

**EXPLORING HIGH PERFORMANCE  
MANAGEMENT PRACTICES AND THEIR  
IMPACT UPON THE SUSTAINABILITY OF  
SMALL AND MEDIUM-SIZE ENTERPRISES IN  
PAKISTAN**

A dissertation submitted by

**Abdul Raziq**

*BBA, MBA & M.S*

Student Number: 0050105714

For the award of

**Doctor of Philosophy**

School of Management and Marketing  
Faculty of Business and Law  
**University of Southern Queensland**  
**Australia**

## **ABSTRACT**

Small and Medium Enterprises (SMEs) play a significant role in the economic development of a country both through employment creation and income generation. Prior research emphasises the optimal utilisation of human resources, technology and processes as a key to strengthen the SME sector. Within SMEs each employee constitutes a larger percentage of the total workforce than in large organisations thus highlighting the crucial importance of employing high performance management practices (HPMP) which create an environment within which the skills and capabilities of employees could be optimised and organisational sustainability could be enhanced.

This study on HPMP in SMEs was conducted within the Pakistani SME sector. SMEs comprise the largest and constantly growing proportion of the Pakistani economy, and the majority of these firms manufacture products and provide services to national and international markets. Pakistan has a unique culture and SMEs face quite unique challenges compared to other countries, which makes a study focusing on HPMP a worthwhile endeavour. Although there has been an increase in research emphasising the role of HPMP as a basis of competitive advantage, there is still a dearth of systematic research available on the nature and implementation of these practices, as well as the link between these practices and human resource and economic sustainability outcomes in the Pakistani SMEs. This study is filling a gap in relation to theory and practice regarding the nature and extent of HPMP and its association with Sustainability Outcomes in Pakistani SMEs. For the purposes of this study a SME is defined as a business employing twenty to two-hundred-and-fifty employees.

The objective of this study was to examine the nature and extent of adoption of HPMP and their impact upon Sustainability Outcomes in Pakistani SMEs. Four main research questions (RQ) were developed to inform this research objective, including: what is the extent (frequency) and nature (in terms of patterns of adoption) of HPMP in SMEs?; to what extent do firm size, strategic planning, industry type, and the presence of a HR manager, relate to the prevalence of HPMP in SMEs?; is there a significant positive relationship between HPMP (i.e. recruitment, selection, training

and development, compensation, performance appraisal and consultation) and sustainability outcomes (economic sustainability outcomes and HR sustainability outcomes) of SMEs?; and to what extent do HR sustainability outcomes mediate the relationship between HPMP and SME Sustainability Outcomes (economic sustainability outcomes and HR sustainability outcomes)? Twenty-eight hypotheses were developed and tested to inform RQ2; fourteen hypotheses to inform RQ3; and two hypotheses to inform RQ4.

To answer the research questions, the study employed a quantitative methodology. Data were collected through a self-administered survey questionnaire. The questionnaire was adopted from a previous validated survey measuring HPMP in Australian SMEs. The target population consisted of SMEs operating in the city of Karachi, Pakistan. Stratified random sampling was applied to collect data from two strata i.e. manufacturing and service-sector SMEs. A total of 703 firms were selected, contacted by phone, and invited to participate in this survey. Of these firms, 357 SMEs (50.78 percent response rate) accepted the invitation to fill out the survey questionnaire. Most of the respondents who agreed requested that the researcher visit their organisations personally. The data was analysed by using multivariate data analysis techniques including exploratory factor analysis, independent sample t-tests, hierarchical linear regression methods and mediation analysis by using Sobel test.

The results indicate that SMEs adopted high performance management practices (HPMP) to a low to moderate extent, with only thirteen of the one-hundred-and-sixteen practices (11%) adopted at a high level (practices adopted by more than 70% of SMEs). A mixed picture emerged regarding the overall picture of the impact of *firm size* on HPMP. In relation to *industry type*, overall the main trend evident is a significant greater adoption of HPMP by service-based firms compared to manufacturing firms, especially HPMP practices that are formal in nature. With regard to the impact of *strategic planning* upon HPMP, overall the results were mixed and partially supportive of a positive relationship. According to the findings a significant positive relationship between the *presence of a HR manager* (firms with a designated person responsible for HR in the firm) and the adoption of HPMP was partially supported. Even though only fifty-two percent of respondent SMEs

employed a person responsible for HR issues, service-based SMEs employed a HR manager to significantly greater extent than manufacturing firms. This presence may explain the greater emphasis in service-based firms on HPMP compared to manufacturing firms.

The results indicate a positive significant relationship between HPMP and economic sustainability outcomes. The findings also indicate a partial mediation effect of HR sustainability outcomes on the relationship between HPMP and economic sustainability outcomes showing that employee motivation, turnover, commitment, and skill development (HR sustainability outcomes) are key determinants of SME firm performance.

The conclusion was drawn that the respondent SMEs have a low to moderate affinity for a 'bright prospect' scenario and as such tend to have leanings towards a 'bleak house' scenario. However, the bleak house scenario evident from the findings, may not be all be negative since several initiatives to further develop and grow SMEs in Pakistan have been initiated in recent years. These initiatives combined with the proposed recommendations presented in this study, have the potential to assist SMEs in transforming themselves to a more high performance and 'bright prospect' scenario.

## ***CERTIFICATION OF DISSERTATION***

I declare that the work presented in the thesis is, to the best of my knowledge and belief, original and my own work, except as acknowledged in the text, and that the material has not been submitted, either in whole or in part, for a degree at this or any other university.

---

Signature of Candidate

---

Date

### **ENDORSEMENT**

---

Signature of Supervisor/s

---

Date

---

Date

## **Publications arising from this thesis**

Raziq, A & Wiesner, R 2011, 'Exploring high performance management practices in Pakistani SMEs', paper presented to Annual International Conference on Innovation and Entrepreneurship (IE 2011), Hotel Fort Canning, Singapore 25-26 July 2011.

Raziq, A 2011, 'High performance management practices in manufacturing and service-based SMEs: A comparative study', paper presented to 24th Annual SEAANZ Conference Australia Technology Park Sydney, NSW, Australia, 13-15 July, 2011.

## *DEDICATION*

*To my respected parents*

*For their life-long support, belief and love*

*To my dear brothers, sisters, wife, little son (Waseem) and niece (Madia)*

*For their so much encouragement, good wishes, love and joy*

*To my uncle (Abdul Khaliq)*

*For his financial and moral support throughout my academic career.*

## ACKNOWLEDGEMENTS

I express my first and foremost gratefulness to *Almighty ALLAH (GOD)*, (the most beneficent and merciful) who blessed me with the opportunity, courage, and ability to accomplish this dissertation.

My sincere thanks to Associate Professor Retha Wiesner (Principal Supervisor) for her tremendous support, encouragement, and guidance throughout this journey and for her willingness to share her knowledge and comprehensive understanding on high performance management practices. I am also thankful for her permission to adapt her survey questionnaire which she initially developed and used to study employee management practices in Australian SMEs.

My special thanks to Dr. Bruce Millet (Associate Supervisor) for providing valuable feedback on this thesis.

I am especially thankful to Dr. Peter Innes, Dr. Banjo Roxas, Dr. Shahbaz Mushtaq, Ahmed Younis Al-Sabawy, and Ainur Rofiq for their insights in relation to statistical analysis of the study.

I am thankful to University of Southern Queensland and Balochistan University of Information Technology, Engineering and Management Sciences (BUIITEMS), Pakistan (my parent university), for granting financial support in accomplishing this degree.

Special thanks also to Nicci Poole for her assistance in the final editing of this thesis.

Last but not least, I am thankful to all my family members for their full support throughout the process of completing this journey, and also to my friends and colleagues who would have liked to see this happening.



# TABLE OF CONTENTS

<b>ABSTRACT .....</b>	<b>II</b>
<b>ACKNOWLEDGEMENTS.....</b>	<b>VIII</b>
<b>TABLE OF CONTENTS.....</b>	<b>IX</b>
<b>LIST OF TABLES .....</b>	<b>XIV</b>
<b>LIST OF FIGURES .....</b>	<b>XVI</b>
<b>LIST OF APPENDICES.....</b>	<b>XVIII</b>
<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
1.1 INTRODUCTION .....	1
1.2 BACKGROUND TO THE STUDY.....	3
1.2.1 <i>Overview of the Pakistan Economy</i> .....	4
1.2.2 <i>Overview of the Pakistani Culture</i> .....	5
1.2.3 <i>SMEs in Pakistan</i> .....	6
1.2.3.1 <i>The Manufacturing Sector</i> .....	7
1.2.3.2 <i>The Services Sector</i> .....	8
1.2.4 <b>BRIEF OVERVIEW OF HRM IN PAKISTANI ORGANISATIONS</b> .....	9
1.3 PROBLEM STATEMENT AND JUSTIFICATION FOR THE RESEARCH .....	10
1.4 KEY CONTRIBUTIONS OF THE STUDY .....	12
1.5 RESEARCH OBJECTIVE AND RESEARCH QUESTIONS .....	13
1.6 DEFINITION OF KEY TERMS .....	14
1.6.1 <i>Small and Medium Enterprise (SME)</i> .....	14
1.6.2 <i>High Performance Management Practices (HPMP)</i> .....	14
1.6.3 <i>Sustainability</i> .....	15
1.7 BRIEF OVERVIEW OF METHODOLOGY.....	16
1.7.1 <i>Research Design</i> .....	16
1.8 DELIMITATIONS OF THE SCOPE OF THE STUDY.....	16
1.9 STRUCTURE OF THE THESIS.....	17
<b>CHAPTER TWO – LITERATURE REVIEW: .....</b>	<b>19</b>
<b>THEORETICAL PERSPECTIVES UNDERPINNING THE STUDY AND DRIVERS OF HIGH PERFORMANCE MANAGEMENT PRACTICES (HPMP) .....</b>	<b>19</b>
2.1 INTRODUCTION .....	19
2.2 DEFINING A SME.....	20
2.2.1 <i>Definitions of SMEs in International Countries</i> .....	20
2.2.2 <i>Defining SMEs within the Pakistani Context</i> .....	21

2.2.3	<i>What Make SMEs Different From Large Organisations?</i> .....	22
2.3	THEORETICAL PERSPECTIVES UNDERPINNING THE STUDY .....	25
2.3.1	<i>The Resource-based View</i> .....	26
2.3.2	<i>The Universalistic Perspective</i> .....	28
2.3.3	<i>Configurational Perspective</i> .....	31
2.4	CONTEXTUAL CHARACTERISTICS IMPACTING UPON HPMP .....	34
2.4.1	<i>Organisational Size</i> .....	34
2.4.2	<i>Strategic Planning</i> .....	35
2.4.3	<i>The Presence of a HR Manager</i> .....	36
2.4.4	<i>Industry Type</i> .....	37
2.5	SUMMARY.....	38
<b>CHAPTER THREE – LITERATURE REVIEW .....</b>		<b>39</b>
<b>HIGH PERFORMANCE MANAGEMENT PRACTICES (HPMP) IN SMES .....</b>		<b>39</b>
3.1	INTRODUCTION .....	39
3.2	HIGH PERFORMANCE MANAGEMENT PRACTICES (HPMP) .....	40
3.2.1	<i>Defining HPMP</i> .....	41
3.2.2	<i>Measuring HPMP</i> .....	42
3.2.3	<i>High Performance Management Practices in SMEs: A Review of the Literature</i> .....	43
3.2.3.1	<i>Recruitment</i> .....	43
3.2.3.2	<i>Selection</i> .....	45
3.2.3.3	<i>Training and Development</i> .....	46
3.2.3.4	<i>Performance Appraisal</i> .....	47
3.2.3.5	<i>Compensation</i> .....	48
3.2.3.6	<i>Consultation</i> .....	50
3.3	HPMP WITHIN THE SME CONTEXT .....	52
3.4	HPMP AND SUSTAINABILITY OUTCOMES IN SMES .....	54
3.5	HR SUSTAINABILITY OUTCOMES AS MEDIATING MECHANISMS.....	57
3.6	A CONCEPTUAL FRAME WORK FOR STUDYING HPMP IN PAKISTANI SMES .....	60
3.6.1	<i>Introduction</i> .....	60
3.6.2	<i>The Relationship between Contextual Characteristics and HPMP</i> .....	63
3.6.3	<i>The Relationship between HPMP and SME Sustainability Outcomes</i> .....	67
3.6.4	<i>HR Sustainability Outcomes as Mediating Mechanism</i> .....	72
3.7	SUMMARY.....	74
<b>CHAPTER FOUR: RESEARCH METHODOLOGY.....</b>		<b>75</b>
4.1	INTRODUCTION .....	75
4.2	RESEARCH QUESTIONS AND HYPOTHESES .....	76
4.3	RESEARCH DESIGN .....	79
4.3.1	<i>Research Paradigm</i> .....	81
4.4	POPULATION AND SAMPLE.....	84

4.4.1	<i>Sampling Procedure</i> .....	84
4.4.2	<i>Data Collection</i> .....	87
4.5	THE SURVEY INSTRUMENT .....	89
4.5.1	<i>Pre-testing and Pilot study</i> .....	94
4.5.1.1	Reliability.....	95
4.5.1.2	Validity .....	95
4.6	DATA ANALYSIS TECHNIQUES AND INTERPRETATIONS .....	96
4.6.1	<i>Data Preparation</i> .....	97
4.6.1.1	<i>Data Screening</i> .....	97
4.6.1.2	Missing Data .....	97
4.6.1.3	Outliers .....	98
4.6.1.4	Normality of the Data .....	101
4.6.1.5	Summary of Data Preparation .....	101
4.6.2	<i>Descriptive Statistics</i> .....	102
4.6.3	<i>Inferential Statistics</i> .....	102
4.6.3.1	Independent-Sample t-test.....	102
4.6.3.2	Structural Equation Modeling .....	103
4.6.3.2.2	Data Analysis Strategy Within PLS.....	107
4.6.3.3	Analysing the Mediating Effect .....	109
4.7	LIMITATIONS OF THE USE OF SURVEY DATA .....	112
4.8	ETHICAL CONSIDERATIONS.....	113
4.9	SUMMARY.....	115
<b>CHAPTER FIVE: ANALYSIS OF RESULTS.....</b>		<b>116</b>
5.1	INTRODUCTION .....	116
5.2	KEY CHARACTERISTICS OF SMES AND RESPONDENTS .....	117
5.2.1	<i>Organisational Characteristics of SMEs</i> .....	117
5.2.2	<i>Key Characteristics of Respondents (Owners/Managers)</i> .....	120
5.3	RQ1: THE EXTENT (FREQUENCY) OF HIGH PERFORMANCE MANAGEMENT PRACTICES IN SMES	121
5.3.1	<i>Recruitment</i> .....	121
5.3.2	<i>Selection</i> .....	123
5.3.3	<i>Training and Development</i> .....	125
5.3.4	<i>Performance Appraisal</i> .....	127
5.3.5	<i>Compensation</i> .....	129
5.3.6	<i>Consultation</i> .....	131
5.4	RQ1: THE NATURE OF HPMP ADOPTION .....	134
5.4.1	<i>Extracting Components for the HPMP Construct</i> .....	135
5.4.1.1	Recruitment.....	136
5.4.1.2	Selection.....	137
5.4.1.3	Training and Development.....	138
5.4.1.4	Performance Appraisal.....	139

5.4.1.5	Compensation .....	140
5.4.1.6	Consultation .....	141
5.4.2	<i>Extracting Components for the Sustainability Outcomes Construct</i> .....	142
5.4.2.1	Financial Sustainability Outcomes .....	143
5.4.2.2	Market-based Sustainability Outcomes .....	143
5.4.2.2	HR Sustainability Outcomes .....	144
5.5	THE EXTENT TO WHICH FIRM SIZE, INDUSTRY TYPE, STRATEGIC PLANNING, AND PRESENCE OF HR MANAGER, RELATE TO THE PREVALENCE OF HPMP IN PAKISTANI SMES .....	144
5.5.1	<i>The Relationship between Firm Size and HPMP</i> .....	144
5.5.2	<i>The Relationship between Industry Type and HPMP</i> .....	146
5.5.3	<i>The Relationship between Strategic Planning and HPMP</i> .....	148
5.5.4	<i>The Relationship between Presence of A HR Manager and HPMP</i> .....	150
5.5.5	<i>Hypothesis Testing: Summary</i> .....	153
5.6	THE RELATIONSHIP BETWEEN HPMP AND SME SUSTAINABILITY OUTCOMES .....	154
5.6.1	<i>Model Evaluation: Measurement Model Results</i> .....	155
5.6.2	<i>Model Evaluation: Structural Model Results</i> .....	159
5.6.2.1	Model Evaluation: First-order Constructs and Dependent Latent Variables .....	162
5.6.3	<i>Testing for Hypotheses 5 and 6</i> .....	165
5.7	ANALYSING THE MEDIATING EFFECT OF HR SUSTAINABILITY OUTCOMES (HRSUS) ON THE RELATIONSHIP BETWEEN HIGH PERFORMANCE MANAGEMENT PRACTICES (HPMP) AND SME SUSTAINABILITY OUTCOMES .....	166
5.7.1	<i>Model Evaluation: Measurement Model Results</i> .....	167
5.6.2	<i>Mediating Model Evaluation: Structural Model Results</i> .....	170
5.7.3	<i>Testing for Hypothesis 7 and 8</i> .....	174
5.8	SUMMARY OF HYPOTHESES TESTING FOR RQ2, RQ3 AND RQ4 .....	175
5.9	SUMMARY.....	178
<b>CHAPTER SIX: DISCUSSION, FUTURE RESEARCH AND CONCLUSION .....</b>		<b>180</b>
6.1	INTRODUCTION .....	180
6.2	DISCUSSION .....	181
6.2.1	<i>The extent (frequency) and nature (in terms of patterns of adoption) of HPMP in Pakistani SMEs</i> .....	181
6.2.2	<i>The impact of firm size, industry type, strategic planning, and the presence of a HR manager upon the prevalence of HPMP in Pakistani SMEs</i> .....	189
6.2.3	<i>The impact of HPMP components upon the Economic Sustainability Outcomes of Pakistani SMEs</i> .....	195
6.2.4	<i>To what extent do HR Sustainability Outcomes mediate the relationship between HPMP and SME Sustainability Outcomes?</i> .....	200
6.3	IMPLICATIONS FOR PRACTICE AND POLICY .....	201
6.3.1	<i>Implications for SME owners/managers</i> .....	201
6.3.2	<i>Implications for Policy</i> .....	204

6.4 CONTRIBUTIONS FROM THIS RESEARCH.....	208
6.5 LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH.....	212
6.6 CONCLUSION .....	214
<b>REFERENCES.....</b>	<b>216</b>
<b>APPENDICES .....</b>	<b>238</b>

## LIST OF TABLES

Table 1.1 Cultural dimensions of Pakistan .....	5
Table 1.2 Share of manufacturing sector to GDP Employment and Fixed investment.....	8
Table 2.1 Definitions of SMEs in International Countries .....	21
Table 2.2 Definition of SMEs in Pakistan .....	22
Table 4.1 Research questions, hypotheses and sub hypotheses .....	78
Table 4.2- Ontology, epistemology, and methodology questions.....	83
Table 4.3 Population and Sample Statistics of firms operating in Pakistan and in the city of Karachi .....	86
Table 4.4 Responses of the sample based on size of organisation and industry type .....	89
Table 4.5 Responses of the sample based on size of organisation and subsectors of strata .....	89
Table 4.6 Measurement items for demographic/control variables.....	91
Table 4.7 Measurement items for business strategy variables.....	92
Table 4.8 Measurement items for HPMP variables .....	93
Table 4.9 Measurement items/variables for SME sustainability .....	94
Table 5.1 Organisational Characteristics of SME Respondent Organisations.....	118
Table 5.2 Key Characteristics of SME Respondents (Owners/Managers) .....	120
Table 5.3 The extent of Recruitment practices in SMEs .....	122
Table 5.4 The extent of Selection practices in SMEs .....	124
Table 5.5 The extent of Training and Development practices in SMEs .....	126
Table 5.6 The extent of prevalence of Performance Appraisal practices in SMEs .....	128
Table 5.7 The extent of Compensation practices in SMEs .....	130
Table 5.8 The extent of Consultation practices (overall results) in SMEs.....	132
Table 5.9 The extent of Consultation practices (Small and Medium firms) in SMEs .....	133
Table 5.10 Results-based on PCA for HPMP construct .....	135
Table 5.11 Results-based on PCA for SME Sustainability Outcomes and HR sustainability outcomes .....	143

Table 5.12 Relationship between Firm Size, Industry type, strategic planning, presence of HR manager and HPMP.....	152
Table 5.13 Measurement Model: Composite Reliability, Average Variance Extracted (AVE), Square roots of AVE, and Correlation Matrix .....	157
Table 5.14 Measurement Model: Outer Model Loadings and Cross Loadings .....	158
Table 5.15 Measurement Model: Standardised path coefficients, Mean, standard deviation, and standard error.....	160
Table 5.16 Measurement Model: Path Coefficients, Sample Mean, Standard Deviation, Standard Error, and T Statistics of First-Order Constructs and Financial Sustainability Outcomes construct.....	162
Table 5.17 Measurement Model: Path Coefficients, Sample Mean, Standard Deviation, Standard Error, and T Statistics of First-Order Constructs and Market-based Sustainability Outcomes construct.....	164
Table 5.18 Path coefficient significance tests for hypotheses 5 & 6 .....	166
Table 5.19 Measurement Model: Composite reliability, Average variance extracted (AVE), Square roots of AVE, and Correlation matrix.....	168
Table 5.20 Measurement Model: Outer Model Loadings and Cross Loadings .....	169
Table 5.21 Measurement Model: Standardised path coefficients, sample mean, standard deviation, standard error, and t-statistics .....	171
Table 5.22 Path coefficient significance tests for hypotheses 7 & 8 .....	174
Table 5.21 Research questions, hypotheses, and Conclusions .....	175

## LIST OF FIGURES

Figure 1.1 Structure of Introduction Chapter .....	2
Figure 1.2 Map of Pakistan .....	3
Figure 1.3 Cultural Dimensions of Pakistan .....	6
Figure 1.4 Structure of the Thesis .....	18
Figure: 2.1 Structure of Chapter 2 .....	19
Figure 3.1 Structure of Chapter 3.....	40
Figure 3.2 Conceptual Framework of study.....	62
Figure 3.3 Relationship between contextual characteristics and HPMP .....	66
Figure 3.4 Relationship between HPMP and SME Sustainability Outcomes.....	71
Figure 3.5 SEM Mediating effect of HR Sustainability Outcomes on the relationship between HPMP and SME Sustainability Outcome .....	73
Figure 3.5 Mediating effect of HR sustainability outcomes on the relationship between HPMP and SME Sustainability Outcomes.....	73
Figure: 4.1 Structure of Research Methodology .....	76
Figure 4.2 The research ‘onion’ .....	81
Figure 4.3 An overview of sampling design .....	87
Figure 4.4 SEM structural and measurement model (hypothesis 5 &6).....	106
Figure 4.5 SEM structural and measurement model: Mediating effect (Hypothesis 7 & 8) .....	111
Figure 5.1 Structure of Analysis of Results Chapter.....	116
Figure 5.2 Structural Model:, Path coefficients, Significance level, and R square values .....	161
Figure 5.3 Structural Model: Path coefficients, and R square of first-order constructs and Financial Sustainability construct .....	163
Figure 5.4 Structural Model:, Path coefficients, and R square of first-order constructs and Market-based Sustainability construct .....	165
Figure 5.5 Direct Effect: Structural Model: Mediating Effect: Path coefficients, Significance level, and R square values without mediator variable.....	172
Figure 5.6 Indirect Effect: Structural Model with Mediating Effect: Path coefficients, Significance level, and R square values with mediator variable.....	173



Figure 6.1 Structure of Chapter 6.....	180
Figure 6.2 Contributions from this research study.....	211

## LIST OF APPENDICES

Appendix A: Definitions of HPMP and the main themes in these definitions .....	239
Appendix B: Frequency of individual HPMP in prior research studies from 2000 to 2011 .....	246
Appendix C: Research studies (2000-2011): The relationship between HPMP and sustainability outcomes .....	249
Appendix D: Research studies (2000-2011): The relationship between HPMP and sustainability outcomes .....	252
Appendix E: Survey Questionnaire and Cover letter .....	267
Appendix F: Ethics Approval Certificate .....	275
Appendix G: The nature of Recruitment practices (n = 331) .....	276
Appendix H: The nature of Selection practices (n = 331) .....	277
Appendix I: The nature of Training and Development practices (n = 331) .....	278
Appendix J: The nature of Performance Appraisal practices (n = 331) .....	279
Appendix K: The nature of Compensation practices (n = 331) .....	280
Appendix L: The nature of Consultation (n = 331) .....	281