes made to personnel enlisting after 17 Feb 2006 (e.g. in order to serve beyond 21 years those enlisting post 2006 must reach rank of Sgt and may serve to the age of 50 or 56 for Senior NCOs). Such changes may affect perceptions of overall integrity for those enlisting during this time.

There are significant differences when you look at overall DF integrity by service with the Army DFHQ, Naval Services and Air Corps all reporting significantly higher means suggesting these services report higher levels of overall DF integrity.

Mean for DF Integrity by Service
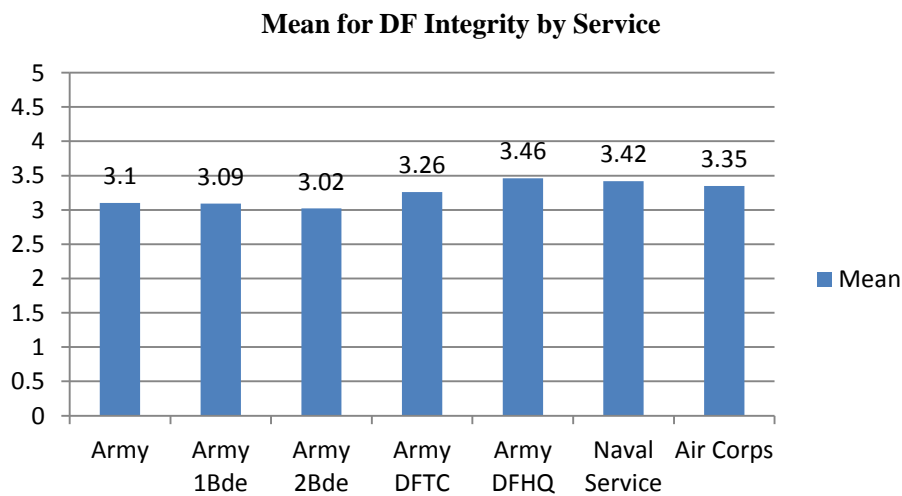
Figure 5.8.2.1 Mean for DF Integrity by Service

5.9 Comparison with 2008 Survey

DF employee perceptions' of organisational justice have decreased somewhat since 2008 with all measures of organisational justice reduced. Organisational procedural justice has decreased from mean 3.12 to 2.8, taking it into the realm of dissatisfaction. Organisational interactional justice has also fallen from 3 to 2.6. Organisational informational justice has fallen from 2.54 to 2.3 and distributive justice has fallen from 3.07 to 2.5. This would suggest a fall in perceptions of justice across all justice categories. While this finding is concerning for the DF given the importance of perceptions of justice, it is perhaps not surprising given the changes that have taken place since 2008. The DF has gone through a major reorganisation during this time – this involved the restructuring of many units which in some cases resulted in personnel being moved from their original locations to Barracks' some distance from their homes, turn leading to increased commuting distances. Other changes include a moratorium on promotions, changes in contracts and adjustments in wages resulting from the economic downturn. It is therefore not surprising that there has been a decrease in perceptions of organisational justice.

5.10 Relationships with other Variables

Organisational justice is significantly linked to a number of important outcome variables such as stress, work satisfaction and commitment. For example, DF interactional justice is strongly correlated with positive perceptions of the DF culture, leadership effectiveness, affective commitment and normative commitment. DF distributive justice is significantly correlated with all outcomes but the relationships are weak except for the one with work interference with life. DF procedural justice is moderately correlated with satisfaction with military life and perceptions of organisational culture. DF informational justice is moderately correlated with perceptions of organisational culture. It is interesting to note that many of the organisational justice measures are significantly correlated with perceptions of the organisational culture. This supports the literature suggesting that perceptions of organisational justice are more strongly related to employees' perception of the organisational culture. Perceptions of high levels of justice are correlation to perceptions that organisational values are being enacted throughout the organisation as a whole.

5.11 Implications for DF

Perceptions of organisational justice are important as they are related to employees' attitudes towards and perceptions of the organisation as a whole. The findings outlined above suggest this is an area of concern for the DF given that all organisational justice measures are under 3 suggesting dissatisfaction. This can be improved in several ways. There is a need for improved and transparent communication in the DF. Where appropriate decisions should be explained and rationale provided. In terms of distributive justice, there are perceptions of lack of fairness around pay. Procedural justice

findings suggest respondents do not perceive the policies and procedures as fair. This would incorporate policies around promotion and career development. The Defence Forces recognises the need to review the area of reward in the DF. The Department of Defence is committed to reviewing the overall pay and remuneration structure of the Defence Forces. In addition, a review of the terms and conditions applying across services, ranks and technical staff will also be conducted to enable greater standardisation of the overall system (DF White Paper, 2015). Perceptions of policies and procedures need to be examined – it is not enough to have well developed policies/procedures if employees do not feel they are fair.

5.12 Key Findings for Organisational Justice

➢ Low levels of organisational justice reported across many justice measures with the lowest being DF informational justice.

➢ Perceptions of overall DF integrity in the neutral to positive category suggesting respondents have a more positive perception of the DF as a whole.

➢ Significant difference across rank with those in lower positions reporting less satisfaction.

➢ Significant difference across service with those in the Army 1 and 2Bde reporting lower levels of satisfaction.

➢ Drop in all dimensions of organisational justice from 2008

6.0 Supervisory Justice

6.1 Introduction

An important area of investigation is that of perceptions of supervisory fairness and support. The literature suggests that the supervisor plays a key role in determining employees' experiences of the workplace as they are often the most frequent point of contact and they may interact with their direct supervisor on a daily basis. Supervisory support has been found to be positively related to performance, commitment and satisfaction in the literature. This section is similar to the section above on organisational justice and explores supervisory fairness across the same justice dimensions:

- ➢ Informational justice – My supervisor keeps me informed of why things happen the way they do
- ➢ Interactional Justice – My supervisor treats me with dignity and respect
- ➢ Procedural – My supervisor make decisions that are fair to all
- ➢ We also included items measuring innovation – My supervisor encourages me when I want to do something different
- ➢ And Autonomy – My supervisor provides me with the autonomy I need to do my job

6.2 Overall Findings for Supervisory Justice

The findings for Supervisory Justice are mixed with respondents reporting satisfaction with supervisors' interpersonal justice but less so in other areas such as informational and procedural justice.
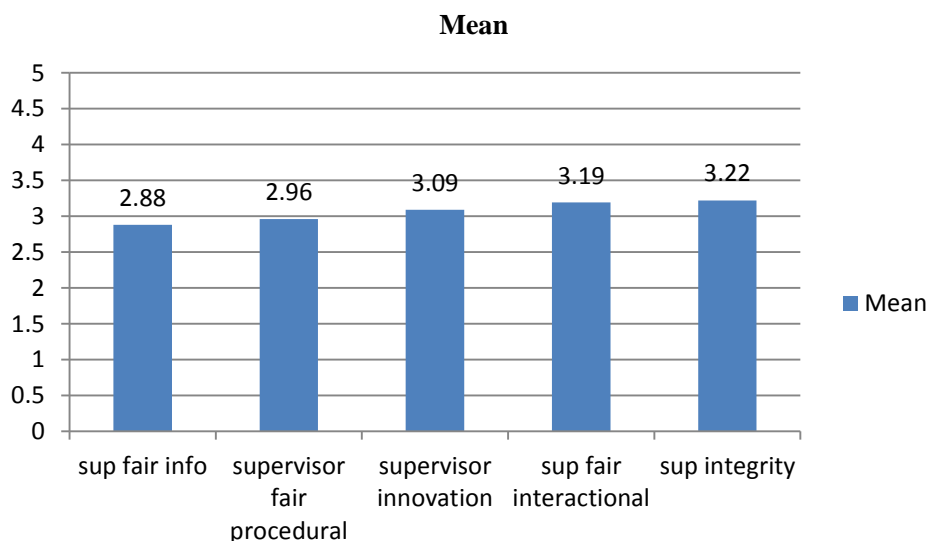
Figure 6.2.1 Overall mean of Supervisory Justice

6.3 Fairness and Your Supervisor - Interactional Justice

The overall mean for Supervisory Interactional Justice is 3.2 indicating that in general respondents perceive supervisors as being fair in how they treat their staff. Table 6.3.1 below reports individual means across the different individual items.

Table 6.3.1 Means for Supervisor Interactional Justice

Interactional Justice Item - supervisor	Supervisor approachable	Supervisor -best interests at heart	Treats me with dignity	I trust my supervisor	Supervisor supports me during difficult times	Supervisor holds me in high regard	Supervisor finds me valuable	Supervisor treats me in consistent fashion
Mean	3.43	2.67	3.34	3.07	3.20	3.14	2.86	3.29

As can be seen from the Table 6.3.1 above, many items measuring supervisor interactional justice are above 3 indicating a positive response. However, there are two items below 3 -my supervisor has my best interest at heart and my supervisor makes it clear to me that I am a valuable member of DF.

Table 6.3.2 Frequencies in supervisory justice

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
my supervisor has my best interest at heart	17.2%	26.5%	32.9%	19.3%	4.1%
Supervisor makes fair decisions	15.6%	25.4%	25.5%	26.7%	6.5%
I trust my supervisor	11.6%	17.2%	32%	30.8%	8.4%

6.3.1 Supervisory Interactional Justice and Rank

There are significant differences when perceptions of supervisory interactional justice is analysed by rank – the most notable significant difference are between Privates/Junior NCOs and all other ranks. The mean for Supervisory Interactional Justice increases steadily with rank with Privates reporting a mean of 3 and at the top of the scale ColCapt(NS) BrigGen reporting a mean of 4.27 indicating a very high satisfaction with the fairness of treatment. This is consistent with the findings on organisational justice above and also supports the justice literature that suggests that the higher the rank occupied the more positive the perceptions of justice.
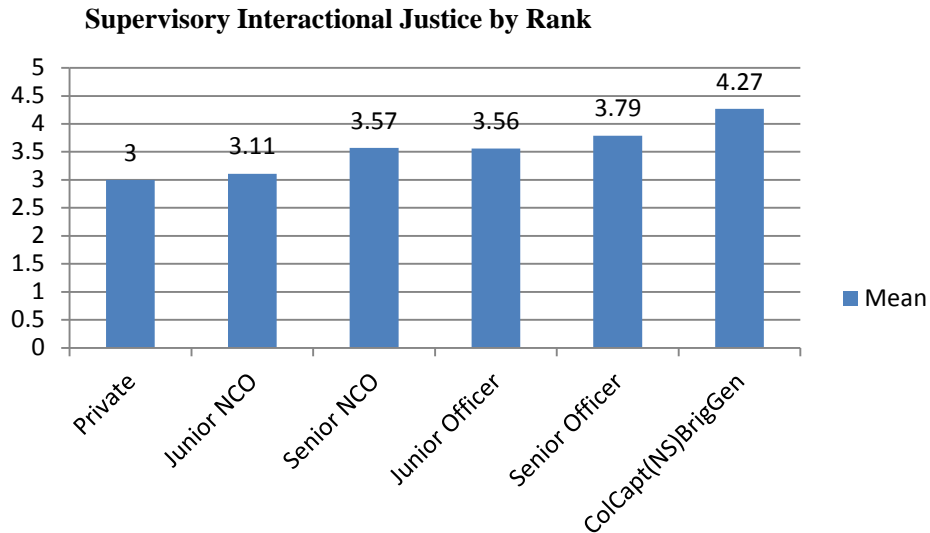
Figure 6.3.1.1 Supervisory Interactional Justice by Rank

6.3.2 Supervisory Interactional Justice and Gender

There is a significant but slight difference between males and females when analysing supervisory interactional justice by gender with females reporting a slightly higher mean (mean 3.5) than males (mean 3.2) indicating females perceived higher levels of interactional justice.

6.3.3 Supervisory Interactional Justice analysed by Service and Length of Service

There are significant differences when analysing supervisory interactional justice by service with the Army HQ reporting the highest mean of 3.56 (see Table 6.3.3.1 below). There is are also significant differences between those in the organisation over 21 years and all other respondents with those in the DF the longest reporting the highest mean (3.46) and those in the organisation the least amount of time (under 5 years) reporting the lowest (3.03). It is worth noting that all means are above 3 and therefore indicate an overall satisfaction with Supervisory Interactional Justice.

interactional Justice - Supervisor

Chart showing Interactional Justice - Supervisor Mean:
- Army: 3.00
- Army 1Bde: 3.04
- Army 2Bde: 3.07
- Army DFTC: 3.30
- Army DFHQ: 3.56
- Naval Service: 3.33
- Air Corps: 3.40
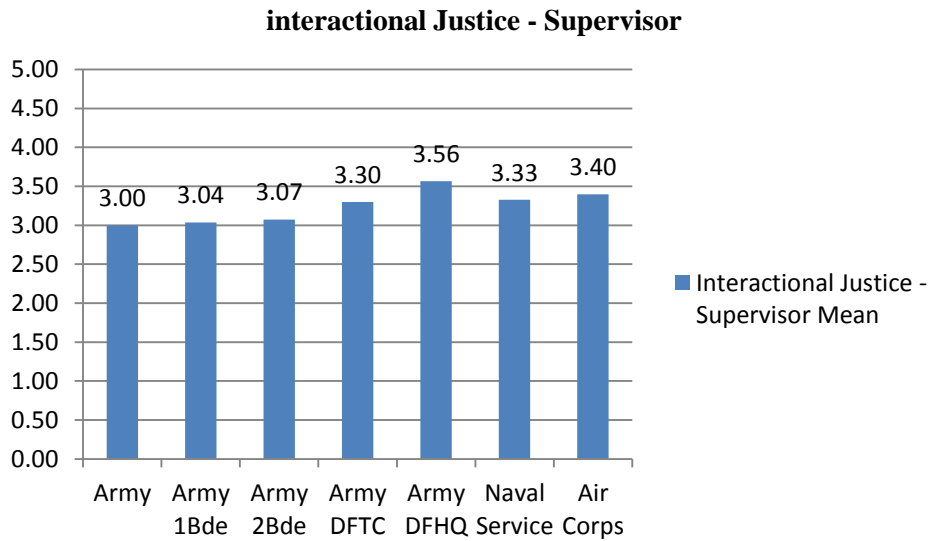
Figure 6.3.3.1 interactional Justice - Supervisor

6.4 Fairness and your supervisor – Informational Justice

Overall, the findings for supervisory informational justice are less positive. The overall mean for this measure is 2.89 indicating that the majority of respondents are not that satisfied with the information they receive from their supervisor (although mean is close to neutral). There are significant differences when informational justice is analysed across rank. The overall means tend to increase according to rank with Privates and Junior NCO's reporting means of 2.84 and 2.7 respectively and Senior Officers and CaptCol(NS)BrigGen reporting means of 3.4 and 3.9 respectively. Again, as with the findings for the other justice measures, this is supported by the literature suggesting a positive relationship between perceptions of justice and rank.

There are significant differences between male and female for this measure with females reporting higher mean of 3.18 indicating neutrality/satisfaction with this measure whereas males report a mean of 2.86 indicating dissatisfaction. There are no significant differences between Army, Navy and Air corps when analysing Supervisory Informational Justice. There are significant differences between respondents in the DF over 20 years and all other respondents. The mean for this measure increases with length of service with those in the organisation under 5 years reporting a mean of 2.77 and those in the DF over 20 years reporting a mean of 3.08.

6.5 Supervisory Procedural Justice

The mean for supervisory procedural justice is 2.96. While close to neutral (neutral 3) it suggests the majority of respondents are not satisfied with supervisory procedural justice.

6.5.1 Supervisory Procedural Justice by Rank

There are significant differences when cross with rank. As can be seen in Table x below, the mean for this variable increases significantly with rank. ColCapt(NS)BrigGen are especially satisfied here with a mean of 4.21. This is not surprising as these ranks would be instrumental in the design of these procedures.

Mean - Supervisory Procedural Justice by Rank
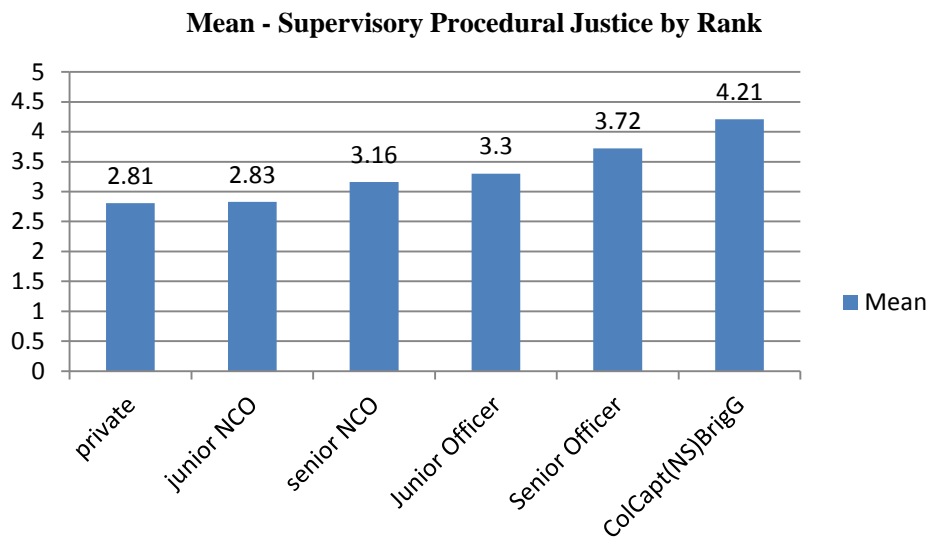
Figure 6.5.1.1 Means of Supervisory Procedural Justice by Rank

6.5.2 Supervisory Procedural Justice analysed by gender

There are significant gender differences with females reporting higher satisfaction with procedural fairness than males – female mean is 3.32 (majority expressing some level of satisfaction) whereas males report a mean of 2.94 (majority expressing some level of dissatisfaction).

6.5.3 Supervisory Procedural Justice when analysed by Service and Length of Service

There only significant differences between when analysing supervisory procedural justice by rank is within the Army Services. There are significant difference between the Army HQ (highest mean of 3.42) and the Army 1 and 2Bde (both 2.8). Again, there are significant differences between those longest in the organisation (over 20 years) and all others with means increasing with length of service – see figure 6.5.3.1 below
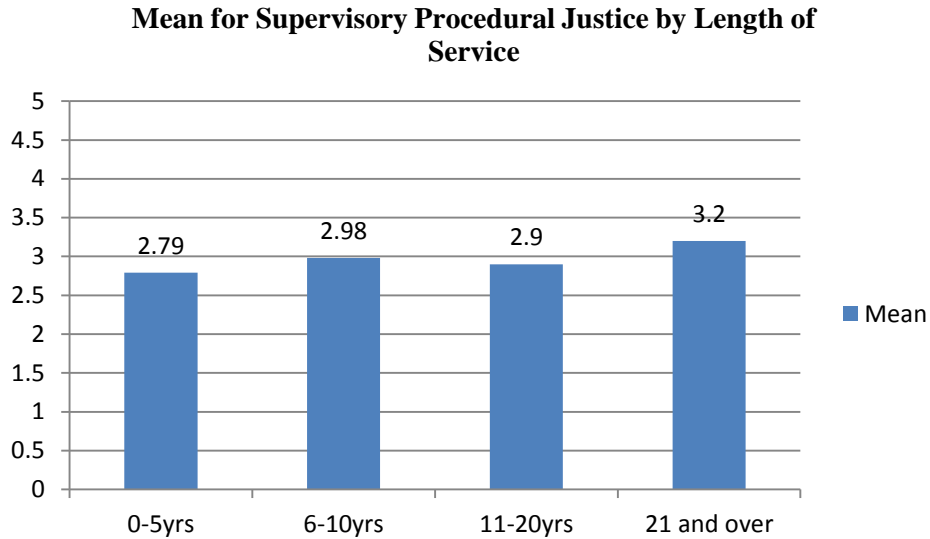
Figure 6.5.3.1 Mean for Supervisory Procedural Justice by Length of Service

6.6 Supervisory Support of Innovation

This measure was included in the 2015 in order to explore perceptions of supervisory support for innovative behaviours. The overall mean is 3.09 indicating overall neutrality or satisfaction with this measure.

6.6.1 Supervisory Support for Innovation by rank

There are significant differences when you look at support for innovation by rank. In general, the higher the level occupied, the more positive the perception of support for innovation.
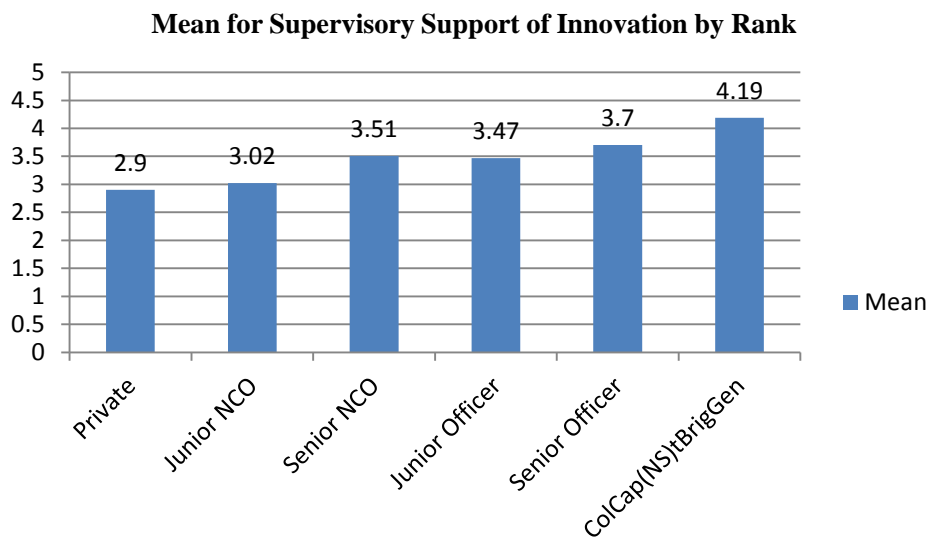
Figure 6.6.1.1 Mean for Supervisory Support of Innovation by Rank

6.6.2 Support for Innovation by Gender

Again, significant differences reported here with females reporting higher levels of agreement here – (Mean 3.4) with males reporting a mean of 3.07

6.6.3 Supervisory Support for Innovation by Length of Service and Service

Significant differences between those in the organisation the longest (21 yrs and over) and all other respondents – like other variables of supervisory justice, the mean increases with length of service suggesting that the longer you are with the DF, the more satisfied you are in this area. See Fig 6.6.3.1 below.

Mean for Supervisory support for innovation by length of service
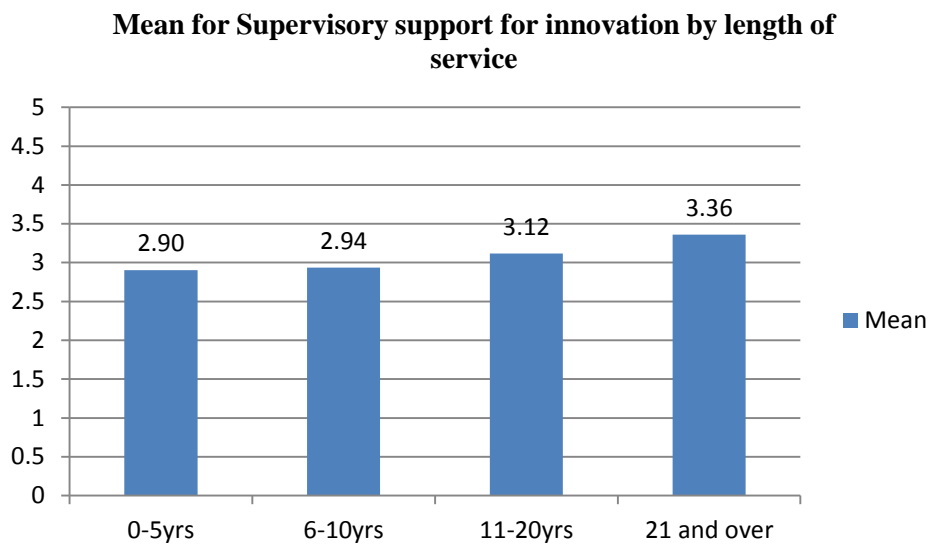
Figure 6.6.3.1 Supervisory Support for Innovation by Length of Service

There are some significant differences when you look at service – see fig 6.6.3.2 below. Those least dissatisfied with supervisory support for innovation are those working in the 1Bde and 2Bde with those in the Army DFHQ most satisfied.

Mean for Supervisory Support for Innovation across Service
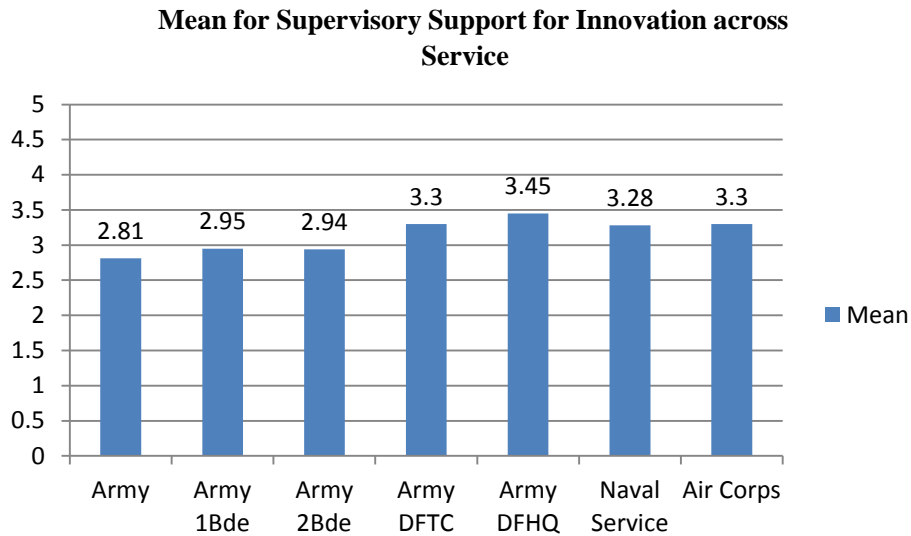
Figure 6.6.3.2 Mean for Supervisory Support for Innovation across Service

6.7 Overall measure of Supervisory Integrity

This measure examines perceptions of supervisors' overall integrity and their motives. The overall mean for the integrity of the supervisor is higher at 3.2. This is the highest mean reported for all measures of supervisory justice and indicates that in general, respondents feel neutral to positive about their supervisor's overall integrity.

6.7.1 Supervisory Integrity by Rank

There are significant differences across rank when analysing this variable. Again, perceptions of supervisory integrity increase with rank.
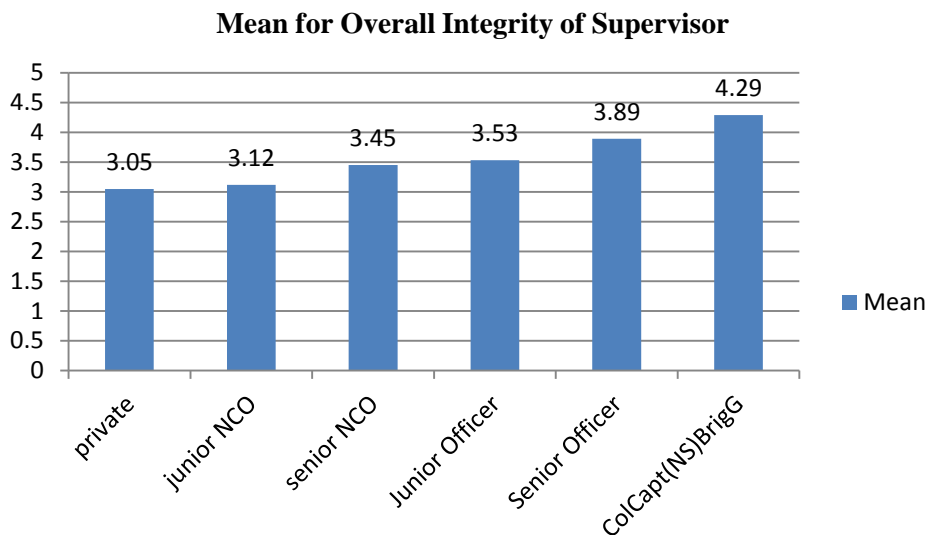
Figure 6.7.1.1 Mean for Overall Integrity of Supervisor

6.7.2 Overall Supervisor Integrity by gender

There are significant differences between male and females when analysing overall integrity with males reporting a mean of 3.19 and females reporting a mean of 3.49

6.7.3 Overall Supervisor Integrity by length of Service and Service

There are significant differences between the Army 2Bde, Army DFHQ and the Naval Services with the Army DFHG reporting the highest level of satisfaction with supervisory integrity.

Mean for Supervisory Integrity by Service
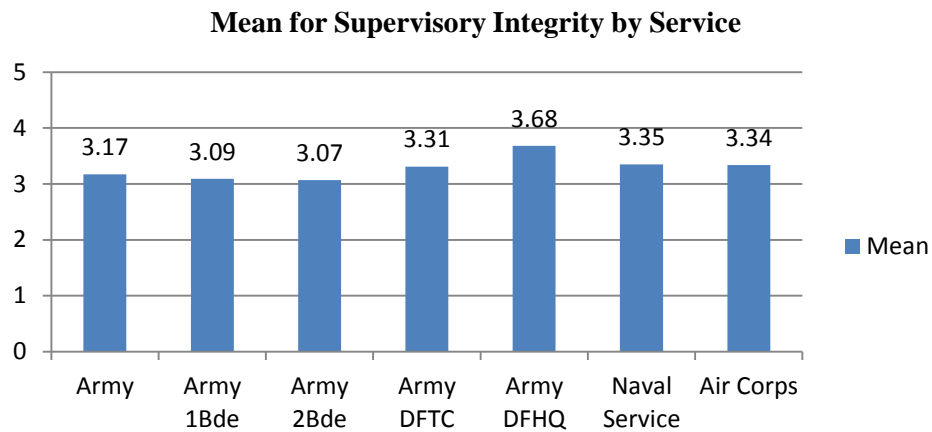
Figure 6.7.3.1 Mean for Supervisory Integrity by Service

There are also some significant differences in length of service – the over 21 years group are significantly different from other groups.

Mean for Supervisory Integrity by Length of Service
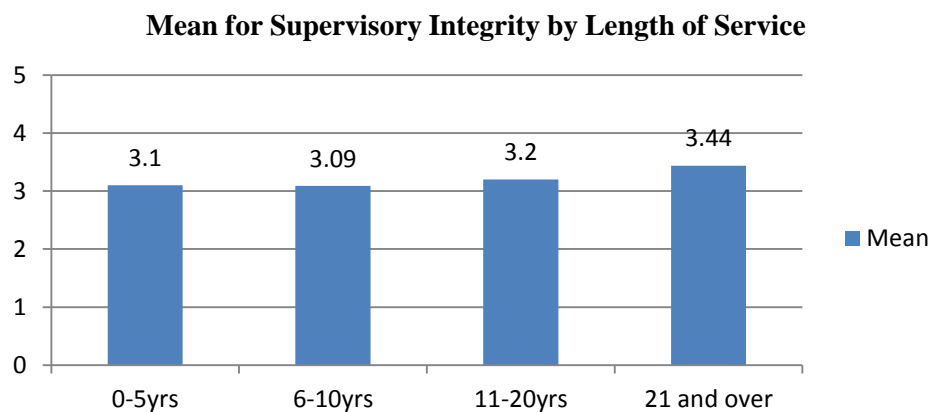
Figure 6.7.3.2 Mean for Supervisory Integrity by Length of Service

6.8 Comparison with 2008 Survey

Again there is a decrease across all measures. The mean for Supervisory Procedural Justice in 2008 was 3.53, this has dropped to 2.96. Supervisory informational justice has dropped from 3.04 to 2.88 and supervisory interactional justice has dropped from 3.38 to 3.19. This again can be partly

explained by the changes that have taken place since the survey in 2008 as many of the changes that have taken place may affect perceptions of supervisors.

6.9 Relationships with Other Variables

There are significant relationships between supervisory justice and all other variables. Supervisory interactional justice is moderately related to affective commitment (.407**), satisfaction with military life (.463**), stress (-.417**), work satisfaction (.5**), affective commitment (.407**) and perceptions of organisational culture (.475**). This measure is also highly correlated with leadership effectiveness (.7 and above) which is not surprising as perceptions of fairness and effectiveness are interlinked. Supervisor procedural justice is also related to perceptions of organisational culture (.422**), leadership effectiveness (.6 level) and work satisfaction (.406**). Supervisory support for innovation is strongly correlated to leader effectiveness (.6 level and above) and moderately correlated with work satisfaction (.439**) and perception of culture (.4*). Perceptions of a supervisor's integrity are strongly related to their perceptions of leader effectiveness – (.7 and over). In general, perceptions of supervisory fairness across all justice dimensions are strongly related to leadership effectiveness and moderately related to outcomes such as work satisfaction and perceptions of organisational culture.

6.10 Implications for Defence Forces

Overall, the findings for perceptions of supervisory fairness are mixed. Perceptions of supervisory support for innovation, interactional justice and overall integrity are over 3. However, perceptions of supervisory fairness in terms of information and procedures is under 3 and therefore in the realm of dissatisfaction. The dissatisfaction with informational and procedural justice reflects the findings on organisational justice and suggests the DF needs to address the communication/information sharing process and address the perceptions that employees have regarding procedural justice. The dimension of justice that has the strongest relationship with outcome measure is interactional justice – how supervisors treat their direct reports and the level of respect accorded to them. The mean for this measure is 3.19 which is moving into the positive realm – however, there are significant groups who are dissatisfied in this area. This is a key area for the Defence Forces as the recognition, dignity and respect demonstrated by the supervisor is linked to key individual and organisational outcome and is an area that training and development can improve substantially.

6.11 Key Findings

- ➢ The results for supervisory justice are mixed. Means for interactional justice, support for innovation and perceptions of supervisory integrity are above 3. However, means for

supervisory justice for informational and procedural justice are below 3 suggesting many respondents are dissatisfied in this area.

➢ Respondents reporting the least satisfaction are those in the org under 20 years

➢ Privates and Junior NCOs are the least satisfied when analysing Supervisory Justice across rank

➢ When examining findings across service, the least satisfied in this area are the Army 1 and 2 Bde

➢ Interactional justice is the dimension of justice found to have the most and the strongest relationships with outcome variables. This type of justice refers to the treatment of staff and dignity and respect.

7.0 Leadership

7.1 Introduction

Effective leadership can have significant impact on the success and failure of an organisation. Lok and Crawford (2004) argue that leaders who have a clear vision can positively influence employee job satisfaction, commitment and trust. The Defence Forces should encourage leaders at all levels to execute behaviours that support the organisations overall mission and values in order to promote positive work outcomes such as job satisfaction and commitment. Kelloway *et al* (2012) suggest that the most influential leaders are direct supervisors arguing that the leadership behaviours of one's direct supervisor that can greatly influence their perceptions of the organisation. For the Defence Forces this means that having supervisors who take the welfare of their members into account in executing their leadership duties should have positive influence on the perception of employees across various aspects of the organisation. Leadership development is a priority in the Defence Forces and there is constant pressure to review and refresh the core skill sets of its leaders. The DF is placing an emphasis on learning, development and innovation and the development of the new Integrated Competency Framework will link advancement to performance (White Paper, 2015). It is important at the very beginning to recognise that within the Defence Forces every member of the Defence Forces, regardless of rank or appointment, is a Leader (Defence Forces Leadership Doctrine, for publication 2016) and therefore leadership training and development opportunities should be available to all .

The results of the 'Your Say Survey' will provide an indication as to whether or not employees within the Defence Forces are satisfied with the leadership behaviours of their frontline supervisors. It will also investigate the relationship between leadership and positive work outcomes such as perceived fairness, trust and commitment.

7.2 Methodology

The Defence Forces Climate Survey included 33 items asking respondents views on elements relating to leadership. These items on leadership were grouped into 4 separate scales.

➢ **Mission Success** The degree to which the actions of one's supervisor are perceived as making a positive contribution to the mission of the Defence Forces. E.g. Does your supervisor successfully solve problems?

➢ **Internal Integration** The degree to which the actions of one's supervisor are perceived as being coordinated and aligned both vertically and horizontally. E.g. Does your supervisor keep you informed about matters that affect you?

➢ **External Adaptability** The degree to which the actions of one's supervisor take account of the dynamic and changing external operating environment. E.g. Does your supervisor learn from his/her mistakes?

> ➤ **Member Wellbeing** The degree to which the actions of one's supervisor are directed towards a concern for the wellbeing of those he/she commands. E.g. Does your supervisor respect your rights as a person?

Respondents were presented with a number of action statements and asked to what extent they agreed that their supervisor acted in this way:

Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5)

A mean value of 3 or greater is seen as a positive indicator of effective leadership

7.3 Overall Findings on Leadership
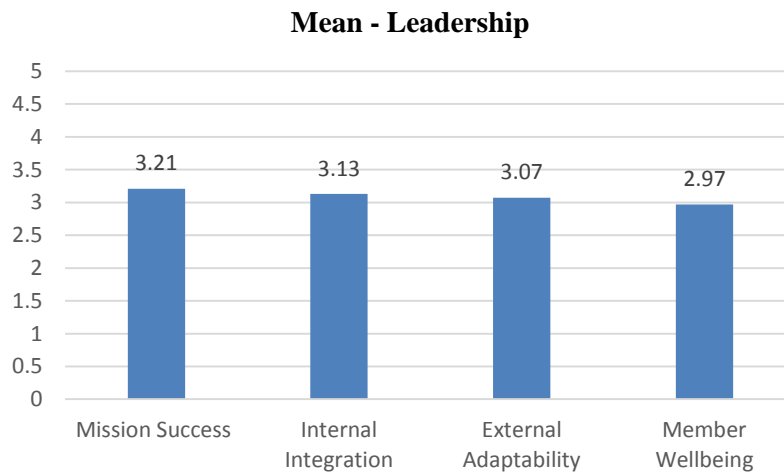
Figure 7.3.1 Mean Values Leadership

While a mean of 3 indicates that the average response was 'neutral', this indicates that respondents were relatively satisfied with their leaders in the areas of mission success, internal integration and external adaptability. Responses to items regarding supervisors concern for member wellbeing indicate that participants were marginally short of neutral in this category with a mean of 2.97.

7.4 Mission Success

Mission success expresses the outcome of most importance to the Defence Forces. It refers to actions and behaviours that contribute to the successful achievement of the mission. In order to function effectively as a military organisation mission success must be to the forefront as a function of our leadership.

Table 7.4.1 Leadership – Mission Success

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Demonstrates ability to do their job effectively	6.6%	15.7%	28.7%	40.9%	8%
Maintains order and discipline	3.4%	9.5%	23.5%	54.5%	9.1%
Successfully solves problems	6.9%	20.5%	29%	36.5%	7%
Ensures an understanding of military values, history and traditions	7.6%	23.1%	32.9%	30.5%	5.9%
Ensures people have what they need to get the job done	8%	22.5%	35%	30.7%	3.8%
Makes decisions that are equally fair to everyone	13.2%	26.3%	25.4	28.9%	6.2%
Explains rules and expectations to my team	4.4%	15.7%	31.2%	42.6%	6.1%
Leads by example	10.%	19%	31.8	32%	7.2%
Sets a high standard of ethical behaviour	6.2%	12.2%	35.9%	37%	8.7%
Adheres to the policies and procedures of the organisation	5.9%	8.9%	31.2%	41.2%	12.7%

Overall, respondents were positive in their responses regarding their leader's contribution to mission success (Mean 3.21). Table 74.1 illustrates that a majority of the participants either agree or strongly agree that their leaders maintain order and discipline (63.6%) and adhere to the policies and procedures of the organisation (53.9%). That said, 39.5% of respondents perceive that their leaders lack fairness in decision making.

7.5 Internal Integration

Internal integration refers to the effective coordination of in house functions and processes. It includes the achievement of teamwork and cohesiveness amongst our members. An effectively internalised Defence Forces enables clearer, more accountable command arrangements.

Table 7.5.1 Leadership – Internal Integration

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Clarifies the results I am expected to achieve	7.3%	18.2%	28.5%	39.8%	6.2%
Dwells on what I have done wrong	7%	29.7%	27.6	26%	9.7%

Acts in a decisive way	5%	16%	32.9%	37.5%	8.5%
Keeps me informed about matters that affect me	9.2%	21.6%	24.3%	38.6%	6.3%
Assesses my work against identified goals and objectives	6%	19.5%	40.4%	29%	5%
Insists on absolute obedience	6.5%	21.4%	33.7%	27.4%	11%
Promotes team spirit	6.6%	17.6%	30.8%	37.%	8%
Responds fairly to complaints and concerns	9.5%	20%	28.9%	37.7%	3.9%
Fails to take action until problems become serious	8.2%	32.8%	27.4%	24.3%	7.3%

Similarly to Mission Success, respondents felt that their supervisor was positively contributing to an effectively internalised Defence Forces (Mean 3.13). While the majority of responses were 'neutral' indicating that respondents were not dissatisfied with their leader's behaviour in relation to coordinating in-house functions and processes, a large minority (40.9%) of participants did feel that leaders failed to take action until problems became serious. Furthermore, over a third of respondents felt that their leaders tend to dwell on things they have done wrong.

7.6 External Adaptability

External Adaptability refers to the acknowledgement that for an organisation to function effectively, cognisance must be taken of the external operating environment and the need to anticipate and adapt to the changing conditions that this environment presents.

Table 7.6.1 Leadership – External Adaptability

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Learns from mistakes	10.1	18.6	31.3	34.4	5.6
Tends to blame employees when things go wrong	9.2	27.5	23.3	25.9	14.1

In relation to the Defence Forces external adaptability, respondent's views were again generally satisfactory (mean of 3.07). 40% of respondents felt that their leaders learn from their mistakes, while 31.3% were neutral. That said, Table 7.6.1 shows that 40% of respondents did feel that their supervisors tend to blame employees when things go wrong.

7.7 Member Wellbeing

Member wellbeing expresses a concern for the people who serve in the Defence Forces. This section is similar to the section on supervisory interactional justice and the findings indicate an overall response just below neutral (mean 2.97) in this area.

Table 7.7.1 Leadership – Member Wellbeing

Statement	Strongly Disagree%	Disagree %	Neutral %	Agree %	Strongly Agree %
Tells me when I do a good job	14.1	21.4	24.7	32.1	7.7
Makes unreasonable demands	6.5	30.7	31.7	24.1	7
Demands ethical behaviour from others	2.9	8.9	39.3	42.2	6.6
Avoids making decisions that would be unpopular	13.6	39.9	25.6	15.1	5.8
Considers my views when decisions are being made	14	24.4	24.5	31.5	5.6
Trusts me to get the job done	4	9.8	25.7	45.6	14.9
Respects my rights as an individual	6.9	14.8	27.9	40.2	10.2
Encourages my personal and professional development	8.5	22.8	32.7	29.7	6.3
Considers my views when decisions are being made	11.6	24.1	27.5	31	5.8
Takes account of my needs when making decisions	12.9	25.9	36.7	20.9	3.6
Helps me to determine my learning needs	8.7	30.6	40.6	18.5	1.6

In contrast to other areas of leadership, respondents were not entirely positive in their views relating to how they perceived their supervisors as being concerned about their wellbeing (Mean 2.97). 50.4% of participants felt that their leaders respect their rights as an individual, while 60.5% felt that their leader trusts them to get the job done. When it comes to encouraging personal and professional development however, 31.3% of respondents disagreed that their leaders do so. 39.3% of respondents also feel that their leaders do not help them identify learning needs. Maintaining member well-being is recognised as an important aspect of leadership in the DF and the skills associated with this type of leadership (e.g. emotional intelligence and authenticity) are identified as important in the Defence Force Leadership Doctrine to be published in 2016. While it is important for the supervisor to provide instruction and direction, it is also now recognised within the DF that support and encouragement are also necessary.

7.8 Analysis by Gender

Leadership by Gender
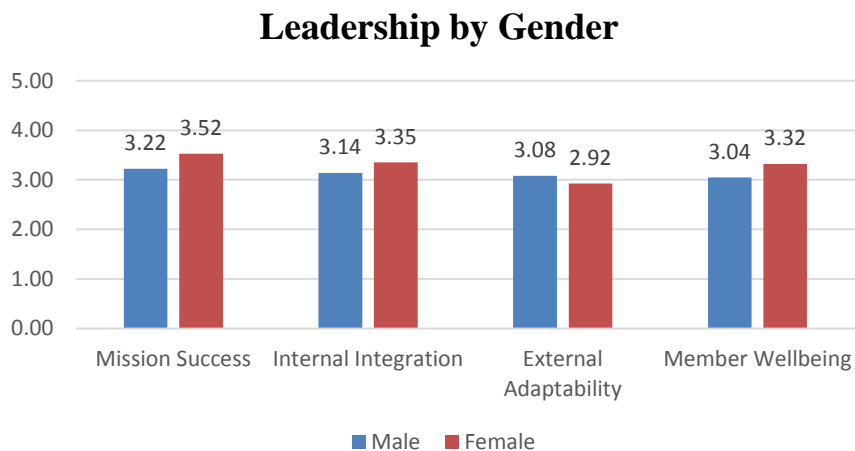
Figure 7.8.1 Analysis by Gender

In assessing satisfaction with leadership within the Defence Forces, figure 7.8.1 shows that when responses are broken down by gender, there are no significant differences in responses across the four categories. Women are marginally more satisfied than men with their leaders in terms of mission success (mean 3.52), Internal Integration (mean 3.35) and member wellbeing (mean 3.32). This is comparison to the male responses; mission success (mean 3.22), internal integration (mean 3.14) and member wellbeing (3.04).

7.9 Analysis by Rank
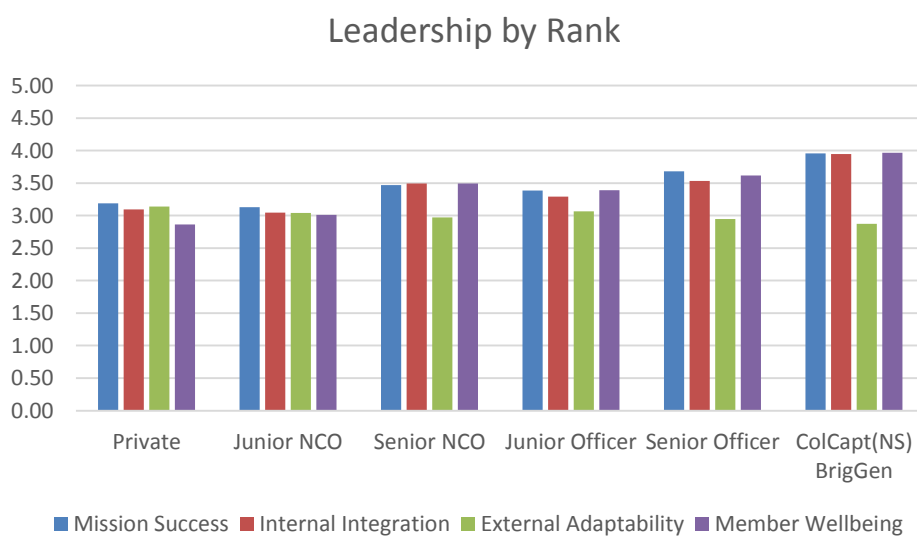
Leadership by Rank

Figure 7.9.1 Analysis by Rank

When analysing the satisfaction with Defence Force leadership by rank, it can be seen that in most cases, the higher the rank of the respondent, the more satisfied they are with the organisations leadership. Take for example member well-being, privates (mean 2.87) are not entirely satisfied with their leaders concern for their wellbeing. This is in comparison to the satisfaction levels of Senior NCO's (mean 3.49), Senior Officers (mean 3.62) and ColCapt(NS)BrigGen (mean 3.97), whom all feel positively in relation to this aspect of leadership. There is a slight drop between Senior NCO and Junior Officer ranks.

7.10 Analysis by Service
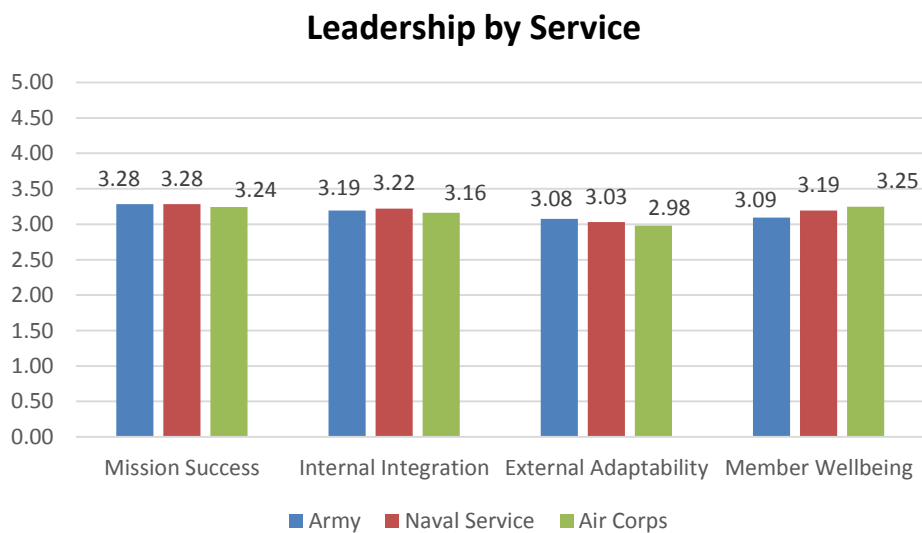
Figure 7.10.1 Analysis by Service

Like with gender, there were no significant differences across responses from members of the Army, Naval Service and Air Corps. In all four categories means between 2.98 and 3.28 were reported across services indicating a relatively steady level of satisfaction in relation to leadership practices in the Defence Forces.

7.11 Analysis by Length of Service

There are some significant differences between those in the organisation over 21 and all other respondents in terms of satisfaction with leadership. The largest difference emerges under leadership behaviour and member wellbeing. Respondents who are in the organisation for under five years (mean 2.89) are less satisfied than those who are there longer, in particular those there twenty-one years and over (mean 3.37).
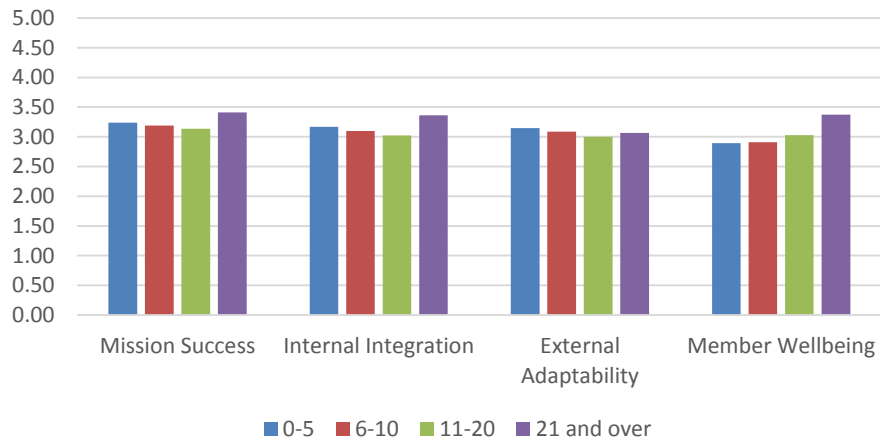
Figure 7.11.1 Analysis by Length of Service

7.12 What Leadership Influences

Table 7.13.1 What Leadership Influences

Leadership	Factor	Strength (r value)
Mission Success	Supervisor Fairness	0.647
Internal Integration	Supervisor Fairness	0.683
Member Well being	Supervisor Fairness	0.695
Mission Success	Culture Enacted	0.538
Mission Success	Intrinsic Satisfaction Expectations	0.527
	Work Relations Expectations	0.589
	Conditions of Work Expectations	0.643
	Developmental Expectations	0.608
Member Well being	Intrinsic Satisfaction Expectations	0.554
	Work Relations Expectations	0.597
	Developmental Expectations	0.519
Internal Integration	Work Relations Expectations	0.589

The results of the 'Your Say Survey' indicate that the relationship between Defence Force members and their supervisors are positively related to perceptions of supervisory fairness, met expectations and culture enacted.

With regard to supervisor fairness, respondents who were satisfied that their supervisors actions were making a positive contribution to the mission of the Defence Forces, were more likely to perceive their supervisors decisions to be fair (r = .647). The perception of supervisor fairness is also positively related to supervisors concern for members wellbeing (r = .695), meaning that where leaders show concern for employees in their behaviour then there is a greater chance of them being perceived as fair. Similarly, respondents who felt that their supervisors actions were coordinated and aligned both vertically and horizontally were also more likely to perceive fairness in decisions made by supervisors (r = .683).

Leadership also had influence on the way in which respondents felt that their expectations have been met by the Defence Forces. Respondents who were satisfied that their supervisors actions were contributing to the organisations overall mission, were also satisfied that their expectations were being met in relations to intrinsic job satisfaction (r =.527), work relations (r = .589), conditions of work (r = .0643) and developmental expectations (r = .608). Furthermore, members who perceive that their supervisor is behaving in a manner which takes account their personal wellbeing are also more likely to perceive that their expectations are being met. This is evident in the areas of intrinsic job satisfaction (r = .554), work relations (r = .597) and developmental expectations (r = .519).

Another aspect influenced by leadership is culture and in particular the way in which culture is enacted in the organisation. A positive relationship exists between mission success and culture enacted (r = .538). This indicates that respondents who are satisfied that their supervisors actions are for the benefit of the Defence Forces overall mission are more likely to be satisfied that the cultural values of the organisation are enacted every day through clear communication and in their leaders behaviour.

7.13 2008 to 2015

There has been a decrease in satisfaction with leadership since 2008. While the mean satisfaction in the areas of mission success, internal integration and external adaptability have all remained above 3 which indicates a positive perception of leader's actions, there has been a decline in satisfaction across all measures. Satisfaction with mission success has dropped from 3.4 in 2008 to 3.2 in 2015. Internal Integration has dropped from 3.4 to 3.1 and external adaptability has dropped from 3.5 to 3.07.The most significant drop is in satisfaction with member wellbeing which decreases from 3.3 in 2008 to 2.97 in 2015.

7.14 Implications for Defence Forces

Similarly to the 2008 survey results, the current 'Your Say Survey' results indicate that members of the Defence Forces are generally satisfied that their leaders are proficient and effective. The findings have supported arguments that the behaviour of supervisors in the organisation does influence member perceptions of fairness, met expectations and culture. It is important to take employee wellbeing into account on a daily basis as employees who feel that their supervisors do this perceive that the organisation is meeting their expectations in relation to intrinsic job satisfaction, work relations and development opportunities. The perception of met expectations is also positively related to affective commitment, as will be seen in Chapter 8.

7.16 Key Findings

The key findings in relation to leadership are as follows;

➢ Members are largely satisfied with the leadership behaviours of their supervisors across the Defence Forces.

➢ Members in higher ranks are generally more satisfied with their supervisors than those in lower ranks.

➢ Actions of leaders influence member perceptions of met expectations and fairness in the Defence Forces.

➢ Drop in levels of satisfaction across all measures of leadership effectiveness from 2008

8.0 Meeting Employee Expectations

8.1 Introduction

Employees in every organisation are said to form an implied or unwritten contract with their employers. This contract is said to be 'a set of unwritten reciprocal expectations between an individual employee and organisation' (Schein 1978). The contract in question is made up of perceptions that employees have in relation to their obligations to the organisation and expectations of the organisation and vice versa. Rousseau (1990) highlights that these expectations are formed at the very early stages of an employee-employer relationship, even as early as the recruitment stage. The hiring process can provide the foundations for employees in building perceptions of obligations and expectations, so at this stage it is crucial that organisations provide a realistic image of life in that organisation.

If unrealistic expectations are formed, the consequence of an organisation not meeting these expectations could be damaging to the company. Robinson (1996) notes that where employees' expectations are not met, it is likely to have a negative impact on employee performance. Furthermore, employees who perceive their expectations have not been met are less likely to volunteer to go above and beyond for the organisation. Turley and Feldman (2000) agree with Robinson in acknowledging that breaches of implied contracts are likely to go beyond the hurt feelings felt by employees. As well as decreased performance, unmet expectations can result in a negative change in workplace attitudes such as commitment and satisfaction. Not managing perceived expectations and obligations carefully has the potential to lead to high employee turnover and reduced buy-in to organisational culture.

Just like any other organisation, failure to manage employee perceptions of obligations and expectations can have serious implications for the Defence Forces. Due to the nature of the organisation, Defence Force members' perceptions may vary depending on their rank, gender and length of service. Employee expectations can be concerned with financial compensation, working conditions, working relationships, intrinsic job satisfaction and developmental opportunities. When looking at its member's obligations, the Defence Forces would hope to see positive results in relation to employees willing to participate in voluntary aspects of the job, not seeking alternative employment and being willing to move to other geographical locations as required.

The results of the 'Your Say Survey' will provide an indication as to whether or not employees within the Defence Forces feel their expectations are being met. It will also indicate if the obligations respondents agree with are favourable for the organisation.

8.2 Methodology

The Defence Forces Climate Survey included 34 items asking respondents views on elements relating to their expectations regarding the Defence Forces. Respondents were asked about the importance of these items to them and then were asked how they felt that these expectations were met by the Defence Forces. These items on expectations were grouped together into 5 separate categories;

- ➢ **Monetary Expectations** Elements of your job that are financial and pay related. E.g. To what extent have your expectations about your job and the Defence Forces been met regarding pay related to your job?

- ➢ **Developmental Expectations** Elements of your job related to personal development and education. E.g. To what extent have your expectations about your job and the Defence Forces been met regarding opportunities for career development?

- ➢ **Work Relations Expectations** Elements of your job relating to both the horizontal and vertical relationships that you are exposed to. E.g. To what extent have your expectations about your job and the Defence Forces been met regarding open communication?

- ➢ **Intrinsic Job Satisfaction Expectations** Elements of your job that related to personal feelings regarding the type of work that one does. E.g. To what extent have your expectations about your job and the Defence Forces been met regarding meaningful work?

- ➢ **Expectations relating to conditions of work** Elements of your job relating to general conditions of work and the working environment. E.g. To what extent have your expectations about your job and the Defence Forces been met regarding having adequate materials and equipment to do your job?

Firstly, respondents were asked to what extent expectations about their job and the Defence Forces was important to them. The response options were;

- ➢ Very Important (5), Quite Important (4), Neutral (3), Not Very Important (2) or Not at all Important (1)

Following that, respondents were asked if the organisation was meeting their expectations. The response options were;

- ➢ To a Great Extent (5), Moderately (4), Somewhat (3), Slightly (2) or Not at all (1)

8.3 Important Expectations

Table 8.3.1 Ten Most Important Expectations

Statement	Not at all Important %	Not Very Important %	Neutral %	Quite Important %	Very Important %	Total Importance %
The opportunity for career development	0.8	1.3	4.9	31	62	93
Skill development	0.7	0.6	6.3	40.9	51.5	92.4
Good working conditions	1	0.6	6.6	43.8	48	91.8
Reasonable job security	0.4	1	6.8	29.9	61.9	91.8
Opportunities to advance and grow	1	1.4	6.5	38	53.1	91.1
An attractive pension package	1	1.2	6.7	32.5	58.6	91.1
Fair pay for additional duties	1	1.5	6.4	24.9	66.2	91.1
Honest treatment	0.7	0.8	7.5	32.9	58.1	91
A job that is interesting	0.3	1.5	8.2	38.8	51.2	90
A healthy work environment	0.6	1.4	8.2	33.6	56.2	89.8

Table 8.3.1 illustrated the top 10 expectations rated by respondents to the survey. The total importance column represents both the quite important and very important columns. While the expectations listed above are all relatively close in terms of total importance, 66.2% of respondents felt that receiving fair pay for additional duties was very important. Furthermore, 61.9% of respondents felt that the provision of reasonable job security by the Defence Forces was very important.

Mean Importance of Expectations
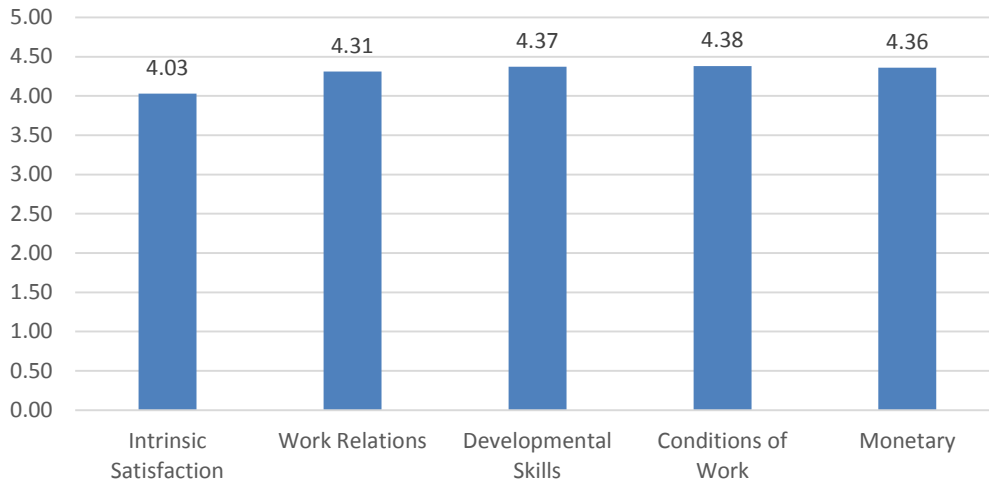
Figure 8.3.1 Mean Importance of Expectations

When breaking down the responses into categories, it can be seen that respondents felt that all expectations listed were quite important with the mean for each category being above 4.0. Conditions of work, Developmental Skills and Monetary expectations would be the top three categories in terms of importance.

8.4 Meeting Expectations
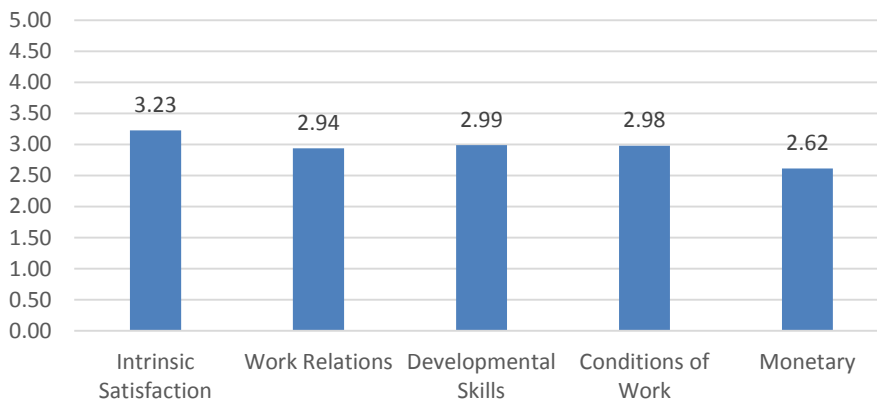
Figure 8.4.1 Mean Meeting Employee Expectations

As per the results indicated in Figure8.4.1 the Defence Forces are currently meeting its members expectations in relation to items relevant to one's Intrinsic Job Satisfaction (mean 3.23). This category

of expectations was of the least importance to the respondents, yet is the only category which has met in a somewhat satisfactory standard. In the areas of Developmental expectations, Conditions of Work and Work Relations, the organisation is marginally short of meeting its member's expectations to a satisfactory level. The mean indicates that members are only slightly satisfied in these areas. With a mean of 2.62, monetary related expectations are where the members of the organisation feel that their expectations are being met the least by the Defence Forces, this reflects the findings in previous sections.

8.5 Expectations Regarding Intrinsic Job Satisfaction

Employee's intrinsic job satisfaction expectations refer to the intangible elements of a job, that when present provide the employee with an inner feeling of accomplishment and pride. In the Climate Survey respondents were asked questions relating to the degree they felt that their expectations in terms of meaningful work, responsibility and challenging work were being met.

Table 8.5.1 Meeting Expectations – Intrinsic Job Satisfaction

Statement	Not at all	Slightly	Somewhat	Moderately	To a great extent
An attractive Job	6.2	15.1	37.4	32.5	8.8
A job that has high responsibility	3.8	10.2	26.2	35	24.8
Freedom in the way I do my job	16.5	23.3	32	22.7	5.5
A job that is interesting	6.6	16.5	28.6	34.8	13.5
Meaningful work	11.8	22.2	35	24	7
A job that is challenging	5.2	10.8	32.9	36.7	14.4

As indicated in Table 8.5.1, the Defence Forces is meeting personnel's Intrinsic Job Satisfaction Expectations (Mean 3.23). In terms of the importance of the intrinsic expectations, respondents illustrated that having a job that is interesting was one of their top ten most important expectations. For 77% of respondents, the Defence Forces met expectations in this regard at least somewhat, with 48.1% feeling that their job was interesting to a moderate or great extent. Over half of respondents felt that their expectations have been met at least moderately in relation to having a job with high responsibility (59.8%) and having a job that is challenging (51.2%).

8.6 Expectations Regarding Work Relations

Work relations refer to how employees perceive their work environment in terms of their relationship with their fellow employees and also with their employer. Respondents were asked questions relating to open communications, honest and open feedback, competent leadership and a team work environment in order to gauge their view on work relations.

Table 8.6.1 Meeting Expectations – Work Relations

Statement	Not at all	Slightly	Somewhat	Moderately	To a great extent
Fair treatment	11.5	22.4	35	24.7	6.6
Candid open feedback	16.3	27.7	37	15.8	3.3
Open Communication	14.4	25.2	38.1	19.6	2.7
Honest treatment	12.2	23	37.1	22.5	5.2
A team work environment	2.5	8.7	24.5	45.5	18.9
Competent leadership	11.9	24.1	37.6	21.5	4.9

Regarding Work Relations, respondents felt that their expectations were not quite met at a satisfactory level (Mean 2.94). 91% of respondents felt that the provision of honest treatment by the Defence Forces was important, however, Table 8.6.1 illustrates that only 27.7% of respondents were satisfied that this expectation was met to a moderate or great extent. Furthermore, only 31.3% of respondents felt that their expectations regarding being fair treatment were being met by the organisation to a moderate or great extent. These findings reflect the results found in the section on organisational justice.

8.7 Expectations Regarding Development

Expectations regarding development refer to the extent that employees feel that their needs in terms of training and development are being met by the organisation. In the Climate Survey respondents were asked to what extent their promotion and training expectations were being met by the organisation. They were also asked the extent to which they felt that their expectations regarding opportunities to learn and work in the area that they were trained for were being met.

Table 8.7.1 Meeting Expectations – Development

Statement	Not at all	Slightly	Somewhat	Moderately	To a great extent
Good opportunities for promotion	23.8	24.7	26.3	19.7	5.5

	Not at all	Slightly	Somewhat	Moderately	To a great extent
The opportunity for career development	12.2	22.9	32.8	26.1	6.1
Skill development	7.2	15.5	34.1	35.4	7.8
Opportunities to advance and grow	11.1	23.2	37.1	24	4.6
On the job training	6.1	15.9	32.2	35.8	10
The opportunity to gain an education	11.1	19.9	27	27.2	14.9
Opportunity to deploy overseas	17.7	24.4	22.6	24.1	11.2
Opportunity to pursue other interests	11.6	26.1	35	22.6	4.8
Opportunity to work In the area in which I'm trained	8.4	16	33.4	31.8	10.4

Overall expectations regarding development are marginally short of being met to a satisfactory level (Mean 2.99). While 93% of respondents rated the opportunity for career development as one of their most important expectations, Table 8.7.1 shows that only 32.2% of respondents felt that these expectations were being met to a moderate or great extent. With 92.4% feeling that skill development was of great importance, 77.3% of the participants felt that their expectations were at least somewhat being met in this area. Within this category of expectations, the area where respondents were least satisfied that their expectations have been met by the Defence Forces, is having good opportunities for promotion. A large minority of respondents (48.5%) expressed that their expectations with regard to promotion had been only met to a slight extent or not at all.

8.8 Expectations Regarding Conditions of Work

In determining how employees perceived the extent to which their expectations about their conditions of work were being met respondents were asked their views on whether the organisation was delivering job security, a healthy work environment, resources to do your job and adequate working and living conditions.

Table 8.8.1 Meeting Expectations – Conditions of Work

Statement	Not at all	Slightly	Somewhat	Moderately	To a great extent
The resources to do your job	12.3	27.1	34.3	21.4	4.9
A healthy work environment	8.6	16.5	33	33.3	8.6

Materials and equipment to do your job	13.9	24.9	31.6	24.5	5.1
Reasonable job security	6.4	10.8	21.7	36.4	24.8
Good working conditions	6.9	16.7	35.6	31.7	9.1
Enough Staff to get the job done	15	25.3	31.8	21.6	6.2
A job that is family friendly	26.8	25	25.9	17.7	4.6

In a similar way to the expectations regarding development, overall the Defence Forces falls slightly short of meeting its member's expectations on conditions of work at a satisfactory level (Mean 2.98). Expectations regarding having a healthy work environment, reasonable job security and good working conditions featured in the participants top ten most important expectations. Table 8.8.1 shows that respondents are relatively satisfied that these expectations are being met by the organisation. In particular, over half (61.2%) of the respondents are satisfied that their expectations in relation to job security are being met to a moderate or great extent. While expectations regarding a job that is family friendly did not feature in the top ten, 84.5% of respondents felt that it was either quite important or very important. 51.8% of respondents were dissatisfied that this expectation has been met by the Defence Forces.

8.9 Monetary Expectations

Respondents were asked whether they felt that their financial expectations were being met by the organisation. They were asked their views on such things as whether they felt that they were receiving fair pay for the work that they did and sufficient extra pay for additional duties.

Table 8.9.1 Meeting Expectations – Monetary Expectations

Statement	Not at all	Slightly	Somewhat	Moderately	To a great extent
Pay related to your job	31.5	26.5	24.6	13.8	3.7
Good Health benefits	5.7	14.7	25.6	34.8	19.2
A competitive salary	38	24.7	22.6	11.5	3.2
An attractive pension package	24.7	20.9	21.4	23.6	9.3
Fair pay for additional duties	55.3	19.7	14.7	7.6	2.6
Attractive leave benefits	11.1	16.2	28.9	30	13.8

Overall the results indicate that the Defence Forces is not meeting personnel's monetary expectations (Mean 2.62), a finding that has emerged in other areas of the study. The data presented in Table 8.9.1 illustrates that when it comes to pay, overall, respondents felt that their expectations were not being met to a satisfactory extent. In analysing responses to fair pay for additional duties, 91.1% of respondents felt that this expectation was important, however, 55.3% felt that their expectations were not being met at all. A further 31.5% of respondents felt that the Defence Forces did not meet their expectations regarding pay being related to their job. Finally, 91.1% of respondents also felt that having an attractive pension package was of great importance, however, a large minority (45.6%) felt that their expectations have either not been met at all or to a slight extent. This suggests that respondents perceive many of the expectations that they value highly are not being met which can lead to perceptions of a violation of the psychological contract. The psychological contract refers to employees' perceptions of what they owe to the organisation and what the organisation owes them and a breach of this contract (e.g. perceptions that the organisation is not meeting their expectations) can lead to a decrease in trust and commitment.

8.10 Analysis by Gender
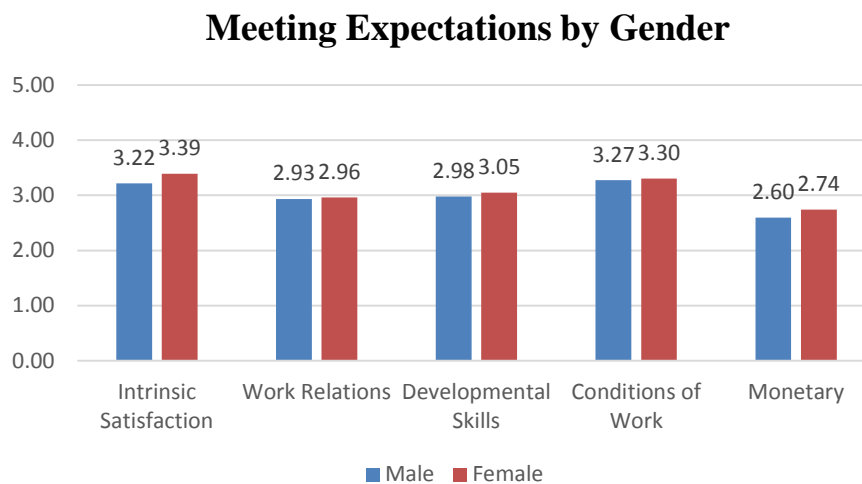
Figure 8.10.1 Meeting Expectations by Gender

While looking at the mean responses by gender figure 8.10.1 shows that overall, there is no significant difference between male and female respondents in relation to the Defence Forces meeting their expectations across the five categories.

8.11 Analysis by Rank

Meeting Expectations by Rank
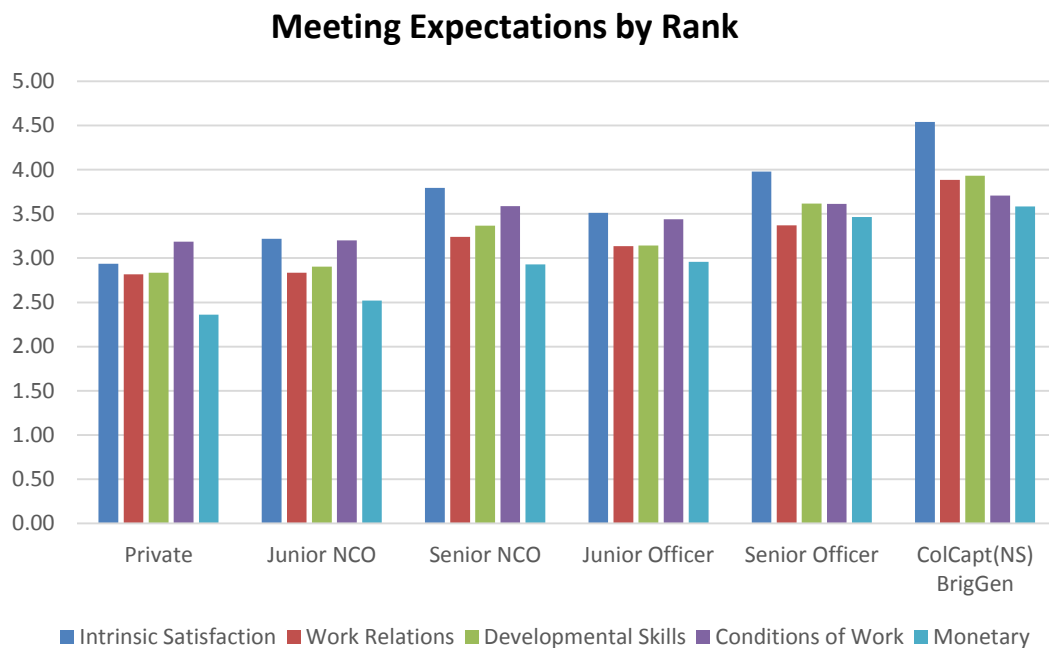
Figure 8.11.1 Meeting Expectations by Rank

When it comes to the Defence Forces meeting expectations, there is a difference in opinions between respondents at different ranks. As would be expected, figure 8.11.1 shows that the responses from higher ranks indicated expectations were being met by the organisation, however, responses from lower ranks were not very satisfactory. Taking intrinsic satisfaction as an example, Privates were dissatisfied with a mean of 2.94, while Senior Officers and ColCapt(NS)BrigGen were satisfied with means of 3.98 and 4.54 respectively. Overall, perceptions of expectations being met by the organisation rise with rank – except for Junior Officers who report lower means than Senior NCO in both work relations expectations and developmental skills expectations being met.

8.12 Analysis by Service

Meeting Expectations by Service
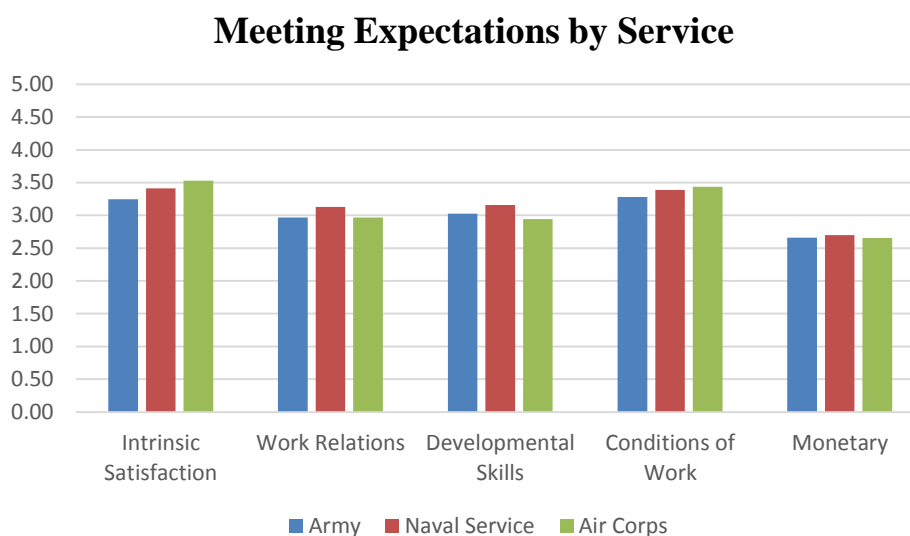
Figure 8.12.1 Meeting Expectations by Service

Similar to gender, there is some differences between the mean responses across members of the Army, Naval Service and Air Corps. The main difference is for intrinsic satisfaction with the Army reporting lower means for expectations being met suggesting they are less satisfied in this area (mean for intrinsic satisfaction is 3.25 compared with 3.41 for the Naval Service and 3.53 for the Air Corps). When the responses are broken down by frequencies however, table 8.12.1 shows that when it comes to the Defence Forces meeting expectations regarding being family friendly, the respondents from the Naval Service (62.8%) are most dissatisfied while respondents from the Air Corps are somewhat satisfied (63.4%). This reflects the findings in the Work Life Balance section where respondents in the Naval Service report higher level of work interfering with life. There is also a difference emerging in relation to the organisation meeting expectations with regard to opportunities for promotion. 39.3% of the Naval Service is satisfied with promotion opportunities to a moderate or great extent, however, only 21.7% of the Army and 22.6% of the Air Corps feel the same.

Table 8.12.1 Meeting Expectations by Service

Expectations	Family Friendly			Good opportunities for Promotion		
	Army	Naval Service	Air Corps	Army	Naval Service	Air Corps
Not at all	25.63	37.7	15.9	26.75	12.5	27.4

Slightly	25.63	25.1	20.7	26.45	17	28.6
Somewhat	27.42	18.9	31.7	25.11	31.3	21.4
Moderately	16.54	15.4	26.8	17.09	30.7	19
To a great extent	4.77	2.9	4.9	4.61	8.5	3.6

8.13 Analysis by Length of Service
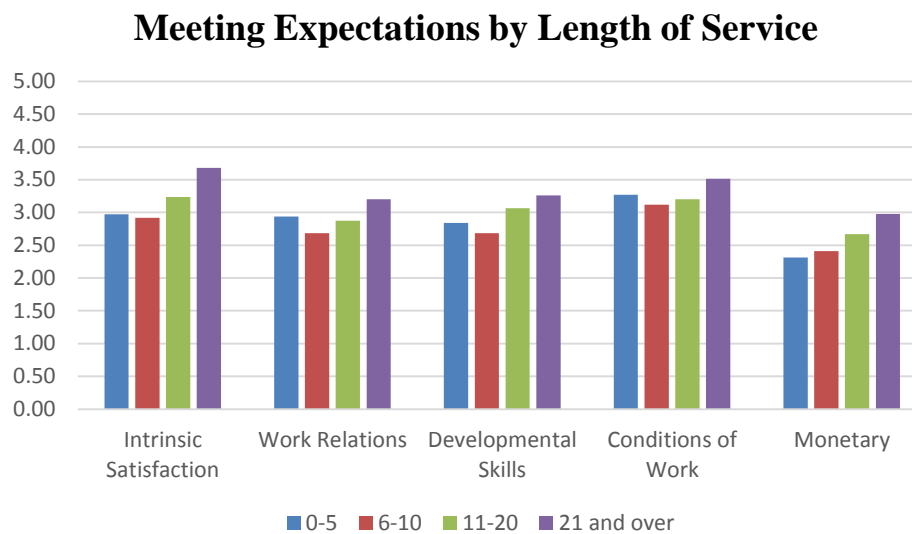
Figure 8.13.1 Meeting Expectations by Length of Service

Figure 8.13.1 illustrates that when it comes to length of service, there are significant differences when analysing met expectations by length of service. Satisfaction generally increases the longer the respondents were in the Defence Forces. For example, the mean for expectations regarding intrinsic satisfaction being met for respondents who were with the Defence Forces for less than five years is 2.97, while those in the organisation 21 years or more had a mean response of 3.68.

8.14 Meeting Expectations – Relationship with Other Factors

Table 8.14.1 Meeting Expectations – Relationship with Other Factors

Factor	Expectation	Strength (r value)
Leadership - Member Wellbeing	Intrinsic Satisfaction	0.554
	Work Relations	0.597

	Developmental Skills	0.519
Leadership - Mission Success	Work Relations	0.574
	Conditions of Work	0.501
Leadership - Internal Integration	Work Relations	0.589
General HR	Work Relations	0.507
	Conditions of Work	0.509

Similar to the 2008 report, the results of the 'Your Say Survey 2015' indicate that the relationship between supervisors and their teams, as well as the organisations Human Resource Policies, have a significant influence on members perceptions as to whether or not their expectations have been met. With regard to leadership, members who felt that their direct leader was concerned for their well-being also felt that their expectations were met in the areas of intrinsic job satisfaction (r = .544), work relations (r = .597) and development (r = .519). Furthermore, respondents who perceive that their supervisor's actions are positively supporting the organisations overall goals, also felt that their expectations were being met in relation to work relations (r = .574) and conditions of work (r = .501). Yet again this illustrates a positive relationship between leadership and met expectations. Finally in the area of leadership, respondents who perceive their supervisor's actions to be coordinated and aligned both horizontally and vertically, feel that their expectations with regard to work relations are being met (r = .589).

Overall, respondent perceptions of their supervisor's behaviours in leadership duties are strongly correlated to feelings of met expectations. This is particularly clear with the category of work relations, where all three areas of leadership have a positive relationship with expectations being met. With leadership being influential on met expectations at an interpersonal level, results of the survey indicate that Human Resource policies are also influential in respondents perceptions on whether their expectations have been met or not. Participants who are satisfied with general HR policy and procedure are also satisfied that their expectations are being met in the area of work relation (r = .507) and conditions of work (r = .509).

Table 8.14.2 Met Expectations and Other outcomes

Factor	Expectation	Strength (r value)
Affective Commitment	Intrinsic Satisfaction	0.591

In addition to a positive relationship existing between met expectations and both HR policy and leadership, there is also a relationship between affective commitment and expectations regarding intrinsic job satisfaction. Respondents who felt that their expectations were being met, particularly in the area of intrinsic job satisfaction, also felt a desire to be in the Defence Forces, with an emotional attachment to the organisation.

8.15 Perceptions of DF PR

Respondents were also asked their perceptions on whether the defence forces represents itself adequately in the media to which there was a largely neutral response (mean 3.05) and whether the recruitment material and advertisements used by DF forces shows the reality of DF life to which there was a negative response (mean 2.25) suggesting a general perception that the recruitment material does not reflect the realities of daily life in the Defence Forces. This warrants further consideration as it is important that new recruits have a realistic expectation of what military life entails.

8.16 Member Obligations

In addition to expectations, respondents were also asked about the ways in which they feel obliged to behave in particular ways during their time with the Defence Forces. Areas covered provide indications in terms of leaving the organisation, transferring to a new geographical location and participating in non-required tasks.

With regard to leaving the organisation, only 23.2% of respondents felt obliged not to look for a job elsewhere, while 52% did feel obliged to stay for a minimum period after accepting a job with the Defence Forces. When considering taking a job elsewhere, 64.5% of respondents felt obliged to provide the Defence Forces with advance notice. When asked about accepting a transfer to a new geographical area, only 29.9% of participants agreed that they felt obliged to accept, with 42.8% indicating they wouldn't feel obliged. Finally, looking at the voluntary obligations mentioned in the survey, 89.6% of respondents feel obliged to assist others, while 88.4% feel obliged to promote a positive attitude around others. Furthermore, 66.9% felt obliged to work extra hours to get a job done and 64.2% felt obliged to volunteer to do non-required tasks if necessary.

When breaking down responses into gender, length of service and services, there are no significant differences in responses. While not substantial, there is a difference emerging among ranks with respondents at lower ranks; privates (mean 3.82), Junior NCO's (mean 4.0) and Junior Officers (mean 4.1) feeling slightly less obliged than respondents at higher ranks; Senior NCO (mean 4.26), Senior Officer (mean 4.23) and ColCapt(NS)BrigGen (mean 4.5).

8.17 2008 to 2015

When comparing current results with the results of the survey conducted in 2008, the biggest difference emerges as respondents in 2008 were slightly more satisfied than current respondents that their expectations were being met across all categories. All categories had means above 3 in 2008 (although some marginally) indicating neutral to positive responses whereas all except for intrinsic satisfaction are below 3 (marginally) in 2015 indicating responses in the neutral to negative zone. The biggest contrast is in relation to monetary expectations with a mean of 3.1 in 2008 and only 2.62 in 2015. Perceptions of expectations being met for work relations dropped from 3.08 to 2.94, developmental skills dropped from 3.29 to 2.99, conditions of work dropped from 3.26 to 2.98 and intrinsic satisfaction dropped from 3.65 to 3.23. As discussed in earlier sections, this decrease in satisfaction may be due to the significant changes experienced by the Defence Forces since 2008 including changes in contracts, reorganisation, and increases in commuting among others. Aside from this, results were quite similar with both surveys showing differences in responses across ranks, with higher ranks being more satisfied that their expectations were being met, particularly in relation to pay. Similarly, both surveys have indicated a strong relationship between met expectations and affective commitment.

8.18 Implications for the Defence Forces

In drawing conclusions from the analysis, it is clear that while most expectations are being met to a somewhat satisfactory level, there are issues in the area of pay and promotion. While pay and promotion are concerns in organisations of all disciplines, when expectations fall short of being met employees may withdraw effort leading to poor performance or may even decide to leave the organisation. Reponses in relation to obligations did show that only 23.2% of respondents feel obliged to not look elsewhere for a job. In order to avoid the negative consequences of unmet expectations, it is important that the Defence Forces carry out a recruitment process that explicitly provides new recruits with a set of realistic expectations.

It is clear that interpersonal relationships, in particular relationships with direct leaders, are influential in shaping employee perceptions as to whether or not their expectations are being met. A positive relationship with a supervisor is likely to lead to a positive feeling regarding met expectations and in turn a strong sense of affective commitment to the organisation. Furthermore, at an organisational level, the analysis indicated that if employees are satisfied that HR policies are there to support and benefit the Defence Force members, they are also more likely to be satisfied that their expectations are being met and feel a stronger sense of affective commitment to the organisation.

8.19 Key Findings

The key findings in relation to meeting employee expectations are as follows;

➢ Respondents rated receiving fair pay for additional duties and reasonable job security as their most important expectations from the Defence Forces.

➢ While the Defence Forces is meeting employee expectations in the area of intrinsic job satisfaction, employees are dissatisfied in the areas of pay and promotion.

➢ Members of the Naval Service are more satisfied that their expectations are being met in relation to pay and promotion than those in the Air Corps and Army.

➢ Respondents at higher ranks and with longer length of service are more satisfied that their expectations are being met than other respondents.

➢ Interpersonal relationships are influential in the Defence Forces as there is a strong relationship between perceptions of supervisor's actions and the perception of expectations being met.

➢ Human Resource policies shape the way in which employees feel their expectations are being met.

➢ Meeting employee expectations in relation to intrinsic job satisfaction is more likely to increase the likelihood of affective commitment among the organisation's members.

9.0 Organisational Culture

9.1 Introduction

Organisational culture refers to a set of basic assumptions that are shared among the members of the organisation (Martins and Terblanche 2003). These assumptions are maintained in the process of human interaction which manifests itself in attitudes and behaviours. Having a strong positive culture is important. Robbins (1996) argues that the shared values that are provided in a strong culture ensure that members of the organisation are all on the same track. The Defence Forces culture values respect, loyalty, selflessness, physical courage, moral courage and integrity. It is important that the members of the Defence Forces identify with the cultural values of the organisation as according to Sadri and Lees (2001), without the support of employees, no organisation can maintain a positive culture.

9.2 Methodology

The Defence Forces Climate Survey included 16 items asking respondents views on elements relating to Culture within the Defence Forces. These items on leadership were grouped into 3 separate scales.

- ➢ **Identification with Values** The degree to which respondents identify with the values of the Defence Forces. E.g. I believe in the values of the Defence Forces: respect, loyalty, selflessness, physical courage, moral courage and integrity.

- ➢ **Culture Enacted** The degree to which the culture and values of the organisation are enacted in the day to day running of the organisation. E.g. Leaders in the Defence Forces demonstrate the values of the Defence Forces on a daily basis.

- ➢ **Agreement with Values** To what extent do respondents agree with the values of the Defence Forces. E.g. I am willing to make sacrifices for the group as a whole.

The response options were;

Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1)

9.3 Overall findings on Culture
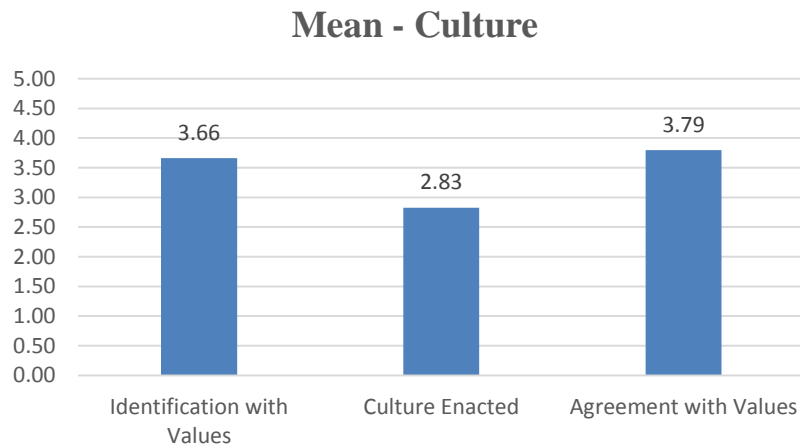
Mean - Culture

Figure 9.3.1 Mean Responses to Culture

The findings in relation to organisational culture are mixed. Responses were satisfactory in relation to identification (mean 3.66) and individual agreement with the cultural values of the Defence Forces was relatively high (mean 3.79). This is a positive finding for the Defence Forces as it indicates people believe in the missions and the values of the Defence Forces. However, respondents' perceive that the espoused values of the organisation are not being enacted (mean 2.83). This suggests the majority of respondents do not believe the leaders of the organisation 'live' the values on a daily basis – a perception that can lead to a decrease in commitment and cynicism.

9.4 Identification with Values

Identification with values expresses just how much the respondents to the survey identify with the values of the Defence Forces as a whole. The higher respondents identify with an organisation's values, the more likely they are to abide by those values day to day.

Table 9.4.1 Identification with Values

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I believe in the values of the Defence Forces: respect, loyalty, selflessness, physical courage, moral courage and integrity	2.6	9.4	21	38.8	28.2
I believe in what the DF stands for	2.9	8.1	25.6	40.6	22.8
I feel the values of the DF are personally relevant to me	3.8	12.7	30.2	37.9	15.4

I do not feel connected to the values of the DF	16.2	32.5	31.5	16.8	3
Respect for others is something the DF values highly	7.4	18.3	28.1	33.6	12.6
Winning is the most important thing in life	18.2	39.6	27	10.7	4.5
I am loyal to the DF and its values	1.7	6	21.7	45	25.5

With 67% of respondents either agreeing or strongly agreeing to have belief in the Defence Forces values, overall Table 9.4.1 shows that its members do identify with the organisations cultural values. Furthermore, in terms of loyalty, 70.5% of respondents felt that they are loyal to the Defence Forces and its values. This suggests that respondents believe in and identify with the vision and mission of the Defence Forces.

9.5 Culture Enacted

Culture in enacted refers to leadership behaviour and how it aligned it is to the cultural values of the Defence Forces and whether there is congruence between espoused values (the values the organisation says it has) and enacted values (the values that are put in to practice). This would include how clear the values of the organisation are communicated and if the values are demonstrated by leaders of the Defence Forces on a daily basis.

Table 9.5.1 Culture Enacted

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Leaders in the DF demonstrate the values of the DF on a daily basis	16	33.6	30.5	17.9	2
The values of the DF are communicated to me in a clear manner	7	21.4	34.1	30.5	7

Table 9.5.1 shows that respondents do not feel that the Defence Force culture is being enacted as well as it could be. 20% of participants agreed that the leaders of the organisation demonstrate its values on a daily basis. Communication of the values is slightly better with 37.5% feeling that they are communicated in a clear manner. A perception of a disconnect between what people say and what people do can have a damaging effect on perceptions of justice and leadership integrity as there are strong relationships between the cultural variables and the organisational justice variables.

9.6 Agreement with Values

Responses in this category look at the extent to which organisational members agree with its values. It takes into account what sacrifices one might make in order to abide by the values. The Defence Forces possesses a unique culture underpinned by the values of respect, loyalty, selflessness, physical courage, moral courage, and integrity. The findings suggest there is strong agreement with these values.

Table 9.6.1 Agreement with Value

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am willing to make sacrifice for what I believe in	1.3	3.9	15.9	56.5	22.4
I would support my colleagues under all circumstances	2.4	9.5	19.7	46.4	22
Integrity is highly valued in the DF	6.4	15.8	28.8	33.2	15.7
I am willing to make sacrifices for the group as a whole	1.5	6	19	55	18.5
I believe it is important to speak out when required by confronting or reporting wrong doing	1	2.6	13.4	43.8	39.2
Working with a group is better than working alone	1	3.7	20.1	43.1	32.2
I am willing to do what I believe what is right even if these actions are unpopular or challenge prevailing attitudes	1.1	3.9	18.7	47.3	29.1

Table 9.6.1 illustrates a strong sense of moral courage among respondents with 76.4% of respondents willing to do what they believe is right even if these actions are unpopular or challenge prevailing attitudes. Furthermore, a sense of commitment has emerged in looking at responses with 78.9% of participants willing to make sacrifices for what they believe in. This suggests strong alignment between the personal values of respondents and the organisational values of the Defence Forces.

9.7 Analysis by Gender
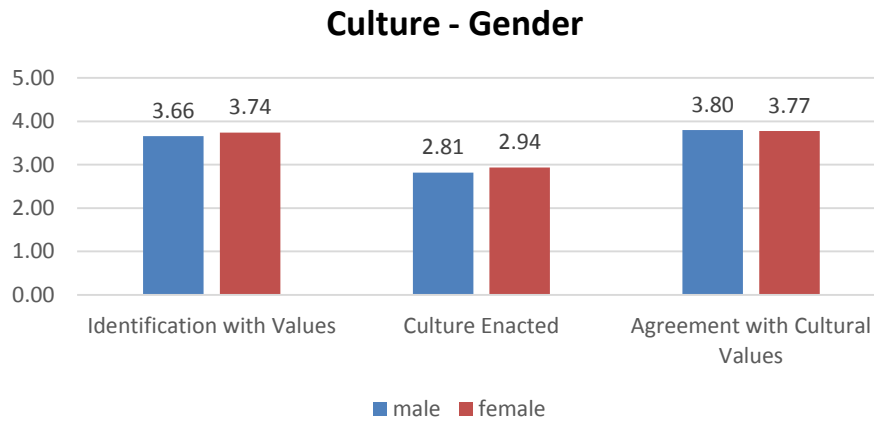
Culture - Gender

Figure 9.7.1 Culture by Gender

As illustrated in figure 9.7.1, there are no major differences between men and women for responses related to culture. Respondents of both genders were positive for both identification and agreement with the organisations values. Both were short of satisfaction in relation to the way in which the culture is enacted with a mean of 2.81 for male respondents and 2.94 for female respondents.

9.8 Analysis by Rank, Length of Service and Service

Identification with Values by Rank and Length of Service
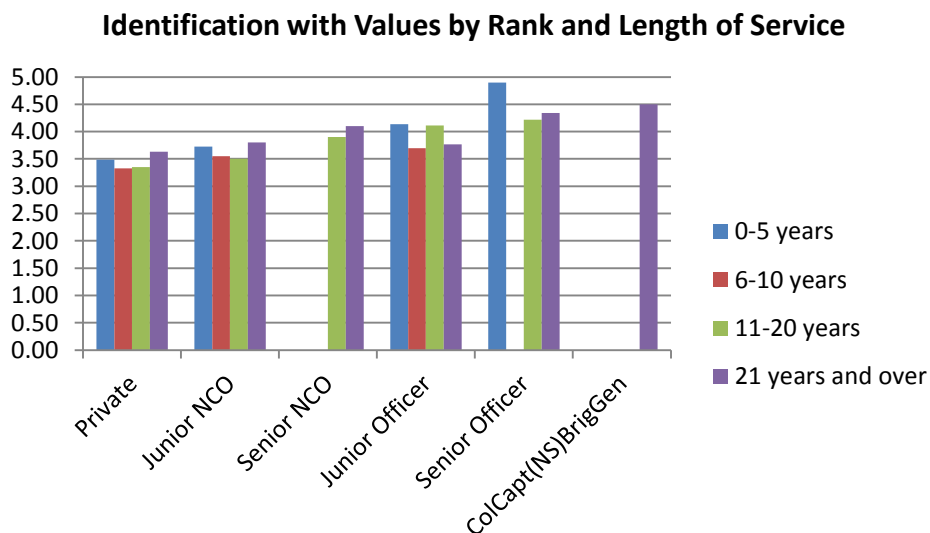
Figure 9.8.1 Identification with Values by Rank and Length of Service

In reviewing responses across rank and length of service, with regard to identification with cultural values, there are some significant differences. When looking at rank separately, identification with the organisational values increases with rank ranging from Private (3.43) to ColCapt(NS)BrigGen (4.5). In terms of length of service, identification increases with tenure except for one category – the 6-10 year category. This group reports the lowest mean for identification with DF values (3.43). This dip in satisfaction for this cohort is reflected in other findings suggesting they are a cohort that needs to be looked at in terms of satisfaction and possible reasons why they may be less satisfied than other groups. Those in the organisation longest, report the highest mean at 3.96. Looking at rank and length of service together, it is possible to see differences within ranks. For example, interestingly, Junior NCO's in the organisation for five years or under (mean 4.13), were more satisfied than those who were in the organisation for 21 years or over (mean 3.77). Similarly, Senior Officers with shorter tenure (under 5 years) report higher levels of identification with the Defence Forces values than Senior Officers there 11 years and over.

There are some differences in identification with values across service with the Army DFTC AND DFHQ reporting the highest levels of identification (means 4.01 and 3.93 respectively). The Air Corps and Naval Services report means of 3.74 and 3.70 respectively with the lowest means reported by the Army Bde1 and 2 (3.57 and 3.58 respectively)
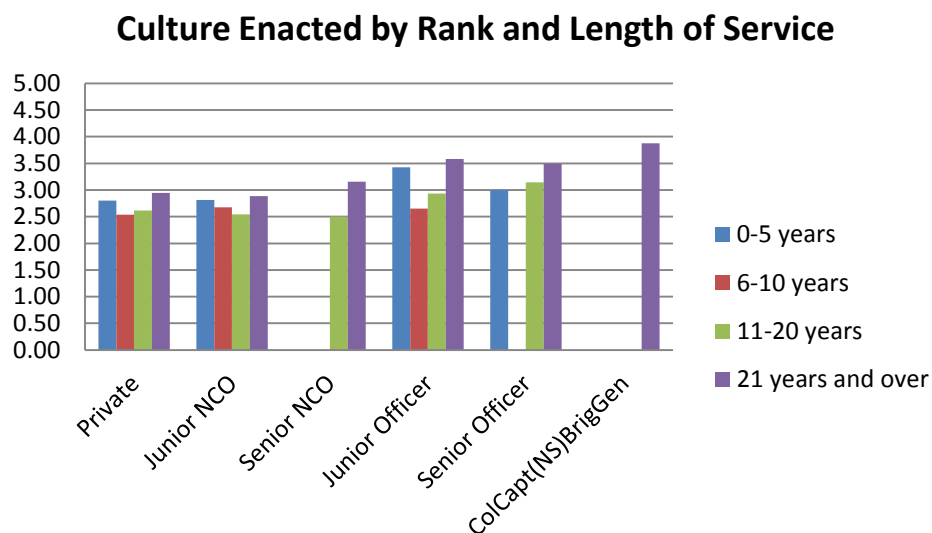
Figure 9.8.2 Culture Enacted by Rank and Length of Service

The section on culture enacted looks at perceptions of whether or not the values of the DF are acted upon on a daily basis. Looking at rank, generally the perceptions of culture enacted are more positive the higher the rank. The exception is Junior NCOs who report a lower mean (2.68) then Privates

(2.73). ColCapt(NS)BrigGen report the highest mean (3.88). In relation to length of service, the 6-10 year cohort is again the least satisfied cohort in this category reporting a mean of 2.6. Those in the organisation under 5 years report a mean of 2.86, 11 years to 20 a mean of 2.68 and those in the organisation 21 years or more report the highest mean of 3.12. When looking at rank and length of service in tandem, taking the Junior Officer as an example, respondents in the organisation for under five years (mean 3.43) were almost just as satisfied as those present for 21 years or over (3.58) with a considerable decrease for the cohorts 6-10 and 11-10 years. This suggests that new comers and those in the organisation a long time in the Junior Officer rank are the most satisfied in terms of culture enactment. Junior Officers there between six and ten years (mean 2.65) and eleven to twenty years (mean 2.93) were least satisfied with culture enacted.

When we analysis enactment of culture across service, there are few significant differences. The most significant difference is between Army 1 and 2 Bde (means 2.75 and 2.71 respectively) and Army DFHQ (mean 3.08). The Air Corps and Naval Service report means of 2.91 and 2.89 respectively and the Army DFTC reports a mean of 2.88. What is of note here is that the only service reporting a mean of 3 or higher is the Army DFHQ suggesting all other services perceive a disconnect between what leaders are saying and doing.
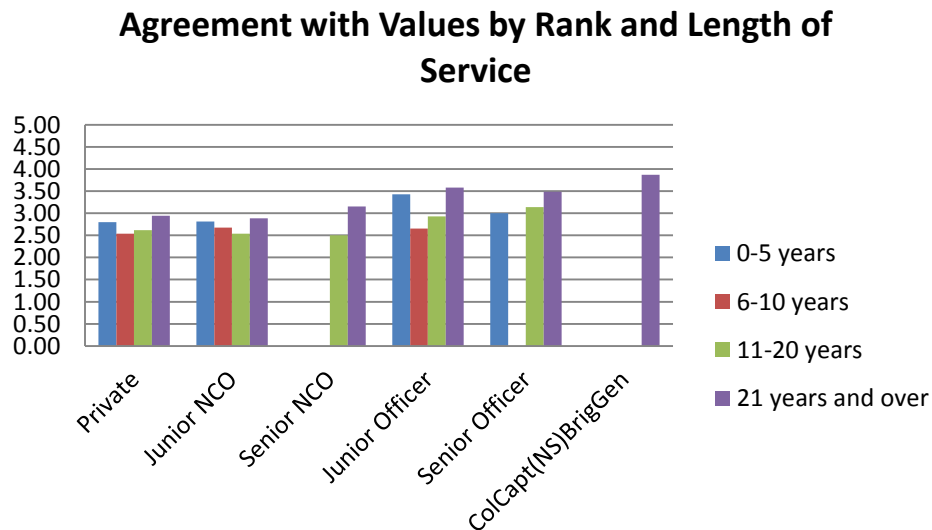
Figure 9.8.3 Agreement with Values by Rank and Length of Service

There are some differences in the levels of agreement with cultural values when analysed across rank. Agreement rises with rank up to Junior Officer level (privates – mean 3.7; Junior NCO 3.76; Senior NCO 4.06). There is then a dip with the mean for Junior Officers dropping to 3.88 and Senior Officer at 3.98. ColCapt(NS)BrigGen reporting the highest mean of4.45. There is little difference when looking at length of service with those in the organisation 6-10 years reporting the lowest mean of

3.71 and those in the organisation over 21 years reporting the highest mean of 3.95. When looking at rank and length of service in tandem, taking Junior Officers as an example, respondents in the Defence Forces five years or under (mean 4.08) are only slightly more satisfied than junior officers in the organisation for over twenty one years (mean 3.71). Junior Officers in the organisation between 6 and 21 years are reporting significantly lower levels of identification (6-10 years – mean 2.65 and 11-20 years 2.93). There are no significant differences across service when looking at levels of agreement with values.

9.9 Factors Influenced by Culture

Table 9.9.1 Factors Influenced by Culture

Factor	Expectation	Strength (r value)
Identification with Values	Affective Commitment	0.579
Culture Enacted	Mission Success	0.538

Results of the 'Your Say Survey' indicate that there is a strong relationship between certain aspects of culture, leadership and commitment across the Defence Forces.

While investigating the relationship between culture and commitment, results of the survey indicate a positive relationship between identification with values and affective commitment (r = .579). This means that employees, who identify with the cultural values of the Defence Forces, also feel a desire to remain working in the organisation. As well as having a relationship with commitment, culture also has a relationship with leadership. In particular, respondents who perceive culture to be enacted through leaders and communication on a daily basis are also satisfied that their leaders are behaving in a manner which supports the organisations overall mission.

9.10 Implications for the Defence Forces

Overall, there is a sense of identification and agreement with the cultural values among the members of the Defence Forces. Due to the positive nature of the relationship between identification of values and affective commitment, this is a positive finding for the organisation. With regard to the enactment of culture, findings indicate that respondents feel that leaders do not demonstrate the cultural values

on a daily basis. It is important that leader's behaviours are aligned with the culture of the organisation in order for it to have a positive impact.

9.11 Key Findings

The key findings in relation to culture are as follows;

➢ Overall, members of the Defence Forces identify and agree with the organisations cultural values.

➢ Members are not entirely satisfied that the values of the organisations culture are enacted on a daily basis.

➢ There is a strong relationship between culture and leadership in connection with organisations overall mission.

➢ There is a strong relationship between identifying with cultural values and affective commitment.

10.0 Key defence forces HR procedures and policies

10.1 Introduction

HR Policies and procedures within any organisation are important from a number of aspects. The most obvious reasons are efficiency and clarity and transparency with respect to key HR areas and also compliance with various aspects of employment legislation. Secondly procedures are very important from an organisation justice point of view (see Chapter 5 of this report). Most particularly HR policy, procedures and practice can affect perceptions of distributive and procedural justice. Thirdly and related to the justice dimension, a function of procedures is said to be to provide organisation members with 'voice' (ref) i.e. procedures should provide clear avenues and contact points for personnel to engage with management on any HR areas of concern to them. In essence the efficacy and perceptions of fairness of HR procedures will affect many of the issues raised in earlier chapters of this report such as justice, satisfaction, met expectations, and climate.

10.2 Methodology

For the purposes of analysis the Defence Forces Human Resource Policies and Procedures were divided into two main sub groups: Firstly general human resource policies were grouped together to form a subscale called Human Resource General (HRGEN) These included policies and procedures on a wide range of issues including performance appraisal, compulsory random drug testing, family friendly policies, development of policies on interpersonal relationships, mandatory selection for overseas, and medical care.

Secondly, items examining policies relating to career development/management were grouped together to form HR Career. (HR CAREER) These included items such as access to relevant current career courses, modularisation of career courses, promotions policy, and support for people in career, access to adequate training and development opportunities. These will be discussed separately in the following sections

10.3 General HR Policies

Overall Defence forces personnel report a neutral to positive perception of HR policies in general. (HRPOL; Mean=3.06). When analysed by service area the mean values for HR general policies are positive across service areas in general apart from Army 2 Bde (Figure 10.3.1)

Mean Values: HR GENERAL by Service

Army 3.13, Army 1Bde 3.03, Army 2Bde 2.98, Army DFTC 3.24, Army DFHQ 3.22, Naval Service 3.10, Air Corps 3.03, Total 3.06
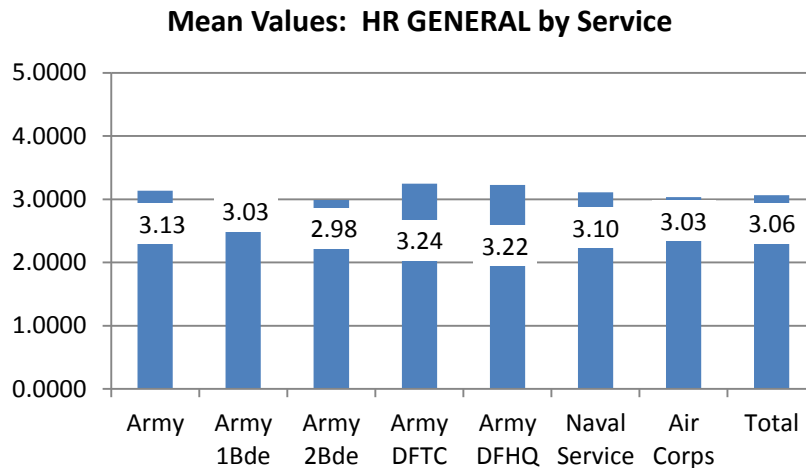
Figure 10.3.2 Mean Values: HR Career by Service

Satisfaction with general HR policies increases with rank with senior officers being most satisfied. (Mean 3.7 for generals and 3.4 for senior officers). Junior NCOs are the least satisfied with a mean score of 2.9 and Pte rank reporting as largely neutral (3.01).

Mean Values HR GENERAL by Rank

Private 3.01, Junior NCO 2.95, Senior NCO 3.16, Junior Officer 3.32, Senior Officer 3.40, Col/Capt (NS)/BrigGen 3.79, Total 3.07
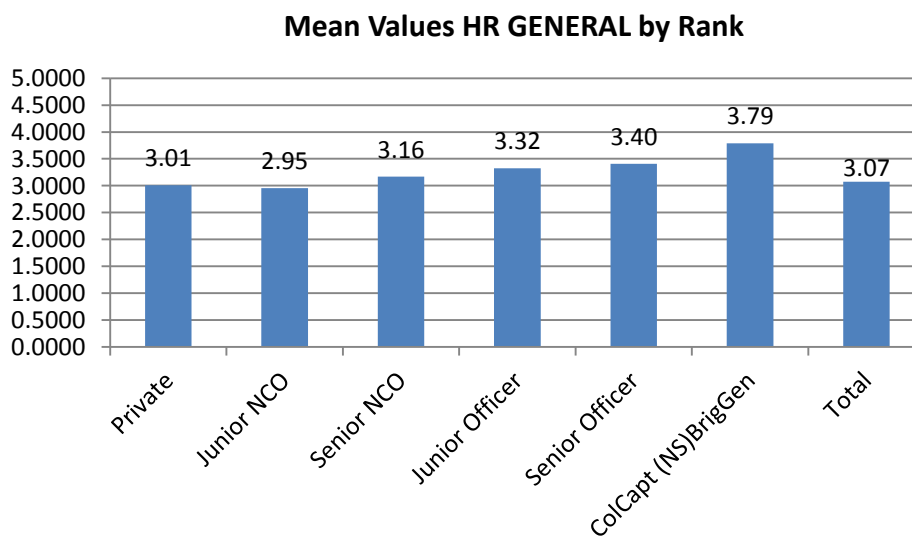
Figure 10.3.2 Mean Values: HR General by rank

There was no significant difference in perceptions of General HR policy between those with long service and those with shorter service although one cohort: those with 6-10 years' service returned a lower mean score (2.95) than all other cohorts (All other cohorts had mean score between 3.03 and 3.18). There was no significant difference between genders on the HR GENERAL dimension.

10.4 Analysis of specific key aspects of HR policies

When specific HR policies are examined individually a more varied picture emerges. There is a high level of support for some policies and quite a negative perception of others.

10.4.1 Policies on Interpersonal Relationships

The development of policies on interpersonal relationships has been a positive development
Overall there was high level of support for the development of such policies with 61% of respondents agreeing with this item (mean 3.6). There is no significant difference between male and female support on this item – (mean 3.6 and 3.7 respectively). Support for policies on interpersonal relationships is high across ranks and increases with rank as Figure 10.4.1 shows. 49% of Pte rank agreed with the item, 75% of senior NCO's and 86% of senior officers.

Mean values:Development of policies on interpersonal relationships positive development by rank
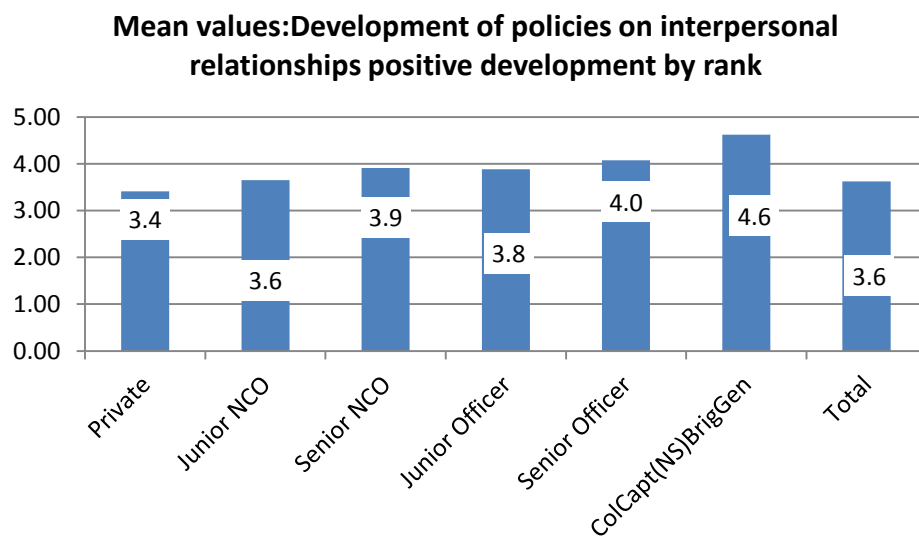
Figure 10.4.1.Mean values: Development of policies on interpersonal relationships positive development by rank

10.4.2 Perceptions of Policy on Random Drug Testing

The overall mean value for the responses to this item (4.0) displays a high degree of support for this policy. 74% of all respondents agree or strongly agree that random drug testing is a positive development. This is consistent across genders (male=3.9 and female=4.0). Random drug testing is also consistently supported across ranks with no rank scoring less than a mean of 3.7. It is also very highly supported across the various services with the lowest mean score by service being 3.9

Table 10.4.1 Random drug testing has been a positive development by Rank

	Strongly disagree	disagree	Neutral	Agree	Strongly agree
Private	3.6%	3.4%	30.9%	38.1%	27.9%
Junior NCO	4%	4%	14%	38%	39.9%
Senior NCO	4.5%	0	2.3%	36.4%	56.8%
Junior officer	0%	1.8%	7.2%	36.9%	54.1%
Senior Officer	1.3%	0%	1.3%	46.2%	51.3%
Col/Capt (NS)/Brig Gen	0	0	0	37.5%	62.5%

10.4.3. Satisfaction with mandatory selection for overseas service

A majority of respondents indicated that mandatory selection for overseas service is necessary (44.6%) (Mean value 3.1). However a significant minority indicated disagreement with this statement suggesting they do not view mandatory selection for overseas as necessary (30%).

Further analysis by rank indicated that agreement with this policy rises with rank with 100% of the most senior ranks agreeing/strongly agreeing, 77% of senior officer, 70% of junior officers, 43% of senior NCOs and 40% of Privates agreeing. The largest proportion of respondents disagreeing with this policy came from the Junior NCO rank with 42% disagreeing with the policy. See Fig 10.4.3 for means across ranks.

Figure 10.4.3.1 Mean values: mandatory selection for overseas is necessary by rank

As Fig 10.4.4 below shows there is some difference between perceptions of service areas on this item with the Air Corps returning a mean value of 2.9 in contrast to Army DFTC where a mean of 3.4 was returned. A possible explanation for this may be that Air Corps do not have mandatory overseas service so respondents from that service may not perceive mandatory selection as necessary or an issue. However the mean among the army brigades 1 and 2 was approaching neutral indicating some disagreement mandatory selection among respondents. Indeed 34.8% of respondents from Army 1Bde either disagreed or strongly disagreed with this item and 32.8% of respondents from Army 2Bde either disagreed or strongly disagreed that mandatory selection for overseas service is necessary
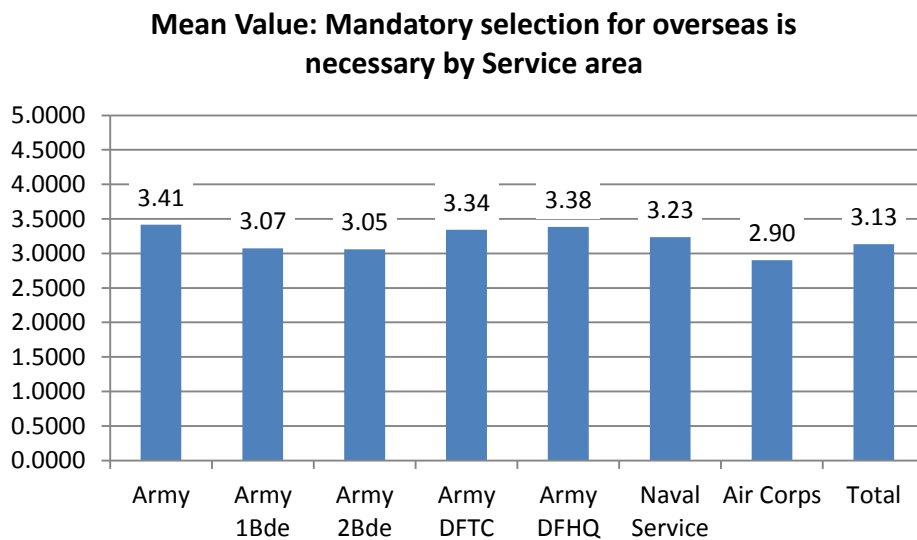
Figure 10.4.3.2 Mandatory selection for overseas is necessary by Service area

There was very little significant difference on the gender dimension on this item with a mean value for males at 3.16 and females at 3.07. The mean score for respondents who had children on this item was 3.05 as opposed to a mean value of 3.31 those who had no children indicating that having children does have a negative effect on the perception that mandatory selection for overseas service is necessary..

Staying with overseas service, respondents were asked if they felt they were adequately rewarded for such service. 32% of respondents disagreed with the statement and 41.5% were neutral with only 26.5% agreeing that they are adequately rewarded. The mean level of agreement overall with this item was 2.8 bringing the overall response to this item into the realm of dissatisfaction. The only service to score over 3 on this item was Army DFTC (mean 3.02). The Naval Service reported the highest level of dissatisfaction (mean 2.69) (This data was collected before the dispute over allowances for service in the Mediterranean so the findings are not reflective of that issue). There is no significant difference by length of service with regard to rewards for overseas service with all

length of service groups returning a mean of less than 3. From a rank perspective Junior NCOs and Senior NCOs are most dissatisfied with rewards for overseas service (mean 2.66 and 2.59 respectively) followed by privates (2.88) and Senior Officers (2.97). Junior officers were the most satisfied with rewards for overseas service (3.14). Overall, given recent cuts in pay and cutbacks in rewards for overseas service, the results on rewards might be expected.

10.4.4 Medical care is satisfactory

There was a largely neutral perception that medical care provision is satisfactory (mean 3.0). Overall 42.91% of respondents felt that medical care was satisfactory with 32.52% of respondents disagreeing with this item. The highest level of satisfaction is from Junior Officers, Senior Officers and Col Captain(NS) Brig General Ranks with 54% of Junior Officers 56% of Senior Officers and 62.5% of ColCapt(NS)BrigGeneral expressing satisfaction with medical care. NCO's returned a more negative result with 56% of senior NCOs and 42% of junior NCOs disagreeing with the statement. 43% of Privates are satisfied with provision. If the mean values of responses are examined in Figure 10.4.4.1 below the values for NCOs both Senior and Junior are quite low (2.5 and 2.7 respectively)

Mean values:medical care provision is satisfactory by rank
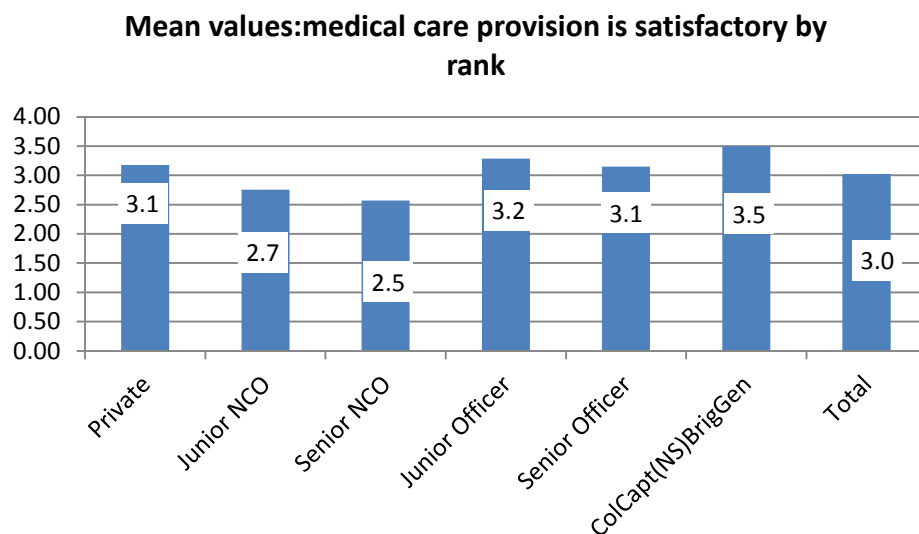
Figure 10.4.4.1 medical care provision is satisfactory by rank

There seems to be no significant differences between male/female responses: Both male and female respondents seemed to have a neutral perception of the medical service with both genders returning a mean for this item of 3.0. It is interesting to note that those personnel with less than 5 years' service have the highest level of satisfaction with medical care provision (mean 3.33). Otherwise satisfaction with medical provision does not vary greatly with length of service with a mean of between 2.7 and 2.9 for other length of service groupings apart from those who have between 36 and 40 years' service. This group are quite dissatisfied with medical care service (mean 2.5)

114

Fig 10.4.4.2 shows the different levels of satisfaction with the medical service across the different services. The Air Corps and Army DFHQ show the lowest level of satisfaction on this item with mean scores of 2.74 and 2.8 respectively.

Mean Value: medical care provision is satisfactory by Service
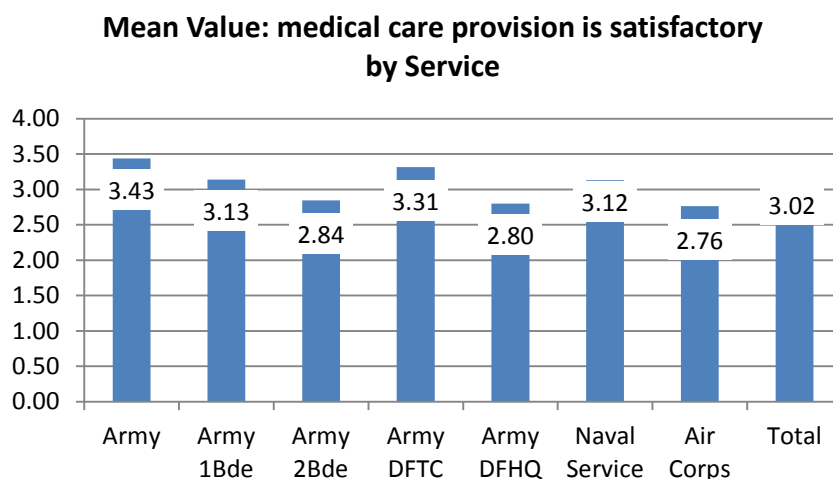
Figure 10.4.4.2 Medical care provision is satisfactory by Service

While satisfaction with medical care is broadly neutral/positive, there is some issue with utilising medical care provision with respect to opportunities to go overseas. –There was some agreement overall with the statement - '*I would not use medical provision for fear it would jeopardise overseas prospects'* (mean 3.14)

As Figure10.4.4.3 shows Privates, NCOs and Junior Officers all indicate a certain level of agreement with the statement whereas Senior Officers and ColCapt(NS)BrigGeneral rank clearly do not have this perception.

Mean values: would not use medical provision for fear jeopordise overseas prospects by rank

Figures shown: Private 3.27, Junior NCO 3.19, Senior NCO 3.04, Junior Officer 3.10, Senior Officer 2.69, ColCapt(NS)BrigGen 2.12, Total 3.16
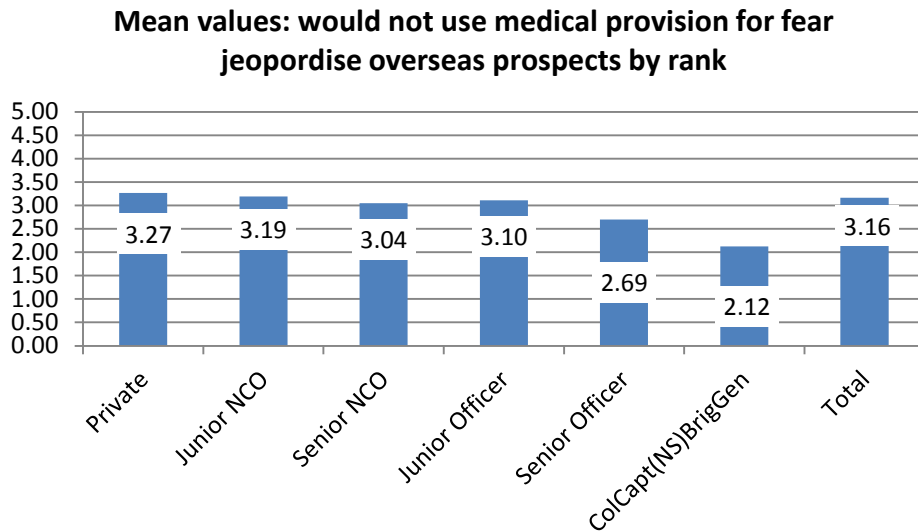
Figure 10.4.4.3 reluctance to use medical provision by Rank

Fig 10.4.4.3 indicates where the highest level of reluctance to use medical care provision exists by service. It appears from the data that the highest negative perceptions in this respect are among the Army 1Bde and Army 2Bde.

Mean values: Would not use medical care provision for fear it would jeopardise overseas prospects

Figures shown: Army 2.92, Army 1Bde 3.39, Army 2Bde 3.32, Army DFTC 2.63, Army DFHQ 3.12, Naval Service 2.79, Air Corps 2.83, Total 3.14
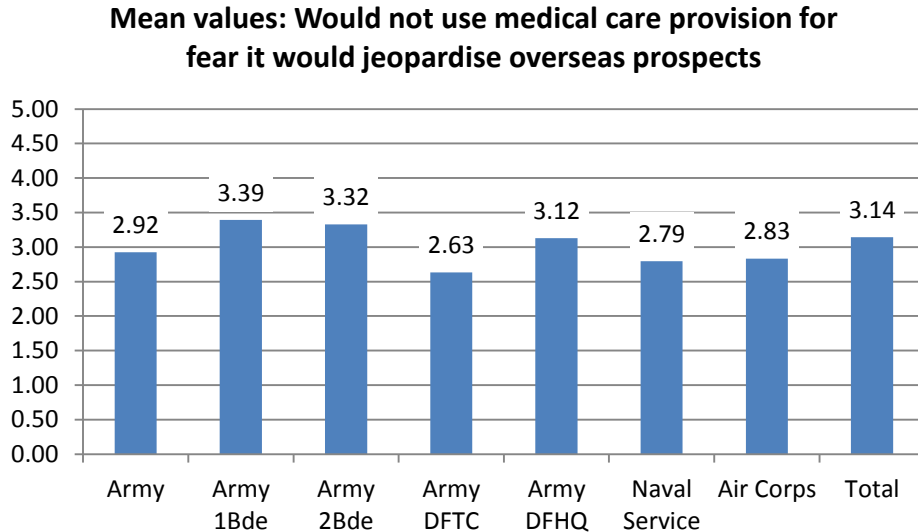
Figure 10.4.4.4 reluctance to use medical care service by service area

When this item was analysed by length of service it emerged that reluctance to use the medical service is highest among those with less than 5 years' service (mean 3.30), those with 6-10 years' service (mean 3.2) and those with between 11 and 15 years' service (mean 3.35) and generally speaking decreases for those with more than 16 years' service. This may be an indication that perception may be influenced by the importance of getting overseas service in terms of contracts and promotions.

10.4.5 Health and Safety awareness

In general there seems to be a high awareness of health and safety policy (mean 3.6). This extends across ranks and also across services. The highest level of disagreement with the statement: '*I am aware of health and safety policy*' came from Privates- with 18% of them disagreeing that they were aware of health and safety policies. However, the mean agreement for this statement among Privates is high (3.4). Further analysis shows that reported lack of awareness is evenly spread between those Privates serving less than 5 years and those serving between 6-11 years (25% of Privates serving for between 6-10 years indicated they were not aware of health and safety policy). However in general awareness is high.

10.4.6 Awareness of family Friendly Policies

The Defence Forces have very clear policies with respect to equality and diversity. It is recognised in international research that family friendly policies are an integral element of any equal opportunities strategy, particularly with respect to gender. Research from Ireland and other countries shows that the existence or not of family friendly policies can affect women to a greater extent than men in the workplace (Russell et al 2009, Mc Ginnity et al 2007, OECD 2003). Overall a significant proportion of respondents to the survey indicated a lack of awareness of family friendly policies with almost 45% of respondents indicating a lack of awareness (mean 2.7). The highest group who report that they are unaware are Privates with 50% of this group disagreeing with the statement '*I am aware of family friendly policies within the DF*' and 16.7% agreeing. 37% of Junior officers disagreed with the statement. Awareness increases with rank with 59% of senior NCOs and 46% of Senior Officers agreeing/strongly agreeing that they are aware of family friendly policies. Figure 10.4.6.1 gives the overall mean level of awareness of family friendly policy by rank

Mean values: awareness of FFP by rank
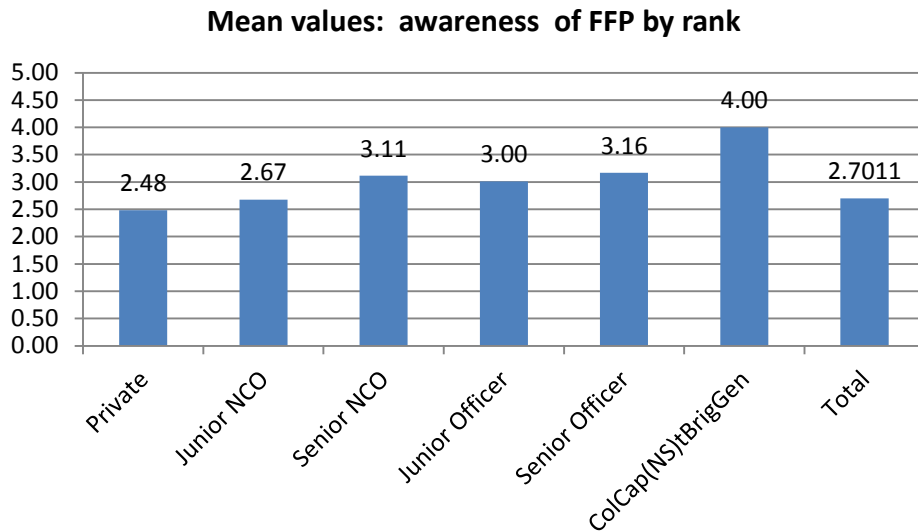
Figure 10.4.6.1 Awareness of FFP by rank

When analysed by gender 27.5% of female respondents indicated that they are unaware of the family friendly policies and 52% indicated they were aware. 46% of male respondents indicated unawareness of FFP and 26% indicated awareness.

Awareness of family friendly policies by service area is also low as figure 10.4.6.2 illustrates

Mean values: aware of FFP by Service
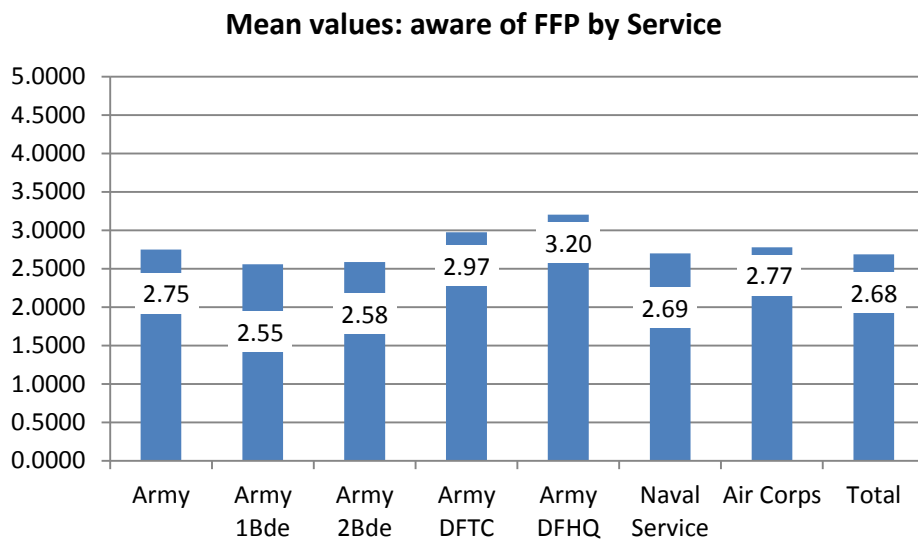
Figure 10.4.6.2 Awareness of FFP by service

10.4.6.2 Perceived Effect of policies on family

Aligned to the discussion above 44% of respondents disagreed with the statement - *DF policies are supportive of the family* with only 20% agreeing with the statement (mean 2.6). Given the lack of awareness of family friendly policies- this could be a knock on result of people simply not being

aware of family friendly initiatives that are available. The perception that DF policies are not supportive of the family was found to be negative both for those with children (mean 2.5) and those who don't have children (mean 2.7). it might have been expected that the Naval service would have the most negative response to this item but this was not the case. The mean among naval personnel was 2.6. The most negative perception was within the army 1Bde (mean 2.5). Similarly gender was not an issue as both genders reported a negative perception (mean 2.6 for both male and female respondents). There were also no significant differences between those personnel commuting less than 5 hours a week and those commuting over 10 hours a week.

48% of respondents believe that single and married people are treated the same overall (mean 3.2) and there was general disagreement with the statement '*single people get deployed more than married people*' (mean 2.6). There was a neutral response to the question '*my service in the DF has negatively affected my spouse's career*' (mean 2.93).

10.4.7 Perception of promotions policy

In section 5.2 above the area of organisational justice was explored. The findings of chapter 5 suggest that the majority of respondents perceive a lack of justice in terms of how they are treated by the DF, the processes and procedures employed by the DF and the rewards and outcomes they receive from the DF. This is reflected in this section with respect to the findings in relation to respondents' perceptions of the fairness of both the promotions and appraisals policies which would be linked particularly to perceptions of both distributive and procedural justice. As the analysis below will show respondents perceptions of these policies are generally quite negative. However the findings here must be qualified by the fact that the DF are in the process of developing a new competency framework across the entire DF and this will be linked to promotion and performance management. It would be expected that this will give rise to greater clarity for personnel on competency/performance metrics and lead to a more positive perception of both fairness and objectivity of the promotions and appraisals policies. The fact that the competency framework is being developed with the input of all personnel would also be expected to act to strengthen 'buy in' and a more positive perception. The results presented below are reflective of the current performance management/promotions system rather than the one which will reflect the integrated competency framework.

Turning to the data: 60% of respondents disagreed with the statement 'The Defence forces has a fair promotions policy' (mean value 2.3). When analysed by gender, no significant differences emerged (mean 2.39 for females and 2.29 for males). Fig 10.4.7.1 shows the mean values for perception of the promotions policy by rank. In terms of rank the cohort who emerge as having the most negative perception of the promotions policy are the Junior NCO rank with 73% of respondents in this rank disagreeing that the defence forces have a fair promotions policy. Junior Officers (63%), Senior

NCOs (61%) and Privates (54%) also indicated a negative perception of the promotions policy within the Defence Forces.

Mean Values: DF has fair promotions policy by rank
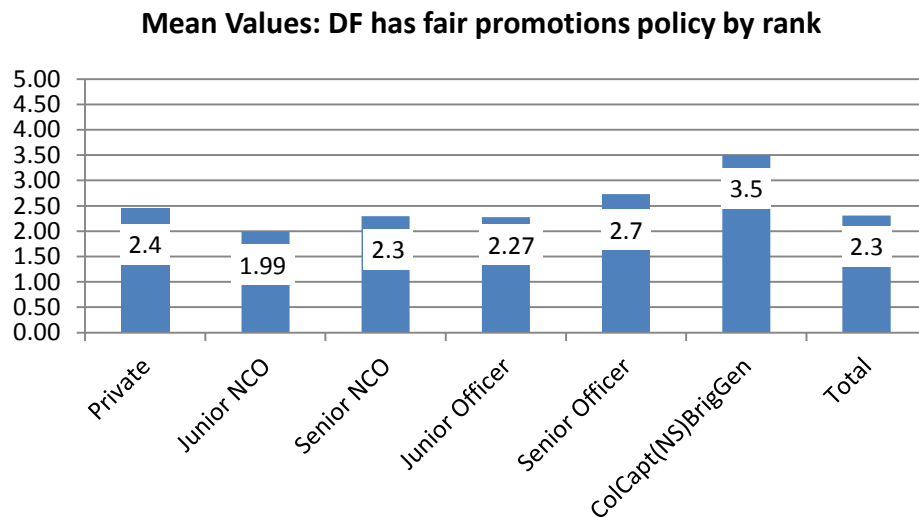
Figure 10.4.7.1 DF has fair promotions policy by rank

A negative perception of the fairness of the promotions system extends across all services within the DF with most positive perception being in the army (mean 2.6) and the most negative perception being in the Air Corps (mean 2.07). Length of service does not change perception of the promotions policy. The most positive perception of the promotions policy was among those with less than five years service (mean 2.5) and the lowest was among those with between six and ten years service (mean 2.16)

10.4.8 Perception of Appraisal System

Aligned to promotion policies are performance appraisal policies. In this survey 51.36% of all respondents indicated that they disagreed with the statement '*the Performance appraisal system is fair*' Only 11.96% of respondents agreed with the statement (mean value 2.39).

In order to determine if this perception is widespread across different cohorts within the DF this item was analysed by rank, Service, length of service and gender. Figure 10.4.8.1 illustrates the perceptions of the PA system by rank showing that the highest level of dissatisfaction with the performance appraisal system is among Junior and Senior NCOs.

Mean values: PA system is fair by rank
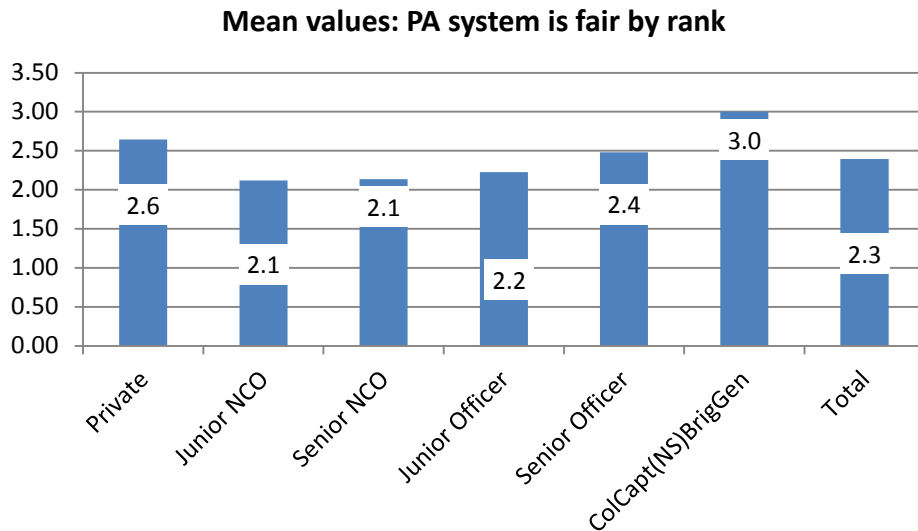
Figure 10.4.8.1 PA system is fair by rank

The most positive perception of the Performance appraisal system is among those personnel with less than 5 years' service (mean 2.7) and perceptions become more negative with length of service. The PA system is also viewed negatively across all services with the lowest level of satisfaction in the Air Corps (mean 2.22), Naval service (mean 2.28), Army DFHQ (mean 2.28) Army DFTC (mean2.36) rising to Army 1Bde (mean 2.47) and Army 2Bde (mean 2.40). Looking at at the mean values for gender it is clear that females are somewhat more dissatisfied with the percieved fairness of the PA system (mean 2.1 as opposed to mean 2.4 for males). In percentage terms 67% of female respondents either disagreed or disagreed strongly that the PA system was fair.

10.4.9 Perception of Reorganisation

The effect of re- organisation is viewed negatively in general: mean value 2.45.

As fig 10.4.8.1 shows the perceived effect of reorganisation is negative for all ranks up to and including senior officer level. 56.8% of Senior NCOs disagreed with this statement as did 52.3% of Junior NCOs and 50.8% of Junior Officers and 41% of Privates

Mean values: reorganisation has been a positive development for me by rank
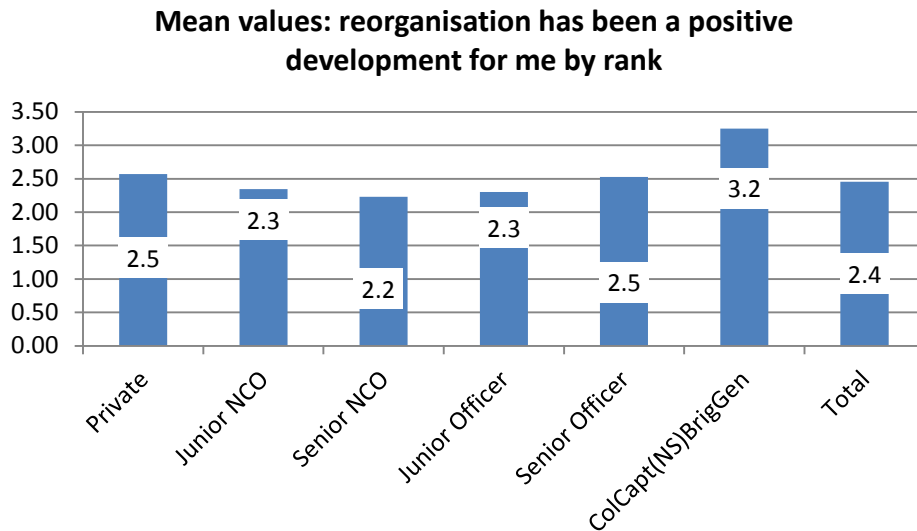
Figure 10.4.9.1 PA system is fair by rank

Examining this item by Service the most positive perception was within the Naval Service (mean 2.83) and the most negative perception of reorganisation was in Army DFHQ (mean 2.11). There was no significant perceptual difference with respect to reorganisation on a gender basis or by length of service

10.4.10 Perceptions of Representation

Overall representation was perceived as a positive development (mean 3.34) with 46.4% of all respondents agreeing with this item and 13.88% disagreeing. In terms of service, the service who most agreed that representation was a positive development was the Army DFTC (mean 3.72) and Army DFHQ (mean 3.62) followed by the naval service (mean 3.5) and the Air Corps (mean 3.4)The least positive perception of representation was among the members of Army 1Bde (mean 3.2). Table 10.4.10.1 shows the respondents views by rank.
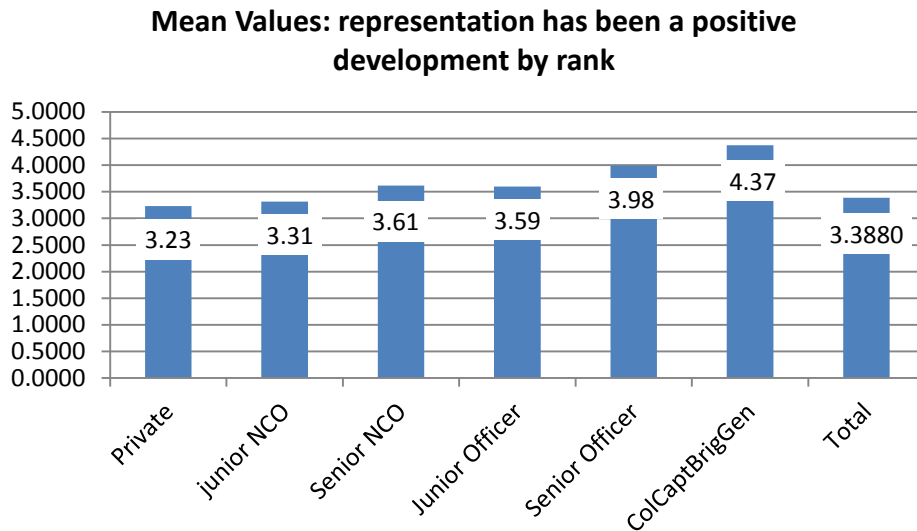
Figure 10.4.10.1 representation has been a positive development by rank

Length of service does not significantly affect perceptions of representation. Those with over 21 years' service in the DF have the most positive view of representation (mean 3.7). While those with 6-10 years' service have the least positive perception (mean 3.14). Those with less than 5 years' service also have a positive view (mean 3.30). This is interesting as one issue for representative organizations in general is the recruitment of younger members. Representative organizations in general also have traditionally had less success in recruiting female members. However this does not seem to be an issue in the DF as female personnel view representation more positively than males (mean 3.69 for females and mean 3.36 for males) - although both genders have a positive view.

10.5 Career Management/Policies

In recent years the Defence Forces along with most other organisations in public and private sector has changed significantly in terms of what individuals can expect in terms of careers. Job tenure, career development and promotion within organisations is based more and more on individual performance and competency and thus is linked within organisations to performance management systems. Organisations are increasing directing their focus towards identifying, recruiting, developing, retaining and promoting those that best fit with the overall objectives and strategies of organisations. This move is encapsulated in the concept of 'talent management' and There is also a shift towards individuals accepting that they are less likely to spend their entire career in one organisation and thus the development of transferable skills and competencies is becoming increasingly more important for people. This is the reality for many personnel of the Defence Forces who come under the more recent contract terms whereby they have a finite period of time to advance within the organisation. In this

section the analysis below shows that personnel have quite a negative perception of career policies overall. This combined with negative perception of the promotions policy and performance appraisal is an issue of concern and would be expected to impact on perceptions of fairness in the organisation overall (as discussed in chapter 5). However the findings of this section must be viewed in the context of two key issues: Firstly the defence forces are very constrained by cutbacks to available resources and limited opportunities for promotion. The freeze on any promotional opportunities in recent times would also be expected to have an effect on perceptions even if it was outside the direct control of the defence forces. Secondly this data was collected before the new integrated competency framework was developed. It would be expected that this integrated competency framework will provide DF members with more clarity on career development and promotion and increase perceptions of the fairness of these policies and processes.

This section explores the results for perceptions of career related items in this study. The overall perception of HR policies with respect to career (HRCAREER) was negative (HRCM; Mean=2.69, SD=.789). When this was examined by gender it emerged that while female respondents had a negative perception of HR policies on career (mean 2.89), they were more positive than male respondents (mean 2.67). In general perceptions of overall career policies increases in positivity with rank (the most positive were ColCapt(NS)BrigGen rank with a mean of 3.7 followed by Senior Officers- mean 3.28). The most negative perception of career policies was among Junior NCOs (mean 2.49) and privates (mean 2.62). Among services the most negative overall perceptions of career policies was within the Air Corps (mean 2.54) and Army2Bde (mean 2.55). No service had a mean of 3 or more although the Naval Service (mean 2.9) Army DFTC (mean 2.93) and DFHQ (2.90) had more neutral perceptions than other services. Length of service had no significant effect on perceptions. Those personnel who had qualifications at level 7 or higher were more positive about career management within the DF. A qualification being DF funded elicited a marginally more positive response in general. However there was a significantly more positive response from those personnel who had completed a DF funded masters or above qualification

10.6 Analysis of specific key aspects of Career policies

In this section some of the single items used in the composite measure HR Career management measure are explored in more detail.

10.6.1 The DF supports people in their career development

In general there was a marginally negative response to the item '*The DF supports people in their career development*' (mean 2.9). There was some variation across ranks. The most negative perceptions was among Junior NCOs (mean 2.73) followed by Privates (mean 2.89) and Junior Officers (mean 2.97) Senior NCOs/Senior Officers were more positive in this regard (mean for both

3.11). Most positive were ColCapt(NS)BrigGen ranks (mean 3.87). Figure10.6.1.1 shows the perceptions of DF support by Service. With the personnel of the Naval service displaying the most positive perceptions (mean 3.13).

Mean values: The DF supports people in career development
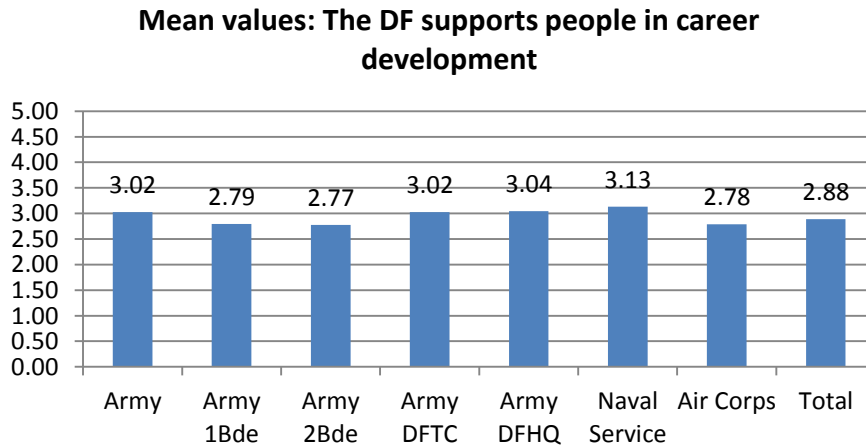
Figure 10.6.1.1 The DF supports people in career development by service

There was no significant difference on this dimension by gender although females were marginally more positive (mean 3.00) than male respondents (mean 2.88).

10.6.2 DF personnel are given adequate training and development opportunities

The mean agreement for this item '*DF personnel are given adequate training and development opportunities*' was 2.9. Figure 10.6.2.1 shows the perceptions by rank and there is a significant difference between the perceptions of the most senior personnel and other ranks. A high level of agreement would be expected from the most senior personnel. The key areas of concern are the perceptions of Privates and Junior NCOs

Mean Values: adequate T&D opportunities by rank

Figure with bar chart showing mean values by rank. Y-axis ranges from 0.00 to 5.00 in increments of 0.50. Bars labeled:
- Private: 2.90
- Junior NCO: 2.81
- Senior NCO: 3.18
- Junior Officer: 3.27
- Senior Officer: 3.56
- ColCapt(NS)BrigGen: 3.87
- Total: 2.99
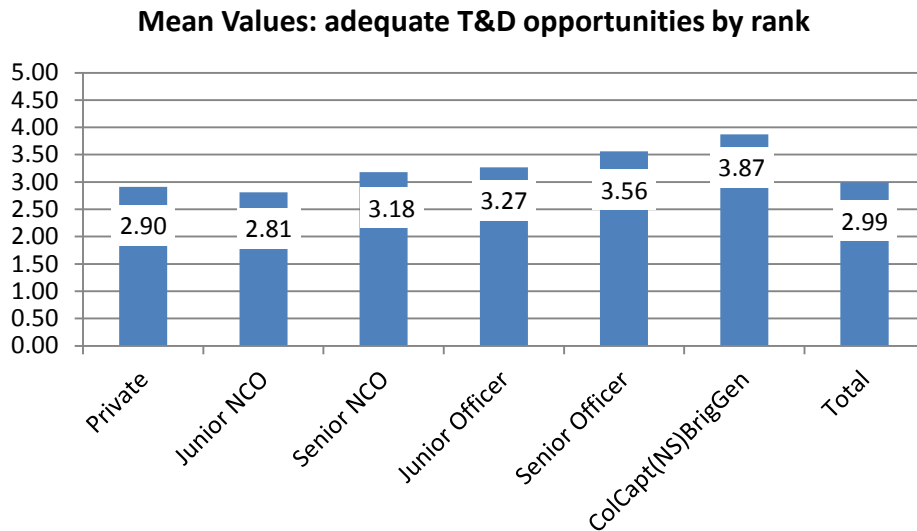
Figure 10.6.1.2 DF personnel are given adequate training and development opportunities by rank

When analysed across services five service areas have a neutral to positive perceptions of training and development opportunities: Army DFTC (mean 3.35) Army DFHQ (mean 3.20) naval Service (3.17) and Army (3.12). Those services with negative perceptions are: Army 2Bde (mean 2.84) Air Corps (mean 2.88) and Army 2Bde (mean 2.90). Female respondents were more positive with respect to this item (mean 3.20) than male respondents (mean 2.97). There was no significant difference by length of service although those with 6-10 years' service had the most negative perception (mean 2.87). The most positive perceptions were among those with over 30 years' service. This would be expected as those with over 30 years' service would be most likely to either remain in the DF or retire with full pension entitlements whereas those with 6-10 years' service might be mindful of the need to have transferable skills in the event of having to leave the DF or to have the requisite competencies for promotion.

10.6.3 DF Current career courses (Std NCO Course/Senior NCO course, Junior C&S Course, Senior C&S course) are easily accessible to me

Perceived access to career courses is an important item. Completion of such courses is essential if personnel want to be promoted and in many cases retention in the DF also depends on access to courses. Therefore the perception that such courses are accessible will have an impact on peoples overall perceptions of justice and fairness. In general there was quite a negative response to this item ('*current career courses are easily accessible to me*') with a mean response of 2.6. There was no significant difference in perceptions on this item by length of service. The mean difference between male and females on this item was 2.98 for female respondents and 2.57 for female respondents. So although both genders have a negative perception of access to relevant career courses, females report less dissatisfaction than males. Across ranks there was also found to be significant variations of

perceptions in this area. The most negative perceptions were among Privates (mean 2.25) and Junior NCOs (mean 2.44). Higher ranks tended to have a more positive perception regarding access to relevant career courses (mean for Senior NCOs 3.29, mean for Junior officers 3.19, mean for Senior Officers 3.70).

Figure 10.6.3.1 shows the variation on this item across service areas. Although levels of agreement with this item are not very high in any service, they are particularly low in three service areas: Army 1Bde (mean 2.30) Air Corps (mean 2.42) and Army 2Bde (2.46).

Mean values: current career courses easily accessible to me by Service
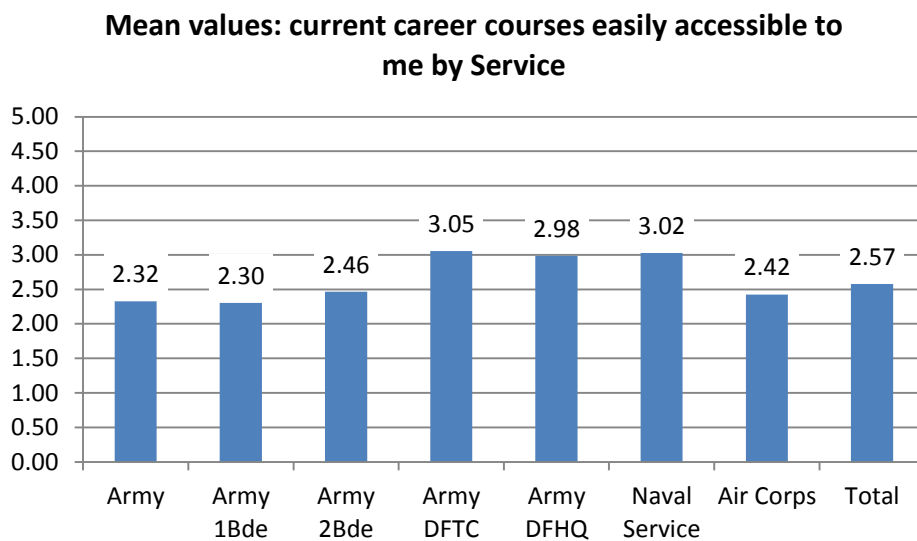
Figure 10.6.3.1 Current career courses are accessible to me by service

As might be expected the lowest level of satisfaction with access to career oriented courses was among those with less than 5 years' service (mean 2.24) and those with between 6 and 10 years' service (mean 2.25) as these would most likely be the cohorts whose tenure is linked to completion of certain courses.

10.6.4 If applicable modularisation of the SR C&S Course would have a positive impact on my career

More flexible Access to the SR C&S Course is one area that might facilitate female personnel and those with families in becoming eligible for promotion. In its current delivery format it can involve a long commute and time away from family. Overall the respondents to the survey were supportive of the idea of modularisation with a mean response of 3.2. In total 300 respondents agreed with this as opposed to 137 who disagreed. The rest of the respondents were neutral. As might be expected there was a more positive response to this item from female personnel (3.55) than male personnel (3.17). When analysed by rank the most support for this item came from the Junior Officer rank (mean 3.58), followed by Senior Officer (Mean 3.35). If this item is analysed in terms of gender and rank combined

with respect to junior officers 65% of female junior officers agree with the statement as opposed to 43% of male junior officers.

10.7 Comparison with 2008 Survey

Compared to the 2008 survey overall satisfaction with general HR policies has remained static. In 2008 overall satisfaction with general HR policies had a mean of 3.05. in 2015 this mean was 3.06. Satisfaction with career development/management also remains largely the same as in the previous survey (mean 2.69 in 2015 and 2.61 in 2008) Satisfaction with individual policies such as random drug testing remains high as was the case in 2008.

In 2008 it was reported that a third (33.33%) of respondents viewed the promotions policy as fair. In 2015 16.7% of respondents felt the system was fair as opposed to 60% who felt it was not fair. (overall mean 2.3) This shows a clear decline in the perception of the promotions policy as a fair one overall. As stated in the section on promotions- this must be viewed in light of the freeze on promotions that came into force post 2008 and also the significant cutbacks in resources available to the DF. The item measuring performance appraisal was different in 2008 (*'the current PA system motivates me'*) to the 2015 item ('*The Current PA system is fair'*). Therefore the 2015 survey cannot be compared accurately on this item. Nevertheless the 2008 report indicated that personnel had a negative view of the performance appraisal system (53.6%) In 2015 51.36% respondents disagreed that the performance appraisal system was fair. Therefore although the measures are different perceptions of the system are still consistently negative.

10.8 Key Findings

➢ Overall personnel have a neutral view on key HR policies

➢ Overall personnel have a negative perception on career management policies

➢ In general female members of the DF are more satisfied/less dissatisfied than their male colleagues on most items relating to HR and career issues.

➢ There is a high level of satisfaction with policies on drug testing, mandatory selection for overseas, the development of policies on interpersonal relationships.

➢ There are currently quite negative views across the DF with respect to perceived fairness of the promotions policy and the performance appraisal policy

- Satisfaction with medical care provision is lower among lower ranks and increases significantly with rank

- There are indications that a significant amount of respondents would not use medical care service as there is a perception that it would damage prospects for going overseas. This seems to be more prevalent within the ranks of Pte, Junior NCO and Junior Officer

- Awareness of policies on Health and safety is high whilst awareness of family friendly policies is lower (mean 2.7)

- Overall there is a negative perception of reorganisation (mean 2.45)

- Overall representation is seen as a positive development.

- Respondents were also asked their perceptions on whether the defence forces represents itself adequately in the media to which there was a largely neutral response (mean 3.05) and whether the recruitment material and advertisements used by DF forces shows the reality of DF life to which there was a negative response (mean 2.25)

10.9 Implications for the DF

- The DF seems to be moving in the right direction with respect to the development of policies regarding interpersonal relations and other polices such as mandatory drug testing and mandatory selection for overseas.

- There are currently very negative perceptions regarding the fairness of the promotions and performance appraisal policies across the DF. As outlined in chapter 5 such policies can have an impact on overall perceptions of justice and fairness. However the introduction of the new integrated competency framework may change these perceptions and as such is a very welcome development.

- Aligned to the perceptions of performance appraisal and promotions there is a negative perception overall in relation to career management. While the DF may be constrained in many respects due to freezes on promotions and resources available for development of personnel, this must present some cause for concern as there is a significant correlation

between affective commitment and perceptions of career management (R value=.401). (see chapter 12) The implications of this are that if the negative perception continue or increase, affective commitment levels could fall. The results here must also be examined in the context of the chapter on expectations where opportunity for career development is ranked in the top 3 in terms of important expectations for personnel. If individuals feel their career expectations are not being met they may opt to leave the organisation. Once again all of this must be qualified by the fact that the new integrated competency framework has just been developed and the roll out of this may act to mediate against many of the negative results with respect to career highlighted in this section.

➤ There is a low awareness of family friendly policies which may need to be addressed. This is particularly the case among lower ranks and male respondents.

➤ Perceptions of reorganisation are negative across most ranks and services. Whilst the reorganisation may have been outside the direct control of the DF it may have negative consequences for commitment and retention.

11.0 Complaints Policies and Procedures

11.1 Introduction

Complaints policies and procedures are common voice mechanism in organisations. Workplace 'voice' has been described as being an expression of grievances by employees to management as well involving employees in organisational decision making (McCabe and Lewin, 1992). Thus a key aim of complaints/grievance procedures is to provide a 'voice' mechanism to employees/organisation members. This in turn would be expected to positively influence employee perceptions of organisational justice through the provision of a clearly articulated mechanism. Another expected outcome would be an improvement in the employee relations environment (Fryxell 1992). Voice is important not just for employees' sense of well-being in the workplace but also for organisations: Voice opportunities, can influence perceptions of fairness, employee commitment, job performance, job satisfaction and employee–employer relationships (Fryxell and Gordon, 1989; Gordon and Bowlby, 1988; Klaas, 1989). Research shows that employees' perceptions of justice in the workplace are influenced by the existence of processes designed to provide fair outcomes (Thibaut and Walker, 1975; Leventhal, 1976, 1980; Folger and Cropanzano, 1998). Complaints/grievance/disputes procedures would be particular examples of these types of processes.

However the existence of a procedural mechanism does not guarantee that employees will engage with the process and research has found that 'employees frequently remain silent in moments that call for voice' (Kish-Gephart et al., 2009: 165) regardless of the existence of clear procedures. Recent research has identified how the effectiveness of complaints mechanisms can be undermined by perceived or actual organisation/managerial/supervisory responses (Harlos and Pinder 2001, Donaghy et al 2011), and organisation culture (Morrison and Milliken 200). Two forms of silence have been identified by the research in this regard: quiescent and acquiescent silence. Quiescent silence involves a conscious proactive decision to remain silent (Whiteside and Barclay, 2013; Pinder and Harlos, 2001) due to a belief or fear that exercising voice will result in negative consequences. Quiescent employees do not accept their perceived unjust treatment but are fearful of the consequences of trying to change it (Pinder and Harlos, 2001; Van Dyne et al., 2003). Acquiescent silence which refers to a passive state whereby employees feel a sense of futility: i.e. if they raise issues nothing will be done (Pinder and Harlos 2001, Whiteside and Barclay 2012, Turner and O'Sullivan 2013). Where employees experience such feelings, it would be expected that they would not engage with complaints procedures as they perceive that it would make no difference to the situation.

Similarly research indicates the prevalence of fear and futility as common reasons for employees not using a grievance procedure (Boroff and Lewin 1997) and not speaking up about a variety of

workplace problems including pay and unsatisfactory working conditions (Furakers 2009; Turner and O'Sullivan, 2013). Thus, a belief that speaking up will be ineffective and/or potentially harmful can exacerbate a 'climate of silence' (Morrison and Milliken 2000, p. 714). In practice what this means is that an organisation may have excellent procedures and policies on paper but they may not be utilised in practice. In this section we examine the existing complaints policies and procedures within the defence forces and explore perceptions of them and propensity to engage with them to resolve issues.

11.2 Methodology

A range of items were used measuring awareness and usage and effectiveness of the formal complaints policies and procedures. A specific item was included to assess perceived effectives of Administration Instruction A7. Respondents were also asked to rate effectiveness of more informal mechanisms of raising complaints (eg, talking to a peer or a chaplain). A number of measures were also included which have been widely used in previous research to examine acquiescent and quiescent silence.

11.3 General findings complaints policies and procedures

The results indicate a high general level of awareness of complaints procedures. There was a high level of agreement with the item '*I am aware of the complaints procedure*' (mean 3.63). Females displayed a higher awareness of complaints procedures than males (mean 3.9 as opposed to 3.6). Whilst there was high awareness of the complaints procedure very few respondents indicated they had used it (mean 2.27). This was reflected across ranks. Mean agreement with the item '*I have used the complaints procedure*' was less than 2.5 for all ranks with the exception of Senior NCOs (mean 2.9). It might be expected that this rank would have a higher propensity to engage with the complaints procedure as this would be part of their day to day role. Reported usage of complaints procedure was low across all services with the highest mean of 2.37 in the Army2Bde. There was no significant gender difference with regard to using the complaints procedure (mean 2.2 and 2.3 respectively). For those who had used the complaints procedure, there was a negative response to the item' *I am satisfied with the way my complaint was dealt with*' (mean 2.7). The highest level of dissatisfaction with how complaints are dealt with was in the Army (mean 2.55) and the Air Corps (mean 2.66) whereas perception was more neutral in the Naval Service (mean 3.0) and Army DFTC (2.93). Overall there was a negative response to the single item '*the complaints procedures in the DF are effective*' (mean 2.75). In percentage terms 34.4% of respondents disagreed with this item and 20.5% agreed (41.3% of respondents remained neutral on this item).

11.4 Complaints procedures and 'Silence'

Section 11.3 above identified that there is little propensity to use complaints procedures. This section examines briefly why this may be the case. Internationally accepted measures of 'employee silence' were utilised in this questionnaire. This concept describes situations where people will not raise issues as they feel there may be negative outcomes (quiescent silence) or nothing will be done (acquiescent silence). One measure in particular- *I would not use the complaints procedure as I fear it would damage my career* is widely used in studies on silence. There was a high level of agreement with this item (mean 3.4). Figure 11.4.1 gives the mean level of agreement with this item by service. 48.8% of respondents from Army 1Bde agreed or strongly agreed with this item, 56.7% of respondents from Army DFTC, 49.1% from the Naval Service and 56.7% from the Air Corps

Mean values afraid if I used formal complaints procedure it would damage my career by service
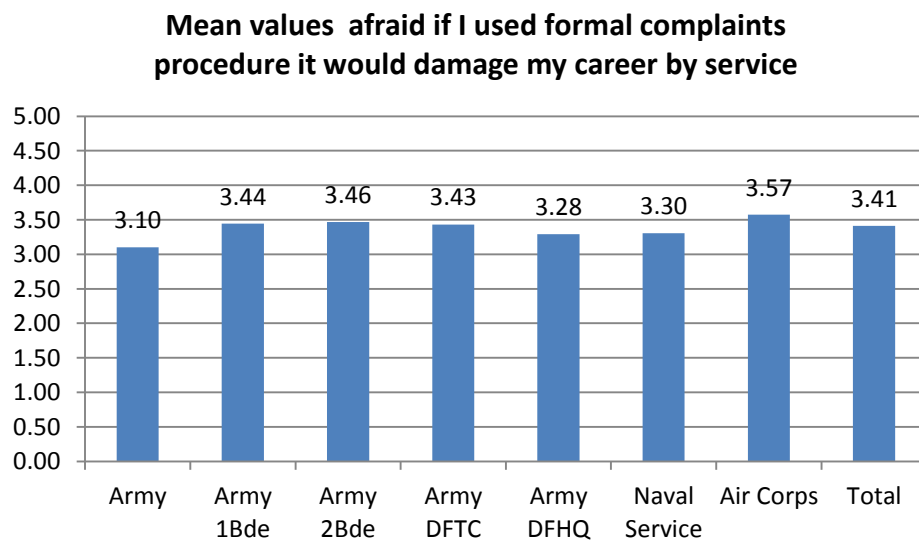
Figure 11.4.1 I am afraid if I used the formal complaints procedure it would damage my career.

When analysed by rank there was a high level of agreement among Privates (mean 3.43) Junior NCOs (mean3.48) and Junior Officers (mean 3.49). The mean for Senior officers was 3.28. There was a negative response to this item from Senior NCOs and ColCapt(NS)BrigGen ranks. There was no gender difference with regard to this item.

In contrast there was less agreement with the item *I would not use as it is actively discouraged by my immediate supervisor'* (mean score 2.8), (20.2% of all respondents agreeing or strongly agreeing with this item). There was also a generally negative/neutral perception of the item '*I would not use formal complaints procedure because I am afraid it would damage my relationship with my colleagues'*. (mean 2.9) although looking at percentages 28.8% of personnel agreed or strongly agreed with this item. There was a mean score of 3.1 from respondents in the Pte rank on this item. Overall there was a

neutral response to the item: *I would not use formal complaints procedures because nothing would be done* (mean 2.94) but again 24% of all personnel agreed or strongly agreed with this item.

There was a largely neutral response from personnel that they perceive complaints are acted upon in a timely manner (mean 2.9) and informal complaints are acted upon effectively (mean2.96)

11.5 Effectiveness of formal complaints 'mechanisms'

Respondents were asked for their perceptions as to how effective their commander is as a complaints procedure 'mechanism'. The overall Mean for commander effectiveness was 3.0 and the overall mean for effectiveness of the legal process was 3.2. Overall both Privates (mean 2.81) and Junior NCOs (mean 2.88) have a negative to neutral perception of their commander as being effective in dealing with complaints procedures. Senior NCOs (mean 3.00) have a neutral perception of their commander as effective. Perceived effectiveness of commander in this respect is more positively viewed as rank increases. For instance Junior Officers (mean 3.62) have a positive perception of their commander in dealing with complaints. Overall the legal system is viewed more positively- although means for lower ranks were close to neutral with an average mean for Privates and Junior NCOs of 3.1. Senior officers have the most positive perception of the legal system as effective (mean 3.38)

Table 11.5.1 gives an overview of perceptions of both commanders and the legal process by Service. There is some variation across services in terms of perceptions of Commanders with the most positive perception being in Army DFHQ (mean3.47) and the lowest in the Army 1Bde (mean 2.88)

Table 11.5.1 Effectiveness of Commander/legal process in terms of Complaints procedures

Service	Mean : my commander is effective in terms of complaints procedure	Mean: legal process is effective in terms of complaints procedure
Army	2.97	3.39
Army 1Bde	2.88	3.09
Army 2Bde	2.86	3.22
Army DFTC	3.30	3.28
Army DFHQ	3.47	3.38
Naval Service	3.15	3.26
Air Corps	3.01	3.17
Total	3.0	3.20

There was some gender variation with respect to perceptions of commander effectiveness Female respondents were more positive (mean 3.35) in this regard than male respondents (mean 2.99). Females also perceived the legal process as more effective (3.50) than male respondents did (mean 3.19)

11.6 Effectiveness of informal complaints 'mechanisms'

Respondents were asked to give feedback as to the effectiveness of a number of informal channels for reporting/raising complaints/issues. Informal levels of complaints procedure were all viewed as neutral/effective: Raising/reporting issues to a friend (mean 3.27). Reporting/raising issues with an third party known to me e.g. Officer/NCO (mean 3.26), reporting/raising issues with member of PSS (mean 3.28), Reporting/raising issues with the Chaplain (mean 3.11) Reporting/raising issues with a DCP (3.12), reporting/raising issues with representative organisation (3.12).

With respect to representative organisations, Junior Officers were less satisfied (mean 3.05) than more Senior officers (mean 3.42 for Senior officers and mean 3.75 for ColCapt(NS)BrigGen) with perceived effectiveness of raising issues with their representative organisation. There were no significant differences among the other ranks regarding perceived effectiveness of raising issues with their representative organisation.

Respondents were also asked for feedback as to who they would feel most comfortable approaching with an issue. Approaching a friend with issues (mean 4.0) emerged as the one respondents felt most comfortable doing. This was followed by a Third party known to the respondents e.g. an Officer/ NCO (mean 3.0). Means of 2.9 were returned for DCP, Chaplain and representative organisation. Junior officers indicated that they were less comfortable (mean 2.88) approaching their representative organisation than more Senior Officers (mean 3.22 for Senior officers and mean 3.75 for ColCapt(NS)BrigGen)

11.7 Effectiveness of Administration Instruction A7

Respondents were asked to what extent they found Administration instruction A7 effective. Overall there was a neutral perception of Administration instruction A7 as effective (mean 3.0)
Table 11.7.1 shows the responses to this item by rank in percentage terms. Privates have the most negative perception of the effectiveness of Administration Instruction A7 (mean 2.92 for this group) although as can be seen from the table- there were a high level of neutral responses on this item.

Table 11.7.1 I found Administration Instruction A7 Effective by rank

	Strongly disagree	disagree	neutral	agree	Strongly agree
Private	7.3%	15.1%	56.8%	19.3%	1.5%
Junior NCO	10.6%	12%	41%	31.4%	5.4%
Senior NCO	16.7%	7.1%	35.7%	33.3%	7.1%
Junior officer	1.9%	15.1%	42.5%	36.8%	3.8%
Senior Officer	1.3%	6.6%	35.5%	52.6%	3.9%
ColCapt(NS)BrigGen	0	0	37.5%	50%	12.5%

Female respondents (mean 3.35) had a more positive perception of Admin Instruction A7 than males (mean 3.04). In percentage terms 53.2% of females felt it was effective as opposed to 30% of male respondents. There was no significant difference in perceptions based on length of service.

There was some variation evident among services regarding perceptions of administration instruction A7. (Figure 11.7.1) The lowest perception of effectiveness was in the Army (mean 2.95) and the highest was within the Naval Service (mean 3.35).

Mean values: found Administration instruction A7 effective by Service

Army 2.95, Army 1Bde 2.94, Army 2Bde 2.89, Army DFTC 3.29, Army DFHQ 3.25, Naval Service 3.38, Air Corps 3.04, Total 3.05
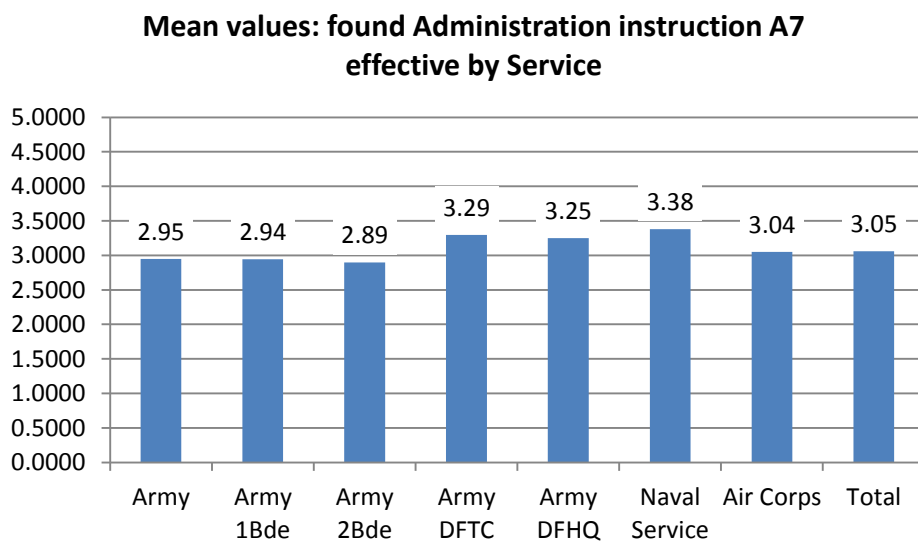
Figure 11.7.1 Administration Instruction A7 effective by service

11.8. Personnel Support Services (PSS)

Turning to Personnel Support Services (PSS) there was a high level of awareness of the services provided by the PSS (mean 3.76) and also of the services provided by Social Workers in brigades/formations (mean3.33). The lowest level of reported awareness of the service provided by social workers was among the rank of Private (mean 3.0). Female respondents reported higher levels of awareness than males (mean 4.1 for PSS awareness and 3.84 for social worker service awareness)

than male respondents (mean 3.74 for PSS awareness and mean 3.31 for social worker service awareness) though awareness could be said to be high for both genders.

Satisfaction levels with services provided by PSS were measured using a composite measure. The perception of the effectiveness of the services provided by PSS was generally positive (mean 3.2). Female respondents had a marginally more positive perception (mean 3.4) than male respondents (mean 3.2). Positive perception of PSS increases with rank. The lowest level of satisfaction with PSS was among Privates (mean 3.0), rising to a high level of satisfaction at the rank of Senior Officers (mean 3.55). Senior NCOs rated the PSS highly as well (mean 3.55). There was a positive response to the item '*I would recommend the PSS to my peers*' (mean 3.35)

Although there was a high reported level of awareness and a positive perception of the services provided by the PSS the survey indicated a low take up of the services of the PSS (mean 2.71) and of social worker service: The mean agreement for the item : '*I have engaged the services of a Social Worker*' was low at 2.53. There was a neutral positive response to the item '*I am confident my concerns were treated in a professional and confidential manner* (mean 3.16) with regard to the PSS. Similarly the item '*I was satisfied the social worker treated my concerns in a professional manner*' elicited a mean level of agreement of 2.95.

11.9 Comparison with 2008 Survey

The 2008 survey did not have as detailed an analysis of the complaints policies and procedures so comparison across all the measures is not possible. There was one item in the 2008 survey directly measuring complaints policies: '*the complaints policies in the Defence forces are acceptable*'. In 2008 39.3% of respondents agreed with this item and 39.8% disagreed. In the 2015 survey a similar item was included '*the Complaints procedures in the DF are effective*'. 34.4% of respondents disagreed with this item and 20.5% agreed. Thus while there was a lower level of disagreement there was also a lower level of agreement.

11.10 Summary of Results and Implications for Defence Forces

➢ There is a high level of awareness of complaints policies and procedures

➢ While there is a high awareness among personnel of complaints policies and procedures, there were indications of a low level of engagement with these and also indications of a certain level reluctance to utilise complaints procedures. This was particularly the case with respect to the item '*I am afraid if I use the formal complaints procedure it will damage my career*'.

This was significant across most ranks. This is an indication of acquiescent silence in an organisation. Whether this is an accurate reflection of the situation or a perceptual issue would have to be assessed- but it may be reflective of procedural effectiveness being outweighed by an organisation culture in which formal complaints are viewed negatively. If the latter is true then the DF will need to assess whether the procedures exist for legislative compliance or are a genuine voice mechanism. The DF is not unique in this regard: research internationally and in Ireland has highlighted the issue of organisations having very good procedures but a reluctance on the part of personnel to utilise them

➢ While there was some level of disagreement with other measures of silence- '*I would not use procedures as actively discouraged; I would not use procedures because I am afraid it would damage my relationship with colleagues, I would not use formal procedures because nothing would be done-* the means were approaching neutral. When percentage responses were examined it emerged that almost as many people agreed with these statements as disagreed with them (between 20-29%). Thus while these are not highly negative outcomes there is an indication that DF personnel do not perceive formal complaints procedures as highly effective and indeed may be wary of using them.

➢ There is also variation within the defence forces as to perceptions of the effectiveness of commanders in dealing with complaints. Overall the perception of Commander effectiveness as a formal complaints 'mechanism' is neutral. The most positive perceptions of commanders in this regard were in the Naval Services and Army DFHQ. The most negative perceptions were in the army brigades. From a rank perspective the most negative perceptions on this item were among Privates and Junior NCOs

➢ Overall the legal process as a formal complaints mechanism is viewed positively.

➢ There is a neutral perception of Administration Instruction A7 across the DF. This perception becomes more positive as rank increases

➢ Personnel rate the support of peers/friends positively in terms of raising issues

➢ Junior officers have a lower perception of the effectiveness of their representative organisation than senior officers

➢ There is a high level of awareness of services provided by PSS and in general personnel are moderately satisfied with the service (mean 3.2) with female personnel perceiving the PSS most positively (mean 3.4)

- A high proportion of people would recommend the PSS to peers

- There is a low reported take up of the services provided by the PSS and Social worker service and there was a neutral/negative perception that concerns raised with social workers/PSS are treated in a professional/confidential manner

12.0 Commitment within the Defence Forces

12.1 Introduction

Meyer et al (2002, 2012) define organizational commitment as a combination of three components: affective commitment (AC), continuance commitment (CC), and normative commitment (NC). AC represents a soldier's emotional attachment to military service and his/her unit. It is the 'want to' of commitment and a member of the Defence Forces who displays strong affective commitment will be strongly committed to the goals of the organization and will have a strong desire to remain part of it. Commitment has been found to be related to other important outcomes in organizations such as on the job performance and turnover: For instance high levels of affective commitment have been found to be related to higher levels of 'extra' work behavior (i.e. going the extra mile for an organization) Normative Commitment (NC) represents a soldiers feeling of obligation to remain in the Defence Forces. Much of the research on this form of commitment (Meyer and Paryfonova 2010, Stinglhamber et al 2002) highlights the internalization of organizational norms leading to a sense of obligation. According to Wiener (1982) normative commitment develops as the result of both cultural/familial and organizational socialization processes. Continuous Commitment (CC) is the least 'positive' form of commitment. It represents the economic value that a soldier attaches to his/her membership of the Defence Forces and the costs associated with leaving (Solinger at al 2008). It is the 'need to' of commitment and is strongly influenced by the prevailing economic conditions and the available alternatives to military service. In short the three forms of commitment can be differentiated thus: AC= a mindset of desire, NC = a mindset of obligation and CC= a mindset of cost avoidance (Meyer et al 2010).

The Three forms of commitment are important to an organization in different ways. Obviously an organization would desire higher levels of affective and normative commitment and lower levels of continuous commitment. Affective and Normative commitment would be especially important for an organization such as the DF given the nature of the job and the importance of core principles of duty integrity and loyalty up which it is based. Research also shows that the three types of commitment are positively or negatively related to other aspects of the organization such as perceived peer support, organizational support, stress, overload, job satisfaction, perceived fairness, and leadership (Gellatly et al 2007, Sels et al 2004)). Low levels of commitment can in turn effect on the job behavior, such as resistance to change, work withdrawal, turnover, citizenship and other important organization outcomes (Herscovitch & Meyer, 2002; Swailes, 2004, Somers 2009,). For instance Herscovitch and Meyer (2002) found that high levels of normative commitment would facilitate change in that organization members would feel obliged or have a sense of duty to support organizational change. Recent research (for example Meyer) proposes that a strong AC/NC dominant profile among

organization members is the most desirable and will give rise to lower turnover, and higher levels of organization citizenship behavior (OCB) and less stress among employees (Gellatly et al 2007, Somers 2009).

In this chapter the overall results for the three composite measures are presented. This is followed by a more in depth analysis of each measure and the individual items in order to assess the current situation in the DF from a commitment point of view. Next correlations are examined to explore relationships between the three types of commitment and other factors within the DF. A comparison is made between the results of this survey and the 2008 one and finally implications for the DF are outlined.

12.2 Methodology

The Defence Forces Climate Survey included 27 items that measured respondent's levels of organisational commitment. These items were used to create three composite measures. To do this a factor analysis was carried out to measure the reliability of these composite measures. The items included in the questionnaire and in the composite measures for AC, NC and CC were those developed by Meyer et al 2002, 2012 and which are internationally recognised and validated.

- **Affective Commitment (AC)** 9 items

  E.g. The Defence Forces has great personal meaning for me.
- **Continuance Commitment (CC)** 8 Items

  E.g. Too much of my life would be disrupted if I leave the Defence Forces.
- **Normative Commitment (NC)** 6 Items

  E.g. The Defence Forces deserves my loyalty.

Respondents were asked to what extent they agreed or disagreed with a number of statements relating to their level of commitment to the Defence Forces.

The response options were;
Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1)

12.3 General Findings

Fig 12.3.1 provides an overview of the mean value across all three commitment measures: This shows that respondents to the survey displayed higher levels of continuous commitment than normative or affective commitment. This is not the most desirable situation: continuous commitment is viewed as the more' negative' measure of commitment (it is often seen as commitment driven by a lack of

alternatives for an individual). This level of continuous commitment must be viewed in the overall context of the DF and issues such as re-organisation and change and also the prevailing economic conditions. Some studies have also highlighted the impact of non-transferable skills on levels of continuous commitment within an organisation: if individuals feel they do not have skills to compete in a labour market they may feel compelled to stay in a job.

Mean Values: Commitment
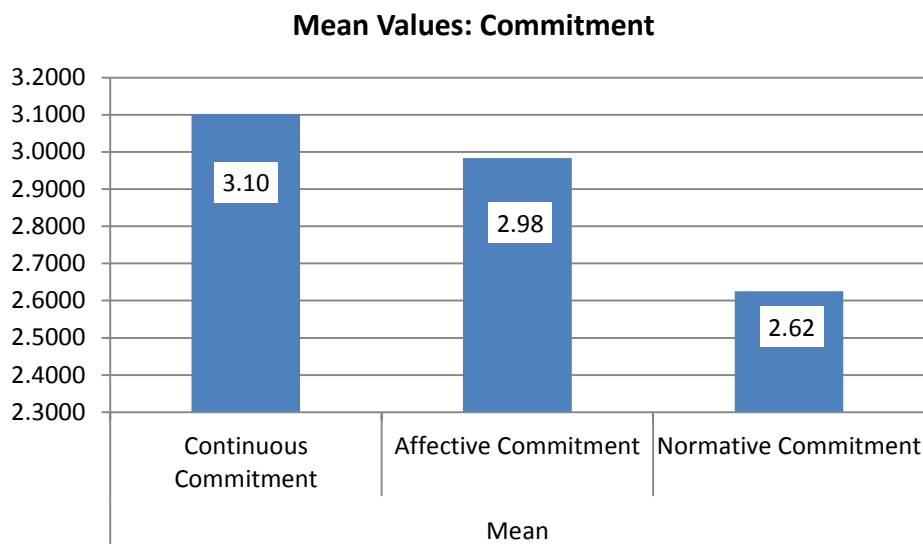
Figure 12.3.1 Overall levels of Commitment in Defence Forces

Affective commitment at a mean of 2.98 which is approaching a neutral level and negative levels of normative commitment (mean2.62) are perhaps lower than would be desired given the strong ethos and value system upon which the defence forces is based. In order to establish if these figures are consistent across the defence forces a more in depth analysis of each type of commitment was conducted examining key areas such as rank, service area, and length of service.

12.4 Affective Commitment

There was a marginally negative result for affective commitment within the defence forces (mean 2.98). This form of commitment encapsulates an individual's identification with the values of an organisation and their emotional attachment to it. For instance people often liken being a member of the defence forces to being part of a family. Fig 12.4.1 below gives a breakdown of levels of affective commitment by rank.

It is clear that affective commitment increases as rank increases. It could be surmised that as people are promoted up the ranks their levels of affective commitment would be expected to increase. However the affective commitment levels for private rank are low. Affective commitment levels of privates was further analysed by length of service and it was found that the levels of affective

commitment among privates with less than five years' service is 2.72 (which might be expected to a certain extent given it may take time to develop a strong emotional attachment). However, the data analysis revealed that affective commitment among privates drops further (mean 2.57) for those with six to ten years' service and remains at 2.59 for those with eleven to fifteen years' service. For Junior NCOs affective commitment is not affected significantly by length of service. For junior officers with less than five years' service the reported level of affective commitment was high (mean 3.6) but drops to a mean of 3.1 for those with six to ten years' service before increasing with length of service after that. For other ranks affective commitment rises as length of service increases.

Mean values: affective committment by rank
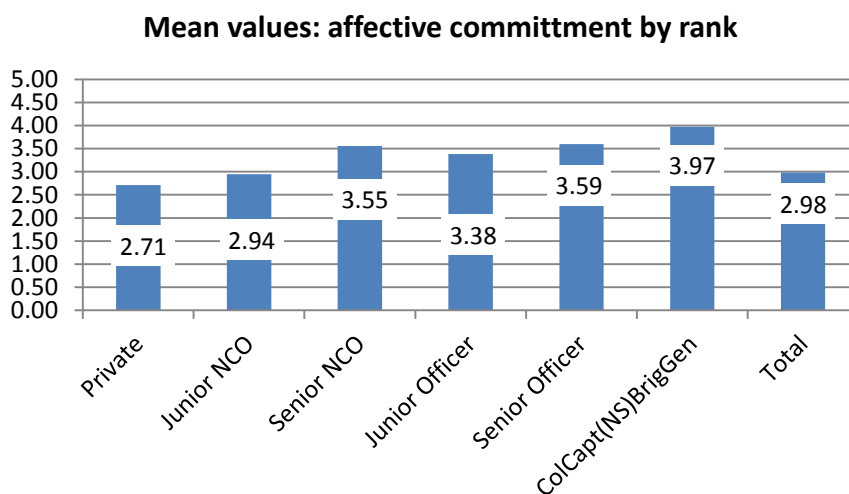
Figure 12.4.1 Overall levels of Commitment in Defence Forces.

In general terms, affective commitment increases with length of service. The overall mean for all respondents with less than five years' service was 2.82. This dropped to a mean of 2.71 for those serving between six and ten years before rising consistently culminating in a mean of 3.81 for those with thirty eight to forty years' service.

Figure 12.4.2 gives a detailed breakdown of affective commitment by Service area. Army DFTC and DFHQ show the highest levels of Affective Commitment followed by the Air Corps and the Naval service

Mean Values: Affective Commitment by Service
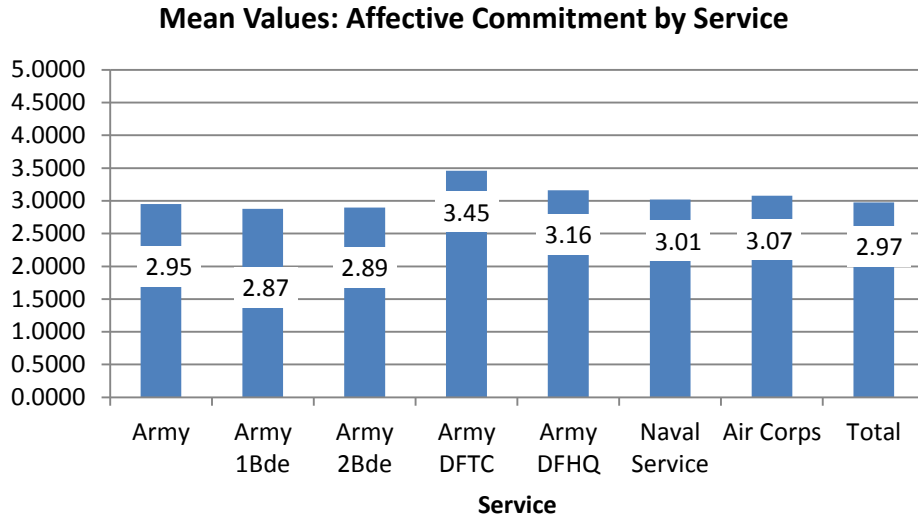
Figure 12.4.2 Affective commitment by service area

There was no significant difference in affective commitment between male and female respondents (mean values 3.0 and 2.9 respectively). Age did not emerge as a significant factor with respect to affective commitment.

12.4.1 Affective Commitment: individual items

Some individual items provided interesting results which reflected the composite affective commitment measure but give more detailed insights. These are presented in Table 12.4.1. For instance a significant majority of respondents (60%) indicated that they felt they were doing something worthwhile for their country by being in the DF, 45.8% indicated the DF has a great deal of personal meaning for them, 49.5% agreed that the defence forces was a way of life rather than a job and 41% of respondents indicated they would be very happy to spend rest of career in DF. However 47% disagreed that they would have no hesitation in recommending the DF as a career

Table 12.4.1. Affective Commitment: individual items

Percentage responses to individual items of Affective Commitment					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Feel I am doing something worthwhile for my Country	17.7	42.4	23.9	11.8	3.8

Happy to spend career with DF	13.2	27.2	24	20.7	14.8
DF has personal meaning for me	13.7	32.2	27.2	16.7	10.3
I feel like part of a family in DF	10.3	28.3	28.9	19	13.6
Military is a way of life- not just a job	15.1	34.4	20.2	18.8	11.6
Strong sense of belonging to DF	7.7	28.9	33.2	22.6	5.3
No hesitation in recommending DF as a career to close family and friends	8.9	20.2	23.7	22.9	24.4
I have an emotional attachment to DF	6.9	19.1	28.5	25.7	17.3

When the mean results for gender are examined for individual items there is very little difference between male and female except in relation to 2 items: female mean agreement with the statement- happy to spend career in DF is low (mean 2.67) compared to male response (mean:3.0). The mean response for females in respect of <u>NOT</u> having an emotional attachment to the DF is 2.9 as opposed to males (mean 3.3). Thus while female respondents report a higher level of emotional attachment they are indicating they would not be happy to spend their career in the DF. In some ways this is surprising, given that in many of the chapters female perceptions along dimensions such as career support, fairness, leadership etc. are more positive. However it may be something for the DF to explore further if they are placing an emphasis on attracting and retaining more female personnel.

When the mean results for individual items were examined across services there was some variation on a few items. For instance in response to the item: the DF has a great deal of personal meaning for me a mean of 3.8 was returned from Army DFTC and means of 3.4 from army DFHQ and the Air Corps. The mean on this item from the Naval Service was 3.2 while it was 3.1 for the Army Brigades.

The personnel from the Naval Service also indicated a high level of agreement with the item '*the military is a way of life and can never be just a job* (mean 3.30), as did the Army DFTC (mean 3.57) and Army DFHQ (mean 3.31). All other services had a mean 3.1 level of agreement with this item.

There was general disagreement with the statement '*I do not feel a strong sense of belonging to the DF*' among the different services although the Army1Bde respondents were more neutral on this item (mean 3.01) while Army DFTC indicated a stronger level of disagreement (mean 2.56) as did the Air Corps (mean 2.75). All services disagreed with the item '*I would have no hesitation in recommending the DF as a career to close family and friends'*. The highest level of disagreement came from respondents in the Army 2Bde (mean 2.51)

12.4.2 Affective Commitment: Relationship to other factors

A number of tests were run to assess correlations between affective commitment in the DF and other factors. Affective commitment was found to be significantly correlated to support and justice measures such as interactional justice (r=.497**), supervisory interpersonal justice (r=407**), and Leadership member well-being (r=.428). The results of correlations support the theory (Meyer et al 2002) that factors such as organisation justice, organisation, supervisor and peer support are correlated with Affective commitment.

Work satisfaction and met Expectations were also significantly correlated with affective commitment. Affective commitment and work satisfaction correlation was .578**. Intrinsic met expectations showed the strongest relationship (R=.591**) followed by developmental met expectations at R= .455**) and work relations met expectations (.451**). Met monetary expectations- though significantly correlated was the weakest of the three relationships (.366**)

Affective commitment was also significantly negatively correlated with intention to leave (-.433**)

The findings are consistent with other research for instance Eisenberger, Huntington, Hutchison, and Sowa's (1986) argument that organizations wanting affectively committed employees must demonstrate their own commitment by providing a supportive work environment. Among the things they can do to show support are to treat employees fairly and provide strong leadership. Meyer et al (2012 also found that affective commitment correlates strongly with the various forms of organizational justice (i.e., distributive, procedural, and interactional) and with transformational leadership.

12.5 Normative Commitment

The overall mean score for normative commitment is low (mean 2.6). This is potentially an area of concern as normative commitment is a measure of an individual's sense of obligation and loyalty, often inculcated through socialisation and internalising of norms and values of the organisation. Figure 12.5.1 below gives the breakdown for levels of normative commitment by rank. Normative commitment is lowest among Private and Junior Officer ranks and broadly speaking rises with rank.

Mean values: normative committment by rank
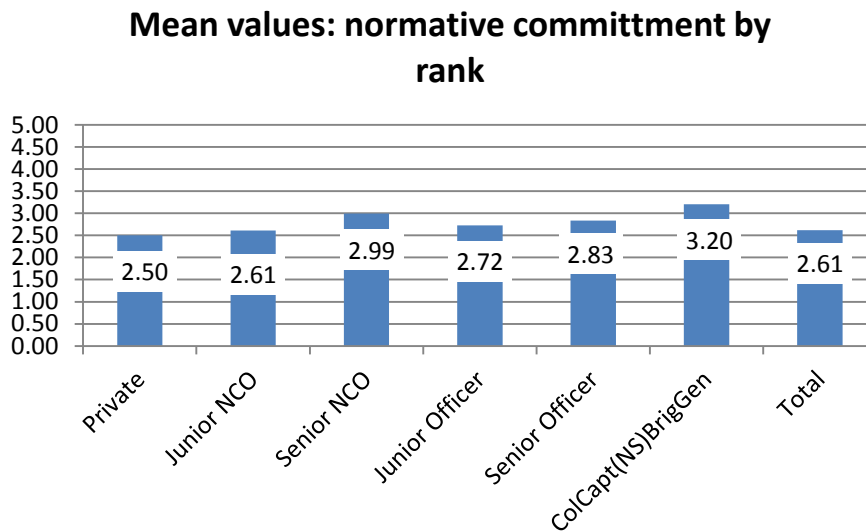
Figure 12.5.1 Normative Commitment by rank.

Normative commitment also rises with length of service. Reported normative commitment levels for those with less than five years' service is 2.59. This drops for those with six to ten years' service. When normative commitment is examined in detail by Service area, Army DFTC scores the highest level followed by Army DFHQ (fig12.5.2)

Mean Values: Normative Commitment by Service
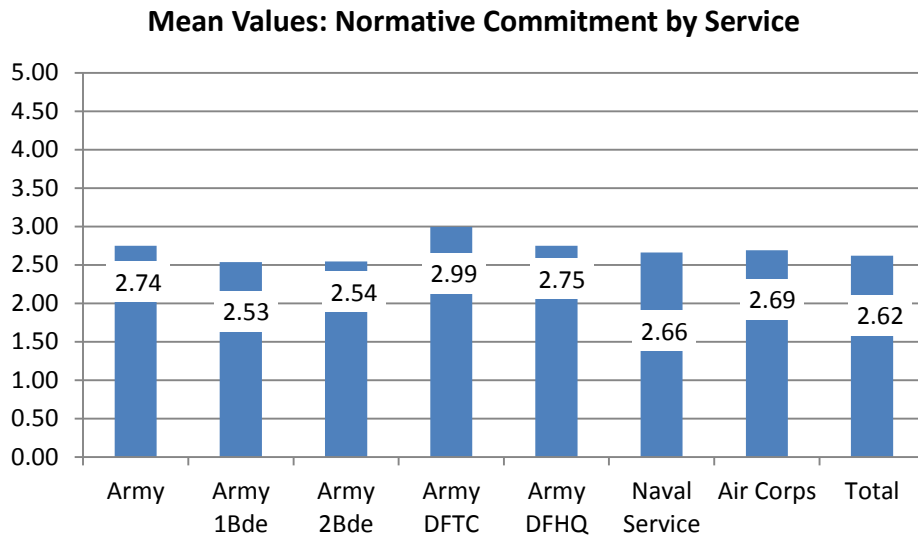
Figure 12.5.2 Normative Commitment by service

12.4.1 Normative Commitment: individual items

Table 12.4.1. gives a detailed view of the responses to individual items that make up the composite measure of normative commitment. A minority (34.9%) of respondents felt that the defence forces deserves their loyalty, 50.6% felt they did not feel any obligation to stay with defence forces and only 12.2% indicated that they would feel guilty if they left.

Percentage responses to individual items of Normative Commitment					
	Strongly agree	agree	neutral	disagree	Strongly disagree
Defence Forces deserves my loyalty	8.9	26	35.5	21.9	7.7
I owe a great deal to the DF	8	25	29.5	24.6	13
I would feel guilty if I left the DF now	3.3	8.6	20.1	37.7	28.1
I would not leave the DF because I have a sense of	2.4	12.6	28.3	35.4	21.3

obligation to the people in it					
I do <u>not</u> feel any obligation to remain with DF	17.4	33.2	28.4	15.5	5.4

Research on normative commitment highlights two areas which may be of significance to the DF in this regard: Firstly early research (Gouldner 1960) highlighted the powerful influence of reciprocity- i.e. a soldier would feel indebted to the defence forces for aspects such as rewards, training, sense of obligation to peers, secondly through socialisation and the development of relationships a soldier would begin to internalise the norms and values of the organisation and have a sense of belief that loyalty to the organisation is the right thing see for instance (Etzioni 1999).

If we examine the low levels of normative commitment with the results from the chapter on culture- there would seem to be a contradiction However- what emerges is that while personnel feel they are loyal, and believe in the principles underpinning the DF, they do not feel they 'owe' the defence forces anything in terms of an obligation to stay. This could indicate a sense of a lack of reciprocity, i.e. - that personnel may feel they are giving a lot and not necessarily getting the same in return.

It could be argued that in recent years external forces beyond the control of the DF have impacted on perceived reciprocity. For instance pay cuts, pay freezes and a lack of promotional opportunities. Recent research (Fischer and Mansell 2009, Stanley et al 2007) also indicates that levels of normative commitment may be affected by the external cultural context. More individualised cultures (such as Ireland) would be expected to result in lower levels of NC. Thus personnel in the DF coming from the Irish context may be predisposed to displaying lower levels of NC. However given the importance to the DF of factors associated with Normative Commitment- this is an area that merits further investigation.

12.4.1 Normative Commitment: relationship with other factors

Normative commitment was found to be significantly correlated with a number of factors: As would be expected there was a negative and significant correlation between NC and intent to leave the DF (-.421**). Normative commitment was found to be significantly correlated to DF interactional (.475**). Most particularly there was significant correlations between measures of work satisfaction and met expectations and normative commitment: work satisfaction .481**, Intrinsic met expectations (.447**), and work relations met expectations (.429**).

12.6 Continuous Commitment

Continuous commitment is associated with the cost or disadvantages to the individual of leaving an organisation.(Meyer and Parfyanova 2010). Research has identified issues such as potential loss of pensions (Luchak and Gellatly (2001) or skills particular to the job that may not be transferable as correlated to higher levels of continuous commitment. The Defence Forces has recently experienced high levels of reorganisation coupled with cutbacks brought about by economic circumstances. In such a situation a rise in continuous commitment levels would be expected.

The results of the survey revealed indicated a mean of 3.10 for continuous commitment. Whilst this is approaching a neutral response, the reported levels of Continuous commitment within the DF are higher than affective commitment and normative commitment. Continuous commitment is the more 'negative' form of commitment in that it indicates a commitment derived from a feeling that there are no other options available to the individual but to stay with the organisation.

Fig 12.6.1 gives a breakdown of the levels of continuous commitment by ranks and shows that continuous commitment is lowest among Junior officers and Senior Officers and highest among Privates and Junior NCOs.
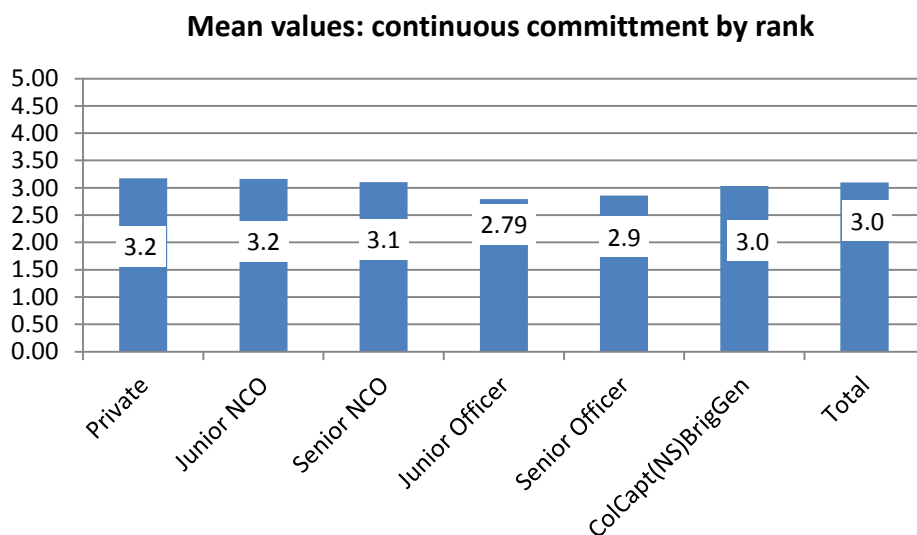
Figure 12.6.1 Continuous commitment by rank.

The lower levels of continuance commitment among Junior and Senior officers may be a reflection of their higher level of qualifications. This combined with their DF training may result in a higher level of human capital thus rendering them more valuable in the labour market than lower ranks with a lower level of educational qualifications

Continuous commitment does not vary significantly with length of service ranging from a mean of 2.9 to 3.26. There was a marginally higher level of continuous commitment among those personnel with long service which might be expected. Such personnel may have very specific skills to the DF which may not be transferable (though that might depend on service area and rank). Research has also shown that issues such as qualifying for full pension entitlements can cause individuals to feel compelled to stay in an organisation.

Fig 12.6.2 provides a detailed breakdown of continuous commitment by Service area. The Naval Service and Air Corps display the lowest level of Continuous Commitment. Once more this may be a reflection of the combination of level of qualification and skills that offer personnel in these services options in the wider labour market.

Mean Values: Continuous Commitment by Service
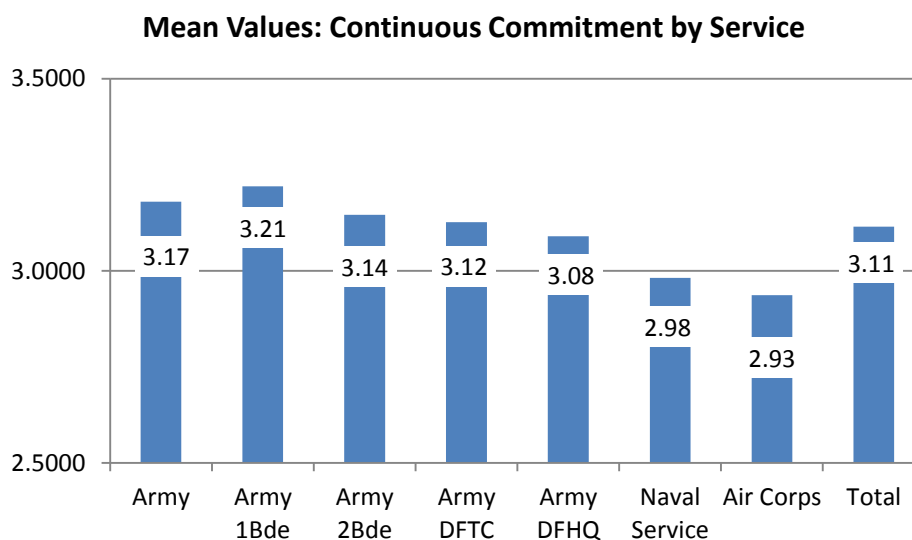
Figure 12.6.1 Continuous commitment by rank.

Overall there was a slight difference between male and female respondents on the CC measure with a mean of 3.1 for males and 2.95 for females.

Table 12.6.1 gives a detailed breakdown of the percentage responses to individual items with 36% of respondents indicating that there are currently too few options to leave the defence forces and 47.6% feeling it would be difficult to find a civilian job. These responses may indicate that if options improve with the economic situation personnel may leave.

Table 12.6.1 Continuous Commitment: individual items.

	Strongly agree	agree	neutral	disagree	Strongly disagree
Percentage responses to individual items of Continuous Commitment					
Too much of my life would be disrupted if I left the DF now	11.3	35.1	21.3	24.2	8.2
My quality of life is better in DF than any job I might hope to get right now	7.5	26.3	25.7	26.3	7.5
I feel I have too few options to consider leaving the DF	10.5	25.7	22.7	27.8	13.3
If I had not put so much of myself into this organisation I might consider working elsewhere	9.5	25.6	28.3	28.1	8.6
Leaving the DF would mean losing the status I have worked hard to obtain	6.7	28.3	23.4	28.5	13.1
It would be difficult for me to find a good civilian job right now	14.7	32.9	16.7	22.1	13.6
Right now staying with the military is a matter of necessity	18	37.7	20.4	17.4	6.4

A further analysis was conducted to ascertain who felt it would be most difficult to get a 'civilian' job. The highest level of agreement with the item 'it would be difficult for me to find a civilian job right now considering my qualifications' was among the rank of Private (mean 3.44, followed by Junior NCOs (mean 3.32). The lowest level of agreement with this item was from the Junior Officer rank

(mean 2.26) followed by Senior officer (mean 2.39) As discussed above the results here may be as a result of level of general qualifications and transferable skills. From a service point of view the lowest levels of continuous commitment were reported within the Naval Service (2.90) and the Air Corps (2.80).

12.7 Intentions to Leave the DF

Respondents were asked to indicate whether they intended to *actively* look for a job within the next year and whether they would *probably* look for a job in the next year. Overall a low percentage of overall respondents indicated an intention to leave in the next year: 28.8% indicated it was likely they would actively look for a new job within the year and 26.4% indicated it was probable they would look for a new job. Figure 12.7.1 indicates the breakdown of these items by rank. Overall there was a negative response to these items. The highest mean value here was 2.8 (likely to look for new job) which was within the Pte rank, followed by Senior Officer (mean 2.7 likely to look for new job).

Mean values: intent to look for new job by rank
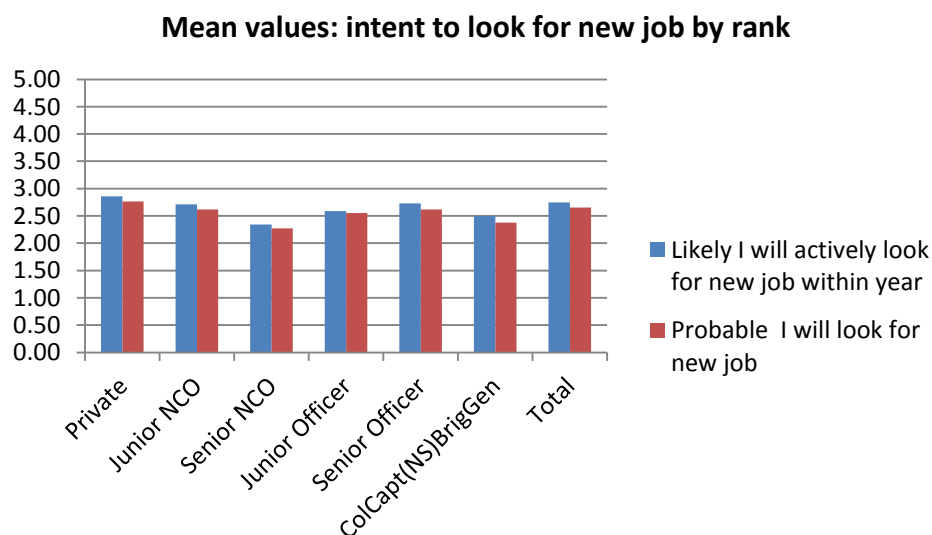
Figure 12.7.1 Intention to leave by rank.

Intention to seek employment elsewhere was also examined by service. Again there was a largely negative response across services. The highest mean was 2.92 and this was within the Air Corps. However when these items were looked at in percentage terms it emerged that a significant minority of personnel across all services intended to actively seek employment. For instance 36.9% of Air Corps personnel and 29% of Naval Service personnel.

Table 12.7.1 Intention to Leave by service.

		Army	Army 1Bde	Army 2Bde	Army DFTC	Army DFHQ	Naval Service	Air Corps
It is likely that I will Actively look for a new job in the next year								
	strongly disagree	14.6%	17.9%	13.4%	8.1%	22.9%	16.5%	15.5%
	disagree	29.3%	31.6%	31.9%	45.9%	32.9%	39.8%	26.2%
	neutral	26.8%	21.8%	26.5%	16.2%	22.9%	14.8%	21.4%
	agree	17.1%	19.3%	16.4%	21.6%	17.1%	12.5%	23.8%
	strongly agree	12.2%	9.5%	11.8%	8.1%	4.3%	16.5%	13.1%

Excluding the neutral replies a majority of respondents indicate they will not actively look for a new job. However in all services a significant minority agree with this item- especially in the Air Corps where 36.9% of personnel indicate they intend to look for another job.

12.8 Comparison with 2008 survey

Overall Levels of affective commitment have fallen- but the fall is not very significant (a fall from 2008 levels of 3.09 to 2.98). However this is a downward trend and should be examined. Examining affective commitment across ranks there is a similar pattern to the 2008 survey in that AC rises with rank. Service area was not examined in the 2008 survey so comparisons cannot be made

Continuous commitment

In general terms the rise in CC between 2008 and 2015 is not hugely significant- mean 3.1 in 2015 as compared to 3.01 in 2008. When examined by rank there are not hugely significant differences between 2008 and 2015- although the mean for CC among junior officers has risen- 2.79 in 2015 as opposed to 2.69 in 2008,

Normative Commitment

The biggest difference between the 2008 survey and the 2015 survey is in the area of Normative Commitment (NC): from mean of 3.06 in 2008 to 2.62 in 2015. Senior NCOs while still displaying higher levels of normative commitment also show a drop (mean 2.99 as compared to 3.7 in 2008). In line with the 2008 survey levels of normative commitment are seen to rise with length of service. Nevertheless the results indicate a significant drop in this aspect of commitment.

12.9 Key Findings

- There has been no significant change in levels of continuous or affective commitment across the defence forces in general.

- Levels of Affective commitment are marginally negative (mean 2.98)

- Levels of normative commitment have dropped significantly across all ranks and services

- Pte and junior NCO ranks display the lowest levels of both normative and affective commitment and this is the case regardless of length of service

- There are no significant differences in terms of affective and normative commitment across the services. However within the different elements of the army there are differences with significantly higher levels of both affective and normative commitment in the Army DFHQ and DFTC than in 1Bde and 2Bde

- In line with other international research there are significant correlations between organisational/supervisor support and affective commitment, perceived fairness and affective commitment, work satisfaction and affective commitment and met expectations and affective commitment

- The strongest correlations for normative commitment were work satisfaction, organisational support, intrinsic and workplace met expectations and to a lesser extent, developmental met expectations and leadership support for member well being

- While a majority of respondents indicated they do not intend to actively look for another job, a significant minority across all services indicated that they would actively look for another job in the next year. This was highest in the Air Corps where 36.9% of personnel indicated such an intention

12.9 Implications for DF

The results for CC are not surprising given the current economic situation. While the results for affective commitment are largely the same as 2008, in one sense this can be seen as a positive result given the level of reorganisation and cutbacks that have taken place in the last 5 years. Nevertheless

levels have fallen slightly and hover around the neutral to slightly negative. This is most pronounced at Private and junior NCO level and within Army 1st and 2 Bde.

The drop in levels of normative commitment combined with the neutral/low levels of affective commitment should be a source of concern for the DF. Recent research (Somers 2009 and Gellatly et al 2007) highlights the advantages to an organisation resulting in a dominant NC/AC profile amongst employees. In a meta-analysis of normative commitment Meyer and Parfyanova (2010) find that evidence from research suggests that the benefits derived from commitment experienced as a moral duty (i.e., an AC/NC-dominant profile) can exceed those resulting from AC alone.

From the perspective of the DF It could be argued that a drop in normative commitment would be inevitable to a certain degree due to cutbacks that are outside the organisation's control. Nevertheless a drop in perceived obligation to remain in the DF, combined with indications from personnel across many ranks that they are staying in the DF due to a perceived economic cost of leaving, could mean that if economic conditions improve, many personnel may well choose to leave, taking with them the valuable human capital they have developed. If we examine the low levels of normative commitment with the results from the chapter on culture- (where respondents indicated that they display high levels of loyalty) there would seem to be a contradiction. However- what emerges is that while personnel feel they are loyal, and believe in the principles underpinning the DF, they do not feel they 'owe' the defence forces anything in terms of an obligation to stay. This could indicate a perceived of a lack of reciprocity, i.e.- that personnel may feel they are giving a lot to the DF and not necessarily getting the same in return.

Analysis of some of the single items associated with Affective commitment shows that members of the Defence forces strongly believe they are doing something worthwhile for their country by being in the DF, there is a high level of agreement with the military being a way of life rather than a job, and that the defence forces has a great deal of personal meaning to individuals.

13.0 Diversity Management in the Defence Forces

A section on Diversity was included in the survey and all respondents were asked for their views on general diversity policies/attitudes. All members were also asked for their views on four key areas: organisation policy and attitude towards LGBT, Gender, Ethnic Background and Religion. The results below indicate neutral/positive perceptions in general. However this must be examined in the context of the demographics of the respondents who form a very homogenous group: The vast majority of respondents were male (93%), white (98%), heterosexual (97%) and catholic (88%).

The survey asked respondents for their perceptions of diversity management within the Defence Forces. Some general measures were created which included items on support, equitable treatment and awareness with respect to key groups. The composite variables created were: diversity from a gender perspective, diversity from an LGBT perspective, diversity from a racial perspective and diversity from a religious perspective. The results are presented in fig 13.1.1. There was a generally neutral/positive response on LGBT dimension (mean 3.05). Overall perceptions of effective diversity management from a gender perspective were negative (mean 2.89) Overall perceptions of effective diversity management with respect to religion and race were positive.
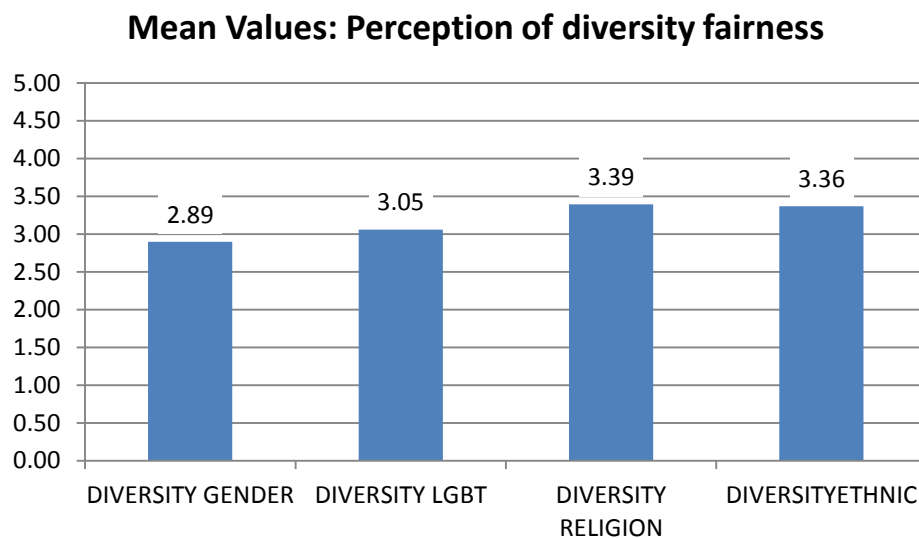
Figure 13.1.1 Perceptions of Diversity management

13.1 General perceptions of Diversity management: analysis of Single items

Respondents were presented with a number of general statements relating to their perception of diversity in the Defence Forces. This section presents an analysis of these single items. The results are

presented in table 13.1.1 and indicate a neutral to negative perceptions of the organisation with respect to diversity.

Table 13.1.1 general views on diversity policy/management

Item	Mean values
The leaders of this organisation are committed to the equitable treatment of all employees	2.78
The policies of this organisation are fair and equitable	2.88
I would be comfortable seeking assistance from HR if I was treated unfairly at work	2.99
This organisation provided effective equality/diversity training	2.90
This organisation is an equal opportunities organisation in Policy	3.14
This organisation is an equal opportunities organisation in practice	2.87
The support available for my family when overseas is acceptable	2.6
Colleagues Comments indicate a lack of awareness of minority issues	3.12

All of the above items were further analysed by gender and no very significant difference in perceptions emerged. Female respondents had more positive perceptions of the leaders of the DF being committed to the equitable treatment of all employees (mean 3.04) than male respondents (2.76) but other than that the variations across gender for the items on diversity policies were insignificant. Both genders had an equally negative perception of supports available for families when they were posted overseas. There was found to be no differences when the items on general diversity policies were analysed by sexuality.

An item to explore age differences or generational difference was added in the 2015 Survey – participants were asked to respond to the item – there is a disconnect between the younger and older generation in the Defence Forces – 58% agree that there is disconnect between the younger and older generation with 28% neutral suggesting there is a disconnect between young and old.

13.2. Gender Diversity policies and management: analysis of single items

There were three specific items on gender included in the diversity section. There was a generally negative/neutral perceptions of the organisation from a gender perspective according to the results from these three items: *Gender issues are adequately addressed in the DF* elicited a mean of 2.97, Mean level of agreement with the statement '*people are treated fairly regardless of gender*' was 2.83, while there was disagreement with the statement '*both genders are presented with the same opportunities in this organisation*' (mean 2.86). The only item of these three where there was a disparity between male and female perceptions was the first one (*gender issues are adequately addressed in the DF*) where the mean level of agreement for female respondents was 2.56 as opposed to 2.99 for male respondents indicating a more negative perception on the part of female personnel regarding gender issues being addressed. Table 13.2.1 shows that there is some variance across different ranks regarding perceptions of gender management. Generally speaking the perception that gender management is fair/effective increases with rank

There is no significant difference across the various services with respect to perceptions of the three items on gender with an average mean of 2.9 for all services on all three items. The only exception to this is Army DFHQ where respondents level of agreement with all three items was mean 3.24 for item one, mean 3.34 for item two and mean 3.24 for item three.

Table 13.2.1 Gender diversity policy/management analysed by rank

Rank	*Item one :Gender issues adequately*	Item two: People are treated fairly regardless of gender	Item three: Both genders presented with the same

	addressed in the DF		opportunities in this organisation
Private	*2.9666*	2.7815	2.7862
Junior NCO	*2.8531*	2.7492	2.7492
senior NCO	*2.9545*	2.9318	3.0909
Junior Officer	*3.0721*	2.8739	3.0273
Senior Officer	*3.3544*	3.3544	3.3333
ColCapt (NS)BrigGen	*3.6250*	3.7500	3.8750
Total	*2.9776*	2.8422	2.8673

13.3. LGBT Diversity policies and management: analysis of single items

Three items were specifically included assessing respondents perceptions of diversity policies and management with respect to LGBT personnel. There was a neutral level of support for the item '*this organisation is committed to the equitable treatment of LGBT*' (mean 3.04) as there was for the item '*my co-workers are supportive of LGBT'* (mean 3.07). There was a disagreement overall with the item '*this organisation does not treat LGBT employees fairly* (mean 2.79).

Table 13.3.1 gives an overview of the perceptions of the various ranks on these items. In general as rank increases a more positive perception of the organisation in this regard emerges.

Table 13.2.1 LGBT diversity policy/management analysed by rank

rank	**Item one**: Organisation is committed to equitable treatment of LBGT	**Item two**: co-workers supportive of LGBT	**Item three**: Organisation does not treat LGBT fairly
Private	3.0716	3.0624	2.8510
Junior NCO	2.9119	3.0570	2.9333
Senior NCO	2.9545	2.9773	2.7045
Junior Officer	3.1818	3.1273	2.4685
Senior Officer	3.3418	3.2179	2.4684
ColCapt (NS)BrigGen	3.3750	3.2500	2.3750
Total	3.0511	3.0781	2.7924

Across the service areas, the Naval Service (mean 3.2 for item one and item two), Army DFHQ (mean 3.3.for item one and 3.2 for item two) and DFTC (mean 3.3. for item one and 3.3 for item two) had the most positive perceptions of the organisation and co-workers in respect of LGBT policies/attitudes.

43% of LGBT respondents indicated they were out to friends and family. 29.6% indicated they were out at work. There were a number of items measuring possible reasons why LGBT members of DF forces would not come 'out' at work. 50% of respondents who identified themselves as LBGT agreed that they would not come out at work for fear of losing their job. 42% felt that if they came out they would be excluded from informal networks, although only 21% felt they would be ostracised. 43% felt that if they came out at work they would not be promoted but on the other hand only 21% felt their career would be adversely affected if they came out at work. 43% indicated they feared being harassed at work if they came out, and 57% feared their co- workers would be uncomfortable around them. 54% of those who identified themselves as out at work agreed that their experience had been positive.

13.4. Religious beliefs and ethnic background. Diversity policies and management: analysis of single items

Respondents were asked for their perceptions of the organisation on four items dealing with religion and ethnic background. There was a high level of agreement with the item '*This organisation is committed to the fair treatment of all employees regardless of their religious beliefs*' (mean 3.41). Likewise there was a high level of agreement with the item '*This organisation is supportive of all religious beliefs*' (mean 3.36). With regard to ethnic backgrounds there was a mean 3.35 level of agreement with the item 'This organisation is committed to the fair treatment of all ethnicities'(mean 3.38) and there was also a high level of agreement with the statement this organisation is supportive of all ethnic backgrounds' (mean 3.35). There was a high level of agreement across all services on all three items. There was also agreement across all ranks although Private rank with a mean of 3.2 for all items was markedly lower than Senior Officers with a mean of 3.9 for all items.

13.5. Comparison with 2008 survey
Comparison with 2008 survey was not possible as this area was not covered.

13.6. Key findings

- Overall perceptions of Diversity management/policies are negative with respect to gender diversity, neutral with respect to LGBT and positive with respect to religion and ethnic background
- There was a negative view among respondents that support available to families when overseas is adequate
- Perception of the DF policies in the area of diversity increases with rank
- A relatively low level of LGBT respondents are out at work (29%)
- Reasons cited for not being out at work were: fear of losing job, fear of harassment, fear of lack of promotion and fear of co-workers being uncomfortable
- A Majority of respondents who indicated they were out at work said that they had a positive experience

13.7. Implications

The results seem to indicate that diversity policies and management are broadly viewed in a neutral to positive light. However this must be seen in the context that the vast majority of respondents are a very homogenous group so the results indicate perceptions of policies that have in essence not been 'tested' to any great degree. The one exception is possibly gender and there is a more negative perception of the DF in this regard- although not a very negative perception and one which varies across ranks.

14 Conclusion and Recommendations

14.1 Conclusion

This study was commissioned by the Irish Defence Forces in response to a recommendation by the IMG III 2014 that the Defence Forces should revisit the 2008 Climate Survey in 2015 'to identify trends to inform practice in HR and/or training and education'. The Defence Forces has gone through significant changes since the last report in 2008, including an economic downturn, a moratorium on promotion and recruitment, and a major reorganisation which saw the restructuring of many units - the 2015 climate survey has identified a number of the ongoing human resource and strategic needs of the DF in the light of such changes, including;

•   To assess Defence Forces members' attitudes and satisfaction levels regarding the Defence Forces and in particular its Human Resource Management policies and procedures

•   To inform and provide direction to the Defence Forces HRM Strategy

•   To explore issues affecting the retention of personnel

•   To provide a voice to serving members to express their satisfaction levels and concerns regarding the organisation and its policies

•   To facilitate comparing and contrasting with the results of the 2008 climate survey

The results of the 2015 Survey provides a voice to a representative sample of Defence Force personnel regarding issues including organisational justice, work life balance, leadership, expectations, culture and HR policies and procedures. What the findings suggest is that the individual's perception and experience of their work place will depend on a number of factors – their rank within the Defence Forces, gender, tenure and the service they work in. All the measures in the survey are interconnected and very much rooted in a context of change and cutbacks. Therefore findings should be interpreted in the light of such changes and interconnectedness.

A number of trends have emerged. A finding that emerged throughout the research was that perceptions regarding the Defence Forces are more positive the higher the rank occupied. This is not surprising - relative to lower level employees, those who are higher in the organisational hierarchy tend to experience more pay, more influence over policies, and being treated with greater respect (e.g., Aquino, Grover, Bradfield, & Allen, 1999; Schminke et al, 2002), suggesting a direct effect of organizational level on perceptions of the organisation.

Interesting patterns emerged when looking at length of service. In general, those who are in the organisation the shortest and the longest amount of time are the most positive. The cohort that express least satisfaction across a number of variables are those in the organisation 6 to 10 years. This group may be the most affected by certain changes (e.g. changes to contracts, changes in requirements in order to remain in the Defence Forces, moratorium on promotions etc) and this may somewhat explain their level of dissatisfaction.

In general, females are more positive in their responses than males – females report higher satisfaction with organisational justice, career opportunities and work life balance than males. However, when looking at diversity management specifically, while there is a positive perception overall of diversity management, perceptions regarding gender are not positive.

There are a number of things the Defence Forces should be commended upon. Perceptions of work life balance and stress levels are generally healthy. In general, leaders are seen as effective (with the exception of looking after member well- being which is just below neutral – see below).There is high identification with the cultural values and mission statement. A finding that emerged through the study was the sense of pride respondents have in working for the Defence Forces – they feel their work has meaning and are committed to what the Defence Forces stand for – but results suggest a disconnect from the organisation itself.

There are a number of reasons for this that the Defence Forces need to explore further. Perceptions of organisational justice are low – respondents feel rewards, procedures and policies and overall treatment and interaction with staff as being unfair. Responses to supervisory justice were more positive but areas of concern here lie in communication and use of procedures. When looking at leadership, respondents were least satisfied with the well-being aspect of leadership suggesting the need to continue to embed the importance of emotional intelligence and empathy in the leadership doctrine. There is a generational disconnect with younger employees feeling disconnected from older Defence Forces members. There is also a perception that the espoused values of the organisation are not being enacted on a daily basis.

Levels of satisfaction with many aspects of working in the Defence Forces including well-being, work satisfaction, leadership, organisational justice and career development have decreased since the last survey. Again, the changes that have taken place including reorganisation and the decrease in resources will have an impact on perceptions of working life. It may be difficult to change some of these factors (e.g. pay, promotional opportunities, and commuting times) but it is essential that they are reviewed. The following section provides some recommendations based on the findings of the Your Say Survey. It is clear the Defence Forces comprises individuals proud of what they are doing – but it also emerges some members feel disaffected and unhappy with the way certain things are done. It is vital to retain this pride and commitment in the Defence Forces and deal with the many concerns Defence Force members have.

14.2 Recommendations

- Firstly, it would be worthwhile to further explore the reasons for the lack of satisfaction in certain cohorts – it is worth considering focus groups/workshops designed to elicit rich information on the experiences of certain cohort (e.g. those in the organisation 6-10)
- **Organisational Justice** – the perception of organisational justice is low for all types of justice.
    - It is important to explore WHY respondents perceive the procedure and policies to be unfair. The Defence Forces has excellent procedures and policies in place but there appears to be a reluctance to use them. Ensuring that procedures and policies are not only available but also accessible is key.
    - Perceptions regarding informational justice are extremely low. While it may not be appropriate to inform employees of every decision, there is a need for clear, simple communication channels that will inform staff of any organisational changes that apply to them and where employees fit into these changes. The consultation and involvement of appropriate staff on decisions that affect how they work could be

achieved through the composition of teams comprising trusted members of the organisation who will then inform staff throughout the organisation

- **Recognition**
  - Need to embed staff recognition and development into the system and make it visible. Managers need to engage on a daily basis with their staff. The Performance Management Development System (PMDS) process will be important here – but this should not take the place of other less formal ways of continuous engagement. Linked to recognition is the need to review opportunities for promotion and incentives and the provision of training in management skills to all management that includes training in motivating and rewarding staff.

- **Leadership**
  - The results indicate that overall there is a positive perception of leadership (means neutral/positive) – however, respondents were least satisfied with the category member wellbeing, the people management aspect of leadership (mean just below neutral).The Defence Forces highlight the importance of people management behaviours and competencies such as authenticity and emotional intelligence in the Defence Forces Leadership Doctrine' to be published in 2016 and are committed to further developing these skills. There is a need for specific training for all levels of leaders in leading change, empowering staff, communicating the vision, harnessing commitment, providing recognition and support. A key leadership skill is in balancing the need for command and control in many areas with support and a concern for employee well-being
  - Mentoring and Coaching – needs to be encouraged across the organisation and perhaps formalised. Mentors and coaches need to be motivated and equipped with the skills necessary.
  - There is a perception that the values of the organisation are not always enacted on a daily basis. It is important for leaders to understand their symbolic importance within the organisation. Employees look to their leaders in times of change and are extra vigilant – if leaders are not perceived as enacting espoused values, this will lead to cynicism.
  - It is important to note that although the organisation has an established number of leadership ranks, this was sometimes not the actual strength at the time of collecting the data. In particular Captain ranks, although filled on paper, were not present in certain units due to high overseas commitments, on-island standby units, mandatory career courses and a significant number of personnel on Leave of Absence. These absences need to be taken into account when considering leadership development in the Defence Forces for two reasons. Firstly, the added pressure that may be placed upon the leaders who are in situ and secondly, ensuring that development opportunities are available to all.

- **HR Policies**
  - A key issue to emerge from the chapter on HR policies was that both the promotions policy and the appraisal polies are not perceived as fair for a majority of DF

personnel. Aligned to this there was also a negative perception of career management and policies related to career development

- It is noted that the DF are currently in the process of developing and implementing an integrated competency framework. It is anticipated that this will provide greater integration between performance management/appraisal and career. It is also anticipated that the new framework will provide more clarity and clear metrics for individuals. If this is successful then the issues highlighted by the chapter on HR policy may be addressed to a large extent.
- Research internationally shows that performance management systems need to be specifically tailored to the needs of the organisation if they are to work and also that personnel have a role in the development and implantation. From the material we have seen from the DF on the ICF it would seem that this has been done.
- Other key issues identified by other research in this area that can hinder the success/effectiveness of performance management systems are:
  - Lack of top management support once the process is being implemented
  - Lack of support for personnel tasked with implementing in terms of resources/time/training
  - Lack of genuine buy in from key personnel responsible for implanting the process
  - Lack of training in the essential skills required in implementing the process/framework

  - If the issues bulleted above arise the trust in a performance management system can be eroded very rapidly. Thus It will be important for the success of the integrated competency system/performance management and HRD/career areas that the DF ensure that these points are addressed in a meaningful way if the current perceptions of promotions policy/performance appraisal and career management are to be changed to more positive views.

  - Overall there appears to be a high level of awareness of general HR policies and many are supported- such as compulsory random drug testing and mandatory selection for overseas. However the findings indicate a lack of awareness among DF personnel of family friendly policies that are available. It is recommended that this be addressed.

  - There is a perception that use of the medical service can jeopardise overseas service. As overseas service is one of the criteria for promotion and retention this is something which should be explored by the DF

- **Complaints policies**
  - Overall personnel welcome the introduction of policies in areas such as interpersonal relationships. However whilst the respondents indicated a high level of awareness of complaints policies, the findings indicated a low level of usage of these, combined with a widespread perception that to engage with the complaints procedure could have negative consequences for career. This perception of

complaints procedures is not unique to the defence forces and there is extensive research in recent years highlighting this issue (Furaker 2009, Morrison and Milliken 2000)

- o However as chapter 5 of the report shows perceptions such as these can affect trust and perceptions of fairness in an organisation and can also lead to drop in commitment levels, and turnover It would be recommended therefore that the DF explore this issue further
- o There are mixed perceptions among personnel as to the effectiveness of commanders in dealing effectively with complaints raised. Again this is not a unique finding: In many organisations recent research is examining the role and effectiveness of managers in dealing with complaints in areas such as general grievance and bullying/harassment. (Beaumont 2010, Maertz et al 2007) Findings from international research are highlighting that this is a difficult area for managers. Issues identified by research that influence effectiveness are: organisation culture, the need for extra support for managers, the need for the enhanced development of manager's soft skills in dealing with complaints/allegations. These are all areas that the DF can look at.
- o There is a moderately positive perception of the services PSS and personnel would readily recommend to colleagues. However there is a reported low level of usage of both the PSS and the social worker service. There seemed to be some indications that some personnel were not confident of the confidentiality of the service. This might be an issue that merits some examination

- **Diversity**
  - o The defence forces seem to have well developed policies in this area. Perceptions of personnel with respect to the DF's management and attitude to diversity seem neutral to positive overall with the exception of gender diversity. There were more negative responses on items relating to gender diversity- but not hugely negative. It is difficult in reality to measure the effectiveness of diversity policies as the organisation has a very homogenous workforce and policies and practice have not been 'tested'. A recommendation would be that the DF is proactive in moving towards a workforce that is more reflective of the wider social context but indications are that this is already part of overall DF strategy.
  - o If the overall strategy of attracting a more diverse workforce is successful, then the DF needs to ensure that the culture of the organisation is supportive. Whilst the organisation has strong polices in place, it would be highly recommended that the DF examine areas such as the development of existing personnel (supervisors/co-workers) with respect to their role in this change.
  - o The DF appears to have a positive approach to LGBT personnel. Those that have come out report a positive experience. However there are indications that are LGBT personnel who are reluctant to come out at work.
  - o
- **Commitment**
  - o A key finding of the study was that DF personnel strongly believe in the 'defence forces' that they see it as more than just a job, they feel they are doing something

worthwhile for their country and that the DF has personal meaning for them. This is something that needs to be built on- especially among new recruits.

o The key issue to emerge from the chapter on commitment is that normative levels of commitment are low in the DF. From our overall analysis it sees that while personnel feel they are loyal to the organisation and believe in the DF as an entity, there are perceptions of a lack of reciprocity- i.e. personnel feel they are not getting 'enough' in return. Whilst it is accepted that issues such as pay and other resources are outside the direct control of the DF, this is something which needs to be examined. If not, the DF will continue to lose highly qualified and skilled members.