

tries to cities in a host country, is typical of most western industrialised countries during post-war times.

Many studies show that without such immigrant workers industrial development would have been drastically slowed down. In New Zealand, for example, a very high percentage of both male and female Pacific Islanders are active in the workforce and most of these are presently engaged in unskilled or semi-skilled jobs in manufacturing industry. In Auckland Maoris and Pacific Islanders make up one-third of the shop floor labour force, and are actually in the majority in a number of large companies.

However, only an insignificant number of Pacific Islanders or Maoris have risen to managerial positions, bringing with them a first hand familiarity with the cultural background of such a high proportion of the labour force. This situation carries with it an obvious potential for cross-cultural misunderstandings and conflicts between managers and workers as well as between various groups of workers themselves. Such misunderstandings can be costly in time lost on the job, low worker morale,

or high absenteeism and turn-over rates.

Awareness of the problems faced by migrant workers has been developing for a number of years. In 1972, on the recommendation of employers, the Vocational Training Council established a Polynesian Advisory Committee "to help meet the challenges associated with the education and training of Maoris and other Polynesians at all levels of the labour force and in all sectors of the economy." Through the two appointed Polynesian Advisory Officers a wide variety of aids have been developed, with a particular emphasis on management/employer education.

As interest increased the need for further research became obvious. Through funding from the Vocational Training Council, a 3-year research programme has now been established. Every attempt will be made to distribute the practical results as widely through industry as possible.

I trust that opportunities like this to publish accounts detailing the nature of our multi-cultural workforce will be of interest to readers, and will continue to foster the co-operation and initiative from industry that such research demands. ©

SOUTH PACIFIC WORK RESEARCH PROJECT — A PROGRESS REPORT

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This project, which began in 1976, consists of a series of inter-linked, cross-cultural studies of the Multi-Cultural Workforce in Auckland. Whilst the 1976-78 part of the project concentrates solely on studying attitude and behaviour in manufacturing industry, this is planned to develop into the service sector in 1979. Furthermore, studies have been planned to investigate the effects in the Pacific Islands of the return to the labour force of their own people who have learned industrial skills in New Zealand.

BACKGROUND AND NEED FOR RESEARCH

The stimulus for a comprehensive research programme which explored attitudes and behaviour patterns of industrial workers in Auckland arose from several sources. Firstly, there was a feeling of

inadequacy in teaching courses dealing with Organisation Behaviour and Man Management without having data or models of attitudes and behaviour in New Zealand industry. The development of research on work attitudes in New Zealand mainly dates from the 1970s; a conclusion that can be drawn from this work is that much of the man-management and motivation theories

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which were mainly generated in the U.S.A. are of limited applicability in New Zealand. One particular example of this is Hines' work on Herzberg's Dual Factor Theory of Motivation. Herzberg's theory suggests that certain working environment factors are related to job dissatisfaction whilst other job content factors are related to job satisfaction. Hines has suggested that in New Zealand the factors of Interpersonal Relations and Supervision are conducive to job satisfaction, contrary to Herzberg's results. Hines further points out one explanatory variable — the full employment conditions in New Zealand which are in marked contrast to most other western countries.

A second stimulus arose from the concern of managers in medium to large companies who had found new problems in managing a multi-cultural workforce. These problems have their basis in mutual lack of understanding between indigenous New Zealanders and immigrant Pacific Islanders of which language difficulties are only one area. The root of the problems lies in the entry of a primarily rural group of people into an urban, industrialised situation. It should be remembered, however, that this trend in New Zealand has caused not only Pacific Islanders to come to the cities (95% of Pacific Islanders in New Zealand do live in cities) but has also been manifested in the movement of Maori and Europeans from rural areas in New Zealand to the cities. Such trends relate of course to the stage of rapid industrialisation which has been a feature of New Zealand's economy over the last 25 years. This growth requires a high proportion of new labour to enter industry in the semi-skilled and unskilled categories of work. Thus whilst Pacific Islanders in New Zealand are currently estimated to number 76,000, and Maoris 257,000, out of a total population of 3,100,000, the two Polynesian groups are estimated to constitute one-third of the shopfloor labour force in Auckland. The trend of movement of rural peoples into industrial life (and consequent high immigration from less developed countries to industrialised countries) is by no means limited to New Zealand, e.g. the percentage of immigrant workers in the labour force is 11% in France, 10% in Germany, and 7% in Britain. As with much of the modern immigration into Australia these people come mainly from rural societies in North

Africa, Eastern Europe, and Asia.

The third stimulus for research has come from the Polynesian Advisory Committee of the Vocational Training Council. This Maori and Pacific Island Group consists of industrial managers and persons involved in all aspects of industrial training and their interest lay in the generation of training materials and published data which could be used to further their work in industry.

RESEARCH PROGRAMME 1976-78

Once a three-year funding programme was secured from the Vocational Training Council an Exploratory Project was carried out by Drs Ted and Nancy Graves to provide a picture of the research field and to establish some tentative research priorities. They began in August 1976 to visit some 30 companies in Auckland spread over 13 industries. They were able to view the plants and discuss with management their problem concerns and interests in research information.

Arising from these visits a study was designed which involved individual interviews with 150 male and female production workers in two carpet factories. The samples consisted of New Zealand Europeans, New Zealand educated Maoris and Pacific Islanders, and Pacific Island immigrants. This study focused on the following issues:

- (a) Alternative adaptive strategies used by workers.
- (b) Sources of job satisfaction and dissatisfaction.
- (c) Relations with co-workers.
- (d) Relations with supervisors.

Part of this study, that concerned with Preferred Adaptive Strategies, is written up elsewhere in this issue of the Journal.

Subsequent to this study a full programme of research projects was generated (see Figure 1) and Mr Marsh and Professor Albert Nedd from Alberta University began work on four of these projects which involved the active participation of five large Auckland companies. The Male Production Workers study consisted of interviews of two-three hours duration with 250 workers using equal random samples of Pakeha, Maori, Samoan, Cook Islander and Tongan workers. Some 200 questions were administered individually to each interviewee using Pacific Island interviewers as appropriate. The five companies involved were sufficiently interested in the study

that they were prepared to pay workers for the period they were interviewed, and also were prepared to pay most of the research costs.

In June and July a report of the initial results of the study was written for each company in which results could be compared between the overall sample and the company sample. Seminars were held with senior management in each company to explain the findings, and data was collected for the Organisation Structure Study. Furthermore a series of feedback seminars was held with all the supervisors and chargehands in the five companies during which data was collected for the Supervisory Study.

Subsequently, Professor Feldman arrived from Florida University and work began on three more detailed studies concerned with Work Outcomes, Ethnic Stereotyping, and Performance Attribution by Supervisors.

RESEARCH FRAMEWORK

The previous studies mentioned view job satisfaction and job commitment as a function of the individual workers' personal characteristics (such as education, upbringing, age, response to urban and industrial life, etc.) and social values. These characteristics of the individual are mediated by his perception of situational factors in his workplace (such as supervisory style, work-group climate, management policy, etc.).

This conceptual framework of course recognises that the values people bring to their work reflect individual as well as cultural differences. These values may have their roots in the basic personalities of the individuals, as well as in their attachment to cultural traditions, their socio-economic status and their degree of familiarity with urban and industrialised life styles. However, in the preliminary analysis of the data ethnicity has been used as a surrogate variable which only approximately summarises these differences in cultural and individual characteristics. We expect in our subsequent analysis to find considerable diversity and variety of attitudes and behaviours **within** each ethnic grouping (due to, for example, the influence of age, education and differences in the experience of urban life).

RESEARCH OUTPUTS

It is hoped to publish the initial results of the Worker Study as a Working Paper. Furthermore, a monograph will be published in 1978 by the Vocational Training Council entitled "Managerial Adaptive Strategies and a Multi-Cultural Workforce"; this will aim to translate all research findings currently available into a series of practical guidelines for industrial managers. Also in 1978 a report on supervisory attitudes and behaviour will be published which it is hoped may contribute to a series of New Zealand Supervisory Training materials. In this way it is hoped that the substantial production of academic research findings generated by the South Pacific Work Research Project will be made to contribute towards the development of relevant information and ideas to the managers of a multi-cultural workforce. ©

Figure 1:

SOUTH PACIFIC WORK RESEARCH TEAM: PROJECTS

1976-1978

University of Auckland

Drs N. and T. Graves

Exploratory Study — what are the important issues? (May 76-May 77).

Mr Marsh and Dr Nedd

Worker Attitudes — Male. (August 76-June 78).

Mr Marsh and Dr Nedd

Supervisory Attitudes. (Feb. 77-May 78).

Mr Marsh and Dr Nedd

Effect of Company Policy and Structure on Attitudes. (April 77-December 78).

Mr Marsh

Absenteeism and Labour Turnover. (May 77-August 78).

Dr Feldman

Stereotyping. (July 77-December 78).

Dr Feldman

Work Outcomes. (July 77-Dec. 78).

Dr Feldman

Supervisory Perception. (July 77-December 78).

Mr Marsh

Worker Attitudes — Female. (January 78-December 78).