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THE ROLE OF CO-OPETITION IN THE DECISION EFFECTIVENESS OF SMALL MANAGEMENT WORKGROUPS AND THE GROUPS' SUBSEQUENT MANAGEMENT

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AUGUST 2003

CONTENTS

Chapter 3: Research propositions and questions

Chapter 4: Methodological framework

Chapter 7: Conclusion

LIST OF ILLUSTRATIONS

Chapter 4: Methodological framework

Chapter 5: The Findings

Chapter 6: The model and its implications

Chapter 7: Conclusion

LIST OF APPENDICES

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Any gratitude must first go to my parents, for all their support over the years. I would like to dedicate this thesis to them as a token of appreciation and love. In appreciation of being supportive in my progress through the thesis, particularly towards the end, I would like to thank my fiancé and future husband, George.

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Irene Paritsis

DECLARATION

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ABSTRACT

Recent management literature suggests that attention to groupwork in organisations is steadily increasing. Of particular interest are small management workgroups (SMWGs) that are responsible for the management of the organisation. Although guidelines exist for achieving effective groupwork, most seem to be based on questionable assumptions that may account for the frequent failure of such guidelines in practice.

The contribution of the present work is in two parts. First, in terms of understanding how a SMWG's performance is related to both the balance of competition and co-operation communicated in the group and to the group's organisational culture. Second, in terms of using such understanding to develop a model of the role of co-opetition in the management of SMWGs and how it can be used as a tool for diagnosing, predicting and advising on the SMWG's performance.

Co-operation and competition communicated in groups is often discussed in literature under group dynamics and under social interdependence. Literature in business strategy has shown that the particular blend of competition and co-operation between businesses in the same industry, referred to as 'co-opetition', influences the performance of both the businesses involved and the industry as a whole. The present research makes an analogy between the businesses in the same industry and the members in the same group, to examine how co-opetition in a SMWG (between the members) influences the performance of the group as a whole.

Given that the main task of SMWGs is making decisions that will ultimately determine organisational performance, a SMWG's decision effectiveness is used to assess the group's performance. Using a combination of questionnaires, short-term observation, interviews and archives, data from several cases of SMWGs (management groups of star-hotels in Crete, Greece) are collected and processed to explore the role of communicated co-opetition in the management of a SMWG and in the control of the group's decision effectiveness, within the group's social context.

CHAPTER THREE

RESEARCH PROPOSITIONS AND QUESTIONS

3.1. Introduction

"He who asks a question is a fool for five minutes; he who does not ask a question remains a fool forever."

Chinese Proverb

Although it may be argued that there is value in the mere posing of a question, this research has very specific questions that it seeks answers to. Enquiring on specific issues aims to gain better insight into them and increase awareness, as suggested by the Chinese proverb quoted above. Whilst the previous chapter laid the theoretical foundation upon which the present research is based through the reviewing of relevant literature, this chapter aims to present and discuss the main questions that this research seeks to answer, and in so doing, indicate the contribution the study wishes to make to existent theory.

This research focuses on the relationship between a SMWG's social interdependence and its performance. A SMWG could be understood as a small formal work group whose members interact face-to-face and their main function is the making of collective managerial decisions. Since these groups influence the direction of an organisation, their management becomes especially significant. The present study examines the nature of the relationship between a SMWG's social interdependence (intensity and composition) and its performance (decision effectiveness), within the group's social context.

The underlying aim is to examine the importance of managing the social interdependence in a SMWG and having done so, to indicate how such management can take place. Social interdependence focuses on the interactions and communication between group members and varies along two dimensions, composition and intensity. Since the composition of social interdependence in a group may vary from competitive to co-operative, and the intensity of social interdependence may vary from high to low, the particular degrees of competition and co-operation communicated in a SMWG will be referred to as 'co-opetitive mix'.

The research focuses on examining the relationship between a SMWG's communicated co-opetitive mix and its decision effectiveness, within the group's group's social context, which includes both the group and organisational contexts. The underlying purpose of such an examination is to identify the role of communicated co-opetition in the control of a SMWG's decision effectiveness. In other words, to investigate how and if co-opetition can provide itself as an alternative way for managing a SMWG and improving the group's decision effectiveness (and ultimately, organisational performance). This topic will be examined with a total of three research prepositions and eight related questions, developed from a

review of existing knowledge on the topic and previous literature (outlined in chapter 2). There were a number of considerations that were discussed in the previous chapter in relation to the research topic.

Firstly, both co-opetive mix and decision effectiveness can be assessed in terms of different criteria, and that the relationship between decision effectiveness and co-opetive mix may vary according to which criteria are used for either variable. Literature has also indicated what type of criteria and indicators can be used for each variable and that greater validity on claims can be made when different criteria are integrated in a research approach. Furthermore, existing theory has suggested that the relationship between the two variables is important to be considered within the particular context that the two variables occur, something often ignored by studies on interdependence which conducted in artificially created settings (such as experiments).

Although the terms 'criteria' and 'indicators' are used to distinguish between 'variables', these are names given to differentiate between levels of hierarchy- the 'indicators' are categories of 'criteria' and the 'criteria' are categories of 'variables' (Figure 3.1.); both the 'criteria' and the 'indicators' comprise variables themselves. The process by which decisions are made, the decisions themselves, and the consequences of the decisions made can be used as criteria for assessing a SMWG's decision effectiveness. The co-opetive mix communicated in a SMWG's work relations and the co-opetive mix communicated in a SMWG's meetings can be used as criteria of the communicated co-opetition in a SMWG.

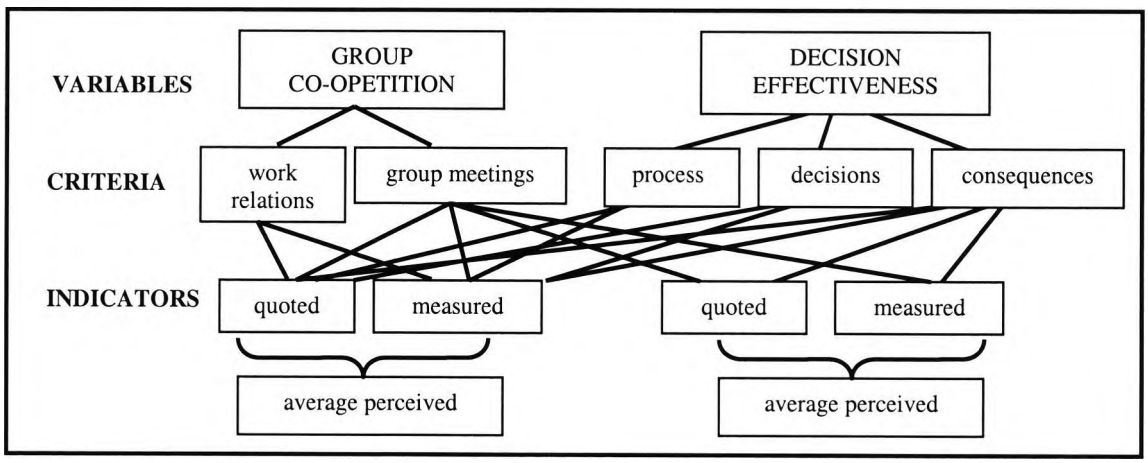


Figure 3.1. The general relationship between variables, criteria and indicators

The indicators that can be used to identify values of the criteria can vary according to whether these are based on perceptions or observations, or whether they are based on quotations or measurements. If the values are based on 'perceptions', their name will include the term 'perceived'. If the values are based on 'observations', their name will include the term 'observed'. However, the main distinction between the terms 'observed' and 'perceived' is whether the indicators are based on perceptions of group members (in which case they will be 'perceptions'), or whether they are based on perceptions by persons outside the group- such as the group's higher management, the group's customers, an external observer or researcher (in which case they will be 'observations'). If the variables have been calculated as an average

of two other variables, their name will include the term 'average'.

If values of a variable have been derived from quotes to a specific question, then the variable's name will include the term 'quoted'. For example, if group members had to state an answer e.g. 'indicate the degree to which you are satisfied with the meeting' then this would be considered a 'quotation'. If, however, values of a variable were derived from measurements to a series of questions that were then compiles and integrated into one variable, the variable would include the term 'measured'. For example, respondents had to answer a series of questions that would then be compiled and integrated into one variable, then this would be considered a 'measurement'.

The present research aims to examine not only whether there is a relationship between the two variables, co-opetition communicated and decision effectiveness, in a SMWG within its social context but it also aims to identify which criteria and indicators show the relationship more clearly. Such knowledge will inform the choice of for instance, which criteria and indicators of co-opetition are more appropriate for indicating and possibly even predicting (within some range) the decision effectiveness that the group will be able to attain (and vice versa). Since different criteria emphasise different aspects of the variables, the most appropriate criteria for each variable may not necessarily be which show closer relationships with the other variable, but also which is considered more important to a SMWG or its management. For instance, the consequences of decisions made by a SMWG measured in terms of customer satisfaction may be more important to a service organisation or to an organisation whose culture emphasises customer satisfaction.

3.2. Research propositions and questions

3.2.1. Research proposition 1: *A SMWG's decision effectiveness is related to the co-opetive mix communicated in its work relations.*

This proposition examines the relationship between a management group's decision effectiveness and the co-opetition communicated within it, by considering the group's work relations as a criterion for assessing co-opetition communicated in the group. All the values identified for this criterion are based on group members' perceptions when the indicators are: quoted; measured; and calculated as an average of quoted and measured perceived co-opetition communicated in work relations. Three criteria for decision effectiveness are considered: process; decisions and consequences. The values for each of the criteria of decision effectiveness are based on group members' perceptions when the indicators for each criterion are quoted, measured and average (of quoted and measured) (Figure 3.2.).

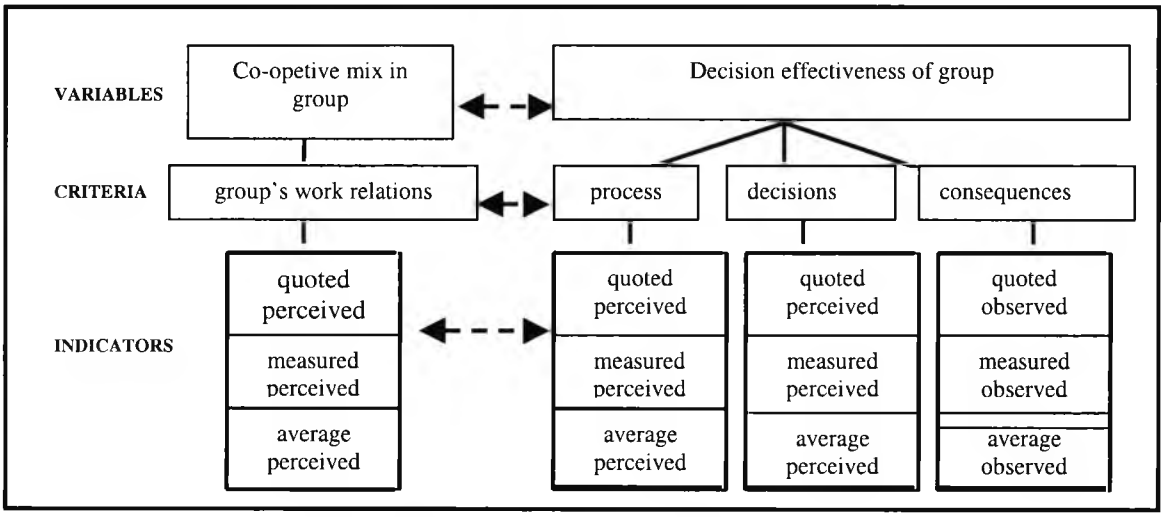


Figure 3.2.: The variables, indicators and criteria related to proposition 1

The three research questions (Figures 3.3-3.5.) related to this preposition are illustrated below. 'How' referred to in the questions denotes 'what is the relationship between different pairs (one of each variable) of criteria and indicators and which relationships appear stronger?' Double-barrelled arrows indicate the interrelationship between the two indicators in question.

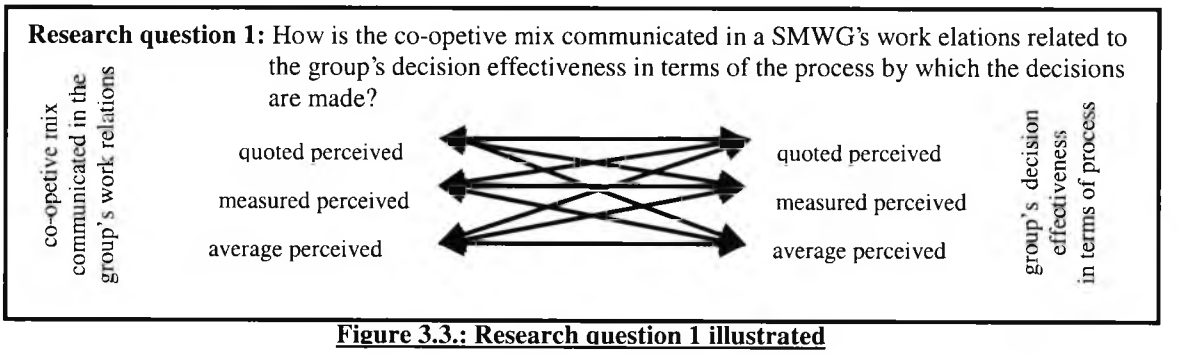


Figure 3.3.: Research question 1 illustrated

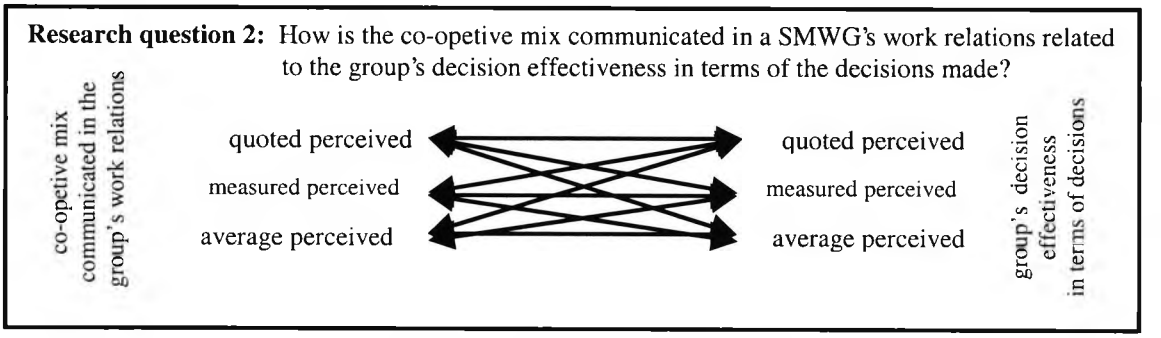


Figure 3.4.: Research question 2 illustrated

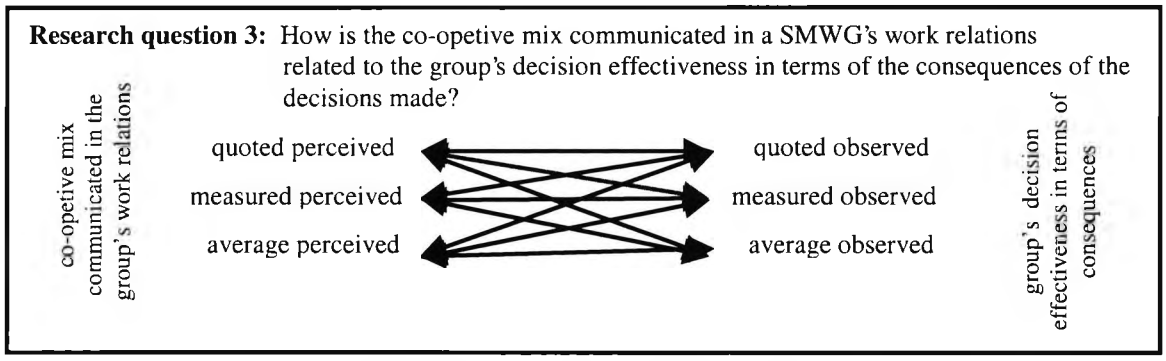


Figure 3.5.: research question 3 illustrated

3.2.2. Research proposition 2: *A SMWG's decision effectiveness is related to the co-opetive mix communicated in its meetings*

This proposition examines the relationship between a SMWG's decision effectiveness and the co-opetition communicated within it, by considering the group's meetings as a criterion for assessing co-opetition communicated in the group. The indicators used to identify the values for this criterion are based on both group members' perceptions and on observations by 'outsiders' to the group (Figure 3.6.).

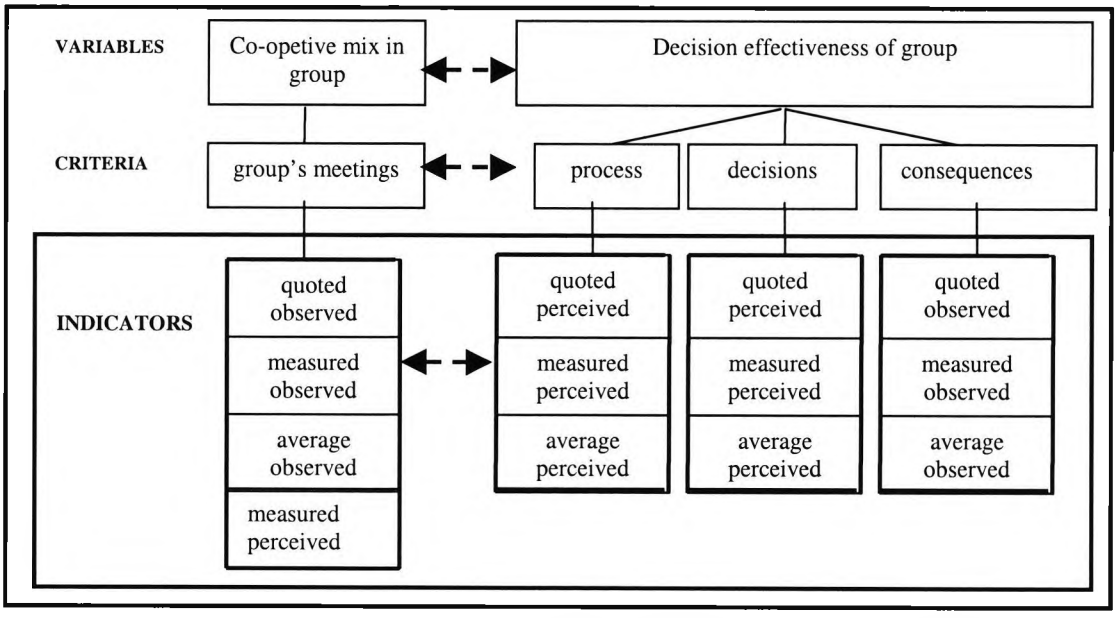


Figure 3.6.: The variables, indicators and criteria related to proposition 2

The three research questions (research questions 4, 5 and 6) related to this preposition are illustrated below. 'How' referred to in the questions denotes 'what is the relationship between different

pairs (one of each variable) of criteria and indicators and which relationships appear stronger?' Double-barrelled arrows indicate the interrelationship between the two indicators in question.

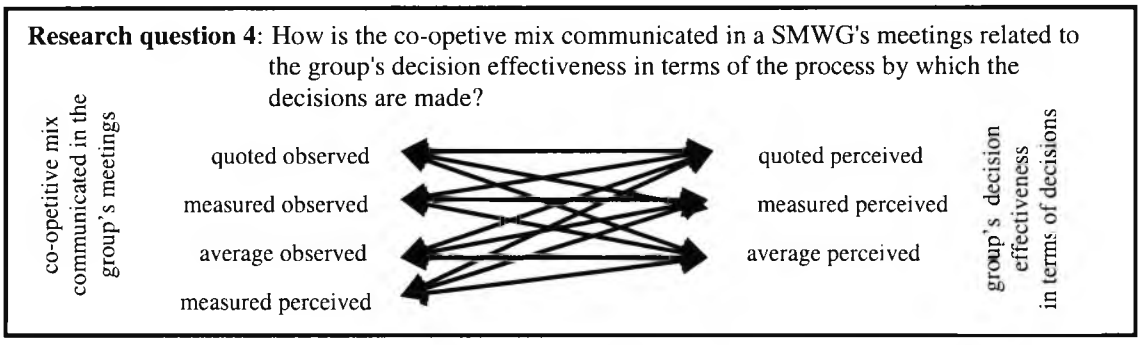


Figure 3.7.: Research question 4 illustrated

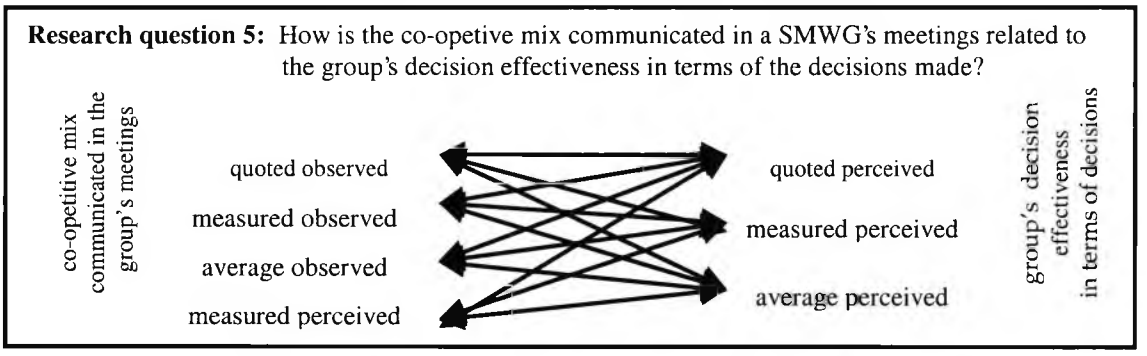


Figure 3.8.: Research question 5 illustrated

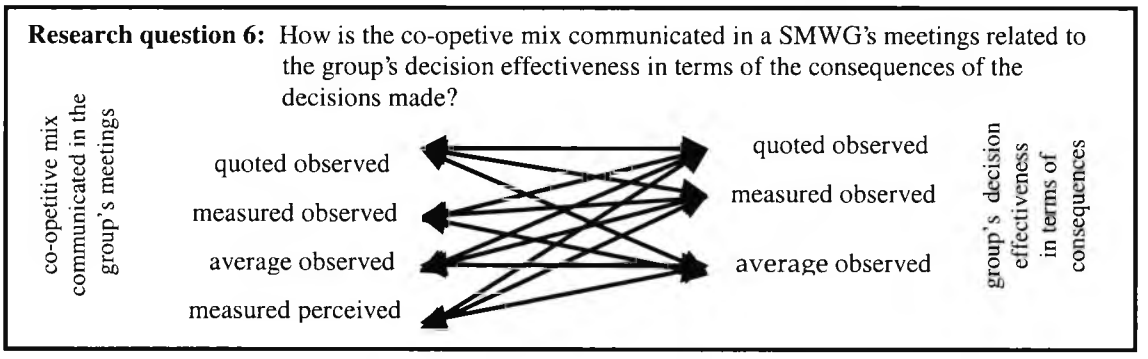


Figure 3.9.:Research question 6 illustrated

3.2.3. Research proposition 3: *The relationship between a SMWG's overall decision effectiveness and the overall co-opetive mix communicated in it is related to the group's social context*

This proposition relates to examining the relationship between a SMWG's decision effectiveness and the co-opetition communicated within it and relating this relationship to the co-opetive mix

communicated in the SMWG's social context. Both the group's meetings and work relations are used as criteria for assessing overall co-opetition communicated in the group (Figure 3.10.).

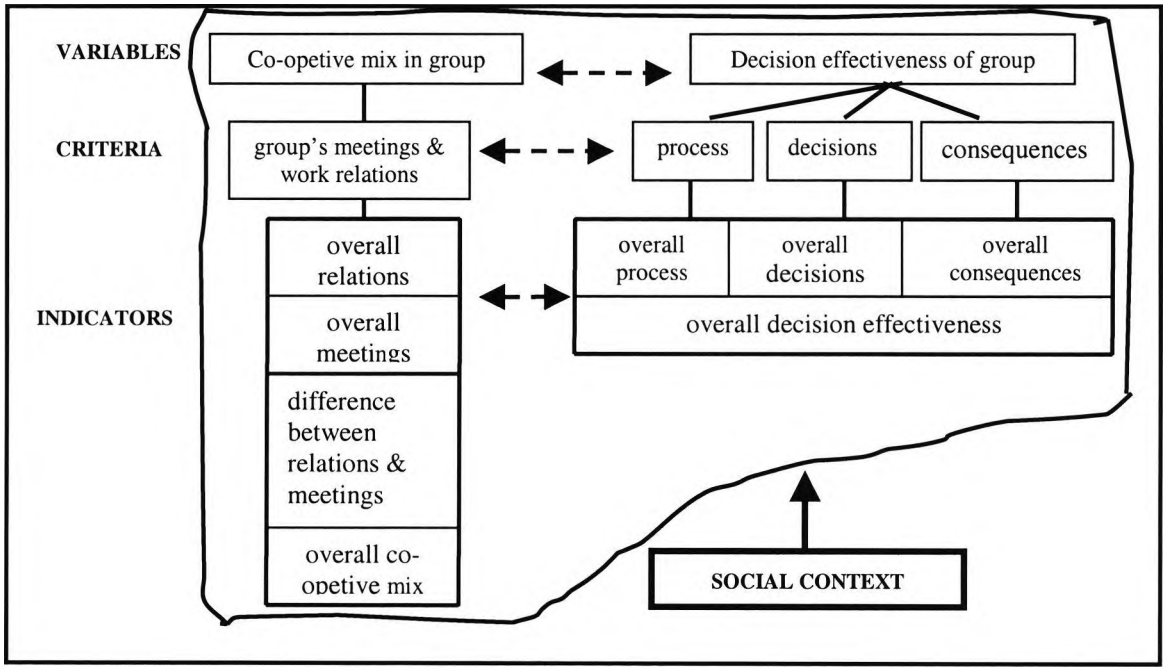


Figure 3.10.: The variables, indicators and criteria related to proposition 3

The two research questions (research questions 7 and 8) related to this preposition are illustrated in figures 3.11. and 3.12. 'How' referred to in the questions denotes 'what is the relationship between the two variables with the different indicators for each?' Double-barrelled arrows indicate the interrelationship between the two indicators in question. Single-barrelled arrows indicate a one-way influence, with the direction of the arrow indicating the direction of influence.

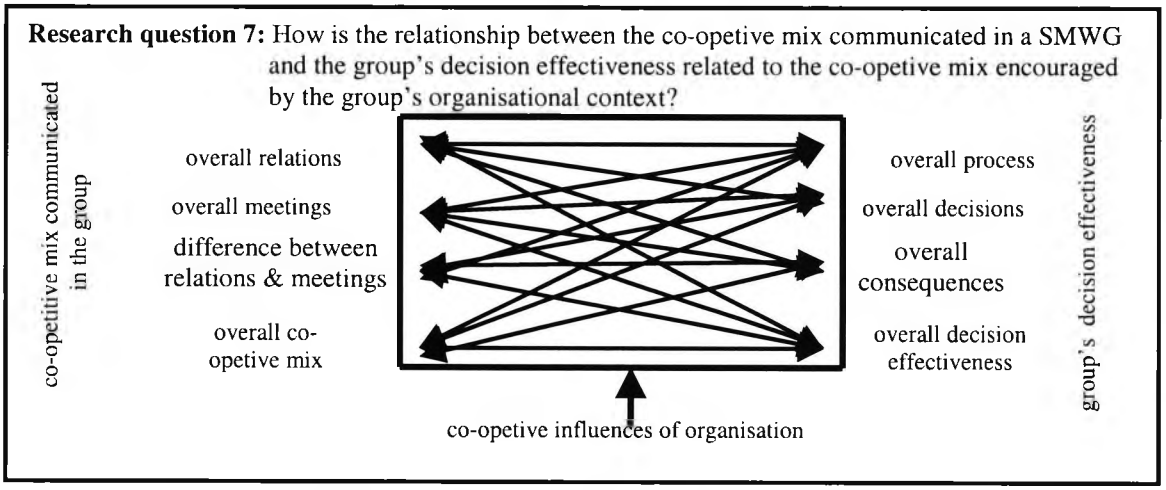


Figure 3.11.: Research question 7 illustrated

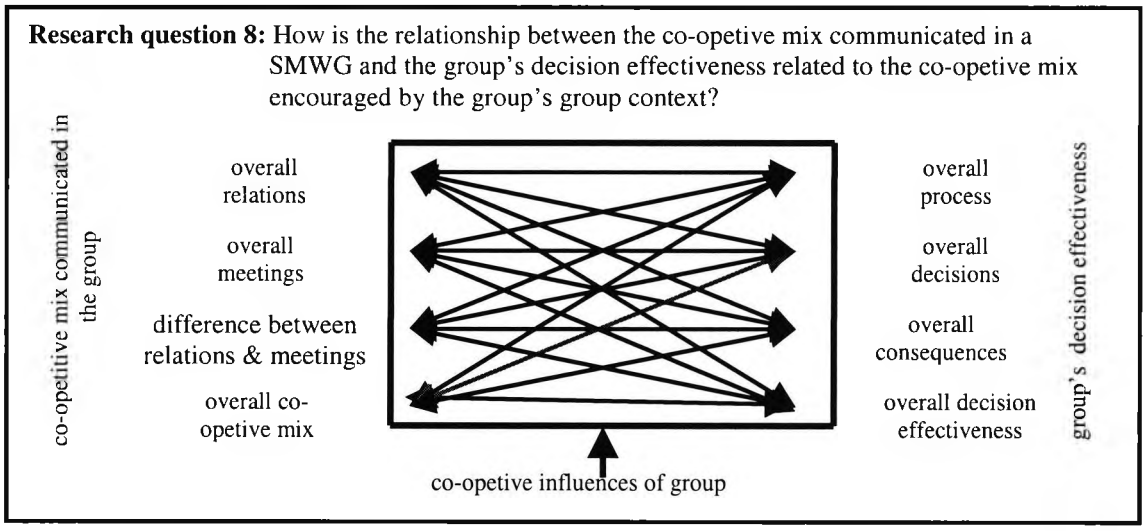


Figure 3.12.: Research question 8 illustrated

3.3. Criteria , indicators and measures of co-opetive mix

Co-opetive mix represents the combined intensity and composition of social interdependence in a SMWG. Co-opetive mix is communicated in both a SMWG's work relations and its meetings (Figure 3.13.), with work relations and group meetings serving as criteria of co-opetive mix communicated in a SMWG's interactions.

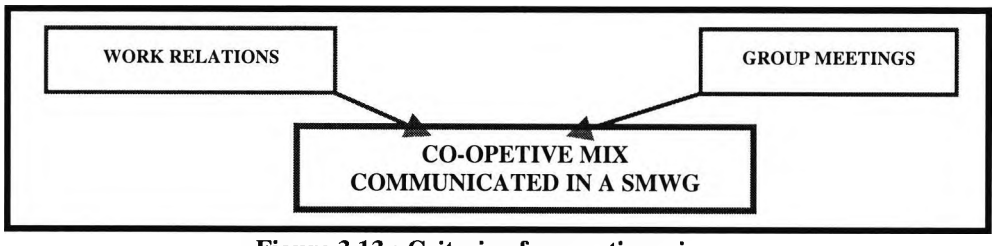
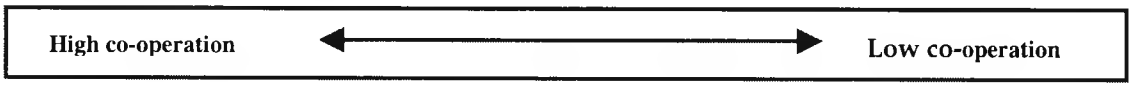


Figure 3.13.: Criteria of co-opetive mix

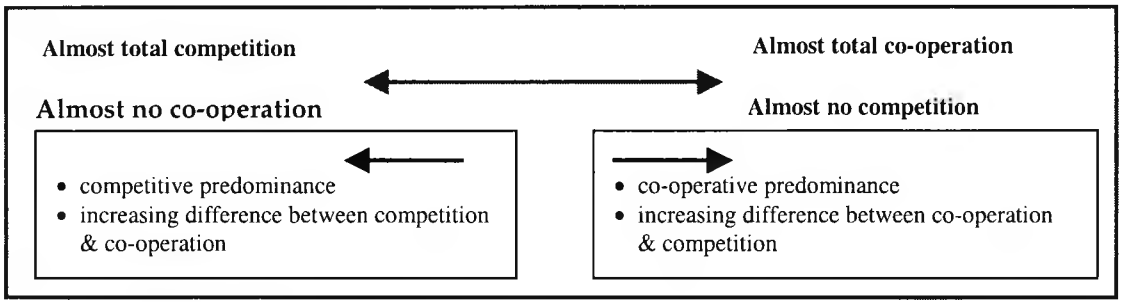
The co-opetive mix in a group indicates both:

- The intensity of competition in the group, on a scale varying from high to low competition

- The intensity of co-operation in the group, on a scale varying from high to low co-operation



Looking at the relative amounts of competition and co-operation in a group, one can devise a scale that would indicate the balance between the two amounts such that the co-opetitive mix could vary between the two extremes of almost total competition and almost total co-operation. At the centre would be almost total co-opetition, indicating that the difference between the amounts of competition and co-operation are minimal or zero.



According to the intensity and composition of both co-operation and competition communicated in a SMWG's interactions, the co-opetive mix indicates both the predominance (which is greater, competition or co-operation) and the difference between co-operation and competition communicated in the group.

Co-opetition varies between –1 (total competition) and 1 (total co-operation). Total co-opetition would have a value of 0 (equal amounts of competition and co-operation). The more the competition, the more negative the score; conversely, the more co-operation, the more positive the score. A negative value of co-opetition indicates more competition than co-operation in the group, and therefore a competitive predominance communicated in a SMWG. A positive value of co-opetition indicates more co-operation than competition in the group, and therefore a co-operative predominance communicated in a SMWG. A zero value of co-opetition means that there are 'equal' amounts of competition and co-operation in the group, and therefore that there is no predominance communicated in a SMWG. In other words, the closer that the value of co-opetition is to: zero, the smaller the difference between competition and co-operation in the group and; one (positive or negative), the greater the difference between competition and co-operation in the group. Co-opetive mix can be measured in terms of both perceptions (by a SMWG's members) and observations (by non-members of the SMWG).

3.3.1. Co-opetive mix in work relations

All values of co-opetive mix in a SMWG's work relations are based on member perceptions and there are three indicators: quoted perceived, measured perceived and average perceived (the average of measured and quoted). Measures were used to derive values on the intensities of co-operation, competition

and subsequently co-opetition (Figure 3.14.). The measures are based on the literature review discussed in the previous chapter (chapter 2), and more particularly in the work by Johnson and Johnson (1994).

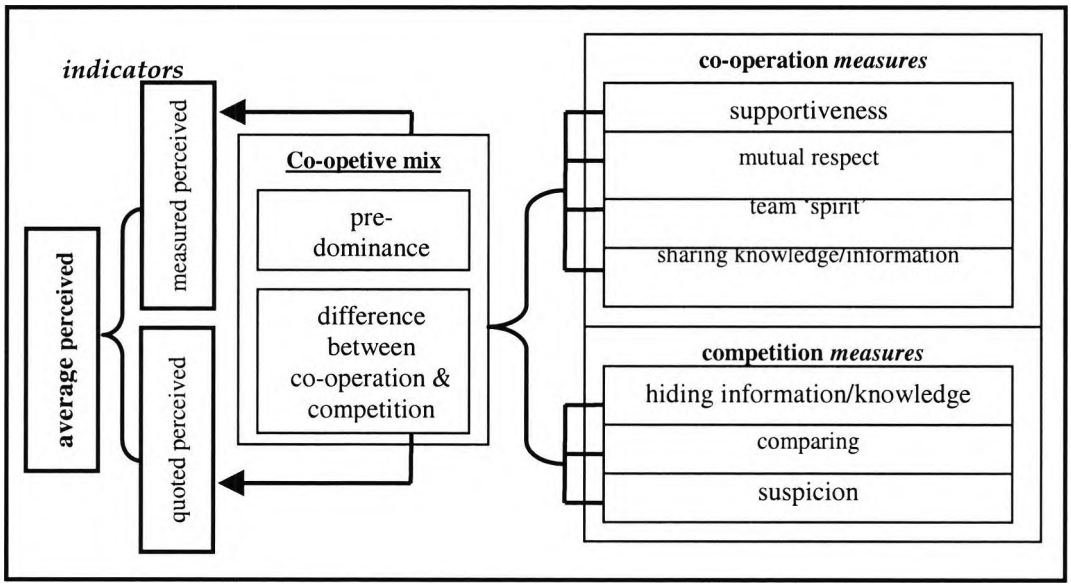


Figure 3.14.: Co-opetition communicated in work relations

3.3.2. Co-opetive mix in group meetings

Values of co-opetive mix in a SMWG's group meetings are based on both member perceptions and observations from non-members. There are three indicators for observed co-opetive mix in a SMWG's meetings: quoted observed, measured observed and average observed (the average of measured and quoted). There is one indicator for co-opetive mix in a SMWg's meetings: measured perceived. The measures used to derive values on the intensities of co-operation, competition and subsequently co-opetition are based on Johnson and Johnson's (1994) framework for identifying competitive and co-operative messages in a group's communication, which was discussed in the previous chapter (chapter 2) (Figure 3.15.).

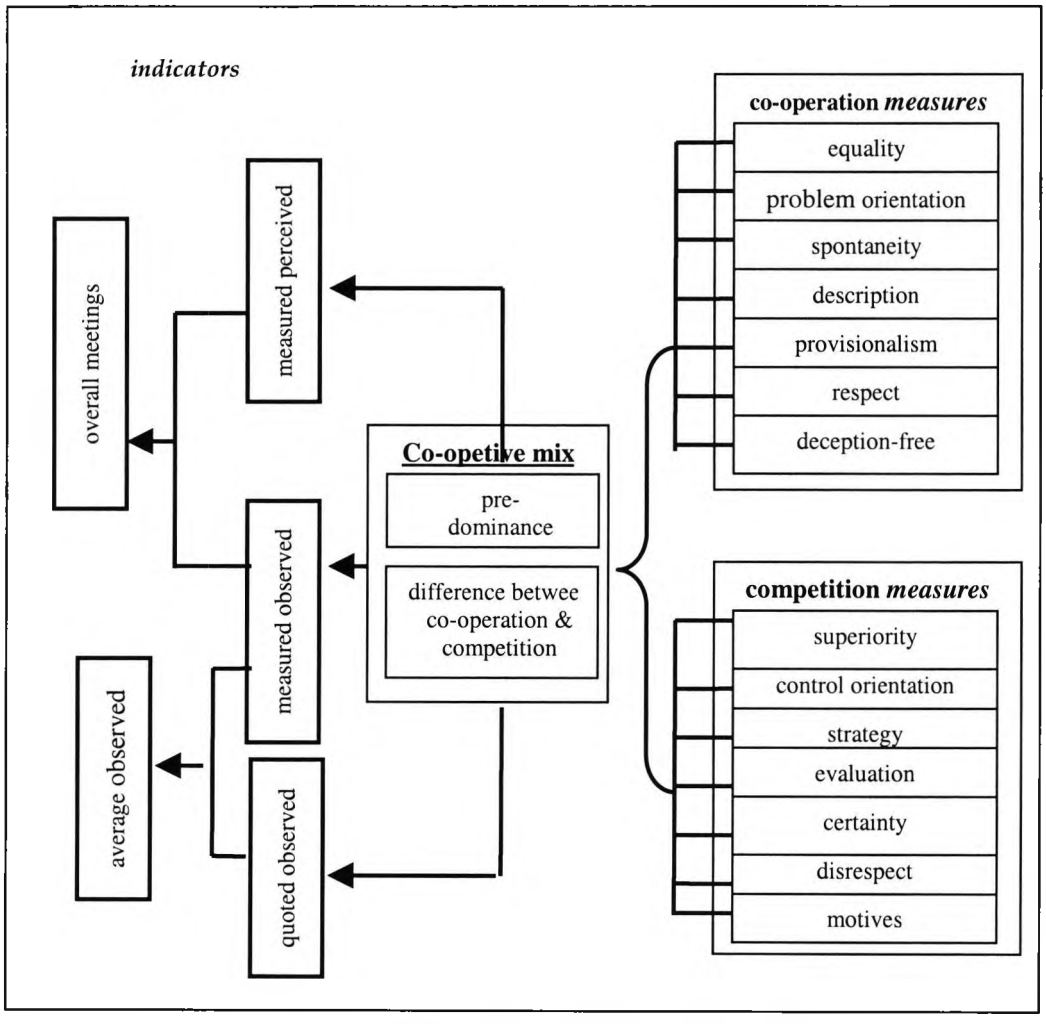


Figure 3.15.: Co-opetition communicated in group meetings

3.4. Decision effectiveness

Decision effectiveness represents the performance of a SMWG. Decision effectiveness is assessed in terms of the process by which decisions are made, in terms of the decisions themselves, and in terms of the consequences of the decisions made (Figure 3.16.). Decision effectiveness is measured as a percentage, based on both perceptions and observations.

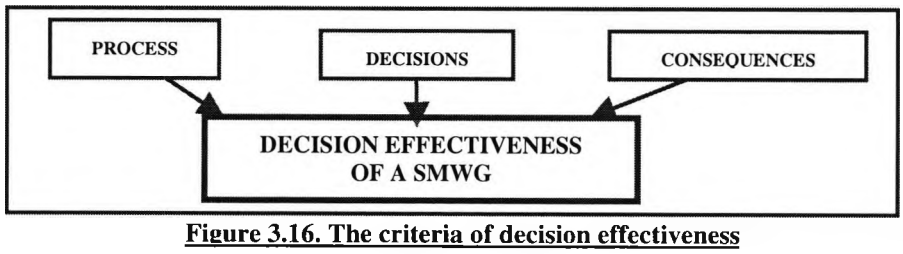


Figure 3.16. The criteria of decision effectiveness

3.4.1. Decision effectiveness in terms of process

All values of a SMWG's decision effectiveness in terms of the process by which the decisions are made are based on member perceptions and there are three indicators: quoted perceived, measured perceived and average perceived (the average of measured and quoted). The measures used to derive values on decision effectiveness in terms of the process criterion are based on the review of literature discussed in the previous chapter (chapter 2) (Figure 3.17.).

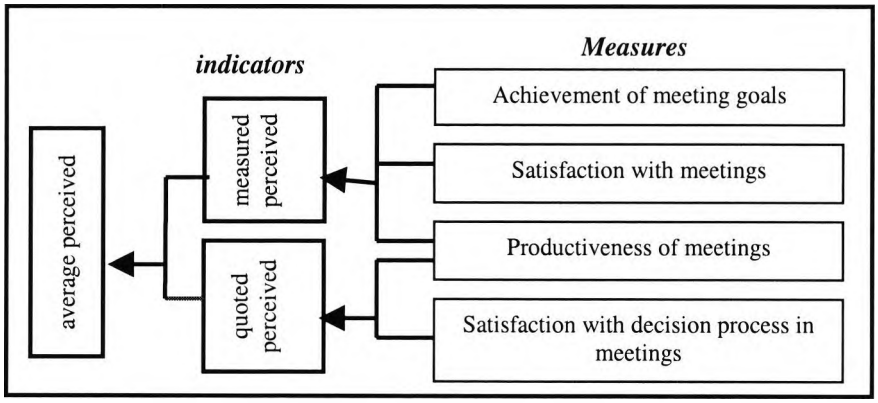


Figure 3.17.: Decision effectiveness in terms of process

3.4.2. Decision effectiveness in terms of decisions

All values of a SMWG's decision effectiveness in terms of the decisions themselves are made are based on member perceptions and there are three indicators: quoted perceived, measured perceived and average perceived (the average of measured and quoted). The measures used to derive values on decision effectiveness in terms of the decisions criterion are based on the review of literature discussed in the previous chapter (chapter 2) (Figure 3.18.).

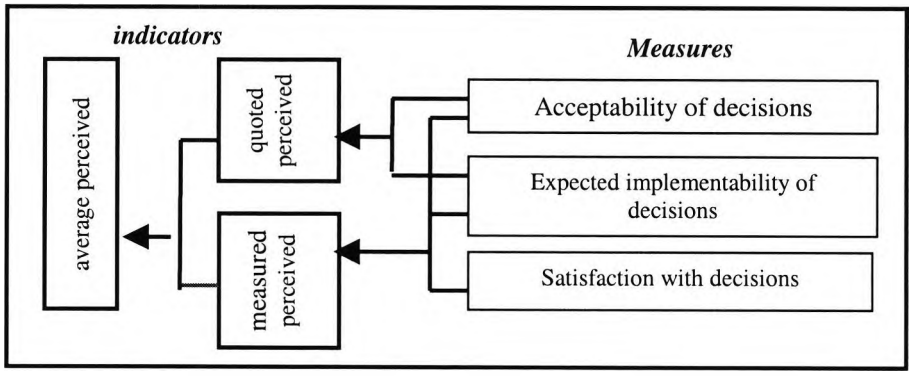


Figure 3.18.: Decision effectiveness in terms of decisions

3.4.3. Decision effectiveness in terms of consequences

All values of a SMWG's decision effectiveness in terms of the consequences of the decisions made are based on observations of customers and there are three indicators: quoted perceived, measured perceived and average perceived (the average of measured and quoted). The measures used to derive values on decision effectiveness in terms of the consequences criterion are based on the review of literature discussed in the previous chapter (chapter 2) (Figure 3.19.).

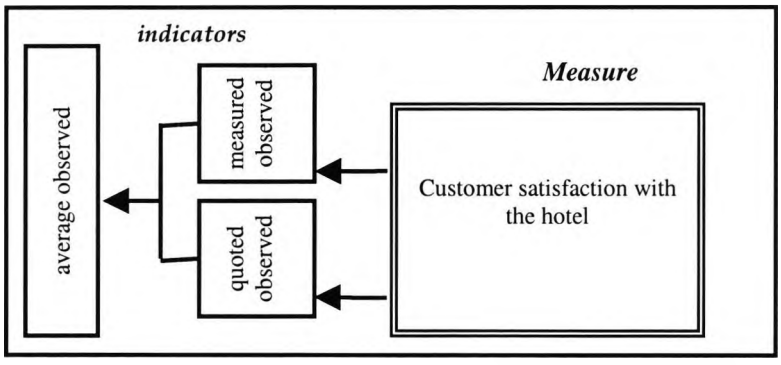


Figure 3.19.: Decision effectiveness in terms of consequences

3.5. Context influences

Values on the influence of organisation and group contexts on the relationship between a SMWG's co-opetive mix and its decision effectiveness are based on both perceptions and observations. Both the co-opetive mix encouraged and the expected relationship between co-opetive mix and decision effectiveness by the organisation's culture is based on perceptions by the SMWG's leader, the SMWG's members, and the SMWG's higher management- the managing directors of the organizations, who are also the founders of the organization (and the culture has been developed by them). Group factors relating to how the SMWG operates and conducts its meetings, as observed by the researcher and perceived by the SMWG's members, are examined also in relation to how they influence the co-opetive mix encouraged in the group and the relationship between the group's co-opetive mix and its decision effectiveness. The influences of social context have been based on the review of literature discussed in chapter 2, the previous chapter (Figure 3.20.).

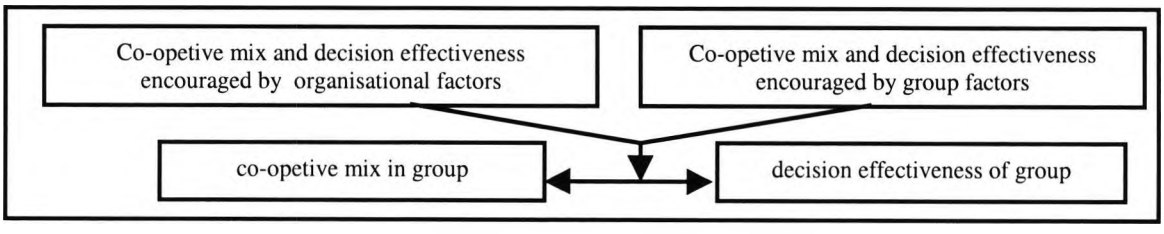


Figure 3.20.: Influences of social context

CHAPTER THREE

RESEARCH PROPOSITIONS AND QUESTIONS

3.1. Introduction

"He who asks a question is a fool for five minutes; he who does not ask a question remains a fool forever."

Chinese Proverb

Although it may be argued that there is value in the mere posing of a question, this research has very specific questions that it seeks answers to. Enquiring on specific issues aims to gain better insight into them and increase awareness, as suggested by the Chinese proverb quoted above. Whilst the previous chapter laid the theoretical foundation upon which the present research is based through the reviewing of relevant literature, this chapter aims to present and discuss the main questions that this research seeks to answer, and in so doing, indicate the contribution the study wishes to make to existent theory.

This research focuses on the relationship between a SMWG's social interdependence and its performance. A SMWG could be understood as a small formal work group whose members interact face-to-face and their main function is the making of collective managerial decisions. Since these groups influence the direction of an organisation, their management becomes especially significant. The present study examines the nature of the relationship between a SMWG's social interdependence (intensity and composition) and its performance (decision effectiveness), within the group's social context.

The underlying aim is to examine the importance of managing the social interdependence in a SMWG and having done so, to indicate how such management can take place. Social interdependence focuses on the interactions and communication between group members and varies along two dimensions, composition and intensity. Since the composition of social interdependence in a group may vary from competitive to co-operative, and the intensity of social interdependence may vary from high to low, the particular degrees of competition and co-operation communicated in a SMWG will be referred to as 'co-opetitive mix'.

The research focuses on examining the relationship between a SMWG's communicated co-opetitive mix and its decision effectiveness, within the group's group's social context, which includes both the group and organisational contexts. The underlying purpose of such an examination is to identify the role of communicated co-opetition in the control of a SMWG's decision effectiveness. In other words, to investigate how and if co-opetition can provide itself as an alternative way for managing a SMWG and improving the group's decision effectiveness (and ultimately, organisational performance). This topic will be examined with a total of three research prepositions and eight related questions, developed from a

review of existing knowledge on the topic and previous literature (outlined in chapter 2). There were a number of considerations that were discussed in the previous chapter in relation to the research topic.

Firstly, both co-opetive mix and decision effectiveness can be assessed in terms of different criteria, and that the relationship between decision effectiveness and co-opetive mix may vary according to which criteria are used for either variable. Literature has also indicated what type of criteria and indicators can be used for each variable and that greater validity on claims can be made when different criteria are integrated in a research approach. Furthermore, existing theory has suggested that the relationship between the two variables is important to be considered within the particular context that the two variables occur, something often ignored by studies on interdependence which conducted in artificially created settings (such as experiments).

Although the terms 'criteria' and 'indicators' are used to distinguish between 'variables', these are names given to differentiate between levels of hierarchy- the 'indicators' are categories of 'criteria' and the 'criteria' are categories of 'variables' (Figure 3.1.); both the 'criteria' and the 'indicators' comprise variables themselves. The process by which decisions are made, the decisions themselves, and the consequences of the decisions made can be used as criteria for assessing a SMWG's decision effectiveness. The co-opetive mix communicated in a SMWG's work relations and the co-opetive mix communicated in a SMWG's meetings can be used as criteria of the communicated co-opetition in a SMWG.

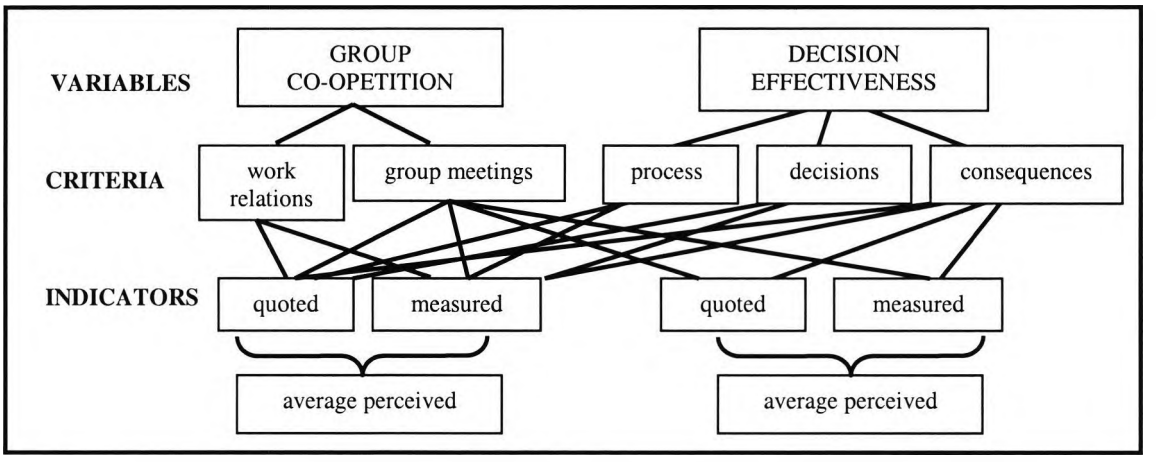


Figure 3.1. The general relationship between variables, criteria and indicators

The indicators that can be used to identify values of the criteria can vary according to whether these are based on perceptions or observations, or whether they are based on quotations or measurements. If the values are based on 'perceptions', their name will include the term 'perceived'. If the values are based on 'observations', their name will include the term 'observed'. However, the main distinction between the terms 'observed' and 'perceived' is whether the indicators are based on perceptions of group members (in which case they will be 'perceptions'), or whether they are based on perceptions by persons outside the group- such as the group's higher management, the group's customers, an external observer or researcher (in which case they will be 'observations'). If the variables have been calculated as an average

of two other variables, their name will include the term 'average'.

If values of a variable have been derived from quotes to a specific question, then the variable's name will include the term 'quoted'. For example, if group members had to state an answer e.g. 'indicate the degree to which you are satisfied with the meeting' then this would be considered a 'quotation'. If, however, values of a variable were derived from measurements to a series of questions that were then compiles and integrated into one variable, the variable would include the term 'measured'. For example, respondents had to answer a series of questions that would then be compiled and integrated into one variable, then this would be considered a 'measurement'.

The present research aims to examine not only whether there is a relationship between the two variables, co-opetition communicated and decision effectiveness, in a SMWG within its social context but it also aims to identify which criteria and indicators show the relationship more clearly. Such knowledge will inform the choice of for instance, which criteria and indicators of co-opetition are more appropriate for indicating and possibly even predicting (within some range) the decision effectiveness that the group will be able to attain (and vice versa). Since different criteria emphasise different aspects of the variables, the most appropriate criteria for each variable may not necessarily be which show closer relationships with the other variable, but also which is considered more important to a SMWG or its management. For instance, the consequences of decisions made by a SMWG measured in terms of customer satisfaction may be more important to a service organisation or to an organisation whose culture emphasises customer satisfaction.

3.2. Research propositions and questions

3.2.1. Research proposition 1: *A SMWG's decision effectiveness is related to the co-opetive mix communicated in its work relations.*

This proposition examines the relationship between a management group's decision effectiveness and the co-opetition communicated within it, by considering the group's work relations as a criterion for assessing co-opetition communicated in the group. All the values identified for this criterion are based on group members' perceptions when the indicators are: quoted; measured; and calculated as an average of quoted and measured perceived co-opetition communicated in work relations. Three criteria for decision effectiveness are considered: process; decisions and consequences. The values for each of the criteria of decision effectiveness are based on group members' perceptions when the indicators for each criterion are quoted, measured and average (of quoted and measured) (Figure 3.2.).

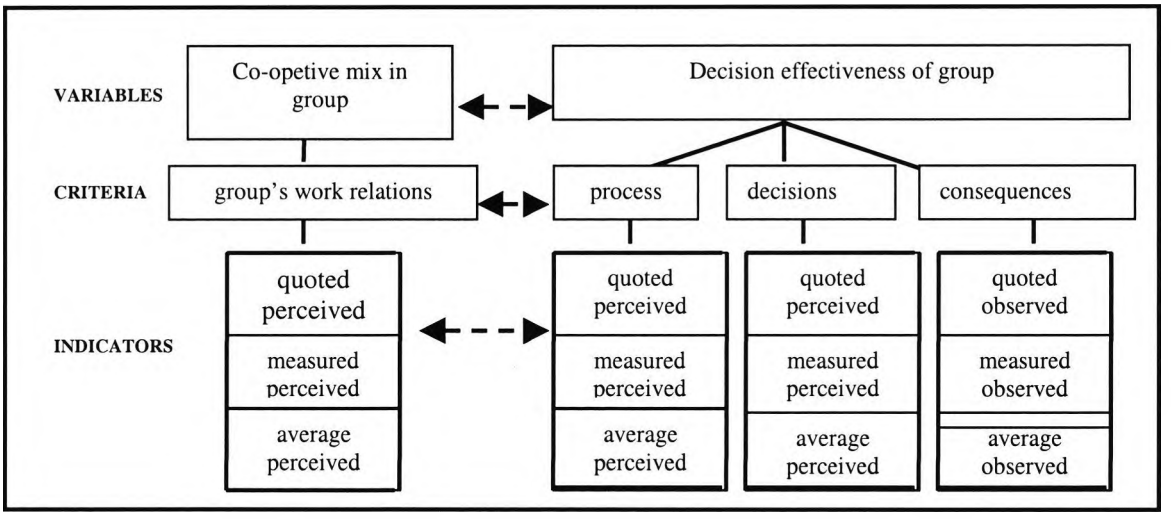


Figure 3.2.: The variables, indicators and criteria related to proposition 1

The three research questions (Figures 3.3-3.5.) related to this preposition are illustrated below. 'How' referred to in the questions denotes 'what is the relationship between different pairs (one of each variable) of criteria and indicators and which relationships appear stronger?' Double-barrelled arrows indicate the interrelationship between the two indicators in question.

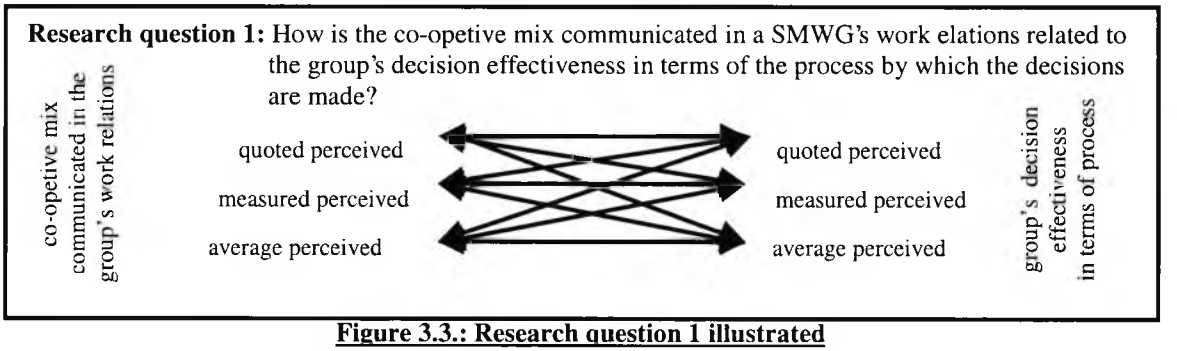


Figure 3.3.: Research question 1 illustrated

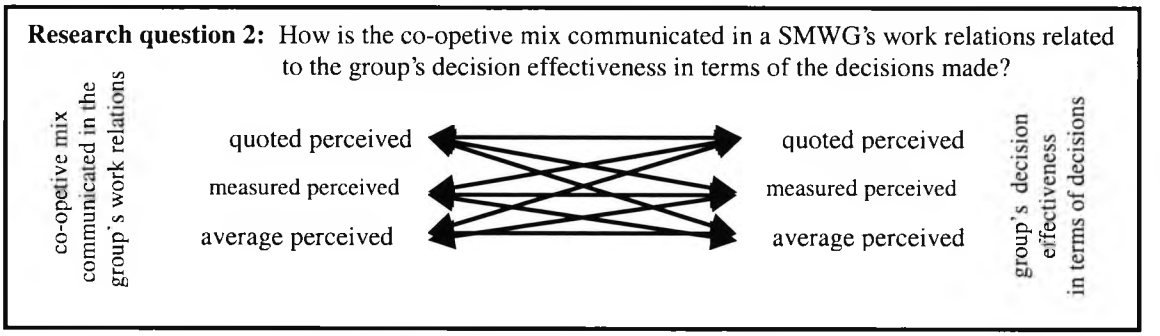


Figure 3.4.: Research question 2 illustrated

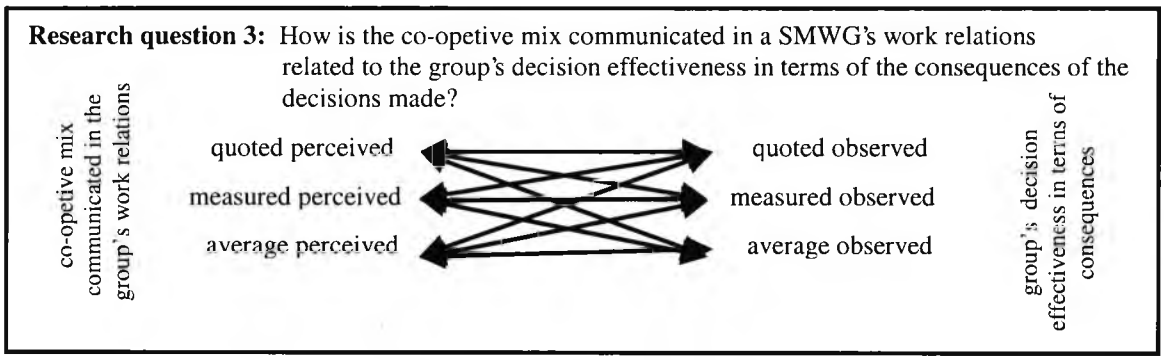


Figure 3.5.: research question 3 illustrated

3.2.2. Research proposition 2: *A SMWG's decision effectiveness is related to the co-opetive mix communicated in its meetings*

This proposition examines the relationship between a SMWG's decision effectiveness and the co-opetition communicated within it, by considering the group's meetings as a criterion for assessing co-opetition communicated in the group. The indicators used to identify the values for this criterion are based on both group members' perceptions and on observations by 'outsiders' to the group (Figure 3.6.).

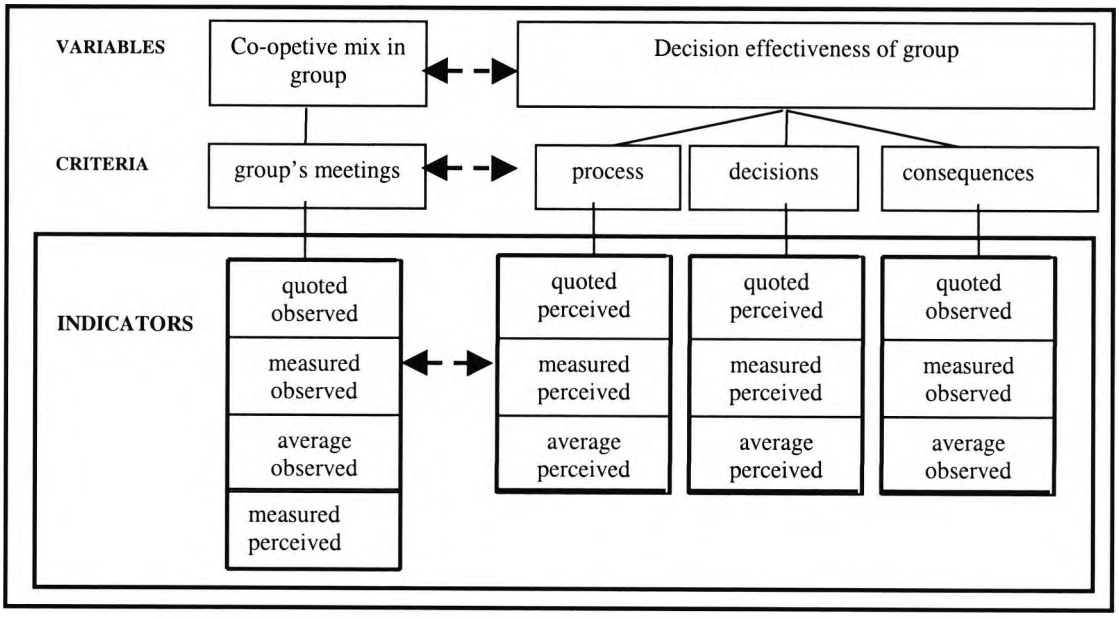


Figure 3.6.: The variables, indicators and criteria related to proposition 2

The three research questions (research questions 4, 5 and 6) related to this preposition are illustrated below. 'How' referred to in the questions denotes 'what is the relationship between different

pairs (one of each variable) of criteria and indicators and which relationships appear stronger?' Double-barrelled arrows indicate the interrelationship between the two indicators in question.

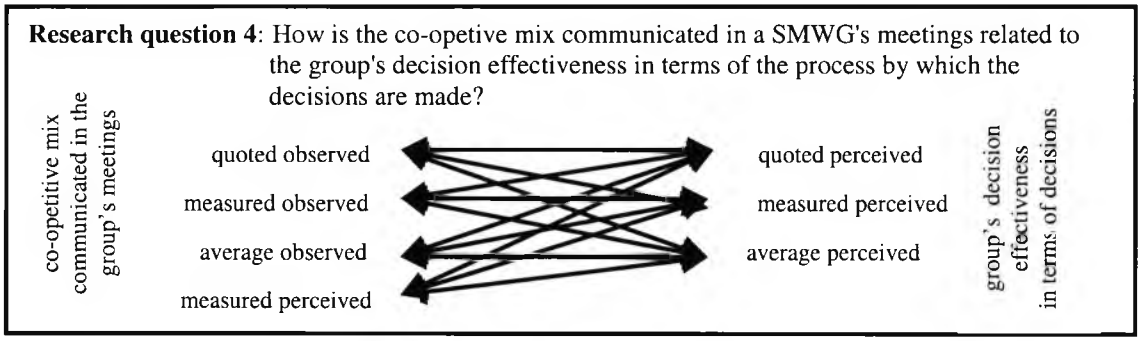


Figure 3.7.: Research question 4 illustrated

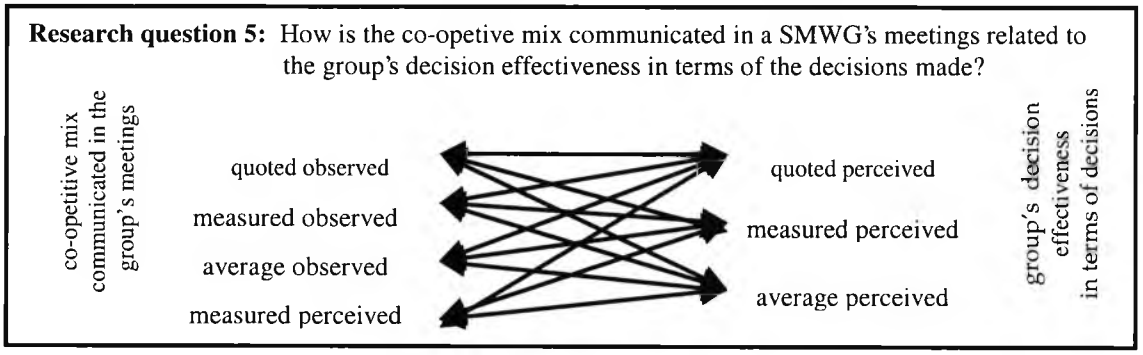


Figure 3.8.: Research question 5 illustrated

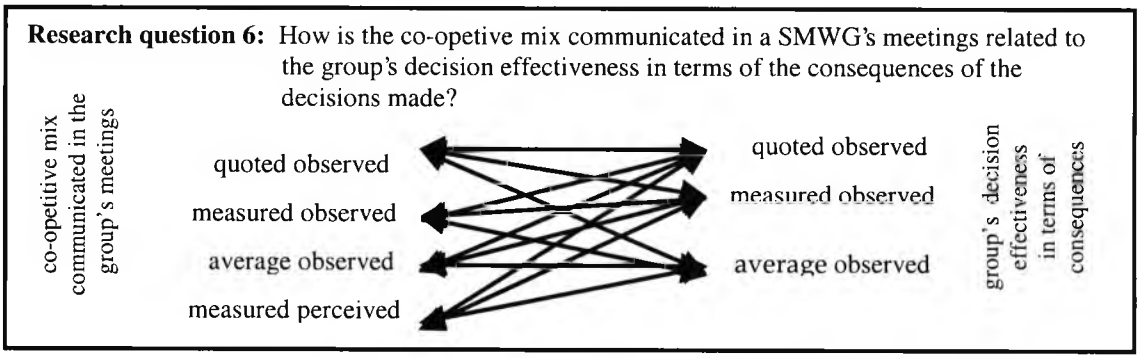


Figure 3.9.:Research question 6 illustrated

3.2.3. Research proposition 3: *The relationship between a SMWG's overall decision effectiveness and the overall co-opetive mix communicated in it is related to the group's social context*

This proposition relates to examining the relationship between a SMWG's decision effectiveness and the co-opetition communicated within it and relating this relationship to the co-opetive mix

communicated in the SMWG's social context. Both the group's meetings and work relations are used as criteria for assessing overall co-opetition communicated in the group (Figure 3.10.).

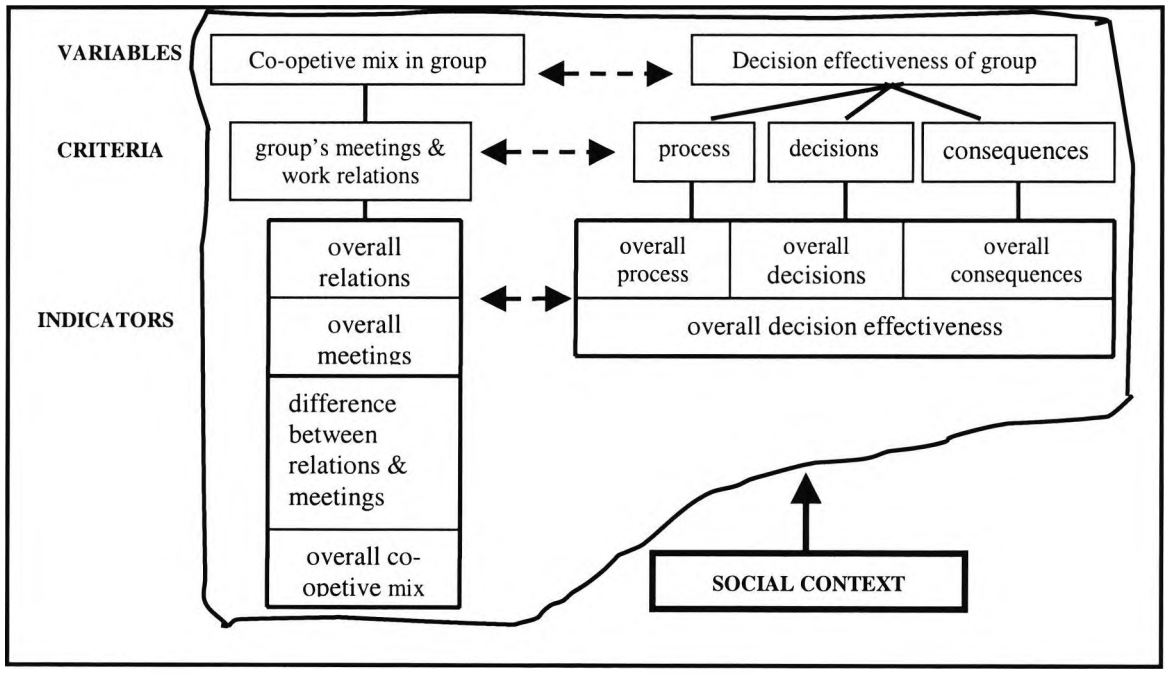


Figure 3.10.: The variables, indicators and criteria related to proposition 3

The two research questions (research questions 7 and 8) related to this preposition are illustrated in figures 3.11. and 3.12. 'How' referred to in the questions denotes 'what is the relationship between the two variables with the different indicators for each?' Double-barrelled arrows indicate the interrelationship between the two indicators in question. Single-barrelled arrows indicate a one-way influence, with the direction of the arrow indicating the direction of influence.

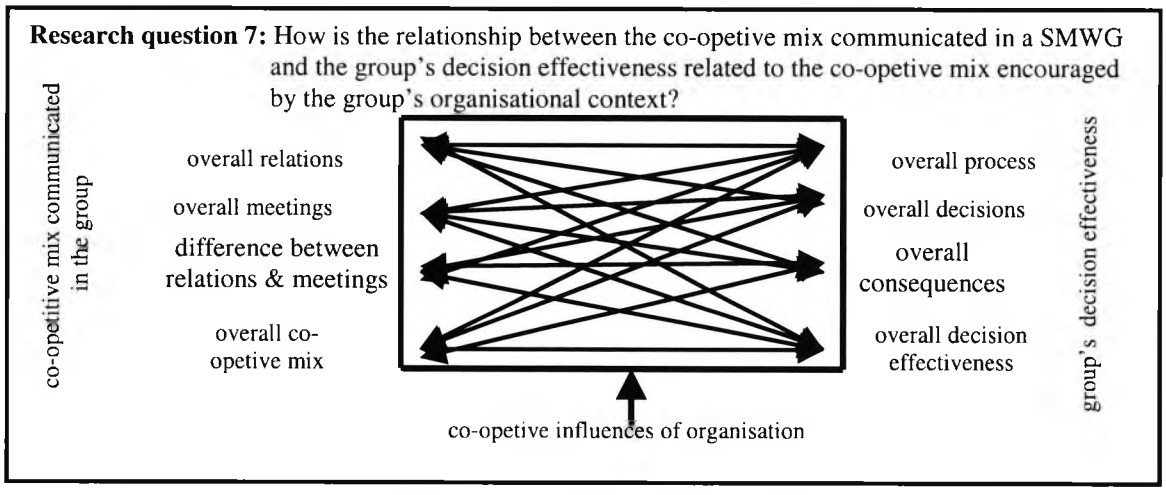


Figure 3.11.: Research question 7 illustrated

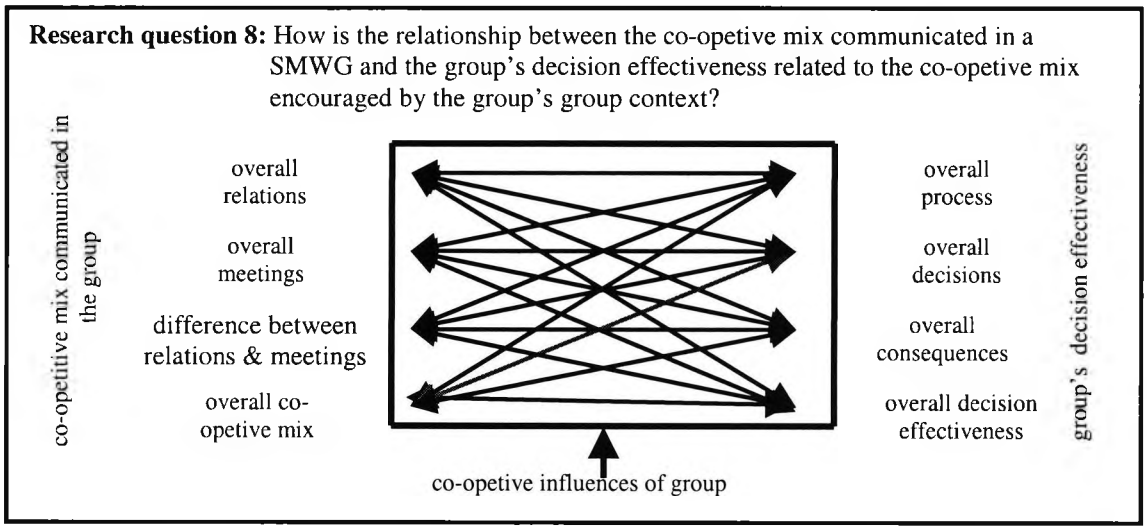


Figure 3.12.: Research question 8 illustrated

3.3. Criteria , indicators and measures of co-opetive mix

Co-opetive mix represents the combined intensity and composition of social interdependence in a SMWG. Co-opetive mix is communicated in both a SMWG's work relations and its meetings (Figure 3.13.), with work relations and group meetings serving as criteria of co-opetive mix communicated in a SMWG's interactions.

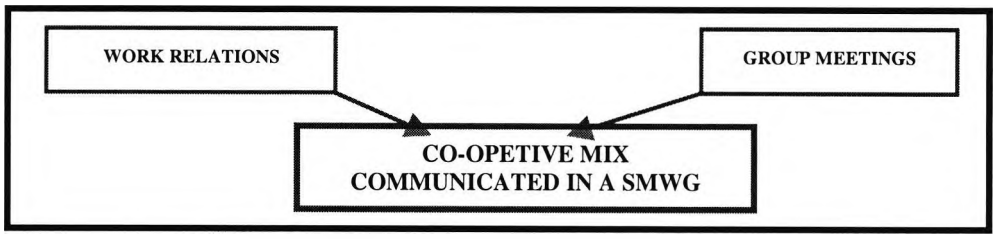
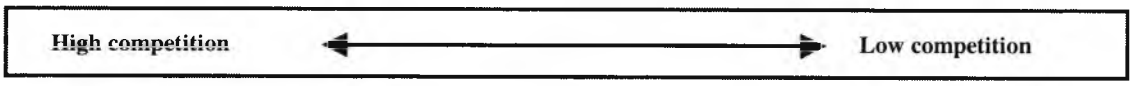


Figure 3.13.: Criteria of co-opetive mix

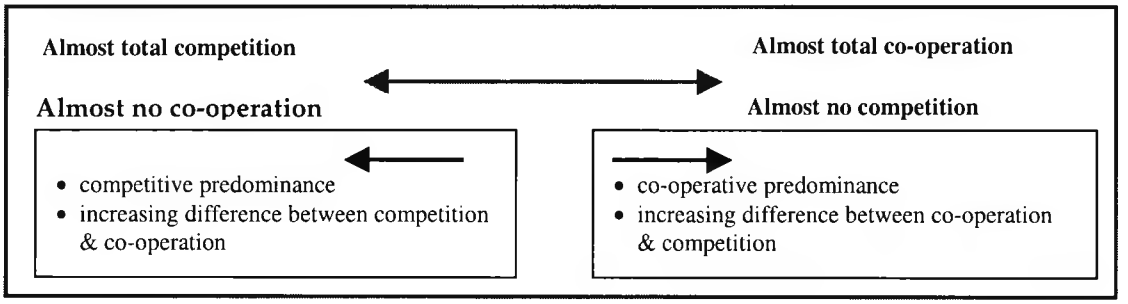
The co-opetive mix in a group indicates both:

- The intensity of competition in the group, on a scale varying from high to low competition



- The intensity of co-operation in the group, on a scale varying from high to low co-operation

Looking at the relative amounts of competition and co-operation in a group, one can devise a scale that would indicate the balance between the two amounts such that the co-opetitive mix could vary between the two extremes of almost total competition and almost total co-operation. At the centre would be almost total co-opetition, indicating that the difference between the amounts of competition and co-operation are minimal or zero.



According to the intensity and composition of both co-operation and competition communicated in a SMWG's interactions, the co-opetive mix indicates both the predominance (which is greater, competition or co-operation) and the difference between co-operation and competition communicated in the group.

Co-opetition varies between –1 (total competition) and 1 (total co-operation). Total co-opetition would have a value of 0 (equal amounts of competition and co-operation). The more the competition, the more negative the score; conversely, the more co-operation, the more positive the score. A negative value of co-opetition indicates more competition than co-operation in the group, and therefore a competitive predominance communicated in a SMWG. A positive value of co-opetition indicates more co-operation than competition in the group, and therefore a co-operative predominance communicated in a SMWG. A zero value of co-opetition means that there are 'equal' amounts of competition and co-operation in the group, and therefore that there is no predominance communicated in a SMWG. In other words, the closer that the value of co-opetition is to: zero, the smaller the difference between competition and co-operation in the group and; one (positive or negative), the greater the difference between competition and co-operation in the group. Co-opetive mix can be measured in terms of both perceptions (by a SMWG's members) and observations (by non-members of the SMWG).

3.3.1. Co-opetive mix in work relations

All values of co-opetive mix in a SMWG's work relations are based on member perceptions and there are three indicators: quoted perceived, measured perceived and average perceived (the average of measured and quoted). Measures were used to derive values on the intensities of co-operation, competition

and subsequently co-opetition (Figure 3.14.). The measures are based on the literature review discussed in the previous chapter (chapter 2), and more particularly in the work by Johnson and Johnson (1994).

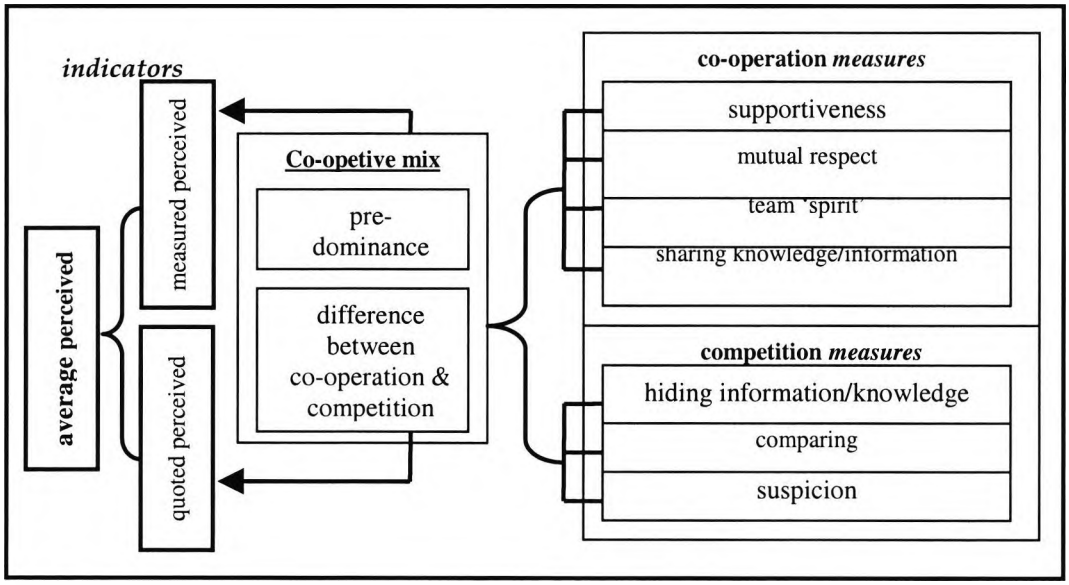


Figure 3.14.: Co-opetition communicated in work relations

3.3.2. Co-opetive mix in group meetings

Values of co-opetive mix in a SMWG's group meetings are based on both member perceptions and observations from non-members. There are three indicators for observed co-opetive mix in a SMWG's meetings: quoted observed, measured observed and average observed (the average of measured and quoted). There is one indicator for co-opetive mix in a SMWg's meetings: measured perceived. The measures used to derive values on the intensities of co-operation, competition and subsequently co-opetition are based on Johnson and Johnson's (1994) framework for identifying competitive and co-operative messages in a group's communication, which was discussed in the previous chapter (chapter 2) (Figure 3.15.).

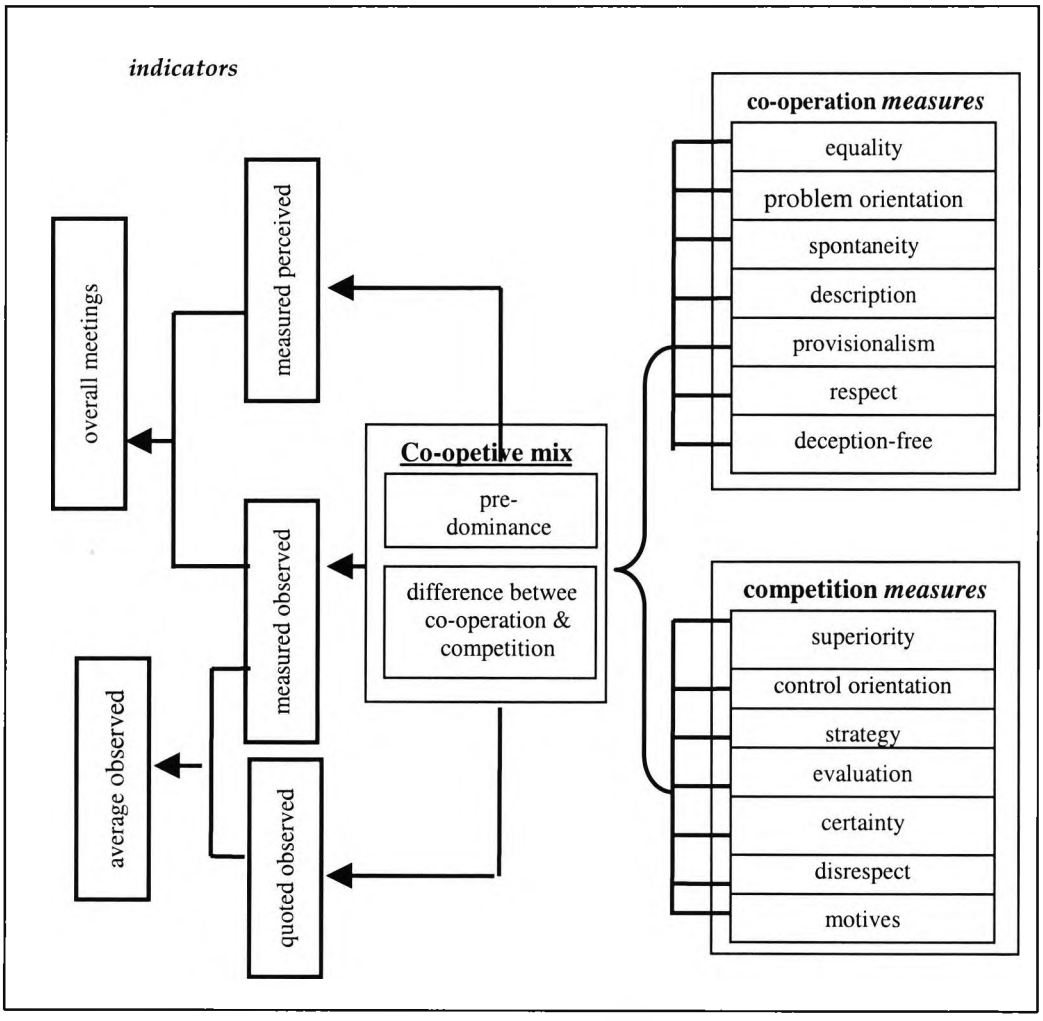


Figure 3.15.: Co-opetition communicated in group meetings

3.4. Decision effectiveness

Decision effectiveness represents the performance of a SMWG. Decision effectiveness is assessed in terms of the process by which decisions are made, in terms of the decisions themselves, and in terms of the consequences of the decisions made (Figure 3.16.). Decision effectiveness is measured as a percentage, based on both perceptions and observations.

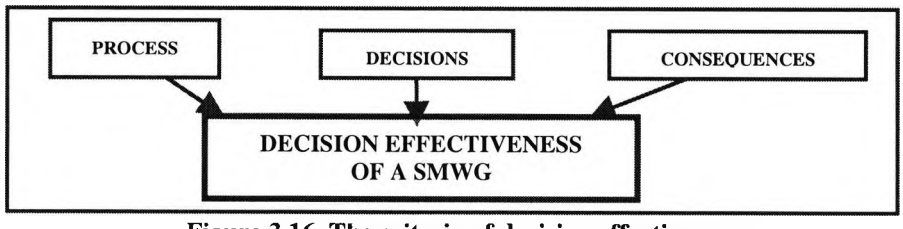


Figure 3.16. The criteria of decision effectiveness

3.4.1. Decision effectiveness in terms of process

All values of a SMWG's decision effectiveness in terms of the process by which the decisions are made are based on member perceptions and there are three indicators: quoted perceived, measured perceived and average perceived (the average of measured and quoted). The measures used to derive values on decision effectiveness in terms of the process criterion are based on the review of literature discussed in the previous chapter (chapter 2) (Figure 3.17.).

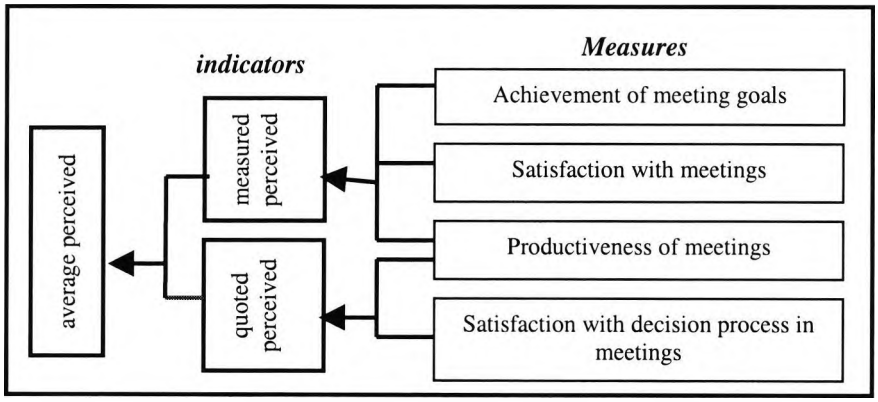


Figure 3.17.: Decision effectiveness in terms of process

3.4.2. Decision effectiveness in terms of decisions

All values of a SMWG's decision effectiveness in terms of the decisions themselves are made are based on member perceptions and there are three indicators: quoted perceived, measured perceived and average perceived (the average of measured and quoted). The measures used to derive values on decision effectiveness in terms of the decisions criterion are based on the review of literature discussed in the previous chapter (chapter 2) (Figure 3.18.).

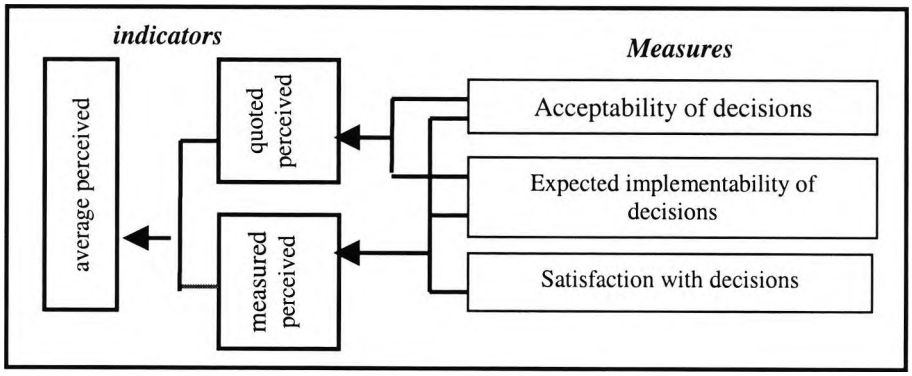


Figure 3.18.: Decision effectiveness in terms of decisions

3.4.3. Decision effectiveness in terms of consequences

All values of a SMWG's decision effectiveness in terms of the consequences of the decisions made are based on observations of customers and there are three indicators: quoted perceived, measured perceived and average perceived (the average of measured and quoted). The measures used to derive values on decision effectiveness in terms of the consequences criterion are based on the review of literature discussed in the previous chapter (chapter 2) (Figure 3.19.).

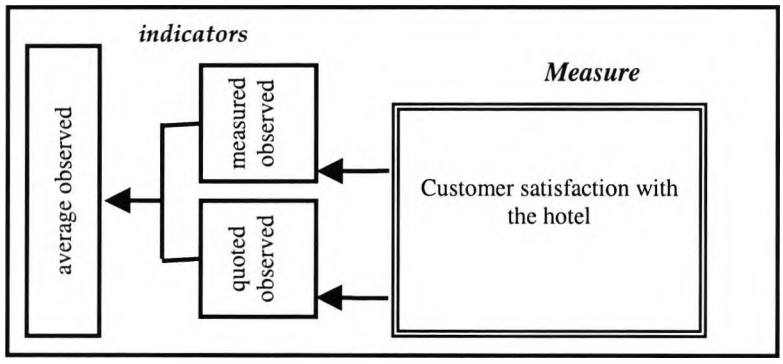


Figure 3.19.: Decision effectiveness in terms of consequences

3.5. Context influences

Values on the influence of organisation and group contexts on the relationship between a SMWG's co-opetive mix and its decision effectiveness are based on both perceptions and observations. Both the co-opetive mix encouraged and the expected relationship between co-opetive mix and decision effectiveness by the organisation's culture is based on perceptions by the SMWG's leader, the SMWG's members, and the SMWG's higher management- the managing directors of the organizations, who are also the founders of the organization (and the culture has been developed by them). Group factors relating to how the SMWG operates and conducts its meetings, as observed by the researcher and perceived by the SMWG's members, are examined also in relation to how they influence the co-opetive mix encouraged in the group and the relationship between the group's co-opetive mix and its decision effectiveness. The influences of social context have been based on the review of literature discussed in chapter 2, the previous chapter (Figure 3.20.).

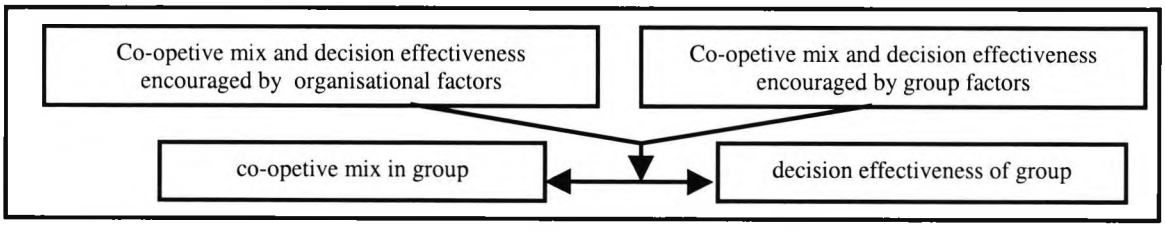


Figure 3.20.: Influences of social context

CHAPTER FOUR

METHODOLOGICAL FRAMEWORK

4.1. Introduction

"Our theories determine what we measure."

Albert Einstein

As discussed in chapter two, there is an interrelationship between perception and behaviour, such that the way by which we perceive or think about something will impact the way by which we will behave in relation to it, and vice-versa. The present research aims to explore the role of communicated co-opetition in the management of a SMWG and in the control of the group's decision effectiveness, within the group's social context. In the previous chapter (chapter three), the research's propositions and questions were discussed and in so doing, described the conceptual framework (what was to be studied and why) underpinning the study and its relationship to the existing body of knowledge on the explored topic (outlined in chapter two).

As Einstein's statement above suggests, theory guides measurement and similarly, the conceptual framework informed the methodological choices made to investigate it. The results found from measurements derived using the particular methodology (presented in chapter 5) will then be used to develop a model of the role of communicated co-opetition in the management of a SMWG to control the group's decision effectiveness, within its social context (in chapter 6). This two-way interaction between perception and measurement is analogous to the iterative cycle between perception and behaviour discussed in chapter two and similarly, between theory and practice.

Although the reader may mainly be interested in the findings and implications that derive from this study, the impact of these will depend upon the rigor and appropriateness of the research methods used. This chapter aims to both describe and justify the decisions made with regards to methodology. It will be shown that three main considerations- goals, values and constraints- guided all methodological decisions, from research strategy to specific methods of data collection and subsequent analysis. However, these choices were not made in the logical and systematic way in which they are presented-rather, they emerged from a research process encompassed by iteration and interdependence.

Similar to the iterative and interdependent cycle between perception and behaviour, methodology and knowledge formed a cycle that propelled the research. As events unfolded and new knowledge became available, collecting further or different data seemed appropriate. In an effort to maintain coherence and retain the holistic properties of the real-life events being studied, the methodology was continuously

refined throughout the course of the research. Since, however, there is also an interdependent relationship between measurement and perception, the research questions were also refined, renewed and complemented with others as the research progressed. In this sense, there was a 'co-evolution' between the conceptual and methodological frameworks.

4.2. The three determinants of methodology

Although goals, values and constraints were deployed when both determining the research topic and developing the conceptual framework guiding it, they were even more closely involved in methodological decisions. The way by which goals, values and constraints impacted on decisions relating to the choice of both research strategy and specific methods used in the study will be described in the section that follows. The three key determinants are discussed separately and it should be kept in mind that it was the interaction between them that determined methodology.

The conceptual framework provided the basis for the goals, values and constraints that became determinants of methodological choices. The goals of the researcher, as reflected in the research questions, influenced the selection of both the research strategy and the specific methods used within it. The values of the researcher, as reflected in the assumptions held on the nature of social science and how it can be researched (subjectivism versus objectivism), influenced the position on paradigm which informed the choice on research strategy. The constraints within which the researcher would have to study the selected topic, influenced the selection of specific methods and how, where and when they can be used to collect, analyse and report data (Figure 4.1.).

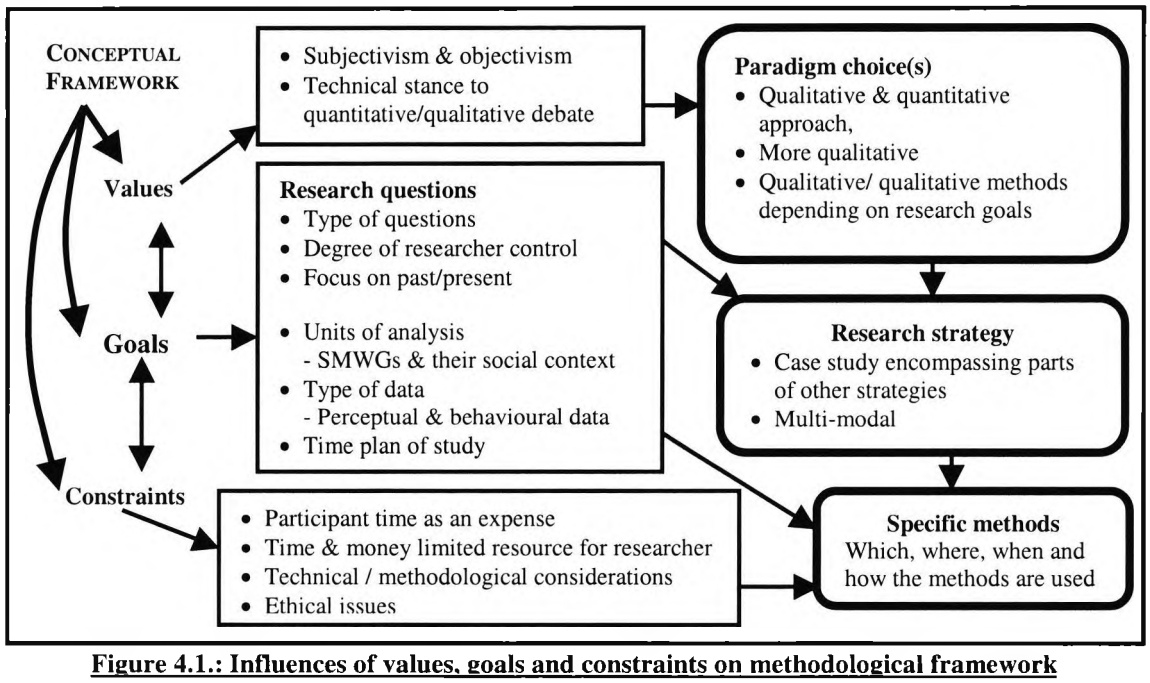


Figure 4.1.: Influences of values, goals and constraints on methodological framework

4.2.1. Goals

"When a man does not know what harbour he is making for, no wind is the right wind."

Seneca

Goals represent a desired future state, a destination that one seeks to achieve. They are essentially ideals {Etzioni, 1975} that help focus one's attention and behaviour in purposeful directions {Kast and Rosenzweig, 1985} and provide the standards for measuring achievement or 'success'. Knowing one's desired destination helps one to both plan and control for the reaching of it, in a similar way to how a captain needs to know the harbour he is sailing towards so that he can plan and control the voyage to reach the desired harbour- what navigation route to follow, how the sails will be used, what supplies are needed and in what amounts, how equipment will be used {Kast and Rosenzweig, 1985}. Goals thus facilitate planning and control of 'success' and as Seneca's statement above suggests, are also necessary if one is to assess progress with regards to 'success'.

Clarity of goals materialised in the specific propositions and questions sought to be investigated in this study. Although these goals were decided very early in the research process, they were constantly refined as the research progressed.

4.2.2. Values

"There is an objective reality out there, but we view it through the spectacles of our beliefs, attitudes, and values."

David G. Myers

Values could be considered as normative prepositions held by individuals of what persons ought to desire and they not only provide imperatives in judging the way by which one's social world ought to be structured and operated, but also provide standards for evaluating and rationalising the correctness of one's choices {Jacob et al., 1962}. Values thus serve as both determinants and guidelines for decision-making and action {Kast and Rosenzweig, 1985} and as such, the set of values held by the researcher comprised the second main component influencing methodological choices. These values are reflected in the assumptions held by the researcher regarding the nature of the research topic and how it can be studied.

4.2.3. Constraints

"In the beginner's mind there are many possibilities, but in the expert's mind there are few."

Shunryu Suzuki

Constraints comprised the third main determinant of methodological choices, which became particularly important in the selection of the specific methods for data collection and analysis. The main constraints derived from weaknesses in methods, limited access to resources, and ethical considerations.

4.3. Determining the research strategy

If we could first know where we are and whither we are tending, we could then better judge what to do and how to do it.

Abraham Lincoln

Research strategy refers to the general approach adopted in an enquiry for collecting and analysing empirical evidence {Robson, 1998}. A number of research strategies are available to researchers, the five most common being the experiment, the survey, archival analysis, history and the case study {Yin, 1994}. Each strategy has its particular strengths and weaknesses, which makes it more appropriate to certain research topics or situations than others {Robson, 1998}. However, researchers need not limit themselves to using a single strategy; strategies can take a hybrid form or can be combined between them. A hybrid strategy falls somewhere between the five strategies, whereby for example, one can collect survey-type data from a relatively small number of cases or can conduct an experiment for which the data are obtained using a survey. When combining strategies, one can for instance link case studies to a survey or incorporate a survey within a case study {Robson, 1998}.

Although it was the combined influence of goals, values and constraints that determined the choice of research strategy, each of the determinants will be discussed separately.

4.3.1. Goals

The main aim of this research was to examine the relationship between a SMWG's decision effectiveness and the co-opetition communicated within it, within its social context; the underlying purpose of such an aim being to explore the role of communicated co-opetition in the management of a SMWGto control the group's decision effectiveness. The focus was on examining the validity of certain prepositions and generating answers to a number of preposition-related questions. The research's questions were

discussed in the previous chapter (chapter 3). Being exploratory in purpose, the research did not intend in finding evidence to generalise to a population; rather, to use the evidence found to generalise to theoretical propositions of the relationship between a SMWG's decision effectiveness and the communicated co-opetition within it, within its social context. A theoretical 'model' of the role of communicated co-opetition in the management of a SMWG's decision effectiveness would then be developed, which would e able to serve as a practical tool for managing a SMWG. The chosen strategy would have to be appropriate for collecting and analysing evidence with regards to the research's purpose and goals.

Yin (1994) provides a framework for selecting an appropriate research strategy based on a study's goals and how they reflect three main factors: the type of research question (s) posed and whether they are 'Who', 'what', 'where', 'how many/much', or 'why'; the degree of control that the investigator has, or wishes to have, over the events studied; and the focus of the enquiry, whether it is on current or past events. Researchers can judge the appropriateness of a strategy according to these three factors (Table 4.2.).

	FACTORS INFLUENCING APPROPRIATE USE		
Strategy	**Type of research question**	**Requires control over events?**	**Focuses on current events?**
Experiment	How, why	Yes	Yes
Survey	Who, what, where, how many/much	No	Yes
Archival analysis	Who, what, where, how many/much	No	Yes / No
History	How, why	No	No
Case study	How, why	No	Yes

Table 4.2.: Strategies and their appropriate use. *Modified from: {Yin, 1994: 6}.*

Yin's framework was used as guideline for deciding on research strategy, as it indicated how goals should inform the appropriateness of a research strategy. The following were concluded based on the framework.

The research combines combine how (how the variables are related to each other), what (what criteria and indicators of the variables are more closely related to each other), how much (co-opetive mix is determined based on the degrees of competition and co-operation identified, whilst degree of decision effectiveness is also determined) and who (the group, organisation, society or customers) types of questions. According to Yin's guidelines (Table 4.2.), there is no single strategy that could answer (or at least attempt to answer) the questions posed. This suggested that more than one strategy would be appropriate, either in hybrid form or in combination.

The researcher in the study had very little control over the events studied and could not and did not wish to manipulate or control competitiveness, co-operativeness, or decision effectiveness. On the contrary, the researcher's intentions were to study the events in the natural settings within which they

occur. As such and according to Yin's suggestions, the artificially contrived setting provided by the experiment made the experiment inappropriate for the topic explored.

The focus of the research was on current events; namely, on communicated co-opetition and decision effectiveness in SMWGs. As such and according to Yin's suggestions, history as a strategy was rejected.

Based on Yin's framework, the research would need to combine the case study, the survey and perhaps even archival analysis strategies in the enquiry. The case study is most appropriate when the researcher: wishes to explore a phenomenon within its real-life context, which is what this study seeks to do by examining the relationship between the communicated co-opetition and the decision effectiveness of SMWGs, within their social context; wishes to use the evidence to generalise to theoretical propositions (often referred to as 'analytic generalisation' since the aim is to expand or generalise theories) rather than to population or universes (often referred to as 'statistical generalisation' since the aim is to enumerate frequencies), which is what this study aspires to do by expanding relevant theory and developing a model for the role of co-opetition in the management of a SMWG's decision effectiveness; relies on multiple sources of evidence, which is what this study seeks to do by examining perceptions from a SMWG's members, leader, higher management and society {Yin, 1994}. The case study was therefore selected as the main strategy, with the survey and archival analysis strategies to be incorporated within it.

Case studies are able to incorporate methods associated with different paradigms and can be used to explore a topic, describe it or even explain it, using selected samples of a particular population that are researched intensely and the conclusions drawn concern only the specific samples and the specific context {Yin, 1981a, 1981b}. To avoid the commonly cited weaknesses of case studies, the excessive time consumption and massive unreadable documents, the researcher would as suggested by Yin (1994) both avoid the traditional, lengthy narrative altogether and select methods of data collection that are not as time consuming.

4.3.2. Values

"Not everything that can be counted counts; and not everything that counts can be counted."

Albert Einstein

The chosen strategy would have to be consistent with the researcher's values relating to the conduct of research. These will be discussed in terms of: the subjective-objective dimension in Burrell and Morgan's (1979) scheme for analysing assumptions about the nature of the social world and the way in which it can be investigated; the 'epistemological' and 'technical' standpoints regarding the appropriate use of qualitative and quantitative paradigms in social research.

According to Burrell and Morgan (1979), research traditions in organisational analysis vary along a subjective-objective dimension, in terms of the assumptions they make about the nature of social science. Such assumptions represent different views about what an organisation is and both what and how one can know about it; as such, people seeking knowledge about organisations will select their approach based on their values reflecting a particular view of the world and the role of science in it {Jackson and Carter, 2000}. Being consistent with one's values represents an ethical choice {Miles and Huberman, 1994}

Burrell and Morgan (1979) identify four main sets of assumptions that relate to ontology, epistemology, human nature and methodology (Figure 4.3.). Each of these sets comprises an axis between two polar extremes and will be discussed in terms of the standpoint taken by the researcher and their subsequent influence on research strategy decisions.

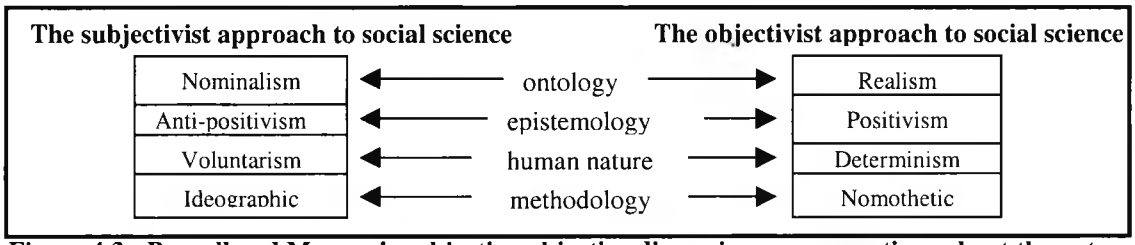


Figure 4.3.: Burrell and Morgan's subjective-objective dimension on assumptions about the nature of social science. *Based on: {Burrell and Morgan: 1979}*

Assumptions of an ontological nature are concerned with the very essence of the phenomena being investigated, such as the extent to which reality: is external, 'objective' and 'out there' (realism) or internal to the individual, 'subjective' and a product of one's mind (nominalism). The researcher leaned more towards the nominalist view, which assumes that reality is not composed of hard, objective, tangible, immutable entities (realism), but rather is socially constructed through the use of names, labels and concepts which may differ from person to person or group to group but can be socially negotiated (nominalism). The central focus of this research is the examining of the role of communicated co-opetition in the management of a SMWG's decision effectiveness, and as has been discussed in chapter two, language and communication are significant components in the social construction of reality. The research strategy would have to reflect the importance of subjective accounts and the extent to which individual accounts may collectively construct 'group' accounts.

Assumptions of an epistemological nature are concerned with the grounds of knowledge, such as the extent to which it is possible to identify and communicate the nature of knowledge as 'hard', real and tangible (positivism) or 'softer', 'subjective' spiritual/transcendental, experiential/personal (anti-positivism). The researcher leaned mid-way between this dimension on the stance that, although understanding the social world can be gained from the viewpoint of the researched (anti-positivism), there appear to be regularities in social life and that it is possible for an external observer to make sense of a situation and measure it from a distance (positivism). The research strategy would therefore have to reflect the importance of accounts from both insiders such as SMWG members and outsiders such as the researcher.

Assumptions about human nature regarding the relationship between human beings and their environment, is concerned with the extent to which human beings: respond mechanistically/deterministically to situations encountered in their external world, are products of their environment and are conditioned by external circumstances (determinism), or are 'creators' and controllers of their environment, exhibit 'free will' and are 'masters' rather than 'marionettes' (voluntarism). The researcher held towards the centre of this dichotomy, recognising that although the context and circumstances that humans operate within can determine their behaviour to a certain extent (determinism), there is also as a certain extent of free will and autonomous action (voluntarism). The SMWGs were considered to have some control over their decision effectiveness, even though they may be influenced by their social context. Also, among the aims of this research is to investigate the possibility of managing the decision effectiveness of SMWGs by managing (and controlling) their communicated co-opetition. Such an aim assumes that management can control the future of those it manages. The research strategy would therefore have to reflect this stance.

Assumptions of a methodological nature regarding the concepts, their measurement and underlying themes are concerned with the extent to which an approach can seek to: identify and explain universal laws governing a hard, external, objective reality by collecting data with systematic quantitative techniques (nomothetic) or explain and understand what is unique to the individual in a softer, personal and subjective social by collecting subjective accounts (ideographic). The researcher leaned more towards the ideographic position and assumed that whilst 'observations' would give a more 'objective' account of communicated co-opetition and performance, perceptions on communicated co-opetition and decision effectiveness were even more important if communication is the medium for constructing group 'realities' of co-opetition and decision effectiveness.

As can be understood from the research's positions on each of the dichotomies mentioned above, the researcher leaned more towards subjectivism, and the research strategy would therefore have to reflect this predominance of subjectivism over objectivism.

Whether or not quantitative and qualitative methods can be combined in an enquiry has been a subject of debate amongst researchers, with two main positions: the 'epistemological' and the 'technical'. The first argues that quantitative (pertaining to objectivism) and qualitative (pertaining to subjectivism) research are fundamentally different epistemological frameworks or 'paradigms' {Filstead, 1979} with different sets of interrelated assumptions about the social world {Rist, 1977} and hence should be used mutually exclusively. Epistemological issues are placed at the centre of their contrast and statements like those presented above are indicative of the absolute position of researchers favouring one tradition over the other. Paradigms can be thought of as patterns or models of thinking that essentially comprise ways of viewing the world {Eunson, 1992}.

The other standpoint, on the other hand, places the centre of their contrast on technical issues, where styles of data collection and analysis become more important. This alternative stance argues that although there are differences between the two research traditions, there are also areas of similarity

between the two and a number of points at which their differences are not as rigid as they may appear {Bryman, 1993}. With a 'technical' stance, qualitative and quantitative research are not incongruent and complete opposites, but rather are two extremes on a dimension whereby a research approach can encompass varying degrees of both traditions; as such, the two can be integrated or combined in social research. With a technical stance, qualitative and quantitative methods are basically 'tools' that a researcher has available for his/her study and as such, their use should be evaluated from the standpoint of what questions they are best suited to answer {Brophy, 1995}.

The use of a variety of methods or designs to obtain corroborating evidence is often referred to as 'triangulation', a metaphor taken from navigation and military strategy whereby multiple reference points are used to locate an object's exact position {Jick, 1979}.

Triangulation can occur in both qualitative and quantitative research at both theoretical and empirical levels. At a theoretical level, for example, triangulation can be made from a level-of-analysis perspective, by conducting research that examines phenomena at different levels of analysis: individual level, dyadic, group and organisational analysis. At an empirical level, triangulation can occur by involving more than one research strategy, setting for data collection and source of data/mode of data collection {Scandura and Williams, 2000}, such as by combining qualitative fieldwork and quantitative surveys.

It is impossible for a study to be flaw-less {McGrath, 1982}, since each method can only provide an incomplete reflection of an event or situation studied, and therefore has its inherent strengths and weaknesses {Selfe, 1985}. Triangulation can therefore help to counter the trade-offs inherent in different methods and to thereby improve the ability of researchers to draw conclusions from their studies {Scandura and Williams, 2000}. Combining methods of data collection can allow a researcher to cross-check evidence from the different sources and provide a multidimensional perspective of the events studied. Triangulation on data collection methods also decreases the danger of others discarding the study's conclusions and findings, either because only one method was used or because the specific method was unreliable {Scandura and Williams, 2000}.

It is not surprising, therefore that triangulation is used as an indicator of a study's rigor, with the greater number of sources of evidence supporting theory strengthening the conclusions drawn and providing greater impact to the study {Scandura and Williams, 2000}. Combining qualitative and quantitative analyses can also prove beneficial. Studies have that results from quantitative analysis can strengthen qualitative analysis {Smith et al., 2000} and vice-versa {Supphellen, 2000}. Furthermore, combining the two types of analysis can help identify errors or omissions in the processing of data and thus prevent wrong conclusions to be drawn {Kaplan and Duchon, 1988}. Therefore, triangulation can be used throughout a study, to continuously check, verify and confirm data collected and analysed {Merriam, 1985}.

Triangulation can improve internal validity and the extent to which causality is true and alternative explanations are rightly discarded {Sackett and Larson, 1990}. External validity can also be improved by triangulation, by increasing the extent to which a relationship found is true and generalisable

to different populations, measures and circumstances {Scandura and Williams, 2000}. In qualitative research, triangulation is considered as increasing validity by getting and comparing 'multiple perceptions' of the same phenomenon {Stake, 1994}. The different and socially complex facets of phenomena are captured by what is known in qualitative research as 'thick descriptions', whereby data are collected from multiple sources and perspectives to provide a description of the facts in relation to the intentions and circumstances found in the wider social setting in which the phenomenon occurs {Denzin, 1994}.

The researcher's values reflected aspects found in both qualitative and quantitative paradigms, albeit with higher qualitative composition. As such, the researcher held a 'technical' stance regarding paradigm choice and therefore supported a view whereby triangulation is both desirable and feasible. Subsequently, the research questions became the deciding factor on the choice of methods, whether qualitative or quantitative.

4.3.2.1. Constraints

The values and goals held by the researcher mainly limited the choice of research strategy, as discussed early. Other issues, such as ethical and technical, limited the way by which data were collected, analysed and reported.

4.4. Determining the research methods

This section is concerned with the way by which goals, values and constraints informed my decision on what methods would be used for collecting data. Each of the three determinants are discussed in turn.

4.4.1. Goals

The research's goals are reflected in its questions, which in turn indicate both the units of analysis and the type of data the study aims to investigate. Also part of the researcher's aims was the timely completion of the research to avoid it being a 'life's work'. The selected methodology would need to be both suitable and able to collect, analyse and report such data at reasonable standards of research quality.

The units of analysis can be categorised under primary and secondary to distinguish the main phenomenon being studied from its context, respectively. SMWGs, as a collective of its members, of similar hierarchy in similar organisations of the same industry comprised the primary units of analysis. The social context of SMWGs, group and organisational, comprised the secondary units of analysis.

The research seeks to explore the relationship between the two main variables with respect to SMWGs, co-opetition communicated and decision effectiveness, in terms of different criteria and indicators. The indicators vary according to two considerations: whether they are based on perceptions or observations; and whether they are based on quotations or measurements. Data will need to be collected and analysed according to these two considerations. This will mean that the sources of data will include both members and non-members of SMWGs, such as group members and leaders, higher management, customers, the researcher.

As reflected in the research's questions, the research seeks to explore the relationship between a SMWG's decision effectiveness and the co-opetition communicated within it as it occurs in its natural social setting. This requires that the least possible disruption is caused whilst collecting and confirming data, which includes the least consumption of resources from participating units of analysis and the non-manipulation of events. For example, group meetings should not be artificially set up for collection of data and this means that sampling must be made carefully to ensure regular meetings that can be observed take place and that access is available. Also, the research focuses on events at a particular point in time when particular contextual influences are also taking place and therefore has a cross-sectional orientation.

4.4.2. Values

The views and assumptions held by the researcher with regards to the both the type of data and the units of analysis influenced what methods that could be used to study these. These assumptions can be categorised under five main groups: views on human behaviour; views on SMWGs; views on communication; views on phenomenon and its context; views on perception.

In emphasising the significance of perception on behaviour, the researcher is in effect rejecting a rational model of behaviour that assumes that individual and organisational choices can be explained and predicted based on rationality. As discussed in chapter two, a rational model of behaviour assumes that SMWGs will act based on a logical process whereby as decision maker(s) the SMWG will: generate all possible alternative ways of reaching a goal; assess the probabilities of all consequences of each; evaluate each set of consequences of each alternative, in terms of gains and losses; select the most efficient alterative, that which will maximise gains whilst minimise losses. Based on such a model, if the goals that a SMWG aims to achieve are known, the SMWG's actions can be explained and predicted by: calculating the most efficient way for the SMWG to reach its known goals; assuming that this way will actually be chosen because the SMWG is a rational decision making body.

The researcher, however, recognises that such rationality is constrained by limited time, limited information and limited capacity to collect and process information. Influenced also by perception, a SMWG will make 'satisfactory' decisions based on subjective, bounded rationality, which will be encased by biases that may lead to 'groupthink'. In adopting such bounded rationality, the researcher is assuming

that because of the limitations: it would not be possible to neither fully explain/predict human behaviour, nor to use methods based on the rational model of behaviour, such as game theory; it would be better to focus on non-rational influences on behaviour, such as perceptions, to provide a simplified model of the relationship between a SMWG's communicated co-opetition and its decision effectiveness, within the group's social context.

The main task of SMWGs is to produce decisions that will affect the organisation's performance. As such, the performance of SMWGs could be evaluated in terms of the effectiveness of the decisions that they make, which can be assessed in in terms of three criteria: the decisions themselves; the process by which the decisions are made; the consequences of the decisions made. In adopting the view maintained in chapter two that both a SMWG's communicated co-opetition and its decision effectiveness develop from the interaction between the members as a group, data on communicated co-opetition and decision effectiveness would have to be collected and analysed using methods that: would treat the group as a unit; would be able to derive group measures of communicated co-opetition and decision effectiveness.

The research focused on interactions and assumed that communication enables the exchange of perceptions between the members of the SMWG. The emphasis would be on the degrees of competition and co-operation (co-opetition) communicated, rather than on who communicates with whom. As such, methods such as network analysis that focus on the structures, rather than on the processes, of communication in groups will not be able to collect the type of data required in this study.

In believing that one should not separate events from the context within which they take place, communicated co-opetition and decision effectiveness would need to be studied both in relation to the SMWG and its social context- group and organisational. Methods would have to be chosen that would be both able and suitable to collect data on communicated co-opetition and decision effectiveness from both the SMWGs (primary units of analysis) and their context (secondary units of analysis).

In leaning more towards subjectivism, the research emphasised the role of perceptions. In so doing, it was assumed that the mere fact that persons or groups perceive something as real, make sit real for them and their subsequent behaviour is influenced in real terms. Even though a distinction is made between 'observed' and 'perceived' data or variables, in effect both types are essentially perceptions. For instance, observed decision effectiveness in terms of consequences is 'observed' by customers of the organisations managed by the SMWGs and essentially constitute perceptions expressed by customers. Also, 'observed' co-opetive mix by the researcher essentially constitutes co-opetive mix based on a particular framework perceived by its originator. The distinction between 'perceived' and 'observed' in the context of this research refers to 'perceived by the SMWG's members' and 'perceived by non-members of the SMWG, respectively.

4.4.3. Constraints

The most significant constraint was limited access to resources, particularly with respect to time and money. The main units of analysis were SMWGs, whose members occupied management positions with high salaries and from their company's point of view, the taking up of their time in a research study not owned by the company meant time spent on activities not paid for. Time ultimately translated into money and time spent in activities unrelated to work meant money lost. Before companies could commit their SMWGs to participate in the research, the amount of the company's time required for the research would need to be calculated and 'sold' to the companies.

Methods for data collection would therefore have to be chosen very carefully to require the least amount of time (at the appropriate time) whilst at the same time be able to provide the amount, quality and type of data needed to answer the research questions at a time that would be useful for both the research (for instance, not when the SMWGs are on holiday leave) and the researcher (for instance, not during work time) whilst also convenient for the participants (for instance, not when a major project has a deadline and participation would be minimal).

Ethical considerations also limited the way by which data would be collected and analysed {Miles and Huberman, 1994}. For instance, participants involved in the study would have to be informed of what the study involves (in terms of resources and methods) and participate voluntarily. Also, each party involved in the study would have to gain something from the study and not be harmed by it. Related to this, the study would have to ensure confidentiality to participants providing information.

Furthermore, technical or methodological limitations relating to the methods available for data collection also influenced the choice of methods used in the research. Methods vary in their appropriateness to collect different types of data (Table 4.4).

Source of evidence	Appropriate use	Inappropriate use
Secondary sources (archives, documents)	when names, references and details of an event are needed; when access to participants/ organisation is blocked	when data needed are specific and current; formality of documents reflects objectivity
Interviews & Questionnaires	when perceptions are needed and there is a specific focus. The greater the focus, the more structured they must be	when 'objective' facts need to be derived
Observation (structured/ not)	when events need to be studied in real time & within a context, according to some framework.	when time is very limited. The less time available, the more structured it must be
Physical artefacts	when cultural features and insights into technical operations are needed	when their availability is limited; very selective

Table 4.4. Main methods/sources of evidence and their appropriateness. *Based on: {Yin, 1994; Mintzberg, 1973}*

As can be seen from Table 4.4., questionnaires and interviews would be appropriate for collecting the required perceived data on co-opetition and decision effectiveness, whereas structured observation, secondary sources and artefacts would be appropriate for collecting the required observed data on co-opetition. It was therefore decided that the required perceived data (which include perceptions held by the SMWGs' members and leaders, by the SMWGs' higher management and by the organisations' customers) could be collected using questionnaires and interviews in combination (Table 4.5.), and that the required observed data could be collected using structured observation, secondary sources and artefacts in combination (Table 4.6.).

Perceptions		
Whose (who)	**On what issue (what)**	**Method (how)**
SMWG members & leader	co-opetive mix communicated in work relations & meetings: • degree of competition • degree of co-operation • degree of co-opetition perceptions on co-opetition, its relationship to decision effectiveness, & its encouragement by context	questionnaires & interviews
SMWG members & leader	decision effectiveness: • in terms of process • in terms of decisions	questionnaires and interviews
Organisation's customers	decision effectiveness: • in terms of consequences	questionnaires
SMWG's higher management	co-opetive mix encouraged in: • organisational context perceptions on co-opetition and its relationship to decision effectiveness	interviews & questionnaires
SMWG members & leader	co-opetive mix encouraged in: organisational context	interviews

Table 4.5.: Methods used to collect data on perceptions

Observations		
Whose (who)	**On what issue (what)**	**Using method (how)**
SMWG members & leader	co-opetive mix communicated in meetings: • degree of competition • degree of co-operation • degree of co-opetition	structured observation
SMWG's context	co-opetive mix encouraged in: • organisational context • group context	secondary sources & artefacts

Table 4.6.: Methods used to collect data on observations

An important distinction made in this thesis is the difference between 'perceived' and 'observed' variables. The former type refers to variables whose values are derived from perceptions of SMWGs (members and leaders), whereas the latter type refers to variables whose values are derived from perceptions of non-SMWG members (which may include the researcher, the SMWG's higher management, the organisation's customers). This distinction is not reflected in the tables above.

The data collected using these specified methods would be integrated to provide a coherent picture of the relationship between a SMWG's communicated co-opetition and its decision effectiveness, within their social context; in so doing, a model of the role of communicated co-opetition in the management of a SMWG's decision effectiveness can be developed. The approach is a hybrid form of thick descriptions and triangulation, whereby the emphasis in collecting, analysing and reporting data is on addressing the research's prepositions and answering the specific research questions. Each method selected focuses on specific aspects looking at them from different 'lens'.

4.5. Selection of cases

Integral to the methods used are the choices that were made in selecting the cases that would be used in the study. Technically, the word 'sample' is not appropriate in case studies, since the aim is to generalise the findings on the cases to theoretical prepositions and not to populations or universes {Yin, 1994}. The reasons and influences underpinning the decisions made with regards to the cases selected in the study will be outlined, in terms of how they informed the choices on location, industry, organisations and SMWGs.

4.5.1. Choice of location

Almost from the very start of the study, the decision was made to conduct the primary research at businesses in Crete, Greece. There were a number of reasons for this choice:

- accessibility to organisations in Crete was easier, since the researcher had acquaintances there who had access to both organisations and information;
- the researcher was familiar with the culture, having lived there for a number of years;
- should assistance be needed, it would be more readily available and approachable,
- a study in the area would develop career opportunities more easily,
- cost would be minimal, since the researcher had a home there and knew how to keep costs (supplies, transport) low.

From the very start, it seemed useful to contact the Chamber of Commerce for information, recommendations, references and contacts. Owing to the researcher having co-operated with the Chamber before on a research project with the University of Crete, the researcher was already acquainted with the Chamber's President. During a discussion regarding the research between the researcher and the Chamber's President, it was decided that the Chamber would provide any assistance it can for the research, and that such assistance could be given by the Advanced Consultant of the Chamber of Commerce, who the researcher was already acquainted with.

The Advanced Consultant, Mr. Kokkinis, was responsible for all the seminars, training programmes, conferences, etc. that are either conducted by, or conducted for, business officials in Heraklion. In addition, he co-ordinates many of the press-related activities of the Chamber (such as reports, brochures, newsletters, press conferences and public relations functions). This person is ultimately the person who has the most direct contacts with business officials in Heraklion, Crete and is also a managing director of a business himself.

Discussions that took place between Mr. Kokkinis and the researcher informed decisions relating to the cases selected in the study and the way by which they would be approached. An attempt will be made here to re-construct the reasoning behind each of these decisions. However, it should be kept in mind that the decisions were not made in the straightforward manner in which they are presented here; rather, they 'emerged' as a result of constant dialogue between the advanced consultant, the researcher and the contact persons in the organisations that would participate in the study. The decisions were constantly modified in view of making them more operational; the process was dynamic and so the order in which the decisions were made is not as clear as it may appear in the descriptions that will follow. Inevitably, some elements or details that may have played a role will be missed out in this description, but an attempt will be made to maintain coherence in the decision-making rationale.

4.5.2. Choice of industry

Services account for fifty-five percent (55%) of the island's employment, whilst the most dynamic sector of the Cretan economy is tourism, accounting for about 85% of the economy. The excellent climate of the island, the beautiful landscape and the remarkable tourist resorts attract more than two million (2.000.000) visitors a year {Interkriti, 2000}. In being the most dynamic sector, the tourism industry provided itself as a good opportunity for research and career opportunities for the researcher. In addition, most of Mr. Kokkinis' contacts were in this industry, as he also worked as a consultant in the area and more specifically, in hotel management. As such, access to resources and knowledge were easier with this industry.

4.5.3. Choice of cases: businesses and SMWGs

The main aim of this research was to explore the relationship between a SMWG's communicated co-opetition and its decision effectiveness within its social context, guided by a set of propositions and related questions. The evidence found to support/ negate the propositions would then be used as a basis for developing a theoretical 'model' of the role of communicated co-opetition in the management of a SMWG. To be able to use the evidence and generalise it into a theory, however, required that other variables not directly related to the model had to be kept constant. In order to ensure this condition, a certain degree of 'homogeneity' had to exist across cases. In this context, 'homogeneity' translated into SMWGs of similar hierarchy at similar organisations.

Organisational size also influenced selection. Large-sized organisations were more likely to be able to devote their time to the research, rather than smaller-sized ones, as they would have more resources in their possession. Also, large-sized businesses would have more formalised chains of command, functions, structures, procedures and processes that would make it easier to study co-opetive mix and decision effectiveness. Although access to hotels was greater due to the advanced consultants contacts in this area of the industry, an open mind was kept in the early stages of selection with regards to what businesses could be contacted (e.g. travel agencies, shipping companies, airline companies). A set of criteria was developed to guide selection of participating businesses (Table 4.7.).

	Criterion for participation
1	5-10 businesses, all specialising in the same area of the industry and of similar (large) size
2	The businesses must possess the specific characteristics of SMWGs
3	SMWGs must be of similar size, expected between 5 and 15 members
4	The businesses must offer commitment to the research, in terms of the time required from participants when using the methods of data collection
5	The higher management of the SMWGs must be accessible also for an interview
6	The businesses must have customer review figures available and accessible to the researcher

Table 4.7: A set of criteria developed for selecting participating businesses

The general process by which initial contacts with potential businesses were made was as follows. The advanced consultant would contact the General Managers of selected businesses initially by phone, and those which would agree to participate, would then be sent a signed formal letter (whose content and form was agreed upon by both the researcher and the Advanced Consultant) by the researcher. This letter outlined on 3 sides of A4 sized paper the research's topic, the method, the time required of participants (and who these participants were), and the benefits of participating in the research.

Finding appropriate businesses to participate in the research proved more difficult than appeared at first. When visiting some of the businesses that claimed to fulfil the criteria, it became evident that the businesses were inappropriate for the research. Certain business may have had a collection of managerial members that they referred to as a 'management group', but they never met as a group nor did they ever

make decisions together. In fact, their interaction was extremely limited and one-to-one meetings were held between each managerial member and the organisation's managing director, and getting the members together as a group meant that the researcher would be purposefully manipulating the situation. This was in contradiction to the aims of the researcher, who wished to study the groups in their natural setting, and not in a contrived artificially created one, as would have been the case if these organisations were to participate in the study.

Another organisation contacted had a group co-ordinator of the organisation's group of companies, each group led by a manager and so in theory this could mean a SMWG (managers of each company) with a leader (the co-ordinator), but the title was the only indication of a 'group'; the co-ordinator was given the position a few months before we contacted him, and he hadn't held even one group meeting. The managers of each group barely interacted with each other and again, co-ordination was being done on a one-to-one basis. There were also businesses that were so immersed in bureaucracy that it became apparent that their participation would create problems, particularly if additional information or greater access was required.

By that point, the advanced consultant suggested that efforts be concentrated on the large hotels, since they were more organised and it would be easier and operational to collect data that could be compared between them. Upon coming into contact with a number of hotels- some larger, some smaller, some family-owned, some business-owned, etc- the importance of homogeneity in structure became clearer. As a result, after many discussions and contacts, two hotel chains were found that agreed to participate in the study and fulfilled the required criteria of participation: Aldemar, owned by a family from Athens; and Maris, owned by a family from Crete. The Aldemar chain has 3 hotels at 4 and 5-star quality level, whilst the Maris chain has 4 hotels at 4 and 5-star quality level, most of the hotels of each chain operating in the same region of the island: Hersonissos, the most touristic region of Crete. Further information on the chains and hotels are provided in the next chapter (chapter 5), when the results found using the methodology described in this chapter are discussed.

Each hotel in both chains was managed by a SMWG with a designated leader, which met regularly as a group and made decisions collectively. Furthermore, they operated in similar ways: the hotels attracted customers in the same way, assessed their performance in the same way (based largely on customer satisfaction surveys), operated in the same months of the year, and so on. Homogeneity was therefore secured. The businesses that were not selected were sent a letter thanking them for their interest and justifying their non-participation in the study.

In this chapter, certain terms will be used to refer to the different participants in the study:

- The hotel chains will be referred to as the 'organisations';
- The hotels (that the SMWGs manage) will be referred to as the 'hotels'
- The SMWGs, which technically are the cases in this study, will be referred to as the 'SMWGs';
- The managing directors, who are the sons of the founders of the family-owned hotel chains and members of the chains' board of directors, will be referred to as the 'managing directors';

- The customers of the hotels, who participate indirectly in the study in that their assessments of the hotel service they experienced is indicated in the results of the customer satisfaction surveys provided by the hotels' management, will be referred to as the 'customers'.

  The terms will also be used in other chapters in this thesis to maintain consistency for the reader.

4.6. Methodology

Each of the methods used will be described in terms of how they were designed and implemented, specifying sampling choices and the procedures and instruments used to deal with the data. Important to be kept in mind, though, is the continuous refinement of methodology and that trade-offs between completeness and enthusiasm, idealism and pragmatism, preference and accessibility, desire and viability...all became inevitable.

The methods were selected on the basis of their ability to collect data that can serve to answer the research's questions and therefore the conceptual framework informed the methodological one (Figure 4.8.).

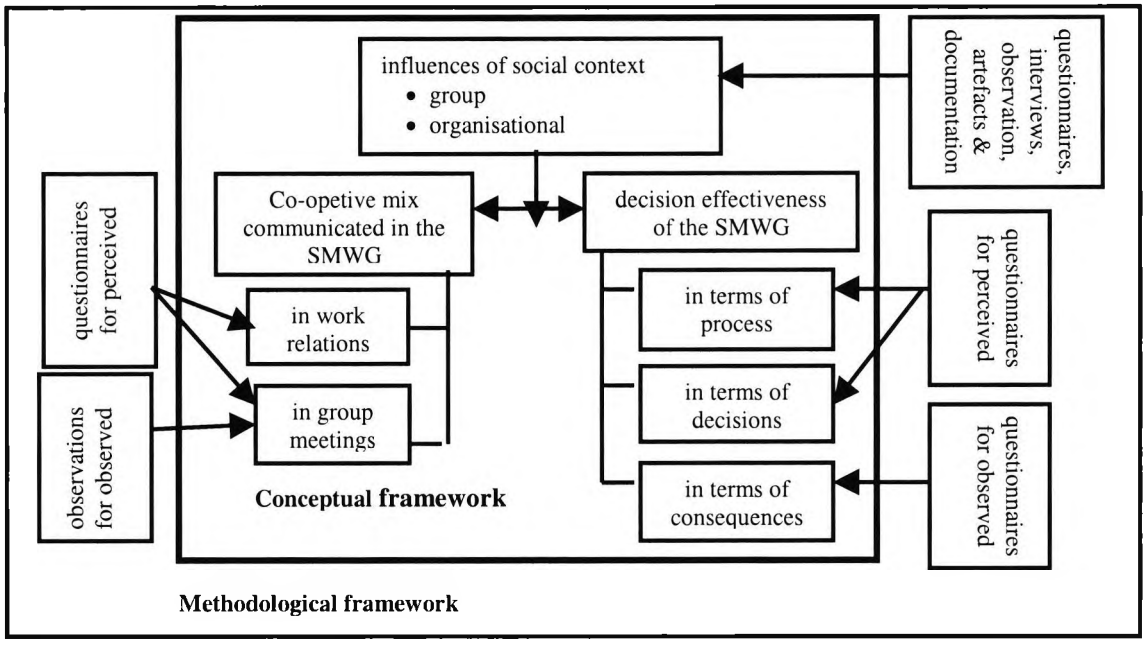


Figure 4.8.: The relationship between the conceptual and methodological frameworks

Within a case study approach, these methods aim to address the correlational, cross-sectional nature of the research. Within a specific time period, the relationship between the communicated co-opetition and the decision effectiveness of seven SMWGs would be explored, within the SMWGs' social context. Each of the SMWGs would serve as a case in the research.

4.6.1. Methodological stages

There were three main methodological stages that the research went through: *Preparation*, *Implementation* and *Evaluation*. The boundaries between each stage were not as clear-cut as may appear, and there was a certain amount of iteration and overlap between the stages (Figure 4.9.).

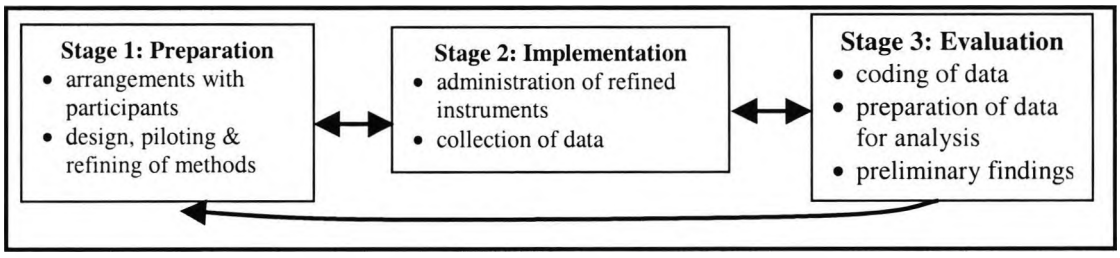


Figure 4.9.: Phases of the methodological process

The stages indicate the types of activities that predominated in those stages, within a wider process whereby the aim was to collect data that would enable the addressing of the research's prepositions and questions at acceptable levels of validity and reliability. For instance, the preliminary findings in the third stage informed additional data that needed to be collected to confirm or cross-check the findings. Collection of data revealed further arrangements that needed to be made with participants and refining of the instruments used. All the methods that will be described followed these three stages.

The first stage, *Preparation*, involved making arrangements with participants in the study and to design, pilot and refine methods that would be used in the second stage. This stage was very important in that it set the conditions needed to allow the desired data to be collected. In this stage, commitment from both the organisations' managing directors and SMWGs' leaders were secured. Preliminary visits to the organizations were made to gain familiarity with the SMWGs, their leaders, the hotels, the organizations and the managing directors. The methodological process was briefly outlined to the managing directors and the SMWG leaders, and any issues on requirements and confidentiality were discussed and agreed. It was also suggested that further information and arrangements: relating to the SMWGs could be made directly with the leaders; relating to the managing directors could be made with them. The questionnaires and observation forms were piloted in early July (2000).

The second stage, *Implementation*, essentially comprised the main data collection period, whereby data on the variables, criteria and indicators would be collected. The methods used to collect data included: interviews with the managing directors; interviews with the leaders; observation of SMWG meetings; post-observation questionnaires to SMWG members; managerial questionnaires to leaders and managing directors. These methods will be described in detail in the next section. There was a time constraint for collecting data from the SMWGs, in that tenure amongst the group members was varied and some were contracted on an annual basis whereas others were contracted on a seasonal basis (7 months, end of March to end of October). As such, data on observations and perceptions of the SMWGs would need to be collected between within the seasonal time period. Furthermore, as suggested by the managing directors of

the two organisations, the first two months and the last months of this period were inconvenient because of the workload pressure associated with the opening and closure of the hotels. This meant that data collection for this stage had to take place between the remaining months: June-August. Also, the researcher had work commitments with the university as a tutor until the end of June and piloting of the questionnaires and observation forms would have to precede the main data collection. These limited the main data collection to the months of July and August 2000.

The aim of the third stage, *Evaluation*, was to assess the adequacy of the data collected to answer the research's question and identify additional data that needed to be collected in order to confirm and cross-check preliminary findings. The activities included in this stage were: interviews with two members of each SMWG (non-leaders); interviews with leaders of SMWGs; preparations for data analysis (preparing data files, entering data). This stage need not be limited to the seasonal time period, as both the leaders and the two required SMWG members were accessible throughout the year, being contracted on an annual basis.

4.7. The methods used

The variables, criteria, indicators and measures for which data would be collected to address the research's prepositions and questions were discussed in the previous chapter (chapter 3, the conceptual framework), together with the frameworks upon which they were based. In this section, the methods and how they were employed to collect data on these variables, criteria, indicators and measures will be outlined. The sequential order associated with the use of the methods is summarised in figure 4.9. below.

As discussed in the chapter three, communicated co-opetive mix, as a measure of a SMWG's social interdependence, was examined in terms of two main criteria, work relations and group meetings. For each SMWG, data for perceived co-opetive mix in both the group's work relations and the group's group meetings were derived using relevant questions in a questionnaire, the 'post-observation questionnaire', which was completed by the group members after an observed group meeting (observed by the researcher). Also for each SMWG, data for observed co-opetive mix in the group's meetings were derived using observation, whereby the researcher observed each SMWG and completed the 'observation form'. The constructs used for competition and co-operation communicated in the SMWGs, in both work relations and group meetings, were based on Johnson and Johnson's (1994) framework discussed in chapter two.

Decision effectiveness of a SMWG, as a measure of a SMWG's performance, was examined in terms of three main criteria: the process by which decisions are made (process), the decisions themselves (decisions), and the consequences of the decisions made (consequences). For each SMWG, data for perceived decision effectiveness in terms of both process and decisions were derived using relevant questions in the 'post-observation questionnaire'. Data for decision effectiveness in terms of consequences

were derived from the organisation's customer satisfaction surveys, which were presented in terms of each hotel (SMWG) and released officially at the end of each month. The constructs used for decision effectiveness were based on Prescott's (1980) framework discussed in chapter two.

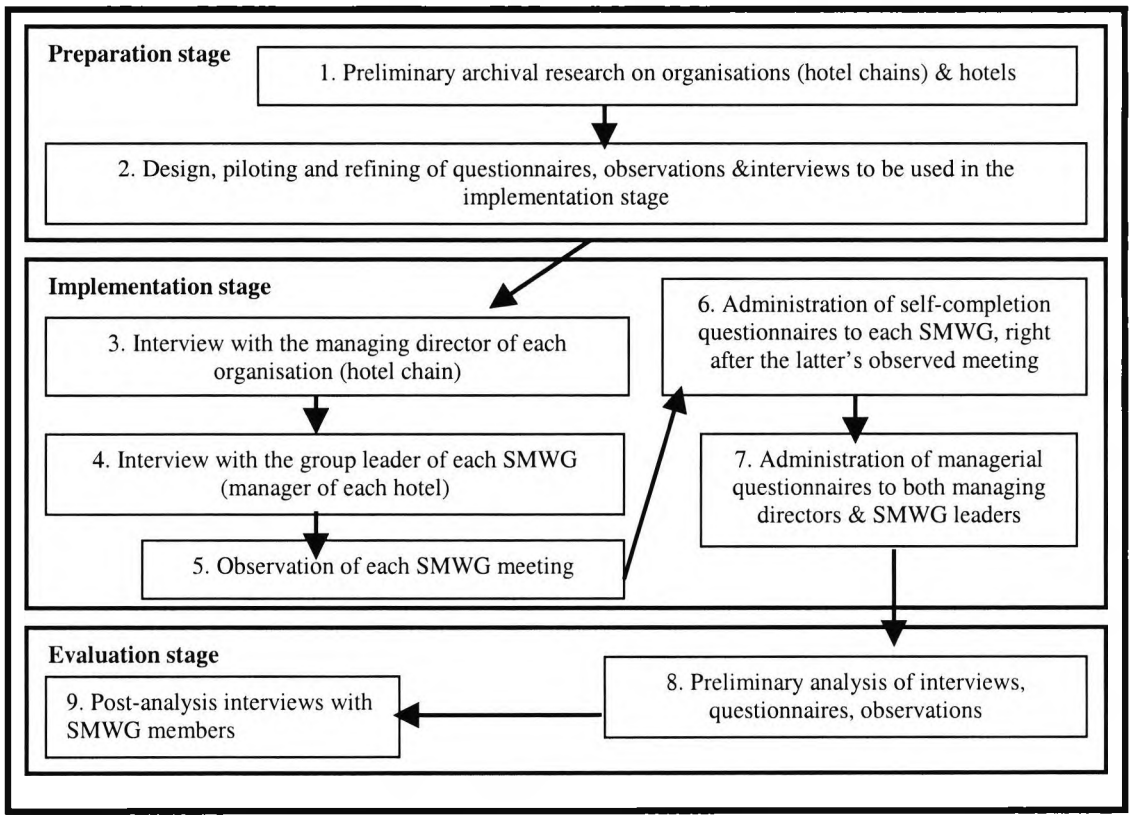


Figure 4.10.: Sequential order of methods

The influence of the social context, group and organisational, on the relationship between a SMWG's decision effectiveness and the co-opetition communicated within it was examined mainly using interviews and questionnaires. The emphasis was on collecting perceived data on the influence.

The methods used to collect data included: observation, questionnaires (post-observation questionnaires, managerial questionnaires, customer satisfaction surveys), interviews and secondary sources.

Language is the key to understanding the conscious or sub-conscious perceptions of reality {Carley, 1990}. Questionnaires make use of language and can therefore be used to determine perceptions held by those who complete them. There were three types of questionnaires whose data were used to address the research's questions: *post-observation questionnaires*, *managerial questionnaires* and *customer satisfaction surveys*. The latter was not developed nor administered by the researcher, but the results from the surveys conducted and analysed by the organisations (that the SMWG belong to) were given to the researcher.

4.7.1. Observation

Observation was used as a method for studying the observable behaviours (verbal and non-verbal) associated with competitive and co-operative communication in a SMWG's meetings. In being non-manipulative and able to examine the co-opetive content of the group's interactions in their natural setting (group meetings), observation as a method was chosen for collecting data on observed co-opetive mix communicated in the SMWGs' meetings. As a method, observation can potentially be time consuming, expensive, selective and biased (the group may behave differently because it is being observed). Specific measures were taken for minimising these weaknesses.

Since observation of SMWGs during their meetings had to take place within the two months of July and August (see section on the methodological stages above), it was decided that such observation needed to be as structured as possible. Johnson and Johnson's (1994) framework for identifying co-operative and competitive messages in a group's communication was used as a basis for developing both the form that would be used to record co-opetive mix communicated in the SMWG meetings and the codes that would be used as a guide for such recording. Johnson and Johnson's theoretical framework was therefore used as a basis for identifying and measuring both co-opetive mix and decision effectiveness and as such, observation took the form of a type of qualitative version of content analysis, whereby the content of the communication(competitive and co-operative) was recorded.

Both the 'observation form' and the 'observation guide', as used in the observation of co-opetive mix communicated in the SMWG meetings, are presented in the Appendix 3. The observation form was modified a number of times until it became operational for the researcher, each modified version addressing difficulties experienced in the previous version and tested for improvement. Initial versions of the observation form indicated that it was very difficult to record competitive and co-operative messages communicated by the group members without a specific coding scheme that would facilitate both identification and recording of such messages; the final version of the observation form was, therefore, accompanied by an observation guide that provided a specific coding scheme. Without such an observation guide, the reliability and validity of the observation would be questionable.

Only one meeting of each SMWG was recorded on the observation form. Before each observed meeting, the researcher was contacted by the secretaries of the SMWG leaders, and informed about the time, date and location of the next planned meeting (planned by the SMWG). The researcher then confirmed that she would be attending. The researcher then observed the particular meetings and distributed the post-observation questionnaires to the SMWG members at the end of the meeting, emphasising confidentiality and summarising how and by when to complete the questionnaire and where to submit it once completed and what will then happen to it.

To minimise bias and allow SMWG members to become familiar with the researcher and feel comfortable in her presence, all the SMWGs were observed at least one time prior to the recorded observation (using the different versions of the observation form and observation guide). Also, a question

was included in the post-observation questionnaire to address this issue, whereby members had to state whether or not the meeting observed was 'typical' of the meetings held by the SMWG- and if not, to explain why.

Although the period of observation in research traditionally varies between six months to two years or more {Fetterman, 1989} and the greater the time spent observing the more likely the findings will be viewed as credible, it is generally acceptable by the academic community to study groups for less time, provided the researcher triangulates the research methods {Alverman, O'Brien and Dillon, 1996}. There are over 30 different approaches in qualitative observational research and the present research triangulated *short-term observation*, *ethnomethodology* and *kinesics*.

Short-term observation involves recording observations in the studied group's natural setting, also known as 'fieldwork'. This approach was used when recording specific data on the observation forms. *Ethnomethodology* involves the study of methods that group members use to give sense and accomplish their activities (such as communicating, making decisions, reasoning) {Coulon, 1995}. This approach was used when examining the process and style of the SMWGs' decision making, which were recorded on the observation form. *Kinesics* involves the study of what is communicated through body movement and its interpretation and presentation within the context that it takes place {Marshall and Rossman, 1995}. This approach was used when examining the non-verbal communication of the SMWG members, as recorded on the observation form.

Furthermore, a qualitative version of content analysis was used to classify the content of observed behaviour, according to whether the messages communicated verbally and non-verbally were competitive and/or co-operative based on Johnson and Johnson's (1994) framework discussed in chapter two.

The reliability of an observational study relates to stability and reproducibility. Stability refers to the tendency for a coder to consistently re-code the same data in the same way over a period of time. In providing a coding scheme in the observation guide that was constant throughout the observation period and across the SMWGs (cases) observed, the researcher was able to maintain consistency in coding, such that the observation form was completed in the same way for each case. Given that it is only possible to minimise rather than to eliminate coding errors altogether {Gottschalk, 1995}, the researcher minimised coding error in being the only one (as a single observer) performing the observational study and basing the coding on a pre-developed classification scheme.

Reproducibility refers to the tendency for a group of coders to classify category membership in the same way. In providing an observation guide to ensure that the categories in the observation form are classified in a particular way, the guide made it possible for someone else to repeat the observation in the future.

The validity of the observational study was ensured, as far as was possible, by basing the categories of 'competitiveness' and 'co-operativeness' on an accepted, pre-developed scheme with a definition for each category. The coding scheme for recording observations was founded on Johnson and Johnson's framework (1994) for identifying messages that fall into the two categories of competitiveness

and co-operativeness. Based on these, specific non-verbal and verbal indicators were related to the two categories and coded. These indicators were based on literature on both verbal and non-verbal language.

As was discussed in chapter two, care must be taken when interpreting non-verbal behaviour as what may apply to one culture may not apply to another. There were two main measures that were taken to deal with this cultural issue. The first was to discuss the coding scheme with a person knowledgeable of Cretan culture and its differences with other cultures; the second was to confirm with literature on cultural differences for certain non-verbal behaviour. Taking both these measures, the coding scheme was also piloted a number of times and the results helped to refine it.

4.7.2. Post-observation questionnaires

The perceptions of the SMWG (leaders and other members) regarding the effectiveness of the decisions that the group makes and the mix of co-opetition communicated in the group were obtained in the present research through the use of self-completion questionnaires.

In terms of time efficiency, self-completion questionnaires were the most appropriate alternative. However, such a method is often associated with the risks of the respondents ignoring definitions, completion instructions and routing directions. To deal with this issue, the questionnaires were administered immediately after the observation and recording of the SMWG meetings, during which instructions on completion, post-completion and confidentiality were given by the researcher. This arrangement was also convenient because the appropriate respondents were all gathered in the same place- the meeting room. Also, the questions in the questionnaires related to the meetings observed, and only those members of the SMWGs who attended the particular meetings would be 'appropriate' respondents. In addition, the face-to-face dimension secured a high rate of response. High response was also secured due to commitment of the management, which was secured before data collection. The questionnaire length was designed to avoid looking long and forbidding by the respondents, which was particularly important since time was an extremely limited and expensive resource for SMWG members. The questionnaires were coded prior to their administration, to facilitate their subsequent analysis.

The initial versions of the questionnaires were piloted on two of the SMWGs participating in the study, cases 1 and 2. Access to these two cases was easier as they had very regular group meetings and they were accommodating towards the researcher. The researcher spoke with 2 respondents of the questionnaire from each of these SMWGs, who had included a brief comment on their questionnaire, inquiring on question variation, meaning, task difficulty, respondent interest and attention, flow, order, and timing. The feedback from these persons was used to make the necessary modifications in the questionnaire to secure the best results possible (Table 4.11).

Aspect	Comments by respondents	Change in refined version?
question variation	inadequate variety- mostly closed-ended	more open-ended
comprehensiveness, interest & attention	impersonal-inadequate allowance for personal expression and expansion (no open-ended questions)	more questions, some open-ended questions
meaning	good	none
task difficulty	very easy to answer	none
flow and order	very good	none
structure	some questions at end far too grouped together. Gets tiring	break-up into smaller groups if have similar question structure
skip patterns	(none)	none
timing	far too quick- 5 minutes	longer
overall well being	very good	none
other	'bias'-researcher has pre-determined idea of what goes on. Far too closed-ended	open-ended questions that ask also for opinions

Table 4.11.: Questionnaire piloting results

The initial version of the questionnaire included mostly closed-ended questions, which assisted in avoiding coding complications whilst allowing each item on the questionnaire to have a balance of positive and negatively stated statements. Amongst the feedback, however, was the comment that the respondents would have preferred some space for self-expression and some questions to be more open-ended; although most respondents found the questionnaire simple and quick to complete with an average completion time of 5 minutes, they also found that the simplicity limited their expression and expansion on the issues raised.

The refined questionnaire needed to capture additional richness while at the same time retaining its ease of completion and validity. Most of the items on the questionnaire were measured on an ordinal scale, with 5-7 scale points each. Based on the feedback, the questionnaires were refined and modified. The validity of the questionnaires was ensured, as far as was possible, by basing the items on frameworks discussed in existing literature. Items on competitive and co-operative communication in both group meetings and work relations were based on Johnson and Johnson's framework (1994), whereas items on decision effectiveness were based on Prescott's framework (1980).

As a result of the feedback received, both closed-ended and open-ended questions were included in the final version of the questionnaire. This final version is presented in Appendix 3, together with a table of the criteria, indicators and measures related to the questions in the questionnaire. This version is, however, a translated version, since the language in the questionnaires was Greek. Therefore, some of the translated statements and words shown in this English version may not convey the meanings and connotations as accurately as the original Greek version. There were a number of difficulties that were encountered due to this bilingual issue in the entire research, which will be addressed in the last section of

this chapter. To facilitate later analysis of the questionnaires, each SMWG's questionnaire was printed on different coloured paper.

The questionnaires were administered to all participants at the SMWG meetings immediately after the meetings were observed. There was a preliminary discussion with the leader of the SMWG (and chairman of the meeting) prior to the meeting, to gain his consent and agree on who should introduce and administer them. In all cases, the questionnaires were handed out at the end of the meeting, as it was agreed that this would help avoid distraction during the meetings.

For both Aldemar Hotels (cases 1-3) and Maris Hotels (cases 4-7), the chairman of the meeting (and leader of the group) introduced the questionnaires and the researcher, and asked the participants to voluntarily complete them, the questionnaires handed out by the secretary at the end of the meeting. While the secretary was handing out the questionnaires, the researcher gave instructions concerning completion and post-completion, reminded about confidentiality and thanked them for their participation. It was made clear to participants that only the researcher would be reading the envelopes and that any announcement or reporting of named responses would only be provided after the (named) person's written consent. Directions were also given on how to sign and seal the questionnaires in the envelopes provided.

The participants were given the questionnaires in self-sealing individual envelopes that were addressed to the attention of the researcher, care of (c/o) the contact person in the organisation. The researcher kindly requested that the participants complete the questionnaires within one week from the date of the observed meeting and return them sealed in the provided envelopes to the specific person (the contact person for the researcher at that organisation) addressed on the envelope. Within the envelope was included a thank you letter.

The questionnaires were to be handed back to (or posted in internal mail to) the contact person. The researcher then collected the questionnaires from the contact person at regular intervals (every 3 days). At the end of each regular interval, the researcher faxed a thank you letter to those who had returned the completed questionnaires, or a reminder letter to those who hadn't. All completed questionnaires were collected by the researcher within one week from the time the group's meeting was observed and before the next meeting of the SMWG.

The contact person for Aldemar Hotels was Ms. Karademoiri, the Quality Control Manager for all the hotels of the chain participating in he research, who is considered an executive of the 'home' organisation (the chain) and her orders and line of command are directly from one of the organisation's managing directors in Athens (Greece). The contact person for the Maris Hotels was the specific Hotel manager (and chairman/leader of the SMWG).

4.7.3. Managerial questionnaires

These were used to collect data on perceptions relating to the social context's influence on the relationship between the SMWGs' performance and the co-opetition communicated within them. The questionnaires were completed by both leaders of the SMWGs and the managing directors of the two organisations. Given the limited resource of time, self-completion questionnaires were an efficient choice whilst also being effective in obtaining the data required. However, time became even more limited and one questionnaire was completed via the telephone, the researcher completing the form whilst the respondent was giving his answers (case 7).

The questionnaires were sent by post, faxed, e-mailed or delivered by hand. The time at which the questionnaires would need to be completed was not as sensitive an issue as with the post-observation questionnaire. The questions in the managerial questionnaire were more general and aimed to reveal the co-opetition encouraged by the SMWGs' social context. The questionnaire had instructions on it and the researcher spoke with the respondents before they completed the questionnaire to explain what was required from each question. The questionnaire is presented in Appendix 5.

4.7.4. Customer satisfaction surveys

Customer satisfaction surveys were used to collect data on the SMWGs' decision effectiveness in terms of consequences, for both quoted and measured indicators of this criterion.

The customer satisfaction surveys are questionnaires that are completed by each hotel's customers on a voluntary basis. The questionnaires are made available by hotel staff in the hotel's rooms and public areas like reception and restaurants. Each questionnaire includes the objectives and instructions for its completion. The questionnaires are made of cardboard paper that folds into a neat envelope, whereby on one side the hotel's logo appears and on the other the hotel's address appears. Each hotel's questionnaire is printed on a different coloured paper. The format (questions and form) of the questionnaires is the same for all hotels of the same chain, developed by the organisation's central offices.

Once a questionnaire is completed, customers are expected to place them in a labelled box (with a lock, slot at the top) in a central position at the reception desk, to ensure anonymity. Hotel staff will then pass by at regular intervals during the day (every day), unlock the box, remove questionnaires and place them in a special bag, re-lock the box and take back the bag to the particular office for processing.

The processing and reporting of the questionnaire results differ between the two participating organisations. For the Aldemar hotel chain, the questionnaires are processed by the Quality Improvement Department, whose office is located at case 1's hotel and is head by Ms. Karademoiri, who was also the contact person for the post-observation questionnaires and directly reports to the managing director of the organisation. The data are imputed into a statistical package for processing and every week, QID will give

a short report (with analysed results to date) to the SMWG leaders (for their hotel only) for the SMWG's next meeting. The total results for each month are aggregated in a large report that compares results from all hotels of the company, and this monthly report is also given to higher management at the company's head office (in Athens, Greece). For the Maris hotel chain, the results are provided only on a monthly basis to the SMWG leaders, and the report shows the results for the particular hotel only. However, the processing and reporting of the questionnaire results are performed by staff located at case 5's hotel. The SMWG leaders have monthly access to the results.) relating to their hotel only, and only find out about the results of other hotels through their interaction with other SMWG leaders and the managing director.

The values derived from customer satisfaction surveys on the indicators of decision effectiveness in terms of consequences (Figure 4.12.) differ between Aldemar's hotels (hotels of cases 1, 2 and 3) and Maris' hotels (hotels of cases 4, 5, 6 and 7) (Figure 4.13).

Indicator: Measured observed decision effectiveness in terms of consequences

The values on this indicator are based on customer responses who have rated their opinion on a number of items found on the customer survey questionnaire according to a five-point ordinal scale: excellent, very good, good, mediocre/average and bad. The percentage of customers who rated each item as excellent, very good, good, mediocre/average or bad is then calculated as an average percentage of measured customer satisfaction. The customers rate their opinion on the following items:

- cleanliness and ambience of rooms, bath, public areas, swimming pools, gardens, central restaurant;
- level of safety in the hotel
- choice, activities and programmes in entertainment and sports,
- food quality at the restaurant, snack bar and beach bar
- relationship between quality (of food and beverages, of service) and price at the restaurant, snack bar, beach bar, main bar, pool bar, and night club;
- service quality at reception, room service, childcare, telephone operation, faults;
- service quality at the restaurant, snack bar, beach bar;
- service quality of animation, shop items

Indicator: Quoted observed decision effectiveness in terms of consequences

The values on this indicator are based on customer responses who have rated their opinion on the hotel overall according to a five-point ordinal scale: excellent, very good, good, mediocre/average and bad. The percentage of customers who rated each item as to a five-point ordinal scale: excellent, very good, good, mediocre/average and bad constituted a percentage for quoted customer satisfaction.

Figure 4.12.: Values on indicators derived using customer satisfaction surveys in cases 1-3

Indicator: Measured observed decision effectiveness in terms of consequences

The values on this indicator are based on customer responses who have rated their opinion on a number of items found on the customer survey questionnaire according to a three-point ordinal scale: good, average and bad. The percentage of customers who rated each item as good, average or bad is then calculated as an average percentage of measured customer satisfaction. The customers rate their opinion on the following items:

- room, comfort of beds, bath, cleanliness, air conditioning, music, television;
- staff at reservation, reception, cashier, telephone operation, night porter and bell services;
  facilities at the bars and restaurants (restaurant, taverna, self-service restaurant, tennis bar, romantic bar, bowling bar, beach bar) in terms of the quality of food and beverages and of prompt and friendly service;
- facilities at the bowling game, in terms of prompt and friendly service;
- facilities at the disco, in terms of the quality of drinks and of prompt and friendly service;
- the beach, swimming pool and garden;
- water sports, sports facilities, entertainment, kindergarten, health and fitness centre.

Indicator: Quoted observed decision effectiveness in terms of consequences

The values on this indicator are based on customer responses who have rated their opinion on the hotel overall according to a three-point ordinal scale: excellent, good and average. The percentage of customers who rated each item as excellent, good and average then constitutes a percentage of quoted customer satisfaction.

Figure 4.13.: Values on the indicators derived using customer satisfaction surveys in cases 4-7

4.7.5. Interviews

The researcher interviewed two types of participants, both types of interviews being semi-structured and held face-to-face:

- the leaders of the SMWGs, whose type of interview is referred to as the 'leader interview';
- the managing director of each organisation, whose type of interview is referred to as the 'managing director interview';
- a knowledgeable citizen of Cretan society, whose type of interview is referred to as the 'Cretan citizen interview'.

Although face-to-face interviewing takes longer due to interviewer travelling, it was chosen for this research because mainly it achieves a high response rate, since the interviewer can motivate the respondent with encouragement and body language. Since this information will required to be obtained from the managers of the SMWGs, and time availability on the part of the specific respondents will be bound to be limited, it was important to secure a high response rate. In addition, interviewing face-to-face allows flexibility, since the interviewer is able to explain, probe, check and deal with unforeseen situations. Flexibility is also enhanced by the interviews being semi-structured.

An interview guide was developed for each type of interview to maintain consistency and ensure reliability in terms of stability and reproducibility. Both the interview forms and the interview guides used in the leader, managing director and knowledgeable citizen interviews are presented in Appendix 6.

4.7.6. Secondary sources

Information on the social context of the SMWGs was gathered from secondary sources such as organisational brochures and magazines, industry magazines and internet sites. The type of information and data that was collected included:

- information on the hotels that the SMWGs belong to, in terms of their size, location, profile and facilities;
- information on the industry and figures on tourism in Crete and Greece overall;
- information on the location area that the hotels that the SMWG belong to, in terms of population, tourism, and sites;
- information on Cretan society, in terms of population, location, climate, mythology and values.

This information is summarised in Appendix 2.

4.8. Preparation for data analysis

Certain preparations were made to facilitate the analysis of the data that were collected using the methods described earlier. Firstly, co-opetive mix had to be calculated. Secondly, adjustments had to be made to data collected using the instruments of the methods described.

4.9. Calculating co-opetive mix

The calculation of co-opetive mix involved a three-step process (Figure 4.14.). The first step measures the intensities of competition and co-operation communicated in the SMWGs, on a scale ranging from 1(extremely low degree) to 5 (extremely high degree). The second step involves the calculation of co-opetition communicated in the SMWGs, whereby the values vary between –1 and 1. The third step involves identifying the 'mix' of competition and co-operation communicated in the SMWG, in terms of both predominance (competitive, co-operative or none) and the difference between co-operation and competition (that will range between extremely small and almost none).

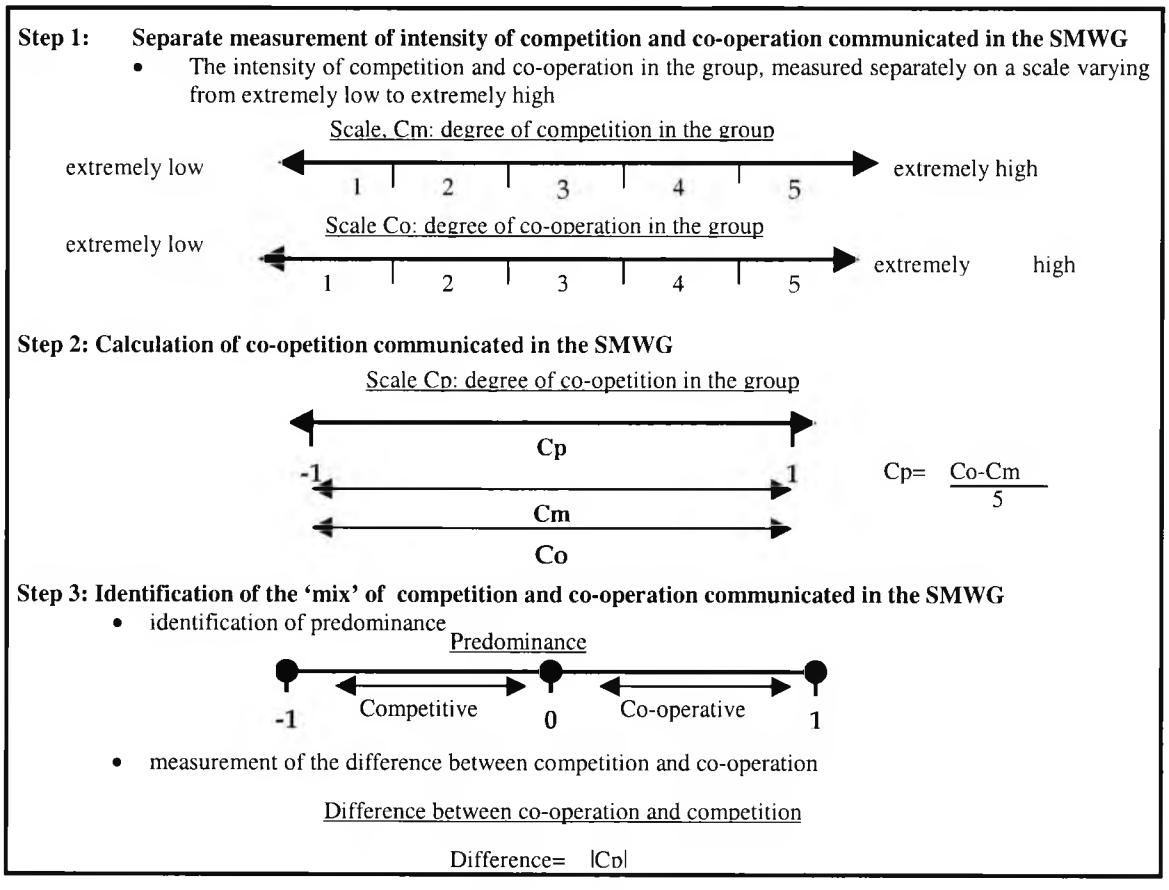


Figure 4.14.: Calculation of co-opetive mix. *'Co' denotes co-opetition,' Cm' denotes competition and 'Co' denotes co-operation*

Co-opetition will vary between the two extremes of –1 (total competition; no-co-operation) and 1 (total co-operation; no competition). Total co-opetition would have a value of 0 (equal amounts of competition and co-operation). The more the competition, the more negative the score; conversely, the more co-operation, the more positive the score. Co-opetive mix is measured in terms of perceptions or observations. A negative value of co-opetition indicates more competition than co-operation in the group; a positive value of co-opetition indicates more co-operation than competition in the group. A zero value of co-opetition means that there are 'equal' amounts of competition and co-operation in the group; In other words, the closer that the value of co-opetition is to: 0, the smaller the difference between competition and co-operation in the group; 1 or -1, the greater the difference between competition and co-operation in the group.

Co-opetition values indicate both predominance (whether competitive or co-operative, or none) and the difference between competition and co-operation in the group (varying between extremely to extremely small) (Table 4.15.).

Co-opetition values			
co-operative predominance	*Difference between co-operation and competition*		*competitive predominance*
	0.91 - 1.00: extremely large	**-0.91 - -1.00:** extremely large	
	0.81 - 0.90: very large	**-0.81 - -0.90:** very large	
	0.71 - 0.80: large	**-0.71 - -0.80:** large	
	0.61 - 0.7: medium to large	**-0.61 - -0.7:** medium to large	
	0.51 - 0.60: medium	**-0.51 - -0.60:** medium	
	0.41- 0.50: small to medium	**-0.41- -0.50:** small to medium	
	0.31 - 0.40: small	**-0.31 - -0.40:** small	
	0.21 - 0.30: very small	**-0.21 - -0.30:** very small	
	0.11 – 0.20: extremely small	**-0.11 – -0.20:** extremely small	
	0.00 - 0.10: almost none	**0.00 - -0.10:** almost none	

Table 4.15.: Co-opetition values in terms of predominance and the difference between co-operation and competition

To illustrate the calculation of co-opetive mix with an example, let us assume that there are five members in a SMWG and each member has rated the degrees of competition (Cm) and co-operation (Co) communicated in the group (Table 4.16.). The average competition and average co-operation communicated in the SMWG are calculated. The co-opetition communicated in the SMWG is then calculated. The 'mix'of co-operation and competition is then identified, in terms of both predominance and the difference between co-operation and competition.

Co-operation *Co* *Member scores*	**Competition** *Cm* *member scores*	**Co-opetition** *Cp= Co-Cm /n*	**Predominance** **0 – 1**: *co-operative* **0 - -1**: *competitive*	**Difference between co-operation & competition,** $\|Cp\|$
3/5= 0.6	4/5= 0.8	0.76-0.56/5=		
4/5= 0.8	3/5= 0.6			
3/5= 0.6	2/5= 0.4			
4/5= 0.8	2/5= 0.4			
5/5= 1	3/5= 0.6			
average=0.76	average= 0.56	0.2	co-operative	very small

Table 4.16.:An example of calculating co-opetive mix

4.10. Adjustments to data using instruments of methods described

Coding and other adjustments had to be made to data derived using the particular instruments of the methods, in preparation for data analysis. Quantitative analysis of the data was performed using the 'SPSS' (v.10) statistical package, which has been used extensively (and effectively) in behavioural research. Qualitative analysis of the data was achieved using matrices.

4.10.1. Observation forms

The values of the items that appear on the first page (page 1) of the observation form were calculated and then entered into the statistical package SPSS (v.10) for quantitative analysis. Certain variables in the SPSS data file needed to be recoded (using SPSS) such that their values were computed in the appropriate direction in relation to values of other variables with whom they would be averaged to obtain a combined value for a measured indicator. The values of the items that appear on the second page (page 2) of the observation form were analysed qualitatively and summarised in a matrix (Appendix 7).

4.10.2. Post-observation questionnaires

Most of the items in the questionnaire were already coded, based on closed-ended questions. However, responses to questions 1,2 and 20 were open-ended and had to be coded before their values could be entered into SPSS (v.10) (Figure 4.17.).

Coding for question 1

Based on the responses, four (4) main categories of responses were developed:

Category for variable: particip	**Values**
less than a year	**1**
one to two years	**2**
three to four years	**3**
five years or more	**4**

Coding for question 2

Based on the responses, three (3) main categories of goals were developed. These categories were entered as different variables (goal 1- goal 8) and the responses to question 3 were entered as values for these variables, to indicate the extent to which a particular stated goal (category) was achieved.

Variable	**Category**	**Values**
goal1	gathering, processing and exchanging information	*of question 3*
goal2	discussing, planning and evaluating interventions	(1-5)
goal3	developing and maintaining working relationships	

Coding for question 20

Based the responses, three (3) main categories of changes were developed:

Category for variable: suggstyl	**Values**
changes to content of decision making	**1**
changes to process of decision making	**2**
changes to both content and process of decision making	**3**

Figure 4.17.: Coding for questions 1,2,20

Also, certain variables in the SPSS data file needed to be recoded (using SPSS) such that their values were appropriately computed (in the appropriate direction and scale) in relation to values of other variables with whom they would be averaged to obtain a combined value for a measured indicator. All variables that were modified are listed in Appendix 8 (which has been based on the copied syntax file of SPSS), together with their coding, function and notes on the transformation.

4.10.3. Managerial questionnaires

The responses to the questions were summarised in a matrix and analysed qualitatively, as they provided information on contextual influences (group and organisational) impacting the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated within it.

4.10.4. Customer satisfaction surveys

The results of the customer satisfaction surveys for the month that the researcher had observed the SMWG meetings and administered the post-observation questionnaires were given to the researcher. The data from these surveys were to be analysed quantitatively. However, the values could not be entered directly into the statistical package (SPSS, v.10) because the ordinal scales of each organisation's questionnaire differed and therefore the results would not be directly comparable. Adjustments were thus made to ensure that the results from the Aldemar hotels (cases 1-3) were comparable to those from the Maris hotels (cases 4-7). The two indicators concerned were measured and quoted decision effectiveness in terms of consequences (customer satisfaction) (Figure 4.18.).

Indicator: measured decision effectiveness in terms of consequences

The values on this indicator show the percentage of customers who rated their opinion of the hotel's services based on an ordinal scale that differs between the two hotel chains.

ALDEMAR CUSTOMER SURVEYS				MARIS CUSTOMER SURVEYS			
before adjustment		**after adjustment**		**before adjustment**		**after adjustment**	
categories	**values**	**categories**	**values**	**categories**	**values**	**categories**	**values**
excellent	5	good	4.5	good	3	good	4.5
very good	4						
good	3		3	average	2	average	3
average	2	average	1.5	bad	1	bad	1.5
bad	1	bad					

Indicator: quoted decision effectiveness in terms of consequences

The values on this indicator show the percentage of customers who rated their opinion of the hotel's services based on an ordinal scale that differs between the two hotel chains.

Aldemar customer surveys				Maris customer surveys			
before adjustment		**after adjustment**		**before adjustment**		**after adjustment**	
categories	**values**	**categories**	**values**	**categories**	**values**	**categories**	**values**
excellent	5	excellent	4.5	excellent	3	excellent	4.5
very good	4						
good	3	good	3	good	2	good	3
average	2	average	1.5	average	1	average	1.5
bad	1						

To calculate the percentage decision effectiveness in terms of consequences, each category rated by customers would be multiplied by the corresponding percentage of customers who gave the rating. The products are summed together to get an overall rating for the hotel. For example, if there were: 20% customers who rated the hotel at excellent, 70% customers who rated the hotel at good, and 10% customers who rated the hotel at average, the overall hotel rating would be: (4.5*0.20)+(3*0.70)+(1.5*0.10)= 1.8+2.1+0.15=**4.05.**

Figure 4.18.: adjustments made to values of indicators for data analysis

4.10.5. Interviews with SMWG leaders and interviews with managing directors

The data from the interviews were used in qualitative analysis and there was no preparation and coding required before analysis of the data.

4.10.6. Documentation

The data from these secondary sources were used qualitatively and mainly to gain understanding of the context within which the cases (the SMWGs) operated.

4.11. Other issues

The methods and instruments used were conducted in the Greek language, even though they are presented in English. The translations were made at the end of the research, and certain terms were cross-checked with an official translator to make sure that the essence of concepts were conveyed appropriately. For instance, there are two different words for 'competition' in Greek and the most appropriate one (capturing the essence in the context of this research) had to be used. However, this bilingual issue was minimised as much as was possible and it did not present itself as a significant problem.

Another issue relating to the research was the difference in culture between the two organisations participating in the study, owed to the founders' origins. Aldemar hotels is an organisation that worked within a more 'Athenian' culture, whereby communication and agreements were more formal and binding. Maris hotels is an organisation that worked within a more 'Cretan' culture, whereby communication and agreements were more informal and less binding. For instance, the researcher arrived for observing a SMWG meeting belonging to the Maris organisation at the set time, and upon arrival was told that the meeting was cancelled without prior notice and would be arranged at a later date. Such cancellations of SMWG meetings were 'forbidden' (as was told by the leaders of the SMWGs and the managing director at Aldemar) in the Aldemar organisation. Involuntarily, the researcher felt more comfortable with the staff at Aldemar hotels and in realising this, effort was made to ensure that the researcher treated both organisations and staff within it in the same way. However, the question then arose in the researcher's mind that if she felt like this, could the same have happened with the staff at the two different organisations as well? The answer is probably 'yes', since the researcher's closeness to the Aldemar chain felt mutual. There is also a strong sense of cultural identity in Crete, and a barrier between 'Cretans' and 'non-Cretans' is often created to distinguish 'foreigners'.

The findings resulting from the analysis of the data derived using the methods described in this chapter will be discussed in the next. However, impact of the findings and the implications that are drawn

from them will depend upon the rigor and appropriateness of the research methods used. For this reason, care was taken in this chapter to justify the choices made and their appropriateness in addressing the conceptual framework presented in the previous chapter. In this respect, the methodology proved to be effective in addressing the conceptual framework, although it was more time-consuming for the researcher than if other methods were used. The preparation, piloting and refinement of instruments used in the methodology took time and although they were time-efficient for the participants in the study (which was a constraint), they were not as time-efficient for the researcher herself. Nevertheless, the quality of the data derived would not have been able to be collected with other methods and so the choice proved successful.

CHAPTER FIVE

THE FINDINGS

5.1 Introduction

If we could first know where we are and whither we are tending, we could then better judge what to do and how to do it.

Abraham Lincoln

This chapter presents the findings resulting from the implementation of the chosen methodology, identifying what was found in relation to the research's propositions and questions. The implications of these findings will be discussed in the next chapter, which uses these findings to present a model of the role of co-opetition in the decision effectiveness of a SMWG and how it is used as a management tool for diagnosis, prediction and advice.

Qualitative techniques are mainly used to identify the main patterns emerging from the date and reveal what was found regarding the relationship between communicated co-opetition and decision effectiveness in the cases examined (SMWGs). The focus is on presenting patterns of results and analyzing them for their relevance to the research propositions and questions in order to develop a model of the relationship explored. As such, information gathered from the various sources-interviews, observation, archives, questionnaires- has been integrated to display findings according to the propositions and questions, rather than according to the sources used.

The findings indicate that the pattern between a SMWG's decision effectiveness and the co-opetition communicated in it varied according to the criteria that are used for both variables. In general, a SMWG's decision effectiveness in terms of both process and decisions increases with increasing co-opetition mix (co-operative predominance and difference between co-operation and competition in the mix). Conversely, a SMWG's decision effectiveness in terms of consequences (customer satisfaction) increases with decreasing co-opetition mix (co-operative predominance and difference between co-operation and competition in the mix). These patterns appear to be stronger when work relations is used as a criterion of communicated co-opetive mix consequences is used as a criterion for decision effectiveness. Qualitative analysis also identifies the more 'reliable' indicators for both decision effectiveness and co-opetive mix, those that could perhaps serve as predictors of the two values to a limited extent- limited since the sample used in this research is small (7 cases).

Based on the qualitative findings, a brief quantitative analysis supports, even though to a limited extent, the qualitative findings by: verifying the patterns found on the relationship between co-opetition and decision effectiveness; confirming the reliability of the indicators. Correlations are derived for relationships between pairs of both co-opetive mix-decision effectiveness criteria and co-opetive-decision effectiveness indicators and scatter plots illustrate these relationships graphically.

Despite its limited generalisability, the quantitative analysis was able to support what was found through the qualitative analysis. Namely, that a SMWG's decision effectiveness seems to be (statistically) significantly related to the co-opetive mix communicated in it, and the relationship seems to be related to the co-opetive mix encouraged by the SMWG's social context. Quantitative analysis also confirmed that the criteria of each variable are related between each other, particularly when considering specific indicators.

The chapter is structured as follows. First, the cases participating in the research will be briefly described, in order to facilitate the reader's understanding of the results within their context. Further to this, data for each research proposition and question will be presented and analysed. The chapter will end with a summary of the main findings. Guided by a research strategy that is largely qualitative, the analysis will also be largely qualitative, in accordance with the study's exploratory nature and aim to develop a conceptual framework for an under-explored but important subject area.

5.2. A brief description of the cases

The main unit of analysis in this research, as discussed also in the previous chapter, is the SMWG. For reasons explained in the previous chapter, seven SMWGs participated in this study, each representing a case. All cases comprised hotel SMWGs of hotel chains operating in Crete, Greece. Three of these SMWGs belonged to the Aldemar Hotels chain, and the remaining four belonged to the Maris Hotels chain (Figure 5.1.).

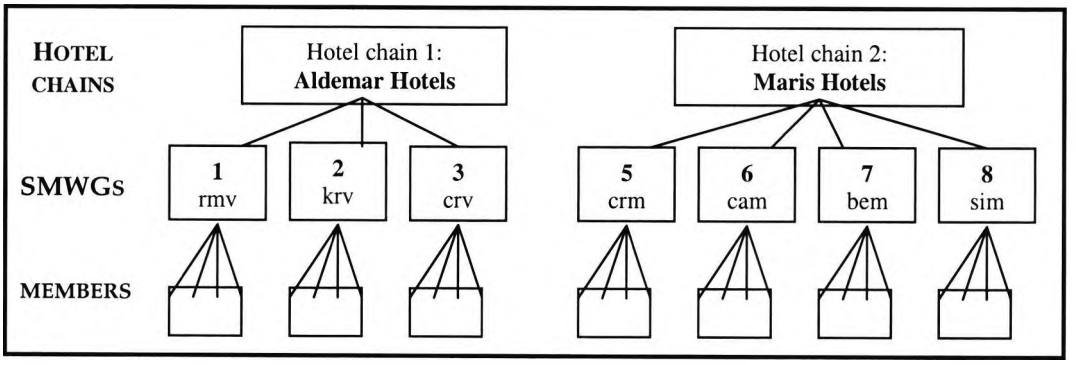


Figure 5.1.: Cases participating in the study. *The numbers (1,2,3,4,5,6,7) indicate cases*

Each case is represented by a number:

1: the SMWG of Royal Mare Village Hotel (*rmv*);

2: the SMWG of Knossos Royal Village Hotel (*krv*);

3: the SMWG of Cretan Village Hotel (*crv*);

4: the SMWG of Creta Maris Hotel (*crm*);

5: the SMWG of Candia Maris Hotel (*cam*);

6: the SMWG of Bella Maris Hotel (*bem*);

7: the SMWG of Silva Maris Hotel (*sim*).

The characteristics of the cases differ in terms of their belonging and operating in a particular hotel and hotel chain - organisational context; and their particular composition of group members- group context. Each of these types of characteristics may impact the functioning of the cases and therefore both the cases' communicated co-opetition and performance. The characteristics considered relevant to the aims of this study that pertain to the cases' organisational and group contexts will now be outlined, each type of characteristics in turn.

5.2.1. Characteristics of the organisational context

The main characteristics of the hotel chains and hotels that the SMWGs (cases) belong to will be outlined first. The hotels and their organisational, industrial and societal contexts are described in Appendix 2. All hotels of the hotels chains participating in this study are located in Crete, and with the exception of Candia Maris hotel (whose SMWG is case 5), all are located near the resort-town of Hersonissos and operate between March and November. Silva Maris (whose SMWG is case 7) and Cretan Village hotel (whose SMWG is case 3) are 4-star hotels, whilst the others are 5-star hotels.

In this section, although the cases represent in their strict sense the SMWGs of the hotels, the term 'case(s)' will be used to represent 'the hotel of case' in order to facilitate discussion.

In terms of size, the Maris hotels are larger in acreage, but the Aldemar hotels have greater numbers of beds in relation to the land. With the exception of Creta Maris, the Aldemar hotels generally have a greater number of beds than the Maris hotels. Also, a Cretan family owns Maris Hotels, whereas an Athenian family owns Aldemar Hotels. The reason why this is mentioned here is because the culture in Crete promotes the value that Cretans should support and prefer Cretan products, companies and services over those of other nationals or foreigners. In an interview held between managing director of Aldemar, Mr. Alexander Aggelopoulos, and the researcher, the managing director confided on how difficult it was for the hotel chain to operate in the beginning, because Cretans –tour operators, travel agents, hotel owners, tour guides, etc.- boycotted their business and he was told by a number of different sources that tourists were discouraged from going to Aldemar Hotels by Cretans. He was even told that his godmother (who is Cretan and an owner of a different hotel chain in Crete) kept telling persons in the hotel industry that Aldemar hotels were infinitely inferior to any other hotels in Crete. Consequently, when Aldemar Hotels started to operate in Crete, their clientele was developed with tour operators of different countries and of non-Cretan Greeks. Nevertheless, this cultural issue of the Cretan community presented a market penetration problem for Aldemar Hotels- and not for Maris Hotels (who, on the contrary, were favoured by it).

This somehow contrasts, however, with the alleged values of Cretan culture on treatment of 'foreigners.' In an interview held between the researcher and a Cretan tour guide, it was revealed that Crete's renowned hospitality can be traced back to ancient times, whereby there was a God to protect foreigners, 'Xenios Dias' (freely translated as 'foreigner Zeus'). In Cretan culture, it was considered

that if a foreigner arrives in Crete, he/she must be made to feel comfortable- should be provided with food, shelter and warmth, as it was believed that a foreigner far from his/her motherland would feel weak and nostalgic and would need to be cared for. As such, hospitality was a value held dearly by the Cretan community. However, a distinction can be made between 'foreigner' who visits and 'foreigner' who intends to become a permanent resident. It is with the latter that antagonism and hostility develops towards 'foreigners.'

Another difference between the Maris Hotels and the Aldemar Hotels is that the Maris Hotels have been around for two decades more than the Aldemar Hotels. They are probably, therefore, at a different stage of organisational life cycle- Maris Hotels are closer to the maturity stage, whereas Aldemar Hotels are closer to the growth stage. Nevertheless, they are competitors, as identified by the managing directors of both hotel chains in separate interviews with the researcher. This competitiveness is also reflected in both the similar profiles and services provided by both hotel chains (Table 5.2.).

Each hotel chain offers similar services overall, and there are similarities in facilities and profiles between hotels of the two chains:

- cases 3 and 7 have similar profiles and specialized facilities;
- cases 2 and 6 have similar profiles but case 2 has specialized facilities that case 6 does not;
- cases 1 and 4 have similar profiles but different specialized facilities.

The Maris hotel chain also has a city-vacation profile offered by Candia Maris (case 5) that is not available by the Aldemar hotel chain in Crete. Case 5 has a different profile to the other cases and has specialized facilities that are found individually in cases 1, 2, and 4.

	Aldemar Hotels	**Maris Hotels**
Profile: 4-star family hotel- provides creative family entertainment & recreation, for children and adults	Cretan Village ***(case 3)*** – includes extensive children's facilities	Silva Maris ***(case 7)***- includes extensive children's facilities
Profile: 5-star family/ vacation hotel- provides recreation and entertainment activities (family/not)	Knossos Royal Village ***(case 2)***- includes facilities for conferences & concerts	Bella Maris ***(case 6)***
Profile: 5-star select-luxury, quiet hotel- provides relaxation in luxurious surroundings	Royal Mare Village ***(case 1)***- includes spa facilities	Creta Maris ***(case 4)***- includes facilities for conferences & concerts
Profile: 5-star family/vacation hotel in the city		Candia Maris ***(case 5)*** includes spa & conference facilities
All hotels provide some athletic, recreation and children facilities		

Table 5.2. Profiles and services provided by both hotel chains. *Based on: Appendix 2*

There are also other differences between the two hotel chains operating in Crete. Whereas the Maris chain has hotels in Crete located at Hersonnissos (cases 4,6,7) and Heraklion (capital of Crete, case 5) the Aldemar chain has hotels in Crete that are located in Hersonissos only (cases 1,2,3). Also, the 3 hotels (cases 1,2,3) located in Hersonnissos are in close walking distance (5-10 minutes

maximum) to each other and they share the specialized facilities with greater ease; there is a mini-car available at any time that moves staff and visitors between the three hotels. The Aldemar chain also has a coach that can transfer staff and visitors between the hotels and the capital at specific times in the day (when staff change shifts)- this coach service is also available at the Maris chain. The Maris, hotels, however, are not in close walking distance to each other and this makes easy access between the four hotels quite difficult- even between the hotels located in the Hersonnisos area (cases 4, 6,7).

There is another importance difference between the two hotel chains, this time in terms of the status of the SMWG leaders. In the Aldemar hotels chain, the leaders of the SMWGs are called 'general manager', whereas in the Maris hotels chain they are afforded the title 'hotel manager'. As far as importance of labels is concerned, the different titles may reflect the difference in importance attributed to the leaders of the SMWGs between the two hotel chains, as well as their power in decision making. This has been confirmed in part by the comments given by the leaders of two SMWGs, one belonging to one chain and one belonging to another. During an interview with case 6's leader (belonging to the Maris hotels chain), the leader said that the most expendable person in the hotel was himself, the hotel manager, based on the idea that he was the mediator between company demands/interests, industry demands/interests (such as with suppliers and tour operators), hotel personnel demands/interests, customer demands/interests. In comprising a mediator in such a way, the leader perceived that if the managing director of the hotel chain made a decision that would cause dissatisfaction with the customers, staff, tour operators, suppliers, etc. since the leader would mediate the decision, he would be the first to 'go' in order to retain the company's image.

In an interview, however, with the leader of case 1 (belonging to the Aldemar hotels chain), the leader said that in being a 'general manager', he was afforded greater freedom and autonomy in making decisions and managing hotel issues compared to a 'traditional' hotel manager. He stressed that his status as general manager made him part of the management team of the hotel chain, rather than just of the specific hotel.

5.2.2. Characteristics of the group context

Having identified the characteristics that the cases have due to their belonging to the particular hotel chain and hotel, the main characteristics of the cases due to their particular composition will now be outlined.

All cases comprise small SMWGs whose main purpose is to make and co-ordinate the implementation of collective decisions for the running and performance of the hotels that they are managerially responsible for. These SMWGs essentially comprise the management of the hotels. The cases are essentially cross-functional task groups, since the members are heads/managers of different divisions and functional areas of the hotel.

All cases have a leader and the groups meet regularly in face-to-face interaction as a group. The cases can be compared in terms of attributes relating to their composition (Table 5.3.).

GROUP COMPOSITION ATTRIBUTES *in terms of*								
CASE		size	average age	years in group and chain[1]		differentiation in tenure	salary variation	regular interaction as a group
				Leader	*other members:*			
Hotel chain 1: Aldemar hotels	1	thirteen members	thirty-five	two years as leader & at chain	most: part of group for two to three years & known each other for about three years.	Differentiation is present: *division heads & leader have annual contracts; the rest have seasonal (7 month) contracts.*	salary varies according to: both position & seniority (years employed in company); tenure. Five salary levels.	members meet every week on a specific day
	2	twelve members	forty-one	two years as leader & at chain	most: part of group & known each other for three to four years.			
	3	fifteen members	thirty-eight	ten years as leader & at chain	most: part of group for four to five years & known each other for at least five years.			
Hotel chain 2: Maris hotels	4	ten members	forty-three	three years as leader & seven years at chain	Most members have been part of the groups for three years& known each other for at least five years. Some members know each other for more than twenty years.	Differentiation is present: *The leader& his assistant have annual contract; the rest have seasonal (7 month) contracts.*	salary varies according to: both position & seniority (years employed in company); tenure. Five salary levels.	members meet roughly every ten days- two weeks, and day & time varies
	5	nine members	forty	three years as leader & ten years at chain		No differentiation: *all members have annual contracts.*		members meet every 15-20 days; at least once a month
	6	eight members	thirty-nine	three years as leader and at chain		Differentiation is present: *The leader& his assistant have annual contracts; the rest have seasonal (7 month) contracts.*		members meet at least twice a month
	7	nine members	thirty-seven	three years as leader; twenty-one years at chain				members meet every week- day varies

Table 5.3.: Comparison of the cases in terms of group composition

[1] because of movement- due to internal promotions (different positions in same or other hotel) and rotation (job positions in same or other hotel)

In general, the size of the groups are larger in the Aldemar hotels (cases 1-3), whereby the number of members in the group varies between twelve and fifteen members- compared to a variance of eight to ten in the Maris hotels (cases 4-7). With the exception of case 5, the members of all groups have tenures that may either be seasonal (7 months), or annual (12 months). Since all members in case 5 have interact with each other on a daily basis all year round, it is expected that if there are any significant differences in co-opetition and decision effectiveness between case 5 and the other cases, the differences may be related to the homogeneity in tenure. The remaining cases have heterogeneity in tenure. Heterogeneity in tenure differentiates members into two sub-groups- annually employed and seasonally employed, both the co-opetition communicated in the group and the decision effectiveness of the group may vary according to these two sub-groups. Although this may appear interesting and could become a topic to be examined in another study, it deviates from the main aims of the present study- which focuses on the relationship between co-opetition and decision effectiveness in the SMWGs as a whole- this issue will not be considered further in this study.

The average age of the members in all cases varies between thirty-five and forty-three years of age. For the Maris hotels cases, members have generally known each other for more years, due to both the internal promotion-rotation (between hotels and positions within hotels of the organisation) policy of the organisation and the longer years of operation of the hotels. (Maris hotels have been operating many more years than the Aldemar hotels).

In addition, the members of groups belonging to the Maris hotels (cases 4-7) tend to have more differentiation in salary based on their years in the company (seniority). This seems to suggest that the Maris organisational culture values loyalty more than the Aldemar organisational culture. However, Maris hotels have been operating many more years than the Aldemar hotels, so loyalty may be more applicable for the former for this reason. All cases seem to have a similar reward scheme, in terms of salary differences- the best paid is the leader, then follow the division heads (those more senior are paid more) and the chef and then the remaining group members (those more senior are paid more; those on an annual contract are paid less per month but more per year. Those on a seasonal contract are paid more per month, less by year).

Notes kept by the researcher whilst observing the case meetings also provided information on the SMWGs participating in the research, summarized in Appendix 9. However, this information was not directly related to the specific research questions addressed in the research, and so will not be discussed here. The information does indicate important aspects related to this research and so may be considered in future research.

5.3. Research propositions and questions

The research's propositions and questions were discussed in chapter three, together with the relationships that they aim to examine between variables, criteria, indicators and measures. The previous chapter described the methodology used to collect the data (and prepare the data collected for analysis) that would serve, when processed, to address the research's questions and propositions. The

findings resulting from the processing of the data will be presented in the sections that follow, as related to the specific proposition and research question being addressed.

The first two research propositions focus on examining the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it, when different indicators and criteria are used for both variables. When discussing the findings in relation to the research questions, terms will be simplified in order to facilitate discussion. For instance, 'decision effectiveness' may be used to denote 'decision effectiveness in terms of the process by which decisions are made' (if the particular research question addressed examines process as a criterion) and 'the difference between co-operation and competition' will be used to denote 'the difference between co-operation and competition communicated in a SMWG's work relations' (if the particular research question being addressed examines work relations as a criterion).

5.4. Research proposition 1: *A SMWG's decision effectiveness is related to the co-opetition communicated in its work relations*

This proposition examines the relationship between a SMWG's decision effectiveness and the co-opetition communicated within it, by considering the group's work relations as a criterion for assessing co-opetition communicated in the group.

All values on 'observed' indicators are based on assessments made by customers in the respective hotel's customer satisfaction surveys. The number of respondents to these customer surveys varies for each case (Table 5.4.). The customer survey results produced by the hotels do not show how many customers exist in the hotel at that time, so the response rate does not show this. Also, customer survey results are prepared by month and most customers do not stay at the hotel during the entire month and so deriving a response rate is meaningless. The same month's customer survey results were used for all hotels (August 2000). These numbers also reflect (as was confirmed by the hotels) the difference in the number of customers between hotels of the same chain. In other words, case 3 had the largest number of customers at that time in relation to cases 1 and 2, whereas case 5 had the lowest number of customers at that time in relation to cases 4,6,7 .

	Aldemar Hotels chain			Maris Hotels chain			
Case	1	2	3	4	5	6	7
respondents	194	200	247	154	79	132	103

Table 5.4. The number of respondents per case on observed indicators

All values on 'perceived' indicators are based on perceptions by members of the SMWGs expressed in the post-observation questionnaires that were handed to participants at the end of their group meeting. The response rate on these questionnaires, expressed as a percentage of the participants at the meetings who returned the questionnaire handed out to them in the way outlined in the previous chapter, varies for each case (Table 5.5.).

	Aldemar Hotels chain			Maris Hotels chain			
Case	**1**	**2**	**3**	**4**	**5**	**6**	**7**
respondents/meeting participants	10/14	8/11	7/12	8/11	13/17	8/8	8/9
response rate	72%	73%	59%	73%	77%	100%	89%

Table 5.5.: Response rate per case on perceived indicators

The largest response rate on perceived indicators was seen by case 6 (100%), the lowest by case 3 (59%). However, the number of participants in the observed meeting of case 6 was the lowest, followed by case 7 whose response rate was second highest at 89%. Also, one member of case 1 had an accident the day after the meeting and was in hospital for a week and so could not respond to the questionnaire.

5.4.1. Research question 1 related to proposition 1: *How is the co-opetive mix communicated in a SMWG's work relations related to the group's decision effectiveness in terms of the process by which the decisions are made?*

Findings relating to this question are tabulated in Table 5.6. The rows of the table represent values found for the cases in terms of the indicators of co-opetive mix communicated in work relations, whereas the columns of the table represent values found for the cases in terms of the indicators of decision effectiveness in terms of process. The numbers in the cells represent the cases participating in the study, to display the values that the cases showed for pairs of co-opetive mix-decision effectiveness indicators.

The values on average decision effectiveness have been calculated as an average of the decision effectiveness values of cases showing the same difference between co-operation and competition in the indicators of co-opetive mix. For instance, cases 1 and 3 show an 'almost none' difference between co-operation and competition in their co-opetive mix. Case 1 has a 'quoted perceived' decision effectiveness of 83% whilst case 3 has 79%. The average 'quoted perceived' decision effectiveness is calculated as 81%.

At a first glance, it can be seen that case 7 consistently shows the largest difference between co-operation and competition communicated in work relations, followed by cases 5 and 6. Also, that case 1 consistently shows the smallest difference between co-operation and competition communicated in work relations, followed by case 3. It can also be noticed that case 7 consistently displays the highest decision effectiveness in terms of the process by which decisions are made, whereas case 3 displays the lowest decision effectiveness, followed by case 5. Furthermore, the communication in the work relations of all cases was predominantly co-operative, indicating that more co-operation than competition was communicated in the groups' work relations.

Co-opetition communicated in work relations		Difference between co-operation & competition	Predominance	Decision effectiveness in terms of process								
				Quoted perceived			Measured perceived			Average perceived		
				extremely high	very high	*average*	almost total	extremely high	*average*	almost total	extremely high	*average*
	Quoted perceived	almost none	co-operative	**1**	**3**	*81*	**1**	**3**	*89*		**1,3**	*85.5*
		extremely small		**2,4**		*84.5*	**2,4**		*91.5*		**2,4**	88.5
		very small		**5,6**		*83.5*		**5,6**	*86.5*	**5,6**		*85*
		small		**7**		*88*	**7**		*99*	**7**		*94*
	Measured perceived	very small		**1**		*81*	**1**		*92*		**1**	*88*
		small		**4**	**3**	*83.5*	**4**	**3**	*88.5*		**3,4**	*86.5*
		small- medium		**2,5, 6**		*82.7*	**2**	**5,6**	*88.3*	**6**	**2,5**	*85.7*
		medium- large		**7**		*88*	**7**		*99*	**7**		*94*
	Average perceived	extremely small		**1**	**3**	*81*	**1**	**3**	*89*		**1,3**	*85.5*
		very small		**2,4**		*84.5*	**2,4**		*91.5*		**2,4**	*88.5*
		small		**5,6**		*83.5*		**5,6**	*86.5*	**5,6**		*85*
		small-medium		**7**		*88*	**7**		*99*	**7**		*94*

Table 5.6.: Relationships between co-opetition in work relations and decision effectiveness in terms of process

In general, therefore, the largest difference between co-operation and competition communicated in work relations (case 7) is consistently related to the largest decision effectiveness in terms of the process by which decisions are made, whatever the indicators of the two variables are. However, the relationship between the smallest difference between co-operation communicated in work relations and decision effectiveness in terms of process is not as consistent across the different indicators of the two variables- case 3 shows greater consistency than case 1. Nevertheless, a general increase of decision effectiveness in terms of process appears to relate to a general increase in the difference between co-operation and competition communicated in the group's work relations when considering the highest and lowest values of each criterion. However, the in-between values for pairs of co-opetive mix/decision effectiveness indicators don't seem to follow the same pattern in their individual categories- mainly due to cases 5 and 6. When their categories are combined, however, the pattern re-applies. This is shown more clearly in when considering average perceived decision effectiveness as an indicator of decision effectiveness in terms of process and quoted perceived or average perceived co-opetition as an indicator for co-opetition communicated in work relations (Table 5.7.).

Cases	CO-OPETITION IN WORK RELATIONS		AVERAGE PERCEIVED DECISION EFFECTIVENESS *in terms of the decisions made*	
	AVERAGE PERCEIVED	QUOTED PERCEIVED		
	predominance: *co-operative* ***difference between competition & co-operation in work relations***		value	average
1,3	extremely small	almost none	88, 83	85.5
2,4,5,6	very small-small	extremely small-very small	87, 90, 86, 84	86.8
7	small-medium	small	94	94

Table 5.7.: Illustrating the relationship between co-opetive mix-decision effectiveness indicators

When these pairs of indicators are used:

- the communication in all cases is predominantly co-operative, indicating that more co-operation than competition is communicated in the work relations of all of the SMWGs;
- the greater the difference between competition and co-operation communicated in the groups' work relations, the greater the decision effectiveness in terms of process.

When considering these results, the properties of the values for the two variables must be kept in mind. Specifically that:

- The values for both co-opetition communicated in work relations and process decision effectiveness are based on group members' perceptions;
- The values for decision effectiveness are high for all cases. This is understandable in view of the fact that all cases are SMWGs of 4- and 5-star hotels and therefore not only is it expected that their decision effectiveness be high due to high hotel standards, but also because the group members are managers expected to display high performance (in contrast to perhaps groups comprising members of a lower hierarchical level);
- The differences in values across cases for both variables (decision effectiveness and co-opetition) are subtle. Since all cases are high performing managerial groups of 4 and 5-star hotel chains, it is expected that the homogeneity in these respects predisposes the cases to display values for both variables that will fall within a particular range;
- The values for both variables are contingent on both the frameworks and methods used for deriving them. If different frameworks or methods were used, the values may have been quite different. However, the use of these frameworks and methods were consistent throughout this study, for all cases and so it is expected that if the same frameworks and methods were used, similar results would be obtained. This will be discussed further later in the thesis.
- The results are specific to the values considered. It would not be valid to assume that the patterns found can be generalized to values on the two variables that have not been examined. For example, it would not be valid to assume that average perceived decision effectiveness in terms of process will increase indefinitely with higher differences between co-operation and communicated in a SMWG's work relations. Perhaps the decision effectiveness will start to

drop beyond a certain difference. This could become an avenue for further research in the future.

In response to this research question, the data have suggested that there may be a positive relationship between the co-opetition communicated in a SMWG's work relations and the group's decision effectiveness in terms of the process by which the decisions are made. More specifically, the data have indicated that for members to perceive that their decision making process is effective, higher co-operation relative to competition must be perceived as being communicated in the group's work relations (predominance in the co-opetive mix must be co-operative). Also, the perception on decision effectiveness may be increased if the group's perceived difference between co-operation and competition communicated in the group's work relations is increased, provided that:

- the values on the perceptions are derived using the methods used in this present study;
- quoted or average perceived are used as indicators of co-opetive mix in the group's work relations;
- average perceived is used as an indicator of decision effectiveness in terms of process;
- a co-operative predominance is found to be perceived in the co-opetive mix communicated in the group's work relations;
- the difference found between co-operation and competition communicated in the group's work relations: i) varies between extremely small and small-medium when the indicator for co-opetive mix is average perceived or ii) varies between almost none and small when the indicator for co-opetive mix is quoted perceived;
- the specific difference between co-operation and competition communicated in the group's work relations is found to be: i) lower than small-medium when the indicator for co-opetive mix is average perceived or ii) lower than small when the indicator for co-opetive mix is quoted perceived.

There are some general comments that can be made in relation to the values for decision effectiveness and co-opetive mix when using different indicators. In terms of the co-opetive mix indicators for work relations, the differences between co-opertaion and competition are generally highest, next highest, lowest when measured perceived, average perceived and quoted perceived are used as indicators, respectively. In terms of the decision effectiveness indicators for process, the values are generally highest, next highest, lowest when measured perceived, average perceived and quoted perceived are used as indicators, respectively.

5.4.2. **Research question 2 related to proposition 1:** *How is the co-opetive mix communicated in a SMWG's work relations related to the group's decision effectiveness in terms of the decisions made?*

Findings relating to this question are tabulated in Table 5.8. The rows of the table represent values found for the cases in terms of the indicators of co-opetive mix communicated in work relations, whereas the columns of the table represent values found for the cases in terms of the indicators of

decision effectiveness in terms of the decisions themselves. The numbers in the cells represent the cases participating in the study, to display the values that the cases showed for pairs of co-opetive mix-decision effectiveness indicators. The values on average decision effectiveness have been calculated as an average of the decision effectiveness values of cases showing the same difference between co-operation and competition in the indicators of co-opetive mix.

CO-OPETITION COMMUNICATED IN WORK RELATIONS		Difference between co-operation & competition	Predominance	DECISION EFFECTIVENESS IN TERMS OF DECISIONS										
				Quoted perceived				Measured perceived			Average perceived			
				almost total	extremely high	very high	*average*	almost total	extremely high	*average*	almost total	extremely high	very high	*average*
	Quoted perceived	almost none	Co-operative		1	3	*81*	1	3	*93.5*	1	3		*87.5*
		extremely small			2,4		*86*	2,4		*96.5*	4	2		*91.5*
		very small			5	6	*80*	5	6	*89*		5	6	*84.5*
		small		7			*95*	7		*93*	7			*94*
	Measured perceived	very small			1		*85*	1		*97*	1			*91*
		small			4	3	*83*	4	3	*93*	4	3		*88.5*
		small- medium			2,5	6	*81*	2,5	6	*91.7*		2,5	6	*86.3*
		medium-large		7			*95*	7		*93*	7			*94*
	Average perceived	extremely small			1	3	*81*	1	3	*93.5*	1	3		*87.5*
		very small			2,4		*86*	2,4		*96.5*	4	2		*91.5*
		small			5	6	*80*	5	6	*89*		5	6	*84.5*
		small-medium		7			*95*	7		*93*	7			*94*

Table 5.8.: Relationships between co-opetition in work relations and decision effectiveness in terms of decisions

At a first glance, it can be seen that case 7 again consistently shows the largest difference between co-operation and competition communicated in work relations, followed by cases 5 and 6. Also, that case 1 again consistently shows the smallest difference between co-operation and competition communicated in work relations, followed by case 3. It can also be noticed that case 7 consistently displays the highest decision effectiveness in terms of the decisions made, whereas case 6 displays the lowest decision effectiveness, followed by case 3.

In general, therefore, the largest difference between co-operation and competition communicated in work relations (case 7) is consistently related to the largest decision effectiveness in terms of the decisions made, whatever the indicators of the two variables are. However, the relationship between the smallest difference between co-operation communicated in work relations and decision effectiveness in terms of decisions is not as consistent across the different indicators of the

two variables: case 3 showing greater consistency than case 1; the relationship being clearer when the indicators of co-opetive mix are quoted perceived or average perceived and those of decision effectiveness are either quoted perceived or measured perceived. When measured perceived is used as an indicator of co-opetive mix communicated in work relations, almost no pattern can be seen between co-opetive mix and decision effectiveness for the two criteria (with any of the decision effectiveness criteria). When average perceived is used as an indicator of decision effectiveness in terms of decisions, case 6 shows lower decision effectiveness.

Nevertheless, a general increase of decision effectiveness in terms of decisions appears to relate to a general increase in the difference between co-operation and competition communicated in the group's work relations when considering the highest and lowest values of each criterion. However, the in-between values for pairs of co-opetive mix/decision effectiveness indicators don't seem to follow the same pattern in their individual categories- mainly due to cases 5 and 6. When their categories are combined, however, the pattern re-applies. This is shown more clearly when considering quoted perceived decision effectiveness as an indicator of decision effectiveness in terms of decisions and quoted perceived or average perceived co-opetition as an indicator for co-opetition communicated in work relations (Table 5.9.).

When these pairs of indicators are used: the communication in all cases is predominantly co-operative, indicating that more co-operation than competition is communicated in the work relations of all of the SMWGs; the greater the difference between competition and co-operation communicated in the groups' work relations, the greater the decision effectiveness in terms of process.

Cases	CO-OPETITION IN WORK RELATIONS		QUOTED PERCEIVED DECISION EFFECTIVENESS *in terms of the decisions made*	
	AVERAGE PERCEIVED	QUOTED PERCEIVED		
	predominance: co-operative *difference between competition & co-operation in work relations*		value	average
1,3	extremely small	almost none	85,77	81
2,4,5,6	very small-small	extremely small-very small	83,89,85,75	83
7	small-medium	small	95	95

Table 5.9.: Illustrating the relationship between co-opetive mix-decision effectiveness indicators

When considering these results, the properties of the values for the two variables must be kept in mind. Specifically that:

- The values for both co-opetition communicated in work relations and decision effectiveness in terms of decisions are based on group members' perceptions;
- The values for decision effectiveness are high for all cases, as discussed earlier;
- The differences in values across cases for both variables (decision effectiveness and co-opetition) are subtle, as discussed earlier;
- The values for both variables are contingent on both the frameworks and methods used for deriving them, as discussed earlier;
- The results are specific to the values considered, as discussed earlier.

In response to this research question, the data have suggested that there may be a positive relationship between the co-opetition communicated in a SMWG's work relations and the group's decision effectiveness in terms of the decisions made. More specifically, the data have indicated that for members to perceive that the decisions that they have made are effective, higher co-operation relative to competition must be perceived as being communicated in the group's work relations (predominance in the co-opetive mix must be co-operative). Also, the perception on decision effectiveness may be increased if the group's perceived difference between co-operation and competition communicated in the group's work relations is increased, provided that:

- the values on the perceptions are derived using the methods used in this present study;
- quoted or average perceived are used as indicators of co-opetive mix in the group's work relations;
- quoted perceived is used as an indicator of decision effectiveness in terms of decisions;
- a co-operative predominance is found to be perceived in the co-opetive mix communicated in the group's work relations;
- the difference found between co-operation and competition communicated in the group's work relations: i) varies between extremely small and small-medium when the indicator for co-opetive mix is average perceived or ii) varies between almost none and small when the indicator for co-opetive mix is quoted perceived;
- the specific difference between co-operation and competition communicated in the group's work relations is found to be: i) lower than small-medium when the indicator for co-opetive mix is average perceived or ii) lower than small when the indicator for co-opetive mix is quoted perceived.

There are some general comments that can be made in relation to the values for decision effectiveness and co-opetive mix when using different indicators. In terms of co-opetive mix indicators, the values are generally highest, next highest, lowest when measured perceived, average perceived and quoted perceived are used as indicators, respectively. In terms of the decision effectiveness indicators for decisions, the values are generally highest, next highest, lowest when measured perceived, average perceived and quoted perceived are used as indicators, respectively.

5.4.1. Research question 3 related to proposition 1: *How is the co-opetive mix communicated in a SMWG's work relations related to the group's decision effectiveness in terms of the consequences of the decisions made?*

Findings relating to this question are tabulated in Table 5.10. The rows of the table represent values found for the cases in terms of the indicators of co-opetive mix communicated in work relations, whereas the columns of the table represent values found for the cases in terms of the indicators of decision effectiveness in terms of the consequences of the decisions made- customer satisfaction. The numbers in the cells represent the cases participating in the study, to display the values that the cases showed for pairs of co-opetive mix-decision effectiveness indicators. The values on average decision

effectiveness have been calculated as an average of the decision effectiveness values of cases showing the same difference between co-operation and competition in the indicators of co-opetive mix.

Co-opetition communicated in work relations		Difference between co-operation & competition	Predominance	Decision effectiveness in terms of consequences: Customer satisfaction								
				Quoted observed			Measured observed		Average observed		
				almost total	extremely high	*average*	extremely high	*average*	almost total	extremely high	*average*
	Quoted perceived	almost none	Co-operative	**1,3**		*93*	**1,3**	*86.5*	**3**	**1**	*90*
		extremely small		**2, 4**		*91.5*	**2,4**	*85.5*		**2,4**	*88.5*
		very small			**5,6**	*88*	**5,6**	*83.5*		**5,6**	*86*
		small			**7**	*86*	**7**	*83*		**7**	*85*
	Measured perceived	very small		**1**		*92*	**1**	*86*		**1**	*89*
		small		**3,4**		*92.5*	**3,4**	*86*	**3**	**4**	*86*
		small- medium		**2**	**5,6**	*89.3*	**5,6**	*83.5*		**2,5, 6**	*84.3*
		medium- large			**7**	*86*	**7**	*83*		**7**	*85*
	Average perceived	extremely small		**13**		*93*	**1,3**	*86.5*	**3**	**1**	*93*
		very small		**2,4**		*91.5*	**2,4**	*85.5*		**2,4**	*91.5*
		small			**5,6**	*88*	**5,6**	*83.5*		**5,6**	*83.5*
		small-medium			**7**	*86*	**7**	*83*		**7**	*85*

Table 5.10.: Relationships between co-opetition in work relations and decision effectiveness in terms of consequences

At a first glance, it can be seen that case 7 again consistently shows the largest difference between co-operation and competition communicated in work relations, followed by cases 5 and 6. Also, that case 1 again consistently shows the smallest difference between co-operation and competition communicated in work relations, followed by case 3. This time, however, it can be noticed that cases 5,6 and 7 consistently display the lowest decision effectiveness in terms of customer satisfaction, whereas case 3 displays the highest decision effectiveness, followed by cases 1,2 and 4.

In general, therefore, the largest difference between co-operation and competition communicated in work relations (case 7) is consistently related to the lowest decision effectiveness in terms of customer satisfaction, whatever the indicators of the two variables are. Similarly, the smallest difference between co-operation communicated in work relations (cases 3 and 1) is consistently related to the highest decision effectiveness in terms of customer satisfaction across the different indicators of the two variables- although case 3 shows greater consistency than case 1.

However, the pattern between the two variables, the difference between co-operation and competition communicated in work relations and decision effectiveness in terms of the customer

satisfaction, is better portrayed when considering specific indicators for each variable: i) when quoted observed is indicator of decision effectiveness in terms of consequences and ii) when quoted perceived or average perceived are indicators of co-opetive mix in work relations (Table 5.11.).

Cases	CO-OPETITION IN WORK RELATIONS		QUOTED OBSERVED DECISION EFFECTIVENESS – consequences *in terms of customer satisfaction*	
	AVERAGE PERCEIVED	QUOTED PERCEIVED		
	predominance: *co-operative* ***difference between competition & co-operation in work relations***		value	average
1,3	extremely small	almost none	92,94	93
2,4	very small	extremely small	92, 91	91.5
5,6	small	very small	90, 86	88
7	small-medium	small	86	86

Table 5.11.: Illustrating the pattern between co-opetition in work relations and decision effectiveness in terms of consequences- customer satisfaction

Measured observed as an indicator of decision effectiveness in terms of consequences does not follow a pattern and the differences between the values of co-opetive mix and decision effectiveness are minimal; average observed follows the pattern only when quoted perceived is the indicator of co-opetive mix.

As can be seen from table 5.12, the larger the difference between competition and cooperation, the lower the customer satisfaction (the lower the decision effectiveness). However, when considering these results, the properties of the values for the two variables must be kept in mind. Some of these properties have been discussed earlier in the previous sections when examining the relationship found between co-opetition communicated in work relations and decision effectiveness in terms of both process and decisions; nevertheless, there are some differences as will be commented on:

- The values for co-opetition communicated in work relations is based on group members' perceptions, whereas the values for decision effectiveness in terms of customer satisfaction are based on observations (or perceptions of customers- that are external to the group);
- The values for decision effectiveness are high for all cases, as discussed earlier;
- The differences in values across cases for both variables (decision effectiveness and co-opetition) are subtle, as discussed earlier;
- The values for both variables are contingent on both the frameworks and methods used for deriving them, as discussed earlier;
- The results are specific to the values considered, as discussed earlier.

In response to this research question, the data have suggested that there may be an inverse relationship between the co-opetition communicated in a SMWG's work relations and the group's decision effectiveness in terms of consequences, when considering customer satisfaction. More specifically, the data have indicated that for customers to be more satisfied, higher co-operation relative to competition must be perceived by group members as being communicated in the group's work relations (predominance in the co-opetive mix must be co-operative). Also, the observed

decision effectiveness may be increased if the group's perceived difference between co-operation and competition communicated in the group's work relations is decreased, provided that:

- the values on the perceptions and observations are derived using the methods used in this present study;
- quoted or average perceived are used as indicators of co-opetive mix in the group's work relations;
- quoted observed is used as an indicator of decision effectiveness in terms of consequences/customer satisfaction;
- a co-operative predominance is found to be perceived in the co-opetive mix communicated in the group's work relations;
- the difference found between co-operation and competition communicated in the group's work relations: i) varies between extremely small and small-medium when the indicator for co-opetive mix is average perceived or ii) varies between almost none and small when the indicator for co-opetive mix is quoted perceived.

There are some general comments that can be made in relation to the values for decision effectiveness and co-opetive mix when using different indicators. In terms of co-opetive mix indicators, the values are generally highest, next highest, lowest when measured perceived, average perceived and quoted perceived are used as indicators, respectively. In terms of the decision effectiveness indicators for consequences, the values are generally highest, next highest, lowest when quoted observed, average observed and measured observed are used as indicators, respectively.

5.5. Research proposition 2: *A SMWG's decision effectiveness is related to the co-opetition communicated in its group meetings*

This proposition relates to examining the relationship between a SMWG's decision effectiveness and the co-opetition communicated within it, by considering the group's meetings as a criterion for assessing co-opetition communicated in the group.

All values on 'perceived' indicators are based on perceptions by members of the SMWGs expressed in the post-observation questionnaires that were handed to participants at the end of their group meeting. The response rate, as percentage of the participants at the meetings who returned the questionnaire, varies for each case (Table 5.12.).

Case	Aldemar Hotels chain			Maris Hotels chain			
	1	2	3	4	5	6	7
respondents/meeting participants	10/14	8/11	7/12	8/11	13/17	8/8	8/9
response rate	72%	73%	59%	73%	77%	100%	89%

Table 5.12.: Response rate per case on perceived indicators

The largest response rate on perceived indicators was seen by case 6 (100%), the lowest by case 3 (59%). However, the number of participants in case 6's meeting observed was the lowest,

followed by case 7 whose response rate was second highest of 89%. Also. one of case 1's members had an accident the day after the meeting and was in hospital for a week making him unable to complete the post-observation questionnaire.

The values of observed indicators for decision effectiveness are based on assessments given by customers in the respective hotel's customer satisfaction surveys. The number of respondents to these customer surveys varies for each case (Table 5.13.). The customer survey results produced by the hotels do not show how many customers exist in the hotel at that time, so the response rate does not show this. Also, customer survey results are prepared by month and most customers do not stay at the hotel during the entire month and so deriving a response rate is meaningless. The same month's customer survey results were used for all hotels (August 2000).

Case	Aldemar Hotels chain			Maris Hotels chain			
	1	2	3	4	5	6	7
respondents	194	200	247	154	79	132	103

Table 5.13.: The number of respondents per case on observed indicators

These numbers also reflect (as was confirmed by the hotels) the difference in the number of customers between hotels of the same chain. In other words, case 3 had the largest number of customers at that time in relation to cases 1 and 2, whereas case 5 had the lowest number of customers at that time in relation to cases 4,6,7.

The values of observed indicators for co-opetive mix are based on assessments by the researcher, as derived from the observation forms completed by the researcher when observing the cases' meetings. In addition to the values of co-opetive mix, certain characteristics of the meetings were observed and will be considered later on when discussing influences from the SMWG's group and organisational contexts.

5.5.1. Research question 4 related to proposition 2: *How is the co-opetive mix communicated in a SMWG's meetings related to the group's decision effectiveness in terms of the process by which the decisions are made?*

Findings relating to this question are tabulated in Table 5.14. The rows of the table represent values found for the cases in terms of the indicators of co-opetive mix communicated in group meetings, whereas the columns of the table represent values found for the cases in terms of the indicators of decision effectiveness in terms of the process by which decisions are.

The numbers in the cells represent the cases participating in the study, to display the values that the cases showed for pairs of co-opetive mix-decision effectiveness indicators. The values on average decision effectiveness have been calculated as an average of the decision effectiveness values of cases showing the same difference between co-operation and competition in the indicators of co-opetive mix.

In general, case 3 seems to consistently demonstrate the lowest decision effectiveness, no

matter what indicators are considered for both variables. Cases 1 and 3 also usually show the lowest differences between co-operation and competition communicated in the co-opetive mix. In contrast, case 7 consistently show the highest decision effectiveness, no matter what indicators are considered for both variables. Case 7 also usually shows (except when overall meetings is the indicator for co-opetive mix) the largest difference between co-operation and competition communicated in the co-opetive mix. In general, case 4 shows the greatest consistency in co-operative predominance, followed by case 5, whilst case 7 shows the greatest consistency in competitive predominance, followed by cases 1 and 3.

CO-OPETITION COMMUNICATED IN GROUP MEETINGS		Difference between co-operation & competition	Predominance:	DECISION EFFECTIVENESS IN TERMS OF PROCESS								
				Quoted perceived			Measured perceived			Average perceived		
				extremely high	very high	*average*	almost total	extremely high	*average*	almost total	extremely high	*average*
	Measured perceived	extremely small	1,2,3,4,5,6,7: *co-operative*		**3**	*79*		**3**	*86*		**3**	*83*
		very small		**1**		*83*	**1**		*92*		**1**	*88*
		small		**2,4,5**		*84.3*	**2,4**	**5**	*90.3*		**2,4,5**	*87.7*
		small-medium		**6,7**		*85.5*	**7**	**6**	*92*	**7**	**6**	*89*
	Quoted observed	almost none	1,3,7: *competitive* 2,4,5,6: *co-operative*	**1,5**		*83.5*	**1**	**5**	*90*		**1,5**	*87*
		extremely small		**2,4**	**3**	*82.7*	**2,4**	**3**	*89.7*		**2,3,4**	*86.7*
		very small		**6,7**		*85.5*	**7**	**6**	*92*	**7**	**6**	*89*
	Measured observed	almost none	1,2,3,5: *none* 4: *co-operative* 6,7: *competitive*	**1,2,5**	**3**	*81.8*	**1,2**	**3,5**	*89.5*		**1,2,3,5**	*86*
		extremely small		**4,6,7**		*86.3*	**4,7**	**6**	*91.7*	**7**	**4,6**	*89.3*
	Average observed	almost none	1,3,7: *competitive* 2,4,5,6: *co-operative*	**1,2,5,6**	**3**	*82*	**1,2**	**3,5,6**	*88.6*		**1,2,3,5, 6**	*85.6*
		extremely small		**4**		*88*	**4**		*91*		**4**	*90*
		very small		**7**		*88*	**7**		*99*	**7**		*94*
	Overall meetings	extremely small	1,2,3,4,5,6,7: *co-operative*	**1,7**	**3**	*83.3*	**1,7**	**3**	*86*	**7**	**1,3**	*88.3*
		very small		**2,5,6**		*82.7*	**2**	**5,6**	*86.5*		**2,5,6**	*85.7*
		small-medium		**4**		*88*	**4**		*91*		**4**	*90*

Table 5.16.: Relationships between co-opetition in group meetings and decision effectiveness in terms of process

At a first glance, it can be seen that predominance remains constant for perceived co-opetition communicated in group meetings, whereas it varies for observed co-opetition communicated

in group meetings. With the difference between co-operation and competition communicated in group meetings varying also, this means that the differences in decision effectiveness in terms of process may relate to either/both:

- predominance in the co-opetitive mix;
- the difference between co-operation and competition in the co-opetive mix.

This makes it difficult to examine the relationship between the co-opetive mix communicated in group meetings and decision effectiveness of the group in terms of the process by which decisions are made. For this reason, where both aspects of the co-opetive mix vary, the relationship will be studied by separating findings according to predominance.

As can be seen from table 5.14., most pairs of indicators of co-opetive mix-decision effectiveness suggest the same pattern for the relationship between co-opetive mix communicated in group meetings and decision effectiveness in terms of process: the larger the difference between co-operation and competition communicated in group meetings, the higher the decision effectiveness in terms of process. This pattern can be seen clearly for the following pairs of indicators:

- when the indicator for co-opetive mix in group meetings is measured perceived- when the predominance is co-operative- and the indicator for decision effectiveness in terms of process is quoted perceived;
- when the indicator for co-opetive mix in group meetings is measured observed- with whatever predominance- and the indicators for decision effectiveness in terms of process are quoted perceived, measured perceived or average perceived;
- when the indicator for co-opetive mix in group meetings is average observed-with whatever predominance- and the indicators for decision effectiveness in terms of process are measured perceived or average perceived;

Although the same pattern generally seems to apply when quoted perceived is an indicator of co-opetive mix communicated in group meetings –when the predominance is competitive- and the indicator for decision effectiveness is average perceived, the pattern is not clear.

The pattern is clear however when average observed is an indicator of co-opetive mix communicated in group meetings and average perceived is an indicator of decision effectiveness in terms of process.

As can be seen from table 5.14., when overall meetings is used as an indicator of co-opetive mix in group meetings, the predominance in all cases was found to be co-operative and this is in itself may suggest that for SMWGs to be effective (since all of the management cases shows very high effectiveness), there needs to be higher co-operation than competition communicated in the group meetings overall. This could be an avenue that may also be explored further in future.

However, when considering these results, the properties of the values for the two variables must be kept in mind:

- The values for co-opetition communicated in group meetings are based on observations by non-members of the group (and more specifically by the researcher), whereas the values for decision effectiveness in terms of process are based on group members' perceptions;
- The values for decision effectiveness are high for all cases, as discussed earlier;

- The differences in values across cases for both variables (decision effectiveness and co-opetition) are subtle, as discussed earlier;
- The values for both variables are contingent on both the frameworks and methods used for deriving them, as discussed earlier;
- The results are specific to the values considered, as discussed earlier.

In response to this research question, the data have suggested that there may be a positive relationship between the co-opetition communicated in a SMWG's meetings and the group's decision effectiveness in terms of the process by which decisions are made. More specifically, the data have indicated that:

- for group members to perceive that the process by which they made their decisions is effective, i) higher co-operation relative to competition must be perceived by group members as being communicated in the group's meetings (co-operative predominance with measured perceived as the indicator) and ii) the larger the perceived difference, by group members, between co-operation and competition communicated in the group's meetings, the higher the perceived (by group members) decision effectiveness in terms of process;
- the difference observed between co-operation and competition communicated in group meetings is more important to members' perceptions of decision effectiveness in terms of process than whether more co-operation is observed as being communicated than competition in group meetings.

Furthermore, that the perceived (by group members) decision effectiveness may be increased if the difference between co-operation and competition communicated in the group's meetings- whether this difference is perceived by group members or observed by persons outside the group)- is increased, provided that:

- the values on the perceptions and observations are derived using the methods used in this present study;
- the specific pairs of indicators of co-opetive mix in group meetings and decision effectiveness in terms of process that showed a clear pattern above are used as indicators;
- a co-operative predominance is found to be perceived in the co-opetive mix communicated in the group's meetings when measured perceived is used as an indicator of co-opetive mix;
- any predominance is found for all other indicators clearly showing the pattern discussed earlier;
- the difference found between co-operation and competition communicated in the group's meetings: i) varies between extremely small and small-medium when the indicator for co-opetive mix is measured perceived or ii) varies between almost none and extremely small when the indicator for co-opetive mix is measured observed; iii) varies between almost none and very small when the indicator for co-opetive mix is average observed.

There are some general comments that can be made in relation to the values for decision effectiveness and co-opetive mix when using different indicators. The values for the difference between co-operation and competition are generally higher when the indicators are perceived (measured perceived as indicator) than when the indicators are observed. In terms of the decision

effectiveness indicators for process, the values are generally highest, next highest, lowest when measured perceived, average perceived and quoted perceived are used as indicators, respectively.

5.5.2. Research question 5 related to proposition 2: *How is the co-opetive mix communicated in a SMWG's meetings related to the group's decision effectiveness in terms of the decisions themselves?*

Findings relating to this question are tabulated in Table 5.15. The rows of the table represent values found for the cases in terms of the indicators of co-opetive mix communicated in group meetings, whereas the columns of the table represent values found for the cases in terms of the indicators of decision effectiveness in terms of the decisions made. The numbers in the cells represent the cases participating in the study, to display the values that the cases showed for pairs of co-opetive mix-decision effectiveness indicators The values on average decision effectiveness have been calculated as an average of the decision effectiveness values of cases showing the same difference between co-operation and competition in the indicators of co-opetive mix.

At a glance, it can be seen that cases 7 shows the highest decision effectiveness in terms of decisions, regardless of what indicators for decision effectiveness are considered, followed by case 4. Also, case 6 consistently shows the lowest decision effectiveness in terms of decisions, regardless of what indicators for decision effectiveness are considered, followed by case 3.

The findings on this research question are interesting, since opposite patterns in the relationship between co-opetive mix communicated in group meetings and decision effectiveness in terms of decisions are observed with different indicators of the two criteria. As can be seen from table 5.15., decision effectiveness in terms of decisions decreases with increased difference between co-operation and competition communicated in group meetings when:

- quoted observed is used as an indicator of co-opetive mix in group meetings and measured perceived or average perceived are used as indicators of decision effectiveness in terms of the decisions made;

measured observed is used as an indicator of co-opetive mix in group meetings and measured perceived is used as an indicator of decision effectiveness in terms of the decisions made.

In contrast, decision effectiveness in terms of decisions increases with increased difference between co-operation and competition communicated in group meetings – regardless of predominance- when:

- measured observed is used as an indicator of co-opetive mix in group meetings and average perceived is used as an indicator of decision effectiveness in terms of the decisions made;
- average observed is used as an indicator of co-opetive mix in group meetings and quoted perceived and average perceived are used as indicators of decision effectiveness in terms of the decisions made.

		Difference between co-operation & competition	Predominance	DECISION EFFECTIVENESS IN TERMS OF DECISIONS											
				Quoted perceived				Measured perceived			Average perceived				
				almost total	extremely high	very high	*average*	almost total	extremely high	*average*	almost total	extremely high	very high	*average*
CO-OPETITION COMMUNICATED IN GROUP MEETINGS	**Measured**	extremely small	*1,2,3,4,5,6,7- co-operative*			**3**	*77*		**3**	*90*		**3**		*84*
		very small			**1**		*85*	**1**		*97*	**1**			*91*
		small			**2,4,5**		*85.7*	**2,4,5**		*95.3*	**4**	**2,5**		*90.7*
		small-medium		**7**		**6**	*85*	**7**	**6**	*89*	**7**		**6**	*87*
	Quoted observed	almost none	*1,3,7- competitive 2,4,5,6- co-operative*		**1,5**		*85*	**1,5**		*95*	**1**	**5**		*90*
		extremely small			**2,4**	**3**	*83*	**2,4**	**3**	*94.3*	**4**	**2,3**		*89*
		very small		**7**		**6**	*85*	**7**	**6**	*89*	**7**		**6**	*87*
	Measured observed	almost none	*1,2,3,5- equal 4- co-operative*		**1,2,5**	**3**	*82.5*	**1,2,5**	**3**	*94.3*	**1**	**2,3,5**		*88.5*
		extremely small		**7**	**4**	**6**	*86.3*	**4,7**	**6**	*91.3*	**4,7**		**6**	*89*
	Average observed	almost none	*1,3,7- competitive 2,4,5,6- co-operative*		**1,2,5**	**3 6**	*81*	**1,2,5**	**3 6**	*92.4*	**1**	**235**	**6**	*86.8*
		extremely small			**4**		*89*	**4**		*96*	**4**			*93*
		very small		**7**			*95*	**7**		*93*	**7**			*94*
	Overall	extremely small	*1,2,3,4,5,6,7 - co-operative*	**7**	**1**	**3**	*85.7*	**1,7**	**3**	*93.3*	**1,7**	**3**		*89.7*
		very small			**2,5**	**6**	*81*	**2,5**	**6**	*91.7*		**2,5**	**6**	*86.3*
		small-medium			**4**		*89*	**4**		*96*	**4**			*93*

Table 5.15.: Relationships between co-opetition in group meetings and decision effectiveness in terms of decisions

The patterns do not seem to be related to predominance in the co-opetive mix.

However, when considering all of these results, the properties of the values for the two variables must be kept in mind:

- The values for co-opetition communicated in group meetings are based on observations by non-members of the group (and more specifically by the researcher), whereas the values for decision effectiveness in terms of decisions are based on group members' perceptions;
- The values for decision effectiveness are high for all cases, as discussed earlier;
- The differences in values across cases for both variables (decision effectiveness and co-opetition) are subtle, as discussed earlier;
- The values for both variables are contingent on both the frameworks and methods used for deriving them, as discussed earlier;
- The results are specific to the values considered, as discussed earlier.

In response to this research question, the data have suggested that the relationship between the co-opetition communicated in a SMWG's meetings and the group's decision effectiveness in terms of the decisions made will vary according to the pairs of indicators used, as demonstrated above. Once again, the findings have also indicated that the difference observed between co-operation and competition communicated in group meetings is more important to members' perceptions of decision effectiveness in terms of decisions than whether more co-operation is observed as being communicated than competition in group meetings (predominance).

5.5.3. **Research question 6 related to proposition 2:** *How is the co-opetive mix communicated in a SMWG's meetings related to the group's decision effectiveness in terms of the consequences of the decisions made?*

Findings relating to this question are tabulated in Table 5.16. The rows of the table represent values found for the cases in terms of the indicators of co-opetive mix communicated in group meetings, whereas the columns of the table represent values found for the cases in terms of the indicators of decision effectiveness in terms of the consequences of the decisions made. The numbers in the cells represent the cases participating in the study, to display the values that the cases showed for pairs of co-opetive mix-decision effectiveness indicators. The values on average decision effectiveness have been calculated as an average of the decision effectiveness values of cases showing the same difference between co-operation and competition in the indicators of co-opetive mix.

At a glance, it can be seen that case 3 shows the highest decision effectiveness in terms of consequences, regardless of what indicators for decision effectiveness are considered, followed by cases 1,2 and 4. Also, cases 5,6 and 7 consistently show the lowest decision effectiveness in terms of consequences, regardless of what indicators for decision effectiveness are considered.

As can be seen from table 5.16., decision effectiveness in terms of consequences decreases with increased difference between co-operation and competition communicated in group meetings- regardless of predominance- when measured observed, measured perceived and average observed are

used as indicators of co-opetive mix in group meetings and measured, quoted and average perceived are used as indicators of decision effectiveness in terms of the consequences of the decisions made.

When quoted perceived or overall meetings are used as indicators of co-opetive mix, no pattern can be seen between co-opetive mix communicated in group meetings- in terms of either predominance or the difference between co-operation and competition in the mix- and decision effectiveness in terms of the consequences (customer satisfaction) of the decisions made.

		Difference between co-operation & competition	Predominance	DECISION EFFECTIVENESS IN TERMS OF CONSEQUENCES: *customer satisfaction*							
				Quoted observed			Measured observed		Average observed		
				almost total	extremely high	*average*	extremely high	*average*	almost total	extremely high	*average*
CO-OPETITION COMMUNICATED IN MEETINGS	**Measured perceived**	extremely small	*1,2,3,4,5,6,7- co-operative*	**3**		*94*	**3**	*87*	**3**		*91*
		very small		**1**		*92*	**1**	*86*		**1**	*89*
		small		**2,4**	**5**	*91*	**2,4,5**	*84.3*		**2,4,5**	*87.7*
		small-medium			**6,7**	*86*	**6,7**	*84*		**6,7**	*85.5*
	Quoted observed	almost none	*1,3,7- competitive 2,4,5,6-co-*	**1**	**5**	*91*	**1,5**	*84*		**1,5**	*87.5*
		extremely small		**2,3,4**		*92.3*	**2,3,4**	*86*	**3**	**2,4**	*89.3*
		very small			**6,7**	*86*	**6,7**	*84*		**6,7**	*85.5*
	Measured observed	almost none	*1,2,3,5- none 4- co-operative 6,7- competitive*	**1,2,3**	**5**	*92*	**1,2,3,5**	*85.3*	**3**	**1,2,5**	*88.8*
		extremely small		**4**	**6,7**	*87.7*	**4,6,7**	*84.3*		**4,6,7**	*86.3*
	Average observed	almost none	*1,3,7-competitive 2,4,5,6- co-operative*	**1,2,3**	**5,6**	*90.8*	**1,2,3,5, 6**	*85.2*	**3**	**1,25,6**	*88.2*
		extremely small		**4**		*91*	**4**	*85*		**4**	*88*
		very small			**7**	*86*	**7**	*83*		**7**	*85*
	Overall meetings	extremely small	*1,2,3,4,5,6,7- co-operative*	**1,3**	**7**	*90.7*	**1,3,7**	*85.3*	**3**	**1, 7**	*88.3*
		very small		**2**	**5,6**	*89.3*	**2,5,6**	*84.3*		**2,56**	*87*
		small-medium		**4**		*91*	**4**	*85*		**4**	*88*

Table 5.16.: Relationships between co-opetition in group meetings and decision effectiveness in terms of consequences- customer satisfaction

However, when considering these results, the properties of the values for the two variables must be kept in mind:

- The values for co-opetition communicated in group meetings are based on both observations by non-members of the group (and more specifically by the researcher) and perceptions of the group members (measured perceived as indicator), whereas the values for decision effectiveness in terms of decisions are based on group members' perceptions;
- The values for decision effectiveness are high for all cases, as discussed earlier;
- The differences in values across cases for both variables (decision effectiveness and co-opetition) are subtle, as discussed earlier;
- The values for both variables are contingent on both the frameworks and methods used for deriving them, as discussed earlier;
- The results are specific to the values considered, as discussed earlier.

Once again, the findings have also indicated that the difference observed between co-operation and competition communicated in group meetings is more important to members' perceptions of decision effectiveness in terms of the consequences of the decisions made (customer satisfaction) than whether more co-operation is observed as being communicated than competition in group meetings (predominance).

5.6. **Research proposition 3:** *The relationship between a SMWG's overall decision effectiveness and the overall co-opetition communicated in it is related to the group's social context*

This proposition relates to examining the relationship between a SMWG's decision effectiveness and the co-opetition communicated within it and relating this relationship to the co-opetive mix communicated in the SMWG's context. Both the group's meetings and work relations are used as criteria for assessing overall co-opetition communicated in the group.

The values on social context are based on information collected from: interviews held by the researcher with case members (leaders and others), summarised in higher management (managing directors of the hotel chains), and a knowledgeable citizen of Cretan society; and questionnaires from case members (leaders) and higher management (managing directors of the hotel chains) on beliefs on co-opetition and performance; and observation of the case meetings.

The relationship between the group's overall decision effectiveness and the overall co-opetition communicated in it is discussed first, findings relating to this being tabulated in Table 5.17. The rows of the table represent values found for the cases in terms of the indicators of co-opetive mix communicated in the group, whereas the columns of the table represent values found for the cases in terms of the indicators of decision effectiveness. The numbers in the cells represent the cases participating in the study, to display the values that the cases showed for pairs of co-opetive mix-decision effectiveness indicators. The values on average decision effectiveness have been calculated as an average of the decision effectiveness values of cases showing the same difference between co-

operation and competition in the indicators of co-opetive mix.

				DECISION EFFECTIVENESS IN TERMS OF													
				PROCESS			DECISIONS				CONSE-QUENCES			OVERALL			
		Difference between co-operation & competition	Predominance	almost total	extremely high	*average*	almost total	extremely high	very high	*average*	almost total	extremely high	*average*	almost total	extremely high	*average*
CO-OPETITION COMMUNICATED IN RELATIONS & MEETINGS	relations	extremely small	Co-operative		**1,3**	*85.5*	**1**	**3**		*87.5*	**3**	**1**	*90*		**1,3**	*88*
		very small			**2,4**	*88.5*	**4**	**2**		*91.5*		**2,4**	*88.5*	**4**	**2**	*90*
		small			**5,6**	*85*		**5**	**6**	*84.5*		**5,6**	*86*		**5,6**	*85.5*
		small-medium		**7**		*94*	**7**			*94*		**7**	*85*	**7**		*91*
	meetings	extremely small		**7**	**1,3**	*88.3*	**7,1**	**3**		*89.7*	**3**	**1,7**	*88.3*	**7**	**1,3**	*89*
		very small			**2,5,6**	*85.7*		**2,5**	**6**	*86.3*		**2,5,6**	*87*		**2,5,6**	*86.7*
		small-medium			**4**	*90*	**4**			*93*		**4**	*88*	**4**		*91*
	OVERALL	extremely small			**1,3**	*85.5*	**1**	**3**		*87.5*	**3**	**1**	*90*		**1,3**	*88*
		very small			**2,5**	*86.5*		**2,5**		*89.5*		**2,5**	*87.5*		**2,5**	*88*
		small		**7**	**4,6**	*89.3*	**4,7**		**6**	*89*		**7,4,6**	*86.3*	**4,7**	**6**	*88.7*
	DIFFERENCE	almost none	higher in: relations for 1,2,3,5,6,7 (4 is lower)		**1,2,3**	*86*	**1**	**2,3**		*88.3*	**3**	**1,2**	*89.7*		**1,2,3**	*88.3*
		extremely small			**4,5**	*88*	**4**	**5**		*91*		**4,5**	*87*	**4**	**5**	*89*
		very small			**6**	*84*			**6**	*80*		**6**	*86*		**6**	*84*
		small		**7**		*94*	**7**			*94*		**7**	*85*	**7**		*91*

Table 5.17.: Relationships between co-opetition in the group overall and decision effectiveness of the group overall

As can be seen from table 5.17., the general relationship between co-opetive mix communicated in the SMWGs and the groups' decision effectiveness varied according to the criteria used for both variables. In general and without considering case exceptions to this pattern, decision effectiveness increases:

- with increasing difference between co-operation and competition communicated in the group- whether in group meetings, work relations or both- when the criteria of decision effectiveness are process and decisions;
- with decreasing difference between co-operation and competition communicated in the group- whether in group meetings, work relations or both- when the criterion of decision effectiveness is consequences;
- with increasing difference between the co-opetive mix (in terms of the difference between co-operation and competition in the mix) communicated in work relations and that communicated in group meetings, when the criteria for decision effectiveness are process and relations;
- with decreasing difference between the co-opetive mix (in terms of the difference between co-operation and competition in the mix) communicated in work relations and that communicated in group meetings, when the criterion for decision effectiveness is consequences.

5.6.1. Research question 7 related to proposition 3: *How is the relationship between the co-opetive mix communicated in a SMWG and the group's decision effectiveness related to the group's group context?*

A condition for all of these relationships seems to be that there must be co-operative predominance in the co-opetive mix communicated by the SMWGs at all times- in meetings, in relations and overall.

This finding was presented for discussion to the leaders of the SMWGs after the analysis of the data, whereby all leaders suggested that co-operation was important for the group to be able to function collectively. When it was then mentioned to the leaders that only a small difference between co-operation and competition communicated within a group was related to decision effectiveness, most leaders said that they were not surprised by this result (all leaders except case 6's leader, who was very surprised), and suggested the following reason. Whereas co-operation would enable the members in a group to be able to collectively reach group goals and perform group tasks, co-operation on its own may increase cohesion and make the group 'lazy'- the members satisfied with the minimum performance standards. However, as suggested by the group leaders, the existence of competition would stimulate the members to perform higher than the minimum expected standards and so overall, the performance of the group would be higher with competition complementing co-operation (at similar levels, but with co-operation being higher than competition).

As mentioned earlier, only the leader of case 6 seemed to disagree with this rationale. He believed that a higher difference between competition and co-operation needs to exist in a group, based on the contention that co-operation is more closely related to higher group performance than what competition is. Furthermore, case 6's leader viewed competition as a barrier towards co-

operation and ultimately, performance and as can be seen from table 5.17., it consistently has shown larger differences between co-operation and competition in relation to the other cases.

The perceptions of a SMWG's leader on the relationship between the the group's co-opetive mix (the relative degrees of co-operation and competition communicated in a group) and performance appears to be related to differences in co-opetive mix found to exist in the SMWGs. This suggests, as also indcated in literature, that a leader's perceptions and behaviour influences group behaviour (and co-opetition communicated).

If case 6's characteristics are looked at, that distinguish it from the other cases, it has the smallest group size of only eight members. This may also imply that with a smaller group size the influence of the leader may be greater than that in other cases.

The leaders of all seven cases were in agreement that co-operative predominance should exist in their SMWGs in order that the groups be able to achieve high decision effectiveness. The disagreement was related to the extent of the predominance- for cases 1-5 and 7 lower difference between co-operation and competition was believed as being related to higher decision effectiveness whereas for case 7 a higher difference between co-operation and competition was believed as being related to higher decision effectiveness.

Another important finding that can be seen from table 5.17. is that customer satisfaction provides itself as a more reliable criterion for decision effectiveness within the context of this research, given that it displays the greatest consistency in showing the pattern between co-opetive mix-decision effectiveness, whereby no exceptions to the pattern can be seen. This finding was presented for discussion to the leaders of the SMWGs after the analysis of the data, whereby all leaders suggested that customer satisfaction is the main criterion that they use to judge their performance. The rationale suggested for this by the leaders was that their primary objective is to have satisfied customers, so that the customers/ tour operators re-visit (customer loyalty) and refer the hotel to others (potential customers). This is also reflected in the SMWGs' behaviour, whereby all groups analyse the results of customer satisfaction surveys to decide on future actions. In the meetings held by all of the SMWGs, the results of the customer surveys are a customary part of the agenda. However, whereas the results of these surveys both include specific customer comments and information on the customer profiles (nationality, tour operators) for cases 1,2,3 (Aldemar hotels), the survey results for cases 4,5,6,7 (Maris hotels) do not.

The present research examined decision effectiveness not only assessed and perceived by customers (criterion: consequences), but also as assessed and perceived by the members of the SMWGs (criteria: process and decisions). In a discussion held with Professor John Sutton at the London School of Economics and Political Sciences, it was suggested that better performing groups may actually be stricter with their performance and so member perceptions of group effectiveness may be biased. This was also suggested by case 1's leader, who indicated that assessments of the groups' performance by group members was intricately dependent on the standards expected/sought after. He gave the example of a 90% effectiveness for a group that aims at achieving 80% customer satisfaction would not mean the same for a group that aims at achieving 90% customer satisfaction- and the measure would therefore not be 'objective'. Case 1's leader suggested that his group were

more likely to be 'stricter' with their assessments of effectiveness, in relation to other SMWGs, because of their higher performance standards. Therefore, customer satisfaction as a criterion of decision effectiveness is also likely to be more reliable since it is more 'objective' in this sense.

5.6.2. Research question 8 related to proposition 3: *How is the relationship between the co-opetive mix communicated in a SMWG and the group's decision effectiveness related to the group's organisational context?*

As discussed earlier, case 6 seems to consistently be achieving the lowest decision effectiveness, in relation to the other cases. Other than the influences of the group context, there may also be influences of organisational context. If we compare the cases in terms of their organisational profiles, case 6's is the only SMWG that has no specialized service to offer to its customers. The lack of specialisation may also account for case 6's lower performance (decision effectiveness) in relation to the other cases participating in the study. There are also differences between the hotel chains that the cases belong to, that may influence the differences in the co-opetive mix and decision effectiveness observed in the cases. Both hotel chains (Aldemar and Maris) assess customer satisfaction through surveys filled out voluntarily by their customers, left either in their rooms upon leaving or placed in a box located on the hotel's reception desk. The customer satisfaction surveys are the same for all hotels belonging to a chain and they are analysed by the hotel chain.

In general, the Aldemar hotel customer surveys are analysed in more detail, and at the end of each month the hotels of the chain are compared and contrasted- and the results are forwarded to the leaders of the SMWGs (and the managing director/owner of Aldemar hotels) whereby leaders and managing director meet and discuss every two weeks. The leaders of the Maris hotel SMWGs also meet with their managing director, but once a month to discuss the customer survey results of each hotel, although the results are presented separately for each hotel. A reason for this difference in level of analysis of the customer surveys is that the Aldemar Hotels one is prepared as a report by the Quality Improvement Department, whereas the Maris Hotels one is prepared by secretarial staff based at case 5's site. For both the Maris and Aldemar hotels, the two main criteria by which the managing directors assess hotel performance are: the levels of customer satisfaction expressed in the customer surveys; and hotel profits.

For both criteria, the previous year (and specific month) is used as a benchmark to assess an improvement in performance on each of the two criteria. However, the managing directors of both hotel chains agreed that the customer survey results are more reliable at any given time, because they are unaffected by investments or other special circumstances that may influence revenues or costs- e.g. a reduction in profits could be due to the added expense of a renovation at the hotel or the higher revenues of one hotel related to the others may be due to its higher prices or more customers due to a conference on its site. Furthermore, customer satisfaction is directly related to the main goal of both hotel chains, as indicated by the managing directors of the two hotel chains, is to provide a high service of hospitality to customers.

The managing directors (also owners) of the two hotel chains were asked to complete a questionnaire that would reflect their beliefs on competition and co-operation in SMWGs. It was considered by the researcher that these beliefs would essentially reflect the organisational culture of the two hotel chains, in relation to the co-opetive mix encouraged to be communicated in the SMWGs. The information derived from these questionnaires is summarized in table 5.18.

In relation to perceptions on co-operation, both organisations have a similar definition for co-operation that embraces the idea that the members are working together for some common goal. For observable behaviours of co-operation amongst members of the group, Aldemar identifies behaviours that are related to activities and tasks of working together, whereas Maris identifies behaviours that are related to relations of working together. The positive consequences of co-operation for Aldemar relate to improved competence, whereas for Maris they relate to cohesion. The negative consequences of co-operation, which would also reflect experience on the matter, suggest that Maris's culture may emphasise co-operation more than is beneficial. In general, Aldemar's culture seems to promote the working together of group members for the accomplishment of tasks and emphasises task-related performance, whilst Maris' culture seems to promote the working together of group members for the achievement of greater teamwork. Overall, the organisational culture of both organisations promotes co-operation, within limits and conditions that would differ between the two organisations. Maris seems to have a more favourable attitude towards co-operation.

In relation to perceptions on competition, both organisations identify observable behaviours of competition that capture both 'pleasant' (such as friendliness, joy, politeness, humour) and 'unpleasant' (condescending, aggressiveness, jealousy, sorrow) aspects. Both organisations associate co-operation with improved performance- such as in terms of creativity, organisation of work, productivity. Aldemar seems to favour or have a better experience of competition, in just associating the negative consequences of competition with unfairness if there is inequality between competitors.

The composition of members as a condition for beneficial competition seems to be stressed even further by Aldemar suggesting that members should be of similar competence/ educational background. This is reflected also in its recruitment policy- 'the best person for the job'- whether this person is outside or inside the organisation- is selected for vacancies that arise. In contrast, Maris's recruitment policy is based on internal promotion whereby vacancies are cfilled by applicants within the organisation. In fact, many of the employees at Maris have been there since the opening of the first Maris hotels.

In general, Maris seems to have a more cynical view of competition, and as something that needs to be under very close supervision so that it doesn't turn into antagonism, a form that would allegedly destroy the relations within the group. Overall, the organisational culture of both organisations promotes competition, within limits and conditions that would differ between the two organisations. Aldemar seems to have a more favourable attitude towards competition than Maris.

		ALDEMAR HOTELS	MARIS HOTELS
CO-OPERATION	Definition	The group moves towards a certain direction & all members work together on a common goal, according to their competencies	The process by which two or more people through various roles and actions, work together for the same goals
	Observable behaviours	Ideas-solutions; exchange of views; planning	mutual understanding; help; support; informative-ness
	Positive consequences	Additional experiences- knowledge; patience	the coherence of the group
	Negative consequences	Co-operation cannot have negative consequences	Isolation from other groups/persons of the business environment, when the group resembles a 'clique'
	Conditions when it would be beneficial	Organised group-organisation; goal-purpose. When these do not exist, co-operation ceases to be beneficial	Defined tasks, roles and responsibility; Sorting of common and personal goals
	Conditions when it would be harmful	Co-operation cannot prove harmful when the goals are clear & the members have overcome their personal desires	When the co-operation pursues illegitimate goals of questionable honesty. When the group co-ordinator/ leader doesn't revive/cultivate co-operation when it ceases.
COMPETITION	Definition	Common effort for the achievement of a goal	competition without extremities
	Observable behaviours	Condescending; aggressive; friendly	humour; politeness; joy; jealousy; sorrow
	Positive consequences	Inspiration; better organisation of work	productivity; creativity; perceptiveness
	Negative consequences	Unfair when it doesn't happen between equals	negative feelings; turning into antagonism; decrease of communication and of mutual support (characteristics of a group); elimination of empathy
	Conditions when it would be beneficial	When we want to develop a product that combines many experiences together	under close observation so that a mild form of antagonism remains, competition. Unlike antagonism
	Conditions when it would be harmful	When there is no common level of education or competence	Competition that stimulates strong emotions gets out of control
	Degree within group	Extremely small difference between co-operation & competition communicated in group, competitive predominance	extremely small difference between co-operation and competition communicated in group, competitive predominance
	Explanation	Many instances have been recorded whereby individuals are working for their own gain than for that of their group (latter quite rare)	in relation to group performance, and of organisation. The non-exchange of views on all issues & antagonism-dislikes in the group, maybe even revengefulness

Table 5.18.: Aspects of organisational culture relating to co-opetive mix in the SMWGs

Given these perceptions on co-operation and competition, the co-opetive mix encouraged in the culture of the two hotel chains can be compared. It is interesting that both organisations seem to identify extremely small differences between competition and co-operation communicated in the SMWGs, with competition exceeding co-operation. The competitive predominance is seen less favourably by Maris, who associate it with 'negative' behaviours and possible regret for promoting competition to that extent. With Maris having a more favourable attitude towards co-operation and a less favourable attitude towards competition than Aldemar, this suggests that differences found in co-opetive mix between the two organisations would be due to their being higher co-operation and/or lower competition promoted in the SMWGs belonging to Maris- and the reverse in the SMWGs belonging to Aldemar.

The organisational culture of Aldemar appears to promote greater competition than that of Maris, and so greater competitive predominance may not be sanctioned- as opposed to Maris. SMWGs belonging to Aldemar are expected to show greater competition than that those belonging to Maris. Furthermore, if there are greater levels of competition communicated in the Aldemar SMWGs, members' perceptions on performance would not be decreased with increasing competitiveness. In other words, greater levels of competition would be acceptable to members of Aldemar SMWGs, compared to members of Maris SMWGs (where competition is less favoured).

It is interesting that both organisations, Aldemar and Maris, seem to identify extremely small differences between competition and co-operation communicated in the SMWGs, with competition exceeding co-operation. Given that the 'ideal' co-opetive mix perceived by the managing directors (and owners) of both hotel chains assumes co-opetive predominance, it may be implied that both hotel chains may be assuming that the higher decision effectiveness in their hotels may be attained by increasing the co-operation in them to decrease the gap between ideal (which is related to a co-operative predominance) and existent decision effectiveness (which is related to competitive predominance).

It can also be implied that since the managing directors (and owners) of both hotel chains assume an extremely small difference between co-operation and competition in both the ideal (extremely small difference between co-operation and competition, co-operative predominance) and existent (extremely small difference between co-operation and competition, competitive predominance) co-opetive mix of their hotels, both hotel chains may be assuming that their hotels are operating already at high levels of decision effectiveness.

The existent competitive predominance is seen less favourably by Maris, who associate it with 'negative' behaviours and possible regret for promoting competition to that extent. With Maris having a more favourable attitude towards co-operation and a less favourable attitude towards competition than Aldemar, this suggests that differences found in co-opetive mix between the two organisations would be due to their being higher co-operation and/or lower competition promoted in the SMWGs belonging to Maris- and the reverse in the SMWGs belonging to Aldemar.

The organisational culture of Aldemar appears to promote greater competition than that of Maris, and so greater competitive predominance may not be sanctioned- as opposed to Maris. SMWGs belonging to Aldemar are expected to show greater competition than that those belonging to Maris.

Furthermore, if there are greater levels of competition communicated in the Aldemar SMWGs, members' perceptions on performance would not automatically decrease with increasing competitiveness.

In other words, greater levels of competition would be acceptable to members of Aldemar SMWGs, compared to members of Maris SMWGs (where competition is less favoured). This could justify the finding that although the SMWG members of both hotel chains perceived the same level of decision effectiveness in their groups (almost total in terms of decisions and extremely high in terms of process), they perceived different differences between co-operation and competition communicated in their groups overall- Maris SMWGs perceiving a lower difference between co-operation and competition than Aldemar SMWGs (Table 5.19.).

ALDEMAR HOTELS: CASES 1,2,3							MARIS HOTELS: CASES4,5,6,7						
Case	Co-opetive mix perceived by members to be communicated in the group		decision effectiveness perceived by members in terms of				Case	Co-opetive mix perceived by members to be communicated in the group		decision effectiveness perceived by members in terms of			
			process		decisions					process		decisions	
	val.	av.	val.	av.	val.	av.		val.	av.	val.	av.	val.	av.
1	0.15	0.19	0.88	0.86	0.97	0.95	4	0.36	0.33	0.90	0.89	0.96	0.92
2	0.26		0.87		0.97		5	0.29		0.86		0.93	
3	0.14		0.83		0.90		6	0.33		0.84		0.85	
							7	0.31		0.94		0.93	
average values													
0.19= co-operative predominance; extremely small difference between co-operation & competition			0.86= extremely high decision effective-ness		0.95= almost total decision effective-ness		0.33= co-operative predominance; small difference between co-operation & competition			0.89= extremelyhigh decision effective-ness		0.92= almost total decision effective-ness	

Table 5.19: SMWG perceptions on co-opetive mix-decision effectiveness compared between Ademar and Maris hotels. *Note: 'val.' denotes 'value' and 'av.' denotes 'average'.*

This was also confirmed in discussions held with members of the studied SMWGs of the Aldemar and Maris hotel chains. For example, most of the SMWG leaders belonging to the Maris chain kept repeating the terms 'family', 'honour', 'honesty' to express the relations between employees encouraged by the organisation's policy; it was insisted that the employees of all Maris hotels were part of the Maris 'family', and those who remained in the family respected and agreed with the values of honour (described by most group members as a value that makes a person want to do something for the good of the 'family' that is the 'right thing to do' without being forced to do it or be paid to do it) and honesty. One example given for honour was that of an employee of one of the Maris hotels who was leaving work around midnight after his shift and whilst he was driving out of the car park, he noticed that one of the bulbs at the car park was not in operation. Without having to do so, he called

the leader (who works 19 hours a day approximately) and reported it. Honour is a core value of Cretan culture. An example of honesty given by the managing director of Maris was that of an employee working at one of the Maris hotels who made a mistake and reported it himself to management, something that the managing director expressed respect for, stating that 'he can forgive mistakes, but not cover-up'.

When asked whether these values and concepts were part of the company's philosophy, the leaders said that indeed, they were commonly spoken words by the owners of Maris hotels and the managing director- this was also confirmed in an interview with the managing director, who referred to the terms also. Members of the SMWGs belonging to Maris hotels also confirmed the encouragement of a 'family' atmosphere in the Maris hotels. When asked about how much competition there was in relation to co-operation, most of the members emphasised their belonging to a 'family', most knew each other for many years (having being employed at the Maris hotels for many years, at different positions and/or hotels) and co-operated well with one another, and they felt not only that was there no need for competition but also that there was very little present.

However, most of the SMWG leaders belonging to the Aldemar chain mentioned, in short 15 minute interviews held with the researcher after initial findings on co-opetive mix and decision effectiveness, that competition within the hotel chain and specifically between the three hotels studied in this research was encouraged on a daily basis. For example, sports competitions between the hotels was a common occurrence and the term 'team' was repeatedly used by both the leaders and other members of the SMWGs to refer to the relations between members belonging to the same hotel. However, when other SMWG members (besides the leaders) were asked about how much competition there was in relation to co-operation in their groups, they indicated that both competition and co-operation thrived and that both were important to enabling the group to achieve its goals. Furthermore, most of the SMWG members emphasised their belonging to the same 'company', such that although each SMWG may be competing with one another, they also co-operated to achieve the goals of the company they all belonged to.

'Company' (used by Aldemar SMWG members) as a term reflecting the relations between employees of a hotel chain has different connotations to the term 'family' (used by Maris SMWG members); the former assumes greater formality, expected professionalism, and greater competition. The greater formality also reflected in the general atmosphere within the hotels. For example, the greeting by reception staff at all Aldemar hotels was standard (employees will smile and politely ask if any assistance could be provided), whereas at the Maris hotels it varied (employees could smile/not smile and could be polite/not polite in asking if assistance could be provided). Also, Aldemar employees didn't seem to discuss company/personal issues in front of customers or other non-company staff, whereas this was a common occurrence with Maris employees (there were a number of times that the researcher was present in discussions held between employees at Maris hotels, often with other customers present also). This may be related to the overall higher customer satisfaction expressed by Aldemar customers in the chain's customer surveys compared to those of Maris, all of the Aldemar hotels having higher values than any of the Maris hotels (Table 5.20.).

Customer satisfaction at the ALDEMAR HOTELS: CASES 1,2,3				Customer satisfaction at the MARIS HOTELS: CASES4,5,6,7				
cases			chain average	cases				chain average
1	2	3		4	5	6	7	
0.89	0.89	0.91	0.90	0.88	0.86	0.86	0.85	0.86

Table 5.20.: Aldemar and Maris hotel chains compared on customer satisfaction

Therefore, a higher degree of competition between group members is perceived as both acceptable and desirable in the Aldemar chain, in relation to the Maris chain. This relationship between co-opetive mix and decision effectiveness/performance is encouraged through the organisation's culture, which explains why the same beliefs on co-opetition and performance run consistently through each organisation (hotel chain); this also indicates, however, that the culture is strong in both hotel chains. This encouraged relationship between co-opetive mix and decision effectiveness then accounts for the observed differences in the relationship the SMWGs' co-opetive mix and their decision effectiveness; as shown in the earlier tables, Aldemar SMWGs have an average co-opetive mix that shows a greater degree of competition and thus a smaller difference between competition and co-operation communicated in them, related to a similar level of decision effectiveness compared to the Maris SMWGs.

Aldemar SMWGs have an average co-opetive mix value of 0.19 (co-operative predominance; extremely small difference between co-operation & competition) related to decision effectiveness of 0.86 (extremely high), 0.95(almost total), and 0.90(extremely high) in terms of process, decisions and consequences respectively. Maris SMWGs have an average co-opetive mix of 0.33 (co-operative predominance; small difference between co-operation & competition) related to decision effectiveness of 0.89 (extremely high), 0.92(almost total), and 0.86 (extremely high) in terms of process, decisions and consequences respectively.

The overall higher customer satisfaction in the Aldemar SMWGs is related to the smaller difference between the 'ideal' co-opetive mix encouraged through the organisational culture (as perceived as existing by the managing directors of the organisations and based on the contention that perceptions reflect expectations as supported by literature on mental models) and the 'actual' co-opetive mix (whether perceived or observed) found in the SMWGs.

Although both Maris and Aldemar managing directors/owners indicated an 'ideal' co-opetive mix of extremely small difference between co-operation and competition in the SMWGs, the 'actual' co-opetive mix found in Aldemar SMWGs (on average) was exactly that, whereas the 'actual' co-opetive mix found in Maris SMWGs (on average) was different- only a small difference between co-operation and competition in the co-opetive mix was found. This suggests that the closer the 'actual' co-opetive mix of a SMWG is to its 'ideal', the better the group's decision effectiveness- in terms of customer satisfaction which is considered the most important criterion of performance by organisations anyway. This finding also suggests that perhaps Aldemar has a stronger organisational culture compared to Maris.

5.7. A summary of the qualitative findings related to the research's examined relationship

5.7.1. The relationship between a SMWG's communicated co-opetive mix and its decision effectiveness

The overall relationship found between a SMWG's communicated co-opetive mix and its decision effectiveness will be summarized here. The findings on the relationship when work relations is the criterion of co-opetive mix relate to research proposition 1 and research questions 1-3, and were discussed earlier in section 5.4. The findings on the relationship when group meetings is the criterion of co-opetive mix relate to research proposition 2 and research questions 4-6, and were discussed earlier in section 5.5.

The relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it is clear when specific pairs of criteria are used for the two variables and no clear relationship was found between the two variables for other pairs of criteria. More specifically, a clear relationship between a SMWG's co-opetive mix and its decision effectiveness was found between:

- the co-opetive mix communicated in work relations and decision effectiveness in terms of consequences. The smaller the difference between co-operation and competition communicated in the group's work relations, the higher the decision effectiveness in terms of consequences (customer satisfaction);
- the co-opetive mix communicated in the group overall (work relations and group meetings) and decision effectiveness in terms of both process and consequences. The larger the difference between co-operation and competition communicated in the group overall, the higher the decision effectiveness in terms of process but the lower the decision effectiveness in terms of consequences (customer satisfaction);
- the difference in co-opetive mix between work relations and group meetings and decision effectiveness in terms of consequences. The smaller the difference in co-opetive mix found in work relations in relation to group meetings, the higher the decision effectiveness in terms of consequences.

However, when considering these results, the properties of the values for the two variables must be kept in mind:

- The values for co-opetition communicated in work relations are based on perceptions by group members, whilst the values for co-opetition communicated in group meetings are based on both observations by non-members of the group (and more specifically by the researcher) and perceptions of the group members;
- The values for decision effectiveness in terms of process or decisions are based on group members' perceptions, whilst the values for decision effectiveness in terms of consequences are based on perceptions of the customers;
- The values for decision effectiveness are high for all cases, as discussed earlier;

- The differences in values across cases for both variables (decision effectiveness and co-opetition) are subtle, as discussed earlier;
- The values for both variables are contingent on both the frameworks and methods used for deriving them, as discussed earlier;
- The results are specific to the values considered, as discussed earlier.

5.7.2. Influences of the SMWG's social context on the relationship between a SMWG's communicated co-opetive mix and its decision effectiveness

The overall influences of the group's social context on the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it will be summarized here. The findings on the influences of the SMWG's group and organizational contexts relate to research proposition 3 and research questions 7 and 8, and were discussed earlier in section 5.6.

In general, the influences of the group's context on the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it has been minimal in relation to the influences of organisational context. Therefore, emphasis of the context within which a SMWG operates will be on the organisational context, rather than the group context, in the remainder of this thesis. However, this does not necessarily mean that group context has little influence, but that the particular aspects of group context studied have shown little influence on the particular cases examined in relation to the particular topic. Other aspects of group context may well possibly a more significant role in other cases or studies, which is an avenue that may be worth exploring in further in future studies. The fact that all cases belonged to organisational chains, the standardization associated with chains may have decreased the impact of group context factors in relation to organisational context factors.

Organisational culture comprised the most important aspect of organisational context that appeared to influence the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it. In the subsequent section of this thesis, this will be the main organisational context factor that will be referred to as an influence on the relationship between a SMWG's co-opetive mix and decision effectiveness.

The findings relating to this research's propositions and related questions have been presented and discussed so far qualitatively, in accordance to the underlying rationale guiding the analysis. Based on the qualitative findings, a brief quantitative analysis was conducted to support, even though to a limited extent, the qualitative findings by: verifying the patterns found on the relationship between co-opetition and decision effectiveness; confirming the reliability of the indicators. The quantitative analysis is simply an enrichment to the qualitative analysis based on this case study's rationale, not an intricate complement to it.

5.7.3. Other relationships examined: relationships between criteria of co-opetive mix; relationships between criteria of decision effectiveness

The two criteria of co-opetive mix, work relations and group meetings, seem to show a similar pattern with decision effectiveness. Decision effectiveness in terms of the criteria of both decisions and process appears to increase with increasing difference between co-operation and competition in the group's (co-operative predominance) co-opetive mix, when both criteria of co-opetive mix (work relations and group meetings) are considered. Decision effectiveness in terms of the criterion of consequences appears to increase with decreasing difference between co-operation and competition in the group's communicated co-opetive mix, when both criteria of co-opetive mix- work relations and group meetings- are considered. These relationships seem to suggest that the criteria of co-opetive mix are related to one another (positively) and/or that the criteria of decision effectiveness are related to one another. The two criteria of co-opetive mix, work relations and group meetings, seem to be positively related. For decision effectiveness, the criteria of process and decisions seem to be positively related to each other, whereas the criterion of consequences seems to be negatively related to both the criteria of decisions and process.

5.8. Quantitative findings across cases

Qualitative analysis found that the predominance in the co-opetive mix played a less important role than the difference between co-operation and competition in the co-opetive mix in terms of the relationship between co-opetive mix and decision effectiveness. The general patterns found between co-opetive mix and decision effectiveness included:

- the higher the difference between co-operation and competition communicated in a SMWG- its work relations, group meetings and overall,
    - the higher the decision effectiveness in terms of both process, decisions, and overall; and
    - the lower the decision effectiveness in terms of consequences;
- the higher the difference in co-opetition between that in a SMWG- its work relations, group meetings and overall,
    - the higher the decision effectiveness in terms of both process, decisions, and overall; and
    - the lower the decision effectiveness in terms of consequences.

Quantitative analysis in the form of correlations was carried out to examine whether the qualitative findings can be confirmed quantitatively. Correlations relating to both variables, co-opetive mix and decision effectiveness, were conducted using SPSS .

5.8.1. Relationships between co-opetive mix criteria and decision effectiveness criteria

Correlations between different pairs of criteria of co-opetive mix and decision effectiveness were conducted and those that were found to be statistically significant are shown in table 5.21. Although these correlations, indicated by correlation coefficient r, will indicate the strength (weak-strong) and direction of the relationship (positive/negative) between pairs of values from the sets of criteria examined, they do not imply causation. It could be that either or even both of the criteria influence each other, and possibly even the whole relationship may be a coincidence (an argument that is often made when samples are small- as in this case with a sample of 7 SMWGs).

The correlations have been determined using Kendall's tau_b in SPSS v.10. Kendall's tau_b is a non-parametric test that should be preferred when the data are ordinal, the sample ('data set') is small and many scores have the same ('tied') ranks {Field, 2002}. Kendall's tau_b test was therefore considered as the most appropriate test for the statistical analysis since these conditions existed in the current research. Furthermore, Howell (1997) showed evidence to support that more accurate generalisations can be drawn from Kendall's statistic than from Spearman's statistic {Field, 2002}.

One-tailed tests were used when deriving the correlations since there were specific directions in the relationships between co-opetive mix and decision effectiveness found during the qualitative analysis. In statistical terms, one-tailed tests are directional alternative hypotheses, each specifying that the independent variable (co-opetitive mix) is responsible for the differences in values of decision effectiveness. The alternative hypothesis is never directly evaluated; the null hypothesis is evaluated, the logical counterpart such that if the null hypothesis is false the alternative hypothesis must be true, by assuming that chance alone is responsible for the differences in values of decision effectiveness. The α level indicates the probability of having made a Type I error, rejecting the null hypothesis when it is true and therefore accepting the alternative hypothesis as true (that there is a 'real effect', an effect that produces a change in the dependent variable, of co-opetive mix on decision effectiveness). Essentially, the alternative hypothesis is seen as reasonable and worth pursuing if the correlation coefficient is found significant at an α level. The most common α levels are 0.05 and 0.01 {Field, 2002}.

When the relationship was not found to be statistically significant, the cell is empty with a diagonal line cutting across it. The alpha level at which the relationship was found to be significant is represented by α. The correlation coefficient is represented by r, whilst r^2 represents the square of the correlation coefficient that identifies how much of the variation in one variable can be explained by variations in the other. e.g. 81% of the variation in overall decision effectiveness in terms of consequences can be explained by variations in overall co-opetition communicated in work relations; 19% of the variation is to be explained by other factors. N represents the number of data sets included in the correlation (sample size).

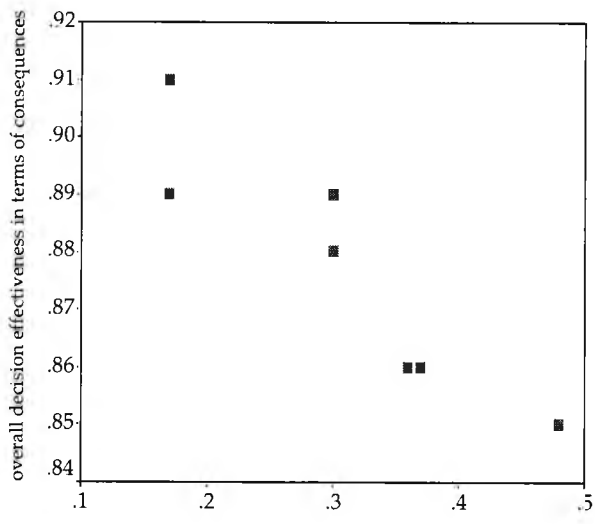
The relationships have been found statistically significant at two different levels of significance, 1% (when α=0.001) and 5% (when α=0.05). The former significance level is more stringent and basically decreasing the risk of mistakenly claiming that a relationship exists. As can be seen from Table 5.21., the stronger correlations are shown when:

- work relations is used as a criterion for co-opetive mix, and
- consequences is used as a criterion of decision effectiveness.

This was also found by the qualitative analysis, and thus the quantitative analysis has verified the finding. The statistically significant relationships between the criteria shown in the table below will now be discussed in more detail, whilst also being illustrated in scatter plots.

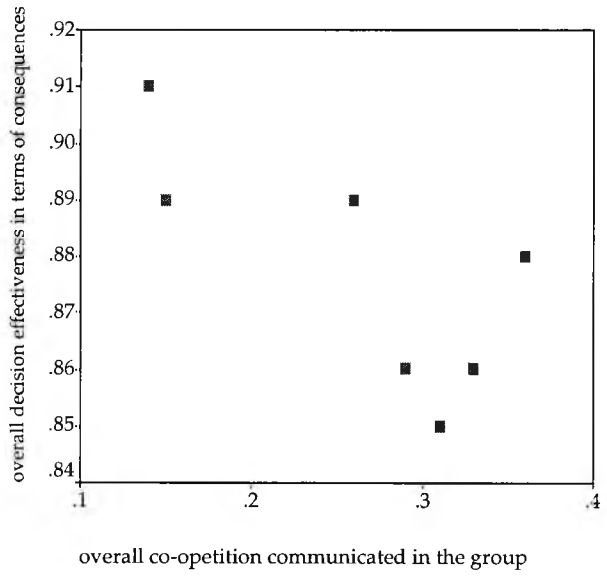
Variables			OVERALL DECISION EFFECTIVENESS			
	Criteria		process	decisions	consequences	group overall
OVERALL COMMUNICATED CO-OPETIVE MIX	work relations	r α r^2			-0.895 0.001 0.81 very strong negative relationship	
	group meetings	r α r^2				
	work relations & group meetings, *average/ difference*	r α r^2			-0.551 0.05 0.31 moderate negative relationship	

Table 5.20.: Statistically significant correlations in overall criteria of co-opetive mix-decision effectiveness



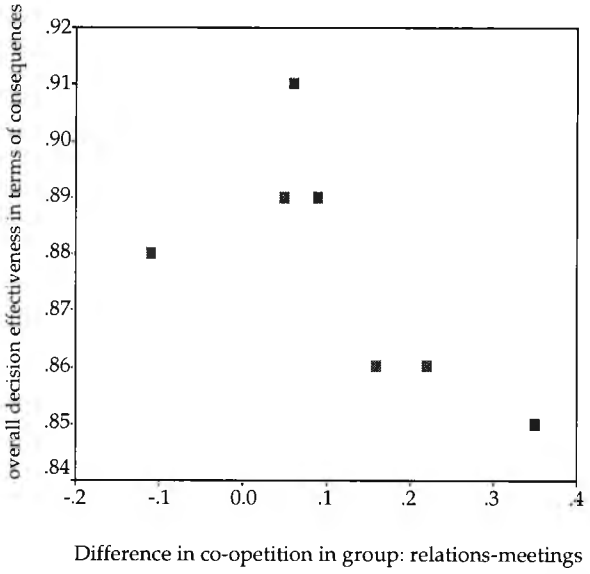
As also shown qualitatively, overall decision effectiveness in terms of consequences decreases with increasing overall co-opetition in work relations. Quantitatively, it can be concluded that if the SMWG's overall co-opetive mix in its work relations (predominance and difference between co-operation and competition) is lower, there is a strong (r=-0.895) chance that the customers of the hotel which the SMWG belongs to will be more satisfied. There is always the possibility that this is not true; however, the 1% significance level ensures that this risk is minimised. 81% of the variation in overall decision effectiveness in terms of consequences can be explained by variations in overall co-opetition communicated in work relations; 19% of the variation is to be explained by other factors

Figure 5.21.: The relationship between overall co-opetition in work relations & overall decision effectiveness in terms of consequences



As also shown qualitatively, overall decision effectiveness in terms of consequences decreases with increasing overall co-opetition in the group. Quantitatively, it can be concluded that if the SMWG's overall co-opetive mix (predominance and difference between co-operation and competition) is lower, there is a moderate (r=-0.551) chance that the customers of the hotel which the SMWG belongs to will be more satisfied There is always the possibility, however, that this is not true. 31% of the variation in overall decision effectiveness in terms of consequences can be explained by variations in overall co-opetition communicated in the SMWG; 69% of the variation is to be explained by other factors.

Figure 5.22.: The relationship between overall co-opetition in the group & overall decision effectiveness in terms of consequences



As also shown qualitatively, overall decision effectiveness in terms of consequences decreases with increasing difference in co-opetition between work relations and group meetings. Quantitatively, it can be concluded that if the SMWG's difference in co-opetition between work relations and group meetings is lower, there is a moderate (r=-0.551) chance that the customers of the hotel which the SMWG belongs to will be more satisfied. There is always the possibility, however, that this is not true. 31% of the variation in overall decision effectiveness in terms of consequences can be explained by variations in the difference in co-opetition communicated between work relations and group meetings; 69% of the variation is to be explained by other factors.

Figure 5.23.: The relationship between the difference in co-opetition between work relations and meetings & overall decision effectiveness in terms of consequences

The correlations have verified, even though to a limited extent given the small sample size of 7 cases and the thereby limited statistical generalisability. The qualitative findings on general patterns between the criteria of co-opetive mix and decision effectiveness. Remaining to be supported is the reliability of the indicators that can be used to obtain these patterns. This will be examined next.

5.8.2. Relationships between co-opetive mix indicators and decision effectiveness indicators

Those indicators that showed statistically significant correlations at the $\alpha = 0.01$ and $\alpha = 0.05$ levels of significance using one-tailed tests with Kendall's statistic in SPSS v.10 are shown in Table 5.24.

It is interesting that the general direction of the relationship between co-opetition in work relations and decision effectiveness in terms of consequences is contradicted when measured perceived is used as an indicator of co-opetition in work relations and quoted observed is used as an indicator for decision effectiveness in terms of the consequences; this could be the product of chance. In terms of reliability, this pair of indicators are not reliable to be used in combination for making any predictions on co-opetition and decision effectiveness. However, it is interesting that despite the direction of the relationship being reverse, the strength of the relationship is strong; this may, then, support the general finding that consequences and work relations are reliable criteria for examining the relationship between a SMWG's decision effectiveness and the co-opetition communicated in it, respectively.

As can be seen from Table 5.24., the most consistent correlation is shown when:

- quoted perceived co-opetition in work relations is used as an indicator for co-opetive mix, and
- quoted observed decision effectiveness in terms of consequences is used as an indicator of decision effectiveness.

Although average observed shows a stronger relationship with quoted perceived co-opetitive mix in work relations. However, this greater strength is misleading; it is influenced by the correlation between measured observed decision effectiveness (consequences) and co-opetive mix (work relations), which is based on only one category of values of decision effectiveness for all cases: extremely high. Therefore, quoted observed is more reliable and appropriate as an indicator for decision effectiveness in terms of consequences than both measured observed and average observed indicators. These relationships were also found by the qualitative analysis, and thus the quantitative analysis has verified the findings. Which indicators, however, can be used to more reliably predict a SMWG's decision effectiveness in terms of the co-opetive mix communicated in it?

Qualitative analysis had suggested that the following pairs of co-opetive mix-decision effectiveness can be used together to make assessments on the relationship between a SMWG's communicated co-opetition and its decision effectiveness:

- quoted or average perceived as indicators of co-opetive mix in the group's work relations with average perceived as indicator of decision effectiveness in terms of process;
- quoted or average perceived as indicators of co-opetive mix in the group's work relations with quoted perceived as indicator of decision effectiveness in terms of decisions;
- quoted or average perceived as indicators of co-opetive mix in the group's work relations with quoted observed as indicator of decision effectiveness in terms of consequences.

Variables			DECISION EFFECTIVENESS OF THE GROUP			
Criteria			Process	Consequences		
	Indicators		quoted perceived	quoted observed	measured observed	average observed
COMMUNICATED CO-OPETIVE MIX IN THE GROUP	Work relations	quoted perceived	r α r^2 moderate positive relationship	-0.85 0.01 0.73 strong negative relationship	-0.85 0.01 0.73 strong negative relationship	-0.95 0.01 0.91 v. strong negative relationship
		measured	r α r^2	0.72 0.05 0.52 strong positive relationship	-0.68 0.05 0.47 moderate negative relationship	-0.72 0.05 0.52 strong negative relationship
		average perceived	r α r^2	-0.90 0.01 0.81 v. strong negative relationship		-0.90 0.01 0.81 v. strong negative relationship
	Group meetings	measured perceived	r α r^2	-0.92 0.01 0.85 v. strong negative relationship		-0.82 0.05 0.68 strong negative relationship
		(perceived-observed)	r α r^2	-0.75 0.05 0.57 strong negative relationship		-0.75 0.05 0.57 strong negative relationship
	meetings & relations	average	r α r^2 moderate positive relationship	0.65 0.05 0.42 moderate negative relationship	-0.65 0.05 0.42	

Table 5.24.: Statistically significant correlations between indicators of co-opetive mix-decision effectiveness

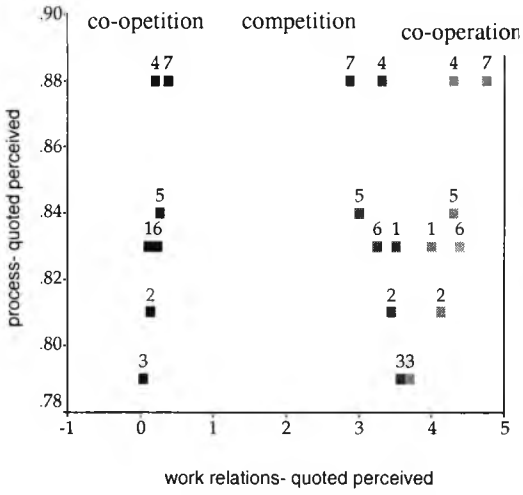
However, the quantitative analysis indicated that the most reliable pairs of indicators for predicting the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it are:

- quoted perceived as indicator of co-opetive mix in the group's work relations with quoted perceived as indicator of decision effectiveness in terms of process;
- no indicator of co-opetive mix with an indicator of decision effectiveness in terms of decisions;
- quoted perceived as indicator of co-opetive mix in work relations with average observed (although quoted or measured observed could also be used) as indicator of decision effectiveness in terms of consequences;
- measured perceived as indicator of co-opetive mix in group meetings with quoted observed as indicator of decision effectiveness in terms of consequences.

These statistically significant relationships will now be discussed in more detail, whilst being illustrated in scatter plots. Where the term 'co-opetition' is used, it will refer to the co-opetive mix value, indicating the difference between co-operation and competition- higher co-opetition will therefore indicate a larger difference between co-operation and competition, whilst lower co-opetition will indicate a smaller difference between co-operation and competition. Also, positive values for co-opetition indicate co-operative predominance, whereas any negative values for co-opetition will indicate competitive predominance.

The relationships between decision effectiveness and both communicated competition and communicated co-operation will be plotted alongside the relationships between decision effectiveness and communicated co-opetition, to identify whether the differences in co-opetition are due to differences in co-operation, competition, and/or both.

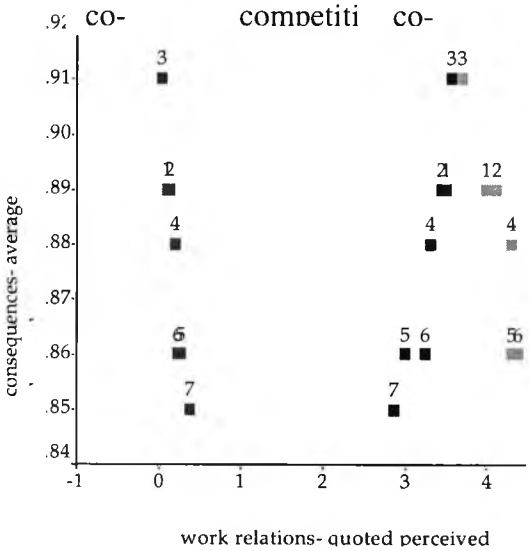
Statements in the figures will be made regarding the 'highest' and lowest' levels that competition, co-operation, co-opetition and decision effectiveness reach. However, these statements could be misleading because the meanings of the term 'highest' and 'lowest' differ for competition, co-operation and co-opetition and do not necessarily mean low values. In fact, the differences between the gighest and lowest values are subtle. For instance, with quoted perceived as an indicator of co-opetition in the SMWG's work relations (figure 5.25.), the 'highest' value for competition is between 3.00 and 4.00, indicating a medium to high degree of competition, whereas the 'lowest' value is between 2.00 and 3.00, indicating a low to medium degree of competition.



Decision effectiveness increases at an increasing rate with increasing co-opetition (r= 0.65 at the α= 0.01 level of significance[1]). The same trend was found with co-operation and decision effectiveness. However, the reverse trend was found between competition and decision effectiveness, with decision effectiveness decreasing with increasing competition. Decision effectiveness is at its highest levels when co- opetition is at its highest levels, competition is at its lowest levels, and co-operation is at its highest levels; decision effectiveness is at its lowest levels when co-opetition is at its lowest levels, competition is at its highest levels and co-operation is at its lowest levels. Co-operation is higher than competition when co-opetition is both at its highest and lowest levels. In other words, all seven SMWGs indicated higher levels of co-operation than competition in their communication. Also, what can be seen in figure 5.25. is that there is a large drop (relative to the rest of the plots on the graph) in decision effectiveness between the first two SMWGs shown on the graph (cases 7 and 4) and the remaining five (cases 1,2,3,5 and 6), due to a larger difference between co-operation and competition for case 7 and a smaller difference between co-operation and competition for case 4.

A very important finding is that when there is essentially no difference between (0.03) between the levels of competition and co-operation, the decision effectiveness of the decision-making process reaches its lowest levels (0.79). This is coupled with co-operation and competition both being at values between 3 and 4, indicating a medium to high degree of competition and co-operation. Furthermore, as can be seen in the graph, the decrease in co-operation is larger than the increase in competition when looking at the drop in decision effectiveness from its highest level to its lowest. This suggests that it may be that co-operation needs to be at a higher level for decision effectiveness to be higher. It also suggests that increases in decision effectiveness can be achieved if the increases in co-operation are greater than the decreases of competition.

Figure 5.25: quoted perceived as co-opetive mix in work relations and quoted perceived as decision effectiveness in terms of process



Decision effectiveness decreases at an increasing rate with increasing co-opetition (r= -0.923 at the α= 0.01 level of significance[1]). The trend is more closely related with the similar negative relationship observed between co-operation and decision effectiveness. The opposite relationship is observed between competition and decision effectiveness, with decision effectiveness decreasing with decreasing competition. Other important findings are that: decision effectiveness is at its highest levels when co-opetition is at its lowest levels, competition is at its highest levels and co-operation is at its lowest levels; decision effectiveness is at its lowest levels when co-opetition is at its highest levels, competition is at its lowest levels, and co-operation is at its highest levels. Co-operation is higher than competition when co-opetition is both at its highest and lowest levels. In other words, all seven SMWGs indicated higher levels of co-operation than competition in their communication.

Figure 5.26: quoted perceived as co-opetive mix in work relations and average perceived as decision effectiveness in terms of consequences

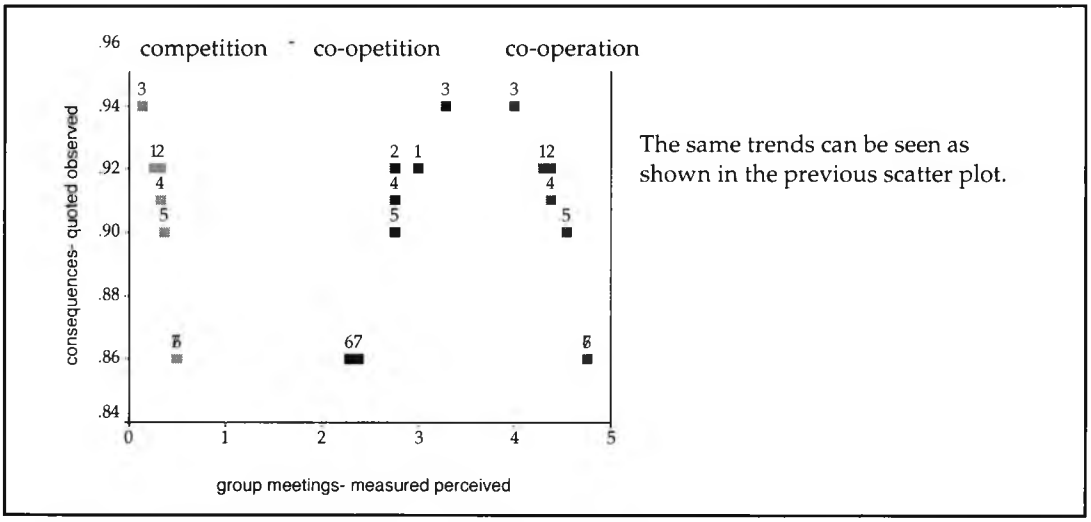


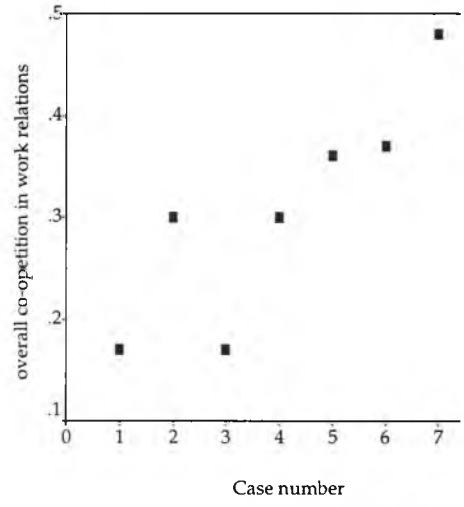
Figure 5.27: measured perceived as co-opetive mix in group meetings and quoted observed as decision effectiveness in terms of consequences

5.8.3. Relationships between criteria and indicators of the variables

Correlations between criteria and indicators of each variable were also derived, using Kendall's tau_b in SPSS v.10 and carrying out a two-tailed test, in order to examine the relationships between the different criteria of a variable (Table 5.28.).

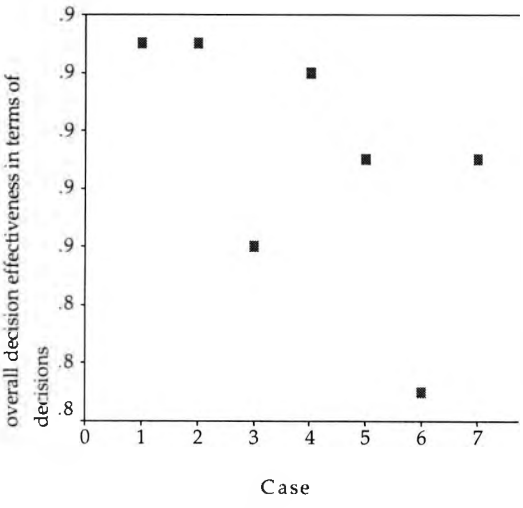
Variable: Co-opetive mix communicated in the group			**Correlation**			
Criteria	**work relations**	**group meetings**	**r**	**α**	**r^2**	**Comment**
Indicators	quoted perceived	measured perceived	0.78	0.05	0.61	*a strong positive relationship*
	measured perceived	measured perceived	0.75	0.05	0.56	
Variable: decision effectiveness of the group			**Correlation**			
Criteria	**Process**	**Decisions**	**r**	**α**	**r^2**	***Comment***
Indicators	measured perceived	measured perceived	0.67	0.05	0.45	*a moderate positive relationship*
	Decisions	**Consequences**	**r**	**α**	**r^2**	***Comment***
	quoted perceived	quoted observed	-0.58	0.05	0.34	*a moderate negative relationship*
	quoted perceived	measured observed	-0.68	0.05	0.46	
	quoted perceived	average observed	-0.68	0.05	0.46	

Table 5.28.: Relationships between criteria and indicators of each variable



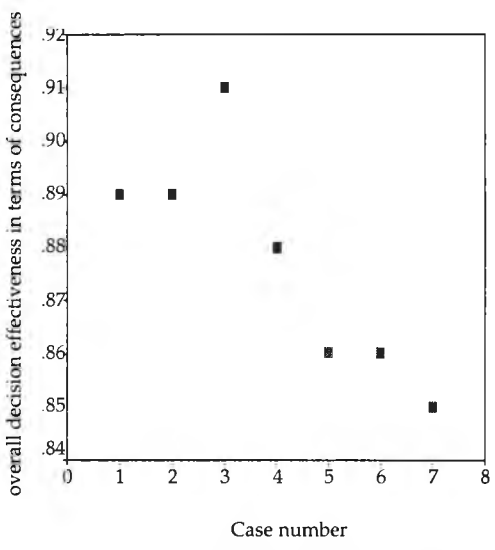
As also shown qualitatively, overall co-opetition in work relations increases with increasing case number. In other words, the difference between co-operation and competition (and co-operative predominance) communicated in the cases' co-opetive mix is generally higher in Maris hotel SMWGs compared to Aldemar hotel SMWGs. Quantitatively, we can conclude that if the SMWG belongs to the Maris hotel chain, there is a strong (r=0.851) chance that the overall co-opetition communicated in work relations is expected to be higher. There is always the possibility, that this is not true; however, the 1% significance level ensures that this risk is minimised. 73% of the variation in overall co-opetition in work relations can be explained by variations in case number (chain ownership); 27% of the variation is to be explained by other factors.

Figure 5.30.: The relationship between case number & overall co-opetition in work relations



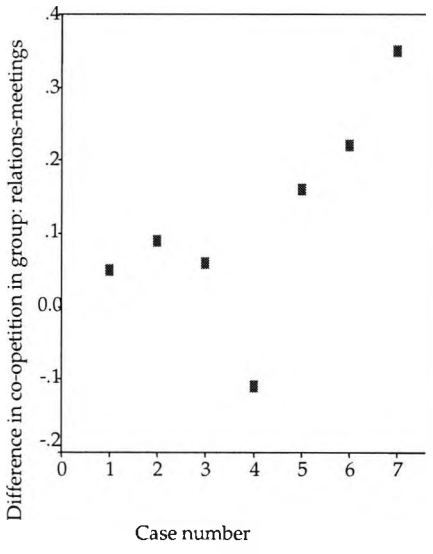
As also shown qualitatively, overall decision effectiveness in terms of decisions decreases with increasing case number. In other words, the decision effectiveness perceived by the SMWG's members in terms of the decisions made is generally lower in Maris hotel SMWGs compared to Aldemar hotel SMWGs. Quantitatively, we can conclude that if the SMWG belongs to the Maris hotel chain, there is a moderate (r=-.551) chance that the overall decision effectiveness in terms of the decisions will be lower. There is always the possibility, however, that this is not true. 31% of the variation in overall decision effectiveness in terms of decisions can be explained by variations in case number (chain ownership); 69% of the variation is to be explained by other factors.

Figure 5.31.: The relationship between case number & overall decision effectiveness in terms of decisions



As also shown qualitatively, overall decision effectiveness in terms of consequences decreases with increasing case number. In other words, the decision effectiveness perceived by customers in terms of the consequences of the decisions made (customer satisfaction) is generally lower in Maris hotel SMWGs compared to Aldemar hotel SMWGs. Quantitatively, we can conclude that if the SMWG belongs to the Maris hotel chain, there is a strong (r=-0.751) chance that the overall decision effectiveness in terms of consequences will be lower. There is always the possibility, however, this is not true. 57% of the variation in overall decision effectiveness in terms of consequences can be explained by variations in case number (chain ownership); 43% of the variation is to be explained by other factors.

Figure 5.32.: The relationship between case number & overall decision effectiveness in terms of consequences



As also shown qualitatively, the difference in co-opetition between work relations and group meetings increases with increasing case number. In other words, the difference in co-opetition between work relations and group meetings is generally higher in Maris hotel SMWGs compared to Aldemar hotel SMWGs. Quantitatively, we can conclude that if the SMWG belongs to the Maris hotel chain, there is a moderate (r=0.619) chance that the difference between co-opetition communicated in work relations compared to that communicated in group meetings will be higher. There is always the possibility, however that this is not true. 39% of the variation in the difference in co-opetition between work relations and group meetings can be explained by variations in case number (chain ownership); 61% of the variation is to be explained by other factors.

Figure 5.33: The relationship between case number and difference in co-opetition between work relations & group meetings

5.8.5. Other relationships examined

Relationships between criteria of co-opetive mix and relationships between criteria of decision effectiveness were also examined. Those pairs of indicators (each pair of a different criterion of the same variable) that showed statistically significant correlations at the α= 0.01 and α=0.05 levels of significance using one-tailed tests with Kendall's statistic in SPSS v.10 are shown in Tables 5.34. and 5.35.

Variables				CO-OPETIVE MIX COMMUNICATED IN THE GROUP
	Criteria			Group meetings
		Indicators		measured perceived
COMMUNICATED CO-OPETIVE MIX IN THE GROUP	Work relations	*quoted perceived*	r	0.78
			α	0.05
			r^2	0.61
				strong positive relationship
		measured perceived	r	0.75
			α	0.05
			r^2	0.56
				strong positive relationship
		average perceived	r	0.87
			α	0.01
			r^2	0.76
				strong positive relationship

Table 5.34: Statistically significant relationships between co-opetive mix criteria

Quantitative analysis confirmed the qualitative findings, showing that there is a positive relationship between the two criteria of communicated co-opetive mix. This means that changing the co-opetive mix on one criterion, would change the co-opetive mix on the other criterion, in the same direction. The relationship between the two criteria is clear when quoted, measured or average perceived are used as indicators of work relations, and measured perceived is used as an indicator of group meetings.

Variables				DECISION EFFECTIVENESS OF THE GROUP		
	Criteria			Decisions	Consequences	
		Indicators		measured/ average perceived	quoted observed	measured/ average observed
DECISION EFFECTIVENESS OF THE GROUP	Process	quoted / average perceived	r		-0.58	-0.68
			α		0.05	0.05
			r^2		0.34	0.46
					moderate negative relationship	
		measured perceived	r	0.67		
			α	0.05		
			r^2	0.45		
				moderate positive relationship		

Table 5.35: Statistically significant relationships between decision effectiveness criteria

Quantitative analysis confirmed the qualitative findings, showing that there is a positive relationship between the criteria of process and decisions, whereas a negative relationship between consequences and process. This means that changing the decision effectiveness on one criterion, would

change the decision effectiveness of the other criteria, in the directions indicated. The relationship between process and decisions is strongest when measured perceived is an indicator of process, and measured or average perceived are indicators of decisions. The relationship between process and consequences is clear when quoted perceived is an indicator of process, and quoted, measured or average observed are indicators of consequences. No statistically significant relationship was found between the criteria of decisions and consequences.

CHAPTER SIX

THE MODEL AND ITS IMPLICATIONS

6.1. Introduction

If we could first know where we are and whither we are tending, we could then better judge what to do and how to do it.

Abraham Lincoln

The previous chapter focused on presenting patterns of results and analysing them for their relevance to the research's propositions and questions, in order to develop a model of the relationship explored. This model will be presented in the present chapter, and positioned within the context of existing literature. The model will demonstrate the role of co-opetition in the decision effectiveness of a SMWG and how it can be used as a tool for diagnosis, prediction and advice. Therefore, the implications of the model to both theory and practice will be discussed.

It will be argued that co-opetition communicated in a SMWG can be identified and managed for influencing the group's decision effectiveness and subsequently, performance. In accordance with Abraham Lincoln's statement quoted above, identifying both a SMWG's degree of decision effectiveness and the degree of co-opetition communicated in it, will allow the group's management to decide on how to improve the group's decision effectiveness by manipulating co-opetive mix communicated in the group.

The chapter is as follows. First, the identified relationship between a SMWG's decision effectiveness and the communicated co-opetition in it, within its organizational context will be presented, in relation to the findings discussed in the previous chapter; this presentation is essentially a simplified version of the examined relationship, focusing on the particular aspects of co-opetition and decision effectiveness being investigated. A prescriptive model of the role of communicated co-opetition in the management of a SMWG's decision effectiveness will then be portrayed. However, certain characteristics of the model should be borne in mind when reading through the material: as a model, it is a simplified representation of what was found and thus emphasises the specific aspects comprising the focus of the specific study; therefore, other aspects that may relate to the topic but are not directly related to the research's propositions and questions, are not included in the model. Once the model is discussed, the implications of the model in terms of both theory[1] and practice will be examined. The chapter will conclude with the main limitations of the model.

[1] its contribution and position to existing knowledge.

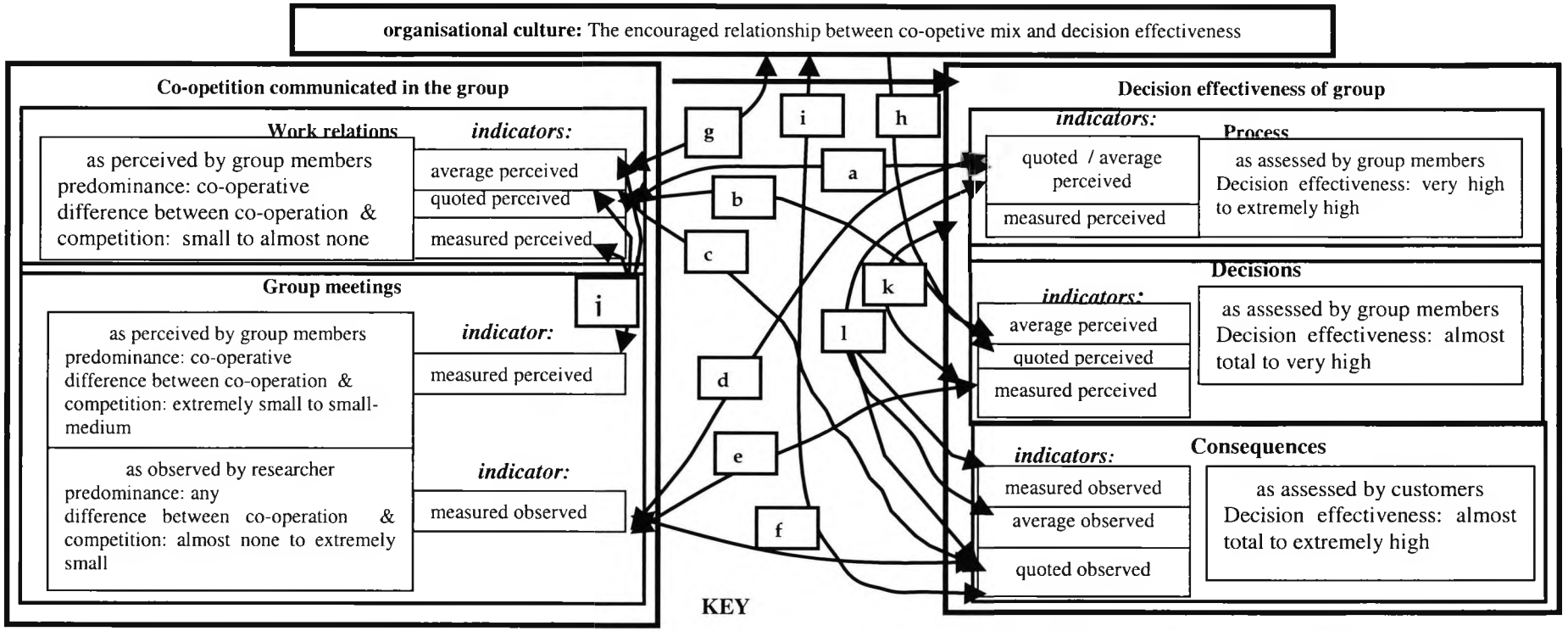
6.2. The relationship between a SMWG's decision effectiveness and the communicated co-opetition in it, within its organizational context

Based on these relationships found, mainly through the qualitative analysis and confirmed in part (where indicated in the key) through the quantitative analysis, the relationship is identified between a SMWG's decision effectiveness and the co-opetition communicated in the group, within its organistaional context. This relationship is then used as a basis for developing a model to show the role of co-opetition in the management of a SMWG's decision effectiveness. First, however, the main findings are summarised (Figure 6.1.).

In general, there is a positive relationship between the co-opetive mix communicated in a SMWG (whether the criterion is work relations or group meetings) and the group's decision effectiveness in terms of both process and decisions. However, the reverse relationship exists when the criterion for decision effectiveness is consequences. This difference is linked to the difference between member perceptions and customer perceptions of decision effectiveness. Whereas members of the SMWGs assess decision effectiveness in terms of both process and decisions, customers assess decision effectiveness in terms of consequences. Clearly, the two types of assessors evaluate differently, which may be related to their 'mental models' regarding performance, social interdependence and the relationship between the two. Each assessor's background, values, training, experience will have shaped their thinking in relation to competition and co-operation in a group and their relationship to group performance.

Although the general pattern of the relationship between a SMWG's decision effectiveness and co-opetive mix is similar when the different criteria of co-opetive mix and decision effectiveness in the SMWG are considered, work relations as a criterion of co-opetive mix and consequences as a criterion of decision effectiveness appear to be the most reliable criteria in depicting the relationship. However, the strength of the relationships depends on the specific indicators used for the criteria. If quoted perceived is used as an indicator of co-opetive mix in work relations and quoted observed is used as an indicator for decision effectiveness in terms of consequences, the relationship found is strong statistically. However, if measured observed is used as an indicator of co-opetive mix in group meetings and quoted observed is used as an indicator of decision effectiveness in terms of consequences, the relationship found is even stronger.

The relationship between a SMWG's decision effectiveness and the co-opetive mix communicated within it was found to be influenced mainly by organizational culture. Organisational culture appears to have a strong positive relationship with co-opetive mix communicated in a SMWG's work relations, with average perceived as the indicator for co-opetive mix. Conversely, organizational culture appears to have a strong negative relationship with decision effectiveness in terms of consequences, with quoted observed as the indicator for decision effectiveness. The different criteria of each variable are also related.



KEY

letter	relationship and statistical significance	letter	Relationship and statistical significance
a, k	moderate positive relationship (statistically significant)	**g, j**	strong positive relationship (statistically significant)
b, d	positive relationship	**e**	undefined relationship between criteria (relationships differ with indicators used)
c, i	strong negative relationship (statistically significant)	**f**	very strong negative relationship (statistically significant)
		h, l	moderate negative relationship (statistically significant)

Figure 6.1.: A summary of the relationship between co-opetition and decision effectiveness in a SMWG, within its organisational context

Based on these relationships found, mainly through the qualitative analysis and confirmed in part (where indicated in the key) through the quantitative analysis, the relationship is identified between a SMWG's communicated co-opetition and its decision effectiveness, within its organisational context (Figure 6.2.). There are four main interrelated components to this relationship:

- the co-opetive mix communicated in a SMWG
- the decision effectiveness of the SMWG
- the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it and
- the encouraged relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it, as encouraged by the SMWG's organisational culture.

The first two comprise the two main variables investigated in this study, co-opetive mix communicated in a SMWG and decision effectiveness of the SMWG.

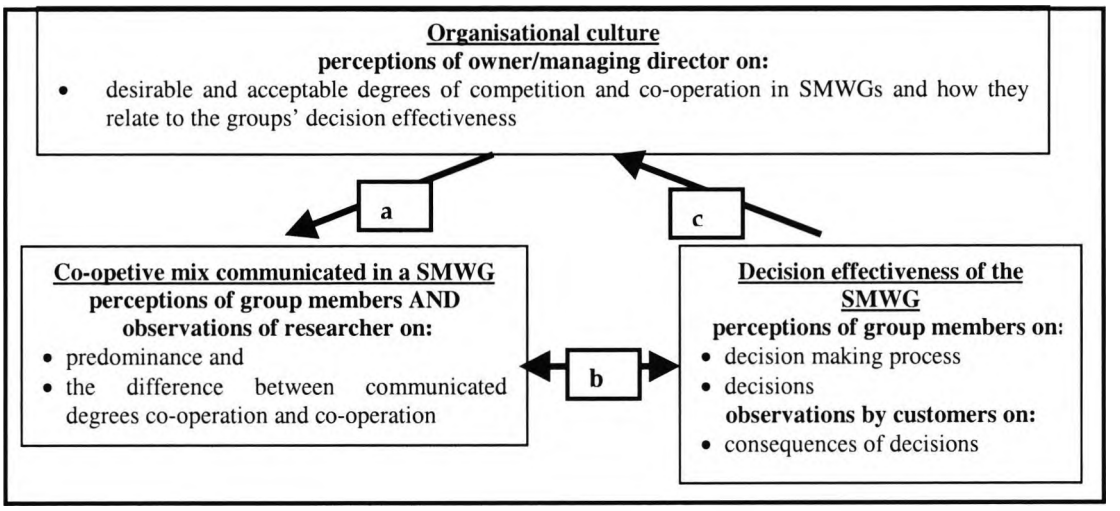


Figure 6.2.: The relationship between a SMWG's decision effectiveness and the communicated co-opetition in it, within the group's organisational context

a indicates the co-opetive mix encouraged in a SMWG through the organisational culture; **b** indicates the relationship between the co-opetive mix communicated in a SMWG and the SMWG's decision effectiveness; **c** indicates the influence of the SMWG's assessed decision effectiveness on the organisational culture that will continue to be encouraged in the SMWG.

The co-opetive mix encouraged in a SMWG through the organisational culture is based on what the owner/managing director of the organisation perceives as desirable and acceptable degrees of competition and co-operation in SMWGs and how these degrees relate to the groups' decision effectiveness (**a** in figure 6.2.).

The co-opetive mix that a SMWG's members perceive to exist in the group influences their perceptions on how effective both their decision making process and their decisions are. Also, an external observer (a researcher for instance) will also have his/her own perception of the co-opetive mix communicated in the group. Customers will also have their own assessment of the SMWG's decision effectiveness, expressed through the organisation's customer satisfaction surveys (**b** in figure 6.2.).

The managing directors/owners of the organisations will make their own assessments of the SMWG's decision effectiveness, based on the results of the customer satisfaction surveys, the profits and the number of customers (expressed in fullness of hotel). The assessment will influence subsequent perception on desirable co-opetive mix to be encouraged in the future (**c** in figure 6.2.).

6.3. A model of the role of communicated co-opetition in the management of a SMWG and in the control of the group's decision effectiveness, within the group's social context

The identified relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it, within its organisational contextr, can be used to model the role of co-opetition in the management of a SMWG's decision effectiveness (Figure 6.3.).

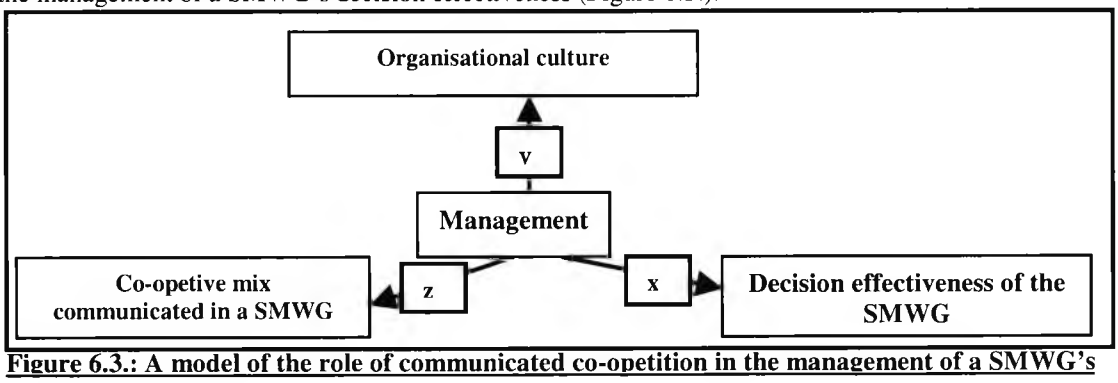


Figure 6.3.: A model of the role of communicated co-opetition in the management of a SMWG's decision effectiveness. **x** *indicates managerial actions in relation to decision effectiveness,* **y** *indicates managerial actions in relation to organisational culture, and* **z** *indiates managerial actions in relation to co-opetive mix*

The appropriate criteria for assessing the decision effectiveness of the SMWG needs to be decided on with consideration to what the organisation is more interested in or what criteria (which can be a single criterion) are more significant to the performance of the specific organisation. The level of decision effectiveness that the organisation wishes to attain should also be decided on (the 'ideal'), with consideration to the criteria being used for decision effectiveness. The selected criteria should be used to identify the 'actual' decision effectiveness and identify the gap between the actual and the ideal, using those indicators that are appropriate for the particular criteria (**x** in figure 6.3.).

The relationship between co-opetition and decision effectiveness encouraged by the organisation's culture ('actual') needs to be determined and examined in relation to what the organisation wants to encourage ('ideal'). The gap between the ideal and the actual will be identified (**y** in Figure 6.3.).

The co-opetive mix (the 'actual' predominance and 'actual' difference between co-operation and competition) communicated in the group needs to be determined using the appropriate criteria (which can be a single criterion), with consideration to which criteria are appropriate in relation to the chosen criteria of decision effectiveness. Those indicators found (by the present research) to be related to the indicators of the decision effectiveness criteria must be used. The 'ideal' co-opetive mix (which,

according to the findings of this research will yield the highest decision effectiveness with the particular criteria of both decision effectiveness and co-opetive mix) will then be identified and the gap between ideal and actual co-opetive mix can be identified and actions to modify it be decided and taken. Since both criteria of co-opetive mix are related to each other, intervention to modify actual co-opetive mix can be by focusing on co-opetive mix of either work relations of group meetings (since one will eventually influence the other). Where possible, focus on both is better (**z** in Figure 6.3.).

The model has certain implications for both theory and research; the former will be discussed in the next section (section 6.3.), whilst the latter will be discussed in the section following it (section 6.4.).

6.4. Implications of the relation and model to theory

The implications of both the relationship and the model to existing theory will be discussed first in relation to the discipline of group dynamics, then in relation to the specific topic.

6.4.1. Implications to the field of group dynamics

In literature, competition and co-operation are discussed in relation to groups under the topic of interdependence, which falls under the field of group dynamics. Interdependence refers to the relationship between members of a group whereby one is dependent upon the other in some way. Literature on group dynamics has indicated that group members can be interdependent with each other in terms of: tasks, resources and/or roles {Kiggundu, 1983; goals {Mitchell and Silver, 1990}; rewards and/or outcomes {Wageman, 1995}; and actions and or behaviour {Johnson and Johnson, 1994}. Also, these different types of interdependence are closely related to each other (as shown in Appendix 1) and also may vary according to interdependence found and/or encouraged in the social context.

A review of existing literature on the research topic identified that interdependence has two dimensions: intensity and composition. The first dimension refers to a dimension characterising interdependence on a dimension that ranges between the two extremes of 'total interdependence' and no 'interdependence'. The second dimension refers to a dimension characterising interdependence on a dimension that ranges between the two extremes of 'total co-operation' to 'total competition'. The two extremes of both dimensions are never realised in practice.

Previous literature has not explicitly considered interdependence according to the two dimensions; it has considered the extremes of the two dimensions as categories, such that there is either high/low/moderate interdependence (which relates to the intensity dimension suggested by the thesis writer) or there is co-operative or competitive predominance (which relates to the composition dimension suggested by the thesis writer). However, 'high', 'moderate', 'low' and 'co-operative', 'competitive' all can vary in value, falling across a range of values; also, there may be equal competition and co-operation which is excluded as a category. For these reasons, it makes more sense

to think of interdependence according to the two dimensions, and yet it hasn't been done before (until the present study).

Viewing interdependence in terms of the two dimensions means that they can be combined together and one can investigate the relative degrees of competition and co-operation in the interdependence. The mix of co-operation and competition in organisations, referred to as 'co-opetition', has been shown to be related and to influence the performance of an organisation's performance. In analogy, it could be that the mix of 'co-opetition' in a SMWG influences the group's performance, which has not been examined before (until the present study).

Social interdependence has been the least researched type of interdependence in relation to group performance, especially with regards to the service industry, SMWGs and the natural setting (and therefore the influence of contextual factors has been ignored) within which they occur. Also, it is unclear from previous research whether it is perceived interdependence or observed/actual interdependence that influences performance (or both), something that has been addressed in the present study. The present study focuses and explicitly acknowledges that it is investigating social interdependence and in so doing, avoids confusing the reader on what type of interdependence is being studied, which has been a complication in (part of) existing literature.

Social interdependence in a group focuses on the verbal and non-verbal behaviour communicated in it, in work relations and group meetings. However, there is no specific framework that has been provided in existing literature to identify specific verbal and non-verbal behaviours associated with competitive and co-operative communication in a group- either in work relations or group meetings. The present study has developed and used such a framework and in so doing, tested its applicability.

The present study has therefore been highly exploratory in nature, covering new ground in many ways. The findings have shown that there is a relationship between the combined intensity and composition of a SMWG's social interdependence and the group's decision effectiveness. It has also shown that the combined intensity and composition of social interdependence encouraged by the organisational culture the SMWGs are embedded influences the relationship between a SMWG's decision effectiveness and the social interdependence communicated in it. Furthermore, specific criteria, indicators and measures that can be used to identify both the social interdependence and the decision effectiveness of a SMWG have been developed and tested, distinguishing which are more reliable and more closely related to the two variables. Also, specific ways of identifying the social interdependence encouraged by the organisational context are provided for the first time in the present research.

In addition, the role of social interdependence in the (management of) decision effectiveness of a SMWG, within its organisational context, has been modelled for the first time, demonstrating that social interdependence and its relationship to the decision effectiveness of SMWGs has been a wrongly under-researcher area that is worth investigating further. The model has also suggested that group dynamics is an area that has much to offer in the management of group and organisational performance- and provides guidance for how to do it.

The model has also made a contribution to the specific topic of this research, the role of co-opetition in the management of SMWGs.

6.4.2. Implications to the specific topic

The focus of this research, and hence its topic, is the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it, within the SMWG's context. The findings have suggested that not only does co-opetive mix in roles or brainstyles relate to group performance and its management, but so does co-opetive mix communicated in a group.

The model developed out of the findings of this research, has certain implications in relation to this specific topic; as such, the model has made a number of contributions in relation to existing theory on the specific topic, and these will be discussed in the sections that follow, in relation to the four components of the model.

6.4.2.1. Co-opetive mix communicated in a SMWG

The degree of co-opetition communicated in a SMWG can be identified in terms of looking at either the co-opetive communicated in the group's work relations or in terms of the co-opetive mix communicated in the group's group meetings. These two ways of identifying co-opetition communicated in a SMWG are referred to as criteria. The most reliable criterion for identifying co-opetitive mix was found to be work relations, which can be measured by recording member's perceptions of competition and co-operation in the group's work relations. Together, these measures give a value for indicators of the co-opetive mix communicated in the group's work relations, the most reliable indicator being 'quoted perceived'. Values for the perceived measures can be derived using the specific questions in the post-observation questionnaire. For instance, in the post-observation questionnaire, questions 34 and 35 and relate to 'quoted perceived' as indicator of co-opetive mix communicated in the group's work relations, whereas questions 27-33 relate to 'measured perceived' as indicator of co-opetive mix communicated in the group's work relations. The post-observation questionnaire is distributed to group members following observation and recording of their group meeting(s). Values for the observed measures can be derived using the observation forms, completed during observation of the group's meeting, with the appropriate coding form.

The criteria of co-opetive mix are related with each other, which suggests that changing the co-opetive mix on one criterion will change the co-opetive mix in the other criterion. Choice of criterion can thus be made according to what aspect of group co-opetition a SMWG (or its management) has a problem in/wishes to change.

The relationship between the criteria, indicators and measures of co-opetive mix communicated in a SMWG are shown in Figure 6.4.

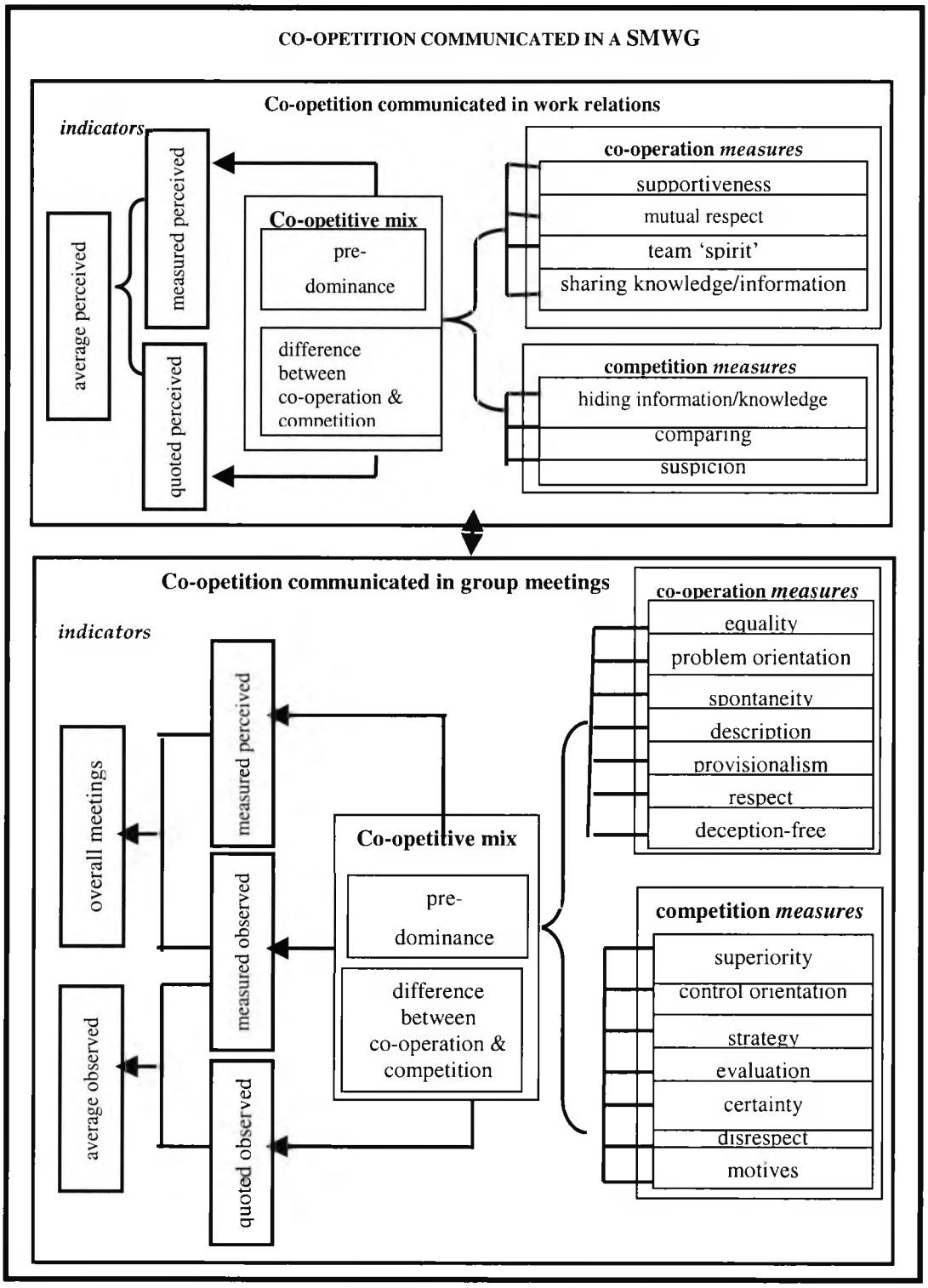


Figure 6.4.:The relationship between criteria, indicators and measures of co-opetive mix

6.4.2.2. Decision effectiveness of the SMWG

A SMWG's performance can be assessed by examining its decision effectiveness in terms of three criteria: the process by which decisions are made; the decisions themselves; and the

consequences of the decisions made. However, existing literature has not examined how the three criteria of decision effectiveness relate to one another; these relationships are investigated in the present research, the findings indicating that the three criteria are related to each other, if specific indicators and measures are used. Therefore, improving decision effectiveness on one criterion will probably improve decision effectiveness on others as well.

The most reliable criterion for identifying decision effectiveness was consequences and more specifically customer satisfaction, which can be measured by recording customers' assessments of their satisfaction with the service provided. Together, these measures give a value for indicators of the decision effectiveness in terms of the consequences of the decisions made, the most reliable indicator being 'average observed'- which is the average of the indicators of 'quoted observed' and 'measured observed' and these two indicators can be used instead of 'average observed'. Values for the measures can be derived using customer surveys, whereby the questions will ask customers to rate their satisfaction with the service provided in different areas of the organization (that the customer comes into contact with).

However, values on decision effectiveness in terms of both the process by which decisions are made and the decisions themselves can be derived using the specific questions (questions 1-26) in the post-observation questionnaire that is completed by group members after observation of their group meeting. The choice of criterion can be made with regards to which aspect of decision effectiveness a SMWG (or its management) identifies a problem in and/or wishes to improve upon (using the questions in the questionnaire).

The relationship between the criteria, indicators and measures of a SMWG's decision effectiveness are shown in figure 6.5.

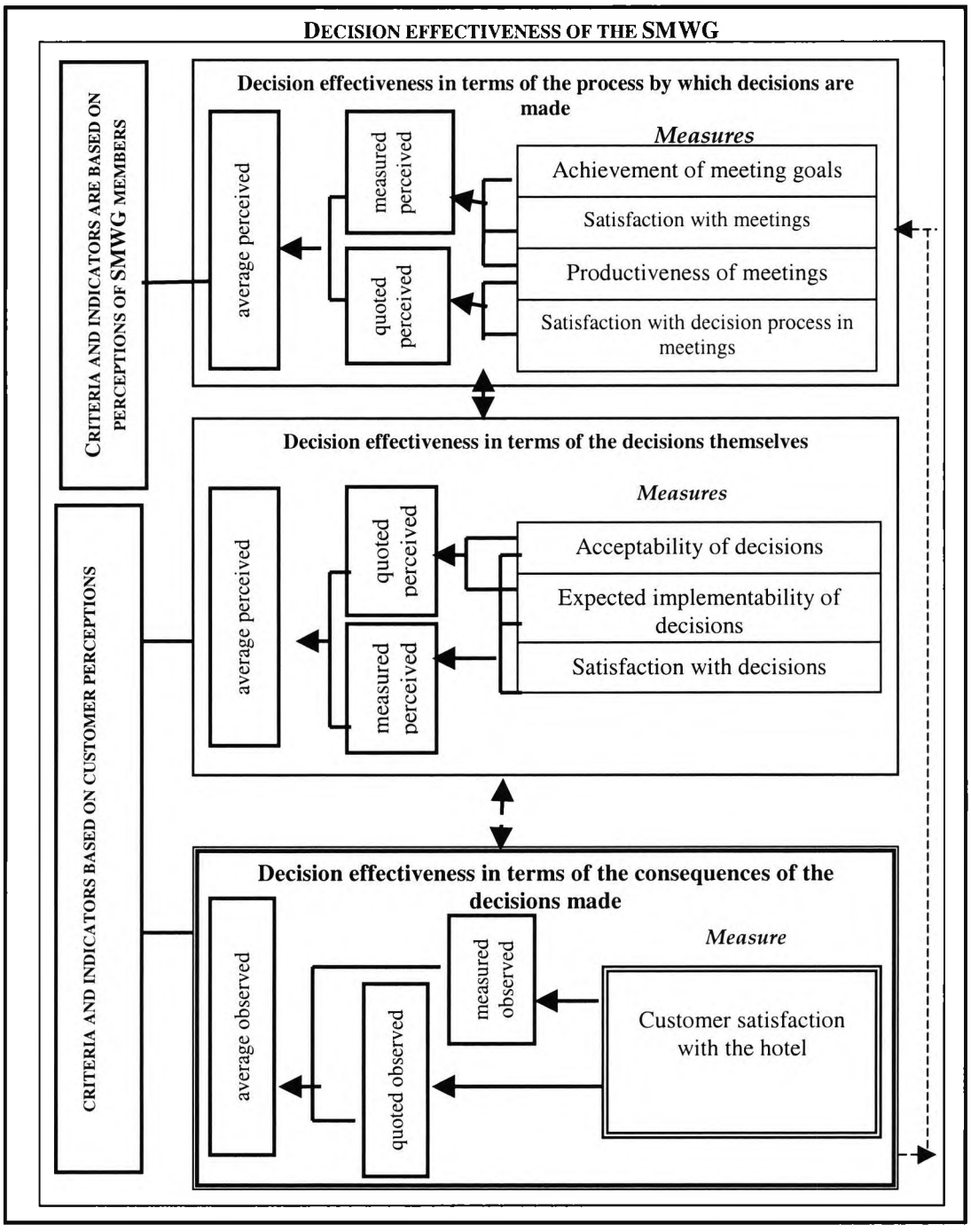


Figure 6.5.: The relationship between criteria, indicators and measures of decision effectiveness

6.4.2.3. Relationship between a SMWG's co-opetive mix and its decision effectiveness

Existing literature has not examined how the three criteria of decision effectiveness relate to one another, and which may be more closely related to the co-opetition communicated in the group. Similarly, existing literature has not examined how co-opetition communicated in the SMWG's work relations relates to that communicated in its group meetings, and which may be more closely related to the group's decision effectiveness. These relationships were examined in the present research, and the results showed that they were indeed worth investigating.

Analysis of the findings (presented in the previous chapter) showed that there is a statistically significant relationship between a SMWG's decision effectiveness and the co-opetitive mix communicated in it. However, both the strength and the direction of the relationship vary according to both the particular criteria and the particular indicators for the two variables (co-opetive mix and decision effectiveness). The findings showed that the strongest (statistically tested) relationships between a SMWG's co-opetive mix and its decision effectiveness were found when :

- work relations is used as a criterion for co-opetitive mix communicated in the group, and the indicator is quoted perceived and
- consequences of the decisions made (customer satisfaction) is used as a criterion for decision effectiveness of the group, and the indicator is average observed (although quoted observed or measured observed also show statistical significance) (Table 6.6.).

Criteria		Indicators
co-opetitve mix:	work relations	quoted perceived
decision effectiveness:	consequences	quoted, measured or average observed

Table 6.6.: Pairs of criteria and indicators showing the strongest relationships between a SMWG's co-opetive mix and its decision effectiveness

Essentially what the findings have indicated is that modifying a SMWG's co-opetive mix can modify a SMWG's decision effectiveness, and that such a transformation can be carried out by using the particular frameworks and methods used in this study. However, such transformation requires that it is able to identify both a SMWG's decision effectiveness and the co-opetive mix communicated in it.

Analysis of the findings showed that certain indicators of co-opetive mix and decision effectiveness are more reliable than others. However, the findings also demonstrated that decision effectiveness in terms of process is related to decision effectiveness in terms of both decisions and consequences, if specific indicators are used for the three criteria. Similarly, co-opetive mix communicated in work relations is related to co-opetive mix communicated in group meetings, if specific indicators are used for the two criteria. Therefore, a SMWG's decision effectiveness can be changed by changing any of the criteria of decision effectiveness and similarly, the co-opetive mix communicated in a group can be changed by changing any of the criteria of communicated co-opetive mix. Nevertheless, if one wishes to be more confident that changes will occur, the pairs of indicators of the two variables that were found to be (more) statistically significant should be used.

6.4.2.4. Organisational culture

The natural setting within which social interdependence occurs in groups has often been ignored in previous research, with settings being artificially constructed in experiments. However, literature has indicated that the context within which behaviour takes place will often influence the behaviour. For SMWGs, context can refer to group, organisation or industry. In the present study, industry was a given, with all SMWGs belonging to the same industry. However, the group and organisational contexts varied between SMWGs examined. Findings showed that organisational context, and more particularly organisational culture encouraged through the managing directors/owners of the organisations, influenced the co-opetition encouraged in a group. Consistent with existing literature, the perceptions of the managing directors/owners of the organisation appeared to influence the co-opetition encouraged in the SMWGs. These perceptions included views on the both the desirable and acceptable degrees of competition and co-operation in a SMWG, the relationship between co-opetition and performance in a SMWG and the subsequent roles that competition and co-operation play in a SMWG. These perceptions were internalised to SMWG members, who would use language reflecting these perceptions and used by the owners/managing directors as well. SMWGs, for example, were using terms such as 'family' or 'company' in their communication, which reflected the organisational culture encouraged and also mirrored the terminology used by the managing directors/owners of the organisations.

If higher degrees of competition between group members are perceived as both acceptable and desirable in an organization, as was the case for the Aldemar chain, in relation to the Maris chain, in this study, such a relationship between co-opetive mix and decision effectiveness/performance is encouraged through the organisation's culture.

The findings also suggested that the closer the 'actual' (perceived or observed) co-opetive mix of a SMWG is to its 'ideal' (considered desirable and encouraged in the organisational culture), the better the group's decision effectiveness- in terms of customer satisfaction which is considered the most important criterion of performance by organisations anyway. Such a suggestion is new to existing literature and previous research, and therefore constitutes and additional contribution to knowledge on the specific topic. Also, the findings suggested that perhaps a stronger organizational culture also relates to higher decision effectiveness, something that has also been indicated in existing literature.

The assessments made by the managing directors/owners of the organisations will also influence subsequent perception on desirable co-opetive mix to be encouraged in the future (and its whether previous perceived relationship between co-opetition and performance holds true). This is related to the continuous updating of one's mental model, and the same sort of process occurs for SMWG members as well.

The co-opetive mix encouraged by an organisational culture can be derived using the managerial questionnaire, part B, which asks the managing director/owner to indicate the co-opetive mix that he expects to exist in SMWGs' work relations. The task is to place an X on a dimension between two extreme descriptions of the work relations in a SMWG: one extreme describes total co-

operation between SMWG members and the other describes total competition between group members. Both the predominance and difference between co-operation and competition communicated in a SMWG's work relations can thus be derived; this co-opetive mix essentially constitutes the 'ideal' co-opetive mix the SMWG is encouraged to approach.

The model has therefore shown that the relative degrees of competition and co-operation communicated in a SMWG is related to the group's decision effectiveness, and that this relationship is moderated by the influence of the organisational culture that the SMWG is embedded in.

Other than the model having theoretical contribution, it also has contributions to make in relation to practice. The practical implications of the model are discussed in the next section.

6.4.3. Implications for practice

The model can be used as a tool for diagnosis, prediction and advice. These three practical contributions of the model will be discussed in turn in the sections that follow.

6.4.3.1. Diagnosis

The model can be used to identify, using the appropriate criteria, indicators and measures discussed in the previous section:

- a SMWG's 'actual' decision effectiveness- perceived or observed, using the appropriate criteria, indicators and measures provided by the model;
- a SMWG's 'ideal' decision effectiveness- the decision effectiveness it wishes to concentrate on- decisions, process or consequences;
- the 'actual' co-opetive mix communicated in the SMWG; and
- the 'ideal' co-opetive mix communicated in a SMWG, in terms of both that encouraged by the organisational culture (as perceived 'desirable' by the managing directors/owners of the organisations that the SMWGs belong to, and expressed in the organisational culture) and that desired regardless of organisational culture (as shown to be ideal by the findings on the relationships between the criteria of the group's co-opetive mix and decision effectiveness).

The 'current state' (in terms of both 'actual' decision effectiveness and 'actual' co-opetive mix) could therefore be assessed, as well as the 'desired state' (in terms of both 'ideal' decision effectiveness and 'ideal' co-opetive mix). Identifying the gap between the 'current' and 'desired' states of the SMWG will essentially diagnose the SMWG's condition.

The methods used in this research should be used to derive the values for these indicators and it must be ensured that the values of both indicators lie between the values suggested in the findings.

In much the same way as diagnosis in a medical context will enable the patient to be given appropriate treatment to the patient for him/her to move towards a more 'healthy state', diagnosis in

this context will enable the SMWG to be given appropriate advice and 'treatment' in order to move from its 'current state' to its 'desired state'.

6.4.3.2. Prediction

The model can be used to predict the change in a SMWG's communicated co-opetive mix that will be required in order to change the group's decision effectiveness, for the particular criteria of co-opetive mix and decision effectiveness focused on. However, prediction in this context means prediction of the direction of change, rather than prediction of specific values in the change. For instance, the model makes it possible to predict whether decision effectiveness (in terms of a particular criterion) will increase or decrease if the difference between co-operation and competition in the group is increased (in terms of a particular criterion).

By identifying the gap between ideal and actual co-opetive mix, it can be predicted that the more the gap decreases, the higher the decision effectiveness that can be achieved. This gap should be examined both in relation to the relationships found between co-opetive mix and decision effectiveness regardless of organisational culture, as well as with regards to organisational culture. An example follows.

If customers of the organisation for which the SMWGs are responsible are not happy with the organisation's services, then disregarding organizational culture it could be predicted that if co-operative predominance was ensured to be communicated in the group's work relations and the difference between co-operation and competition communicated in the group's work relations was decreased, higher decision effectiveness in terms of consequences (customer satisfaction) would result[2]. Taking into consideration the ideal co-opetive mix with regards to the organizational culture, means that it can be predicted that higher decision effectiveness in terms of consequences will result if the difference between competition and co-operation communicated in the SMWG is modified to approach the ideal difference encouraged by the organizational culture (as derived from the managerial questionnaire).

As the criteria of both a SMWG's decision effectiveness and those of its co-opetive mix are related between each other:

- improving decision effectiveness on one criterion will probably improve decision effectiveness on others as well and similarly,
- changing co-opetive mix on one criterion will probably change co-opetive mix on the other.

Therefore, it could be predicted that altering the values on any criteria of co-opetive mix will influence the values on any criteria of decision effectiveness and so making any advisable change (guided by the model) in co-opetive mix will improve decision effectiveness.

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[2] with quoted perceived used as indicator of co-opetive mix in the group's work relations, and average observed used as indicator of decision effectiveness in terms of consequences.

6.4.3.3. Advice

The model can be used to identify the actions that need to be taken to improve a SMWG's decision effectiveness. Based on its ability to diagnose and predict, the model can then be used to advise. The goal is to take appropriate action to decrease the gap between a SMWG's current and desirable states, by manipulating co-opetition communicated in the SMWG. As such, the model provides itself as a tool for controlling or managing SMWG performance.

The measures of co-opetive mix in both work relations and group meetings should be used as guidance. For example, competition can be increased in work relations by increasing the degree of suspicion, hiding of information and comparison between members; such can be achieved by encouraging and rewarding such behaviourby giving bonuses only to the first member who will complete a task first or achieve a goal first.

Similarly, competition in group meetings can be increased by increasing the respective measures, by encouraging and rewarding such behaviour in group meetings- emphasising differences between members (and therefore superiority rather than equality), promoting judgement of members rather than focusing on facts[3] (and therefore evaluation rather than description), encouraging members to develop strategies prior to the meetings (therefore showing strategy rather than spontaneity), encourage members to pursue personal interests (showing motives rather than deception-free activity), promoting consideration of members' feelings when discussing topics that may be sensitive to some members (showing disrespect rather than empathy), encouraging pre-determined solutions to problems before discussion of the issues in the meeting (ensuring a control orientation rather than a problem orientation), encouraging stubbornness in opinion by secretly expressing support of a member's opinions before the meeting (promoting certainty rather than openness to new ideas).

Advice for improving decision effectiveness (it is assumed that SMWGs /their management will not seek to decrease the groups' decision effectiveness) can also be based on the co-opetive mix encouraged by the organisational culture, where the objective is to approach the co-opetive mix encouraged by the organisational culture- making sure that the difference between co-operation and competition is increased or decreased in work relations or group meetings, accordingly.

6.5. Demonstrating the implications of the model to managerial practice: an example

Let us suppose that an organisation's sales are decreasing and that there has been a sudden increase in the number of customer complaints that the organisation is receiving. When representatives of the organisation contact customers to find out more information on the latter's grievance, customers refuse to discuss with the representative. This would suggest that customer satisfaction is generally lower than desirable and that it may not be possible to measure customer satisfaction (decision effectiveness in terms of the consequences criterion) through a survey or questionnaire (because

customers may not wish to even read it). It would also suggest that there is an imbalance in the co-opetive mix communicated in the SMWG.

Let us suppose also that there is an urgent need to address the situation and that there is a limited amount of time available. Under such conditions, a post-observation questionnaire can be given to the organisation's SMWG after its meeting, which would identify both the co-opetive mix communicated in the SMWG's work relations, as well as the decision effectiveness of the SMWG in terms of the process criterion. If it is found that the co-opetive mix communicated in the group's work relations is predominantly competitive, or that there is a large difference between competition and co-operation, re-dressing the balance of competition and co-operation by increasing one or the other could increase decision effectiveness and ultimately, customer satisfaction. To ensure better results, however, the gap between the ideal and the actual co-opetive mix in the SMWG's organisational context must also be decreased and the co-opetive mix communicated in the SMWG must be in line with the co-opetive mix in the SMWG's organisational context.

6.6. Limitations of the model

Owing to the sample size being small and to the exploratory nature of this research, the findings cannot and were not intended to be generalized beyond the boundaries of this research- it cannot be contended that all SMWGs of any organization, industry or society will show the same results. However, the research has opened up new avenues for further research and the findings of the research's propositions and questions can be used as hypotheses in future studies that could confirm, enrich, or develop the findings. For instance, quantitative studies could be conducted to provide stronger statistical evidence that could be generalisable to populations of all SMWGs. Also, studies could be conducted to examine certain relationships between variables in greater detail or even to consider other variables that impact the relationships between co-opetive mix and decision effectiveness. In addition, studies could be conducted to examine causal relationships between the variables that could perhaps serve to develop a mathematical model that can simulate the relationships.

In relation to co-opetition communicated in a SMWGs, the model can be developed further to identify specific guidelines and actions that can be taken to decrease/increase competitiveness/co-operativeness in a group's communication. The present study was able to provide general guidance for instance one way of rewarding and encouraging the hiding of knowledge and information between group members. Specific actions however for rewarding or encouraging such behaviour can be developed in future research, which can be tested for their success in modifying the co-opetition in the groups.

In relation to co-opetition encouraged in organisational culture, the model provided very basic guidance as to how to identify it. However, the model indicated that it is both possible and desirable to decrease the gap between actual co-opetion communicated in a SMWG and ideal co-opetition

[3] for instance, encouraging someone to say 'Mary, you are incompetent' (evaluative communication) rather than 'Mary, could you explain what happened with that customer grievance reported'

considered by the organisation. Future research can explore how organisational culture may be changed as well, and the specific ways by which the organisation's ideal co-opetive mix can be encouraged.

With regards to the relationship between the co-opetive mix communicated in a group and its decision effectiveness, the relevance of the model to other types of groups can be investigated. Although the present study focuses on SMWG, the findings may relate to other types of groups as well. Similarly, the role of communicated co-opetition in the management of groups can be investigated in other contexts- for instance, in other industries for its relevance.

Although group context appeared to have little influence on the relationship between a SMWG's co-opetive mix and decision effectiveness, and therefore no contribution to the model, it could be that the particular aspects of group context studied showed little influence on the particular cases examined (in relation to the particular topic), rather than that group context plays minimal role. Other aspects of group context may well possibly a more significant role in other cases or studies, which is an avenue that may be worth exploring further in future studies.

The model is also limited by assuming that the suggested implications to theory and practice can be 'taken on board' by academics and practitioners. However, the instruments and scales used for measuring co-opetive mix and decision effectiveness have not undergone extensive testing for validity. Before other researchers can use these scales, it is important that appropriate factor analysis is conducted on the scales to ensure validity (for example by checking for internal consistency using Cronbach's coefficient alpha). Only after the scales and instruments (questionnaires, observation forms) have been tested like this on a larger sample and subsequently refined, would it be appropriate for them to be used by other researchers. This presents itself as an avenue for further research.

The model also requires a conducive mental model on the part of both the theoretician and the practitioner to be freed of any predispositions to the model and the ideas on which it is based (such as competition and co-operation being balanced and that both are needed for higher SMWG performance). In some cases, this may be easier than in others.

Despite the model's limitations, it has made a distinct contribution to the existing body of knowledge and has opened up new avenues for further development of knowledge.

(descriptive communication, asking for facts not passing judgement).

CHAPTER SEVEN

CONCLUSION

7.1. Introduction

The present research has aimed to explore the role of communicated co-opetition in the decision effectiveness of management groups, within their social contexts and focused on a particular type of management group, the small management workgroup (SMWG). Guided by existing literature on this topic, specific research questions were formulated in relation to three main propositions (presented in chapter two) and this conceptual framework was discussed further in chapter three. In chapter four, the methodological framework used to examine the conceptual one was both presented and justified, and the findings resulting from using the particular methodology were presented in chapter five. These findings were used to identify the relationship between a SMWG's decision effectiveness and the co-opetition communicated in it, within its social context, and in so doing, to develop a model of the role of communicated co-opetition in the management of a SMWG's decision effectiveness. This model was discussed in chapter six, together with its implications to both theory and practice as a model for managing the decision effectiveness of SMWGs. The aim of the present chapter is to summarise the contributions of this research to knowledge on the explored topic and to identify their position in existing literature.

7.2. The findings summarised

The findings relating to the research problem will be summarised under four main categories (Figure 7.1.). The first category (**a**) is concerned with findings on the relationships between criteria and indicators of a SMWG's communicated co-opetive mix The second category (**b**) is concerned with findings on the relationships between criteria and indicators of a SMWG's decision effectiveness. The third category (**c**) is concerned with findings on the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it (relationships between the criteria and indicators of the two variables). The fourth category (**d**) is concerned with findings on the influences of a SMWG's social context (organisational and group contexts) on the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it.

Observation sheet

Please rate the extent to which you see the items in A and the items in B according to the following scale:

very small	small	medium	large	very large
1	**2**	**3**	**4**	**5**

Please circle the corresponding choice in relation to both A and B.

Communication of group members									
A					**B**				
1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**	**5**
express evaluation or judgement of other group members/ their ideas					are descriptive in nature				
attempt to control other group members, especially if the control attempts are subtle and denied					have a problem orientation, i.e. the sender shows orientation toward the problem, communicates a desire to assist in defining & solving it, and implying no predetermined solution, attitude, or method to impose upon the other members				
indicate that the sender is engaged in a strategy involving many ambiguous motives					indicate spontaneity, seeming spontaneous and free of deception				
show a lack of concern/ neutrality for another member/other members' feelings/ welfare					show empathy with the feelings of the receivers and respect for the worth of the receivers				
convey a feeling of superiority in some way to the receivers					express equality, communicating a willingness to enter into participative planning with the others in mutual trust and respect				
give the impression that the sender seems to know the answers/ expresses certainty					convey provisionalism, communicating a willingness to experiment with his/her own behaviour, attitudes, and ideas				

Based on: {Johnson and Johnson, 1994}

Figure 7.2.: Observation sheet used in experiment. *(Translated from Greek, based on: {Johnson and Johnson, 1994)}*

Although there are many limitations with this pilot experiment, the results from it do suggest that the relationship between co-opetive mix communicated in a group influences the group's decision effectiveness, and that the present research has opened new avenues for future research on this topic, possibly in the form of positivist research to generalise findings by examining the 'boundaries' of the research problem and whether the findings apply to other types of groups, other types of organisations, other industries, other societies, and so on.

	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6
task completion	within 8 minutes	within 9 minutes	within 10 minutes,	did not complete within 10 minutes	did not complete task within 10 minutes	within 10 minutes
observer rates	A: 4; B:4	A: 3; B:4	A: 3; B: 3	A: 4; B:3	A: 4; B:2	A: 3; B:3
workgroup feelings	happy with decision, but a little unhappy with members	happy with both decision & members	neither happy nor unhappy with both decision & members	unhappy with both decision & members	unhappy with both decisions & members	neither happy nor unhappy with both decision & members

Table 7.3.: A summary of the results from the experiment

7.5. Contribution to knowledge on the topic

This research's contributions to knowledge on the examined topic derive from the implications that the findings have to theory and practice. The research indicated that the particular balance of competition and co-operation, or co-opetive mix, in a SMWG's communication is related to the group's decision effectiveness. Also, the research has shown that the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in the group is related to the co-opetive mix encouraged by the group's social context, particularly by an organisation's culture.

Furthermore, the research contributes to knowledge on the topic by providing a way by which a SMWG's decision effectiveness can be improved by changing the co-opetive mix communicated in the SMWG and the SMWG's organisational culture (and climate). Based on the relationships found between a SMWG's co-opetive mix, its decision effectiveness and the co-opetive mix encouraged in the SMWG's culture, a model has been developed that can be used as a tool for diagnosing, predicting and advising on a SMWG's decision effectiveness.

7.6. Further research

The research also opened up new avenues for further research. The findings on the research's propositions and questions can be used as hypotheses in future studies in order to confirm, enrich and / or develop these findings and to examine where the boundaries of the research problem truly lie: do the findings and their implications apply to other types of groups, other industries, other societies and what other factors or aspects become important? Furthermore, the methodology could be refined so that the proposed tool for diagnosis, prediction and advice becomes easier to use.

For instance, confirmation of the studies can be achieved by conducting quantitative studies to provide stronger statistical evidence that could be generalisable to populations of all SMWGs, at

different levels of hierarchy and in different social contexts. Also, the applicability of the findings can be examined in relation to different groups, such as how the co-opetive mix communicated in a group of organisations (for example, multinational, clubs of companies, associations of organisations, trade unions) influences their decision effectiveness and performance.

Enrichment of the findings can be achieved by conducting studies to examine certain relationships between a SMWG's co-opetition and its decision effectiveness in greater detail, or even to consider other variables that impact the relationships between co-opetition and decision effectiveness.

Development of the findings can achieved by conducting studies to examine causal relationships between the variables, co-opetition and decision effectiveness, that could perhaps serve to develop a mathematical model that can simulate the relationships. Also, further research may be undertaken to examine how the relationship between the co-opetive mix communicated in a SMWG and the group's decision effectiveness is influenced by factors present in the decisional context, such as those aspects that were observed in group meetings and summarised in Appendix 9.

Furthermore, the model presented can be developed further to identify specific guidelines and actions that can be taken to decrease/increase competitiveness/co-operativeness in both/ either a SMWG's communication and its social context.

7.7. Reflections

I come from a business where everybody is a competitor with everybody else, and everybody co-operates with everybody else.

Bill Gates

Bill Gates' statement above reflects the dual existence of co-operation and competition in the business world. It also reflects the importance of understanding this dual existence and how it influences success in business. The research shed light on the importance of managing and balancing the competition and co-operation communicated in small management groups, as a way of managing the performance of both the groups and the organisations that they belong to (and are responsible for).

Instead of trying to create the 'perfect' group for attaining 'perfect' performance (assuming perfection is both desirable and possible), the research has shown a way of managing an 'imperfect' group to approach closer to perfection and decrease the gap between its actual and desired levels of performance.

The essence of the research is therefore its contribution to understanding that managing competition and co-operation facilitates success in the business world. And since everybody co-operates and competes with one another in the business world, managing co-opetition provides an advantage in achieving 'success'.

CHAPTER SEVEN

CONCLUSION

7.1. Introduction

The present research has aimed to explore the role of communicated co-opetition in the decision effectiveness of management groups, within their social contexts and focused on a particular type of management group, the small management workgroup (SMWG). Guided by existing literature on this topic, specific research questions were formulated in relation to three main propositions (presented in chapter two) and this conceptual framework was discussed further in chapter three. In chapter four, the methodological framework used to examine the conceptual one was both presented and justified, and the findings resulting from using the particular methodology were presented in chapter five. These findings were used to identify the relationship between a SMWG's decision effectiveness and the co-opetition communicated in it, within its social context, and in so doing, to develop a model of the role of communicated co-opetition in the management of a SMWG's decision effectiveness. This model was discussed in chapter six, together with its implications to both theory and practice as a model for managing the decision effectiveness of SMWGs. The aim of the present chapter is to summarise the contributions of this research to knowledge on the explored topic and to identify their position in existing literature.

7.2. The findings summarised

The findings relating to the research problem will be summarised under four main categories (Figure 7.1.). The first category (**a**) is concerned with findings on the relationships between criteria and indicators of a SMWG's communicated co-opetive mix The second category (**b**) is concerned with findings on the relationships between criteria and indicators of a SMWG's decision effectiveness. The third category (**c**) is concerned with findings on the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it (relationships between the criteria and indicators of the two variables). The fourth category (**d**) is concerned with findings on the influences of a SMWG's social context (organisational and group contexts) on the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it.

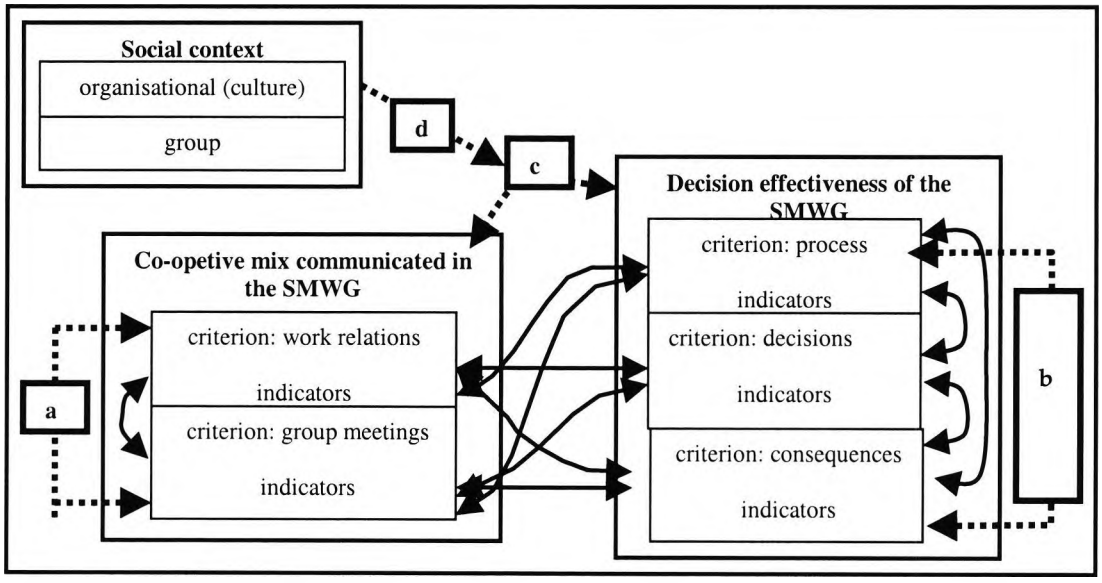

Figure 7.1. A summary of the findings on the research problem. *(Boundaries to findings: SMWGs in hotels of hotel chains in Crete, Greece)*

The statistically significant relations referred to when discussing quantitative findings denote the correlations found using Kendall's tau_b in SPSS v.10, and performing 1-tailed (the direction was specified by the previous qualitative analysis) significance tests at the a=0.01 and a=0.05 level of significance on the pairs of variables discussed.

7.2.1. The relationships between criteria and indicators of co-opetive mix communicated in the SMWG (a in Figure 7.1.)

Qualitative analysis indicated that the two criteria of communicated co-opetive mix, work relations and group meetings, are positively related (discussed in section 5.7.3. in chapter 5). Quantitative analysis confirmed the qualitative findings, showing that there is a strong positive relationship between the two criteria of communicated co-opetive mix (discussed in section 5.8.3.in chapter 5), when quoted, measured or average perceived are used as indicators of work relations, and measured perceived is used as an indicator of group meetings. This means that changing the co-opetive mix on one criterion, would change the co-opetive mix on the other criterion, in the same direction.

7.2.2. The relationships between criteria and indicators of decision effectiveness of the SMWG (b in Figure 7.1.)

Qualitative analysis indicated that the criteria of process and decisions are positively related to each other, whereas the criterion of consequences is negatively related to both the criteria of decisions and process (discussed in section 5.7.3. in chapter 5). Quantitative analysis confirmed the qualitative

findings (discussed in section 5.8.3. in chapter 5), showing that: there is a moderate positive relationship between the criteria of process and decisions, when measured perceived is an indicator of process, and measured or average perceived are indicators of decisions; there is a moderate negative relationship between consequences and process, when quoted perceived is an indicator of process, and quoted, measured or average observed are indicators of consequences. This means that changing the decision effectiveness on one criterion, would change the decision effectiveness of the other criteria, in the directions indicated. No statistically significant relationship was found between the criteria of decisions and consequences, which suggests that this relationship is more indirect.

7.2.3. The relationship between the SMWG's decision effectiveness and the co-opetive mix communicated in it (relationships between the criteria and indicators of the two variables) (c in Figure 7.1.)

Qualitative analysis indicated that the difference between competition and co-operation in the co-opetive mix communicated in the SMWG is more significant than predominance when considering the relationship between co-opetive mix and decision effectiveness. Qualitative analysis (discussed in section 5.7.1. in chapter 5) indicated a number of clear relationships: firstly, the smaller the difference between co-operation and competition communicated in the SMWG, the higher the decision effectiveness of the group, when work relations is used as a criterion of co-opetive mix and consequences is used as a criterion of decision effectiveness; secondly, the larger the difference between co-operation and competition communicated in the SMWG, the higher the decision effectiveness of the group, when work relations is used as a criterion of co-opetive mix and process is used as a criterion of decision effectiveness; thirdly, the smaller the difference in co-opetive mix found in work relations in relation to group meetings, the higher the decision effectiveness in terms of consequences.

Quantitative analysis confirmed these findings (discussed in sections 5.8.1. in chapter 5), indicating statistically significant relationships between co-opetive mix and decision effectiveness when particular criteria and indicators are used for the two variables.

A statistically significant relationship between co-opetive mix and decision effectiveness was found to be negative when the criterion of co-opetive mix is either work relations or group meetings and the criterion of decision effectiveness is consequences. The correlation was stronger when: i) quoted or average observed are used as indicators of consequences (decision effectiveness) and average or quoted perceived are used as indicators of work relations (co-opetive mix); ii) measured perceived is used as an indicator of group meetings (co-opetive mix) and quoted observed is used as an indicator of consequences (decision effectiveness.

A statistically significant relationship between co-opetive mix and decision effectiveness was found to be positive when the criterion of co-opetive mix is work relations and the criterion of decision effectiveness is process, when the indicator for work relations (co-opetive mix) is quoted perceived and the indicator for process (decision effectiveness) is quoted perceived.

No statistically significant correlations were found between decision effectiveness and co-opetive mix when decisions comprised the criterion for decision effectiveness, which may suggest that either the measures used for the criterion were inappropriate or that the criterion itself is inappropriate in the context of this research.

7.2.4. The influences of the SMWG's social context (organisational and group contexts) on the relationship between the SMWG's decision effectiveness and the co-opetive mix communicated in it (d in Figure 7.1.)

Qualitative analysis (discussed in section 5.7.2. in chapter 5) indicated that the influences of the group's context on the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it is minimal in relation to the influences of organisational context. Although the SMWG leader's perceptions and the hotel that the SMWG belongs to may influence the relationship that will exist between the SMWG's decision effectiveness and the co-opetive mix communicated in it, the influence on the relationship is smaller than that by the organisational context, and more specifically by the organisational culture.

Qualitative analysis indicated that greater levels of competition were more acceptable to members of Aldemar SMWGs, compared to members of Maris SMWGs (where competition is less favoured). This could justify the finding that although the SMWG members of both hotel chains perceived the same level of decision effectiveness in their groups (almost total in terms of decisions and extremely high in terms of process), they perceived different differences between co-operation and competition communicated in their groups overall- Maris SMWGs perceiving a lower difference between co-operation and competition than Aldemar SMWGs.

Quantitative analysis (discussed in section 5.8.2 in chapter 5) confirmed the qualitative findings. Also, quantitative analysis suggested that the two decision effectiveness criteria of decisions and consequences are positively related to each other, something that was not 'picked up' by qualitative analysis.

7.3. A summary of the findings' implications

7.3.1. Implications to theory

The findings 'filled' certain gaps in existing literature. First, the findings indicate that a SMWG's social interdependence appears to be related to the group's decision effectiveness. More specifically, the difference between co-operation and competition communicated in a SMWG is related to the decision effectiveness of the group, something that is not discussed in existing literature.

Second, the findings indicate that the relationship between co-opetive mix and decision effectiveness depends on what criteria and indicators are used for each. Consideration of co-opetive

mix and decision effectiveness in terms of criteria and indicators is not discussed in existing literature (and which co-opetive mix criteria and indicators are more closely related to those of decision effectiveness), nor are there inventories present in existing literature to measure such criteria and indicators.

Third, the findings indicate that the criteria and indicators of co-opetive mix interrelate with each other, as do the criteria and indicators of decision effectiveness. These interrelationships are not discussed in existing literature.

Fourth, the findings indicate that the relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it appears to be influenced by organisational culture. The influences found of the social context- group and organisational- on the relationship between a SMWG's social interdependence and its performance is not discussed in existing literature.

7.3.2. Implications for practice

The identified relationship between a SMWG's decision effectiveness and the co-opetive mix communicated in it suggests a model for the role of communicated co-opetition in the management of a SMWG's decision effectiveness. This model indicates an alternative way of managing SMWGs, whereby SMWGs can be managed by managing the relationship between a SMWG's social interdependence and its decision effectiveness. The model can be used as a tool for diagnosis, prediction and advice (discussed in more detail in section 6.4.3. in chapter 6). Such a tool and both its theoretical and methodological bases do not exist in existing literature.

As a tool for diagnosis, the model can be used to identify, using the appropriate criteria, indicators and measures (discussed in section 6.4.2. in chapter 6) the gap between the 'current' and 'desired' states of the SMWG, which will essentially diagnose the SMWG's 'condition'.

As a tool for prediction, the model can be used to predict the change in a SMWG's communicated co-opetive mix that will be required in order to change the group's decision effectiveness, for the particular criteria of co-opetive mix and decision effectiveness focused on. However, prediction in this context means prediction of the direction of change, rather than prediction of specific values in the change.

As a tool for advice, the model can be used to identify the actions that need to be taken to improve a SMWG's decision effectiveness. Based on its ability to diagnose and predict, the model can then be used to advise. The goal is to take appropriate action to decrease the gap between a SMWG's current and desirable states, by manipulating co-opetition communicated in the SMWG.

The model essentially provides a way to vary the co-opetive mix communicated in a SMWG in order to improve the group's decision effectiveness- in terms of decisions, process and / or consequences.

For example, depending on what a SMWG wants to improve upon, the appropriate criteria and indicators of both co-opetive mix and decision effectiveness can be used to manipulate decision effectiveness. If SMWG members are not happy with the process by which decisions are made, then

providing that there is co-operative predominance in the group, more co-operation can be communicated in the group's work relations. This would increase the difference between co-operation and competition in the communicated co-opetive mix and therefore increase decision effectiveness in terms of process. Furthermore, quoted perceived should be used as indicator of co-opetive mix in the group's work relations, whereas quoted perceived should be used as an indicator of decision effectiveness in terms of process. The methods used in this research should be used to derive the values for these indicators. Caution must be also be taken to ensure that the values of both indicators lie between the values suggested in the findings.

If SMWG members are not happy with the decisions that they are making, then providing that there is co-operative predominance in the group, more co-operation can be communicated in the group's relations. This would increase the difference between co-operation and competition in the communicated co-opetive mix and therefore increase decision effectiveness in terms of decisions. Although this was not confirmed statistically but only indicated qualitatively, quoted or average perceived could be used as indicators of co-opetive mix in the group's work relations, whereas quoted perceived could be used as indicator of decision effectiveness in terms of decisions. The methods used in this research should be used to derive the values for these indicators and it must be ensured that the values of both indicators lie between the values suggested in the findings. Decision effectiveness in terms of decisions was the least reliable criterion for decision effectiveness within the context of this research.

If customers of the hotels for which the SMWGs are responsible are not happy with the hotel's services, then providing that there is co-operative predominance in the group, more competition can be communicated in the group's relations. This would decrease the difference between co-operation and competition in the communicated co-opetive mix and therefore increase decision effectiveness in terms of consequences (customer satisfaction). Furthermore, quoted perceived should be used as indicator of co-opetive mix in the group's work relations, whereas average observed should be used as indicator of decision effectiveness in terms of consequences. Alternatively (and less reliable by a very small degree), more competition can be communicated in the groups' meetings, using measured perceived as indicator of co-opetive mix in the group's group meetings and quoted observed as indicator of decision effectiveness in terms of consequences. The methods used in this research should be used to derive the values for these indicators and it must be ensured that the values of both indicators lie between the values suggested in the findings. Decision effectiveness in terms of consequences was the most reliable criterion for decision effectiveness within the context of this research.

Since the criteria and indicators of co-opetive mix are related between each other and since the criteria and indicators of decision effectiveness are also related between each other, any of the criteria for co-opetive mix could in theory be used to change decision effectiveness (for the pairs of indicators that were found to be statistically related). Also, changing one criterion of decision effectiveness could change other criteria of decision effectiveness (for the pairs of indicators that were found to be statistically related).

The relationship between co-opetive mix communicated in a SMWG and the group's decision effectiveness will also vary according to the co-opetive mix encouraged by the group's organisational context (and more specifically, hotel chain); the closer the co-opetive mix being encouraged is to the 'ideal' co-opetive mix (co-operative predominance, extremely small difference between co-operation and competition), the higher the decision effectiveness in terms of consequences (customer satisfaction).

7.4. Applications outside chosen boundary

As a caveat, the findings and their implications are limited to the boundaries arising from the choice of the particular SMWGs, and the methodology used to find them. Although there is no evidence to suggest that what was found is only applicable to the specific SMWGs of the specific organisations of the specific industry in the specific society, there is also no evidence to suggest otherwise, especially because the research did not particularly rely on the hotel context.

However, certain questions may arise in the mind of the reader with regards to the applicability of the findings outside the chosen boundary. For instance, in the mafia institution, there often is no formally designated leader when the leaders of different 'families' get together in 'board meetings' to make decisions that will solve their problems. Can the findings of this research be applicable in such a context? To an extent, they might, given that there is both competition and co-operation between the leaders and the families. The different families will often compete with one another for 'market share', 'resources' and services (for instance to become the 'best dealers in town'), and they will also co-operate with one another to deal with common issues (for instance to deal with a journalist who is on their trail). However, they will co-operate out of necessity and the meetings may not be as regular as those of a business' SMWG. Also, the leaders are generally not mutually accountable for a common product or service, nor will they have common customers (although this might be happen under certain short-term circumstances). Therefore, we would expect competition to be much higher than co-operation between the leaders of different mafia families.

Certain conditions may therefore need to be in place to enable the use of the model, such as ensuring that the group investigated has the characteristics of a SMWG and that the particular methodology presented in this thesis is used to measure both co-opetive mix and decision effectiveness.

In terms of applicability of the findings and their implications to other types of groups and contexts, a pilot experiment was conducted by the researcher at the end of this research to test for this. The experiment and the findings will now be summarised. The findings of the experiment do not confirm applicability, but they suggest that there may be one, and this can be investigated in future research. In relation to this, the experiment does not conform to usual practices in that there is no control group. Modified versions of co-opetive mix communicated in group meetings and decision effectiveness (in terms of feelings) were used.

7.4.1. Findings from an experiment on applicability of findings to a different context

An experiment was conducted between students of a family therapy course at the University of Crete, Greece, with kind permission of the main lecturer and co-ordinator of the course. The students did not know what type of an experiment was to be conducted, and they only knew that it involved some role-play. The total time taken up for the experiment (with the introduction and briefing at the end included) was approximately one hour.

Students were randomly assigned to six groups, with six members in each group (as students walked into the room, they were assigned to a group, with each consecutive student becoming a member of a different group to that of the student before him/her). Each group was asked to move to a different position in the room and sit in a circular arrangement. One member of the group would take on the role of an 'observer' (a member of each group volunteered for the role), whilst the remaining members (five) would take on the role of a 'work group'. Observers and workgroup members were not to discuss with each other, and after the completion of their tasks would have to wait silently until the researcher indicated that the role-play was 'over'.

Each workgroup was given the task of reaching a collective decision on where to go for a vacation as a group, assuming that they were a workgroup whose reward for good performance was to decide on where to go for holiday at a budget of within £500 per person (assuming low peak season) and a maximum vacation period of 1 week. The workgroups were given 10 minutes to make a collective decision by discussion between them, whilst the observers were to observe their respective workgroups.

The observer in each group was given a sheet of paper and briefly explained how it should be used. The observers were told that they would observe the workgroup members discussing and then decide the extent of A in the workgroup's communication and the extent of B in the workgroup's communication (and that they would engage in silent observation) (Figure 7.2.).

The researcher observed when each workgroup had finished its task. After the 10 minutes, the researcher asked remaining workgroups (who hadn't made their decision yet) to stop discussion. The researcher asked for the ratings from the observers and comments from the workgroups, in terms of how the latter felt from the experience. The results were then summarised in a table (Table 7.3).

The results showed that the difference between competition (A in observation sheet) and co-operation (B in observation sheet) communicated in a group appears to influence group decision effectiveness, in terms of how fast the tasks are completed, such that the smaller the difference, the faster the decision making process. Also, the results indicated that the predominance of competition or co-operation communicated in a group appears to influence decision effectiveness in terms of how the members feel with regards to each other (and the extent to which they enjoy and are satisfied with the decision making process/style). Furthermore, the results suggested that Johnson and Johnson's framework is easy to be used and does not require specialist training or background knowledge by a user. Also, that the framework can be used to assess competitiveness and co-operativeness in a group's communication in a variety of group contexts.

Observation sheet

Please rate the extent to which you see the items in A and the items in B according to the following scale:

very small	small	medium	large	very large
1	**2**	**3**	**4**	**5**

Please circle the corresponding choice in relation to both A and B.

Communication of group members

A					B				
1	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**	**5**
express evaluation or judgement of other group members/ their ideas					are descriptive in nature				
attempt to control other group members, especially if the control attempts are subtle and denied					have a problem orientation, i.e. the sender shows orientation toward the problem, communicates a desire to assist in defining & solving it, and implying no predetermined solution, attitude, or method to impose upon the other members				
indicate that the sender is engaged in a strategy involving many ambiguous motives					indicate spontaneity, seeming spontaneous and free of deception				
show a lack of concern/ neutrality for another member/other members' feelings/ welfare					show empathy with the feelings of the receivers and respect for the worth of the receivers				
convey a feeling of superiority in some way to the receivers					express equality, communicating a willingness to enter into participative planning with the others in mutual trust and respect				
give the impression that the sender seems to know the answers/ expresses certainty					convey provisionalism, communicating a willingness to experiment with his/her own behaviour, attitudes, and ideas				

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	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6
task completion	within 8 minutes	within 9 minutes	within 10 minutes,	did not complete within 10 minutes	did not complete task within 10 minutes	within 10 minutes
observer rates	**A:** 4; **B:**4	**A:** 3; **B:**4	**A:** 3; **B:** 3	**A:** 4; **B:**3	**A:** 4; **B:**2	**A:** 3; **B:**3
workgroup feelings	happy with decision, but a little unhappy with members	happy with both decision & members	neither happy nor unhappy with both decision & members	unhappy with both decision & members	unhappy with both decisions & members	neither happy nor unhappy with both decision & members

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Furthermore, the research contributes to knowledge on the topic by providing a way by which a SMWG's decision effectiveness can be improved by changing the co-opetive mix communicated in the SMWG and the SMWG's organisational culture (and climate). Based on the relationships found between a SMWG's co-opetive mix, its decision effectiveness and the co-opetive mix encouraged in the SMWG's culture, a model has been developed that can be used as a tool for diagnosing, predicting and advising on a SMWG's decision effectiveness.

7.6. Further research

The research also opened up new avenues for further research. The findings on the research's propositions and questions can be used as hypotheses in future studies in order to confirm, enrich and / or develop these findings and to examine where the boundaries of the research problem truly lie: do the findings and their implications apply to other types of groups, other industries, other societies and what other factors or aspects become important? Furthermore, the methodology could be refined so that the proposed tool for diagnosis, prediction and advice becomes easier to use.

For instance, confirmation of the studies can be achieved by conducting quantitative studies to provide stronger statistical evidence that could be generalisable to populations of all SMWGs, at

different levels of hierarchy and in different social contexts. Also, the applicability of the findings can be examined in relation to different groups, such as how the co-opetive mix communicated in a group of organisations (for example, multinational, clubs of companies, associations of organisations, trade unions) influences their decision effectiveness and performance.

Enrichment of the findings can be achieved by conducting studies to examine certain relationships between a SMWG's co-opetition and its decision effectiveness in greater detail, or even to consider other variables that impact the relationships between co-opetition and decision effectiveness.

Development of the findings can achieved by conducting studies to examine causal relationships between the variables, co-opetition and decision effectiveness, that could perhaps serve to develop a mathematical model that can simulate the relationships. Also, further research may be undertaken to examine how the relationship between the co-opetive mix communicated in a SMWG and the group's decision effectiveness is influenced by factors present in the decisional context, such as those aspects that were observed in group meetings and summarised in Appendix 9.

Furthermore, the model presented can be developed further to identify specific guidelines and actions that can be taken to decrease/increase competitiveness/co-operativeness in both/ either a SMWG's communication and its social context.

7.7. Reflections

I come from a business where everybody is a competitor with everybody else, and everybody co-operates with everybody else.

Bill Gates

Bill Gates' statement above reflects the dual existence of co-operation and competition in the business world. It also reflects the importance of understanding this dual existence and how it influences success in business. The research shed light on the importance of managing and balancing the competition and co-operation communicated in small management groups, as a way of managing the performance of both the groups and the organisations that they belong to (and are responsible for).

Instead of trying to create the 'perfect' group for attaining 'perfect' performance (assuming perfection is both desirable and possible), the research has shown a way of managing an 'imperfect' group to approach closer to perfection and decrease the gap between its actual and desired levels of performance.

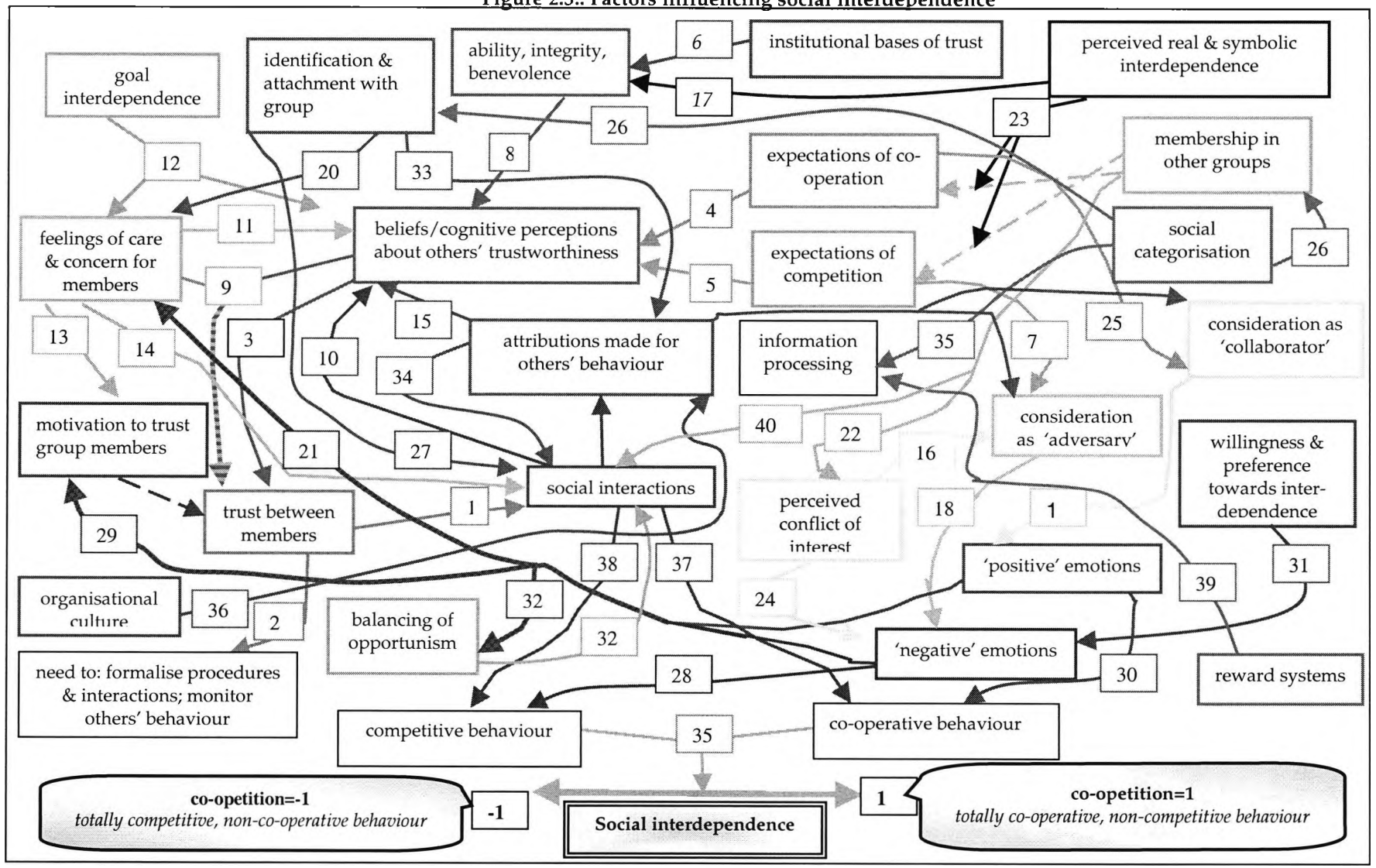
The essence of the research is therefore its contribution to understanding that managing competition and co-operation facilitates success in the business world. And since everybody co-operates and competes with one another in the business world, managing co-opetition provides an advantage in achieving 'success'.

APPENDIX 1

This appendix includes:

- a figure of the factors influences social interdependence

Figure 2.3.: Factors influencing social interdependence



Key to references in figure 2.3. above: (Factors influencing social interdependence): **references 1-16**

1 Interpersonal trust has been described as an important social resource that facilitates co-operation and enables co-ordinated social interactions {Coleman, 1988} Trust refers to one's willingness to rely on another's actions in a situation involving the risk of opportunism {Mayer et al., 1995} Trust has been shown to influence a variety of cooperative behaviours, such as interpersonal citizenship behaviours {McAllister, 1995} and employee support for unpopular decisions by superiors. {Brockner et al. 1997}

2 Interpersonal trust has been shown to reduce the need to both monitor others' behaviour and formalise procedures {Powell, 1990}

3 Perceived trustworthiness has been discussed as a key cognitive predictor of trust {Mayer et al., 1995} Cognitive trustworthiness refers to the perceptions held with regards to the predictability & dependability of others' behaviour. {McAllister, 1995}

4 The expectation that another group (e.g. profession, department, division, etc.) is likely to co-operate with one's own group generates positive beliefs about group members' {Meyerson et al., 1996}

5 The expectation that another group is likely to compete with one's own group generates negative beliefs of trustworthiness {Fiske and Ruscher, 1993}

6 Institutional bases of trust (such as confidence associated with professional certification, ethics and training) has been shown to generate positive beliefs on trustworthiness, hence facilitating trust development {McKnight et al., 1998}

7 Trust and co-operation across group boundaries has been discussed as being difficult to develop due to expectations of competition between the groups. People- either collectively as a group {Kramer and Messick, 1998} or as individuals {Sitkin and Roth, 1993}- will frequently perceive individuals from other groups as potential adversaries.

8 Empirical tests have suggested that perceptions of ability, benevolence and integrity comprise important facilitators of trust {Mayer and Davis, 1999}

9 Both feelings about group members' trustworthiness (cognitive perceptions of predictable, dependable behaviour) and affections towards group members (feelings of care and concern) influence the development of trust develops {Lewicki and Bunker, 1996}. However, trust based on the latter (often referred to as the affective antecedent of trust) is considered 'deeper' and more 'stable' than trust primarily based on the former (often referred to as the cognitive antecedent of trust). {McAllister, 1995}

10 Trust develops through repeated social interactions that enable the persons to update their information about others' trustworthiness {Sheppard and Sherman, 1998}

11 Feelings influence trust-related cognitions- perceptions, beliefs and judgments {Jones and George, 1998}

12 The extent to which goals are competitively or co-operatively structured between groups will influence both people's beliefs on trustworthiness and the affect associated with them. { Williams, 2001}

13 Affect influences not only people's perceptions of individual group members' trustworthiness, but also their motivation to both trust them. {Williams, 2001}

14 Positive affections have been shown to influence social behaviour in terms of sociability, co-operativeness in negotiation, kindness {Isen, 1987}, generosity, helping behaviour and general co-operation {Isen and Baron, 1991}

15 The extent to which the exhibited behaviour (e.g. co-operative) is perceived as having good attributions (intentions, motives, dispositions) will influence subsequent perceived trustworthiness {Whitener et al., 1998}

16 Persons may see others as a threat when either real or symbolic conflicts of interest exist between them. The former type of conflict relates to incongruent goals and ways of reaching them, whereas the latter type of conflict relates to incongruent core values. {Stephan and Stephan, 1996}

Key to references in figure 2.3. above: (Factors influencing social interdependence): **references 17-29**

17 Perceived real and symbolic interdependence relate to the perceived similarities (co-operative) or differences (competitive) in goals/resources/power and values/norms/attitudes respectively. Symbolic competition/co-operation may lead to persons to believe that the others are/not likely to behave in accordance with shared values and so is associated with perceived integrity. {Esses et al., 1993} Real competition /co-operation may lead persons to believe that the others' will act in accordance to shared interests and so is associated with perceived benevolence. {Tjosvold, 1988} Co-operative (symbolic and/or real interdependence) hence leads to positive perceptions of others' trustworthiness, whereas competitive leads to negative perceptions. {Tjosvold, 1986}

18 Emotions are affective states that emerge as a result of the appraisals that people make about how others have or are likely to influence their goals and well-being {Ellsworth, 1991} Considering another as an adversary means that one's own ability to achieve his/her goals will be hindered, and this will generate emotions such as anger, contempt and fear. {Smith, 1993}

19 Considering another as a collaborator means that one's ability to achieve his/her goals will be enhanced, and this will generate emotions such as hope or happiness. {Fiske, 1998}

20 The degree to which members will identify with a group will enhance their affective attachments towards the members of the group {Brewer and Brown, 1998} Affective attachments refers to the experience of feeling part of a community, whereby one is known, seen, felt and connected with emotionally (and not 'alone'). {Kahn, 1998} As such the affective attachment will make one care and concern for fellow group members. {Williams, 2001}

21 Positive (e.g. liking, admiration, comfort)/negative emotions (e.g. anger, contempt, dislike, fear, anxiety) towards people will develop concern/lack of concern for them. {Williams, 2001}

22 Persons from different groups will often perceive individuals from other groups as potential adversaries with conflicting interests {Kramer, 1991}

23 When employees from different groups perceive/believe that there is real or symbolic co-operation between their groups/representatives of the groups, they expect that the persons from the other groups will act in helpful, collaborative, trustworthy ways. {Tjosvold, 1988}

24 Perceived conflict of interest will tend to generate feelings of disgust or contempt.{Smith, 1993}

25 When persons expect that they will potentially co-operate with others, they view these others as 'collaborators' who will come together at some point to interact and form psychological relationships for mutual gain. {Smith et al., 1995}

26 Social and self-categorisation refers to the process whereby persons categorise others and themselves into contrasting social categories- such as by age, gender, race, or profession. {Turner, 1987} If people realise that at any given point that others do not fit a category well, sub-categorisation occurs, {Fiske and Neuberg, 1990} especially in organisations as employees belong to multiple demographic categories (e.g. age, gender, race) and to one or more organisationally relevant categories (e.g. department, division, function, business unit). {Williams, 2001} Categorising and sub-categorising will influence with which social groups/members one will identify with.

27 The strengths of one's identification with a social group and the importance placed on that identity will influence the extent to which group members hip influences behaviour. {Dutton et al., 1994}

28 Negative emotions are difficult to suppress and will often 'seep out' in one's non-verbal behaviour, whilst also having a non-conscious effect on their mood and subsequent perceptions of others' trustworthiness. {Jones and George, 1998}

29 Emotions influence the motivation to trust because they are associated with the motivation to approach, and make connections with (if the emotions are positive), or avoid others (if the emotions are negative) {Fridja, 1988} Emotions that have been found to prompt people to interact/avoid interacting with others include: liking and admiration as positive emotions, whilst anxiety, disgust or contempt as negative emotions. {Lazarus, 1991}

Key to references in figure 2.3. above: (Factors influencing social interdependence): **references 30-40**

30 In organisational settings positive emotions have been shown to be associated with helping behaviours (e.g. picking up scattered papers, task assistance, emotional counseling), generosity (and 'surprise' gestures such as offering of cookies), co-operation {George and Brief, 1992}, sociability, co-operativeness in negotiation and kindness {Isen, 1987}, sharing sensitive information with others. {George, 1991}

31 Since positive emotions increase the desire to develop and maintain social relationships, they influence the time and energy people are willing to dedicate to tasks that are co-operatively interdependent (task interdependence) and/or that are collectively rewarded (reward interdependence). {Frederickson, 1998} The positive emotions may serve to increase the value/social rewards associated with co-operation, which in turn may influence the general propensity to engage in co-operative (that are mutually beneficial) rewarded tasks. {Williams, 2001}

32 Positive emotions evoke co-operative behaviour that involve risk of opportunism and exploitation. Negative emotions evoke competitive behaviour and if the emotions are intense, desire to avoid contact altogether. {Williams, 2001} This suggests that negative and positive emotions need to be balanced in some way to balance the risk of opportunism and exploitation and hence promote 'co-opetive' social relationships.

33 Individuals/ group members will make more positive attributions for the dispositions, motives and intentions of others' (individuals/group members) behaviours the more these individuals/group members identify with the 'others'. {Kramer, 1994}

34 External causes (e.g. difficulty in a situation) will be attributed for problematic behaviour (behaviour that caused/intensified problems) exhibited by others' (individuals/members of the group){Weber, 1994} Attributions that are related to external temporary factors favour co-operative behaviour, whereas attributions that are related to internal and/or permanent factors (e.g. personality issues) favour competitive behaviour. {Williams 2001}.

35 Social categorisation serves as a cognitive shortcut that allows one to rely on rather than on incoming information about specific group members {Hilton and von Hippel, 1996}- especially when one does not have, or does not wish to spend, to obtain accurate impressions. {Fiske and Taylor, 1991}.

36 Organisational culture can influence employee motivation to use individuating versus category-based information. {Cox, 1993} Organisations with cultures that value diversity can decrease category-driven information processing, because they increase the attention of employees to the individual characteristics of others and motivate employees to make more accurate interpersonal judgements. {Lackey, 1996} Organisations whose culture encourages employees to both make conscious commitment to avoid using category-based beliefs and to be aware that category-based beliefs might affect personal/group judgment enables employees to be more thorough in the use and processing of information to make judgments or decisions. {Olson and Zanna, 1993}

37 Co-operative behaviours exhibited in social interactions may include generosity {George and Brief, 1992} helpful behaviour {George, 1991}, information sharing {Williams, 2001}, kindness,{Isen, 1987} support {Brockner et al., 1997}

38 Competitive behaviours exhibited in social interactions may include suspicion {Uzzi, 1997}, deceit, distrusting with information (non-sharing), animosity {Donellon, 1996}, hostility. {Stephan and Stephan, 1996}

39 The reward systems in organisations influence the type of information categorising that will be encouraged- whether it be category-driven or individuating- by influencing the degree to which persons will identify with other groups/representatives of other groups/group members. {Turner, 1987}

40 People in organisations interact with individuals of other groups according to which groups the individuals belong to- individuals are, in essence, treated as group representatives. {Labianca et al., 1998}

APPENDIX 2

This appendix includes:

- information on the contexts of the cases

CASE STUDY CONTEXT

1. Introduction

Chapter 4 describes and justifies the methods that were used in collecting and analyzing data to investigate the research's propositions and questions. Chapter 5 summarises and discusses the main findings resulting from the use of the selected methods in relation to each of the seven cases. However, recognizing that it would be helpful for the reader to know something about the nature of the cases used in this research, this chapter aims to facilitate greater understanding of the results within their context. Towards this aim, the main characteristics of each case and their social contexts (organisational, industrial, societal) will be summarised.

The focus of this study is on SMWGs in the hotel industry of Crete, Greece and more specifically, in two hotel chains in Crete: Aldemar Hotels and Maris Hotels. As such, they share certain similarities and possess certain differences. In terms of similarities, all cases comprise SMWGs of hotels and hence belong to the same industry (tourism, hospitality) and societal culture (Crete, Greece). In terms of differences, the cases belong to different organisational contexts (three cases belong to the Aldemar Hotels chain and four cases belong to the Maris Hotels chain) and hence would have different organisational influences (hotel chain philosophy, culture, and procedures); they also belong to different hotel influences (hotel management, hotel characteristics (category, location, services, image). A detailed description of the rationale for the choice of the cases is discussed in chapter 4.

5.1. Outline of this appendix

The appendix will proceed as follows. First, the main characteristics of the cases' societal and industrial contexts will be summarized, as these will be common to all cases. The organisational characteristics pertaining to each hotel chain will be overviewed, as these will vary between the cases. The remaining part of the appendix will focus on summarizing the main characteristics pertaining to each case (group characteristics). Finally, the main points of the appendix are reviewed and related to the next chapter. Important to be kept in mind is that reference will mainly be made to those contextual aspects that are perceived (by the researcher) as more closely related to the issue of social interdependence. It should also be remembered that much of what will be presented is the researcher's interpretation of expressed perceptions from a variety of sources- mainly from interviews, websites, tourist and industry magazines, tourist books, pamphlets, company documentation, and personal observations.

2. The regional societal context- Greek island: Crete

In 3000 BC the Egyptians sailed and traded their goods along the River Nile, but stopped when they approached the Delta of the Nile, where the river met the Mediterranean Sea; instead, the Egyptians stared at what they called the 'Big Blue' without ever attempting to sail through it. However, Cretans sailed and traded all over the Mediterranean Sea, doing commerce also for the Egyptians. N. Kazantzakis was inspired and wrote his famous book 'Zorba the Greek' in Crete. The famous artist, 'El Greco' (Dominikos Theotokopoulos), was inspired and made paintings reflecting the clear illuminated (very bright) blue sky of Crete {Vacation, 2000}.

2.1. Geography

Crete is one of the 13 regions of Greece and the southernmost district of the European Community {Interkriti, 2000}. It is the largest island in Greece, the fifth largest in the Mediterranean and the second largest (after Cyprus) in the East Mediterranean {Interkriti, 2000}. It separates the Aegean Sea from the Libyan Sea, and marks the boundary between Europe and Africa {Vacation, 2000}. To the south Crete is bordered by the Libyan Sea, to the west by the Myrtoon Sea, to the east the Karpathion sea and to the north the Sea of Crete. The geographical position of Crete between three continents- Asia, Africa and Europe- determined its historical course throughout both antiquity and modern times.

Crete is a mountainous island with a population of about 540,000 people, an area of about 8,340 square kilometres and a coastline of about 1,050 kilometres {Dilos, 2000}. The length of the island is 260 kilometres, with the largest (from the Dion cape to the Lithinon cape) width at 60 kilometres and the smallest (called the 'isthmus of Ierapetra') at 12 kilometres. Administratively, the island is divided into four prefectures which from west to east are: Chania (accommodating 25% of the island's population), Rethymnon (accommodating 13% of the island's population), Heraklion (accommodating 49% of the island's population) and Lassithi (accommodating 13% of the island's population). The capitals of each prefecture have the same name as the prefecture, except for Lassithi whose capital is Agios Nikolaos. Heraklion is the capital of Crete and comprises the largest town with over 110000 inhabitants {Interkriti, 2000}.

The island can be reached by boat from the five ports in Souda (Chania), Rethymnon, Sitia, Ag. Nikolaos and Heraklion. Alternatively, the island can be reached by airplane from the three airports in Chania, Heraklion and Sitia.

A high mountain range crosses the island from West to East, formed by three different groups of mountains: To the west are the White Mountains (2.452 metres), in the middle is the mountain of Idi ('Psiloritis', 2.456 metres), and to the East is the mountain of Dikti (2148 metres) {Interkriti, 2000}. These mountains gifted Crete with plateaus that are split by deep gorges, end up in fertile valleys and home caves. The whole island is rich in

antitheses, with scenery constantly changing between harsh and barren in one place whereas wooded and gentle in another. The coastline constantly changes between sand, rock and pebbles. Land constantly varies between vegetation, wildlife (mainly chestnut, oak, cedar, palm and cypress forests) mountain ridges, steep slopes, gorges and villages. Buildings constantly interchange between stone farmhouses, monasteries, castles, chapels and modern houses. Goats inhabit mountaintops (known as 'Kri-kri' as they are a species of goat that is only found in Crete), whereas medicinal herbs and fragrant shrubs inhabit rocky areas (mainly laudanum, dittany, marjoram and thyme). The landscape changes between ancient remains, modern cities and farmland {G.N.T.O., 1998}.

2.2. Sociology

Crete is a mixture of the glorious civilisations and cultures of the past, and the modern developing traditions of the present (and future) {United-Hellas, 2000}. Cultural norms vary between towns and areas, with law-abiding communities in one place and lawless communities in another. Vendettas, arranged marriages and animal theft still prevail in many areas whilst the universities, hotels and agricultural goods are considered among the best in Greece.

Crete has a very rich history, full of invasions, multicultural influences and changes through time. The island is part of Greece although the majority of its people believe and wish for its independence as a separate country. There is great patriotism and an attitude of 'Cretans supporting Cretans', rather than 'strangers'. The people of Crete are renowned in Greece for their pride and hospitality {United-Hellas, 2000}.

There are some cultural divides/conflicts between various parts of Crete. Persons from Chania are considered more 'cultivated/educated' to those from the island's capital (Heraklion). Persons from mountainous areas are considered 'wild/uncivilised' and jokes are often made of them in a similar way to jokes made by the British of the Irish. Persons from many areas of Crete often display 'nouveau riche' behaviour, having suddenly become wealthy through the growth of tourism and exports.

2.3. History

Crete also has a very rich mythological and historical past, the two evolving in parallel over time. {G.N.T.O., 2000} The first signs of human presence on the island were in the Neolithic Period (7000-3000 BC), whereby the inhabitants first lived in caves, followed by clay dwellings and later by brick houses. They subsisted by hunting, fishing and primitive agriculture. Then came the Cretan Bronze Age, known as the Minoan Period (3000-1100 BC), which evidenced significant cultural evolution and the development of the Minoan Civilisation. The term 'Minoan' was coined by excavator Sir Arthur Evans, based on historical and mythological references to King Minoas. The paintings, ceramics, jewellery and architecture indicate the 'soul' of that world- peace loving, light-hearted but also powerful.

The Minoan Period is usually divided into 4 main subperiods:

- Prepalatial/ Early Minoan (3000-2000 BC). Waves of settlers come from Anatolia, in an un-conquering manner, and build homes and settle in villages mostly in Eastern Crete. They bring with them the knowledge of working and using copper and bronze. Findings from excavations reveal well-developed individuality (for instance, individualised stone seals were found in the excavations, dated since the Prepalatial period), aesthetics (as can be seen, for instance, from the jewellery and ceramics of that period) and social system (as can be seen, for instance, from the structure of the tombs, which indicate a social system governed by family and patriarchical principles).
- Protopalatial/Middle Minoan (2000- 1700 BC). The transition from a purely agricultural to the first palatial culture takes place. Palaces were built and Kings ruled, mainly in Western Crete. The middle classes were gaining importance and the fine arts were at their peak. Crete becomes the dominant sea-power of the Eastern Mediterranean, largely owed to its advantageous geographic position that favoured a widespread trade. They imported raw materials such as copper and tin, manufactured them into products that they then exported. Cretans were great craftsmen. The sea brings in wealth through the development of trade. A hieroglyphic system of writing is developed, from which evolves a syllabary script called Linear A. The period ends with a huge earthquake that ruins the palaces.
- Neopalatial/ Late Minoan (1700- 1380 BC). The palaces are rebuilt on an even greater scale than before. The island enters its greatest ancient age. Trade takes place with all the known world at the time. Class conflicts were rare (as can be seen for instance, from evidence suggesting that the palaces were not fortified/ defended with guards). Artists successfully introduce the principle of movement and Linear A evolves into Linear B, indicating also the increasing influence of the Myceneans in Crete. The end of the period is marked by a geological catastrophe- the eruption of the Volcano of Santorini (an island close in proximity to Crete) - whose earthquakes and tidal waves halted the Minoan Civilisation at its height and totally destroyed palaces and cities.
- Postpalatial/ Sub Minoan (1380-1100). Crete was now being ruled by Myceneans, who in contrast to the previous period build castles and houses that are well-guarded. The Minoan part of the population retires to the mountainous areas of Eastern Crete, where they survive as 'Eteokrites' (True Cretans) preserving their old traditions for some centuries longer. The Minoan tradition is till evident in art and handicraft.

Following the Minoan period, is the Geometric and Archaic Period (1100-480 BC), marked by the Dorian invasion which has already destroyed the Mycenean power on the mainland of Greece. A new social system is introduced to the island, with three main classes- the Doric aristocracy, the middle class and the helots (the two latter formed by Cretans). New cities are built on hills and all cities have their own individual laws. Arts flourish again but maritime becomes totally insignificant with the increase of inter-city warfare.

The next period is the Classical and Hellenistic Period (480-67 BC), which by-passes Crete whilst the inter-city warfare continues. Crete becomes known for its good

mercenaries and feared pirates. In 67 BC the Romans conquered the island, marking the Roman period (67 BC -396 AD). Roman buildings were built and Christianity was introduced to the island. The division of the empire in 395 AD placed Crete under the jurisdiction of Constantinople, signifying the First Byzantine Period (395- 824 AD). The importance of the Church increased whilst the political and economic importance of Crete was decreased. The spread of the Arabs in the Mediterranean, particularly in Northern Africa, made the island vulnerable to their influence.

In 824 AD the Arabs invaded Crete, destroyed the main cities, murdered a large part of the population and oppressed the rest. Candia (present day Heraklion) was built and the place became the main base of the Saracen pirates operating in the Eastern Mediterranean. The Arab occupation lasted until 961 AD. In 961 AD the Arab occupation ended with the re-capturing of Candia by a general who then became emperor and marked the Second Byzantine Period (961- 1204 AD). The administration was re-organised, the population re-christianised and Byzantine veterans and aristocrats settle in Crete and increase the depleted population. A type of feudal system develops, trade grows and the island starts to prosper again. Meanwhile, Genoese traders come to Crete and build forts to safeguard their interests. The Fourth Crusade establishes a Latin Empire on the island which sells Crete to Venice and enables the Venetian Occupation (1204- 1669 AD). The island is ruled on military principles. Meanwhile, artists and scholars from former settlements of the Byzantine Empire flee to Crete and the arts, sciences and monasteries begin to prosper once again. However, this attracts Turkish pirates who begin to raid the island and eventually the Ottoman Empire joined in to finally conquer the island.

The Turkish occupation (1669- 1898 AD) was first welcomed in Crete, considered as liberators from the Venetians. The perceptions soon changed as Cretans experienced forcible conversion to Islam, exorbitant taxes and a corrupt and indifferent administration. Life was brought down to its lowest level since the end of the Bronze Age (Minoan Period). Crete joined the Greek mainland in its fight for independence and in the year of the mainland's independence (1832), the Great Powers (Britain, France, Russia) placed Crete under Egyptian rule which was again reverted to Turkish rule until the island was aided by the Great Powers in its liberation from the Turks in 1898 AD.

Crete becomes an independent state (1898- 1913 AD) under a high commissioner (Prince George, the younger brother of the King of Greece), until the commissioner was forced into early retirement by the later Prime Minister of Greece and Crete became a part of Greece (1913). The following years were peaceful with the Turkish element leaving and Greek refugees settling from Asia Minor. In 1941 Crete again sees war, with the second World War where Germans wiped out villages they couldn't conquer, slaughtered communities that resisted and removed natural treasures (e.g. stalactites in caves). In 1944 Crete was liberated again and remains as such as part of Greece {Psilakis, 2000a}.

2.4. Mythology

According to ancient Greek Mythology, the King of the Universe, Cronus, ate his children because of an omen that foretold that he was to be dethroned by one of his sons. Rhea, Cronus' wife, was about to give birth to another child, Zeus, and fled to her parents in agony. She pleaded with her parents, the Sky and the Earth, to help save her child, and they in turn advised her to seek refuge on the island of Crete. The parents provide cover for the birth of the divine infant: The Sky spreads its dark cloak of dense clouds over the Earth, whilst the Earth shakes her bowels and opens up a deep, dark cave in Lassithi- the Dikteon Andreon. Rhea finds shelter there and in great secrecy within the mysterious depths of Dikteon Andron gives birth to Zeus in a cavity among the stalactites. Afterwards, Rhea returns to Cronus and offers her husband a stone wrapped in swadding-bands pretending it is the baby child. Unsuspicious Cronus swallows the stone feeling relieved he has avoided the threat of dethronement. The presence of the divine child in the region stimulates the powers of nature to offer shelter and hospitality to every visitor in the region, with great generosity. Nymphs from the mountain Dikti (the name originating from 'Zeus' and the ancient Greek word for birth 'tikto') take care of new-born Zeus whilst goat Amalthea breast-feeds him (replaces Rhea). An eagle offers him the drink (nectar) and food (ambrosia) of the immortals with its beak whilst the bees ceaselessly carry their best honey for him. Kourites (the ancient Cretans) protect him, covering him with their shields as they dance an ancient war-dance 'Pyrechios' around his cradle and their swords clang against them. The steps of their fierce dance combined with the clanging sound of their swords muffle the infant's wining that is never heard by his father. Every year, when Kourites and his believers from all over the world would visit the cave to offer him presents, a dazzling flash would come out of the entrance, from the boiling blood of the delivery.

A few years later, Zeus returns to the cave when, driven by his passion for Europe, the daughter of the King of Pheonicia, Aginoras, transforms himself into a bull and kidnaps her. He brings her to Dikteon Andron and takes back his original form to make love with her. The three kings of Crete were born from their union: Minos, Radamanthis and Sarpidon. Minos becomes king of Knossos and visits the cave every nine years (during the phenomenon of the stellar alignment of the earth and the moon) where he meets his father and takes Zeus' divine recommendations on the magnificent Minoan Legislation.

Nowadays, keeping to the tradition, the contemporary 'Kourites' make libations to Zeus every summer, at the foot of the cave. This mythical cave of the birth of Zeus, the Dikteon Andron, lies on the plateau of Lassithi at 185 metres above the village of Psichro and at an altitude of 1025 metres. From early ancient times until the first centuries AD, Greeks believed that Zeus was the Supreme Creator of this world {Psilakis, 2000b}.

2.5. Economy

The economy of Crete, previously based on farming, started to change visibly in the 1970's. All three sectors of the Cretan economy- agriculture, processing-packaging and

services- are directly connected and interdependent. Crete has an average per capita income close to 100% of the Greek average, whilst unemployment is approximately half that of Greece. Services account for 55% of the island's employment, whilst the most dynamic sector of the Cretan economy is tourism. The excellent climate of the island, the beautiful landscape and the remarkable tourist resorts attract about 2.000.000 visitors a year.

Both the sea and air temperature are relatively warm throughout the year (average air temperature is 25 degrees Celsius), there is sunshine most of the year and the average humidity throughout the year is about 60%. Winter is mild with an air temperature varying between 10-20 degrees Celsius (the sea temperature being a few degrees higher) and snowfall being rare (except on mountain tops). In Autumn and Spring the air temperature varies between 20-30 degrees Celsius (the sea temperature is a few degrees higher), in the summer the average air temperature varies between 27 and 40 degrees Celsius (the sea temperature is a few degrees lower). There is usually a fresh breeze sweeping through from the coastline {Interkriti, 2000}.

Again largely owed to the island's dependable warm climate, Crete is known for the quality of its agricultural products that are produced all year round- including fruits, vegetables, wine, raisins, medicinal plants and aromatic herbs. Other products renowned for their quality, freshness, organic nature and sold locally, nationally and abroad are fish, meat and dairy products {Interkriti, 2000}. The processing-packaging industries in Crete mainly process agricultural products (such as excavation and processing of marble, manufacturing of folk arts and crafts- leather products, ceramics, textile works, knitwear, woodcrafts) or manufacture products that support the agricultural production (for example, the bottling of table water from springs, the production of plastic-based materials (such as greenhouse coverings, water-pipes, packaging material, package film, raw materials for the industry, bottling material) and the manufacturing of cultivating machinery (such as tillage and spraying machines). Other industries that are mainly export-oriented include car spare-parts, hospital equipment, orthopedic products, plant hybrids, biotechnology products, software products; such enterprises have taken advantage of the specialised knowledge of the island's scientists and technicians {Interkriti, 2000}.

3. The local societal context - Prefecture: Heraklion

All seven cases in this research were hotels belong to the prefecture of Heraklion; however, six are located in the municipality of Hersonissos whereas the seventh is located in the capital's municipality, Heraklion.

3.1. Hersonissos

The municipality of Hersonissos (with Hersonisssos as its capital) belongs to the Prefecture of Heraklion, and is situated only 28 kilometres from the centre of island's

capital, Heraklion {G.N.T.O., 2000}. Limenas Hersonissou (the port of Hersonissos) is built over the ruins of the ancient harbour-town Lyttos. Even now one can see some of the stone bollards of the ancient quays extend from the sea {Psilakis, 2000c}. The port-town comprises one of the most developed and cosmopolitan summer tourist resorts of Crete and Greece. It attracts a lot of tourists with its extensive tourist shops, tavernas, pubs and nightlife. It has about 2700 residents {G.N.T.O., 2000}. Historically, Hersonissos was an important town with palaces and villas, politically strong and independent. The village of Hersonissos is located on a low hill south of the port of Hersonissos. It is a large and historical village that commands an excellent view of the port, coast line, coves, gardens, groves and residences of the north-east plateau {M.O.H., 2000}. There can also be found the remains of two Early Christian basilicas with mosaics {Psilakis, 2000c}.

3.2. Heraklion

Heraklion is the capital of the prefecture of Heraklion and is the largest, in population (around 100,000 residents) town in Crete. Heraklion is also the administrative and financial capital of the entire island. {Vacation, 2000}. Centred in the middle of the north coast, the city of Heraklion is located near many of the main archaeological sites: Knossos, Phaistos, Ayia Triada, Gortyn and Malia. Heraklion is a modern city with the greatest commercial and financial traffic on the island, and with spectacular touristic development {Vacation, 2000}. The municipality of Heraklion concentrates almost half the population of Crete and the per capita income is the highest in the island {COT, 2001}. The city's airport and sea-port are the main gates to the island {COT, 2001}, and the ancient site was a small village known by the same name until 824 BC. The archaeological museum in Heraklion is one of the most outstanding museums in the world, containing findings from all over Crete and particularly from the prehistoric Minoan civilisation that ruled the island for 1,200 years {Vacation, 2000}.

4. The industrial context- Tourism and hospitality

4.1. Tourism Worldwide

Tourism is increasing its significance as a contributing factor to world economies. In view of this, the World Tourism Organisation (W.T.O) recently developed a 'Tourism Satellite Account' department that collects information and statistical data on the unique role of tourism and its consequences, both at national and worldwide levels. In doing so, W.T.O. aims to enable the understanding of the true size and value of the tourism industry, as well as provide assistance to both governments and citizens such that they may fully exploit the possibilities in the sector {Gioupi, 2000c}. According to W.T.O. data, the hotel sector is increasing at dynamic rate. The number of hotel beds worldwide showed an increase of only 12% (from 16.277.000 hotel beds in 1980 to 18.241.000 hotel beds in 1985) between 1980 and 1985, whereas between 1985 and 1997 the increase was

at 61%. [1] In 1997 there were 29.344.000 hotel beds worldwide, compared to 18.241.000 hotel beds in 1985 and 16.277.000 in 1980 (a total increase of 81% between 1980 and 1997). In Europe there were 8.637.000 hotel beds in 1985 whereas 11.731.000 hotel beds in 1997.

Europe is seen to own the greatest percentage of hotel beds worldwide between 1980 and 1997, and with increases in the hotel sector of 2% between 1980 and 1985 whereas 36% between 1985 and 1997. In Europe there were 8.542.000 hotel beds in 1980, 8.637.000 hotel beds in 1985 whereas 11.731.000 hotel beds in 1997. The overall increase is 38% between 1980 and 1997. However, Europe's world market share in hotel beds decreased from 53% in 1980 to 48% in 1985 and 40% in 1997. During this period, the hotel sector in East Asia and Oceania is seen to show the greatest increases- an increase by 122% between 1980 and 1985 and 297% between 1985 and 1997. In East Asia and Oceania the number of hotel beds increase from a mere 763.000 hotel beds in 1980 to 1694.000 beds in 1985 to 6.725.000 in 1997 (a total increase of 89%). In Year 2000 Tourism occupied first place for income from product/service exports worldwide, with an astonishing value of 621 billion dollars which is expected to rise to 1,55 trillion dollars by 2010 {Gioupi, 2000c}.

4.2. Tourism in Greece

Tourism is a dynamic sector of the Greek economy. In 2000 over half a million more tourists visited Greece from abroad, an increase of almost 7% since the previous year. 40% of these tourists come from Germany and the United Kingdom (about 5.200.000 persons). Greece was reported as the top destination for English people in April 2000, whilst its main competitors experienced a decreased tourism (-26% for Spain, -30% for Portugal). Greece reached a market share of 17% in German tourists in the year 2000, taking market share away from both Spain and Portugal {Gioupi, 2000a}. Tourists from Scandinavian countries have also increased by 7% {Gioupi, 2000d}. In general, tourism is expected to increase at higher rates in following years, especially due to the accessibility to tourism information, bookings and services over the internet {Gioupi, 2000f}.

P.F.T.E. (Panhellenic Federation of Tourism Enterprises) has also increased its activities in recent years to include all areas the tourism industry. P.F.T.E. provides a co-ordinated representation of the tourism industry to the government, promoting demands of tourism enterprises that would enable the enterprises to function as smoothly as possible and at the same time develop a strategy for tourism in Greece. When it was first established in 1958 it only encompassed tourist coaches. Over the years, it began to include tourist agencies, shipping companies and conference halls. In 2000 it has embraced also other areas of the tourist industry such as the union of cruise owners, the union of owners of rented apartments {Gioupi, 2000b}. Demands are currently being made for greater development and financial support for tourist services in Greece to cater for and exploit the increasing size of the tourism industry worldwide {Gioupi, 2000g}.

With changes in the Greek tourist industry, the system for classifying hotel category in Greece was recently updated, based on recommendations by the Board of Directors of the Hotel Chamber of Greece {Gioupi, 2000e}. This new 'star system', as applicable to 4 (4*) and 5 (5*) star hotels, is summarised in figure 1 below. A tick indicates a required criterion of hotels wishing to be classified in the particular star category. If the criterion is applicable only to a particular type of hotel, this is indicated by an appropriate comment within a parenthesis.

Criteria	4*	5*
Category of criteria: Building **Criteria:** Sound-proof windows; small pharmacy; heating; air-conditioning in rooms, dining and reception areas; phone booth	☐	☐
Category of criteria: Reception **Criteria:** Safety box/boxes for at least 50% of reception area's capacity; complaints/ suggestions box; storage and safe-keeping area, separate for each (even if with a movable barrier); receptionist 24 hours a day; exchange rate forms if there is appropriate license; porter service customer service/information	☐	☐ ☐
Category of criteria: Room **Criteria:** Toiletry table with mirror and lamp; sofa/ sofa chair; decorative paintings, pictures, artwork; glass or ceramic vases, no plastic flowers or plants; If there is a division between smokers and non-smokers, ash trays in smokers' rooms; small rug near bed (if there is no carpet); Window curtains(non-transparent) if there are no blinds; list of services; television; radio; waking service, automatic/via reception; phone; mini-bar or fridge; laundry and dry-cleaning bags; sewing kit; stationery kit; 'Do not disturb' and 'make up room' tags; bath step; non-slip bathtub or mat; bath towel and carpet; bathtub handles; hair dryer; shower curtain/ divider; hot water 24 hours a day; hand soap; shower gel; shampoo; hygiene bags; waste baskets in both bathroom and bedroom; glass cups; thermostatically controlled room temperature; music/radio; daily change of bed linen; daily change of bath and toiletwear; bathrobe; magnifying mirror; beach towel (resort hotels)	☐	☐ ☐
Category of criteria: Dining **Criteria:** Linen table cloths and napkins at all meals; 3 hour service for both meals and breakfast; room service for sandwiches and snacks until 22:00; room service for breakfast; facilities for child dining More than one restaurant/ dining area; 24 hour room service for sandwiches and snacks; breakfast service before defined time	☐	☐ ☐
Category of criteria: Staff **Criteria:** Hygiene areas (WC, shower); dining areas (hotels with over 100 beds); uniforms	☐	☐
Category of criteria: Entertainment-Sports-Recreation **Criteria:** Open-air swimming pool according to standards (resort hotels); children's play area (resort hotels)	☐	☐
Category of criteria: Other services **Criteria:** Supplies service to mini-market/ kiosk customers; labels and brochures in 1 additional language other than Greek; other forms of payment in addition to cash; cleaning service to customers	☐	☐

Figure 1: Required criteria for 4* and 5* hotels . *Based on: {Gioupi, 2000e}*

4.3. Tourism in Crete

Tourism is considered the most dynamic sector of the economy and is part of the services industry, which accounts for 55% of the island's economy. Crete comprises one of the most popular holiday places in Greece, with 15% of all arrivals in Greece coming through the island's capital, Heraklion (port and airport). In 1999 charter flights to Heraklion comprised 20% of all charter flights to Greece. More than two million tourists visited Crete in 1999, a figure that has been constantly increasing over the years such that Tourism now constitutes the most dynamic sector of the Cretan economy, increasing at a faster rate than its national equivalent. The increase in tourism is reflected in the total number of hotel, which increased by 53% between 1986 and 1991 whilst for the rest of Greece the increase was 25%. Today the tourism infrastructure in Crete caters for all tastes, accommodation ranging from luxury hotels to family apartments and camping facilities {Interkriti, 2000}.

5. Organisational context

5.1. Aldemar Hotels

The information provided on Aldemar Hotels has been integrated from the Aldemar chain website and company documentation. Three of the SMWGs participating in this research belong to the Aldemar Hotels chain, one to each of the Aldemar hotels described below- Royal Mare Village, Knossos Royal Village, Cretan Village. All three hotels are located in Crete and in the same area, within walking distance of each other. The first company in the Greek tourist industry to establish a Quality Improvement Department for the development and application of a comprehensive and clear policy in the areas of human resources, services, environment and local communities. Aldemar is today one of the leading hotel chains in Greece with almost 5000 beds in prestigious tourism destinations in the country. Apart from in Crete, Aldemar has hotels in Rhodes and the Peloponnese. All hotels are located in areas with direct access to international airports and built beside the beach. Every hotel has its own style of architecture. All hotels provide some athletic, recreation and children facilities.

5.1.1. Royal Mare Village

It is the 'newest' (first opened in 1997) and largest (96 000 square metres) of the three Aldemar hotels participating in the research, and is designed in Cretan style, reflecting the mountain and sea landscapes of the island. It operates from the end of March to the end of September (7 months) each year. Located on the coastline, it is only 25km east of the island's capital and 2km of Hersonissos village. It is categorised as a 5-star deluxe hotel. Royal Mare Village accommodates 816 beds and 341 air-conditioned family guestrooms and bungalows. It has the profile of a 5-star select-luxury, quiet hotel, providing relaxation in luxurious surroundings. It includes spa facilities with the first

thalassotherapy centre built in Greece. It has a range of dining, recreational, sports, swimming (ten large swimming pools, two for children) and shopping facilities.

5.1.2. Knossos Royal Village

It is the 'second oldest' (first opened in 1991) and second largest (85 000 square metres) of the three Aldemar hotels participating in the research, and is designed in Minoan style. It operates from the end of March to the end of September (7 months) each year. Located on the coastline, it is only 25km east of the island's capital and 2km of Hersonissos village. It is categorised as a 5-star deluxe hotel. Knossos Royal Village accommodates 946 beds, 364 air-conditioned family guestrooms and bungalows, and 40 de luxe villas. It has the profile of a 5-star family/ vacation hotel- provides recreation and entertainment activities (family/not). It includes facilities for conferences & concerts. It has a range of dining, recreational, sports, swimming (four large swimming pools, 1 for children) and shopping facilities.

5.1.3. Cretan Village

It is the 'oldest' (first opened in 1987) and smallest (60 000 square metres) of the three Aldemar hotels participating in the research, and is designed in Cretan style. It operates from the end of March to the end of September (7 months) each year. Located on the coastline, it is only 25km east of the island's capital and 2km of Hersonissos village. It is categorised as a 4-star A' hotel. Cretan Village accommodates 816 beds and 341 air-conditioned family guestrooms and bungalows. It has the profile of a 4-star family hotel- provides creative family entertainment & recreation, for children and adults. It includes extensive children's facilities. It has a range of dining, recreational, sports, swimming (three large swimming pools, 1 for children) and shopping facilities.

5.2. Maris Hotels

The information provided on Maris Hotels has been integrated from the Maris chain website and company documentation. Four of the hotel SMWGs participating in this research belong to the Maris Hotels chain, one to each of the Maris hotels- Creta Maris, Silva Maris, Bella Maris, Candia Maris. All Maris Hotels are located in Crete, and the central offices are at the island's capital, Heraklion. All Maris Hotels are located on the beach and in total, have 1256 rooms and 2545 beds. All hotels provide some athletic, recreation and children facilities.

5.2.1. Creta Maris

It is the 'oldest' (first opened in 1975, and was renovated in 1999) and largest (150 000 square metres) of the four Maris Hotels, and is designed in Aegean style. It operates from End of March to end of September (7 months) each year. Located on the coastline,

it is only 26km east of the island's capital and 500m west of Hersonissos village. It is categorised as a 5-star deluxe hotel. Creta Maris was the first hotel in the Mediterranean to obtain the International Quality Certificate ISO 9000. Creta Maris has been designed to accommodate 44% of the chain's rooms and 44% of the chain's beds, with 547 of the 1256 rooms and 1100 of the 2545 beds It has the profile of a 5-star select-luxury, quiet hotel- provides relaxation in luxurious surroundings. It is categorised as a 5-star deluxe hotel and includes facilities for conferences & concerts.

5.2.2. Silva Maris

It is the 'second oldest' (first opened in 1986, but was renovated in 1998) and smallest (20 000 square metres) of the four Maris Hotels, and is designed in the style of a traditional Cretan village. It operates from End of March to end of September (7 months) each year. Located on the coastline, it is only 27km east of the island's capital and inside Hersonissos village. It is categorised as a 4-star hotel. Creta Maris has been designed to accommodate 25% of the chain's rooms and 21% of the chain's beds, with 305 of the 1256 rooms and 533 of the 2545 beds. It has the profile of a 4-star family hotel- provides creative family entertainment & recreation, for children and adults. It is categorised as a 4-star A' hotel and includes extensive children's facilities.

5.23. Bella Maris

It is the 'second youngest' (first opened in 1994) and second smallest (50 000 square metres) of the four Maris Hotels, and is designed in the style of an elegant resort hotel. It operates from End of March to end of September (7 months) each year. Located on the coastline, it is only 24km east of the island's capital and 3 kilometres west of Hersonissos village. It is categorised as a 5-star deluxe hotel. Creta Maris has been designed to accommodate 12% of the chain's rooms and 13% of the chain's beds, with 147 of the 1256 rooms and 324 of the 2545 beds. It has the profile of a 5-star family/ vacation hotel- provides recreation and entertainment activities (family/not). It is categorised as a 5-star deluxe hotel.

5.2.3. Candia Maris

It is the 'youngest' (first opened in 1995) and second largest (80 000 square metres) of the four Maris Hotels, and is designed in the style of a beachfront hotel in a downtown location. It operates all year round. Located on the coastline, it is only 3km west of the island's capital and 30 kilometres west of Hersonissos village. It is categorised as a 5-star deluxe hotel. Candia Maris has a thalassotherapy centre that was one of the first of its kind in Greece. Candia Maris has been designed to accommodate 21% of the chain's rooms and 24% of the chain's beds, with 257 of the 1256 rooms and 588 of the 2545 beds. It has the profile of a 5-star family/vacation hotel in the city. It is categorised as a 5-star deluxe hotel. It includes spa & conference facilities.

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APPENDIX 3

This appendix includes:

- observation form for group meetings
- guide to observation form

OBSERVATION FORM page 1 of 2

CASE: _____

Decision process

I. Decision process style: *The degree to which the observer identifies the extent to which the decision process is group centred &more co-operative, based on measured criteria (integration of decision style, decision making & problem solving processes)*

Process ◄——►	*leader centred*				*group centred*
	mainly group leader 1	mainly expert 2	member minority 3	member majority 4	all members 5
agenda setting*(what is addressed)*					
agenda prioritizing*(choosing order)*					
issue discussion*(joining in discussion)*					
solution generation*(of alternatives)*					
solution selection*(what is to be done)*					
task identification*(for implementation)*					
resource allocation*(to tasks)*					
deadline assignment*(for tasks)*					
Sub-total					
Total					
RATING	1 (1-8)	2 (9-16)	3 (17-24)	4 (25-32)	5 (33-40)

II. Decision process content

Measured: *The degree to which the observer identifies co-operation & competition communicated in the group, through the decision process' content, based on measured criteria*

Co-operation	V	NV	Competition	V	NV
co-1			cm-1		
co-2			cm-2		
co-3			cm-3		
co-4			cm-4		
co-5			cm-5		
co-6			cm-6		

Quoted

- **Verbal co-opetition:** *The degree to which the observer identifies co-operation & competition to be verbally communicated in the group, based on an 'overall' assessment of verbal communication*

	very low		low		medium		high		very high	
	1	2	3	4	5	6	7	8	9	10
Co-operation										
Competition										

- **Non-verbal co-opetition (threatening and supportive communication):** *The degree to which the observer identifies co-operation & competition to be non-verbally communicated in the group, based on an 'overall' assessment of non-verbal supportive and threatening communication*

	very low		low		mediu m		high		very high	
	1	2	3	4	5	6	7	8	9	10
Co-operation (*Supportive*)										
Competition (*Threatening*)										

please proceed to next page

Communication/Interaction

Style: (formality, discipline, agenda, minutes?)

Leader: (role, behaviour, expressions?)

Members: (participation?)

Meet as a group: (frequent, regular?)

Impression

Related metaphor:

Description:

Seating arrangements

Sketch:

Location:

Leader:

Members:

END

OBSERVATION GUIDE

Decision process

I. Decision process style

(tick as appropriate observation form)

II. Decision process content

Measured- *To what degree are the following messages (under A and B) expressed during the meeting?*

very small	small	medium	large	very large
1	2	3	4	5

A. Co-operation

categories	**Verbal (V)** ***tone-*** *may be supportive;* ***pitch-*** *may be normal;* ***rate-*** *may be slow/medium*	**Non- verbal (NV)** ***can include combinations***
description **(co-1)**	describing facts and ideas	hands- non-stressed movements
problem orientation **(co-2)**	assisting to define and solve problems	posture- supportive movements forward
spontaneity **(co-3)**	offering sudden suggestions	eyes- expression of thinking
empathy **(co-4)**	polite when talking	mouth- supportive expressions
equality **(co-5)**	asking for approval/ comments	eyes- eye contact
provisionalism **(co-6)**	welcoming alternative views	face- head nodding or static when listening to other ideas

B. Competition

categories	**Verbal (V)** ***tone-*** *may be threatening;* ***pitch-*** *may be louder;* ***rate-*** *may be faster*	**Non- verbal (NV)** ***can include combinations***
evaluation **(cm-1)**	judging others'/ their behaviours or ideas	mouth- grimace for disapproval eyes- disapproving glance
control orientation **(cm-2)**	insisting on a pre-determined solution/ idea	hands- finger pointing, stressed hand movements
strategy **(cm-3)**	continuing along a personal course of suggestions	hands- barriers to mouth/ chest/ stomach
lack of concern **(cm-4)**	interrupting, especially without apology	face- avoiding eye contact/ indifferent expressions
superiority **(cm-5)**	dominating discussion	face- ignoring or maintaining a higher head level to others
certainty **(cm-6)**	rejecting all other views (except own)	face- head shaking with different (to own) ideas

END

APPENDIX 4

This appendix includes:

- post-observation questionnaire
- index to post-observation questionnaire

POST-OBSERVATION OUESTIONNAIRE

Group meetings

This questionnaire has been administered to you immediately after a group meeting at which you participated.

I. Concerning the group meetings of this group:

1. How long have you been participating in these meetings?

2. What goals do you believe that they seek to achieve? Please record the goals in the respective spaces.

	Goals of meetings
1	
2	
3	
4	
5	
6	

3. Generally, to what extent do you believe that the goals you mentioned above are being achieved?

Goals	Very large (1)	Large (2)	Medium (3)	Small (4)	Very small (5)
1					
2					
3					
4					
5					
6					

4. Generally, are you satisfied with the frequency of the meetings?

Yes (1)	No, you would like them more frequent (2)	No, you would like them less frequent (3)

5. Generally, are you satisfied with the style of the meetings?

Yes (1)	No (2)

6. Generally, are you satisfied with the duration of the meetings?

Yes (1)	No, you would like them to last more (2)	No, you would like them to last less (3)

II. Concerning the specific meeting at which you participated:

7. How beneficial was this meeting for you?

Very beneficial (1)	Beneficial (2)	A little beneficial (3)	Minimally beneficial (4)

8. How necessary was this meeting for you?

Very necessary (1)	Necessary (2)	A little necessary (3)	Minimally necessary (4)

Please proceed to next page

9. After this meeting, do you have some changes to do in your work?

Yes (1)	No (2)

10. In the meeting, did you discuss the issues that interested you to the extent that you wanted?

Yes (1)	No, you would like them to have been discussed more (2)	No, you would like them to have been discussed less (3)

11. How satisfied are you from this meeting?

Very satisfied (1)	Satisfied (2)	A little satisfied (3)	Minimally satisfied (4)

12. How effective, in your opinion, was the meeting?

Very effective (1)	Effective (2)	A little effective (3)	Minimally effective (4)

13. Did today's meeting differ in any way from the 'usual' meeting of this group?

Yes, because (1)	No (2)

Decisions

I. *In this meeting, certain decisions were made which will require some cost and time for their implementation and will aim to achieve certain goals.*

Concerning these decisions:

14. How important a role do you think that the following factors play?

Factor	Very important (1)	Important (2)	Less important (3)
The time needed for their implementation			
The cost for them to be implemented			
The extent to which their goals will be achieved			

15. To what extent do you believe that they will achieve the goals they seek?

Very large (1)	Large (2)	Medium (3)	Small (4)	Very small (5)

16. Do you believe that their implementation will cost more than that you find appropriate/necessary?

Yes (1)	No (2)

17. Do you believe that their implementation will consume more time than that you find appropriate/necessary?

Yes (1)	No (2)

18. Do you believe that the decisions made will need to be reconsidered?

Yes (1)	No (2)

Please proceed to the next page

19. Would you have preferred the decisions to be made in a different way?

Yes (1)	No (2)

20. Generally, if it were possible to change the way by which decisions are made in these meetings, what changes would you suggest for better decision-making?

More: a. _____

b. _____

Less: c. _____

d. _____

II. *In this meeting, perhaps certain decisions were made which will have to be acceptable by persons who were not present at the meeting.*

Concerning these decisions:

21. Do you believe that those who will be influenced by them will easily accept them?

Yes (1)	No (2)

22. Do you believe that those who will implement them will easily accept them?

Yes (1)	No (2)

23. Do you foresee any resistance from persons who will be influenced by these decisions?

Yes (1)	No (2)

24. Do you foresee any resistance from persons who will implement these decisions?

Yes (1)	No (2)

25. To what extent do you think that the decisions made are implement-able?

Very large (1)	Large (2)	Medium (3)	Small (4)	Very small (5)

26. To what extent do you think that the decisions made are acceptable?

Very large (1)	Large (2)	Medium (3)	Small (4)	Very small (5)

Group relations

In the group of which you are a member and participate in its meetings, certain relations between the members have developed.

I. Generally, concerning the relations between the members:

27-30. To what extent do you think that in the group there exists:

		Very large (1)	Large (2)	Medium (3)	Small (4)	Very small (5)
27	mutual supportiveness					
28	Mutual respect?					
29	Suspicion?					
30	Team 'spirit'?					

Please proceed to the next page

31-33. To what extent do you think that the members between them:

		Very large (1)	Large (2)	Medium (3)	Small (4)	Very small (5)
31	Share their knowledge?					
32	Hide data/events?					
33	Compare each other?					

34. To what extent would you say that there is competition in your group?

Very large (1)	Large (2)	Medium (3)	Small (4)	Very small (5)

35. To what extent would you say that there is co-operation in your group?

Very large (1)	Large (2)	Medium (3)	Small (4)	Very small (5)

II. The relations in the meetings

36. Do you believe that the group meetings are indicative of the relations between the members of the group?

No, because	Yes
(1)	**(2)**

37-43. During the meetings, to what extent do you think that there exists:

		Very large (1)	Large (2)	Medium (3)	Small (4)	Very small (5)
37	Spirit of equality?					
38	Ease in expression of opinion?					
39	Spontaneity?					
40	Description of events?					
41	Tolerance to different views?					
42	Dialogue/argumentation?					
43	Mood for empathising?					

44-50. During the meetings, to what extent do you think that there exists:

		Very large (1)	Large (2)	Medium (3)	Small (4)	Very small (5)
44	Expression of superiority?					
45	Expression of certainty?					
46	Influence of personal motives?					
47	Judgement to persons?					
48	Effort to impose views/decisions					
49	Insensitivity?					
50	Disrespect?					

Thank you for your time. Please return the completed questionnaire in the sealed envelope and the researcher will collect it from the hotel.

INDEX TO POST-OBSERVATION QUESTIONNAIRE : Criteria, indicators and measures related to questions in post-observation questionnaire

Indicator	Measures	Questions involved
Criterion: Decision effectiveness in terms of process		
Measured Perceived *(average of values of measures)*	effectiveness of meetings in general • degree to which meeting goals are perceived to be achieved	3
	• degree to which general satisfaction with meetings is perceived	4,5,6
	effectiveness of specific meeting • productiveness of meeting and satisfaction with decision process in meeting	7-10
Quoted Perceived	effectiveness of specific meeting • perceived satisfaction • perceived productiveness	11-12
Criterion: Decision effectiveness in terms of decisions		
Measured perceived *(average of values of measures)*	degree of perceived acceptability & implementability of decisions	21-24
	satisfaction with decisions made	13-19
Quoted perceived	degree of perceived acceptability & implementability of decisions	25-26
Criterion: Co-opetive mix communicated in work relations		
Measured perceived *(average of values of measures)*	degree of perceived co-operation communicated in the group • supportiveness, mutual respect, team 'spirit', sharing of knowledge &information	27-28, 30-31
	degree of perceived competition communicated in the group • suspicion, hiding of information/ knowledge, comparing	29, 32-33
Quoted perceived	degree of perceived co-operation communicated in the group	35
	degree of perceived competition communicated in the group	34
Criterion: Co-opetive mix communicated in group meetings		
Measured perceived *(average of values of measures)*	degree of perceived co-operation communicated in group meetings • equality, problem orientation, spontaneity, description, provisionalism, respect, deception-free	37-43
	degree of perceived competition communicated in group meetings • superiority, certainty, motives, evaluation, strategy, control orientation, disrespect	44-50

APPENDIX 5

This appendix includes:

- managerial questionnaire

MANAGERIAL QUESTIONNAIRE-part A

A. COMPETITION

A-1. *How would you define it (what definition would you give)?*

A-2. *What behaviours would you observe between colleagues* who compete?*

A-3. *What positive consequences could competition between colleagues* have?*

A-4. *What positive consequences could competition between colleagues* have?*

A-5. *Under what circumstances do you believe that it would be beneficial for there to be competition between colleagues*, and at what degree would it cease to be beneficial?*

A-6. *Under what circumstances do you believe that it would be harmful for there to be competition between colleagues*, and at what degree would it cease to be harmful?*

NOTE: * Please consider as 'colleagues' the members that belong to a work group, like the management group of your hotel

please proceed to the next page

B. CO-OPERATION

B-1. *How would you define it (what definition would you give)?*

B-2. *What behaviours would you observe between colleagues* who co-operate?*

B-3. *What positive consequences could co-operation between colleagues* have?*

B-4. *What positive consequences could co-operation between colleagues* have?*

B-5. *Under what circumstances do you believe that it would be beneficial for there to be co-operation between colleagues*, and at what degree would it cease to be beneficial?*

B-6. *Under what circumstances do you believe that it would be harmful for there to be co-operation between colleagues*, and at what degree would it cease to be harmful?*

NOTE: * Please consider as 'colleagues' the members that belong to a work group, like the management group of your hotel

please proceed to the next page

1. I will present you with two extreme cases of groups, whereby the relations between the members are opposites. The two cases are extremes and your group doesn't belong to any of the two. I would like you to read these cases and to indicate where you would place your management group in relation to the two extreme cases, based on your experience.

EXTREME CASE 1	EXTREME CASE 2
Each person in the group shares his/her knowledge with the others and helps them in their work. Without, however, the member trying to chases after personal motives or to distinguish himself/herself from his/her colleagues. He/she doesn't try to impose his/her own views. Each person tries for the group to do well, and is not interested so much for how he/is will do separately.	Each in the group is concerned with his/her job, trying to distinguish himself/herself from the others. He/she keeps the knowledge to himself/herself and chases after personal motives. He/she tries to impose his/her own views on the others and is not tolerant towards different positions to his/her own. Each person tries to do well himself/herself, and is not so interested in how the group will do as whole.

(Please place an X in an appropriate position on the line above- the more towards the left, the more you believe that your group is closer to case 1)

2. What indicators have guided you towards this position- what have you observed as happening in the group that would justify this position? Please provide some related examples and facts that you have observed.

THANK YOU FOR YOUR CO-OPERATION

APPENDIX 6

This appendix includes:

- the interview forms
  - leader
  - managing director
  - members
  - citizen

LEADER INTERVIEW FORM

Date: _____
Name: _____
Position: _____
Hotel: _____
Address: _____
_____
Contact numbers: _____
_____

Leader's time in position, hotel, industry:

Management group members: ***(positions, employment, salary rankings)***
Division: F&B, Rooms, Maintenance, Gardens, Other

	Name	**Position, division**	**Employment** s=seasonal a= annual	**Duration of membership** years in group	**Salary ranking**
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					

please proceed to next page

Maturity of group:

Recruitment (internal promotion/not):

Group meetings

Regularity *(every when, time, notification):*

Duration:

Aims *(what they are)*

Agenda (*how it is developed, notified):*

Minutes *(who keeps them, are they forwarded):*

Attendance *(paid/not, repercussions for absence):*

Rules on conduct of meeting *(what they are):*

Communication between leader and other members:

Performance (1-10) *(and justify):*

please proceed to next page

External competitors *(other hotels outside chain)*
who they are:

degree of competition (1-10) & justification:

External co-operators *(other persons/organisations outside chain):*
who they are

degree of co-operation (1-10) & justification:

Internal competitors *(other hotels in chain):*
degree of competition (1-10) & justification

Internal co-operators *(other hotels in chain):*
degree of co-operation (1-10) & justification

Other notes:

Non-verbal behaviour of leader	Verbal behaviour of leader
Facial:	*Expressions:*
Posture:	*Tone:*
Movements:	*Style:*
Handshake:	*Other:*
Door(open/closed):	

END

MANAGING DIRECTOR INTERVIEW FORM

Date: _____
Name: _____
Organisation: _____
Address: _____
_____
Contact numbers: _____

Historical background of hotel chain/ organisation *(ask for any brochures)*

Profile and history of hotels: *(dates and target market)*

- **Hotel:**
- **Hotel:**
- **Hotel:**
- **Hotel:**

Co-opetive mix encouraged in organisation:

- **Is competition encouraged in the chain and in what way?** (*e.g. via rewards, promotions (internal/ external), motives given to employees (e.g. financial, presents/prizes, trips)?*
- **Is co-operation encouraged in the chain and in what way?**

please proceed to next page

Performance evaluations of hotels *(how is it done)*

Hotel management (SMWG) meetings *(official guides by organisation?)*

Co-opetive mix between hotels (SMWGs) in hotel chain

- **Degree of competition between chain's hotels** *(1-10 and justify)*

- **Degree of co-operation between chain's hotels** *(1-10 and justify)*

Co-opetive mix between hotels in Crete (industry)

- **Degree of competition between hotels in Crete** *(1-10 and justify)*

- **Degree of co-operation between hotels in Crete** *(1-10 and justify)*

END

APPENDIX 7

This appendix includes:

- Observation notes from group meetings
  - Aldemar (cases 1-3)
  - Maris (cases 4-7)

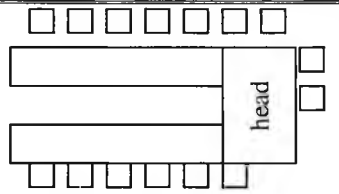
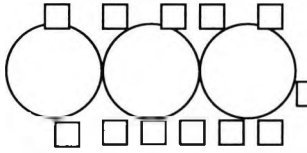
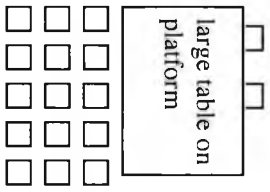
	Communication/Interaction	Impression	Seating arrangements
Case 1	**Style:** formal, disciplined. Agenda prepared before meeting & minutes after meeting. **Leader:** facilitates discussion, first reports some information and then invites members to discuss issues according to agenda in a round-robin fashion. When issues are raised, he briefly comments on them and then asks members related to issue to discuss with one another to resolve issues. Expressions constant throughout (always has a low tone, slightly sarcastic but strict and direct). **Members:** all encouraged to discuss, and with one another. **Meet as a group:** every week same day & time	**Related metaphor:** board meeting. **Description**: the meeting ran like a board of directors/stakeholders, with the leader acting as chairman. The meeting was very agenda-driven and focused on problem solving. It gave the impression that the aim of the meeting was to interact for resolving problems.	 15 participants **Location:** bridge/meeting room at the hotel. **Leader**: sits at head position of table; secretary on his right **Members**: seated round the u-shaped table
Case 2	**Style:** semi-formal, disciplined. Agenda prepared before meeting & minutes after meeting. **Leader:** facilitates discussion, goes down agenda list providing some information. Then invites members to discuss on issues in hierarchical order (assistant managers first, then others). **Members:** all encouraged to discuss. **Meet as a group:** every week same day & time	**Related metaphor:** business meeting. **Description:** the meeting was very agenda-driven and focused on problem solving.	 12 participants **Location:** bridge/meeting room at the hotel. **Leader:** sits at head position **Members:** seated round the circle-shaped tables
Case 3	**Style:** formal, quite tense. Agenda prepared before meeting & minutes after meeting. **Leader**: directs discussion, gives directives and information, and invites specific persons to respond on specific issues **Members:** join in the discussions when they are invited to **Meet as a group:** every week same day & time	**Related metaphor:** school classroom. **Description:** it gave the impression of a lecture, with a distance between leader and others members. The aim seemed to be to instruct members and make sure that the instruction was understood.	 13 participants **Location:** an events hall at the hotel. **Leader**: sits at centre position of large table; secretary on his right. **Members**: seated in rows

Table A7.1.:Meeting characteristics of Aldemar Hotel management groups . Note for table: squares shown under seating arrangements, indicate chair positions. Other objects represent shape of table.

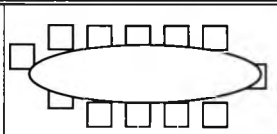
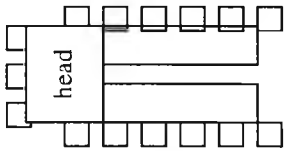
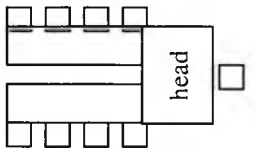
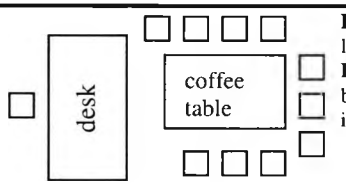
	Communication/Interaction	Impression	Seating arrangements
Case 4	**Style:** semi-formal. Agenda prepared before meeting & minutes after meeting. **Leader:** says a few things he has prepared and when finished, asks assistant manager to continue in greater detail, and invites discussion from members one at a time round the table. **Members:** invited to discuss, round-robin fashion **Meet as a group:** every 10-15 days varied time/day	**Related metaphor:** club meeting **Description:** it gave the impression that it was a meeting amongst friends/ acquaintances with the objective to organise some event which all would contribute towards	 11 participants **Location:** a meeting room at the hotel **Leader:** sits at head position; assistant to his right **Members:** seated round oval table
Case 5	**Style:** quite formal. Agenda prepared before meeting & minutes after meeting. **Leader:** Controls the discussion-goes down agenda items & invites members to comment at the end of each item. Expressions change during meeting (to express non-negotiability on issue, leader raises his voice, slams lightly on desk and tone becomes imposing) **Members**: invited to discuss. Some parallel talking (at a low tone) between members. **Meet as a group:** every 15-20 days varied time/day	**Related metaphor:** press meeting. **Description:** the leader mainly talking and asking for comments/questions after each item.	 16 participants **Location:** a meeting room at the hotel. **Leader**: sits at head position of table; assistant on his left **Members**: seated round u-shaped table
Case 6	**Style:** quite informal, relaxed. Agenda prepared before meeting & minutes after meeting. **Leader**: leaves the room for a large portion of the time. Begins the discussion & invites members to continue, whilst he walks round the table touching/patting people on the shoulder. **Members**: interrupt each other, albeit in a polite way. Humour, some jokes said. **Meet as a group:** at least twice a month varied time/day	**Related metaphor:** gang meeting **Description:** it appeared as if the aim of the meeting was fun/relaxation from work. The leader behaved as a gang leader, physically moving round the table in a domineering fashion whilst the rest were seated.	 8 participants **Location:** a meeting room at the hotel. **Leader**: initially sits at head position of table; moves about mostly. **Members**: seated round u-shaped table
Case 7	**Style:** quite informal, very tense. Agenda prepared before meeting & minutes after meeting. **Leader**: leaves the room for some time to meet a government inspector. Goes down agenda items & invites members to comment at the end of each item. **Members**: parallel talking, interruptions, some 'shout down' others freely. Leader disapproval (a member says 'I don't know whether you noted that…' in an ironic manner and also disapproving of leader's response non-verbally.). **Meet as a group:** every week varied time/day	**Related metaphor:** anger therapy session. **Description:** the meeting resembled a forum whose aim was to expressing frustrations. It felt like a redundant meeting {at the start, the leader said 'the issues that we will discuss today we have talked about before, either as a group or individually,' in a general tone of *how annoying it is to discuss these yet again*. The 'we' in this context seemed to imply 'me' (the leader) when referring to previous discussions with other members (on a group or individual basis) between members who are fed up with each other/ their work (n fact, this was the only management group whereby a member expressed dissatisfaction with his job)	 9 participants **Location:** the leader's office. **Leader**: seated behind desk whilst in room. **Members**: seated round the coffee table

Table A7.2.:Meeting characteristics of Maris Hotel management groups . *Note for table: squares shown under seating arrangements, indicate chair positions. Other objects represent shape of table.*

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