

Table 1
Expenditure on Training by the Case Enterprises (% of payroll)

Enterprise	Training Expenditure (% payroll)	Categorisation
IBM	10	High
Siemens	4.5	High
NEC	3	Medium
Trico	3	Medium
Nissan	2	Low
Dorf	1.8	Low
Hella	1.5	Low

Table 2

Training and Changes to Work Organisation in the Case Enterprises

Case enterprises	Changes to work organisation	Training implications
Trico, NEC	Introduction of teamwork to improve employee decision-making and autonomy	Training in behavioural skills to support autonomy
Hella, Nissan	Use of teamwork to improve control of employees	Training in technical skills to multiskill employees within teams
IBM, Siemens, Dorf	No changes to work organisation	No training implications

Figure 1

*Nature of Strategy and Training Expenditure
In the Case Enterprises*

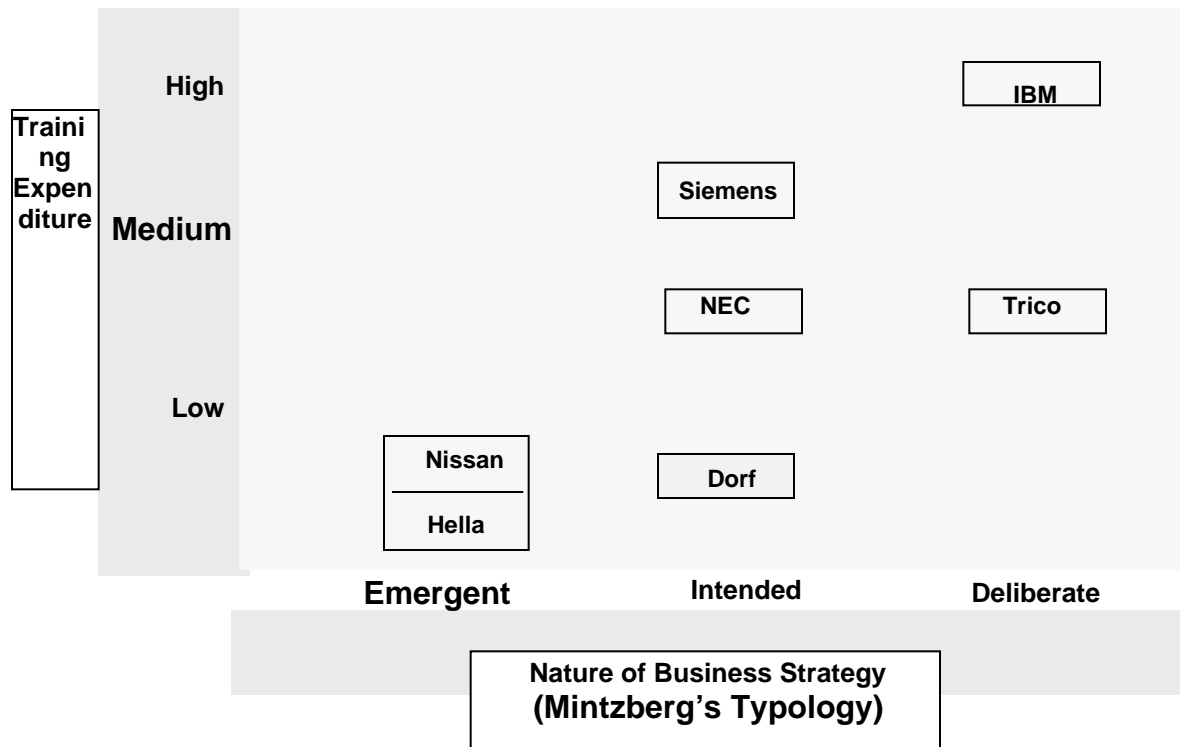


Figure 2

*Level of Automation and Training Expenditure
In the Case Enterprises*

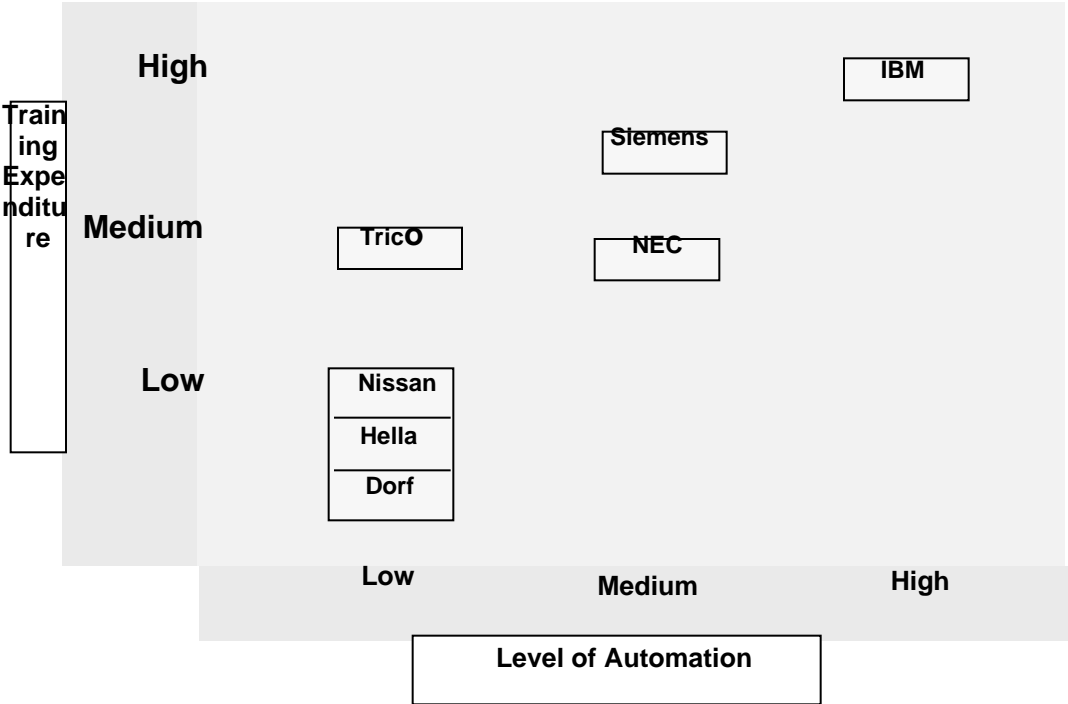


Figure 3

Classification of the Case Enterprises using Marchington and Parker's (1990) Model of HRM and Employee Relations

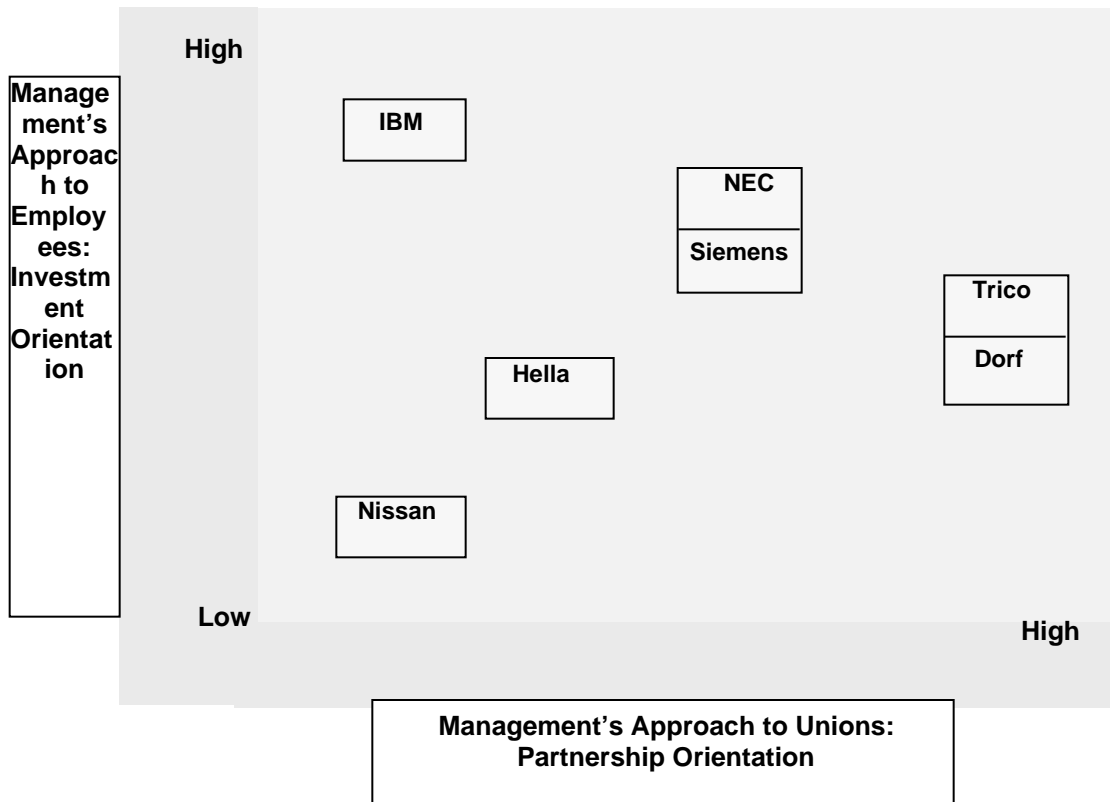


Figure 4

*Australian Market Share and Training Expenditure
For the Case Enterprises*

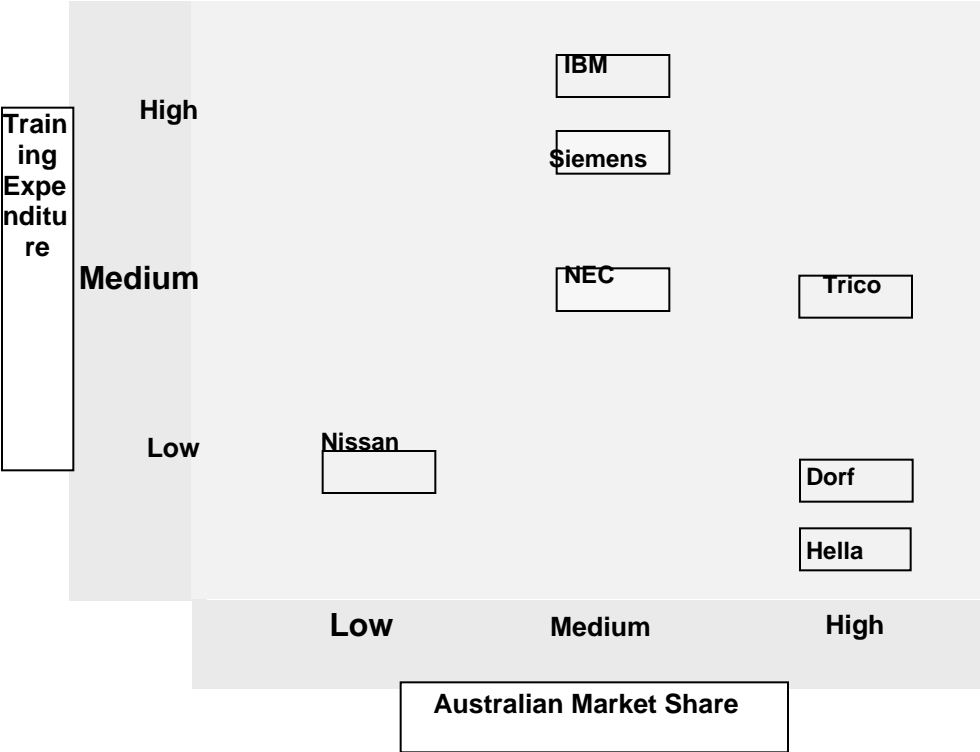


Figure 5

*Level of Exports and Training Expenditure
For the Case Enterprises*

