

01009 85



CRANFIELD INSTITUTE OF TECHNOLOGY

SCHOOL OF MANAGEMENT

Ph.D. THESIS

Academic Year 1988-9

T. McEwan

A Replicated Study of Communication Networks,
Job Retention and Labour Turnover
in Two British Hotels

VOLUME 2: APPENDICES

Supervisor: Professor A. Kakabadse

1988

This revised thesis is submitted for the degree of
Doctor of Philosophy

APPENDICES

LIST OF CONTENTS

APPENDIX A

<u>Figure</u>	<u>Title</u>	<u>Page</u>
1.1	The Shannon (1948) and Shannon and Weaver (1949) Linear Models of Human Communication	277
1.2	The Osgood et al. (1957) and Berlo (1960) Linear Models of Human Communication	278
1.3	The Dance (1967) Helical Spiral Model of Human Communication	279
1.4	Punctuation of a Communication Process from the Participants' Perspectives (Penman, 1980)	280
1.5	A Non-Recursive Structural Model of a Stereotyped Husband / Wife Dyadic Relationship	281
1.6	Punctuation of a Communication Process Between Persons A and B, Using a Dyadic Unit (Penman, 1980)	282
1.7	The Exchange Model of Human Communication, (Kincaid, 1979)	283
1.8	The Kincaid and Schramm (1975) Convergence Model of Human Communication	284
1.9	A General Model of Human Communication (McEwan, 1986)	285
2.1	The Dahrendorf (1959) A-B Models of Social Systems	286
2.2	Characteristics of Mechanistic and Organic Structures (Burns and Stalker, 1961)	287
2.3	Conceptualisation of a Design-Performance Relationship (Pearce and David, 1983)	289
2.4	Typology for Analysing Network Structure (Burt, 1980)	290
2.5	Table Showing Strategies for Network Research, (Fombrun, 1982)	291
2.6	The Perrow (1970) Technological Classification of Organisations	292
2.7	The Firm as a Composite System (Petit, 1970)	293
2.8	A Tree Diagram of a School with Mintzberg's Elements of Structure Superimposed (Payne, 1981)	294
2.9	A Simple Model of the Firm as a Purposeful Human Activity System (Checkland, 1981)	295

2.10	The Relationship Between Organisational Structural Factors and Communication Network Characteristics, (McEwan, 1986)	296
2.11	A Typology Relating a Job Classification System for Service Organisations with Structural Elements and Communication Network Characteristics (McEwan, 1986)	297
2.12	Four Main Types of Social Environment and a Classification of the Five Hotels Studied by Grid and Group (Mars & Nicod, 1984)	298
2.13	The Relationship between Organizational Governance and Formal Structure, (Fombrun, 1984)	299
3.1	The Price (1981) Model of Turnover	300
3.2	The Bluedorn (1978) Taxonomy of Turnover	301
3.3	An Amended Version of the Price Model of Turnover (McEwan, 1986)	302
3.4	The Cattell (1952) Data-Cube for the Social Science Analysis of Human Behaviour	303
4.1	A Model of Five Hypotheses Relating Connectedness With Job Classification, Technology, Length of Employment and Labour Turnover	304
4.2	Personal Checklist Used Communication Audits at the Coastal and London Hotels	305
4.3	Communication Links Between 114 Employees in 19 Departments at the Coastal Hotel During the Time (T1) Study, 1982/3	306
4.4	Information Network Connectedness Ratios Between 114 Employees in 19 Departments at the Coastal Hotel During the Time (T1) Study, 1982/3	307
4.5	Goods Network Connectedness Ratios Between 114 Employees in 19 Departments at the Coastal Hotel During the Time (T1) Study, 1982/3	308
4.6	Decisions Network Connectedness Ratios Between 114 Employees in 19 Departments at the Coastal Hotel During the Time (T1) Study, 1982/3	309
4.7	Friendship Network Connectedness Ratios Between 114 Employees in 19 Departments at the Coastal Hotel During the Time (T1) Study, 1982/3	310
4.8	Information Network Connectedness Ratios Between 114 Employees Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982/3	311

4.9	Goods Network Connectedness Ratios Between 114 Employees Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982/3	312
4.10	Decisions Network Connectedness Ratios Between 114 Employees Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982/3	313
4.11	Friendship Network Connectedness Ratios Between 114 Employees Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982/3	314
4.12	Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Week at the Coastal Hotel During the Time (T1) Study, 1982/3	315
4.13	Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several Times per Week at the Coastal Hotel During the Time (T1) Study, 1982/3	316
4.14	Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Once per Day at the Coastal Hotel During the Time (T1) Study, 1982/3	317
4.15	Communication Links Between Opinion Leaders in the Emergent Network, Occurring Once per Day at the Coastal Hotel During the Time (T1) Study, 1982/3	318
4.16	Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Day During the Time (T1) Study, 1982/3	319
4.17	Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several Times per Day During the Time (T1) Study, 1982/3	320
4.18	Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Week at the London Hotel During the Time (T1) Study, 1983	321
4.19	Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several Times per Week at the London Hotel During the Time (T1) Study, 1983	322
4.20	Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Once per Day at the London Hotel During the Time (T1) Study, 1983	323
4.21	Communication Links Between Opinion Leaders in the Emergent Network, Occurring Once per Day at the London Hotel During the Time (T1) Study, 1983	324
4.22	Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Day at the London Hotel During the Time (T1) Study, 1983	325

4.23	Communication Links Between Opinion Leaders in the Emergen Network, Occurring Several Times per Day at the London Hotel During the Time (T1) Study, 1983	326
4.24	Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Week at the Coastal Hotel During the Time (T2) Study, 1984	327
4.25	Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several Times per Week at the Coastal Hotel During the Time (T2) Study, 1984	328
4.26	Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Once per Day at the Coastal Hotel During the Time (T2) Study, 1984	329
4.27	Communication Links Between Opinion Leaders in the Emergent Network, Occurring Once per Day at the Coastal Hotel During the Time (T2) Study, 1984	330
4.28	Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Day at the Coastal Hotel During the Time (T2) Study, 1984	331
4.29	Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several times per Day at the Coastal Hotel During the Time (T2) Study, 1984	332
4.30	Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Week at the London Hotel During the Time (T2) Study, 1984	333
4.31	Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several Times per Week at the London Hotel During the Time (T2) Study, 1984	334
4.32	Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Once per Day at the London Hotel During the Time (T2) Study, 1984	335
4.33	Communication Links Between Opinion Leaders in the Emergent Network, Occurring Once per Day at the London Hotel During the Time (T2) Study, 1984	336
4.34	Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Day at the London Hotel During the Time (T2) Study, 1984	337
4.35	Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several Times per Day at the London Hotel During the Time (T2) Study, 1984	338
5.1	Organisation Chart for a large Hotel, (Medlik, 1980)	339
6.1	A Simplified Organisation Chart for the Coastal and London Hotels, (McEwan, 1986)	340

8.1	The Wasmuth and Davis Matrix for Analysing Labour Turnover	341
8.2	The Wasmuth and Davis Detailed Matrix for Analysing Labour Turnover	342
8.3	Survival Curves Showing % Staff Remaining in Employment in London and Coastal Hotels During 1982-1985	343
8.4	Survival Curves Showing % Administration Staff Remaining Employed in London and Coastal Hotels During 1982-1985	344
8.5	Survival Curves Showing % Maintenance Staff Remaining Employed in London and Coastal Hotels During 1982-1985	345
8.6	Survival Curves Showing % Front Desk Staff Remaining Employed in London and Coastal Hotels During 1982-1985	346
8.7	Survival Curves Showing % Food and Beverage Staff Remaining Employed in London and Coastal Hotels During 1982-1985	347
8.8	Survival Curves Showing % Housekeeping Staff Remaining Employed in London and Coastal Hotels During 1982-1985	348
9.1	Comparison of Dyadic Information Links, as Ratios, Between London and Coastal Hotels at Time T1 (1982/3) and Time T2 (1984)	349
9.2	Comparison of Dyadic Goods Links, as Ratios, Between London and Coastal Hotels at Time T1 (1982/3) and Time T2 (1984)	350
9.3	Comparison of Dyadic Decision Links, as Ratios, Between London and Coastal Hotels at Time T1 (1982/3) and Time T2 (1984)	351
9.4	Comparison of Dyadic Friendship Links, as Ratios, Between London and Coastal Hotels at Time T1 (1982/3) and Time T2 (1984)	352
9.5	Showing Opinion Leaders Who Interacted Several Times per Week in Time T1 (1982/3) Prescribed Networks at the Coastal Hotel	353
9.6	Showing Opinion Leaders Who Interacted Several Times per Week in Time T1 (1983) Prescribed Networks at the London Hotel	354
9.7	Showing Opinion Leaders Who Interacted Daily in Time T1 (1982/3) Prescribed Networks at the Coastal Hotel	355

9.8	Showing Opinion Leaders Who Interacted Daily in Time T1 (1983) Prescribed Networks at the London Hotel	356
9.9	Showing Opinion Leaders Who Interacted Several Times per Day in Time T1 (1982/3) Prescribed Networks at the Coastal Hotel	357
9.10	Showing Opinion Leaders Who Interacted Several Times per Day in Time T1 (1983) Prescribed Networks at the London Hotel	358
9.11	Showing Opinion Leaders Who Interacted Several Times per Week in Time T2 (1984) Prescribed Networks at the Coastal Hotel	359
9.12	Showing Opinion Leaders Who Interacted Several Times per Week in Time T2 (1984) Prescribed Networks at the London Hotel	360
9.13	Showing Opinion Leaders Who Interacted Daily in Time T2 (1984) Prescribed Networks at the Coastal Hotel	361
9.14	Showing Opinion Leaders Who Interacted Daily in Time T2 (1984) Prescribed Networks at the London Hotel	362
9.15	Showing Opinion Leaders Who Interacted Several Times per Day in Time T2 (1984) Prescribed Networks at the Coastal Hotel	363
9.16	Showing Opinion Leaders Who Interacted Several Times per Day in Time T2 (1984) Prescribed Networks at the London Hotel	364
9.17	Showing Opinion Leaders Who Interacted Several Times per Week in Time T1 (1982/3) Emergent Networks at the Coastal Hotel	365
9.18	Showing Opinion Leaders Who Interacted Several Times per Week in Time T1 (1983) Emergent Networks at the London Hotel	366
9.19	Showing Opinion Leaders Who Interacted Daily in Time T1 (1982/3) Emergent Networks at the Coastal Hotel	367
9.20	Showing Opinion Leaders Who Interacted Daily in Time T1 (1983) Emergent Networks at the London Hotel	368
9.21	Showing Opinion Leaders Who Interacted Several Times per Day in Time T1 (1983) Emergent Networks at the London Hotel	369
9.22	Showing Opinion Leaders Who Interacted Several Times per Day in Time T1 (1982/3) Emergent Networks at the Coastal Hotel	370

9.23	Showing Opinion Leaders Who Interacted Several Times per Week in Time T2 (1984) Emergent Networks at the Coastal Hotel	371
9.24	Showing Opinion Leaders Who Interacted Several Times per Week in Time T2 (1984) Emergent Networks at the London Hotel	372
9.25	Showing Opinion Leaders Who Interacted Daily in Time T2 (1984) Emergent Networks at the Coastal Hotel	373
9.26	Showing Opinion Leaders Who Interacted Daily in Time T2 (1984) Emergent Networks at the London Hotel	374
9.27	Showing Opinion Leaders Who Interacted Several Times per Day in Time T2 (1984) Emergent Networks at the Coastal Hotel	375
9.28	Showing Opinion Leaders Who Interacted Several Times per Day in Time T2 (1984) Emergent Networks at the London Hotel	376
9.29	Showing Prescribed Network Opinion Leaders Who Interacted Several Times per Week in Coastal and London Hotels at Time (T1)	377
9.30	Showing Prescribed Network Opinion Leaders Who Interacted Daily in Coastal and London Hotels at Time (T1)	378
9.31	Showing Prescribed Network Opinion Leaders Who Interacted Several Times per Day in Coastal and London Hotels at Time (T1)	379
9.32	Showing Emergent Network Opinion Leaders Who Interacted Several Times per Week in Coastal and London Hotels at Time (T1)	380
9.33	Showing Emergent Network Opinion Leaders Who Interacted Daily in Coastal and London Hotels at Time (T1)	381
9.34	Showing Emergent Network Opinion Leaders Who Interacted Several Times per Day in Coastal and London Hotels at Time (T1)	382
9.35	Showing Prescribed Network Opinion Leaders Who Interacted Several Times per Week in Coastal and London Hotels at Time (T2)	383
9.36	Showing Prescribed Network Opinion Leaders Who Interacted Daily in Coastal and London Hotels at Time (T2)	384
9.37	Showing Prescribed Network Opinion Leaders Who Interacted Several Times per Day in Coastal and London Hotels at Time (T2)	385

9.38	Showing Emergent Network Opinion Leaders Who Interacted Several Times per Day in Coastal and London Hotels at Time (T2)	386
9.39	Showing Emergent Network Opinion Leaders Who Interacted Daily in Coastal and London Hotels at Time (T2)	387
9.40	Showing Emergent Network Opinion Leaders Who Interacted Several Times per Day in Coastal and London Hotels at Time (T2)	388
10.1	Showing Changes in Membership and Communication Links of Managers in Coastal and London Hotels During 1982/3, 1984 and 1985	389

APPENDIX B

<u>Table</u>	<u>Title</u>	<u>Page</u>
2.1	Dimensions and Properties of Communication Networks, (Tichy and Fombrun, 1979)	390
	Key to Codes used in Tables 4.1 to 4.4, inclusive in the collection of Demographic data	391
4.1	Demographic data collected from respondents in the Coastal Hotel during the Time T1 Survey, (1982/3)	394
4.2	Demographic Data Collected from Respondents in the London Hotel During the Time T1 Survey, (1983)	406
4.3	Demographic Data Collected from Respondents in the Coastal Hotel During the Time T2 Survey, (1984)	417
4.4	Demographic Data Collected from the Respondents in the London Hotel During the Time T2 Survey, (1984)	428
6.1	Showing a Summary of the Financial Performance of the London Hotel During the Four-year Period, July, 1982 - June, 1986	439
6.2	Showing a Summary of the Financial Performance of the Coastal Hotel During the Four-year Period, July, 1982 - June, 1986	440
8.1	Average Labour Turnover for Nine Hotels During the Period, 1982-1985	441
8.2	Showing Summaries of Total Annual Turnover and Exit Interview Data for Staff Leaving Nine Hotels from 1982 to 1985	442
8.3	Analysis of Exit Interviews in Nine Hotels from 1982 to 1985, showing percentages of Separations falling in each category	443

8.4	Summary of Labour Turnover Analysis for Nine Hotels, (1982-85)	444
8.5	Summary of Labour Turnover Analysis in the Coastal Hotel from 1982 to 1985	445
8.6	Summary of Labour Turnover Analysis in the London Hotel from 1982 to 1985	446
8.7	Summary of Labour Turnover Related to Job Classification in the Coastal and London Hotels from 1982 to 1985	447
8.8	Summary of Labour Turnover in Different Departments at the Coastal and London Hotels from 1982 to 1985	449
8.9	Matrix Analysis of Labour Turnover at the Coastal Hotel from 1982 to 1985	450
8.10	Matrix Analysis of Labour Turnover at the London Hotel from 1982 to 1985	451
8.11	Labour Turnover in Nine British Hotels, Arranged in Three-Monthly Intervals for the Period, 1982 to 1985	452
8.12	Labour Turnover of Staff Employed in Administrative Departments in Nine British Hotels, Summarised at Three-Monthly Intervals for the Period 1982 to 1985	453
8.13	Labour Turnover of Staff Employed in Maintenance Departments in Nine British Hotels, Summarised at Three-Monthly Intervals for the Period 1982 to 1985	454
8.14	Labour Turnover of Staff Employed in Front Desk Departments in Nine British Hotels, Summarised at Three-Monthly Intervals for the Period 1982 to 1985	455
8.15	Labour Turnover of Staff Employed in Food and Beverage Departments in Nine British Hotels, Summarised at Three-Monthly Intervals for the Period 1982 to 1985	456
8.16	Labour Turnover of Staff Employed in Housekeeping Departments in Nine British Hotels, Summarised at Three-Monthly Intervals for the Period 1982 to 1985	457
8.17	Labour Turnover of Staff Employed in all Departments in the Coastal Hotel, Summarised at Three-Monthly Intervals for the Period 1982 to 1985	458
8.18	Labour Turnover of Staff Employed in all Departments in the London Hotel, Summarised at Three-Monthly Intervals for the Period 1982 to 1985	460
8.19	Showing Changes in Staff Establishments in the Coastal and London Hotels after the First and Replicated Communication Audits 1982 to 1984	462

8.20	Showing the Average Length of Employment for Staff Employed in Different Job Classifications at the Coastal and London Hotels from 1982 to 1985	464
8.21	Summary of the Age Profile of Labour Turnover in the Coastal and London Hotels from 1982 to 1985	465
8.22	Showing Average Wage Rates of Employees by Job Classification at the Coastal and London Hotels from 1982 to 1985	467
8.23	Showing the Average Length of Company Training for Employees in Different Job Classifications at the Coastal and London Hotels from 1982 to 1985	468
8.24	Summary of Labour Turnover, Categorised by the sex of Employees, at the Coastal and London Hotels from 1982 to 1985	469
9.1	Connectedness Ratios of 114 Employees in the Information Network, Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982/3	470
9.2	Connectedness Ratios of 112 Employees in the Information Network, Grouped into Six Job Classifications at the London Hotel During the Time (T1) Study, 1983	471
9.3	Connectedness Ratios of 121 Employees in the Information Network, Grouped into Six Job Classifications at the Coastal Hotel During the Time (T2) Study, 1984	472
9.4	Connectedness Ratios of 113 Employees in the Information Network, Grouped into Six Job Classifications at the London Hotel During the Time (T2) Study, 1984	473
9.5	Connectedness Ratios of 114 Employees in the Goods Network, Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982/3	474
9.6	Connectedness Ratios of 112 Employees in the Goods Network, Grouped into Six Job Classifications at the London Hotel During the Time (T1) Study, 1983	475
9.7	Connectedness Ratios of 121 Employees in the Goods Network, Grouped into Six Job Classifications at the Coastal Hotel During the Time (T2), 1984	476
9.8	Connectedness Ratios of 113 Employees in the Goods Network, Grouped into Six Job Classifications at the London Hotel During the Time (T2) Study, 1984	477

9.9	Connectedness Ratios of 114 Employees in the Decisions Network, Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982/3	478
9.10	Connectedness Ratios of 112 Employees in the Decisions Network, Grouped into Six Job Classifications at the London Hotel During the Time (T1) Study, 1983	479
9.11	Connectedness Ratios of 121 Employees in the Decisions Network, Grouped into Six Job Classifications at the Coastal Hotel During the Time (T2) Study, 1984	480
9.12	Connectedness Ratios of 113 Employees in the Decisions Network, Grouped into Six Job Classifications at the London Hotel During the Time (T2) Study, 1984	481
9.13	Connectedness Ratios of 114 Employees in the Friendship Network, Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982/3	482
9.14	Connectedness Ratios of 112 Employees in the Friendship Network, Grouped into Six Job Classifications at the London Hotel During the Time (T1) Study, 1983	483
9.15	Connectedness Ratios of 121 Employees in the Friendship Network, Grouped into Six Job Classifications at the Coastal Hotel During the Time (T2) Study, 1984	484
9.16	Connectedness Ratios of 113 Employees in the Friendship Network, Grouped into Six Job Classifications at the London Hotel During the Time (T2) Study, 1984	485
	Key to Codes used in the Comparative Analysis of Data Shown in Tables 9.17 to 9.38, inclusive; and 9.65 and 9.66	486
9.17	Comparative Analysis of Connectedness Ratios for Respondents in each Job Classification in the Information, Goods, Decisions and Friendship Networks at the Coastal and London Hotels During the Time T1 Studies, (1982/3)	487
9.18	Comparative Analysis of Connectedness Ratios for Respondents in each Job Classification in the Information, Goods, Decisions and Friendship Networks at the Coastal and London Hotels During the Time T2 Studies, (1984)	488

9.19	Comparative Analysis of Connectedness Ratios for Respondents in each Job Classification, after combining data collected at the Coastal and London Hotels During the Time T1 Studies, (1982/3)	489
9.20	Comparative Analysis of Connectedness Ratios for Respondents in each Job Classification, after combining data collected at the Coastal and London Hotels During the Time T2 Studies, (1984)	490
9.21	Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Friendship Networks for Job Classification 1 Respondents in the replicated Time T1 and T2 Studies at the Coastal and London Hotels, (1982/3 and 1984)	491
9.22	Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Friendship Networks for Job Classification 2 Respondents in the replicated Time T1 and T2 Studies at the Coastal and London Hotels, (1982/3 and 1984)	492
9.23	Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Friendship Networks for Job Classification 3 Respondents in the replicated Time T1 and T2 Studies at the Coastal and London Hotels, (1982/3 and 1984)	493
9.24	Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Friendship Networks for Job Classification 4 Respondents in the replicated Time T1 and T2 Studies at the Coastal and London Hotels, (1982/3 and 1984)	494
9.25	Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Friendship Networks for Job Classification 5 Respondents in the replicated Time T1 and T2 Studies at the Coastal and London Hotels, (1982/3 and 1984)	495
9.26	Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Friendship Networks for Job Classification 6 Respondents in the replicated Time T1 and T2 Studies at the Coastal and London Hotels, (1982/3 and 1984)	496
9.27	Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Friendship Networks for Job Classifications in the replicated Time T1 and T2 Studies at the Coastal and London Hotels, (1982/3 and 1984)	497
9.28	Comparative Analysis of Demographic Data for Respondents in each Job Classification at the Coastal and London Hotels During the Time T1 Studies, (1982/3)	498

9.29	Comparative Analysis of Demographic Data for Respondents in each Job Classification at the Coastal and London Hotels During the Time T2 Studies, (1984)	499
9.30	Comparative Analysis of Connectedness Ratios of Respondents, who were classed into eight Technological groups, in the Information, Goods, Decisions and Friendship networks at the Coastal and London Hotels During the Time T1 Studies, (1982/3)	500
9.31	Comparative Analysis of Connectedness Ratios for Respondents, who were classed into eight Technological groups, in the Information, Goods, Decisions and Friendship networks at the Coastal and London Hotels During the Time T2 Studies, (1984)	501
9.32	Comparative Analysis of Connectedness Ratios for Respondents, who were classed into eight Technological groups, in the Information, Goods, Decisions and Friendship networks using combined data from the Time T1 and T2 Studies at the Coastal and London Hotels, (1982/3 and 1984)	502
9.33	Comparative Analysis of Mean Periods of Employment of Respondents in each Job Classification at the Coastal and London Hotels During Replicated Studies at Times T1 and T2, (1982/3 and 1984)	503
9.34	Comparative Analysis of Mean Periods of Employment of Respondents, classed in eight Technological groups, at the Coastal and London Hotels During the Replicated Studies at Times T1 and T2, (1982/3 and 1984)	504
9.35	Comparative Analysis of Connectedness Ratios in the Information, Goods, Decisions and Friendship Networks Between 'Stayers' and 'Leavers' at the Coastal and London Hotels During the Time T1 Studies, (1982/3 and 1984)	505
9.36	Comparative Analysis of Demographic Differences Between 'Stayers' and 'Leavers' at the Coastal and London Hotels During the Time T1 Studies, (1982/3 and 1984)	506
9.37	Comparative Analysis of Connectedness Ratios in the Information, Goods, Decisions and Friendship Networks Between 'Stayers' and 'Newcomers' at the Coastal and London Hotels During the Time T2 Studies, (1984)	507
9.38	Comparative Analysis of Demographic Differences Between 'Stayers' and 'Newcomers' at the Coastal and London Hotels During the Time T2 Studies, (1984)	508

Key to Abbreviations used in Tables 9.39 and 9.40 Kendall's Tau Analysis of Connectedness Ratios, Average Labour Turnover, Length of Employment and Pay Data	509
9.39 Kendall's Tau Correlations of Labour Turnover and Mean Periods of Employment and the Connectedness Ratios in four Networks on Respondents in each Job Classification, using combined data from the Coastal and London Hotels During the Replicated Studies at Times T1 and T2, (1982/3 and 1984)	510
9.40 Kendall's Tau Correlations of Mean Pay and the Connectedness Ratios in four Networks on Respondents in each Job Classification, using combined data from the Coastal and London Hotels During the Replicated Studies at Times T1 and T2, (1982/3 and 1984)	512
9.41 Showing the Average Group and Group Connectedness Ratios, by department, in the Information Network During the Time T1 Study (1982/3) at the Coastal Hotel	513
9.42 Showing the Average Group and Group Connectedness Ratios, by department, in the Goods Network During the Time T1 Study (1982/3) at the Coastal Hotel	514
9.43 Showing the Average Group and Group Connectedness Ratios, by department, in the Decisions Network During the Time T1 Study (1982/3) at the Coastal Hotel	515
9.44 Showing the Average Group and Group Connectedness Ratios, by department, in the Friendship Network During the Time T1 Study (1982/3) at the Coastal Hotel	516
9.45 Showing the Average Group and Group Connectedness Ratios, by department, in the Information Network During the Time T2 Study (1984) at the Coastal Hotel	517
9.46 Showing the Average Group and Group Connectedness Ratios, by department, in the Goods Network During the Time T2 Study (1984) at the Coastal Hotel	518
9.47 Showing the Average Group and Group Connectedness Ratios, by department, in the Decisions Network During the Time T2 Study (1984) at the Coastal Hotel	519
9.48 Showing the Average Group and Group Connectedness Ratios, by department, in the Friendship Network During the Time T2 Study (1984) at the Coastal Hotel	520
9.49 Showing the Average Group and Group Connectedness Ratios, by department, in the Information Network During the Time T1 Study (1983) at the London Hotel	521

9.50	Showing the Average Group and Group Connectedness Ratios, by department, in the Goods Network During the Time T1 Study (1983) at the London Hotel	522
9.51	Showing the Average Group and Group Connectedness Ratios, by department, in the Decisions Network During the Time T1 Study (1983) at the London Hotel	523
9.52	Showing the Average Group and Group Connectedness Ratios, by department, in the Friendship Network During the Time T1 Study (1983) at the London Hotel	524
9.53	Showing the Average Group and Group Connectedness Ratios, by department, in the Information Network During the Time T2 Study (1984) at the London Hotel	525
9.54	Showing the Average Group and Group Connectedness Ratios, by department, in the Goods Network During the Time T2 Study (1984) at the London Hotel	526
9.55	Showing the Average Group and Group Connectedness Ratios, by department, in the Decisions Network During the Time T2 Study (1984) at the London Hotel	527
9.56	Showing the Average Group and Group Connectedness Ratios, by department, in the Friendship Network During the Time T2 Study (1984) at the London Hotel	528
9.57	Showing the Job Classification of Respondents, appearing as 'Isolates' in the Prescribed and Emergent Networks at the Coastal Hotel, During the Time T1 Study, (1982/3)	529
9.58	Showing the Job Classification of Respondents, appearing as 'Isolates' in the Prescribed and Emergent Networks at the London Hotel, During the Time T1 Study (1983)	530
9.59	Showing the Job Classification of Respondents, appearing as 'Isolates' in the Prescribed and Emergent Networks at the Coastal Hotel, During the Time T2 Study (1984)	531
9.60	Showing the Job Classification of Respondents, appearing as 'Isolates' in the Prescribed and Emergent Networks at the London Hotel, During the Time T2 Study (1984)	532
9.61	Showing Opinion Leaders in the Prescribed and Emergent Networks, Ranked in Order of Connectedness Ratios, at the Coastal Hotel During the Time T1 Study (1982/3)	533
9.62	Showing Opinion Leaders in the Prescribed and Emergent Networks, Ranked in Order of Connectedness Ratios, at the London Hotel During the Time T1 Study (1983)	534

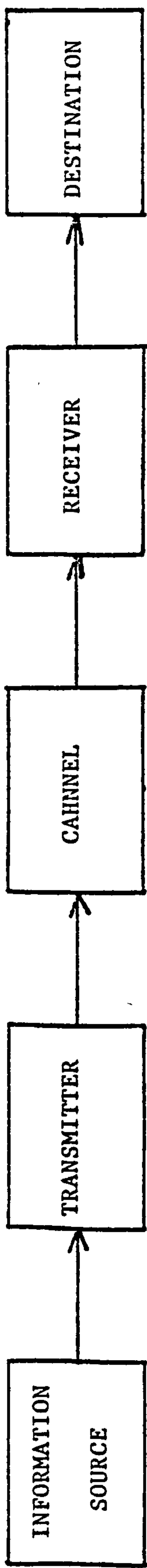
9.63	Showing Opinion Leaders in the Prescribed and Emergent Networks, Ranked in Order of Connectedness Ratios, at the Coastal Hotel During the Time T2 Study (1984)	535
9.64	Showing Opinion Leaders in the Prescribed and Emergent Networks, Ranked in Order of Connectedness Ratios, at the London Hotel During the Time T2 Study (1984)	536
9.65	Comparative Analysis of the Connectedness Ratios of 'Opinion Leaders' and all other Respondents During the Replicated Studies at Times T1 and T2 in the Coastal Hotel, (1982/3 and 1984)	537
9.66	Comparative Analysis of the Connectedness Ratios of 'Opinion Leaders' and all other Respondents During the Replicated Studies at Times T1 and T2 in the London Hotel, (1983 and 1984)	538

APPENDIX C

<u>Exhibit</u>	<u>Title</u>	<u>Page</u>
C1	FORTTRAN programs for the Communication Network Analysis of Data Collected from Respondents During the Replicated Studies at Times T1 and T2 in the Coastal and London Hotels, (1982/3 and 1984)	539
C2	Glossary	546
C3	Bibliography	546
C4	Confidential Communication and Work Attitude Questionnaire	564

APPENDIX A

(1) SHANNON (1948)



(1) SHANNON AND WEAVER (1949)

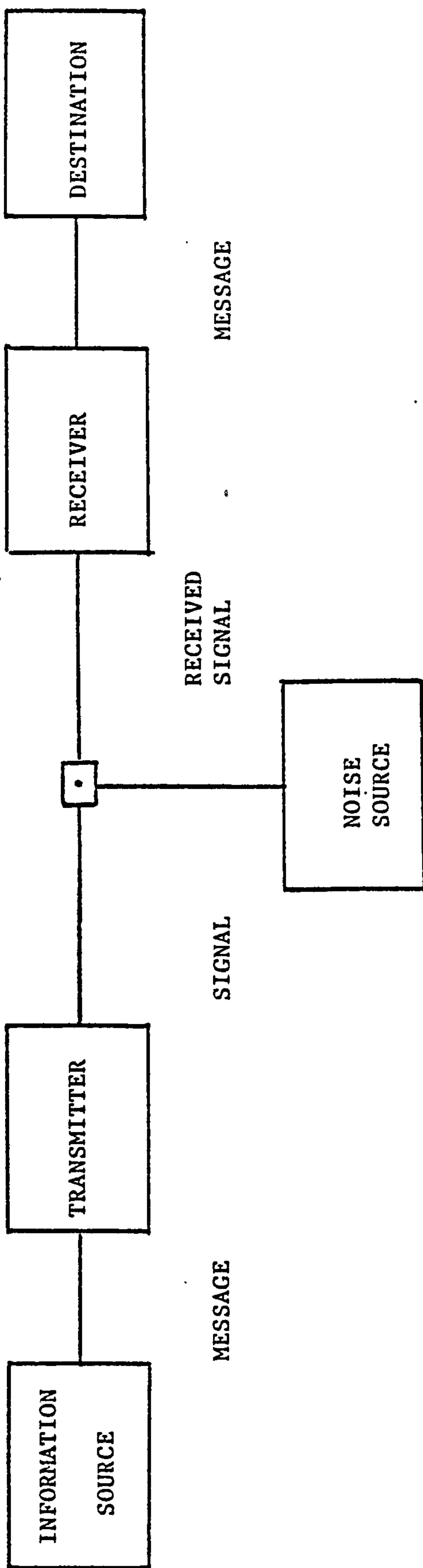
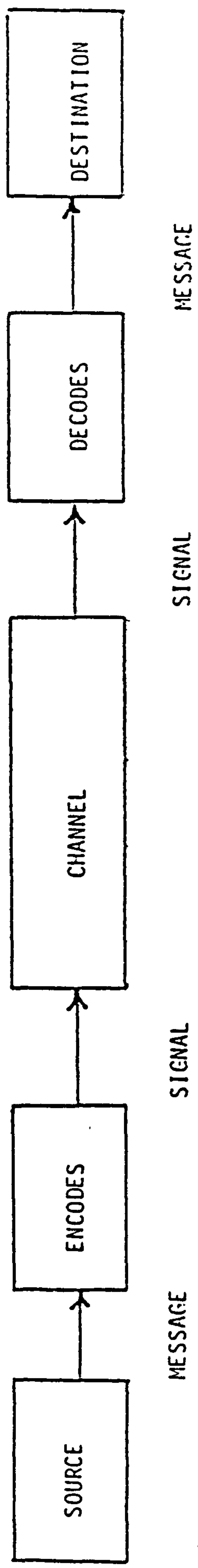


FIGURE: 1.1 SHOWING THE SHANNON (1948) AND SHANNON AND WEAVER (1949) LINEAR MODELS OF COMMUNICATION

(1) OSGOOD AND OTHERS (1957) MODEL OF COMMUNICATION:



(11) THE BERLO (1960) S-M-C-R MODEL OF COMMUNICATION

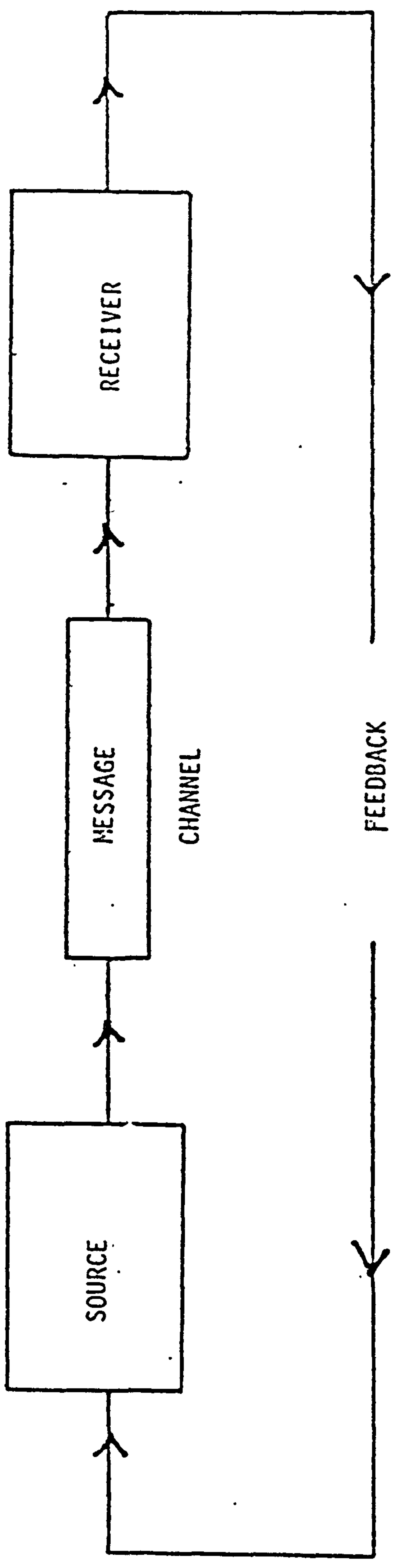


FIGURE: 1.2 SHOWING TWO WELL KNOWN LINEAR MODELS OF HUMAN COMMUNICATION

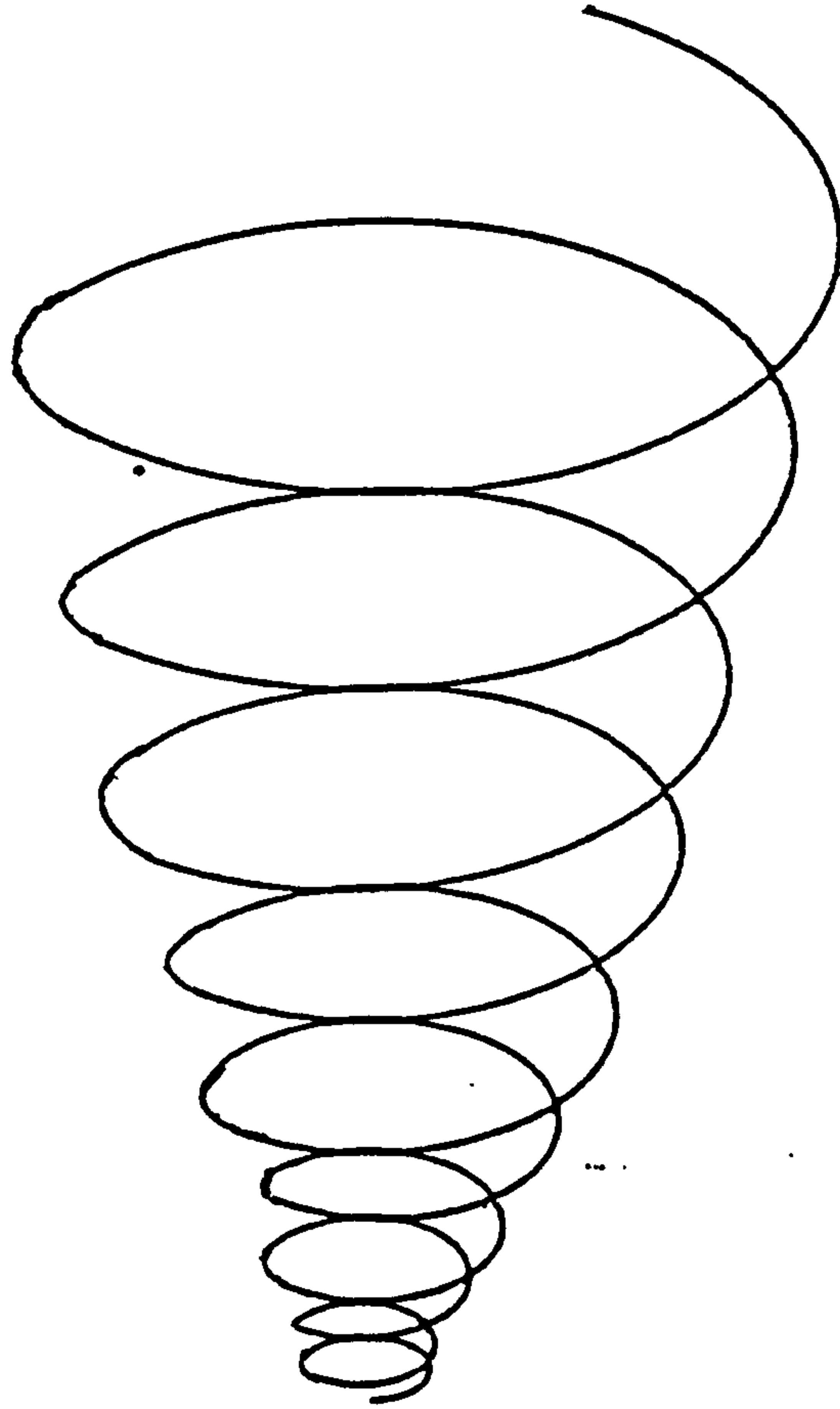


FIGURE: 1.3. THE DANCE (1967) HELICAL SPIRAL MODEL OF COMMUNICATION

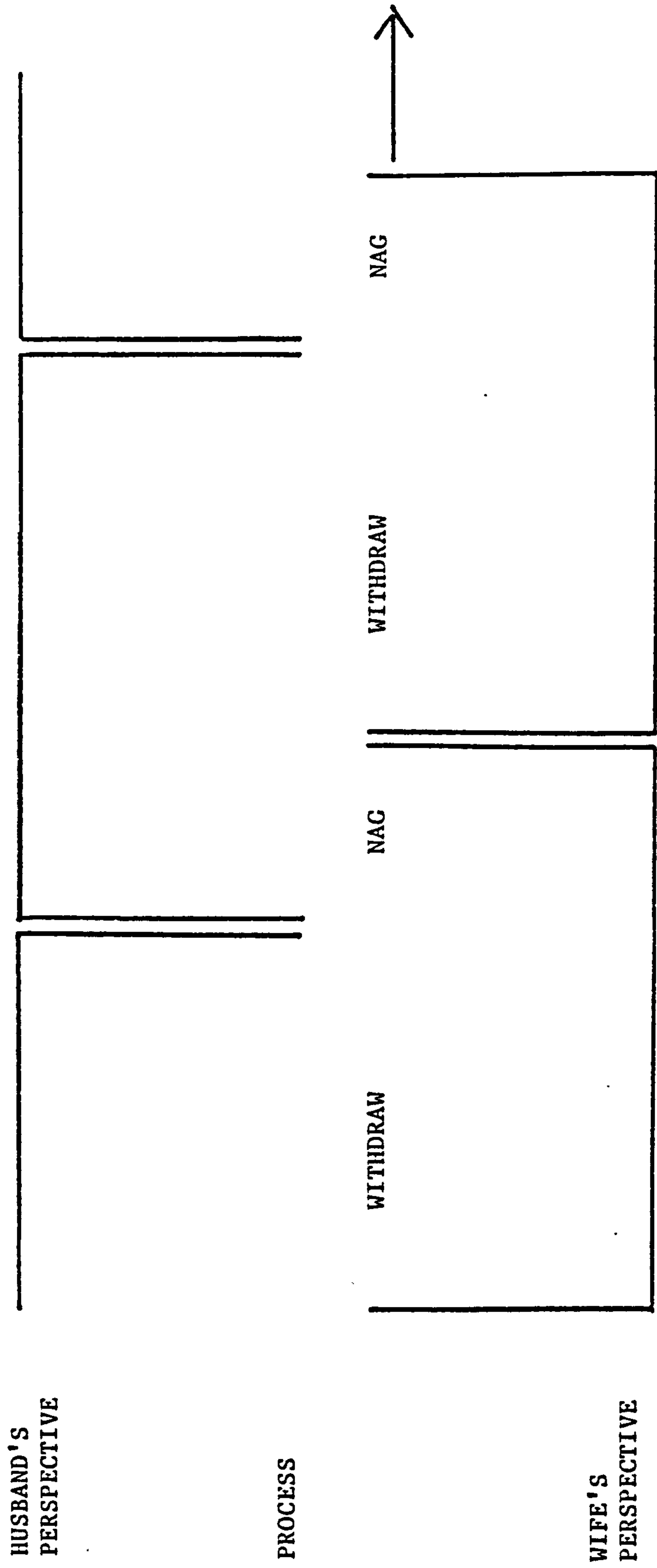


FIGURE: 1.4. PUNCTUATION OF A COMMUNICATION PROCESS FROM THE PARTICIPANTS' PERSPECTIVES (PENMAN, 1980)

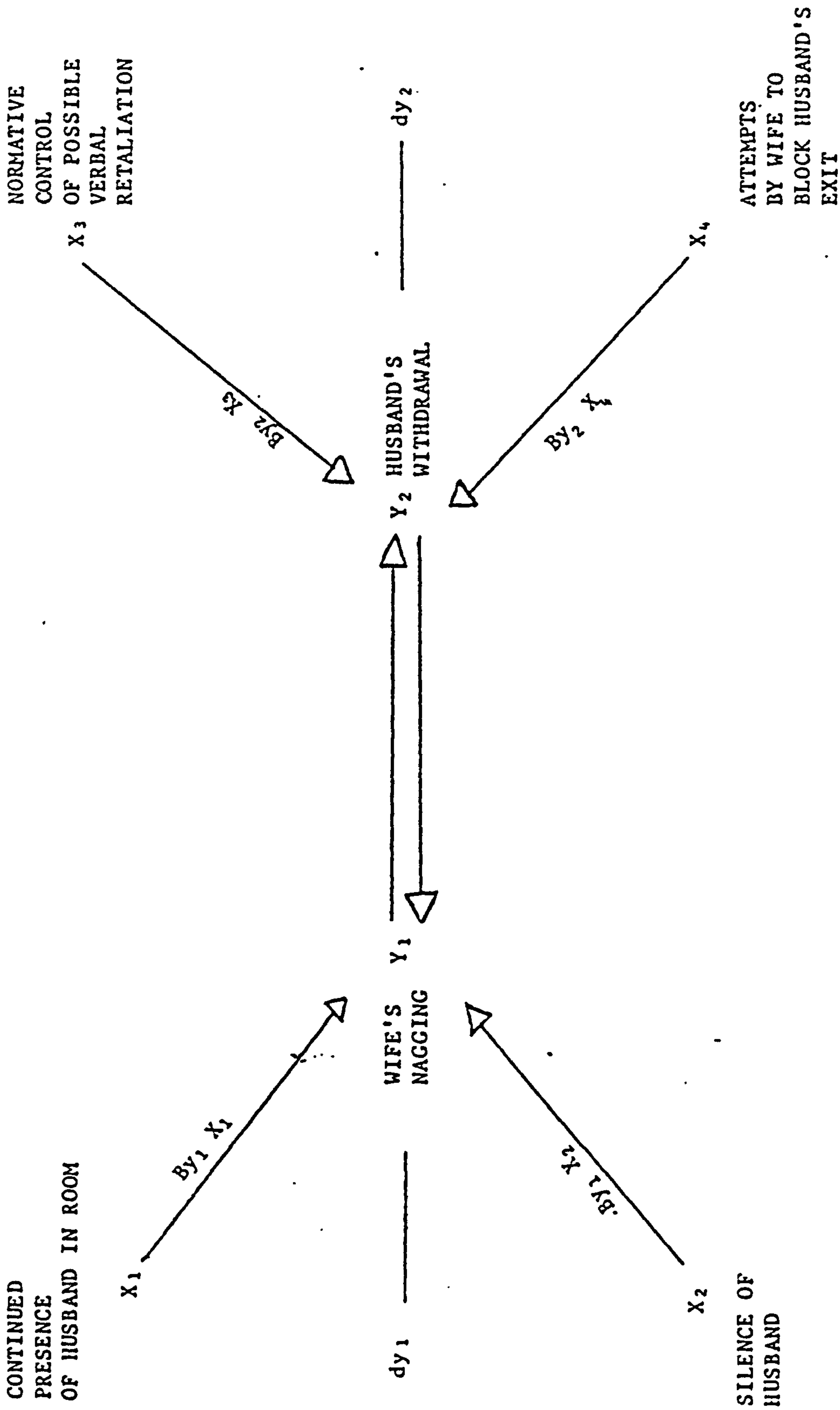


FIGURE 1.5. A NON-RECURSIVE STRUCTURAL MODEL RELATING WIFE'S NAGGING AND HUSBAND'S WITHDRAWAL.

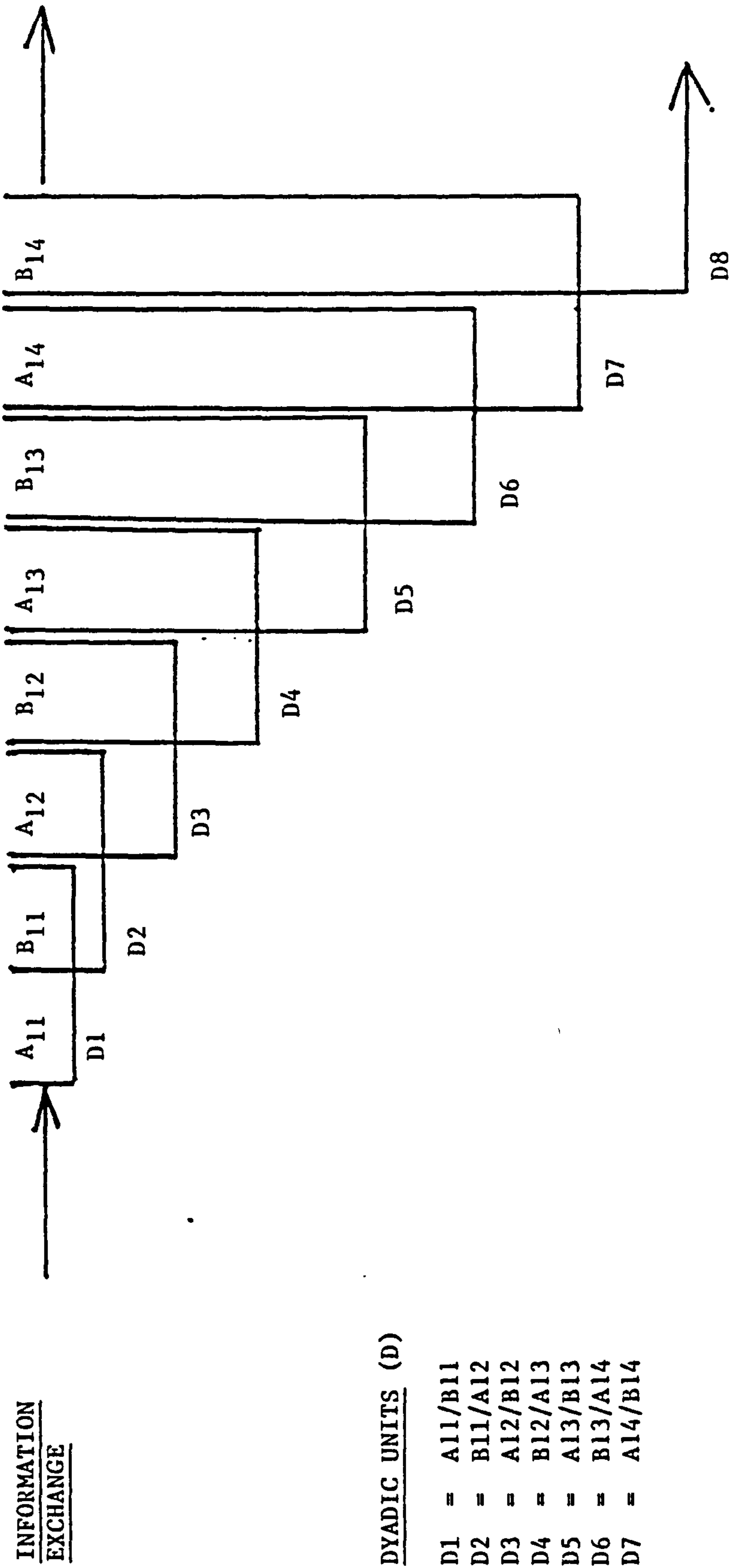


FIGURE: 1.6. (MODIFIED): PUNCTUATION OF A COMMUNICATION PROCESS BETWEEN PERSONS A AND B USING A DYADIC UNIT (SOURCE: PENMAN p.16).

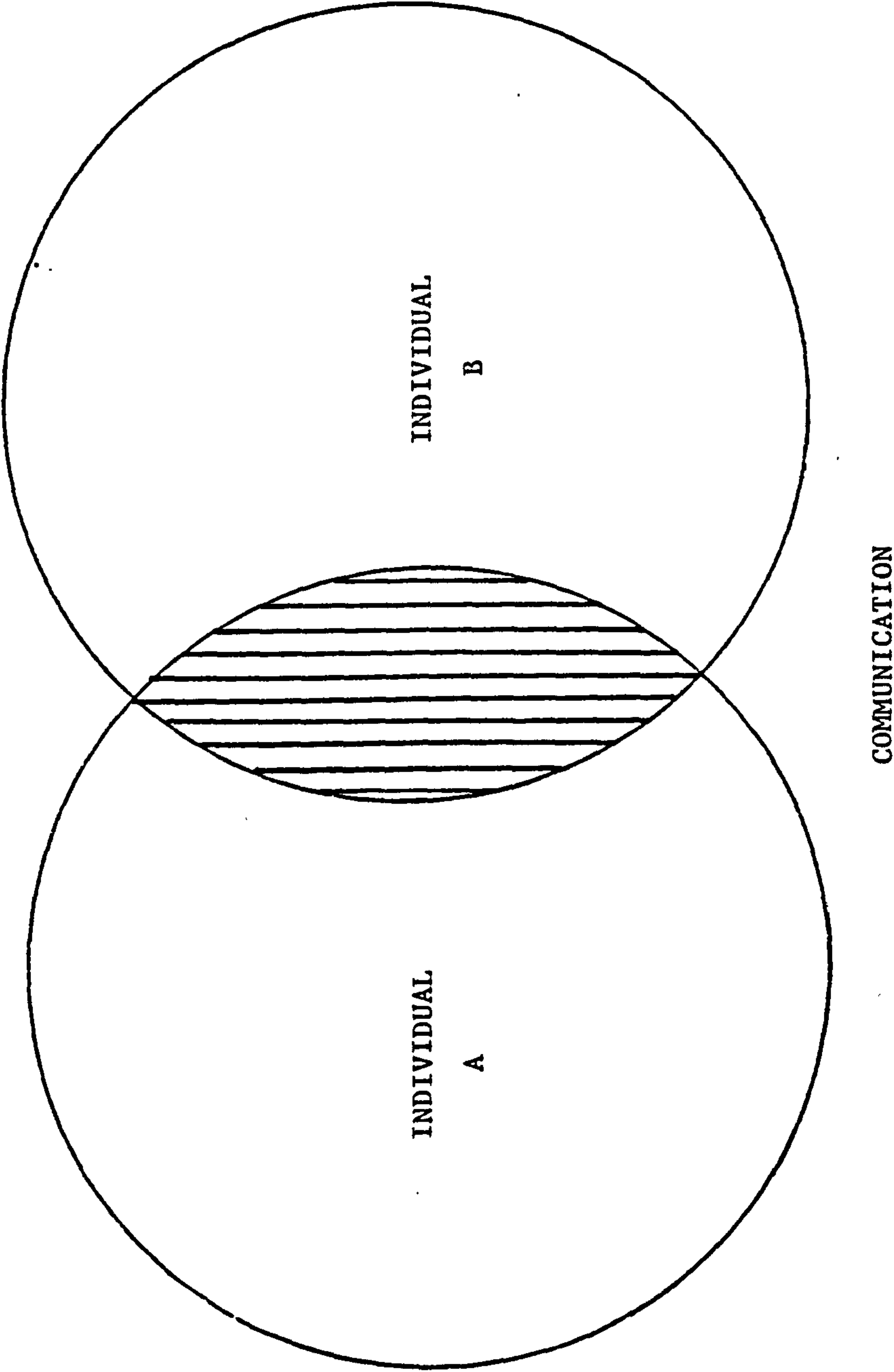


FIGURE: 1.7. THE EXCHANGE MODEL OF COMMUNICATION (KINCAID, 1979)

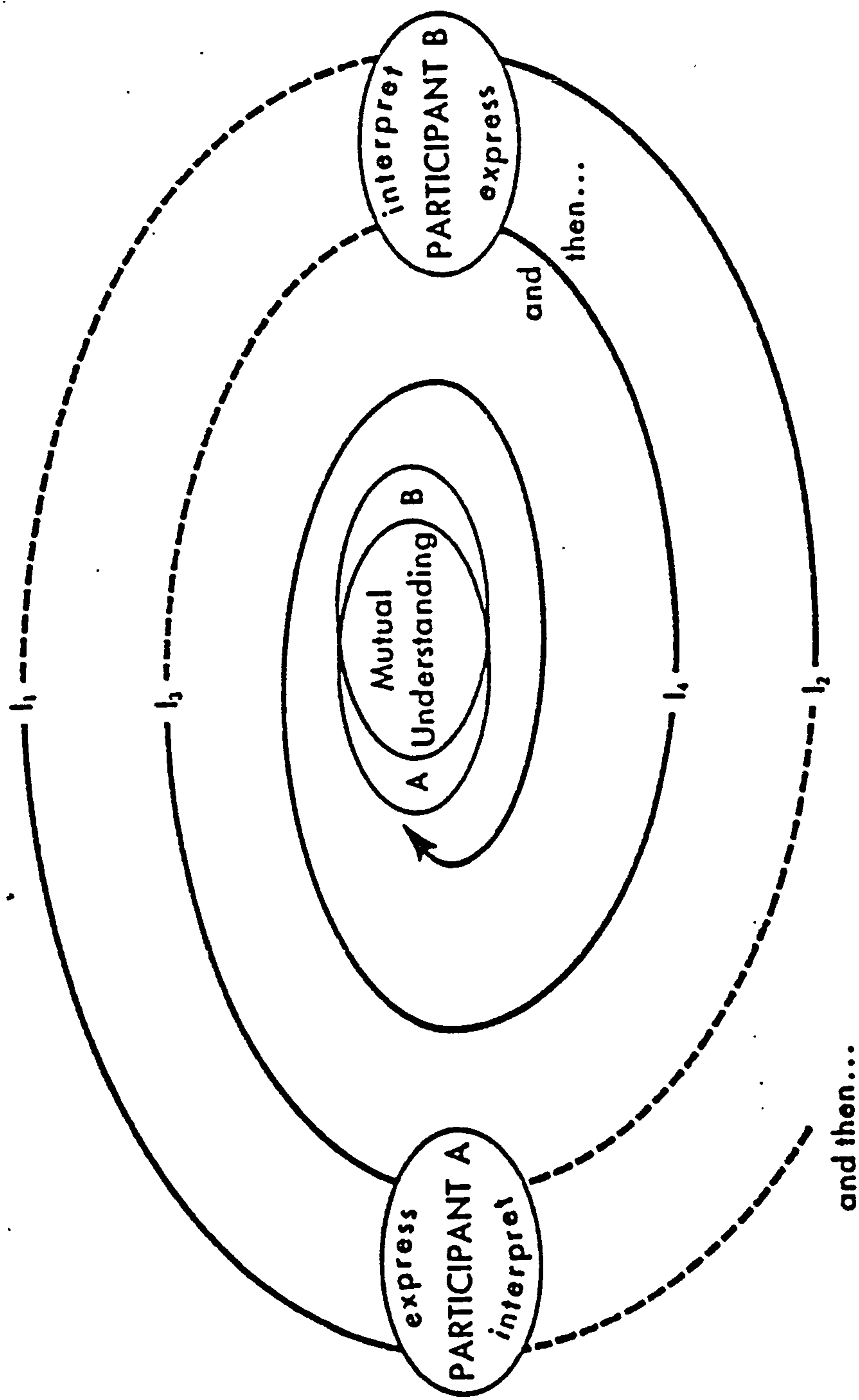


FIGURE 1.8. THE KINCAID AND SCHRAMM (1975) CONVERGENCE MODEL OF COMMUNICATION

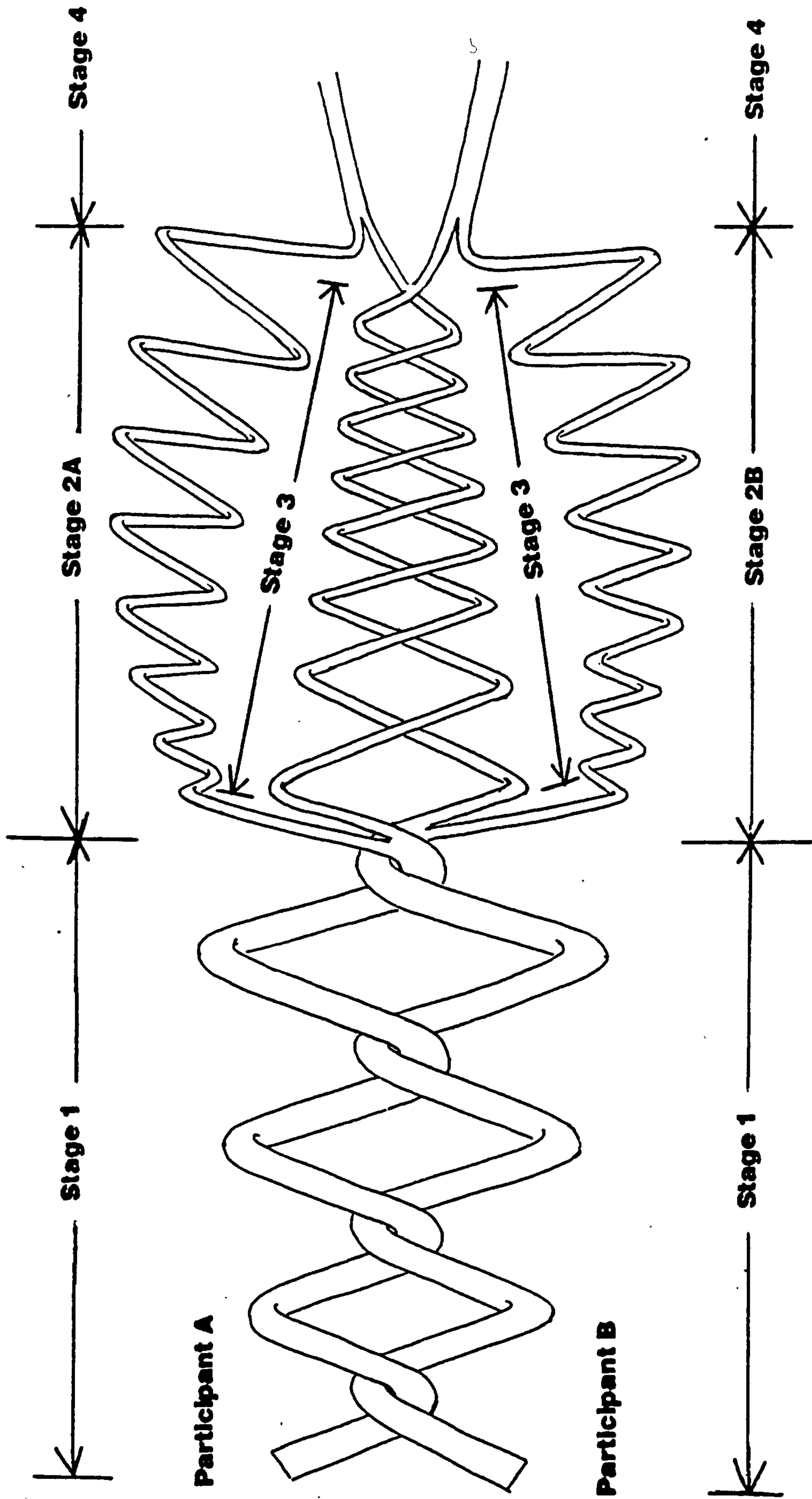


FIGURE 1.9. A GENERAL MODEL OF HUMAN COMMUNICATION (McEWAN 1986)

<i>Model 'A'</i>	<i>Model 'B'</i>
(i) Norms and values are the basic elements of social life.	(i) Interests are the basic elements of social life.
(ii) Social life involves commitments	(ii) Social life involves inducement and coercion.
(iii) Societies are necessarily cohesive.	(iii) Social life is necessarily divisive.
(iv) Social life depends on solidarity.	(iv) Social life generates opposition, exclusion and hostility.
(v) Social life is based on reciprocity and cooperation.	(v) Social life generates structured conflict.
(vi) Social systems rest on consensus.	(vi) Social life generates sectional interests.
(vii) Society recognizes legitimate authority.	(vii) Social differentiation involves power.
(viii) Social systems are integrated.	(viii) Social systems are malintegrated and beset by 'contradictions'.
(ix) Social systems tend to persist.	(ix) Social systems tend to change.

FIGURE 2:1 THE DAHRENDORF (1959)
A - B MODELS OF SOCIAL SYSTEMS

Mechanistic Structure	Factor	Organic Structure
<p>A mechanistic management system is appropriate to stable conditions. It is characterized by:</p>		
<p>The organic form is appropriate to changing conditions, which give rise constantly to fresh problems and unforeseen requirements for action which cannot be broken down or distributed automatically arising from the functional roles defined within a hierarchical structure. It is characterized by:</p>		
(a) the specialized differentiation of functional task into which the problems and tasks facing the concern as a whole are broken down.	differentiation and integration	(a) the contributive nature of special knowledge and experience to the common task of the concern;
(b) the abstract nature of each individual task, which is pursued with techniques and purposes more or less distinct from those of the concern as a whole;	work focus	(b) the "realistic" nature of the individual task, which is seen as set by the total situation of the concern;
(c) the reconciliation, for each level in the hierarchy, of these distinct performances by the immediate superiors, who are also, in turn, responsible for seeing that each is relevant in his own special part of the main task;	task definition	(c) the adjustment and continual redefinition of individual tasks through interaction with others;
(d) the precise definition of rights and obligations and technical methods attached to each functional role;	role definition	(d) the shedding of "responsibility" as a limited field of rights, obligations and methods;
(e) the translation of rights and obligations and methods into the responsibilities of a functional position;	responsibility	(e) the spread of commitment to the concern beyond any technical definition;

FIGURE 2.2: CHARACTERIZATIONS OF MECHANISTIC :AND ORGANIC STRUCTURES

Mechanistic Structure	Factor	Organic Structure
(f) hierarchic structure of control, authority and communication;	structure	(f) a network structure of control, authority, and communication;
(g) a reinforcement of the hierarchic structure by the location of knowledge of actualities exclusively at the top of the hierarchy;	focus of authority	(g) omniscience no longer imputed to the head of the concern; knowledge about the technical or commercial nature of the here and now task may be located anywhere in the network; this location becoming the ad hoc centre of control authority and communication;
(h) the tendency for interaction between members of the concern to be vertical;	communication flow	(h) a lateral rather than a vertical direction of communication, communication between people of different rank;
(i) a tendency for operations and working behaviour to be governed by the instructions and decisions issued by superiors;	communication context	(i) a content of communication which consists of information and advice rather than instructions and decisions;
(j) insistence on loyalty to the concern and obedience to superiors as a condition of membership;	loyalty	(j) commitment to the concern's task and to the "technological ethos" of material progress and expansion is more highly valued than loyalty and obedience;
(k) a greater importance and prestige attaching to internal (local) than to general (cosmopolitan) knowledge, experience, and skill.	prestige	(k) importance and prestige attached to affiliations and expertise valid in the industrial and technical and commercial milieu external to the firm.

Source: BURNS, T. and STALKER, G.M. (1961): The Management of Innovation, Tavistock Publications, London

<u>Design</u>	<u>Group Structural Properties</u>	<u>Performance Impact</u>
Mechanistic	many coalitions	(-)
	many isolates	(-)
	few stars	(-)
	few liaisons	(-)
	low connectedness	(-)
	low reciprocity	(-)
	low horizontal differentiation	(-)
	high centrality	(+)
Organic	high vertical differentiation	(+)
	few coalitions	(+)
	few isolates	(+)
	many stars	(+)
	many liaisons	(+)
	high connectedness	(+)
	high reciprocity	(+)
	high horizontal differentiation	(+)
	low centrality	(-)
	low vertical differentiation	(-)

Source: Pearce and David (1983)

FIGURE: 2.3. CONCEPTUALISATION OF A DESIGN-PERFORMANCE RELATIONSHIP

Actor Aggregation in a unit of analysis

Analytical Approaches	Actor		
	Multiple actors as a network subgroup		Multiple actors/subgroups as a structured system
Relational	personal network as extensive, dense and/or multiplex	primary group as a network clique: a set of actors connected by cohesive relations	system structure as dense and/or transitive
Positional	occupant of a network position as central and/or prestigious	status/role-set as a network position: a set of structurally equivalent actors	system structure as a stratification of status/role-sets.

FIGURE: 2.4. BURT (1980) TYPOLOGY FOR ANALYSING NETWORK STRUCTURE

TABLE SHOWING NETWORK STRATEGIES IN ORGANIZATIONS

Strategy	Focus	Analytical Emphasis	Examples of Authors in Organization Research
Nodal	Unit node/roles	Multivariate analysis	Tushman (1977b) Roberts and O'Reilly (1979)
Dyadic			
(a) Correlational	Dyads	Multivariate analysis	Lincoln and Miller (1979)
(b) Spatial	Whole network	Visual representation	Tichy and Fombrun (1979)
(c) Structural			
	Equivalence	Dense regions - equivalence relations	Van de Ven, Walker, and Liston (1979)
	Cohesiveness	Dense regions - direct links	Tichy and Fombrun (1979)
Triadic	Whole network	Testing of theoretical propositions involving network relations	None
	Triads		

FIGURE: 2.5. TABLE SHOWING STRATEGIES OF NETWORK RESEARCH (FOMBRUN, 1982).

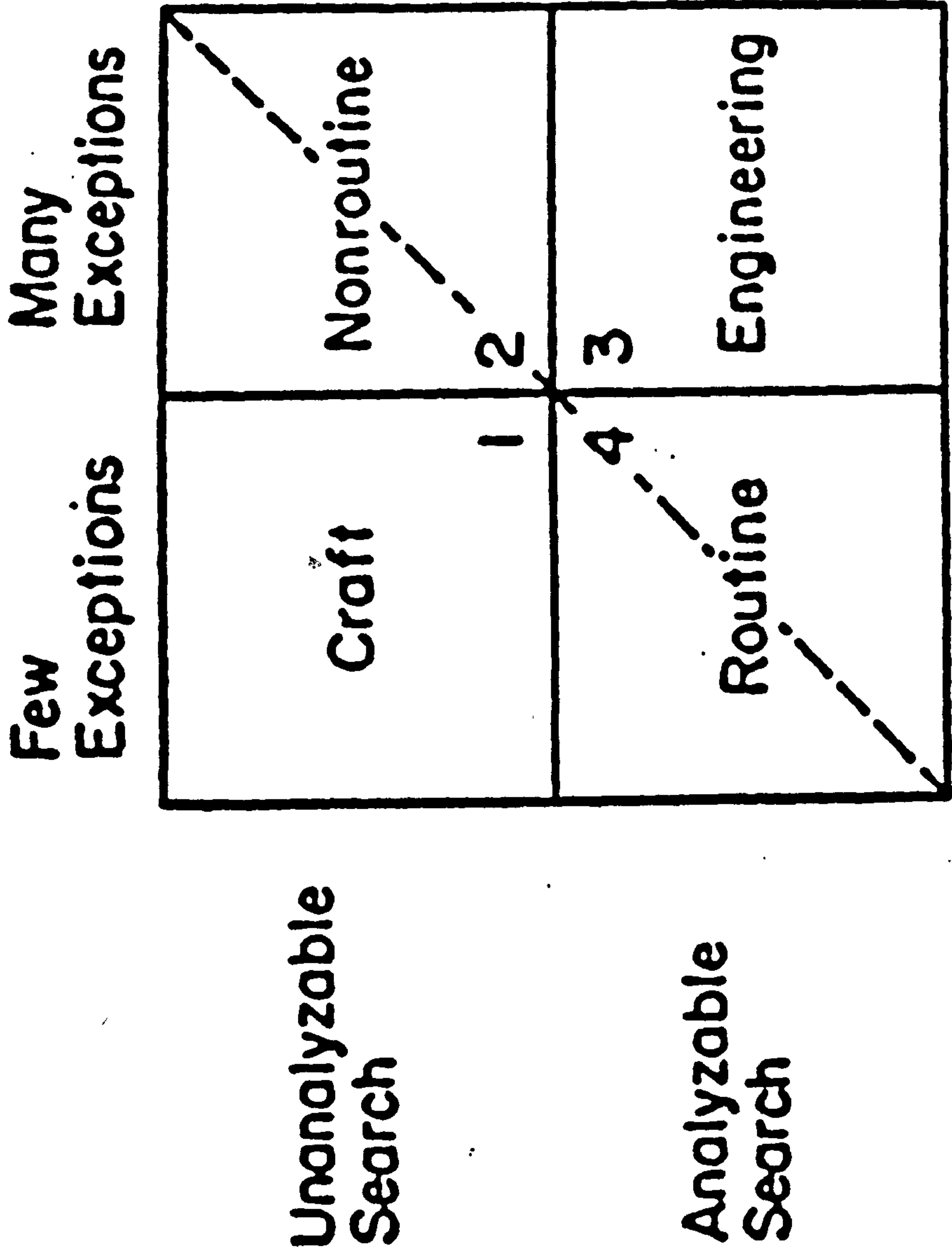


Figure 2.6 The Perrow (1970) Technological Classification of Organisations

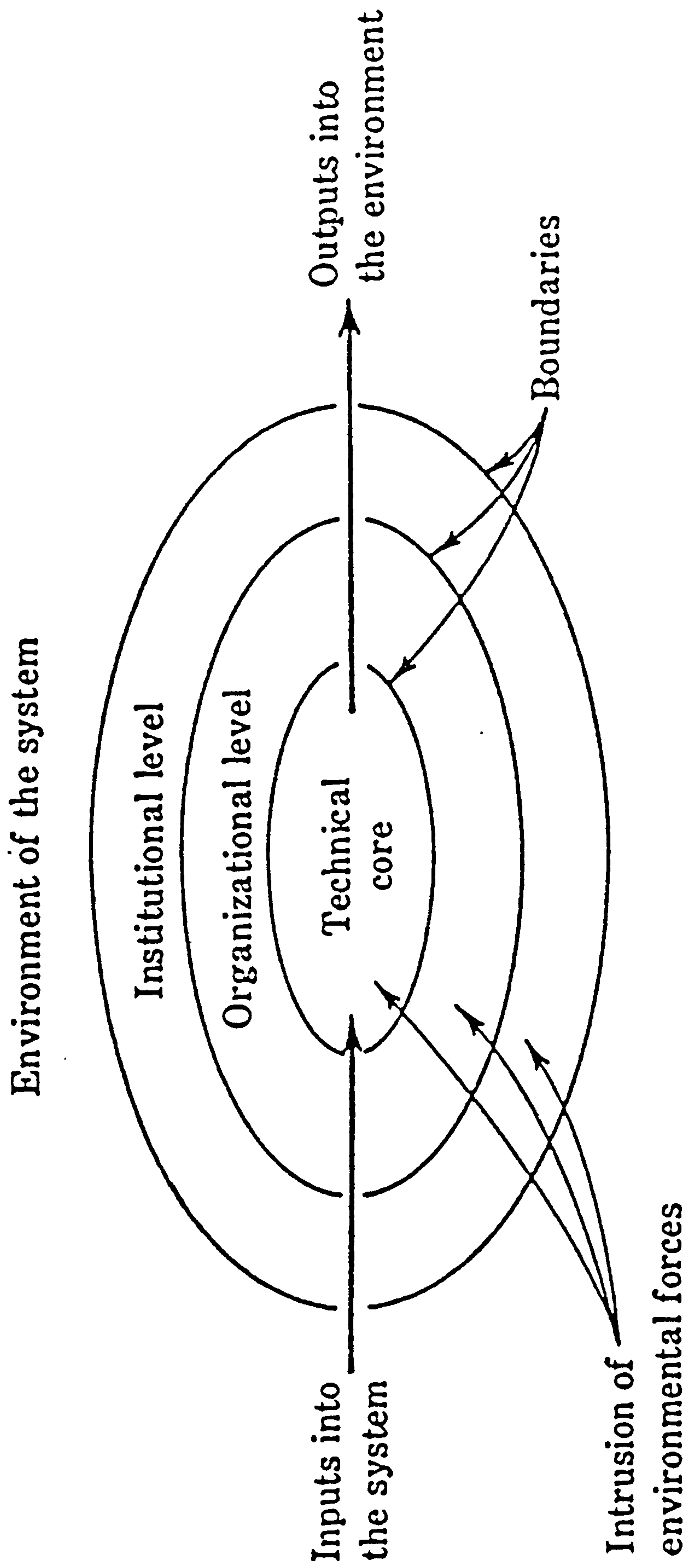
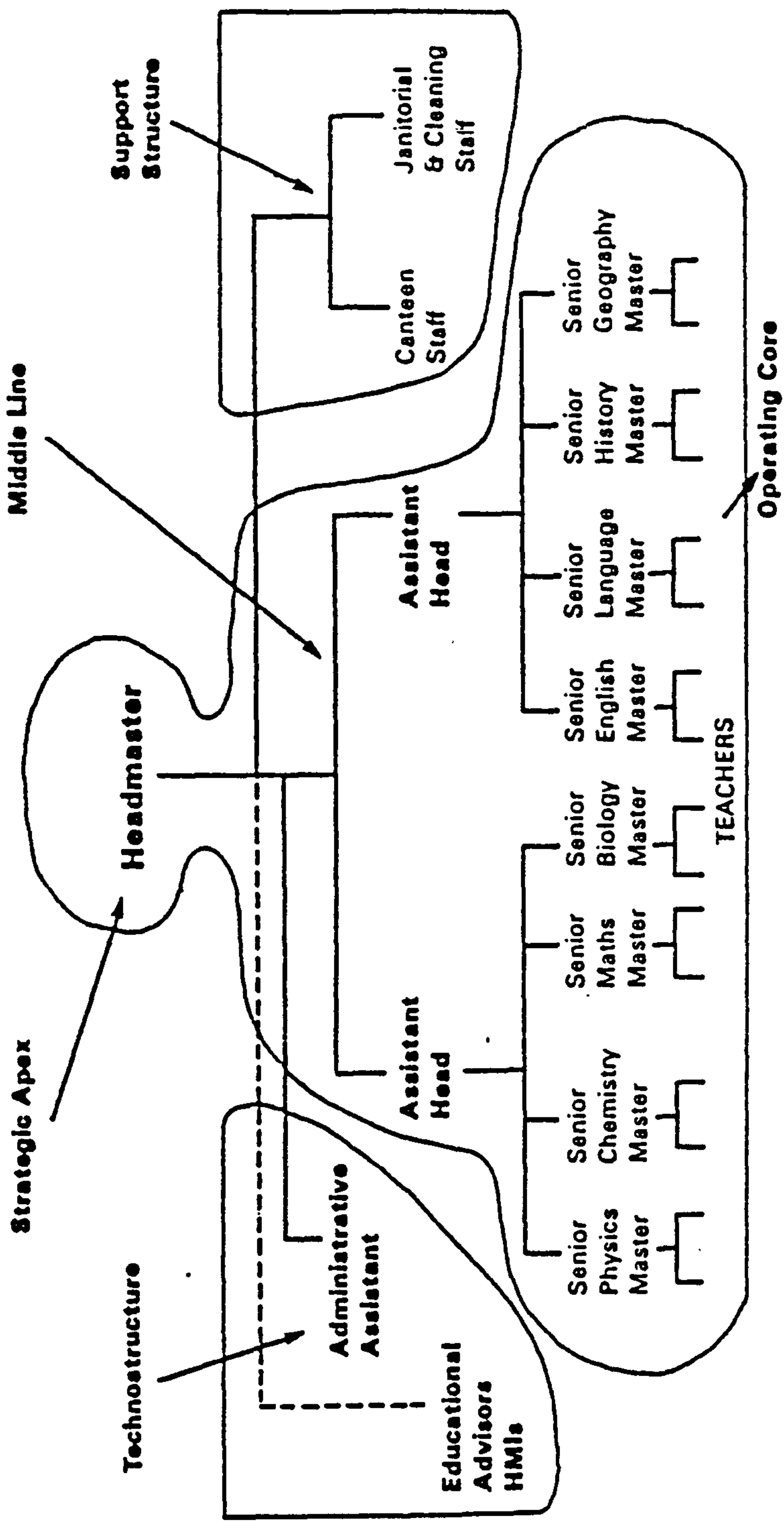


FIGURE: 2.7. THE FIRM AS A COMPOSITE SYSTEM (PETIT, 1967).



HMIs = Her Majesty's Inspectorates

Figure : 2.8.

A tree diagram of a school with Mintzberg's elements of structure superimposed

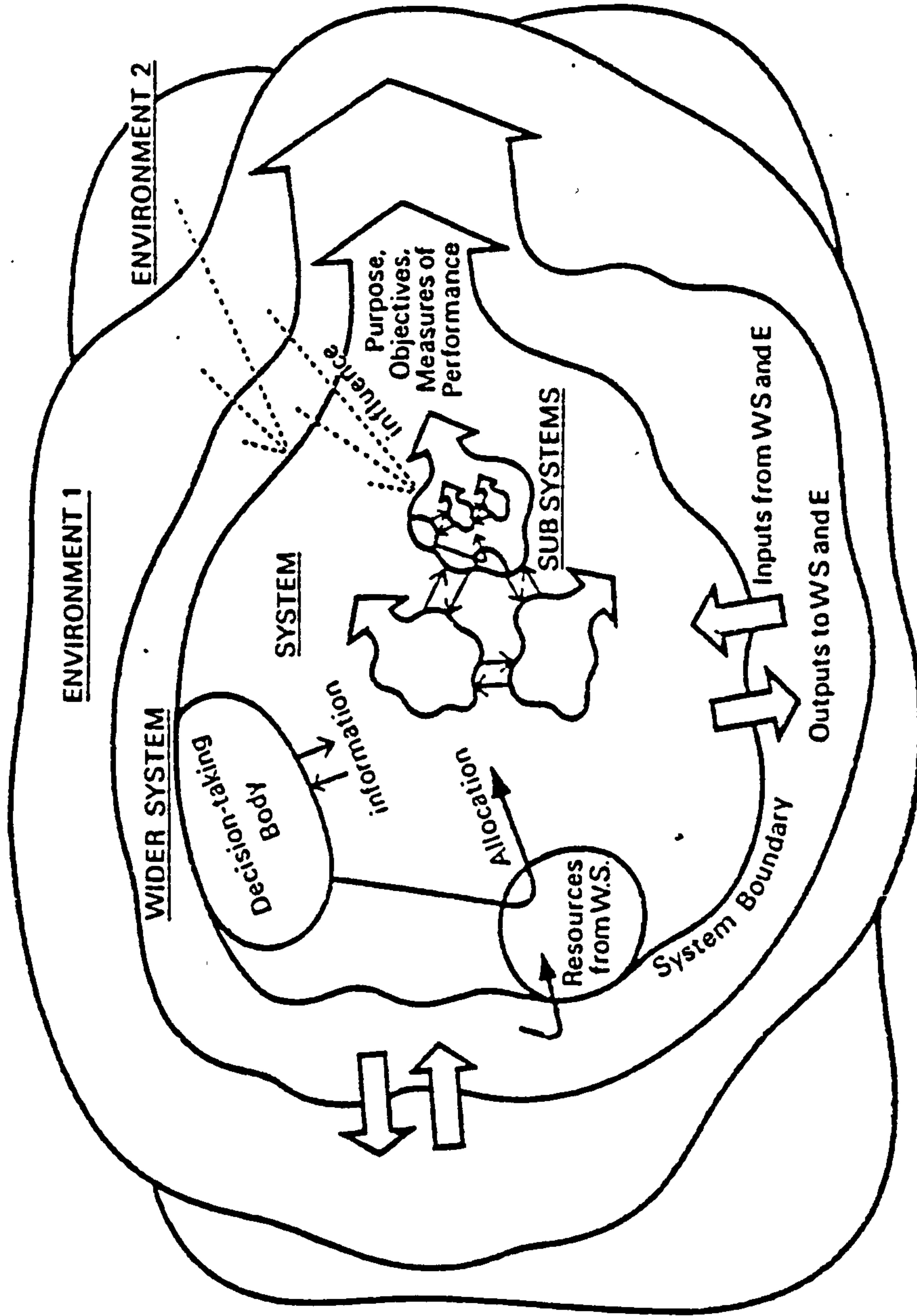


FIGURE: 2.9, A SIMPLE MODEL OF A FIRM AS A PURPOSEFUL HUMAN ACTIVITY SYSTEM
(CHECKLAND 1981).

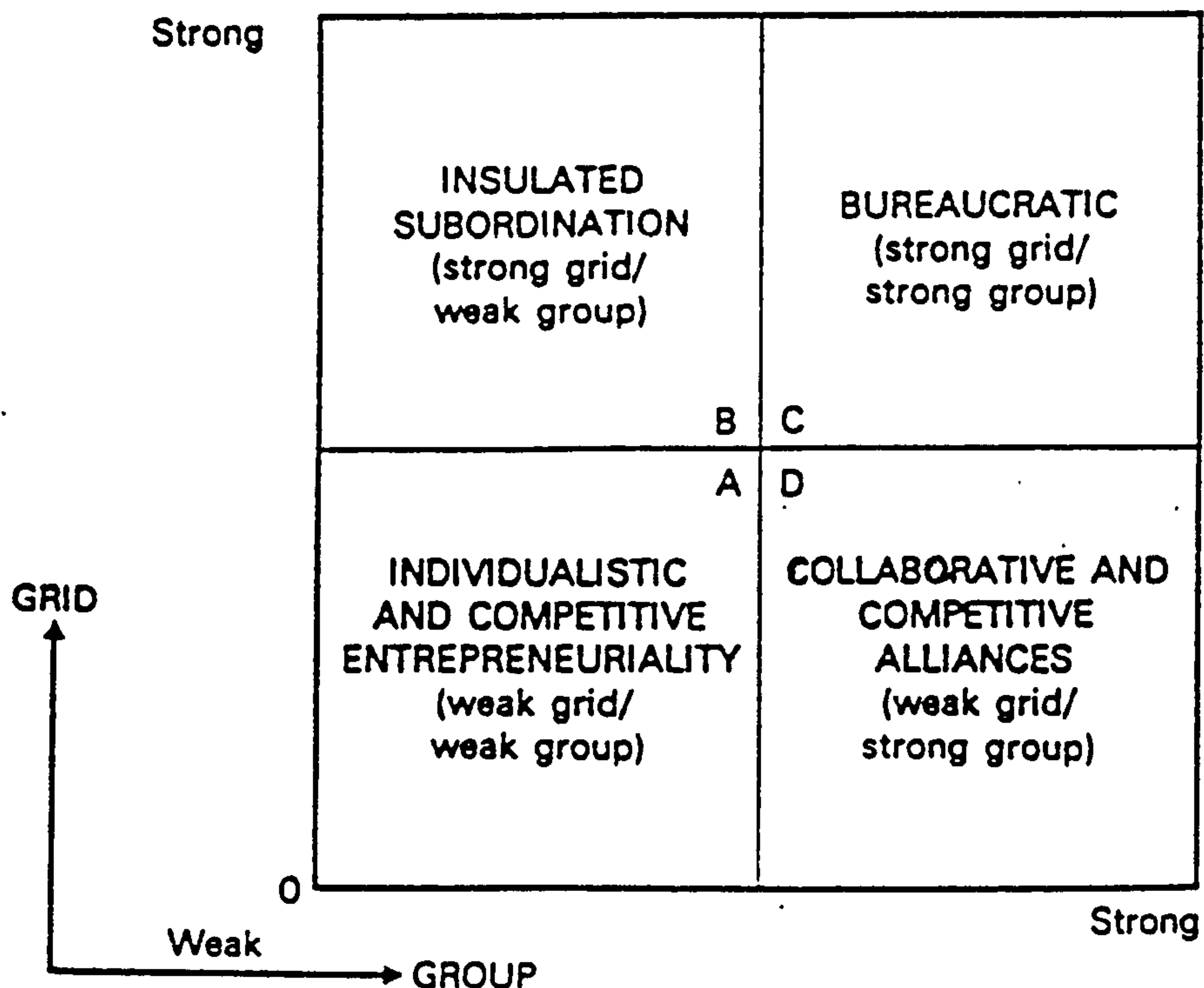
CHARACTERISATIONS OF MECHANISTIC AND ORGANIC STRUCTURES		COMMUNICATION NETWORK CHARACTERISTICS	
STRUCTURE	FACTORS	LEVEL OF ANALYSIS	PROPERTIES
MECHANISTIC (maintained mainly through strategic Apex Middle Line and Techno-structure)	High task differentiation and specialisation. Abstract Task Definition, with Rights and Responsibilities legally defined.	INDIVIDUAL	Many isolates Few stars/ opinion leaders Few Liaisons
	Precise Role Definitions Strict supervision over Instructions, Decisions and Local Expertise	DYADIC/ TRIADIC CLIQUE	Low Reciprocity Many Coalitions Low Connectedness
	Hierarchical Structure with vertical Interaction and Locus of authority at Apex	SYSTEM	Low Horizontal Differentiation High Centrality High Vertical Integration Few cliques and clusters. Low System openness
ORGANIC (maintained by greater involvement of 5 elements including operating core and support structure)	Continual and realistic redefinition of individual tasks. Emphasis on information and advice and commitment to concern. Shedding of limits on rights and responsibilities.	INDIVIDUAL	Few isolates. Many stars/ opinion leaders Many liaisons
	Integration of knowledge and experience Ad Hoc centres of control, communication and authority. Lateral direction to communications.	DYADIC/ TRIADIC CLIQUE	High Reciprocity Few coalitions High connectedness
	Network structure. Higher value on commitment to task and technology. Cosmopolitan (Interstitial) applications and expertise.	SYSTEM	High Horizontal Differentiation Low Centrality Low Vertical Integration Many cliques and clusters. High system openness

FIGURE: 2.10. SHOWING THE RELATIONSHIP BETWEEN ORGANISATIONAL STRUCTURAL FACTORS AND COMMUNICATION NETWORK CHARACTERISTIC

MINTZBERG ORGANISATIONAL STRUCTURAL ELEMENTS	PRESCRIBED NETWORK CHARACTERISTICS OF MECHANISTIC STRUCTURES	EMERGENT NETWORK CHARACTERISTICS OF ORGANIC STRUCTURES	JOB CLASSIFICATION	EXAMPLES OF HOTEL JOBS WITHIN CLASSIFICATION
Support Structure	High Task differentiation and specialisation, with Precise Role definitions and strict supervision in Hierarchic structure leading to low involvement in cognitive objective and instrumental Networks	Shedding of limits on rights and responsibilities with continual redefinition of individual tasks through Affect and cognitive objective and Instrumental Networks	1	Chambermaids, cleaners, laundry & canteen staff, Doorman Kitchen stewards
Operating Core			2	Hall Porters, waiters, Bar, Room Service Banquetting & Leisure Area Staff
Operating Core			3	Chefs (non- supervisory)
Techno- Structure				Maintenance Staff & laundry
Techno- Structure	Locus of Authority at resulting Apex in high involvement in cognitive, objective, and Instrumental Networks, to enforce strict supervision over instructions decisions and local expertise	Integration of knowledge and experience Ad Hoc centres of control, communication and authority with lateral direction to communications and higher value placed on task commitment and technology	4	Administration staff, stores and maintenance supervisors
Middle Line			5	Sales, Security and Reception Staff. Food & Beverage & House- keeping supervisors
Strategic Apex			6	General Manager, Departmental and Duty Managers

FIGURE: 2.11 A TYPOLOGY RELATING A JOB CLASSIFICATION SYSTEM FOR SERVICE ORGANISATIONS WITH STRUCTURAL ELEMENTS AND COMMUNICATION NETWORK CHARACTERISTICS

1. *Four main types of social environment*



2. *Classification of the five hotels studied by grid and group*

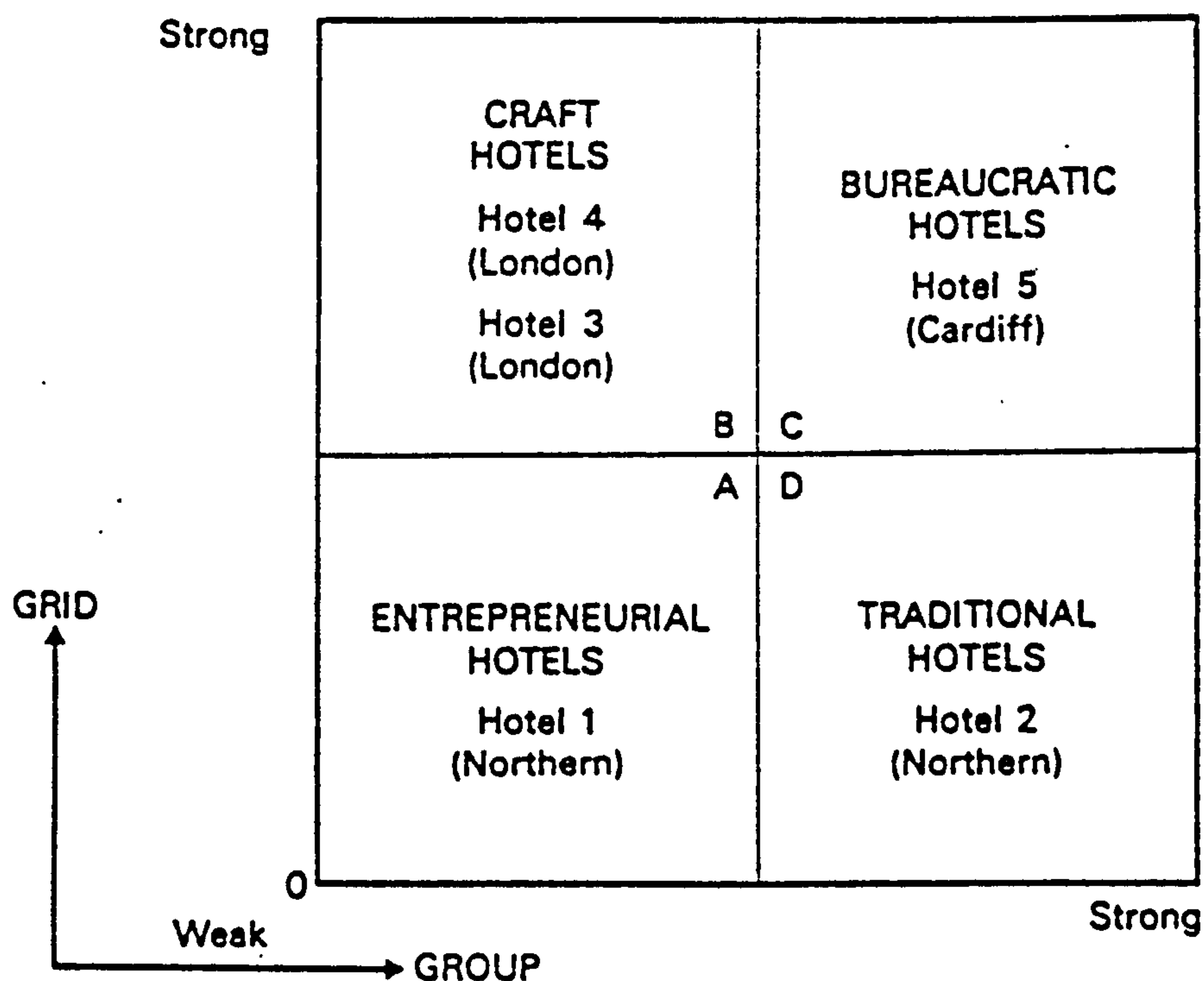


Figure 2.12. Source: The World of Waiters,
Mars and Nicod, 1984).

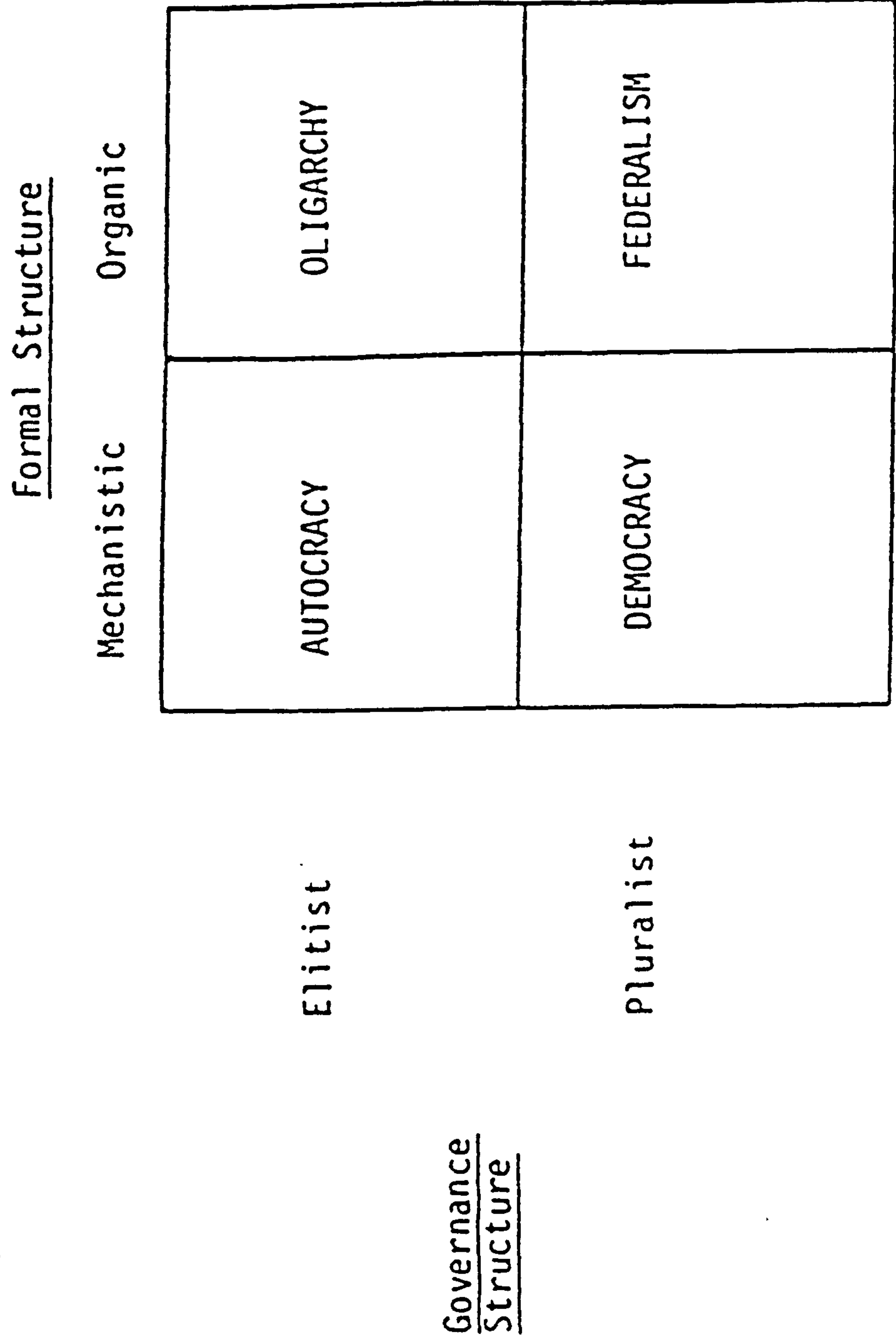
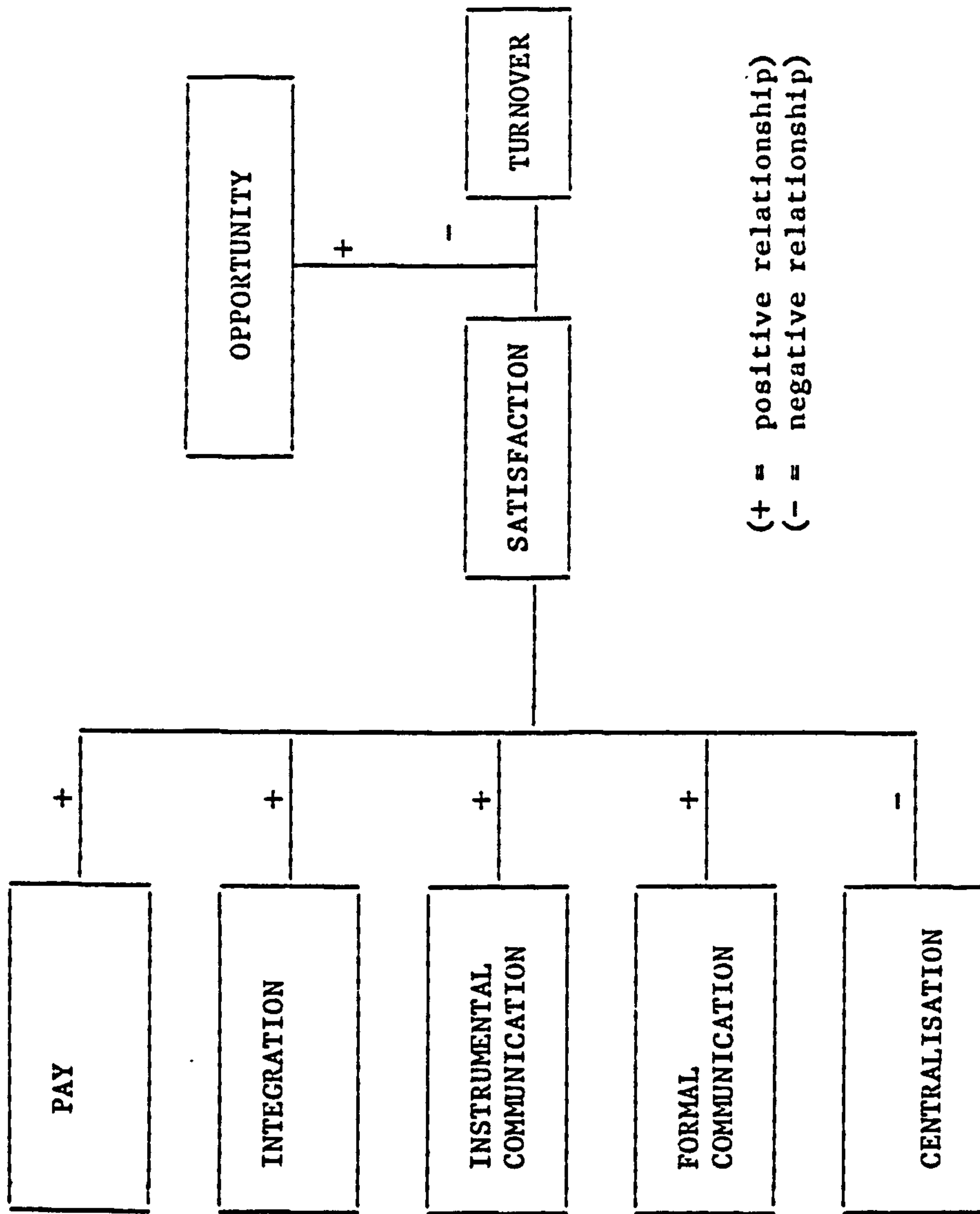


Figure 2.13. The relationship between organizational governance and formal structure.
(Frombrun, 1984).

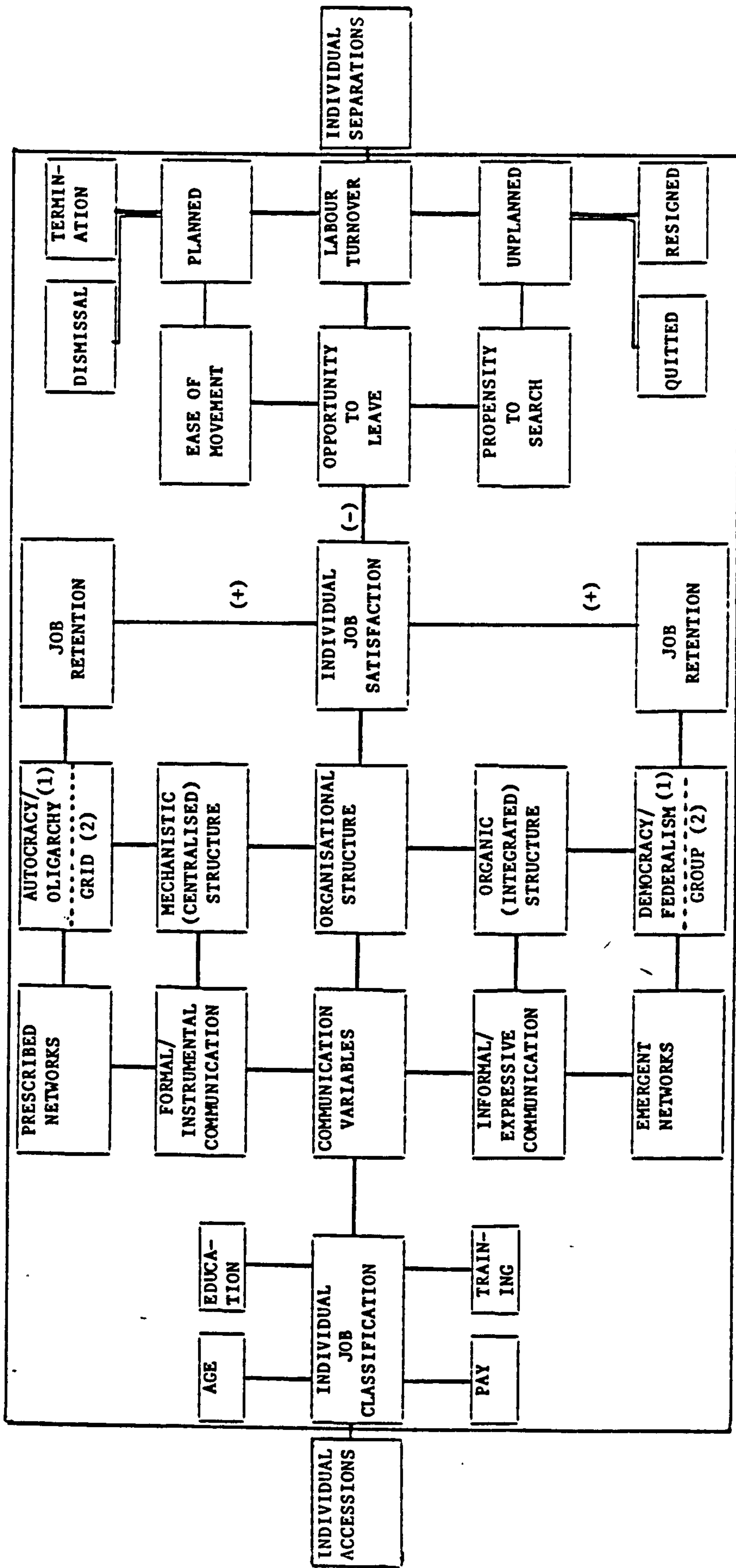


(+ = positive relationship)
(- = negative relationship)

FIGURE 3.1.1. SHOWING THE PRICE MODEL OF TURNOVER

Initiator of Movement	Direction of Movement	
	Into the Organisation (Entry)	Out of the Organisation (Separation)
THE INDIVIDUAL (Voluntary)	VOLUNTARY ENTRY	VOLUNTARY SEPARATION
OTHER THAN THE INDIVIDUAL (Involuntary)	INVOLUNTARY ENTRY	INVOLUNTARY SEPARATION

FIGURE 3.2 THE TAXONOMY OF TURNOVER (BLUEDORN, 1978)



(+) = positive relationship (1) FOMBRUN 'ORGANISATIONAL GOVERNANCE TYPOLOGY (1984)
(-) = negative relationship (2) MARS & NICOD GRID/GROUP TYPOLOGY (1983)

FIGURE 3.3. AN AMENDED VERSION OF THE PRICE MODEL OF LABOUR TURNOVER (McEWAN 1986).

UNITS OF ANALYSIS

(Individuals or relationships)

VARIABLES

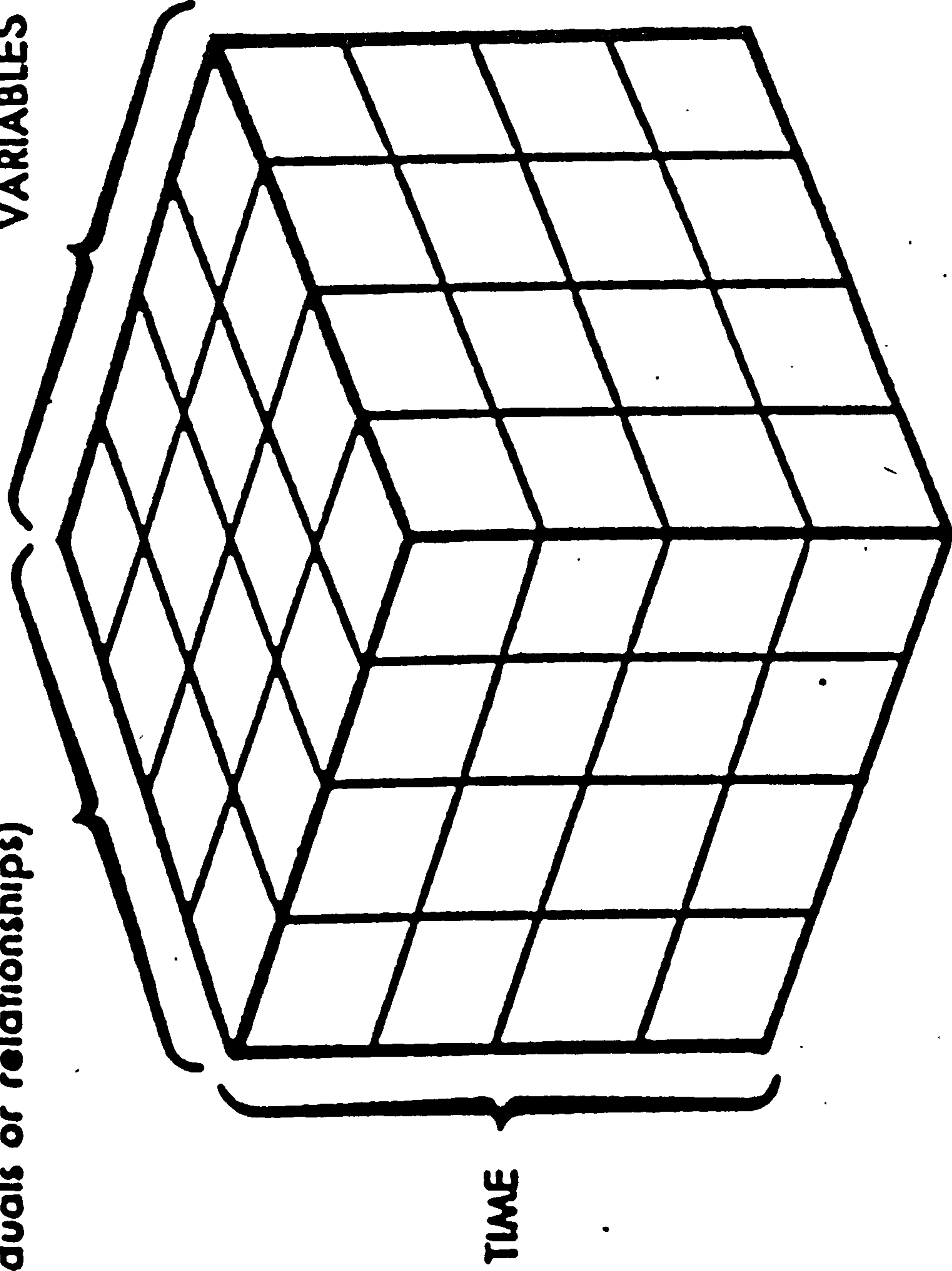


Figure 3.4. Data-Cube For The Social Science Analysis Of Human Behaviour, Including (1) Units Of Analysis (Individuals Or Relationships), (2) Variables and (3) Time, Following Cattell (1952).

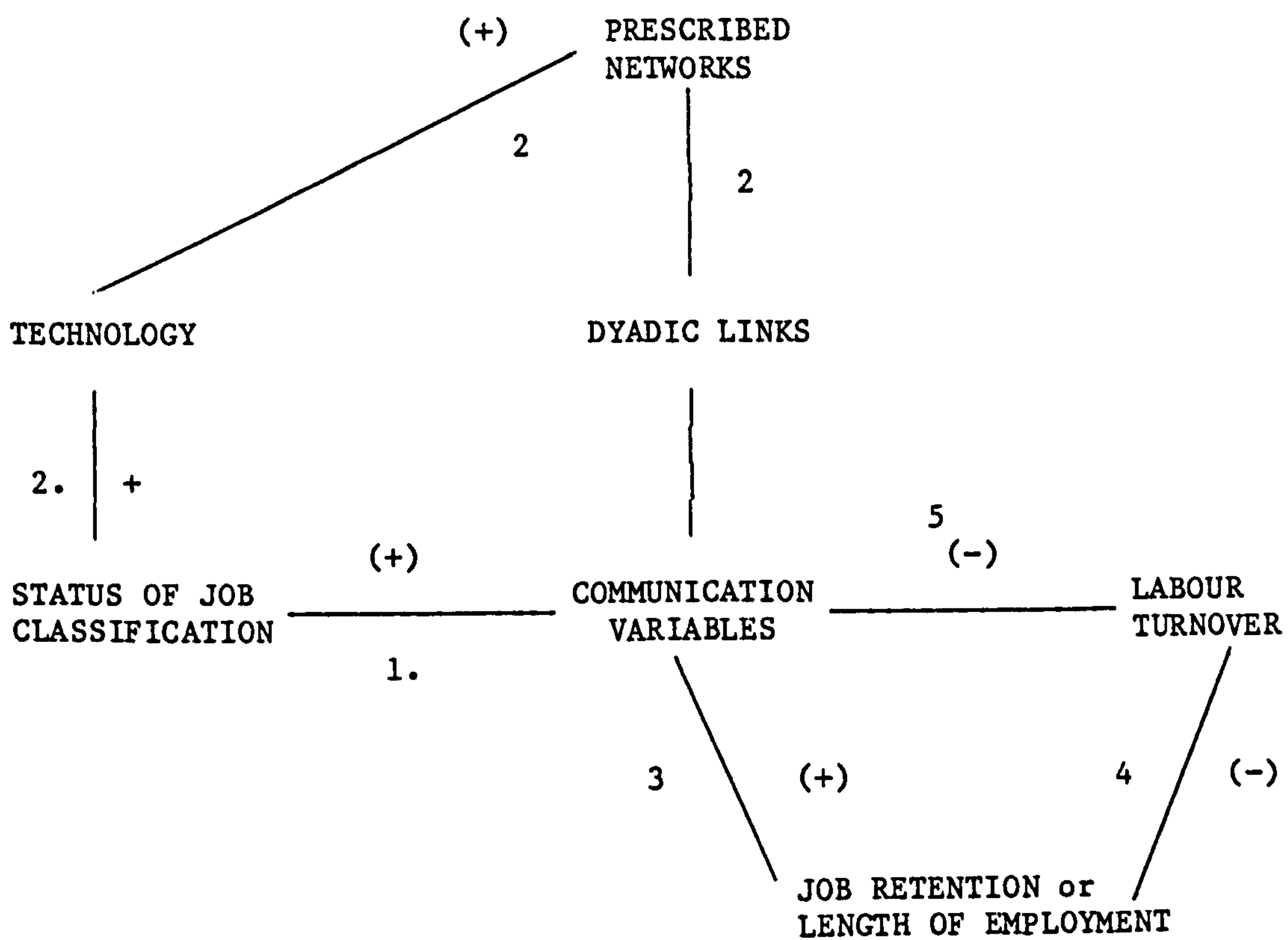


Figure 4.1. A Model Of Five Hypotheses Relating Connectedness With Job Classification, Technology, Length of Employment And Labour Turnover.

[illegible]

Figure 4.2. **Personal Checklist Used During Communication Audits at the Coastal and London Hotels.**

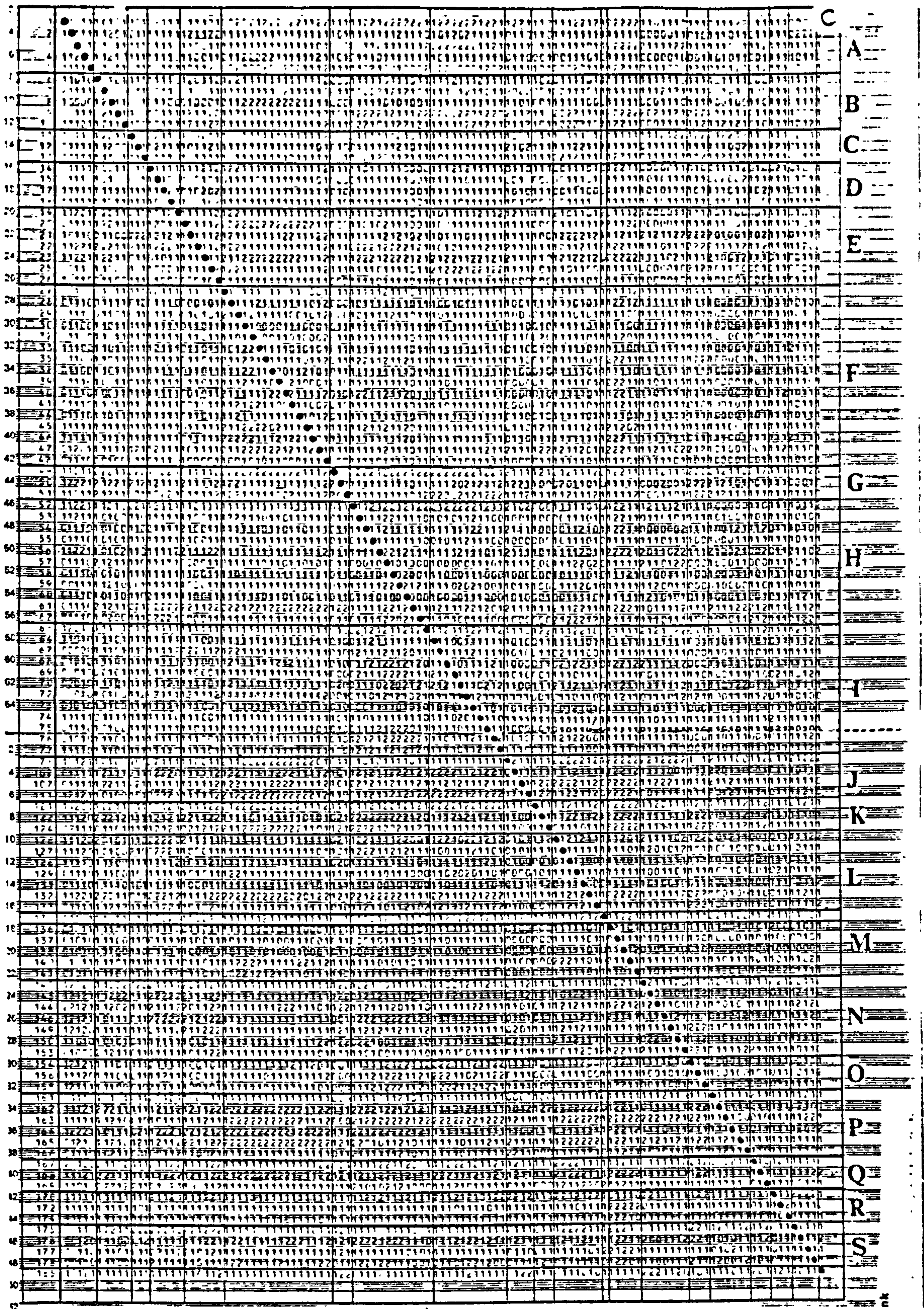


FIGURE 4.3. Communication links Between 114 Employees in 19 Departments at the Coastal Hotel During the Time (T1) Study, 1982 /3.

FIGURE 4.4. Information Network Connectedness Ratios Between 114 Employees in 19 Departments at the Coastal Hotel During the Time (T1) Study, 1982 /3.

[illegible]

FIGURE 4.5. Goods Network Connectedness Ratios Between 114 Employees in 19 Departments at the Coastal Hotel During the Time (T1) Study, 1982 /3.

[illegible]

FIGURE 4.6. Decisions Network Connectedness Ratios Between 114 Employees in 19 Departments at the Coastal Hotel During the Time (T1) Study, 1982 /3.

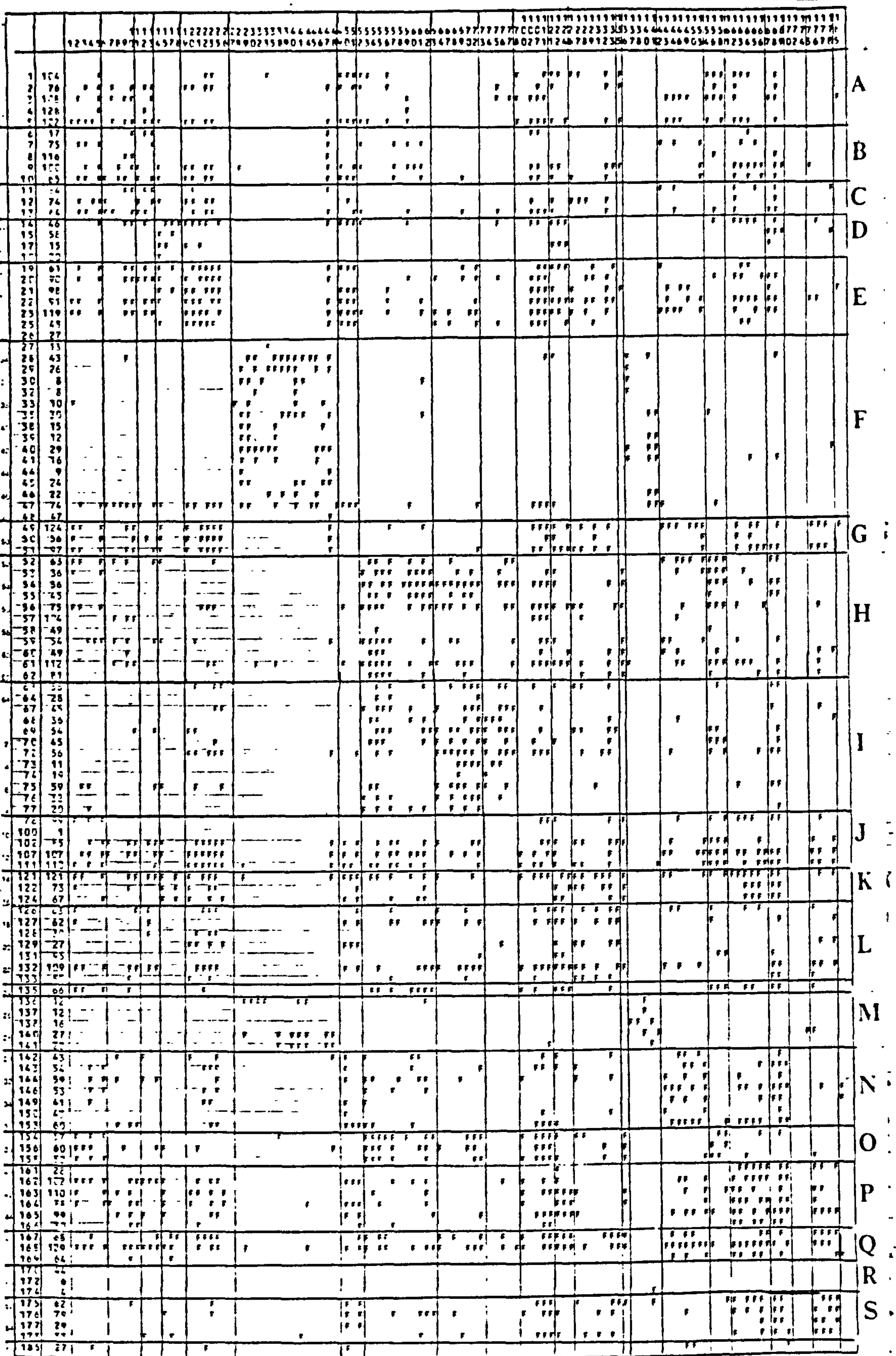


FIGURE 4.7. Friendship Network Connectedness Ratios Between 114 Employees in 19 Departments at the Coastal Hotel During the Time (T1) Study, 1982 /3.

Emp. No.	Job Class.	1	2	3	4	5	6
27	1						
30	1						
31	1						
32	1						
33	1						
34	1						
35	1						
36	1						
37	1						
38	1						
39	1						
40	1						
41	1						
42	1						
43	1						
44	1						
45	1						
46	1						
47	1						
48	1						
49	1						
50	1						
51	1						
52	1						
53	1						
54	1						
55	1						
56	1						
57	1						
58	1						
59	1						
60	1						
61	1						
62	1						
63	1						
64	1						
65	1						
66	1						
67	1						
68	1						
69	1						
70	1						
71	1						
72	1						
73	1						
74	1						
75	1						
76	1						
77	1						
78	1						
79	1						
80	1						
81	1						
82	1						
83	1						
84	1						
85	1						
86	1						
87	1						
88	1						
89	1						
90	1						
91	1						
92	1						
93	1						
94	1						
95	1						
96	1						
97	1						
98	1						
99	1						
100	1						
101	1						
102	1						
103	1						
104	1						
105	1						
106	1						
107	1						
108	1						
109	1						
110	1						
111	1						
112	1						
113	1						
114	1						
115	2						
116	2						
117	2						
118	2						
119	2						
120	2						
121	2						
122	2						
123	2						
124	2						
125	2						
126	2						
127	2						
128	2						
129	2						
130	2						
131	2						
132	2						
133	2						
134	2						
135	2						
136	2						
137	2						
138	2						
139	2						
140	2						
141	2						
142	2						
143	2						
144	2						
145	2						
146	2						
147	2						
148	2						
149	2						
150	2						
151	2						
152	2						
153	2						
154	2						
155	2						
156	2						
157	2						
158	2						
159	2						
160	2						
161	2						
162	2						
163	2						
164	2						
165	2						
166	2						
167	2						
168	2						
169	2						
170	2						
171	2						
172	2						
173	2						
174	2						
175	2						
176	2						
177	2						
178	2						
179	2						
180	2						
181	2						
182	2						
183	2						
184	2						
185	2						
186	2						
187	2						
188	2						
189	2						
190	2						
191	2						
192	2						
193	2						
194	2						
195	2						
196	2						
197	2						
198	2						
199	2						
200	2						
201	2						
202	2						
203	2						
204	2						
205	2						
206	2						
207	2						
208	2						
209	2						
210	2						
211	2						
212	2						
213	2						
214	2						
215	2						
216	2						
217	2						
218	2						
219	2						
220	2						
221	2						
222	2						
223	2						
224	2						
225	2						
226	2						
227	2						
228	2						
229	2						
230	2						
231	2						
232	2						
233	2						
234	2						
235	2						
236	2						
237	2						
238	2						
239	2						
240	2						
241	2						
242	2						
243	2						
244	2						
245	2						
246	2						
247	2						
248	2						
249	2						
250	2						
251	2						
252	2						
253	2						
254	2						
255	2						
256	2						
257	2						
258	2						
259	2						
260	2						
261	2						
262	2						
263	2						
264	2						
265	2						
266	2						
267	2						
268	2						
269	2						
270	2						
271	2						
272	2						
273	2						
274	2						
275	2						
276	2						
277	2						
278	2						
279	2						
280	2						
281	2						
282	2						
283	2						
284	2						
285	2						
286	2						
287	2						
288	2						
289	2						
290	2						
291	2						
292	2						
293	2						
294	2						
295	2						
296	2						
297	2						
298	2						
299	2						
300	2						
301	2						
302	2						
303	2						
304	2						
305	2						
306	2						
307	2						
308	2						
309</							

Ref. No.	1	2	3	4	5	6
27	1					
32	1					
33	1					
34	1					
41	1					
44	1					
45	1					
46	1					
101	1					
117	11					
12	11					
63	26					
64	26					
67	43					
68	43					
70	43					
72	51					
74	51					
76	51					
77	51					
78	51					
101	11					
111	11					
122	27					
124	27					
126	27					
127	27					
129	27					
133	27					
135	27					
136	27					
137	27					
141	27					
142	27					
143	27					
144	27					
149	41					
150	41					
171	44					
172	44					
174	44					
175	44					
177	44					
178	44					
52	10					
53	10					
54	10					
55	10					
56	10					
57	10					
58	10					
61	11					
62	11					
132	109					
161	111					
163	111					
164	111					
165	111					
7	75					
8	75					
10	75					
167	75					
17	71					
17	71					
14	64					
19	61					
20	61					
21	61					
22	61					
23	61					
24	61					
25	61					
26	61					
27	61					
28	61					
29	61					
30	61					
31	61					
32	61					
33	61					
34	61					
35	61					
36	61					
37	61					
38	61					
39	61					
40	61					
41	61					
42	61					
43	61					
44	61					
45	61					
46	61					
47	61					
48	61					
49	61					
50	61					
51	61					
52	61					
53	61					
54	61					
55	61					
56	61					
57	61					
58	61					
59	61					
60	61					
61	61					
62	61					
63	61					
64	61					
65	61					
66	61					
67	61					
68	61					
69	61					
70	61					
71	61					
72	61					
73	61					
74	61					
75	61					
76	61					
77	61					
78	61					
79	61					
80	61					
81	61					
82	61					
83	61					
84	61					
85	61					
86	61					
87	61					
88	61					
89	61					
90	61					
91	61					
92	61					
93	61					
94	61					
95	61					
96	61					
97	61					
98	61					
99	61					
100	61					
101	61					
102	61					
103	61					
104	61					
105	61					
106	61					
107	61					
108	61					
109	61					
110	61					
111	61					
112	61					
113	61					
114	61					
115	61					
116	61					
117	61					
118	61					
119	61					
120	61					
121	61					
122	61					
123	61					
124	61					
125	61					
126	61					
127	61					
128	61					
129	61					
130	61					
131	61					
132	61					
133	61					
134	61					
135	61					
136	61					
137	61					
138	61					
139	61					
140	61					
141	61					
142	61					
143	61					
144	61					
145	61					
146	61					
147	61					
148	61					
149	61					
150	61					
151	61					
152	61					
153	61					
154	61					
155	61					
156	61					
157	61					
158	61					
159	61					
160	61					
161	61					
162	61					
163	61					
164	61					
165	61					
166	61					
167	61					
168	61					
169	61					
170	61					
171	61					
172	61					
173	61					
174	61					
175	61					
176	61					
177	61					
178	61					
179	61					
180	61					
181	61					
182	61					
183	61					
184	61					
185	61					
186	61					
187	61					
188	61					
189	61					
190	61					
191	61					
192	61					
193	61					
194	61					
195	61					
196	61					
197	61					
198	61					
199	61					
200	61					

FIGURE 4.9. Goods Network Connectedness Ratios Between 114 Employees Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982 /3.

Job Classification	Employee ID	Connectedness Ratio	Connectedness Ratio	Connectedness Ratio	Connectedness Ratio	Connectedness Ratio
1	114	0.00	0.00	0.00	0.00	0.00
	115	0.00	0.00	0.00	0.00	0.00
	116	0.00	0.00	0.00	0.00	0.00
	117	0.00	0.00	0.00	0.00	0.00
	118	0.00	0.00	0.00	0.00	0.00
	119	0.00	0.00	0.00	0.00	0.00
	120	0.00	0.00	0.00	0.00	0.00
	121	0.00	0.00	0.00	0.00	0.00
	122	0.00	0.00	0.00	0.00	0.00
	123	0.00	0.00	0.00	0.00	0.00
2	124	0.00	0.00	0.00	0.00	0.00
	125	0.00	0.00	0.00	0.00	0.00
	126	0.00	0.00	0.00	0.00	0.00
	127	0.00	0.00	0.00	0.00	0.00
	128	0.00	0.00	0.00	0.00	0.00
	129	0.00	0.00	0.00	0.00	0.00
	130	0.00	0.00	0.00	0.00	0.00
	131	0.00	0.00	0.00	0.00	0.00
	132	0.00	0.00	0.00	0.00	0.00
	133	0.00	0.00	0.00	0.00	0.00
3	134	0.00	0.00	0.00	0.00	0.00
	135	0.00	0.00	0.00	0.00	0.00
	136	0.00	0.00	0.00	0.00	0.00
	137	0.00	0.00	0.00	0.00	0.00
	138	0.00	0.00	0.00	0.00	0.00
	139	0.00	0.00	0.00	0.00	0.00
	140	0.00	0.00	0.00	0.00	0.00
	141	0.00	0.00	0.00	0.00	0.00
	142	0.00	0.00	0.00	0.00	0.00
	143	0.00	0.00	0.00	0.00	0.00
4	144	0.00	0.00	0.00	0.00	0.00
	145	0.00	0.00	0.00	0.00	0.00
	146	0.00	0.00	0.00	0.00	0.00
	147	0.00	0.00	0.00	0.00	0.00
	148	0.00	0.00	0.00	0.00	0.00
	149	0.00	0.00	0.00	0.00	0.00
	150	0.00	0.00	0.00	0.00	0.00
	151	0.00	0.00	0.00	0.00	0.00
	152	0.00	0.00	0.00	0.00	0.00
	153	0.00	0.00	0.00	0.00	0.00
5	154	0.00	0.00	0.00	0.00	0.00
	155	0.00	0.00	0.00	0.00	0.00
	156	0.00	0.00	0.00	0.00	0.00
	157	0.00	0.00	0.00	0.00	0.00
	158	0.00	0.00	0.00	0.00	0.00
	159	0.00	0.00	0.00	0.00	0.00
	160	0.00	0.00	0.00	0.00	0.00
	161	0.00	0.00	0.00	0.00	0.00
	162	0.00	0.00	0.00	0.00	0.00
	163	0.00	0.00	0.00	0.00	0.00
6	164	0.00	0.00	0.00	0.00	0.00
	165	0.00	0.00	0.00	0.00	0.00
	166	0.00	0.00	0.00	0.00	0.00
	167	0.00	0.00	0.00	0.00	0.00
	168	0.00	0.00	0.00	0.00	0.00
	169	0.00	0.00	0.00	0.00	0.00
	170	0.00	0.00	0.00	0.00	0.00
	171	0.00	0.00	0.00	0.00	0.00
	172	0.00	0.00	0.00	0.00	0.00
	173	0.00	0.00	0.00	0.00	0.00

FIGURE 4.10. Decisions Network Connectedness Ratios Between 114 Employees Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982 /3.

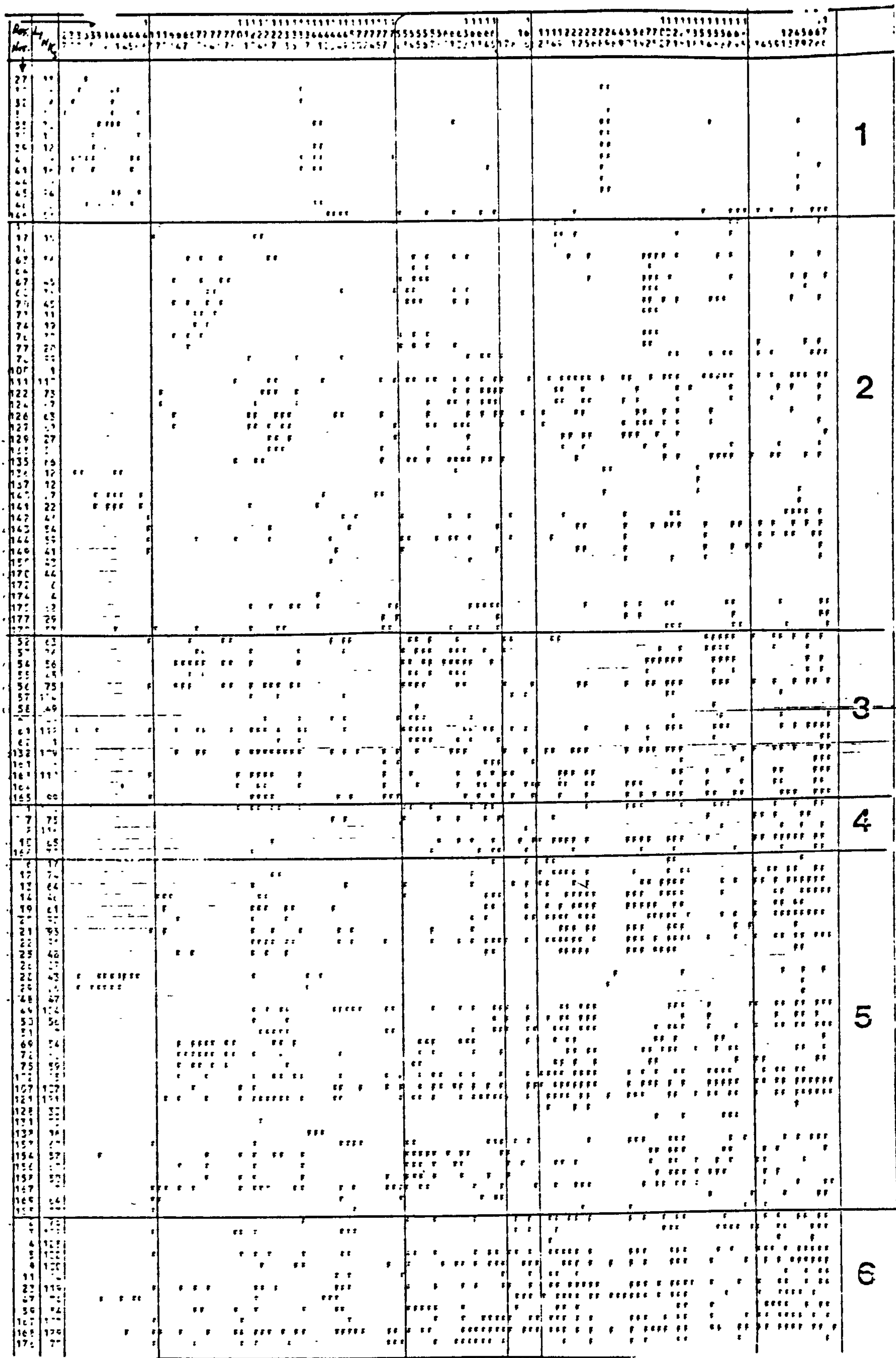


FIGURE 4.11. Friendship Network Connectedness Ratios Between 114 Employees Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982 /3.

[illegible]

FIGURE 4.12. Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Week at the Coastal Hotel During the Time (T1) Study, 1982 /3.

[illegible]

FIGURE 4.13. Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several Times per Week at the Coastal Hotel During the Time (T1) Study, 1982 /3.

Ref Dyads		11111111111111111111		11111		111111111111111111		12		Job Class
No.	Ratio	33333333333333333333	33333333333333333333	33333333333333333333	33333333333333333333	33333333333333333333	33333333333333333333	33333333333333333333	33333333333333333333	
27	0.00									1
30	0.00									
32	0.00									
33	0.00									
35	0.00									
38	0.00									
39	0.00									
40	0.00									
41	0.00									
44	0.00									
45	0.00									2
46	0.00									
15	0.00									
17	0.00									
18	0.00									
63	0.00									
64	0.00									
67	0.00									
68	0.00									
70	0.00									
73	0.00									
74	0.00									3
76	0.00									
77	0.00									
78	0.00									
100	0.00									
111	0.00									
122	0.00									
124	0.00									
126	0.00									
127	0.00									
129	0.00									4
133	0.00									
135	0.00									
136	0.00									
137	0.00									
140	0.00									
141	0.00									
142	0.00									
143	0.00									
144	0.00									
149	0.00									5
150	0.00									
170	0.00									
172	0.00									
174	0.00									
175	0.00									
177	0.00									
178	0.00									
52	0.00									
53	0.12									
54	0.12									1
55	0.00									
56	0.09									
57	0.03									
58	0.17									
60	0.11									
61	0.16									
62	0.13									
132	0.00									
161	0.00									2
163	0.01									
164	0.04									
165	0.00									
1	0.04									
7	0.00									
8	0.02									
10	0.04									
166	0.00									
6	0.00									3
12	0.00									
13	0.00									
14	0.07									
19	0.00									
20	0.00									
21	0.00									
22	0.05									
25	0.01									
26	0.00									
28	0.00									4
29	0.00									
48	0.00									
49	0.07									
50	0.05									
51	0.00									
69	0.00									
72	0.00									
75	0.00									
102	0.04									
107	0.15									5
121	0.16									
121	0.00									
131	0.03									
138	0.00									
153	0.05									
154	0.01									
156	0.00									
158	0.02									
167	0.04									
169	0.01									1
185	0.00									
3	0.07									
4	0.04									
5	0.16									
6	0.07									
11	0.01									
23	0.00									
47	0.02									
56	0.00									
162	0.05									2
166	0.00									
176	0.00									

FIGURE 4.14. Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Once per Day at the Coastal Hotel During the Time (T1) Study, 1982 /3.

[illegible]

FIGURE 4.15. Communication Links Between Opinion Leaders in the Emergent Network, Occurring Once per Day at the Coastal Hotel During the Time (T1) Study, 1982 /3.

FIGURE 4.16. Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Day at the Coastal Hotel During the Time (T1) Study, 1982 /3.

[illegible]

FIGURE 4.17. Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several Times per Day at the Coastal Hotel During the Time (T1) Study, 1982 /3.

[illegible]

FIGURE 4.18. Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Week at the London Hotel During the Time (T1) Study, 1983.

[illegible]

FIGURE 4.20. Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Once per Day at the London Hotel During the Time (T1) Study, 1983.

Ref Dyads -		1111	11111	111111	1	11111111	Job Class
No.	Ratio	2345245790234501457	47134780789023798	48212389212323457	80123	6891615795783129689123543156148924168C3666695673	
1	0.00						1
2	0.00						
3	0.00						
4	0.00						
5	0.00						
12	0.00						
14	0.00						
15	0.00						
17	0.00						
19	0.00						
21	0.00						
22	0.00						
23	0.00						
24	0.00						
25	0.00						
60	0.00						
121	0.03		S			S S	2
124	0.00						
125	0.00						
127	0.03				S	SS	
52	0.01						
54	0.03					S S S	
57	0.02		S			S	
61	0.02		SS				
63	0.02		S S				
64	0.00						
87	0.00						
88	0.00						
90	0.00						
97	0.05		S S S S			SS	3
98	0.06		S SS S			SS	
99	0.00						
100	0.00						
106	0.02					SS S	
113	0.12	S SS S	SS S	SS S	S	S S	
117	0.02	S					
119	0.03			S			
142	0.05	S	S S	S		S SS	
29	0.01				S		4
34	0.01					S	
38	0.00						
40	0.04		SS			S S	
41	0.00						
42	0.01					S	
43	0.05			SSSS		SS S S S	
78	0.09		S	S S S		SS S S	
79	0.03		SS			S	
80	0.02		S			SS S	
81	0.02		S	S S S		SS S	5
102	0.00						
103	0.01				S		
142	0.00						
143	0.00						
144	0.03					SS	
145	0.06			S SS S S		SS	
147	0.06			S SS S S		SS	
27	0.00						
28	0.04					S	
30	0.00		S	S		S	6
31	0.02					S	
32	0.03					S S S S	
33	0.01						
126	0.00						
6	0.00					S SS S	
8	0.00						
9	0.00					SS S	
11	0.03						
16	0.00						
21	0.01				S		7
35	0.01						
37	0.08	S SS	SSSSS		S		
39	0.03						
45	0.00				S		
47	0.04					SSS S	
48	0.04					SS S S	
50	0.00						
51	0.00						
52	0.07		S S			S S S S S	
59	0.03					S S S	8
66	0.11	SS				SSS SS	
68	0.01						
69	0.00						
71	0.09					SSS S S	
72	0.12		SS		S S	SSSS S SS	
73	0.00						
75	0.12				S S SSSSS	S S SS	
84	0.14		S SS	S SS SSSSS		S S SS	
85	0.00						
91	0.00						
92	0.00						9
96	0.12	S	S S	SSSS		S S S SS S	
101	0.00						
104	0.01				S		
108	0.05	S		S		SS S	
109	0.02				SS		
112	0.05	S	S S	S		S S	
114	0.02			S		S	
131	0.00						
134	0.00						
138	0.00						10
14	0.00						
10	0.03			S		S	
13	0.01					S	
26	0.03					SS	
36	0.00						
44	0.02			S			
46	0.01						
49	0.00						
65	0.06					SSSSS S	
76	0.02					S S	
77	0.00						11
83	0.07			S SS SSS		SS	

FIGURE 4.21. Communication Links Between Opinion Leaders in the Emergent Network, Occurring Once per Day at the London Hotel During the Time (T1) Study, 1983.

Ref Dyads		1111	11111	111111	111111111	Job Class
No.	Ratio	734574579234501457	147134790780065798	46312389312323457	780123456789101112131415161718192021222324252627282930313233343536373839404142434445464748495051525354555657585960616263646566676869707172737475767778798081828384858687888990919293949596979899100101102103104105106107108109110111112113114115116117118119120121122123124125126127128129130131132133134135136137138139140141142143144145146147148149150151152153154155156157158159160161162163164165166167168169170171172173174175176177178179180181182183184185186187188189190191192193194195196197198199200	
1	0.00	KEY: Frequency Of Reciprocated Ties 3 : Several Times / week 6 : Daily 8 : Several Times / daily				1
2	0.00					
3	0.00					
4	0.00					
5	0.00					
12	0.00					
14	0.00					
15	0.00					
17	0.00					
19	0.00					
20	0.00					
22	0.00					
23	0.00					
24	0.00					
25	0.00					
60	0.00					
121	0.00					
124	0.00					
125	0.00					
127	0.00					
54	0.00	2	3	4	5	6
57	0.00					
61	0.00					
62	0.00					
64	0.01					
67	0.00					
86	0.00					
90	0.04					
97	0.04					
98	0.00					
99	0.00					
100	0.00					
106	0.02					
113	0.02					
117	0.00					
118	0.00					
148	0.00					
34	0.04	3	4	5	6	7
35	0.05					
40	0.05					
41	0.05					
42	0.06					
43	0.00					
78	0.00					
79	0.00					
80	0.07					
81	0.00					
102	0.00					
103	0.03					
142	0.01					
143	0.00					
144	0.02					
145	0.00					
147	0.00					
27	0.01	4	5	6	7	8
28	0.03					
30	0.03					
31	0.04					
32	0.02					
33	0.04					
126	0.00					
6	0.04	5	6	7	8	9
8	0.04					
9	0.00					
11	0.00					
14	0.00					
21	0.02					
35	0.02					
37	0.00					
39	0.07					
45	0.05					
47	0.04					
48	0.04					
50	0.00					
51	0.00					
52	0.01					
59	0.03					
66	0.04					
68	0.10					
69	0.03					
71	0.00					
72	0.00					
73	0.01					
75	0.06					
84	0.00					
85	0.00					
91	0.02					
93	0.00					
96	0.01					
101	0.03					
104	0.03					
108	0.05					
109	0.09					
112	0.00					
114	0.00					
131	0.00					
136	0.00					
138	0.08					
140	0.04					
10	0.03	6	7	8	9	10
13	0.03					
26	0.05					
36	0.06					
44	0.00					
46	0.03					
49	0.00					
65	0.04					
76	0.10					
77	0.16					
83	0.00					

FIGURE 4.22. Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Day at the London Hotel During the Time (T1) Study, 1983.

Ref Dyads	1111	11111	111111	11111111	Job Class
No.	Ratio	12345245790234501457	147134780729023790480123890123234577801234	1123334445555666777788990000113334712344467	
1 0.00					
2 0.00					
3 0.00					
4 0.00					
5 0.00					
12 0.00					
14 0.00					
15 0.00					
17 0.00					
19 0.00					
27 0.00					
22 0.00					
23 0.00					
24 0.00					
25 0.00					
60 0.00					
121 0.00					
124 0.00					
125 0.00					
127 0.00					
54 0.00					
57 0.00					
61 0.00					
63 0.00					
64 0.00					
67 0.00					
88 0.00					
90 0.00					
97 0.00					
98 0.00					
99 0.00					
100 0.00					
106 0.00					
113 0.00					
117 0.00					
119 0.00					
148 0.00					
34 0.04					
36 0.05					
40 0.05					
41 0.05					
42 0.06					
43 0.00					
78 0.00					
79 0.00					
80 0.07					
81 0.00					
102 0.00					
103 0.02					
142 0.01					
143 0.00					
144 0.02					
145 0.00					
147 0.00					
27 0.01					
28 0.01					
30 0.03					
31 0.04					
32 0.02					
33 0.03					
126 0.00					
8 0.04					
9 0.00					
11 0.00					
16 0.00					
21 0.01					
35 0.02					
37 0.00					
39 0.07					
45 0.04					
47 0.04					
48 0.04					
50 0.00					
51 0.00					
52 0.01					
59 0.02					
66 0.04					
68 0.10					
69 0.03					
71 0.00					
72 0.00					
73 0.00					
75 0.06					
84 0.00					
85 0.00					
91 0.02					
93 0.00					
96 0.00					
101 0.02					
104 0.03					
106 0.03					
109 0.09					
112 0.00					
114 0.00					
131 0.00					
136 0.00					
138 0.06					
140 0.00					
17 0.00					
18 0.00					
20 0.04					
36 0.06					
44 0.00					
46 0.02					
49 0.00					
61 0.02					
76 0.08					
77 0.07					
83 0.00					

FIGURE 4.23. Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several Times per Day at the London Hotel During the Time (T1) Study, 1983.

[illegible]

FIGURE 4.24. Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Week at the Coastal Hotel During the Time (T2) Study, 1984.

[illegible]

FIGURE 4.25. Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several Times per Week at the Coastal Hotel During the Time (T2) Study, 1984.

[illegible]

FIGURE 4.26. Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Once per Day at the Coastal Hotel During the Time (T2) Study, 1984.

[illegible]

FIGURE 4.27. Communication Links Between Opinion Leaders in the Emergent Network, Occurring Once per Day at the Coastal Hotel During the Time (T2) Study, 1984.

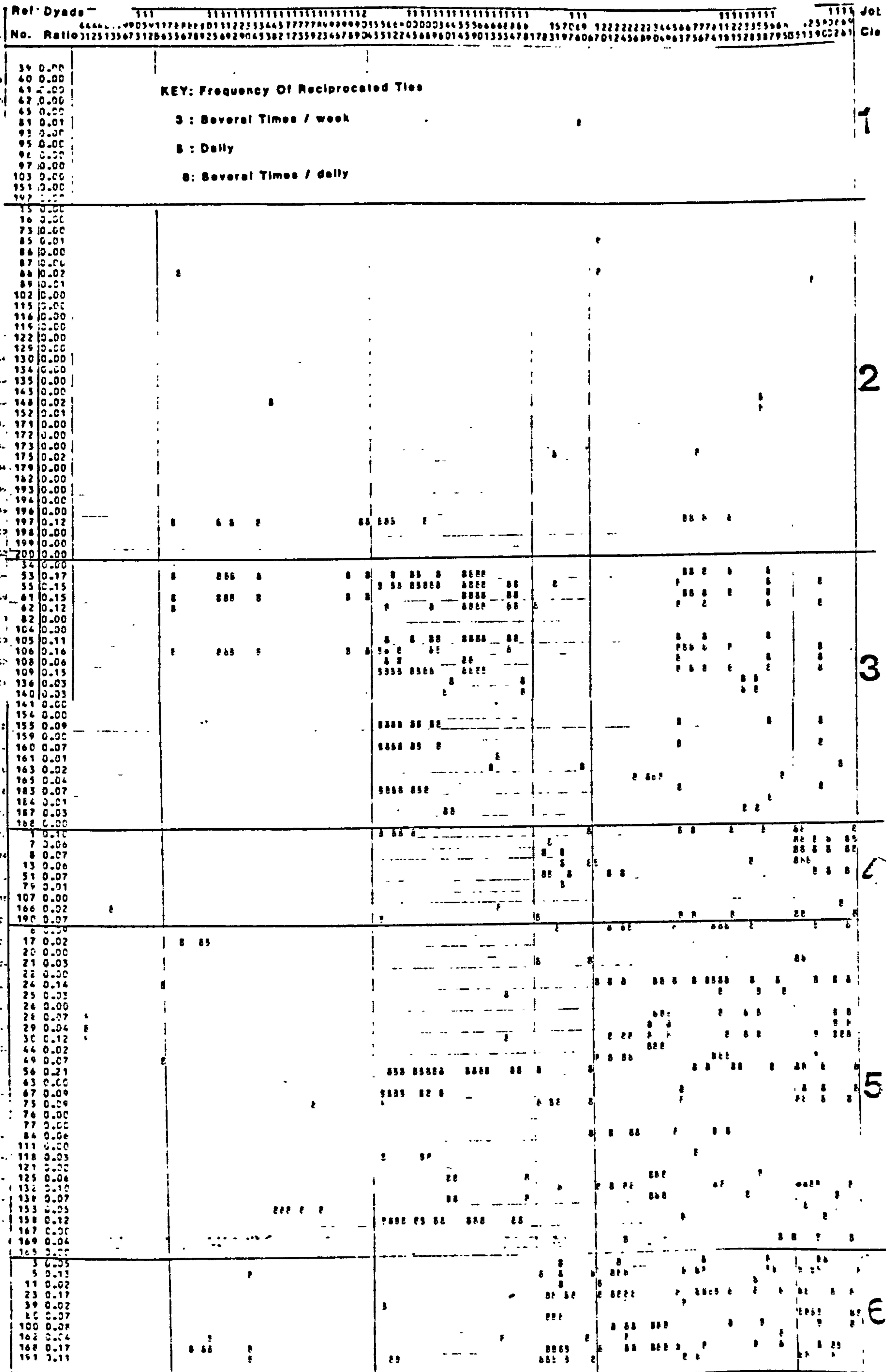


FIGURE 4.28. Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Day at the Coastal Hotel During the Time (T2) Study, 1984.

[illegible]

FIGURE 4.29. Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several Times per Day at the Coastal Hotel During the Time (T2) Study, 1984.

[illegible]

FIGURE 4.30. Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Week at the London Hotel During the Time (T2) Study, 1984.

[illegible]

FIGURE 4.32. Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Once per Day at the London Hotel During the Time (T2) Study, 1984.

[illegible]

FIGURE 4.33. Communication Links Between Opinion Leaders in the Emergent Network, Occurring Once per Day at the London Hotel During the Time (T2) Study, 1984.

[illegible]

FIGURE 4.34. Communication Links Between Opinion Leaders in the Prescribed Network, Occurring Several Times per Day at the London Hotel During the Time (T2) Study, 1984.

Ref Dyads									
No. Ratio									
1	0.01								
2	0.00								
3	0.01								
7	0.00								
12	0.02								
13	0.00								
20	0.00								
22	0.00								
23	0.00								
60	0.03								
125	0.00								
126	0.00								
131	0.00								
133	0.00								
173	0.01								
177	0.00								
178	0.00								
179	0.01								
53	0.05								
56	0.00								
57	0.00								
58	0.00								
87	0.04								
97	0.04								
113	0.01								
114	0.00								
121	0.04								
155	0.00								
159	0.00								
161	0.00								
162	0.00								
182	0.00								
183	0.04								
193	0.00								
197	0.00								
202	0.02								
203	0.02								
204	0.03								
211	0.02								
29	0.03								
38	0.00								
40	0.04								
41	0.02								
42	0.04								
43	0.00								
79	0.04								
81	0.00								
82	0.09								
85	0.01								
100	0.00								
139	0.04								
142	0.01								
144	0.02								
148	0.08								
149	0.10								
151	0.02								
152	0.05								
169	0.00								
199	0.00								
200	0.01								
212	0.02								
28	0.01								
30	0.04								
31	0.00								
32	0.03								
33	0.02								
108	0.03								
127	0.04								
155	0.01								
4	0.04								
9	0.00								
16	0.06								
37	0.00								
39	0.02								
47	0.06								
51	0.00								
52	0.00								
54	0.06								
59	0.04								
66	0.06								
69	0.17								
72	0.02								
73	0.07								
104	0.03								
106	0.04								
107	0.00								
117	0.11								
138	0.00								
141	0.05								
156	0.02								
157	0.00								
163	0.14								
165	0.04								
167	0.00								
171	0.02								
181	0.00								
186	0.06								
190	0.15								
192	0.03								
201	0.01								
209	0.12								
210	0.00								
11	0.01								
13	0.04								
26	0.03								
46	0.01								
65	0.03								
76	0.15								
77	0.04								
83	0.04								
154	0.01								

FIGURE 4.35. Communication Links Between Opinion Leaders in the Emergent Network, Occurring Several Times per Day at the London Hotel During the Time (T2) Study, 1984.

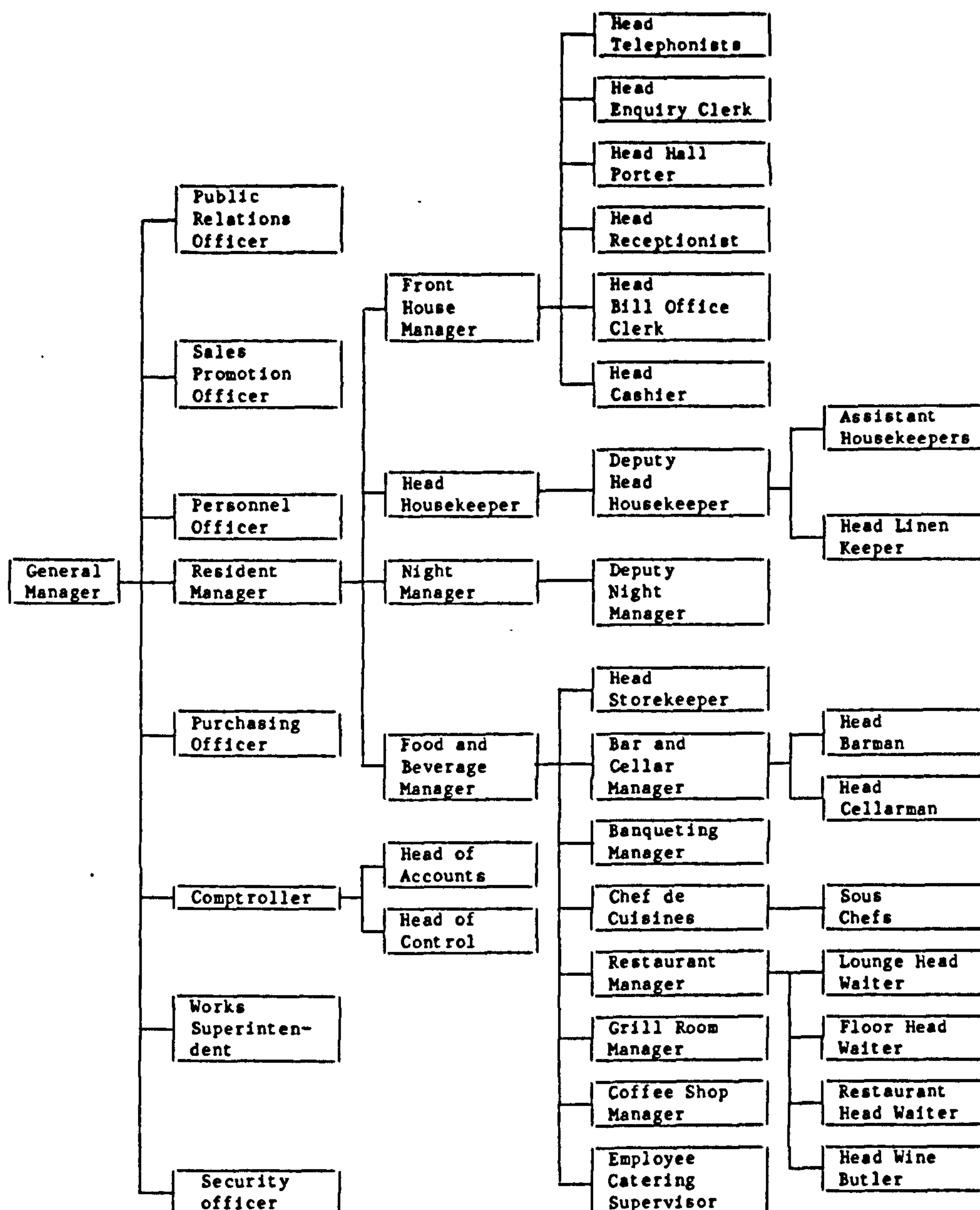


FIGURE 5.1. Organization chart of a large hotel (Medlick, 1980)

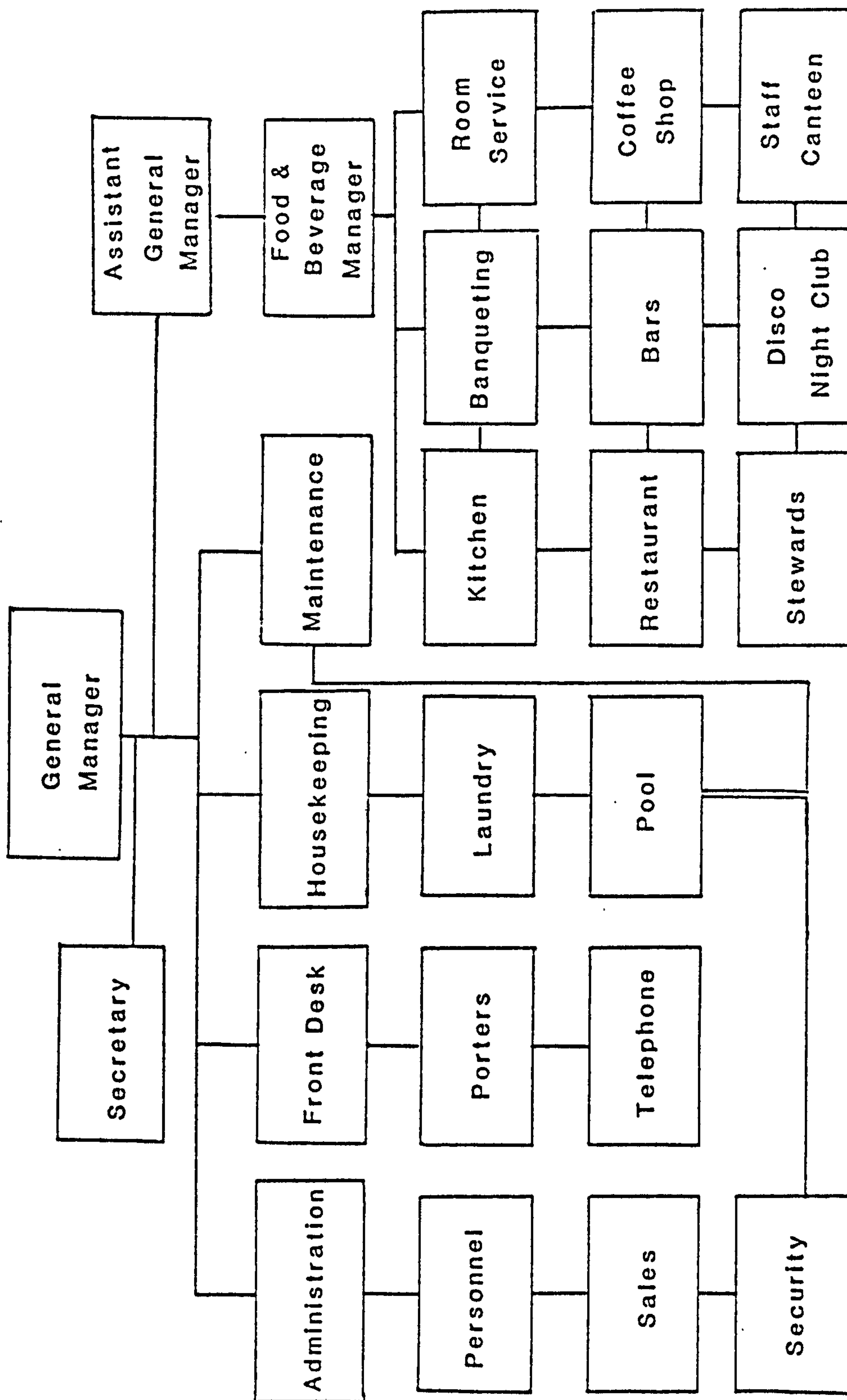


Figure 6.1 A Simplified Organisational Chart for the Coastal and London Hotels
(McEwan, 1986).

	PLANNED	UNPLANNED
AVOIDABLE	(i) DISMISSED	(ii) QUITTED
UNAVOIDABLE	(iii) TERMINATED	(iv) RESIGNED

FIGURE 8.1 - THE WASMUTH AND DAVIS (IBID) MATRIX FOR
ANALYSING LABOUR TURNOVER

A
V
O
I
D
A
B
L
E

U
N
A
V
O
I
D
A
B
L
E

UNPLANNED	
PLANNED	UNPLANNED
(i) <u>DISMISSED</u>	(ii) <u>QUITTING</u>
D1 = Unsatisfactory Work.	Q1 = Inadequate Pay/Benefits.
D2 = Absenteeism.	Q2 = Dissatisfaction with Working Hours/ Conditions, etc.
D3 = Violation of Company Rules.	Q3 = Inadequate Supervision.
D4 = Failure to "Fit In".	Q4 = Better Offer/Job.
D5 = Laid Off.	Q5 = Inadequate Training.
D6 = Alcohol/Drug Abuse.	Q6 = Employee not Matched to Job (viz. Bored with Job; or Job too Difficult).
	Q7 = No Chance of Promotion.
	Q8 = Job Insecurity.
(iii) <u>TERMINATED</u>	(iv) <u>RESIGNED</u>
T1 = Retirement.	R1 = Health Problems.
T2 = End of Contract.	R2 = Accident/Death Away from Work.
T3 = Transfer/Promotion.	R3 = Accident at Work.
	R4 = Change in Home Life (Pregnancy).
	R5 = Professional Change.
	R6 = Family Relocation.

FIGURE 8.2 THE WASMUTH AND DAVIS (IBID) DETAILED MATRIX FOR
ANALYSING LABOUR TURNOVER

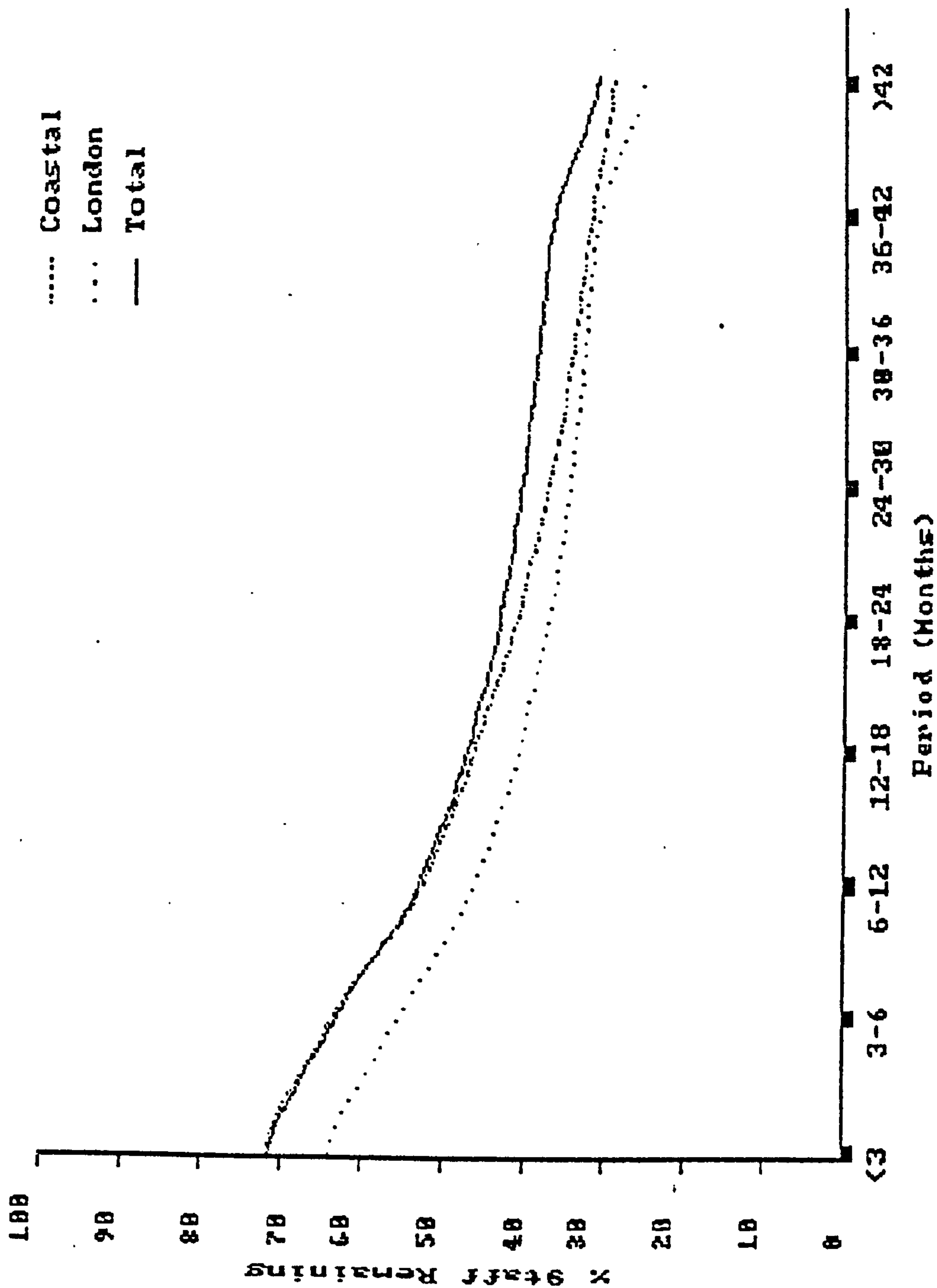


Figure 8.3 Survival Curves Showing % Staff Remaining in Employment in London and Coastal Hotels During 1982-1985.

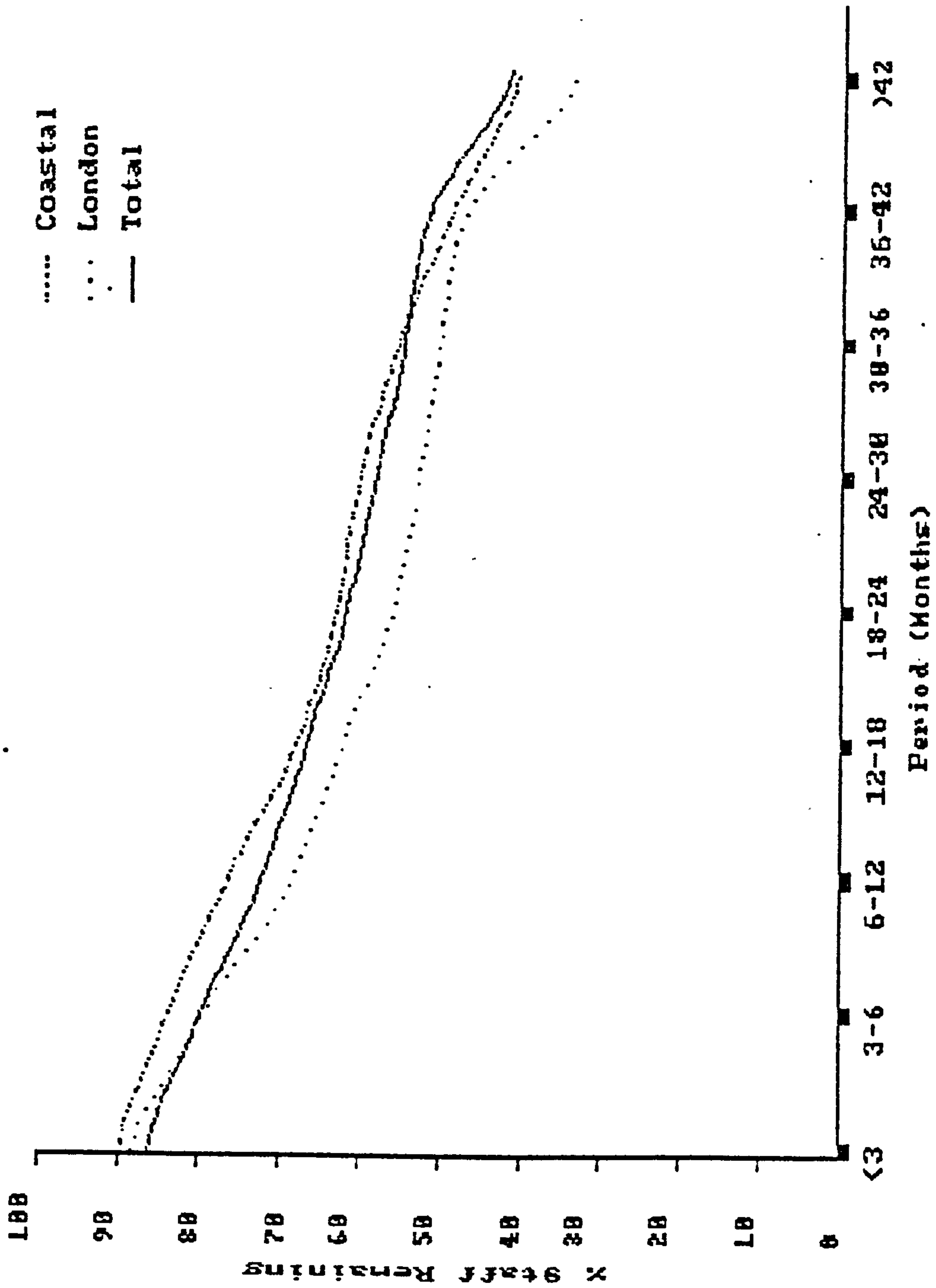


Figure 8.4. Survival Curves Showing % Administration Staff Remaining Employed in London and Coastal Hotels During 1982-1985.

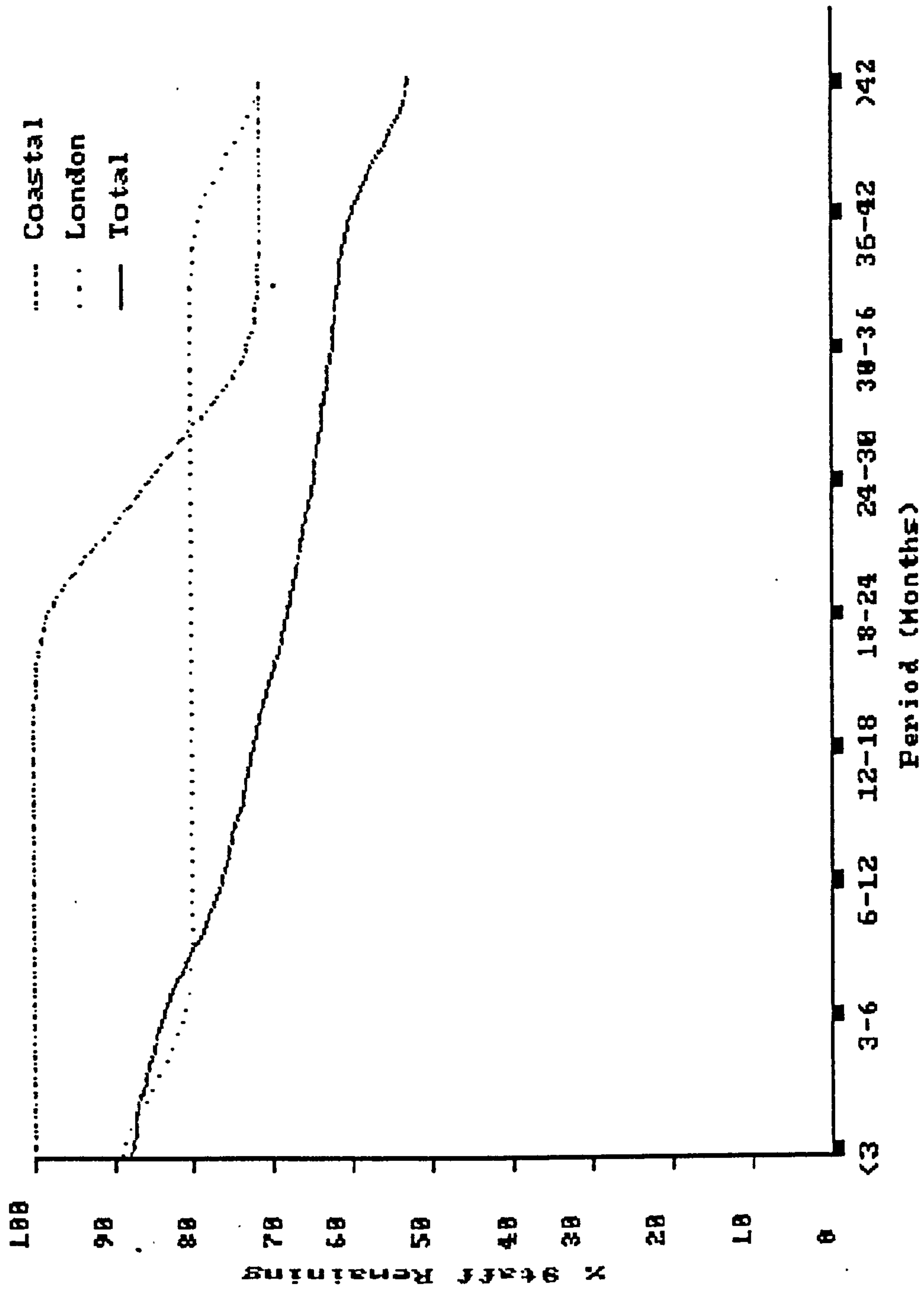


Figure 8.5 Survival Curves Showing % Maintenance Staff Remaining Employed in London and Coastal Hotels During 1982-1985.

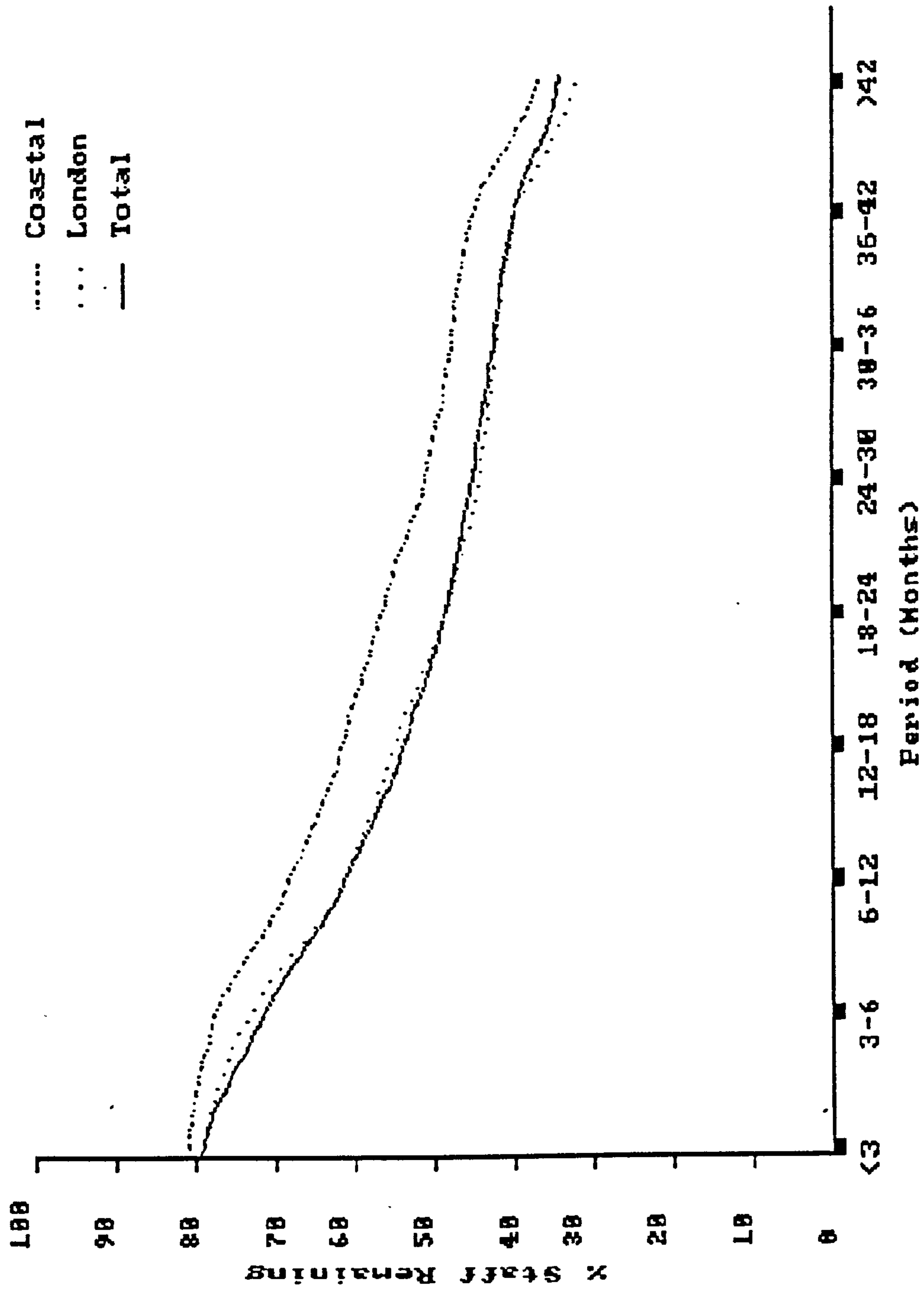


Figure 8.6 Survival Curves Showing % Front Desk Staff Remaining Employed in London and Coastal Hotels During 1982-1985.

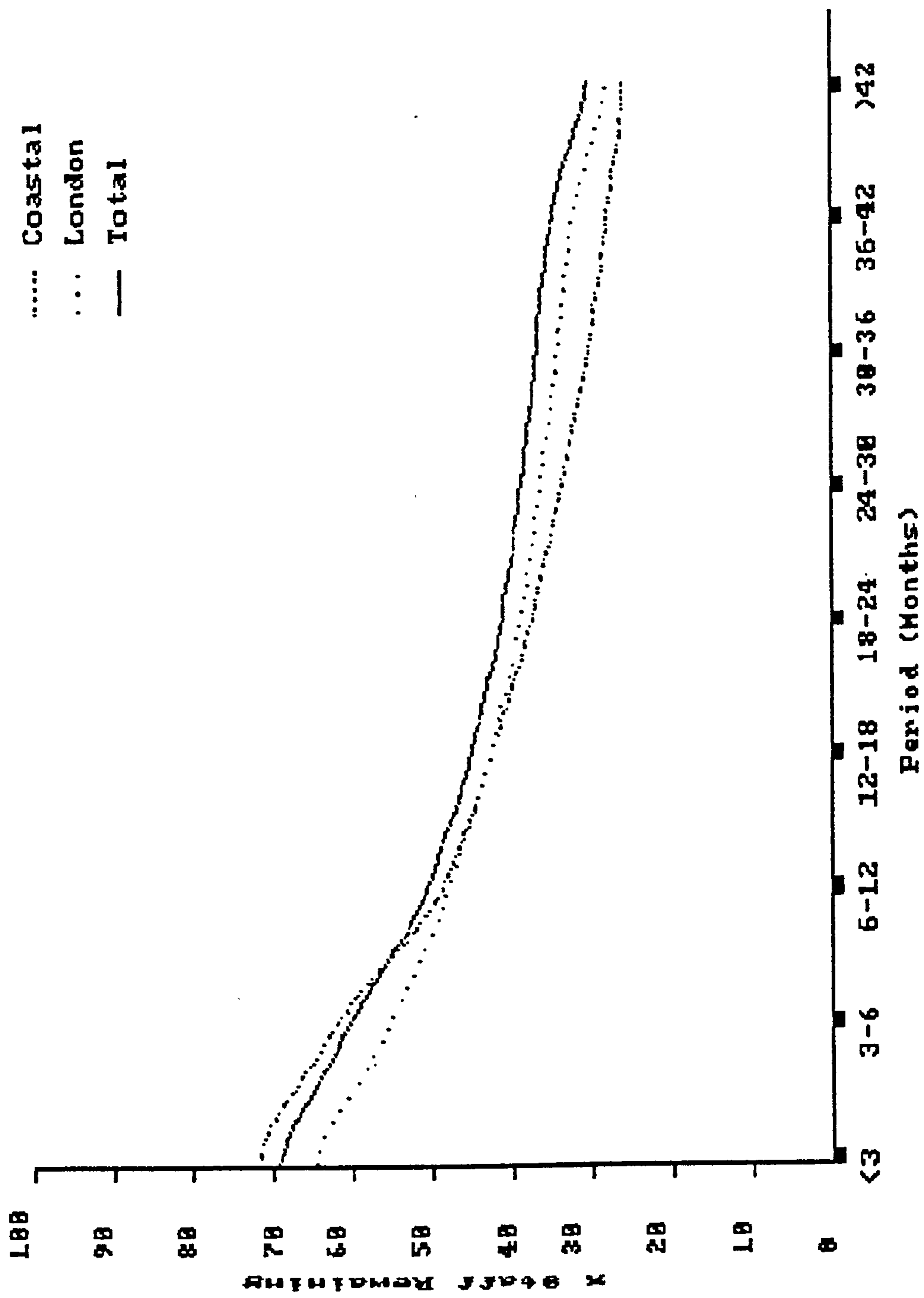


Figure 8.7 Survival Curves Showing % Food and Beverage Staff Remaining Employed in London and Coastal Hotels During 1982-1985.

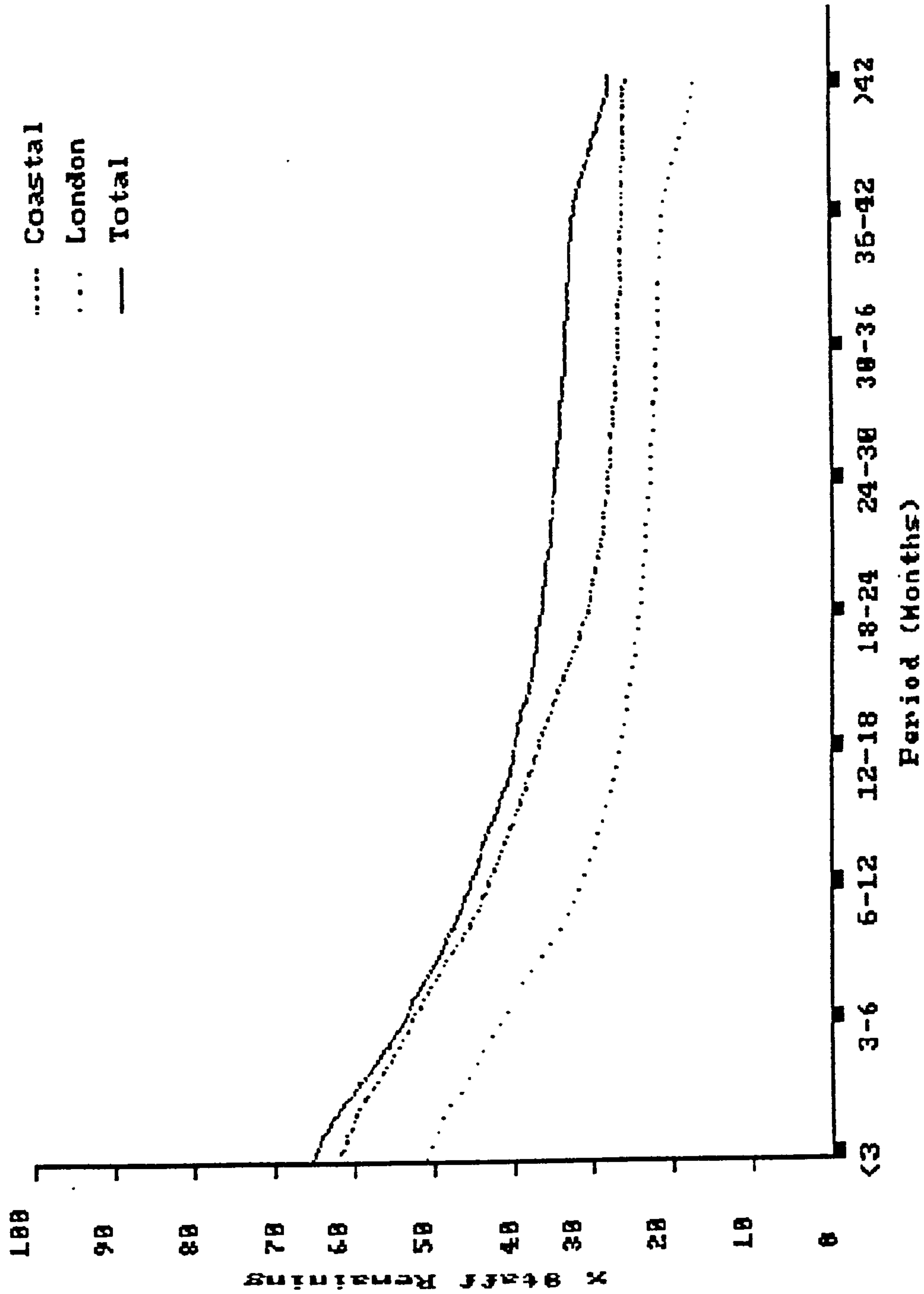


Figure 8.8 Survival Curves Showing % Housekeeping Staff Remaining Employed in London and Coastal Hotels During 1982-1985.

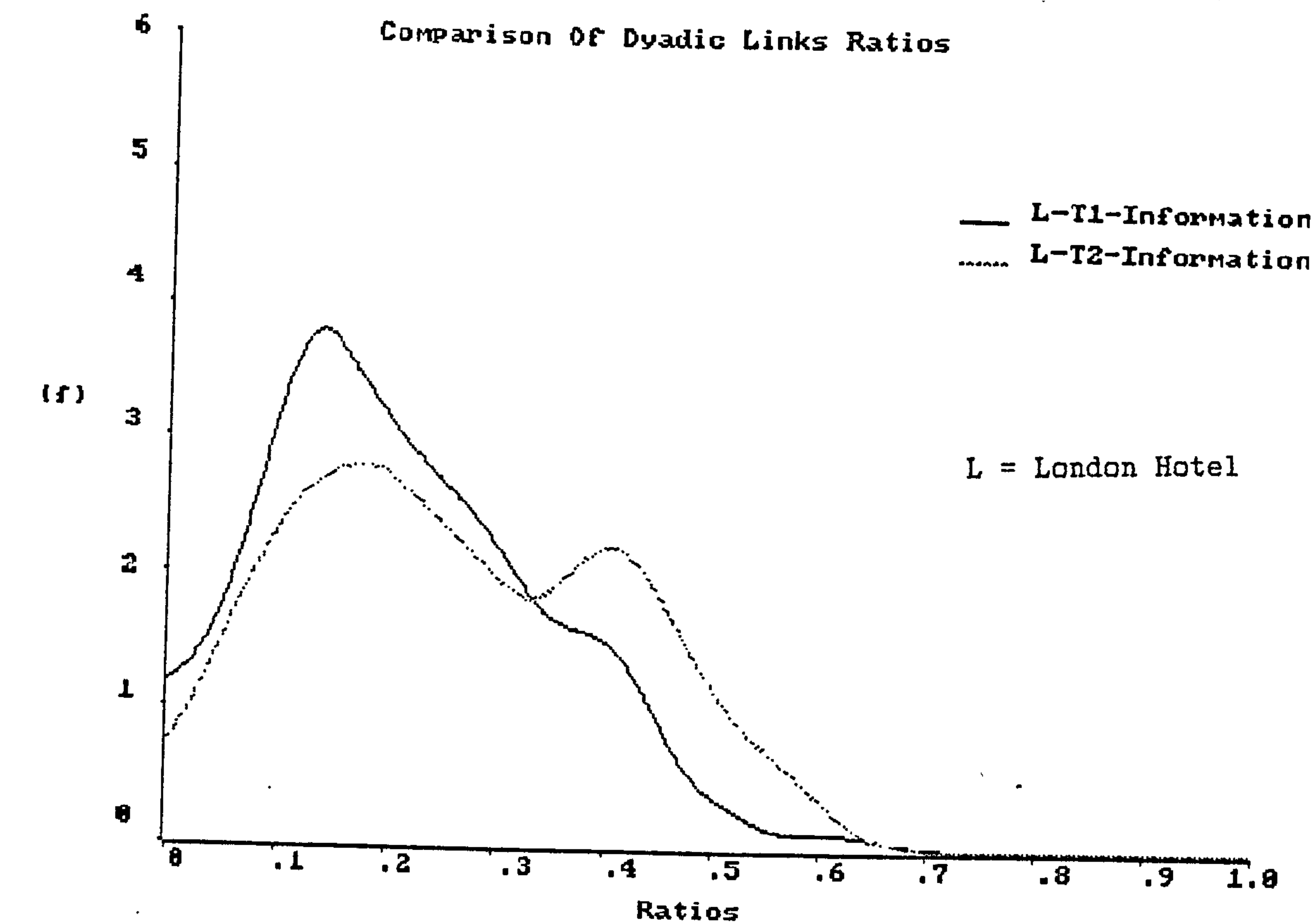
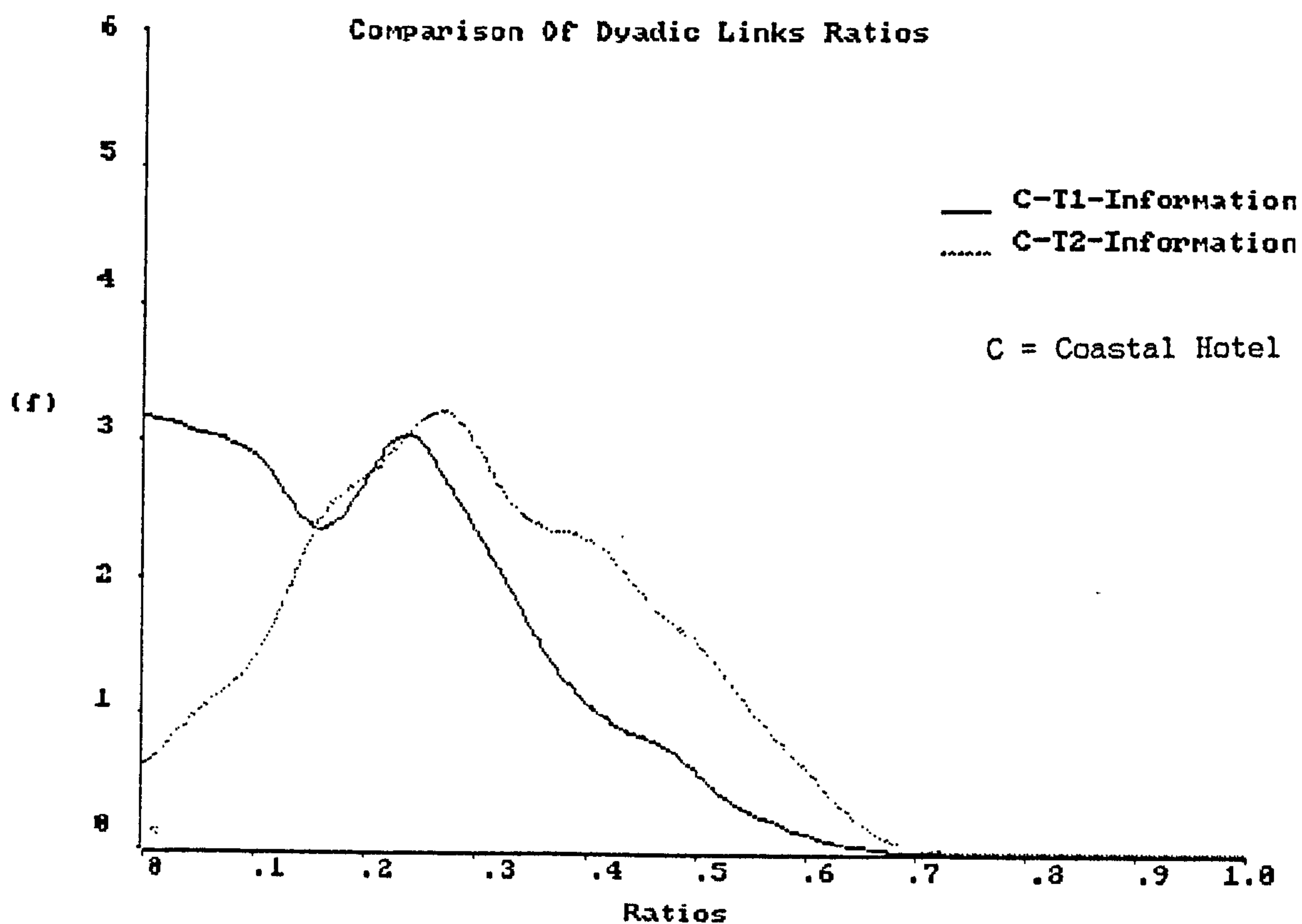


FIGURE 9.1 COMPARISON OF DYADIC COMMUNICATION LINKS, AS RATIOS, BETWEEN LONDON AND COASTAL HOTELS AT TIMES 1 (1982/3) AND 2 (1984).

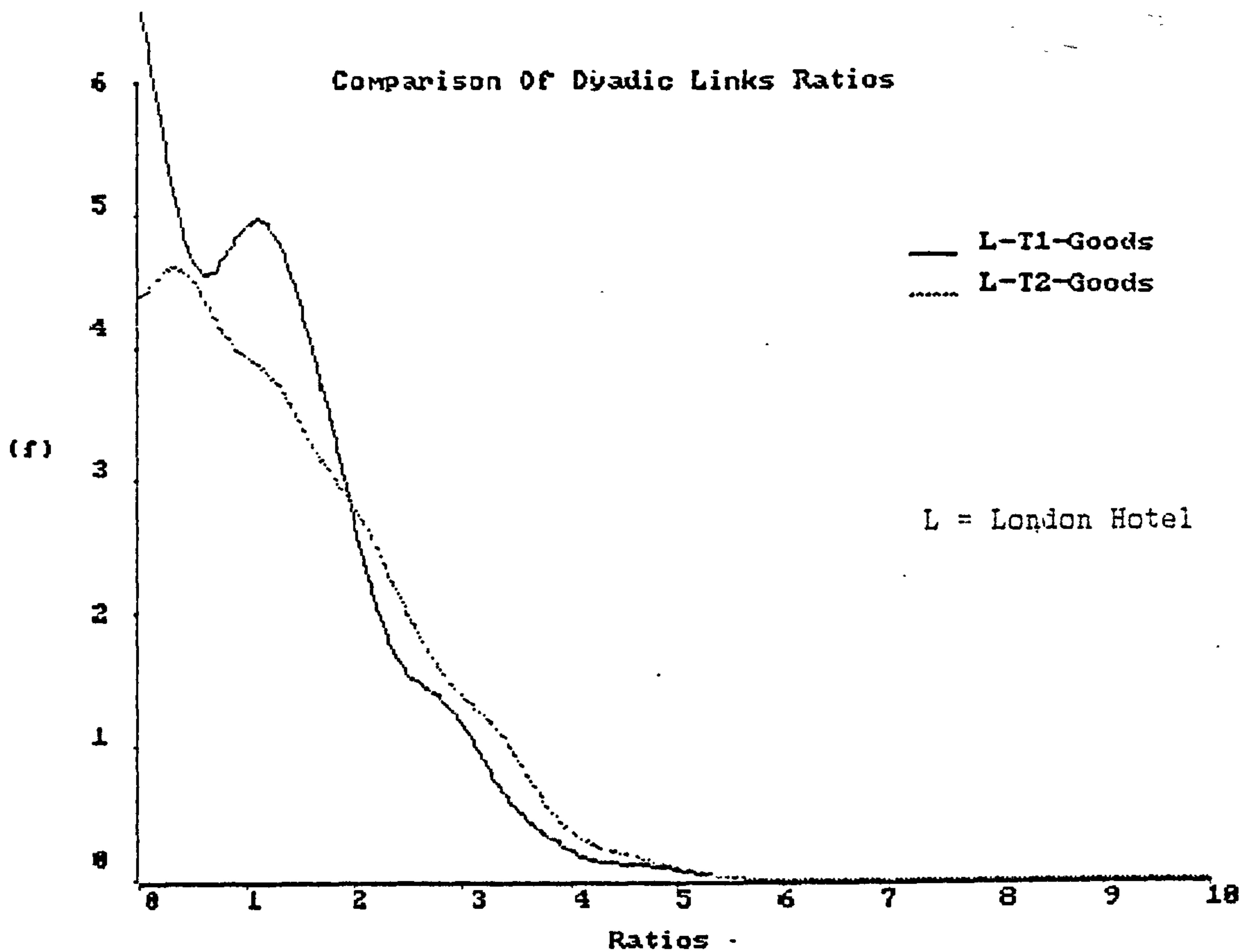
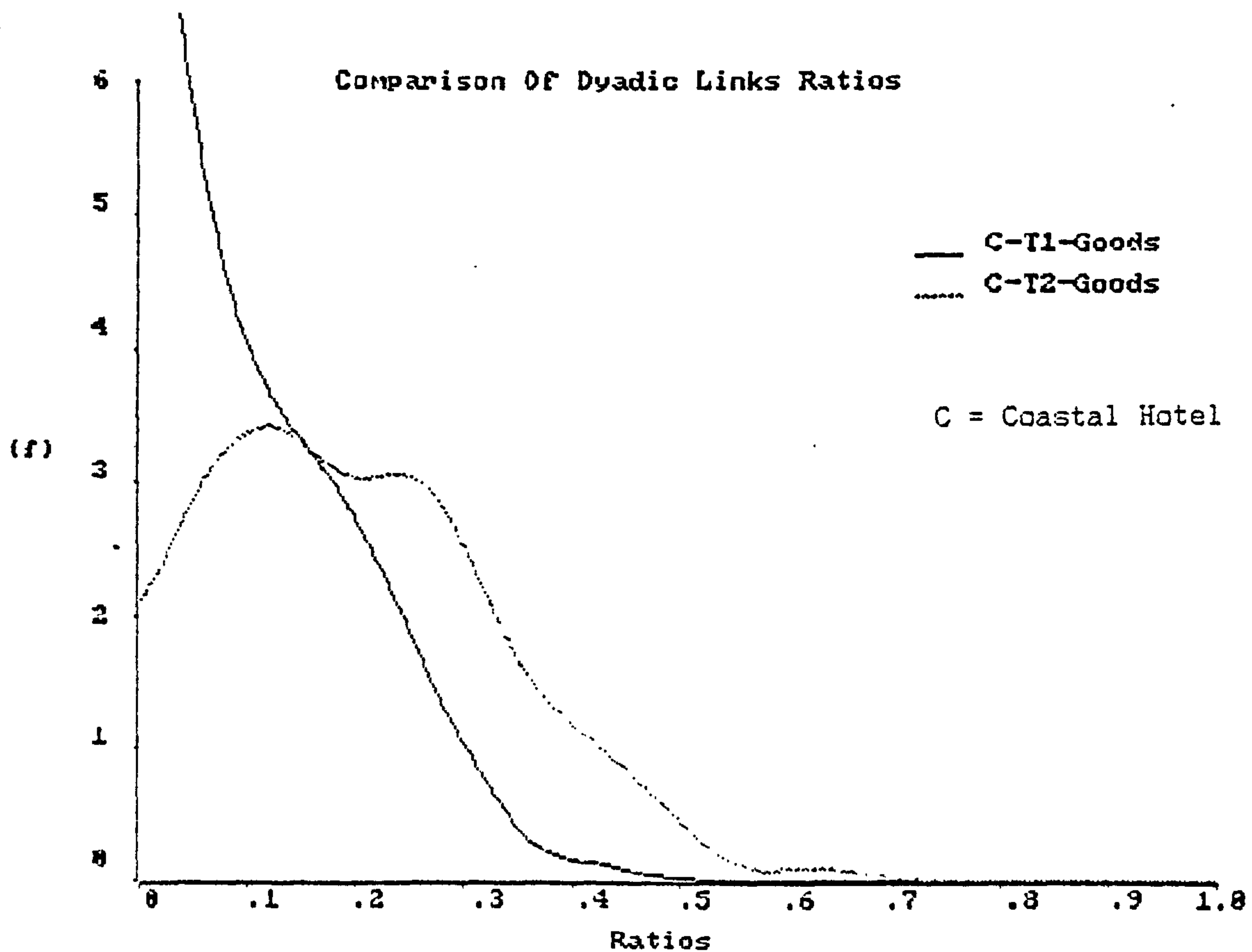


FIGURE 9.2 COMPARISON OF DYADIC GOODS LINKS, AS RATIOS,
BETWEEN LONDON AND COASTAL HOTELS AT TIMES 1 (1982/3) AND 2 (1984).

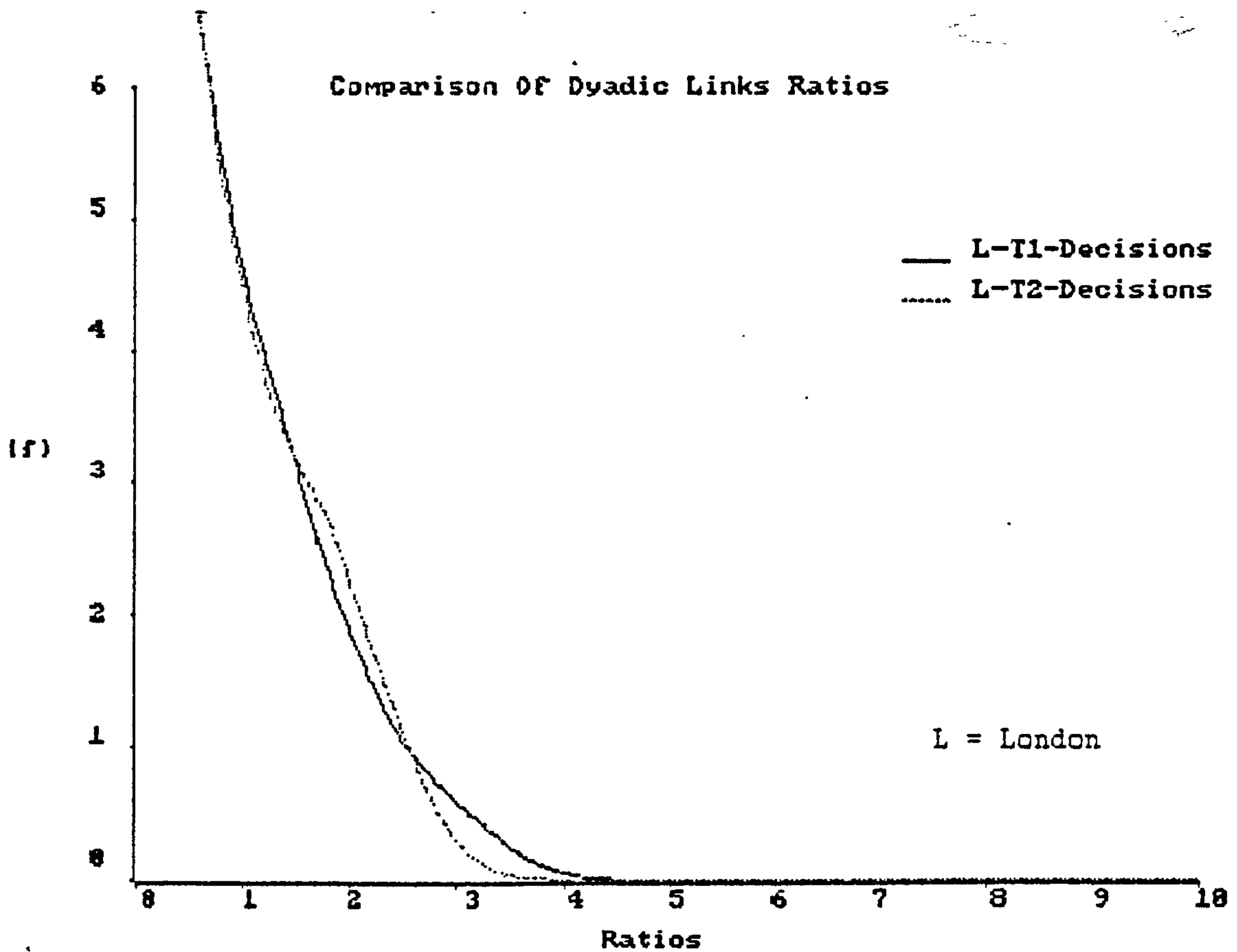
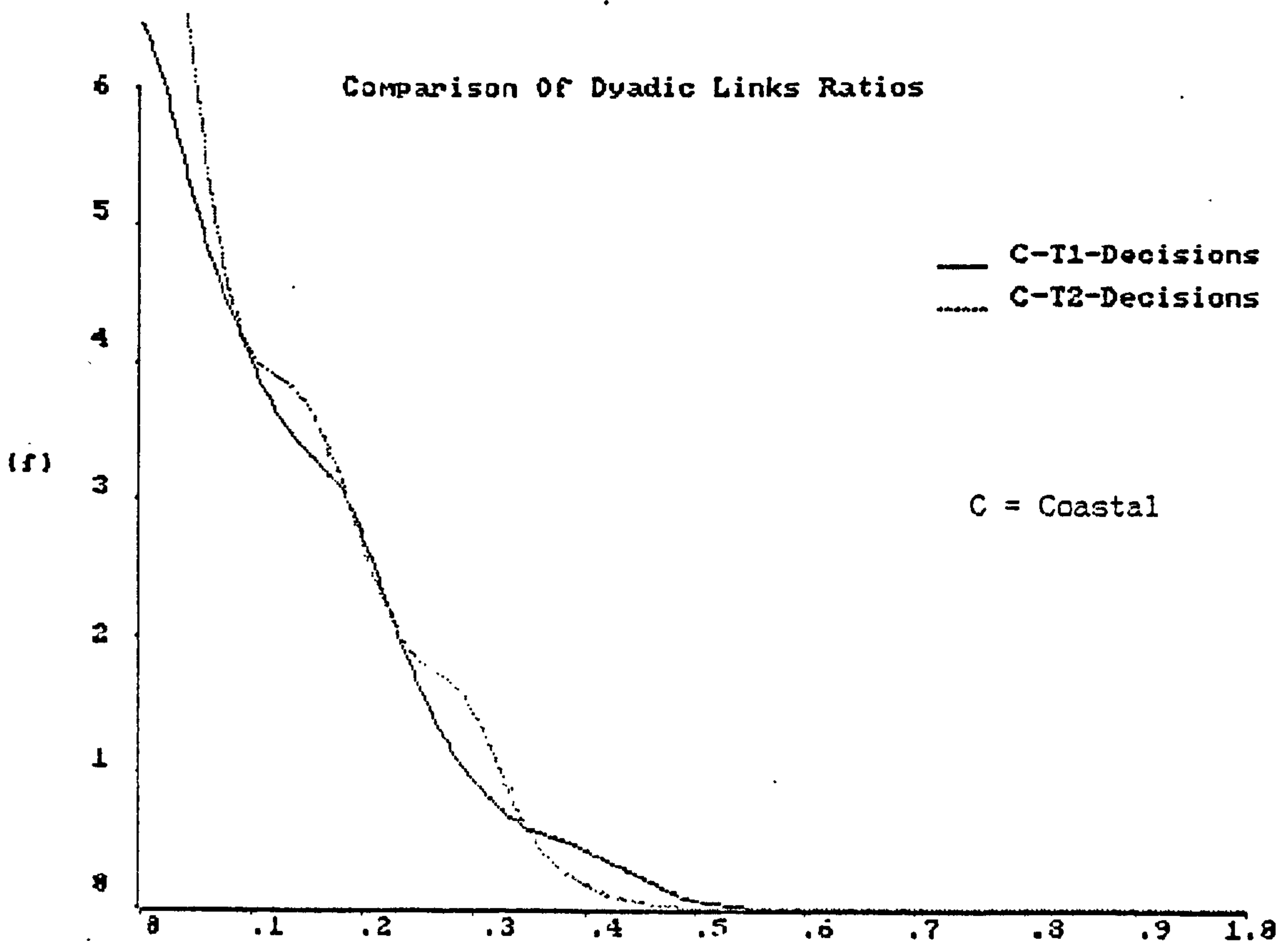


Figure 9.3. Comparison of Dyadic Communication Links, as Ratios, Between London and Coastal Hotels at Times 1 (1982/3) and 2 (1984).

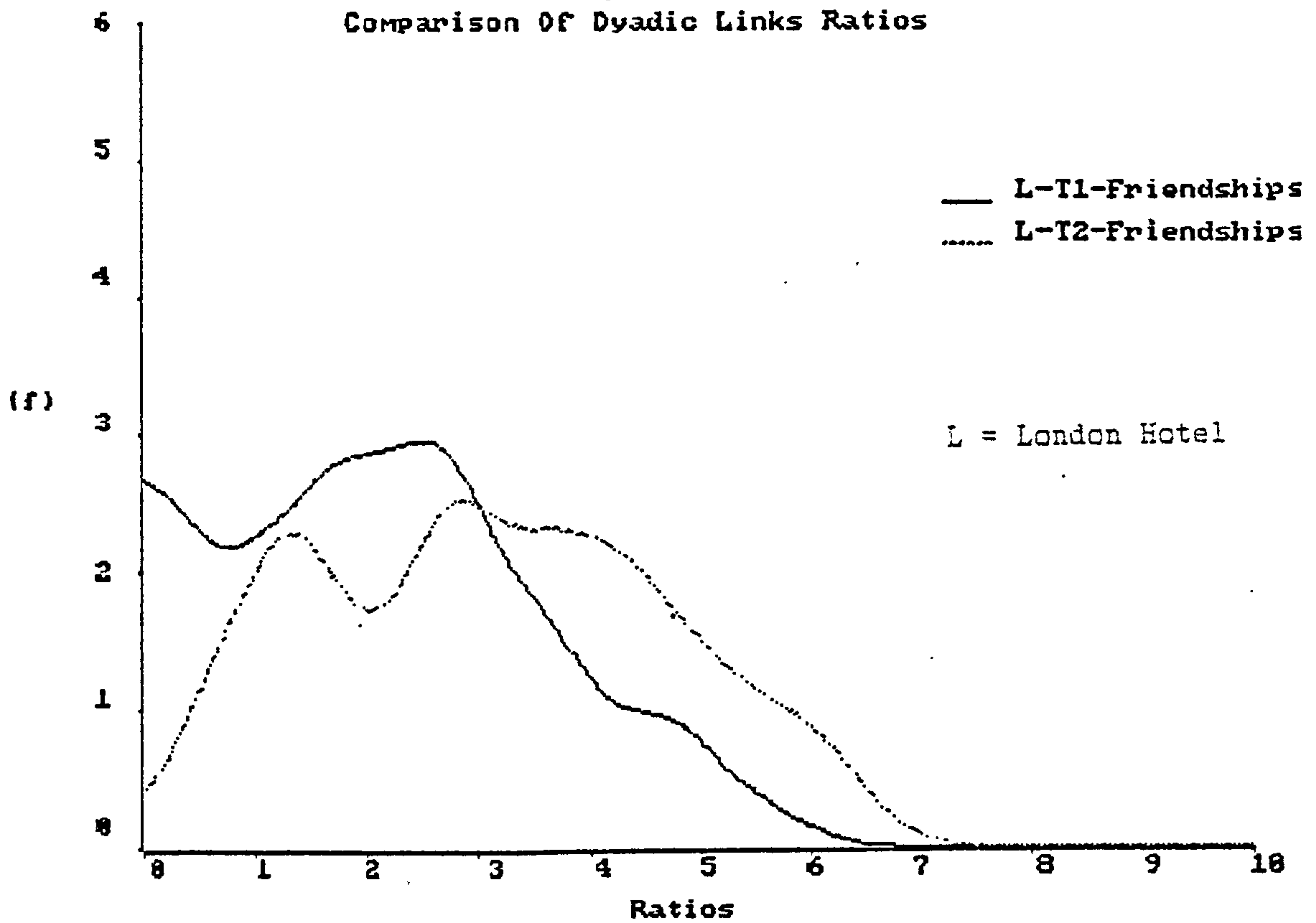
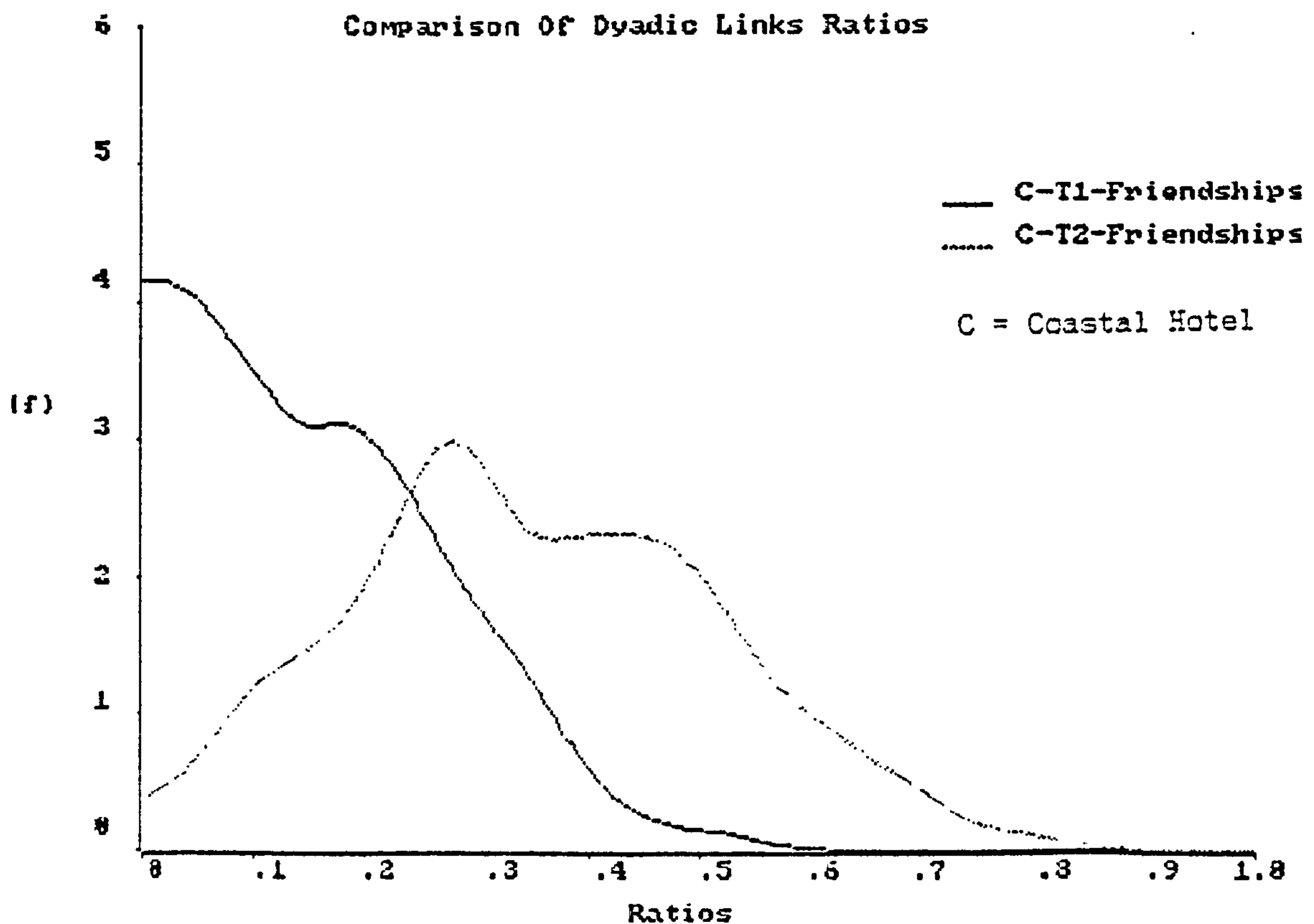


Figure 9.4

Comparison of Dyadic Communication Links, as Ratios,
Between London and Coastal Hotels at Times 1 (1982/3)
and 2 (1984).

COASTAL HOTEL TIME 1: 1982/3 OPINION LEADERS /SEVERAL TIMES PER WEEK

REF. NO. POSSIBLE LINKS (RECIPROCATED LINKS HAVE BEEN ENCIRCLED)

5	-	21	22	23	52	57	59	70	102	135	158
21	5	-	22	23	52	57	59	70	102	135	158
22	5	21	-	23	52	57	59	70	102	135	158
23	5	21	22	-	52	57	59	70	102	135	158
52	5	21	22	23	-	57	59	70	102	135	158
57	5	21	22	23	52	-	59	70	102	135	158
59	5	21	22	23	52	57	-	70	102	135	158
70	5	21	22	23	52	57	59	-	102	135	158
102	5	21	22	23	52	57	59	70	-	135	158
135	5	21	22	23	52	57	59	70	102	-	158
158	5	21	22	23	52	57	59	70	102	135	-

FIGURE 9.5 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL
TIMES WEEKLY IN TIME (1) 1983 PRESCRIBED NETWORKS AT THE COASTAL HOTEL.

LONDON HOTEL: TIME 1 (1983) : OPINION LEADERS / SEVERAL TIMES PER WEEK

<u>REF.</u> <u>Nos.</u>	<u>POSSIBLE PRESCRIBED LINKS (RECIPROCATED LINKS ARE ENCIRCLED)</u>											
10	-	(39)	45	50	57	69	79	85	93	127	136	143
39	(10)	-	45	(50)	57	(69)	79	85	93	(127)	136	143
45	10	39	-	50	57	(69)	79	85	93	127	136	143
50	10	(39)	45	-	57	(69)	79	85	93	127	136	143
57	10	39	45	50	-	(69)	79	85	93	127	136	143
69	10	(39)	(45)	(50)	(57)	-	79	85	93	127	136	143
79	10	39	45	50	57	69	-	(85)	(93)	127	136	143
85	10	39	45	50	57	69	(79)	-	(93)	127	136	(143)
93	10	39	45	50	57	69	(79)	(85)	-	127	136	143
127	10	(39)	45	50	57	69	79	85	93	-	136	143
136	10	39	45	50	57	69	79	85	93	127	-	143
143	10	39	45	50	57	69	79	(85)	93	127	136	-

FIGURE 9.6 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL
TIMES WEEKLY IN TIME (1) 1983 PRESCRIBED NETWORKS AT THE LONDON HOTEL.

COASTAL HOTEL : TIME 1 (1982/3) OPINION LEADERS / ONCE PER DAY

<u>REF</u> <u>Nos.</u>	<u>POSSIBLE LINKS (RECIPROCATED LINKS HAVE BEEN ENCIRCLED)</u>																					
3	5	14	22	49	50	52	53	54	56	58	60	61	62	107	111	121	122	124	153	162	165	
	5	14	22	49	50	52	53	54	56	58	60	61	62	107	111	121	122	124	153	162	165	
3		14	22	49	50	52	53	54	56	58	60	61	62	107	111	121	122	124	153	162	165	
3	5		22	49	50	52	53	54	56	58	60	61	62	107	111	121	122	124	153	162	165	
3	5	14		49	50	52	53	54	56	58	60	61	62	107	111	121	122	124	153	162	165	
3	5	14	22		50	52	53	54	56	58	60	61	62	107	111	121	122	124	153	162	165	
3	5	14	22	49		52	53	54	56	58	60	61	63	107	111	121	122	124	153	162	165	
3	5	14	22	49	50		53	54	56	58	60	61	63	107	111	121	122	124	153	162	165	
3	5	14	22	49	50	52		54	56	58	60	61	63	107	111	121	122	124	153	162	165	
3	5	14	22	49	50	52	53		56	58	60	61	63	107	111	121	122	124	153	162	165	
3	5	14	22	49	50	52	53	54		58	60	61	63	107	111	121	122	124	153	162	165	
3	5	14	22	49	50	52	53	54	56		60	61	63	107	111	121	122	124	153	162	165	
3	5	14	22	49	50	52	53	54	56	58		61	63	107	111	121	122	124	153	162	165	
3	5	14	22	49	50	52	53	54	56	58	60		63	107	111	121	122	124	153	162	165	
3	5	14	22	49	50	52	53	54	56	58	60	61		107	111	121	122	124	153	162	165	
3	5	14	22	49	50	52	53	54	56	58	60	61	63		107	111	121	122	124	153	162	165
3	5	14	22	49	50	52	53	54	56	58	60	61	63	107		111	121	122	124	153	162	165
3	5	14	22	49	50	52	53	54	56	58	60	61	63	107		111	121	122	124	153	162	165
3	5	14	22	49	50	52	53	54	56	58	60	61	63	107		111	121	122	124	153	162	165
3	5	14	22	49	50	52	53	54	56	58	60	61	63	107	111		122	124	153	162	165	
3	5	14	22	49	50	52	53	54	56	58	60	61	63	107	111	121		124	153	162	165	
3	5	14	22	49	50	52	53	54	56	58	60	61	63	107	111	121	122		153	162	165	
3	5	14	22	49	50	52	53	54	56	58	60	61	63	107	111	121	122	124		162	165	
3	5	14	22	49	50	52	53	54	56	58	60	61	63	107	111	121	122	124	153		165	
3	5	14	22	49	50	52	53	54	56	58	60	61	63	107	111	121	122	124	153	162		

FIGURE 9.7 : SHOWING OPINION LEADERS WHO INTERACTED DAILY
IN TIME (1) 1982/3 PRESCRIBED NETWORKS AT THE COASTAL HOTEL.

LONDON HOTEL : TIME 1 (1983) PRESCRIBED NETWORK OPINION LEADERS

ONCE A DAY

REF.
Nos. POSSIBLE PRESCRIBED LINKS (RECIPROCATED LINKS ARE ENCIRCLED)

37	-	(65)	66	71	72	75	78	81	83	84	96	113
65	(37)	-	(66)	(71)	(72)	(75)	78	81	83	84	96	113
66	37	(65)	-	(71)	(72)	(75)	78	81	83	84	96	113
71	37	(65)	(66)	-	(72)	(75)	78	81	83	84	96	113
72	37	(65)	(66)	71	-	75	78	81	83	84	(96)	(113)
75	37	(65)	(66)	(71)	(72)	-	78	81	83	84	(96)	113
78	37	65	66	71	72	75	-	(81)	83	(84)	(96)	113
81	37	65	66	71	72	75	(78)	-	(83)	(84)	(96)	(113)
83	37	65	66	71	72	75	78	(81)	-	(84)	96	113
84	37	65	66	71	72	75	(78)	(81)	(83)	-	(96)	113
96	37	65	66	71	(72)	(75)	(78)	(81)	83	(84)	-	(113)
113	37	65	66	71	(72)	75	78	(81)	83	84	(96)	-

FIGURE 9.8 : SHOWING OPINION LEADERS WHO INTERACTED DAILY
IN TIME (1) 1983 PRESCRIBED NETWORKS AT THE LONDON HOTEL.

COASTAL HOTEL : TIME 1 (1982 /3): OPINION LEADERS / MORE THAN ONCE DAILY

<u>REF.</u> <u>Nos.</u>	<u>POSSIBLE PRESCRIBED LINKS (RECIPROCATED LINKS ARE ENCIRCLED)</u>
1	- 2 3 4 7 8 11 13 19 20 22 23 25 51 55 57 (59) 72 132 158 168
2	1 - (3) 4 7 8 (11) (13) 19 20 (22) (23) 25 51 55 57 (59) 72 132 158 (168)
3	1 (2) - 4 7 8 11 (13) 19 20 (22) (23) 25 51 55 57 59 (72) 132 158 (168)
4	1 2 3 - 7 8 11 13 19 20 (22) (23) 25 51 55 57 (59) 72 132 158 (168)
7	1 2 3 4 - (8) (11) 13 19 20 22 (23) 25 51 55 57 59 72 132 158 168
8	1 (2) 3 4 (7) - 11 13 19 20 22 (23) 25 51 55 57 (59) 72 132 158 (168)
11	1 (2) 3 4 (7) 8 - (13) 19 20 22 23 25 51 55 57 59 72 132 158 168
13	1 (2) (3) 4 7 8 (11) - 19 20 22 23 25 (51) 55 57 (59) 72 132 158 168
19	1 2 3 4 7 8 11 13 - 20 22 (23) (25) (51) 55 57 59 72 132 158 168
20	1 2 3 4 7 8 11 13 19 - 22 (23) (25) 51 55 57 59 72 132 158 168
22	1 (2) (3) (4) 7 8 11 13 19 20 - 23 25 51 55 57 59 72 132 158 168
23	1 (2) (3) 4 (7) (8) 11 13 (19) (20) 22 - (25) (51) 55 57 59 72 132 158 (168)
25	1 2 3 4 7 8 11 13 (19) (20) 22 (23) - 51 55 57 59 72 132 158 168
51	1 2 3 4 7 8 11 (13) (19) 20 22 (23) 25 - 55 57 59 72 132 158 168
55	1 2 3 4 7 8 11 13 19 20 22 23 25 51 - (57) (59) 72 132 (158) 168
57	1 2 3 4 7 8 11 13 19 20 22 23 25 51 (55) - (59) 72 132 (158) 168
59	(1) (2) (3) (4) 7 8 11 (13) 19 20 22 23 25 51 (55) (57) - 72 132 (158) 168
72	1 2 (3) 4 7 8 11 13 19 20 22 23 25 51 55 57 59 - 132 158 168
132	1 2 3 4 7 8 11 13 19 20 22 23 25 51 55 57 59 72 - 158 168
158	1 2 3 4 7 8 11 13 19 20 22 23 25 51 (55) (57) (59) 72 132 - 168
168	1 (2) (3) (4) 7 8 11 13 19 20 22 (23) 25 51 55 57 59 72 132 158 -

FIGURE 9.9 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL
TIMES DAILY IN TIME (1) 1982/3 PRESCRIBED NETWORKS AT THE COASTAL HOTEL.

LONDON HOTEL : TIME 1 (1983) PRESCRIBED NETWORK OPINION LEADERS

MORE THAN ONCE PER DAY

REF.

No. POSSIBLE PRESCRIBED NETWORK LINKS (RECIPROCATED LINKS ARE ENCIRCLED)

36	-	38	39	40	41	42	68	75	76	(77)	80	96	109	138	140
38	36	-	(39)	(40)	(41)	(42)	68	75	76	77	80	96	109	138	140
39	36	(38)	-	(40)	(41)	(42)	68	75	76	77	80	96	109	138	140
40	36	(38)	(39)	-	(41)	(42)	68	75	76	77	80	96	109	138	140
41	36	(38)	(39)	(40)	-	(42)	68	75	76	77	80	96	109	138	140
42	36	(38)	(39)	(40)	(41)	-	68	75	76	77	80	96	109	138	140
68	36	38	39	40	41	42	-	(75)	76	77	80	96	109	138	140
75	36	38	39	40	41	42	(68)	-	(76)	77	80	(96)	109	138	140
76	36	38	39	40	41	42	68	(75)	-	(77)	80	96	109	138	140
77	(36)	38	39	40	41	42	68	75	(76)	-	80	(96)	109	138	140
80	36	38	39	40	41	42	68	75	76	77	-	(96)	109	138	140
96	36	38	39	40	41	42	68	75	76	77	(80)	-	109	138	140
109	36	38	39	40	41	42	68	75	76	77	80	96	-	138	140
138	36	38	39	40	41	42	68	75	76	77	80	96	109	-	(140)
140	36	38	39	40	41	42	68	75	76	77	80	96	109	(138)	-

FIGURE 9.10 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL
TIMES DAILY IN TIME (1) 1983. PRESCRIBED NETWORKS AT THE LONDON HOTEL.

COASTAL HOTEL : TIME 2 (1984) : OPINION LEADERS SEVERAL TIMES PER WEEK

<u>REF.</u> <u>Nos.</u>	<u>POSSIBLE PRESCRIBED LINKS (RECIPROCATED LINKS ARE ENCIRCLED)</u>										
22	-	23	53	59	111	118	138	159	167	175	198
23	22	-	53	59	111	118	138	159	167	175	198
53	22	23	-	59	111	118	138	159	167	175	198
59	22	23	53	-	111	118	138	159	167	175	198
111	22	23	53	59	-	118	138	159	167	175	198
118	22	23	53	59	111	-	138	159	167	175	198
138	22	23	53	59	111	118	-	159	167	175	198
159	22	23	53	59	111	118	138	-	167	175	198
167	22	23	53	59	111	118	138	159	-	175	198
175	22	23	53	59	111	118	138	159	167	-	198
198	22	23	53	59	111	118	138	159	167	175	-

FIGURE 9.11 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL,
TIMES WEEKLY IN TIME (2) 1984 PRESCRIBED NETWORKS AT THE COASTAL HOTEL.

LONDON HOTEL : TIME 2 (1984) PRESCRIBED NETWORK OPINION LEADERS

SEVERAL TIMES PER WEEK

REF. Nos.	<u>POSSIBLE PRESCRIBED LINKS (RECIPROCATED LINKS ARE ENCIRCLED)</u>									
10	-	13	53	56	65	72	79	114	151	165
13	10	-	53	56	65	72	79	114	151	165
53	10	13	-	56	65	72	79	114	151	165
56	10	13	53	-	65	72	79	114	151	165
65	10	13	53	56	-	72	79	114	151	165
72	10	13	53	56	65	-	79	114	151	165
79	10	13	53	56	65	72	-	114	151	165
114	10	13	53	56	65	72	79	-	151	165
151	10	13	53	56	65	72	79	114	-	165
165	10	13	53	56	65	72	79	114	151	-

FIGURE 9.12 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL TIMES WEEKLY IN TIME (2) 1984 PRESCRIBED NETWORKS AT THE LONDON HOTEL.

COASTAL HOTEL : TIME 2 (1984) : OPINION LEADERS / ONCE PER DAY

<u>REF.</u> <u>Nos.</u>	<u>POSSIBLE PRESCRIBED LINKS (RECIPROCATED LINKS ARE ENCIRCLED)</u>																				
3	-	11	13	20	21	22	29	55	59	63	67	73	75	76	77	104	115	119	121	134	154
11	3	-	13	20	21	22	29	55	59	63	67	73	75	76	77	104	115	119	121	134	154
13	3	11	-	20	21	22	29	55	59	63	67	73	75	76	77	104	115	119	121	134	154
20	3	11	13	-	21	22	29	55	59	63	67	73	75	76	77	104	115	119	121	134	154
21	3	11	13	20	-	22	29	55	59	63	67	73	75	76	77	104	115	119	121	134	154
22	3	11	13	20	21	-	29	55	59	63	67	73	75	76	77	104	115	119	121	134	154
29	3	11	13	20	21	22	-	55	59	63	67	73	75	76	77	104	115	119	121	134	154
55	3	11	13	20	21	22	29	-	59	63	67	73	75	76	77	104	115	119	121	134	154
59	3	11	13	20	21	22	29	55	-	63	67	73	75	76	77	104	115	119	121	134	154
63	3	11	13	20	21	22	29	55	59	-	67	73	75	76	77	104	115	119	121	134	154
67	3	11	13	20	21	22	29	55	59	63	-	73	75	76	77	104	115	119	121	134	154
73	3	11	13	20	21	22	29	55	59	63	67	-	75	76	77	104	115	119	121	134	154
75	3	11	13	20	21	22	29	55	59	63	67	73	-	76	77	104	115	119	121	134	154
76	3	11	13	20	21	22	29	55	59	63	67	73	75	-	77	104	115	119	121	134	154
77	3	11	13	20	21	22	29	55	59	63	67	73	75	76	-	104	115	119	121	134	154
104	3	11	13	20	21	22	29	55	59	63	67	73	75	76	77	-	115	119	121	134	154
115	3	11	13	20	21	22	29	55	59	63	67	73	75	76	77	104	-	119	121	134	154
119	3	11	13	20	21	22	29	55	59	63	67	73	75	76	77	104	115	-	121	134	154
121	3	11	13	20	21	22	29	55	59	63	67	73	75	76	77	104	115	119	-	134	154
134	3	11	13	20	21	22	29	55	59	63	67	73	75	76	77	104	115	119	121	-	154
154	3	11	13	20	21	22	29	55	59	63	67	73	75	76	77	104	115	119	121	134	-

FIGURE 9.13.: . . . SHOWING OPINION LEADERS WHO INTERACTED DAILY IN
TIME (2) 1984 PRESCRIBED NETWORKS AT THE COASTAL HOTEL.

LONDON HOTEL : TIME 2 (1984) OPINION LEADERS / ONCE PER DAY

REF.

Nos. POSSIBLE PRESCRIBED LINKS (RECIPROCATED LINKS ARE ENCIRCLED)

6	-	(10)	26	42	52	54	(65)	66	(69)	73	76	83	85	108	113	114	152	(160)	181	197
10	(6)	-	26	42	52	54	(65)	66	69	73	(76)	83	85	108	113	114	152	160	181	197
26	6	10	-	42	52	(54)	65	66	(69)	73	(76)	(83)	(85)	(108)	113	114	(152)	160	181	197
42	6	10	26	-	52	54	65	66	(69)	73	76	(83)	85	108	113	114	152	(160)	181	197
52	(6)	10	26	42	-	54	65	(66)	69	73	(76)	83	85	(108)	113	114	(152)	160	181	197
54	6	10	(26)	42	52	-	(65)	(66)	69	(73)	(76)	83	85	108	113	114	(152)	160	181	197
65	(6)	(10)	26	42	52	(54)	-	(66)	(69)	(73)	(76)	83	85	108	113	114	152	160	181	197
66	6	10	26	42	(52)	(54)	(65)	-	(69)	(73)	(76)	83	85	108	113	114	152	160	(181)	197
69	(6)	10	(26)	(42)	52	54	(65)	(66)	-	(73)	(76)	83	85	108	(113)	114	152	160	181	197
73	6	10	26	42	52	(54)	(65)	(66)	(69)	-	(76)	83	85	108	113	114	152	160	(181)	(197)
76	6	(10)	(26)	42	(52)	(54)	(65)	(66)	(69)	(73)	-	83	85	108	113	114	152	160	181	(197)
83	6	10	(26)	(42)	52	54	65	66	69	73	76	-	(85)	108	(113)	(114)	(152)	160	181	197
85	6	10	(26)	42	52	54	65	66	69	73	76	(83)	-	108	(113)	(114)	(152)	160	181	197
108	6	10	(26)	42	(52)	54	65	66	69	73	76	83	85	-	113	114	152	160	181	197
113	6	10	26	42	52	54	65	66	(69)	73	76	(83)	(85)	108	-	114	(152)	160	181	197
114	6	10	26	42	52	54	65	66	69	73	76	(83)	(85)	108	113	-	152	160	181	197
152	6	10	(26)	42	(52)	(54)	65	66	69	73	76	(83)	(85)	108	(113)	114	-	160	181	197
160	(6)	10	26	(42)	52	54	65	66	69	73	76	83	85	108	113	114	152	-	181	197
181	6	10	26	42	52	54	65	(66)	69	(73)	76	83	85	108	113	114	152	160	-	197
197	6	10	26	42	52	54	65	66	69	(73)	(76)	83	85	108	113	114	152	160	181	-

FIGURE 9.14 : SHOWING OPINION LEADERS WHO INTERACTED DAILY IN
TIME (2) 1984 PRESCRIBED NETWORKS AT THE LONDON HOTEL.

COASTAL HOTEL : TIME 2 (1984) : PRESCRIBED OPINION LEADERS

SEVERAL TIMES PER DAY

REF. Nos.	POSSIBLE PRESCRIBED LINKS (RECIPROCATED LINKS ARE ENCIRCLED)												
5	-	(23)	24	53	55	(56)	61	62	106	109	132	158	168
23	(5)	-	(24)	53	55	56	61	62	106	109	132	158	(168)
24	5	(23)	-	53	55	56	61	62	106	109	132	158	168
53	5	23	24	-	55	56	61	62	106	(109)	132	(158)	168
55	5	23	24	53	-	(56)	61	(62)	(106)	(109)	132	(158)	168
56	(5)	23	24	53	(55)	-	61	(62)	(106)	(109)	132	(158)	168
61	5	23	24	53	55	56	-	62	106	109	132	(158)	168
62	5	23	24	53	(55)	(56)	61	-	106	(109)	132	(158)	168
106	5	23	24	53	(55)	(56)	61	62	-	(109)	132	158	168
109	5	23	24	(53)	(55)	(56)	61	(62)	(106)	-	132	(158)	168
132	5	23	24	53	55	56	61	62	106	109	-	158	(168)
158	5	23	24	(53)	(55)	(56)	(61)	(62)	106	(109)	132	-	168
168	5	(23)	24	53	55	56	61	62	106	109	(132)	158	-

FIGURE 9.15 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL
TIMES DAILY IN TIME (2) 1984 PRESCRIBED NETWORKS AT THE COASTAL HOTEL.

LONDON HOTEL : TIME 2 (1984) OPINION LEADERS / SEVERAL TIMES PER DAY.

REF. Nos.	POSSIBLE PRESCRIBED LINKS (RECIPROCATED LINKS ARE ENCIRCLED)																	
16	-	47	54	55	66	69	73	76	82	117	140	148	152	163	186	190	209	
47	16	-	54	55	66	69	73	76	82	117	140	148	152	163	186	190	209	
54	16	47	-	55	66	69	73	76	82	117	140	148	152	163	186	190	209	
55	16	47	54	-	66	69	73	76	82	117	140	148	152	163	186	190	209	
66	16	47	54	55	-	69	73	76	82	117	140	148	152	163	186	190	209	
69	16	47	54	55	66	-	73	76	82	117	140	148	152	163	186	190	209	
73	16	47	54	55	66	69	-	76	82	117	140	148	152	163	186	190	209	
76	16	47	54	55	66	69	73	-	82	117	140	148	152	163	186	190	209	
82	16	47	54	55	66	69	73	76	-	117	140	148	152	163	186	190	209	
117	16	47	54	55	66	69	73	76	82	-	140	148	152	163	186	190	209	
140	16	47	54	55	66	69	73	76	82	117	-	148	152	163	186	190	209	
148	16	47	54	55	66	69	73	76	82	117	140	-	152	163	186	190	209	
152	16	47	54	55	66	69	73	76	82	117	140	148	-	163	186	190	209	
163	16	47	54	55	66	69	73	76	82	117	140	148	152	-	186	190	209	
186	16	47	54	55	66	69	73	76	82	117	140	148	152	163	-	190	209	
190	16	47	54	55	66	69	73	76	82	117	140	148	152	163	186	-	209	
209	16	47	54	55	66	69	73	76	82	117	140	148	152	163	186	190	-	

FIGURE 9.16 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL
TIMES DAILY IN TIME (2) 1984 PRESCRIBED NETWORKS AT THE LONDON HOTEL.

COASTAL HOTEL : TIME 1 (1982 /3) EMERGENT NETWORK OPINION LEADERS

SEVERAL TIMES PER WEEK:

<u>REF.</u> <u>Nos.</u>	<u>POSSIBLE EMERGENT LINKS (RECIPROCATED LINKS ARE ENCIRCLED)</u>							
21	-	22	23	59	70	102	135	158
22	21	-	23	59	70	102	135	158
23	21	22	-	59	70	102	135	158
59	21	22	23	-	70	102	135	158
70	21	22	23	59	-	102	135	158
102	21	22	23	59	70	-	135	158
135	21	22	23	59	70	102	-	158
158	21	22	23	59	70	102	135	-

FIGURE 9.17 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL
TIMES WEEKLY IN TIME (1) 1983 EMERGENT NETWORKS AT THE COASTAL HOTEL.

LONDON HOTEL : TIME 1 (1983): EMERGENT NETWORK OPINION LEADERS

SEVERAL TIMES PER WEEK

REF. Nos.	POSSIBLE EMERGENT NETWORK LINKS (RECIPROCATED LINKS ARE ENCIRCLED)											
10	-	(39)	43	50	57	69	79	85	93	127	136	143
39	(10)	-	(43)	50	57	69	79	85	93	(127)	136	143
43	10	(39)	-	50	57	69	79	85	93	127	136	143
50	10	39	43	-	57	69	79	85	93	127	136	143
57	10	39	43	50	-	(69)	79	85	93	127	136	143
69	10	39	43	50	(57)	-	79	85	93	127	(136)	143
79	10	39	43	50	57	69	-	85	93	127	136	(143)
85	10	39	43	50	57	69	79	-	93	127	136	143
93	10	39	43	50	57	69	79	85	-	127	136	143
127	10	(39)	43	50	57	69	79	85	93	-	136	143
136	10	39	43	50	57	(69)	79	85	93	127	-	143
143	10	39	43	50	57	69	79	(85)	93	127	136	-

FIGURE 9.18 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL
TIMES WEEKLY IN TIME (1) 1983 EMERGENT NETWORKS AT THE LONDON HOTEL.

COASTAL HOTEL: TIME 1 (1982 /3) DAILY EMERGENT NETWORK OPINION LEADERS

REF. Nos.	POSSIBLE EMERGENT LINKS (RECIPROCATED LINKS ARE ENCIRCLED)													
5	-	14	22	49	50	53	54	56	61	107	111	121	165	168
14	5	-	22	49	50	53	54	56	61	107	111	121	165	168
22	5	14	-	49	50	53	54	56	61	107	111	121	165	168
49	5	14	22	-	50	53	54	56	61	107	111	121	165	168
50	5	14	22	49	-	53	54	56	61	107	111	121	165	168
53	5	14	22	49	50	-	54	56	61	107	111	121	165	168
54	5	14	22	49	50	53	-	56	61	107	111	121	165	168
56	5	14	22	49	50	53	54	-	61	107	111	121	165	168
61	5	14	22	49	50	53	54	56	-	107	111	121	165	168
107	5	14	22	49	50	53	54	56	61	-	111	121	165	168
111	5	14	22	49	50	53	54	56	61	107	-	121	165	168
121	5	14	22	49	50	53	54	56	61	107	111	-	165	168
165	5	14	22	49	50	53	54	56	61	107	111	121	-	168
168	5	14	22	49	50	53	54	56	61	107	111	121	165	-

FIGURE 9.19 : SHOWING OPINION LEADERS WHO INTERACTED DAILY
IN TIME (1) 1982/3 EMERGENT NETWORKS AT THE COASTAL HOTEL.

LONDON HOTEL : TIME 1 (1983) : EMERGENT NETWORK OPINION LEADERS

ONCE PER DAY

REF. Nos.	POSSIBLE EMERGENT NETWORK LINKS (RECIPROCATED LINKS ARE ENCIRCLED)																			
37	-	(43)	52	65	66	71	72	75	78	81	83	84	96	97	98	108	112	113	145	147
43	(37)	-	52	65	66	71	72	75	78	81	83	84	96	97	98	108	112	113	145	147
52	37	43	-	65	(66)	71	72	(75)	78	81	83	84	96	97	98	108	112	113	145	147
65	37	43	52	-	66	(71)	(72)	(75)	78	81	83	84	96	97	98	108	112	113	145	147
66	37	43	(52)	65	-	(71)	(72)	(75)	78	81	83	84	96	97	98	108	112	113	145	147
71	37	43	52	(65)	(66)	-	(72)	(75)	78	81	83	84	96	97	98	108	112	(113)	145	147
72	37	43	52	(65)	(66)	(71)	-	(75)	78	81	83	84	96	97	98	108	112	113	145	147
75	37	43	(52)	(65)	(66)	(71)	(72)	-	78	81	83	84	(96)	97	98	108	112	113	145	147
78	37	43	52	65	66	71	72	75	-	81	(83)	(84)	(96)	97	98	108	112	(113)	(145)	(147)
81	37	43	52	65	66	71	72	75	78	-	(83)	(84)	(96)	(97)	98	108	112	113	(145)	(147)
83	37	43	52	65	66	71	72	75	(78)	(81)	-	(84)	96	97	98	108	112	113	145	147
84	37	43	52	65	66	71	72	75	(78)	(81)	(83)	-	(96)	(97)	(98)	108	(112)	(113)	(145)	(147)
96	37	43	52	65	66	71	72	(75)	(78)	(81)	83	(84)	-	(97)	(98)	108	112	113	145	147
97	37	43	52	65	66	71	72	75	78	(81)	83	(84)	(96)	-	(98)	108	112	(113)	145	147
98	37	43	52	65	66	71	72	75	78	81	83	(84)	(96)	(97)	-	108	112	(113)	145	147
108	37	43	52	65	66	71	72	75	78	81	83	84	96	97	98	-	112	113	145	147
112	37	43	52	65	66	71	72	75	78	81	83	(84)	96	97	98	108	-	(113)	145	147
113	37	43	52	65	66	(71)	72	75	(78)	81	83	(84)	96	(97)	(98)	108	(112)	-	145	147
145	37	43	52	65	66	71	72	75	(78)	(81)	83	(84)	96	97	98	108	112	113	-	147
147	37	43	52	65	66	71	72	75	(78)	(81)	83	(84)	96	97	98	108	112	113	145	-

FIGURE 9.20 : SHOWING OPINION LEADERS WHO INTERACTED DAILY

IN TIME (1) 1983 EMERGENT NETWORKS AT THE LONDON HOTEL.

LONDON HOTEL : TIME 1 (1983) : EMERGENT NETWORK OPINION LEADERS

SEVERAL TIMES PER DAY

REF. Nos.	POSSIBLE EMERGENT NETWORK (RECIPROCATED LINKS ARE ENCIRCLED)												
36	-	38	39	40	41	42	68	75	(76)	(77)	96	109	140
38	36	-	(39)	(40)	(41)	(42)	68	75	76	77	96	109	140
39	36	(38)	-	(40)	(41)	(42)	68	75	76	77	96	109	140
40	36	(38)	(39)	-	(41)	(42)	68	75	76	77	96	109	140
41	36	(38)	(39)	(40)	-	(42)	68	75	76	77	96	109	140
42	36	(38)	(39)	(40)	(41)	-	68	75	76	77	96	109	140
68	36	38	39	40	41	42	-	75	(76)	77	96	109	140
75	36	38	39	40	41	42	68	-	76	77	96	109	140
76	(36)	38	39	40	41	42	(68)	75	-	77	96	109	140
77	(36)	38	39	40	41	42	68	75	76	-	96	109	140
96	36	38	39	40	41	42	68	75	76	77	-	109	140
109	36	38	39	40	41	42	68	75	76	77	96	-	140
140	36	38	39	40	41	42	68	75	76	77	96	109	-

FIGURE 9.21 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL
TIMES DAILY IN TIME (1) 1982/3 EMERGENT NETWORKS AT THE LONDON HOTEL.

COASTAL HOTEL: TIME 1 (1982 /3) EMERGENT NETWORK OPINION LEADERS:

SEVERAL TIMES PER DAY:

REF. Nos.	POSSIBLE EMERGENT LINKS (RECIPROCATED LINKS ARE ENCIRCLED)											
2	-	13	19	20	23	25	51	55	59	72	158	168
13	2	-	19	20	23	25	51	55	59	72	158	168
19	2	13	-	20	23	25	51	55	59	72	158	168
20	2	13	19	-	23	25	51	55	59	72	158	168
23	2	13	19	20	-	25	51	55	59	72	158	168
25	2	13	19	20	23	-	51	55	59	72	158	168
51	2	13	19	20	23	25	-	55	59	72	158	168
55	2	13	19	20	23	25	51	-	59	72	158	168
59	2	13	19	20	23	25	51	55	-	72	158	168
72	2	13	19	20	23	25	51	55	59	-	158	168
158	2	13	19	20	23	25	51	55	59	72	-	168
168	2	13	19	20	23	25	51	55	59	72	158	-

FIGURE 9.22 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL TIMES DAILY IN TIME (1) 1982/3 EMERGENT NETWORKS AT THE COASTAL HOTEL.

COASTAL HOTEL : TIME 2 (1984) EMERGENT NETWORK OPINION LEADERS

SEVERAL TIMES PER WEEK:

REF. Nos.	<u>POSSIBLE EMERGENT LINKS (RECIPROCATED LINKS ARE ENCIRCLED)</u>								
22	-	(23)	53	(63)	76	(111)	118	138	159
23	(22)	-	(53)	63	(76)	111	118	138	159
53	22	(23)	-	(63)	(76)	111	118	138	(159)
63	(22)	23	(53)	-	(76)	111	(118)	138	159
76	(22)	(23)	(53)	(63)	-	111	118	138	159
111	(22)	(23)	53	63	76	-	118	138	159
118	22	23	53	(63)	76	111	-	138	159
138	22	23	53	63	76	111	118	-	159
159	22	23	(53)	63	76	111	118	138	-

FIGURE 9.23 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL
TIMES WEEKLY IN TIME (2) 1984 EMERGENT NETWORKS AT THE COASTAL HOTEL

LONDON HOTEL : TIME 2 (1984) EMERGENT NETWORK OPINION LEADERS

SEVERAL TIMES PER WEEK

REF.

Nos. POSSIBLE EMERGENT NETWORK LINKS (RECIPROCATED LINKS ARE ENCIRCLED)

10	-	(13)	53	56	(65)	72	79	114	151	165
13	(10)	-	53	56	(65)	72	79	114	151	165
53	10	13	-	(56)	65	72	79	114	151	165
56	10	13	(53)	-	65	72	79	114	151	165
65	(10)	(13)	53	56	-	(72)	79	114	151	165
72	10	13	53	56	(65)	-	79	114	151	(165)
79	10	13	53	56	65	72	-	(114)	151	165
114	10	13	53	56	65	72	(79)	-	(151)	165
151	10	13	53	56	65	72	79	(114)	-	165
165	10	13	53	56	65	(72)	79	114	151	-

FIGURE 9.24 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL
TIMES WEEKLY IN TIME (2) 1984 EMERGENT NETWORKS AT THE LONDON HOTEL

COASTAL HOTEL : TIME 2 (1984) EMERGENT NETWORK OPINION LEADERS

ONCE PER DAY

REF.
Nos.

POSSIBLE EMERGENT LINKS (RECIPROCATED LINKS ARE ENCIRCLED)

20	-	(22)	63	67	73	(75)	76	(77)	104	115	119	121
22	(20)	-	63	(67)	73	75	76	(77)	104	115	119	(121)
63	20	22	-	(67)	(73)	75	(76)	77	104	(115)	(119)	121
67	20	(22)	(63)	-	73	75	(76)	77	104	(115)	(119)	121
73	20	22	(63)	67	-	75	76	77	104	(115)	119	121
75	(20)	22	63	67	73	-	76	77	104	115	119	121
76	20	22	(63)	(67)	73	75	-	77	104	(115)	119	121
77	(20)	(22)	63	67	73	75	76	-	104	115	119	(121)
104	20	22	63	67	73	75	76	77	-	(115)	119	(121)
115	20	22	(63)	(67)	(73)	75	76	77	(104)	-	(119)	121
119	20	22	(63)	(67)	73	75	76	77	104	(115)	-	121
121	20	(22)	63	67	73	75	76	(77)	(104)	115	119	-

FIGURE 9.25 : SHOWING OPINION LEADERS WHO INTERACTED DAILY
IN TIME (2) 1984 EMERGENT NETWORKS AT THE COASTAL HOTEL.

LONDON HOTEL : TIME 2 (1984) : EMERGENT NETWORK OPINION LEADERS

ONCE PER DAY

REF.
Nos. POSSIBLE EMERGENT NETWORK LINKS (RECIPROCATED LINKS ARE ENCIRCLED)

10	-	42	(65)	66	(76)	83	113	197
42	10	-	65	66	76	(33)	113	197
65	(10)	42	-	66	(76)	83	113	197
66	10	42	65	-	76	83	113	197
76	(10)	42	(65)	66	-	83	113	(197)
83	10	(42)	65	66	76	-	(113)	197
113	10	42	65	66	76	(83)	-	(197)
197	10	42	65	66	(76)	83	113	-

FIGURE 9.26 : SHOWING OPINION LEADERS WHO INTERACTED DAILY
IN TIME (2) 1984 EMERGENT NETWORKS AT THE LONDON HOTEL.

COASTAL HOTEL : TIME 2 (1984) EMERGENT NETWORK OPINION LEADERS

MORE THAN ONCE A DAY

REF. Nos.	POSSIBLE EMERGENT LINKS (RECIPROCATED LINKS ARE ENCIRCLED)												
5	-	(23)	24	53	55	(56)	61	62	106	109	(132)	158	168
23	(5)	-	(24)	53	55	56	61	62	106	109	(132)	158	(168)
24	5	(23)	-	53	55	56	61	62	106	109	(132)	158	(168)
53	5	23	24	-	55	56	61	62	106	(109)	132	(158)	168
55	5	23	24	53	-	(56)	61	62	(106)	(109)	132	(158)	168
56	(5)	23	24	53	(55)	-	61	62	(106)	(109)	132	(158)	168
61	5	23	24	53	55	56	-	62	106	109	132	(158)	168
62	5	23	24	53	55	56	61	-	106	109	132	158	168
106	5	23	24	53	(55)	(56)	61	62	-	(109)	132	158	168
109	5	23	24	(53)	(55)	(56)	61	62	(106)	-	132	(158)	168
132	(5)	(23)	(24)	53	55	56	61	62	106	109	-	158	(168)
158	5	23	24	(53)	(55)	(56)	(61)	62	106	(109)	132	-	168
168	5	(23)	(24)	53	55	56	61	62	106	109	(132)	158	-

FIGURE 9.27 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL
TIMES DAILY IN TIME (2) 1984 EMERGENT NETWORKS AT THE COASTAL HOTEL.

LONDON HOTEL : TIME 2 (1984) : EMERGENT NETWORK OPINION LEADERS

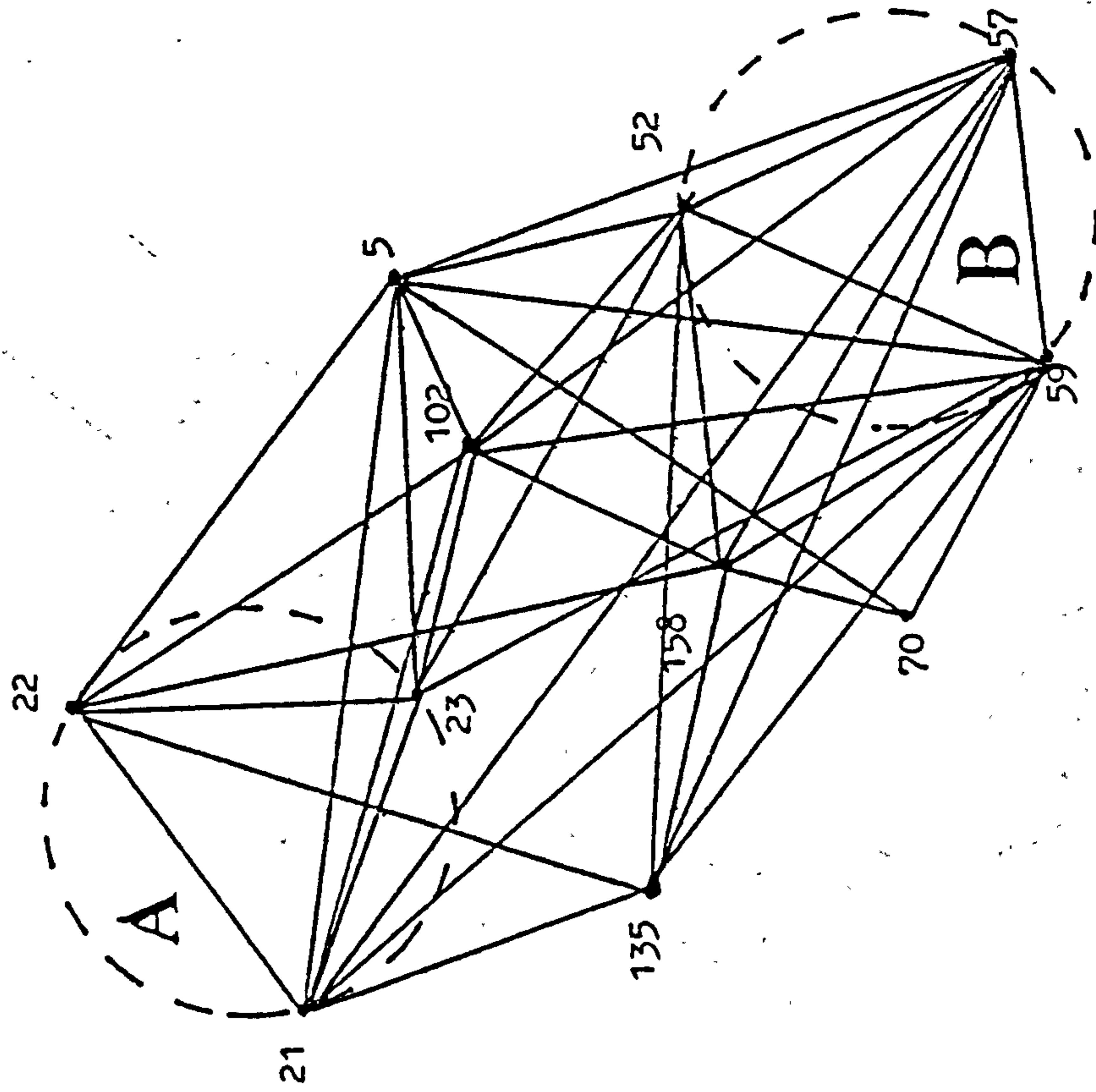
MORE THAN ONCE PER DAY

REF.
Nos. POSSIBLE EMERGENT NETWORK LINKS (RECIPROCATED LINKS ARE ENCIRCLED)

16	-	47	54	55	66	69	73	76	82	117	140	148	152	163	186	190	209
47	16	-	54	55	66	69	73	76	82	117	140	148	152	163	186	190	209
54	16	47	-	55	(66)	69	73	(76)	82	117	140	148	152	163	186	190	209
55	16	47	54	-	(66)	69	73	(76)	82	117	140	148	152	(163)	186	190	209
66	16	47	(54)	(55)	-	(69)	(73)	76	82	117	140	148	152	(163)	186	190	209
69	16	47	54	(55)	(66)	-	(73)	(76)	82	117	140	148	(152)	(163)	186	(190)	209
73	16	47	54	55	(66)	(69)	-	(76)	82	117	140	148	152	(163)	186	190	209
76	16	47	(54)	55	66	(69)	(73)	-	82	117	(140)	148	(152)	(163)	186	(190)	209
82	16	47	54	55	66	69	73	76	-	117	140	148	152	163	(186)	(190)	(209)
117	16	47	54	55	66	69	73	76	82	-	140	148	152	163	186	190	(209)
140	16	47	54	55	66	69	73	(76)	82	117	-	148	152	163	186	190	209
148	16	47	54	55	66	69	73	76	82	117	140	-	152	163	(186)	190	(209)
152	16	47	54	55	66	(69)	73	(76)	82	117	140	148	-	163	186	190	209
163	16	47	(54)	(55)	(66)	(69)	(73)	(76)	82	117	140	148	152	-	186	(190)	209
186	16	47	54	55	66	69	73	76	(82)	117	140	(148)	152	163	-	(190)	209
190	16	47	54	55	66	(69)	73	(76)	(82)	117	140	148	152	(163)	(186)	-	(209)
209	16	47	54	55	66	69	73	76	(82)	(117)	140	(148)	152	163	186	(190)	-

FIGURE 9.28 : SHOWING OPINION LEADERS WHO INTERACTED SEVERAL TIMES DAILY IN TIME (2) 1984 EMERGENT NETWORKS AT THE LONDON HOTEL.

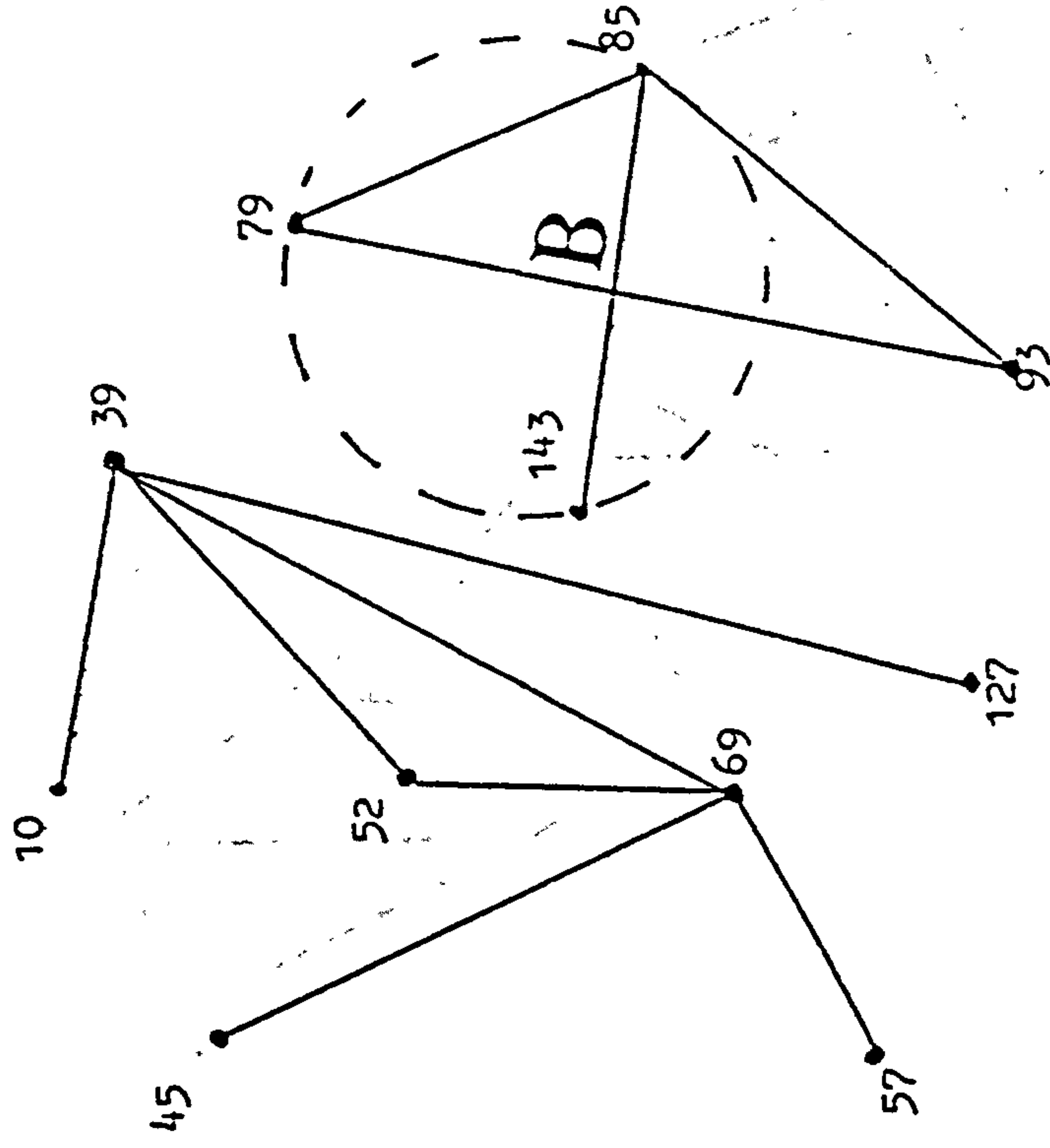
(i) COASTAL HOTEL



A = Reception

B = Kitchen

(ii) LONDON HOTEL



TIME 1 (1982/3)

FIGURE 9.29 : . . . SHOWING OPINION LEADERS IN THE PRESCRIBED NETWORKS WHO INTERACTED SEVERAL TIMES PER WEEK

(i) COASTAL HOTEL.

(ii) LONDON HOTEL.

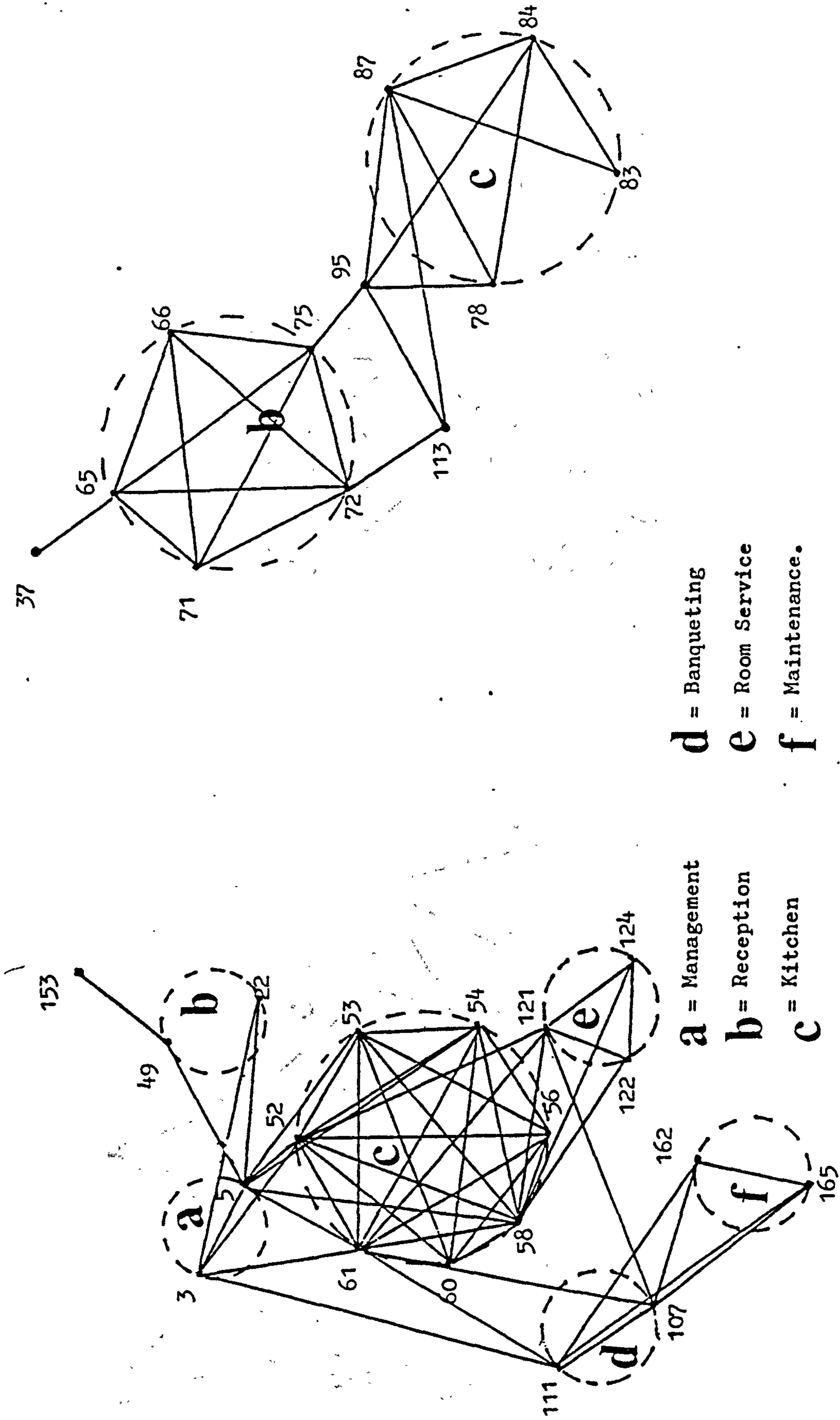


FIGURE 9.30 : SHOWING OPINION LEADERS IN THE TIME 1 (1982/3) PRESCRIBED NETWORKS WHO INTERACTED DAILY.

(i) COASTAL HOTEL

(ii) LONDON HOTEL

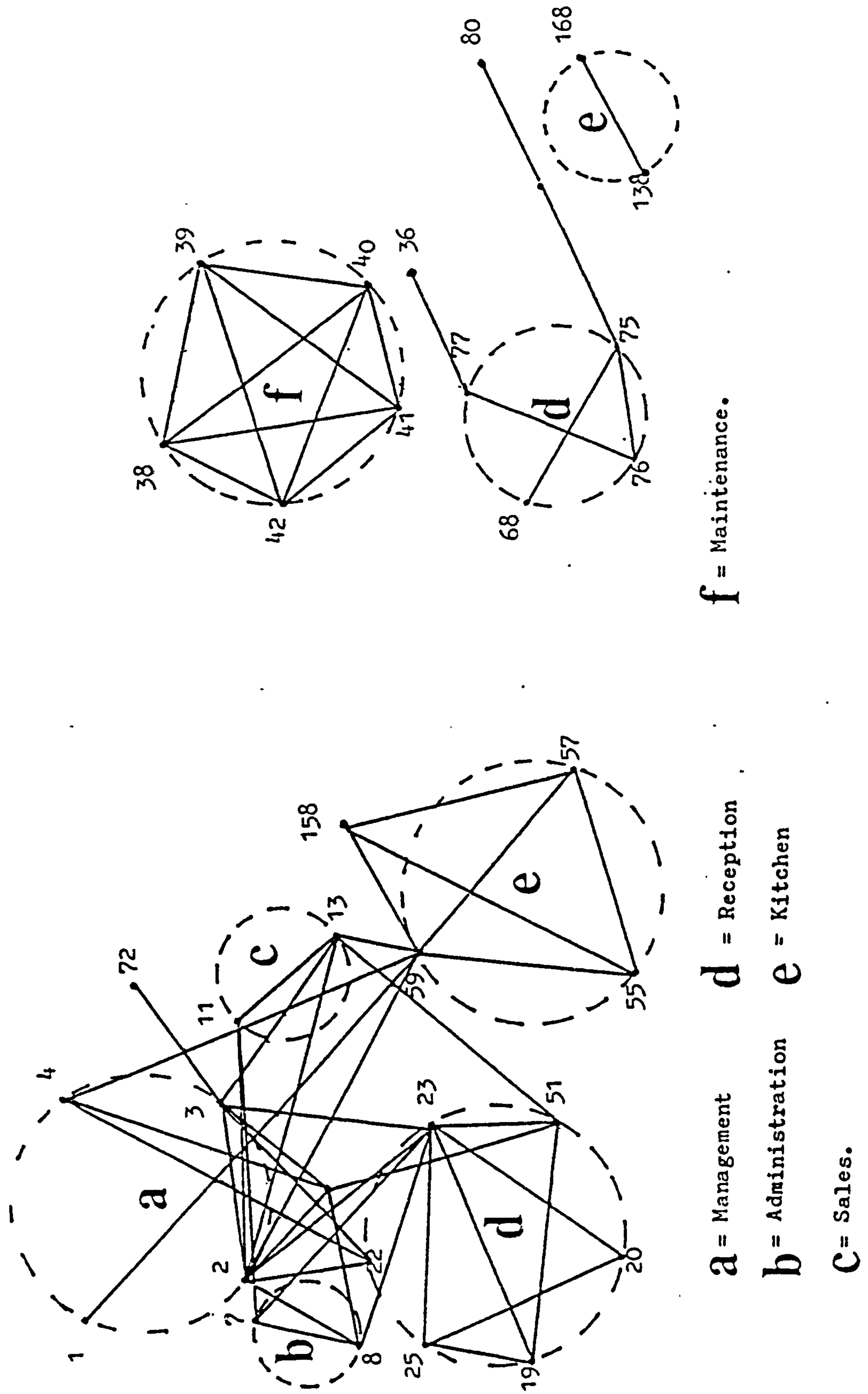
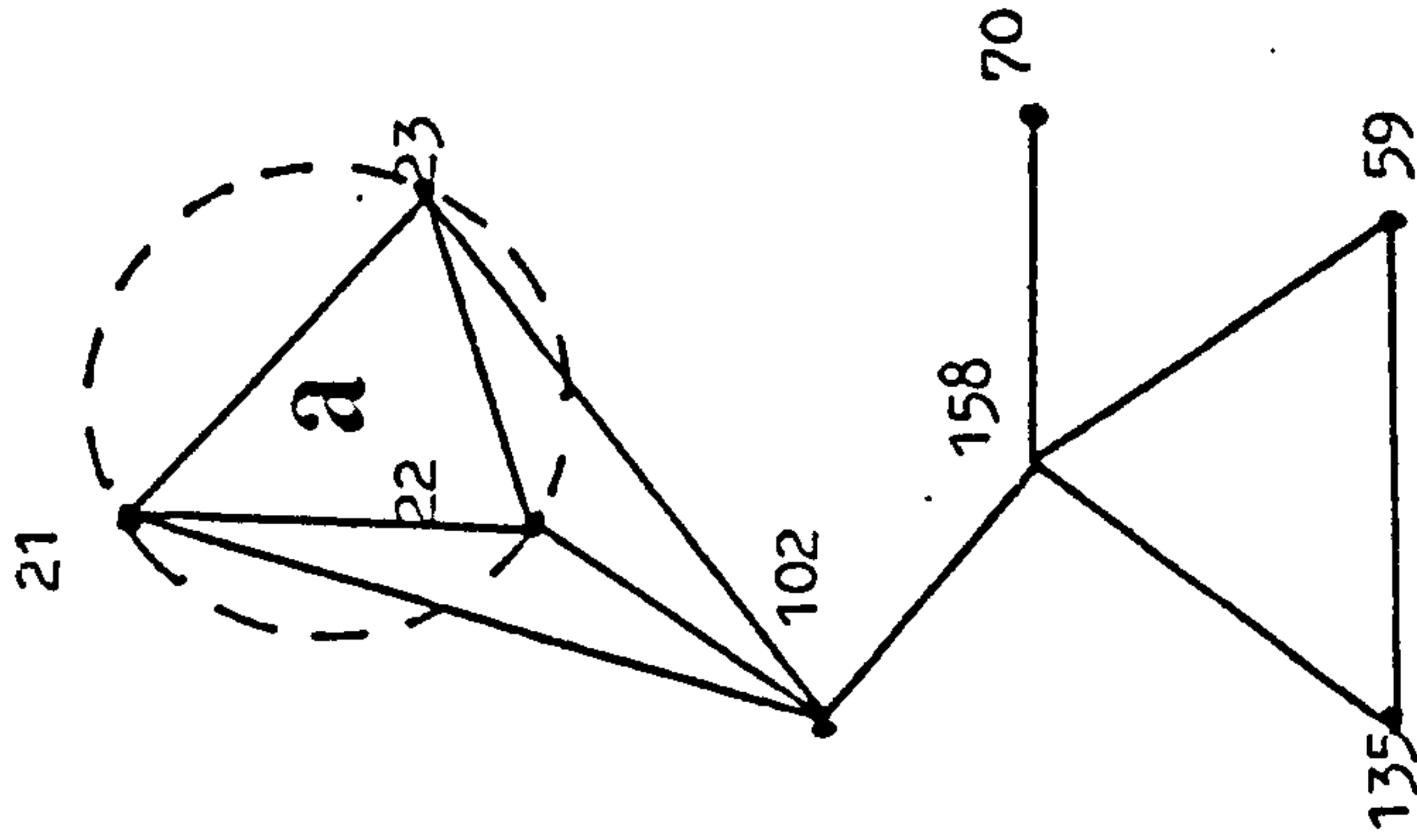


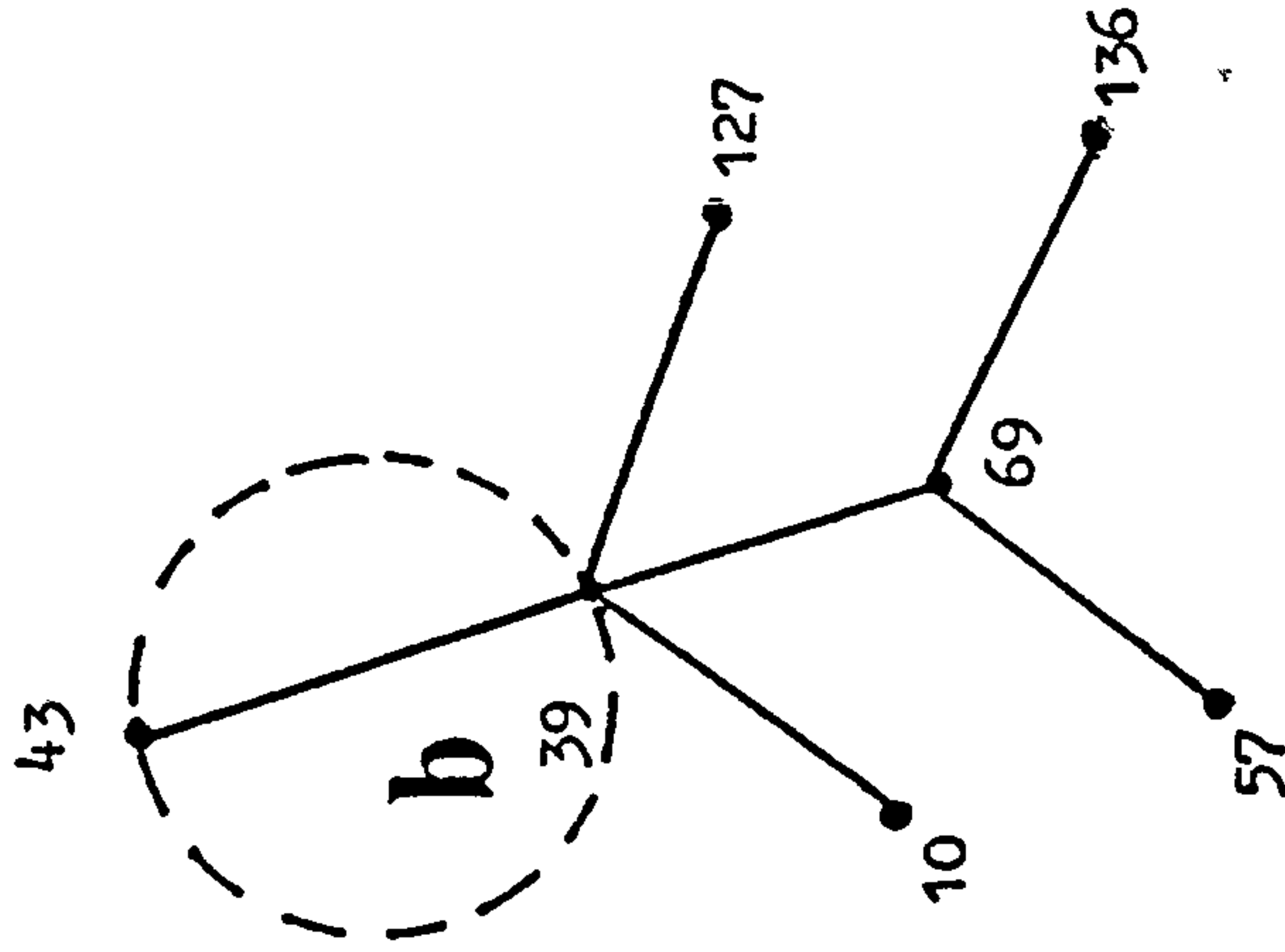
FIGURE 9.31 : SHOWING OPINION LEADERS IN THE TIME 1 (1982/3) PRESCRIBED NETWORKS WHO INTERACTED SEVERAL TIMES DAILY

(1) COASTAL HOTEL

(11) LONDON HOTEL



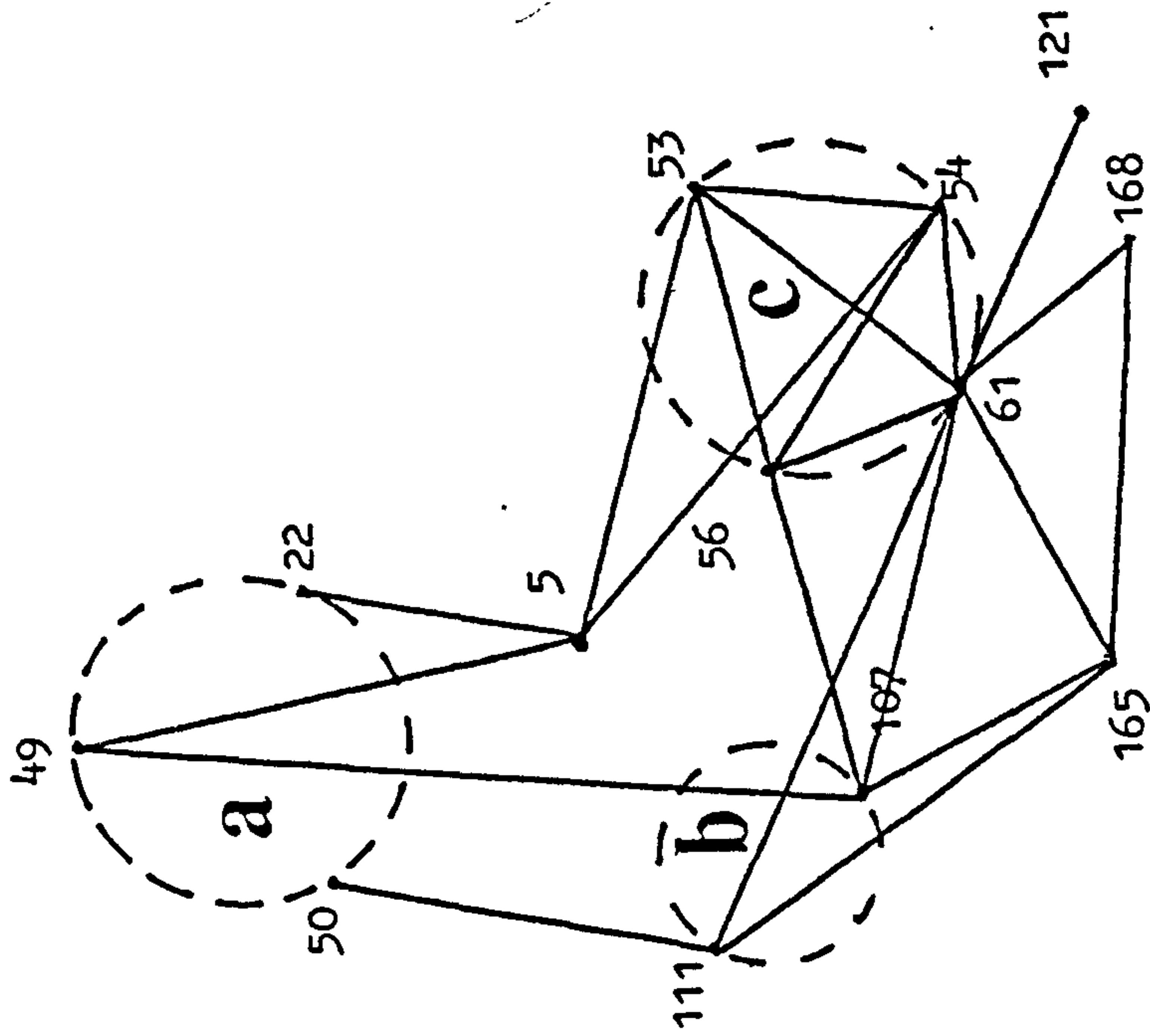
a = Reception



b = Maintenance.

FIGURE 9.32 : SHOWING OPINION LEADERS IN THE EMERGENT NETWORKS (TINE 1: 1982/3) WHO INTERACTED SEVERAL TIMES WEEKLY

(i) COASTAL HOTEL

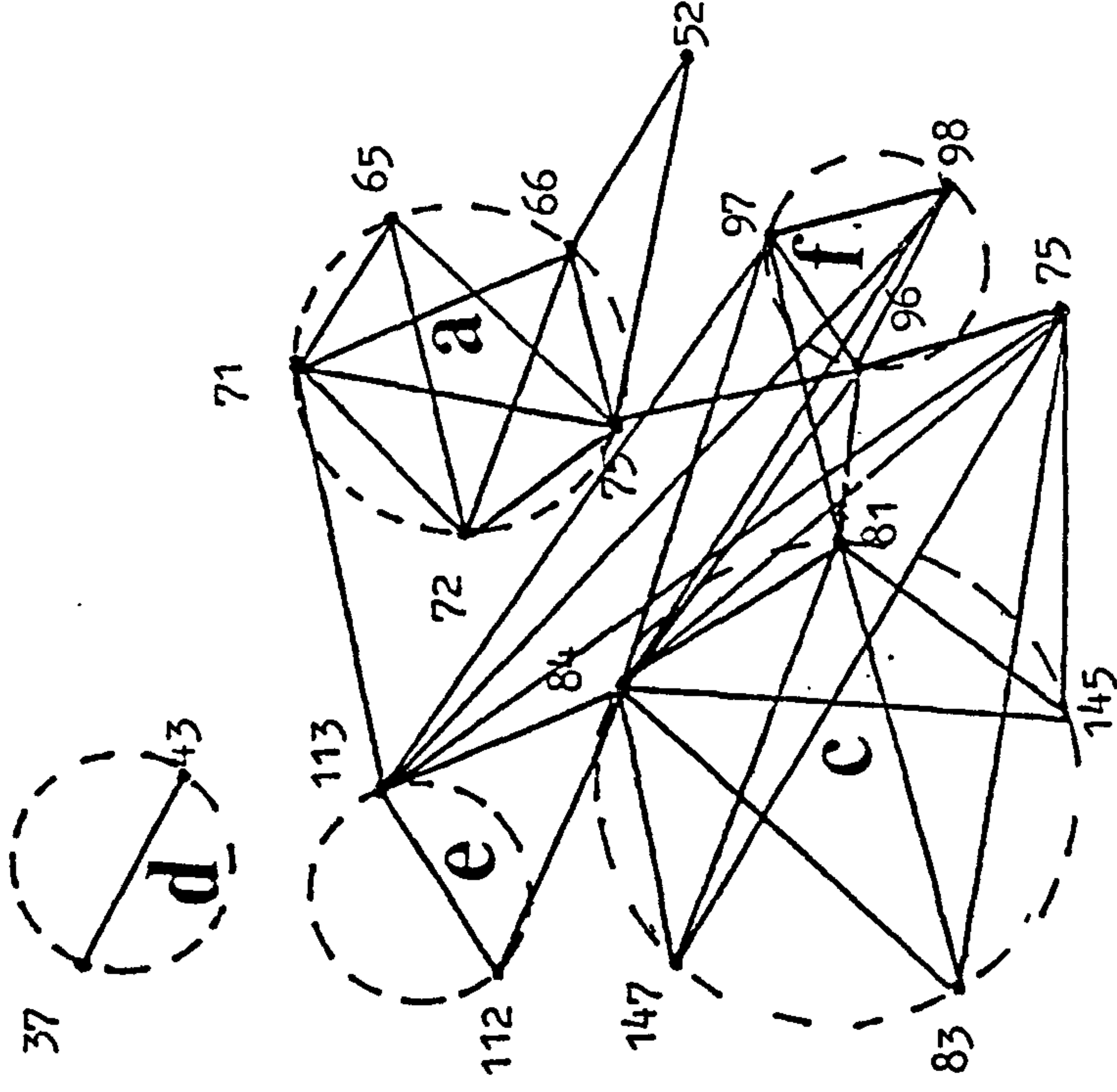


a = Reception

b = Banqueting

c = Kitchen

(ii) LONDON HOTEL



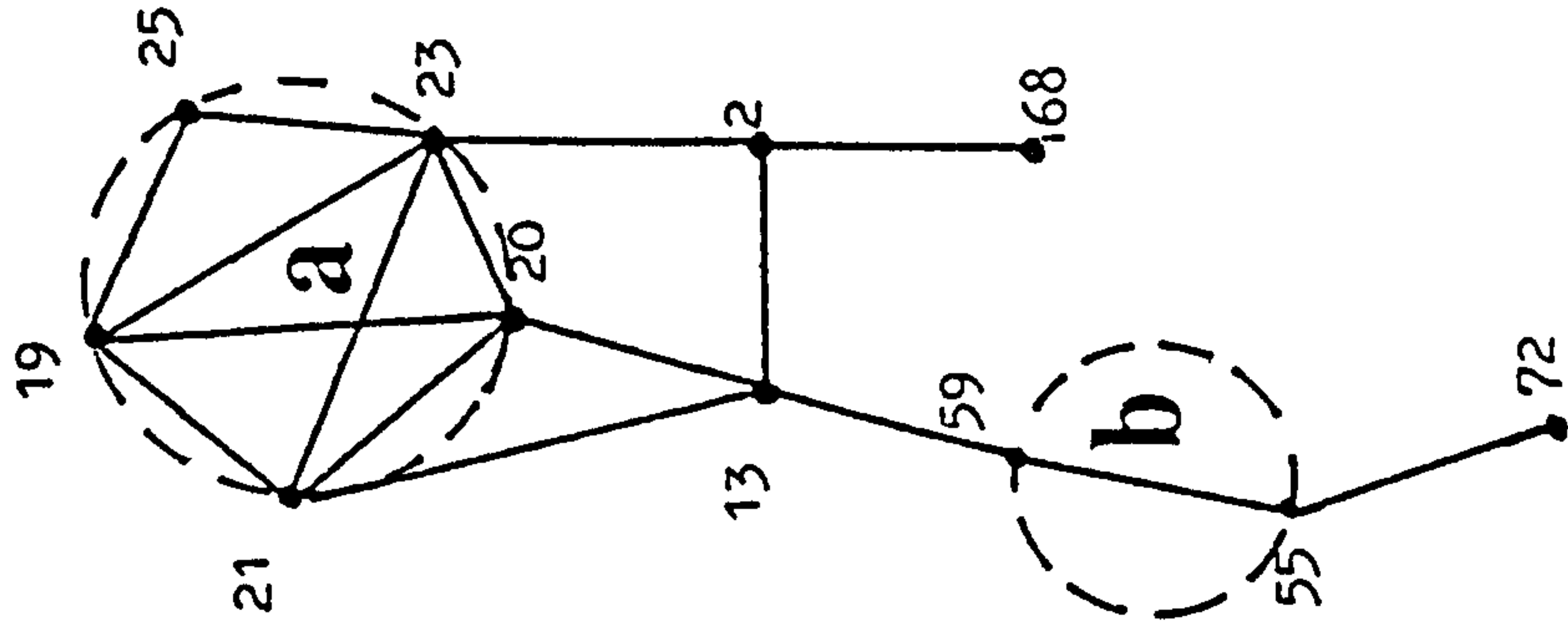
d = Maintenance

e = Room Service

f = Coffee Shop.

FIGURE 9.33 : SHOWING OPINION LEADERS IN THE TIME 1 (1982/3) EMERGENT NETWORKS WHO INTERACTED DAILY

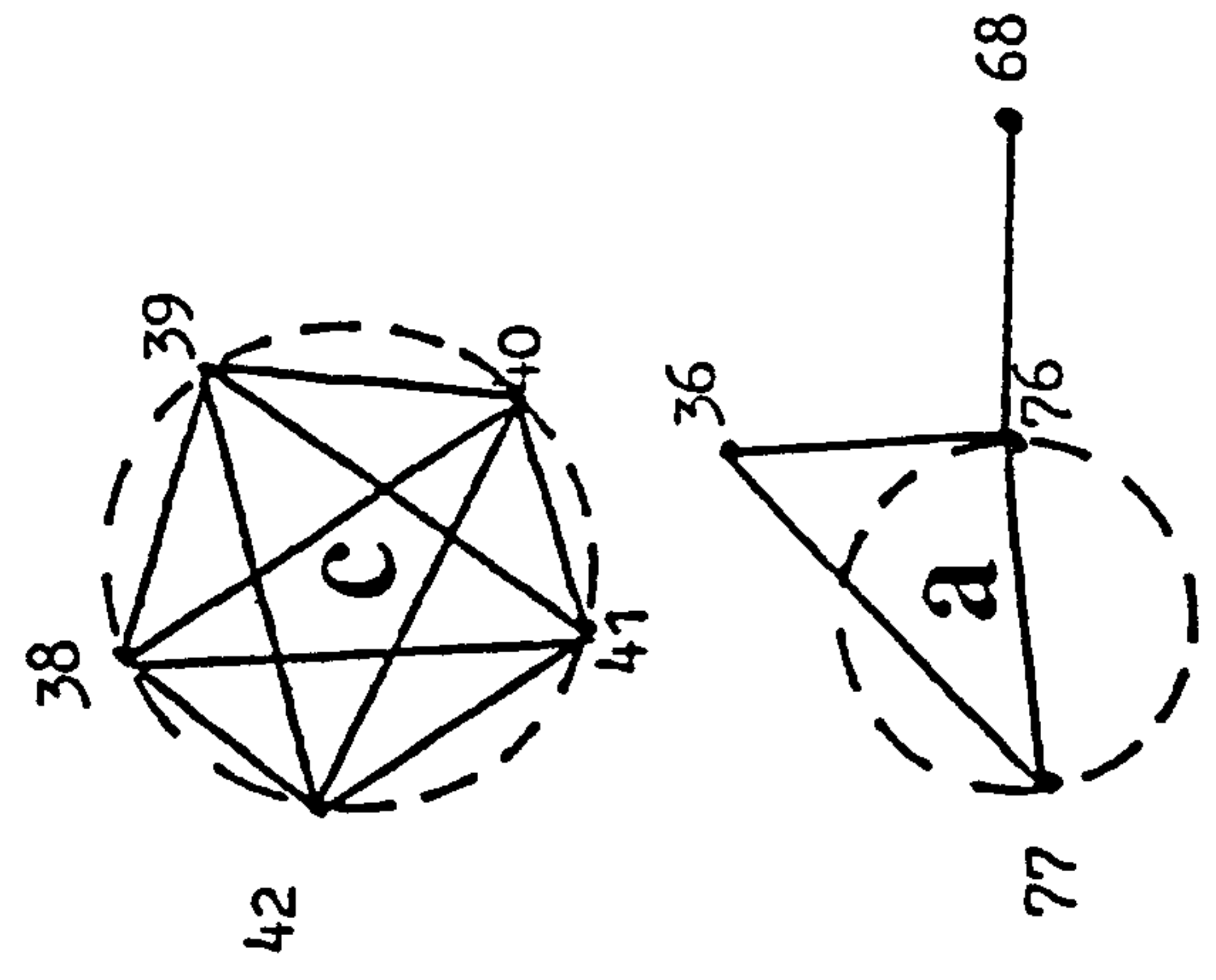
(i) COASTAL HOTEL



a = Reception

b = Kitchen

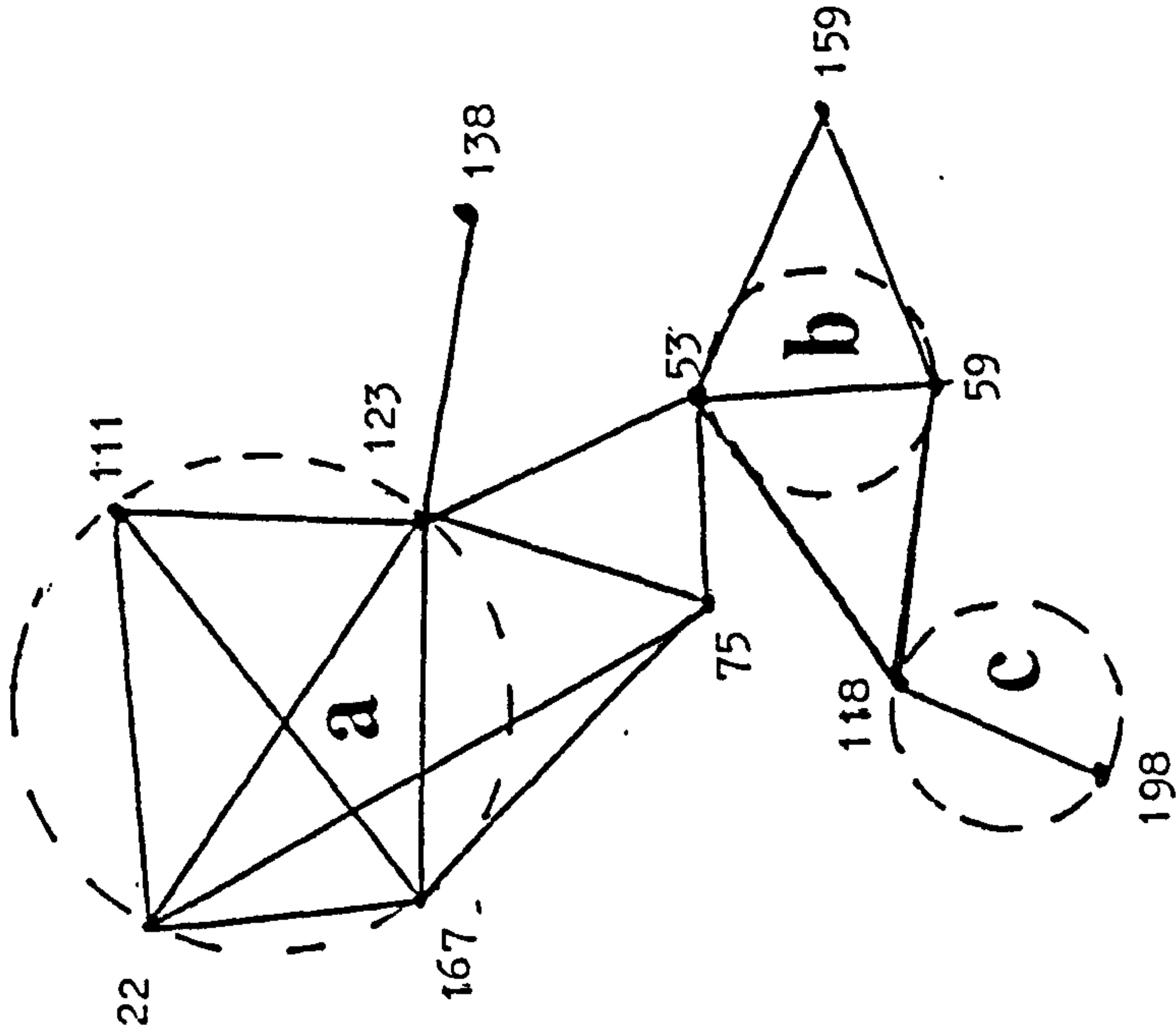
(ii) LONDON HOTEL



c = Maintenance

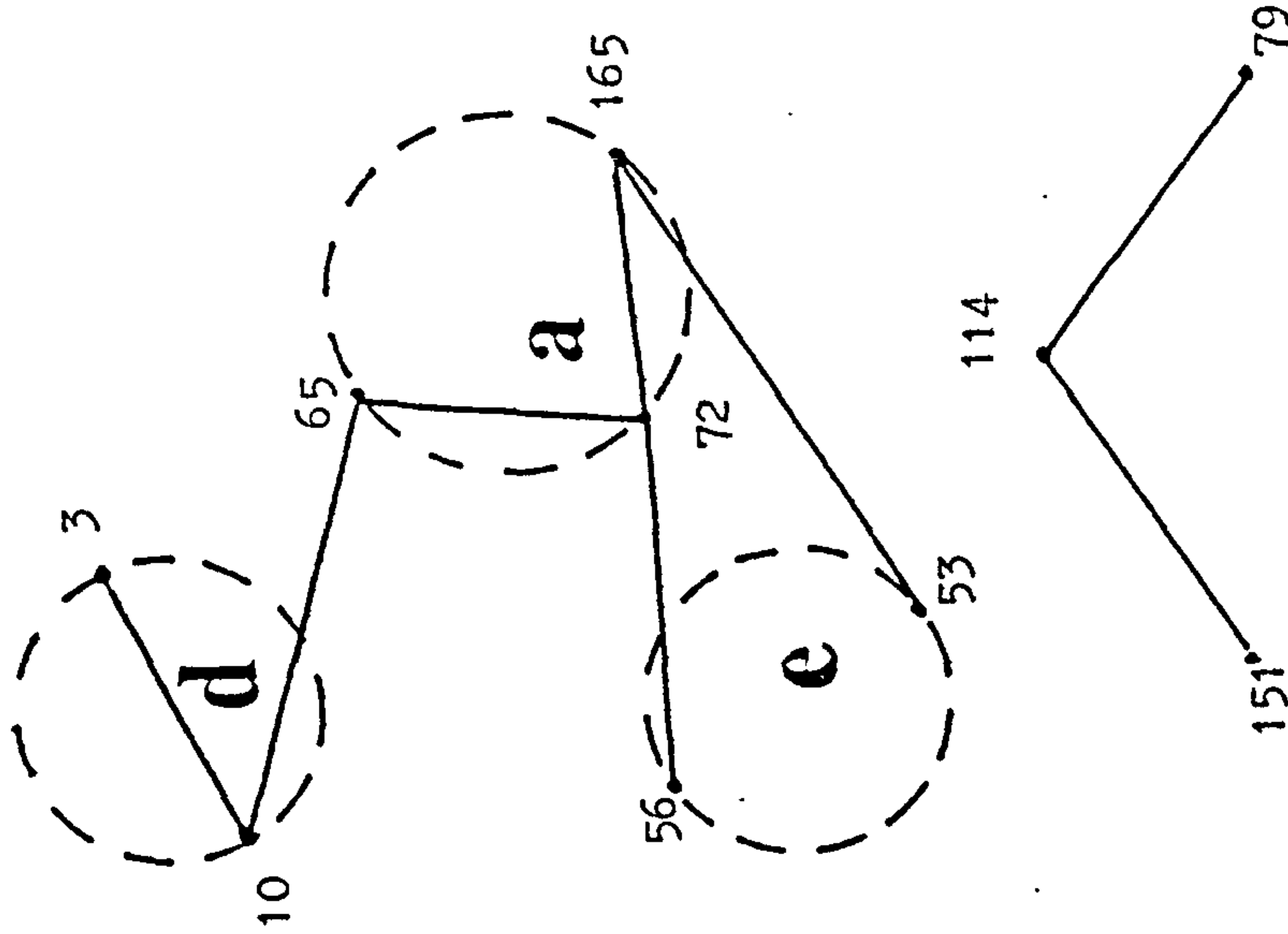
FIGURE 9.34 : SHOWING OPINION LEADERS IN TIME 1 STUDY (1982/3) EMERGENT NETWORKS WHO INTERACTED SEVERAL TIMES/DAILY

(i) COASTAL HOTEL



a = Reception **b** = Kitchen
c = Coffee Shop/Restaurant

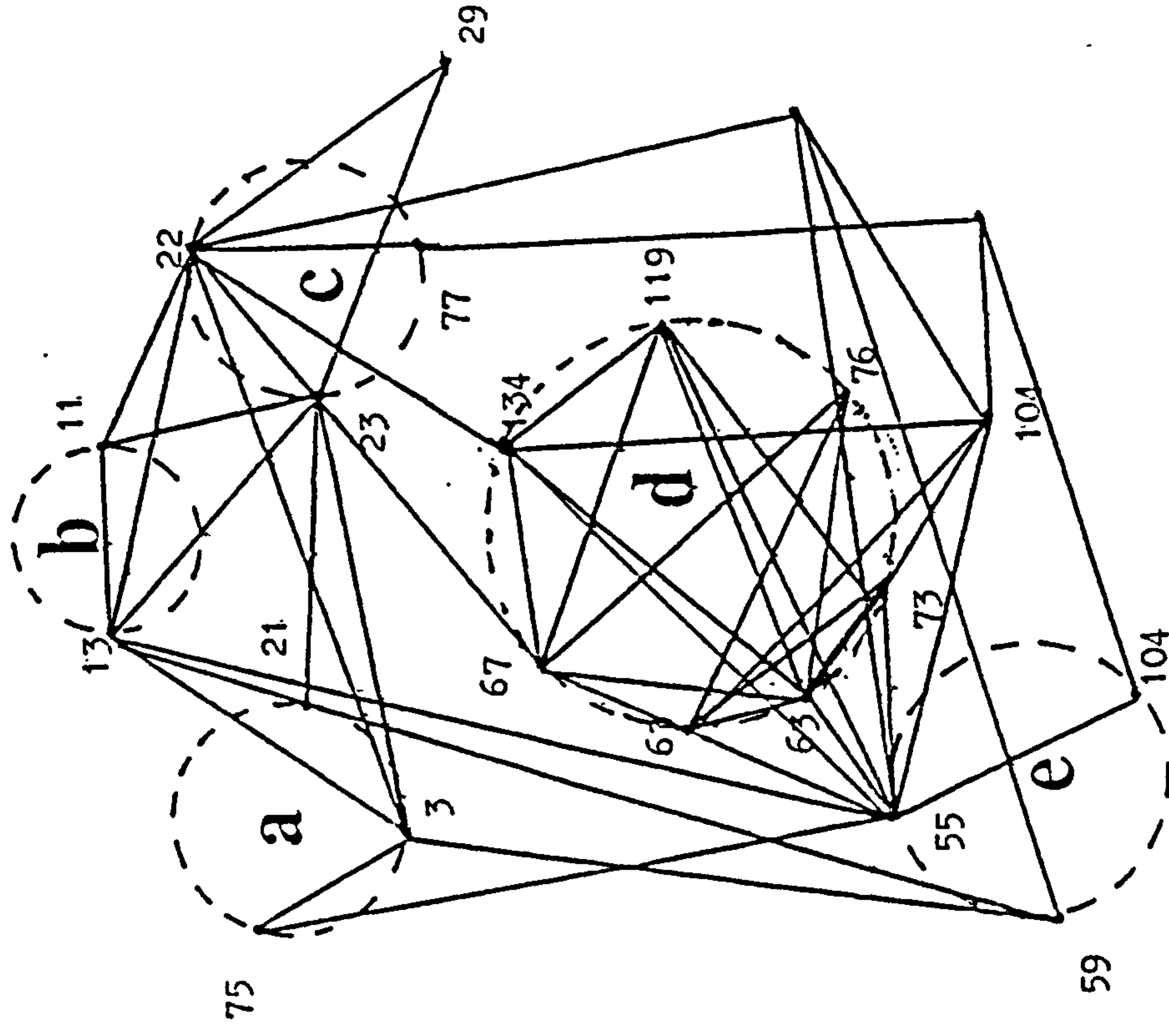
(ii) LONDON HOTEL



d = Housekeeping
e = Porters

FIGURE 9.35 : SHOWING OPINION LEADERS IN THE TIME 2 (1984) PRESCRIBED NETWORKS WHO INTERACTED SEVERAL TIMES WEEKLY

(i) COASTAL HOTEL



a = Banqueting

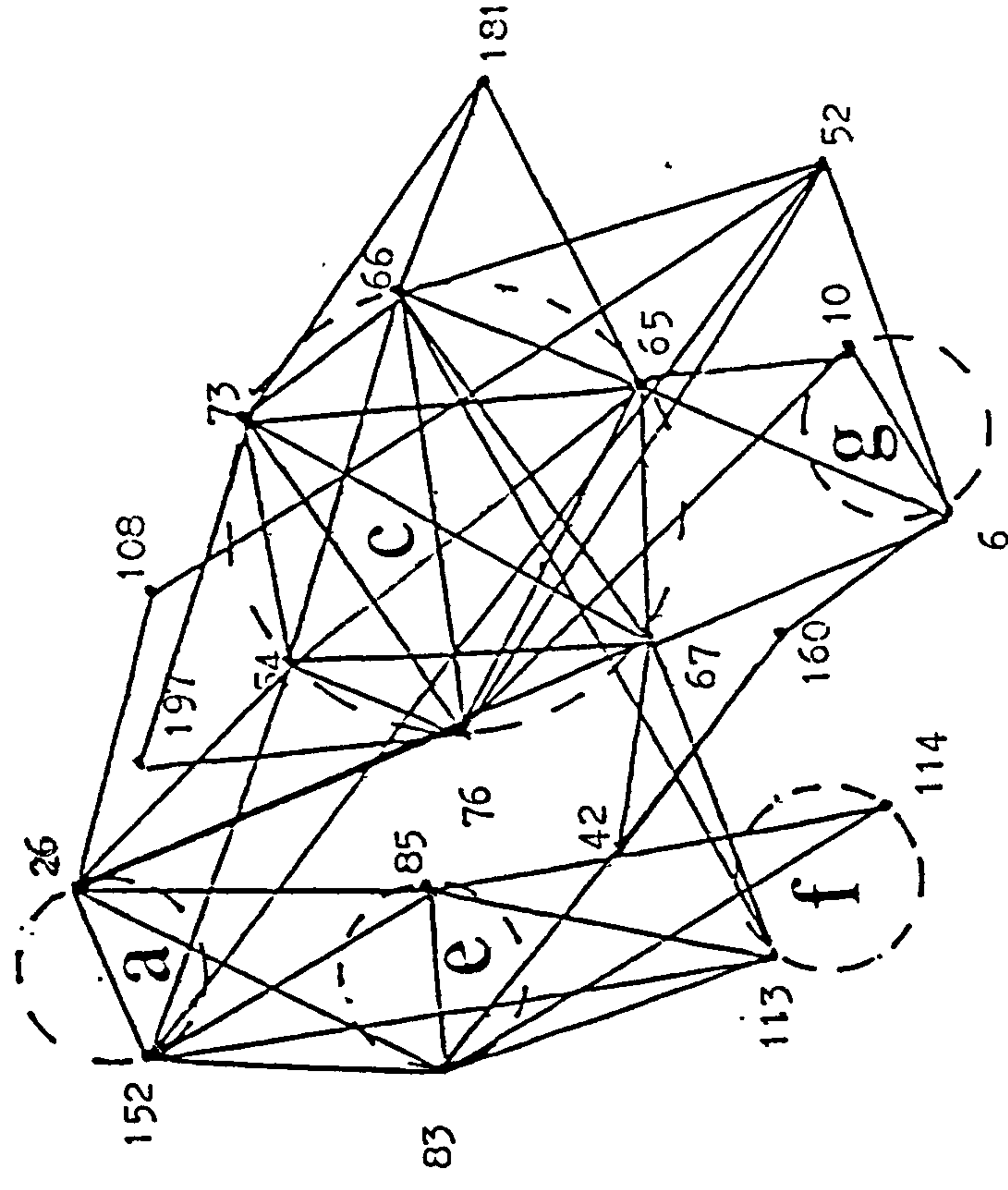
d = Coffee Shop

b = Sales

C = Kitchen

C = Reception.

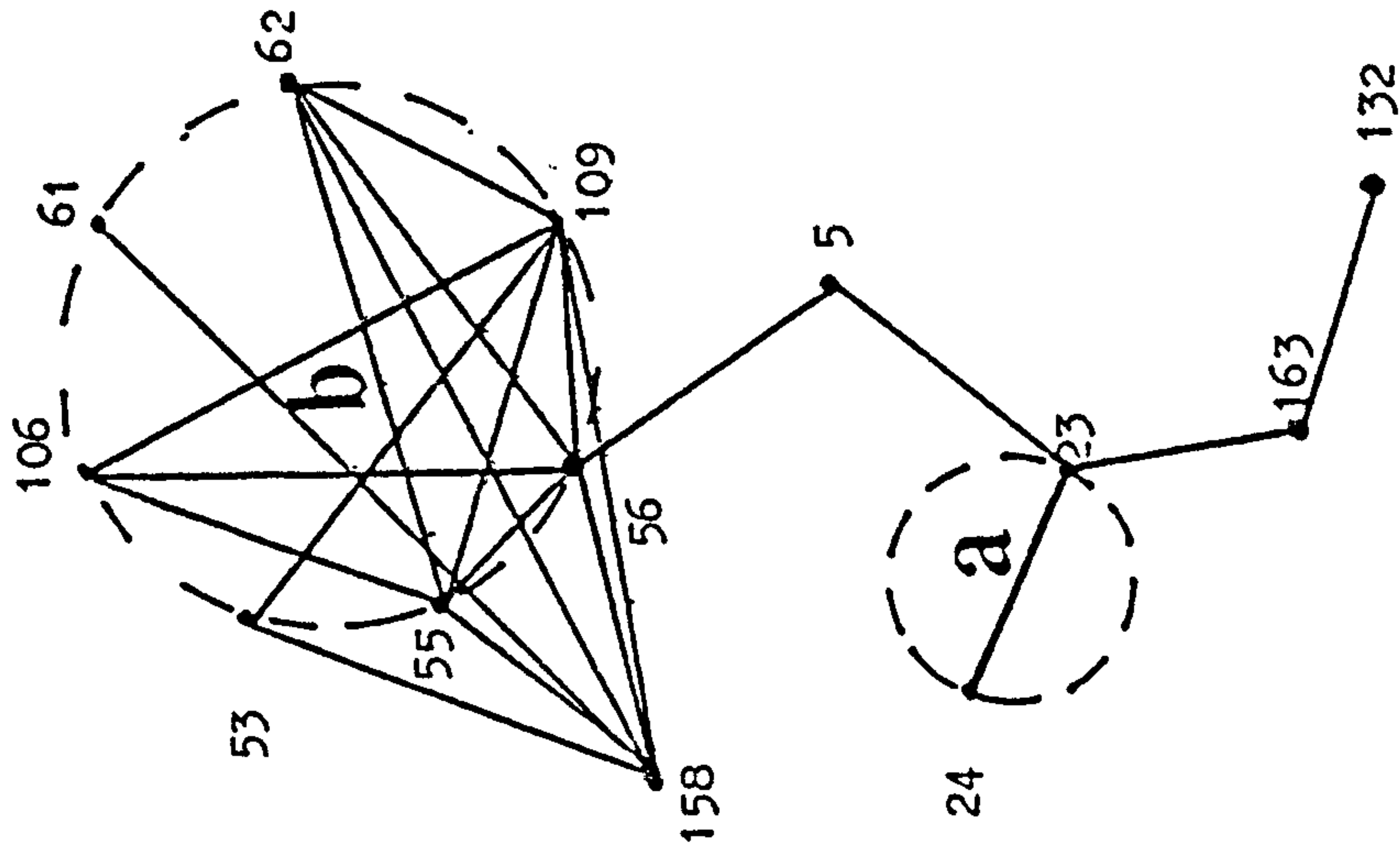
(ii) LONDON HOTEL



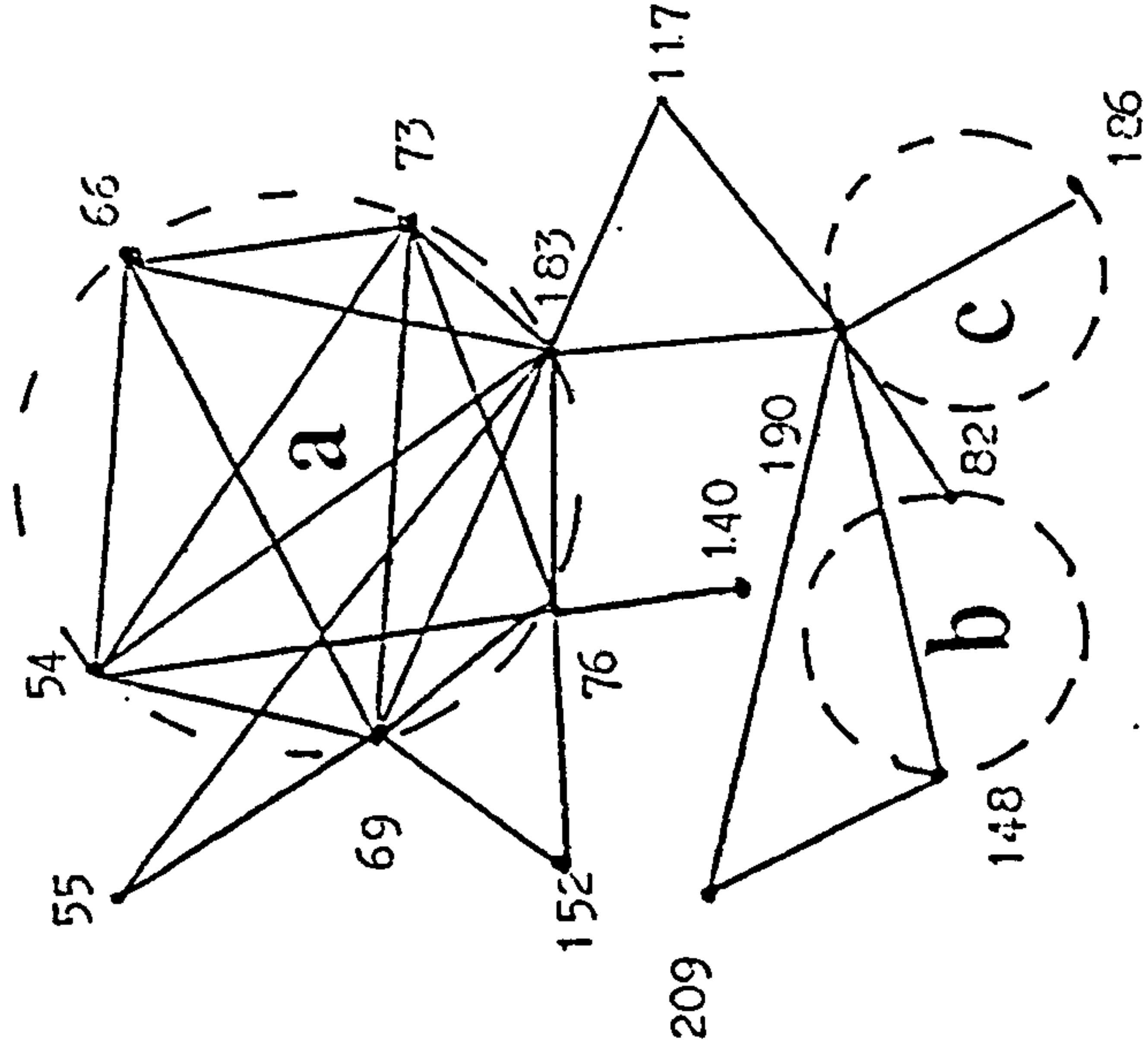
f = Room Service

g = Housekeeping

(i) COASTAL HOTEL



(ii) LONDON HOTEL

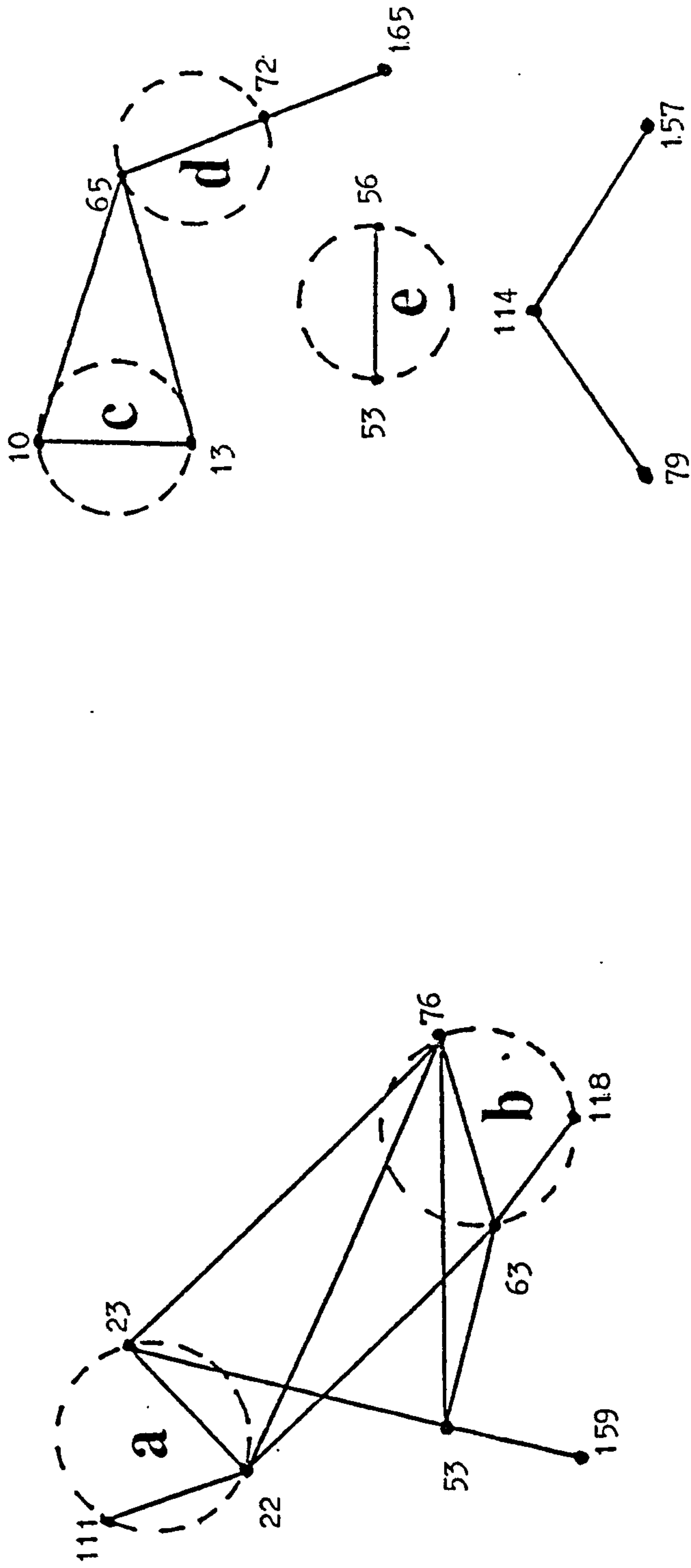


a = Reception
b = Kitchen
c = Coffee Shop

FIGURE 9.37 : SHOWING THE OPINION LEADERS IN THE TIME 2 (1984) PRESCRIBED NETWORKS WHO INTERACTED SEVERAL TIMES DAILY

(1) COASTAL HOTEL

(1i) LONDON HOTEL



a = Reception

b = Coffee Shop / Restaurant

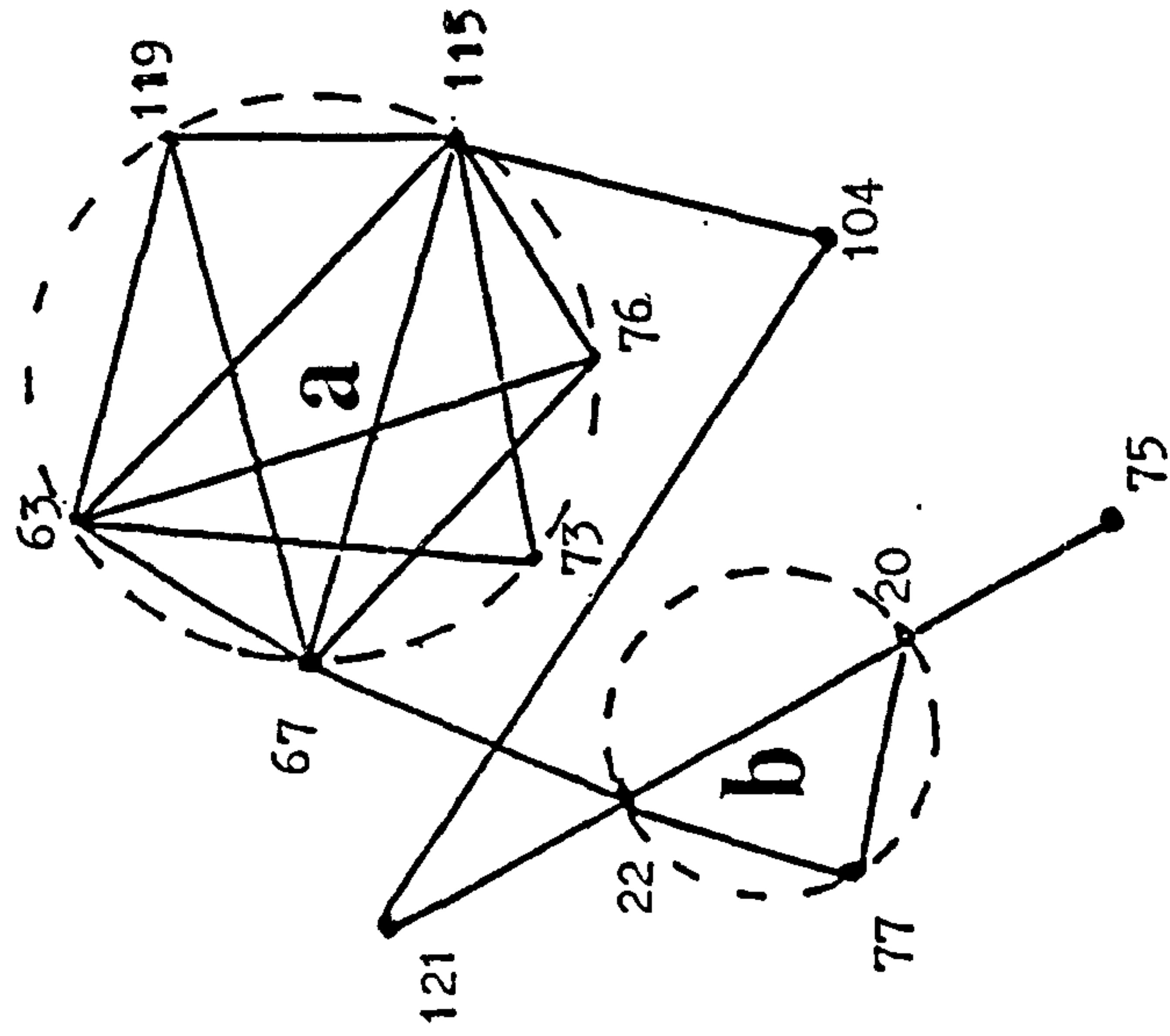
c = Housekeeping

d = Reception

e = Porters.

FIGURE 9.38 : SHOWING THE OPINION LEADERS IN THE TIME 2 (1984) EMERGENT NETWORKS WHO INTERACTED SEVERAL TIMES WEEKLY

(i) COASTAL HOTEL



a = Coffee Shop / Restaurant
b = Reception

(ii) LONDON HOTEL

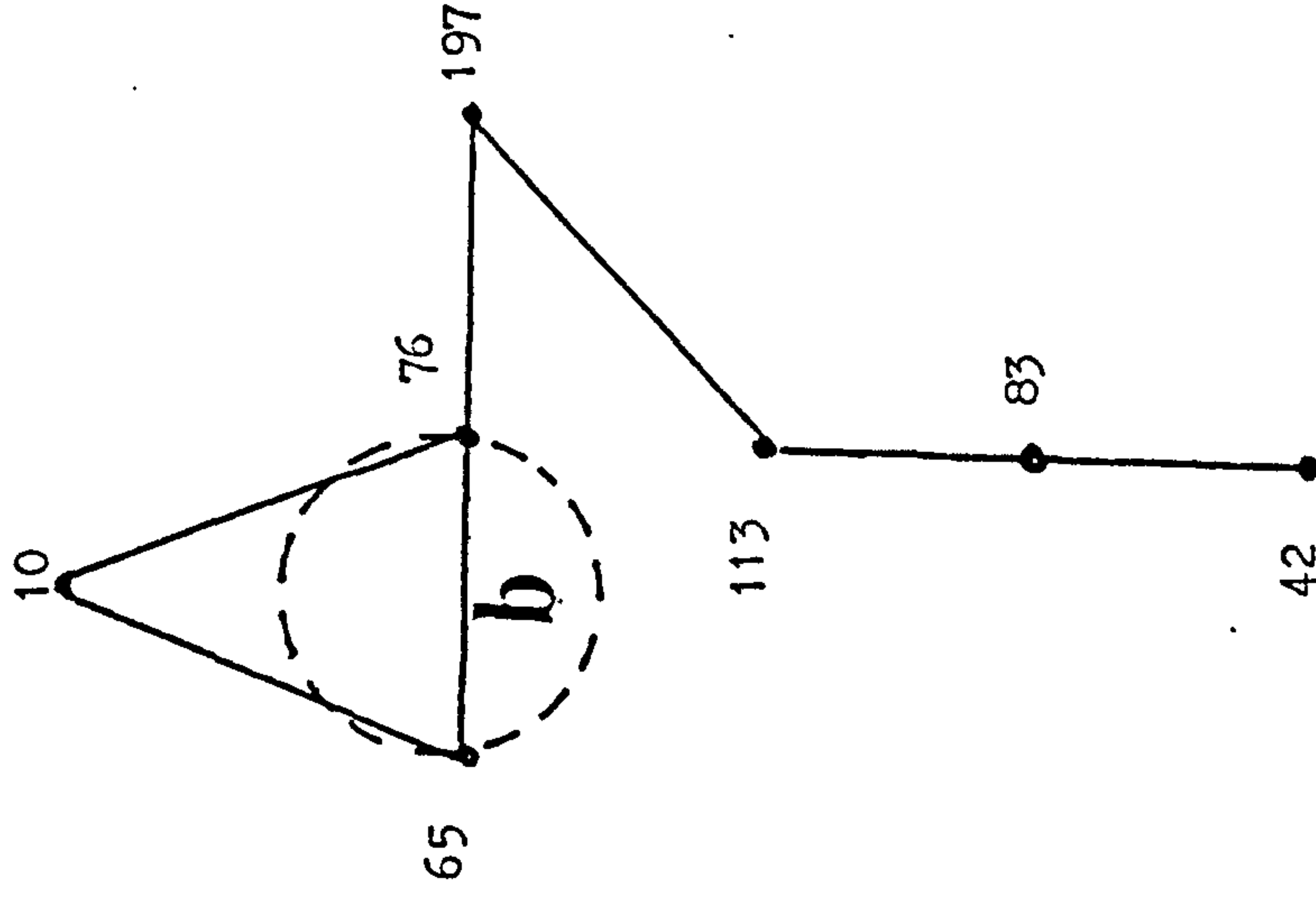
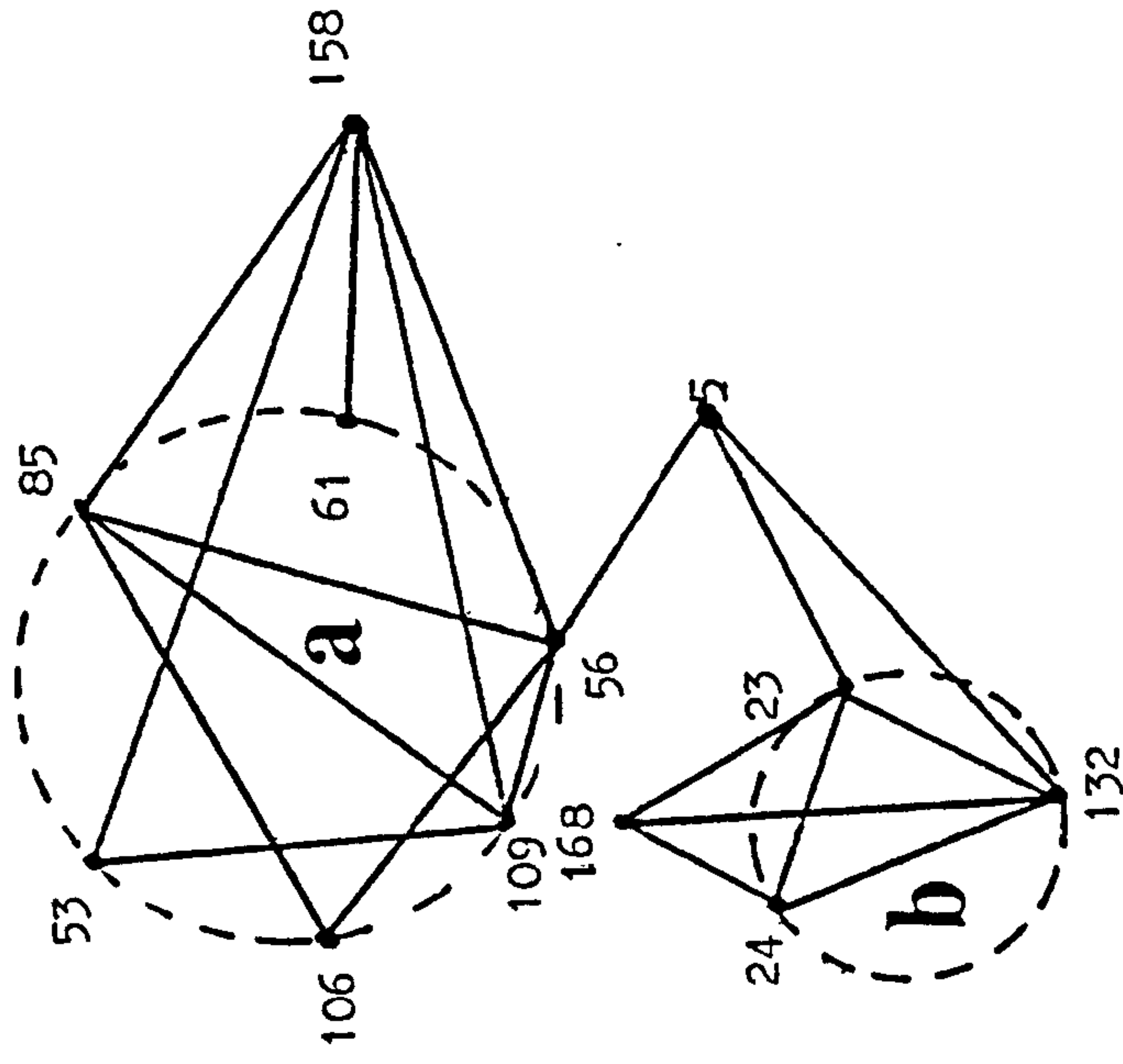


FIGURE 9.39.: SHOWING THE OPINION LEADERS IN THE TIME 2 (1984) EMERGENT NETWORKS WHO INTERACTED DAILY

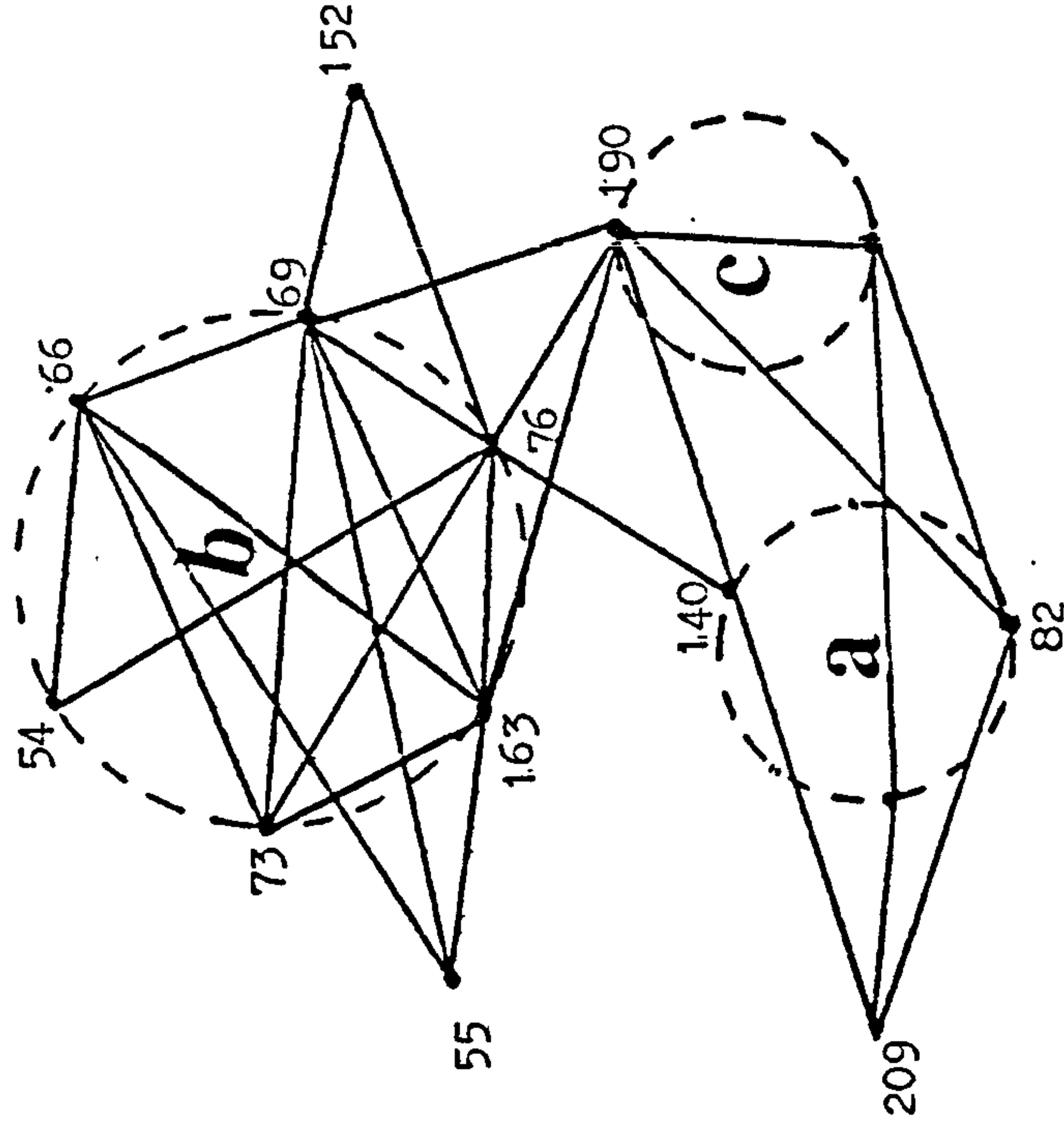
(i) COASTAL HOTEL



a = Kitchen

b = Reception

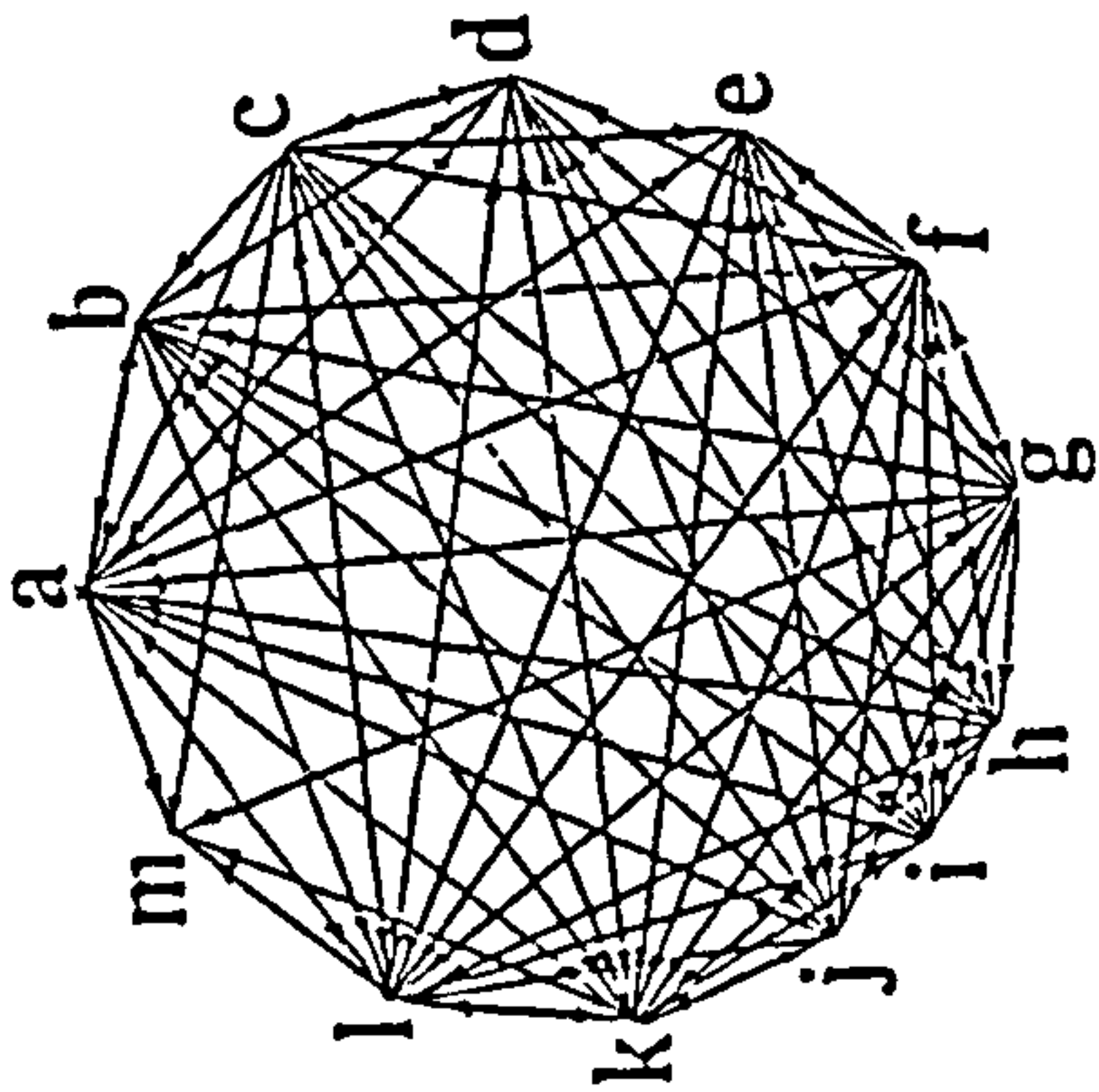
(ii) LONDON HOTEL



c = Coffee Shop

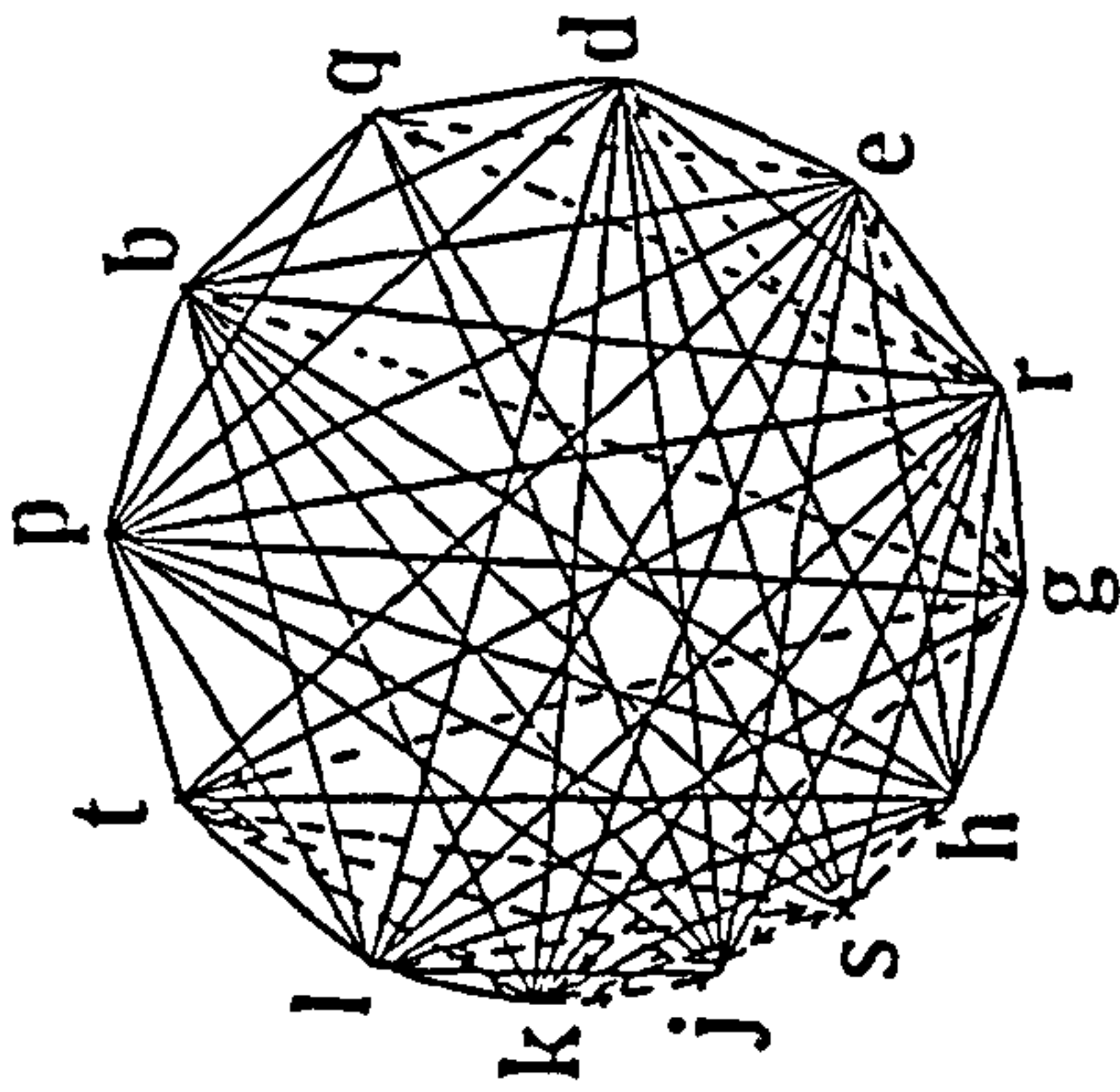
FIGURE 9.40 : SHOWING THE OPINION LEADERS IN THE TIME 2 (1984) EMERGENT NETWORKS WHO INTERACTED SEVERAL TIMES DAILY

(1) COASTAL HOTEL
(1982/3)



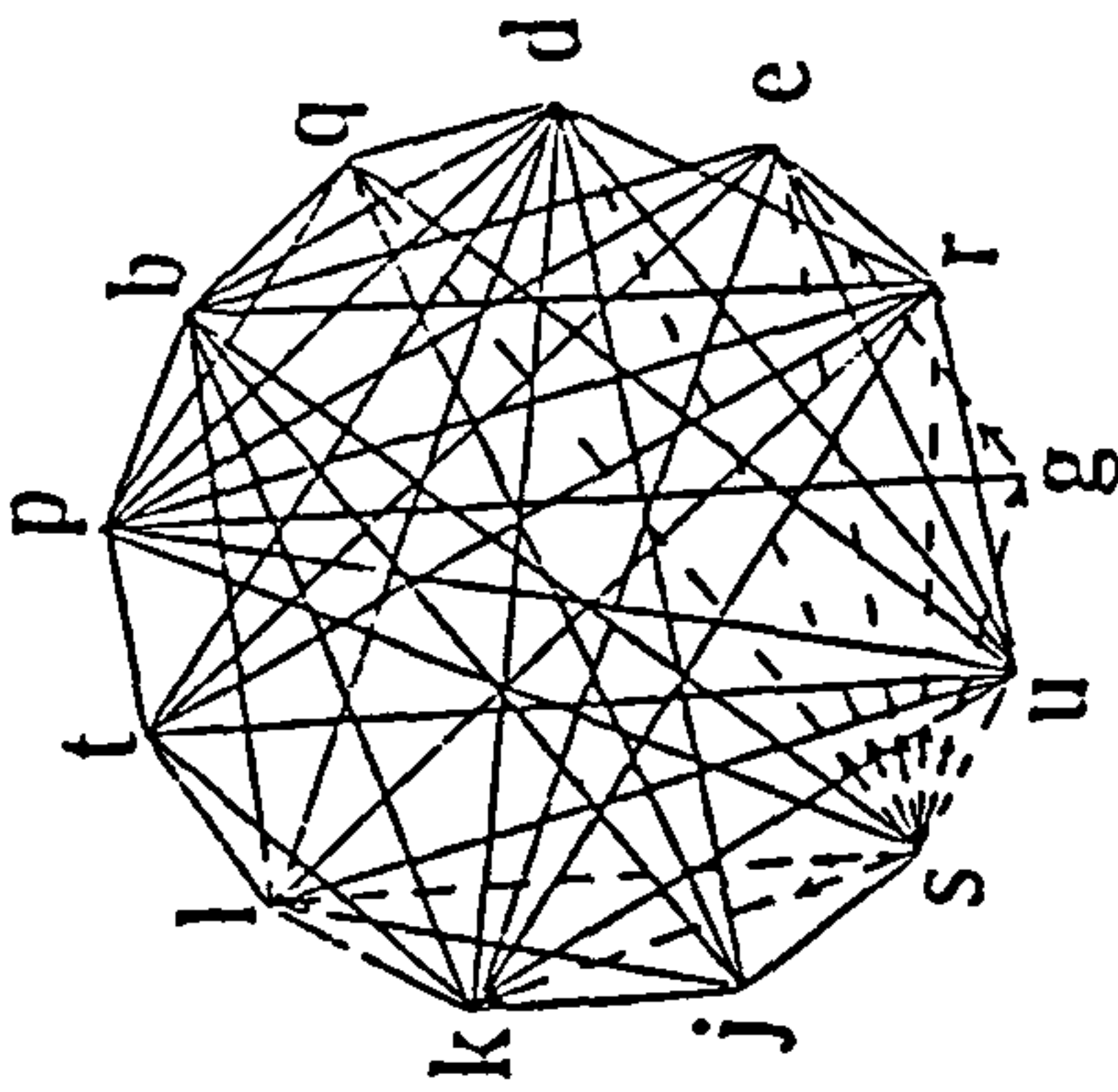
GROUP CONNECTEDNESS = 0.69

1984



GROUP CONNECTEDNESS = 0.64

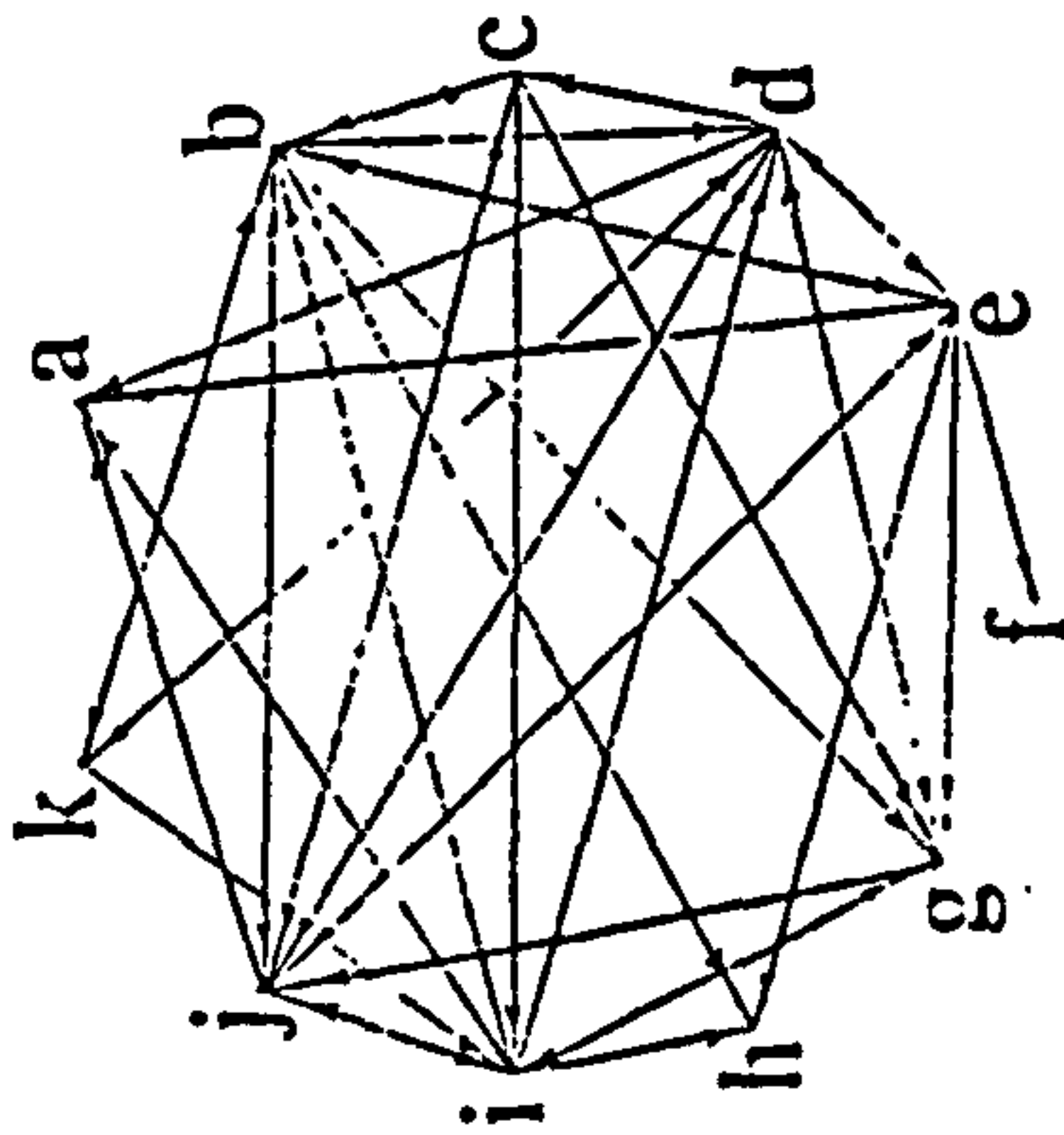
1985



GROUP CONNECTEDNESS = 0.60

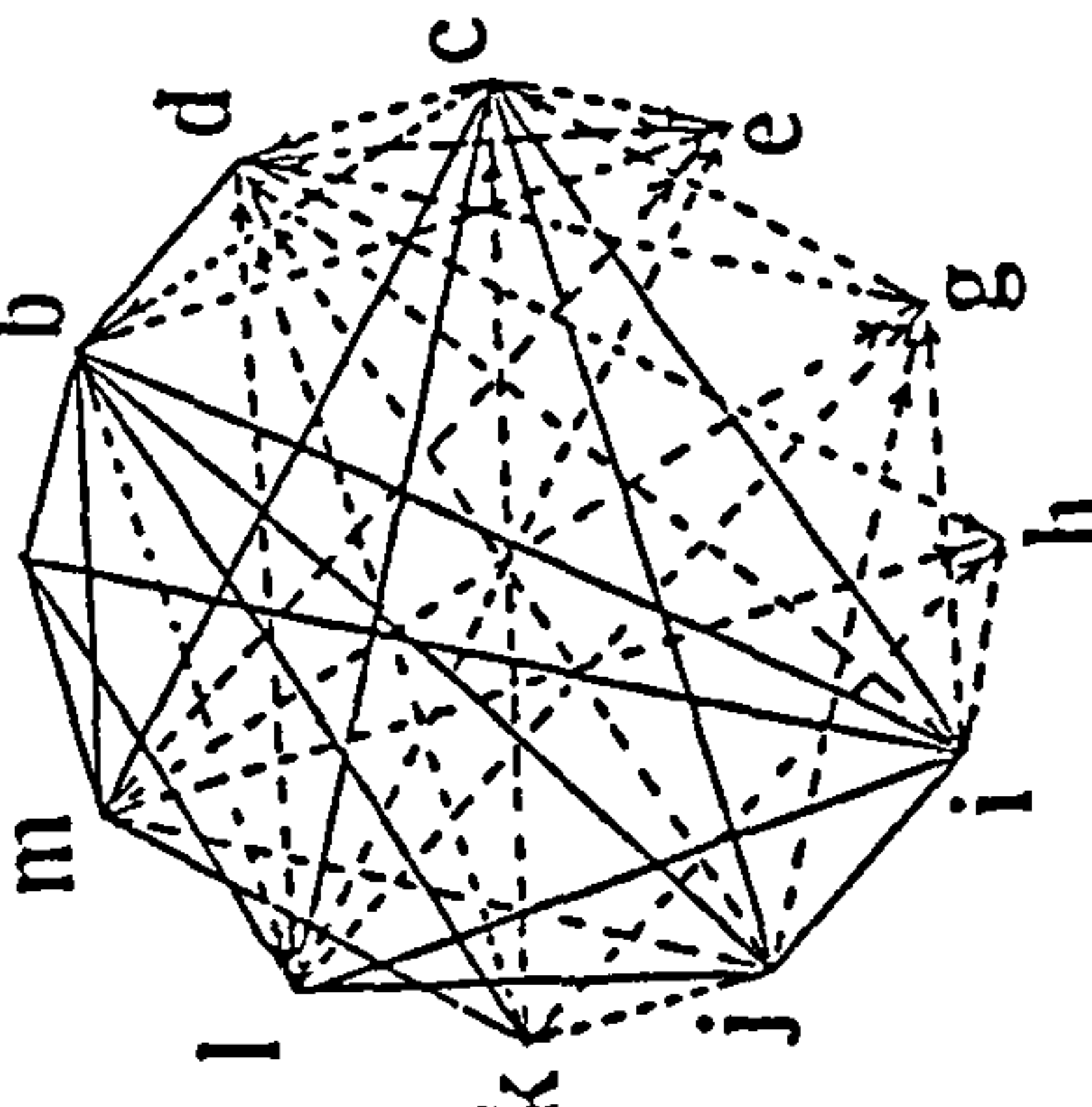
KEY: RECIPROCATED LINKS = ($\longleftrightarrow$) : ONE-WAY LINKS = ($\dashrightarrow$)

(11) LONDON HOTEL
(1983)



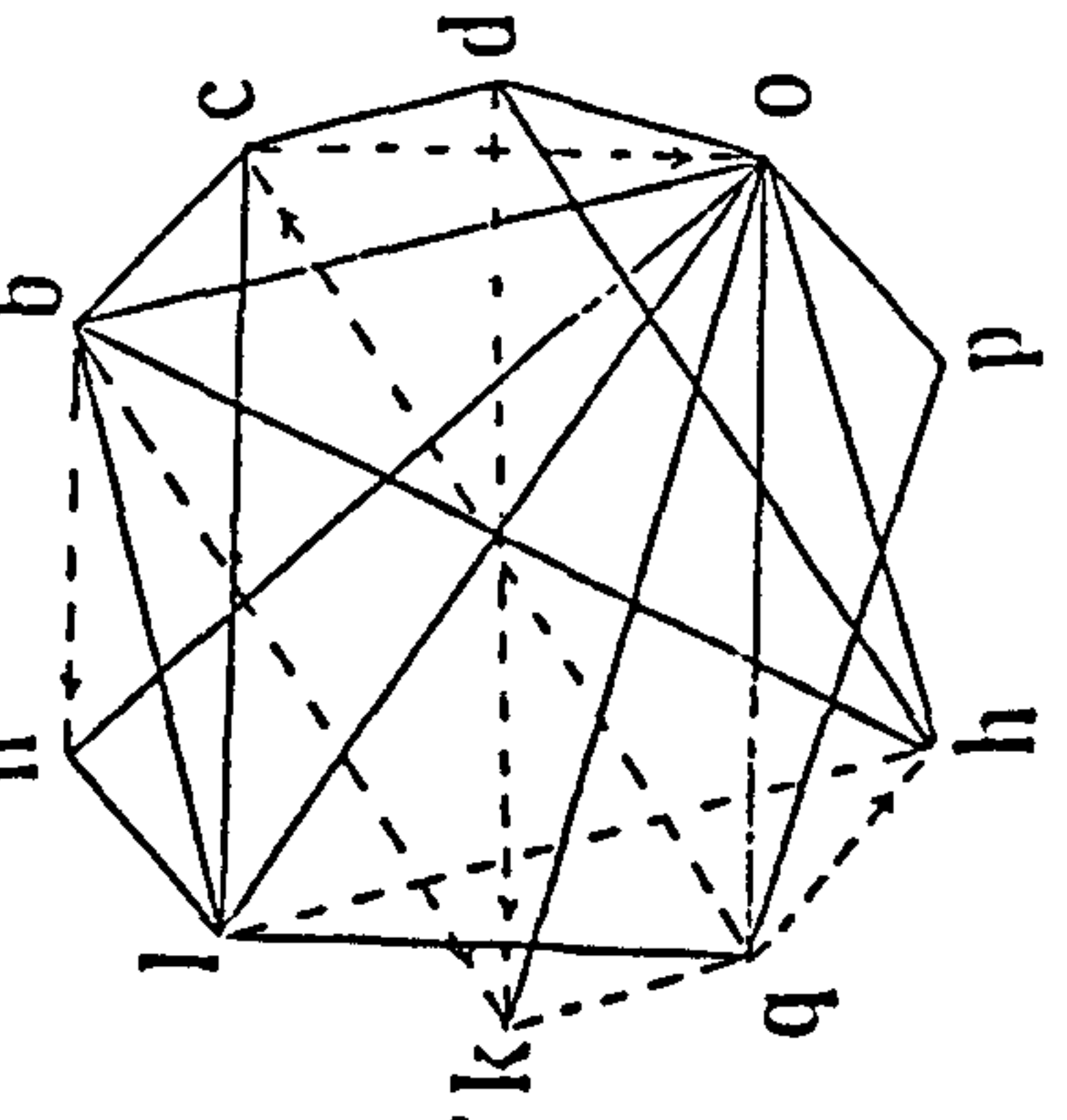
GROUP CONNECTEDNESS = 0.39

1984



GROUP CONNECTEDNESS = 0.46

1985



GROUP CONNECTEDNESS = 0.48

FIGURE 10.1 CHANGES IN THE MEMBERSHIP AND COMMUNICATION LINKS OF MANAGERS EMPLOYED IN THE
COASTAL AND LONDON HOTELS FROM 1982 - 1985

APPENDIX B

APPENDIX B

Property	Definition
A. Transactional content	Type of exchange in network: expression of affect, influence, exchange of information, exchange of resources or goods and services
B. Nature of the links	
1. Intensity	Strength of the relation
2. Reciprocity	Degree to which relation is commonly perceived by all parties to the relation
3. Clarity of expectations	Degree of clearly defined expectations
4. Multiplexity	Degree to which individuals are linked by multiple relations
C. Structural dimensions	
1. Size	Number of people in network
2. Density or connectedness	Number of actual links in network as a proportion of total possible links
3. Clustering	Number of dense regions or groupings in network
4. Centrality	Degree of hierarchy and restriction on communication in network
5. Stability	Degree to which network pattern changes over time
6. Reachability	Average number of links between any two individuals in network
7. Openness	Number of actual external links as a proportion of total possible external links
8. Star	Individual with highest number of nominations
9. Bridge	Individual who is a member of multiple clusters in a network
10. Gatekeeper	A star who also links the network to external networks
11. Isolate	An individual with few (or no) links to others in the network

TABLE 2:1 DIMENSIONS AND PROPERTIES OF COMMUNICATION NETWORKS
(TICHY AND FOMBRUM, 1979)

APPENDIX : B

TABLES 4.1 TO 4.4: KEY TO CODES
USED IN COLLECTION OF DEMOGRAPHIC DATA

1. AGE RANGE CODES:

<u>Code</u>	<u>Age Range</u>
01	Under 18 years
02	18 - 21 "
03	22 - 25 "
04	26 - 35 "
05	36 - 45 "
06	46 - 55 "
07	Over 55 "

2. EDUCATIONAL AGE CODES:

<u>Code</u>	<u>Age when full-time education ceased</u>
01	Under 14 years
02	14 - 15 ") with no further education
03	16 - 18 ")
04	19 - 21 " Further education not at University/Polytechnic
05	Over 21 " University/Polytechnic or similar education

N.B.

The above codes are based on the recommendations of Rohme and Veldman (1982), Harmonization of Demographics, Journal of Market Research Society, Vol 25. 1. p.10.

3. COUNTRY OF ORIGIN CODES

<u>Code</u>	<u>Country of origin</u>
01	United Kingdom
02	New Zealand
03	Poland
04	The Philippines
05	Canada
06	Eire
07	The Netherlands
08	Italy
09	United States of America
10	Pakistan
11	Hong Kong
12	Nigeria
13	South Africa
14	West Germany
15	Vietnam
16	West Indies
17	France
18	Portugal
19	Greece
20	Cyprus
21	India
22	Columbia
23	Yugoslavia
24	Egypt
25	Sri Lanka
26	Spain
27	Iran
28	Belgium
29	Thailand
30	Turkey
31	Australia

4. LENGTH OF TRAINING CODES

<u>Code</u>	<u>Length of training</u>
00	Nil
01	Less than 1 day
02	Up to 3 days
03	Up to 1 week
04	Up to 1 month
05	Up to 3 months
06	Over 3 months

5. DEPARTMENTAL CODES

<u>Code</u>	<u>Department</u>
01	Management
02	Administration
03	Maintenance
04	Sales
05	Security
06	Porters
07	Pool/Leisure Area
08	Reception
09	Housekeeping
10	Telephone Switchboard
11	Kitchen
12	Coffee Shop/Brasserie
13	Restaurant
14	Banqueting
15	Room Service
16	Bar
17	Staff Canteen
18	Laundry
19	Disco/Night Club
20	Kitchen Stewards

TABLE 4.1 TIME 1
Demographic data collected from respondents during 1982/3 APPENDIX : B
Communication networks survey at the Coastal Hotel

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
001 Ted Burton	F & B Stock Controller	01	03	04	01	04	02	01	05
002 Mike Hill	F & B Manager	01	04	03	01	06	06	01	12
003 Max Ibbotson	Banquet Manager	01	06	01	01	06	05	01	29
004 Mervyn Pundsack	Assistant F & B Manager	01	05	04	01	06	05	01	30
005 David Sharpe	F & B Controller	01	03	03	01	06	06	01	16
006 Debbie Ball	Accounts Clerk	02	02	03	01	05	05	02	18
007 Marilyn Cove	Gen. Manager's Secretary	02	04	03	02	04	04	02	31
007 Karen Muedell	Personnel Manager	02	04	04	01	04	05	02	30
009 Jetse Pottinga	General Manager	01	04	04	07	06	05	02	25
010 Mike Smith	Accounts Supervisor	01	04	03	01	04	04	02	26
011 Stephanie Breakwell	Sales Manager	02	05	02	01	06	04	04	30

TABLE 4. 1. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex		Age Range	Educa- tional Age	Country of Origin	Present Job		Length of Training	Dept. Code	Months Employed by Company
			M=01 F=02					Code				
012	Kerry-Jane Steward	Reservations Clerk	02	03	02	01	05	05	04	05	26	
013	Stephanie Wood	Banquet Co-ordinator	02	04	02	01	05	05	04	04	18	
014	Pat Bryson	Head Porter	01	07	02	01	05	05	06	04	26	
015	Jim Hardy	Hall Porter	01	07	01	01	02	02	06	04	06	
016	Stephan Kwnkatz	Hall Porter	01	07	01	03	02	02	06	00	23	
017	Ken Reed	Night Porter	01	05	02	01	02	02	06	01	11	
018	Gerry Sayer	Night Porter	01	07	02	01	02	02	06	01	17	
019	Barbara Adam	Assist. Front Desk Manager	02	04	03	01	05	05	08	05	26	
020	Linda Bartholmew	Weekend Hostess	02	05	03	01	05	05	08	04	24	
021	Tony Bounleyth	Night Audit Manager	01	04	05	04	05	05	08	04	27	
022	Rowena Brace	Reception Shift Leader	02	03	02	01	05	05	08	05	26	

TABLE 4.1. (Continued)

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educational Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
023	Jim Durant	Front Desk Manager	01	04	04	01	06	05	08	26
024	LEFT DURING SURVEY									
025	Anne McGowan	Receptionist	02	02	03	05	05	05	08	18
026	Mark Windebank	Assist. Night Auditor	01	03	03	01	05	03	08	26
027	Roslyn Ahunanya	Chambermaid	02	03	04	12	01	04	09	19
028	Janet Ayling	Housekeeping Supervisor	02	03	04	01	05	05	09	10
029	Christine Blake	Housekeeping Supervisor	02	02	04	01	05	04	09	11
030	Karen Brighton	Chambermaid	02	03	02	01	01	04	09	18
031										
032	Anita Clabon	Chambermaid	02	04	02	01	01	04	09	26
033	Denise Davies	Chambermaid	02	02	02	01	01	04	09	11

TABLE 4-1. (Continued)

APPENDIX : B

Ref No.	Name of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educational Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
034										
035	Gill Drake	Chambermaid	02	04	03	01	01	04	09	13
036										
037										
038										
039	Jennie Jennings	Chambermaid	02	05	02	01	01	03	09	09
040	Brenda Kingston	Chambermaid	02	05	02	01	01	04	09	26
041	Stephen Lockhart	Housekeeping Porter	01	02	02	01	01	00	09	22
042	Aidan O'Connor	Housekeeping Porter	01	06	02	06	01	05	09	26
043										
044	Jaqui Payne	Evening Chambermaid	02	05	02	01	01	03	09	15
045	Lesley Rowlands	Chambermaid	02	02	02	01	01	04	09	26

TABLE 4.1. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex		Age Range	Educa- tional Age	Country of Origin	Present Job Code		Length of Training	Dept. Code	Months Employed by Company
			M=01 F=02									
046	Ann-Marie Steppens	Chambermaid	02	01	02	01	01	01	01	04	09	02
047	Cathy Tuckley	Executive Housekeeper	02	03	04	01	01	06	06	05	09	27
048	Anne Wilton	Deputy Housekeeper	02	03	03	01	01	05	05	04	09	13
049	Debbie Howe	Receptionist	02	02	02	01	01	05	05	05	08	28
050	Andejean Kellett	Receptionist	02	02	03	13	05	05	05	05	08	24
051	Jennie Olnor	Reception Supervisor	02	04	02	01	01	05	05	03	08	27
052	Peter Blankely	Senior Sous Chef	01	03	03	01	01	03	03	02	11	26
053	Paul Denton	Production Chef	01	03	03	01	01	03	03	04	11	26
054	Steve Gibson	Chef De Part1	01	03	03	01	01	03	03	04	11	17
055	Kevin Harrison	Chef De Part1	01	03	03	01	01	03	03	00	11	08
056	Nick Hinks	Sous Chef	01	03	03	01	01	03	03	04	11	26

TABLE 4. 1. (Continued)

APPENDIX : B

Ref No.	Name of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
057	Kim Leonard	Service Chef	01	03	02	01	03	00	11	27
058	Paul Miles	Chef De Parti	01	02	03	01	03	00	11	04
059	Fred Muddiman	Executive Chef	01	04	02	01	06	04	11	28
060	Steve Pink	Chef De Parti	01	03	03	01	03	04	11	24
061	Mike Shurmer	Commis Chef	01	03	03	01	04	04	11	26
062	Brett Whitlock	Service Chef	01	03	03	01		04	11	26
063	Chris Aldous	Waiter	01	03	03	00	02	04	13	09
064	Simon Bamber	Waiter	01	02	02	01	02	04	13	18
065 066		LEFT DURING SURVEY								
067	Denise Daly	Waitress	02	03	03	01	02	04	13	25
068	Sandra Franklin	Waitress	02	02	03	01	02	05	13	04

TABLE 4.1. (Continued)

Ref No.	Name of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
069	Susan Hinks	Restaurant Supervisor	02	03	03	01	05	03	13	24
070	Sandra Lawrence	Waitress	02	03	03	01	02	00	13	26
071	LEFT DURING SURVEY									
072	Robert Parsons	Restaurant Supervisor	01	04	04	01	05	04	13	26
073	Sally Pringle	Waitress	02	03	02	01	02	00	13	12
074	Monika Staab	Waitress	02	03	02	14	02	00	13	12
075	Mark Symonds	Restaurant Supervisor	01	03	04	01	05	04	13	26
076	Jane Tucker	Waitress	02	02	03	01	02	00	13	04
077	Ian Whitcombe	Waiter	01	03	04	01	02	04	13	02
078	Mike Elcombe	Banquet Porter	01	01	03	01	02	00	14	01
089	Annie Jones	Bar Waitress	02	03	03	09	02	00	16	01

APPENDIX : B

TABLE 4.1. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
102	Angeline Parsons	Banquet Supervisor	02	03	03	04	05	03	14	26
107	Kay Rowntree	Banquet Supervisor	02	02	03	01	05	03	14	27
111	Arthur Smith-Weston	Banquet Porter	01	02	03	01	02	04	14	16
121	Ann Bradley	Room Service Supervisor	02	05	02	01	05	05	15	26
122	Sheila Curtis	Room Service Waitress	02	04	02	01	02	04	15	27
123	LEFT DURING SURVEY									
124	Sandra Tapper	Room Service Waitress	02	02	02	01	02	04	15	26
126	Charlotte Allan	Bar Waitress	02	03	02	01	02	04	16	27
127	Liz Friend	Bar Waitress	02	03	03	01	02	04	16	26
128	Hazel Hunter	Receptionist	02	02	03	01	05	04	08	03
129	Anne Jenkins	Bar Waitress	02	05	02	01	02	00	16	26

TABLE 4. 1. (Continued)

APPENDIX : B

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training Code	Dept. Code	Months Employed by Company
131	Phil Moulsher	01	03	03	01	05	00	16	07
132	Janice O'Neil	02	04	02	01	03	05	17	27
	Staff Canteen Assistant								
133	Graham Robinson	01	03	03	01	02	03	16	04
134	LEFT DURING SURVEY								
135	Darren Sidaway	01	01	02	01	02	05	16	05
	Room Service Barman								
136	Yvonne Brighton	02	03	02	01	02	04	18	02
137	Joyce Burrowes	02	06	03	01	02	04	18	26
	Laundry Chargehand								
138	Janet Burton	02	06	02	01	05	04	18	26
	Laundry Supervisor								
139	LEFT DURING SURVEY								
140	Sue Gray	02	01	02	01	02	04	18	03
141	Ruby McLoughlin	02	05	02	01	02	04	18	14
	Laundry Maid								

TABLE 4-1. (Continued)

Ref No. of Interviewee	Name	Job Title	Sex		Age Range	Educa- tional Age	Country of Origin	Present Job Code		Length of Training	Dept. Code	Months Employed by Company
			M=01 F=02									
142	Pat Blowers	Bar Waitress	02	05	01	01	01	02	02	04	19	26
143	Carole Brown	Bar Waitress	02	05	04	01	01	02	02	02	19	26
144	Cathy Norum	Bar Waitress	02	04	02	01	01	02	02	03	19	26
145	Lesley Brown	Bar Waitress	02	04	03	01	01	02	02	00	19	26
146	Jim Edwards	Bar Doorman	01	02	02	01	01	01	01	00	19	28
149	Julia Hurst	Bar Waitress	02	02	03	01	01	02	02	03	19	03
153	Cliff Wren	Bar Manager	01	04	02	01	01	05	05	05	19	26
154	Steve Drake	Kitchen Steward	01	02	03	01	01	05	05	03	20	09
156	Muriel Muirden	Chief Steward	02	03	04	01	01	05	05	04	20	03
158	Melvyn Sidaway	Steward Supervisor	01	05	02	01	01	05	05	04	20	26
160	Sam Sing	Kitchen Steward	01	03	01	15	15	03	03	00	20	14

APPENDIX : B

TABLE 4.1. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training Code	Dept. Code	Months Employed by Company
161	Harry Lyons	Fitter	01	05	02	01	03	03	03	01
162	Alan Hagger	Chief Engineer	01	05	02	01	06	00	03	30
163	Fergie Hutchinson	Fitter	01	06	01	01	03	02	03	27
164	Roy Morgan	Fitter	01	02	04	01	03	02	03	26
165	Prayin Prema	Fitter	01	04	04	10	03	01	03	26
166	Colin Taylor	Maintenance Supervisor	01	04	02	01	04	03	03	27
167	Bob Hookway	Security Officer	01	05	02	01	05	02	05	26
168	Gordon Moyce	Chief Security Officer	01	07	02	01	06	04	05	27
169	John Williams	Night Security Man	01	05	02	01	05	03	05	28
174	Toni Stamp	Laundry Assistant	02	02	02	01	02	00	18	01
175	Gary Doe	Leisure Attendant	01	01	02	01	02	05	07	06

TABLE 4.1. (Continued)

APPENDIX : B

Ref No.	Name of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
176	Delyse Mitchell	Leisure Area Manager	02	03	03	01	06	02	07	27
177	Angela Munsie	Leisure Attendant	02	03	02	01	02	05	07	03
178	Jim Zimmer	Leisure Attendant	01	03	03	01	02	03	07	20
185	David Isaacson	Night Security Man	02	05	02	01	05	00	05	01

TABLE 4.2 TIME 1
Demographic data collected from respondents during 1983
Communication networks survey at the London Hotel

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
001	Peace Acutely	Chambermaid	02	04	04	12	01	00	09	093
002	Naomi Atherley	Chambermaid	02	04	02	16	01	04	09	021
003	Cynthia Barnett	Chambermaid	02	04	03	16	01	04	09	010
004	Martha Bibby	Housekeeping Porter	02	03	03	01	01	01	09	009
005	Lydia Brown	Chambermaid	02	02	02	01	01	04	09	007
006	Sue Buet	Housekeeping Supervisor	02	05	04	01	05	00	09	013
007	Elfreda Defoe	Chambermaid	02			16	SICK			
008	Michelle Dovellaine	Housekeeping Supervisor	02	03	03	17	05	04	09	033
009	Melrose Gray	Housekeeping W/end Supervisor	02	04	04	16	05	00	09	090
010	Barbara Henscher	Executive Housekeeper	02	04	03	01	06	06	09	068
011	Margaret Hicks	Housekeeping Supervisor	02	02	02	01	05	00	09	007

TABLE 4.2. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex		Age Range	Educa- tional Age	Country of Origin	Present Job Code		Length of Training	Dept. Code	Months Employed by Company
			M=01	F=02								
012	Catherine McLaughlin	Chambermaid	02	06	01	06	01	01	09	00	09	119
013	Debbie Moore	Deputy Housekeeper	02	03	03	01	06	06	09	00	09	065
014	Leon Murray	Housekeeping Porter	01	02	02	01	01	01	09	01	09	001
015	Marian Robertson	Chambermaid	02	03	02	02	01	01	09	03	09	004
016	Lela Robinson	Housekeeping Supervisor	02	05	04	16	05	05	09	02	09	089
017	Saudade Serrao-Pembroke	Chambermaid	02	04	04	14	01	01	09	00	09	066
018												
019	Tom Skeffington	Housekeeping Porter	01	05	01	06	01	01	09	00	09	007
020	Dorothy Spooner	Chambermaid	02	06	01	16	01	01	09	04	09	008
021	Helen Taylor	Housekeeping Supervisor	02	03	04	01	05	05	09	04	09	006
022	Judy Turney	Chambermaid	02	04	02	16	01	01	09	00	09	066

TABLE 4.2. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age		Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
				Range	Age						
023	Vicente Vierra	Housekeeping Porter	01	06	01	18	01	03	09	082	
024	Lai Ming Wong	Housekeeping W/end Porter	01	03	04	11	01	00	09	034	
025	Olga Yarde	Chambermaid	02	06	01	13	01	03	09	001	
026	Alan Gearing	F & B Manager	01	05	02	01	06	05	01	010	
027	Sean Luxford	F & B Cost Controller	01	03	03	06	04	00	01	056	
028	Polly Theocleous	F & B Cost Controller	01	04	04	19	04	04	01	080	
029	Jose Coelho	Accounts Clerk	01	04	02	18	03	00	02	082	
030	Julia Frederick	Personnel Assistant	02	02	03	01	04	03	02	010	
031	Joanna French	Gen. Man's Secretary	02	03	03	01	04	02	02	010	
032	Spencer Hall	Accountant	01	05	03	01	06	05	02	098	
033	Pom Howitt	Personnel Manager	02	05	03	04	04	04	02	048	

TABLE 4.2. (Continued)

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
034	Trinidad Jiminez	Accounts Clerk	02	05	05	04	03	00	02	081
035	Peter Stanbury	Accounts Clerk	01	04	04	01	05	00	02	054
036	Peter Taylor	General Manager	01	05	03	01	06	00	02	011
037	Tom Colmer	Maintenance Supervisor	01	06	01	01	05	00	03	122
038	Henry Fowell	Fitter/Painter	01	06	01	01	03	00	03	076
039	Ali Onder	Maintenance Supervisor	01	05	04	20	05	04	03	077
040	Rex Shaw	Fitter	01	06	03	01	03	04	03	029
041	Paul Sweeney	Fitter	01	03	03	01	03	01	03	043
042	Peter Sweeney	Fitter	01	04	03	01	03	01	03	054
043	Husein Ulfet	Fitter	01	05	02	20	03	00	03	029
044	Neville Wood	Chief Engineer	01	07	01	01	06	05	03	050

APPENDIX : B

TABLE 4.2. (Continued)

APPENDIX : B

Ref No.	Name of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educational Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
045	Anita Assendelft	Sales Clerk Reservations	02	03	04	07	05	04	04	010
046	Jane Bullett	Marketing Manager	02	04	02	01	06	02	04	002
047	Martin Lee	Sales Reserv. Manager	01	04	02	01	05	04	04	025
048	Corrine Walton	Banquet Coordinator	02	03	03	01	05	03	04	020
049	Alan Haire	Chief Security Officer	01	07	02	01	06	00	05	119
050	Michael Harpin	Security Officer	01	04	02	01	05	04	05	076
051	David Rueben	Night Security	01	05	03	21	05	03	05	038
052	Alex Young	Security Officer	01	05	02	01	05	00	05	046
053	Godwin Gatt	Porter	01	05	04	04	02	00	06	084
054	Simon Noakes	Porter	01	03	03	01	02	00	06	014
057	Geronimo Pagador	Porter	01	04	05	22	02	00	06	026

TABLE 4.2. (Continued)

APPENDIX : B

Ref Name No. of Interviewee	Job Title	Sex		Age Range		Educa- tional Age	Country of Origin	Present Job Code		Length of Training	Dept. Code	Months Employed by Company
		M=01 F=02										
059	Jan Sanders	01	04	04	07	05	06	00	06	121		
060	Milutin Vujevic	01	05	04	23	01	06	00	06	060		
061	Marek Barlowski	01	04	05	03	02	07	00	07	013		
063	David Sprusen	01	03	02	01	02	07	00	07	014		
064	Glenn Young	01	03	02	01	02	07	01	07	001		
065	Kim Bassett	02	02	04	01	06	08	04	08	008		
066	Hamida Bostan	02	04	03	24	05	08	04	08	056		
068	Andrew Evans	01	02	04	01	05	08	06	08	006		
069	Paul Herbert	01	02	03	11	05	08	06	08	057		
071	Mandy Murphy	02	02	02	01	05	08	03	08	034		
072	Sandy Ratanavallee	01	04	03	25	05	08	00	08	057		

TABLE 4. 2. (Continued)

APPENDIX : B

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training Code	Dept. Code	Months Employed by Company
073 Marian Rodrigues	Night Audit Supervisor	02	04	05	18	05	00	08	031
075 Sally Wilkes	Receptionist	02	02	03	01	05	05	08	014
076 Abel Zahran	Front Desk Manager	01	04	03	24	06	04	08	115
077 Michael Zawila	Assistant Gen. Manager	01	04	03	03	06	06	08	008
078 Lawrence King	Chef De Parti	01	04	04	16	03	00	11	033
079 Peter Lindsay	Sous Chef	01	04	03	01	03	03	11	030
080 Peter Manning	Chef De Parti	01	03	03	01	03	00	11	053
081 Juan Martinez	Chef De Parti	01	05	01	26	03	00	11	041
083 Ron Skinner	Executive Chef	01	06	03	01	06	00	11	070
084 Bernard Tunnell	Senior 1st Sous Chef	01	06	03	01	05	02	11	067
085 Tom Watts	Senior 2nd Sous Chef	01	05	02	16	05	00	11	061

TABLE 4. 2. (Continued)

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
142 Ishad Ali	Chef De Parti	01	04	02	27	03	00	11	032
143 Debbie Bradshaw	Trainee Chef	02	03	04	01	03	06	11	011
144 Eddie Downes	Chef De Parti	01	04	02	01	03	00	11	021
145 Albert Edgar	Breakfast Chef	01	06	02	16	03	00	11	121
147 Kajal Gupta	Chef De Parti	01	04	04	10	03	00	11	057
087 Danuta Ciba	Waitress	02	04	05	03	02	02	12	001
088 Ann Coelho	Waitress	02	04	04	04	02	00	12	005
090 Nadine Darteyron	Waitress	02	03	03	17	02	03	12	012
091 Monika Eckhart	Restaurant Supervisor	02	03	03	14	05	02	12	007
093 Steve Hanton	Restaurant Supervisor	01	03	04	01	05	03	12	017
096 Greg Place	Restaurant Supervisor	01	03	04	01	05	06	12	032

APPENDIX : B

TABLE 4.2. (Continued)

APPENDIX : B

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
097 Cynthia Saldana	Waitress	02	04	04	04	02	02	12	084
098 Gerard Tulmets	Waiter	01	04	03	17	02	00	12	002
099 Tim Whitty	Waiter	01	04	04	01	02	00	12	019
100 Rene Braithwaite	Laundry W/end Supervisor	01	03	03	28	03	00	18	068
101 Marie Cillia	Laundry Supervisor	02	03	02	08	03	04	18	058
102 Yvon Van Den Heuvel	Laundry Attendant	01	03	05	28	03	00	18	007
103 Sally Yates	Laundry Supervisor	02	03	05	01	03	00	18	008
104 Lucien Bouvier	Restaurant Manager	01	07	05	17	06	00	13	056
106 Lino Realis	Head Waiter	01	07	01	08	05	00	13	081
108 Spencer Monk	Banquet Porter	01	02	02	01	02	06	14	010
109 Chris Balchin	Banquet Supervisor	01	03	02	01	05	00	14	067

TABLE 4.2. (Continued)

APPENDIX : B

Ref Name No. of Interviewee	Job Title	Sex		Age Range	Educa- tional Age	Country of Origin	Present Job		Length of Training	Dept. Code	Months Employed by Company
		M=01 F=02					Code				
112 Mustapha Elbaghdady	Room Service Supervisor	01	05	05	05	24	05		04	15	063
113 Peter Man	Room Service Supervisor	01	04	02	04	04	05		04	15	020
114 Archie Paco	Room Service Waiter	01	06	04	04	04	02		00	15	054
117 Guilliano Lombardi	Head Barman	01	06	05	08	05	05		00	16	071
119 Barbara Novac	Bar Cashier	02	03	04	03	02	02		00	16	001
121 Pat Puchomchoun	Bar Cashier	02	05	03	29	02	02		04	16	034
148 Neil Harvey	Barman	01	03	04	13	02	02		06	16	007
124 Anna Barlowska	Staff Canteen Attendant	02	03	05	03	01	01		00	17	002
125 Beyan Ergun	Staff Canteen Attendant	02	05	02	30	01	01		00	17	121
126 Jennifer St. Louis	Staff Canteen Attendant	02	02	02	16	01	01		02	17	006
127 Mark Addison	Chief Steward	01	03	04	01	04	04		04	20	017

TABLE 4.2. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
131	John Miranda	Steward	01	05	01	18	01	00	20	007
136	Susan Alderton	Night Telephonist	02	03	02	01	05	01	10	006
138	Kathy Bullen	Telephonist	02	04	02	01	05	02	10	012
139	Celso De Sousa	Telephone Supervisor	01	05	03	18	05	00	10	082
140	Cynthia McGregor	Telephone Supervisor	02	05	03	16	05	04	10	076

TABLE 4.3 TIME 2
Demographic data collected from respondents during 1984
Communication networks survey at the Coastal Hotel

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educational Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
001	Ted Burton	F & B Stocks Controller	01	02	03	01	04	02	01	033
003	Max Ibbotson	Banqueting Manager	01	06	01	01	06	05	01	046
005	David Sharpe	Assist. F & B Manager	01	03	03	01	06	06	01	033
006	Debbie Ball	Sales Clerk Reservations	02	02	03	01	05	05	04	035
007	Marilyn Cowe	Gen. Manager's Secretary	02	04	03	02	04	04	02	051
008	Karen Meudel	Personnel Manager	02	04	04	01	04	05	02	046
011	Stephanie Breakwell	Sales Manager	02	05	02	01	06	04	04	048
013	Stephanie Jenner	Sales Assistant	02	04	02	01	04	04	04	032
015	Jim Hardy	Hall Porter	01	06	01	01	02	04	06	013
016	Stephan Klinkosz	Hall Porter	01	07	01	03	02	00	06	036
017	Ken Reed	Leisure Area Supervisor	01	05	02	01	05	01	07	030

TABLE 4.3. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training Code	Dept. Code	Months Employed by Company
020	Linda Bartholomew	Weekend Hostess	02	05	03	01	05	04	08	045
021	Tony Bounleuth	Assist. Banquet Manager	01	04	05	04	05	04	14	045
022	Rowena Brace	Reception Supervisor	02	03	02	01	05	05	08	044
023	Jim Durrant	House Manager	01	04	04	01	06	05	08	043
024	Nicola Edwards	Assist. Front Desk Manager	02	03	03	01	05	04	08	044
025	Ann McGowan	Receptionist	01	02	05	05	05	05	08	033
026	Mark Windebank	Night Audit Reception	02	03	03	01	05	03	08	044
028	Janet Ayling	Housekeeping Supervisor	02	03	04	01	05	05	09	029
029	Christine Blake	Assistant Housekeeper	02	02	04	01	05	04	09	030
030	Karen Brighton	Housekeeping Supervisor	02	03	02	01	05	04	09	039
034	Ruth Devore	Laundry Seamstress	02	05	01	01	03	02	09	044

TABLE 4.3. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
039	Jennie Jennings	Chambermaid	02	05	02	01	01	03	09	040
040	Brenda Kingston	Chambermaid	02	05	02	01	01	04	09	044
041	Stephen Lockhart	Housekeeping Porter	01	02	02	01	01	00	09	042
042	Aidan O'Connor	Housekeeping Porter	01	06	02	06	01	05	09	044
044	Jaqui Payne	Housekeeping Evening Super.	02	05	02	01	05	03	09	034
045	Leslie Rowlands	Chambermaid	02	02	02	01	01	04	09	044
049	Debbie Howe	Receptionist	02	02	02	01	05	05	08	044
051	Jenny Olner	Accounts Supervisor	02	04	02	01	04	03	02	045
053	Paul Denton	Production Chef	01	03	03	01	03	04	11	044
055	Kevin Harrison	Chef De Parti	01	03	03	01	03	00	11	025
056	Nick Hinks	Senior Sous Chef	01	03	03	01	05	04	11	044

TABLE 4.3. (Continued)

APPENDIX : B

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
059 Fred Muddiman	Executive Chef	01	04	02	01	06	04	11	046
061 Mike Shurmer	Service Chef	01	03	03	01	03	04	11	044
062 Brett Whitlock	Service Chef	01	03	03	01	03	04	11	044
063 Chris Aldous	Restaurant Supervisor	01	03	03	01	05	04	13	025
067 Denise Daly	Restaurant Supervisor	02	03	03	01	05	04	13	044
073 Sally Pringle	Waitress	02	03	02	01	02	05	13	031
075 Mark Symonds	Banquet Supervisor	01	03	03	01	05	04	14	044
076 Jane Tucker	Restaurant Supervisor	02	02	03	01	05	00	13	022
077 Ian Witcombe	Receptionist	01	03	04	01	05	04	08	020
079 Monique Meulkins	Accounts Clerk	02	03	03	07	04	04	02	006
080 Duncan Whillans	General Manager	01	05	04	04	06	06	02	008

TABLE 4. 3. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
081	George Hannah	Fitter	01	06	02	01	01	00	03	008
082	Peter Ashworth	Night Porter	01	05	03	01	03	00	06	011
084	Peter Johnson	Head Porter	01	05	02	01	05	03	06	014
085	Juliet Allen	Leisure Area Attendant	02	02	03	01	02	03	07	009
086	Tony Beal	Leisure Area Attendant	01	02	04	01	02	04	07	007
087	Frank Camileri	Leisure Area Attendant	01	03	04	08	02	03	07	004
088	Paul Duke	Leisure Area Attendant	01	02	03	01	02	03	07	009
089	Annie Jones	Leisure Area Attendant	02	03	04	09	02	01	07	018
093	Sally Forfar	Chambermaid	02	02	02	01	01	04	09	013
095	Sheralyn Hunt	Chambermaid	02	02	02	01	01	04	09	008
096	Karen Jones	Chambermaid	02	02	02	01	01	04	09	010

TABLE 4. 3. (Continued)

APPENDIX : B

Ref No.	Name of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training Code	Dept. Code	Months Employed by Company
097	Marie McAndrew	Chambermaid	02	02	02	01	01	04	09	005
100	Jennifer Robertson	Executive Housekeeper	02	04	04	01	06	04	09	009
102	Samantha Luckhurst	Bar Waitress	02	02	03	01	02	01	16	001
103	Sharon Wells	Chambermaid	02	02	02	01	01	04	09	013
104	Steve Bray	Production Chef	01	02	03	01	03	00	11	011
105	Ian Cooper	Chef De Parti	01	03	02	01	03	02	11	021
106	Brian Hickton	Chef De Parti	01	03	03	01	03	00	11	008
107	Kay Rowntree	Accounts Clerk	02	02	03	01	04	03	02	042
108	Sue McIntosh	Production Chef	02	03	02	01	03	03	11	003
109	Debbie Newlan	Commis Chef	02	02	02	01	03	00	11	014
111	Arthur Smith-Weston	Receptionist	01	02	03	01	05	04	08	033

TABLE 4.3. (Continued)

Ref No.	Name of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educational Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
115	Suzette Fox	Waitress	02	02	02	01	02	01	13	011
116	David Cransden	Waiter	01	02	02	01	02	04	13	009
118	Katie Landells	Restaurant Manager	02	04	04	01	05	03	13	009
119	Tracy Nappin	Waitress	02	03	03	01	02	01	13	015
121	Ann Bradley	Room Service Supervisor	02	05	02	01	05	05	15	044
122	Sheila Curtis	Room Service Waitress	02	04	02	01	02	04	15	044
125	Sandra Tapper	Laundry Supervisor	02	02	02	01	05	04	18	011
129	Ann Jenkins	Bar Waitress	02	05	02	01	02	00	16	042
130	Anna Linford	Bar Waitress	02	05	02	01	02	00	16	038
132	Janice O'Neil	Sales Clerk Reservations	02	04	02	01	05	05	03	044
134	Christine Sked	Waitress	02	02	03	01	02	04	13	012

APPENDIX : B

TABLE 4.3. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex		Educa- tional Age	Country of Origin	Present Job Code		Length of Training	Dept. Code	Months Employed by Company
			M=01 F=02	Age Range							
135	Darren Sidaway	Room Service Waiter	01	01	02	01	02	02	05	15	022
136	Yvonne Brighton	Laundry Assistant	02	03	02	01	03	03	04	18	021
138	Janet Burton	Laundry Supervisor	02	06	02	01	05	05	04	18	044
140	Susan Gray	Laundry Assistant	02	01	02	01	03	03	04	18	021
141	Rubina McLoughlin	Laundry Assistant	02	05	02	01	03	03	04	18	030
143	Carole Bowen	Bar Waitress	02	05	04	01	02	02	02	19	043
148	Pat Hiskey	Bar Waitress	02	05	02	01	02	02	02	19	037
151	Gordon Redman	Bar Doorman	01	06	02	01	01	01	00	19	020
152	Mary Setford	Bar Waitress	02	05	02	01	02	02	02	19	043
153	Cliff Wren	Bars Supervisor	01	04	02	01	05	05	05	19	046
154	Steve Drake	Steward	01	03	02	01	03	03	00	20	026

TABLE 4.3. (Continued)

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
155	Stewart Graham	Steward	01	03	02	01	03	00	20	046
158	Melvyn Sidaway	Stewards Supervisor	01	05	02	01	05	04	20	044
159	John Sinclair	Steward	01	03	03	01	03	00	20	038
160	Chris Smart	Steward	01	04	02	01	03	03	20	044
161	Harry Lyons	Fitter	01	05	02	01	03	03	03	019
162	Alan Hagger	Chief Engineer	01	05	02	01	06	00	03	046
163	Fergie Hutchinson	Fitter	01	06	01	01	03	01	03	053
165	Pravin Prema	Fitter	01	03	04	10	03	01	03	044
166	Colin Taylor	Maintenance Supervisor	01	04	02	01	04	03	03	044
167	Bob Hookway	Night Audit Supervisor	01	05	02	01	05	02	08	044
168	Gordon Moyce	Chief Security Officer	01	07	01	01	06	04	05	045

TABLE 4. 3. (Continued)

APPENDIX : B

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
169 John Williams	Security Officer	01	05	02	01	05	03	05	044
171 Peter Kerry	Banqueting Porter	01	01	02	01	02	04	14	007
172 Nick Caine	Barman	01	03	03	01	02	00	16	013
173 Amanda Caton	Bar Waitress	02	02	03	01	02	00	16	008
175 Gary Doe	Banqueting Assistant	01	01	02	01	02	05	14	024
179 Paul Escott	Barman	01	03	03	01	02	03	16	018
183 Alison Brighton	Staff Canteen Assistant	02	01	02	01	03	02	17	009
184 Linda Rayner	Staff Canteen Assistant	02	02	02	01	03	01	17	033
185 David Isaacson	Night Security	01	05	02	01	05	00	05	020
187 Jaqui Smith	Laundry Assistant	02	02	02	01	03	04	18	011
188 Sue Driver	Steward	02	02	03	01	03	00	20	008

TABLE 4.3. (Continued)

APPENDIX : B

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training Code	Dept. Code	Months Employed by Company
182 Dave Shoesmith	Barman	01	04	02	01	02	03	16	005
190 Eddie Liew	F & B Cost Controller	01	03	04	11	04	06	01	008
191 Andrew Overton	Assist. Gen. Manager	01	04	04	01	06	06	01	003
192 Amanda Fowells	Chambermaid	02	02	02	01	01	04	09	003
193 Debbie Parkin	Room Service Waitress	02	01	02	01	02	04	15	003
194 Anna Randle	Room Service Waitress	02	02	02	01	02	01	15	002
196 Sara Burling	Leisure Area Attendant	02	02	02	01	02	03	07	002
197 Elaine Lynch	Waitress	02	04	03	01	02	04	13	003
198 Debra Ellis	Waitress	02	03	02	01	02	01	13	001
199 Susan Greaves	Waitress	02	02	03	01	02	01	13	022
200 Nicola Cutler	Waitress	02	02	02	01	02	01	13	001

TABLE 4.4 TIME 2
Demographic data collected from respondents during 1984
Communication networks survey at the London Hotel

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educational Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
001	Peace Akutey	Room Maid	02	04	04	12	01	00	09	108
002	Naomi Atherley	Room Maid	02	04	02	16	01	03	09	036
003	Cynthia Barnett	Room Maid	02	04	03	16	01	04	09	025
006	Sue Buet	Housekeeping Supervisor	02	05	04	01	05	00	09	028
007	Elfreda Defoe	Room Maid	02	06	02	16	01	00	09	108
009	Melrose Gray	Housekeeping W/E Supervisor	02	04	04	16	05	00	09	105
010	Barbara Hensher	Executive Housekeeper	02	04	03	01	06	06	09	083
012	Catherine McLoughlin	Room Maid	02	06	01	06	01	00	09	135
013	Debbie Moore	Deputy Housekeeper	02	03	03	01	06	00	09	080
015	Marion Robertson	Room Maid	02	03	02	02	01	03	09	019
016	Lela Robinson	Housekeeping Supervisor	02	05	04	16	05	02	09	098

TABLE 4.4. (Continued)

APPENDIX : B

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
020 Dorothy Spooners	Room Maid	02	06	01	16	01	04	09	023
022 Judy Turney	Room Maid	02	04	02	16	01	00	09	081
023 Vincente Viera	Housekeeping Porter	01	06	01	18	01	03	09	097
026 Alan Gearing	F & B Manager	01	05	02	01	06	05	01	025
028 Polly Theocleous	F & B Cost Controller	01	04	04	19	04	04	01	095
029 Jose Coelo	Accounts Clerk	01	04	02	18	03	00	02	097
030 Julia Frederick	Personnel Assistant	02	02	03	16	04	03	02	025
031 Johanna French	Gen. Manager's Secretary	02	03	03	01	04	02	02	025
032 Spencer Hall	Senior Accountant	01	05	03	01	04	05	02	113
033 Pom Howitt	Personnel Manager	02	05	03	16	04	05	02	063
037 Tom Colmer	Maintenance Supervisor	01	06	01	01	05	00	03	137

TABLE 4.4. (Continued)

APPENDIX : B

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
038 Henry Fowell	Fitter	01	06	01	01	03	00	03	091
039 Ali Onder	Maintenance Supervisor	01	05	04	20	05	04	03	092
040 Rex Shaw	Fitter	01	06	03	01	03	04	03	044
041 Paul Sweeney	Fitter	01	03	03	01	03	02	03	058
042 Peter Sweeney	Fitter	01	04	03	01	03	01	03	069
043 Huseyin Ulfet	Fitter	01	05	02	20	03	00	03	044
046 June Bullett	Marketing Manager	02	04	02	01	06	02	04	017
047 Martin Lee	Reservations Manager	01	04	02	01	05	04	04	040
051 David Reubin	Night Security Officer	01	05	03	21	05	03	05	053
052 Alex Young	Security Officer	01	05	02	01	05	00	05	061
053 Godwin Gatt	Hall Porter	01	05	04	04	02	00	06	099

TABLE 4.4. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
054	Simon Noakes	Receptionist	01	03	03	01	02	00	06	027
055	Joe O'Donaghue	Hall Porter	01	07	01	06	02	04	06	135
056	Jose Ojeda	Night Porter	01	06	02	18	02	00	06	099
057	Geronimo Pagador	Hall Porter	01	04	05	22	02	00	06	039
058	Ghasi Gallan	Night Porter	01	06	04	27	02	04	06	052
059	Jan Sanders	Head Porter	01	04	04	07	05	00	06	136
060	Milutin Vujevic	Doorman	01	05	04	23	01	00	06	075
065	Kim Bassett	Assist. Front Office Manager	02	03	04	01	06	04	08	020
066	Hamida Bostan	Receptionist	02	04	03	24	05	04	08	068
069	Paul Herbert	Receptionist	01	02	03	11	05	06	08	069
072	Sandy Rattanavallee	Night Audit Supervisor	01	04	03	25	05	00	08	072

TABLE 4.4. (Continued)

APPENDIX : B

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
073 Marian Rodrigues	Night Audit Supervisor	02	04	05	18	05	00	08	043
076 Abel Zahran	Front Desk Manager	01	04	03	24	06	04	08	130
077 Michael Zawila	Assist. Gen Manager	01	04	03	03	06	05	08	023
079 Peter Lindsay	Sous Chef	01	04	03	01	05	03	11	045
081 Jaun Martinez	Chef De Parti	01	05	01	26	03	00	11	056
082 Brian Reddington	Chef De Parti	01	03	03	01	03	00	11	046
083 Ron Skinner	Executive Chef	01	06	03	01	06	00	11	085
085 Tom Watts	2nd Sous Chef	01	05	02	16	03	00	11	076
087 Danuta Ciba	Waitress	02	04	05	03	02	02	12	016
097 Cynthia Saldanha	Waitress	02	04	04	04	02	02	12	096
100 Rene Braithwaite	Laundry W/E Supervisor	01	03	03	28	03	00	18	083

TABLE 4.4. (Continued)

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training Code	Dept. Code	Months Employed by Company
104 Lucien Bouvier	Restaurant Manager	01	07	05	17	05	00	13	068
106 Lino Realis	Head Waiter	01	07	01	08	05	00	13	093
107 Manuel Saldanha	Chef De Rang	01	03	02	18	05	00	13	073
108 Spencer Monk	Banqueting Coordinator	01	02	02	01	02	06	14	025
113 Peter Man	Room Service Supervisor	01	04	02	04	05	04	15	075
114 Archy Paco	Room Service Waiter	01	06	04	04	02	00	15	066
117 Giuliano Lombardi	Bar Supervisor	01	06	05	07	05	00	16	083
121 Pat Puchomchoun	Waitress	02	05	03	29	02	04	12	046
125 Beyan Ergun	Canteen Attendant	02	05	02	30	01	00	17	121
126 Jennifer St. Louis	Canteen Attendant	02	02	02	16	01	02	17	018
127 Mark Addison	Assist. F & B Stock Control.	01	03	04	01	05	04	01	032

APPENDIX : B

TABLE 4.4. (Continued)

Ref Name No. of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
131 John Miranda	Steward	01	05	01	18	01	00	20	019
133 Jose Olival	Steward	01	05	02	18	01	00	20	125
138 Kathy Bullen	Telephonist	02	04	02	01	05	02	10	024
139 Celso De Sousa	Accounts Clerk	01	05	03	18	05	00	02	082
140 Cynthia McGregor	Telephone Supervisor	02	05	03	16	05	04	10	077
142 Ishan Ali	Chef De Parti	01	04	02	27	03	00	11	044
144 Eddy Downes	Chef De Parti	01	04	02	01	03	00	11	033
148 Gail Laidlaw	Commis Chef	02	02	03	01	03	03	11	009
149 Martin McDonald	Chef De Parti	01	04	03	01	03	00	11	024
151 Angela Moore	Commis Chef	02	03	03	01	03	03	11	005
152 Ian Summers	Assist. F & B Manager	01	04	04	05	06	06	01	011

APPENDIX : B

TABLE 4.4. (Continued)

APPENDIX : B

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
154	Alastair Graham	Assist. Mktg. Manager	01	03	04	01	05	02	04	011
155	Sarah High	Banqueting Coordinator	02	03	03	01	05	03	04	009
156	Samantha Wilkinson	Reservations Clerk	02	03	02	01	05	02	04	010
157	Graham Jones	Security Officer	01	04	03	01	05	01	05	005
158	Alcino Borges	Hall Porter	01	04	02	18	02	00	06	012
159	Laurence O'Shaughnessy	Night Porter	01	05	02	06	02	04	06	009
160	Tom Dunne	Leisure Area Attendant	01	03	02	01	02	03	07	004
161	Brendan McCambridge	Leisure Area Attendant	01	03	04	01	02	03	07	008
162	Sue Wolthers	Leisure Area Attendant	02	03	04	31	02	00	07	002
163	Theresa Gilsenan	Receptionist	02	03	03	01	05	02	08	003
165	Andrew Scott	Receptionist	01	03	05	01	05	06	08	004

TABLE 4.4. (Continued)

APPENDIX : B

Ref No.	Name of Interviewee	Job Title	Sex		Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
			M=01 F=02	Age Range						
167	Sally Sparrow	Receptionist	02	03	03	01	05	00	08	005
169	Collins Allen	Laundry Attendant	01	03	05	16	03	00	09	004
171	Susan James	Housekeeping Even. Supervisor	02	03	02	01	05	05	09	009
173	Lisa Lear	Room Maid	02	03	02	01	01	03	09	002
177	Christiane Saidi	Room Maid	02	04	02	14	01	02	09	013
178	Mirek Sebzda	Housekeeping W/E Porter	01	02	03	03	01	03	09	010
179	Angela Walters	Room Maid	02	02	02	16	01	02	09	002
181	Glendene Bovell	Telephonist	02	04	02	16	05	00	10	013
182	Angela D'Amore	Telephonist	02	04	04	08	02	00	10	011
183	Mary Brady	Waitress	02	03	05	09	02	00	12	006
186	Garry Easterbrook	Brasserie Supervisor	01	03	04	09	05	00	12	003

TABLE 4.4. (Continued)

APPENDIX : E

Ref No. of Interviewee	Name	Job Title	Sex M=01 F=02	Educa- tional Age		Country of Origin	Present Job Code	Length of Training		Dept. Code	Months Employed by Company
				Range	Age			of	Code		
190	Gillian Olive	Brasserie Supervisor	02	03	04	01	05	04	12		014
192	Gerard Van Grinsven	Brasserie Manager	01	03	04	07	05	00	12		014
193	Gary Ellis	Banqueting Porter	01	02	03	01	02	00	14		010
197	Daniel Salas	Barman	01	04	03	17	02	00	16		014
199	Audie Christian	Laundry Porter	01	03	03	16	03	03	18		001
200	Peter John	Laundry Attendant	01	04	03	16	03	00	18		003
201	Marina Skrynka	Laundry Supervisor	02	06	03	03	05	00	18		005
202	Margot Bovell	Bar Cashier	02	03	03	16	02	03	16		004
203	Minni Iaturnas	Bar Cashier	02	04	03	04	02	03	16		044
204	Shaun Pawson	Bar Cashier	01	02	03	01	02	03	16		010
209	Paul Roberts	Chief Steward	01	03	04	01	05	03	20		010

TABLE 4.4. (Continued)

APPENDIX : B

Ref No.	Name of Interviewee	Job Title	Sex M=01 F=02	Age Range	Educa- tional Age	Country of Origin	Present Job Code	Length of Training	Dept. Code	Months Employed by Company
210	Fiona Lemon	Receptionist	02	02	03	01	05	00	04	003
211	Farhan Lone	Waiter	01	02	04	24	02	03	12	003
212	David Gosen	Reservations Clerk	01	02	04	01	03	03	08	001

APPENDIX : B

TABLE 6.1

Showing a summary of the financial performance of the London Hotel during the four year period, July 1982 - June 1986

	1982/3	1983/4	1984/5	1985/6
Occupancy %	64%	78%	85%	75%
Average rate (£)	53.21	56.48	67.23	72.38
Total revenues	4,345	5,556	6,769	6,473
Departmental costs	1,483	1,717	1,835	1,852
	34%	31%	27%	29%
Departmental income	2,862	3,839	4,934	4,621
Overhead costs	1,115	1,341	1,463	1,624
	26%	24%	22%	25%
Gross optg. profit	1,747	2,498	3,471	2,997
	40%	45%	51%	46%
Departmental costs				
Rooms - Payroll	359	404	463	476
Other expense	135	184	254	234
	12%	10%	9%	10%
	4%	5%	5%	5%
	494	588	717	710
	16%	15%	14%	15%
Food - Product cost	206	253	266	259
Payroll	371	397	404	411
Other expense	59	73	80	83
	29%	29%	30%	30%
	52%	45%	45%	47%
	8%	8%	9%	10%
	636	723	750	753
	89%	83%	84%	57%
Bev. - Product cost	92	122	111	114
Payroll	56	60	63	64
Other expense	16	18	17	20
	32%	31%	30%	30%
	19%	15%	17%	17%
	5%	5%	5%	5%
	164	200	191	198
	56%	51%	52%	52%

APPENDIX : B

TABLE 6.2

Showing a summary of the financial performance of the Coastal Hotel during the four year period, July 1982 - June 1986

	1982/3	1983/4	1984/5	1985/6
Occupancy %	56%	60%	63%	62%
Average rate (£)	29.31	32.67	35.87	37.88
Total revenues	1,985	2,312	2,561	2,850
Departmental costs	1,065	1,164	1,220	1,336
	54%	50%	48%	47%
Departmental income	920	1,148	1,341	1,514
	46%	50%	52%	53%
Overhead costs	646	704	724	796
	33%	30%	28%	28%
Gross optg. profit	274	444	617	718
	14%	19%	24%	25%
Departmental costs				
Rooms - Payroll	212	243	268	277
Other expense	47	58	62	76
	20%	19%	19%	19%
	5%	5%	5%	5%
	25%	24%	24%	24%
Food - Product cost	183	207	279	228
Payroll	287	315	343	310
Other expense	43	43	61	513
	32%	32%	33%	32%
	50%	49%	40%	43%
	7%	7%	7%	7%
	89%	88%	80%	82%
Bev. - Product cost	104	107	129	112
Payroll	82	73	64	71
Other expense	26	30	26	33
	35%	33%	33%	32%
	27%	22%	16%	21%
	9%	9%	7%	9%
	71%	64%	56%	62%

APPENDIX B

The Overall Organisation

<u>Year</u>	<u>Average Members per Annum</u>	<u>Total Separations</u>	<u>Per Cent</u>
1982	1,351	989	73.2
1983	1,445	983	68.0
1984	1,513	1,048	69.3
1985 (6 months)	1,597	644	40.3
Totals	5,906	3,664	70.9/annum

The Focal Hotels

(i) The Coastal Hotel

<u>Year</u>	<u>Average Members per Annum</u>	<u>Total Separations</u>	<u>Per Cent</u>
1982	140	72	51.4
1983	130	83	63.8
1984	132	83	62.9
1985 (6 months)	128	62	48.4
Totals	530	300	64.7/annum

(ii) The London Hotel

<u>Year</u>	<u>Average Members per Annum</u>	<u>Total Separations</u>	<u>Per Cent</u>
1982	170	140	82.4
1983	156	125	80.1
1984	155	139	89.7
1985 (6 months)	150	91	60.7
Totals	631	495	89.7/annum

TABLE 8.1. AVERAGE LABOUR TURNOVER FOR NINE HOTELS DURING THE PERIOD, 1982-1985.

TOTAL TURNOVER/ANNUUM FOR 9 HOTELS FROM 1982 TO 1985

<u>Hotel</u>		<u>Average Turnover/Annum</u>
Coastal	=	70.9%
London	=	75.6%
Alpha	=	77.1%
Bravo	=	68.3%
Charlie	=	67.9%
Bravo	=	56.5%
Delta	=	69.3%
Foxtrot	=	71.4%
Golf	=	62.5%
Overall Average	=	69.7%

SUMMARY OF EXIT INTERVIEWS FOR STAFF LEAVING 9 HOTELS FROM 1982 TO 1985

Summary of 9 Hotels

	<u>Dismissed</u>	<u>Quitted</u>	<u>Terminated</u>	<u>Resigned</u>	<u>No Records</u>
Maximum:	14.9%	66.6%	52.8%	33.5%	16.2%
Minimum:	0.2%	16.0%	9.6%	1.2%	NIL
Mean:	9.3%	45.4%	20.0%	20.3%	4.9%
Range:	14.7%	50.6%	43.2%	32.3%	16.2%
Standard Deviation:	5.10	13.81	13.76	9.57	5.16

TABLE 8.2 SHOWING SUMMARIES OF TOTAL ANNUAL TURNOVER AND EXIT INTERVIEWS FOR STAFF LEAVING 9 HOTELS FROM 1982 TO 1985

APPENDIX B

Category	Reason for Turnover	Total
Dismissed	Unsatisfactory work	152 = 3.9
	Absenteeism	65 = 1.7
	Violation of Company Rules	81 = 2.1
	Failure to "Fit in"	49 = 1.2
	Laid off	7 = 0.2
Total = 365 = 9.3%	Alcohol/Drug abuse	11 = 0.3
Quitted	Inadequate pay	165 = 4.2
	Unsatisfactory working hours	428 = 10.9
	Better job offer	1014 = 25.8
	Inadequate training/supervision	14 = 0.4
	Employee not matched to job	149 = 3.8
Total = 1782 = 45.4%	Poor promotion prospects	12 = 0.3
Terminated	Retirement	31 = 0.8
Total = 785	End of contract	529 = 13.5
= 20.0%	Transfer/Promotion	225 = 5.7
Resigned	Health problems	136 = 3.5
	Accident/Death away from work	14 = 0.4
	Accident at work	4 = 0.1
	Change in home life (pregnancy)	191 = 4.9
	Professional change	222 = 5.7
Total = 800 = 20.4%	Family relocation	233 = 5.9
Grand Total	3,732 + 194 (4.9%) Incomplete Records	3926 = 100.0

TABLE 8.4 Labour turnover analysis summary for 9 hotels (1982/1985)

APPENDIX B

Category	Reason for Turnover	Total %
Dismissed	Unsatisfactory work	10 = 2.9
	Absenteeism	11 = 3.2
	Violation of Company Rules	8 = 2.3
	Failure to "Fit in"	17 = 4.9
	Laid off	2 = 0.6
Total = 51	Alcohol/Drug abuse	3 = 0.9
Quitted	Inadequate pay	7 = 2.0
	Unsatisfactory working hours	41 = 11.9
	Better job offer	53 = 15.4
	Inadequate training/supervision	Nil = Nil
	Employee not matched to job	33 = 9.6
Total = 136	Poor promotion prospects	2 = 0.6
Terminated	Retirement	1 = 0.3
	End of contract	33 = 9.6
	Transfer/Promotion	24 = 7.0
Resigned	Health problems	15 = 4.3
	Accident/Death away from work	1 = 0.3
	Accident at work	1 = 0.3
	Change in home life (pregnancy)	32 = 9.3
	Professional change	35 = 10.1
Total = 110	Family relocation	26 = 7.5
Grand Total	355 + 20 (5.3%) Incomplete Records	375 = 100.0

TABLE 8.5 Labour turnover analysis for Coastal hotels (1982/1985)

APPENDIX B

Category	Reason for Turnover	Total %
Dismissed	Unsatisfactory work	24 = 4.4
	Absenteeism	18 = 3.3
	Violation of Company Rules	19 = 3.5
	Failure to "Fit in"	11 = 2.0
	Laid off	Nil = Nil
Total = 72	Alcohol/Drug abuse	Nil = Nil
= 13.1%		
Quitted	Inadequate pay	113 = 20.6
	Unsatisfactory working hours	64 = 11.7
	Better job offer	32 = 5.8
	Inadequate training/supervision	12 = 2.2
	Employee not matched to job	13 = 2.4
Total = 236	Poor promotion prospects	2 = 0.4
= 43.0%		
Terminated	Retirement	3 = 0.5
	End of contract	59 = 10.7
	Transfer/Promotion	25 = 4.6
Resigned	Health problems	21 = 3.8
	Accident/Death away from work	Nil = Nil
	Accident at work	Nil = Nil
	Change in home life (pregnancy)	11 = 2.0
	Professional change	58 = 10.6
Total = 121	Family relocation	31 = 5.6
= 22.0%		
Grand Total	516 + 33 (6.0%) Incomplete Records	549 = 100.0

TABLE 8.6. Labour turnover analysis for London hotel (1982/1985)

(i) % Annual Labour Turnover During 1982

<u>Hotel</u>	<u>Job Class 1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
Coastal	64.0	85.0	75.0	50.0	3.7	30.0
London	132.5	122.9	75.0	33.3	55.0	28.6

Summary of 9 Hotels

Maximum :	162.9	200.0	140.9	66.7	90.5	33.3
Minimum :	33.3	41.3	30.2	N11	17.2	N11
Mean :	99.0	109.6	57.8	28.7	38.6	18.3
Range :	162.6	158.7	110.7	66.7	73.3	33.3
Standard Deviation:	37.85	49.33	42.07	25.39	24.96	12.29

(ii) % Annual Labour Turnover During 1983

<u>Hotel</u>	<u>Job Class 1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
Coastal	92.3	105.3	28.6	N11	30.0	40.0
London	104.4	114.3	56.0	33.3	52.3	N11

Summary of 9 Hotels

Maximum :	205.6	133.3	89.7	100.0	52.3	40.0
Minimum :	37.0	30.6	17.3	N11	30.0	N11
Mean :	105.3	91.6	46.4	31.0	41.7	14.8
Range :	168.6	102.7	72.4	100.0	22.3	40.0
Standard Deviation:	52.06	35.13	21.53	36.57	9.79	13.04

TABLE 8.7. LABOUR TURNOVER AND JOB CLASSIFICATIONS FOR THE FOCAL HOTELS DURING THE PERIOD 1982-1985.

(iii) % Annual Labour Turnover During 1984

<u>Hotel</u>	<u>Job Class 1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
Coastal	96.2	87.5	18.2	16.7	36.4	40.0
London	126.7	77.5	60.0	33.3	76.2	42.9

Summary of 9 Hotels

Maximum :	155.2	171.7	96.6	92.9	76.2	42.9
Minimum :	40.0	21.2	20.8	N11	18.4	8.3
Range :	115.2	149.9	75.8	92.9	57.8	34.6
Mean :	107.4	87.9	51.6	36.2	46.7	28.8
Standard Deviation:	40.29	40.58	27.54	30.34	20.62	15.33

(iv) % Annual Labour Turnover During 1985 (6 months only)

<u>Hotel</u>	<u>Job Class 1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
Coastal	96.3	42.5	30.4	16.7	20.0	40.0
London	56.0	41.5	72.0	33.3	52.3	57.1

Summary of 9 Hotels

Maximum :	169.2	88.6	72.0	100.0	52.3	57.1
Minimum :	24.4	21.8	3.6	N11	8.3	N11
Range :	144.8	66.8	68.4	100.0	44.0	57.1
Mean :	78.2	44.8	26.8	30.0	29.5	27.1
Standard Deviation:	58.80	23.08	22.84	27.87	15.78	21.73

TABLE 8.7. Continued. LABOUR TURNOVER AND JOB CLASSIFICATIONS FOR THE FOCAL HOTELS DURING THE PERIOD, 1982-1985.

AVERAGE % LABOUR TURNOVER/ANNUM:(1982/85)

<u>DEPARTMENT</u>	<u>COASTAL</u>	<u>LONDON</u>
Management	57.1	68.6
Administration	45.7	49.0
Maintenance	8.2	12.2
Sales	57.1	85.7
Security	NIL	42.9
Porters	57.1	38.0
Pool	93.9	228.6
Reception	71.4	85.7
Housekeeping	81.5	137.9
Telephone	34.3	46.4
Kitchen	40.5	48.4
Coffee Shop	NIL	105.3
Restaurant	94.7	28.6
Banquet Porters	47.6	28.6
Room Service	88.6	88.9
Bar	88.6	88.9
Staff Canteen	95.2	78.6
Laundry	82.1	171.4
Terrace Cafe	192.9	57.1
Kitchen Stewards	126.5	107.9

Table 8.8 Summary of Labour Turnover In The Different Departments of
The Coastal And London Hotels (1982/85)

APPENDIX B

Department	% Dismissed	% Quitted	% Terminated	% Resigned
Management	8.3	16.7	75.0	Nil
Administration	Nil	70.0	20.0	10.0
Maintenance	Nil	Nil	Nil	Nil
Sales	Nil	57.1	28.6	14.3
Security	Nil	Nil	Nil	Nil
Porters	Nil	80.0	10.0	10.0
Pool	Nil	38.1	38.1	23.8
Reception	5.3	26.3	26.3	42.1
Housekeeping	11.7	42.9	6.5	39.0
Telephone	16.7	33.3	33.3	16.7
Kitchen	11.8	58.8	11.8	17.6
Coffee Shop	Nil	100.0	Nil	Nil
Restaurant	14.5	56.5	16.1	27.4
Banquet Porters	75.0	Nil	Nil	25.0
Room Service	25.0	Nil	Nil	75.0
Bar	6.5	64.5	9.7	19.4
Staff Canteen	9.1	81.8	Nil	9.1
Laundry	5.3	26.3	10.5	57.9
Terrace Cafe	4.0	48.0	8.0	40.0
Kitchen Stewards	41.4	34.5	13.8	10.3
Average	13.6	36.3	15.5	29.3

TABLE 8.9. Matrix analysis of turnover at the Coastal hotel (1982/5)

APPENDIX B

Department	% Dismissed	% Quitted	% Terminated	% Resigned
Management	N11	16.7	50.0	33.3
Administration	9.1	18.2	45.5	27.3
Maintenance	N11	100.0	N11	N11
Sales	5.3	15.8	36.8	42.1
Security	9.1	36.4	36.4	18.2
Porters	N11	46.2	30.8	15.4
Pool	26.1	30.4	8.7	26.1
Reception	1.9	13.2	34.0	45.3
Housekeeping	15.1	41.6	11.4	25.4
Telephone	N11	50.0	N11	33.3
Kitchen	18.2	59.1	13.6	9.1
Coffee Shop	11.3	62.9	11.3	11.3
Restaurant	25.0	25.0	N11	25.0
Banquet Porters	100.0	N11	N11	N11
Room Service	5.9	52.9	11.8	5.9
Bar	18.5	59.3	7.4	3.7
Staff Canteen	20.0	20.0	20.0	30.0
Laundry	28.0	48.0	4.0	16.0
Terrace Cafe	N11	83.3	16.7	N11
Kitchen Stewards	18.2	66.7	6.1	6.1
<hr/>				
Average	13.1	43.0	15.8	22.0
<hr/>				

TABLE 8.10 Matrix analysis of turnover at the London hotel (1982/5)

TABLE 8.11 Summary of labour turnover in 9 British hotels

People leaving employment (1982 - 1985)											
Hotel	Total Staff	Total still employed	Within 3 months	Within 3 - 6 months	Within 6 - 12 months	Within 12 - 18 months	Within 18 - 24 months	Within 24 - 30 months	Within 30 - 36 months	Within 36 - 42 months	Total Number of leavers
Coastal	536	154	145	49	65	30	29	19	16	11	382
London	757	185	264	73	77	37	29	17	13	8	572
Alpha	751	172	226	98	129	42	32	16	12	6	579
Bravo	922	292	281	115	97	61	28	16	15	6	630
Charlie	657	211	241	13	64	27	21	9	8	7	446
Delta	377	164	73	N41	33	18	18	10	9	4	213
Echo	632	194	140	54	66	36	26	15	12	15	438
Foxtrot	796	228	196	112	77	45	31	22	16	8	568
Golf	605	227	91	51	47	34	25	23	21	9	378
Total	6033	1827	1657	565	655	330	239	147	122	74	4206

APPENDIX B

TABLE 8.12 Summary of labour turnover in departments with administration functions

People leaving employment (1982 - 1985)

Admin. Depts.	Total Staff	Total still employed	Within										After 42 months	Total Number of leavers
			3 months	3 - 6 months	6 - 12 months	12 - 18 months	18 - 24 months	24 - 30 months	30 - 36 months	36 - 42 months				
Coastal	43	17	4	3	3	4	2	1	2	3	4	26		
London	74	23	8	7	9	4	5	2	2	1	13	51		
Alpha	87	30	14	10	10	5	6	2	2	2	6	57		
Bravo	79	39	9	5	6	4	3	1	7	Nil	5	40		
Charlie	59	23	5	4	3	3	4	3	1	1	12	36		
Delta	40	23	3	Nil	2	1	Nil	1	1	Nil	9	17		
Echo	52	28	3	1	4	1	3	1	3	Nil	8	24		
Foxtrot	117	38	27	7	11	7	6	4	4	2	11	79		
Golf	69	27	7	8	1	3	4	5	2	Nil	12	42		
Total	620	248	80	45	49	32	33	20	24	9	80	372		

TABLE 8.13 Summary of labour turnover in maintenance departments

People leaving employment (1982 - 1985)

Ref No.	Total Staff	Total still employed	Within 3 months	Within 3 - 6 months	Within 6 - 12 months	Within 12 - 18 months	Within 18 - 24 months	Within 24 - 30 months	Within 30 - 36 months	Within 36 - 42 months	After 42 months	Total Number of leavers
03 Hotel												
Coastal	9	7	0	0	0	0	0	1	1	0	0	2
London	10	7	1	1	0	0	0	0	0	0	1	3
Alpha	15	6	4	0	2	0	3	0	0	0	0	9
Bravo	20	9	3	2	2	2	1	0	0	1	0	11
Charlie	18	8	1	1	1	1	0	0	1	0	5	10
Delta	11	6	2	0	0	0	0	1	0	0	2	5
Echo	11	8	0	1	1	0	0	0	0	0	1	3
Foxtrot	19	9	3	0	1	1	1	2	1	0	1	10
Golf	15	6	1	0	4	0	1	0	0	1	2	9
Total	128	66	15	5	11	4	6	4	3	2	12	62

TABLE 8.14 Summary of labour turnover in departments with a front desk function

People leaving employment (1982 - 1985)

Recept. Depts.	Total Staff	Total still employed	Within 3 months	Within 3 - 6 months	Within 6 - 12 months	Within 12 - 18 months	Within 18 - 24 months	Within 24 - 30 months	Within 30 - 36 months	Within 36 - 42 months	After 42 months	Total Number of leavers
Coastal	65	23	12	2	7	4	3	4	2	1	7	42
London	114	35	23	6	16	6	8	5	2	2	11	79
Alpha	92	23	27	10	15	9	4	2	Nil	Nil	2	69
Bravo	86	33	12	9	9	9	1	7	2	1	3	53
Charlie	60	24	12	9	3	4	Nil	Nil	1	3	4	36
Delta	51	20	9	Nil	5	2	4	3	2	3	3	31
Echo	60	32	8	5	1	3	4	Nil	Nil	3	4	28
Foxtrot	130	33	37	12	14	6	9	2	5	1	11	97
Golf	92	25	8	9	13	11	7	2	4	2	11	67
Total	750	248	148	62	83	54	40	25	19	15	56	502

TABLE 8.15 Summary of labour turnover in food and beverage departments

People leaving employment (1982 - 1985)

Food & Beverage Depts.	Total Staff	Total still employed	Within										After 42 months	Total Number of leavers
			3 months	3 - 6 months	6 - 12 months	12 - 18 months	18 - 24 months	24 - 30 months	30 - 36 months	36 - 42 months				
Coastal	254	65	68	27	38	13	13	9	9	6	6	189		
London	264	72	90	29	19	14	10	6	6	4	14	192		
Alpha	390	85	143	61	50	15	13	8	7	Nil	8	305		
Bravo	545	137	207	81	64	26	17	7	3	3	Nil	408		
Charlie	324	106	135	Nil	27	14	15	2	4	2	19	218		
Delta	194	78	38	Nil	18	14	13	4	4	2	23	116		
Echo	304	96	66	24	34	16	11	7	6	11	33	208		
Foxtrot	191	80	17	17	18	15	6	10	3	4	21	111		
Golf	295	103	58	28	22	13	10	12	10	6	33	192		
Total	2761	823	822	267	290	140	108	65	52	38	157	1939		

TABLE 8.16 Summary of labour turnover in housekeeping departments

People leaving employment (1982 - 1985)

House-keeping Depts.	Total Staff	Total still employed	Within 3 months	Within 3 - 6 months	Within 6 - 12 months	Within 12 - 18 months	Within 18 - 24 months	Within 24 - 30 months	Within 30 - 36 months	Within 36 - 42 months	After 42 months	Total Number of leavers
Coastal	165	42	61	17	17	9	11	4	2	1	1	123
London	295	48	142	30	33	13	6	4	3	1	15	247
Alpha	167	54	38	17	27	13	6	4	3	4	1	113
Bravo	192	74	50	18	16	20	6	1	3	1	3	118
Charlie	196	50	88	0	30	5	2	4	1	1	16	146
Delta	81	37	21	0	8	1	1	1	1	0	11	44
Echo	205	40	63	23	26	16	8	7	3	1	18	165
Foxtrot	338	68	112	76	33	16	9	4	3	1	17	270
Golf	134	66	17	6	7	7	3	4	5	0	19	68
Total	1773	479	592	186	197	100	52	33	24	10	101	1295

APPENDIX B

TABLE 8.17 Summary of labour turnover in the different departments of the Coastal hotel during 1982/85

People leaving employment (1982 - 1985)												
Department	Total Staff	Total still employed	Within 3 months	Within 3 - 6 months	Within 6 - 12 months	Within 12 - 18 months	Within 18 - 24 months	Within 24 - 30 months	Within 30 - 36 months	Within 36 - 42 months	After 42 months	Total Number of leavers
Management	18	6	2	3	1	2	0	1	1	0	2	12
Admini- stration	13	5	2	0	1	1	2	0	0	1	1	8
Maintenance	9	7	0	0	0	0	0	1	1	0	0	2
Sales	9	3	0	0	1	1	0	0	1	2	1	6
Security	3	3	0	0	0	0	0	0	0	0	0	0
Porters	15	5	4	0	2	0	2	1	0	1	0	10
Pool & Leisure Area	30	7	9	4	6	1	1	2	0	0	0	23
Reception	28	8	4	0	3	3	0	2	1	0	7	20
House- keeping	104	27	40	10	8	7	6	2	2	1	1	77

People leaving employment (1982 - 1985)

Department	Total Staff	Total still employed	Within 3 months	Within 3 - 6 months	Within 6 - 12 months	Within 12 - 18 months	Within 18 - 24 months	Within 24 - 30 months	Within 30 - 36 months	Within 36 - 42 months	After 42 months	Total Number of leavers
Bar	42	9	22	8	2	1	0	0	0	0	0	33
Telephone	22	10	4	2	2	1	1	1	1	0	0	12
Kitchen	29	12	1	1	6	1	3	0	3	1	1	17
Coffee Shop	1	0	0	1	0	0	0	0	0	0	0	1
Restaurant	82	19	26	9	11	5	5	4	3	0	0	63
Banqueting	8	3	0	0	2	0	0	0	2	1	0	5
Room Service	41	10	0	15	7	2	3	0	0	1	1	31
Staff Canteen	13	3	4	0	3	1	1	0	0	1	0	10
Disco/Nightclub	31	4	12	5	5	0	2	1	0	0	2	27
Kitchen Stewards	38	7	15	5	3	3	0	0	1	2	2	31
Total	536	146	145	57	65	30	29	19	16	11	18	390

TABLE 8.18 Summary of labour turnover in the different departments of the London hotel during 1982/85

People leaving employment (1982 - 1985)

Department	Total Staff	Total still employed	Within 3 months	Within 3 - 6 months	Within 6 - 12 months	Within 12 - 18 months	Within 18 - 24 months	Within 24 - 30 months	Within 30 - 36 months	Within 36 - 42 months	After 42 months	Total Number of leavers
Management	17	5	2	0	2	0	1	1	2	0	4	12
Admini- stration	19	7	1	2	2	0	1	0	0	1	5	12
Maintenance	10	7	1	1	0	0	0	0	0	0	1	3
Sales	28	7	4	4	2	4	3	1	0	0	3	21
Security	10	4	1	1	3	0	0	0	0	0	1	6
Porters	21	9	7	2	0	1	0	0	0	0	2	12
Pool & Leisure Area	27	3	11	3	5	3	1	0	0	0	1	24
Reception	72	18	12	4	11	5	7	5	1	1	8	54
House- keeping	233	40	115	22	22	9	5	4	3	1	12	193
Bar	61	15	31	1	17	2	1	1	1	0	2	56

People leaving employment (1982 - 1985)

Department	Total Staff	Total still employed	Within 3 months	Within 3 - 6 months	Within 6 - 12 months	Within 12 - 18 months	Within 18 - 24 months	Within 24 - 30 months	Within 30 - 36 months	Within 36 - 42 months	After 42 months	Total Number of leavers
Telephone	21	8	4	0	5	0	1	0	1	1	1	13
Kitchen	35	13	5	2	2	3	2	1	2	0	5	22
Coffee Shop	89	19	34	10	7	5	4	1	1	4	4	70
Restaurant	8	4	2	1	0	0	0	0	0	0	1	4
Banqueting	2	1	0	0	1	0	0	0	0	0	0	1
Room Service	37	9	10	14	1	1	0	0	0	0	2	28
Staff Canteen	15	4	4	2	2	0	1	0	1	0	1	11
Disco/Nightclub	9	3	2	0	2	1	0	1	0	0	0	6
Kitchen Stewards	43	9	18	4	3	3	2	2	1	0	1	34
Total	757	180	264	73	77	37	29	17	13	8	54	577

CHANGES IN STAFF ESTABLISHMENTS IN THE FOCAL HOTELS

1 The Coastal Hotel After The First Communication Audit:

(i) Departures

<u>Functional Area</u>	<u>Job Classifications</u>						<u>Total</u>
	1	2	3	4	5	6	
Administration				1	1	1	3
Engineering			1				1
Front Desk		2			2		4
Food & Beverage	2	18	6		2		28
Housekeeping	7	2	2			2	13
Total	9	22	9	1	5	3	49

(ii) Job Retention and New Appointments

Administration				8	3	4	15
Engineering			3	1		1	5
Front Desk		2	1		12	1	16
Food & Beverage		25	17		10	3	55
Housekeeping	16	8	4		6	1	35
Total	16	35	25	9	31	10	126
New Staff	10	26	7	2	2	3	50
Old Staff	6	9	18	7	29	7	76

2 The London Hotel After The First Communication Audit:

(i) Departures

Administration			3		1		4
Engineering							N11
Front Desk					6		6
Food & Beverage	3	9	2		3		17
Housekeeping	8	4			1		13
Total	11	13	5		11		40

(ii) Job Retention and New Appointments

Administration			4	7	6	4	21
Engineering			5		2		7
Front Desk	1	8	1		12	3	25
Food & Beverage	4	21	12	1	11	2	51
Housekeeping	22	3	4		5	2	36
Total	27	32	26	8	36	11	140
New Staff	12	20	11	1	13	N11	57
Old Staff	15	12	15	7	23	11	83

Table 8.19 Showing Changes in Staff Establishments In The Coastal And London Hotels After The First And Replicated Communication Audits (1982/84)

CONTINUED

CHANGES IN STAFF ESTABLISHMENTS IN THE FOCAL HOTELS (Continued)

3 The Coastal Hotel After The Second Communication Audit

(i) Departures

<u>Functional Area</u>	<u>Job Classification</u>						<u>Total</u>
	1	2	3	4	5	6	
Administration				1	2	1	4
Engineering			1				1
Front Desk					5		5
Food & Beverage	4	15	5				24
Housekeeping	8	2			1		11
<u>Total</u>	<u>12</u>	<u>17</u>	<u>6</u>	<u>1</u>	<u>8</u>	<u>1</u>	<u>45</u>

4 The London Hotel After The Second Communication Audit

(i) Departures

<u>Functional Area</u>	<u>Job Classification</u>						<u>Total</u>
	1	2	3	4	5	6	
Administration				1	4	2	7
Engineering			1				1
Front Desk		1			6	1	8
Food & Beverage		9	3		4		16
Housekeeping	13				1	1	15
<u>Total</u>	<u>13</u>	<u>10</u>	<u>4</u>	<u>1</u>	<u>15</u>	<u>4</u>	<u>47</u>

Table 8.19 Showing Changes In Staff Establishments In The Coastal And London Hotels After The First And Replicated Communication Audit (1982/84)

1. COASTAL HOTEL

<u>Average Length of Employment</u>		
<u>Job</u>	<u>(1982/5)</u>	
<u>Class.</u>	<u>(Months)</u>	<u>S.D.</u>
1	8.69	7.67
2	10.29	8.62
3	12.43	10.43
4	43.00	8.27
5	21.39	18.42
6	44.88	26.65

2. LONDON HOTEL

<u>Average Length of Employment</u>		
<u>Job</u>	<u>(1982/5)</u>	
<u>Class.</u>	<u>(Months)</u>	<u>S.D.</u>
1	8.04	7.75
2	8.99	8.42
3	12.83	11.04
4	40.70	26.63
5	16.56	12.12
6	55.90	29.49

TABLE 8.20. SHOWING THE AVERAGE LENGTH OF EMPLOYMENT FOR STAFF
IN THE DIFFERENT JOB CLASSIFICATIONS AT THE COASTAL
AND LONDON HOTELS DURING 1982-1985.

APPENDIX B

Department	Coastal		London	
	% Under 25	% 25 & over	% Under 25	% 25 & over
Management	58.3	41.7	58.3	41.7
Administration	28.6	71.4	45.5	54.5
Maintenance	33.3	66.7	66.7	33.3
Sales	33.3	66.7	40.0	60.0
Security	Nil	Nil	Nil	100.0
Porters	Nil	100.0	41.7	58.3
Pool	78.3	21.7	36.4	63.4
Reception	52.6	47.4	54.7	45.3
Housekeeping	58.4	41.6	55.4	44.6
Telephone	91.7	8.3	41.7	58.3
Kitchen	76.5	23.5	45.5	54.5
Coffee Shop	Nil	100.0	79.4	20.6
Restaurant	77.0	23.0	33.3	66.7
Banquet Porters	100.0	Nil	Nil	100.0
Room Service	75.0	25.0	86.7	13.3
Bar	70.0	30.0	75.0	25.0
Staff Canteen	66.7	33.3	50.0	50.0
Laundry	81.0	19.0	69.2	30.8
Terrace Cafe	60.0	40.0	100.0	Nil
Kitchen Stewards	71.4	28.6	68.4	31.5
Average	55.6	44.4	56.7	43.3

TABLE 8.21 Age Profile of Labour Turnover in Coastal and London Hotels (1982/85)

SUMMARY OF AGE PROFILES OF MEMBERS LEAVING THE COMPANY

<u>Hotel</u>	<u>Under 25 Years of Age</u>		<u>25 Years and Over</u>		<u>No Records</u>	
	<u>Total</u>	<u>%</u>	<u>Total</u>	<u>%</u>	<u>Total</u>	<u>%</u>
Coastal	233	61.3	132	34.7	15	3.9
London	304	53.1	232	40.6	36	6.3
<u>Summary of 9 Hotels</u>						
Maximum :		66.4		50.5		38.3
Minimum :		37.4		24.2		Nil
Mean :		53.5		36.8		9.7
Range :		29.0		26.3		38.3
Standard Deviation:		10.44		7.25		12.82

Table 8.21 Summary of Age Profiles of Staff Leaving the Focal Hotels and the Company During the Period

1. HOURLY RATES OF PAY AT COASTAL HOTEL DURING TIME 1 (1982/3) STUDY

<u>Job Class.</u>	<u>Average Rate/Hour</u>	<u>Standard Deviation</u>	<u>Average Hourly Rate for Leavers</u>	<u>Standard Deviation</u>
1	£1.760	0.121	£1.760	0.116
2	£1.830	0.226	£1.825	0.213
3	£2.560	0.280	-	-
4	£2.970	0.477	-	-
5	£2.250	0.593	£2.417	0.661
6	£3.380	1.270	£3.563	1.143

2. HOURLY RATES OF PAY AT LONDON HOTEL DURING TIME 1 (1983) STUDY

<u>Job Class.</u>	<u>Average Rate/Hour</u>	<u>Standard Deviation</u>	<u>Average Hourly Rate for Leavers</u>	<u>Standard Deviation</u>
1	£1.800	0.161	£1.798	0.162
2	£1.780	0.143	£1.781	0.141
3	£2.450	0.322	-	-
4	£3.250	0.430	£3.250	N11
5	£2.380	0.514	£2.297	0.550
6	£4.120	1.585	-	-

3. HOURLY RATES OF PAY AT COASTAL HOTEL DURING TIME 2 (1984) STUDY

<u>Job Class.</u>	<u>Average Rate/Hour</u>	<u>Standard Deviation</u>	<u>Average Hourly Rate for Leavers</u>	<u>Standard Deviation</u>
1	£1.810	0.145	£1.810	0.616
2	£1.850	0.246	£1.853	0.239
3	£2.680	0.277	-	-
4	£2.750	0.392	£2.750	N11
5	£1.730	0.483	£2.167	0.515
6	£2.750	1.400	£3.938	1.125

4. HOURLY RATES OF PAY AT LONDON HOTEL DURING TIME 2 (1984) STUDY

<u>Job Class.</u>	<u>Average Rate/Hour</u>	<u>Standard Deviation</u>	<u>Average Hourly Rate for Leavers</u>	<u>Standard Deviation</u>
1	£2.110	0.252	£2.114	0.232
2	£1.930	0.299	£1.927	0.243
3	£2.850	0.378	-	-
4	£3.750	0.702	£3.750	N11
5	£2.560	0.417	£2.563	0.397
6	£3.920	1.634	£3.250	N11

TABLE 8.22. SHOWING AVERAGE WAGE RATES BY JOB CLASSIFICATION AT THE COASTAL AND LONDON HOTELS FROM 1982/3 TO 1984/5.

1. COASTAL HOTEL

Average Period of Company Training

<u>Job</u>	<u>Time 1 (1982/3)</u>		<u>Time 2 (1984)</u>	
<u>Class.</u>	<u>(Days)</u>	<u>S.D.</u>	<u>(Days)</u>	<u>S.D.</u>
1	0.34	0.31	0.36	0.34
2	0.37	0.27	0.33	0.26
3	0.23	0.18	0.31	0.27
4	1.00	0.85	1.24	1.12
5	0.33	0.28	0.35	0.31
6	1.22	0.94	1.47	1.27

2. LONDON HOTEL

Average Period of Company Training

<u>Job</u>	<u>Time 1 (1983)</u>		<u>Time 2 (1984)</u>	
<u>Class.</u>	<u>(Days)</u>	<u>S.D.</u>	<u>(Days)</u>	<u>S.D.</u>
1	0.67	0.52	1.61	1.48
2	1.38	0.83	1.91	1.85
3	1.00	0.66	1.00	0.84
4	4.40	2.47	7.60	4.35
5	4.54	2.01	1.84	1.02
6	5.00	2.98	7.20	3.26

TABLE 8.23. SHOWING THE AVERAGE LENGTH OF COMPANY TRAINING FOR STAFF IN THE DIFFERENT JOB CLASSIFICATIONS AT THE COASTAL AND LONDON HOTELS DURING 1982-1985.

<u>Hotel</u>	<u>Males</u>		<u>Females</u>		<u>No Records</u>	
	<u>Total</u>	<u>%</u>	<u>Total</u>	<u>%</u>	<u>Total</u>	<u>%</u>
Coastal	137	36.1	226	59.5	17	4.5
London	305	53.3	204	35.7	63	11.0

Summary of 9 Hotels

Maximum :	53.3	62.1	31.6
Minimum :	23.1	35.7	0.8
Mean :	40.6	49.9	9.5
Range :	30.2	26.4	30.8
Standard Deviation:	8.83	8.53	10.05

TABLE 8.24. LABOUR TURNOVER BY SEX OF EMPLOYEE FOR THE FOCAL HOTELS DURING THE PERIOD, 1982-1985

REGISTRATION	AGE	SEX	STATUS	EDUCATION	EXPERIENCE	TEST SCORE	Job Class
1	11	17	4	0.11	0.11	0.11	1
2	11	22	3	0.09	0.19	0.09	
3	11	16	2	0.07	0.17	0.07	
4	11	20	2	0.08	0.18	0.08	
5	11	21	2	0.11	0.11	0.11	
6	11	17	0	0.00	0.15	0.00	
7	11	22	3	0.11	0.11	0.11	
8	11	22	2	0.08	0.19	0.08	
9	11	25	6	0.11	0.11	0.11	
10	11	15	2	0.07	0.11	0.07	
11	11	17	5	0.11	0.11	0.11	
12	11	11	5	0.11	0.10	0.11	
13	11	31	1	0.00	0.27	0.00	
14	11	30	12	0.12	0.23	0.11	
15	11	15	15	0.11	0.21	0.11	
16	11	28	12	0.21	0.25	0.11	
17	11	41	25	0.11	0.15	0.11	
18	11	44	13	0.17	0.39	0.11	
19	11	42	21	0.21	0.37	0.11	
20	11	43	9	0.10	0.38	0.09	
21	11	17	7	0.12	0.15	0.11	
22	11	17	14	0.24	0.29	0.12	
23	11	34	17	0.12	0.40	0.09	
24	11	43	29	0.44	0.58	0.25	
25	11	0	0	0.00	0.00	0.00	
26	11	53	39	0.60	0.68	0.34	
27	11	35	24	0.34	0.51	0.21	
28	11	38	21	0.28	0.55	0.19	
29	11	32	12	0.21	0.24	0.11	
30	11	32	12	0.21	0.24	0.11	
31	11	32	12	0.21	0.24	0.11	
32	11	32	12	0.21	0.24	0.11	
33	11	32	12	0.21	0.24	0.11	
34	11	32	12	0.21	0.24	0.11	
35	11	32	12	0.21	0.24	0.11	
36	11	32	12	0.21	0.24	0.11	
37	11	32	12	0.21	0.24	0.11	
38	11	32	12	0.21	0.24	0.11	
39	11	32	12	0.21	0.24	0.11	
40	11	32	12	0.21	0.24	0.11	
41	11	32	12	0.21	0.24	0.11	
42	11	32	12	0.21	0.24	0.11	
43	11	32	12	0.21	0.24	0.11	
44	11	32	12	0.21	0.24	0.11	
45	11	32	12	0.21	0.24	0.11	
46	11	32	12	0.21	0.24	0.11	
47	11	32	12	0.21	0.24	0.11	
48	11	32	12	0.21	0.24	0.11	
49	11	32	12	0.21	0.24	0.11	
50	11	32	12	0.21	0.24	0.11	
51	11	32	12	0.21	0.24	0.11	
52	11	32	12	0.21	0.24	0.11	
53	11	32	12	0.21	0.24	0.11	
54	11	32	12	0.21	0.24	0.11	
55	11	32	12	0.21	0.24	0.11	
56	11	32	12	0.21	0.24	0.11	
57	11	32	12	0.21	0.24	0.11	
58	11	32	12	0.21	0.24	0.11	
59	11	32	12	0.21	0.24	0.11	
60	11	32	12	0.21	0.24	0.11	
61	11	32	12	0.21	0.24	0.11	
62	11	32	12	0.21	0.24	0.11	
63	11	32	12	0.21	0.24	0.11	
64	11	32	12	0.21	0.24	0.11	
65	11	32	12	0.21	0.24	0.11	
66	11	32	12	0.21	0.24	0.11	
67	11	32	12	0.21	0.24	0.11	
68	11	32	12	0.21	0.24	0.11	
69	11	32	12	0.21	0.24	0.11	
70	11	32	12	0.21	0.24	0.11	
71	11	32	12	0.21	0.24	0.11	
72	11	32	12	0.21	0.24	0.11	
73	11	32	12	0.21	0.24	0.11	
74	11	32	12	0.21	0.24	0.11	
75	11	32	12	0.21	0.24	0.11	
76	11	32	12	0.21	0.24	0.11	
77	11	32	12	0.21	0.24	0.11	
78	11	32	12	0.21	0.24	0.11	
79	11	32	12	0.21	0.24	0.11	
80	11	32	12	0.21	0.24	0.11	
81	11	32	12	0.21	0.24	0.11	
82	11	32	12	0.21	0.24	0.11	
83	11	32	12	0.21	0.24	0.11	
84	11	32	12	0.21	0.24	0.11	
85	11	32	12	0.21	0.24	0.11	
86	11	32	12	0.21	0.24	0.11	
87	11	32	12	0.21	0.24	0.11	
88	11	32	12	0.21	0.24	0.11	
89	11	32	12	0.21	0.24	0.11	
90	11	32	12	0.21	0.24	0.11	
91	11	32	12	0.21	0.24	0.11	
92	11	32	12	0.21	0.24	0.11	
93	11	32	12	0.21	0.24	0.11	
94	11	32	12	0.21	0.24	0.11	
95	11	32	12	0.21	0.24	0.11	
96	11	32	12	0.21	0.24	0.11	
97	11	32	12	0.21	0.24	0.11	
98	11	32	12	0.21	0.24	0.11	
99	11	32	12	0.21	0.24	0.11	
100	11	32	12	0.21	0.24	0.11	
101	11	32	12	0.21	0.24	0.11	
102	11	32	12	0.21	0.24	0.11	
103	11	32	12	0.21	0.24	0.11	
104	11	32	12	0.21	0.24	0.11	
105	11	32	12	0.21	0.24	0.11	
106	11	32	12	0.21	0.24	0.11	
107	11	32	12	0.21	0.24	0.11	
108	11	32	12	0.21	0.24	0.11	
109	11	32	12	0.21	0.24	0.11	
110	11	32	12	0.21	0.24	0.11	
111	11	32	12	0.21	0.24	0.11	
112	11	32	12	0.21	0.24	0.11	
113	11	32	12	0.21	0.24	0.11	
114	11	32	12	0.21	0.24	0.11	
115	11	32	12	0.21	0.24	0.11	
116	11	32	12	0.21	0.24	0.11	
117	11	32	12	0.21	0.24	0.11	
118	11	32	12	0.21	0.24	0.11	
119	11	32	12	0.21	0.24	0.11	
120	11	32	12	0.21	0.24	0.11	
121	11	32	12	0.21	0.24	0.11	
122	11	32	12	0.21	0.24	0.11	
123	11	32	12	0.21	0.24	0.11	
124	11	32	12	0.21	0.24	0.11	
125	11	32	12	0.21	0.24	0.11	
126	11	32	12	0.21	0.24	0.11	
127	11	32	12	0.21	0.24	0.11	
128	11	32	12	0.21	0.24	0.11	
129	11	32	12	0.21	0.24	0.11	
130	11	32	12	0.21	0.24	0.11	
131	11	32	12	0.21	0.24	0.11	
132	11	32	12	0.21	0.24	0.11	
133	11	32	12	0.21	0.24	0.11	
134	11	32	12	0.21	0.24	0.11	
135	11	32	12	0.21	0.24	0.11	
136	11	32	12	0.21	0.24	0.11	
137	11	32	12	0.21	0.24	0.11	
138	11	32	12	0.21	0.24	0.11	
139	11	32	12	0.21	0.24	0.11	
140	11	32	12	0.21	0.24	0.11	
141	11	32	12	0.21	0.24	0.11	
142	11	32	12	0.21	0.24	0.11	
143	11	32	12	0.21	0.24	0.11	
144	11	32	12	0.21	0.24	0.11	
145	11	32	12	0.21	0.24	0.11	
146	11	32	12	0.21	0.24	0.11	
147	11	32	12	0.21	0.24	0.11	
148	11	32	12	0.21	0.24	0.11	
149	11	32	12	0.21	0.24	0.11	
150	11	32	12	0.21	0.24	0.11	
151	11	32	12	0.21	0.24	0.11	
152	11	32	12	0.21	0.24	0.11	
153	11	32	12	0.21	0.24	0.11	
154	11	32	12	0.21	0.24	0.11	
155	11	32	12	0.21	0.24	0.11	
156	11	32	12	0.21	0.24	0.11	
157	11	32	12	0.21	0.24	0.11	
158	11	32	12	0.21	0.24	0.11	
159	11	32	12	0.21	0.24	0.11	
160	11	32	12	0.21	0.24	0.11	
161	11	32	12	0.21	0.24	0.11	
162	11	32	12	0.21	0.24	0.11	
163	11	32	12	0.21	0.24	0.11	
164	11	32	12	0.21	0.24	0.11	
165	11	32	12	0.21	0.24	0.11	
166	11	32	12	0.21	0.24	0.11	
167	11	32	12	0.21	0.24	0.11	
168	11	32	12	0.21	0.24	0.11	
169	11	32	12	0.21	0.24	0.11	
170	11	32	12	0.21	0.24	0.11	
171	11	32	12	0.21	0.24	0.11	
172	11	32	12	0.21	0.24	0.11	
173	11	32	12	0.21	0.24	0.11	
174	11	32	12	0.21	0.24	0.11	
175	11	32	12	0.21	0.24	0.11	
176	11	32	12	0.21	0.24	0.11	
177	11	32	12	0.21	0.24	0.11	
178	11	32	12	0.21	0.24	0.11	
179	11	32	12	0.21	0.24	0.11	
180	11	32	12	0.21	0.24	0.11	
181	11	32	12	0.21	0.24	0.11	
182	11	32	12	0.21	0.24	0.11	
183	11	32	12	0.21	0.24	0.11	
184	11	32	12	0.21	0.24	0.11	
185	11	32	12	0.21	0.24	0.11	
186	11	32	12	0.21	0.24	0.11	
187	11	32	12	0.21	0.24	0.11	
188	11	32	12	0.21	0.24	0.11	
189	11	32	12	0.21	0.24	0.11	
190	11	32	12	0.21	0.24	0.11	
191	11	32	12	0.21	0.24	0.11	
192	11	32	12	0.21	0.24	0.11	
193	11	32	12	0.21	0.24	0.11</	

RESPOND	SELF	OTHER	DIAGN	PROPORTIONS			Job Class
1	3	32	3	0.03	0.29	0.03	1
2	18	34	13	0.16	0.30	0.13	
3	13	32	13	0.13	0.29	0.12	
4	38	33	22	0.34	0.29	0.20	
5	19	33	13	0.17	0.29	0.13	
12	24	33	18	0.21	0.29	0.16	
14	21	33	16	0.19	0.29	0.14	
15	9	31	8	0.08	0.28	0.07	
17	13	31	10	0.12	0.29	0.09	
19	26	33	21	0.23	0.31	0.19	
20	16	32	13	0.14	0.29	0.12	
22	22	32	13	0.20	0.29	0.13	
23	23	30	14	0.21	0.27	0.12	
24	4	24	1	0.04	0.23	0.01	
25	14	30	10	0.12	0.27	0.09	
60	16	31	11	0.14	0.29	0.10	
124	2	13	2	0.02	0.12	0.02	
125	20	23	4	0.16	0.21	0.05	
126	11	28	6	0.10	0.23	0.05	
131	5	13	0	0.04	0.13	0.00	
53	23	33	20	0.23	0.31	0.16	2
54	33	33	19	0.31	0.29	0.17	
57	23	36	18	0.21	0.32	0.16	
61	23	24	13	0.22	0.21	0.12	
63	39	22	17	0.35	0.20	0.15	
64	12	17	5	0.11	0.15	0.04	
67	18	31	10	0.14	0.28	0.09	
68	21	31	17	0.19	0.28	0.15	
90	38	32	23	0.34	0.29	0.21	
97	32	33	20	0.29	0.29	0.18	
98	39	33	23	0.35	0.29	0.21	
99	26	32	14	0.23	0.29	0.12	
100	24	14	11	0.21	0.12	0.10	
106	37	36	14	0.33	0.32	0.14	
117	41	42	24	0.37	0.37	0.21	
119	28	36	14	0.25	0.32	0.12	
121	37	36	21	0.33	0.32	0.19	
145	56	26	16	0.50	0.23	0.14	
29	13	23	11	0.12	0.22	0.10	3
34	22	23	12	0.20	0.21	0.11	
38	33	48	17	0.29	0.43	0.15	
40	62	51	34	0.55	0.46	0.32	
41	53	50	30	0.47	0.45	0.27	
42	59	55	34	0.51	0.49	0.32	
43	8	48	7	0.07	0.43	0.06	
76	62	38	32	0.55	0.34	0.29	
79	59	40	35	0.51	0.36	0.31	
80	40	38	30	0.36	0.34	0.27	
81	39	36	27	0.35	0.32	0.24	
102	49	19	15	0.44	0.17	0.13	
103	55	26	17	0.49	0.23	0.15	
142	14	38	8	0.12	0.34	0.07	
143	25	38	11	0.22	0.34	0.10	
144	23	38	15	0.21	0.34	0.13	
145	44	34	26	0.39	0.30	0.23	
147	49	36	29	0.44	0.32	0.26	
27	34	38	18	0.30	0.34	0.16	4
28	44	46	31	0.39	0.41	0.28	
30	53	34	26	0.56	0.30	0.23	
31	46	33	24	0.41	0.29	0.21	
32	54	26	21	0.50	0.23	0.19	
73	43	57	28	0.38	0.51	0.25	
127	53	56	40	0.47	0.50	0.35	
6	51	55	45	0.54	0.49	0.40	5
8	54	57	49	0.57	0.51	0.44	
9	38	39	29	0.34	0.35	0.26	
11	61	54	32	0.57	0.48	0.29	
16	62	58	47	0.55	0.52	0.42	
21	40	55	35	0.36	0.49	0.31	
35	23	28	14	0.21	0.25	0.12	
37	98	32	48	0.87	0.46	0.63	
39	73	38	48	0.65	0.52	0.43	
45	59	29	26	0.52	0.29	0.23	
47	32	35	21	0.29	0.31	0.19	
48	40	34	27	0.36	0.30	0.24	
50	70	54	39	0.62	0.48	0.35	
51	61	51	16	0.57	0.46	0.14	
52	31	62	25	0.28	0.55	0.22	
59	57	32	21	0.51	0.29	0.19	
66	59	60	44	0.53	0.54	0.39	
68	53	37	44	0.47	0.51	0.38	
69	40	56	31	0.36	0.50	0.28	
71	98	58	56	0.87	0.52	0.50	
72	44	56	36	0.39	0.50	0.32	
73	14	57	9	0.12	0.51	0.08	
75	38	57	32	0.34	0.51	0.29	
84	54	40	36	0.48	0.35	0.32	
85	66	46	41	0.59	0.41	0.37	
91	54	50	44	0.57	0.45	0.39	
93	70	49	41	0.62	0.44	0.37	
96	90	48	46	0.71	0.43	0.41	
101	32	21	14	0.29	0.19	0.12	
104	25	47	17	0.22	0.42	0.15	
106	83	44	36	0.74	0.39	0.32	
109	42	47	27	0.37	0.42	0.24	
112	50	54	29	0.45	0.48	0.26	
113	78	53	44	0.70	0.47	0.39	
114	55	47	32	0.49	0.42	0.29	
136	24	35	17	0.21	0.31	0.15	
138	51	42	29	0.46	0.37	0.25	
140	63	40	23	0.53	0.35	0.21	
10	30	64	50	0.20	0.57	0.33	6
13	37	59	26	0.33	0.53	0.23	
26	65	55	45	0.58	0.49	0.40	
36	15	38	14	0.13	0.34	0.12	
44	21	31	14	0.16	0.29	0.12	
46	31	30	20	0.28	0.27	0.18	
49	66	50	33	0.61	0.45	0.29	
65	89	70	69	0.79	0.52	0.42	
76	63	69	49	0.56	0.42	0.44	
77	72	67	48	0.64	0.50	0.43	
83	54	53	59	0.48	0.47	0.35	
0.3595 0.3595 0.2207							
0.0043 0.0043 0.0037							

TABLE 9.2 Connectedness Ratios of 112 Employees in the Information Network, Grouped into Six Job Classifications at the London Hotel During the Time (T1) Study, 1983.

TABLE 9.3 Connectedness Ratios of 121 Employees in the Information Network, Grouped into Six Job Classifications at the Coastal Hotel During the Time (T2) Study, 1984

REPORT	SELF	OTHER	START	PROPORTIONS			Job Class
90	23	24	22	0.32	0.21	0.19	1
40	31	25	25	0.42	0.21	0.21	
41	22	26	17	0.31	0.21	0.16	
42	13	25	6	0.09	0.21	0.05	
45	45	24	19	0.75	0.23	0.16	
81	33	34	22	0.79	0.45	0.19	
91	21	24	14	0.17	0.21	0.15	
95	42	28	21	0.55	0.21	0.17	
96	14	27	12	0.12	0.22	0.11	
97	8	26	8	0.07	0.21	0.07	
101	14	24	21	0.25	0.21	0.17	2
151	6	29	5	0.03	0.23	0.04	
152	1	14	1	0.01	0.17	0.01	
153	112	46	44	0.51	0.19	0.55	
154	71	41	42	0.40	0.33	0.11	
155	49	48	32	0.40	0.40	0.29	
156	31	57	30	0.30	0.64	0.25	
157	49	50	34	0.40	0.61	0.28	
158	23	49	17	0.16	0.43	0.14	
159	40	51	27	0.38	0.62	0.22	
160	50	53	34	0.41	0.66	0.23	3
102	12	29	7	0.10	0.24	0.06	
111	50	45	24	0.41	0.37	0.24	
116	54	44	33	0.45	0.39	0.27	
117	59	45	35	0.47	0.37	0.31	
122	39	56	27	0.32	0.66	0.22	
124	54	57	35	0.45	0.65	0.31	
130	34	55	21	0.29	0.65	0.17	
134	47	45	35	0.57	0.37	0.25	
135	53	56	31	0.44	0.66	0.28	4
141	46	57	31	0.37	0.51	0.24	
144	23	38	17	0.19	0.31	0.14	
152	42	47	27	0.35	0.31	0.23	
171	20	46	14	0.17	0.38	0.12	
172	35	63	21	0.26	0.52	0.17	
173	48	46	25	0.40	0.39	0.21	
174	55	55	43	0.45	0.46	0.36	
179	46	46	19	0.40	0.38	0.14	
182	57	63	38	0.47	0.52	0.31	5
193	61	49	34	0.50	0.40	0.28	
194	5	47	5	0.07	0.33	0.04	
196	21	29	9	0.17	0.24	0.07	
197	37	29	20	0.47	0.24	0.17	
198	25	31	12	0.21	0.26	0.10	
199	36	30	19	0.21	0.25	0.14	
200	58	26	20	0.44	0.21	0.17	
201	21	25	16	0.17	0.21	0.11	6
202	74	74	62	0.49	0.51	0.51	
203	71	63	49	0.59	0.52	0.43	
204	73	67	56	0.60	0.55	0.46	
205	54	62	42	0.55	0.51	0.35	
206	2	39	2	0.02	0.32	0.02	
207	33	67	31	0.27	0.53	0.25	
208	41	62	36	0.34	0.51	0.30	
209	59	52	34	0.46	0.49	0.28	
210	21	58	19	0.17	0.48	0.14	7
211	34	60	35	0.21	0.50	0.29	
212	64	68	44	0.53	0.56	0.36	
213	57	73	43	0.44	0.60	0.36	
214	60	65	41	0.50	0.54	0.34	
215	81	71	62	0.66	0.59	0.51	
216	83	69	58	0.66	0.57	0.44	
217	40	64	35	0.31	0.56	0.29	
218	39	65	34	0.32	0.56	0.28	
219	31	67	24	0.27	0.55	0.21	8
220	71	65	49	0.59	0.54	0.43	
221	84	70	63	0.64	0.55	0.52	
222	99	52	47	0.72	0.43	0.59	
223	44	53	21	0.31	0.44	0.23	
224	43	70	35	0.36	0.59	0.29	
225	42	47	34	0.34	0.35	0.28	
226	91	67	59	0.75	0.55	0.49	
227	52	46	41	0.47	0.40	0.34	
228	110	73	62	0.91	0.60	0.56	9
229	46	46	34	0.34	0.36	0.31	
230	27	40	25	0.22	0.33	0.21	
231	24	34	15	0.20	0.24	0.15	
232	40	8	6	0.23	0.07	0.03	
233	35	62	31	0.27	0.51	0.23	
234	49	42	32	0.40	0.40	0.26	
235	31	24	23	0.24	0.19	0.21	
236	36	55	31	0.30	0.45	0.26	
237	40	61	42	0.41	0.59	0.35	10
238	90	68	50	0.74	0.56	0.49	
239	70	70	50	0.64	0.66	0.49	
240	54	80	47	0.45	0.66	0.39	
241	33	28	28	0.26	0.27	0.27	
242	34	67	30	0.28	0.55	0.23	
243	73	61	51	0.60	0.50	0.43	
244	62	40	31	0.51	0.50	0.42	
245	56	60	44	0.45	0.50	0.31	
246	55	24	20	0.45	0.20	0.17	11
247	95	72	61	0.79	0.60	0.54	
248	57	78	53	0.47	0.64	0.44	
249	52	46	37	0.41	0.40	0.31	
250	76	71	62	0.63	0.59	0.51	
251	92	65	50	0.71	0.54	0.44	
252	89	71	64	0.74	0.59	0.53	
253	50	76	51	0.54	0.55	0.42	
254	100	62	55	0.83	0.51	0.45	
255	92	74	40	0.56	0.51	0.34	12
256	40	72	51	0.50	0.40	0.43	
257	77	67	51	0.60	0.50	0.44	
258	88	77	60	0.71	0.64	0.50	
259	41	71	25	0.34	0.51	0.21	
260	97	77	69	0.80	0.64	0.57	
261	75	61	53	0.60	0.54	0.44	
262	63	78	51	0.52	0.64	0.42	
263	50	67	40	0.41	0.55	0.31	
264	73	52	46	0.60	0.41	0.38	13
265	44	67	32	0.37	0.44	0.27	
266	72	75	71	0.74	0.52	0.59	
267	43	39	30	0.36	0.32	0.25	
268	34	51	27	0.31	0.35	0.19	
269	55	78	49	0.45	0.64	0.40	
270	60	47	37	0.50	0.39	0.31	
271	57	59	49	0.47	0.49	0.40	
272	79	77	54	0.67	0.53	0.47	
273	110	81	73	0.91	0.57	0.52	
274	44	67	32	0.37	0.44	0.27	14
275	72	75	71	0.74	0.52	0.59	
276	43	39	30	0.36	0.32	0.25	
277	34	51	27	0.31	0.35	0.19	
278	55	78	49	0.45	0.64	0.40	
279	60	47	37	0.50	0.39	0.31	
280	57	59	49	0.47	0.49	0.40	
281	79	77	54	0.67	0.53	0.47	
282	110	81	73	0.91	0.57	0.52	
283	44	67	32	0.37	0.44	0.27	

RESPOND	SELF	OTHER	DIADS	PROPORTIONS			Job Class
1	4	79	4	0.04	0.25	0.04	1
2	31	30	23	0.27	0.27	0.20	
3	11	31	11	0.10	0.27	0.10	
7	21	31	15	0.19	0.27	0.13	
12	28	32	21	0.25	0.29	0.19	
15	19	31	12	0.17	0.27	0.11	
20	17	29	13	0.15	0.25	0.12	
22	25	29	16	0.22	0.25	0.14	
23	25	29	13	0.12	0.25	0.12	
40	17	36	9	0.15	0.32	0.08	
125	11	54	9	0.10	0.45	0.08	
126	14	47	10	0.12	0.42	0.09	
131	8	22	2	0.05	0.19	0.02	
133	31	28	17	0.27	0.25	0.15	
173	13	29	8	0.09	0.25	0.07	
177	19	28	12	0.17	0.25	0.11	
178	25	21	12	0.22	0.19	0.11	
179	15	26	17	0.13	0.23	0.11	
52	35	36	17	0.29	0.32	0.15	2
55	46	36	27	0.41	0.32	0.24	
56	55	45	36	0.49	0.40	0.32	
57	50	46	34	0.44	0.41	0.30	
58	33	45	25	0.29	0.40	0.22	
87	49	36	30	0.43	0.32	0.27	
97	31	33	20	0.27	0.29	0.18	
114	57	59	42	0.50	0.52	0.37	
121	30	36	21	0.27	0.32	0.19	
155	54	38	29	0.48	0.34	0.26	
159	34	43	22	0.30	0.35	0.19	
160	28	32	21	0.25	0.28	0.19	
161	33	33	25	0.47	0.29	0.22	
162	23	32	18	0.20	0.28	0.16	
182	46	65	31	0.41	0.59	0.27	
183	43	37	23	0.38	0.35	0.20	
193	37	48	20	0.33	0.42	0.18	
197	59	60	42	0.52	0.53	0.37	
202	7	50	7	0.06	0.44	0.06	
203	21	49	16	0.19	0.43	0.14	
204	39	50	30	0.35	0.44	0.27	
211	31	7	5	0.27	0.06	0.04	
26	24	39	20	0.21	0.33	0.18	3
38	23	40	11	0.18	0.33	0.10	
40	31	39	48	0.72	0.52	0.42	
41	87	57	51	0.77	0.50	0.45	
42	73	57	40	0.65	0.50	0.35	
43	46	55	21	0.41	0.49	0.19	
79	32	53	52	0.73	0.47	0.46	
81	23	66	21	0.20	0.61	0.19	
82	44	45	35	0.39	0.40	0.31	
85	52	54	42	0.46	0.45	0.37	
100	11	20	4	0.10	0.18	0.04	
139	10	57	8	0.09	0.50	0.07	
142	26	44	16	0.23	0.39	0.14	
144	36	48	16	0.32	0.42	0.16	
148	33	46	27	0.29	0.41	0.24	
149	34	44	35	0.48	0.39	0.31	
151	32	46	27	0.28	0.41	0.24	
169	5	26	5	0.04	0.23	0.04	
199	24	20	14	0.21	0.19	0.12	
200	27	19	15	0.24	0.17	0.13	
212	11	15	9	0.10	0.13	0.07	
26	27	32	22	0.24	0.45	0.19	4
30	102	50	48	0.90	0.44	0.42	
31	39	42	28	0.35	0.37	0.25	
32	38	39	29	0.34	0.35	0.26	
33	92	35	45	0.81	0.49	0.40	
108	36	35	27	0.32	0.31	0.24	5
127	53	32	37	0.47	0.46	0.33	
155	27	38	23	0.24	0.34	0.20	
6	73	65	57	0.65	0.58	0.50	
9	57	54	49	0.53	0.50	0.47	
16	73	62	51	0.65	0.55	0.45	6
37	19	60	45	0.17	0.53	0.13	
39	92	63	56	0.81	0.56	0.50	
47	45	57	29	0.40	0.33	0.26	
51	29	56	25	0.26	0.50	0.22	
52	102	67	63	0.90	0.59	0.56	
54	60	70	31	0.53	0.62	0.45	
59	33	41	32	0.71	0.35	0.28	
66	64	64	52	0.57	0.57	0.46	
69	73	66	54	0.62	0.59	0.48	
72	58	69	47	0.51	0.61	0.42	
73	42	64	33	0.37	0.57	0.29	
104	67	52	45	0.59	0.45	0.40	
106	52	44	18	0.29	0.39	0.16	
107	79	40	36	0.70	0.35	0.32	
113	72	61	45	0.64	0.54	0.40	
117	86	63	61	0.76	0.56	0.54	
132	71	58	48	0.62	0.51	0.42	
140	62	58	44	0.55	0.51	0.39	
154	57	36	34	0.59	0.32	0.30	
156	30	36	23	0.27	0.32	0.20	
157	93	60	55	0.82	0.53	0.49	
163	63	64	48	0.56	0.57	0.42	
165	83	69	49	0.55	0.51	0.43	
167	61	68	49	0.54	0.60	0.43	
171	48	50	30	0.42	0.44	0.27	
181	52	40	43	0.46	0.53	0.38	
186	52	58	43	0.45	0.51	0.38	
190	71	56	50	0.63	0.50	0.44	
192	35	38	43	0.30	0.31	0.38	
201	96	40	35	0.85	0.35	0.31	
209	93	52	40	0.73	0.45	0.35	
210	21	16	9	0.19	0.15	0.05	
10	81	66	55	0.72	0.53	0.49	6
13	82	68	63	0.73	0.53	0.56	
20	56	59	44	0.50	0.52	0.39	
46	44	33	27	0.39	0.29	0.24	
65	93	71	67	0.75	0.53	0.59	
76	50	70	43	0.44	0.62	0.38	
77	93	70	65	0.82	0.62	0.58	
83	69	55	44	0.61	0.49	0.41	
152	95	67	58	0.78	0.55	0.51	
0.4072 0.4090 0.2686							
0.0044 0.0044 0.0039							

TABLE 9.4 Connectedness Ratios of 113 Employees in the Information Network, Grouped into Six Job Classifications at the London Hotel During the Time (T2) Study, 1984.

EMPNO	SEX	AGE	DATE	DISPOSITION			Job Class
17	1	7	0	0.00	0.00	0.00	1
30	2	10	0	0.00	0.00	0.00	
12	4	6	1	0.00	0.00	0.00	
93	0	8	0	0.00	0.00	0.00	
5	12	9	6	0.17	0.00	0.00	
39	13	8	4	0.11	0.00	0.00	
11	7	11	3	0.00	0.10	0.00	
40	2	11	1	0.00	0.10	0.00	
41	2	12	1	0.00	0.11	0.00	
44	3	7	0	0.00	0.00	0.00	
45	2	7	2	0.00	0.00	0.00	
46	3	6	0	0.00	0.00	0.00	
144	1	17	0	0.00	0.00	0.00	
15	7	24	4	0.00	0.00	0.00	2
17	5	14	2	0.00	0.00	0.00	
19	0	13	0	0.00	0.11	0.00	
41	31	25	14	0.00	0.00	0.00	
44	18	20	0	0.00	0.18	0.00	
47	11	21	14	0.00	0.00	0.00	
48	21	33	12	0.00	0.29	0.00	
71	20	32	13	0.00	0.00	0.00	
73	9	31	6	0.00	0.27	0.00	
74	11	11	4	0.00	0.10	0.00	
76	3	26	0	0.00	0.23	0.00	
77	15	24	1	0.00	0.21	0.00	
78	37	25	15	0.00	0.22	0.00	
111	39	36	20	0.00	0.32	0.00	
121	34	25	15	0.00	0.22	0.00	
124	49	27	19	0.00	0.24	0.00	
126	17	23	6	0.00	0.20	0.00	
127	38	27	11	0.00	0.24	0.00	
129	13	29	1	0.00	0.25	0.00	
132	22	21	7	0.00	0.18	0.00	
133	22	29	17	0.00	0.25	0.00	
136	1	31	0	0.00	0.27	0.00	
137	3	20	7	0.00	0.51	0.00	
140	17	31	5	0.00	0.27	0.00	
141	4	29	1	0.00	0.25	0.00	
142	23	19	8	0.00	0.17	0.00	
143	23	18	1	0.00	0.16	0.00	
144	26	19	11	0.00	0.17	0.00	
145	27	8	6	0.00	0.07	0.00	
150	28	13	6	0.00	0.11	0.00	
171	17	0	0	0.00	0.00	0.00	
172	6	6	0	0.00	0.00	0.00	
174	0	5	0	0.00	0.00	0.00	
175	48	18	15	0.00	0.16	0.00	
177	20	17	7	0.00	0.15	0.00	
178	17	26	8	0.00	0.23	0.00	
179	47	31	11	0.00	0.17	0.00	3
53	29	44	23	0.00	0.39	0.00	
54	36	46	24	0.00	0.40	0.00	
55	35	41	24	0.00	0.36	0.00	
56	38	47	26	0.00	0.42	0.00	
57	40	47	25	0.00	0.41	0.00	
58	35	38	25	0.00	0.31	0.00	
60	33	43	25	0.00	0.38	0.00	
41	40	41	10	0.00	0.39	0.00	
42	35	40	35	0.00	0.35	0.00	
122	34	33	29	0.00	0.39	0.00	4
141	2	11	0	0.00	0.16	0.00	
142	16	17	4	0.00	0.15	0.00	
143	42	17	9	0.00	0.15	0.00	
144	50	16	11	0.00	0.14	0.00	
1	73	35	10	0.00	0.31	0.00	
7	43	25	20	0.00	0.22	0.00	
8	81	23	20	0.00	0.20	0.00	
1	19	26	12	0.00	0.23	0.00	
146	18	15	5	0.00	0.13	0.00	
12	23	12	4	0.00	0.11	0.00	5
13	47	21	16	0.00	0.20	0.00	
14	31	34	18	0.00	0.30	0.00	
15	14	36	11	0.00	0.43	0.00	
20	25	36	14	0.00	0.49	0.00	
21	53	41	26	0.00	0.36	0.00	
22	81	49	48	0.00	0.42	0.00	
23	30	53	16	0.00	0.46	0.00	
26	10	42	6	0.00	0.37	0.00	
27	30	35	13	0.00	0.31	0.00	
29	15	30	6	0.00	0.28	0.00	6
41	5	32	3	0.00	0.20	0.00	
49	60	46	30	0.00	0.40	0.00	
50	43	41	19	0.00	0.36	0.00	
51	64	45	22	0.00	0.39	0.00	
60	21	47	17	0.00	0.41	0.00	
72	18	50	12	0.00	0.44	0.00	
75	15	44	12	0.00	0.44	0.00	
102	39	39	26	0.00	0.34	0.00	
117	51	39	11	0.00	0.34	0.00	
121	56	40	24	0.00	0.35	0.00	7
122	1	21	2	0.00	0.15	0.00	
141	60	26	16	0.00	0.23	0.00	
142	1	74	5	0.00	0.55	0.00	
153	32	43	19	0.00	0.38	0.00	
154	29	42	21	0.00	0.37	0.00	
156	36	52	25	0.00	0.44	0.00	
167	35	51	25	0.00	0.44	0.00	
167	49	18	10	0.00	0.16	0.00	
169	22	15	6	0.00	0.11	0.00	
170	3	15	0	0.00	0.00	0.00	8
3	59	29	21	0.00	0.25	0.00	
4	71	23	22	0.00	0.20	0.00	
5	84	41	37	0.00	0.34	0.00	
6	22	17	6	0.00	0.15	0.00	
11	18	15	9	0.00	0.13	0.00	
31	51	55	36	0.00	0.47	0.00	
47	32	33	24	0.00	0.29	0.00	
56	17	54	35	0.00	0.31	0.00	
162	44	20	13	0.00	0.19	0.00	
163	77	27	22	0.00	0.25	0.00	9
176	39	16	10	0.00	0.17	0.00	
177	39	16	10	0.00	0.17	0.00	
178	39	16	10	0.00	0.17	0.00	
179	39	16	10	0.00	0.17	0.00	
180	39	16	10	0.00	0.17	0.00	
181	39	16	10	0.00	0.17	0.00	
182	39	16	10	0.00	0.17	0.00	
183	39	16	10	0.00	0.17	0.00	
184	39	16	10	0.00	0.17	0.00	
185	39	16	10	0.00	0.17	0.00	

TABLE 9.5 Connectedness Ratios of 114 Employees in the Goods Network, Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982/3.

RESPNO	SELF	OTHER	STADS	PROPORTIONS			Job Class
1	0	13	0	0.00	0.12	0.00	1
2	0	12	0	0.00	0.11	0.00	
3	0	12	0	0.00	0.11	0.00	
4	4	13	0	0.04	0.12	0.00	
5	1	12	0	0.01	0.11	0.00	
12	0	11	0	0.00	0.10	0.00	
14	4	11	0	0.04	0.10	0.00	
15	2	11	0	0.02	0.10	0.00	
17	0	11	0	0.00	0.10	0.00	
16	3	11	0	0.04	0.10	0.00	
20	0	11	0	0.00	0.10	0.00	
22	0	12	0	0.00	0.11	0.00	
23	0	11	0	0.00	0.10	0.00	
24	0	10	0	0.00	0.09	0.00	
25	0	11	0	0.00	0.10	0.00	
60	4	20	4	0.04	0.18	0.04	2
124	3	21	2	0.03	0.19	0.02	
125	70	37	23	0.02	0.33	0.21	
126	11	41	6	0.10	0.37	0.05	
131	2	21	1	0.02	0.19	0.01	
51	21	21	12	0.21	0.19	0.11	
54	19	20	11	0.17	0.18	0.10	
57	23	24	13	0.19	0.21	0.12	
61	16	20	11	0.14	0.18	0.10	
63	59	20	16	0.53	0.18	0.14	
64	7	17	4	0.06	0.15	0.04	
87	17	29	10	0.15	0.25	0.09	
86	26	29	16	0.23	0.26	0.14	
90	32	31	16	0.29	0.28	0.14	
97	35	29	18	0.31	0.26	0.16	
98	43	30	26	0.38	0.27	0.23	3
96	33	29	19	0.29	0.26	0.17	
100	25	12	8	0.22	0.11	0.07	
106	27	24	13	0.24	0.21	0.12	
117	26	40	12	0.23	0.36	0.11	
119	4	35	4	0.04	0.31	0.04	
121	45	34	20	0.40	0.30	0.18	
146	44	23	11	0.39	0.21	0.10	
26	9	17	6	0.07	0.15	0.05	
34	18	16	10	0.16	0.14	0.09	
38	7	29	7	0.06	0.25	0.06	
40	41	30	19	0.37	0.27	0.17	
41	50	31	11	0.47	0.28	0.10	
42	54	32	20	0.48	0.29	0.18	
43	19	29	12	0.17	0.26	0.11	
78	25	34	19	0.22	0.30	0.17	
79	31	34	34	0.34	0.32	0.30	4
80	29	34	22	0.26	0.30	0.20	
81	26	30	19	0.23	0.27	0.17	
102	43	23	11	0.38	0.21	0.10	
103	90	59	54	0.80	0.35	0.30	
142	11	32	4	0.10	0.29	0.05	
143	16	33	12	0.14	0.29	0.11	
144	22	33	12	0.20	0.29	0.11	
145	23	31	44	0.21	0.28	0.14	
147	28	32	21	0.25	0.29	0.19	
27	28	27	12	0.25	0.24	0.11	
28	38	33	19	0.34	0.29	0.17	
30	55	11	7	0.59	0.10	0.06	
31	48	19	17	0.43	0.17	0.15	
32	13	16	11	0.21	0.14	0.10	
33	30	28	15	0.27	0.25	0.13	5
127	23	49	12	0.19	0.44	0.11	
6	47	28	20	0.42	0.25	0.18	
8	19	30	9	0.17	0.27	0.08	
9	36	16	8	0.32	0.14	0.07	
11	24	27	12	0.21	0.24	0.11	
16	33	31	20	0.29	0.28	0.18	
21	34	29	11	0.30	0.25	0.10	
35	23	17	9	0.21	0.15	0.08	
37	49	32	22	0.44	0.29	0.20	
39	49	38	31	0.44	0.34	0.28	
45	52	21	18	0.55	0.19	0.16	
47	31	23	17	0.28	0.21	0.15	
48	35	25	16	0.32	0.22	0.14	
50	21	23	13	0.19	0.21	0.12	
51	4	20	4	0.04	0.18	0.04	6
52	31	22	15	0.28	0.23	0.13	
59	47	20	12	0.42	0.15	0.11	
66	49	51	33	0.44	0.46	0.29	
68	46	51	35	0.41	0.46	0.31	
64	67	51	42	0.60	0.46	0.37	
71	22	49	17	0.20	0.44	0.15	
72	42	52	50	0.37	0.46	0.27	
73	15	52	8	0.13	0.46	0.07	
75	41	51	29	0.27	0.46	0.26	
84	50	35	31	0.45	0.31	0.28	
85	36	41	30	0.32	0.37	0.27	
91	25	45	16	0.22	0.40	0.14	
93	48	44	34	0.43	0.39	0.30	
96	50	43	41	0.47	0.38	0.37	
101	33	26	15	0.29	0.23	0.13	7
104	26	33	13	0.25	0.29	0.12	
108	77	34	29	0.66	0.30	0.26	
109	55	32	17	0.51	0.29	0.15	
112	31	45	21	0.28	0.40	0.19	
113	73	42	32	0.65	0.37	0.29	
114	31	36	19	0.28	0.32	0.17	
136	27	17	11	0.24	0.15	0.10	
138	13	18	9	0.12	0.18	0.08	
140	19	19	12	0.17	0.17	0.11	
10	43	40	23	0.34	0.36	0.22	
13	15	37	14	0.13	0.33	0.12	
26	34	24	16	0.44	0.21	0.14	
36	13	28	10	0.09	0.25	0.09	
44	21	16	9	0.19	0.16	0.08	
44	13	20	8	0.12	0.18	0.07	
49	10	22	6	0.09	0.20	0.05	8
65	85	57	53	0.74	0.51	0.47	
74	34	57	24	0.30	0.51	0.21	
77	25	52	21	0.22	0.46	0.19	
83	17	42	14	0.15	0.37	0.12	
0.2525 0.2525 0.1250				0.0039 0.0039 0.0030			

TABLE 9.6 Connectedness Ratios of 112 Employees in the Goods Network, Grouped into Six Job Classifications at the London Hotel During the Time (T1) Study, 1983.

TABLE 9.7 Connectedness Ratios of 121 Employees in the Goods Network, Grouped into Six Job Classifications at the Coastal Hotel During the Time (T2) Study, 1984.

AGE	SEX	POWER	PILES	PROPORTION			Job Class
40	16	17	5	0.17	0.16	0.04	1
41	16	17	5	0.17	0.16	0.04	
42	21	16	9	0.17	0.16	0.04	
43	21	16	9	0.17	0.16	0.04	
44	21	23	7	0.17	0.16	0.04	
45	17	17	5	0.17	0.16	0.04	
46	17	17	5	0.17	0.16	0.04	
47	17	17	5	0.17	0.16	0.04	
48	17	17	5	0.17	0.16	0.04	
151	20	26	0	0.00	0.21	0.00	
152	17	17	5	0.17	0.16	0.04	
153	17	17	5	0.17	0.16	0.04	
154	17	17	5	0.17	0.16	0.04	
155	17	17	5	0.17	0.16	0.04	
156	17	17	5	0.17	0.16	0.04	
157	17	17	5	0.17	0.16	0.04	
158	17	17	5	0.17	0.16	0.04	
159	17	17	5	0.17	0.16	0.04	
160	17	17	5	0.17	0.16	0.04	
161	17	17	5	0.17	0.16	0.04	
162	17	17	5	0.17	0.16	0.04	
163	17	17	5	0.17	0.16	0.04	
164	17	17	5	0.17	0.16	0.04	
165	17	17	5	0.17	0.16	0.04	
166	17	17	5	0.17	0.16	0.04	
167	17	17	5	0.17	0.16	0.04	
168	17	17	5	0.17	0.16	0.04	
169	17	17	5	0.17	0.16	0.04	
170	17	17	5	0.17	0.16	0.04	
171	17	17	5	0.17	0.16	0.04	
172	17	17	5	0.17	0.16	0.04	
173	17	17	5	0.17	0.16	0.04	
174	17	17	5	0.17	0.16	0.04	
175	17	17	5	0.17	0.16	0.04	
176	17	17	5	0.17	0.16	0.04	
177	17	17	5	0.17	0.16	0.04	
178	17	17	5	0.17	0.16	0.04	
179	17	17	5	0.17	0.16	0.04	
180	17	17	5	0.17	0.16	0.04	
181	17	17	5	0.17	0.16	0.04	
182	17	17	5	0.17	0.16	0.04	
183	17	17	5	0.17	0.16	0.04	
184	17	17	5	0.17	0.16	0.04	
185	17	17	5	0.17	0.16	0.04	
186	17	17	5	0.17	0.16	0.04	
187	17	17	5	0.17	0.16	0.04	
188	17	17	5	0.17	0.16	0.04	
189	17	17	5	0.17	0.16	0.04	
190	17	17	5	0.17	0.16	0.04	
191	17	17	5	0.17	0.16	0.04	
192	17	17	5	0.17	0.16	0.04	
193	17	17	5	0.17	0.16	0.04	
194	17	17	5	0.17	0.16	0.04	
195	17	17	5	0.17	0.16	0.04	
196	17	17	5	0.17	0.16	0.04	
197	17	17	5	0.17	0.16	0.04	
198	17	17	5	0.17	0.16	0.04	
199	17	17	5	0.17	0.16	0.04	
200	17	17	5	0.17	0.16	0.04	
201	17	17	5	0.17	0.16	0.04	
202	17	17	5	0.17	0.16	0.04	
203	17	17	5	0.17	0.16	0.04	
204	17	17	5	0.17	0.16	0.04	
205	17	17	5	0.17	0.16	0.04	
206	17	17	5	0.17	0.16	0.04	
207	17	17	5	0.17	0.16	0.04	
208	17	17	5	0.17	0.16	0.04	
209	17	17	5	0.17	0.16	0.04	
210	17	17	5	0.17	0.16	0.04	
211	17	17	5	0.17	0.16	0.04	
212	17	17	5	0.17	0.16	0.04	
213	17	17	5	0.17	0.16	0.04	
214	17	17	5	0.17	0.16	0.04	
215	17	17	5	0.17	0.16	0.04	
216	17	17	5	0.17	0.16	0.04	
217	17	17	5	0.17	0.16	0.04	
218	17	17	5	0.17	0.16	0.04	
219	17	17	5	0.17	0.16	0.04	
220	17	17	5	0.17	0.16	0.04	
221	17	17	5	0.17	0.16	0.04	
222	17	17	5	0.17	0.16	0.04	
223	17	17	5	0.17	0.16	0.04	
224	17	17	5	0.17	0.16	0.04	
225	17	17	5	0.17	0.16	0.04	
226	17	17	5	0.17	0.16	0.04	
227	17	17	5	0.17	0.16	0.04	
228	17	17	5	0.17	0.16	0.04	
229	17	17	5	0.17	0.16	0.04	
230	17	17	5	0.17	0.16	0.04	
231	17	17	5	0.17	0.16	0.04	
232	17	17	5	0.17	0.16	0.04	
233	17	17	5	0.17	0.16	0.04	
234	17	17	5	0.17	0.16	0.04	
235	17	17	5	0.17	0.16	0.04	
236	17	17	5	0.17	0.16	0.04	
237	17	17	5	0.17	0.16	0.04	
238	17	17	5	0.17	0.16	0.04	
239	17	17	5	0.17	0.16	0.04	
240	17	17	5	0.17	0.16	0.04	
241	17	17	5	0.17	0.16	0.04	
242	17	17	5	0.17	0.16	0.04	
243	17	17	5	0.17	0.16	0.04	
244	17	17	5	0.17	0.16	0.04	
245	17	17	5	0.17	0.16	0.04	
246	17	17	5	0.17	0.16	0.04	
247	17	17	5	0.17	0.16	0.04	
248	17	17	5	0.17	0.16	0.04	
249	17	17	5	0.17	0.16	0.04	
250	17	17	5	0.17	0.16	0.04	
251	17	17	5	0.17	0.16	0.04	
252	17	17	5	0.17	0.16	0.04	
253	17	17	5	0.17	0.16	0.04	
254	17	17	5	0.17	0.16	0.04	
255	17	17	5	0.17	0.16	0.04	
256	17	17	5	0.17	0.16	0.04	
257	17	17	5	0.17	0.16	0.04	
258	17	17	5	0.17	0.16	0.04	
259	17	17	5	0.17	0.16	0.04	
260	17	17	5	0.17	0.16	0.04	
261	17	17	5	0.17	0.16	0.04	
262	17	17	5	0.17	0.16	0.04	
263	17	17	5	0.17	0.16	0.04	
264	17	17	5	0.17	0.16	0.04	
265	17	17	5	0.17	0.16	0.04	
266	17	17	5	0.17	0.16	0.04	
267	17	17	5	0.17	0.16	0.04	
268	17	17	5	0.17	0.16	0.04	
269	17	17	5	0.17	0.16	0.04	
270	17	17	5	0.17	0.16	0.04	
271	17	17	5	0.17	0.16	0.04	
272	17	17	5	0.17	0.16	0.04	
273	17	17	5	0.17	0.16	0.04	
274	17	17	5	0.17	0.16	0.04	
275	17	17	5	0.17	0.16	0.04	
276	17	17	5	0.17	0.16	0.04	
277	17	17	5	0.17	0.16	0.04	
278	17	17	5	0.17	0.16	0.04	
279	17	17	5	0.17	0.16	0.04	
280	17	17	5	0.17	0.16	0.04	
281	17	17	5	0.17	0.16	0.04	
282	17	17	5	0.17	0.16	0.04	
283	17	17	5	0.17	0.16	0.04	
284	17	17	5	0.17	0.16	0.04	
285	17	17	5	0.17	0.16	0.04	
286	17	17	5	0.17	0.16	0.04	
287	17	17	5	0.17	0.16	0.04	
288	17	17	5	0.17	0.16	0.04	
289	17	17	5	0.17	0.16	0.04	
290	17	17	5	0.17	0.16	0.04	
291	17	17	5	0.17	0.16	0.04	
292	17	17	5	0.17	0.16	0.04	
293	17	17	5	0.17	0.16	0.04	
294	17	17	5	0.17	0.16	0.04	
295	17	17	5	0.17	0.16	0.04	
296	17	17	5	0.17	0.16	0.04	
297	17	17	5	0.17	0.16	0.04	
298	17	17	5	0.17	0.16	0.04	
299	17	17	5	0.17	0.16	0.04	
300	17	17	5	0.17	0.16	0.04	
301	17	17	5	0.17	0.16	0.04	
302	17	17	5	0.17	0.16	0.04	
303	17	17	5	0.17	0.16	0.04	
304	17	17	5	0.17	0.16	0.04	
305	17	17	5	0.17	0.16	0.04	
306	17	17	5	0.17	0.16	0.04	
307	17	17	5	0.17	0.16	0.04	
308	17	17	5	0.17	0.16	0.04	
309	17	17	5	0.17	0.16	0.04	
310	17	17	5	0.17	0.16	0.04	
311	17	17	5	0.17	0.16	0.04	
312	17	17	5	0.17	0.16	0.04	
313	17	17	5	0.17	0.16	0.04	
314	17	17	5	0.17	0.16	0.04	
315	17	17	5	0.17	0.16	0.04	
316	17	17	5	0.17	0.16	0.04	
317	17	17	5	0.17	0.16	0.04	
318	17	17	5	0.17	0.16	0.04	
319	17	17	5	0.17	0.16	0.04	
320	17	17	5	0.17	0.16	0.04	
321	17	17	5	0.17	0.16	0.04	
322	17	17	5	0.17	0.16	0.04	
323	17	17	5	0.17	0.16	0.04	
324	17	17	5	0.17	0.16	0.04	
325	17	17	5	0.17	0.16	0.04	
326	17	17	5	0.17	0.16	0.04	
327	17	17	5	0.17	0.16	0.04	
328	17	17	5	0.17	0.16	0.04	
329	17	17	5	0.17	0.16	0.04	
330	17	17	5	0.17	0.16	0.04	
331	17	17	5	0.17	0.16	0.04	
332	17	17	5	0.17	0.16	0.04	
333	17	17	5	0.17	0.16	0.04	
334	17	17	5	0.17	0.16	0.04	
335	17	17	5	0.17	0.16	0.04	
336	17	17	5	0.17	0.16	0.04	

RESPOND	APL	OTHER	DIAGN	PROPORTIONS			Job Class
1	0	13	0	0.00	0.12	0.00	1
2	0	13	0	0.00	0.12	0.00	
3	0	13	0	0.00	0.12	0.00	
7	0	13	0	0.00	0.12	0.00	
12	0	13	0	0.00	0.12	0.00	
15	0	13	0	0.00	0.12	0.00	
20	0	13	0	0.00	0.12	0.00	
22	0	13	0	0.00	0.12	0.00	
23	1	13	0	0.01	0.12	0.00	
40	15	16	4	0.15	0.14	0.05	
125	0	18	0	0.00	0.15	0.00	
126	0	15	0	0.00	0.13	0.00	
131	0	10	0	0.00	0.09	0.00	
132	0	15	0	0.00	0.13	0.00	
173	0	13	0	0.00	0.12	0.00	
177	0	13	0	0.00	0.12	0.00	
179	0	12	0	0.00	0.11	0.00	
179	2	13	1	0.02	0.12	0.01	
55	23	16	11	0.20	0.14	0.10	2
56	13	19	7	0.12	0.17	0.06	
57	2	20	0	0.02	0.18	0.00	
58	7	19	4	0.06	0.17	0.03	
87	10	24	4	0.09	0.21	0.05	
97	27	20	13	0.25	0.18	0.12	
114	24	30	15	0.21	0.27	0.13	
121	10	23	4	0.09	0.20	0.05	
158	0	17	0	0.00	0.13	0.00	
159	8	18	4	0.07	0.16	0.03	
160	18	15	11	0.16	0.13	0.10	
161	24	15	10	0.21	0.13	0.09	
162	2	15	2	0.02	0.13	0.02	
172	35	26	8	0.31	0.23	0.07	
183	16	23	10	0.14	0.20	0.09	
193	6	30	3	0.05	0.27	0.03	
197	27	33	13	0.24	0.29	0.12	
202	2	27	2	0.02	0.24	0.02	
203	4	25	3	0.04	0.22	0.03	
204	18	28	10	0.16	0.25	0.09	
211	24	4	3	0.21	0.04	0.03	
29	7	16	6	0.06	0.14	0.05	3
48	0	27	0	0.00	0.24	0.00	
48	29	25	9	0.26	0.22	0.08	
41	46	24	12	0.41	0.23	0.11	
42	53	25	17	0.47	0.22	0.15	
43	0	27	0	0.00	0.24	0.00	
79	67	30	24	0.42	0.27	0.21	
81	0	26	0	0.00	0.23	0.00	
82	57	26	20	0.53	0.23	0.18	
85	32	31	20	0.28	0.27	0.18	
100	9	4	3	0.09	0.05	0.03	
139	10	22	5	0.09	0.19	0.04	
142	4	27	2	0.04	0.24	0.02	
144	12	28	5	0.11	0.25	0.04	
148	23	24	12	0.20	0.23	0.11	
149	33	25	15	0.29	0.22	0.13	
151	17	26	11	0.15	0.23	0.10	
169	0	13	0	0.00	0.12	0.00	
199	0	8	0	0.00	0.07	0.00	
200	27	7	7	0.24	0.06	0.06	
212	7	10	2	0.07	0.09	0.02	
28	7	20	7	0.06	0.18	0.06	4
30	9	13	7	0.08	0.12	0.06	
31	3	12	0	0.03	0.11	0.00	
32	25	15	10	0.22	0.13	0.09	
33	87	15	12	0.77	0.13	0.11	
108	23	14	11	0.20	0.12	0.10	5
127	23	19	9	0.20	0.17	0.08	
155	10	19	4	0.09	0.17	0.04	
6	55	22	17	0.49	0.19	0.15	
9	55	13	6	0.29	0.12	0.05	
16	47	21	14	0.42	0.19	0.12	6
37	5	27	1	0.04	0.24	0.01	
39	38	28	18	0.51	0.25	0.16	
47	27	18	14	0.24	0.16	0.12	
51	0	21	0	0.00	0.19	0.00	
52	91	19	18	0.81	0.17	0.16	
54	36	41	21	0.32	0.36	0.19	
59	32	18	13	0.28	0.18	0.12	
66	39	37	21	0.35	0.33	0.19	
69	48	38	27	0.42	0.34	0.24	
72	55	40	18	0.51	0.35	0.18	
75	36	39	19	0.32	0.35	0.16	
104	10	28	7	0.09	0.25	0.06	
106	15	23	10	0.13	0.20	0.09	
107	0	23	0	0.00	0.20	0.00	
113	52	30	25	0.46	0.27	0.27	
117	56	34	27	0.50	0.30	0.24	
138	18	19	11	0.16	0.17	0.10	
140	23	20	9	0.20	0.18	0.08	
154	32	15	9	0.28	0.13	0.08	
156	11	17	5	0.10	0.15	0.04	
157	5	19	0	0.05	0.17	0.00	
163	42	37	22	0.37	0.33	0.19	
165	51	41	27	0.45	0.35	0.24	
167	13	42	7	0.12	0.37	0.06	
171	27	18	8	0.24	0.16	0.07	
181	26	18	12	0.23	0.16	0.11	
184	38	32	20	0.34	0.29	0.18	
190	52	32	24	0.46	0.28	0.23	
192	57	32	19	0.53	0.25	0.17	
201	21	15	4	0.19	0.13	0.05	
209	91	22	18	0.84	0.19	0.16	
210	4	15	0	0.04	0.12	0.00	
10	54	27	20	0.57	0.24	0.14	7
13	36	25	20	0.30	0.22	0.18	
28	34	22	18	0.30	0.19	0.16	
46	15	16	7	0.13	0.14	0.06	
65	59	38	28	0.52	0.34	0.25	
76	45	42	29	0.40	0.37	0.26	
77	42	42	22	0.37	0.37	0.19	
83	51	32	22	0.45	0.28	0.19	
152	75	27	20	0.67	0.19	0.10	
0.1932 0.1932 0.0621							
0.0035 0.0035 0.0024							

TABLE 9.8 Connectedness Ratios of 113 Employees in the Goods Network, Grouped into Six Job Classifications at the London Hotel During the Time (T2) Study, 1984.

PERSON	AGE	TIME	STOPS	PROPORTIONS	Job Class
30	4	6	1	0.04 0.07 0.01	1
31	4	1	1	0.04 0.07 0.01	
32	1	7	1	0.01 0.06 0.01	
33	1	7	1	0.01 0.07 0.01	
34	5	7	2	0.04 0.06 0.01	
35	7	1	1	0.02 0.03 0.01	
40	2	11	1	0.02 0.03 0.01	
41	5	6	1	0.04 0.03 0.01	
44	9	4	0	0.07 0.04 0.00	
45	1	4	1	0.02 0.04 0.01	
46	7	4	0	0.06 0.04 0.00	
100	1	1	1	0.01 0.01 0.01	2
101	43	21	15	0.29 0.25 0.11	
102	1	10	7	0.07 0.17 0.01	
103	3	19	3	0.03 0.17 0.01	
104	3	14	0	0.02 0.17 0.01	
105	7	18	4	0.06 0.14 0.04	
106	11	21	6	0.10 0.20 0.01	
107	4	22	2	0.04 0.19 0.02	
108	31	21	14	0.27 0.19 0.17	
109	7	22	5	0.06 0.19 0.04	
110	5	10	2	0.04 0.09 0.02	
111	0	18	0	0.00 0.16 0.00	
112	6	16	1	0.04 0.17 0.01	
113	24	32	16	0.21 0.24 0.14	
114	0	0	0	0.00 0.00 0.00	
115	44	38	24	0.29 0.33 0.21	
116	30	25	13	0.20 0.22 0.11	
117	26	26	14	0.23 0.23 0.12	
118	12	22	6	0.11 0.19 0.05	
119	42	23	9	0.27 0.20 0.08	
120	5	23	4	0.04 0.20 0.04	
121	22	19	9	0.19 0.17 0.09	
122	35	21	10	0.31 0.15 0.17	
123	3	19	1	0.03 0.17 0.01	
124	5	31	2	0.04 0.27 0.02	
125	5	17	2	0.04 0.15 0.02	
126	2	16	1	0.02 0.14 0.01	
127	12	17	6	0.11 0.15 0.05	
128	26	21	12	0.23 0.11 0.11	
129	20	17	8	0.18 0.15 0.07	
130	17	14	8	0.15 0.12 0.05	
131	21	13	3	0.18 0.11 0.03	
132	11	1	0	0.10 0.01 0.00	
133	3	6	0	0.03 0.05 0.00	
134	4	1	1	0.04 0.01 0.01	
135	43	20	17	0.35 0.18 0.15	
136	15	21	6	0.12 0.12 0.07	
137	21	21	10	0.19 0.18 0.09	
138	5	44	21	0.20 0.34 0.17	3
139	37	36	22	0.32 0.32 0.19	
140	36	29	17	0.32 0.25 0.15	
141	29	36	14	0.25 0.33 0.16	
142	26	32	18	0.23 0.28 0.16	
143	43	29	20	0.35 0.25 0.15	
144	29	32	20	0.25 0.29 0.18	
145	42	30	25	0.27 0.25 0.22	
146	44	29	25	0.38 0.25 0.22	
147	33	26	11	0.31 0.21 0.10	
148	17	22	12	0.15 0.19 0.11	4
149	55	30	15	0.50 0.26 0.13	
150	42	29	23	0.34 0.25 0.20	
151	72	21	21	0.49 0.25 0.15	
152	43	34	25	0.38 0.30 0.22	
153	11	20	8	0.10 0.11 0.07	
154	55	34	27	0.48 0.30 0.24	
155	42	27	25	0.37 0.25 0.22	
156	24	32	12	0.21 0.28 0.11	
157	17	15	10	0.15 0.13 0.09	5
158	45	25	21	0.39 0.22 0.15	
159	39	36	20	0.34 0.32 0.18	
160	25	54	14	0.17 0.47 0.14	
161	36	53	29	0.32 0.46 0.25	
162	56	40	35	0.50 0.35 0.31	
163	57	46	41	0.59 0.40 0.38	
164	36	46	31	0.10 0.40 0.17	
165	7	45	7	0.06 0.39 0.08	
166	17	37	6	0.15 0.32 0.10	6
167	13	34	11	0.11 0.30 0.10	
168	25	46	12	0.22 0.32 0.11	
169	45	38	23	0.29 0.33 0.20	
170	31	34	17	0.27 0.33 0.11	
171	53	39	29	0.48 0.34 0.25	
172	1	25	1	0.01 0.42 0.01	
173	25	47	16	0.22 0.41 0.14	
174	14	47	9	0.12 0.35 0.07	
175	38	40	23	0.33 0.35 0.20	7
176	51	25	32	0.45 0.39 0.24	
177	73	39	35	0.64 0.34 0.31	
178	22	22	6	0.16 0.19 0.07	
179	33	23	16	0.29 0.20 0.14	
180	7	41	7	0.07 0.35 0.05	
181	47	41	28	0.41 0.35 0.25	
182	14	24	7	0.12 0.23 0.05	
183	9	41	9	0.08 0.35 0.08	
184	31	36	22	0.24 0.32 0.19	8
185	57	31	20	0.44 0.27 0.18	
186	57	25	22	0.57 0.25 0.18	
187	17	18	4	0.15 0.20 0.07	
188	42	54	27	0.41 0.47 0.41	
189	30	45	47	0.24 0.46 0.37	
190	42	53	51	0.47 0.48 0.45	
191	18	17	10	0.16 0.15 0.09	
192	37	34	41	0.32 0.37 0.31	
193	11	40	10	0.10 0.35 0.08	
194	34	29	16	0.24 0.43 0.27	9
195	67	27	31	0.59 0.32 0.27	
196	55	47	38	0.57 0.41 0.32	
197	43	22	14	0.26 0.19 0.12	
0.0037 0.0037 0.0029					

TABLE 9.9 Connectedness Ratios of 114 Employees in the Decisions Network, Grouped into six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982/3.

RESPOND	SELF	OTHER	BIAS	PROPORTIONS	Job Class
1	2	8	0	0.02 0.31 0.35	1
2	0	9	0	0.00 0.38 0.30	
3	0	9	0	0.00 0.39 0.30	
4	2	8	0	0.02 0.37 0.30	
5	1	9	0	0.01 0.39 0.30	
12	0	9	0	0.00 0.38 0.30	
14	0	9	0	0.00 0.37 0.30	
15	0	9	0	0.00 0.38 0.30	
17	0	9	0	0.00 0.39 0.30	
19	0	9	0	0.00 0.37 0.30	
20	0	9	0	0.00 0.39 0.30	
22	0	9	0	0.00 0.38 0.30	
23	0	8	0	0.00 0.37 0.30	
24	0	8	0	0.00 0.37 0.30	
25	7	9	1	0.04 0.39 0.31	
60	0	13	0	0.00 0.12 0.30	2
124	0	7	0	0.00 0.39 0.30	
125	1	5	0	0.01 0.34 0.30	
126	1	6	1	0.01 0.35 0.31	
131	0	9	0	0.00 0.38 0.30	
53	15	12	5	0.18 0.11 0.34	
54	13	12	7	0.12 0.11 0.36	
57	19	16	11	0.17 0.14 0.30	
61	11	11	6	0.10 0.10 0.35	
62	35	11	7	0.31 0.10 0.36	
64	2	9	2	0.02 0.38 0.32	
67	11	21	6	0.10 0.19 0.35	
68	1	22	0	0.01 0.20 0.30	
90	15	21	5	0.12 0.19 0.34	
97	29	21	14	0.26 0.19 0.32	
98	12	20	8	0.11 0.19 0.37	
99	4	22	2	0.04 0.20 0.32	3
100	15	14	2	0.12 0.14 0.32	
106	20	16	8	0.18 0.14 0.37	
117	5	25	3	0.04 0.22 0.35	
119	3	22	3	0.03 0.20 0.33	
121	29	22	12	0.26 0.20 0.31	
143	19	15	8	0.15 0.13 0.37	
29	12	13	8	0.11 0.12 0.37	
34	13	10	5	0.12 0.09 0.34	
38	6	29	6	0.05 0.25 0.35	
46	62	31	22	0.55 0.28 0.20	
49	6	31	6	0.05 0.29 0.35	
42	38	32	17	0.34 0.29 0.15	
43	6	28	6	0.05 0.25 0.35	
78	23	23	15	0.21 0.21 0.13	
79	28	28	17	0.25 0.25 0.15	
80	29	23	16	0.26 0.21 0.14	4
81	24	21	15	0.21 0.19 0.13	
102	24	4	2	0.21 0.34 0.32	
103	20	6	3	0.19 0.35 0.34	
142	6	24	4	0.05 0.21 0.34	
143	11	21	8	0.10 0.19 0.37	
144	8	26	6	0.07 0.23 0.35	
145	11	22	9	0.10 0.20 0.38	
147	10	22	7	0.09 0.20 0.36	
27	23	17	5	0.21 0.15 0.34	
28	29	22	14	0.24 0.20 0.12	
30	9	10	3	0.04 0.39 0.30	
31	29	10	7	0.26 0.39 0.36	
32	28	14	13	0.25 0.12 0.12	
33	36	22	17	0.32 0.20 0.13	
127	24	33	17	0.23 0.22 0.15	5
6	42	23	16	0.17 0.22 0.16	
8	15	27	10	0.13 0.24 0.39	
9	31	14	8	0.28 0.12 0.37	
11	15	22	8	0.13 0.20 0.37	
16	1	29	0	0.01 0.26 0.30	
21	5	25	4	0.04 0.22 0.34	
35	13	12	5	0.12 0.11 0.34	
37	35	32	29	0.74 0.29 0.26	
39	69	40	32	0.72 0.36 0.29	
45	47	16	15	0.42 0.14 0.13	
47	25	18	14	0.22 0.16 0.12	
48	25	21	15	0.22 0.19 0.13	
50	47	22	17	0.42 0.20 0.15	
51	8	22	7	0.07 0.20 0.36	
52	28	21	12	0.25 0.19 0.11	
59	37	13	8	0.34 0.12 0.37	
66	34	37	23	0.30 0.33 0.21	
68	23	37	17	0.27 0.33 0.13	
69	34	39	25	0.30 0.35 0.22	
71	20	35	15	0.18 0.31 0.13	
72	43	40	30	0.38 0.36 0.27	
73	7	39	5	0.06 0.35 0.34	
75	38	37	23	0.34 0.33 0.21	
84	50	29	26	0.45 0.25 0.23	
85	25	32	21	0.22 0.29 0.19	
91	34	34	19	0.30 0.30 0.17	
93	51	32	21	0.46 0.29 0.19	
96	73	31	26	0.63 0.29 0.23	
101	12	5	3	0.11 0.34 0.33	
104	24	24	10	0.21 0.21 0.39	
108	37	23	15	0.33 0.21 0.13	
109	29	25	19	0.26 0.22 0.15	
112	40	28	18	0.36 0.23 0.16	
113	77	29	24	0.69 0.25 0.21	
114	25	24	11	0.22 0.21 0.10	
136	11	18	9	0.10 0.16 0.34	
138	12	20	9	0.11 0.18 0.38	
140	12	21	10	0.11 0.19 0.39	6
16	25	32	14	0.22 0.23 0.12	
13	9	28	7	0.09 0.25 0.36	
26	64	28	23	0.57 0.25 0.21	
36	15	21	11	0.13 0.19 0.10	
44	21	14	7	0.19 0.12 0.38	
46	13	17	9	0.12 0.15 0.38	
49	9	19	7	0.08 0.17 0.34	
65	61	49	35	0.54 0.44 0.31	
76	56	49	38	0.50 0.44 0.34	
77	61	47	32	0.57 0.42 0.29	
83	18	34	16	0.16 0.17 0.14	
0.1857 0.1857 0.0909					
0.0035 0.0035 0.0026					

TABLE 9.10 Connectedness Ratios of 112 Employees in the Decisions Network, Grouped into Six Job Classifications at teh London Hotel During the Time (T1) Study, 1983.

RECORD	SELF	OTHER	TOTAL	PROPORTIONS			Job Class
1	7	7	14	0.50	0.50	0.50	1
40	4	8	12	0.33	0.67	0.50	
41	0	7	7	0.00	0.33	0.33	
42	0	7	7	0.00	0.33	0.33	
43	2	17	19	0.11	0.89	0.53	
44	11	7	18	0.61	0.33	0.47	
45	0	7	7	0.00	0.33	0.33	
46	0	7	7	0.00	0.33	0.33	
47	0	8	8	0.00	0.37	0.37	
151	4	16	20	0.20	0.80	0.50	
152	4	16	20	0.20	0.80	0.50	
153	21	21	42	0.50	0.50	0.50	2
154	24	24	48	0.50	0.50	0.50	
155	34	26	60	0.57	0.43	0.50	
156	14	11	25	0.56	0.44	0.50	
157	25	16	41	0.61	0.39	0.50	
158	7	12	19	0.37	0.63	0.50	
159	14	17	31	0.45	0.55	0.50	
160	37	10	47	0.79	0.21	0.50	
161	0	19	19	0.00	0.53	0.27	
162	35	24	59	0.59	0.41	0.50	
163	11	24	35	0.31	0.69	0.50	
164	35	24	59	0.59	0.41	0.50	
165	0	28	28	0.00	0.57	0.29	
166	12	28	40	0.30	0.70	0.50	
167	12	33	45	0.27	0.73	0.50	
168	41	24	65	0.63	0.37	0.50	
169	25	26	51	0.49	0.51	0.50	
170	17	21	38	0.45	0.55	0.50	
171	13	21	34	0.38	0.62	0.50	
172	0	22	22	0.00	0.50	0.50	
173	0	28	28	0.00	0.57	0.29	
174	1	37	38	0.03	0.97	0.50	
175	6	26	32	0.19	0.81	0.50	
176	35	23	58	0.60	0.40	0.50	
177	13	26	39	0.33	0.67	0.50	
178	1	37	38	0.03	0.97	0.50	
179	3	24	27	0.11	0.89	0.50	
180	6	20	26	0.23	0.77	0.50	
181	6	9	15	0.40	0.60	0.50	
182	67	20	87	0.77	0.23	0.50	
183	9	20	29	0.31	0.69	0.50	
184	12	19	31	0.39	0.61	0.50	
200	33	16	49	0.67	0.33	0.50	
201	0	42	42	0.00	0.50	0.50	3
202	50	38	88	0.57	0.43	0.50	
203	52	35	87	0.60	0.40	0.50	
204	49	35	84	0.58	0.42	0.50	
205	37	38	75	0.49	0.51	0.50	
206	0	14	14	0.00	0.50	0.50	
207	25	37	62	0.40	0.60	0.50	
208	25	40	65	0.38	0.62	0.50	
209	38	26	64	0.59	0.41	0.50	
210	15	39	54	0.28	0.72	0.50	
211	27	26	53	0.51	0.49	0.50	
212	5	25	30	0.17	0.83	0.50	
213	5	26	31	0.16	0.84	0.50	
214	0	27	27	0.00	0.50	0.50	
215	15	14	29	0.52	0.48	0.50	
216	15	31	46	0.33	0.67	0.50	
217	16	36	52	0.31	0.69	0.50	
218	11	37	48	0.23	0.77	0.50	
219	11	22	33	0.33	0.67	0.50	
220	27	23	50	0.54	0.46	0.50	
221	45	24	69	0.65	0.35	0.50	4
222	18	14	32	0.56	0.44	0.50	
223	14	14	28	0.50	0.50	0.50	
224	5	25	30	0.17	0.83	0.50	
225	35	34	69	0.51	0.49	0.50	
226	42	19	61	0.69	0.31	0.50	
227	21	11	32	0.66	0.34	0.50	
228	24	27	51	0.47	0.53	0.50	
229	22	21	43	0.51	0.49	0.50	
230	34	2	36	0.94	0.06	0.50	
231	5	24	29	0.17	0.83	0.50	5
232	31	30	61	0.51	0.49	0.50	
233	17	20	37	0.46	0.54	0.50	
234	18	20	38	0.47	0.53	0.50	
235	45	35	80	0.56	0.44	0.50	
236	72	43	115	0.62	0.38	0.50	
237	53	48	101	0.53	0.47	0.50	
238	28	50	78	0.36	0.64	0.50	
239	27	12	39	0.69	0.31	0.50	
240	22	38	60	0.37	0.63	0.50	
241	42	31	73	0.58	0.42	0.50	
242	37	31	68	0.54	0.46	0.50	
243	31	30	61	0.51	0.49	0.50	
244	24	9	33	0.73	0.27	0.50	
245	55	17	72	0.68	0.32	0.50	
246	51	46	97	0.53	0.47	0.50	
247	57	27	84	0.68	0.32	0.50	
248	38	46	84	0.45	0.55	0.50	
249	57	40	97	0.58	0.42	0.50	
250	55	46	101	0.54	0.46	0.50	
251	64	24	88	0.73	0.27	0.50	6
252	72	23	95	0.76	0.24	0.50	
253	25	42	67	0.37	0.63	0.50	
254	39	47	86	0.45	0.55	0.50	
255	45	12	57	0.79	0.21	0.50	
256	35	35	70	0.50	0.50	0.50	
257	24	21	45	0.53	0.47	0.50	
258	64	31	95	0.67	0.33	0.50	
259	25	10	35	0.71	0.29	0.50	
260	44	45	89	0.49	0.51	0.50	
261	25	39	64	0.39	0.61	0.50	7
262	47	22	69	0.68	0.32	0.50	
263	45	12	57	0.79	0.21	0.50	
264	35	35	70	0.50	0.50	0.50	
265	24	21	45	0.53	0.47	0.50	
266	64	31	95	0.67	0.33	0.50	
267	25	10	35	0.71	0.29	0.50	
268	44	45	89	0.49	0.51	0.50	
269	25	39	64	0.39	0.61	0.50	
270	47	22	69	0.68	0.32	0.50	
271	45	12	57	0.79	0.21	0.50	8
272	35	35	70	0.50	0.50	0.50	
273	24	21	45	0.53	0.47	0.50	
274	64	31	95	0.67	0.33	0.50	
275	25	10	35	0.71	0.29	0.50	
276	44	45	89	0.49	0.51	0.50	
277	25	39	64	0.39	0.61	0.50	
278	47	22	69	0.68	0.32	0.50	
279	45	12	57	0.79	0.21	0.50	
280	35	35	70	0.50	0.50	0.50	
281	24	21	45	0.53	0.47	0.50	9
282	64	31	95	0.67	0.33	0.50	
283	25	10	35	0.71	0.29	0.50	
284	44	45	89	0.49	0.51	0.50	
285	25	39	64	0.39	0.61	0.50	
286	47	22	69	0.68	0.32	0.50	
287	45	12	57	0.79	0.21	0.50	
288	35	35	70	0.50	0.50	0.50	
289	24	21	45	0.53	0.47	0.50	
290	64	31	95	0.67	0.33	0.50	10
291	25	10	35	0.71	0.29	0.50	
292	44	45	89	0.49	0.51	0.50	
293	25	39	64	0.39	0.61	0.50	
294	47	22	69	0.68	0.32	0.50	
295	45	12	57	0.79	0.21	0.50	
296	35	35	70	0.50	0.50	0.50	
297	24	21	45	0.53	0.47	0.50	
298	64	31	95	0.67	0.33	0.50	
299	25	10	35	0.71	0.29	0.50	11
300	44	45	89	0.49	0.51	0.50	
301	25	39	64	0.39	0.61	0.50	
302	47	22	69	0.68	0.32	0.50	
303	45	12	57	0.79	0.21	0.50	
304	35	35	70	0.50	0.50	0.50	
305	24	21	45	0.53	0.47	0.50	
306	64	31	95	0.67	0.33	0.50	
307	25	10	35	0.71	0.29	0.50	
308	44	45	89	0.49	0.51	0.50	12
309	25	39	64	0.39	0.61	0.50	
310	47	22	69	0.68	0.32	0.50	
311	45	12	57	0.79	0.21	0.50	
312	35	35	70	0.50	0.50	0.50	
313	24	21	45	0.53	0.47	0.50	
314	64	31	95	0.67	0.33	0.50	
315	25	10	35	0.71	0.29	0.50	
316	44	45	89	0.49	0.51	0.50	
317	25	39	64	0.39	0.61	0.50	13
318	47	22	69	0.68	0.32	0.50	
319	45	12	57	0.79	0.21	0.50	
320	35	35	70	0.50	0.50	0.50	
321	24	21	45	0.53	0.47	0.50	
322	64	31	95	0.67	0.33	0.50	
323	25	10	35	0.71	0.29	0.50	
324	44	45	89	0.49	0.51	0.50	
325	25	39	64	0.39	0.61	0.50	
326	47	22	69	0.68	0.32	0.50	
327	45	12	57	0.79	0.21	0.50	14
328	35	35	70	0.50	0.50	0.50	
329	24	21	45	0.53	0.47	0.50	
330	64	31	95	0.67	0.33	0.50	
331	25	10	35	0.71	0.29	0.50	
332	44	45	89	0.49	0.51	0.50	
333	25	39	64	0.39	0.61	0.50	
334	47	22	69	0.68	0.32	0.50	
335	45	12	57	0.79	0.21	0.50	
336	35	35	70	0.50	0.50	0.50	
337	24	21	45	0.53	0.47	0.50	15
338	64	31	95	0.67	0.33	0.50	
339	25	10	35	0.71	0.29	0.50	
340	44	45	89	0.49	0.51	0.50	
341	25	39	64	0.39	0.61	0.50	
342	47	22	69	0.68	0.32	0.50	
343	45	1					

TABLE 9.12 Connectedness Ratios of 113 Employees in the Decisions Network, Grouped into Six Job Classifications at the London Hotel During the Time (T2) Study, 1984.

RESPON	SELF	OTHER	DIAGS	PROPORTIONS			Job Class
1	0	13	0	0.00	0.12	3.30	1
2	0	13	4	0.05	0.12	3.04	
3	3	13	3	0.09	0.12	3.33	
7	0	13	4	0.05	0.12	3.34	
12	6	13	4	0.05	0.12	3.34	
15	7	13	2	0.06	0.12	3.02	
20	4	13	2	0.04	0.12	3.32	
22	6	13	4	0.05	0.12	3.34	
23	20	12	4	0.18	0.11	3.34	
60	17	18	9	0.15	0.16	3.38	
125	11	49	8	0.10	0.43	3.37	
126	85	43	40	0.75	0.39	3.35	
131	2	23	1	0.02	0.20	3.31	
133	25	30	14	0.22	0.27	3.12	
173	0	13	0	0.00	0.12	3.33	
177	2	13	1	0.02	0.12	3.31	
178	0	12	0	0.00	0.11	3.33	
179	3	13	3	0.03	0.12	3.33	
53	25	19	15	0.22	0.17	3.13	2
55	51	18	13	0.27	0.16	3.12	
56	25	24	18	0.22	0.21	3.16	
57	26	24	16	0.23	0.21	3.14	
58	31	23	17	0.27	0.23	3.15	
87	46	29	25	0.41	0.26	3.22	
97	32	25	18	0.28	0.22	3.19	
114	26	47	20	0.23	0.62	3.16	
121	31	28	18	0.27	0.25	3.16	
158	20	20	15	0.18	0.18	3.13	
159	32	22	15	0.28	0.19	3.13	
160	25	19	13	0.22	0.17	3.12	
161	27	20	14	0.24	0.19	3.12	
162	15	19	5	0.13	0.17	3.34	
182	39	22	9	0.35	0.19	3.09	
183	35	29	21	0.31	0.26	3.19	
193	12	31	5	0.11	0.27	0.04	
197	32	47	24	0.28	0.62	3.21	
202	5	38	3	0.04	0.34	3.03	
203	10	38	8	0.09	0.34	3.07	
204	39	38	26	0.35	0.34	3.23	
211	31	4	4	0.27	0.04	3.34	
29	13	25	10	0.12	0.22	3.34	3
38	2	30	1	0.02	0.27	3.31	
40	13	30	10	0.12	0.27	3.09	
41	6	30	4	0.05	0.27	3.34	
42	58	29	19	0.51	0.26	3.17	
43	7	29	4	0.06	0.26	3.34	
79	54	37	31	0.48	0.33	0.27	
81	17	32	15	0.15	0.28	3.13	
92	54	32	23	0.50	0.29	0.20	
85	36	36	25	0.32	0.32	3.22	
100	9	48	2	0.09	0.16	0.02	
139	12	20	6	0.11	0.19	0.35	
142	13	34	5	0.12	0.30	0.04	
144	33	37	8	0.29	0.33	3.07	
148	33	33	23	0.29	0.29	0.20	
149	34	32	24	0.30	0.28	3.21	
151	35	33	24	0.31	0.29	3.21	
169	5	43	3	0.04	0.12	0.03	
199	24	49	13	0.21	0.17	3.12	
200	27	17	13	0.24	0.15	3.12	
212	7	9	5	0.06	0.09	3.31	
28	9	29	9	0.08	0.26	3.38	4
30	9	28	7	0.09	0.25	3.35	
31	8	27	2	0.07	0.24	3.02	
32	25	27	15	0.22	0.24	3.13	
33	87	32	21	0.77	0.28	0.19	
108	29	22	15	0.26	0.19	3.13	
127	58	28	20	0.51	0.25	3.18	5
155	22	25	14	0.19	0.22	3.12	
6	50	34	24	0.44	0.30	3.21	
9	54	43	6	0.50	0.12	3.05	
16	50	34	23	0.44	0.30	3.20	
37	13	29	3	0.12	0.26	3.03	
39	53	31	17	0.47	0.27	3.15	
47	25	24	15	0.22	0.21	3.13	
51	2	22	2	0.02	0.19	0.02	
52	56	25	12	0.50	0.22	0.11	
54	59	63	31	0.55	0.56	3.27	
59	56	21	19	0.50	0.19	3.17	
66	47	55	38	0.42	0.49	0.34	
69	68	37	48	0.60	0.50	3.62	
72	59	60	30	0.55	0.53	0.27	
75	42	55	29	0.37	0.49	3.26	
104	32	35	22	0.28	0.31	3.19	
106	30	29	12	0.27	0.26	3.11	
107	26	27	11	0.23	0.24	0.10	
113	45	48	34	0.41	0.42	3.30	
117	56	49	37	0.50	0.43	3.33	
138	11	16	6	0.10	0.14	3.35	
140	23	16	11	0.20	0.14	0.10	
154	44	21	16	0.39	0.19	3.14	
156	32	24	14	0.28	0.21	3.12	
157	6	22	3	0.05	0.19	3.03	
163	46	56	32	0.41	0.53	3.28	
165	45	61	38	0.40	0.54	0.34	
167	44	61	34	0.39	0.54	3.30	
171	35	24	12	0.31	0.21	3.11	
181	27	16	9	0.24	0.14	3.38	
186	39	40	28	0.35	0.35	3.25	
190	54	40	35	0.48	0.35	3.31	
192	37	41	28	0.33	0.35	3.25	
201	96	45	40	0.85	0.40	3.35	
209	131	42	37	0.89	0.37	3.33	
210	17	15	5	0.15	0.13	3.34	
10	42	37	24	0.37	0.33	3.21	6
13	42	35	25	0.37	0.31	3.22	
26	37	30	17	0.33	0.27	3.15	
46	27	21	7	0.24	0.19	3.36	
65	90	59	53	0.71	0.52	3.47	
76	41	62	37	0.36	0.55	3.33	
77	9	59	7	0.08	0.52	3.06	
83	42	36	26	0.37	0.32	3.23	
182	71	37	27	0.61	0.29	3.24	
0.2637 0.2667 0.1394							
0.0039 0.0039 0.0031							

TABLE 9.13 Connectedness Ratios of 114 Employees in the Friendship Network, Grouped into Six Job Classifications at the Coastal Hotel During the Time (T1) Study, 1982/3.

PERSON	AGE	SEX	RACE	PROPORTIONS			Job Class
27	5	24	1	0.06	0.21	0.31	1
30	7	33	7	0.06	0.29	0.35	
32	6	30	3	0.05	0.21	0.27	
33	9	28	5	0.07	0.25	0.34	
34	24	30	11	0.07	0.25	0.37	
39	8	26	4	0.07	0.23	0.34	
40	10	34	5	0.05	0.17	0.24	
41	25	37	13	0.22	0.32	0.31	
44	16	34	5	0.17	0.17	0.35	
44	4	22	2	0.04	0.19	0.32	
45	27	14	6	0.17	0.12	0.35	2
46	19	14	6	0.17	0.12	0.35	
47	27	27	27	0.17	0.17	0.37	
15	9	46	6	0.06	0.25	0.35	
17	12	21	1	0.11	0.25	0.37	
18	3	29	1	0.03	0.25	0.31	
61	41	32	27	0.17	0.27	0.37	
64	5	22	3	0.04	0.19	0.33	
67	32	15	17	0.27	0.31	0.35	
68	30	35	12	0.26	0.31	0.31	
71	16	34	16	0.15	0.35	0.35	3
73	7	40	6	0.06	0.35	0.35	
74	4	17	2	0.04	0.11	0.32	
76	25	30	9	0.20	0.26	0.35	
77	17	26	17	0.15	0.25	0.35	
78	58	32	17	0.31	0.28	0.35	
111	1	37	7	0.01	0.35	0.35	
111	82	53	41	0.77	0.46	0.36	
122	60	31	21	0.57	0.27	0.31	
124	56	30	20	0.49	0.26	0.31	
127	54	41	24	0.47	0.35	0.31	4
127	36	48	22	0.32	0.42	0.39	
126	25	44	15	0.17	0.43	0.37	
133	32	30	13	0.22	0.26	0.31	
135	35	34	26	0.31	0.30	0.23	
136	10	37	8	0.09	0.32	0.37	
137	1	46	1	0.01	0.40	0.31	
140	23	31	11	0.20	0.27	0.32	
141	14	27	7	0.12	0.29	0.37	
142	40	33	16	0.35	0.29	0.34	5
142	45	29	16	0.39	0.25	0.37	
144	49	33	21	0.43	0.29	0.38	
146	32	16	12	0.27	0.14	0.31	
150	19	22	6	0.17	0.19	0.35	
170	25	3	0	0.25	0.31	0.30	
172	6	8	0	0.05	0.37	0.30	
174	4	5	1	0.04	0.34	0.31	
175	49	35	22	0.43	0.31	0.39	
177	19	23	7	0.17	0.23	0.37	6
178	38	42	19	0.33	0.37	0.37	
33	30	52	22	0.26	0.46	0.39	
34	45	59	31	0.37	0.52	0.37	
35	14	42	33	0.12	0.37	0.31	
36	57	51	37	0.55	0.45	0.32	
37	18	52	8	0.14	0.46	0.37	
37	4	40	2	0.04	0.35	0.32	
40	16	35	13	0.14	0.48	0.31	
41	31	44	20	0.30	0.39	0.35	7
42	33	42	13	0.29	0.37	0.31	
172	33	50	42	0.32	0.44	0.37	
141	18	33	11	0.16	0.29	0.30	
143	33	26	20	0.31	0.34	0.25	
164	72	37	29	0.43	0.32	0.25	
147	74	41	34	0.67	0.35	0.36	
7	74	30	25	0.62	0.25	0.22	
8	45	32	14	0.35	0.23	0.12	
10	17	41	5	0.15	0.35	0.04	8
166	60	36	30	0.57	0.33	0.26	
166	26	35	13	0.23	0.31	0.11	
12	15	26	7	0.11	0.27	0.17	
13	30	34	20	0.26	0.30	0.18	
14	41	36	27	0.36	0.33	0.24	
16	42	60	31	0.37	0.53	0.27	
19	47	44	29	0.42	0.37	0.25	
20	34	34	31	0.47	0.47	0.27	
21	52	36	25	0.46	0.35	0.20	9
22	81	44	42	0.71	0.39	0.37	
25	39	46	21	0.34	0.47	0.37	
26	0	41	0	0.00	0.35	0.00	
27	22	45	16	0.16	0.35	0.16	
29	16	44	10	0.12	0.39	0.09	
47	1	47	1	0.01	0.35	0.01	
49	99	38	36	0.87	0.33	0.32	
51	46	37	17	0.40	0.31	0.15	
51	48	40	33	0.40	0.35	0.29	10
40	35	36	26	0.31	0.46	0.27	
72	44	58	31	0.39	0.51	0.27	
75	47	47	19	0.31	0.41	0.17	
102	70	31	39	0.41	0.45	0.34	
107	34	51	47	0.34	0.45	0.41	
121	132	31	51	0.89	0.45	0.45	
121	1	26	4	0.01	0.25	0.04	
121	8	40	6	0.07	0.35	0.05	
153	43	46	27	0.32	0.40	0.24	11
144	44	46	27	0.34	0.45	0.24	
146	38	33	24	0.34	0.46	0.27	
147	17	40	22	0.17	0.43	0.15	
167	70	45	36	0.41	0.39	0.32	
169	31	32	12	0.27	0.27	0.11	
185	20	49	6	0.19	0.17	0.17	
3	45	39	24	0.39	0.34	0.21	
4	12	33	1	0.11	0.29	0.04	
5	99	39	39	0.87	0.34	0.34	12
6	17	39	35	0.17	0.32	0.11	
11	35	27	12	0.31	0.24	0.11	
27	37	31	42	0.37	0.45	0.15	
47	61	47	35	0.54	0.41	0.31	
60	14	57	27	0.19	0.35	0.24	
162	83	38	33	0.73	0.33	0.39	
164	104	67	67	0.89	0.54	0.39	
170	57	36	24	0.50	0.32	0.21	
170	57	36	24	0.50	0.32	0.21	

PERSON	SELF	OTHER	GROUP	PROPORTIONS			Job Class
1	1	34	0	0.01	0.30	0.00	1
2	7	35	4	0.06	0.31	0.04	
3	6	33	4	0.05	0.29	0.04	
4	58	38	24	0.52	0.34	0.21	
5	4	33	2	0.04	0.29	0.02	
12	1	35	0	0.01	0.31	0.00	
14	7	33	3	0.06	0.29	0.03	
15	7	32	3	0.06	0.29	0.03	
17	4	32	2	0.04	0.29	0.02	
16	22	37	11	0.20	0.33	0.10	
21	3	33	2	0.03	0.29	0.02	
22	0	33	0	0.00	0.31	0.00	
23	23	32	7	0.21	0.29	0.06	
24	12	31	6	0.11	0.26	0.05	
25	7	31	1	0.06	0.28	0.01	
40	19	45	11	0.17	0.43	0.10	2
124	7	26	5	0.06	0.23	0.04	
125	86	56	43	0.77	0.50	0.38	
126	84	51	43	0.75	0.43	0.38	
131	6	27	4	0.07	0.24	0.04	
53	41	44	12	0.41	0.37	0.15	
54	83	46	36	0.71	0.41	0.32	
57	39	49	30	0.35	0.44	0.27	
61	24	33	19	0.21	0.29	0.17	
63	31	31	18	0.27	0.28	0.16	
64	14	24	11	0.12	0.21	0.10	
77	17	39	12	0.15	0.35	0.11	
81	49	42	28	0.44	0.37	0.23	
90	52	45	31	0.46	0.40	0.28	
97	35	40	25	0.31	0.36	0.22	3
98	51	41	29	0.46	0.37	0.26	
99	5	42	2	0.04	0.37	0.02	
100	53	19	11	0.49	0.17	0.10	
106	44	52	24	0.39	0.46	0.21	
117	85	66	62	0.76	0.59	0.55	
119	19	52	15	0.17	0.46	0.13	
121	62	50	39	0.55	0.43	0.35	
141	64	36	19	0.57	0.34	0.17	
24	16	31	9	0.14	0.26	0.08	4
34	68	25	23	0.61	0.22	0.21	
38	34	64	18	0.30	0.57	0.16	
40	62	68	47	0.55	0.61	0.42	
41	87	65	51	0.78	0.58	0.46	
42	84	68	52	0.75	0.61	0.46	
43	44	63	31	0.39	0.56	0.28	
76	65	40	33	0.58	0.36	0.29	
79	54	46	24	0.48	0.41	0.21	
80	38	46	27	0.34	0.41	0.24	
81	46	39	29	0.41	0.35	0.26	
102	14	30	9	0.12	0.27	0.08	
103	59	45	34	0.52	0.35	0.30	
142	44	43	28	0.39	0.38	0.23	
143	95	45	39	0.85	0.40	0.35	5
144	45	38	24	0.40	0.34	0.21	
145	50	39	27	0.45	0.35	0.24	
147	60	40	30	0.54	0.36	0.27	
27	34	44	16	0.30	0.39	0.16	
28	51	43	29	0.46	0.35	0.26	
50	80	41	34	0.71	0.37	0.30	
31	84	35	31	0.75	0.31	0.28	
32	42	27	18	0.37	0.24	0.16	
33	110	49	49	0.96	0.44	0.44	
127	98	62	55	0.97	0.55	0.49	
6	33	48	29	0.47	0.43	0.26	6
9	16	49	12	0.14	0.44	0.11	
9	41	35	19	0.37	0.31	0.17	
11	39	50	38	0.62	0.45	0.34	
16	29	53	21	0.26	0.47	0.19	
21	23	49	12	0.22	0.44	0.16	
35	29	31	18	0.26	0.23	0.16	
37	94	67	34	0.84	0.50	0.48	
39	31	66	35	0.34	0.59	0.31	
45	35	36	24	0.37	0.32	0.21	
47	29	35	16	0.26	0.31	0.14	
48	52	36	22	0.49	0.32	0.20	
50	7	56	7	0.06	0.50	0.06	
51	49	33	20	0.44	0.47	0.18	
52	137	65	64	0.96	0.58	0.57	7
59	35	44	22	0.49	0.39	0.20	
66	63	62	47	0.58	0.55	0.42	
68	52	57	39	0.46	0.51	0.35	
69	64	59	42	0.57	0.53	0.37	
71	95	52	55	0.85	0.37	0.49	
72	49	59	24	0.44	0.53	0.21	
73	4	58	1	0.04	0.52	0.01	
75	41	60	32	0.37	0.54	0.29	
84	31	59	31	0.46	0.35	0.28	
85	48	46	27	0.43	0.41	0.24	
91	23	59	19	0.21	0.53	0.17	
93	61	59	41	0.54	0.53	0.37	
96	38	61	57	0.77	0.54	0.51	
101	13	33	12	0.13	0.29	0.11	8
104	36	64	22	0.32	0.57	0.23	
108	90	56	50	0.80	0.50	0.45	
109	30	52	36	0.34	0.46	0.32	
112	34	66	28	0.30	0.59	0.25	
113	91	66	55	0.81	0.59	0.49	
114	55	55	40	0.56	0.49	0.36	
136	28	40	17	0.25	0.35	0.15	
136	29	46	19	0.26	0.44	0.17	
140	73	49	40	0.65	0.43	0.35	
11	68	45	43	0.77	0.44	0.32	9
11	56	45	31	0.50	0.40	0.28	
26	80	43	30	0.71	0.38	0.27	
36	111	40	40	0.99	0.35	0.36	
44	21	32	9	0.19	0.29	0.08	
46	38	50	14	0.34	0.77	0.12	
46	58	51	23	0.52	0.46	0.21	
65	15	65	13	0.13	0.93	0.12	
76	19	61	12	0.17	0.54	0.11	
77	67	61	33	0.61	0.54	0.29	
83	46	54	34	0.41	0.48	0.30	
0.4070 0.4070 0.2241				0.0044 0.0044 0.0037			

TABLE 9.14 Connectedness Ratios of 112 Employees in the Friendship Network, Grouped into Six Job Classifications at the London Hotel During the Time (T2) Study, 1983.

PERSON	SELF	OTHER	CLASS	PROPORTION			Job Class
40	70	41	31	0.27	0.34	0.27	1
60	81	39	35	0.67	0.37	0.29	
41	94	49	47	0.77	0.40	0.30	
42	78	49	39	0.64	0.40	0.37	
41	71	41	40	0.64	0.35	0.35	
81	66	69	31	0.39	0.37	0.29	
41	71	42	14	0.27	0.35	0.27	
93	49	41	29	0.40	0.34	0.24	
41	31	41	20	0.30	0.34	0.21	
97	30	40	19	0.23	0.33	0.15	
111	11	11	11	0.27	0.32	0.27	
131	11	39	8	0.69	0.32	0.37	
111	11	11	11	0.27	0.32	0.27	
15	1	1	1	0.27	0.32	0.27	
11	94	45	62	0.77	0.73	0.51	
71	93	73	56	0.69	0.50	0.45	
11	95	77	67	0.79	0.54	0.51	
86	51	72	36	0.42	0.43	0.30	
17	37	61	24	0.21	0.35	0.20	
88	59	73	45	0.49	0.52	0.37	
11	73	41	51	0.64	0.37	0.47	
102	32	35	13	0.26	0.29	0.18	
111	95	71	51	0.71	0.59	0.45	
116	64	64	34	0.53	0.53	0.29	
116	75	64	52	0.62	0.54	0.47	
122	36	58	21	0.20	0.43	0.17	
124	74	77	52	0.61	0.54	0.43	
130	33	40	22	0.27	0.30	0.19	
124	36	66	49	0.55	0.55	0.40	
135	68	46	38	0.56	0.55	0.31	
141	59	51	39	0.49	0.44	0.31	
142	40	52	30	0.23	0.43	0.25	
151	37	51	36	0.47	0.44	0.30	
171	35	58	19	0.29	0.48	0.16	
172	22	77	17	0.11	0.54	0.14	
173	49	54	33	0.40	0.43	0.27	
175	79	79	54	0.63	0.55	0.45	
179	97	56	45	0.60	0.44	0.37	
112	63	78	62	0.64	0.54	0.51	
193	71	52	34	0.59	0.43	0.28	
164	10	45	4	0.07	0.37	0.01	
196	26	39	9	0.21	0.32	0.17	
167	42	40	24	0.15	0.32	0.20	
198	36	40	15	0.10	0.33	0.12	
166	62	39	27	0.31	0.32	0.22	
200	67	36	23	0.55	0.30	0.19	
11	42	42	27	0.27	0.33	0.24	
53	49	76	51	0.57	0.53	0.42	
15	75	72	34	0.62	0.53	0.43	
61	65	75	49	0.54	0.62	0.40	
12	41	72	37	0.40	0.40	0.31	
102	26	46	17	0.21	0.38	0.14	
104	51	70	30	0.42	0.53	0.32	
105	61	69	49	0.50	0.57	0.40	
176	43	63	26	0.36	0.52	0.21	
108	54	63	29	0.28	0.52	0.24	
114	64	61	40	0.57	0.50	0.31	
136	71	74	53	0.59	0.61	0.44	
141	50	72	45	0.46	0.54	0.37	
141	61	69	44	0.50	0.57	0.35	
154	95	65	64	0.62	0.79	0.59	
155	84	97	66	0.64	0.72	0.53	
159	64	85	40	0.40	0.70	0.33	
160	49	74	36	0.26	0.59	0.20	
161	55	65	47	0.54	0.70	0.40	
163	105	80	73	0.87	0.66	0.60	
111	99	82	72	0.82	0.55	0.60	
187	100	96	84	0.93	0.79	0.69	
114	71	96	58	0.54	0.79	0.44	
187	71	74	52	0.59	0.61	0.43	
11	51	75	45	0.44	0.70	0.37	
11	71	70	66	0.59	0.53	0.53	
7	26	56	20	0.21	0.46	0.17	
11	12	81	9	0.10	0.67	0.07	
11	57	47	36	0.55	0.39	0.30	
31	46	51	32	0.32	0.42	0.26	
76	17	41	15	0.14	0.34	0.11	
107	106	46	12	0.88	0.12	0.10	
147	14	71	12	0.12	0.53	0.10	
190	86	50	42	0.71	0.41	0.35	
11	41	11	11	0.27	0.32	0.27	
17	33	22	27	0.27	0.48	0.22	
21	105	24	77	0.67	0.59	0.54	
21	93	79	62	0.74	0.65	0.51	
21	56	76	61	0.71	0.54	0.51	
24	54	79	67	0.45	0.55	0.39	
25	67	30	15	0.51	0.25	0.12	
26	41	45	33	0.34	0.54	0.27	
21	75	61	46	0.64	0.50	0.31	
29	34	60	31	0.28	0.50	0.24	
11	41	66	31	0.40	0.55	0.25	
44	61	41	30	0.50	0.34	0.25	
44	105	71	60	0.87	0.59	0.55	
56	79	76	59	0.65	0.63	0.49	
29	57	73	63	0.60	0.50	0.52	
67	81	85	65	0.67	0.70	0.54	
71	93	21	61	0.77	0.57	0.54	
76	96	90	78	0.79	0.74	0.64	
77	81	77	57	0.67	0.54	0.61	
74	117	82	86	0.97	0.73	0.71	
111	59	70	57	0.57	0.55	0.44	
112	58	52	33	0.49	0.43	0.27	
121	39	73	57	0.74	0.50	0.47	
125	89	79	60	0.74	0.55	0.50	
111	47	54	37	0.51	0.48	0.31	
118	73	79	56	0.60	0.55	0.46	
111	97	28	72	0.77	0.71	0.61	
153	58	91	56	0.56	0.75	0.44	
147	57	61	39	0.44	0.55	0.32	
146	56	62	34	0.44	0.51	0.28	
111	71	67	60	0.60	0.64	0.47	
111	113	73	71	0.94	0.53	0.59	
111	11	79	79	0.91	0.70	0.65	
11	51	48	30	0.42	0.40	0.25	
21	90	62	62	0.61	0.75	0.51	
39	79	77	60	0.64	0.54	0.50	
111	112	67	67	0.99	0.58	0.53	
120	84	66	56	0.69	0.55	0.45	
147	64	76	72	0.70	0.71	0.51	
168	112	100	95	0.93	0.83	0.79	
111	71	67	60	0.60	0.64	0.47	
111	113	73	71	0.94	0.53	0.59	
111	11	79	79	0.91	0.70	0.65	
11	51	48	30	0.42	0.40	0.25	
21	90	62	62	0.61	0.75	0.51	
39	79	77	60	0.64	0.54	0.50	
111	112	67	67	0.99	0.58	0.53	
120	84	66	56	0.69	0.55	0.45	
147	64	76	72	0.70	0.71	0.51	
168	112	100	95	0.93	0.83	0.79	
111	71	67	60	0.60	0.64	0.47	
111	113	73	71	0.94	0.53	0.59	
111	11	79	79	0.91	0.70	0.65	
11	51	48	30	0.42	0.40	0.25	
21	90	62	62	0.61	0.75	0.51	
39	79	77	60	0.64	0.54	0.50	
111	112	67	67	0.99	0.58	0.53	
120	84	66	56	0.69	0.55	0.45	
147	64	76	72	0.70	0.71	0.51	
168	112	100	95	0.93	0.83	0.79	
111	71	67	60	0.60	0.64	0.47	
111	113	73	71	0.94	0.53	0.59	
111	11	79	79	0.91	0.70	0.65	
11	51	48	30	0.42	0.40	0.25	
21	90	62	62	0.61	0.75	0.51	
39	79	77	60	0.64	0.54	0.50	
111	112	67	67	0.99	0.58	0.53	
120	84	66	56	0.69	0.55	0.45	
147	64	76	72	0.70	0.71	0.51	
168	112	100	95	0.93	0.83	0.79	
111	71	67	60	0.60	0.64	0.47	
111	113	73	71	0.94	0.53	0.59	
111	11	79	79	0.91	0.70	0.65	
11	51	48	30	0.42	0.40	0.25	
21	90	62	62	0.61	0.75	0.51	
39	79	77	60	0.64	0.54	0.50	
111	112	67	67	0.99	0.58	0.53	
120	84	66	56	0.69	0.55	0.45	
147	64	76	72	0.70	0.71	0.51	
168	112	100	95	0.93	0.83	0.79	
111	71	67	60	0.60	0.64	0.47	
111	113	73	71	0.94	0.53	0.59	
111	11	79	79	0.91	0.70	0.65	
11	51	48	30	0.42	0.40	0.25	
21	90	62	62	0.61	0.75	0.51	
39	79	77	60	0.64	0.54	0.50	
111	112	67	67	0.99	0.58	0.53	
120	84	66	56	0.69	0.55	0.45	
147	64	76	72	0.70	0.71	0.51	
168	112	100	95	0.93	0.83	0.79	
111	71	67	60	0.60	0.64	0.47	
111	113	73	71	0.94	0.53	0.59	
111	11	79	79	0.91	0.70	0.65	
11	51	48	30	0.42	0.40	0.25	
21	90	62	62	0.61	0.75	0.51	
39	79	77	60	0.64	0.54	0.50	
111	112	67	67	0.99	0.58	0.53	
120	84	66	56	0.69	0.55	0.45	
147	64	76	72	0.70	0.71	0.51	
168	112	100	95	0.93	0.83	0.79	
111	71	67	60	0.60	0.64	0.47	
111	113	73	71	0.94	0.53	0.59	
111	11	79	79	0.91	0.70	0.65	
11	51	48	30	0.42	0.40	0.25	
21	90	62	62	0.61	0.75	0.51	
39	79	77	60	0.64	0.54	0.50	
111	112	67	67	0.99	0.58	0.53	
120	84	66	56	0.69	0.55	0.45	
147	64	76	72	0.70	0.71	0.51	
168	112	100	95	0.93	0.83	0.79	
111	71	67					

REF ID	SELF	OTHER	DIAGN	PROPORTIONS			
1	4	42	5	0.05	0.37	0.04	1
2	53	42	31	0.47	0.37	0.27	
3	53	42	25	0.29	0.37	0.22	
7	42	43	30	0.37	0.38	0.27	
12	33	46	27	0.29	0.41	0.24	
15	20	42	16	0.18	0.37	0.14	
20	29	42	25	0.26	0.37	0.22	
22	54	42	35	0.48	0.37	0.29	
23	56	42	15	0.32	0.37	0.13	
60	93	57	48	0.82	0.53	0.42	
125	100	76	71	0.99	0.67	0.63	
126	81	66	53	0.72	0.58	0.47	
131	10	35	6	0.09	0.31	0.05	
133	46	44	34	0.41	0.39	0.30	
173	10	40	8	0.09	0.35	0.07	
177	21	42	13	0.19	0.37	0.12	
178	44	33	21	0.39	0.29	0.19	
176	17	39	13	0.15	0.35	0.17	
51	53	53	26	0.46	0.67	0.26	2
55	80	56	42	0.71	0.53	0.37	
56	68	61	46	0.60	0.54	0.41	
57	68	60	44	0.60	0.53	0.39	
59	39	39	30	0.35	0.32	0.27	
87	55	45	35	0.49	0.40	0.31	
97	29	42	16	0.26	0.37	0.14	
114	65	66	44	0.58	0.58	0.39	
121	97	45	40	0.86	0.40	0.35	
158	27	37	14	0.24	0.50	0.12	
159	40	56	28	0.35	0.50	0.25	
160	24	49	17	0.21	0.43	0.15	
161	56	51	35	0.50	0.45	0.31	
162	17	45	12	0.15	0.40	0.11	
182	9	69	8	0.08	0.91	0.07	
183	75	46	38	0.66	0.41	0.34	
193	49	61	54	0.43	0.54	0.30	
197	50	66	32	0.44	0.58	0.26	
202	17	52	13	0.15	0.46	0.12	
203	15	51	13	0.13	0.45	0.12	
204	94	54	44	0.85	0.48	0.39	
211	31	11	6	0.27	0.10	0.05	
24	44	50	26	0.36	0.44	0.23	3
34	60	76	44	0.53	0.67	0.39	
40	98	77	70	0.87	0.58	0.52	
41	89	76	63	0.79	0.67	0.56	
42	103	77	71	0.91	0.58	0.63	
43	99	73	66	0.88	0.55	0.58	
79	41	58	31	0.34	0.51	0.27	
81	11	45	9	0.10	0.40	0.08	
82	40	48	31	0.35	0.42	0.27	
85	31	48	17	0.27	0.42	0.15	
100	38	26	15	0.34	0.23	0.13	
139	75	58	42	0.66	0.51	0.37	
142	50	41	17	0.46	0.38	0.15	
144	34	44	19	0.30	0.39	0.17	
148	92	45	41	0.81	0.40	0.36	
149	63	44	35	0.56	0.39	0.31	
151	49	47	34	0.43	0.42	0.30	
169	10	38	8	0.09	0.34	0.07	
199	29	25	12	0.26	0.22	0.11	
200	29	24	11	0.26	0.21	0.10	
212	23	14	7	0.20	0.12	0.06	
24	24	58	21	0.25	0.51	0.19	4
30	102	70	66	0.90	0.52	0.58	
31	70	60	43	0.62	0.53	0.38	
32	41	51	28	0.36	0.45	0.25	
33	92	77	65	0.81	0.58	0.58	
108	80	41	32	0.71	0.35	0.28	
127	96	59	54	0.85	0.52	0.48	5
155	54	46	31	0.49	0.41	0.29	
6	22	67	17	0.19	0.59	0.15	
9	39	42	19	0.35	0.39	0.17	
16	76	64	49	0.67	0.57	0.43	
37	19	76	15	0.17	0.67	0.13	
39	85	78	57	0.75	0.59	0.50	
47	54	50	40	0.48	0.44	0.35	
51	49	66	32	0.43	0.58	0.28	
52	71	87	58	0.63	0.77	0.51	
54	72	68	54	0.64	0.80	0.48	
59	91	60	50	0.81	0.53	0.44	
66	65	67	48	0.58	0.59	0.42	
69	35	67	60	0.35	0.59	0.53	
72	27	67	21	0.24	0.59	0.19	
73	20	64	16	0.18	0.57	0.14	
104	60	66	30	0.53	0.58	0.44	
106	42	58	27	0.37	0.51	0.24	
107	79	58	52	0.70	0.51	0.46	
113	85	69	35	0.75	0.51	0.49	
117	54	67	37	0.48	0.59	0.33	
138	27	59	18	0.24	0.52	0.16	
140	46	60	33	0.41	0.53	0.29	
154	96	51	48	0.76	0.43	0.42	
156	48	48	30	0.42	0.42	0.27	
157	93	72	61	0.82	0.54	0.54	
163	53	65	38	0.44	0.58	0.34	
165	52	66	43	0.45	0.58	0.38	
167	72	66	52	0.64	0.58	0.46	
171	101	55	50	0.89	0.49	0.44	
181	56	62	42	0.50	0.55	0.37	
184	56	66	39	0.50	0.58	0.35	
190	74	62	49	0.65	0.55	0.43	
192	50	65	38	0.44	0.58	0.34	
201	88	50	42	0.78	0.44	0.37	
209	102	65	60	0.90	0.55	0.53	
210	25	20	8	0.22	0.18	0.07	
11	73	68	49	0.63	0.53	0.43	6
13	84	69	59	0.74	0.51	0.52	
26	73	66	51	0.65	0.53	0.45	
46	56	44	29	0.50	0.39	0.26	
65	15	75	15	0.12	0.55	0.13	
76	67	72	54	0.59	0.64	0.48	
77	100	74	69	0.88	0.55	0.51	
83	77	55	48	0.68	0.47	0.41	
142	103	72	67	0.91	0.54	0.59	
0.4853 0.4883 0.3055							
0.0044 0.0044 0.0041							

TABLE 9.16 Connectedness Ratios of 113 Employees in the Friendship Network, Grouped into Six Job Classifications at the London Hotel During the Time (T2) Study, 1984.

KEY TO ABBREVIATIONS USED IN TABLES 9.17 TO 9.38., INCLUSIVE

<u>ABBREVIATION</u>	<u>TITLE</u>
FREQ	Frequency Within Cells Used For Analysis
STD.DEV.	Standard Deviation
D.F.	Degrees of Freedom
TINF	Information Network Mean Connectedness Ratios
TGDS	Goods Network Mean Connectedness Ratios
TDEC	Decision Network Mean Connectedness Ratios
TFRND	Friendship Network Mean Connectedness Ratios
JOB	Job Classification
AGE	Mean Age of Respondents
ED	Mean Age When Full-Time Education Ceased
TRN	Mean Period of Company Training
MNTH	Mean Period of Employment With Company

Coastal (Time 1)

CELL NUMBER	VARIABLE FREQ.	12 TIME FREQ.	12 TIME MEAN	12 TIME STD. DEV.	VARIABLE 13 TGDS FREQ.	13 TGDS MEAN	13 TGDS STD. DEV.	VARIABLE 14 TDEC FREQ.	14 TDEC MEAN	14 TDEC STD. DEV.	VARIABLE 15 TFEV FREQ.	15 TFEV MEAN	15 TFEV STD. DEV.
1	13.	0.17804	0.0743	0.0460	13.	0.29066	0.0460	13.	0.11521	0.0761	14.	0.25172	0.0495
2	37.	0.32855	0.1406	0.1431	37.	0.22692	0.1431	37.	0.21622	0.1376	7.	0.11143	0.1527
3	15.	0.52482	0.0768	0.1594	15.	0.42890	0.1594	15.	0.42120	0.0484	13.	0.62442	0.1504
4	5.	0.54338	0.1320	0.1265	5.	0.39016	0.1265	5.	0.41864	0.1091	5.	0.11221	0.1323
5	32.	0.53801	0.1375	0.1493	32.	0.36061	0.1493	32.	0.38355	0.1348	32.	0.42746	0.1761
6	12.	0.67556	0.1245	0.1183	12.	0.42864	0.1183	12.	0.53525	0.1482	14.	0.55171	0.1603
EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROP.(CHI-SQ)	41.57890 5. 0.0000		41.57890 5. 0.0000				41.57890 5. 0.0000					41.57890 5. 0.0000
WITHIN SUP OF SQUARES D.F. MEAN SQUARE		1.68707 108. 0.01562		2.02648 108. 0.01876				1.54058 108. 0.01426					2.56700 108. 0.02377
BETWEEN SUP OF SQUARES D.F. MEAN SQUARE		2.48583 5. 0.49717		0.72334 5. 0.14467				1.22210 5. 0.16522					0.27044 5. 0.17409
EQUALITY OF MEANS F-VALUE D.F.'S		31.82681 5. 108.		7.70994 5. 108.				20.00314 5. 108.					7.52430 5. 108.

London (Time 1)

CELL NUMBER	VARIABLE FREQ.	12 TIME FREQ.	12 TIME MEAN	12 TIME STD. DEV.	VARIABLE 13 TGDS FREQ.	13 TGDS MEAN	13 TGDS STD. DEV.	VARIABLE 14 TDEC FREQ.	14 TDEC MEAN	14 TDEC STD. DEV.	VARIABLE 15 TFEV FREQ.	15 TFEV MEAN	15 TFEV STD. DEV.
1	20.	0.29718	0.1203	0.05725	20.	0.34833	0.1220	20.	0.01062	0.0511	26.	0.45114	0.1168
2	19.	0.39640	0.0718	0.0742	19.	0.37952	0.0742	19.	0.22513	0.0266	14.	0.1721	0.1721
3	18.	0.44620	0.1212	0.1941	18.	0.34813	0.1941	18.	0.28322	0.0493	12.	0.1235	0.1235
4	7.	0.50906	0.0760	0.0575	7.	0.42462	0.0575	7.	0.30368	0.1941	7.	0.5711	0.1402
5	37.	0.56764	0.1230	0.1252	37.	0.39512	0.1252	37.	0.36193	0.1220	37.	0.52746	0.1558
6	11.	0.60861	0.1831	0.1472	11.	0.39512	0.1472	11.	0.39508	0.1452	11.	0.46118	0.1333
EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROP.(CHI-SQ)	21.57141 5. 0.0000		28.57141 5. 0.0000				20.57141 5. 0.0000					20.57141 5. 0.0000
WITHIN SUP OF SQUARES D.F. MEAN SQUARE		1.53268 106. 0.01446		1.36661 106. 0.01289				1.50252 106. 0.01031					2.66576 106. 0.02496
BETWEEN SUP OF SQUARES D.F. MEAN SQUARE		1.28511 5. 0.25702		1.91846 5. 0.38369				1.98010 5. 0.27004					1.41759 5. 0.228352
EQUALITY OF MEANS F-VALUE D.F.'S		17.77562 5. 106.		29.70070 5. 106.				36.48454 5. 106.					11.55291 5. 106.

9.17. Comparative analysis of Connectedness Ratios for respondents in each Job Classification in the Information, Goods, Decisions and Friendship networks at the Coastal and London hotels during the Time T1 studies, (1982/3).

Coastal (Time 2)

CELL NUMBER	VARIABLE 12 TIME			VARIABLE 13 TGDS			VARIABLE 14 THEC			VARIABLE 15 TERNH		
	FREQ.	MEAN	STD. DEV.	FREQ.	MEAN	STD. DEV.	FREQ.	MEAN	STD. DEV.	FREQ.	MEAN	STD. DEV.
1	13.	0.35004	0.0915	13.	0.20442	0.0755	13.	0.04366	0.0682	13.	0.51172	0.1132
2	33.	0.47706	0.1137	33.	0.38646	0.1058	33.	0.21706	0.1312	33.	0.54907	0.1816
3	25.	0.50542	0.1485	25.	0.54168	0.1604	25.	0.30203	0.1824	25.	0.68306	0.1679
4	9.	0.55021	0.1984	9.	0.39873	0.1532	9.	0.34283	0.1133	9.	0.44510	0.1526
5	31.	0.67206	0.1147	31.	0.54028	0.1447	31.	0.42311	0.1156	31.	0.69927	0.1562
6	10.	0.74470	0.1340	10.	0.50318	0.1704	10.	0.40620	0.1128	10.	0.70049	0.1734
EQUALITY OF CELL FREQ.		CHI-SQUARE D.F.	24.90097 5.			24.90097 5.			22.09097 5.		28.99997 5.	
		FREQ. (CHI-SQ)	0.0000			0.0000			0.0000		0.0000	
WITHIN SUM OF SQUARES D.F.			1.01501 115.			2.19201 115.			2.02377 115.		2.02343 115.	
MEAN SQUARE			0.01665			0.01906			0.01760		0.02542	
BETWEEN SUM OF SQUARES D.F.			1.50173 5.			1.43185 5.			1.05228 5.		1.18557 5.	
MEAN SQUARE			0.30035			0.28637			0.20958		0.23711	
EQUALITY OF MEAN		F-VALUE D.F.'S	18.03633 5. 115.			15.02389 5. 115.			22.10415 5. 115.		9.32739 5. 115.	

London (Time 2)

CELL NUMBER	VARIABLE 12 TIME			VARIABLE 13 TGDS			VARIABLE 14 THEC			VARIABLE 15 TERNH		
	FREQ.	MEAN	STD. DEV.	FREQ.	MEAN	STD. DEV.	FREQ.	MEAN	STD. DEV.	FREQ.	MEAN	STD. DEV.
1	18.	0.32075	0.0779	18.	0.00554	0.0236	18.	0.18780	0.1473	18.	0.49602	0.1458
2	22.	0.47663	0.1115	22.	0.23244	0.1031	22.	0.25772	0.0971	22.	0.51022	0.1473
3	21.	0.46511	0.1707	21.	0.22558	0.1604	21.	0.32003	0.1332	21.	0.53909	0.2143
4	8.	0.56088	0.0941	8.	0.24344	0.1081	8.	0.33210	0.1028	8.	0.65775	0.1589
5	35.	0.73106	0.1459	35.	0.32315	0.1532	35.	0.42417	0.1567	35.	0.63057	0.1481
6	9.	0.74484	0.1102	9.	0.43713	0.0727	9.	0.47070	0.1616	9.	0.71026	0.1667
EQUALITY OF CELL FREQ.		CHI-SQUARE D.F.	26.06102 5.			26.06102 5.			26.06102 5.		26.06102 5.	
		FREQ. (CHI-SQ)	0.0001			0.0001			0.0001		0.0001	
WITHIN SUM OF SQUARES D.F.			1.87831 107.			1.68735 107.			2.03929 107.		3.10776 107.	
MEAN SQUARE			0.01755			0.01577			0.01906		0.02906	
BETWEEN SUM OF SQUARES D.F.			2.62709 5.			1.58672 5.			0.87178 5.		0.59589 5.	
MEAN SQUARE			0.52547			0.31734			0.17436		0.11918	
EQUALITY OF MEAN		F-VALUE D.F.'S	26.93094 5. 107.			20.12379 5. 107.			9.14817 5. 107.		4.10329 5. 107.	

9.18. Comparative analysis of Connectedness Ratios for respondents in each Job Classification in the Information, Goods, Decisions and Friendship networks at the Coastal and London hotels during the Time T2 studies, (1984).

Coastal & London (Time 1)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE 14 TIME			VARIABLE 15 TONS			VARIABLE 16 TDEC			VARIABLE 17 TFRND			
	FREQ.	MEAN	STD. DEV.	FREQ.	MEAN	STD. DEV.	FREQ.	MEAN	STD. DEV.	FREQ.	MEAN	STD. DEV.	
1	33.	0.25025	0.1190	33.	0.14928	0.1519	33.	0.05169	0.0741	33.	0.23345	0.1541	
2	56.	0.35157	0.1252	56.	0.26811	0.1362	56.	0.21968	0.1146	56.	0.36773	0.1794	
3	33.	0.48194	0.1094	33.	0.40197	0.1323	33.	0.34594	0.1012	33.	0.49667	0.1428	
4	12.	0.52336	0.0990	12.	0.36564	0.0299	12.	0.35167	0.1126	12.	0.49270	0.1626	
5	69.	0.55390	0.1298	69.	0.39493	0.1396	69.	0.37195	0.1276	69.	0.48482	0.1704	
6	23.	0.64354	0.1554	23.	0.41261	0.1309	23.	0.46853	0.1604	23.	0.50560	0.1457	
EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB. (CHI-SQ)	59.34511 5. 0.0000			59.34511 5. 0.0000			59.34511 5. 0.0000			59.34511 5. 0.0000		
WITHIN SUP OF SQUARES D.F. MEAN SQUARE	7.48415 220. 0.01584			4.10995 220. 0.01868			3.03833 220. 0.01381			5.91381 223. 0.02688			
BETWEEN SUP OF SQUARES D.F. MEAN SQUARE	3.55463 5. 0.71093			1.92602 5. 0.34520			3.49511 5. 0.69902			2.00521 5. 0.49104			
EQUALITY OF MEANS	F-VALUE D.F.'S	44.89006 5. 220.			20.61945 5. 220.			50.61484 5. 220.			14.91918 5. 220.		

9.19. Comparative analysis of Connectedness Ratios for respondents in each Job Classification, after combining data collected at the Coastal and London hotels during the Time T1 studies, (1982/3).

Coastal & London (Time 2)

PAGE 5 PWD05D TOM

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE 14 TINF		VARIABLE 15 TGDS		VARIABLE 16 TDEC		VARIABLE 17 TFRMD		
	FREQ.	MEAN	STD. DEV.	FREQ.	MEAN	STD. DEV.	FREQ.	MEAN	STD. DEV.
1	31.	0.34241	0.0838	31.	0.1120	0.12735	31.	0.49547	0.1577
2	55.	0.47688	0.1118	55.	0.1287	0.27332	55.	0.53289	0.1684
3	46.	0.53593	0.1703	46.	0.2282	0.31115	46.	0.61782	0.1934
4	17.	0.55523	0.1542	17.	0.1524	0.33778	17.	0.55051	0.1832
5	66.	0.70335	0.1362	66.	0.1843	0.42897	66.	0.66284	0.1547
6	19.	0.74428	0.1236	19.	0.1306	0.48417	19.	0.75722	0.1717
EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PFOB.(CHI-SQ)	50.82051 5. 0.0000	50.82051 5. 0.0000	50.82051 5. 0.0000	50.82051 5. 0.0000	50.82051 5. 0.0000	50.82051 5. 0.0000	50.82051 5. 0.0000	50.82051 5. 0.0000
WITHIN	SUM OF SQUARES D.F. MEAN SQUARE	4.05170 228. 0.01777	6.52916 228. 0.02864	4.49034 228. 0.01969	4.49034 228. 0.01969	4.49034 228. 0.01969	4.49034 228. 0.01969	4.49034 228. 0.01969	4.49034 228. 0.01969
BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE	3.87531 5. 0.77506	2.91461 5. 0.58292	2.56325 5. 0.51265	2.56325 5. 0.51265	2.56325 5. 0.51265	2.56325 5. 0.51265	2.56325 5. 0.51265	2.56325 5. 0.51265
EQUALITY OF MEANS	F-VALUE D.F.,S	43.61468 5. 228.	20.35576 5. 228.	26.03008 5. 228.	26.03008 5. 228.	26.03008 5. 228.	26.03008 5. 228.	26.03008 5. 228.	26.03008 5. 228.

9.20. Comparative analysis of Connectedness Ratios for respondents in each Job Classification, after combining data collected at the Coastal and London hotels during the Time T2 studies, (1984).

Coastal (Time 1)

	JOB	TINF	TGDS	TDEC	TFRND	
	2	12	13	14	15	
JOB	2	0.000				
TINF	12	0.000	1.000			
TGDS	13	0.000	0.478	1.000		
TDEC	14	0.000	0.411	0.702	1.000	
TFRND	15	0.000	0.541	0.762	0.586	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

PAGE 6 RPDPRY TOP

London (Time 1)

	JOB	TINF	TGDS	TDEC	TFRND	
	3	13	14	15	16	
JOB	3	0.000				
TINF	13	0.000	1.000			
TGDS	14	0.000	0.027	1.000		
TDEC	15	0.000	0.235	-0.023	1.000	
TFRND	16	0.000	0.336	-0.175	0.720	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

Coastal (Time 2)

	JOB	TINF	TGDS	TDEC	TFRND	
	3	12	14	15	16	
JOB	3	0.000				
TINF	12	0.000	1.000			
TGDS	14	0.000	0.647	1.000		
TDEC	15	0.000	-0.107	-0.369	1.000	
TFRND	16	0.000	0.623	0.808	-0.514	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

London (Time 2)

	JOB	TINF	TGDS	TDEC	TFRND	
	3	13	14	15	16	
JOB	3	0.000				
TINF	13	0.000	1.000			
TGDS	14	0.000	-0.341	1.000		
TDEC	15	0.000	-0.091	0.158	1.000	
TFRND	16	0.000	-0.057	0.720	0.279	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

- 9.21. Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Friendship networks for Job Classification 1 respondents in the replicated Time T1 and T2 studies at the Coastal and London hotels, (1982/3 and 1984).

Coastal (Time 1)

	JOB	TINF	TGDS	TDEC	TFRND	
	2	12	13	14	15	
JOB	2	0.000				
TINF	12	0.000	1.000			
TGDS	13	0.000	0.790	1.000		
TDEC	14	0.000	0.766	0.714	1.000	
TFRND	15	0.000	0.827	0.826	0.696	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.
PAGE 6 RPDF4P TOP

London (Time 1)

F	JOB	TINF	TGDS	TDEC	TFRND	
10	3	13	14	15	16	
JOB	3	0.000				
11 TINF	13	0.000	1.000			
TGDS	14	0.000	0.654	1.000		
12 TDEC	15	0.000	0.421	0.336	1.000	
TFRND	16	0.000	0.727	0.269	0.372	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

Coastal (Time 2)

	JOB	TINF	TGDS	TDEC	TFRND	
	3	13	14	15	16	
JOB	3	0.000				
TINF	13	0.000	1.000			
TGDS	14	0.000	0.743	1.000		
TDEC	15	0.000	0.470	0.486	1.000	
TFRND	16	0.000	0.629	0.672	0.329	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

London (Time 2)

	JOB	TINF	TGDS	TDEC	TFRND	
	3	13	14	15	16	
JOB	3	0.000				
TINF	13	0.000	1.000			
TGDS	14	0.000	0.242	1.000		
TDEC	15	0.000	0.719	0.427	1.000	
TFRND	16	0.000	0.617	0.263	0.656	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

- 9.22. Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Friendship networks for Job Classification 2 respondents in the replicated Time T1 and T2 studies at the Coastal and London hotels, (1982/3 and 1984).

Coastal (Time 1)

	JOB	TINF	TGDS	TDEC	TFRND
	2	12	13	14	15
JOB	2	0.000			
TINF	12	0.000	1.000		
TGDS	13	0.000	0.917	1.000	
TDEC	14	0.000	0.681	0.343	1.000
TFRND	15	0.000	-0.209	0.085	0.155

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

1PAGE 6 PPDF4P TOP

London (Time 1)

	JOB	TINF	TGDS	TDEC	TFRND
	3	13	14	15	16
JOB	3	0.000			
TINF	13	0.000	1.000		
TGDS	14	0.000	0.170	1.000	
TDEC	15	0.000	0.618	0.457	1.000
TFRND	16	0.000	0.831	0.055	0.504

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

Coastal (Time 2)

	JOB	TINF	TGDS	TDEC	TFRND
	2	13	14	15	16
JOB	2	0.000			
TINF	13	0.000	1.000		
TGDS	14	0.000	0.912	1.000	
TDEC	15	0.000	0.683	0.374	1.000
TFRND	16	0.000	0.230	0.373	0.571

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

London (Time 2)

	JOB	TINF	TGDS	TDEC	TFRND
	3	13	14	15	16
JOB	3	0.000			
TINF	13	0.000	1.000		
TGDS	14	0.000	0.300	1.000	
TDEC	15	0.000	0.219	0.847	1.000
TFRND	16	0.000	0.942	0.087	0.141

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

- 9.23. Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Friendship networks for Job Classification 3 respondents in the replicated Time T1 and T2 studies at the Coastal and London hotels, (1982/3 and 1984).

Coastal (Time 1)

	JOB	TINF	TGDS	TDEC	TFRND	
	2	12	13	14	15	
JOB	2	0.000				
TINF	12	0.000	1.000			
TGDS	13	0.000	0.712	1.000		
TDEC	14	0.000	0.767	0.487	1.000	
TFRND	15	0.000	0.094	0.061	-0.039	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.
3PAGE 6 RPDP4P TOM

London (Time 1)

	JOB	TINF	TGDS	TDEC	TFRND	
	3	13	14	15	16	
JOB	3	0.000				
TINF	13	0.000	1.000			
TGDS	14	0.000	0.631	1.000		
TDEC	15	0.000	0.755	0.505	1.000	
TFRND	16	0.000	0.466	0.342	0.429	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

Coastal (Time 2)

	JOB	TINF	TGDS	TDEC	TFRND	
	3	13	14	15	16	
JOB	3	0.000				
TINF	13	0.000	1.000			
TGDS	14	0.000	0.668	1.000		
TDEC	15	0.000	0.515	0.305	1.000	
TFRND	16	0.000	0.756	0.347	0.181	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

London (Time 2)

	JOB	TINF	TGDS	TDEC	TFRND	
	3	13	14	15	16	
JOB	3	0.000				
TINF	13	0.000	1.000			
TGDS	14	0.000	0.737	1.000		
TDEC	15	0.000	0.651	0.712	1.000	
TFRND	16	0.000	0.574	0.317	0.046	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

- 9.24. Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Firendship networks for Job Classification 4 respondents in the replicated Time T1 and T2 studies at the Coastal and London hotels, (1982/3 and 1984).

Coastal (Time 1)

	JOB	TINF	TGDS	TDEC	TFRND	
	2	12	13	14	15	
JOB	2	0.000				
TINF	12	0.000	1.000			
TGDS	13	0.000	0.785	1.000		
TDEC	14	0.000	0.805	0.668	1.000	
TFRND	15	0.000	0.699	0.749	0.622	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.
 1PAGE 6 PNDP4P TOM

London (Time 1)

	JOB	TINF	TGDS	TDEC	TFRND	
	3	13	14	15	16	
JOB	3	0.000				
TINF	13	0.000	1.000			
TGDS	14	0.000	0.560	1.000		
TDEC	15	0.000	0.484	0.692	1.000	
TFRND	16	0.000	0.551	0.631	0.530	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

Coastal (Time 2)

	JOB	TINF	TGDS	TDEC	TFRND	
	3	13	14	15	16	
JOB	3	0.000				
TINF	13	0.000	1.000			
TGDS	14	0.000	0.779	1.000		
TDEC	15	0.000	0.631	0.516	1.000	
TFRND	16	0.000	0.676	0.461	0.590	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

London (Time 2)

	JOB	TINF	TGDS	TDEC	TFRND	
	3	13	14	15	16	
JOB	3	0.000				
TINF	13	0.000	1.000			
TGDS	14	0.000	0.464	1.000		
TDEC	15	0.000	0.392	0.766	1.000	
TFRND	16	0.000	0.304	0.265	0.395	1.000

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

- 9.25. Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Friendship networks for Job Classification 5 respondents in the replicated Time T1 and T2 studies at the Coastal and London hotels, (1982/3 and 1984).

Coastal (Time 1)

	JOB	TINF	TGDS	TDEC	TFRND
	2	12	13	14	15
JOB	2	0.000			
TINF	12	0.000	1.000		
TGDS	13	0.000	0.655	1.000	
TDEC	14	0.000	0.562	0.679	1.000
TFRND	15	0.000	0.730	0.226	0.125

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.
1PAGE 0 FROFAP TOM

London (Time 1)

	JOB	TINF	TGDS	TDEC	TFRND
	3	13	14	15	16
JOB	3	0.000			
TINF	13	0.000	1.000		
TGDS	14	0.000	0.830	1.000	
TDEC	15	0.000	0.742	0.757	1.000
TFRND	16	0.000	0.099	-0.102	-0.132

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

Coastal (Time 2)

	JOB	TINF	TGDS	TDEC	TFRND
	2	13	14	15	16
JOB	2	0.000			
TINF	13	0.000	1.000		
TGDS	14	0.000	0.657	1.000	
TDEC	15	0.000	0.882	0.835	1.000
TFRND	16	0.000	0.746	0.358	0.495

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

London (Time 2)

	JOB	TINF	TGDS	TDEC	TFRND
	3	13	14	15	16
JOB	3	0.000			
TINF	13	0.000	1.000		
TGDS	14	0.000	0.645	1.000	
TDEC	15	0.000	0.380	0.753	1.000
TFRND	16	0.000	0.196	0.101	-0.397

CORRELATION MATRIX IS SINGULAR. RANK = 4. A GENERALIZED INVERSE IS COMPUTED.

- 9.26. Correlation Matrix of Connectedness RAtios in the Information, Goods, Decisions and Friendship networks for Job Classification 6 respondents in the replicated Time T1 and T2 studies at the Coastal and London hotels, (1982/3 and 1984).

Coastal (Time 1)

	JOB	TINF	TGDS	TDEC	TFRND	AGE	ED	TRN	PNTM
	2	12	13	14	15	8	9	10	11
JOB	2	1.000							
TINF	12	0.721	1.000						
TGDS	13	0.367	0.727	1.000					
TDEC	14	0.657	0.897	0.694	1.000				
TFRND	15	0.458	0.720	0.670	0.668	1.000			
AGE	8	0.228	0.248	0.010	0.266	0.763	1.000		
ED	9	0.287	0.424	0.354	0.299	0.259	-0.050	1.000	
TRN	10	0.326	0.370	0.328	0.315	0.339	0.099	0.250	1.000
PNTM	11	0.327	0.456	0.462	0.453	0.445	0.450	0.128	0.240
1PAGE	6	ENDPAGE TOP							

1PAGE 6 BMDP4V TOM

London (Time 1)

	TINF	TGDS	TDEC	TFRND	AGE	ED	TRN	PNTM	
	13	14	15	16	9	10	11	12	
TINF	13	1.000							
TGDS	14	0.712	1.000						
TDEC	15	0.639	0.750	1.000					
TFRND	16	0.519	0.381	0.417	1.000				
AGE	9	0.108	-0.046	-0.034	0.094	1.000			
ED	10	0.208	0.359	0.361	0.072	-0.229	1.000		
TRN	11	0.172	0.261	0.159	0.211	-0.196	0.005	1.000	
PNTM	12	0.075	0.034	-0.017	0.159	-0.584	-0.175	-0.170	1.000

Coastal (Time 2)

	TINF	TGDS	TDEC	TFRND	AGE	ED	TRN	PNTM	
	13	14	15	16	9	10	11	12	
TINF	13	1.000							
TGDS	14	0.795	1.000						
TDEC	15	0.739	0.625	1.000					
TFRND	16	0.699	0.576	0.485	1.000				
AGE	9	0.136	-0.006	0.097	0.094	1.000			
ED	10	0.149	0.091	0.288	-0.018	-0.253	1.000		
TRN	11	0.244	0.172	0.212	0.061	-0.062	0.153	1.000	
PNTM	12	0.443	0.347	0.324	0.310	0.413	-0.127	0.151	1.000

London (Time 2)

	TINF	TGDS	TDEC	TFRND	AGE	ED	TRN	PNTM	
	13	14	15	16	9	10	11	12	
TINF	13	1.000							
TGDS	14	0.652	1.000						
TDEC	15	0.743	0.906	1.000					
TFRND	16	0.520	0.678	0.595	1.000				
AGE	9	-0.063	-0.112	-0.009	-0.037	1.000			
ED	10	0.054	0.247	0.098	0.122	-0.195	1.000		
TRN	11	0.396	0.241	0.358	0.165	-0.224	-0.042	1.000	
PNTM	12	0.112	0.075	0.101	0.035	0.503	-0.065	-0.213	1.000

- 9.27. Correlation Matrix of Connectedness Ratios in the Information, Goods, Decisions and Friendship networks for respondents in the combined Job Classifications in the replicated Time T1 and T2 studies at the Coastal and London hotels, (1982/3 and 1984).

Coastal (Time 1)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	FREQ.	VARIABLE 9 AGE		VARIABLE 10 ED		VARIABLE 11 TRN	
		FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.
1	13.	13.	3.38461	1.5566	13.	2.23077	0.5991
2	37.	37.	2.94595	1.7787	37.	2.24324	0.9547
3	15.	15.	3.33333	1.0665	15.	2.80000	0.7746
4	5.	5.	3.80000	0.4472	5.	3.20000	0.8367
5	32.	32.	3.53125	1.3194	32.	2.81250	0.8206
6	12.	12.	4.41667	1.2401	12.	2.83333	1.0299
EQUALITY OF CELL FREQ.		CHI-SQUARE D.F. PROB.(CHI-SQ)		41.57890 5. 0.0000		41.57890 5. 0.0000	
WITHIN		SUM OF SQUARES D.F. MEAN SQUARE		229.98708 108. 2.12951		80.85997 108. 0.74870	
BETWEEN		SUM OF SQUARES D.F. MEAN SQUARE		21.45102 5. 4.29020		10.92930 5. 2.18585	
EQUALITY OF MEANS		F-VALUE D.F.'S		2.01464 5. 108.		2.91953 5. 108.	

London (Time 1)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	FREQ.	VARIABLE 9 AGE		VARIABLE 10 ED		VARIABLE 11 TRN	
		FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.
1	20.	20.	4.13003	1.3727	20.	2.35000	1.2680
2	19.	19.	4.05263	1.1291	19.	3.47368	1.1723
3	18.	18.	4.22222	1.0503	18.	3.00000	1.2834
4	7.	7.	3.57143	1.1339	7.	3.28571	0.4879
5	37.	37.	3.83784	1.3023	37.	3.13513	1.0318
6	11.	11.	4.63636	1.5567	11.	2.63636	0.8090
EQUALITY OF CELL FREQ.		CHI-SQUARE D.F. PROB. (CHI-SQ)		28.57141 5. 0.0000		28.57141 5. 0.0000	
WITHIN SUM OF SQUARES D.F. MEAN SQUARE		171.14491 106. 1.61457		129.58490 106. 1.22250		397.35235 106. 3.76747	
BETWEEN SUM OF SQUARES D.F. MEAN SQUARE		7.63154 5. 1.52631		15.40588 5. 3.08117		73.89719 5. 15.77944	
EQUALITY OF MEANS		F-VALUE D.F.'S		0.94533 5. 126.		2.52039 5. 106.	
						4.18834 5. 106.	

9.28. Comparative analysis of Demographic data for respondents in each Job Classification at the Coastal and London hotels during the Time T2 studies, (1984).

Coastal (Time 2)

1 DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

6	CELL NUMBER	FREQ.	VARIABLE 9 AGE		VARIABLE 10 ED		VARIABLE 11 TRM	
1			FREQ.	MEAN	FREQ.	MEAN	FREQ.	MEAN
10	1	13.	13.	3.38461	13.	2.00000	13.	3.07592
	2	33.	1.8502	1.5411	33.	2.48485	33.	2.39394
12	3	25.	3.03003	1.2689	25.	2.36000	25.	1.84300
	4	9.	3.12000	0.8560	9.	2.88889	9.	3.77778
14	5	31.	3.33333	1.2322	31.	2.77419	31.	3.67742
	6	10.	3.58064	1.1395	10.	2.70000	10.	4.40300
16			4.70003					
18	EQUALITY OF CELL FREQ.		28.99997		28.99997		28.99997	
20			5.	0.0000	5.	0.0000	5.	0.0000
22	WITHIN SUP OF SQUARES D.F.		219.35478		76.41043		293.89387	
24			115.	1.90752	115.	0.66444	115.	2.52949
26	BETWEEN SUP OF SQUARES D.F.		25.14708		7.73809		84.81084	
28			5.	5.02942	5.	1.54762	5.	15.96216
30	EQUALITY OF MEAN		2.63663		2.32921		5.70577	
32			5.	115.	5.	115.	5.	115.

London (Time 2)

4 DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

6	CELL NUMBER	FREQ.	VARIABLE 9 AGE		VARIABLE 10 ED		VARIABLE 11 TRM	
8			FREQ.	MEAN	FREQ.	MEAN	FREQ.	MEAN
10	1	18.	18.	4.22222	18.	2.11111	18.	1.61111
	2	22.	1.3955	1.3965	22.	3.36364	22.	1.72727
12	3	21.	4.04545	1.2032	21.	2.76190	21.	1.04762
	4	8.	3.95238	1.1877	8.	3.12500	8.	4.00000
14	5	35.	3.37500	1.2321	35.	3.17143	35.	1.65714
	6	9.	4.05714	0.9280	9.	3.00000	9.	3.55556
16			6.11111					
18	EQUALITY OF CELL FREQ.		26.06192		26.06192		26.06192	
20			5.	0.0001	5.	0.0001	5.	0.0001
22	WITHIN SUP OF SQUARES D.F.		175.66731		102.52432		337.70117	
24			107.	1.64175	107.	0.95817	107.	5.15639
26	BETWEEN SUP OF SQUARES D.F.		4.29696		19.15674		79.30708	
28			5.	0.85939	5.	3.83135	5.	15.86162
30	EQUALITY OF MEAN		0.52346		3.99860		5.02566	
32			5.	107.	5.	107.	5.	107.

9.29. Comparative analysis of Demographic data for respondents in each Job Classification at the Coastal and London hotels during the Time T2 studies, (1984).

Coastal (Time 1)

CELL NUMBER	VARIABLE FREQ.	14 TIME MEAN	STD. DEV.	VARIABLE FREQ.	15 TGDS MEAN	STD. DEV.	VARIABLE FREQ.	16 TDEC MEAN	STD. DEV.	VARIABLE FREQ.	17 TFPND MEAN	STD. DEV.
1	12.	0.20985	0.1023	12.	0.22545	0.1245	18.	0.12057	0.0651	18.	0.23843	0.0972
2	26.	0.41257	0.1096	26.	0.31205	0.1074	26.	0.25686	0.1174	26.	0.34911	0.1255
3	9.	0.60107	0.1182	9.	0.43603	0.1401	9.	0.45382	0.1360	9.	0.46592	0.1925
4	10.	0.56111	0.0460	10.	0.51000	0.0384	10.	0.43876	0.0306	10.	0.41558	0.1571
5	5.	0.44068	0.0885	5.	0.20224	0.1248	5.	0.38936	0.0583	5.	0.45514	0.1159
6	11.	0.65545	0.1169	11.	0.41294	0.1102	11.	0.50482	0.1334	11.	0.51502	0.1593
7	9.	0.56200	0.1750	9.	0.36211	0.1747	9.	0.44653	0.1823	9.	0.42547	0.1611
8	12.	0.52888	0.1702	12.	0.37797	0.1507	12.	0.39877	0.1374	12.	0.43015	0.2169
EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB. (CHI-SQ)	24.15997 7. 0.0011		24.15997 7. 0.0011			24.15997 7. 0.0011			24.15997 7. 0.0011		
WITHIN	SUM OF SQUARES D.F. MEAN SQUARE	1.34106 92. 0.01458		1.39648 92. 0.01520			1.23777 92. 0.01345			2.10575 92. 0.02289		
BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE	2.04192 7. 0.29170		0.80066 7. 0.11438			1.71371 7. 0.24462			3.68939 7. 0.09148		
EQUALITY OF MEANS	F-VALUE D.F.'S	20.01155 7. 92.		7.52456 7. 92.			18.19655 7. 92.			6.30277 7. 92.		

London (Time 1)

CELL NUMBER	VARIABLE FREQ.	14 TIME MEAN	STD. DEV.	VARIABLE FREQ.	15 TGDS MEAN	STD. DEV.	VARIABLE FREQ.	16 TDEC MEAN	STD. DEV.	VARIABLE FREQ.	17 TFPND MEAN	STD. DEV.
1	23.	0.36182	0.1491	23.	0.10932	0.1705	23.	0.06666	0.1009	23.	0.23694	0.1513
2	16.	0.43404	0.1655	16.	0.39884	0.1374	16.	0.23261	0.1629	16.	0.53508	0.2004
3	9.	0.56460	0.1501	9.	0.46317	0.1455	9.	0.39201	0.1153	9.	0.52511	0.2044
4	11.	0.49694	0.1238	11.	0.43031	0.1071	11.	0.33627	0.0968	11.	0.53203	0.0447
5	6.	0.51821	0.1681	6.	0.37234	0.0834	6.	0.34549	0.1384	6.	0.65504	0.1413
6	11.	0.56932	0.1580	11.	0.35708	0.0867	11.	0.38721	0.1233	11.	0.50853	0.1457
7	14.	0.54577	0.1392	14.	0.38464	0.1459	14.	0.35268	0.1179	14.	0.54590	0.1591
8	14.	0.50060	0.1303	14.	0.37864	0.0653	14.	0.28812	0.1200	14.	0.50116	0.1180
EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB. (CHI-SQ)	14.15384 7. 0.0485		14.15384 7. 0.0485			14.15384 7. 0.0485			14.15384 7. 0.0485		
WITHIN	SUM OF SQUARES D.F. MEAN SQUARE	2.09677 96. 0.02184		1.68853 96. 0.01759			1.43749 96. 0.01497			2.28310 96. 0.02378		
BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE	0.58556 7. 0.08365		1.55888 7. 0.22270			1.44042 7. 0.20577			1.70364 7. 0.24538		
EQUALITY OF MEANS	F-VALUE D.F.'S	3.83007 7. 96.		12.66122 7. 96.			13.74224 7. 96.			10.23351 7. 96.		

9.30. Comparative analysis of Connectedness Ratios of respondents, who were classed into eight Technological groups, in the Information, Goods, Decisions and Friendship networks at the Coastal and London hotels during the Time T1 studeis, (1982/3).

Coastal (Time 2)

CELL NUMBER	VARIABLE 14 TIME			VARIABLE 15 TGDS			VARIABLE 16 TDEC			VARIABLE 17 TFRND		
	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.
1	23.	0.50992	0.1718	23.	0.43401	0.2399	23.	0.13751	0.1541	23.	0.61076	0.1361
2	30.	0.50214	0.1369	30.	0.43689	0.1279	30.	0.25678	0.1500	30.	0.59956	0.1454
3	9.	0.63727	0.1223	9.	0.51704	0.1153	9.	0.41363	0.1372	9.	0.67897	0.1737
4	10.	0.62363	0.1158	10.	0.57213	0.0866	10.	0.49413	0.0775	10.	0.64311	0.0921
5	5.	0.58787	0.1536	5.	0.27745	0.1172	5.	0.21952	0.0813	5.	0.66274	0.2413
6	11.	0.75304	0.1306	11.	0.51013	0.1633	11.	0.48858	0.1100	11.	0.75115	0.2297
7	9.	0.65479	0.1004	9.	0.45863	0.1080	9.	0.42067	0.0867	9.	0.63869	0.1417
8	8.	0.58581	0.1957	8.	0.48655	0.1656	8.	0.37864	0.1196	8.	0.58530	0.1515
EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROP.(CHI-SQ)	39.83804 7. 0.0000		39.83804 7. 0.0000			39.83804 7. 0.0000			39.83804 7. 0.0000		
WITHIN	SUM OF SQUARES D.F. MEAN SQUARE	2.04711 97. 0.02110		2.57073 97. 0.02650			1.68720 97. 0.01739			2.83657 97. 0.02924		
BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE	0.70057 7. 0.10008		0.38611 7. 0.05510			1.74413 7. 0.24916			0.24064 7. 0.33441		
EQUALITY OF MEANS	F-VALUE D.F.'S	4.74222 7. 97.		2.08126 7. 97.			14.32471 7. 97.			1.17655 7. 97.		

London (Time 2)

CELL NUMBER	VARIABLE 14 TIME			VARIABLE 15 TGDS			VARIABLE 16 TDEC			VARIABLE 17 TFRND		
	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.
1	20.	0.34146	0.1043	20.	0.03626	0.0781	20.	0.18606	0.1421	20.	0.41943	0.1271
2	16.	0.47736	0.1634	16.	0.23373	0.1534	16.	0.39737	0.1425	16.	0.58462	0.1791
3	12.	0.77379	0.2030	12.	0.36459	0.1442	12.	0.47630	0.1748	12.	0.56278	0.1959
4	9.	0.51580	0.1217	9.	0.30270	0.1563	9.	0.41688	0.1141	9.	0.49740	0.1176
5	6.	0.61327	0.1875	6.	0.18711	0.1759	6.	0.23444	0.1141	6.	0.76302	0.2121
6	8.	0.67581	0.1154	8.	0.39713	0.0935	8.	0.41258	0.1251	8.	0.71544	0.1352
7	14.	0.71923	0.1373	14.	0.29852	0.1531	14.	0.37662	0.1578	14.	0.68335	0.1524
8	14.	0.64382	0.1607	14.	0.31291	0.1407	14.	0.41569	0.1381	14.	0.61759	0.1635
EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROP.(CHI-SQ)	11.94949 7. 0.1022		11.94949 7. 0.1022			11.94949 7. 0.1022			11.94949 7. 0.1022		
WITHIN	SUM OF SQUARES D.F. MEAN SQUARE	2.02871 91. 0.02229		1.67600 91. 0.01442			1.87467 91. 0.02060			2.32341 91. 0.02553		
BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE	2.16290 7. 0.30899		1.34466 7. 0.19781			0.98203 7. 0.14029			1.11179 7. 0.15883		
EQUALITY OF MEANS	F-VALUE D.F.'S	13.85989 7. 91.		10.74024 7. 91.			6.40996 7. 91.			5.22070 7. 91.		

9.31. Comparative analysis of Connectedness Ratios for respondents, who were classed into eight Technological groups. in the Information, Goods, Decisions and Friendship networks, at the Coastal and London hotels during the Time T2 studies, (1984).

Coastal and London (Time 1)

CELL NUMBER	VARIABLE 16 TIME			VARIABLE 15 TONS			VARIABLE 16 TDEC			VARIABLE 17 TFRND		
	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.
1	41.	0.20510	0.1500	41.	0.16031	0.1612	41.	0.09033	0.0902	41.	0.23759	0.1289
2	42.	0.42775	0.1321	42.	0.34512	0.1256	42.	0.24762	0.1351	42.	0.45001	0.1696
3	18.	0.50204	0.1324	18.	0.44960	0.1393	18.	0.42291	0.1264	18.	0.49501	0.1951
4	1.	0.50750	0.0084	21.	0.46825	0.0098	21.	0.38508	0.0886	21.	0.47558	0.1251
5	11.	0.48207	0.1374	11.	0.29503	0.1327	11.	0.36543	0.1071	11.	0.56418	0.1620
6	22.	0.61209	0.1428	22.	0.38501	0.1009	22.	0.44602	0.1390	22.	0.51177	0.1690
7	23.	0.55212	0.1505	23.	0.37582	0.1540	23.	0.38940	0.1500	23.	0.49917	0.1672
8	26.	0.51365	0.1476	26.	0.17833	0.1174	26.	0.33919	0.1377	26.	0.46839	0.1710
EQUALITY OF CELL FREQ.			32.07840 7. 0.0000			32.07840 7. 0.0000			32.07840 7. 0.0000			32.07840 7. 0.0000
WITHIN SUM OF SQUARES D.F.			3.76790 196.			3.43322 196.			2.09131 196.			4.87927 196.
WITHIN SUM OF SQUARES D.F.			1.01072			0.01752			0.01526			3.02489
BETWEEN SUM OF SQUARES D.F.			2.30000 7.			2.02105 7.			3.08131 7.			2.16860 7.
BETWEEN SUM OF SQUARES D.F.			1.32000			0.24872			0.44019			3.30696
EQUALITY OF MEAN			17.1411 7. 196.			16.48255 7. 196.			28.84245 7. 196.			12.32988 7. 196.

Coastal and London (Time 2)

CELL NUMBER	VARIABLE 16 TIME			VARIABLE 15 TONS			VARIABLE 16 TDEC			VARIABLE 17 TFRND		
	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.
1	43.	0.43108	0.1659	43.	0.24001	0.2706	43.	0.16009	0.1489	43.	0.52176	0.1523
2	46.	0.40152	0.1453	46.	0.36622	0.1672	46.	0.30568	0.1608	46.	0.59568	0.1833
3	21.	0.71756	0.1823	21.	0.42903	0.1508	21.	0.44944	0.1592	21.	0.61258	0.1916
4	10.	0.58203	0.1239	10.	0.44443	0.1844	10.	0.45754	0.1018	10.	0.56919	0.1276
5	11.	0.60309	0.1648	11.	0.22817	0.1523	11.	0.22757	0.0960	11.	0.71744	0.2202
6	19.	0.77352	0.1273	19.	0.46255	0.1466	19.	0.45658	0.1196	19.	0.73554	0.1917
7	23.	0.68419	0.1287	23.	0.36117	0.1564	23.	0.39395	0.1339	23.	0.66588	0.1467
8	22.	0.62272	0.1710	22.	0.37605	0.1762	22.	0.40222	0.1300	22.	0.60565	0.1566
EQUALITY OF CELL FREQ.			41.56860 7. 0.0000			41.56860 7. 0.0000			41.56860 7. 0.0000			41.56860 7. 0.0000
WITHIN SUM OF SQUARES D.F.			4.59506 196.			7.23859 196.			3.88676 196.			5.77770 196.
WITHIN SUM OF SQUARES D.F.			0.02345			0.03678			0.01983			0.02968
BETWEEN SUM OF SQUARES D.F.			2.14742 7.			1.15502 7.			2.50215 7.			3.87861 7.
BETWEEN SUM OF SQUARES D.F.			0.33480			0.16643			0.35745			0.12552
EQUALITY OF MEAN			14.27805 7. 196.			4.52574 7. 196.			18.02534 7. 196.			6.25792 7. 196.

9.32. Comparative analysis of Connectedness Ratios for respondents, who were classed into eight Technological groups. in the Information, Goods, Decisions and Friendship networks, using combined data from the Time T1 and T2 studies at the Coastal and London hotels, (1982/3 and 1984).

Coastal (Time 1)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE FREQ.	12 MNTH MEAN	STD. DEV.
1	13.	19.23076	2.4179
2	37.	12.67568	1.62254
3	15.	21.13333	5.1251
4	5.	23.79999	1.67098
5	32.	20.56250	2.5230
6	12.	25.58333	4.7122

EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB. (CHI-SQ)	41.57890 5. 0.0000
------------------------------	--------------------------------------	--------------------------

WITHIN	SUM OF SQUARES D.F. MEAN SQUARE	8655.72266 106. 81.68262
--------	---------------------------------------	--------------------------------

BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE	2242.69727 5. 448.73926
---------	---------------------------------------	-------------------------------

EQUALITY OF MEANS	F-VALUE D.F.'S	5.59647 5. 108.
----------------------	-------------------	--------------------

Coastal (Time 2)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE FREQ.	11 MNTH MEAN	STD. DEV.
1	11.	22.61537	17.1344
2	33.	16.75757	14.4655
3	25.	26.87999	15.3740
4	9.	34.11110	16.5165
5	31.	36.29031	16.5678
6	10.	32.70000	18.4875

EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB. (CHI-SQ)	28.99997 5. 0.0000
------------------------------	--------------------------------------	--------------------------

WITHIN	SUM OF SQUARES D.F. MEAN SQUARE	24501.09375 115. 213.05298
--------	---------------------------------------	----------------------------------

BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE	7166.83984 5. 1433.36792
---------	---------------------------------------	--------------------------------

EQUALITY OF MEANS	F-VALUE D.F.'S	6.72775 5. 115.
----------------------	-------------------	--------------------

London (Time 1)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE FREQ.	11 MNTH MEAN	STD. DEV.
1	20.	3.20000	4.1498
2	19.	2.68421	3.1101
3	12.	4.11111	5.1039
4	7.	4.14286	5.5877
5	37.	4.00000	3.2754
6	11.	4.36364	4.2691

EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB. (CHI-SQ)	28.57141 5. 0.0000
------------------------------	--------------------------------------	--------------------------

WITHIN	SUM OF SQUARES D.F. MEAN SQUARE	1284.46193 106. 12.11775
--------	---------------------------------------	--------------------------------

BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE	37.19229 5. 7.43858
---------	---------------------------------------	---------------------------

EQUALITY OF MEANS	F-VALUE D.F.'S	6.61326 5. 105.
----------------------	-------------------	--------------------

London (Time 2)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE FREQ.	11 MNTH MEAN	STD. DEV.
1	18.	5.16167	6.8050
2	22.	3.09091	3.8410
3	21.	3.95218	3.2012
4	8.	4.37500	3.8891
5	35.	4.22257	3.4627
6	9.	5.00000	4.3301

EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB. (CHI-SQ)	26.06142 5. 0.0001
------------------------------	--------------------------------------	--------------------------

WITHIN	SUM OF SQUARES D.F. MEAN SQUARE	1697.31274 107. 15.86274
--------	---------------------------------------	--------------------------------

BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE	51.14314 5. 10.22863
---------	---------------------------------------	----------------------------

EQUALITY OF MEANS	F-VALUE D.F.'S	6.64482 5. 107.
----------------------	-------------------	--------------------

- 9.33. Comparative Analysis of Mean periods of Employment of respondents in each Job Classification at the Coastal and London hotels during replicated studies at Times T1 and T2, (1982/3 and 1984).

Coastal (Time 1)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE FREQ.	17 MONTH MEAN	STD. DEV.
1	18.	15.16667	9.8831
2	26.	17.50000	10.1005
3	9.	25.11110	2.9768
4	10.	21.00000	8.4590
5	5.	21.39999	11.4149
6	11.	26.45454	5.0865
7	9.	20.77777	11.4758
8	12.	19.75000	7.8639

EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB. (CHI-SQ)	24.15997 7. 0.0011
------------------------------	--------------------------------------	--------------------------

WITHIN SUM OF SQUARES D.F. MEAN SQUARE	7439.60547 92. 80.86526
BETWEEN SUM OF SQUARES D.F. MEAN SQUARE	1300.41746 7. 185.77393

EQUALITY OF MEANS	F-VALUE D.F.'S	2.29733 7. 92.
----------------------	-------------------	-------------------

Coastal (Time 2)

CELL NUMBER	VARIABLE FREQ.	12 MONTH MEAN	STD. DEV.
1	23.	27.30434	15.5601
2	30.	19.59499	15.1232
3	9.	39.00000	8.6168
4	10.	25.79999	16.3114
5	5.	33.59999	19.1128
6	11.	33.90009	17.9914
7	9.	34.66666	17.2046
8	8.	36.12500	6.2664

EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB. (CHI-SQ)	39.83804 7. 0.0000
------------------------------	--------------------------------------	--------------------------

WITHIN SUM OF SQUARES D.F. MEAN SQUARE	22424.61719 97. 231.18161
---	---------------------------------

BETWEEN SUM OF SQUARES D.F. MEAN SQUARE	4727.39844 7. 675.34253
--	-------------------------------

EQUALITY OF MEANS	F-VALUE D.F.'S	2.92126 7. 97.
----------------------	-------------------	-------------------

London (Time 1)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE FREQ.	12 MONTH MEAN	STD. DEV.
1	23.	3.00000	3.6640
2	16.	2.31250	3.5911
3	9.	2.55556	2.1279
4	11.	4.54545	2.9449
5	6.	5.33333	3.7771
6	11.	5.00000	4.1952
7	14.	4.14286	2.7693
8	14.	5.07143	3.5184

EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB. (CHI-SQ)	14.15344 7. 0.0485
------------------------------	--------------------------------------	--------------------------

WITHIN SUM OF SQUARES D.F. MEAN SQUARE	1120.36157 96. 11.67043
---	-------------------------------

BETWEEN SUM OF SQUARES D.F. MEAN SQUARE	124.39619 7. 17.77090
--	-----------------------------

EQUALITY OF MEANS	F-VALUE D.F.'S	1.52273 7. 96.
----------------------	-------------------	-------------------

London (Time 2)

CELL NUMBER	VARIABLE FREQ.	12 MONTH MEAN	STD. DEV.
1	20.	4.55000	4.7514
2	16.	3.00000	3.6878
3	12.	2.41667	2.6443
4	9.	3.33333	2.5000
5	6.	6.83333	3.5449
6	8.	6.37500	4.4381
7	14.	4.64286	2.8985
8	14.	3.73571	4.4233

EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB. (CHI-SQ)	11.94949 7. 0.1022
------------------------------	--------------------------------------	--------------------------

WITHIN SUM OF SQUARES D.F. MEAN SQUARE	1324.14453 91. 14.55104
---	-------------------------------

BETWEEN SUM OF SQUARES D.F. MEAN SQUARE	154.39897 7. 22.05694
--	-----------------------------

EQUALITY OF MEANS	F-VALUE D.F.'S	1.51584 7. 91.
----------------------	-------------------	-------------------

- 9.34. Comparative analysis of Mean periods of Employment of respondents, classed in eight Technological groups, at the Coastal and London hotels during the replicated studies at Times T1 and T2, (1982/3 and 1984).

Coastal (Time 1)

CELL NUMBER	VARIABLE 13 TIME		VARIABLE 14 T6DS		VARIABLE 15 TDEC		VARIABLE 16 TFRND		
	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.
1	50.	0.43190	0.1716	50.	0.30423	0.1409	50.	0.34337	0.1693
2	64.	0.47326	0.2027	64.	0.34427	0.1558	64.	0.41173	0.1732
EQUALITY									
OF CELL									
FREQ.									
CHI-SQUARE									
D.F.									
PROB. (CHI-SQ)									
WITHIN									
SUM OF SQUARES									
D.F.									
MEAN SQUARE									
BETWEEN									
SUM OF SQUARES									
D.F.									
MEAN SQUARE									
EQUALITY									
OF MEANS									
F-VALUE									
D.F.'S									

London (Time 1)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS									
CELL NUMBER	VARIABLE 13 TIME		VARIABLE 14 T6DS		VARIABLE 15 TDEC		VARIABLE 16 TFRND		
	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.
1	43.	0.45106	0.1530	43.	0.23351	0.1503	43.	0.43146	0.1723
2	69.	0.48565	0.1630	69.	0.28112	0.1700	69.	0.44829	0.2004
EQUALITY									
OF CELL									
FREQ.									
CHI-SQUARE									
D.F.									
PROB. (CHI-SQ)									
WITHIN									
SUM OF SQUARES									
D.F.									
MEAN SQUARE									
BETWEEN									
SUM OF SQUARES									
D.F.									
MEAN SQUARE									
EQUALITY									
OF MEAN									
F-VALUE									
D.F.'S									

9.35. Comparative Analysis of Connectedness Ratios in the Information, Goods, Decisions and Friendship networks between 'Stayers' and 'Leavers' at the Coastal and London hotels during the Time T1 studies, (1982/3 and 1984).

Coastal (Time 1)

CELL NUMBER	VARIABLE FREQ.	VARIABLE 12 PMTH MEAN	VARIABLE 12 PMTH STD.DEV.	VARIABLE 9 AGE FREQ.	VARIABLE 9 AGE MEAN	VARIABLE 9 AGE STD.DEV.	VARIABLE 10 ED FREQ.	VARIABLE 10 ED MEAN	VARIABLE 10 ED STD.DEV.	VARIABLE 11 TRM FREQ.	VARIABLE 11 TRM MEAN	VARIABLE 11 TRM STD.DEV.
1	50.	17.42000	1.1360	50.	3.08000	1.4546	50.	2.66000	0.8947	50.	3.00000	1.8406
2	64.	19.51562	1.5501	64.	3.65625	1.4924	64.	2.51562	0.9084	64.	3.35937	1.6072
EQUALITY OF CELL FREQ.		CHI-SQUARE	2.71930			1.71930			1.71930			1.71930
		D.F.	1.			1.			1.			1.
		PROB. (CHI-SQ)	0.1898			0.1898			0.1898			0.1898
WITHIN	SUM OF SQUARES	1078.109766				242.11679			91.20383			323.73340
	D.F.	112.				112.			112.			112.
	MEAN SQUARE	9.625087				2.15176			0.81432			2.93512
BETWEEN	SUM OF SQUARES	123.27420				9.32110			0.58510			3.62527
	D.F.	1.				1.			1.			1.
	MEAN SQUARE	123.27420				9.32110			0.58510			3.62527
EQUALITY OF PEAN:	F-VALUE	1.28076				4.31182			0.71851			1.23514
	D.F.'S	1. 112.				1. 112.			1. 112.			1. 112.

London (Time 1)

1 DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE FREQ.	VARIABLE 12 PMTH MEAN	VARIABLE 12 PMTH STD.DEV.	VARIABLE 9 AGE FREQ.	VARIABLE 9 AGE MEAN	VARIABLE 9 AGE STD.DEV.	VARIABLE 10 ED FREQ.	VARIABLE 10 ED MEAN	VARIABLE 10 ED STD.DEV.	VARIABLE 11 TRM FREQ.	VARIABLE 11 TRM MEAN	VARIABLE 11 TRM STD.DEV.
1	43.	1.93023	2.3543	43.	3.44186	1.1191	43.	3.23256	1.1305	43.	1.88372	2.1515
2	69.	4.79710	2.5793	69.	6.42029	1.2176	69.	2.84058	1.1327	69.	1.86957	2.0430
EQUALITY OF CELL FREQ.		CHI-SQUARE	4.03571			6.03571			6.03571			3.03571
		D.F.	1.			1.			1.			1.
		PROB. (CHI-SQ)	0.0160			0.0160			0.0160			0.0160
WITHIN	SUM OF SQUARES	110.294336				153.41563			140.92010			473.26316
	D.F.	110.				110.			110.			110.
	MEAN SQUARE	1.003585				1.39469			1.26109			4.34766
BETWEEN	SUM OF SQUARES	21.272844				25.35053			4.07028			3.00531
	D.F.	1.				1.			1.			1.
	MEAN SQUARE	21.272844				25.35053			4.07028			3.00531
EQUALITY OF PEAN:	F-VALUE	2.169507				18.15367			3.17719			3.00122
	D.F.'S	1. 110.				1. 110.			1. 110.			1. 110.

- 9.36. Comparative Analysis of Demographic differences between 'Stayers' and 'Leavers' at the Coastal and London hotels during the Time T1 studies, (1982/3 and 1984).

Coastal (Time 2)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE FREQ.	VARIABLE 13 TIME MEAN	STD.DEV.	VARIABLE 14 T60S FREQ.	MEAN	STD.DEV.	VARIABLE 15 TDEC FREQ.	MEAN	STD.DEV.	VARIABLE 16 TFRND FREQ.	MEAN	STD.DEV.
1	50.	0.40190	0.1716	50.	0.30423	0.1409	50.	0.28870	0.1472	50.	0.34037	0.1693
2	42.	0.47307	0.1333	42.	0.38118	0.1483	42.	0.22944	0.1644	42.	0.56545	0.1785
EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PPOR. (CHI-SQ)	0.69565 1. 0.4042	0.69565 1. 0.4042									
WITHIN	SUM OF SQUARES D.F. MEAN SQUARE	0.17077 9. 0.02412	1.87529 90. 0.02084									
BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE	0.13245 1. 0.13245	0.13517 1. 0.13517									
EQUALITY OF MEAN	F-VALUE D.F.'S	0.59142 1. 90.	6.48698 1. 90.									

London (Time 2)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE FREQ.	VARIABLE 13 TIME MEAN	STD.DEV.	VARIABLE 14 T60S FREQ.	MEAN	STD.DEV.	VARIABLE 15 TDEC FREQ.	MEAN	STD.DEV.	VARIABLE 16 TFRND FREQ.	MEAN	STD.DEV.
1	43.	0.45106	0.1530	43.	0.32204	0.1782	43.	0.23351	0.1503	43.	0.43146	0.1723
2	37.	0.50127	0.1905	37.	0.22253	0.1550	37.	0.34736	0.1725	37.	0.50502	0.1779
EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PPOR. (CHI-SQ)	0.45000 1. 0.5023	0.45000 1. 0.5023									
WITHIN	SUM OF SQUARES D.F. MEAN SQUARE	0.28987 7. 0.02936	2.19836 78. 0.02818									
BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE	0.05014 1. 0.05014	0.19695 1. 0.19695									
EQUALITY OF MEAN	F-VALUE D.F.'S	0.170801 1. 78.	6.98784 1. 78.									

- 9.37. Comparative Analysis of Connectedness Ratios in the Information, Goods, Decisions and Friendship networks between 'Stayers' and 'Newcomers' at the Coastal and London hotels during the Time T2 studies, (1984).

Coastal (Time 2)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE 12 MONTH		VARIABLE 9 AGE		VARIABLE 10 ED		VARIABLE 11 TRM	
	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN
1	50.	17.42300	1.61360	50.	2.66000	0.8947	50.	3.00300
2	42.	8.40676	1.1374	42.	2.64286	0.7594	42.	2.76190
EQUALITY								
OF CELL								
FREQ.								
CHI-SQUARE								
D.F.								
PROB.(CHI-SQ)								
WITHIN								
SUM OF SQUARES								
D.F.								
MEAN SQUARE								
BETWEEN								
SUM OF SQUARES								
D.F.								
MEAN SQUARE								
EQUALITY								
OF MEANS								
F-VALUE								
D.F.'S								

London (Time 2)

DESCRIPTIVE STATISTICS FOR NON-EMPTY CELLS

CELL NUMBER	VARIABLE 12 MONTH		VARIABLE 9 AGE		VARIABLE 10 ED		VARIABLE 11 TRM	
	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN
1	43.	1.93323	1.3543	43.	3.23256	1.1305	43.	1.88372
2	37.	0.43263	1.67652	37.	3.16216	0.8979	37.	1.89129
EQUALITY								
OF CELL								
FREQ.								
CHI-SQUARE								
D.F.								
PROB.(CHI-SQ)								
WITHIN								
SUM OF SQUARES								
D.F.								
MEAN SQUARE								
BETWEEN								
SUM OF SQUARES								
D.F.								
MEAN SQUARE								
EQUALITY								
OF MEANS								
F-VALUE								
D.F.'S								

9.38. Comparative Analysis of Demographic differences between 'Stayers' and 'Newcomers' at the Coastal and London hotels during the Time T2 studies, (1984).

KEY TO ABBREVIATIONS USED IN TABLES 9.39 AND 9.40 KENDALL'S TAU ANALYSIS

<u>ABBREVIATION</u>	<u>TITLE</u>
1. Rows 1 to 6 :	Coastal Hotel Data
2. Rows 7 to 12 :	London Hotel Data
3. Col 1 :	Job Classifications 1 to 6, inclusive
4. Col 2 :	Mean Labour Turnover, Length of Employment, or Pay, as shown
5. Col 3 :	Mean Connectedness Ratios for each Job Classification in the Information Network at Time 1 and Time 2
6. Col 4 :	Mean Connectedness Ratios for each Job Classification in the Goods Network at Time 1 and Time 2
7. Col 5 :	Mean Connectedness Ratios for each Job Classification in the Decisions Network at Time 1 and Time 2
8. Col 6 :	Mean Connectedness Ratios for each Job Classification in the Friendship Network at Time 1 and Time 2
9. Columns 2 & 3 :	Correlations of Labour Turnover, Length of Employment, or Pay data with Connectedness in Information Networks at Time 1 and Time 2
10. Columns 2 & 4 :	Correlations of Labour Turnover, Length of Employment, or Pay data with Connectedness in Goods Networks at Time 1 and Time 2
11. Columns 2 & 5 :	Correlations of Labour Turnover, Length of Employment, or Pay data with Connectedness in Decision Networks at Time 1 and Time 2
12. Columns 2 & 6 :	Correlations of Labour Turnover, Length of Employment, or Pay data with Connectedness in Friendship Networks at Time 1 and Time 2

Labour Turnover (Time 1)

Row	col 1	col 2	col 3	col 4	col 5	col 6
1	1.00000	92.300	0.17800	0.29100	0.11600	0.23900
2	2.00000	105.300	0.32900	0.22700	0.21700	0.30700
3	3.00000	28.600	0.52500	0.42900	0.42100	0.45000
4	4.00000	0.000	0.54300	0.39000	0.41900	0.38300
5	5.00000	30.000	0.53800	0.36100	0.38300	0.43600
6	6.00000	40.000	0.67600	0.42900	0.53600	0.52200
7	1.00000	104.400	0.29700	0.05700	0.01000	0.23000
8	2.00000	114.300	0.39600	0.34800	0.22500	0.48500
9	3.00000	56.600	0.44600	0.38000	0.28300	0.53200
10	4.00000	33.300	0.50900	0.34800	0.30400	0.57100
11	5.00000	52.300	0.56800	0.42500	0.36200	0.52700
12	6.00000	40.000	0.60900	0.39500	0.39500	0.48800

Labour Turnover (Time 2)

Row	col 1	col 2	col 3	col 4	col 5	col 6
1	1.00000	96.200	0.36000	0.20400	0.04400	0.51100
2	2.00000	87.500	0.47700	0.38600	0.21700	0.54800
3	3.00000	18.200	0.59500	0.54200	0.30300	0.68400
4	4.00000	16.700	0.55000	0.39900	0.34300	0.45500
5	5.00000	36.400	0.67200	0.54000	0.42300	0.69900
6	6.00000	40.000	0.74400	0.50300	0.49600	0.79900
7	1.00000	126.700	0.33000	0.00600	0.18800	0.48400
8	2.00000	77.500	0.47700	0.23200	0.35800	0.51000
9	3.00000	60.000	0.46500	0.22600	0.32100	0.53900
10	4.00000	33.300	0.56100	0.24300	0.33200	0.65800
11	5.00000	76.200	0.73100	0.32300	0.43400	0.63100
12	6.00000	42.900	0.74500	0.43700	0.47100	0.71000

(Time 1)

Columns 2 and 3 Information

Kendalls tau = -0.4091

Standardised Normal = -1.851
Tail probability = 0.0321

Columns 2 and 4 Goods

Kendalls tau = -0.4394

Standardised Normal = -1.989
Tail probability = 0.0234

Columns 2 and 5 Decisions

Kendalls tau = -0.5909

Standardised Normal = -2.674
Tail probability = 0.0038

Columns 2 and 6 Friendship

Kendalls tau = -0.0758

Standardised Normal = -0.343
Tail probability = 0.3659

(Time 2)

Columns 2 and 3 Information

Kendalls tau = -0.3485

Standardised Normal = -1.577
Tail probability = 0.0574

Columns 2 and 4 Goods

Kendalls tau = -0.5758

Standardised Normal = -2.606
Tail probability = 0.0046

Columns 2 and 5 Decisions

Kendalls tau = -0.3030

Standardised Normal = -1.371
Tail probability = 0.0851

Columns 2 and 6 Friendship

Kendalls tau = -0.3030

Standardised Normal = -1.371
Tail probability = 0.0851

9.39. Kendall's Tau Correlations of Labour Turnover and the Connectedness Ratios in four networks on respondents in each Job Classification, using combined data from the Coastal and London hotels during the replicated studies at Times T1 and T2 (1982/3 and 1984).

Length of Employment.

Row	col 1	col 2	col 3	col 4	col 5	col 6
1	1.00000	8.6900	0.17800	0.29100	0.11600	0.23900
2	2.00000	10.2900	0.32900	0.22700	0.21700	0.30700
3	3.00000	12.4300	0.52500	0.42900	0.42100	0.45000
4	4.00000	43.0000	0.54300	0.39000	0.41900	0.38300
5	5.00000	21.3900	0.53800	0.36100	0.38300	0.43600
6	6.00000	44.8800	0.67600	0.42900	0.53600	0.52200
7	1.00000	8.0400	0.29700	0.05700	0.01000	0.23000
8	2.00000	8.9900	0.39600	0.34800	0.22500	0.48500
9	3.00000	12.8300	0.44600	0.38000	0.28300	0.53200
10	4.00000	40.7000	0.50900	0.34800	0.30400	0.57100
11	5.00000	16.5600	0.56800	0.42500	0.36200	0.52700
12	6.00000	55.9000	0.60900	0.39500	0.39500	0.48800

Length of Employment

Row	col 1	col 2	col 3	col 4	col 5	col 6
1	1.00000	8.6900	0.36000	0.20400	0.04400	0.51100
2	2.00000	10.2900	0.47700	0.38600	0.21700	0.54800
3	3.00000	12.4300	0.59500	0.54200	0.30300	0.68400
4	4.00000	43.0000	0.55000	0.39900	0.34300	0.45500
5	5.00000	21.3900	0.67200	0.54000	0.42300	0.69900
6	6.00000	44.8800	0.74400	0.50300	0.49600	0.79900
7	1.00000	8.0400	0.33000	0.00600	0.18800	0.48400
8	2.00000	8.9900	0.47700	0.23200	0.35800	0.51000
9	3.00000	12.8300	0.46500	0.22600	0.32100	0.53900
10	4.00000	40.7000	0.56100	0.24300	0.33200	0.65800
11	5.00000	16.5600	0.73100	0.32300	0.43400	0.63100
12	6.00000	55.9000	0.74500	0.43700	0.47100	0.71000

(Time 1)

Columns 2 and 3 Information

Kendalls tau = 0.7273

Standardised Normal = 3.291

Tail probability = 0.0005

Columns 2 and 4 Goods

Kendalls tau = 0.4848

Standardised Normal = 2.194

Tail probability = 0.0141

Columns 2 and 5 Decisions

Kendalls tau = 0.6667

Standardised Normal = 3.017

Tail probability = 0.0013

Columns 2 and 6 Friendship

Kendalls tau = 0.3939

Standardised Normal = 1.783

Tail probability = 0.0373

(Time 2)

Columns 2 and 3 Information

Kendalls tau = 0.6515

Standardised Normal = 2.949

Tail probability = 0.0016

Columns 2 and 4 Goods

Kendalls tau = 0.4848

Standardised Normal = 2.194

Tail probability = 0.0141

Columns 2 and 5 Decisions

Kendalls tau = 0.6364

Standardised Normal = 2.880

Tail probability = 0.0020

Columns 2 and 6 Friendship

Kendalls tau = 0.5152

Standardised Normal = 2.331

Tail probability = 0.0099

9.39. Kendall's Tau Correlations of Mean Connectedness Ratios in four networks and Average length of Employment of respondents in each Job Classification, using combined data from the Coastal and London hotels during the replicated studies at Times T1 and T2 (1982/3 and 1984).

Pay/hour

Row	col 1	col 2	col 3	col 4	col 5	col 6
1	1.00000	1.76000	0.17800	0.29100	0.11600	0.23900
2	2.00000	1.83000	0.32900	0.22700	0.21700	0.30700
3	3.00000	2.56000	0.52500	0.42900	0.42100	0.45000
4	4.00000	2.97000	0.54300	0.39000	0.41900	0.38300
5	5.00000	2.25000	0.53800	0.36100	0.38300	0.43600
6	6.00000	3.38000	0.67600	0.42900	0.53600	0.52200
7	1.00000	1.80000	0.29700	0.05700	0.01000	0.23000
8	2.00000	1.78000	0.39600	0.34800	0.22500	0.48500
9	3.00000	2.45000	0.44600	0.38000	0.28300	0.53200
10	4.00000	3.25000	0.50900	0.34800	0.30400	0.57100
11	5.00000	2.38000	0.56800	0.42500	0.36200	0.52700
12	6.00000	4.12000	0.60900	0.39500	0.39500	0.48800

Pay/hour

Row	col 1	col 2	col 3	col 4	col 5	col 6
1	1.00000	1.81000	0.36000	0.20400	0.04400	0.51100
2	2.00000	1.85000	0.47700	0.38600	0.21700	0.54800
3	3.00000	2.68000	0.59500	0.54200	0.30300	0.68400
4	4.00000	2.75000	0.55000	0.39900	0.34300	0.45500
5	5.00000	1.73000	0.67200	0.54000	0.42300	0.69900
6	6.00000	2.75000	0.74400	0.50300	0.49600	0.79900
7	1.00000	2.11000	0.33000	0.00600	0.18800	0.48400
8	2.00000	1.93000	0.47700	0.23200	0.35800	0.51000
9	3.00000	2.85000	0.46500	0.22600	0.32100	0.53900
10	4.00000	3.75000	0.56100	0.24300	0.33200	0.65800
11	5.00000	2.56000	0.73100	0.32300	0.43400	0.63100
12	6.00000	3.92000	0.74500	0.43700	0.47100	0.71000

(Time 1)

Columns 2 and 3 **Information**

Kendalls tau = 0.6364

Standardised Normal = 2.880
Tail probability = 0.0020

Columns 2 and 4 **Goods**

Kendalls tau = 0.5152

Standardised Normal = 2.331
Tail probability = 0.0099

Columns 2 and 5 **Decisions**

Kendalls tau = 0.5758

Standardised Normal = 2.606
Tail probability = 0.0046

Columns 2 and 6 **Friendship**

Kendalls tau = 0.4242

Standardised Normal = 1.920
Tail probability = 0.0274

(Time 2)

Columns 2 and 3 **Information**

Kendalls tau = 0.2727

Standardised Normal = 1.234
Tail probability = 0.1085

Columns 2 and 4 **Goods**

Kendalls tau = 0.0758

Standardised Normal = 0.343
Tail probability = 0.3659

Columns 2 and 5 **Decisions**

Kendalls tau = 0.2879

Standardised Normal = 1.303
Tail probability = 0.0963

Columns 2 and 6 **Friendship**

Kendalls tau = 0.1667

Standardised Normal = 0.754
Tail probability = 0.2253

9.40. Kendall's Tau Correlations of Mean Connectedness Ratios in four networks and Average Pay of respondents in each Job Classification, using combined data from the Coastal and London hotels during the replicated studies at Times T1 and T2 (1982/3 and 1984).

APPENDIX B

TABLE 9.41. Showing the departmental average and group connectedness ratios in the information network at the Coastal Hotel : Time 1 (1982/3)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	0.700	0.255
Administration	0.800	0.459
Sales	1.000	0.253
Porters	1.000	0.158
Reception	0.857	0.357
Housekeeping	0.308	0.084
Telephone	NIL	0.262
Kitchen	1.000	0.093
Coffee Shop / Restaurant	0.626	0.177
Banqueting	1.000	0.342
Room Service	1.000	0.275
Bar	0.375	0.134
Laundry	0.643	0.056
Disco / Night Club	0.476	0.122
Kitchen Stewards	1.000	0.259
Maintenance	0.867	0.219
Security	0.667	0.301
Pool / Leisure Area	1.000	0.179

APPENDIX B

TABLE 9.42 Showing the departmental average and group connectedness ratios in the goods network at the Coastal Hotel : Time 1 (1982/3)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	0.600	0.220
Administration	0.700	0.113
Sales	1.000	0.089
Porters	0.500	0.053
Reception	0.762	0.204
Housekeeping	0.117	0.037
Telephone	0.500	0.211
Kitchen	1.000	0.250
Coffee Shop / Restaurant	0.288	0.097
Banqueting	1.000	0.210
Room Service	1.000	0.172
Bar	0.250	0.088
Laundry	0.024	0.014
Disco / Night Club	0.262	0.074
Kitchen Stewards	0.333	0.211
Maintenance	0.533	0.063
Security	0.500	0.085
Pool / Leisure Area	1.000	0.089

APPENDIX B

TABLE 9.43 Showing the departmental average and group connectedness ratios in the decisions network at the Coastal Hotel : Time 1 (1982/3)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	0.800	0.345
Administration	0.700	0.156
Sales	0.667	0.122
Porters	0.667	0.100
Reception	0.810	0.237
Housekeeping	0.150	0.033
Telephone	0.500	0.192
Kitchen	0.973	0.192
Coffee Shop / Restaurant	0.205	0.046
Banqueting	1.000	0.212
Room Service	1.000	0.181
Bar	0.321	0.071
Laundry	0.167	0.019
Disco / Night Club	0.476	0.093
Kitchen Stewards	1.000	0.113
Maintenance	0.867	0.170
Security	0.667	0.181
Pool / Leisure Area	1.000	0.114

APPENDIX B

TABLE 9.44 Showing the departmental average and group connectedness ratios in the friendships network at the Coastal Hotel : Time 1 (1982/3)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	0.500	0.204
Administration	0.500	0.163
Sales	1.000	0.176
Porters	0.667	0.103
Reception	0.762	0.236
Housekeeping	0.321	0.075
Telephone	0.500	0.256
Kitchen	0.527	0.207
Coffee Shop / Restaurant	0.523	0.129
Banqueting	0.833	0.320
Room Service	1.000	0.263
Bar	0.357	0.141
Laundry	0.428	0.041
Disco / Night Club	0.524	0.154
Kitchen Stewards	1.000	0.217
Maintenance	0.867	0.219
Security	0.333	0.254
Pool / Leisure Area	1.000	0.163

APPENDIX B

TABLE 9.45 Showing the departmental average and group connectedness ratios in the information network at the Coastal Hotel : Time 2 (1984)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	1.000	0.461
Administration	0.767	0.267
Sales	1.000	0.246
Porters	0.500	0.291
Reception	0.911	0.366
Housekeeping	0.702	0.205
Telephone	0.963	0.347
Kitchen	0.963	0.401
Coffee Shop / Restaurant	0.985	0.280
Banqueting	0.167	0.357
Room Service	0.600	0.275
Bar	0.625	0.188
Laundry	1.000	0.385
Disco / Night Club	0.700	0.221
Kitchen Stewards	0.911	0.358
Maintenance	1.000	0.337
Security	1.000	0.421
Pool / Leisure Area	0.500	0.215

APPENDIX B

TABLE 9.46 Showing the departmental average and group connectedness ratios in the goods network at the Coastal Hotel : Time 2 (1984)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	1.000	0.230
Administration	0.667	0.164
Sales	1.000	0.157
Porters	1.000	0.126
Reception	0.744	0.279
Housekeeping	0.305	0.094
Telephone	0.963	0.304
Kitchen	0.956	0.322
Coffee Shop / Restaurant	0.773	0.212
Banqueting	0.167	0.238
Room Service	0.567	0.222
Bar	0.482	0.147
Laundry	1.000	0.448
Disco / Night Club	0.400	0.152
Kitchen Stewards	0.911	0.350
Maintenance	0.567	0.102
Security	1.000	0.165
Pool / Leisure Area	0.524	0.113

APPENDIX B

TABLE 9.47 Showing the departmental average and group connectedness ratios in the decisions network at the Coastal Hotel : Time 2 (1984)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	1.000	0.221
Administration	1.000	0.116
Sales	1.000	0.147
Porters	0.500	0.074
Reception	0.744	0.202
Housekeeping	0.113	0.042
Telephone	0.744	0.202
Kitchen	0.940	0.163
Coffee Shop / Restaurant	0.886	0.097
Banqueting	0.500	0.226
Room Service	0.250	0.056
Bar	0.089	0.040
Laundry	0.800	0.056
Disco / Night Club	0.650	0.045
Kitchen Stewards	0.571	0.070
Maintenance	0.700	0.056
Security	1.000	0.240
Pool / Leisure Area	0.500	0.033

APPENDIX B

TABLE 9.48. Showing the departmental average and group connectedness ratios in the friendships network at the Coastal Hotel : Time 2 (1984)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	0.700	0.369
Administration	0.433	0.208
Sales	1.000	0.267
Porters	0.167	0.341
Reception	0.933	0.390
Housekeeping	0.824	0.280
Telephone	0.824	0.280
Kitchen	0.933	0.409
Coffee Shop / Restaurant	0.833	0.426
Banqueting	1.000	0.417
Room Service	0.633	0.285
Bar	0.482	0.269
Laundry	0.850	0.415
Disco / Night Club	0.700	0.306
Kitchen Stewards	0.857	0.481
Maintenance	0.833	0.427
Security	1.000	0.490
Pool / Leisure Area	0.714	0.307

APPENDIX B

TABLE 9.49 Showing the departmental average and group connectedness ratios in the information network at the London Hotel : Time 1 (1983)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	1.000	0.280
Administration	0.571	0.167
Maintenance	0.964	0.263
Sales	1.000	0.210
Security	0.833	0.252
Porters	1.000	0.139
Pool / Leisure Area	1.000	0.104
Reception	1.000	0.400
Housekeeping	0.609	0.201
Kitchen	0.689	0.245
Coffee Shop	1.000	0.177
Laundry	0.333	0.127
Restaurant	1.000	0.147
Banqueting	1.000	0.281
Room Service	1.000	0.310
Bar	0.500	0.167
Stewards / Staff Canteen	0.100	0.032
Telephone	1.000	0.125

APPENDIX B

TABLE 9.50 Showing the departmental average and group connectedness ratios in the goods network at the London Hotel : Time 1 (1983)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	1.000	0.140
Administration	0.464	0.095
Maintenance	0.893	0.146
Sales	1.000	0.132
Security	0.750	0.078
Porters	1.000	0.093
Pool / Leisure Area	1.000	0.092
Reception	1.000	0.279
Housekeeping	0.075	0.046
Kitchen	0.818	0.168
Coffee Shop	0.833	0.194
Laundry	0.500	0.152
Restaurant	1.000	0.115
Banqueting	1.000	0.205
Room Service	1.000	0.214
Bar	0.500	0.105
Stewards / Staff Canteen	0.100	0.086
Telephone	1.000	0.098

APPENDIX B

TABLE 9.51 Showing the departmental average and group connectedness ratios in the decisions network at the London Hotel : Time 1 (1983)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	0.667	0.125
Administration	0.393	0.077
Maintenance	0.857	0.140
Sales	1.000	0.118
Security	0.500	0.096
Porters	0.600	0.055
Pool / Leisure Area	1.000	0.045
Reception	1.000	0.235
Housekeeping	0.065	0.027
Kitchen	0.712	0.119
Coffee Shop	0.389	0.100
Laundry	0.333	0.018
Restaurant	1.000	0.080
Banqueting	1.000	0.147
Room Service	1.000	0.158
Bar	0.333	0.040
Stewards / Staff Canteen	0.150	0.096
Telephone	1.000	0.086

APPENDIX B

TABLE 2.52 : Showing the departmental average and group connectedness ratios in the friendships network at the London Hotel : Time 1 (1983)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	0.667	0.229
Administration	0.714	0.248
Maintenance	0.857	0.331
Sales	0.833	0.170
Security	0.667	0.127
Porters	0.750	0.209
Pool / Leisure Area	1.000	0.143
Reception	0.833	0.266
Housekeeping	0.186	0.109
Kitchen	0.848	0.263
Coffee Shop	0.667	0.242
Laundry	0.500	0.147
Restaurant	1.000	0.232
Banqueting	1.000	0.384
Room Service	1.000	0.363
Bar	0.500	0.301
Stewards / Staff Canteen	0.350	0.264
Telephone	0.833	0.226

APPENDIX B

TABLE 9.53 Showing the departmental average and group connectedness ratios in the information network at the London Hotel : Time 2 (1984)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	0.700	0.323
Administration	0.905	0.261
Maintenance	0.810	0.309
Sales	0.867	0.214
Security	1.000	0.432
Porters	0.875	0.258
Pool / Leisure Area	1.000	0.190
Reception	1.000	0.438
Housekeeping	0.530	0.186
Kitchen	0.733	0.237
Coffee Shop	0.750	0.238
Laundry	0.667	0.152
Restaurant	1.000	0.295
Banqueting	0.700	0.323
Room Service	1.000	0.388
Bar	0.750	0.236
Stewards / Staff Canteen	0.400	0.141
Telephone	0.833	0.373

APPENDIX B

TABLE 9.54 . Showing the departmental average and group connectedness ratios in the goods network at the London Hotel : Time 2 (1984)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	0.900	0.093
Administration	0.381	0.097
Maintenance	0.286	0.074
Sales	0.600	0.106
Security	1.000	0.057
Porters	0.861	0.153
Pool / Leisure Area	1.000	0.095
Reception	0.789	0.286
Housekeeping	0.086	0.063
Kitchen	0.844	0.182
Coffee Shop	0.750	0.175
Laundry	0.667	0.152
Restaurant	1.000	0.134
Banqueting	0.900	0.093
Room Service	1.000	0.179
Bar	0.750	0.145
Stewards / Staff Canteen	0.450	0.180
Telephone	0.500	0.080

APPENDIX B

TABLE 9.55 Showing the departmental average and group connectedness ratios in the decisions network at the London Hotel : Time 2 (1984)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	0.700	0.102
Administration	0.190	0.065
Maintenance	0.548	0.073
Sales	0.367	0.061
Security	0.333	0.057
Porters	0.431	0.061
Pool / Leisure Area	1.000	0.068
Reception	0.841	0.180
Housekeeping	0.062	0.033
Kitchen	0.344	0.117
Coffee Shop	0.357	0.105
Laundry	0.333	0.036
Restaurant	0.333	0.051
Banqueting	0.700	0.102
Room Service	1.000	0.241
Bar	0.500	0.066
Stewards / Staff Canteen	0.000	0.035
Telephone	0.833	0.092

APPENDIX B

TABLE 9.56. Showing the departmental average and group connectedness ratios in the friendships network at the London Hotel : Time 2 (1984)

Department	Average Group Connectedness Ratios	Group Connectedness Ratios
Management	0.700	0.405
Administration	1.000	0.305
Maintenance	0.714	0.492
Sales	0.867	0.278
Security	1.000	0.455
Porters	0.708	0.369
Pool / Leisure Area	1.000	0.190
Reception	1.000	0.357
Housekeeping	0.450	0.164
Kitchen	0.511	0.251
Coffee Shop	0.679	0.250
Laundry	0.333	0.179
Restaurant	1.000	0.384
Banqueting	0.700	0.405
Room Service	1.000	0.422
Bar	0.750	0.279
Stewards / Staff Canteen	0.700	0.402
Telephone	0.833	0.228

APPENDIX B

Isolates With Zero Connectance Scores in All Prescribed and Emergent
Communication Networks During Coastal Hotel Time 1 (1982/3) Study

<u>Job Classification</u>	<u>Reference Numbers</u>
1	27, 30, 33, 38, 41, 44, 45, 146. Total Respondents = 8.
2	17, 18, 63, 76, 100, 129, 136, 137, 140, 141, 170, 172, 174. Total Respondents = 13.
3	161. Total Respondents = 1.
5	26, 48, 69, 75, 138, 185. Total Respondents = 6.
<u>TOTAL ISOLATES</u>	<u>28.</u>

TABLE 9.57. SHOWING RESPONDENTS AS 'ISOLATES' IN THE PRESCRIBED
AND EMERGENT NETWORKS DURING THE COASTAL HOTEL
TIME 1 (1982/3) STUDY.

APPENDIX B

Isolates With Zero Connectance Scores in All Prescribed and Emergent
Communication Networks During London Hotel Time 1 (1983) Study

<u>Job Classification</u>	<u>Reference Numbers</u>
1	1, 2, 3, 4, 5, 12, 14, 15, 17, 19, 20, 22, 23, 24, 25, 60, 124, 125. Total Respondents = 18.
2	88, 99, 100. Total Respondents = 3.
3	102. Total Respondents = 1.
5	9, 16, 51, 131. Total Respondents = 4.
<u>TOTAL ISOLATES</u>	<u>= 26.</u>

TABLE 9.58

SHOWING RESPONDENTS AS 'ISOLATES' IN THE PRESCRIBED
AND EMERGENT NETWORKS DURING THE LONDON HOTEL
TIME 1 (1983) STUDY.

APPENDIX B

Isolates With Zero Connectance Scores in All Prescribed and Emergent Communication Networks During Coastal Hotel Time 2 (1984) Study

<u>Job Classification</u>	<u>Reference Numbers</u>
1	39, 41, 42, 45, 93, 95, 96, 97, 103, 151, 192. Total Respondents = 11.
2	16, 122, 130, 171, 173, 194. Total Respondents = 6.
3	82, 141, 188. Total Respondents = 3.
<u>TOTAL ISOLATES</u>	<u>= 20.</u>

TABLE 9.59 SHOWING RESPONDENTS AS 'ISOLATES' IN THE PRESCRIBED AND EMERGENT NETWORKS DURING THE COASTAL HOTEL TIME 2 (1984) STUDY.

APPENDIX B

Isolates With Zero Connectance Scores in All Prescribed and Emergent Communication Networks During London Hotel Time 2 (1984) Study

<u>Job Classification</u>	<u>Reference Numbers</u>
1	1, 2, 3, 7, 12, 15, 20, 22, 23, 125, 126, 131, 133, 173, 177, 178. Total Respondents = 16.
2	158. Total Respondents = 1.
3	38, 43, 81, 169, 199. Total Respondents = 5.
4	31. Total Respondents = 1.
5	37, 51, 107, 157, 210. Total Respondents = 5.
6	<u>TOTAL ISOLATES = 28.</u>

TABLE 9.60 SHOWING RESPONDENTS AS 'ISOLATES' IN THE PRESCRIBED AND EMERGENT NETWORKS DURING THE LONDON HOTEL TIME 2 (1984) STUDY.

APPENDIX B

Individual Connectedness Ratios of Prescribed and Emergent Network
Opinion Leaders at Coastal Hotel During Time 1 (1982/3) Study.

(i) Prescribed Network

(ii) Emergent Network

(a) Several Times/Week

<u>Ref. Nos.</u>	<u>Connectance</u>
21	0.21
22	0.20
23	0.13
5	0.10
59	0.09
70	0.09
102	0.08
135	0.08
57	0.06

<u>Ref. Nos.</u>	<u>Connectance</u>
22	0.18
21	0.12
23	0.08
59	0.08
102	0.07
135	0.06
70	0.05
158	0.05

(b) Daily

58	0.17
5	0.16
61	0.16
121	0.16
107	0.15
62	0.13
53	0.12
54	0.12
60	0.11
124	0.10
56	0.09

107	0.13
121	0.13
61	0.12
53	0.11
54	0.10
5	0.09
14	0.07
111	0.07
168	0.07
56	0.06
49	0.06

(c) Several Times Daily

51	0.16
59	0.16
23	0.12
4	0.12
20	0.11
55	0.11
158	0.11
2	0.10
13	0.09
72	0.09
168	0.09

51	0.14
20	0.10
23	0.10
13	0.09
59	0.08
19	0.07
25	0.07
55	0.07
2	0.06
158	0.06
168	0.06

TABLE 9.61

OPINION LEADERS AT COASTAL HOTEL RANKED IN ORDER OF
CONNECTANCE SCORES IN PRESCRIBED AND EMERGENT NETWORKS
DURING TIME 1 (1982/3) STUDY.

APPENDIX B

Individual Connectedness Ratios of Prescribed and Emergent Network
Opinion Leaders at London Hotel During Time 1 (1983) Study.

(i) Prescribed Network

(ii) Emergent Network

(a) Several Times/Week

<u>Ref. Nos.</u>	<u>Connectance</u>
69	0.14
93	0.14
85	0.12
39	0.09
136	0.08
143	0.07
50	0.07
10	0.06

<u>Ref. Nos.</u>	<u>Connectance</u>
69	0.14
93	0.14
85	0.12
39	0.09
136	0.08
143	0.07
50	0.07
10	0.06

(b) Daily

65	0.19
84	0.19
75	0.14
37	0.13
72	0.13
96	0.13
113	0.13
66	0.12
78	0.12
83	0.12
81	0.11

84	0.14
72	0.12
75	0.12
96	0.12
113	0.12
66	0.11
71	0.09
78	0.09
37	0.08
52	0.08
83	0.07

(c) Several Times Daily

77	0.16
68	0.10
76	0.10
109	0.09
96	0.08
138	0.08
39	0.07
80	0.07
36	0.06
42	0.06

68	0.10
109	0.09
76	0.08
39	0.07
77	0.07
80	0.07
42	0.06
75	0.06

TABLE 9.62 OPINION LEADERS AT LONDON HOTEL RANKED IN ORDER OF
CONNECTANCE SCORES IN PRESCRIBED AND EMERGENT NETWORKS
DURING TIME 1 (1983) STUDY.

APPENDIX B

Individual Connectedness Ratios of Prescribed and Emergent Network Opinion Leaders at Coastal Hotel During Time 2 (1984) Study.

(i) Prescribed Network

(ii) Emergent Network

(a) Several Times/Week

<u>Ref.</u> <u>Nos.</u>	<u>Connectance</u>	<u>Ref.</u> <u>Nos.</u>	<u>Connectance</u>	<u>Ref.</u> <u>Nos.</u>	<u>Connectance</u>	<u>Ref.</u> <u>Nos.</u>	<u>Connectance</u>
59	0.17	118	0.15	23	0.11	22	0.09
167	0.14	23	0.13	138	0.07	159	0.07
111	0.12	53	0.10	63	0.06	76	0.06
159	0.10	22	0.08	53	0.05	111	0.05
138	0.08	175	0.06	118	0.05		
198	0.06						

(b) Daily

20	0.21	22	0.20	20	0.20	22	0.18
67	0.17	104	0.16	67	0.14	115	0.14
115	0.15	3	0.14	104	0.13	119	0.13
121	0.14	63	0.13	63	0.12	73	0.12
76	0.13	119	0.13	121	0.11	75	0.10
73	0.12	75	0.12	77	0.10	154	0.10
13	0.11	55	0.11	3	0.09	134	0.09
21	0.10	77	0.10	21	0.08	55	0.07

(c) Several Times Daily

56	0.21	23	0.17	23	0.17	56	0.16
53	0.17	168	0.17	168	0.15	24	0.13
106	0.16	55	0.15	55	0.13	5	0.12
61	0.15	109	0.15	61	0.12	106	0.12
24	0.14	5	0.13	158	0.12	62	0.11
30	0.12	62	0.12	109	0.11	53	0.10
158	0.12	197	0.12	132	0.10	6	0.09
105	0.11	191	0.11	75	0.09	105	0.09
1	0.10	132	0.10	155	0.08		

TABLE 9.63

OPINION LEADERS AT COASTAL HOTEL RANKED IN ORDER OF CONNECTANCE SCORES IN PRESCRIBED AND EMERGENT NETWORKS DURING TIME 2 (1984) STUDY.

APPENDIX B

Individual Connectedness Ratios of Prescribed and Emergent Network
Opinion Leaders at London Hotel During Time 2 (1984) Study.

(i) Prescribed Network

(ii) Emergent Network

(a) Several Times/Week

<u>Ref. Nos.</u>	<u>Connectance</u>
165	0.17
79	0.14
72	0.10
13	0.06
151	0.06

<u>Ref. Nos.</u>	<u>Connectance</u>
72	0.10
165	0.10
151	0.06
56	0.05

(b) Daily

113	0.19
65	0.13
66	0.12
76	0.11
85	0.11
83	0.10
197	0.09
160	0.08
6	0.07
26	0.07

113	0.14
83	0.10
66	0.09
197	0.08
76	0.07
65	0.06
10	0.05
42	0.05

(c) Several Times Daily

117	0.23
69	0.19
190	0.19
163	0.18
76	0.15
82	0.14
209	0.13
149	0.12
73	0.10
148	0.09
192	0.09
54	0.08
186	0.08
83	0.07
85	0.07
16	0.06
47	0.06
55	0.06
66	0.06

69	0.17
76	0.15
190	0.15
163	0.14
209	0.12
117	0.11
149	0.10
82	0.09
54	0.08
148	0.08
73	0.07
16	0.06
47	0.06
66	0.06
186	0.06

TABLE 9.64

OPINION LEADERS AT LONDON HOTEL RANKED IN ORDER OF
CONNECTANCE SCORES IN PRESCRIBED AND EMERGENT NETWORKS
DURING TIME 2 (1984) STUDY.

Coastal (Time 1)

CELL NUMBER	VARIABLE 15 TIME			VARIABLE 16 TDCS			VARIABLE 17 TDEC			VARIABLE 18 TFRND		
	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.	FREQ.	MEAN	STD.DEV.
1	94.	0.39340	0.1799	84.	7.28992	0.1458	84.	0.27342	0.1597	84.	0.32963	3.1 4
2	26.	0.61201	0.1362	26.	0.46429	0.1026	26.	0.48265	0.1184	26.	0.54945	3.1 4
EQUALITY												
OF CELL												
FREQ.												
		CHI-SQUARE	30.58182			30.58182			30.58182			37.5 82
		D.F.	1.			1.			1.			1.
		PROP.(CHI-SQ)	0.0000			0.0000			0.0000			3.0 0
WITHIN												
SUM OF SQUARES												
D.F.												
MEAN SQUARE												
			3.15718			2.02700			2.46853			2.4 08
			108.			108.			108.			108.
			0.02917			0.01877			0.02286			3.0 50
BETWEEN												
SUM OF SQUARES												
D.F.												
MEAN SQUARE												
			0.94897			0.60368			0.86919			3.9 40
			1.			1.			1.			1.
			0.94887			0.60368			0.86919			3.9 40
EQUALITY												
OF MEANS												
		F-VALUE	37.53069			32.15428			38.02771			42.6 50
		D.F.S	1.			1.			1.			1.
			108.			108.			108.			108.

London (Time 1)

CELL NUMBER	VARIABLE FREQ.	12 MNTM FREQ.	VARIABLE FREQ.	9 AGE MEAN	STD.DEV.	VARIABLE FREQ.	10 ED MEAN	STD.DEV.	VARIABLE FREQ.	11 TRN MEAN	STD.DEV.
1	26.		26.	3.38461	1.6752	26.	2.11538	0.4315	26.	2.96154	1.7083
2	70.		70.	2.97143	1.6592	70.	2.35714	0.8852	70.	2.54286	1.7667
3	40.		40.	3.20000	1.1810	40.	2.52500	0.7506	40.	2.12500	1.7274
4	14.		14.	3.50000	0.7596	14.	3.00000	0.7845	14.	3.71428	1.1387
5	63.		63.	3.55555	1.2572	63.	2.79365	0.8643	63.	3.73316	1.3131
6	22.		22.	4.54545	1.1843	22.	2.77273	1.1098	22.	4.31818	1.7012
EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB.(CHI-SQ)			66.91487 5. 0.0000				66.91487 5. 0.0000			65.91487 5. 0.0000
WITHIN	SUM OF SQUARES D.F. MEAN SQUARE			451.00464 229. 1.96945				160.88057 229. 0.70254			589.74878 229. 2.57096
BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE			44.97617 5. 8.99523				15.20373 5. 3.04075			123.01965 5. 24.60393
EQUALITY OF MEAN:	F-VALUE D.F.'S			4.55738 5. 229.				4.32825 5. 229.			9.56395 5. 229

London (Time 2)

CELL NUMBER	VARIABLE FREQ.	12 MNTM FREQ.	VARIABLE FREQ.	9 AGE MEAN	STD.DEV.	VARIABLE FREQ.	10 ED MEAN	STD.DEV.	VARIABLE FREQ.	11 TRN MEAN	STD.DEV.
1	38.		38.	4.15769	1.3561	38.	2.23684	1.1012	38.	1.52532	1.6231
2	41.		41.	4.04878	1.2639	41.	3.41463	1.1175	41.	1.36585	1.7285
3	39.		39.	4.07692	1.1329	39.	2.87179	1.0804	39.	0.94872	1.5719
4	15.		15.	3.46667	1.1255	15.	3.20000	0.5606	15.	3.60300	1.5024
5	72.		72.	3.94444	1.2880	72.	3.15278	1.0570	72.	2.11111	2.0965
6	20.		20.	4.40000	1.3139	20.	2.80000	0.7678	20.	3.20300	2.4132
EQUALITY OF CELL FREQ.	CHI-SQUARE D.F. PROB.(CHI-SQ)			53.79997 5. 0.0000				53.79997 5. 0.0000			53.79997 5. 0.0000
WITHIN	SUM OF SQUARES D.F. MEAN SQUARE			350.05418 219. 1.59833				234.09703 219. 1.06894			762.79175 219. 3.48337
BETWEEN	SUM OF SQUARES D.F. MEAN SQUARE			8.74681 5. 1.74936				32.68413 5. 6.53683			132.46771 5. 25.49353
EQUALITY OF MEAN:	F-VALUE D.F.'S			1.09449 5. 219.				6.11527. 5. 219.			7.60534 5. 219.

9.66. Comparative Analysis of the Connectedness Ratios of 'Opinion Leaders' and all other respondents during the replicated studies at Times T1 and T2 in the London hotel, (1983 and 1984).

APPENDIX C


```

1  C234567890
2      DIMENSION IA(121,121),IP(4,121,121),IC(121)
3      LOGICAL*1 D(3,121),A(121),NO(5),LET(5)
4      DATA NO/' ','2','4','6','8'/
5      DATA LET/'F','I','G','D','A'/
6      READ(8,105) NN
7      DO 4 I=1,4
8      DO 4 I=1,NN
9      DO 4 J=1,NN
10     IP(I,I,J)=0
11     4 CONTINUE
12     DO 1 I=1,4
13     DO 2 I=1,NN
14     2 READ(8,100) (D(J,I),J=1,3),IC(I),(IA(I,J),J=1,NN)
15     WRITE(6,103)
16     DO 200 J=1,3
17     200 WRITE(6,102)(D(J,I),I=1,NN)
18     WRITE(6,104)
19     DO 3 I=1,NN
20     DO 3 J=1,NN
21     JC=IA(I,J)+IA(J,I)-1
22     IF(JC) 3,3,5
23     5 IP(I,I,J)=1
24     3 CONTINUE
25     DO 6 I=1,NN
26     DO 7 J=1,NN
27     IF(IP(I,I,J)) 8,8,9
28     9 A(J)=NO(1)
29     GO TO 7
30     9 A(J)=LET(I)
31     7 CONTINUE
32     6 WRITE(6,101) (D(J,I),J=1,3),IC(I),(A(J),J=1,NN)
33     1 CONTINUE
34
35     DO 10 I=1,3
36     IJ=I+1
37     DO 10 JJ=IJ,4
38     WRITE(6,103)
39     DO 300 J=1,3
40     300 WRITE(6,102)(D(J,I),I=1,NN)
41     WRITE(6,104)
42     DO 12 I=1,NN
43     DO 16 J=1,NN
44     JC=IP(I,I,J)+IP(JJ,I,J)-1
45     IF(JC) 13,14,15
46     13 A(J)=NO(1)
47     GO TO 16
48     14 IF(IP(I,I,J)) 17,17,18
49     17 A(J)=LET(JJ)
50     GO TO 16
51     18 A(J)=LET(I)
52     GO TO 16
53     15 A(J)=LET(5)
54     16 CONTINUE
55     12 WRITE(6,101) (D(J,I),J=1,3),IC(I),(A(J),J=1,NN)
56     10 CONTINUE
57     STOP
58     100 FORMAT(1X,3A1,I3,12I11)
59     101 FORMAT(1X,3A1,I4,1X,121A1)
60     102 FORMAT(9V,121A1)
61     103 FORMAT(1H1)

62     104 FORMAT(/)
63     105 FORMAT(I3)
64     END

```

Fortran Programs used for identifying isolates and opinion leaders in the prescribed and emergent communication networks at times T1 and T2 (1982/3 and 1984).


```

1      DIMENSION IA(121,121),IB(4,121,121),IC(121),ID(4,121,121),
2      IS(121,3),S(121,3)
3      LOGICAL*1 D(3,121),A(121),NO(5),LET(5)
4      DATA NO/'0','2','4','6','8'/
5      DATA LET/'I','6','D','0','8'/
6      READ(2,105) NN
7      DO 4 I=1,4
8      DO 4 I=1,NN
9      DO 4 J=1,NN
10     ID(I,I,J)=0
11     IB(I,I,J)=0
12     4 CONTINUE
13     DO 1 I=1,4
14     DO 2 I=1,NN
15     DO 10 J=1,3
16     10 IS(I,J)=0
17     2 READ(2,100) (D(J,I),J=1,3),IC(I),(IA(I,J),J=1,NN)
18     DO 3 I=1,NN
19     DO 14 J=1,NN
20     14 IS(I,1)=IS(I,1)+IA(I,J)
21     DO 3 J=1,NN
22     IS(J,2)=IS(J,2)+IA(J,I)
23     JC=IA(I,J)+IA(J,I)-1
24     IF(JC) 11,3,5
25     11 ID(I,I,J)=1
26     GOTO 3
27     5 IB(I,I,J)=1
28     IS(I,3)=IS(I,3)+1
29     3 CONTINUE
30     DO 6 I=1,NN
31     DO 7 J=1,NN
32     IF(I=IB(I,I,J)) 8,8,9
33     8 A(J)=NO(1)
34     GOTO 7
35     9 A(J)=LET(I)
36     7 CONTINUE
37     6 CONTINUE
38     1 CONTINUE
39 C
40 C
41     DO 19 I=1,2
42     WRITE(6,103)
43     DO 400 J=1,3
44     400 WRITE(6,102)(D(J,I),I=1,NN)
45     WRITE(6,104)
46     DO 20 I=1,NN
47     DO 21 J=1,NN
48     JC=1
49     DO 22 K=I,4
50     JC=JC+IB(K,I,J)
51     22 CONTINUE
52     21 A(J)=NO(JC)
53     20 WRITE(6,101) (D(J,I),J=1,3),IC(I),(A(J),J=1,NN)
54     19 CONTINUE
55     WRITE(6,103)
56     DO 500 J=1,3
57     500 WRITE(6,102)(D(J,I),I=1,NN)
58     WRITE(6,104)
59     DO 30 I=1,NN
60     DO 31 J=1,NN
61     JC=1
62     DO 32 K=1,4
63     JC=JC+IB(K,I,J)
64     32 CONTINUE
65     IF(JC-5) 33,34,33
66     34 A(J)=LET(5)
67     GOTO 31
68     33 A(J)=NO(1)
69     31 CONTINUE
70     30 WRITE(6,101)(D(J,I),J=1,3),IC(I),(A(J),J=1,NN)
71     WRITE(6,103)
72     DO 600 J=1,3
73     600 WRITE(6,102)(D(J,I),I=1,NN)
74     WRITE(6,104)
75     DO 40 I=1,NN
76     DO 41 J=1,NN
77     JC=0
78     DO 42 K=1,4
79     JC=JC+IB(K,I,J)
80     42 CONTINUE
81     IF(JC-4) 43,44,43
82     43 A(J)=NO(1)
83     GOTO 41
84     44 A(J)=LET(5)
85     41 CONTINUE
86     40 WRITE(6,101)(D(J,I),J=1,3),IC(I),(A(J),J=1,NN)
87     STOP
88     100 FORMAT(1X,3A1,13,121I1)
89     101 FORMAT(1X,3A1,14,1X,121A1)
90     102 FORMAT(9X,121A1)
91     103 FORMAT(1H1)
92     104 FORMAT(7)
93     105 FORMAT(11)
94     END

```

Fortran Programs used for identifying isolates and opinion leaders in the prescribed and emergent communication networks at times T1 and T2 (1982/3 and 1984).


```

1      DIMENSION IA(121,121),IH(4,121,121),IC(121),ID(4,121,121),
2      IS(121,3),T(3),SD(3),S(121,3)
3      LOGICAL*1 D(3,121),A(121),AO(5),LET(5)
4      DATA NO/' ','2','4','6','8'/
5      DATA LET/'F','I','G','D','A'/
6      READ(6,101) NN
7      DO 4 I=1,4
8      DO 4 I=1,NN
9      DO 4 J=1,NN
10     IP(II,I,J)=0
11     IP(II,I,J)=0
12     4 CONTINUE
13     DO 1 II=1,4
14     DO 2 I=1,NN
15     DO 10 J=1,3
16     T(J)=0.0
17     10 IS(I,J)=0
18     2 READ(6,100) (D(J,I),J=1,3),IC(I),(IA(I,J),J=1,NN)
19     WRITE(6,103)
20     DO 200 J=1,3
21     200 WRITE(6,102)(D(J,I),I=1,NN)
22     WRITE(6,104)
23     DO 3 I=1,NN
24     DO 14 J=1,NN
25     14 IS(I,1)=IS(I,1)+IA(I,J)
26     DO 3 J=1,NN
27     IS(I,2)=IS(I,2)+IA(J,I)
28     JC=IA(I,J)+IA(J,I)-1
29     IF(JC) 11,3,5
30     11 ID(II,I,J)=1
31     GOTO 3
32     5 IP(II,I,J)=1
33     IS(I,3)=IS(I,3)+1
34     3 CONTINUE
35     DO 6 I=1,NN
36     DO 7 J=1,NN
37     IF(IP(II,I,J)) 8,8,9
38     8 A(J)=NO(1)
39     GOTO 7
40     9 A(J)=LET(II)
41     7 CONTINUE
42     6 WRITE(6,101) (D(J,I),J=1,3),IC(I),(A(J),J=1,NN)
43     WRITE(6,103)
44     WRITE(6,106)
45     DO 12 I=1,NN
46     DO 13 J=1,3
47     T(J)=T(J)+IS(I,J)
48     13 S(I,J)=FLOAT(IS(I,J))/NN
49     12 WRITE(6,105)(D(J,I),J=1,3),(IS(I,J),J=1,3),(S(I,J),J=1,3)
50     ND=NN*NN
51     DO 15 I=1,3
52     T(I)=T(I)/ND
53     15 SD(I)=SQRT(T(I)*(1.0-T(I))/ND)
54     WRITE(6,107)(T(I),I=1,3)
55     WRITE(6,107)(SD(I),I=1,3)
56     1 CONTINUE
57     STOP
58     100 FORMAT(1X,3A1,I3,121I1)
59     101 FORMAT(1X,3A1,I4,1X,121A1)
60     102 FORMAT(9X,121A1)
61     103 FORMAT(1H1)

62     104 FORMAT(/)
63     105 FORMAT(10X,3A1,3I6,3F8.2)
64     106 FORMAT(/,6X,7H RESPON,8H      SELF,PH      OTHER,BH      DIADS,
65     112X,12H PROPORTIONS,/)
66     107 FORMAT(13X,3F8.4)
67     108 FORMAT(13)
68     END

```

Fortran Programs used for identifying isolates and opinion leaders in the prescribed and emergent communication networks at times T1 and T2 (1982/3 and 1984).

Exhibit C1

```

1  C23456789D
2      DIMENSION IA(121,121),IP(4,121,121),IC(121)
3      LOGICAL*1 D(3,121),A(121),NO(5),LET(5)
4      DATA NO/' ','2','4','6','8'/
5      DATA LET/'F','I','G','D','*'/
6      READ(8,105) NV
7      DO 4 II=1,4
8      DO 4 I=1,NN
9      DO 4 J=1,NN
10     IP(II,I,J)=0
11     4 CONTINUE
12     DO 1 II=1,4
13     DO 2 I=1,NN
14     2 READ(R,100) (D(J,I),J=1,3),IC(I),(IA(I,J),J=1,NN)
15     DO 3 I=1,NN
16     DO 3 J=1,NN
17     JC=IA(I,J)+IA(J,I)-1
18     IF(JC) 3,3,5
19     5 IP(II,I,J)=1
20     3 CONTINUE
21     1 CONTINUE
22  C
23     DO 10 II=1,3
24     IJ=II+1
25     DO 10 JJ=IJ,4
26     WRITE(6,103)
27     DO 300 J=1,3
28     300 WRITE(6,102)(D(J,I),I=1,NN)
29     WRITE(6,104)
30     DO 12 I=1,NN
31     DO 16 J=1,NN
32     JC=IP(II,I,J)+IP(JJ,I,J)-1
33     IF(JC) 13,14,15
34     13 A(J)=NO(1)
35     GOTO 16
36     14 IF(IP(II,I,J)) 17,17,18
37     17 A(J)=LET(JJ)
38     GOTO 16
39     18 A(J)=LET(II)
40     GOTO 16
41     15 A(J)=LET(5)
42     16 CONTINUE
43     12 WRITE(6,101) (D(J,I),J=1,3),IC(I),(A(J),J=1,NN)
44     10 CONTINUE
45     STOP
46     100 FORMAT(1X,3A1,I3,121I1)
47     101 FORMAT(1X,3A1,I4,1X,121A1)
48     102 FORMAT(9X,121I1)
49     103 FORMAT(1H1)
50     104 FORMAT(/)
51     105 FORMAT(I3)
52     END

```

Fortran Programs used for identifying isolates and opinion leaders in the prescribed and emergent communication networks at times T1 and T2 (1982/3 and 1984).

Exhibit C1

```

1      DIMENSION IA(121,121),IP(4,121,121),IC(121),ID(4,121,121),
2      IS(121,3),S(121,3)
3      LOGICAL*1 D(3,121),A(121),NO(9),LET(5)
4      DATA NO/' ',' ',' ',' ',' ',' ',' ',' ',' ',' /
5      DATA LET/'F','I','G','O','A'/'
6      READ(8,105) NN
7      DO 4 I=1,4
8      DO 4 I=1,NN
9      DO 4 J=1,NN
10     ID(I,I,J)=0
11     IR(I,I,J)=0
12     4 CONTINUE
13     DO 1 I=1,4
14     DO 2 I=1,NN
15     DO 10 J=1,3
16     10 IS(I,J)=0
17     2 READ(8,100) (D(J,I),J=1,3),IC(I),(IA(I,J),J=1,NN)
18     DO 3 I=1,NN
19     DO 14 J=1,NN
20     14 IS(I,1)=IS(I,1)+IA(I,J)
21     DO 3 J=1,NN
22     IS(J,2)=IS(J,2)+IA(J,I)
23     JC=IA(I,J)+IA(J,I)-1
24     IF(JC) 11,3,5
25     11 ID(I,I,J)=1
26     GOTO 3
27     5 IR(I,I,J)=1
28     IS(I,3)=IS(I,3)+1
29     3 CONTINUE
30     DO 6 I=1,NN
31     DO 7 J=1,NN
32     IF(IR(I,I,J)) 8,8,9
33     8 A(J)=NO(1)
34     GOTO 7
35     9 A(J)=LET(I)
36     7 CONTINUE
37     6 CONTINUE
38     1 CONTINUE
39 C
40 C
41     DO 17 I=1,NN
42     17 READ(8,100) (D(J,I),J=1,3),IC(I),(IA(I,J),J=1,NN)
43     WRITE(6,103)
44     DO 400 J=1,3
45     400 WRITE(6,102) (D(J,I),I=1,NN)
46     WRITE(6,104)
47     DO 20 I=1,NN
48     IROW=0
49     DO 21 J=1,NN
50     JC=1
51     DO 22 K=1,4
52     JC=JC+IR(K,I,J)
53     22 CONTINUE
54     IF(JC-5)15,16,15
55     16 IF(IA(I,J)-3)15,18,15
56     18 IROW=IROW+1
57     A(J)=NO(4)
58     GOTO 21
59     15 A(J)=NO(1)
60     21 CONTINUE
61     R=FLOAT(IROW)/FLOAT(NN)

62     20 WRITE(6,101) (D(J,I),J=1,3),R,(A(J),J=1,NN)
63     WRITE(6,103)
64     STOP
65     100 FORMAT(1X,3A1,I3,121I1)
66     101 FORMAT(1X,3A1,F5.2,1X,121A1)
67     102 FORMAT(10X,121A1)
68     103 FORMAT(1X)
69     104 FORMAT(/)
70     105 FORMAT(I3)
71     END

```

Fortran Programs used for identifying isolates and opinion leaders in the prescribed and emergent communication networks at times T1 and T2 (1982/3 and 1984).


```

1      DIMENSION IA(121,121),IP(4,121,121),IC(121),ID(4,121,121),
2      IS(121,3),S(121,3)
3      LOGICAL*1 D(3,121),A(121),NO(9),LET(5)
4      DATA NO/' ',' ',' ',' ',' ',' ',' ',' ',' ',' /
5      DATA LET/'F','I','G','D','A','I' /
6      READ(8,105)NN
7      DO 4 I=1,4
8      DO 4 I=1,NN
9      DO 4 J=1,NN
10     ID(I,I,J)=0
11     IS(I,I,J)=0
12     4 CONTINUE
13     DO 1 I=1,4
14     DO 2 I=1,NN
15     DO 10 J=1,3
16     10 IS(I,J)=0
17     2 READ(8,100) (D(J,I),J=1,3),IC(I),(IA(I,J),J=1,NN)
18     DO 3 I=1,NN
19     DO 14 J=1,NN
20     14 IS(I,1)=IS(I,1)+IA(I,J)
21     DO 3 J=1,NN
22     IS(J,2)=IS(J,2)+IA(J,I)
23     JC=IA(I,J)+IA(J,I)-1
24     IF(JC) 11,3,5
25     11 ID(I,I,J)=1
26     GOTO 3
27     5 IR(I,I,J)=1
28     IS(I,3)=IS(I,3)+1
29     3 CONTINUE
30     DO 6 I=1,NN
31     DO 7 J=1,NN
32     IF(IR(I,I,J)) 2,8,0
33     2 A(J)=NO(1)
34     GOTO 7
35     0 A(J)=LET(II)
36     7 CONTINUE
37     6 CONTINUE
38     1 CONTINUE
39     C
40     C
41     DO 17 I=1,NN
42     17 READ(8,100) (D(J,I),J=1,3),IC(I),(IA(I,J),J=1,NN)
43     WRITE(6,103)
44     DO 400 J=1,3
45     400 WRITE(6,102) (D(J,I),I=1,NN)
46     WRITE(6,104)
47     DO 20 I=1,NN
48     IROW=0
49     DO 21 J=1,NN
50     JC=1
51     DO 22 K=2,4
52     JC=JC+I*(K,I,J)
53     22 CONTINUE
54     IF(JC-4)15,16,15
55     16 IF(IA(I,J)-3)15,18,15
56     18 IROW=IROW+1
57     A(J)=NO(4)
58     GOTO 21
59     15 A(J)=NO(1)
60     21 CONTINUE
61     R=FLOAT(IROW)/FLOAT(NN)

62     20 WRITE(6,101) (D(J,I),J=1,3),P,(A(J),J=1,NN)
63     WRITE(6,103)
64     STOP
65     100 FORMAT(1X,3A1,I3,121I1)
66     101 FORMAT(1X,3A1,F5.2,1X,121A1)
67     102 FORMAT(10X,121A1)
68     103 FORMAT(1H1)
69     104 FORMAT(1)
70     105 FORMAT(I3)
71     END

```

Fortran Programs used for identifying isolates and opinion leaders in the prescribed and emergent communication networks at times T1 and T2 (1982/3 and 1984).


```

1      DIMENSION IA(121,121),IR(4,121,121),IC(121),ID(4,121,121),
2      IIS(121,3),T(3),SD(3),C(121,3)
3      LOGICAL*1 D(3,121),A(121),NO(5),LET(5)
4      DATA NO/' ','2','4','6','8'/
5      DATA LET/'F','I','6','0','1'/
6      READ(8,102) NV
7      DO 4 I=1,4
8      DO 4 I=1,NN
9      DO 4 J=1,NN
10     ID(I,I,J)=0
11     IR(I,I,J)=0
12     4 CONTINUE
13     DO 1 I=1,4
14     DO 2 I=1,NN
15     DO 10 J=1,3
16     T(J)=0.0
17     10 IIS(I,J)=0
18     2 READ(5,100) (D(J,I),J=1,3),IC(I),(IA(I,J),J=1,NN)
19     WRITE(6,103)
20     DO 200 J=1,3
21     200 WRITE(6,102)(D(J,I),I=1,NN)
22     WRITE(6,104)
23     DO 3 I=1,NN
24     DO 14 J=1,NN
25     14 IIS(I,1)=IIS(I,1)+IA(I,J)
26     DO 3 J=1,NN
27     IIS(I,2)=IIS(I,2)+IA(J,I)
28     JC=IA(I,J)+IA(J,I)-1
29     IF(JC) 11,3,5
30     11 ID(I,I,J)=1
31     GOTO 3
32     5 I=(II,I,J)=1
33     IIS(I,3)=IIS(I,3)+1
34     3 CONTINUE
35     WRITE(6,103)
36     WRITE(6,104)
37     DO 12 I=1,NN
38     DO 13 J=1,3
39     T(J)=T(J)+IIS(I,J)
40     13 S(I,J)=FLOAT(IIS(I,J))/NN
41     12 WRITE(6,105)(D(J,I),J=1,3),(IIS(I,J),J=1,3),(S(I,J),J=1,3)
42     ND=NN*NN
43     DO 15 I=1,3
44     T(I)=T(I)/ND
45     15 SD(I)=SQRT(T(I)+(1.0-T(I))/ND)
46     WRITE(6,107)(T(I),I=1,3)
47     WRITE(6,107)(SD(I),I=1,3)
48     1 CONTINUE
49     STOP
50     100 FORMAT(1Y,3A1,I3,121I1)
51     101 FORMAT(1Y,3A1,I4,1X,121A1)
52     102 FORMAT(2Y,121A1)
53     103 FORMAT(1H1)
54     104 FORMAT(/)
55     105 FORMAT(10X,3A1,3I8,3F8.2)
56     106 FORMAT(/,6X,7H PESPON,PH      SELF,PH      OTHER,SH      DIADS,
57     112X,12H PROPORTIONS,/)
58     107 FORMAT(13X,3F8.4)
59     108 FORMAT(I3)
60     END

```

Fortran Programs used for identifying isolates and opinion leaders in the prescribed and emergent communication networks at times T1 and T2 (1982/3 and 1984).

Exhibit C2

GLOSSARY

- * Average clique connectedness is the degree to which the average member of a clique is linked to other individuals in his/her clique.
- * Average system connectedness is the degree to which the average member of a system is linked to other individuals in the system.
- * Clique is a subsystem whose elements interact with each other relatively more frequently than with other members of the communication system.
- * Clique connectedness is the degree to which the cliques in a system are linked to each other.
- * Clique integration is the degree to which the cliques linked to a focal clique are linked to each other.
- * Clique openness is the degree to which the members of a clique are linked to others external to the clique.
- * Communication is a process in which participants create and share information with one another in order to reach a mutual understanding.
- * Communication network consists of interconnected individuals who are linked by patterned flows of information.
- * Communication network analysis is a method of research for identifying the communication structure in a system, in which relational data about communication flows are analyzed by using some type of interpersonal relationship as the unit of analysis.
- * Communication structure is the arrangement of the differentiated elements that can be recognized in the patterned communication flows in a system.
- * Connectedness is the degree to which a focal unit is linked to other units.
- * Convergence is the tendency for two or more individuals to move toward one point or for one individual to move toward another, or for two individuals to come together and unite in a common interest or focus.

Exhibit C2

- * Dominant clique/coalition an established interest group, usually composed of higher-status members, which either promotes, supports, or opposes proposals and projects for change in the way things are done in an organisation, by influencing the patterns of thinking, feeling and behaviour of other employees, to ensure that the structure, goals, practices and values of the organisation are accepted and reinforced.
- * Dyad is composed of two individuals connected by a communication link.
- * Homophily is the degree to which pairs of individuals who interact are similar in certain attributes, such as beliefs, values, education, social status, and the like.
- * Individual connectedness is the degree to which a focal individual is linked to other individuals in a system.
- * Information is a difference in matter-energy which affects uncertainty in a situation where a choice exists among a set of alternatives.
- * Integration is the degree to which the units linked to a focal unit are linked to each other.
- * Liaison is an individual who links two or more cliques in a system, but who is not a member of any clique.
- * Link is a communication relationship between two units (usually individuals) in a system.
- * Network stability is the degree to which a network link occurs at two or more points in time.
- * Node is a unit in a network that is connected to certain other nodes by links.
- * Openness is the degree to which a unit exchanges information with its environment, through interstitial networks.
- * Opinion leadership the degree to which an individual is able to informally influence other individuals' attitudes or overt behaviour in a desired way with relative frequency.
- * Participant observation is a commitment by the researcher to adopt the perspective of the respondents by sharing in their day-to-day experience.

Exhibit C2

- * Personal communication network is those interconnected individuals who are linked by patterned communication flows to a focal individual.
- * Proximity is the relative nearness of a pair of individuals to each other in a communication sense.
- * Relational analysis is a research approach in which the unit of analysis is a relationship between two or more individuals, i.e. a dyadu/tradie strategy.
- * Sociogram is a graphic means for displaying the patterns of the communication or social choice in a system.
- * Sociometry is a means of obtaining quantitative data about communication patterns among the individuals in a system, by asking each respondent to whom he/she is linked.
- * Structure is the arrangement of the components and subsystems within a system.
- * System is a set of interrelated parts coordinated to accomplish a set of goals.
- * System openness is the degree to which the members of a system are linked to others external to the system.

BIBLIOGRAPHY

Exhibit C3

CHAPTER ONE

- Adair, J. Training for Communication, Gower Press, London. 1973.
- Anderson B & Carlos M.L. What is Social Network Theory, in Power and Control, edited by Tom R. Burns & Walter Buckley, Beverley Hills, Calif., USA, Sage Publications, 27-52.
- Argyle, M. Social Interaction, Atherton Press, New York, 1969.
- Argyle, M. & Cook, M. Eye and Mutual Gaze, Cambridge University Press, Cambridge, 1970.
- Argyle, M. & Kendon, A. The Experimental Analysis of Social Performance, in Advance in Experimental Social Psychology, edited by L. Berkowitz, Volume 3, Academic Press, New York 1967.
- Bateson, G. Steps to an Ecology of Mind, Ballantine, New York, 1973.
- Berlo, D. The Process of Communication, Holt, Rinehart & Winston, New York, pp. 102/103/113, 1960.
- Bergen, F.J. Practical Communication, Pitman, London, p.4. 1976.
- Birdwhistell, R. Contribution to Linguistic-Kinetic Studies to the understanding of Schizophrenia in Schizophrenia, an Integrated Approach, ed. A.Auerman, Ronald Press, New York, 1959.
- Blau, P.M. Exchange and Power in Social Life, New York, Wiley, 1-32. 1964.
- Breth, R.D. Dynamic Management Communications, Addison Westley, London, p.1. 1969.
- Burnet, J. Early Greek Philosophy, A & C Black, London, 1892.
- Burke, K. A Grammar of Motives, Prentice Hall, New York, 1945.
- Clarke, R.F. Communication for Managers and Administrators, University of Management Training Books, 1984.
- Cohen, P.S. Modern Social Theory, London, Heinemann, 1969.
- Dance, F.E.X. Toward a Theory of Human Communication, in Foundations of Communication Theory, eds. Sereno, K.K. & Mortensen, C.D. Harper Row, New York, pp. 103-107, 1967.
- Dance, F.E.X. Human Communication Theory: A High Selective Review and Two Commentaries, Communication Yearbook, No.2. pp. 8-22. 1978.
- Deverell, C.S. Communication: A Book for students, Gee & Co. London, p.11. 1974.

- Emerson, R. Power-Dependence Relations, American Sociological Review, 1962, 27 (3), 31-41.
- Evans, D.W. People and Communication, 2nd edition, Pitman, London, p.2. 1984
- Fisher, B.A. Perspectives on Human Communication, MacMillan, New York & London, 1978.
- Goffman, E. The Presentation of self in Everyday Life, Doubleday, New York, 1961.
- Goffman, E. Encounters, Doubleday, New York, 1961.
- Goffman, E. Relations in Public, Doubleday, New York, 1971.
- Harlow, E. & Compton, H. Practical Communication, Longman, London, p.3. 1967.
- Harre, R. & Lamb, R. The Encyclopedic Dictionary of Social Psychology, Blackwell, Oxford, 1983.
- Harre, R. & Secord P. The Explanation of Social Behaviour, Oxford, Basil Blackwell, 1972.
- Hawes, L. Elements of a Model for Communication Processes, Quarterly Journal of Speech, 59, pp. 11-21. 1973.
- Homans, G.C. The Human Group, London, Routledge & Kegan Paul, 1951.
- Homans, G.C. Social Behaviour: Its Elementary Forms, London, Routledge & Kegan Paul, 1961.
- Kincaid, D.L. & Schramm, W. Fundamental Human Communication, East-West Communication Institute, Honolulu. 1975.
- Kincaid, D.L. The Convergence Model of Human Communication, East-West Communication Institute, Honolulu, Paper 18. 1979.
- Lasswell, H.D. The Communication of Ideas (ed. I. Bryson), Institute of Religious & Social Studies, New York, pp.37-51. 1948.
- Leyton, A.C. The Art of Communication, Pitman, London, p.2. 1968
- Lin, Nan Innovation Internalisation in a Formal Organisation, PHD Thesis, East Lansing, Michigan State University, USA, 1966.
- Maslow, A.H. A Theory of Human Motivation, Psychological Review, 50, July, 1943, 370-396.
- McQuail, D. Communication, Longman, London, pp.14-55. 1975.
- Minuchin, S. Families and Family Therapy, Tavistock, London, 1974.

- Nozick, R. Philosophical Explanations, New York, Clarendon Press, 1981, 635-638.
- Osgood, C.E. et al, The Measurement of Meaning, University of Illinois Press, 1957.
- Perman, R. Communication Processes and Relationships, Academic Press, London, 1980.
- Roberts, W.R. The Works of Aristotle, Rhetorica, (translation), Oxford, 1966, Vol. XI, Book 1.2., 1365a, lines 2-4.
- Rogers, E.M. & Kincaid, D.L. Communication Networks, The Free Press, New York, pp. 32-43. 1981.
- Russell, B. Human Knowledge, Its Scope and its Limits, Allen & Unwin, London, 1948.
- Ryle, G. The Concept of Mind, Hutchinson, London, 1949.
- Shands, H. Outline of a General Theory of Communication, in Communication Concepts and Perspectives, ed. L. Taylor, Spartan Books, Washington, D.C, 1967.
- Shannon, C.E. The Mathematical Theory of Communication, Bell Systems Technical Journal, July/October, 1948.
- Shannon, C.E. & Weaver, W. The Mathematical Theory of Communication, University of Illinois Press, 1949.
- Shimanoff, S. Communication Rules, Sage Publications, Beverley Hills, Cal, USA, 1980.
- Shrope, W.A. Experiences in Communication, Hardcourt, New York. 1974.
- Simmel, G. The Web of Group Affiliations, Translated R. Bendix, The Free Press, New York, USA, 1964.
- Smith, D.H. Communication Research and the Idea of Progress, Speech Monographs, 39, pp. 174-182, 1972.
- Stanton, N. What do you mean 'Communication?', Pan Books, London, 1982.
- Thayer, L. Communication and Communication Systems, Homewood, Ill, Irwin, 1968.
- Watzlawick, P. et al. Pragmatics of Human Communication, Norton, New York, 1967.
- Westley, B, & MacLean, M. A Conceptual Model for Communication Research Journalism Quarterly, 34, pp. 31-48, 1957.
- Wilden, A. Systems and Structure, Tavistock, London, 1972.
- Wolff, K.H. The Sociology of Georg Simmel, New York, McGraw-Hill Inc. 1950.

CHAPTER TWO

- Alba, R.D. A Graph-Theoretic Definition of a Sociometric Clique, *Journal of Mathematical Sociology*, 1973, 3, pp. 113-126
- Alba, R.D. and Kadushin, C. The introduction of Social Circles: A new measure of Social Proximity in Networks, *Sociological Methods and Research*, 1976, 5, 77-102.
- Argyris, C. *Personality and Organisations*, New York, Harper & Row, 1957.
- Argyris, C. *Understanding Organisational Behaviour*, Homewood, Ill. Dorsey, 1960.
- Bacharach, S, & Lawler, E. *Power and Politics in Organisations*, Josey-Bass, 1980.
- Baumgartner, T. et al. Meta-Power and the Structuring of Social Hierarchies, in *Power and Control, Social Structures and their Transformation*, ed. Tom R. Burns & Walter Buckley, Sage Publications, London, 1976, pp. 215-288.
- Barnes, J. *Social Networks*, Addison-Wesley, Reading, Mass, USA, Modula Publications in Anthropology No. 26. 1972.
- Barnlund, D.C. A Transactional Model of Communication in Basic Readings in Communication Theory, ed. Mortensen C.D. Harper-Row, New York, 1979.
- Boissevain, J. *Friends of Friends: Networks, Manipulators and Coalitions*, St. Martins Press, New York, 1974.
- Brieger, R.L. et al An algorithm for Clustering Relational Data with Applications to Social Network Analysis etc., *Journal of Mathematical Psychology*, 12, 328-383, 1975.
- Burt, R. A Structural Theory of interlocking corporate directorates, *Social Networks*, 1, 415-435, 1979.
- Burt, R. Co-optive corporate actor networks: A reconsideration of interlocking directorates involving American manufacturing, *Administrative Science Quarterly*, 25, 557-582, 1980.
- Burns T. & Stalker, G.M. *The Management of Innovation*, London, Tavistock, 1961.
- Burns, T. The Comparative Study of Organisations, in *Methods of Organisational Research*, ed. Victor Vroom, Pittsburg, University of Pittsburg Press, 1967, pp., 118-170.

- Checkland P.C. Towards a systems-based methodology for real-world problem-solving, in Systems Behaviour, eds. Open Systems Group, Harper and Row, 3rd edition, 1981.
- Cooley, C.H. Human Nature and the Social Order, The Free Press, Glencoe, Ill, USA, 1956.
- Cyert, R. & March, J. A Behavioural Theory of the Firm, Englewood N.J. Prentice Hall, 1963.
- Dahrendorf, R. Class and Conflict in an Industrial Society, Routledge, London, 1959, pp. 161-162.
- Farace, R.V. Communicating and Organising, Reading, Mass., USA. 15-68, 1977.
- Monge, P.RE. & Russell, H.M.
- Fayol, H. General and Industrial Management, London. Pitman, 1949.
- Fombrun, C. Structures of Organisational Governance, Human Relations, 1984, 37 3, pp. 207-223.
- Fombrun, C. Attributions of power across a social network, Human Relations, 1982, 36, pp. 493-508
- Frazer, J.G. Folklore in the Old Testament, MacMillan, London, Volume 2, 1919.
- Galbraith, J.R. Designing Complex Organisations, Reading, Mass, Addison-Wesley, 1969.
- Glazer, S. & Halliday, R. Organisations as Systems, Human Relations, 33, 12, pp. 917-928, 1980.
- Granovetter, M.S. Network Sampling: Some First Steps, American Journal of Sociology, 81, 1287-1303, 1976
- Greiner, L.E. Evolution and Revolution as Organisations Grow, Harvard Business Review, 1970, 50, 4, 37-46.
- Guetzkow, H. Communication in Organisations, in Handbook on Organisations, ed. J.G. March, Chicago, Rand McNally, 1965.
- Gulick, L. & Urwick L. Papers on Scientific Administration, New York, Columbia University Press 1937.
- Handy, C. Understanding Organisations, Penguin Books, London, 1976, pp 176-211.
- Hickson, D. A strategic contingencies' theory of intraorganisational power, Administrative Science Quarterly, 1971, 16, et al. pp. 216-229.
- Homans, G. Social Behaviour in Exchange, American Journal of Sociology, 1958, 63, 597-606.

- Kadushin, C. Power, Influence & Social Circles: A new methodology for studying opinion Leaders, *Americna Sociological Review*, 1968, 33, pp. 685-698.
- Kadushin, C. Networks and Circles in the Production of Culture, *Behavioural Scientist*, 1976, 19, 769-784.
- Kanter, M. Men and Women in the Organisation, Basic Books, New York, USA 1977.
- Kast, F.E. & Rosenzweig, J.E. Organisations and Management: A Systems and Contingency Approach, McGraw-Hill, New York, USA, 4th edition, 1985.
- Katz, D. & Kahn, R. The Social Psychology of Organisations, New York, John Wiley, 1966.
- Krippendorff, K. The Systems approach to Communication in General Systems Theory and Human Communication, eds. Ruben, B.D. & Kim, J.Y. Rochelle Park, N.J. Hayden, 1975.
- Lawrence, P. & Lorsch, J. Organisation and Environment: Managing Differentiation and Integration, Cambridge, Mass, Harvard University Press, 1967.
- Leavitt, H. Toward Organisational Psychology in Walter Van Dyke Bingham Lectures, 23-30, ed. Van H. Gilmer, B., Pittsbury, Carnegie Institute of Technology, 1963.
- Levi-Strauss C. The Elementary Structures of Kinshio, Beacon Press, Boston, USA, 1969.
- Levine, D.N. Simmel's Influence on American Sociology, *American Journal of Sociology*, 1981. 4. 813-845.
- Likert, R. New Patterns in Management, New York, McGraw-Hill, 1961.
- Lukes, S. Emile Durkheim, His Life and work: a historical and critical study, Penguin Books, 1973, pp. 137-178.
- Malinowski, B. Argonauts of the Western Pacific, Dutton, New York, USA, 1922.
- March, J.G. & Simon, H. Organisations, New York, John Wiley, 1958.
- Mars, G & Nicod, M. The World of Waiters, Allen and Unwin, London, 1984
- McGregor, D. The Human side of Enterprise, New York, McGraw-Hill, 1960.
- Mintzberg, H. The Structuring of Organisations, Englewood Cliffs, N.J. Prentice Hall, 1979.
- Mitchell, J.C. The Concept and Use of Social Networks, in Social Networks in Urban Situations, ed. Mitchel, J.C. University of Manchester Press, U.K. 1969.

- Monge, P. Theory Construction in the Study of Communication: The Systems Paradigm, Journal of Communication, 23, 5-16, 1973.
- Mooney, J.D. & Reiley, A.C. The Principles of Organisation, New York, Harper, 1939.
- Moreno, J.L. Who Shall Survive? Foundations of Sociometry, Group Psychotherapy and Sociodrama, New York, Beacon House, 1934.
- Park, R.E. The Concept of Social Distance, Journal of Applied Sociology, 8, 339-344, 1924.
- Parsons, T. Structure and Process in Modern Societies, The Free Press, Glencoe, Ill, USA, 1960.
- Payne, R. Organisation Theory in Management Psychology, ed. Cooper, C.L. & Makin, P. London, Macmillan, 1981.
- Payne R. & Pheysy D.C. Organisation Structure and Sociometric Nominations amongst Line managers in three contrasted organisations, European Journal of Social Psychology, 1, 261-284, 1973.
- Pearce, J.A. & David, F.A. A Social Network Approach to Organisational Design-Performance, Academy of Management Review, 8, (3), 436-444, 1983.
- Perrow, C. Organisational Analysis: A Sociological View, Belmont, Cal., Wadsworth, 1970.
- Petit, T. A Behavioural Theory of Management, Academy of Management Journal, 12, 346, 1967.
- Pfeffer, J. Power in Organizations, Pitman, Marshfield, MA., USA. 1981.
- Pfeffer, J. Organisations and Organisational Theory, London, Pitman, 1982.
- Porter, L. & Roberts, K.H. Organisational Communication, in Handbook of Industrial and Organisational Psychology, ed. Dunette, M., Chicago, Rand-McNally, 1976, 1553-1589.
- Pugh, D.S., Hickson, D.J., Hinings, C.R. and Turner C. Dimensions of Organisation Structure, Administrative Science Quarterly, 1968, 13, 65-105.
- Roberts, K., O'Reilly, C., Bretton G, and Porter L. Communication in Organisations, London, Penguin, 1974, 95-107.
- Roloff, M.E. Communications Strategies, relationships and relational change, in Explorations in Interpersonal Communication, edited, G.R. Millar, Sage, London, 1976, pp. 173-195.

- Roloff, M.E. Communication Strategies, relationships and relational change, in Explorations in Interpersonal Communication, edited by G.R. Miller, Sage, Newbury Park, Cal, 1976, pp. 173-195.
- Rogers, E.M. & Communication in Organisations, New York, The Free Press, Argawala-Rogers, R. 1976.
- Richards, W. A Manual for NEGOPY Network Analysis, Institute for Communication Research Report, Stanford University, CA1, USA, 1975
- Sailer, L.D. Structural Equivalence: Meaning and Definition, Computation and Application, Social Networks, 1, 73-90, 1978.
- Silverman, D. The Theory of Organisations, Heinemann, London, 1970.
- Simon, H.A. Administrative Behaviour, New York, Wiley, 1951.
- Taylor, F.W. The Principles of Scientific Management, New York, Harper, 1911.
- Tichy, N et al. Social Network Analysis for Organisations, Academy of Management Review, 4, (4), 507-519, 1979.
- Tichy, N. & Network Analysis in Organisation Settings, Fombrun, C. New York, Columbia University Press, 1979.
- Weber, M. The Theory of Economic and Social Organisation, New York, The Free Press, 1947.
- White, H. Everyday Life in Stochastic Networks, Sociological Inquiry, 43, (1), 43-49, 1976.
- White, H.C. Social Structure from Multiple Networks, American Journal et al. of Sociology, 4, 730-780, 1981.
- Wolff, K.H. The Sociology of George Simmel, New York, McGraw-Hill, 1950, pp.10-21.
- Woodward, J. Industrial Organisation: Behaviour and Control, London, Oxford University Press, 1965.

CHAPTER THREE:

- Bluedorn, A.C. A Taxonomy of Turnover, Academy of Management Review July, 647-651, 1978.
- Bluedorn, A.C. A Unified Model of Turnover from Organizations, 40th. Annual Academy of Management Meeting, Detroit, 1980.
- Brayfield, A.A. & Crockett, W.H. Employee Attitudes and Employee Performance, Psychological Bulletin, 52, 396-424, 1955.
- Cattell, R.B. The Three Basic Factor-Analytic Research Designs: Their Interrelations and Derivatives, Psychological Bulletin, 49, 499-520, 1952.
- Clegg, C.W. Psychology of Employee Lateness, Absence and Turnover: A Methodological Critique and an Empirical Study, Journal of Applied Psychology, 68, 88-101, 1983.
- Cook, T.D. & Campbell, T.D. The Design and Conduct of Quasi-Experiments and True Experiments in Field Settings, in Handbook of Industrial and Organisational Psychology, (ed). M. Dunnette, Rand McNally, Chicago, 1976.
- Crabb, J.T. Scientific Hiring, Efficiency Society Transactions, 1, 313-318, 1912.
- Du Mas, F. Science and the single case, Psychological Bulletin, 1, 59-57, 1955.
- Flowers, V.S. & Hughes, C.L. Why Employees Stay, Harvard Business Review, July-August, 1973, pp. 49-60.
- Ferderico, S.M. et al Predicting Women's Turnover as a Function of Extent of Met Salary Expectations and Biodemographic Data, Personnel Psychology, 11, 559-566, 1958.
- Goldthorpe, J.H. et al The Affluent Worker: Industrial Attitudes and Behaviour, Cambridge University Press, 1968.
- Harre, Rom Social Being, Basil Blackwell, Oxford, 1979.
- Henderson, J.B. Labor market institutions and wages in lodging industry, Michigan State University, Bureau of Business and Economic Research, East Lansing, Michigan, 1965.
- Herzberg, F et al Job Attitudes: Review of Research and Opinion, Psychological Service of Pittsburgh, Pittsburgh, 1957.
- Hill, J.K. Labour Turnover in the Hotel and Catering Industry, TIHR Document Number CASR 123, Tavistock Institute, London, 1968.

- Mars, G. et al Manpower problems in the hotel and catering industry, Saxon House, Farnborough, UK., 1979.
- Mobley, W.H. Review and Conceptual Analysis of the Employee Turnover Process, Psychological Bulletin, 86, 3, 493-522. 1979.
- Mobley, W.H. Employee Turnover: Causes, Consequences and Control, Addison-Wesley. 1983.
- Muchinsky, P.M. A multi-dimensional model of voluntary employee turnover, Journal of Vocational Behaviour, 17, 263-290, 1980.
- Pettman, B.O. Labour turnover and retention, Gower Press, London, 1975.
- Porter, L.W. & Steers, R.M. Organizational Work and Personal Factors in Employee Turnover and Absenteeism, Psychological Bulletin, 80, 151-176, 1973.
- Price, J.L. The Study of Turnover, Iowa State Press, Ames, IA., 1977,
- Rice, A.K.
Hill, J.M.M. &
Trist, E.L. The representation of labour turnover as a social process, (Glacier Project-11), Human Relations, 3, 349-372, 1950.
- Rice, A.K. &
Trist, E.L. Institutional and Sub-Institutional Determinants of Change in Labour Turnover, (The Glazier Project-V111). Paper 5, Human Relations, 5, 347-371, 1952.
- Schuh, A.T. The Predictability of Employee Tenure: a review of the literature, Personnel Psychology, 20, 133-152, 1967.
- Steers, R.M. &
Mowday, R.T. Employee turnover and the post decision accommodation, in Research in Organizational Behaviour, ed. Shaw, B.M. & Cummings, L.L., JAI Press, Greenwich, USA, 1981.
- Vroom, V. Work and Motivation, Wiley, New York, 1964.
- Wasmuth, W.J. &
Davis, S.W. Managing Employee Turnover, Cornell Hotel Research Quarterly, February, 15-22, 1983.

CHAPTER FOUR:

- Alt, J.E. and Schofield, N. CLIQUE: A Suite of Programs for Extracting Cliques from a Symmetric Graph, Behavioural Science, 1975, 20, 134-135.
- Davis, K. A Method of Studying Communication patterns in Organisations, Personnel Psychology, 1953, 6, 301-312.
- Jacobson, E. & Seashore, S. Communication Patterns in Complex Organisations, Journal of Social Issues, 1951, 7, pp. 28-40.
- Lazarfeld, P. et al. The People's Choice, Duell, Sloan and Pearce, New York, 1948.
- Nachmias, C. & Nachmias, D. Research Methods in the Social Sciences, St. Martins Press, New York, USA, 1981.
- Richards, W.D. & Rice, R. The NEOGPY Network Analysis Program, Social Networks, 3, 215-223, 1981.
- Weick, K.E. Organisational Communication: Toward a Research Agenda, in Communication and Organisations ex. Putnam, L.E. and Pacanowsky, M.E. London, Sage Publications, 1983.
- Wishart, D. GENSTAT: Hierarchical Cluster Analysis and Non-Hierarchical Classification Programs, University of Edinburgh, 1980.

CHAPTER FIVE:

- Branson, J.C. & Lennox, M. Hotel, Hostel and Hospital Housekeeping, Edward Arnold, London, 4th Edition, 1982.
- Davis, B. & Stone, S. Food and Beverage Management, Heinemann, London, 1985.
- Goldthorpe, J.H. & Hope, F. The Social Grading of Occupations, Clarendon Press, London, 1978.
- HCITB (1984) Hotel and Catering Industry Training Board Research Report on Manpower Flows in the Hotel and Catering Industry, Wembley, Middlesex, 1984.
- CIU (1984) Statistical Review of the Hotel and Catering Industry, The Catering Intelligence Unit, Consumer Industries Press, Sutton, Surrey, 1984.
- HCITB (1985) Hotel and Catering Industry Training Board Report on Hotel and Catering Establishments in Great Britain: A Regional Analysis, Wembley, Middlesex, 1984.
- LPRU (1986) Waiting For Change, Low Pay Research Unit Pamphlet No.4, London, 1986.
- Mars G, and Nicod, M. The World of Waiters, George Allen & Unwin, London, 1984.
- Medlik, S. Profile of the Hotel and Catering Industry, Heinemann, London, 1972.
- Medlik, S, and Airey, D. Profile of the Hotel and Catering Industry, revised edition, Heinemann, London, 1978.
- Saunders, K.C. Head Hall Porters: A Behavioural Study of Occupational Experience in the Hotel Industry, Employee Relations, 1, (5), 1980.
- Saunders, K.C. Social Stigma of Occupations: The Lower Grade Worker in Service Organisations, Gower, Farnborough, England, 1981.
- Whyte, W.F. Human Relations in the Restaurant Industry, McGraw-Hill, New York, 1948.

CHAPTER SIX:

Medlik, S.

The Business of Hotels, Heinemann, London, 1980.

CHAPTER EIGHT:

Graham, H.T.

Human Resources Management, M & E. Handbooks,
MacDonald & Evans, London, 1976.

Hill, J.K.

Labour Turnover in the Hotel and Catering Industry,
TIHR Document Number CASR 123, Tavistock Institute,
London, 1968.

United States
Bureau of Labor
Statistics.

Measurement of Labor Turnover, 1-5, June, 1966.

CHAPTER NINE:

Frane J.W. &
Jennrich, R.I.

**Multivariate Analysis, Chapter 18 in BMDP-79
Biomedical Computer Programs P-Series, University
of California Press, 1979.**

Welkowitz, J.

Introductory Statistics for the Behavioural Sciences,
3rd Edition, Academic Press, 1982.

CHAPTER TEN:

- Borer, M.C. The British Hotel through the Ages, Lutterworth Press, London, 1972.
- Cook, J. & Wall, T.D. New Work attitude measures of trust, organisational commitment and personal need non-fulfilment, Journal of Occupational Psychology, 53, 39-52, 1980.
- Crozier, M. The Bureaucratic Phenomenon, University of Chicago Press, Chicago, USA, 1964.
- Dalton, D.R.
et al Organisation Structure and Performance: A Critical Review, Academy of Management Review, 1980, 5, pp. 49-64.
- Danowski, J.A. Group Attitude Uniformity and Connectivity of Organisational Communication Networks for Production, Innovation and Maintenance Content, Human Communication Research, 1980, 6, pp. 290-308.
- Dewey, J. The Reflex Arc in Psychology, University of Chicago Press, Chicago, USA, 1896.
- Girouard, M. The Victorian Country House, Country House Publications, London, 1971.
- Handy, C. Understanding Organisations, Penguin Books, London, 1976, pp. 176-211.
- House, R.J. Power in Organisations: A Social-psychological perspective, University of Toronto Press, Canada, 1984.
- Jacobson, E. &
Seashore, S. Communication Patterns in Complex Organisations, Journal of Social Issues, 1951, 7, pp. 28-40.
- Ker, R. The Gentleman's House, Blackwood, London, 1864.
- Killworth, P. &
Bernard, H.R. Information Accuracy in Social Network Data, Human Organisation, 1976, 35, pp. 269-286.
- McClean, S. Estimation for the Mixed Exponential Distribution using Grouped Follow-up Data, Applied Statistics, 1986, 35, 1, pp. 31-37.
- Mead, George Mind, Self and Society, University of Chicago Press, Chicago, USA, 1934.
- Medlik, S.
& Airey, D. Profile of the Hotel and Catering Industry, revised edition, Heineman, London, 1978.
- Mintzberg, H. Power in and around Organisations, Prentice-Hall, Englewood Cliffs, N.J. USA, 1983.
- Pfeffer, J. Power in Organisations, Pitman, Marshfield, Mass, USA, 1981.

- Russell, B. Power, A Social Analysis, Norton Books, New York, 1983.
- Woodford, F.P. Scientific Writing for Scientific Graduates, MacMillan, London, 1968.
- Yoshino, M. Japan's Managerial System, MIT Press, Cambridge, Mass, USA, 1968.

CONFIDENTIAL COMMUNICATION AND WORK ATTITUDE QUESTIONNAIRE

REFERENCE NO: _____

DATE: _____

INTRODUCTION: This is a confidential questionnaire and you will not be required to write down any details about your name, age, or job etc., nor will your replies be shown to or discussed with your supervisor or manager.

We hope that you will complete the questionnaire accurately, as it should enable us to understand something about what it is like to be "in your shoes", carrying out your particular job in the hotel.

INSTRUCTIONS: The questionnaire is divided into 7 parts and consists of 72 questions or statements in total. To complete the questionnaire, please carry out the following instructions:-

- (1) Read the question or statement carefully.
- (2) Indicate your response on the appropriate scale by placing a tick (✓) in ONE ONLY of the five boxes provided alongside each question or statement.
- (3) When you have completed the questionnaire, seal it in the attached addressed envelope and hand it in to Reception/ Front Desk.

THANK YOU FOR YOUR CO-OPERATION.

REF: HCRU/3

PART I - INSTRUCTIONS:

Below are 9 statements that express what people might feel about themselves at their workplace. Can you please tell us how you feel about working in this hotel by indicating on the following scale how much you agree or disagree with each statement in turn:-

- (A) I STRONGLY DISAGREE.
- (B) I DISAGREE JUST A LITTLE.
- (C) I'M NOT SURE.
- (D) I AGREE JUST A LITTLE.
- (E) I STRONGLY AGREE.

	(A) I <u>STRONGLY</u> <u>DISAGREE</u>	(B) I <u>DISAGREE</u> <u>JUST A</u> <u>LITTLE</u>	(C) I'M <u>NOT</u> <u>SURE</u>	(D) I <u>AGREE</u> <u>JUST A</u> <u>LITTLE</u>	(E) I <u>STRONGLY</u> <u>AGREE</u>
1. I am quite proud to be able to tell people who I work for	☐	☐	☐	☐	☐
2. I sometimes feel like leaving this employment for good.	☐	☐	☐	☐	☐
3. I'm not willing to put myself out just to help the organization.	☐	☐	☐	☐	☐
4. Even if the firm were not doing too well financially, I would be reluctant to change to another employer.	☐	☐	☐	☐	☐
5. I feel myself to be part of the organization.	☐	☐	☐	☐	☐
6. In my work I like to feel I am making some effort, not just for myself but for the organization as well.	☐	☐	☐	☐	☐
7. The offer of a bit more money with another employer would not seriously make me think of changing my job.	☐	☐	☐	☐	☐
8. I would not recommend a close friend to join out staff.	☐	☐	☐	☐	☐
9. To know that my own work had made a contribution to the good of the organization would please me.	☐	☐	☐	☐	☐

PART 2 - INSTRUCTIONS.

Below are 10 statements that may or may not apply to the job that you do in the Hotel. Will you please indicate on the following scale how true or false each statement is when applied to your own job:-

- (A) DEFINITELY TRUE
- (B) MORE OR LESS TRUE
- (C) NEITHER TRUE NOR FALSE
- (D) MORE OR LESS FALSE
- (E) DEFINITELY FALSE

	(A) <u>DEFINITELY</u> <u>TRUE</u>	(B) <u>MORE</u> <u>OR LESS</u> <u>TRUE</u>	(C) <u>NEITHER</u> <u>TRUE</u> <u>NOR FALSE</u>	(D) <u>MORE</u> <u>OR LESS</u> <u>FALSE</u>	(E) <u>DEFINITELY</u> <u>FALSE</u>
10. In my job there is something different to do every day	☐	☐	☐	☐	☐
11. People in my department do the same job in the same way every day	☐	☐	☐	☐	☐
12. In my department, a person needs to learn more than one job	☐	☐	☐	☐	☐
13. In my job, the same steps must be followed in carrying out every piece of work	☐	☐	☐	☐	☐
14. Whenever a problem arises in my job, I can talk to whoever I need to without first obtaining my immediate boss's permission.	☐	☐	☐	☐	☐
15. In my department, going through the proper channels is constantly stressed	☐	☐	☐	☐	☐
16. I can give information to staff outside my own department without first obtaining my immediate boss's permission	☐	☐	☐	☐	☐
17. My immediate boss allows me to set my own pace of work	☐	☐	☐	☐	☐
18. I understand quite well how my job fits into the overall operation of this hotel.	☐	☐	☐	☐	☐
19. I understand quite well how my job fits into the overall operation of the department where I work	☐	☐	☐	☐	☐

PART 3 - INSTRUCTIONS.

Below are 12 statements dealing with the different opinions people might hold about the confidence and trust that can be placed in others at work, both fellow-workers and management. Will you please indicate on the following scale whether you agree or disagree with each statement and how much you disagree or agree with them:-

- (A) NO, I STRONGLY DISAGREE
- (B) NO, I DISAGREE JUST A LITTLE
- (C) I'M NOT SURE
- (D) YES, I AGREE JUST A LITTLE
- (E) YES, I STRONGLY AGREE

	(A) <u>NO, I</u> <u>STRONGLY</u> <u>DISAGREE</u>	(B) <u>NO, I</u> <u>DISAGREE</u> <u>JUST A</u> <u>LITTLE</u>	(C) <u>I'M</u> <u>NOT</u> <u>SURE</u>	(D) <u>YES I</u> <u>AGREE</u> <u>JUST A</u> <u>LITTLE</u>	(E) <u>YES I</u> <u>STRONGLY</u> <u>AGREE</u>
20. Management in the Hotel is sincere in its attempts to meet the workers' point of view	☐	☐	☐	☐	☐
21. Our Hotel has a poor future unless it can attract better managers.	☐	☐	☐	☐	☐
22. If I got into difficulties at work I know my workmates would try and help me out.	☐	☐	☐	☐	☐
23. Management can be trusted to make sensible decisions for the Hotel's future.	☐	☐	☐	☐	☐
24. I can trust the people I work with to lend me a hand if I needed it.	☐	☐	☐	☐	☐
25. Management at work seems to do an efficient job.	☐	☐	☐	☐	☐
26. I feel quite confident that the Company will always try to treat me fairly	☐	☐	☐	☐	☐
27. Most of my workmates can be relied upon to do as they say they will do	☐	☐	☐	☐	☐
28. I have full confidence in the skills of my workmates.	☐	☐	☐	☐	☐
29. Most of my fellow workers would get on with their work even if supervisors were not around	☐	☐	☐	☐	☐
30. I can rely on other workers not to make my job more difficult by careless work.	☐	☐	☐	☐	☐
31. Our management would be quite prepared to gain advantage by deceiving the workers	☐	☐	☐	☐	☐

PART 4 - INSTRUCTIONS.

Individuals usually have different opinions about the accuracy of the Information received and the openness of communications in their place of work. Below are 10 statements dealing with these two aspects of your work. Will you please indicate on the following scale how much you agree or disagree with each statement in turn:-

- (A) DEFINITELY TRUE
- (B) MORE OR LESS TRUE
- (C) NEITHER TRUE NOR FALSE
- (D) MORE OR LESS FALSE
- (E) DEFINITELY FALSE

	(A)	(B)	(C)	(D)	(E)
	<u>DEFINITELY</u> <u>TRUE</u>	<u>MORE OR</u> <u>LESS</u> <u>TRUE</u>	<u>NEITHER</u> <u>TRUE NOR</u> <u>FALSE</u>	<u>MORE OR</u> <u>LESS</u> <u>FALSE</u>	<u>DEFINITELY</u> <u>FALSE</u>
32. The information I receive is often inaccurate.	☐	☐	☐	☐	☐
33. I can think of a number of times when I have received inaccurate information from the other people I work with.	☐	☐	☐	☐	☐
34. It is often necessary for me to go back and check the accuracy of the information I have received.	☐	☐	☐	☐	☐
35. I sometimes think that others I work with do not understand the information they have received.	☐	☐	☐	☐	☐
36. The accuracy of the information passed among the people I work with could be improved.	☐	☐	☐	☐	☐
37. It is easy to talk openly to all the people I work with.	☐	☐	☐	☐	☐
38. Communication between the people I work with is very open.	☐	☐	☐	☐	☐
39. I find it enjoyable to talk to the other people I work with.	☐	☐	☐	☐	☐
40. There is a great deal of understanding among the people I work with.	☐	☐	☐	☐	☐
41. It is easy to ask advice from any one of the people I work with.	☐	☐	☐	☐	☐

PART 5 - INSTRUCTIONS

People usually express different opinions about their jobs. Below are 6 statements which you should apply to your present job and indicate on the following scale how strongly you agree or disagree with each statement in turn.

- (A) NO, I STRONGLY DISAGREE
- (B) NO, I DISAGREE JUST A LITTLE
- (C) I'M NOT SURE
- (D) YES, I AGREE JUST A LITTLE
- (E) YES, I STRONGLY AGREE

	(A) <u>NO, I</u> <u>STRONGLY</u> <u>DISAGREE</u>	(B) <u>NO, I</u> <u>DISAGREE</u> <u>JUST A</u> <u>LITTLE</u>	(C) <u>I'M</u> <u>NOT</u> <u>SURE</u>	(D) <u>YES, I</u> <u>AGREE JUST</u> <u>A LITTLE</u>	(E) <u>YES, I</u> <u>STRONGLY</u> <u>AGREE</u>
42. I feel a sense of personal satisfaction when I do this job well	☐	☐	☐	☐	☐
43. My opinion of myself goes down when I do this job badly.	☐	☐	☐	☐	☐
44. I take pride in doing my job as well as I can.	☐	☐	☐	☐	☐
45. I feel unhappy when my work is not up to my usual standard.	☐	☐	☐	☐	☐
46. I like to look back on the day's work with a sense of a job well done.	☐	☐	☐	☐	☐
47. I try to think of ways of doing my job more effectively	☐	☐	☐	☐	☐

PART 6 - INSTRUCTIONS.

People usually have different opinions about various aspects of their jobs. Below are 16 statements which might apply to your present job. Will you please indicate on the following scale how satisfied or dissatisfied you feel with each statement in turn.

- (A) I'M EXTREMELY DISSATISFIED
- (B) I'M MODERATELY DISSATISFIED
- (C) I'M NOT SURE
- (D) I'M MODERATELY SATISFIED
- (E) I'M EXTREMELY SATISFIED.

	(A) I'M EXTREMELY DISSATISFIED	(B) I'M MODERATELY DISSATIS- FIED	(C) I'M NOT SURE	(D) I'M MODERATELY SATISFIED	(E) I'M EXTREMELY SATISFIED
48. The Physical work conditions.	☐	☐	☐	☐	☐
49. The freedom to choose your own method of working.	☐	☐	☐	☐	☐
50. Your fellow workers.	☐	☐	☐	☐	☐
51. The recognition you get for good work.	☐	☐	☐	☐	☐
52. Your immediate boss.	☐	☐	☐	☐	☐
53. The amount of responsibility you are given.	☐	☐	☐	☐	☐
54. Your rate of pay.	☐	☐	☐	☐	☐
55. Your opportunity to use your abilities.	☐	☐	☐	☐	☐
56. Industrial relations between management and workers in your firm.	☐	☐	☐	☐	☐
57. Your chance of promotion.	☐	☐	☐	☐	☐
58. The way your firm is managed.	☐	☐	☐	☐	☐
59. The attention paid to suggestions you make.	☐	☐	☐	☐	☐
60. Your hours of work.	☐	☐	☐	☐	☐
61. The amount of variety in your job.	☐	☐	☐	☐	☐
62. Your job security.	☐	☐	☐	☐	☐
63. Now, taking everything into consideration, how do you feel about your job as a whole?	☐	☐	☐	☐	☐

PART 7 - INSTRUCTIONS.

People sometimes have different opinions about the work carried out by other members of their department. Below are 9 incomplete statements about the work behaviour of your colleagues. Will you please complete each statement in turn by making use of the following scale.

- (A) VERY HIGH
- (B) FAIRLY HIGH
- (C) NEITHER HIGH NOR LOW
- (D) FAIRLY LOW
- (E) VERY LOW

	(A) <u>VERY</u> <u>HIGH</u>	(B) <u>FAIRLY</u> <u>HIGH</u>	(C) <u>NEITHER</u> <u>HIGH</u> <u>NOR LOW</u>	(D) <u>FAIRLY</u> <u>LOW</u>	(E) <u>VERY</u> <u>LOW</u>
64. The efforts or outputs of the people I know in my department is	☐	☐	☐	☐	☐
65. The quality of the goods and services produced by the people I know in my department are	☐	☐	☐	☐	☐
66. The efficiency of the people in my department is	☐	☐	☐	☐	☐
67. The ability of people in my department to anticipate problems is	☐	☐	☐	☐	☐
68. The extent to which people in my department keep up to date with newer ways of doing their work is	☐	☐	☐	☐	☐
69. The number of times that most people in my department accept and adjust to changes in work routines or equipment are	☐	☐	☐	☐	☐
70. The number of times that most people in my department do a poor job in handling emergency situations are	☐	☐	☐	☐	☐
71. The extent to which the people in my department try to avoid interfering with each other's work is	☐	☐	☐	☐	☐
72. The extent to which the people in my department exchange helpful ideas and information is	☐	☐	☐	☐	☐