

**“An Exploration of the Psychological Contract in a  
contemporary multi-national organisation  
in Ireland”**

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## **CHAPTER 1 – INTRODUCTION**

This dissertation seeks to explore the psychological contract in a contemporary multi national organisation in Ireland from the employees perspective.

The general structure and nature of multi-national corporations (MNCs) in Ireland is changing. The IMI 2008 survey of MNCs in Ireland reported that Irish subsidiaries of many foreign multinationals have evolved from an initial focus on manufacturing to an increasing involvement in the servicing of their European and Global Markets. This has resulted in significant change affecting employees as the foreign owned MNC's continue to downsize, outsource and restructure their operations in Ireland and elsewhere.

According to the survey of which 122 multinationals took part (24% of which were in the Technology and Electronics sector), China is the number one threat to Ireland's competitive position with 36% of respondents reporting they expect the numbers they employ to decrease over the coming year.

This study affords the opportunity to take one organisation heavily affected by these tremendous changes and explore the domain of the psychological contract as viewed by the employees of that organisation. It is important to note that the results of the study will not claim to make standardised or systematic comparisons with other multinationals in this industry.

The organisation chosen to conduct this research has suffered the typical fate of many MNCs in recent times having shut two manufacturing plants in Ireland in the last four years with job losses in excess of 400 people.

The name of the organisation will be concealed in this report as far as possible for confidentiality purposes given the nature of the research and will herein be referred by a pseudonym i.e. Pseudo Electronics Ltd.

This organisation in its current form came into existence in December 2005 when 'Pseudo Electronics Corporation,' acquired 'Pseudo Total Systems Ltd'. During the business rationalisation, and resulting job losses described already, manufacturing was transferred to China, Malaysia and Mexico as part of a major cost cutting strategy to maintain competitiveness by optimising low cost labour markets these regions.

What remains of the workforce in Ireland today are primarily the senior engineers, account management functions and customer service in Europe totalling a mere 14 employees who together form the knowledge centre for global manufacturing for Pseudo Electronics Ltd employing over 2000 people worldwide.

Pseudo Electronics Ltd in turn is just one division of the American organisation Pseudo Electronics Corporation which is made up of around 70 different entities servicing various technology, electronics and telecom markets.

Bligh and Carsten (2005) discern that the body of literature promulgated recently, focus on the ways in which organisations can avoid the adverse effects of breach or contractual dissonance of the psychological contract. However, fewer studies have focused on the precise content, directionality and renegotiation of psychological contracts in the context of organisational change.

This study will therefore take a manifold approach to the psychological contract seeking to explore a broad range of researchable aspects of the psychological contract in the chosen organisation.

Chapter 2 will concern itself with an initial broad spectrum review of the literature in this area. Defining the psychological contract and indeed establishing its very existence is the most immediate priority for this chapter to ensure a solid framework from which to conduct the research. Justifications for taking a unilateral view of the psychological contract in this study will be outlined and the remainder of the chapter will break down psychological contract into the literature offering research opportunities on Content, Features and Evaluation which will provide a launch pad for the empirical research.

Chapter 3 Research Methodology. This chapter identifies the research design and justifies the decision to use a qualitative research strategy using the instrumentation of semi-structured interviews. The ethics questions are addressed and the actions taken to ensure the trustworthiness of the data are identified. The literature review framework is used to inform the research questions. Following this the use of Nigel Kings Template Analysis Technique is outlined which will direct an inductive approach to the data analysis producing a number of categories from which themes can be drawn.

Chapter 4 describes the results of the research and provides a summary of the findings from the themes which emerged from the analysis of the interview process.

Chapter 5 draws on the findings from the interview process and outlines the basic nature of the exchange of promises between the employees and Pseudo Electronics Systems. It concludes that Pseudo Electronics still finds itself in the transition stage of the transformation of the psychological contract it initiated four years ago at the takeover point. As the Company is not in a position to commit to the final stage of establishing a new psychological contract, which would involve making commitments to its employees, short-term management techniques of the psychological contract are provided and recommendations against specific areas of concern are detailed.

## **CHAPTER 2 – LITERATURE REVIEW**

An exploration of the psychological contract requires a fundamental understanding of what it is, why it is important and how the theoretical construct may be operationalised. The intent of this chapter is to achieve this and produce a tentative conceptual framework of theoretical and empirical literature that will inform an assessment appropriate to the chosen organisation for this study.

### **2.1 THE CONTRACT & WHY IS IT IMPORTANT?**

According to the Oxford English dictionary, a contract may be defined as:

*“a written or spoken agreement intended to be enforceable by law”.*

The above definition denotes the legal interpretation of a contract. The psychological contract differs from the legal interpretation where;

*“the nature of the exchange is based on the perceptions of each party rather than what has been written down or explicitly agreed. In other words, while some parts of the exchange between employee and employer are explicit and agreed, much of it is based on an implicit understanding of the sorts of promises each has made to the other”.* (Conway & Briner 2005, p. 2)

The very existence of the psychological contract is debated in the literature particularly by Guest (1998) and more recently Wellin (2007) who determines that the term ‘psychological contract’, is something of a contradiction and argues that the psychological aspect relates to our mind and therefore is intangible.

However, Guest (1998) tentatively concludes that the psychological contract is useful concept in spite of its limitations. According to Arnold et al. (2005), its usefulness centres on the fact that it helps to make sense of current employment relationships and also to highlight who has power.

Sparrow’s 1996 study (cited in Maguire 2001), argue that psychological contracts underpin the work relationship and, similar to hygiene factors, it provides a basis for capturing complex organisational phenomena. Good contracts may not always result in superior performance, but poor contracts tend to act as de-motivators and can be reflected in lower commitment and heightened absenteeism and turnover.

Furthermore, Sparrow and Hiltrop (1997) suggest that psychological contracts help employees to predict the kind of reward they will receive for investing time and effort in the organisation.

Capturing and making sense of complex organisational phenomena described above is important if, upon analysis, it can be used to improve and provide insights into the work relationship i.e. employees commitment, motivation and engagement with the organisation especially in the face of tremendous change.

Precisely defining the psychological contract is difficult. Conway and Briner (2005, p. 20) state that there is no agreed definition of the psychological contract as it is not a term used in everyday language but rather one constructed by researchers.

The difficulty arises in that there have been many ways of approaching and defining the psychological contract in the past. Therefore the origin and appreciation of the directions taken by seminal sources in the literature must be understood before narrowing the focus for application and underpinning the conceptual foundation for this study.

## **2.2 DEVELOPMENT OF THE PSYCHOLOGICAL CONTRACT**

Roehling (1997) cites various pieces of research as the origins and early development of the psychological contract construct is traced to social exchange theory i.e.

Barnard's (1938) equilibrium theory, March & Simons (1958) inducement contribution model and Karl Menninger (1958).

However, both Argyris (1960) and Levinson, Price, Munden, Mandl and Solley (1962) have been credited for introducing the “psychological contract”, terminology.

Schein's 1965 study (cited in Wellin 2007, p. 27) refined the psychological contract in the form many still use today. He described it as:

*“The unwritten expectations operating at all times between every member of an organisation and the various managers and others in that organisation.”*

Schein's definition focuses on the high level collective relationship while Argyris original work refers to the specific relationship between the workgroup and the foreman.

Conway and Briner (2005, p. 23) note that earlier definitions of the psychological contract tend to emphasise, as in Schein's case above, beliefs about 'expectations', whereas later definitions emphasise beliefs about promises and obligations e.g. Rousseau (1989), Rousseau (1995), Herriot and Pemberton (1997). These 'promises', have become the preferred term according to Conway and Briner (2005), when defining the psychological contract as they are seen as more clearly contractual. Expectations and obligations are considered part of the psychological contract only if they are based on a perceived promise.

According to Cullinane and Dundon (2006), although there is a consensus that the psychological contract deals with implicit reciprocal promises and obligations there has been a "dualistic", approach in the literature over which parties i.e. employees and/or managers should be included in the "analytical rubric", of the psychological contract.

Krivokapic and O'Neill (2008) opines that one conceptualisation of the psychological contract addresses the perception that there are two parties in the employment relationship who, as stated already, have mutual obligations to each other i.e. a reciprocal nature to it. These mutual obligations may be explicitly or implicitly implied through the expectations of organisations and employees.

Rousseau's (1989) seminal paper on the "Psychological and Implied Contracts in Organizations", reconceptualised this dualistic approach to the psychological contract by promoting:

*"When an individual perceives that contributions he or she makes obligate the organization to reciprocity (or vice versa) a psychological contract emerges .... It is the individuals belief in an obligation of reciprocity that constitutes the contract. This belief is unilateral, held by a particular individual and does not constrain those of any other parties to the relationship".*

Therefore according to Krivokapic and O'Neill (2008), this reconceptualisation by Rousseau addresses the psychological contract as being formulated only in the mind of the employee and is about individual beliefs.

Rousseau (1995) recognises the organisation in its role of shaping these beliefs regarding the terms of an exchange agreement between individuals and the organisation.

Conway and Briner (2005, p. 14) believe Rousseau's reworking of the psychological contract was different from previous research in four key ways. First, Rousseau placed greater emphasis on the promissory nature of psychological contracts rather than expectations. Secondly the nature of the agreement is firmly in the eye of the beholder not between two parties. A third difference is that an individual's perceptions of observable behaviour is that which constitutes the psychological contract not the basic human needs in the formation of expectations. Finally Rousseau proposes the idea of violation or breach of the contract as the main mechanism linking the psychological contract to various outcomes.

### **2.3 CRITICISMS**

The literature appears to be firmly divided between the more traditional dualistic approach and the "Rousseau School", Guest (1998).

However, neither approach can offer an unproblematic method of defining, measuring and managing the psychological contract.

For example, criticisms levied on the traditional view by Arnold et al. (2005, p. 535) purport that an organisation is not a person, and therefore cannot be a party to the psychological contract. Organisations consist of various individuals and groups and a person may hold quite specific obligations, rights and expectations regarding those individuals.

This multiple exchange scenario is also raised by Millward & Herriot (2000) and the assumption that it may be unproblematic to identify the two parties of the

psychological contract under the traditional view in complex organisations is questioned.

Freese and Schalk (2008) in reference to the bi lateral view, add that it is not clear what happens to the psychological contract when organisational contract makers contradict each other.

In 1998, Guest and Rousseau entered an interesting debate through the medium of three published articles in the Journal of Organizational Behavior. Guest cited Cheshire 1991 in his argument that an outright agreement or at least the appearance of an agreement is an essential ingredient of a contract. Therefore, the relevance of both sides of the reciprocal obligations is ignored by Rousseau's construct. As a result of pursuing the unilateral view, Guest (1998) maintains that Rousseau has inappropriately retained the language of contract.

Rousseau's response to Guest argues that by definition the psychological contract is the perception of an exchange agreement between oneself and another party.

*“The perception of mutuality, not necessarily mutuality in fact is the heart of the psychological contract”* (Rousseau 1998, p. 666)

Conway and Briner (2005) argue that this role of mutuality is very important as it determines the most appropriate level of analysis i.e. if the psychological contract is predominantly a subjective construct, then analysis at the individual level would be more appropriate. If however, it involves agreement across parties, then analysis of contractual beliefs shared by both parties may be more appropriate i.e. the relational level.

## **2.4 FRAMEWORK SUITABILITY.**

In considering the criticisms levied in the previous section the following definition formulated by Rousseau and Greller's 1994 study (cited in Wellin 2007, p. 27) will be used to operationalise this study:

*“In simple terms, the psychological contract encompasses the actions employees believe are expected of them and what response they expect in return from the employer”.*

It is recognised also that this definition deviates from the bilateral view of exchange in the psychological contract between the employee and the organisation, which many researchers hold.

In more recent times Dabo and Rousseau (2004) published a study, which assessed the joint perceptions of the employee and his or her employer to examine the variation in mutuality (exchange) and reciprocity (of commitments) in the employment relationship. They overcame the ‘who speaks for the organisation’, challenge by working on autonomous research units in a university setting where each research director had full primary control of all aspects of managing the scientists studied.

However, the chosen multinational for this study i.e. Pseudo Electronics Ltd., fits into a structurally complex global enterprise with devolved, matrix-managed, remote and ‘virtual’, forms of working. In this regard it would be extremely difficult to assume that the ‘employer’, side of the exchange relationship could in fact be captured accurately (Millward & Herriot 2000, p. 237).

Therefore, Rousseau’s revisions and conceptualisation of the individual perception offers an exciting framework because it makes it relatively more straightforward to actually explore the psychological contract in the chosen organisation for this study and therefore to measure, interpret and analyse.

## **2.5 ASSESSMENT OF THE PSYCHOLOGICAL CONTRACT**

To permit an exploration of the psychological contract in Pseudo Electronics Ltd using the unilateral conceptual framework, it now becomes necessary for boundaries be added and methods of assessment identified using the existing literature. This is considered necessary to guide this study in unpacking the ‘*actions employees believe are expected of them and what response they expect in return from the employer*’.

Rousseau and Tijoriwala (1998) identify that in operationalising the psychological contract, the focal individual can report on beliefs regarding his or her own obligations as well as beliefs regarding reciprocal obligations owed by another therefore other principals or third parties should be dismissed.

With this in mind, Rousseau and Tijoriwala (1998) identified three types of contract assessment established as an organising framework for future research i.e. Content Oriented, Feature Oriented and Evaluation Oriented.

### **2.5.1 CONTENT ORIENTED**

Content, according to Rousseau and Tijoriwala (1998), refers to the specific terms and elements of the contract. Freese and Schalk (2008) conclude that contracts may include specific obligations based on promises made by the employer and the employee. Examples are the provision of opportunities for training, security, challenging tasks, flexible working hours; confidentiality, working overtime when needed and delivering good services.

Rousseau (2000) recognises that the literature offers various typologies for conceptualising the forms that promissory contracts can take - beginning with MacNeil (1985) who conceptualised contracts on a relational-transactional continuum.

In adapting this concept for organisational research Rousseau (2000) suggests that transactional refers to short-term arrangements that are highly monetary or economic in focus with narrow duties and limited worker involvement in the organisation. In contrast relational refers to open ended arrangements which can be long term based upon mutual trust and loyalty where rewards are only loosely conditioned on performance and derive from membership and participation in the organisation. In employment, arrangements can be transactional or relational or indeed a hybrid form where Rousseau uses the example of high performance work teams.

Also it is recognised that there are other forms of the psychological contract in the literature and that the robustness of the form described above is questioned particularly by Conway and Briner (2005) who provide the example where the content items in some studies seem to belong to both transactional and relational contracts and transactional and relational items can be exchanged for each other.

More recently Wellin (2007) proposes a model of four different personal deals or psychological contracts i.e. 'Traditional', deals which are governed by defined rules

and fairness; ‘Mercenary’, deals, which are rational, short term and results focused; ‘Relationship’, deals, which focus on feelings and personal agendas and ‘Development’ deals, which are intuitive, future and knowledge focused. However in practice the psychological contract or deal most people have with their manager will involve some elements of each of the four deals mentioned which can be plotted on a two dimensional axis and evaluated for each employee.

Conway and Briner (2005) advise that the number of items that make up the content of the psychological contract is potentially vast and therefore investigations of content have in the past been limited to employee-perceived promises that are assumed to be the most important.

It is not the intention of this study therefore on Pseudo Electronics limited to comprehensively examine the generalisable content of the psychological contract merely to gauge the important elements perceived by the employees as highlighted from the empirical research in this particular organisation.

### **2.5.2 FEATURE ORIENTED**

Transactional and relational contracts as described earlier have been argued to differ on five dimensions according to Rousseau & McLean Parks 1993 i.e. focus of the contract, time frame, stability, scope and tangibility.

This act of comparing the contents of the contract to some attribute or dimension characterises the Feature based approach. Freese and Schalk (2008) advise that one of the reasons why research into features has attracted so much attention is the inherent problem involved when studying the content of the psychological contract in trying to describe the findings and terms, as it is difficult to develop a standardised measure to study the content.

Sels, Janssens and Van Den Brande (2004) rely on Rousseau & McLean Parks 1993 framework in identifying six dimensions of the psychological contract. They drop the ‘focus of contract’ dimension from Rousseau & McLean Parks 1993 which they contend represents a content orientated assessment and instead they argue for the inclusion two other dimensions i.e. exchange symmetry and contract level.

Therefore the nature of the psychological contract can be understood according to Sels, Janssens and Van Den Brande (2004) by the following six feature orientated dimensions when looking at commitment and personal control.

**a) Tangibility: Intangible-Tangible**

Originating from MacNeil's (1985) contractual continuum, tangibility is defined as the degree to which the employee perceives the terms of the contract as unambiguously defined, explicitly specified and clearly observable for third parties.

Freese and Schalk (2008) suggest that tangible employment relationships occur through formal laws and labour agreements. Rousseau (2000) cites specific written job descriptions, explicit performance requirements and unambiguous evaluation criteria as other examples.

Indicators of intangible relationships cited in Sels Janssens and Van Den Brande (2008) are reliance on trust and broad role definitions.

**b) Scope: Narrow-Broad**

This dimension, with references all cited in Sels Janssens and Van Den Brande (2004), refers to the extent to which the boundary between ones employment relationship and other aspects of one's life is seen as permeable McLean Parks et al. (1998) distinguishing between contracts with narrow or broad scope (MacNeil, 1985).

Examples of narrow scope include a strict division between work and personal life, an economic relationship, perceiving a job as a means to achieve an end., little extra-role behaviour and low job involvement. A broader scope is expressed through employers concern for the employee's family situation, extra role behaviour, sacrifices in favour of the employer and recruitment among families and friends.

c) **Stability: Stable - Flexible**

Stability is the third dimension derived from MacNeil's contract theory for evolving psychological contracts it refers to the static versus flexible. Stability is defined as the degree to which the psychological contract is limited in terms of its ability to evolve and change without and implied renegotiation of terms.

Indicators of stability cited in Sels, Janssens and Van Den Brande (2004) include a strict application of rules, very few flexibility practices and low tolerance level to uncertainty.

Flexible employment relationships were expressed through previous research as a high level of tolerance regarding change and uncertainty.

d) **Time Frame: Short – Long term**

Time frame as a psychological contract dimension refers to the perceived duration of the employment relationship (Rousseau and McLean Parks, 1993 as cited in Sels, Janssens & Van Den Brande 2004, p. 467).

Indicators of a long-term relationship refer to job security, closed internal labour markets, promotion based upon seniority, and little external mobility.

Short-term examples cited were job mobility, employability and a boundaryless career.

e) **Exchange Symmetry: Equal-Unequal**

Exchange symmetry refers to the degree to which the employee perceives the unequal employment relationship is acceptable. This is one of the newly conceptualised dimensions presented by Sels, Janssens and Van Den Brande (2004).

The USA indicators refer to concepts and practices around the parties to the contract being relatively equal, respect for achievement rather than for status. Overall there is a concept that Americans tend to view themselves as equals.

f) **Contract Level: Individual-Collective**

Contract level refers to the degree to which employees perceive their contract to be individually versus collectively regulated.

Sels, Janssens and Van Den Brande (2004) indicate that at the collective contract level, all employment aspects have been collectively decided on, reinforced through generally applicable rules, agreements at group level, similar treatment of all employees and more prominent role of trade unions.

An individually regulated employment relationship provides for the possibility of individual negotiations or arrangements that deviate from the norm reinforced by HRM practices.

Rousseau and Tijoriwala (1998) maintain that Feature oriented measures are potentially important for understanding how the process of communicating contract-related information shapes both the content and fulfilment of the psychological contract. In particular the nature of the relationship between the parties may be linked to specific contract features. However, Conway and Briner (2005) recognise the recent advances made by Sels, Janssens and Van Den Brande (2004) in Feature oriented assessments however they state that the feature approach has limitations for example the list of features generally appears to be intuitive rather than theoretically derived as cited by Guest (1998).

Nonetheless, the Feature based approach will be used to complement the study of the content and fulfilment of the psychological contract in Pseudo Electronics Ltd and will introduce dimensions to the collection and comparison of the data between employees.

**2.5.3 EVALUATION ORIENTED**

These measures or assessments according to Rousseau and Tijoriwala (1998) employ comparative judgements regarding the individual's actual experience relative to an existing psychological contract. The evaluations include assessments of contract fulfilment, violation and change.

a) **Fulfilment**

Freese and Schalk (2008) and Rousseau and Tijoriwala (1998) claim that fulfilment is not the opposite of violation however contract fulfilment recognises that a contract party can be perceived as giving some but not all of the contracts terms it is therefore a matter of degree where as violation usually refers to a discrete action.

b) **Violation**

Rousseau (1995) p112 defines violation as;

*'A failure to comply with the terms of a contract'.*

But as the psychological contract is subjective after all, Rousseau qualifies the above definition by stating that how people interpret the circumstances of this failure determines whether they experience violation. There are three forms of violation i.e.

1. **Inadvertent violation** where divergent interpretations lead one party to act in a manner at odds with the understanding and interests of the other.
2. **Disruption** occurs in circumstances where it becomes impossible for either party to fulfil their end of the contract.
3. **Reneging or Breach of contract** occurs when one side although otherwise capable of performing the contract simply refuses to do so.

Morrison and Robinson (1997) state that violation as an affective and emotional experience of disappointment, frustration, anger and resentment may emanate from an employee's interpretation of a contract breach and it's accompanying circumstances. Therefore this interpretation process represents an employees attempt to make sense of, or attach meaning to the event that has transpired. If an employee has a high level of trust in the organisation and thus expects that the organisation will not behave in a way detrimental to his or her interests the employee will be more apt to attribute a breach to extenuating circumstances.

Morrison and Robinson (1997) – For a breach of contract to be perceived an employee must determine not only that a promise has not been met, but also that he

or she has made contributions in exchange for that promise that have not been adequately reciprocated. The relationship between an unmet promise and a perceived breach of contract is moderated by a comparison process whereby an employee considers both parties maintenance of the contract.

**e) Change**

It is recognised by Rousseau (1989) that one area of evaluation which remains to be developed in relation to the psychological contract is the assessment of change over time. It is argued that assessments of perceived change measured at a single point could constitute an evaluation or comparative judgement regarding the psychological contract.

The conclusions from Freese and Schalk (2008) is that measurement of the psychological contract needs to be 'manifold', it needs to include perceived organisation obligations, perceived employee obligations, breach, violation and fulfilment. With this in mind we can draw from this chapter a unilateral perspective to operationalise the study of Pseudo Electronics and a theoretical framework of assessment of the psychological contract provided by Rousseau and Tijoriwala (1998) to define the appropriate methodological approach for this study.

## **CHAPTER 3 – RESEARCH METHODOLOGY**

### **3.1 RESEARCH DESIGN**

The overriding principle guiding the choice of research methodology for this study is the exploratory goal of examining the psychological contract in the chosen organisation i.e. Pseudo Electronics Ltd.

Specifically this study seeks to explore the domain of the psychological contract from the employees perspective depicted through the interpretive lens of the researcher.

This research will utilise qualitative semi-structured interviews using an inductive interpretivist methodology whilst relying on the framework of template analysis to ultimately finalise the emerging categories inductively from the data collected. The emerging theory will allow conclusions to be drawn on the nature of the psychological contract in this organisation..

### **3.2 CHOICE OF RESEARCH STRATEGY**

Conway and Briner (2005, p. 109) argue that recently the most common method for researching the psychological contract is the cross-sectional questionnaire survey. However, their studies purport that the near exclusive use of the survey method has hampered conceptual, theoretical and empirical advance in this area as this method is designed to detect associations between attitudes at a very general level. Accordingly, the cross-sectional questionnaire survey method is apparently of little use in studying the occurrence, experience, consequence and evolution of psychological contract content or breach.

Alternatively using in-depth interviews produces data of:

*‘idiosyncratic experiences and interpretations of the psychological contract, grounded in the language of employees and organizational context’.* (Conway & Briner 2005 p. 97).

Rousseau and Tijoriwala (1998) determine that the psychological contract by definition is an individual perception. The subjectivity of the contract means that an individual can have a unique experience regarding his or her exchange relationship with an employer. Interviews therefore are vital for elaborating our understanding of how employees understand and describe key aspects of the psychological contract. (Conway & Briner 2005)

Continuing with Rousseau and Tijoriwala's (1998 p. 682) stance based on prior research by Herriot and Pemberton (1996), another determining factor in the choice of assessment methodology is the extent to which the context of the contract is stable or in substantial transition. It is argued in this literature that where change has occurred and generalisability of the researcher generated categories cannot be readily inferred such standardised measures should be accompanied by qualitative assessment to aid in interpretation. Pseudo Electronics has undergone tremendous change and continues to do so on a regular basis as it struggles to meet the demands of its Global market.

Therefore whilst recognising the merits of quantitative data collection and assessment methods, a qualitative approach was chosen to better develop the flexible, complex and rich data for accessing the participants attitudes and values which cannot necessarily be observed or accommodated in a formal questionnaire (Byrne 2004 as cited in Silverman 2007, p. 114).

### **3.3 PARADIGMS/PHILOSOPHICAL ASSUMPTIONS**

Creswell (2007) advises that in the choice of qualitative research, inquirers make certain assumptions and consist of a stance towards for example the Epistemology, Methodology and Axiology.

#### **3.3.1 EPISTEMOLOGY**

The epistemology used in this research is that of Interpretivism. Saunders Lewis and Thornhill (2007, p.107) contend that an interpretivist perspective is highly appropriate in the case of business and management research recognising that not only are

business situations complex, they are also unique e.g. in the field of organisational behaviour.

This raises the question of generalisability of research that aims to capture the rich complexity of social situations. However the concept of generalisability is not of crucial importance to the objectives of this study. In a rapidly changing world of business where according to Saunders Lewis and Thornhill the circumstances of today may not apply in three months time then some of the value of generalisation is lost!.

### **3.3.2 METHODOLOGY**

The procedures for this qualitative research or its methodology are characterised as inductive, emerging and shaped by the researchers' experience in collecting and analysing the data using an initial orientation from the existing literature on the psychological contract to inform the interview process.

### **3.3.3 AXIOLOGY – ETHICAL CONSIDERATIONS**

The axiological assumptions applied to this study are in the field of ethics and the role my own values play in the process of social inquiry as the primary researcher. The latter will be addressed when promoting the discussion of trustworthiness of the data later in this chapter.

Using Silverman's (2007, p. 317) framework for reviewing the ethical pitfalls that are a particular feature of qualitative research, I have addressed each in turn as follows.

- a) **Exploitation.** At the outset of this study I considered the idea that my position of trust in the organisation as HR Manager could be perceived as an advantage to allow me to recruit candidates for interview to discuss a highly individual and personal concept i.e. the psychological contract. It could be viewed that the participants would put themselves in a vulnerable position if they shared desires to leave the organisation or expressed dissatisfaction or satisfaction with pay etc.

To combat this, a participant information sheet containing purpose, method, interview themes along with the participant's rights was circulated to every participant prior to the interview taking place. I clearly explained that the

participation in the study was voluntary and each participant had the right to decline to answer a question or set of questions along with the right to control over the recording of any of their responses using the voice recorder. The participants rights also provided that they could withdraw at any time.

All interviewees were reminded of their rights prior to the commencement of each interview. Also, if at any point in the interview itself a question made an employee uncomfortable, I reminded them of their rights and that they did not have to answer the question.

- b) **Deception** - Silverman (2007) advocates that deception is most likely to be a problem when it causes the subjects to unknowingly expose themselves to harm. In this study no deception occurred as there was nothing covert in the methods used to collect the qualitative data. Also the audio recorder was clearly visible to the interviewee and, following the review of the participant rights, I informed each interviewee when I had turned on the recorder and indeed when I had switched it off.
- c) **Identification of subjects.** Two of the eight interviewees expressed a desire to have their name changed in the study but were happy with their function and other identifying factors to be included as the final report would not be viewed by the organisation itself nor indeed the public. The remaining six interviewees had no problem at all with their real names and identities being used. However, I decided to withdraw the real names of all of the interviewees in the study and substitute them with pseudonyms which were consistently used throughout the process of transcription. Therefore true anonymity was yielded by participants once confidentiality in relation to confining the review of the study to course supervisors and the National College of Ireland academic staff was preserved.
- d) **Fraternizing with groups that we dislike** - This did not apply to the study as I have a very good and long standing, mutually respectful relationship with everyone remaining in the organisation.

- e) **Participating in Dubious bargains** – Silverman (2007) All interviewees provided informed consent and did not receive any monetary rewards.

### **3.4 PARTICIPANTS**

As a native of Pseudo Electronics Ltd. permission to conduct this research in the Irish organisation was sought very early in the process i.e. October 2008.

At this time there were 14 employees of this Irish entity as per Fig. 3.1 below:

Number of Employees	Role
4	Customer Service Representatives (CSR) /Marketing Specialists
1	Customer Service Supervisor
2	Customer Account Managers
3	Engineers
1	Managing Director
1	Global Marketing Manager
1	Accountant
<b>1</b>	<b>HR Manager/Office Manager (Researcher)</b>
14	Total

*Fig. 3.1 Employees of Pseudo Electronics Ltd split by role.*

The resource pool of participants was reduced following the departure of the Managing Director in November 2008 who had been with the Company just over 25 years. Since that time, one CSR left the organisation and was not replaced and another was made redundant. The Customer Service Supervisor was unavailable as she was on maternity leave prior to the interviews commencing and the researcher's position in the organisation is that of HR Manager/Office Manager.

This left nine potential candidates to interview two of which (the engineers), declined to be interviewed for various legitimate reasons. However, interviews were conducted with at least one candidate from each function i.e. the Global Marketing Manager who also assumes the role as Managing Director, the remaining two CSR's, the Accountant, the Team Leader in the Engineering group and two Account Managers.

The entire pool of potential participants, were male, as a coincidence of the gender demographics of the remaining employees in the organisation. The age range of the interviewees is 25-50 years old.

Six of the interviewees mentioned above have been with the organisation for at least four years and were transferred to Pseudo Electronics during a Transfer of undertakings in 2005 when Pseudo Total Systems the division. The accountant joined the organisation after the transfer of undertakings and is the only interviewee who has no ties to the Pseudo Total System traditions in the company.

It should be noted that one additional interview was conducted (by telephone) with an employee outside the stated scope of this research i.e. a Pseudo Electronics German Sales Manager. This participant left Pseudo Total Systems organisation by reason of redundancy and rejoined the Pseudo Electronics organisation in Germany after a period of two years and he works closely with the employees in Ireland. The intention of capturing this interview was to provide a comparison of themes on how the Irish employees view their psychological contract v's another European employees perspective.

In determining the data points for this study an obvious limitation was the 'reducing', population size however, the interviews ranged in time from 38 -72 mins and transcription and processing was another consideration. Josselson and Lieblich (2003) agree that generally speaking, the longer more detailed, and intensive the transcripts, the fewer the number of participants. In practice they determine this may mean specifying a range between 5 and 30 participants.

To determine when it was time in this study to stop collecting and processing data I used criteria proposed by Lincoln and Guba (1985) i.e. the clear emergence of regularities and the saturation of categories and the 'exhaustion', of sources. Therefore, a total of 8 semi structured interviews form the basis of this empirical research.

### **3.5 INSTRUMENTATION – DESIGN OF INTERVIEWS**

As this study of the psychological contract is exploratory in nature, semi-structured interviews were designed around the themes informed by the literature review particularly relating to prior empirical research constructs of the psychological contract. Fig 3.2 on page 24 provides a one page overview or map of the main literature sources which guided the construction of the semi-structured interview schedule.

The interview themes and questions were arranged on a one page interviewers schedule guide see (Fig 3.3 on page 25) so that ice breaker questions relating to how long the participant had been with the organisation, their role and reporting structure etc would be prompted before moving into the logical body of the inquiry on dimensions of the psychological contract.

To ensure the psychological contract was explored fully, several facets informed by the literature were considered in the interview themes i.e. content, features, evaluation, fulfilment and violation.

Themes relating to the content of the psychological contract were woven into the interview structure by preparing questions using the critical incident technique as described by Herriot, Manning and Kidd (1997). It is recognised that a major limitation of this method is that the accuracy of any recollections may be substantially distorted by the various limitations of memory as per Conway and Briner (2005).

However, in-depth discussions under the themes identified were permitted throughout the interview process. The interview was grounded in the language of the employees and organisational context.

<b>OVERVIEW OF LITERATURE USED TO INFORM SEMI-STRUCTURED INTERVIEW</b>		
<b>SECTION 1: AGENTS OF THE ORGANISATION AND CONTENT OF PSYCHOLOGICAL CONTRACT</b>		
<p>Rousseau and Tijoriwala (1998) - Content refers to specific terms and elements of the contract.</p> <p>Freese &amp; Schalk (2008) contracts include specific obligations based on promises made by the employer and the employee eg provision of opportunities for training, security, challenging tasks, flexible working hours, confidentiality etc.</p> <p>Rousseau (2000) MacNeil (1985) - Transactional- Relational continuum.</p> <p>Wellin (2007) Traditional deals, Mercenary deals, Relationship deals &amp; Development deals</p> <p>Herriot, Manning &amp; Kidd (1997) - perceived obligations of each party to the other (Critical incident technique of Flanagan (1954)) - Recall an incident at work where an employee or organisation when beyond or fell short of what might reasonably be expected of them in their treatment of the other party.</p> <p>Thomas and Anderson (1998) also Conway and Briner (2005)</p>		
<b>SECTION 2: FEATURES OF THE PSYCHOLOGICAL CONTRACT</b>		
<p>Rousseau and Tijoriwala (1998) - Content refers to specific terms and elements of the contract.</p> <p>Rousseau &amp; McLean Parks (1993) work used to create and expand to six features or dimensions of the Psychological contract by Sels, Janssens</p>		
<p><b>Six dimensions (2004 Sels et al)</b>  <b>NO 1: Tangibility</b> - degree to which the ee perceives the terms of the contract as unambiguously defined, explicitly specified and clearly observable for third parties.                      Examples                      a) <b>Formal laws</b>                      labour agreements                      explicit performance requirements                      Unambiguous evaluation criteria                      b) <b>Intangible</b>                      Reliance on trust and broad role definitions.</p>	<p><b>Six dimensions (2004 Sels et al)</b>  <b>NO 2: Scope Narrow-broad</b>                      Extent to which the boundary between on's employment relationship and other aspects of ones life is seen as permeable.                      a) <b>Narrow scope</b> - strict division between work and personal life. Job is means to an end. Little extra role behaviour, low job involvement.                      b) <b>Broad scope</b> - employers concern for family situation, sacrifices in favour of the employer and recruitment among family and friends.</p>	<p><b>Six dimensions (2004 Sels et al)</b>  <b>NO 3: Stability - Static v's Flexible or evolving psychological contracts.</b>                      a) <b>Stability</b> - degree to which the pc is limited in terms of its ability to evolve and change without an implied renegotiation of the terms.                      Strict application of rules                      Very few flexibility practices                      Low tolerance level to uncertainty.                      b) <b>Flexible</b> - high level of tolerance regarding change and uncertainty.</p>
<p><b>Six dimensions (2004 Sels et al)</b>  <b>NO 4: Time frame - short/long term</b> - Perceived duration of the employment relationship  <b>Long Term Examples</b>                      Job security, promotion based on seniority, little external mobility.  <b>Short Term Examples</b>                      Employeability                      Boundaryless career                      Job mobility</p>	<p><b>Six dimensions (2004 Sels et al)</b>  <b>NO 5: Exchange symmetry: Equal-unequal</b> degree to which the employee perceives the unequal employment relationship as acceptable.  <b>Inequality</b>                      Expressed through privileges, formal relationships between hierarchical levels                      Performance related pay.                      Employees - accepting authority of hierarchy, adopting a conformist attitude and respecting orders.  <b>Equality</b>                      Parties to the contract are equal, respect for achievement rather than for status</p>	<p><b>Six dimensions (2004 Sels et al)</b>  <b>NO 6: Contract Level - Individual or Collective</b> ee's perceive their contract to be individually v's collectively regulated.  <b>Collective</b>                      Similar treatment of all employees, more prominent role of trade unions.  <b>Individually regulated employment</b>                      individual negotiations or arrangements that deviate from the norm further reinforced by individualized HRM practices.</p>
<b>SECTION 3: EVALUATION ON FULFILMENT AND VIOLATION</b>		
<p>Rousseau &amp; Tijoriwala (1998), Freese &amp; Schalk (2008), Rousseau (1995), Rousseau 1989) Morrison and Robinson (1997)</p> <p>Contract fulfilment recognises that a contract party can be perceived as giving some but not all of the contract terms, it is therefore a matter of degree where as violation usually refers to a discrete action or a failure to comply with the terms of the contract.</p>		

Fig 3.2 Map of Literature Sources in same format as semi structured interview schedule.

## PSYCHOLOGICAL CONTRACT SEMI STRUCTURED INTERVIEW SCHEDULE

### SECTION 1: AGENTS OF THE ORGANISATION AND CONTENT OF PSYCHOLOGICAL CONTRACT

#### Ice breaker - Identifying Agents of Organisation

- 1) How long have you been with the organisation?
- 2) What is your role in Pseudo Electronics Ltd?
- 3) Describe your reporting structure in Pseudo Electronics Ltd?
- 2) Who do you perceive are the Agents or people who represent the Organisation in your day to day life?

#### PC Content Questions

- 1) What do you perceive are the unwritten promises made by the organisation? (if stuck provide examples ie training, leadership feedback on performance, fair treatment or attractive benefits package).
- 2) What in return are the explicit and, unwritten or implicit promises do you offer the organisation? (if stuck provide examples - what extent do you feel obligated to provide each of the following to the company. i.e.. volunteer to do tasks outside job description, develop new skills, work extra hrs if needed to get the job done, follow the company policies and procedures)
- 3) What would stop you from keeping your unwritten promises? [note: this also links to violation]

### SECTION 2: FEATURES OF THE PSYCHOLOGICAL CONTRACT

#### FEATURE - Tangibility (no 1)

- 1) Do you have a specific written job description?  
If yes - do you frequently perform work beyond the scope of this description.  
If no - how is your work determined?
- 2) Do you think the organisation could be improved if it were unionised?
- 3) How is your performance measured? (Is it a formal process?)
- 4) Do you perceive that you are paid a fair wage for the work you perform?
- 5) Do you trust the organisation?
- 6) Do you perceive that the organisation trusts you?

#### FEATURE - Scope (no 2)

- 1) Would you say there is a strict division between work and personal life?
- 2) Have you ever had to sacrifice family time to do work for the organisation? Why?
- 3) Would you encourage any of your family or friends to work for this organisation? Why?

#### FEATURE - Stability (no 3) ALSO EVALUATION OF CHANGE

- 1) Can you give me an example of change in the organisation and how you dealt with it?
- 2) How would you describe your level of tolerance regarding change and uncertainty?
- 3) Do you perceive that consultation is required by you or the organisation before changing the unwritten agreements or promises of your contract?

#### FEATURE - Time Frame (no4)

- 1) How would you describe the longevity of your career with Pseudo Electronics?
- 2) What is it based on?
- 3) What are your perceptions on job security, promotion in this organisation?
- 6) Why do you stay with the organisation?

#### FEATURE - Exchange symmetry (No.5)

- 1) Would you say the relationship between you and the organisation is on an equal footing?
- 2) Do you think the exchange of promises or obligations is equal between you and the organisation?
- 3) Is it acceptable?

#### FEATURE - Contract Level i.e. Individual or Collective? (No.6)

- 1) How do you perceive your unwritten contract with the organisation i.e. would you perceive similar treatment for all employees?
- 2) Do you perceive that your contract is individually or collectively regulated?

### SECTION 3: EVALUATION ON FULFILMENT AND VIOLATION

#### 2) Critical Incident technique

Can you recall an incident at work where the organisation had exceeded your expectations?

#### Fulfilment

- 1) How satisfied are you in your job?
- 2) How well overall has the organisation fulfilled its written or unwritten promises and obligations that you believe was owed to you?
- 3) Commitment to career or to the organisation?
- 4) Give me an example of positive incident in ATCS and how it impacted your commitment?

#### Violations p93 Conway and Briner

- 1) Give me an example of negative incident in ATCS and how it impacted your commitment?
- 2) What challenges exist in working for a complex organisational structure?
- 3) Can you give me an example of a time that a promise made to you was broken by the organisation?
- 4) What would stop you from keeping your unwritten promises?

Fig 3.3 Semi-Structured Interview Schedule

Rudestam and Newton refer to Miles and Huberman (1994) who take a moderate position on the role of theory in naturalistic studies. They view a tentative conceptual framework as the current version of the researchers map of the territory being investigated. Rudestam and Newton (2007) explain that the framework may change as the study evolves.

Several literature sources were referenced to determine the best way to actually measure the Contents, Features and Evaluation criteria. Saunders, Lewis and Thornhill (2007) indicated that semi-structured interviews provided an opportunity to probe answers and build on responses when using an interpretivist epistemology.

Conway and Briner (2005) p94 admit that there are numerous ways to measure the contents and evaluation (breach and fulfilment) of psychological contracts but there is no single agreed upon measure for either of these constructs.

Herriot, Manning and Kidd (1997 p154) recognise that when trying to measure the content of the psychological contract few managers would be able to provide useful data if asked directly about implicit obligations as many would fail to understand the question etc. Therefore straight-forward questions were used and many were open ended. Some questions were designed to be similar and this allowed more reflection by the participant.

It is recognised by Richards (2005) that qualitative projects quite normally have no 'pilot', stage in which the research tools are tested however in this study a pilot interview was conducted in January 2009 to test the approach and set an approximate time for subsequent interviews. No changes were made to the approach and the data was retained for analysis.

### **3.6 TRUSTWORTHINESS OF INTERVIEW DATA**

MacClaran and Hogg (2008), recognises that Positivists rely on the soundness of the conclusions drawn from the established procedures and methods of de-emphasising individual judgement and testing of external validity, reliability and objectivity in order to establish the trustworthiness of data collected in empirical studies.

Using a qualitative based study working in the interpretivist tradition the analytical framework used to establish the trustworthiness of data will be derived from the dimensions identified in the studies undertaken by Golden-Biddle and Locke in 1993. The dimensions of Authenticity, Plausibility and Criticality were used in their study to examine the writing practices of ethnographers in organisation studies to see how they made their accounts convincing to their audiences.

When this framework is applied to the exploration on the psychological contract in Pseudo Electronics Ireland the following can be offered.

### **3.6.1 AUTENTICITY**

#### **a) Authenticity Strategy 1 - Time in the Field**

As the sole researcher in this study I have been a native of Pseudo Electronics Ireland Ltd for the last seven years and this included a period of three years under Pseudo Total Systems prior to the take over in 2005. During my service I have had the opportunity to work in several roles i.e. Master Scheduler & Planning Manager in the operations side of the business along with Accounts, Payroll, HR, Facilities, Health & Safety, IT and Office Management. I have been present ‘in the field’, and interacted with the participants of the interviews at multiple levels over the years. Therefore, I would purport to be in a unique position to claim a rounded ability to fully grasp the world of the respondents interviewed with an intimate familiarity of their roles, language and actions. (Macclaron 2008 p132).

Specifically the operational positions (Planning Manager, Master Scheduler, Cost Accounting) held by the researcher dealing everyday with Engineers, Account Management, Sales, Production and Customer Service would have developed the technical appreciation of the respondents role. The other positions held by the researcher e.g. HR, Payroll, Accounts, Health and Safety and IT provide another perspective on the types of problems both professional and personal that the respondents faced over the years.

**b) Authenticity Strategy 2: Genuineness of Researcher to the field experience.**

Maclaran and Hogg (2008) provide two common methods which are used to convey a sense that the author has been genuine to the field experience and therefore in a position to offer an insightful interpretation of the data i.e. depicting the disciplined pursuit and analysis of the data and secondly qualifying personal bias.

With regard to the type of data collected, as previously indicated the data was collected using semi-structured interviews from 8 male employees ranging in age from 25 to 51.

The process of data collection involved seven interviews which were conducted face to face in a small conference room in the offices of Pseudo Electronics Ireland Ltd during work hours. This setting was chosen as it contextualised the research topic of the psychological contract in the work environment.

One interview i.e. with the German employee was conducted over the telephone with full informed consent for digital audio recording and as this was a familiar mode of communication with this person it did not complicate the process.

For the face to face interviews, the size of the conference room was quite small and intimate, and it is generally the room chosen by employees for private or sensitive conversations. This provided an undergird of familiarity and relaxed quiet atmosphere which was conducive to the method chosen for collecting the data i.e. the interviewing process.

The tools used during the interview process was a one page interview schedule or theme sheet (see fig 3.3 on page 25) and a digital audio recorder.

The interviews were all transcribed by the researcher and I used a standard predetermined interview transcription key (see Appendix B) to ensure that all raw data was treated in the same way prior to analysis. Also the categorisation occurred by reading the transcripts and listening to the audio recordings.

A systematic movement between the collection and analysis did occur and a complete Audit Trail Log book (see Appendix C) was maintained which shows the linkage between the interpretive points made and the coding from the transcripts using the Template Analysis Technique.

With regard to qualifying personal bias, Richards p38 recognises that qualitative interviewing requires great sensitivity to the ways in which the interview process shapes the data made.

In this study the use of open ended questions was prolific throughout the interview and I frequently sought clarification or examples to ground the interpretation of the participants response.

Appropriate behaviour during the interview also reduced the scope for bias i.e. I concentrated on using a neutral tone of voice (yet sounding attentive using words like 'right', 'ok', 'mm'), and limited any non-verbal behaviour whilst refraining from offering my own opinions during the interview process so as not to lead the participants with any taken for granted assumptions I may have held. However, I did offer a standard set of examples should an interviewee get 'stuck', on a particular question. I also provided scope to test understanding by summarising the participants explanation if I was unsure of their meaning and requested confirmation of my interpretation.

As a native of the organisation and having performed multiple roles in various departments, this equipped me with a more open mindset which I hope served to enhance my understanding of the participants reality rather than impose my own biases onto the field experience.

This set of values and discipline towards my participation in the interview stage was applied to the analysis and process of interpretation of results e.g. following up with the interviewees to check my interpretation was correct on certain aspect of the study.

Also the ethical practices described in the section on Axiology recognise the importance of the subjective lens held by the researcher and ultimately the research

will result in a co-construction of account with the participants as the true owners of the information collected.

### **3.6.2. PLAUSIBILITY**

The methodology for this study may be normalised using Bligh and Carsten (2005) exploratory study in the USA on Post-Merger Psychological Contracts in the healthcare system.

Their methodology consisted of 16 interviews to obtain the qualitative data to fuel their research.. Also their data analysis also used a preliminary coding scheme based on findings from previous research and some initial inductive codes to create a priori processed through ATLAS/ti software package.

The research direction in this dissertation on Pseudo Electronics takes a different perspective and direction to the above mentioned exploratory study. We centre on the unidimensional aspect i.e. focusing on the employee side of the ‘contract’, in an organisation that has undergone significant change following its takeover in 2005 and the elements of the psychological contract that are now surfacing in importance during a period of constant change.

### **3.6.3 CRITICALITY**

The criticality of this study was outlined in the introduction of this dissertation and is set in the context of the trend facing many multi-national’s in Ireland of withdrawal of direct foreign investment. This has resulted in significant change affecting employees as the foreign owned MNC’s continue to downsize, outsource and restructure their operations in Ireland and elsewhere.

This study offers the opportunity to take one organisation affected by these significant changes and explore the domain of the psychological contract from the employees perspective to better manage the psychological contract in the future.

### **3.7 ANALYSIS**

As mentioned previously the transcription process, utilised a basic transcription key (see Appendix B) developed to maintain consistency and aid understanding and coding of printed transcripts (see Appendix D)

Each interview transcript located in Appendix D contains a coversheet providing background data to the interview conducted and any notes or observations which would be important at the analysis stage. These notes were also factored into the Audit Trail Logbook located in Appendix C.

The transcription was performed in Microsoft Word and later imported to NVIVO QSR software version 8 to allow for efficient manual coding and categorizing of the data.

The procedure used to analyse the qualitative data from this research was Template Analysis which does not require the same level of detail in transcription as used in discourse analysis or conversation analysis where pauses are timed to partial seconds etc.

According to Waring and Wainwright (2008), the application of Template Analysis to qualitative data is a relatively recent development in organisational research emerging from more structured approaches such as Grounded Theory and Interpretative Phenomenological Analysis (IPA).

According to King (Internet source), the basic term 'template analysis', refers to a particular way of thematically analysing qualitative data.

Using this procedure outlined by Nigel King (Saunders Lewis and Thornhill, 2007) the analysis was approached with a set of priori codes which identified basic, very high level themes from the literature that were strongly suspected to be relevant to the analysis i.e. the interview themes. One of the justifications for using high level priori

themes is that the importance of certain issues in relation to the topic being researched is so well-established ‘that one can safely expect them to arise in the data’.

Following this the data transcripts from the Irish group were analysed first in date order marking any segments that appeared to inform the research criteria and objectives. Where such segments corresponded to the priori themes, they were coded as such, otherwise new themes were defined to include the relevant material and following the first transcript analysis the themes were organised into an initial template using an inductive approach.

The process of application of the previous template and review and redefining categories and themes continued to the last transcript and the final template was then applied to the whole data set and modified in the light of careful consideration to each transcript. Once the final version was defined it meant that all transcripts were coded to it and the codes represented the inductive themes emerging from the data in the transcripts.

The coding of data segments took place in NVIVO software package which supported the manual changes required to produce the final template.

The Audit Trail Logbook located in Appendix C provides a step by step breakdown of each template and the reflections and themes drawn from the data at each stage.

## **CHAPTER 4– RESULTS & ANALYSIS**

In this chapter I would like to present the results of this exploration of Psychological Contract in Pseudo Electronics Ltd via qualitative analysis. The themes that emerged from my analysis were drawn inductively using King's (2004) Template Analysis technique as described in the previous chapter. The detailed audit logbook and theme development is included in Appendix C. My full interpretation and conclusions will be developed in the next chapter.

I believe the best way to represent the results of this exploratory research is to divide the participants perceptions of their psychological contracts into a framework of different stages to show its evolution to its current form. To do that I have described the 'death', of the old contract, a transition stage, a new contract and its contents, the features of the new contract and finally an emerging contract based on changes taking place in the organisation.

I have also presented from the findings, the perceptions of the organisation itself and its agents, with whom the contract may be formed, along with the complexity of the structure of this global operation. Finally the results indicating the fulfilment, breach and violation of the current contract are described.

### **4.1 DEATH OF THE OLD CONTRACT**

The evidence suggests that the participants who were part of the takeover four years ago by Pseudo Electronics Ltd still harbour perceptions of breach and violation following the stripping away of benefits at that time.

#### **4.1.1 VIOLATION**

*“So that's a broken promise to me, is that....what we.. I suppose we joined Pseudo Electronics Ltd Deirdre, we lost a lot of stuff, that's all I'll say so they're broken promises, like we lost all the benefits we used to have, financial ones, I know they are tangible to me right... We lost all the development potentials that people have.... which is **still a sore point** for a lot of us, right, me included right (Evan)*

*“..we lost stuff like the options and the shares and at the time which which you kind of wondered, how like you said, through the trust of the people who were selling it to us.. but in the cold light of day that would kind of shook my faith in the higher*

*level of the organisation basically just because it was the first signs this was a company that does look after the bottom line more than anything else” (Sean)*

#### **4.1.2 BREACH**

Not all participants felt as strongly about the loss of benefits following the takeover. Robert for instance, although a member of the organisation at the time of the takeover, never even mentioned the old Company or loss of benefits throughout the interview.

Also Mark recognises the breach but it doesn't have the same emotional impact on him.

*“I knew we were going to lose some things em.. but they were never things that motivated me in the first place you know em.. it was sad to see the likes of profit sharing stuff going but I didn't come in each day and do my work and be flexible with the company just because of the profit shares ..” (Mark)*

Michael who was an Agency temp at the time (now a permanent employee) of the changeover expressed his annoyance at being excluded from the consultation process at the time.

*“I was a kind of on contract, so I was kind of left out of the whole process em.. until the kind of end stages and that was a little bit em not upsetting but kind of annoying because it's kinda like agh... and I know I was only with the company a few months ... ” (Michael)*

#### **4.2 TRANSITION TO A NEW PSYCHOLOGICAL CONTRACT**

The results from the interviews indicated that the participants psychological contracts changed after the takeover of Pseudo Total Systems Ltd by Pseudo Electronics Ltd. The differences are highlighted in the participants own words.

*when we moved from Pseudo Total System Ltd.. which was sort of nearly like a family.. to Pseudo Electronics which could be seen as a bit more of a faceless corporation off in the distance... (Sean)*

*we are now part of a company that's just a different way of doing things and you either like it or lump it and if you like it that's fine you just get on with it. (Evan)*

*it's gone from being a very measured, focused company .. nobody can spell KPI now .. we stopped all that Deirdre and sometimes to our detriment you know” (Evan)*

*“We don't have some of the perks or opportunities that we did when we were part of Pseudo Total Systems Ltd, you know I felt Pseudo Total Systems Ltd was a ..was*

*more in touch with people and their families and how... you know..more concerned about them. I don't think Pseudo Electronics is..” (Ben)*

*“since the change to Pseudo Electronics, it's changed totally now, the focus is on profits, well this is what I perceive”..(Ben)*

*you know we used to have regular meetings.. we used to have nights out, we used to have you know social interactions with the team and the workers and all that you know we used to have management coming over from the states to visit us and all that .. all those things that are unwritten but are actually promises in a way that you are used to getting (Evan)*

### **4.3 THE ORGANISATION**

#### **4.3.1 IDENTIFYING THE AGENTS OF THE ORGANISATION**

When asked who or what “agents”, represents the organisation to the participants (in order to understand who they may be potentially contracting with), it became apparent very quickly that there are a multiplicity of “agents”, in various geographical locations throughout the world and the reporting lines were unclear, for example.

*“I report into Ernst Ryan who is the General Manager of the business unit and he's based in Shanghai” (Robert)*

*“In terms of reporting structure that's I suppose a bit more grey..em.. I suppose I would have a manager here in Ireland. It would have been Conor beforehand and now Robert or Declan em that I would be able to talk to and ... and ..consider my direct eh.. manager but I would...for my em work related work it would generally be to Andrea in the US”.(Paul)*

*“So I have two, you could say I have two bosses but Robert is my supervisor boss” (Evan)*

*“Em.. my immediate supervisor is Anne Smith and she is on maternity leave at the moment so em that's now Sean Duffy, he's now standing in but I also report to the account managers for specific accounts I work on” (Michael).*

#### **4.3.2 SUPERVISORY CONTROL**

The supervisory relationship with the participants and their boss is very loose - there is no strict supervisory controls and it would appear most of the time a complete absence of supervisory presence in the Dublin organisation.

*: ... so I don't deal with Robert ever.. he never talks to me except ...jokingly maybe or whatever ..it's just Evan email me this and that's the extent of our relationship ..... he doesn't have to hand hold us because he is never here half the time. (Evan)*

*we don't really have a lot of contact with Karl even though he's our immediate superior.* (Ben)

Some participants inferred a friendship more than boss-subordinate type relationship as indicated by the '*jokingly maybe or whatever*', statement made by Evan or indeed more directly by Michael.

*“ a very open relationship, so there's no problems we can talk about anything, you know, it's kind of like a friendship really”.* (Michael).

It would appear that the reason for this lack of supervisory presence is down to travel commitments.

*Now..he's travelling most of the time, so you know, we only actually see and talk to him a couple of times a year. ...*(Ben)

### **4.3.3 CHAIN OF COMMAND**

Senior employees of the company seem to ignore the chain of command and reach out to the person they need to speak to directly as indicated by Evan where in his case the actual President of the Division is in contact with him regularly i.e.

*he's the president, so I deal with him once a week or twice a week on phone calls, talking about the business even though, I should be doing that to my boss but I suppose its taken a level above.* (Evan)

Participants appear to have picked supervisory substitutes in the organisation when they need advice best highlighted by Ben when talking about his lack of contact with his supervisor Karl.

*Em but, our probably main contact would be ..em..Robert Kirwan or it would have been Conor when he was here at the time you know, who I would see as our main contact for our... like higher levels in the organisation you know... ..*  
(Ben)

There is evidence too that managers pick substitutes when not getting the information they need.

*since Jorgen doesn't.. I don't know.. doesn't seem to be as engaged with his own sales management they've come to me I'm now the information guy to go to ..*  
(Evan)

#### 4.3.4 COMPLEXITY OF ORGANISATIONAL STRUCTURE

All participants described the reporting structure of Pseudo Electronics as being complicated.

*you can find yourself reporting to one person but nearly having more interaction with another (Paul)*

*a lot of people have managers outside of Ireland and I suppose like I mean people in the US have managers in China so you know that that kind of organisation throws up challenges (Paul)*

Evan affirms that there are organisational consequences to having multiple bosses

*I think the only challenge that I see is having too many bosses that's one of the hardest things because I'm reporting to I'd say about four bosses now pretty much and then supporting the sales guys as well and the customers so your pulled in every direction. (Evan)*

If participants have problems identifying their own managers it would appear this is extended across the organisation in reaching out to individuals at the divisional level

*Every so often something arises eh.. and you don't know who to contact, and there's kind of no, there's no eh.. organisation charts... a lot of the time the functional area managers don't reply to emails cos they are either travelling or they're busy" (Michael)*

*"the guy in shipping in Nashua, nothing seems to work like he doesn't answer his phone" (Michael)*

Sean describes the impact globalisation has had on the organisation structure.

*"we're global now .. very much global and that you're dealing with people in different time zones so when we used to be all here.. I could go down onto the floor and I could talk to em.. a team leader or I could go to the planner two desks down but now a quantity of our product is being built in China, a quantity of our product is being built in Mexico, the day is much longer ....the reporting structure sometimes changes quite a lot as well". (Sean)*

Conducting business within the current global structure can also be difficult as Mark describes:

*it's complex so everything we deal with is complex so for instance they are trying to change connectors to ..to ship from Malaysia and Malaysia have no eh diplomatic relations with Israel*

One of the downsides to the remoteness of the Dublin site within the current organisational structure can be articulated as follows.

*I feel that like the structure that we currently have, you know, it's hard to be noticed ... people that's in other parts of the organisation wouldn't know who the heck we are.. you know ? (Ben)*

*because of the structure and because of the way we've developed it and evolved.. there virtually is no promotion prospects here (Mark)*

*Certainly in an office like this where we're outside of the kinda ..the main focal points being probably the US and China em.. you know people probably won't... you may not necessarily talk to someone for weeks on end em (Paul)*

Referring to the multiple groups the folks in Dublin work for:

*you have I suppose two different divisions paying half your wages.. (Mark)*

Robert refers to problems of integration and communication

*It is a complex organisation.. a very complex organisation .. with millions of acronyms and I think one of the biggest issues we have eh.. you know Pseudo Electronics is a company with over seventy divisions now and not one of those divisions talks to each other. We don't have one computer system we've got seventy. We don't have an updated contact list we have bits and pieces on business cards so...(Robert)*

Paul alludes to personal networks being an advantage in the organisation i.e.

*I probably knew more about it when Conor was here because he kinda had his fingers in an awful lot more pies if that makes sense he knew the organisation, and he knew how to navigate the organisation I suppose better than than Robert at the moment and I don't know about Declan. (Paul)*

Several participants refer to the cultural challenges relating to the organisational structure e.g.

#### **4.4 THE CURRENT PSYCHOLOGICAL CONTRACT**

There is evidence that the current psychological contract following the takeover by Pseudo Electronics is set in a backdrop of low trust and low expectations which are also impacted by the effects of globalisation and the current economic climate.

#### 4.4.1 CONTENT

##### b) Employer Promises

The content of the contract would seem to be impacted by the participant's perception that no promises have been made by the organisation since the takeover as articulated by Evan and Mark for example:

*“Yeah.. well you see the problem was there was never promises given when they moved into our new company ...I don't expect anything that's the funny thing.. and that's the sad part about it now .. we are so used to not getting anything beyond our base salary..... the word promise you nearly wouldn't know what it means now” (Evan)*

*“the company hasn't made the promises to break or to fulfil if you know what I mean so..so .....it doesn't say.. in another year I'm going to be such and such a place in two years time it's a.. it's a....an on going thing .. so.. so...they don't make promises and therefore they don't break them” (Mark)*

*‘there was never any specific promises made’ (Micheal)*

This perceived lack of promises and resulting expectations is compounded by external economic climate factors and fears of job security.

*“this perception is here in with me it's from I suppose the time when we came from three hundred down to fifteen Deirdre.. you know it's death by a thousand cuts like you know what I mean.. and it's just a matter of time really.. and I'm not saying it will happen but I'm just saying that it's in the back of your mind .” (Evan)*

*“job security at the moment is very em.. It's probably at an all time low at the moment Deirdre for not just me but for everybody in the company” (Mark)*

*So I think that where as I would have faith in the management of Dublin I wouldn't necessarily have faith in the management at the higher level and I think they could very easily pull the rug out from you at any time.. (Sean)*

*Em.. I would trust it at a local level, I mean we get on very well with everyone who works here in the office and you know .....but at a higher level I wouldn't trust the organisation, you know I mean they are made up of about sixty odd different companies, I mean Pseudo Electronics Incorporated so you know, they are going to do whatever makes them a dollar you know (Ben)*

*all those promises written or otherwise, that were there a year ago all bets are off now ... you know you have to be prepared for the possibility of maybe your job not being there. So my my my my ..my commitment is always to my family and my career first. (Paul)*

The results suggest participants have an awareness of the Organisations labour market situation by suggesting that their jobs could be performed elsewhere within the Global organisation for less money.

*if you look at customer service like em.. my job is pretty ..pretty basic and I think that can be managed from China or Mexico (Michael)*

*well we do get paid more than the CSR 's and the engineers in the low paid or the low cost centres and ... ..I.. I would say that we would be at risk quite a lot of the time (Sean)*

*Job security.. well in the current climate.. eh..again I would always be looking over my shoulder.. ...in the states there is question marks over myself, Brian and Gary all the time that we hear from Robert you know....eh.. I think our chief financial officer was always asking, you know, why are we still keeping those three guys in Dublin? (Ben)*

#### **b) Employee Promises in Exchange**

The lack of promises by the organisation and perceived threat on job security in an economic climate where jobs are scarce appears to have created an inequality in the exchange relationship and has increased the perceived demands on employees for more flexibility and adaptability to change etc in exchange for basic job security.

#### **c) Flexibility**

Michael reports a conversation he had with his manager on the subject and his perception of what the company wants from him is very clear and so too are the consequences.

*you're gonna have to be flexible because em.. sometimes things have to get done and if you are not flexible, he was basically kinda saying well you know don't put your head up, don't make..don't make em..yourself noticeable because, it was at the time of the redundancies as well and I think it was kind of hinting that if you kinda make a scene about this or if you kinda take that attitude that potentially you could be next so that was the kind of the impression that was kind of portrayed to me. (Michael)*

When Robert was asked if he felt obligated to be so flexible in the organisation he responded with equal certainty.

*“One hundred percent..I feel .. I don't feel I could survive in this role em.. without flexibility ..” (Robert)*

Other participants believed that a level of flexibility was built into the role i.e.

*the company doesn't really give you anything extra for doing the unwritten things but I think that's assumed in all jobs.. you know what I mean, you have to do... go above and beyond every so often (Sean)*

Evan is also under no illusions why flexibility is so important:

*Like you remember a company that came from three or four hundred people down to fifteen people right? But yet we are still here, so why are we still here? I'll tell you why because we as the fifteen that's left were deemed to be flexible (Evan)*

In identifying what flexibility actually means the following results provide this:

*"being available at all times day or night, that's something really that wasn't as bad, when I first joined the company (Evan)*

*US based people, they would think nothing of nothing of doing work on a Saturday or Sunday ehmm, working from home in the evenings (Paul) .*

*I'm not necessarily advocating that we have to work longer days but what I am saying is that em.. em.. we do have to start early sometimes we do finish late but in between we can take time off we have the flexibility to take the time off. (Robert)*

*so what ..what you offer is em.. you offer is your .. your time .. probably more time than..than is designated.. in fact for sure like..eh so you offer to spend you know hours inside and outside of work I suppose that's flexibility right (Mark)*

Flexibility also extends to taking on work outside of the participants immediate roles.

*you know like as an example right.. now we are so involved in so many different elements of our business it's like we do say to Mark.. you don't believe the amount of stuff you cover in one day that are not even account management related (Evan)*

#### **d) Adaptability to Change**

Participants portrayed examples of their perception of adaptability to change as a group as follows.

*we have had to develop whole new relationships... we've had to change our whole understanding of supporting the customer from one where we used to go out onto a production line, get a product off and give it to the customer... Now to where we've had to trust .... put our trust in some other set of people right.. so that's one of the bigger changes we've had to cope with and I think we've done very well at it right.. (Evan)*

*Em.. well I suppose the biggest seismic change that we had here was the eh.. was the moving of production from Dublin to Mexico... and China, the low cost regions ..... and how we dealt with that was.. I actually think the teams coped with it very well (Sean)*

#### **4.4.2 FEATURES OF THE CURRENT PSYCHOLOGICAL CONTRACT**

Looking at the current features of the participants psychological contracts the following six dimensions will be used to exhibit the results.

##### **a) Tangibility**

With regard to the degree to which the employee perceives the terms of the contract as unambiguously defined, explicitly specified and clearly observable by third parties, the results would point towards an intangible contract. Participants do have contracts of employment, yearly performance reviews etc., but their jobs have evolved and the changes in the organisation so frequent with low supervisory control that there is a clear reliance on trust by the organisation and broad role definitions rather than formal laws.

The following evidence supports this:

*em.. it's not .. em. I don't have a set of metrics to work to what I work to.. my I.. I think in my role it would be difficult to put metrics in place (Robert)*

*But if you had a unionised model in here, none of us would have been here Deirdre, we'd probably be all gone by now. (Evan)*

*so there wasn't really.. you know what I mean there wasn't, there was no jobs spec out there.. do you think you will be fit for this role and I said yeah. (Sean)*

*we don't have a written hard description of what my job is as such, it's whatever comes along (Ben)*

*So there's no.. day to day there is probably no real formal measurements of our work but there is the yearly (Michael)*

*I would prefer to have more structure but I like the freedom that comes along with not having a structure in place. (Robert)*

##### **b) Scope**

The results propose that the extent to which the boundary between the participants employment relationship and other aspects of their lives is becoming increasingly permeable i.e. a very broad scope.

There are numerous examples by all participants where sacrifices in favour of the employer have been made.

*Well I had to give up eh... a bank holiday and obviously over Christmas I was in on New Year's day (Paul)*

*my family would say probably there's eh (laughs), there seems to be no, there's no divide, between work life and family life. Meaning that our laptops are never switched off. (Evan)*

*I don't know when I've worked a nine to five here, you know what I mean (Sean)*

*I was on four or five days holidays plus we had our Easter break, I was still scanning emails even though I was at home (Ben)*

An example of a return sacrifice made by the organisation is to allow informal flexible working hours (Ben, Evan, Robert, Paul).

### **c) Stability**

The results indicated a flexibility in terms of the ability of the psychological contract to evolve and change without an implied renegotiation of terms. When directly questioned, the participants all exhibited a high level of tolerance regarding change and uncertainty as already evidenced through examples earlier. Direct statements of evidence include;

*I get very frustrated with people who get, who who get scared of change I mean okay, change can be a bit of a scary thing but you have to accept it because nothing stays the same (Paul)*

*I don't really mind change once like It's communicated effectively, it's .. it can be a pain in the ass but you just have to kinda get on with it, you have no choice really (Michael)*

*I go through the same stages as everyone else it's like this is going to be daunting what are we going to do but I immediately go into what's the actions.. the counter measures.. you know the obstacles.. you know the old TQM thing and work ..work it through not like the people in the states and all these sorts of places right.. who do the change and then worry about it afterwards but I think here we were always very good at change (Mark)*

*But we allowed ourselves to move Deirdre to adapt ourselves to the ever-changing environment that we moved in.. (Evan)*

**d) Time Frame**

The results showed that the perceived duration of the employment relationship was potentially short term due to job security fears of a business shut down, but the desire of the participants in many cases was long term.

*Well I wouldn't mind staying for the next twenty years until I retire (laughs), if I could do that don't know whether it's.. a chance of actually doing that. (Ben)*

*I could do another seven years here ....if the company stays in Ireland. (Evan)*

*I don't see myself leaving the organisation so they will probably have to take me out kicking and screaming (Mark)*

*I see my career finishing with Pseudo Electronics. I want to stay here until I retire .. (Robert)*

**e) Exchange Symmetry**

Participants clearly perceived an unequal employment relationship.

*at the moment the employer has the more power because of the economic situation and a lot .. like a lot of us now are happy to have a job and a salary (Paul)*

*if they turn around in the morning and said right we have to do this.. cut your wages by ten percent, I don't know what I would have say (Paul)*

*we are very much an employer's market at the moment (Sean)*

**f) Contract Level**

The question on whether the participants perceived their contract to be individually versus collectively regulated drew a mixed response.

*each person kind of negotiated the same em.. deal with the organisation.. (Robert)*

*it would depend on the individual, the type of work they are doing and... and their position in the organisation. I suppose. (Paul)*

*I think they're more tailored for everybody, you can see it like..... you come in on a Friday and like there's not that many people around because they have ..well they have different working arrangements (Michael)*

### 4.4.3 EVALUATION

#### a) Fulfilment

Measures of fulfilment were elicited by asking direct questions on job satisfaction and perceived fulfilment of written and unwritten promises. There were positive statements of fulfilment of written and unwritten promises among participants.

##### **Indicators of fulfilment were:**

*I think they met their expectations I mean I've been kept busy and I've gotten very good experience ... I'm satisfied with the type of work I'm getting, it is challenging, it is interesting ... and also then there's the people you work with, I enjoy the office here it's a nice... culture certainly in the Irish operation. (Paul)*

*I would definitely say that all the unwritten stuff that you mentioned and even stuff that I would see in my head they all tick.. .. the boxes are all ticked on that from that level. Em.. I don't expect too many unwritten promises from people outside the Dublin office (Sean)*

*overall, I think it's pretty good, you know. You know I wouldn't really have any major complaints you know em... I mean .....eh.. it's been pretty fair... lets put it... that's probably about the best I can say about it you know (Ben)*

*it's exceeded em.. all my expectations and also em.. it's exceeded em.. the career development path that I have for myself.. I never expected to be doing this and I never expected to be presented with the opportunities (Robert)*

**Indicators of dissatisfaction** related more around lack of promotional opportunities.

*Em..... on the written side its eh...you know its...its fulfilled it.. and on the unwritten side, em.. its kinda always been said to me that.....I kinda work as hard as I can so that something will come up and you'll be considered for it and in the five years, four years that I'm here nothing has come up.... Not that its been in vain because I've learned a lot you know.. (Michael)*

Sean also expressed a general dissatisfaction for lack of growth opportunities however there was no direct promise on this from the organisation.

#### b) Breach

Indicators of breach varied for different participants.

According to the literature in chapter 2, for breach of contract to be perceived an employee must determine not only that a promise has not been met, but also that he or



she has made contributions in exchange for that promise that have not been adequately reciprocated.

For example, Evan described a perceived breach when his manager did not make time to schedule his performance appraisal where Evan had made an effort towards achieving his objectives, although the impact was mitigated somewhat by Evan's busy schedule too. Also, a blanket ban on travel restricted Evan's freedom to perform his duties as he saw fit at his customers sites, which would previously have been available to him, forcing him to be '*stuck behind the desk all the time*'. (Evan).

Paul's experience of breach centred around lack of co-operation from 'others', resulting in the failure of particular project he had spent a lot of time on. Also Paul was very '*disappointed*', with the salary increase he received from the Company when '*if I'd done nothing I would have gotten three percent anyway*'.

Excluding the time of the takeover, Sean indicated two breaches of his psychological contract. The first was some time ago when he was promised a promotion which he really wanted and when the time came the Company gave the role to someone else to save their job. Also similar to Paul's experience, Sean holds the believe that '*as your workload increases, your pay should increase*'.

#### **4.5 CRITICAL ELEMENTS EMERGING**

This final section presents the critical elements of the psychological contract based on questions asked of participants in the interviews on what would stop participants from keeping their unwritten promises. Also responses indicating a concern on a future position of any of the elements of the psychological contract i.e. Content, Features, Evaluation from participants answers are included.

Robert's response highlights the criticality of the perceived promise of challenging work i.e.

*If they withdrew challenging work from me I think that's probably em... that would eh. on a personal level and development level that would impact me that would cause me to think again.. em.. if they withdrew challenging work from me for me that's a signal or a sign that they are not happy with the work that I've been doing and they don't believe that I can do what they want me to do.... and that would force me to look at myself.. look at my position em.. possibly look elsewhere.. that's the only reason why I would leave. (Robert)*

Paul describes his struggle to maintain his standard working hours so that it doesn't 'encroach', on his home time with his family which for him is very important.

*"I don't feel, it encroaches too much, ehmm and when it has, encroached I've been able to push back, and say no I'm not doing that, but I don't know how that will change".*

Both Mark, Robert and Michael express concerns on perceived fairness.

Mark in particular would withdraw his promises from the Company even if he perceived the representative of the organisation being unfair to one of his peers.

*"if I had a perception of unfairness to my management em.. then that would probably make me feel bad ..if my manager was being unfair to my peers..then my sense of fairness and unfairness to the company might be ...might be dislodged a little bit.."* (Mark)

Perceived fairness in the exchange of promises is also critical to the psychological contract. Ben for example although he is required to travel for maybe two or three weeks at a time.. perceives a fair exchange as follows..

*"I do that but you know I see it... you know I get a fair exchange for that as ..like ..I can work from home a couple of days a week, I am not tied to coming into the office to..to perform my function you know.. I don't have to be here in the office in Dublin you know... I can work from home". (Ben)*

Sean would withdraw his promises if he continued to perceive that everyone in the organisation was not putting the level of effort in.

*So if if.. not everyone's going in the same direction that's the sort of thing that would make me say.. well is this a company thats really worth breaking your heart over or really working that extra bit if.. if everyone in the organisation isn't doing it, so..*

The results of this chapter will be discussed more fully in Chapter 5.

## **CHAPTER 5 – CONCLUSIONS AND RECOMMENDATIONS**

Pseudo Electronics Ltd presents itself as a US multi-national who's remaining employees, of which there are 14 in total, find themselves like so many others in Ireland, in the aftermath of major withdrawal of direct foreign investment. This resulted following a takeover of Pseudo Total Systems Ltd in 2005 via a transfer of undertakings by Pseudo Electronics Corporation and subsequent redirection of manufacturing activities to low cost regions in China and Mexico.

Since that time, major restructuring changes have occurred within the organisation leaving a very complex structural web requiring particular navigation abilities. It would also appear from the employees who participated in this study, that the motivation for every action taken in the corporation is effect it will have on the 'bottom line'.

Therefore there are a number of key themes which I believe have emerged from this exploratory research into the psychological contract of the survivors in the Irish organisation which have been developed from the findings presented in Chapter 4. These themes will now be given further reflection and significance in this chapter resulting in appropriate recommendations to maintain the critical threads that bind this contract between the employees and the organisation. Although the findings are not designed to be generalisable, and the conclusions are indeed specific to this organisation, I believe it does offer a snapshot of the underlying nature of the psychological contract in a Company operating in a global economic climate which is all too familiar.

### **5.1 BREACH OF THE OLD CONTRACT**

The findings section declaring the 'death of the old contract', clearly indicates a painful process during the takeover where the organisation downsized, stripped away the remaining employees benefits such as profit share, stock options etc., with no consideration in exchange including no promises for the future. This has left the remaining employees with very low levels of trust in the Corporation and the management group in the US who executed the strategy.

Rousseau (1996) describes this process as radical surgery or 'transformation', in the context of business restructuring, necessitating the rewriting of the psychological contract. The fear according to Rousseau is that companies are in danger of losing the voluntariness of the employees that makes possible a business's ability to compete.

The easiest way to change a contract in Rousseaus framework of transformation is to hire new people, however in the case of Pseudo Electronics Ltd this is not an option as the key factor holding the group in existence is the experience and self confessed flexibility of the individuals who remain.

So the key question for Pseudo Electronics Ltd is how do they begin rewriting the psychological contract. Depending on how this is attempted, will determine whether the employees psychological contracts 'degenerate', as Rousseau (1996) describes it into contract violation.

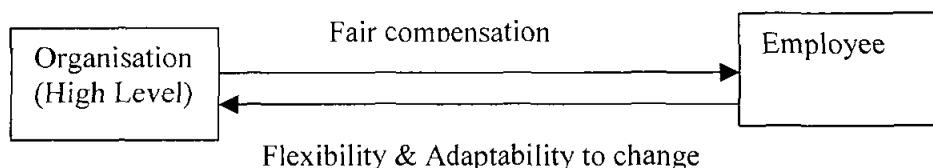
Before looking to a solution it is necessary reflect on the true nature of the current psychological contract i.e. the reciprocal exchange of promises required viewing it through the perceptual lens of the participants.

## **5.2 THE BASIC EQUATION OF THE CURRENT EXCHANGE**

The findings of the research on the current psychological contract in terms of content, features and evaluation in Pseudo Electronics Ltd provide multiple responses from all participants relating to fears around job security in the current economic climate. When asked what unwritten promises employees make to their employer.. flexibility regarding working hours, willingness to travel, taking on additional duties and indeed adaptability to change were offered in most cases.

If we exclude the connotations or underlying emotions relating to the violation or breach of the old contract, I would infer from the data that in the absence of any perceived employer promises, there is a very basic equation of exchange common to all in the current psychological contract of the participants. This exchange is perceived by the employees as the 'high level organisations', perspective of what

promises the employee must provide that in turn promise fair compensation or short term job security in exchange for flexibility and adaptability.



*Fig 5.1 The basic equation*

### **5.3 EMPLOYEES PERSPECTIVE OF THE EXCHANGE RELATIONSHIP**

Hirsch (1987) provides an interesting research perspective on surviving Mergers, Takeovers and other ‘Corporate Disasters’. He states that when an organisation is turned into a ‘cash cow’, whose sole purpose is to satisfy the shareholders, managers should ‘loosen the psychological ties’, that bind them to one organisation. Essentially they become ‘free agents’, and the image of the business person as being ‘organisation oriented and task directed’, will continue to give way to ‘self-orientation and career-directed decisions’.

According to Rust, McKinley and Edwards (2005 p75), a psychological contract with few expectations regarding employer obligations feeds into the ‘ideology of employee self-reliance’, where the employers obligation is only to fairly compensate the employee for his/her skilled work and does not include long term job security.

In the current economic environment, the participants agree there are few alternatives at the moment for job opportunities either by way of promotion inside the Company or elsewhere. Therefore, I would posit that in providing flexibility and openness to adapt to change, some participants may be self orienting themselves within the existing framework offered by the Organisation to secure their long term employability. Also, the participants may perceive that they will improve their promotional prospects should the senior management team recognise their contributions especially for any positions which have a global perspective.

There is evidence in the research to support this interpretation particularly from Ben, Robert, Michael, Mark and Paul.

Robert sums it up nicely by saying;

*“without managing you know the increase or the decrease of EMC business at the start.. without you know putting the time and effort into growing Israel to what it is today.... the management team would never have seen me as a capable candidate to do the role that I’m doing today.. (Robert)*

Robert continues to expend additional effort into the organisation whilst receiving in return more indicators of further opportunities i.e.

*“general comments is made by the CEO of activities and the stuff I’ve been working on and in terms of your doing a great job and .... Would you be interested in the general managers role general comments like that .. that’s generally the type of feedback I get”. (Robert)*

Whilst Robert has been successful, other participants see the organisational structure itself creating difficulties where;

*it’s hard to be noticed and probably be rewarded for what you do (Ben)*

Mark indicates that each role has a ‘niche capacity’, but does not know exactly where he stands i.e.

*I can’t really tell what the organisation thinks of me so.. I don’t really know whether they .. you know I’m kind of recognised or not.*

When referring to the ‘organisation’, I interpret the participants to mean the management team working out of China and particularly the divisional headquarters in the US and indeed the Corporate headquarters in the US also. These are the decision makers in Pseudo Electronics.

The provision of challenging work may in turn be perceived by the participant as an unwritten promise to tide that person over the period of uncertainty or until a promotional opportunity arises. Withdrawal of this promise for instance would cause Robert to consider exiting the organisation as it would be seen as a breach of trust and confidence in his capabilities.

Aselage and Eisenberger (2003) purport that the aftermath of a contract breach would involve an increased negative affect, decreased trust in the organisation and

downgraded obligations to the organisation which would reduce employee efforts to help the organisation. Applying this logic to Pseudo Electronics we can agree that the trust is definitely gone, but if anything the 'in role', performance of the employees has gone up which supports the 'ideology of self reliance', and motivation towards improving their own prospects long term within an organisation that the participants are familiar with.

In managing the psychological contract in Pseudo Electronics the perception of fairness is very important as indicated by Robert, Mark and Michael regarding the layoffs of their colleagues.

Conway and Briner (2005 p78) describe consider three types of fairness i.e., distributive; referring to whether employees believe they receive fair rewards for effort and contributions made; procedural fairness, referring to whether employees believe that the procedures allocating rewards are fair and interactional fairness referring to the interpersonal treatment employees receive during their contact with decision makers.

Rousseau (2004) determines that mutuality is the gold standard in the psychological contract i.e. that there is a belief that an agreement is mutual. In the case of Pseudo Electronics Ltd, the belief held by the participants who voluntarily accept more work and longer working days in exchange for challenging projects appears to be an equitable exchange. For many participants this additional effort may lead to recognition of their capabilities in the organisation and therefore a promotion, increased pay or job security.

However, not everyone in the organisation feels that way and for example an employee such as Michael who is locked into an administration role where he is restricted from taking on challenging work by the core nature of his job creates frustration and the perception of unfairness when the additional non challenging work is forced on him for no extra pay.

Millward and Brewerton (2001) confirm that the contractual norm is shifting increasingly towards the individual accepting long hours more responsibility, a requirement for a broader range of skills and tolerance of change and role ambiguity,

with the organisation providing returns of high pay, rewards for performance and in the simplest terms, a job.

#### **5.4 SO HOW DO WE MOVE ON FROM HERE?**

At the start of this chapter we determined that Pseudo Electronics undertook radical surgery or 'transformation', in the context of its business restructuring which has created the necessity to rewrite the psychological contract. Rousseau (1996) indicates a framework for completing the transformation process i.e. unfreeze old mindsets and create new ones under a process normally characterised by four stages.

The four stages are challenge the old contract, prepare for change, setup transition structures and new contract generation.

Pseudo Electronics Ltd appears to be still in the transition stage of the 'transformation', process! In getting to this point, the old contract was probably not challenged strongly enough as employees were informed at the time of the takeover that Pseudo Electronics did not have equivalent plans to transfer employees over to and for cost reasons would not be transferring these benefits.

However, it may be worth advising the employees to consider the position the previous Company is now in i.e. having to make even deeper cuts and closing whole sections of their business because they did not take action in time to manage their cost structures.

The second stage i.e. preparation for change was addressed by physically closing down the old manufacturing plant and setting up new more appropriate offices providing a much needed 'fresh start', for the surviving employees.

At the 'transition', stage of the transformation Rousseau indicates that when past certainties are gone and nothing yet takes their place, a sort of 'no guarantees', or 'anything goes', type of relationship prevails. She reports that a more functional transition is the creation of temporary transition-like contracts supported by managers

who are '*available*', for questions and to convey whatever information they know when they know it.

As mentioned, this is the stage Pseudo Electronics still finds itself in relation to the psychological contracts of its employees. Attempts are being made by both managers and employees to seek out and take on additional work of a particular type i.e. "challenging". The Company appears to have plenty of that type of project work available partly due to the complexity of the organisation itself.

However, although the employees are perfectly capable of working autonomously, the absence of local management is a problem leaving employees to rely on network groups within the organisational structure. A leadership presence is required in the local organisation who truly understands the business and is linked into the higher level organisation to regularly communicate changes and be available to answer questions whether the answers are good or bad.!!

Until the organisation is in a position to generate a new contract i.e. create a new mindset for employees by generating as Rousseau describes "commitments", and promises to the employees in Dublin, the managers of the organisation in this case the immediate supervisors and particularly the US decision makers should take a central role in shaping the employees psychological contract.

Rousseau (2004), advises that managers use the notion of the psychological contract in the way they reward, motivate and otherwise signal to employees about what to expect from the organisation even in the short term. Managers who see their own psychological contract as promising career development in exchange for high performance are likely to signal a similar contract to their subordinates. Robert appears to be employing this strategy in Pseudo Electronics however more work on the communication side is necessary for example.

Rousseau (1996) advises that all contracts are based on certain assumptions including the nature of the business and good faith efforts to obtain mutual benefits. Messages and 'fan fare', as Paul called it, regarding the results and how well the Company is doing mean that unless the person is shareholder such a message doesn't generate a

lot of motivation to change especially when pay increases are minimal or non-existent at the Company.

However if managers restructured the 'profits', message to communicating the reinvestment plans of the Corporation and educating employees on current business activities and problems as well as strengths which is targeted to their interests then this sends a more meaningful and tangible message to employees.

## **5.5 FURTHER RECOMMENDATIONS**

As Pseudo Electronics Ltd in Dublin remains in the transition stage of the transformation process relating to the psychological contract the following recommendations are offered.

### **Ensure Fair Procedures**

According to Rousseau (1995) fair procedures should reduce aversive reactions to contract breaches. I would recommend that internal procedures governing promotion are reviewed to ensure they are deemed to be fair particularly when so few positions arise in the organisation.

### **Prevent Psychological contract drift.**

Psychological contract drift happens where the psychological contracts can change without any formal effort to alter their terms. An example of this in Pseudo Electronics is the informal flexibility around working time. I would recommend that more formal policies and procedures be put in place. Also, it should be acknowledged that the practice is not appropriate for all employees who may by the nature of their job be required to work 'nine to five'. Once implemented, I would recommend making sure that other employees are aware of the specific arrangements in the office so for instance Michael does not perceive people taking as he called it 'liberties'.

### **Establish a Clear Meta-Contract**

Rousseau (2004 p125) indicates that employers need to establish a clear Meta-Contract i.e. '*clear rules about the rules of the contract*'. Therefore on the front end, Pseudo Electronics must create an open exchange of information between parties to

learn about each others interests, goals, and constraints. The participants to this study expressed a desire for more frequent performance reviews rather than the yearly or non existent reviews at present. A proper effort expended on a quarterly review between the employee and their would provide this opportunity.

On the back end, the meta contract should specify how workers and managers should proceed when perceived breach to psychological contracts occur. In this regard, I would recommend rethinking the reporting structures in the Dublin organisation to assign managers with whom the employee has regular access to and who can work effectively to resolve conflict with the employee as it arises.

### **Recognition**

The findings indicate the team in Dublin would appreciate recognition in return for the significant experience, skills and the work that they do. One recommendation particularly for he technical roles would be modify the job title of the employee to something that would more appropriately represent the seniority of their roles. For example, currently everyone uses the generic title of 'Engineer', the recommendation would be to perhaps include the prefix 'Senior', to the job title. This would be a low cost exercise but would mean a lot to the employees. Also, the management team should look to create a forum for sharing success stories for the work that people do this may even be in the form of publishing the results of a project on the Company's Intranet.

### **Organisation Structure Integration**

Several frustrations were expressed regarding the lack of integration between the different entities that make up Pseudo Electronics starting with the basic difficulties in trying to identify the person an employee needs to speak to.

I would recommend an review of current technologies with a view to investment in *perhaps an online contact directory* on the intranet which would be maintained regularly by nominated representatives for each entity and it would lessen the reliance on internal manual networks to get the job done and save money.

## **5.6 OVERALL CONCLUSION**

Pseudo Electronics in Dublin have experience tremendous change over the last number of years and find themselves remaining in the transition stage of the transformation process. It is recognised at a rewrite of the new psychological contract is required however the Company are not in a position to make any commitments to employees so what happens now?

The basic tenets of the exchange relationship at present as perceived by the employee is the provision of fair compensation for flexibility and adaptability or tolerance level of the employees to change.

With a psychological contract based on such few perceived employer promises or expectations, there is evidence in the research findings to support the 'ideology of self reliance', Rust, McKinley and Edwards (2005 p75), where employees as Hirsch (1987) describes, self orienting and making career-directed decisions.

Within the constraints of the current economic climate there are very few alternatives for promotional or other external opportunities so the employees must shape their own career in the organisation and work with the management team to help them do this.

The organisation can support them by working on the recognition and short term challenging work projects whilst investing in technology to help integrate the members of the organisation or at least identify them.

The organisation must now carefully manage the psychological contract in a climate of fairness especially procedural fairness regarding promotions and be seen to be fair to employees being laid off.

The contract will require frequent review and honest communication from the management team and one method suggested for doing this is the performance review process.

However leadership and management presence in the organisation is required and must be rectified to as to avoid the reliance on personal networks for information.

'self-orientation and career-directed decisions'.

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# **APPENDIX A**

## **Participant Information Sheet**

# Participant Information Sheet

## 29<sup>th</sup> January 2009

### NATURE OF THE RESEARCH

#### **Research Title;**

*“Exploration of the Psychological Contract in a contemporary multi-national organisation in Ireland”.*

#### **Purpose**

This research is being conducted in partial fulfillment of the requirements of the BA (Hons) in Human Resource Management , School of Business and Humanities at the National College of Ireland.

#### **Organisation being researched.**

Amphenol TCS Ireland Ltd

#### **Who will be undertaking the research?**

All empirical research will be undertaken solely by Deirdre Flood i.e. collection, collation and analysis.

#### **Funding**

There is no funding provided to the researcher by any person or group and the research is being conducted independently of Amphenol TCS Ireland Ltd (ATCS).

#### **Participants**

7-8 employees representing various departments and levels in the organisation.

#### **Method**

All research will be conducted through the construct of semi-structured interviews.

#### **Completion Date**

This completed dissertation of this empirical research will be submitted to the National College of Ireland by 20<sup>th</sup> July 2009 and therefore engagement with the organisation on this research topic will cease on this date.

## **INTERVIEW THEMES – Dimensions of the Psychological Contract**

1. Employee's role in the organisation.
2. Reporting structure and who represents the face of the organisation as perceived by the employee.
3. Tangibility of employee's contract with the organisation.
4. Scope of employee's contract.
5. Stability and dealing with change.
6. Time frame of employee's contract.
7. Written and unwritten promises.
8. Equality of contract exchange.
9. Contract level i.e. individual or collective.
10. Fulfillment of implicit and explicit contract.
11. Violation or breach of implicit and explicit contract.

## **PARTICIPANTS RIGHTS**

- 1) Participation to the study is voluntary.
- 2) Participants have the right to decline to answer a question or set of questions.
- 3) Participants have control over the right to record any of their responses where a voice recorder is used.
- 4) Participants may withdraw at any time.
- 5) Confidentiality is assured, no raw data will be presented in any way to the ATCS organisation or representative. Where requested, all efforts will be made to maintain anonymity of respondents in the research paper presented to the National College of Ireland. Please note however that to fulfill the requirements of the research, a copy of all recorded data may be presented to the National College of Ireland academic supervisors.

Should you have any queries in relation to this legitimacy of this study or concerns in terms of data protection upon submission of the project to the College please feel free to contact the following research supervisor.

Mr Serge Basini  
National College of Ireland  
Mayor Street  
Dublin 1  
Tel: 01-4027082

## **APPENDIX B**

### **Interview Transcription Key Used**

# Transcription Key used

## 1. Speaker turns

Speaker turns are displayed in vertical format, i.e. one below the other. The first letter of the participant's name is used to identify who is speaking followed by a colon e.g. if Deirdre is speaking then D: will always signify Deirdre's turn to speak. The end of a turn is indicated by a blank line.

## 2. Overlapping speech

If one interview participant overlaps the other then dots are used to show that a turn has not yet been completed and will resume when the other participant has finished e.g.

**D:** I'm using a voice recorder .. so you can tell me to stop at any time.....

**J:** Not at all

**D:** ..... if there's any problem, so then there is confidentiality assured.

## 3. Empty pauses

Empty pauses are defined as a blank on the recording, i.e. no sound, or when someone is just breathing. A short series of dots is used to denote a pause the longer the series of dots the longer the pause.

e.g. erm..it's ... eh ....not very nice out today is it ?

## 4. Filled pauses

Filled pauses are marked as 'eh' (brief), 'er', 'em', 'erm', 'hmm' etc.

## 5. Unclear passages

A three tier system is used to indicate the length of unclear passages: <X> represents an unclear syllable or sound up to one word, <XX> represents two unclear words, and <XXX> represents more than two words.

e.g. D: <X> they're not using the correct <XX> measure the area.

A symbol <?> following a word indicates that the transcriber is not entirely sure of a word or word ending .

e.g. The name of the town is Athlone<?>

## **6. Slang**

Where slang words are used an attempt is made to try to get a spelling as close as possible to the way they are spoken.

e.g. cos = because

e.g. kinda = kind of

e.g. they'd = they would

## **7. Acronyms**

If acronyms are pronounced as sequences of letters, they are transcribed as a series of upper-case letters.

e.g. I was a member of the ARC.

## **8. Dates and numbers**

Figures are written out in words except for dates e.g. 1975 (spoken as nineteen seventy five) however if this was spoken any other way it would be written as words (nineteen hundred and seventy five).

## **9. Nonverbal vocal sounds**

Nonverbal vocal sounds are enclosed in round brackets.

e.g. D: I hope so.. (coughs)

If both participants make a nonverbal noise together then this is shown in round brackets with no speaker turn identifier in front.

e.g. (both Deirdre & Sean laugh)

## **10. Contextual comments**

Non-linguistic events are indicated between round brackets.

e.g. (Sean answers his phone)

## **11. Punctuation and format**

Punctuation marks are only used when very obvious no real attempt is made to adhere to indicate sentence or clause boundaries.

## **12. Interview markers**

The beginning of the interview is marked by a left justified heading.

e.g. Transcription of Interview 1 – Paul

The end of the interview is marked in capital letters at end of the transcript centred and in bold.

e.g.           **END OF INTERVIEW**

If an interview spans over many digital files, the next segment of the interview is indicated by the comment “Interview continues” in round brackets.

e.g.           **(Interview Continues)**

## **APPENDIX C**

### **Audit Trail Logbook**

# Audit Trail Logbook

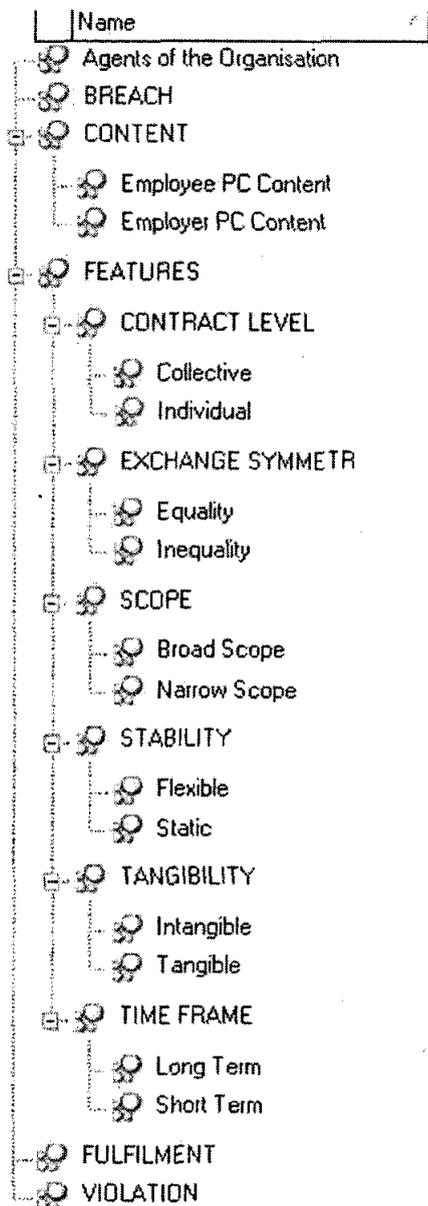
## *Using Template Analysis Technique*

### *An Exploration of the Psychological Contract In Pseudo Electronics Ltd*

Template Number	Source of Input to the Template Analysis	Interview Order	Page No.
Template 1	A Priori - using tentative literature	n/a	2
Template 2	Paul Burke	Interview 1	3
Template 3	Evan Melvin	Interview 3	4
Template 4	Michael Harte	Interview 4	6
Template 5	Sean Duffy	Interview 5	8
Template 6	Ben Mathews	Interview 6	10
Template 7	Mark Devine	Interview 6	12
Template 8	Robert Kirwan	Interview 8	14
Template 9	*Greg Fry	Interview 2	16

\*Greg Fry's interview was analysed last purposely, because although he is a European employee of Pseudo Electronics Ltd he is not an employee of the Irish Company therefore the researcher separated the analysis to see what impact his data would have on the final template. However, no new themes emerged from his transcript which left the final template matching template number 8.

## TEMPLATE 1- TENTATIVE “A PRIORI” TEMPLATE USING TEMPLATE ANALYSIS TECHNIQUE



### RESEARCHER NOTES:

A tentative structure displayed to the left of this page, for coding in NVIVO was created using the same literature framework which informed the interview questions in line with Kings (2004) **Template Analysis Technique** as cited in Saunders, Lewis and Thornhill (2007)

This coding structure was very much open to changes deletions, modifications, reprioritising of codes etc using inductive analysis and emergence of themes following the individual analysis of each transcript and subsequent modification of the template each time.

The NVIVO 8 software was only used to manually create and manipulate the categories (nodes) and store the raw data which allowed for more efficient manual coding of each transcript. This saved time and effort instead of manually marking up the paper transcripts. The “drag and drop”, functionality into the category tree nodes in the software replaced the highlighter pen!

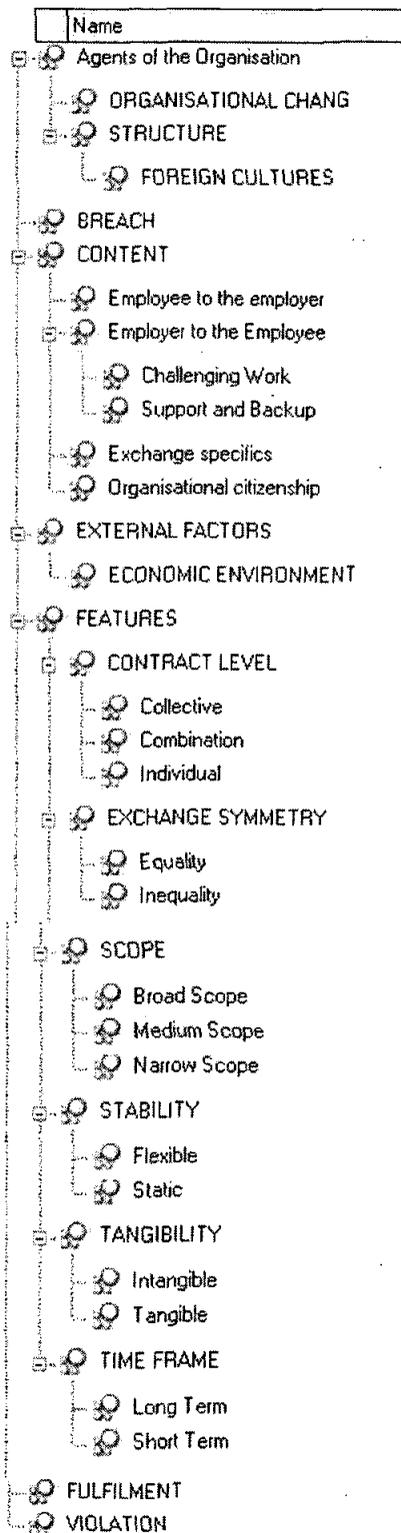
The software functionality was appropriate and supported the Template Analysis Technique as the manual categories and labels/nodes could be reprioritised at any point and changed or combined more efficiently as the process of inductively analysing the transcripts for new categories or codes went underway.

All coding was manually performed and sequentially in adherence to the technique described.

## TEMPLATE 2

FOLLOWING ANALYSIS OF INTERVIEW 1 - PAUL BURKE

JOB TITLE: ACCOUNTANT



### RESEARCHER NOTES:

Changed Content labels – perception of employee so EE to the ER and vice versa made more sense.

The complexity of the organisational structure stood out and also the different relationships and expectations the US 'organisation', has on the employee v's the Irish organisation.

The culture of the different foreign based organisations appears to have an impact on the Psychological contract as it splits it in two .. one set of reciprocal promises for the Irish site and another for the US site.

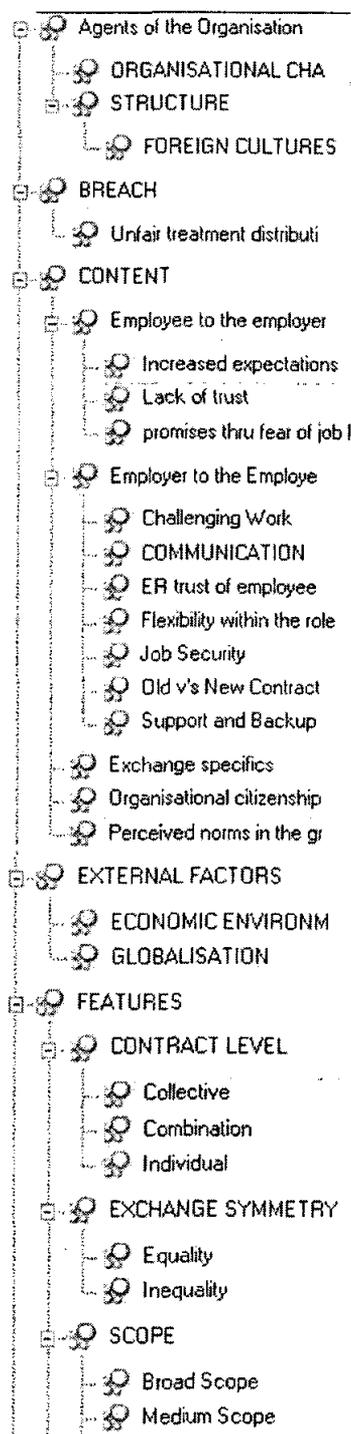
The External economic climate would appear to have changed the way the employee views the promises owed by the employer – 'all bets are off'.

Organisational citizenship is important for this employee and the expectation that if he needs help and support other employees will be there for him pushes the boundaries of what he would normally be prepared to do.

He is satisfied in his role and challenging work is a very important unwritten promise to this employee. No major violations but numerous breaches particularly around organisational change. However, the employee is very open to change generally.

## TEMPLATE 3

FOLLOWING ANALYSIS INTERVIEW 3 – EVAN MELVIN  
JOB TITLE: MARKETING ACCOUNT MANAGER



### RESEARCHER NOTES:

Complex organisational structure and globalisation putting increasing strain on employees to be available constantly with work revolving around a 24 hour clock through all time zones e.g. Mexico and China.

Scope of role is broadening so are the expectations from multiple sources for demands that would have been seen outside the scope of the Account Manager role previously.

Hierarchy levels removed – employee deals direct with President of the division, his boss does not act as an intermediary and appears to be harder on Evan than on other people as they are more like colleagues or friends than boss-employee relationship. This brings an element of unfairness as perceived by the employee .

This employee experienced the takeover of the organisation four years ago and at that point there were serious breaches in the psychological contract with reduction of benefits etc.

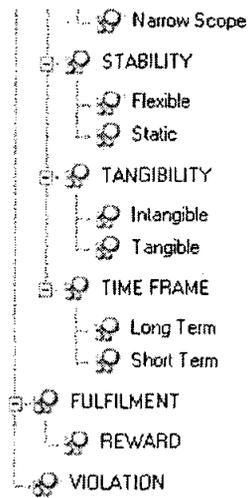
This employee as a result has lowered expectations of promises from the organisation even citing that the organisation makes no promises to him.

This is exaggerated in the current economic climate with fears for job security putting a short term frame on the psychological contract. Also its demanding increased expectations as perceived by the employee for flexibility, success, doing a good job.

The employee has pride in his job, likes to do it well and receive thanks for it. However there is a clear difference from the rewards the employee received prior to the takeover.

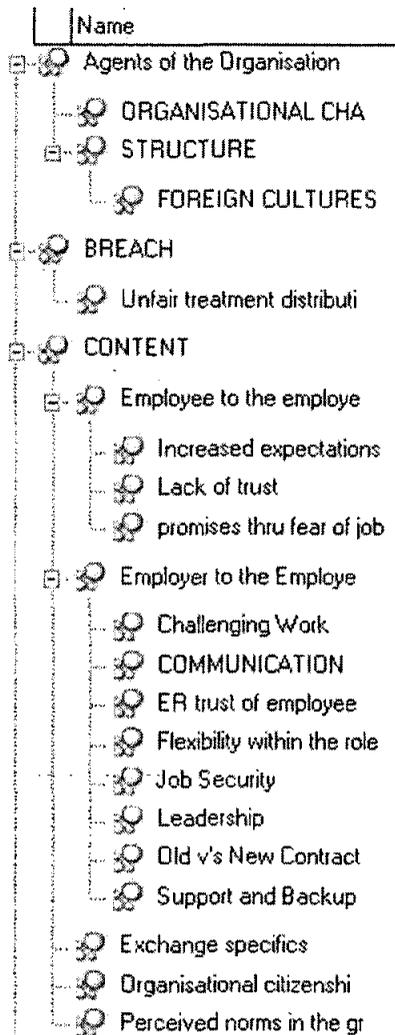
The economic climate is a definite theme i.e. it appears to have the effect of lowering expectations and job security becomes the base level exchange.

Hierarchy of Template 3 continued..



TEMPLATE 4

FOLLOWING ANALYSIS INTERVIEW 4 – MICHAEL HARTE  
 JOB TITLE: CUSTOMER SERVICE REPRESENTATIVE



**RESEARCHER NOTES:**

The structure of the organisation and complexity of dealing with multiple countries creates difficulties. The people in the organisation do not keep their promises and there is difficulty trying to identify who is responsible for doing what.

Trust built up with Dublin site lack of trust with the organisation as a whole again due to the level of change.

Broad role definitions with tasks taken on outside of existing job description. Lack of promotional opportunities due to size of the organisation in Ireland and flat structure. Therefore although for this employee/participant, he is taking on more work the work is not challenging enough. He perceives that if we works hard at what he is doing that something could come up in the future.

Perceived lack of leadership in resolving problems in the organisation potential breach of unwritten promise/expectation.

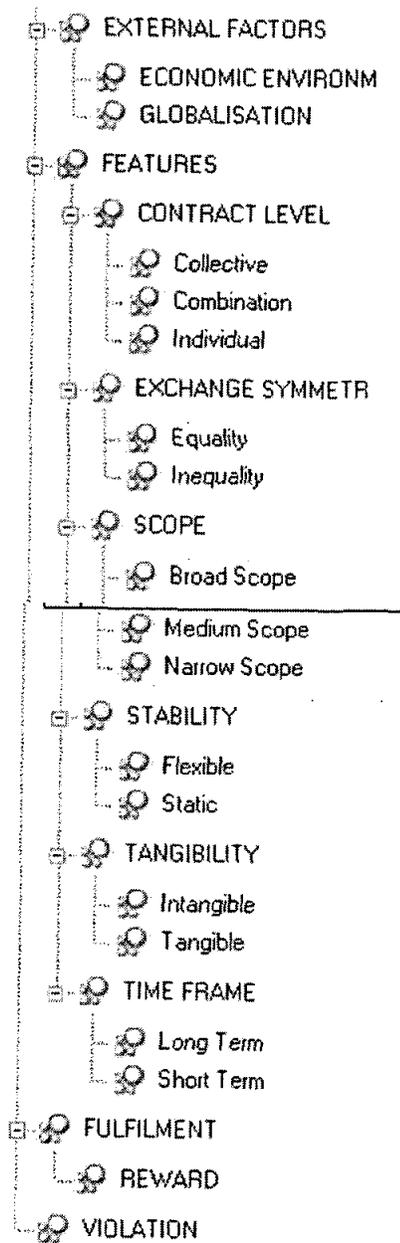
Narrow scope in relation to the boundary on the employment relationship at present where strict division between work and personal life – however, role is limited enough.

High level of tolerance regarding changing once consultation is involved. Tangibility regarding work and performance criteria.

Employment relationship is perceived to be short term in nature due to inability to gain more money or be promoted in the organisation. Employeability and knowledge is therefore key.

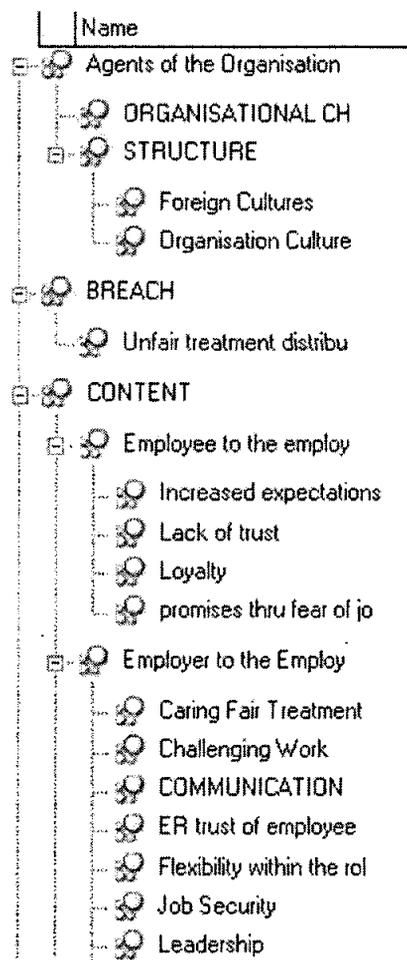
Not really happy in his current role and not satisfied.

Hierarchy of Template 4 continues...



## TEMPLATE 5

FOLLOWING ANALYSIS OF INTERVIEW 5 – SEAN DUFFY  
JOB TITLE: CUSTOMER SERVICE REPRESENTATIVE



### RESEARCHER NOTES:

Theme developing now regarding the two levels in the organisation and the psychological contract with both. At the higher level of the organisation i.e. the US and outside of Dublin office there is low trust . The US are seen as the decision makers on restructuring and employees feel no consultation on job security – the ‘rug can be pulled out at any time’. In contrast there is a high trust relationship in the Dublin office with colleagues and local managers. Sean gives the example of the EAP program as something of a local initiative that was a throwback to the old Company prior to the takeover. The old organisation Pseudo Total Systems Ltd was a more caring family oriented Company who worked hard but were looked after well.

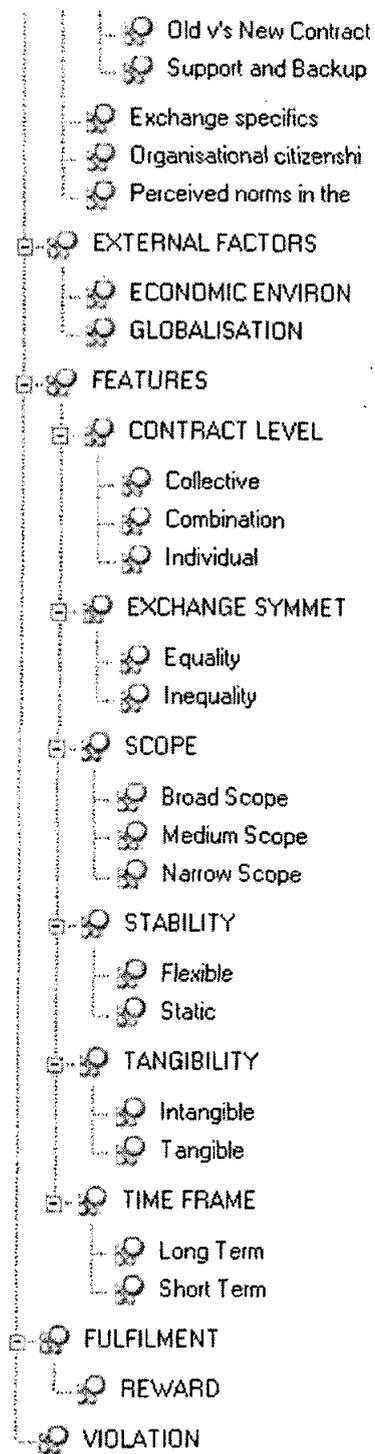
It could be interpreted from the data so far that the employees still work very hard even more so now and have maintained that work ethic with increased pressures and expectations but the Company has withdrawn its caring, family promises.

Now employees appear to work hard to keep their jobs security and increase their potential for making more money or getting a promotion or at least challenging work. Also, however they work hard and go beyond what would be expected in an effort to help each other out.

The benefits and losses that occurred when the Company switched over lost the higher level organisation a lot of trust and expectations are generally low with anything that involves the US organisation.

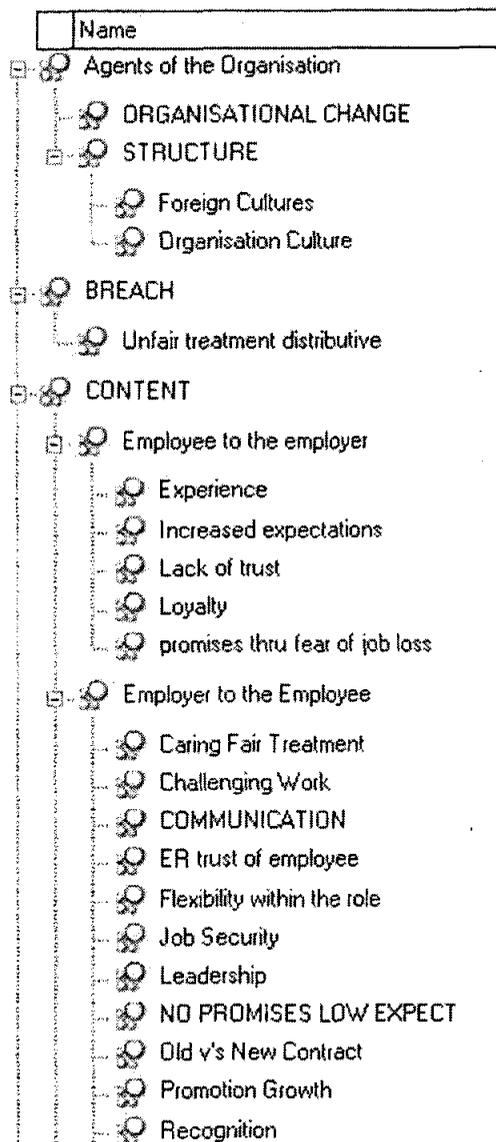
Also the complexity of the organisation is creating strong and weak psychological contracts ie. strong contracts or promises with local people work with but difficulty in even identifying people they need to work with sometimes.

Hierarchy of Template 5 continues...



**TEMPLATE 6**

FOLLOWING ANALYSIS OF INTERVIEW 6 – BEN MATHEWS  
JOB TITLE: ENGINEER



**RESEARCHER NOTES:**

Job security definitely theme coming from the data and resulting in low expectations from employer.

Employees take on more work and seek recognition of their work in climate where their jobs are threatened unless particular managers become their advocates in local and other sites.

Sense that the employees in this organisation are constantly trying to justify their positions roles or jobs.

Some of the employees see job as familiar comfortable and like to familiarity of the Company surroundings but would like more growth, new challenges but recognition eg Ben and Sean through promotional opportunities to express that.

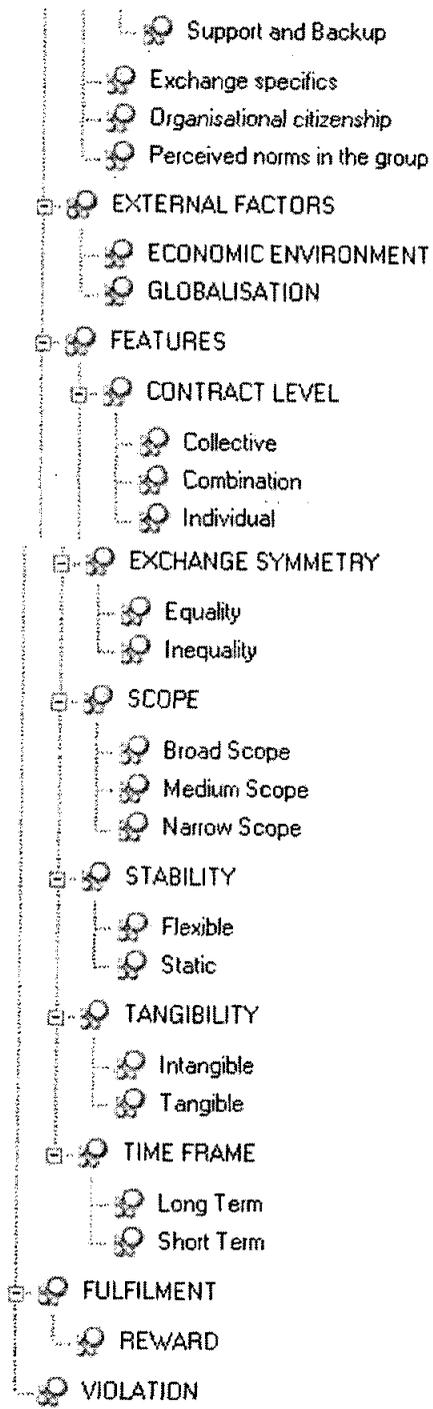
Ben in particular is a very experienced engineer but holds the same title as some other less experienced engineers in other sites. The accountants who make the decisions in the Company may only see the job title and the money being paid for the jobs in Mexico and Ireland they may not see the value or contribution which makes recognition even more important.

Employees quite happy staying the organisation.. fair exchange of pay for the work required to perform. However all employees put in additional effort which is not really rewarded. Flexible hours and working from home go some way towards meeting the employees but there is still an imbalance.

Definite lack of input into decision making process which creates a nervousness in the local group in Dublin.

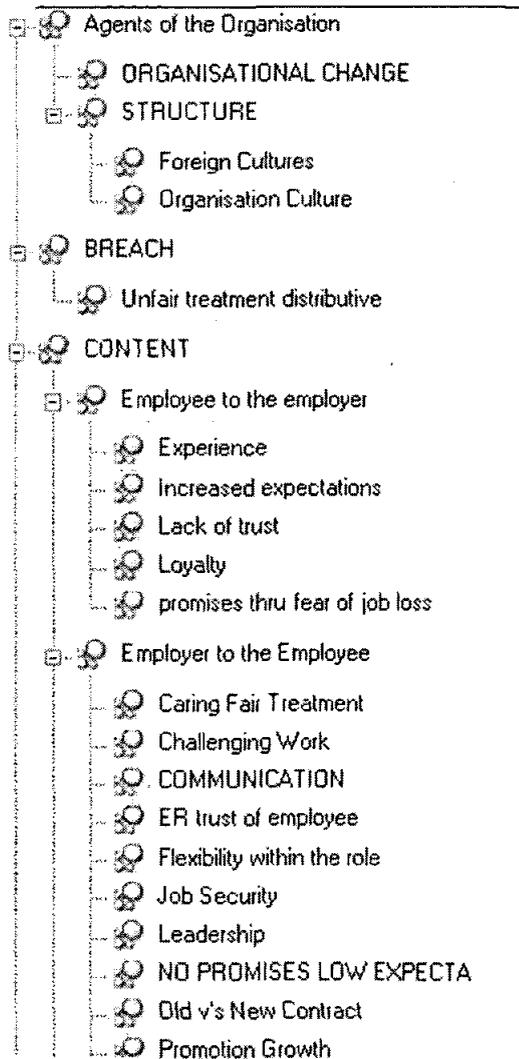
Strong comparisons between the old Company culture and new Company culture where old Company was more caring and the new Company 'faceless', 'impersonal', 'only cares about the bottom line', or the 'dollar'. No feeling or sense of belonging or integration within this Complex Organisation and as the Dublin employees are not located where the decision makers sit physically don't trust the Management team.

Hierarchy of Template 6 continues...



TEMPLATE 7

FOLLOWING ANALYSIS INTERVIEW 7 – MARK DEVINE  
 JOB TITLE: ACCOUNT MANAGER



**RESEARCHER NOTES:**

No new themes emerging with this interview.

Same as before, organisational structure and split between two divisions creates lot of pressure on employees having to report to multiple agents of the organisation. Also creates frustration in the way change is managed.

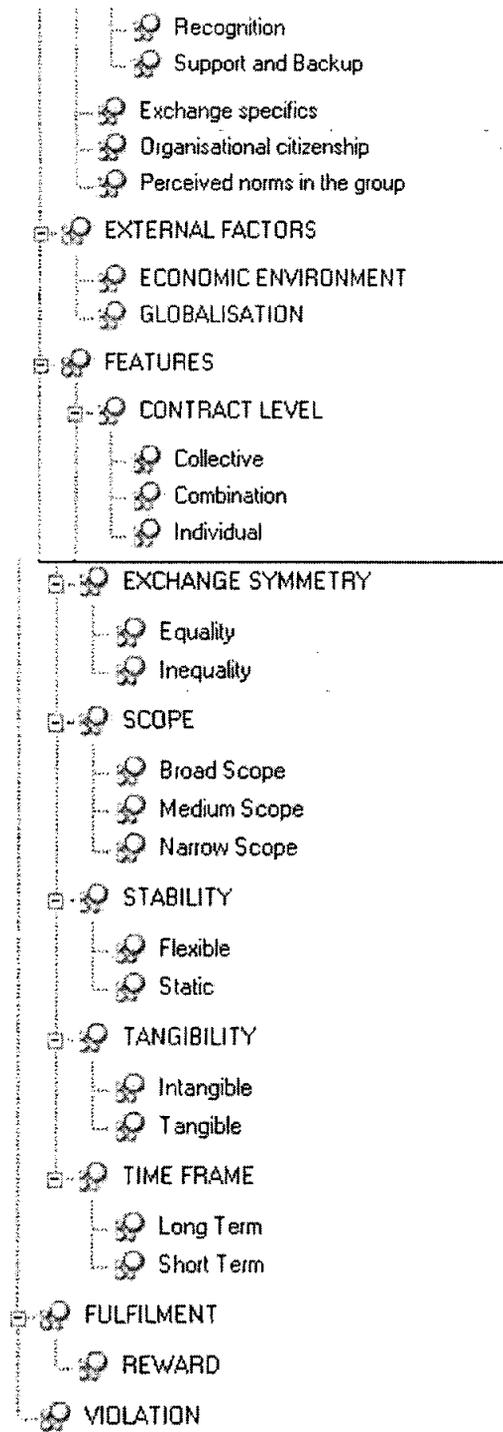
Low expectations from the organisation and trust is directed by this employee more at whether the Company will do the right thing by its shareholders which he has no doubt of so again.. focus of the Company on profits rather than employees is coming through.

The employees like to be given the freedom and autonomy to do their work, they all want challenging work, growth and promotion. However in the absence of that possibility they are willing to broaden their job roles to satisfy that and also to gain recognition within the organisation in case a role should appear.

Again the theme from the 'old', contract to the 'new', is recognised and compared by those employees who would have worked for the previous organisation prior to the takeover. The family culture and perception of caring by the old organisation does not exist with the new organisation and it is missed.

Most of the performance feedback is conducted once a year or on an adhoc basis so the employees appear to have determined their own career goals and have tried to map out their own place in the organisation as best they can. The managers do not have strict supervisory control over the employees and they perceive they are all trusted, flexible, adaptable members of the organisation which is one of the reasons the group have survived the 'death by a thousand cuts', as Evan described it.

Hierarchy of Template 7 continues..



**RESEARCHER NOTES CONTINUES:**

Procedural fairness is another theme running through. Employees have reported that one thing that would stop them keeping their promises is if perceived non fair treatment either to themselves or another employee.

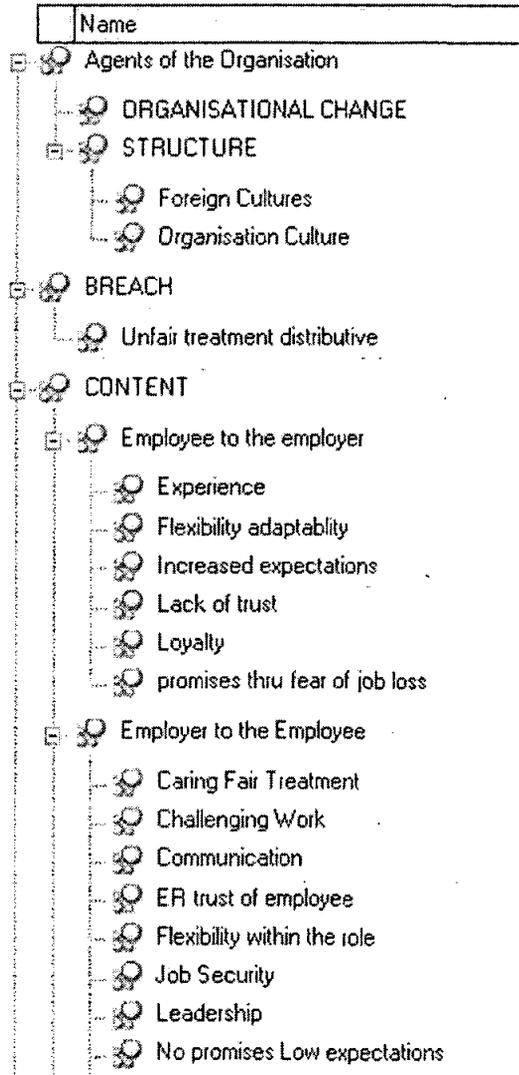
Violation is mainly confined to the takeover where all the benefits were stripped. There is still emotions regarding this e.g. annoyed, frustrated etc. After that major change, trust was lost in the higher level organisation and that combined with the economic climate has resulted in very low expectations.

Employees have difficulty trying to define a positive incident or a time recently when the organisation exceeded their expectations. Two employees did report the introduction of the EAP program as something that exceed their expectations but attributed that to the local management team and referred to it as a 'throwback', to the old Company.

**TEMPLATE 8**

FOLLOWING ANALYSIS INTERVIEW 8 – ROBERT KIRWAN  
 TITLE: GLOBAL MARKETING MANAGER  
 (also General Manager of Dublin Site)

**Tree Nodes**



**RESEARCHER NOTES:**

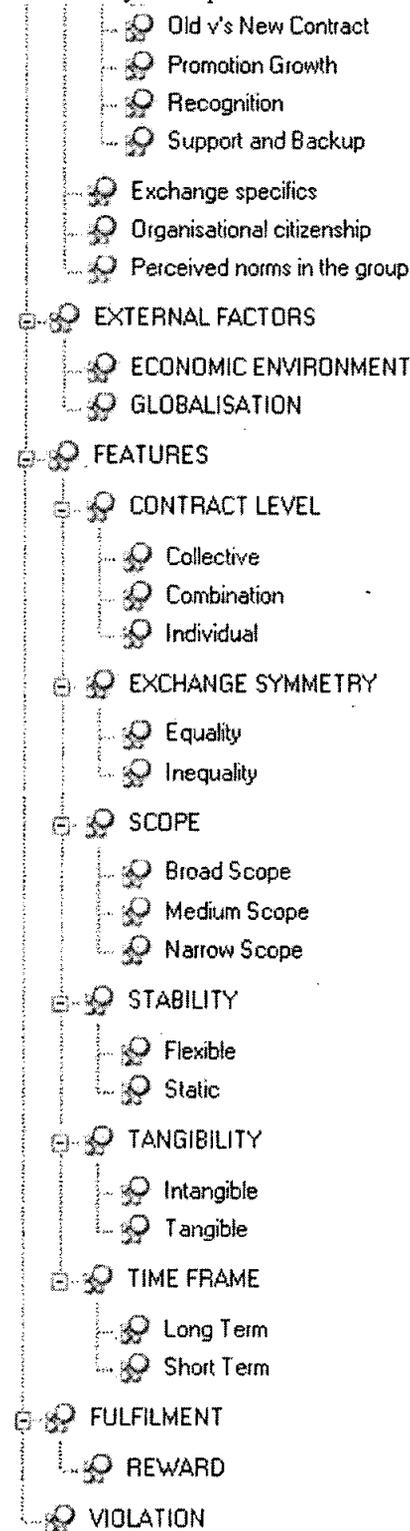
Very similar themes as before.

Regarding who represents the organisation, the participants/Participants perceive there to be multiple agents of the organisation. In most cases even though the persons manager is located in Ireland there is a dotted line to another manager who has a say in the 'contract', and demands placed. The organisation is very complex globally with manufacturing sites in Mexico, China etc and participants working for various business units at the same time and indeed dealing with multiple divisions of the same Company with no real integration with systems or finding the right person.

Participants are given autonomy, freedom and flexibility to get on with their jobs and generally shape them within the constraints of their general role. Participants who seek more challenging work and recognition tend to stay ever present working through three different timezones. The participants imply that this extra effort is required to keep their jobs and show capable of taking a more prominent position in the organisation as a whole. Also it would appear in a number of occasions it comes down to the type of person they are an their work ethic and pride they have in their work or else the desire to not let their colleagues down. Some of the participants believe they have the skills and desire to move their career forward in the organisation but the opportunities are not available which frustrates them.

In the current economic climate they see their role as familiar comfortable and the wages are fair for the job itself (not counting the extra effort). However additional recognition of that work is sought by most participants and again is a reassurance that their jobs are safe and they are trusted and respected members of the Company as a whole.

Hierarchy Template 8 continues..



**RESEARCHER NOTES:**

The decision makers in the organisation do not lie in the Dublin group although a couple of managers there hold Global positions. The business unit managers reside in the US and China.

Procedural fairness or fair treatment is a very important part of the psychological contract. It's the one thing that most participants would break their unwritten promises for if it were violated.

It has been breached in some cases particularly in the employees perceptions of fair treatment and procedural fairness when their colleagues in Europe were made redundant.

This appears to have been instigated the US management team (the decision makers) and this team tried to impose the US culture of laying people off i.e. quickly, no time and without full pay. This according to Robert resulted in litigation.

Distributive justice throughout the organisation is important.

Globalisation has had an impact on the psychological contract i.e. the participants see that their work can be performed elsewhere in the world at probably a cheaper cost and it changes the 'deal'. Therefore the participants are keen to make sure they add value, project their experience, receive recognition for the work they do so that they are fully engaged with the organisation who may act as their advocates if a decision to terminate their jobs arose or a promotional opportunity came up.

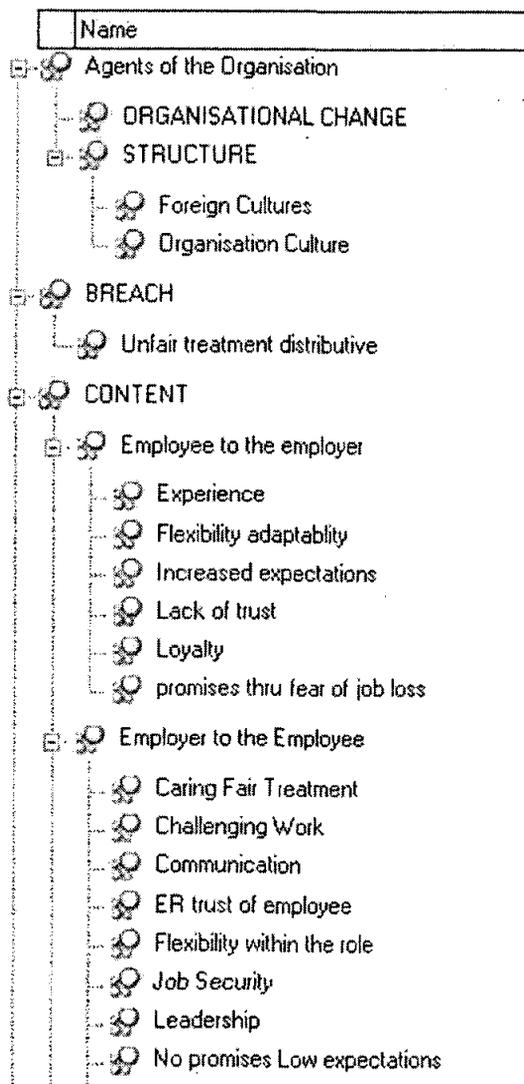
Challenging work offered by the organisation to the participants is seen as the organisation trusting the employees capability etc. Therefore a withdrawal of challenging work could be perceived as a withdrawal of promises to the employee regarding recognition of their capabilities which is linked to their aspirations for promotion although no specific explicit promises made by the organisation in this regard.

**TEMPLATE 9**

**FOLLOWING ANALYSIS INTERVIEW 2 – GREG FRY  
JOB TITLE: SALES MANAGER GERMANY**

**This was actually interview number 2, however this participant was purposely left to the last to incorporate into my template as he was not a member of the Dublin Team but a German Sales Manager who works with the Dublin team.**

**Tree Nodes**



**RESEARCHER NOTES:**

No new themes emerged from this raw data:

However existing themes regarding the complexity of working in a complex organisational structure with multiple cultures re-emphasised. The fact this participant is a remote worker exaggerates the difficulties even more.

Same issues with multiple reporting structures and long working hours with flexibility again a key area offered by the employee.

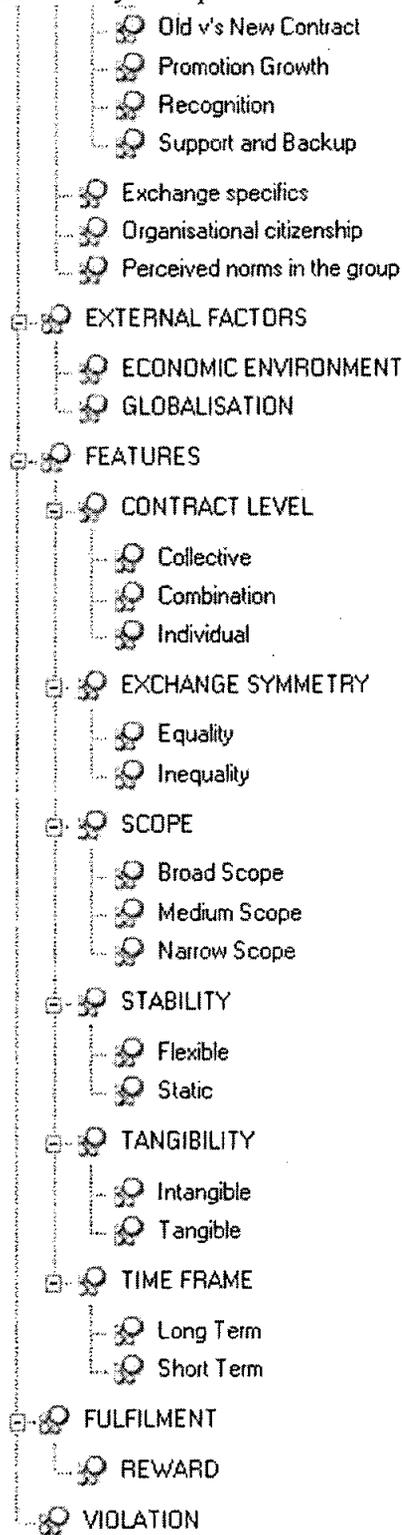
Again, similar low expectation from the Company regarding promises and high personal work ethic.

Personal values means this employee would not 'misbehave', or change his behaviour because he had been mistreated, he would 'step away', instead.

Company not fulfilling basic promises regarding processing of expense claims in a reasonable period of time. However this is tied into the organisational structure.

NO CHANGE TO TEMPLATE

Hierarchy Template 9 continued.



END OF AUDIT LOGBOOK

## **APPENDIX D**

### **Interview Transcripts No's 1-8**

## INTERVIEW COVERSHEET & CHECKLIST

**Interviewer:** Deirdre Flood (D:)  
**Interviewee:** Paul Burke (P:)  
[Name changed to protect identity]  
**Sex of Interviewee:** Male  
**Job Title :** Accountant  
  
**Date & time of the interview:** 29<sup>th</sup> January 2009 at 4pm.  
**Place of interview:** Offices of Pseudo Electronics Ltd  
[Company name changed to protect identity]  
**Interview Method:** Face to Face  
**Recording Method:** Digital Recorder  
**Interview Sequence:** Interview 1 of 8  
**Approx length of interview:** 52 mins  
**No of pages in the transcript:** 22

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**Has the Interviewee read and understood the Participant Information Sheet?** YES

**Confidentiality assured?** YES

- ✓ The name Paul Burke is a pseudonym used to protect the identity of interviewee.
  - ✓ The company name; Pseudo Electronics Ltd is a pseudonym.
  - ✓ Also, all of the names of people mentioned in this transcript were replaced with false identities.
  - ✓ The deposit copy of this transcript with NCI is not permitted for public or library use.
  - ✓ Audio files of this transcript are available upon request for the purposes of grading this dissertation.
- 

### **Notes & Observations:**

- The interview was held at the end of the business day and both interviewer and interviewee arrived on time but were rushed up to that point.
- This interview was the first to be performed for this study and therefore the questions were piloted and the expected interview time tested.
- The participant seemed to have no general problems in understanding the questions and after the digital recorder stopped, the interviewee reported that he found the questions thought provoking.
- The interview finished within the time frame allocated and no changes were made to the interview schedule.
- My initial perceptions upon completing this interview was that this participant is not afraid of change, wants to progress his career but has concerns over job security in his current role in the current economic environment. He appears very open and honest and sees challenging work as an important facet of his role. His family time is important to him but he is willing to perform an element of work beyond his core hours to help out his colleagues.

## Transcript of Interview 1 – Paul

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The transcript starts after the participant information sheet is reviewed and signed.

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D: So first of all can you tell me how long you've been with em the organisation?

P: Just over two years eh..October 2006 when I started.

D: And can you talk about a little bit about your role and the reporting structure which you have in the organisation?

P: Yeah, I'm the accountant here .....and in terms of my role I mean obviously at the month end responsibilities and all that goes with that em..and then outside that em..you know, I suppose the value add, in terms of cost downs and various improvements to procedures, that kinda stuff where ever I can improve that. In terms of reporting structure that's I suppose a bit more grey..em.. I suppose I would have a manager here in Ireland. It would have been Conor beforehand and now Robert or Declan em that I would be able to talk to and ... and ..consider my direct eh.. manager but I would...for my em work related work it would generally be to Andrea in the US.

D: And Andrea is?

P: The finance director I think for Pseudo Electronics.

D: Right okay so that's who you would see as being your main..

P: In terms of my day to day work, yes would make...because she would be an accountant and my workload would feed directly in to her as opposed to my general working environment being with Robert or Declan but they would be involved, I mean they obviously would get the results of my work in terms of month end eh.. reports P& L's, that kinda stuff.

D: Okay.. a similar I suppose or related ..eh.. question. Em..who do you perceive are the agents or the people who represent the organisation in your day to day life?

P: Ehm...Sorry by agents?

D: You know you just said Andrea like so if you were to say who represents the organisation to you .. you mentioned Andrea would...

P: Oh yeah, well I mean, I mean.. yeah.. I mean, I would suppose it would be Andrea obviously... eh you know I ..I.. think of .. I suppose.. when I think of agents I think along the lines of Robert and Mark and these guys who are dealing directly with customers.

D: Oh right no..

P: Internally..

D: Yeah

P: Em.. I mean it depends.. There's external and internal agents I suppose... em.. externally... internally.. I mean obviously Andrea em.. and Robert and now Declan although I haven't had much of a time to .. to.. to.. to get to know him or.. or.. how I fit in with him if you like cos he's new to the organisation and then from an external point of view obviously Robert again and then the guys on the sales team could be out there kinda selling the organisation and the products.

D: So you would have dealings with them.. I suppose its who you deal with, you know who represents the organisation as in who would you deal with,

P: Oh, okay well then it would be mainly internal.

D: Figureheads..... in the organisation

P: Yeah.. it would be ... yeah it would be obviously the manager Robert, Declan and then externally.. oh sorry externally if you like within the Pseudo Electronics Group but outside Pseudo Electronics Ireland it would obviously be.. be people em.. for like China em... there'd be Fred and there'd be em..

D: The financial controller...

P: .. the Financial Controller for em.. and then there would be obviously be other Pseudo Electronics Ltd organisations in Holland that I would deal with em.. for intercompany issues and that kinda stuff. Is that making sense to you?

D: Yep.. no yeah.. and do you deal with anyone in Ireland at all .. like just on a day do day basis.

P: Oh well obviously I mean, the day to day running of the.. the organisation here I'd be heavily involved in that with eh.. with obviously yourself from a HR point of view and any questions that would come up from that like even with that <XX> thing in Sweden but even like em.. we'd be working ... I'd be working with the CSRs em.. in relation to queries about you know billing.... cost of sales and also eh, cash collection more recently and for the guys like Mark and Eoin and... and.. Karl and all those guys emm they would obviously come to me with questions about

various bits and pieces not just about their kind of . (sigh) It would be like cost of sales questions and emm...ehhhhh.... Intrasys costs..that kind of thing.. em..or any data they might need if they were looking for anything in particular they might come to me to look for it em..and then of course the engineers would come to me from time to time but that would be for kinda more rare it would be more along the lines of where they'd have where they should be putting a cost or what account they should be putting it to.

D: Okay. And do you have a specific written job description?

P: I'm sure I do somewhere.. em. I do, I mean, I've seen it and and..as I've said the majority of that would be kind of the tangible part of my role the, you know the month end control and all that comes with kind of the..the the... how would I put it the standard Finance function em and then you've got a few intangibles like I said that kind of value add area you know. But I do, yeah have a job spec somewhere but I don't think I've looked at it recently. (laughs).

D: Fair enough.. and ermm.. I suppose you mentioned the value add part of it there like, would you say that you frequently perform em..roles or activities that are beyond your.. what you would consider being your job description?

P: Well I do try, I suppose, I mean it's difficult to answer because when you look at a job spec em.. as I said, for Finance its quite easy to.. to... to attach certain functions if you like em..again around the kind of Finance area of month end and controls and all that kinda stuff but then obviously things would come up here now and again things like you know the sale of land at Sandyford even though that didn't happen in the end you know that's not necessarily in my job spec and maybe not every accountant would get involved in that and it might fall to someone else so eh.. I think yeah, I..I do get involved with areas that I wouldn't necessarily or would necessarily fall under the umbrella of Finance.

D: right.. okay,.. em.. do you think the organisation could be improved if it were unionized?

P: Errrrr...

D: I know that this is non-unionised company.

P: I... don't .... think... so.... I've ..I've worked in organisations that have been unionised and non unionised and I've never really seen the benefit of a union, eh..I know I worked for Bank of Ireland and was approached by a union and I said no simply because I didn't see what it would bring to me or the organisation. I can see the point of them in some organisations but I just .. I..I don't know... I honestly don't know, as I've said I've seen them work in some organisations and I don't necessarily see the benefit of them very often. I felt in Ericsson, the union actually prolonged em.. an issue that should have been sorted quite quickly around the area

of redundancies. Em.. in Bank of Ireland I didn't really see any benefit of the union at all, mind you times were good then so everyone was happy with what they were getting but I didn't really see the benefit of it.. Here I don't see the benefit at the moment of having a union.

D: Okay

P: I generally wouldn't be a union fan anyway ..(laugh) I don't as I say I have never been a member and when I have been approached in the past I've turned it down.

D: Okay and..em.. how is your performance measured in the organisation?

P: Em.. well I mean obviously we have our performance appraisal where you know we are given feedback on what we've done and what we haven't done and em..where we feel our progress is, I suppose that's the main focal point. Em..at other points you get feedback now and again about bits of work you've done and you know negative and positive but I would consider the main focal point being the appraisal process. Outside that I will ask occasionally if there's, you know about the standard of work, if they are happy with the quality they are getting and that kinda stuff but the main focal point will be appraisal in April or June .. April isn't it? Yeah April

D: April

P: Yeah

D: And em..how would that process run for you like what would be the run through of that process.

P: Well I mean the usual... well certainly with Conor, I haven't done one with Robert yet, but Conor would kinda em.. kick the ball off if you like by sending me the various forms and I'd look at what my goals were for last year and try and reconcile them to what I actually achieved you know like certain goals were no longer applicable or whatever and ..and myself and Conor would then sit down and go through what we planned to do what we did and if we didn't do something for whatever reason that didn't happen em.. and generally it was quite well structured. I felt it was quite eh.. emm..a good process in general..em I suppose my one, my one, and I did say this to Conor and I think maybe I've said it to you in the past..., was that I felt yearly, it should nearly be bi-yearly maybe a main one and then maybe a kinda midyear review kinda thing, less formal. Em because while I would ask questions myself and.. and you know talk to people about where things are going and why this hasn't happened or why it's been put on the back burner if you like em..you really only got that one part of the year where you've got to have your say..you're official say if that makes sense?

D: Right... a say in what your objectives are.

P: And what peoples impressions of you is I suppose cos I mean eh there's been one or two things that I got involved with that say say for arguments sake one that kind of bugged me and I spoke to Conor about it and I spoke to Robert about it as well was the customer P&L where I spent a lot of time and effort on it and .. for..through no fault of my own its kind of fallen apart because I'm not getting co-operation with others. Now externally I don't know who knows that's happening if you like and if they're expecting something and it hasn't happened and its gone quiet and I've never like I've spoken informally to people about it but I've never actually said well this is what's happened.

If anyone asks I can explain but it would be handy kinda to have that kinda .. a kind of a semi-formal. I know it's difficult but like a mid year review to say this is where I am with these projects and this why I am where I am as opposed to maybe yearly having your say cos not everyone would be aware of what's happening day to day. Certainly in an office like this where we're outside of the kinda ..the main focal points being probably the US and China em.. you know people probably won't... you may not necessarily talk to someone for weeks on end em.. so you know if..if there was more formal process at least your manager might know what's happening even if you know.... just so somebody would know what's happening I suppose you know?

D: Right, Right, and would your objectives and any agreements that you would make, they would all be written down would they?

P: Oh yes they're written down and myself and my manager would sign off them and...

D: And then if during the year like if things change.. or they just like..

P: Well I mean, I keep my own to do list I mean I just keep a note of what I'm doing and what I've done and you know why maybe something has down the pecking order over something else, I mean you know for example I've had you know the closure of Sweden on my to do list for over a year ..nearly a year now and em..that was on my my my..my eh my list of.. of..eh targets but I mean that hasn't happened as quickly as we would have hoped because it's just taken so long to get through em so I mean I just keep my own to do list so that when I go into a meeting I am prepared for myself as well and it also gives me some idea where I stand about you know and things that maybe aren't on my..my initial list appear on this to do list and they're kind of highlighted as extra to what we didn't see happening if you like.

D: Okay..alright em, would you perceive that you would be paid a fair em days pay for the work that you do?

P: Eh Yeah, I mean it's..yeah, I think it's the industry average, yeah, I think its fine..yeah for what I do yeah, yeah.

D: Right and em..would you say there is a strict division between your work and your personal life?

P: Oh yeah, I try and maintain that at all times yeah..yeah

D: Right

P: I'm not one as I said ...not one of these people who particularly wants to bring work home or work at home I do occasionally but I do like to turn off the laptop and leave it till the following day I don't like carrying it all home.

D: Okay..emm have you ever had to sacrifice any of your family time to do work for the organisation.

P: Yeah.. yes..

D: On what type of occasion?

P: Well I had to give up eh... a bank holiday and obviously over Christmas I was in on New Year's day wasn't it ? and a few things like that where I should have been off but it has happened.

On occasion on the weekend if something comes up around month end cos the US generally work either Saturday or a Sunday at month end which is kinda new which only really happened in last year so there will be times when I have to log on certainly around month end yeah.

D: So would you feel you would be obligated to do that as part of your job.

P: Em..it's a combination of an obligation of my job and just wanting to help, you know, I think its unf.. like I think it would be unfair for me to log off and not do anything if someone in the US or China needs a bit of information that would take me you know a minute or two to reply on or maybe twenty minutes, half an hour or even an hour worth of work would save them even a day emm .. so I think there is a certain amount of professional camaraderie if you like. I would hope that if I found myself needing information that someone would make the effort to get that information to me.

D: Right..

P: So it not just an obligation to work its more the work colleagues if you like that you know I think I owe them ... eh.. I owe it to them to try and help them I suppose because I would hope they would do the same to me.

D: Okay.. Em.. this might sound like a strange one to you but would you encourage any of your family or friends to join the organisation?

P: Em..well.....no... on the basis that well only if I wasn't in the organisation. I just don't think you should have the same paycheck coming from the same organisation.

D: Okay.

P: Em and even when I was joining here there was a job offer there was an opportunity for a job in (CompanyX) which I didn't go for because my wife works there.

D: Right

P: I just don't think there should be the same paycheck. If I wasn't working here I would have no particular problem with it, I wouldn't tell them not to work here if that makes sense (laughs), I wouldn't have a problem with it.

D: okay Emm.. how would you describe the longevity of your career with Pseudo Electronics .

P: erm.. in the current economic climate its difficult to know.

Em.. you know, for a number of reasons, eh one em.. obviously there's always the threat that they may decide to close the operation or you know scale it down and two even if that didn't happen, because of the changes that are being made with you know taking certain people off the payroll and therefore reducing the workload the challenges that were there before may no longer be there so its de... you have to wonder if a kind of an accountant of my experience will be necessary to run the operation so its difficult to know to be honest, it would depend on what opportunities come up in the foreseeable future.

D: Right okay.. em. What would you perceive are the unwritten promises made by the organisation? You mentioned like your..your performance appraisals where you have written objectives and things but is there anything like that you would think would be unwritten?

P: Ehhh...and by unwritten like do you mean like you just take it for granted that..

D: Hm

P: Yeah

P: Well I mean obviously you know the fact you're going to be paid and there's going to be work for you to do and the hope that ..that work will be challenging, not

just you know, certainly I think in..in.. the role that I have you'd hope that okay, you have you have your day to day stuff and that's fifty to seventy percent of your workload, depending on how it goes. But you'd also hope that there's that thirty maybe forty percent that gonna be something new and different and I suppose that's the unwritten bit that, em..like I say even in my..in my em.. job spec there's the tangible things I do that you can clearly see I do every month and then there's the other stuff that isn't so tangible and ..and..can be a bit difficult to put a finger on and that's the kinda the unusual things that come up, things like you know the closure of Sweden or the, the eh.. sale of land at Sandyford, things like that ..that...you wouldn't necessarily do every week or every year you might even do it only once in a career but that will come along and that you'll the opportunity to try your hand at it and you'll have the... you'll not only be able to try it but you'll have the backup in that if you have a problem you can go looking for help and that you have the ..you know...that they'll point you in the right direction so you have that backup from the organisation as well.

D: So would those opportunities as you mentioned for doing different things that are outside of your job description. What do you em.., I suppose get from that exchange.

P: Well I think it's a two way street, I mean personally I get the experience from doing it and it's another kinda I don't know point on the CV or notch on the belt or whatever way you wanna put it. Em.. and it's a new experience and it challenges you...em from the .. from the ..company point of view then I mean then they get someone who can actually do it and they know they have someone they can rely on and should anything else unusual come up he's done well on this one so chances are, it's okay it's very different, but he might be able to handle this problem as well ..so so.. give it to him. So I suppose as you achieve those goals you you successfully or depending on how successfully you achieve them the chances are that people in the organisation you would hope would recognise that would think of you ...you know, if promotions came up or new opportunities, new challenges came up.

D: right okay, very good.. ehmm what would be.. your perception as you mentioned there on promotion and eh.. I know you talked about the longevity in terms of job security but for job security and promotion what would your perceptions be and the availability of that in this organisation?

P: Again, at the moment its difficult, I suppose if you look pre the last couple of weeks and months you know, its something I'd spoken about and there was always you know talk about certain things coming up in certain areas em.. and I probably knew more about it when Conor was here because he kinda had his fingers in an awful lot more pies if that makes sense he knew the organisation, and he knew how to navigate the organisation I suppose better than than Robert at the moment and I don't know about Declan. Em.. At the moment, I really don't know, eh... I've spoken to Robert briefly about it and I'm one of these people, who I don't believe

you should em.. keep your cards that close to your chest when it comes to stuff like that, I think you should be able to talk to a manager and you should be able to say to a manager you want something new without feeling making that manager feel that he's minutes away from handing in his resignation kind of thing, you know that the way (laugh). So I do, I try and have an open conversation with a manager to let them know the way I'm thinking.. em..so I genuinely don't know .. I don't know what opportunities, in Ireland I don't think there is going to be a huge amounts once we get.. I I look at what's happening and the way the organisation is changing and you know even talking to Robert it seems that if there are new challenges they probably won't be in Ireland they may be abroad in Houten or somewhere like that. Not that that's a problem, that could be very interesting but eh.. it's very difficult to give an honest answer, well not an honest answer, but a clear answer, with the current environment because you know I think things are changing very often and one thing I've always, one problem I've always had with this organisation and its something I spoke to Conor about a bit was that decisions seem to be made quite quickly and I sometimes wonder about the em... the .. the..... information they are made on and eh..I suppose my one worry in the back of my head that em.. you know decisions are made and they may not necessarily be the right decisions and may affect me and that may limit my opportunity to try new things and get a promotion in that respect but I think that if I do get a promotion it probably will involve some sort of travel to a different location outside Ireland in this organisation.

D: Okay, so the paths not completely clear as to what the promotion line is.

P: It's not, but I don't think its, I don't think it's for most people at the moment that's the case but specifically to Pseudo Electronics I think with all the new people we've had and with Conor leaving, and Declan coming in and Robert taking over, it's very difficult, to see em.. where the next promotion is coming from and I don't see it being a promotion that's going to be keeping me in Ireland. I would imagine if there's a promotion it will involve some sort of travel and possibly working at a foreign location, I don't see it being here necessarily, but not at the moment, but that could change I... I ... don't know.

D: You mentioned eh Robert and Declan, em your I suppose your relationship really, if you could describe it with your manager, at the moment or that seems to be a little bit blurred does it?

P: It does, I mean I think have a good working relationship with Robert before he took over from Conor I worked with him a fair bit on bits and pieces and emm you know I talk as openly with Robert as I would with Conor. I don't know Declan, you know I haven't had the opportunity, like I know him, but I've never had the opportunity to work with him in any.. there's no.. em..well I suppose how would I put this.. there's no trust built up if you like to a certain extent em and that's an important part of any relationship, you get to know people and you know you kind of get to know how they think and you know what they think of you. I hope to have

the opportunity with Declan but to be honest I mean I'm finding it quite frustrating at the moment that we have this person taking over who hasn't had that much input in here, but that's not his fault it's just the way it's happened and em it is it kind of adds to the blur if you like that you don't really know, I don't know where I stand with him if you like and if I'm in his plans at all or if I'm not em.. and from a personal point of view that can be quite frustrating but you know that's just the way its going to be and you know .. and again..I don't think that's something that's unique to Pseudo Electronics and I've seen it in other Companies where change has happened and it does take, in any company, it takes three to six months for everything to bed down and to figure out where everyone is going. That's just the nature of change.

D: Okay, em, I suppose you know talking about change, how would you describe your level of tolerance regarding change and uncertainty in an organisation, in this organisation?

P: I think in this organisation, I think em.. you know, I was brought into an organisation that was in change and I don't think that's really changed if you like at all (laughs). Em we're still moving we are still changing if you like, look, I don't, I get very frustrated with people who get, who who get scared of change I mean okay, change can be a bit of a scary thing but you have to accept it because nothing stays the same, you have to accept it, you have to go on, you have to just deal with it and you have to figure out how best to bring about the change, to bring about the best outcomes and anything that goes with that and depending on the...the level of change whether it's a small change whether is moving desk from one place to another or a seismic change like happened here before where you know people were made redundant and it changed from being a large manufacturing organisation to a small sales and marketing organisation. Em.. I think I'm open to it and I think when you decide like I have to work in the corporate world and to try and you know to get up the ladder, you have to accept the fact that things will change both for you personally because you'll hopefully be moving on to new challenges and new roles, but also in the organisations you work in because you know they will change their focus will change and you have to just go along with it and in effect put you're em.. what's the word.. influence on it as best you can.. you know to get the best possible outcome from it.. if that makes sense to you..

D: It does, em, do you perceive that say consultation is required by you or the organisation before changing kind of.. the unwritten agreements em... that are...

P: (sigh) Again its unwritten, I.. I'd say its and unwritten rule that yeah you would like that but in reality no, there's no, like I mean if there's a... you know if... if there's a change to the unwritten promises well then that could happen now and nobody has to tell me. I would hope somebody would pick up the phone and informally say by the way this is happening and you know, whatever, em, but I don't, I would hope that informally they would but I don't necessarily feel they would if that ... you know.

D: And is it your experience that you know you.. you are generally, you know..

P: We'll I'm generally kept up to speed

D: Kept informed ..

P: Yeah, I'm generally kept up to speed, I mean I think as I said, we were very lucky here for a long time that we had someone who was so experienced in the organisation who knew what was going on and would even tell you informally just yourself, em, I do, I wonder with that person gone em... you know, that's one thing, I'm conscious of calling Andrea every now and then, more so than I would have if Conor was here, just you know, just to have a quick chat, just to see you, you know what has to happen where we are and what we are doing just so we are still on the radar if that, if that makes sense, eh.. but I I would, I think in six months time if you were to ask, I would be interested to see what my answer would be in six months time if you like em, to that, because I think em.. we were lucky with Conor and I just wonder how we'll find out about things from now on, you know if.. if... if we'll be told as informally as we are. I still think we do like Robert and all those guys are talking to people and we are told . But very often I suppose..I suppose.. when I think of it now very often I'll be told informally by a manager here as opposed to a manager in the US. It would be fairly rare, I can only think of one or two occasions where Andrea rang me and kinda on the QT if you like, this is happening but it would usually come through Conor or through Robert or someone like that.

D: So there's a kind of a formal relationship with the US more so than.. an

P: Yeah..

D: .....informal relationship here.

P: Yeah.. yeah..yeah..

D: Right okay, em...what would stop you from keeping your unwritten promises to the organisation, you mentioned you know things like you doin...

P: Em.. I, I, I... I don't know.. I mean I would, it would be a fairly, I suppose it would depend on the situation, I mean I don't know it it would obviously be some issue I had with the organisation for some reason that I'd decided that, I... I can't think of anything off the top of my head unless I felt that you know there was something done to me that I felt was unfair and I should have been informed about or at least consulted about. Em.. to be honest that situation hasn't arisen for me here anyway. Other organisations, I have had issues with organisations, obviously we all have, well not with the organisation but with people in the organisations but I think the first port of call there is to go to your manager and discuss and see what

happens. If you are still getting no joy well I think ... probably the best thing there is to get the CV ready and get out. (laughs), cos there's obviously going to be no way back eh... but having said that, I haven't had a situation where I felt I had to withdraw my unwritten promises, my my unwritten promises if you like, so I don't know what situation would bring that up but I can't think of a situation where, where I've seen anything like that happen to be honest.

D: Okay em.. would you say that the relationship between you and the organisation is on an equal footing? Do you think the relationship is equal, there is an equal exchange?

P: Em.... Em....just... by that..

D: are both equal in, in the contract?

P: Yeah well I mean, yeah I suppose we are in that em...you know we have an agreement that I do this work for and they pay me this much money and it gets done em.. if for some reason, I'm not happy with that I can either talk to them about it and try to change it eh.. or I can you know look for (laughs) someone else to employ me so I suppose ... so I suppose we are equal in that respect. Likewise if they're unhappy with what I'm doing they can approach me about what I'm doing wrong and in extreme circumstances maybe even ask me to leave if they are that unhappy. So I suppose there are, and I mean that's backed up by I suppose informal arrangements and formal law arrangements and that kinda stuff so I suppose we're fairly equal I in that respect yeah.

D: Right and if.. if you were to look at who has the power in the relationship would you say it's the employer or ..

P: ..... I think that probably shifts from time to time and probably at the moment the employer has the more power because of the economic situation and a lot .. like a lot of us now are happy to have a job and a salary and all that kinda stuff whereas maybe six months to a year ago, ehmm.. maybe there was a little bit more power on the employee side because you could probably walk out of here and into another job quicker em.. so I think that power shifts from time to time eh.. and then not just about job security and that, but eh.. you know...anything.. I mean like you know, I had situations in other companies where, you know, engineers were leaving nearly every day because they were getting another couple of grand down the road and to get them you'd be paying, to replace them you'd be upping the salary to get somebody else it was a difficult you know, cycle you know you had people you know going from organisation to organisation and so I think the power probably shifts now and then and it also depends how important you are to the organisation. I mean you know if you were in a business, like if you're in a business critical position then you know, you would have more power if you were a senior director or something, you know, if you were to say that you were unhappy they may try

and organise things around you to keep you happy whereas for me to say well I'm unhappy, well they might say that's all we're offering (laughs) so...

D: Right

P: ... deal with it, so it depends on your position and it depends on the economic environment, it depends on a lot of things, it depends on how, a lot of stuff. At the moment I'd say they probably have the slightest bit of edge I suppose because it would be very difficult for me to leave here and go somewhere else and if they turn around in the morning and said right we have to do this.. cut your wages by ten percent, I don't know what I would have say to turn around and say well I'm not willing to accept that. Ehm.. ultimately that may lead to .. complete stop on wages I suppose if that makes.. you know..

D: It does indeed yeah perfect.. em.. how do you perceive your unwritten contract with the organisation like would you perceive there's similar treatment with other employees eh...so is it more like a collective or individualist em..

P: It's probably a combination of both I mean everyone, I mean you know on a collective level there's the unwritten I suppose that you know there's going to be work and its going to be challenging work and all that sort of stuff, but then it depends on the individual and your place in the organisation and your type of work I mean you know being an accountant you couldn't say the unwritten rule would be the same as for a sales guy em.. I mean there are certain basics that are probably true of others and then you go on to your various you know accountancy, marketing, you know HR or whatever, eh.. I suppose it there'd be... it would depend on the individual, the type of work they are doing and... and their position in the organisation. I suppose.

D: Okay.. em... can you recall an incident at work where the organisation exceeded your expectations.?

P: Ehmmm.....God..... not really I suppose...ehmmmm.....

D: Take your time there's no rush..

P: We...lllllll I can't think of anything whether it particularly exceeded my expectations.... and by expectations I mean are you talking, I assume you are talking about there you're kinda expectations towards me, and my job

D: yes.

P: ..my role, that kinda thing

D: yes

P: ..... ehmm..... I, I don't think whether they particularly exceeded it, I mean I think they met their expectations I mean I've been kept busy and I've gotten very good experience I wouldn't have necessarily got anywhere else. At the same time though, like I mean if, if you were to look at the two years ago there are things I've done that I wouldn't have done anywhere else and are very useful to me for gaining experience but then there are other things that, you know, I would have hoped that maybe the organisation here might have grown a bit like, you know, instead of, you know, kinda becoming smaller as we are now that we would have maybe grown and there would have been more challenges down the line. Eh.. I don't know... ehhhh.. so I suppose its kinda evened out. I don't really think they've exceeded necessarily.

D: So nobody in the organisation, nobody in the organisation has ever surprised you with something really .. good... (laughs).

P: Well ..... ehmm..... I fell really bad saying no but I can't think of a single time when its kinda gone..

D: ..that's fair enough.

P: There has been, like its been interesting working in terms of ehm.. the work I've done and eh.... you know, getting to work with certain individuals but there's been nothing kind of 'wow', I can't wait to get stuck into this kinda thing,

D: okay..

P: its kinda some things come up, and ehm.... no I can't think of anything that's exceeded it, no I don't think I can.

D: Okay .. and em... I suppose on the other side of that can you give me an example of any negative incidents in Pseudo Electronics and how it might have impacted on your commitment.

P: Ehm.. well I suppose the negative one is easier because at the moment everything is quite negative. And I wouldn't say it necessarily Pseudo Electronics but I think that's just the general climate. Ehmm but I don't think PSEUDO ELECTRONICS has behaved any worse or better than any.., actually one thing I was disappointed with last year, last year obviously with the the salary bonus or not bonus – increases with three percent and the Company posting record profits was a bit.. I can understand why that happened because like I mean they have their targets to hit, I can understand that the three percent was enabled them to hit that, that was a bit frustrating but I mean it wasn't the end of the world, like, as an accountant I could have my accountant hat on and see why that happened.. ehmm.. more recently I suppose, just in the downturn, you know, I I do wonder how they'll handle it, and I wonder, ehm..... ehhhh.. how would I put it, but its more it's it's more, they haven't let me down necessarily I'm just wondering if they will let me down I

suppose (laughs) but eh.. ehhhh.. I, .. there's nothing that particularly stands out as being you know really bad or ..or that they've let me down in any particular way or made me think well this not the type of organisation I particularly want to work for like that, its you know its not....

D: And for the increase you mentioned last year, would that have been, like did you perceive that there sh, that there would have been an increase like did you perceive like an expectation or a promise maybe that was made to you that were getting it.

P: Errrhhh... yeah, I mean there was an expectation I suppose given that you know from an accounting you could see what the results were like and they were good. Ehm... one frustration I had and again I said it to Conor at the time was that it was an across the board three percent and there was no, ehm.. there was no, nothing outside, there was no individual achievements taken into account ehm.. and like for example, you know, I said the same to Conor directly that you know we worked hard both myself and yourself but you know in terms of what I could talk about for myself we, you know, we worked very hard to turn a loss in 2007 into a profit in 2008 and eh.... and that wasn't really, I didn't feel was recognised, that there was no, ehmm you know, well done for doing that kinda thing you know we worked at you know obviously things like on the phones and and, you know with the credit cards and and ehh you know changing auditors and all that kinda cost saving stuff that we did that I just felt wasn't really recognised in that three percent because if I'd done nothing I would have gotten three percent anyway but again you can understand why that happened so I can reconcile my disappointment if you like to why it actually happened so..

D: And how was that I suppose expectation set when you mentioned that they communicated the results or whatever how, how was that, the results of the organisation communicated.

P: Well I mean I could see it on line anyway but I mean specifically we had a.. you could see it in the presentations that are done here monthly like we sit down monthly and look at how the organisation is doing and I mean there was a lot of fan fare about record profits in Pseudo Electronics because obviously it was released to the stock exchange so you could see that very easily and I would keep an eye on you know bulletins about Pseudo Electronics corporation just because it's the place I work and I'd be curious as to what's going on that would happen, and I mean that's just.. just what I do you know.

D: And so from that you would have perceived because there was no, there were no negative connotations regarding like increases so you perceived there would be an increase.

P: Yeah, I would have thought there would be yeah and as I said it's not just that but the workload that I have taken on by myself I could talk about it obviously

everyone has their own point of view but purely from my own point of view ehmm... you know I could clearly show that the progress we've made in terms of the goals that were set and it just wasn't reflected in as I said if I'd have done nothing I still would have got three percent.

D: Okay, ehmm... how satisfied are you in your job?

P: Em.. I'm fairly satisfied like I said, its, you know, I suppose my answers would have changed here maybe three or six months ago, because, I suppose that doesn't affect satisfaction..I am quite satisfied I mean there are challenges there are things that come up ehmm.. you know erhhh... how that will change in the next couple of weeks months as the organisation kinda gets that bit smaller ehmmm is is, is debatable but at the moment I'm .. I'm satisfied with the type of work I'm getting, it is challenging, it is interesting, ehmm, you know like anyone else, there are days when you are out the door busy and there are days when you know you're kinda waiting for a reply and you can't really move until that reply comes in and you're kinda sitting there waiting for something to happen, but you know for the most part I'm satisfied with the ..with the way ... with the job.

D: And how well overall would you say the organisation, has fulfilled its I suppose, I suppose, its written and unwritten promises or obligations that you believe might have been owed to you.

P: I think pretty well, I mean, you know, obviously you know with.. I think over time, I mean certainly up to now it has been fairly good I mean I don't as I've said there's been no particularly really disappointing parts there's been no you know exceeding on their half either way. I think its been pretty much what I thought as I mean as I've said recently, you know, you look at it and you do wonder where things will go, and how that will pan out, and and that's kind of on my mind, but I don't think, as I said, I don't think that's Pseudo Electronics specific I think there's a lot of people feeling like that and specific to me in Pseudo Electronics , you know as I said with the place kinda shrinking a bit I wonder if I'll be satisfied in three or six months time or how that will pan out, but I think overall, they've been pretty good.

D: Okay.. em. I suppose, em. Why do you stay with the organisation ?

P: Well it's a combination of things I suppose on the professional front you want to be challenged and and the work to be interesting and that kinda stuff, and and I found that certainly up to now I have, ehmm.. and also then there's the people you work with, I enjoy the office here it's a nice...

D: which work, sorry?

P: Huh?

D: .. the which work, PP is that what you said?

P: No the people you work with

D: .. the people you work with,

P: Yeah.. no, I enjoy the people in the office, it's a nice culture certainly in the Irish operation, and from a personal point of view as well like I mean, you know I.. I like you know I mean I... I can generally work my workload out, I don't have a huge amount of overtime, I tend to manage my days, so I can get out of here and spend some time at home so I don't feel, it encroaches too much, ehmm and when it has, encroached I've been able to push back, and say no I'm not doing that, but I don't know how that will change but certainly I've felt I could push back and say no, so I'm I'm you know as I said like everyone, I mean I don't think its necessary, I don't mean to harp on about it it's just in the current climate, you know you have to keep your options open and and ehmmm and I wonder how that will change if the work will be challenging but I don't, I can't look in a crystal ball and see that any more than anyone else can so for the moment I'm happy enough yeah.

D: Right, and you mentioned that ehm, you liked the culture that's in the the Irish organisation, is there a particular culture or environment that you don't particularly like in the organisation?

P: Oh yeah, I mean there's a particular..

D: That, that you deal with..

P: Oh yeah there's no, I mean it's.. it's.. it's I mean there's one person in particular, that I find I don't like dealing with like ehmm and the culture around her and and, the way that she I think the way that person shows the organisation isn't the way that I would see most people in Pseudo Electronics working ehmm and ehmm I don't agree with the way that she does her work, I don't think it's.. it's eh, eh it's not my way of doing things ehmm but I have seen and one thing that frustrates me about Pseudo Electronics is that they have allowed that to continue without anyone taking them into check. Em...but you know I've said my piece to people, and I have no problem standing my ground with that person, I've done it on more than one occasion (laughs) and if necessary I'll do it again.

D: And is that person senior to you?

P: Ehmm, I suppose she would be yeah, I mean I don't report into her, but I suppose yeah in the grand scheme of things she would be yeah.

D: Okay and does what she ehmm, how she deals with you does that impact, have an impact on say your commitment for example or..

P: It would have an impact on my commitment if I was to directly to report to her definitely.

D: Okay

P: Ehmm.. but eh as I'm not, it doesn't, generally it doesn't pull in or out of me on occasions it does, but I feel that I have the support of those here in the Dublin office at a senior level who if I really had a serious problem I could go to and talk to them and I would have their backing or certainly I would have, eh I wouldn't be standing on my own ehmm and don't get me wrong I've stood on my own against her before and it's worked out, so I know, I have no problem standing up for myself.

D: Okay fair enough, ehmm, let me see, what have we left, I suppose can you give me an example of a positive incident in Pseudo Electronics and how it impacted you commitment? This is different from the question I asked earlier on about exceeding expectations its it's a positive incident.

P: Eh..mmm

D: and how it might have impacted your commitment.

P: Well I mean for me a positive incident, would be just challenging work I suppose, I mean I.. I don't know, I can't think of anything where I've gone, you know, I suppose the positive for me is that the work here has been challenging and that I've enjoyed it and the environment I work in, ehmm... There's been, I can't think of a single time, I've gone wow I'm so happy to be working for Pseudo Electronics (laughs), I I I, you know I'm happy with the work I'm doing, I'm happy with the people I work with, ehmm and on that side, I I I like .. working here yeah! I don't know if that answers your question does it? Does it?

D: Okay, No, No that's fine. Ehmm, Could you explain just a little bit about what challenges might exist in working for a complex organisational structure.. or would you perceive first of all to be a complex organisational structure?

P: Ah it is yeah, I think it's it's, you know, I think it's, I think it is complicated, I don't know like, coming from a multinational background in many instances, I'm kinda used to that where lines of communication can be blurred and you know, you can find yourself reporting to one person but nearly having more interaction with another and Ehmm and that happens, I think that's just the modern work environment, I don't think Pseudo Electronics is any more complicated or any less complicated than any other large multi-national I've worked for. Ehmm.. I think the biggest difference, I suppose I see with Pseudo Electronics as opposed to some of the organisations I've worked for is generally, most of the people I've had interactions with have been Irish based, you've had people in other countries, but you know but generally your manager and management structure has been in

Ireland whereas, here ermm.. you know a lot of people have managers outside of Ireland and I suppose like I mean people in the US have managers in China so you know that that kind of organisation throws up challenges but I think, I don't think that is a eeehhhh.. I ehhh.. like I don't think its any more complicated than anyone else really, It does, it does throw up challenges cos its you know, you could have different cultures, in terms of ehmm, you know, I don't know ehhhh.. Chinese versus Irish, versus American cultures. Certainly there's a difference between Ireland and America and and the way in which business is done and the way in which the working life is perceived, but like that you just, have, it's another, you have to build up your experience, and get used to that and, understand how, work and business is approached in other cultures and whether Pseudo Electronics or other companies most any multi national you'll have that, you'll have guys who... you know, in Ericsson we had guys from Sweden working in Ireland and Irish guys in Sweden, and you had all sorts of in between so, you just got used to it and you gained your experience, I don't sorry I don't..

D: I I'm just, wondering, ehmm.. like you mentioned, about the the working, life in the US vs. here, like how do you, how do you, perceive ehmm you know what is expected of people in the US ehmm and I suppose.. I'll ask that first no.. go ahead.

P: Well certainly from that perspective I mean the US generally work, they don't get as many holidays, they don't understand the concept of a bank holiday, eh they don't recognise Irish holidays, ehmm for them to ring you up on a bank holiday doesn't make a difference but for us to ring them us up on good, on on you know Thanksgiving, would be just unbelievable. Ehmm.. they... I've.. noticed certainly in Pseudo Electronics , there doesn't seem to be an understanding of foreign holidays. Ehmm, I've worked for other multi nationals, ehmm and they do, appreciate that and they work around that but, Pseudo Electronics don't seem to have that culture in them, now I suppose, because Ireland is so small an organisation it hasn't really impacted on me apart from one or two occasions, ehmm but ehhh.. yeah I think its funny the Americans I think feel, that they work longer hours and work harder but in actual fact in any organisation I've worked in, generally the workload, done by Ireland and the US I can't see any huge difference between them and the outcome is usually the same just the Irish have a different way of going about it ehmm and you know we don't, we have more holidays, we have more public holidays em, but the workload is done, you know if that's we stay later in the evening or we you know, whatever way we do it, we we manage our time better, I don't know but I don't think we the American culture, or Chinese culture or Australian, or any other culture, get through the work any quicker, we just work with what we are used to I suppose working within those parameters.

D: Okay, em..

P: So the only point I would say is that the Americans don't seem to mind as much their private life being impinged upon as the Irish do, I've noticed, in general terms and myself included, I see my private time, out of Pseudo Electronics and with any

company as my time and I try to get out at five o'clock every evening, I prefer to come in early and work through lunch and get out at five, eh.h.mm and then not come near any of my work at the weekend, whereas in many, my experience of a lot of the US based people, they would think nothing of nothing of doing work on a Saturday or Sunday ehmm, working from home in the evenings and then spending... I mean I have no problem doing that either, occasionally but I am quite.. I like my private time, and I like my time away from the office and that's something that I try and hold on to which I think a lot of American people don't have that they are more work focused they they're more, they accept the fact that work can impinge on their life far more than, I suppose what would be acceptable in Ireland.

D: Is that something you feel you have to keep negotiating as such..

P: More and more, yeah, more and more I am, for a long time it didn't, didn't matter but you know, I'm finding now more and more I'm having to kinda go, no I'm not, I'm taking a holiday and that's it like.

D: Okay, ehmm has the Company ever broken its promises to you?

P: No I don't think so I can't think of an instance where it particularly you know eh.h no, like I mean I've had my ..obviously I've had ..I've never had a problem with the company as such, I've had problems with people well one person in particular but I don't feel promises were broken, I felt that if I had a problem I had support to go talk to someone about that, and move on with it, I don't think they particularly let me down as such .. you know .

D: Right, okay so do you feel, that you have a fair deal in the organisation?

P: I think overall yeah!

D: Right

P: I think so so far. Yeah!

D : And would you're commitment be more to the organisation or to your career?

P: My career..

D: if you were honest about it.. yeah

P: my career.

D: Yep and you're a professional obviously an accountant.

P: mm

D: So that's that's, what you would look out for more than ..

P: Yes

D: Okay

P: I mean like I make no bones about it like ehmm, again you know I've been through redundancy in various forms four times, I realise that just cos you're doing your job well, and you, you, you, you, you achieve all your goals doesn't mean you've got a job, sometimes things change such as in the current environment and that can change..and I make you know, absolutely no, I don't attempt to hide the fact that I have an up to date CV at all times (laughs) I keep regular contact with the.., I look on line regularly to keep to see what's on line and see what's there ehmm.. and I am committed to an organisation, I don't want to sound like, I'm totally uncommitted, like its not that I'm going to jump ship you know, any day, ehmm.. but if I feel that you know that I suppose, what you're getting at the written and the unwritten rule, the policies aren't being met or I feel that there's a significant opportunity somewhere else, I would look at that definitely.

D: Okay

P: Ehmm.. and.. and it's just because, I've seen in the past that there's no loyalty in a multi-national, or any organisation like if something changes, the promises that are there today can be wiped out because, through no fault of Pseudo Electronics or any other, organisation like now is the perfect you know opportunity... eh a perfect example, with the economic change that no one was seeing a year ago, so all those promises written or otherwise, that were there a year ago all bets are off now... and eh well to a certain extent, all bets are off. and ehmm.. you know you have to be prepared for the possibility of maybe your job not being there. So my my my ..my commitment is always to my family and my career first.

D: And is that something you would make known to the organisation to your manager.

P: I'd make it known, Oh yeah I have yeah no don't get me wrong its not that as I've said its not that I want to jump ship at a whim if I wanted to do that I would have gone by now (laughs).

D: So its part of the deal that ...

P: It's part of the deal yeah..

D: .. that you have with the organisation.

P: Yeah, yeah and I think, I mean everyone's experiences are different and you know, as I said that with my dad being made redundant twice, myself once and my wife once, ehmm you know, you certainly are aware of how fragile a job can be and when I hear in other organisations, not so much here, but in other organisations, I've heard people who work for organisations for twenty to thirty years, they are there for life kinda stuff and I think to myself that you're not, you know, things change and you know, certainly like I think back to my time with Bank of Ireland where you had people who were there for you know their entire career, I look at them now and I'd say a few of them are wondering you know will they have a job this time next year and they would have committed maybe twenty or thirty years to an organisation ehmm.. so I, I just, I, I don't know who knows I mean maybe I'll end up this will be the last place I ever work, I don't know but I certainly I think from my own personal, from my own personal experiences I do keep one eye on what else is out there ehmmm.. because things change and I just don't expect Pseudo Electronics ... Pseudo Electronics can't keep all their promises all the time anymore, no more than any other organisation anymore than I can, maybe, you know ... if I'm happy .. maybe you're happy enough in an organisation and a fantastic opportunity comes up.. you can't turn it down just cos you know you feel you owe, because you feel you made a promise, ehmm an unwritten promise, if you like, you have to look at the opportunities in front of you what's on the table there and then stay where you are and see how it goes or take this really good opportunity and go with it so, I think eh I think that's the way I look at it anyway.

D: Okay.. ehmm James I think that's that's everything that I have it's em I think we've just had fifty minutes so we didn't do too bad on time, so..

P: That's not bad..

D: ... thank you very much

P: No worries, thank you very much

END OF INTERVIEW

## INTERVIEW COVERSHEET & CHECKLIST

**Interviewer:** Deirdre Flood (D:)  
**Interviewee:** Greg Fry (G:)  
[Name changed to protect identity]  
**Sex of Interviewee:** Male  
**Job Title:** Sales Manager

**Date & time of the interview:** 30<sup>th</sup> January, 2009 at 2 p.m.  
**Place of interview:** Offices of Pseudo Electronics Ltd  
[Company name changed to protect identity]  
**Interview Method:** Telephone  
**Recording Method:** Digital Recorder  
**Interview Sequence:** Interview 2 of 8  
**Approx length of interview:** 72 mins  
**No of pages in the transcript:** 40

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**Has the Interviewee read and understood the Participant Information Sheet?** YES

**Confidentiality assured?** YES

- ✓ The name Greg Fry is a pseudonym used to protect the identity of interviewee.
  - ✓ The company name; Pseudo Electronics Ltd is a pseudonym.
  - ✓ Also, all of the names of people mentioned in this transcript were replaced with false identities.
  - ✓ The deposit copy of this transcript with NCI is not permitted for public or library use.
  - ✓ Audio files of this transcript are available upon request for the purposes of grading this dissertation.
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**Notes & Observations:**

## Transcript of Interview 2 – Greg Fry

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The transcript starts after the participant information sheet is reviewed and signed.

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D: Just I suppose if you can you tell me how long you've actually been with the organisation ?

G: The actual one ?

D: Pardon ?

G: The question is regarding the actual organisation or in total business experience .

D: The actual organisation the organisation being Pseudo Electronics Ltd.

G: It's a bit tricky as you know the actual one since middle of last year .. fifteenth of July

D: Right..

G: .. but as you know ..I mean I was re-hired so ..

D: Right...and .. how long .. how long was there a gap between your re-hire?

G: About two years

D: Two years.. and how long had you been with the organisation prior to that ?

G: Before ?

D: Yes

G: Eh...about two years again .. (laughs)

D: Right okay.. em... can you describe your role and the reporting structure in Pseudo Electronics ?

G: Actually yes.. so my actual role is Sales Manager in Germany and Switzerland for the IT and communications group

D: Right..

G: .. and ..eh and in terms of reporting it changed slightly initially eh .. I ..I reported to two bosses which are Declan Lawlor eh on the Pseudo Electronics side .. em.. oh sorry..Conor Morgan.. on the Pseudo Electronics side and Richard Crossant on the Commercial product side and then lately em.. I think it was at the end of Q3 Conor changed to another company and Declan took over the.. his responsibility and em.. after an organisational re-structure eh...process em ...and now I'm now only reporting to Declan which is much easier as before and of course you can't master.. eh serve two masters.. sorry..

D: cos you can't serve two masters .. (laughs)

G: That's correct ..

D: and em..

G: Nothing against Robert if you can deal with one (laughs)

D: .. yeah and you mentioned the different groups that you report to could you just elaborate a bit more on that ? like the..the..cable products group and..

G: .. eh ..no it's not cable products group it's ..was eh.. Pseudo Electronics so the former Pseudo Total Systems Ltd which was Pseudo Electronics Ltd which is the high speed and high dens.. or high performance product group within Pseudo Electronics and eh.. the other group is commercial product on em.. eh.. for the ...for the em commodity stuff so to say..so that's more the.. the low end medium performance em...product range

D: Okay

G: which is covered by that but mainly interconnect em.. solutions except eh the cable assemblies because of the different product group you know ?

D: Okay.. and em.. who do you perceive em.. are the agents or the people who represent the organisation ? the organisation being Pseudo Electronics in your day to day life ?

G: I beg your pardon I did not catch that question can you repeat please ?

D: Sure.. who do you perceive are the.. the agents or the people who represent the organisation in your day to day life ?

G: Who..

D: so.. Who's

G: perceive what?

D: who do you perceive as being the face of the organisation who represents the organisation to you in your day to day life ... em the people, or the type of roles that you interact with in your day to day life ?

G: on customer side ?

D:.. em...

G: Internally ?

D: Internally in the organisation ?

G: Ah right.. yeah okay so eh .. eh again this ...eh so you're talking about interfaces right ? If you talk about interfaces there are different em.. types of actions or roles and that depends again on the two businesses I'm in .. one is the high end side which is the Pseudo Electronics portion and the other one is the commodity portion right

D: Right..

G: so the interfaces they are different

D: Okay

G: ...because the high end range em.. is eh more technical than obviously than the low end side. From the high end side eh applications engineering is highly involved in the whole sales process eh.. various.. on the commercial product side it's eh.. only eh production ..so the production side in charge of the prospective products right so it's eh .. em. for example the high speed portion on the commodity side is representative of.. from Pseudo Electronics in Canada. There is the product management .. people doing the product management interacting with especially for strategic discussions but if it comes to em the volume business and inter company transfer prices called ITP's then it's more a discussion with Asia where the majority of products are produced.

D: Okay.. and how many countries or cultures I suppose do you interact with as part of your role em.. in the organisation ?

G: Em..

D: Like Germany .. is your main

G: It's Germany.. it's..eh..em...and it's .. in Asia we have Japan we have China so Japan for Fijitsu for example and then eh.. China eh it ..especially on our..on our production business right so our XX product now there's Pseudo Electronics

produced in China and so China and Japan, Singapore and Canada eh then we have the American's the US people... east coast, west coast eh Mexico ah.. somebody else ah .. eh.. Italy, France em.. Benelux, eh Ireland something else and ah yes and Eastern Europe sorry I should not forget about Eastern Europe, Romania, Poland, Czech Republic.

D: Okay .. so and..

G: Various (laughs) bunch of people of all different cultures right

D: so all over and ..and that's ..that's your direct interface with the organisation is with all of those countries ?

G: Em..

D: Yes

G: yes.. direct interface but it's you know it's more horizontal interaction than vertical interaction actually so it's not.. you know for example some.. some eh colleagues which are representative..in.. in eh.. other countries right of Pseudo Electronics but if we have em ..a..big OEMS ...key OEMS which eh ..are distributed in terms of plants and ..and ..eh product management on customer side then obviously they are also distributed all over the globe ..right..

D: Right

G: ..so.. then you have to co-ordinate with your colleagues eh much more than you have.... than is the case if you're only customer which is locally acting right.

D: okay.. and what country is your em.. boss residing in ? you're

G: well he's sited.. so.. eh my boss is moved from Asia to Houten..so actually he is in Houten in the Netherlands close to Amsterdam..

D: Okay.. and what would be your relationship I suppose really with your boss ?

G: eh.. relationship personal level, social level, political level..

D: Well from...from a work perspective.. how would you I suppose from personally and from a work perspective.

G: In terms of freedoms or eh responsibilities ?

D: In general

G: Be a little bit more precise with the questions Deirdre because otherwise..

D: Okay .. well in terms of say em.. in terms of say your responsibilities and your em performance you know feedback on your performance etc. how..how..how.. do you relate to your em to your boss.

G: ..right so.. well this question I can't really answer seriously at the moment Deirdre because you know that I am reporting to Declan since two months from now..

D: Right..

G:.. so..

D: Okay..

G: yea.. eh..one and a half months or something like that so it would not be fair to talk about eh.. em.. things which we did not really you know settle down but em.. I know...I know my boss from former business and eh we have been working together already on various projects em..very open minded, very constructive eh .. good..good brain storming sessions etc. etc. and eh ..he always was available for .. for.. em..escalation

D: Okay

G: em.. if necessary

D: Okay

G: you know if something needs to be escalated within the organisation and needs attention for example the executive of management he was always helpful but again after six weeks or seven weeks (laughs) it's really tricky to give a really reliable answer on that right so if you ask that question again in another year's ... it will be..more..more

D: It will be different..

G: .. more heavy

D: Okay .. perfect

G: more meat at the bone

D: (laughs) em.. just also do you have eh .. written job description

G: I don't have that

D: Okay .. so how is your work determined?

G: How is it determined? What do you mean by that?

D: How ..

G: You know.. I have the job contract ..

D: Yes..

G: which describes the responsibility but it's more a high level..

D: Right

G: ...description not a detailed one.. so in terms of detailed job description I did not receive that since ten years (laughs) to be honest a detailed one .. but I think that's the difference if you have maybe should not be but it's a difference between if you have experienced eh...sales people and unexperienced were you need to define more right.

D: Okay.. right..

G: I think that's the reason (laughs) that's one reason..

D: ..alright .. so ..so ..you know your job basically and em. you get on with it from there..

G: Yep it's a question of eh.. experience mainly but it's also a question of.. em..... how to say .....you get for example .. if you do a strategic plan up front for the next year..

D: Yep

G: eh.. in terms of .. em.. bookings on the one hand side revenues so the fiscal and ..and monetary figures and then strategic goals.. on the other hand side right so you start with a strategic plan ....

D: Right.

G:.. which I did by myself on that I mean I got top down figures right so I broke my figures down so that created a strategic state plan for me right

D: Okay..

G: and eh if you have a plan.. (laughs) then not only are you trying to turn this into action

D: Okay

G: so it's if you break it down from top to bottom then a lot of things come by nature you know natural processes ..right?

D: Okay.. alright

G: .. and .. so.. you come finally to the day to day business (laughs) you go into micro management right.

D: Okay. and how do you em..perceive that your performance will be measured how has it been measured in the past and how do you perceive it to be measured in the future?

G: Eh..in the past.. we had when it was Pseudo Total Systems em... we had em ..specific em..measurement tools and processes right so .. and eh ..there were questionnaires which the eh.. manager and the direct report had to jointly fill out right

D: yeah..

G: and to agree on eh..common goals actions and measures for example and feedbacks right..

D: yeah

G: .. and then eh.. do a common paper where both contribute and both feel em.. dedicated to right ... it's a joint paper and then eh.. you know the same again (laughs) based from that a lot of follow on actions are eh..derived.. and also the .. the inventive planning is part of that.. or it's you know it's em..it's I guess to a certain extent derived from that .. or linked to it right ..

D: Right

G: so em.. to be honest for Pseudo Electronics I don't know..whether or whether not we have such a em.. precise eh.. evaluation follow up or process

D: Okay

G: .. for performance from.. so on Pseudo Electronics side I know that it exists .. I don't know whether we still apply it ..

D: Okay

G: .. but again therefore.. I'm too new with the company (laughs)



D: Okay

G: I guess it will come within the next month right ?

D: Okay.. em I suppose do you perceive that you're paid a fair wage for the work that you perform Greg ?

G: .. eh... that's really a difficult question em.. to give a straight answer .. no..(laughs) not really..

D: (laughs)

G:.. but the reason for that is also very easy.. I did not receive any incentive over the last four years and for... and the reason is because I ..I changed from eh from Pseudo Total Systems em.. Pseudo Electronics right so I changed inside the organisation so incentive plan changed ..so.. and I always had to wait (laughs) for the next incentive period started right..

D: Okay..

G: and then the same changing from Pseudo Total Systems to Pseudo Electronics now back I had to wait for 1<sup>st</sup> of January 2009 which is now right..

D: right

G: .. so.. and the incentive plan will be defined shortly right.. that's something which will be defined next week in the management meetings.. eh.. so due to the fact .. coming back your question.. due to the fact that I did not receive any incentive over the last four years eh...and taking into consideration that the incentive is a major share of the ancillary of sales people .of the sales person right ..

D: Yes..

G: em.. the answer is clearly no

D: Okay

G:.. I'm not satisfied because a major share is missing right (laughs)

D: right okay..

G: so if this would be .. if this would be done then it's a different story right..?

D: and do you expect it to be..to be done in the ..in the near future ?

G: Eh.. yes and no.. in principal yes but we know how the market actually looks like and that we have em..you know a lot of requests for savings.. cost savings...you know ..all these things so there might be a measure ..a em..measure to.. to.. for example there is an option that management could do is to em..lift the ..the goals right.. if you lift the goals.. if the goals are not achievable then by definition you don't have to pay any incentive..so I don't know whether that will gonna happen .. I don't know really honestly ..

D: Right

G: ..so can't answer your question precisely to be ..

D: Okay...

G: ..it's a difficult one ..

D: No.. no..

G: it is difficult because of the ..the specific market situation right now ..

D: Yeah.. yeah.. exactly.. okay..em.. moving on I suppose to the scope of of the role itself would you say that there is a strict division between your work and your personal life ?

G: there is a strict sorry ?

D: a strict division between your work and your personal life like is your personal life and your work life kept separate ?

G: no it's not and that's because of the specific area eh.. I'm in as a sales manager for Germany and we don't have as you know any facilities in Germany of our division which means I'm working from home office like other colleagues right..

D: Okay

G: .. so em.. even though you try to .. to make a better split between private and business because the home office is next door (laughs) you know over the weekend..

DG: Yes

G:.. it's like .. it's like eh.. I only go quickly to send another email you know to finish something off and then you spend an hour or two hours (laughs) maybe half a day in the office even though over the weekend it should normally not be the case right ?

D: Right

G: (laughs)

D: Right . . . yeah..

G: so... I guess that's in home office the related matter of fact..

D: Right

G:.. eh.. it's a you know it's not negative.. it's not eh..eh..em.. positive it's neutral I think it's a specific character ... you.. you.. you which is required from you if eh..if you have em..you have em..a specific em...what is it.. aptitude.. no aptitude is the wrong word if.. em.. affinity ?

D: Right.. right okay..

G:.. affinity.. if you have a specific affinity to this kind of work then it's great.

D: Yeah..

G:... if you are not used to doing it because it needs a lot of discipline .. it needs a lot of you know eh.. you need a ..a ..strong character in terms of put it different Deirdre .. if you had a normal job lets say in a factory or close to a factory right..

D: ehmm

G:.. then eh you have aisle chats to your colleagues .. eh aisle chat? You meet colleagues on the aisle ?

D: Yes.. yes..

G: .. and you know this kind of chat and you have an interaction between the colleagues in the plant, in the production facility or in an office

D: Yeah..

G: .. this is completely missing in the home office

D: Right

G: so.. you are kind of isolated ... kind of .. which on the other hand side is a big plus because the concentration and the efficiency is eh increasing significantly right..

D: Right

G: they can work completely concentrated because nobody is disturbing except the phone but you could switch the phone off right (laughs) if you had to do something very eh..urgent or important eh.. so em..that's the two sides of the metal right

D: Okay

G: So..

D:.. and..

G: I'm pretty sure Deirdre we spend you know if you have a forty hour work contract

D: yes

G: .. you spend maybe eighty (laughs) under the bottom line..

D: (laughs) right..

G: but you don't really recognise that it's eighty because it's the flexibility you really enjoy ..

D:.. so..I supp..

G: ..it's the flexibility you enjoy because you have to .. to schedule your own day you know you distribute your work over the day and it can be fourteen hour, sixteen hours but that you have a specific flexibility if you ..

D: Okay..

G: .. you know what I mean?

D: I do.. I do indeed Greg ..I do indeed ..(laughs)

G: that's great.. so that's one thing

D:.. and I'm wondering if

G: and at the time it's you know..only one or two days a week that the rest of the week you are you know on the road to customers etc. etc. so it's the other..

D: okay

G:.. it's the other part of the work

D: and I suppose the other question I suppose that ..that would have led into..  
have you ever had to sacrifice your family time to do work for the organisation ?

G: Eh.. have I ever.. yes I did..(laughs) I did and eh I did more in the past than  
today ..

D: Right

G: and.. I guess it's a process you are in .. and a lot of ..a lot of those  
eh..sacrificing times were caused by lacking experience .. a leakage of experience  
in the past right..

D: Right

G: I think of seven to eight years ago.. you know where I did not have that kind of  
experience right.. you have the feeling of you know I have to do it now.. (laughs)

D: Yes

G: .. it can't wait half an hour right ..so.. em today I have a much better feeling of  
do I have to do this now ? or can I postpone it half an hour or an hour or maybe a  
day ..you know it's kind of prioritis..the priori-tisation ...prioritisation ?

D: Yeah .. yeah

G: ..this kind.. eh..I think it's something you can't really ....learn it's something  
you have to gain as experience right ..

D: Okay.. okay..

G:.. so that's how I see the situation ..

D:.. and em.. if I were to move onto I suppose the time frame ..em how would you  
describe the longevity of your career with Psuedo Electronics ?

G: .. how would I describe the long..?

D: .. the longevity eh.. of your career..

G: I don't know the word gevity ?

D: how ... I suppose how would you describe em..how long you think you'll be in  
the organisation ..with Pseudo Electronics ?

G: from now on ?

D: Yes

G: Wow.. that's a really difficult question (laughs)

D: (laughs)..

G: really.

D: I told you .. I told you would be interrogated..(laughs)..

G: No.. no that's fine.. I did not think about that .. I did not think about that for one specific reason Deirdre..

D: yeah

G: when I started ADG in the past right and then this part has been acquired by Alcatel right so I have a seven years worked for Alcatel eh.. I had a completely structured in work plans career path right ?

D: Right..

G: It was clear for the company and it was clear for me (laughs)

D: and when where you with AEG..

G: Sorry ?

D: When were you with this company ?

G: I started in 1997.

D: Oh right okay..

G:.. So eh..and again.. eh.. everything was well planned, well structured you know well defined, predictable (laughs).. the company hired me as a.. for good high potential and they ..they educated me as you know a ..in preparation of em..a higher management cast..

D: Right..

G: so.. you can think about that right

D: Yeah

G: so.. and then eh.. after seven years I got contacted by a head hunter asking for.. would you be interested in a .. an opportunity working with Pseudo Total Systems right ? and my first initial answer was no.. because everything was fine right ?

D: Yes

G: ..but I remember when I talked to a lot of friends of mine .. they said if you ever want to change .. seven years... after six, seven, eight years .. thats the right time age.. the right time frame right ? to think about changing..

D: Right

G: .... otherwise you might get an inventory number plate (laughs) ?

D: (Laughs)

G: ... on your back...so I thought maybe it's a good idea to talk to the headhunter .. to the company. which I did and then I changed... and my plan was that this should be my.. you know my .. not my last but eh a long term relationship but then a lot of things em..went different on the market and eh..I changed again... internally from Pseudo Total Systems to .. em...from Pseudo Total systems to Pseudo Electronics which was not planned and it was planned to do it for a longer period as well (laughs) you know

D: Right

G: .. which did not happen so I was both two years and now I'm back with the former Pseudo Total Systems Ltd colleagues.. some additional responsibilities em.. so my plan is to make eh..the market I'm in and I'm responsible for em.. to make it a major eh... success right..

D: Right..

G: .. and to drive it really to the maximum because I know that Germany is one of the biggest markets in terms of potential it's one of the biggest markets in the world right.. but eh..you need some time and persons you know eh .. persons can have .. can.. can... can provide you with time companies don't do that right. Companies can't be .. oh we waited half an hour, half a year's more.. if the success is not shown already after eh specific time..

D: Right

G: Then eh.. then it's gone..

D: Okay

G: .. they have to do something different right so and it depends on a lot of you know vectors and parameters which are not under your control.

D: Okay

G: French people say Force Majeure right ?

D: Right yeah..

G: ... so market conditions.. you know eh customer goals..key customer goals [XXX] or forever .. you know there is a lot of scenarios you could think of and therefore you know.. eh.. I ..you know I have my vision in my mind but it's only an idea.

D: Right

G: It's not.. you know nowadays you can't really plan long term

D: Okay

G: three years in this regard ..

D: Okay

G... not anymore..

D: .. not anymore.. and what I suppose following on from that what would be your perceptions in this organisation for..eh. regarding job security and promotion ?

G: .... em... that wasn't easy after the question regarding Pseudo Total Systems time (laughs).. how has Pseudo Electronics changed .. I guess em..there are some chances for career paths to start with that but because is not Pseudo Electronics ...you know is a flat organisation

D: Right

G.. so therefore it's the.. it's I think not that easy to climb the career path if you're talking about organisational improvement right.. position improvement.

D: Right

G: ..em.. the big question is how do you define career development. Career development could also be if you for example eh triple the market within three years and eh.. again if the incentive plan is ..is going well and the sales manager

can .. em.. can.. em.. you know develop quite a lot you know get more responsibility ?

D: Right

G: .. eh more bigger customers for example or grow customers .. an..and .. you know and develop into a key account role something like that .. in addition next to the [XX] role

D: Okay

G: .. so there are a lot of things how you can think of career right

D: Right so..

G: I think that the pure organisational you know.. one step higher..

D: .. so there's a breadth

G: ... let up right.. that's only one view so in terms of security from today personally for me em..it's..it's .. I'm thinking positive and negative on that. The positive thing is eh..actually we are only three guys in Germany one guy is responsible for distribution, one is responsible for a completely different division and eh.. I'm responsible for the whole OEM business right so .. em.. that's the positive thing and Germany is a key market right so .. I can't imagine that the company you know is willing to.. to .. to get rid of the German market at all..it's too big it's too significant and the impact on other markets it's too big right.. as well.

D: Okay

G: .. but from that point of view I feel safe however .. (laughs) you can (laughs) interpret the word safe..

D: Okay...

G: on the other hand side I'm new with the company which means half a year ... so if there is another layoff wave .. eh.. I might be one of the first because I'm one of the cheapest to get rid of (laughs) ... [Beeps heard on phone line]... oh what happened?

D: I'm not sure ..

G: Okay

D: .. that's on the line

G: ... yeah somebody is eh calling I'm not sure whether you or me ..

D: .. I don't think it's me actually ..

G: okay no problem

D: Okay..I'll carry on then until something catastrophic happens on the phone line  
(laughs)

G: (Laughs).. wait till you see CIA or FBI

D: (laughs)

G: That's interesting what those guys are talking about.

D: Em.. I suppose the other thing then is what do you perceive are the unwritten promises that are made by the organisation ?

G: Eh.. I beg your pardon ?

D: ..[Beeps heard on line]... actually do you want me to call you back Greg ?

G: No.. no that's fine..

D: Are you sure okay.. what do you perceive are the unwritten promises made by the organisation ?

G: Emm.. can you give an example ?

D: I suppose for example on em.. I don't know on fair treatment, em..attractive benefits package, maybe training what's unwritten like that hasn't you know

G: I did not receive any unwritten em.. promise (laughs)

D: Right..

G: I suppose from that point of view (laughs) .. it's nothing which..eh.. you know there's no expectation which the company could not (laughs)

D: that they haven't hit..

G: .. you know that they did not give me one

D: Okay so you don't have any .. everything that's..I suppose that you feel that has been communicated with you has been explicit in nature I suppose would that be true ?

G: Ehhh

D: .. so it's been written down there's been nothing unwritten

G: No.. no.. no.. that is not what I'm saying. I'm saying that you know there was no promise regarding for example education or training or so even though I would be interesting in right

D: Okay

G: .. I suppose we did not talk about that right

D: Okay

G: (Laughs)

D: and well I suppose even unwritten promises with regard to the leadership how you know you would be treated in the organisation... you know benefits, things like that ..

G: eh..no with regard to that.. again in my work contract is written that I participate in the incentive plan and the incentive plan is a document of I don't know how many pages that's very precise how it's defined right

D: Right

G:.. so.. if this is what you are relating to we should have to go into the incentive plan right .. so there's

D: but nothing .. it sounds like..

G: there's nothing where the company made promises which they did not keep put it like that.

D: Okay .. alright.. and em.. I suppose what do you .. what in return to the company's promises em..do you offer the organisation ?

G: Wel...

D: So..

G: I did not receive any promises or are you talking about my contract .

D: You're contract with the company yes.

G: Right yeah.. eh .. you know first of all .. eh.. my enthaus.. my enthausisam, contribution to the thing .. success right?

D: Yeah.. Yeah

G: .. experience, skills, you know a lot of skills, relationship networking right ?

D: Right

G: Technical knowledge...

D: Okay

G: .. [XX] knowledge for economical knowledge right em.. as you know I have a Master Science and Physics ? and a Bachelor in eh..Administrative .. in administration right.. so.. eh em.. that's mainly it and a lot of experience also in big cross country matrix organisation.

D: Okay and..

G: I don't know if this answers you question.. Deirdre

D: Okay .. see I've got loads of questions Greg..(laughs)..

G: Sorry ?

D: I've loads of questions for you..

G: Right..

D: .. and em.. I suppose what extent do you feel obligated to provide say for example to work extra hours if you need to get the job done eh.. em to volunteer to do tasks outside of your job description things like that.

G: Em.. I never worry about any single minutes or hour eh ... to do extra .. you know I'm not looking at the watch or at the clock..

D: Right

G:.. ever.. ever..so I do my job because I love it .. I love what Im doing so .. that is why I said I have a contract of eh say forty hours a week

D: Yeah

G:... so it's maybe eighty (laughs)

D: Right

G: .. in some weeks it's ninety and some weeks it's fifty so you know em.. there are periods where you need to do double of the effort to ensure the success right.

D: Right

G: You know ..it would maybe work even without but if you want to lower the risk or something fails, does not happen..

D: Okay

G: .. then you have to spend it right .. it's interesting.. it's interactive with the customers I love my customers, my products, my colleagues so eh everything is fine right ?

D: Okay

G: .. so really I don't wonder.. (laughs)... I don't control...eh.. I should maybe.. maybe it's a good idea.. I should maybe em.. build eh a em..clock here .. a work clock right in my office and then stamp it each morning when I come in ?

D: (Laughs)

G:... then if I leave..

D:.. I'm not trying to plant ideas in your head (laughs)

G: That would be interesting.. so right it would only .. to bring it on my radar but you know Deirdre eh.. I guess.. maybe it's not a good idea because it would .. it would only bring to your attention how many em.. effort you spend right.

D: Yeah

G:.. and if you love you job it's not necessary right ?

D: Okay.. so would you say that your I suppose your commitment would be .. be to the career that you find yourself in or to the particular organisation ?

G: Would.. I don't

D: It's you're..

G: I don't understand what you are hunting ?

D: No.. it's

G: I understand your words but I don't understand what you want to hear from me ?

D: Well .. is.. would your commitment be more towards you're career you know for yourself or is your commitment to the organisation ? if you were to balance..

G: Ah.. it's eh I think.. I think it's neither nor ? (laughs)

D: Okay

G: .. you know it's I'm .. I think both.. I have a different thinking Deirdre and I think it's a question of eh.. em.. what is your general philosophy .. my philosophy is..and I learned it from my Dad who was very conservative.. he said if you focus on your ..on your actions independent from whether it's private or..or business right.. if you do your .. if you do always your best on your actions whatever you are doing at the moment right and you do it always in a professional way and eh.. the rest comes from it's own ...right.

D: Why...

G: For example I have some tasks to do and I have some responsibilities so it will always completely professional and in full enthusiasm and then .. you know everything else comes by definition I mean career happens by itself and eh.. in terms of a gaining or .. or a reaching the goals are defined with the organisation as well right.. I mean you could do some extra if you are talking about that in terms of you know everything comes obviously ..if you do your... a great job right.. em but in addition you do some things to drive your career or to drive you know something else em.. that's true but em..I think that's not a continuous thing right.

D: Okay.. okay.. em.. would you say that the relationship between you and the organisation is on an equal footing so do you think that both parties are equal em... to the contract ?

G: .. eh in terms of fairness or wha..

D: Eh.. for the exchange between what you give to the company and what the company gives to you do you think that the relationship em..is on an equal footing ?

G: .. em.. it's difficult eh..eh.. question again Deirdre because the question is how would you judge on that ? I mean eh I learned a process which is called em.. [XX] man which is creational management right and you define the parameters which

are of importance and then you weight the parameters and then you give em...you know a weighting or a variable to each of the parameters and then you multiply it out and then you get a rational answer to your question. I think your question seems to be very easy (laughs)..

D: hmm..

G: but it's not.. it's really not because the question is you know you have high priorities and then you have high defects right..

D: hmm..

G: .. and it's .. for me it's too difficult to answer that straight away .. I guess it's .. it's definately okay em.. I have the feeling that I contribute more in the direction of the company than in the other direction but this is an impression I don't know it's right..

D: Right

G: .. because it's how .. how to..how to really measure that's right..

D: Yeah..Yeah.. again it's a perception it's not something..

G: .. Yeah.. perception and it's only best guess of..

D: Yeah .. yeah okay..

G: so..

D: and I suppose how do you perceive that your unwritten contract with the organisation i.e. would you perceive em.. similar treatment for all employees ?

G: em... as far as I see but again I'm not too long with the company so far but as far as I see em..the answer is yes I have been perceiving that the company is treating everybody the same way even though in no company on earth I mean it's impossible that there are no individuals which are preferred in terms of em.. eli.. elite?

D: Elite yeah..

G: so.. eh from my point of view you know the best people have to be treated best right you know the twenty eight year old or..

D: Yes..

G .. or the eighteen year old

D: Yes

G:.. well this should apply also in organisations and I think it's the same with also any other company in the world right

D: Right

G: .. so but besides that I think yes.. so there is nobody who can really complain right.

D: Right

G: that's my personal point of view.

D: Okay.. em can you give me an example I suppose of change in the organisation and how you dealt with it ?

G: em.. yep .. the fact.. the example was already given in terms of that my former boss left.. one of two former bosses left and em.. so another boss came in and our arrangement was completely changed only reported to one boss and em.. the structure of em..reporting changed I mean that was not a big.. that was not any big eh impact I felt right ?

D: Right

G:.. .. but as you know each boss has it's individual em..typing, characteristics ?

D: Yes...yeah

G: so.. and that also kind of fear as well but eh I can tell you only I never had and..and .. I'm lucky on that .. I never had a bad boss (laughs) so far really not.

D: Right..

G: not any..

D: Okay

G: not even one

D: that's good ..

G:.. so.. yeah.. very lucky so..

D: .. and how would you describe your level of tolerance regarding change and uncertainty ?

G: eh..I love change

D: Do you ?

G: Yes..

D: Right..

G: .. I love change .. I really love change eh..because it creates a lot of chances em... I mean nowadays eh..if a change is you know getting lay.. late off.. laid off?

D: Yeah

G: Sorry ..

D: I know what you mean

G: If you get laid off you know the first impression would be oh wow that's a major negative impact right but I learned in the past that em.. it can also be really big chance because if you are in the company and are not laid off right..you would not think about change or anything right.. a lot of people don't do this right?

D: Right

G:... so they maybe missed a good chance to improve

D: Okay

G: .. everything right ?

and maybe salary, maybe work conditions, maybe environment maybe customers, maybe the work itself right ?

D: Right

G: .. so if you are safe.. if you mention it if you feel safe you don't look around and you miss a lot of chances.. so if you are laid off eh as negative as it seems on first impressions right

D: Yeah

G: .. you are forced to .. to take alternatives and look at other chances and em.. I think it's quite a lot that people much improved after having laid off right ?

D: Okay

G: Right.. I think it's also a.. a personal thing if.. if eh a person is really positive and seeing in .. in the direction I mentioned?

D: Yes

G: .. you can do everything right and you can take it as a chance instead of a threat?

D: Okay..

G:.. I mean that was exactly same as I did before.. first time when I left Pseudo Total Systems ?

D: Right

G: .. so I eh.. I changed to Pseudo Electronics and it was a big improvement.

D: Right okay..

G: .. not in all respects but under the bottom line right (laughs)..

D: Right.. right..

G: .. if you take the weight?

G: ..okay..do you perceive that em consultation is required by you or the organisation before changing any of the unwritten agreements or promises of your contract ?

G: .. em..... hmm..

D: so would you see things that..

G:... ah.. e.. Deirdre I'm thinking about that because you know if it's not against .. if it's legally not against my contract right ?

D: Yeah..

G: .. I think the straight answer would be no.. no problem in doing without.

D: an.. an.. and that is if we are taking the legal contract out..out of the picture .. it's just you know em.. I suppose consultation in terms of like if you're ..if you're

promised something and it changes without consultation em.. so do you perceive that consultation is required each time to renegotiate the agreement of whatever that is ?

G:.. em..

D: Do you follow me ?

G: Em...I'm not completely sure...Deirdre I'm really not sure you know that's something.. you have a lot of questions Deirdre which I appreciate because they make me think about things which I did not think about before (laughs) but they look easy at the first sight you would answer straight away.. which I could do

D: Yeah

G: .. but then it would not be really precise and it would maybe be the wrong answer right ?

D: Okay

G:.. so.. that's the reason why I'm not answering you know like a pistol (laughs)...

D: No..

G: .. how to shoot out of the hip ..

D: .. that's no problem... I just wanted to make sure that you kind of understood the question ..

G: Right

D: Yeah

G:.. No.. eh I think as long as the company behaves fair and legally and ethically correct ..

D: Right..

G:.. then it's not a must I mean it's without any words it's..it's obvious that I would appreciate to get an upfront notice or you know to talk about it up front and to find a common ground or something like that right..but .. em... if you look from the organisational point of view.. it's obvious that it's a top down mechanism..

D: Right

G: .. right so the CO... said . ..okay ...like I'll give an example we are restructuring like in Company E right ? that when it's top down.. Company E had formally five divisions ..

D: Right

G:.. of segments, or groups however you call that and then CO said we change to three (laughs) right

D: Right

G: .. so we have three now.. so and then he said to his eh.. direct reports you know you have to do that.. you have have to do that.. you know so I made the decision you do it like that in this division and then it's top down right and each of the other managers is doing the same with his direct reports so it's top down.

D: Okay

G: You know it's eh..most of the organisations are not democratic if this is your question.

D: Right .. okay..

G: That sounds a little bit like a democratic question

D: (Laughs).. the other question I have for you is em.. what would stop you from keeping your em.. end of the bargain or your unwritten promises to the company ?

G: What would keep me away from ..

D: What would prevent you from keeping your em..unwritten promises to the organisation ?

G: Nothing

D: Nothing..

G: I mean if a company would lay me off then eh I mean I would leave the company and then..

D: Right yeah... that's an answer..

G: ... it would be like eh.. what happened end of life .. life of end.. and then nothing to do anymore.

D: Okay .. alright.. em..

G: .. because you know I think eh.. I feel the best if I define my own ethic right?

D: Yeah

G: .. and my own values

D: Right..

G:.. and my own behaviour ..

D: Okay

G:.. and if the company for example would misbehave I don't want to go on the same level right?

D: Okay

G: .. you know I'm not treating anybody eh.. bad because he's treating me bad.

D: Okay..

G: normally.. I step away from those guys..

D: Yeah

G: ..so... but I don't change my behaviour

D: Okay.. that's an interesting answer..

G: don't put me on the same level right?

D: Okay .. alright and I suppose can you recall an incident at work where the organisation actually exceeded your expectations ?

G: Em... yeah there is one but this is more a business related ..

D: Okay

G: .. matter of fact

D: Alright

G: I did not expect that the company is doing as well as it did .. I mean I expected that Pseudo Electronics will develop well right..

D: Right

G:.. and eh better than the competition .. but I did not expect that ..that it's going that quick and with this level of success. Even though for example the actual situation now on the market now is difficult ? right?

D: Yeah

G: .. and our business went down a little bit but compared to the competition you know (laughs) we have a wording in German language which says under the blind the one with one eye is king right?

D: (laughs) yes..

G: So.. think everything..

D: You do..

G:.. So .. it's really .. it's really I did not expect this level of success

D: Okay

G: .. to be honest...but I don't know if this is a really the.. you are asking for the company and..

D: .. as it relates to

G: Maybe another two words me and the

D: True ..

G: .. the expectations so.. I don't have any examples so far but again that's maybe because or due to the fact that I'm only (laughs) you know that I'm only some months with the company.

D: Fair enough.. em do you have any examples say on the other hand of any negative incident and how it may have impacted your commitment ?

G: .. eh.. no impact on my commitment..again..

D: as you had said

G: as I said before (laughs)

D: Yeah

G: so they are.. you are testing me ..

D: Yeah.. double testing.

G: .. but serious I have seen and I make it anonymous because I never mention names on negative things right

D: Right

G: .. but what I have seen .. is.. there was.. and there is something I completely deny .. I completely I do not support it .. it's the other way around I really have to say that's not okay. There was an email going eh.. towards a team thing .. you know please help this and this colleague em.. to do his work better and we need to change something there he's doing his work badly right.. that's something I've never seen in eh.what is it now twelve year's work experience and even in the .. in .. in from other friends and colleagues and you know my whole network I've never seen such.. such example right..

D: Really ?

G: Yep no joke ..

D: .. and.. and ..it came about by an email it wasn't

G: .. an email to the team mentioning the name so this is something I've never seen before and if this would happen to me I would feel it pleasing to .. to leave the company.

D: Right

G: .. so instead of something you know . ... normally I expect you go in with your boss .. if it would be me for the job I would think you know my boss takes me in a room you know?

D: Yes

G:.. and then takes the boxing hand shoes on and go for some rounds in the ring right

D: Right

G: ..for fight.. and then you have a bloody nose and everything is fine right so if.. If you're not doing your job well and you get a bloody nose for that you know why

D: Yeah

G: .. and that's fair enough

D: Yeah ..

G: ....expect it but not in the way that you know because it's losing face right

D: Absolutely.

G: .. and you have no chance to get it back ..

D: .. and was the person copied on that email ?

G: It was .. copied.. yeah sure .. it was copied

D: Wow

G: ..so and I've already expressed to this person I completely denied this behaviour and you know this is .. maybe this is not ... this is an interesting case for your study because so far I'm thinking how to deal with it because it happened lately right..

D: Right

G: .. em normally I would say.. carry this email to my manager and say look what happened but I'm not sure whether that would be better than..(laughs) you know the other so it's a little bit of balance act right ..

D: Right

G: You know what I mean if I would forward it .. (laughs)

D: And how many people were on the team ?

G: Sorry ?

D: How many people were copied on the email?

G: I have only seen four or five names because as you know the emails if you have a CC you don't see the full list ..

D: Oh right..

G: I did not scroll through who was it..

D: Okay and.. do you know what the reaction of the person was em to the email ?

G: Eh..I talked to the person and surprisingly the person was not as much disappointed than me.

D: Right

G: .. but that's something of personal perceptions and personal you know expectations.

D: And .. and ..one more question on that and I don't mean to probe too deeply into it but what do you think led up to that email being published. What do you think was..

G: em... good question .. maybe it's a mixture.. I think it's a mixture of .. partly it might be true.. I can't really judge on that I don't share it but might be true.. partly it maybe a personal think between two persons right?

D: Right

G: . em.. ..... hmm.. I think what else.. maybe it's also because the person who wrote the email eh.. had some personal issues he had to solve so maybe he used it as a lever..

D: Right

G: I don't know so..

D: Right

G: .. so now it's speculation right ?

D: Okay .. alright okay... I'm conscious of the time.. have you another five minutes Greg ? to just add a few final questions.

G: Only because it's you Deirdre

D: Ah you're so good to me Greg I promise I'll be as quick as possible em... in terms of how satisfied.. I know you said that you ..you love your job but how satisfied are you in your current job?

G: How is ?

D: How satisfied are you in your current job ?

G: Hmm.. another good question Deirdre.. em.. because it's never black and white as you know .. so..I answered that question already earlier in terms of I love my customers, products etc etc.

D: Yeah..

G: .. so everything is fine .. there are some things which I do not really like but under the bottom line I'm .. I would say I am completely satisfied because you know there is never a situation where you don't have you know any small eh.. negative flags.

D: Right

G: You know.. em.. we have another wording em... in German language but there are some words are missing .. which means if you work with wood.. if you work with wood, with a tool like a saw..

D: Yeah

G: something like that..then.. obviously you will you know by sawing some wood you will always get the small butch pieces ..

D: Yeah

G: you know what I mean ?

D: Yeah.. yeah..

G: .. so you have no chance to avoid it .. you know I don't know how to translate it .. but which means that .. if you work there are always some negative things but the question is what are you focusing on right?

D: Right

G: so.. and em.. I think that's it mainly

D: Okay.. alright .. how well overall has the organisation fulfilled it's written or unwritten promises and obligations to you ?

G: Again.. sorry..

D: Sure no problem... how well overall has the organisation fulfilled it's written and unwritten promises and obligations that you perceive were owed to you..

G:... em.. on a scale from zero to ten

D: Right

G: maybe seven or eight.

D: Right..: okay

G: I mean it's there are some ..some things which are.. I'll give you an example expenses.. that's something which drives me crazy.

D: Okay do you want to elaborate on that ?

G: .. because it lasts .. it lasts forever to get it back and I think it's some processes are not defined as well as they should be.

D: Right

G: .. eh.. then two less people to work on..on expenses for.. in my case it's you know ..for two ladies for only five hundred people, expenses and travel and everything ?

D: Right

G: .. so you can imagine that you know should we do some .. (laughs) you know should we report something negative because two or one and a half it's to be honest because it's only one is a half time right you can't blame the people for you know (laughs) not getting this done because it's .. you know the issue is not okay.

D: Right

G: right.. but that's...that's only one thing and it's not frustrating me but it drives the limit crazy because it's private money right..

D: Right

G: em...

D: and how long to you have to wait Greg to get your..to get your .. eh expenses reimbursed ?

G: Two months..something like that.

D: Two months..

G: You know eh..one month would be okay Deirdre because em..each sales manager receives I think it's two thousand euro as a continuous eh.. em....

payment on the account upfront and when you leave the company you have to pay it back right?

D: Right

G: so.. but the tricky thing is .. if you are in .. in a role like mine you easily spend.. you know not each month but you easily spend three or four K right?

D: Right

G: So.. [laughs]... so then on the one hand side it's not covered and on the other hand side if for example eh..it takes two months then eh.. em.. it's expensive for me because I have to pay for the two K not em.. how do you call that ?

D: Not advanced.

G:.. Advanced..

D: Yeah..

G: I don't receive any interest because I could carry my private money to the bank and get interest for it

D: Yes

G: Right

D: Yes

G: So.. if I wait another month then I can't do it .. so if lets calculate if it would be on continuously.. and on average Deirdre I think it's a case on average it's two K per month still on top..

D: Right

G:..right.. so it's two K a year .. so if put it now on any bank account then I would get about five percent

D: Right

G: In this range right.. so .. it's em.. eh.. ten euro right.... No.. a hundred euro

D: okay

G: on the year .. on interest

D: at five percent

G: Right..

D: Okay

G: I mean it's not something that makes me poor (laughs)..

D: But it frustrates you it sounds like ..

G: Yeah it's .. and you know Deirdre besides that it's also the whole process it should be leaner... you know

D: And what are the opportunities for making that leaner Greg ?

G: Em... I'm not sure the tricky thing is that .. that because for legal reasons our expenses are done in eh..our sister company which is..has a german facility right?

D: Right

G: So.. I think already this makes it difficult because you know I send the original eh receipts to our german facility and then I ..I send the .. you know the scanned versions to my boss he signs for it and then eh for whatever reason our colleagues from Germany send the ..the ..whole story again for signature so..

D: Oh right .. okay..

G: Double check for whatever reason..

D: So I suppose being honest that probably leads that into one final question I suppose .. I suppose I was going to ask about the challenges that exist in working for a complex organisational structure ..

G: Yep

D: I suppose the expenses probably define that very nicely in terms of you're saying that you have to get you know your approvals from .... and where is your boss located in Houten ?

G: Eh.. [XXX] in Houten but as you can imagine Deirdre eh.. we are all travelling quite a lot ..

D: Yeah .. yeah..

G: .. and em..I'll give you an example .. em.. from time to time I'm on the way.. ... put it different .. the actual one is a good example. I .. I eh.. I handed over my

original receipts in week fifty one last year so the week before Christmas last year right?

D: Yeah

G: .. and then eh..beginning of last week I received .. at that moment was only one colleague working on expenses right ?... so there's another colleague which stepped on half time or part time work em.. to support right?

D: Right

G: .. entered to support .. and that was the beginning of last week or end of week three I'm not sure so.. so it's about two weeks ago right.. ..

D: Right

G: I received an email.. so I'm blah, blah, blah.. so I just received ... and again it was already four weeks after I handed it over right .. I'm blah, blah, blah .. and I just received your original and your expenses and I'm looking into it right ? .. but I do have some questions.. you know this is my thing and what about that and that and so and I was travelling right so em because I was travelling I did not have my notes with me obviously for expenses so I said eh..by email okay I'll do it when I'm back right so I lost another three, four days right ?

D: Right

G: so I thought this is trouble so I went back and it took another maybe another hour for me to get all the you know.. put the calendar open and ask you know cross check the details right ..

D: Yeah..

G: . dig into the archive to dig the details .. and to be able to precisely eh.. answer the question and I did that four days or something like that after my business return and .. and since then you know I have applied to it and since then I did not receive anything back right?

D: Right

G: So. It has not been paid in the meantime I did not receive any response in the meantime right so I don't even know because it's only part time working colleague right ..

D: Yeah..

G: so whether she has been or has been back in the office since right. You know what I mean?

D: Yes I do..

G: because no response means..

D: Nothing

G: Is there anybody..(laughs) hello .. no you are not aware of the situation right..

D: .. and you are not physically there to be able to go up to somebody to talk to them.

G: .. Yeah.. that's the .. that's the big disadvantage if you're working from home office right ?

D: Yeah.. yeah..

G: I mean home office is really I think for the company it's the best .. the company.. the best investment the company can do because people as I said .. people are contributing much more than in a plant .. by definition because you never leave your job.

D: Okay yeah

G: but.. this is a big disadvantage right ?

D: Okay.. I have two questions remaining and then that's it you're off the hook Greg... (laughs).

G: (laughs)

D: I have em.. do you think that the organisation could be improved or do you see any improvement if it were unionised?

G: If ..

D:... it were unionised.. if there was a union

G: em... in proof in which direction

D: I suppose in any direction

G: Do you know..

D: In general..

G: .. that again it's sounds a simple question but it's not easy to answer because.. because in terms of ..of organisation and in terms of .. of .. em.. corporate identity ..

D: Yeah

G: .. image etc.. it would be improved with each step in this direction but .. the other side of the metal is that actually we are as strong as we are because of the structure we have right..

D: Right

G: I'll give you an example.. eh.. as you know a lot of divisions in daughter companies, sister companies have been acquired in the past and other companies .. other big companies that would normally acquire a company and then they incorporate it right so they ..... they do everything corporate identity like .. and that takes strength away right?

D: Right

G: ..but if you buy a successful company and then...eh and Pseudo Electronics is exactly the way that you have acquired a company which is successful than let the company do what they did before because they did it successfully right ?

D: Right

G: .. but then it's not corporate identity .. you know if you leave it as it is successful and it's normally if you don't incorporate it's faster it's more flexible .. right?

D: Right

G: .. so you would jeprodise flexibility, speed, you know and ..and experience on this specific business by improving corporate identity image .. two words customers or others right ?

D: Okay

G: So it's not black and white but it's not black or white..

D: Ok ..and my one final question..

G: Yesss

D: Yes.. you got there .. if there was one thing that you could change about the organisation what would it be ?

G: .. if there was.. change one thing.. that's a good one .. that's a really good one .....you are talking about the realistic or unrealistic wishes ?

D: ..you know either or it's your one thing ..

G: My most unrealistic wish would be that we would talk all the same language and I'm not talking about English, Chinese, French or so I'm talking about .... for example.. I'll give you an example Deirdre then you know what I mean.

D: Right

G: Europeans are very straight right ?

D: Right

G: If I ask something I get a straight answer.

D: Right

G: If you go to Asia and if you ask something you get any kind of..of answer but not the straight one and you have to dig deeper in it ..

D: Yes

G: .. and that's ..that's really you know at the end .. at the two ends of communication right ?

D: Yes

G: .. and if I could change that I would have been God to do it right

D: (Laughs)

G: I would change that everybody would have the same communication style or whatever because that would improve business significantly.

D: Right.. very good..

G: because it's impossible to do it right ? (laughs)

D: Very good answer none the less .. Greg that is fantastic I'm just going to turn off em.. this recorder and thank you very very much for your time.

END OF INTERVIEW

## INTERVIEW COVERSHEET & CHECKLIST

**Interviewer:** Deirdre Flood (D:)  
**Interviewee:** Evan Melvin (E:)  
[Name changed to protect identity]  
**Sex of Interviewee:** Male  
**Job Title :** Marketing Account Manager

**Date & time of the interview:** 15<sup>th</sup> April 2009 2.30pm.  
**Place of interview:** Offices of Pseudo Electronics Ltd  
[Company name changed to protect identity]  
**Interview Method:** Face to Face  
**Recording Method:** Digital Recorder  
**Interview Sequence:** Interview 3 of 8  
**Approx length of interview:** 52 mins  
**No of pages in the transcript:** 40

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**Has the Interviewee read and understood the Participant Information Sheet?** YES

**Confidentiality assured?** YES

- ✓ The name Evan Melvin is a pseudonym used to protect the identity of interviewee.
  - ✓ The company name; Pseudo Electronics Ltd is a pseudonym.
  - ✓ Also, all of the names of people mentioned in this transcript were replaced with false identities.
  - ✓ The deposit copy of this transcript with NCI is not permitted for public or library use.
  - ✓ Audio files of this transcript are available upon request for the purposes of grading this dissertation.
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### **Notes & Observations:**

- Evan did not have a problem with his identity being used in the study however for consistency purposes his identifying details have been altered.
- The participant was very personable referring to the interviewers name often throughout the interview itself and was enthusiastic about the subject.
- The interview finished within the time frame allocated .
- My initial perceptions upon completing this interview were that Evan has experienced a lot of change in the organisation. The biggest change was the takeover by Pseudo Electronics of the Pseudo Total Systems Company a few years ago. Evan believes that promises were broken during this takeover where benefits were stripped away and he thinks the Company should have fought to keep those benefits. He feels an element of insecurity about this job and believes that flexibility is expected from him. If he didn't provide this his job would be under threat. He believes he has built up the respect from his colleagues and in particular senior management where the president of the division regularly calls him regarding his accounts. He finds it difficult to trust the management of the Company though but he admits the Company gives him confidence and a lot of freedom to do his job and make his own decisions. He does not see that Pseudo Electronics made any promises to him and their focus is mainly on the bottom line.. family and training etc are not as important to Pseudo Electronics as they were in Pseudo Total Systems Ltd. He likes his job and believes that the turnover with the remaining people in the organisation is low because they like the job and the Company where he describes his boss as more like a colleague than a supervisor. His supervisor does not appear to support him and never says thank-you for the work he does.

He sees the crisis in the industry and tries not to let it get to him believing this job security is 2 in a scale of 1-10 where 10 is very secure. He describes the organisation in

**Dublin as “death by a thousand cuts”. He thinks he is very adaptable to change and he never switches off from work. He is very comfortable doing what he does but also recognises the communication issues that result from working in a complex organisational structure.**

## Transcript of Interview 3 – Evan

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The transcript starts after the participant information sheet is reviewed and signed.

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D: Evan, you have read through the participant information guide and you are happy enough with.. with everything you, you understand..

E: ..Yes

D: ..how we are going to proceed with it

E: Yes

D: and you are happy enough to proceed with it?

E: Yes

D: and you have read though the themes etc..

E: Yes understood, yep.

D: All right... em..can you tell me actually how long you have been with the organisation?

E: I'm here in the organisation seven years in, em.. actually in April, probably the beginning of April.

D: Right.

E: Approximately now so, it might have been the middle of April but..

D: Right and what is your role in the organisation and your reporting structure?

E: So, my current role in the organisation is a, I work as a.. a account manager. Actually, I have been working as an account manager since I joined the company and em.. today my reporting structure em.. has changed from what it was, but today my reporting structure, I report to eh.. Robert Kirwan who is my boss and he sits in here in Ireland as well and he is the em.. he's the head of the backplane division, that's one of the divisions of Pseudo Electronics.

D: Right.

E: But even though I do report to Bruce Wayne who is head of the connector division.

D: You report directly to him

E: Yeah

D: .. too is it?

E: So I have two, you could say I have two bosses but Robert is my supervisor boss.

D: Okay

E: ... if you want to put it like that. From a financial perspective, I have two bosses.

D: Okay.

E: So I have a connector boss and a backplane boss.

D: Right

E: So even though my other boss resides in America, I still report to him weekly.

D: Right okay. Okay and who do you perceive, if you were to think of the organisation, who eh in terms of people or functions represents the organisation to you.? So you mentioned Robert would be one, maybe like your two bosses. Is there anybody else that you interact with that

E: yeah..

D: ... represents the organisation to you.

E: Em.. Yep.. Em.. there is yeah.. er.. I mean there's em. there's some em, there's some guys in the states in particular that I feel represent the company very well, in particular, people like William Markey who is head of sales.

D: Right, that, that, you deal with

E: Yes

D:... represented to you.

E: Yep, I deal with William who is quite senior in the company so he's a... he reports into Richard Shevlin.

D: Right

E: who's head of, he's the president, so I deal with him once a week or twice a week on phone calls, talking about the business even though, I should be doing that to my boss but I suppose its taken a level above so this guy is in communication with me only because of the business I'm dealing with is quite large business...

D: Right

E: .. and its looked upon very favourably and people are watching it all the time so, so I look upon him and Richard Shevlin who I deal with once a week, the president, and speak with him once a week as well and I'd look to them as people who really advocates of the company and who really really give direction.

D: Okay and are there any other functions or that you would, you would deal with at all ?

E: Well beyond that, I .. I do a bit a work with eh. I mean that's most... the problem when you work as an account manager is you are really focused on revenue.

D: Right

E:.. you are money focused, you are not even focused on quality or delivery or performance or any of that because you are, you have a team of people who do that for you.

D: Right.

E: .. you have CSRs, you have quality, you have engineers support here, so you let them go and do that and your job is primarily to get as much business in and ship as much product out.

D: Okay

E: .. in a given quarter, so that's really where my focus is, even though people try to put me somewhere else sometimes, try to get me into different areas, I'm always dragged back to the fundamentals which is what this company is really changed to, be it good or bad..

D: Right

E: We have moved from a Pseudo Total Systems Ltd company, which was more focused around the customer, to now one which is just dollar focused.

D: Okay

E:... purely dollar focused.

D: Okay.. em.. do you have a specific written job description? That you are aware of?

E: Em..... (sigh), I do, I suppose I do on my contract but its changed in the last seven years really.

D: Right,

E: So that's I think all that's happened, so the contract hasn't changed to match the role I'm in now.

D: Right

E: So let me give you an example right. Now I'm working under two different bosses, for instance, I never had two bosses written in my contract, I never had two divisions there, because when I joined the company we were one company, we were Pseudo Total Systems Ltd.

D: Yes

E: .. so my contract still states Pseudo Total Systems Ltd and Pseudo Total Systems Ltd back then was a backplane and a connector company as one company.

D: Yeah

E: But now we are Pseudo Electronics Ltd if you want to call it that. So we have many divisions so I'm involved in cables and connectors and RF, you know, backplanes and all that stuff as separate entities now.

D: Right

E: That's nowhere written in my contract so that's changed..

D: Okay

E: So we've changed with it obviously.

D: So you would frequently perform or would you, you know work maybe that would be outside of your contract ...

E: Absolutely

D: that might be considered ...

E: Absolutely

D: ..... your job description maybe as it stood originally?

E: Yeah I mean I would absolutely agree, I mean if you were to take it out now, if I had to bring it with me, if I had to have known, I would probably.. you would clearly see that now you've got a different set of rules really, a different set of reporting structures.

D: Right

E: they were, they were, you know that were clearly defined in your contract and not only that, even the flexibility now that account managers, people in my role, in Mark's role, Robert's role have to show being available at all times day or night, that's something really that wasn't as bad, when I first joined the company.

D: Right

E: Now we're, because now we do a lot more work in Asia, you might remember when we first started, you started, I started, we didn't do as much work in Asia but we've moved everything out of Ireland to Asia so now we've become more involved in Asia calls very early in the morning, late calls with Mexico and Penang or Mexico sorry in the US in the afternoon and the evening. So they are all outside of your contract of working hours if you look at your contract it generally states, it doesn't say you have to be available twenty four hours, seven days a week.

D: Right

E: It doesn't say that, no contract would say that but its what is expected, of you, you know.

D: Okay

E: And that's no problem, that's just what we do right.

D: And why do you think that's expected of you like what..

E: Well it is because, here's the deal I suppose. In the climate we are in now Deirdre em.. if you didn't do it right, you'd be you'd be perceived or it it would be felt that you're inflexible so if you purely said I'm only going to work nine to five or eight to half five, whatever way do you know.. whatever your clocking hours are if you want to call it that Deirdre and you said, I'm going to switch off that phone now from five on right, really what you are saying is you're cutting out most of the US who we all report to eventually, its an American company right, you are cutting out the west coast as well and Mexico. So you are really saying to those guys if you want to deal with me you have to deal with me very early in your time..

D: Okay..

E: ... and the same in China. If you want to say to China, listen you'll only get me from eight o'clock onwards or half eight then really what you're saying is you'll only get me in the last two hours of your working day or if you China have to work overtime to deal in my time.

D: Right.

E: So

D: Okay

E: .. and that's not ever going to be approved. So we in Europe because Europe is a huge part of our business have to be now the flexible ones..

D: Okay.

E: .. and that's just the reality of it and Mark and everyone else has to do the same thing.

D: Is that a problem for you?

E: Its not no, its not a problem for me now at all, its just something we get used to.

D: Right

E: Because it does give you flexibility in other ways, I mean, for instance you could say right listen Robert, I'm going to be on calls all night now and he'll say you know, head off now go, you can go home now at say three o'clock but you'll know that you'll be on a call at nine o'clock tonight for two hours.

D: Right

E: Now, not everyone does that Deirdre right, you know what I mean, most people you know and I know shut their computers down at half five or something and that's it, but we're not, we're in a company that's a global company and its just expected of us.

D: Okay

E: Because also we also have key roles and maybe people keep forgetting that. As account managers, it is a key role Deirdre, you're expected to be able to tie everyone together and know the numbers and be, you know, on top of it all and if

you're not Deirdre then you know what happens then don't you? move on you know – you are moved on.

D: Okay do em.. you think that the organisation could be improved somewhat if it was unionised?

E: I don't think so Deirdre because my perception of em.. unions now Deirdre is actually, if you look now at where we are today, in this country even, its actually, its actually put, potentially put us all backways now what its done really is its fought very hard for the workers right and their rights and all that, its made the workforces very inflexible and you only have to look at a semi state body or a state body right where when you ask people to make a change, like something we've done. Like you remember a company that came from three or four hundred people down to fifteen people right? But yet we are still here, so why are we still here? I'll tell you why because we as the fifteen that's left were deemed to be flexible people right? But if you had a unionised model in here, none of us would have been here Deirdre, we'd probably be all gone by now.

D: Right

E: But we allowed ourselves to move Deirdre to adapt ourselves to the ever-changing environment that we moved in.. that we found ourselves in right and that's one of the reasons why probably we are today, after six or seven years, because you remember when we first came in we were at the transition stage, we were just about to start moving. We've come a long way Deirdre from Sandyford, not in terms of distance but from were we were making product now to just supporting product you know?

D: Yep

E: So I don't think having a union Deirdre wouldn't have changed that, we still would have moved maybe even quicker

D: Right

E: .. and the likelihood is we just would have just closed the whole shop..so I don't feel that a union would have helped us at all Deirdre.

D: Okay and em.. is there a formal process for measuring your performance in the organisation.

E: There is a formal process.

D: Right

E: I'm not saying that its used but there is a formal process.

D: So it isn't it wouldn't be used? In your case.

E: Yeah, I think the reality is Deirdre to be truthful, there is a formal process, don't get me wrong, and it's a quarterly process, so it should be a four reviews a year, its actually, I just went through it with my boss earlier but its part of your assessment right, its part of your assessment you've got your objectives for the year, your goals and your objectives how your gonna measure them. It should be reviewed every three months. Things the way they are Deirdre, how busy we all are, with my boss travelling all the time, these things unfortunately slip through the net and we don't, both of us, probably myself and my boss don't sit down collectively and himself indeed more as a boss to say right October is the month of assessments, quarterly assessments Evan I need to see you and how does these dates suit? that's the way you do it. It's no different than if you were going for a check up for your teeth once every three months right? We should do that but we don't do it. But, there is a process but we don't follow it.

D: So, it may not be formal, but do you have an informal process then...

E: We certainly have, certainly we have an informal process..

D: Right

E: ..we'd have that all right and that gets back to what I said earlier. Most of the informal process is around your targets and about how you are doing as a kinda account manager in your own business environment. So each account manager has a certain amount of business to manage and a certain goal and target every quarter, how much you are going to ship blah de blah, what targets, and quality and delivery and all that. So certainly there is an informal regularly used and managed process, but again most of that is down to numbers. But that's okay, it's a measurement Deirdre right. How are you doing as an account manager in the business you're running.. that's really, and that's measured I'd say very, very frequently.

D: Okay... em.. do you perceive you are paid a fair wage for the work that you perform?

E: Paid a fair wage... I think so yeah,

D: Right

E: .. I think so.

D: Okay

E: I mean, certainly in the climate we're in now Deirdre, I'd say I am being paid a fair wage.

D: Okay, em.. how much trust do you have in the organisation?

E: .... Well.. eh. I think I've, I've, .. well, first eh... it's a good question Deirdre, let me think for a second.... Em..... in the organisation, now this is a big organisation right?

D: hmm..

E: .. and the problem with a big organisation usually is that well in our organisation in particular is that the head of the organisations or the heads of the organisation don't sit in this office, they sit outside of this office. So likely what can happen in times, in bad times or in good times, changes can come into an organisation, that you might be the last to hear about it. You're certainly never the first to hear about it and even my boss would tell me that, even he'd find that as an issue as well, right?

D: Right

E: Even with people like Conor, people like who left here, it was months later that you found out through an announcement that you were told what had happened, you know that he had left, he had moved on somewhere else and people have joined and you might not even hear about it so, certainly that's an issue so, getting back to the question about how much trust do I have in it, first of all because the management of the company don't sit in this division, don't sit in Europe, then we are likely not to be consulted in some key issues that may affect our.. our jobs, our paths our, our activities, what we do Deirdre until maybe its too late...

D: Right

E: ... you know, and because we are now in a big multi-national company, as opposed to Pseudo Total Systems Ltd which was more of a I'd say family company if you want to call it that, its now driven on..on profit. How much profit are we going to make this quarter for our shareholders and for the divisional managers, that's really where we've moved to and that's, we all know that.

D: Right

E: And we have to listen to the results every quarter Deirdre so with that in mind right, I would say that I think the consensus is that, people feel that it's difficult to trust the management of the company, whereas you might deal with them every week and have a good respect for them and they have great respect for you. They thank you every quarter for the work that you've done and that you know I have to commend right but at the same time if.. .. when the pins on the collar they'll make changes here that affect our life and our careers and our livelihoods that we won't have any influence over.

D: Right

E: .. that's what I feel that's... so you know its hard to have a huge level of trust Deirdre when that control is not you can't touch it or see it or have any... an input into it Deirdre.

D: Right and do you feel as a, as an employee of the organisation, do you perceive that you're trusted in the organisation?

E: I think so, eh.. well.. certainly..well I'd like to think that when you're dealing personally with your boss or your president of the company or the director of sales on a one to one right? These guys are not phoning you because they think your spoofing them right?

D: Hmm..

E: They quickly stop phoning you Deirdre right? And they get your boss on the line right? My argument used to be, why are they ringing me? Why aren't they ringing my boss? So..

D: Okay

E: So that's..

D: Yep .. okay em... I think.. you've kinda, this question I think you already touched on earlier .. when I asked you is there a strict division between your work and your personal life?

E: .. Well...

D: when you talked about the hours you're on.

E: Yeah, my family would say probably there's eh (laughs), there seems to be no, there's no divide, between work life and family life. Meaning that our laptops are never switched off. When I go home in the evening Deirdre be it from here or from wherever my laptop will be on the table in the office or in the kitchen or wherever going all the time picking up mails and I'll be answering mails, taking calls, doing reports, getting presentations ready for different divisional managers right and that's incessant right, that doesn't stop. So you can't come home and say to your daughter or your family, here daddy's here now till you go to bed or I'm going to go and watch a.. and you know I'm going to do family stuff. That's very hard to do and everybody, at least in my type of role and Robert's included would agree with that.

D: Right

E: That's difficult you know, it's hard to just switch off and say this is now my time.

D: Right.. and do you feel that is expected of you

E: Yes.

D: ...from what you said earlier.

E: Yes, it's expected, yeah.

D: Okay, em.. would you encourage any of your family or friends to work for the organisation?

E: Yeah

D: .. if there were roles available?

E: I would Deirdre, yeah, certainly. If there were.

D: Okay

E: I would yeah, it's a good company and a good bunch of people like.

D: Right

E: I mean they are not out to demonise you and make it hard for you, quite the opposite it's just that everybody works hard in the organisation.

D: Right

E: Everybody in this office works hard. You know everybody takes work home most of the time, you know what I mean so, all I'm saying is that its just the industry is.. you have to be either.. you know if you don't like it then get out of it.

D: Right

E: But I like, I've always said that I've always liked working in this company.

D: So you like .. you like your job.

E: Yes exactly..and ..I've said that from day one.

D: and is that part of the reward maybe ..that you would get

E: it is.

D: .. from it is the enjoyment

E: Absolutely

D: of doing the job.

E: And that's the reason people are actually still in the company.

D: Okay.

E: That's why you have such a small turnover Deirdre, generally speaking. With the exception of laying off people right.

D: Yeah

E: Most people are here for a good while for quite a long time.

D: And that's actually I suppose another question leading it in nicely. At the takeover of the organisation why did you stay with the company at that time?

E: Yeah well, I'll tell you probably why because at the time there was no.. there was no... change, there was nothing said to me that would give me the perception that something.. anything was going to change, because my contract never changed, I didn't get a new contract, with the exception of losing all our benefits which is still a sore point for a lot of us, right, me included right, no one said to me Evan, here's a new contract, here's now your three new bosses, you're going to be doing all these hours and all that, so at that time it just looked like a natural fit.. cos this was a huge big company a big connector company, cable company, we just looked like we were just another part of it we just slotted in like a piece of Lego ..

D: Right..

E: ... we just didn't feel any different and we were told at the time it's not going to make any difference you are going to be a, your own.. your own business unit your own profit centre and that's true, it hasn't changed a bit we're our own business and Pseudo Total Systems Ltd is still a company within Pseudo Electronics Ltd and we do our own thing.

D: So you understood at the time where you were sitting?

E: Yeah

D: .. and you were happy with that?

E: Yeah.

D: Okay and em.. I suppose... how would you describe your longevity of your career with Pseudo Electronics Ltd?

E: Em.. well well I suppose it's not a lifetime working here you know I mean, six or seven years is, it doesn't feel like a long time but its long enough. Seven years is quite a long time you know? But, to me personally it's.. it's just been seven good years you know I've enjoyed it and it doesn't feel like seven years.

D: Right..

E: cos I could do another seven years here.

D: Right

E: If.. if the company stays in Ireland.

D: Okay

E: If they don't make any changes, certainly. Because I'll tell you why, because you're familiar with your work and I know that's a sad thing to say that you are used to doing your job and you feel you do it reasonably well and you have a good understanding of it. It's a lot harder to go out into the big bad world and start a new career, somewhere else and make a name for yourself.

D: Right

E: Do ya know? When you join a new company, presidents don't ring you, you know, directors don't ring you, they don't know you Deirdre..

D: Yeah

E: ... that's the reality of it.

D: Okay

E: That takes time so seven years it's a good seven years and I've built up a lot of friends and knowledge and all that so that will stand by me anyway even if I have to go you know, I don't mind that you know and it certainly gives me lots of confidence you know? If it's one thing this company gives you its great confidence you know?

D: How do they do that?

E: Well I feel that it gives you great.. great freedom to do stuff on your own.. I mean I can make decisions on my own and maybe cost the company half a million

and they are generally direct decisions you know what I mean? But you are let do it.

D: Okay

E: .. you know I can build product.. you know I could do anything pretty much working in this company. But because you're.. the only reason you are allowed to do it is because you're trusted...

D: Okay

E: .. and they know you have the knowledge.. you know, they know what you are doing is correct, and they say Evan you're in charge, go and do it. So where as I do have a boss, its really a dotted line boss.

D: Okay

E: Robert just says Evan, you know what has to be done Evan, I don't need to tell you. Our relationship is purely a business relationship, it's not a boss work relationship at all, its different one than most people have with their bosses.

D: So that would be an intangible reward for you?

E: Yeah, absolutely, I've had bosses in the past, and so has everybody, where they they tell you to do stuff.

D: .. emm..

E: Robert doesn't tell you to do stuff, ever, you just do it, do you know what I mean?

D: Yeah

E:... because it's your job.

D: Yeah

E: You know and that's, that's in other industries they don't give people the freedom to do their own stuff.

D: Okay.

E: And unions are a good example of where people don't want to be in my position because it means they have to make their own decisions and they have to do stuff that now they're responsible for.

D: Right.

E: So where you're under the umbrella of a union you will have a clearly defined role and you won't step outside that.

D: Right..

E: ...that makes you inflexible.

D: Okay... okay.. em.. what would you perceive are the unwritten promises made by the organisation?

E: Yeah.....

D: So I suppose just to give you.... it could be around training, leadership, feedback fair treatment.

E: Well fair treatment yeah.. well let's take a couple of issues, lets say training right? I mean we as a company, because we are such a busy company and we've a.. we're all busy and our bosses are busy, I think we lose sight of the individuals that actually do the work within the company, myself and you and everybody that are cogs in the wheel here in Europe right, we're just seen as as, an entity but not one person to be developed.... because it's all, we've moved from a company in Pseudo Total Systems Ltd, where education was a big issue.. I mean, you know, training, training, training, I remember being in training all the time it appeared that way in Pseudo Total Systems Ltd. But you learned a lot out of it, it was great and it meant you mixed with different people and new people we travelled to visit other divisions we done all this stuff and we got a lot of good training and good grounding right, but we lost all that Deirdre. We pretty much lost it all you know. We do some training, don't get me wrong right but not, nothing that, I think as a company we've really just moved to you know, he's an account manager that's his role.

D: Right

E: Beyond that, you're just gonna be an account manager role.

D: So what unwritten promises would you perceive now in the organisation.

E: Yeah.. well you see the problem was there was never promises given when they moved into our new company. There was no one ever came up and said Evan you are going to get some serious training here over the next five years and you'll be one of the best account managers, accountants whatever over the next five years. What do you want to do Evan? And we'll support you. That was never promised to me so that it you know, its not a broken promise..but it was never promised, but in Pseudo Total Systems Ltd it was actually nearly mandatory.

D: Hmmm

E: You had to have a clear development path and there was training brought with you on your course, your development right. We, we've stopped all that pretty much, we don't do any of the key stuff we used to do like quality, and all that now, we've just lost all that. So that's a broken promise to me, is that...what we.. I suppose we joined Pseudo Electronics Ltd Deirdre, we lost a lot of stuff, that's all I'll say so they're broken promises, like we lost all the benefits we used to have, financial ones, I know they are tangible to me right.

D: Yeah

E: We lost all the development potentials that people have, you know when I go into another new company maybe next year or whenever if we have to right, they'll say what training have you been on in the last three years. I'm going to struggle to get a two pager together. They'll say why was that ? and I'll say you know we didn't have huge budgets for it, we didn't feel as a company it was a big issue, they'll say well that's not the way other companies feel, quite the opposite you know what I mean? Take our company lets say, well we do this, this and this every year, why don't you do that, you know what I mean? So that's changed, we used to do it in Pseudo Total Systems Ltd but its been so long you nearly forget about it Deirdre.

D: Right and that wasn't stated..

E: No...

D: it wasn't something that....

E: ....it wasn't, but it felt like it was mandatory in Pseudo Total Systems Ltd..

D: Right

E: You as a person had to go through a development training programme, everybody done it regardless of whether you were a cleaner or whether you were top of the company, even Conor down everyone done it..

D:.. Ehmmm

E:... training right? And they even participated in training for beginners you know that type of thing so that was great....but we don't do that anymore Deirdre so they're, they're the un.. I suppose they were never written promises but show me a contract where there is promises in it...

D: Right..

E: ... I've never seen one Deirdre you know? There's defined roles all right but beyond that..

D: So it's it's the intangible..

E: Yeah intangible yeah..

D: ...promises that.. I guess or obligations..

E: Yeah. And I think, I feel as a company we shouldn't have, we shouldn't have allowed ourselves to lose all that Deirdre, we should have fought for it you know, we should have said hold on what did we used to do Deirdre in Pseudo Total Systems Ltd what tangible benefits did we have outside of training outside of development, financial ones and other stuff that we just quickly let over the years just slip by, you know and we now all forget about them you know.

D: Okay em.. what would be your perception on job security or promotion in the organisation?

E: Well if it's a scale of one to ten about two.

D: On which.

E: On negative, that job security at the moment is very em.. It's probably at an all time low at the moment Deirdre for not just me but for everybody in the company well that I know about anyway you know ?

D: Right

E: That's the perception. So because the industry we're in is in such a an absolute crisis at the moment and that's.. because I'm so involved in the numbers that you could be.. it could be today it could be tomorrow or it could be the next year Deirdre, you just don't know. Its not like having a state job or a unionised state job where you know you have a job you may not get a million dollars a year.. not that I do but you know what I mean?..

D: Hmm..

E: you're guaranteed a pension.. you're guaranteed ... you know security if you have a child you are guaranteed payment you know so all these nice benefits that come with being in a different role different company. I don't know whether we could have that even next year Deirdre..

D: Right..

E: .. that's the risk..

D: and does that affect your work in any way ?

E: Well it doesn't Deirdre because I never let it.. because it's not .. eh.. this perception is here in with me it's from I suppose the time when we came from three hundred down to fifteen Deirdre.. you know it's death by a thousand cuts like you know what I mean.. and it's just a matter of time really.. and I'm not saying it will happen but I'm just saying that it's in the back of your mind ..

D: Right

E: .. but I don't let it affect me because you can't you don't have time to let it affect you..

D: Right

E: .. because if you do.. you will quickly see that it affects your work and that only exacerbates it for yourself so I never let it affect me and that's why I always .. I'm always positive in the work I do I never be negative you know.. even though we're under a lot of pressure financially internally thinking about will I have a job next month?

D: Right okay ..

E:.. I mean if that was someone in a union Deirdre with this perception or this feeling they'd be on strike right now.. I mean they would be so worried Deirdre..

D: Hmm..

E: ... do you know what I'm saying ?

D: Hmm..

E:.. but they are not because they know that they're pretty secure jobs..

D: Okay.. what in return would you say are the explicit or unwritten implicit promises do you offer the organisation so.. for what extent maybe do you feel obligated to provide ..you know volunteering to do a task maybe outside your role developing new skills.. working extra hours .. I know you talked a lot about that..

E: Hmm..

D:.. so.. again I suppose for what's offered by the company what do

E: Yep..

D: ..what do you offer the organisation in return that's not written down ?

E: Yeah .. it's ...it's a good question.. I mean personally if you were to eh come and eh I suppose bullet point it out I suppose what I feel.. in the last seven years as an example right .. every day of the week I've come to work right .. and I've never sat home and said I'm going to take a week off now just because I can right? And I can get paid for doing it .. I've never done that and I could do it but I'm not that type of person.. people do it in companies right ? not maybe in Pseudo Electronics Ltd they are pretty good here..

D: Hmm

E: .. I have to say.. but other company's people do it.. I know people that do it in the councils and things like that they would be off for a month ..

D: Yeah

E: .. they wouldn't even care about it .. I couldn't do that because we're so involved in the company nearly twenty-four hours a day seven days a week that to take a day off even Deirdre.. only puts you back a day

D: Right

E: and that's a fact.. and ask anybody that's in this role that.. because nobody does your job in this company and that's one of the I suppose the .. that's one of the benefits for the company that people like myself offer is that I don't need someone to do my job when I'm not there even when I'm on holidays I still do it. When I'm on holidays I still take conference calls I still go on calls I still sort out problems .. and there are very few people do that but I do it because it makes sure it keeps me as strong as ever in my role I'm always up to speed on everything that's involved in my role as an account manager and that's something that it's not written down anywhere that I have to do.. but I do it and I've been doing it from day one..

D: Okay..

E:.. but that's just the sort of me because I don't want anybody if you want getting in on my role if you know what I mean seeing what I'm doing .. not that I don't want people seeing what I'm doing but I want to make sure that I'm on top of my game..

D: Right

E:.. all the time ..

D: Okay..

E:.. and that's why people look to me when it's .. and they talk to me about Ericsson and I know I do be beating the drum oh that's a big account and all this right .. but for seven years now I've been running the same account and if I was doing a bad job Deirdre I'd be off it and that's the reality of it .. so why don't people take me off it ? I'll tell you it's because they don't want to get involved in it they see it as being an organised, well run quiet account but yet it's a massive financial account for us as a company ..

D: Right..

E:.. but yet nobody talks about it .. and that doesn't .. I do say to Robert my boss.. that doesn't happen itself it happens because I show up every day, I take calls day and night, I answer all the questions, do all the reporting, visit the customers, be there when you need them, involve yourself in new products.. you know help out engineers do all the stuff that's expected off yea but you don't complain about it but half of that is not written down in my contract and I don't want it to be Deirdre ..

D: Right... so is it a sense of pride or achievement in what you're doing or is it a sense of threatened in your role from a job security point of view?

E: Well personally I feel it's .. well for me I think it's a sense of pride..

D: Right

E:.. personally speaking now because I've never felt threatened in my job yet..

D: Okay..

E: I know there might be sudden threats made by people we'll say and that's fair enough right but that's okay right.. but up till now right.. and it's nearly seven years whatever now. I've never felt threatened...

D: Okay..

E:.. and if I have I'd have said it ..

D: Yeah..

E: to HR or whatever right.. but I haven't because I've never felt threatened.. and only because I feel I think I know my job pretty well right people just leave me alone

D: Okay..

E: .. and I just get on with it.

D: So.. in terms of why you would stay with the organisation em.. you know currently what would be your .. your main..

E: hmm..

D: your top reasons for staying with the organisation ? I know you did mention the fact

E: Yeah..

D:.. that you like the people

E: Yeah..

D:.. you know your job so.. so would they be your main.. main reasons ..now for..

E: Yeah like I mean .. a couple of things I suppose Deirdre.. financially it's em. ... financially it's a good job for me .. it's important for me you know because when you're married with a small family you know and you've a mortgage and all that you need security and you don't .....you need that bit .. decent return for what you do.. you know and I feel that's become part of it right so I'm happy enough with that.

D: Right..

E:.. that's what one of the major reasons for staying and it has to be for people financially you know and the times you live in Deirdre but also it's because of job satisfaction I like what I do

D: Right..

E: and that's very important..if you didn't like what you do Deirdre you wouldn't come in and do what you do ..you'd do it unwillingly.. I do it willingly and that makes my job very easy Deirdre. If you find stuff easy to do, I don't mean easy because it's easy to do but easy to cope with and easy to manage and you know you're in control and all that you know that helps your home life, it helps you're whole feeling..you're whole moral and everything Deirdre..

D:.. Hm..

E: you feel better about yourself ..

D: right..



E:.. and that's a fact and that's, maybe it's hard to quantify that but if you're happy with what in what you do.. say for example you're a golfer like Tiger Woods..

D: Hm..

E: He's probably a very happy man cos like he loves what he does he's actually doing something he loves doing and he's getting well paid for it.

D: Right..

E:.. so think about that .. so but most people couldn't say that about their jobs.. a lot of people wouldn't say it ..

D: Hmm.

E:.. or maybe some can now I agree with.. it maybe a nurse mightn't say it ..

D: Okay

E: .. a doctor .. who knows.. but

D: Yeah..

E:.. you know I could..

D: Okay.. great

E:.. and that's why I'm here..

D: .. em.. can you give me an example of change in the organisation and how you would have dealt with it ?

E: Yeah.. well change I suppose em.. well let me think now for an example.. well I'm seven years here now in this organisation right and we've seen some changes I can tell you Deirdre from a company that .. that manufactured everything, supported everyone in this region to now one where we have had to develop whole new relationships and whole new production sites, whole new management sites in Asia, Penang, you know Mexico, North America you know so we've had to change our whole understanding of supporting the customer from one where we used to go out onto a production line, get a product off and give it to the customer. Now to where we've had to trust .... put our trust in some other set of people right.. so that's one of the bigger changes we've had to cope with and I think we've done very well at it right..

D: Right

E: We didn't do it overnight of course but we've done it .. so that's change right and also for me my whole reporting structure has changed. In the past I never used to report to anybody in America I used to report to someone like Luke Halpin or Robert Kirwan ..or Conor Morgan..

D: Local managers..

E: Local managers.. they'd keep coming to me and saying Evan I want your numbers, Evan I want your data, I want this.. no problem Robert or Conor

D: Right..

E: ... never heard from anyone else but that's all gone now .. since Conor left .. since Jorgen doesn't.. I don't know.. doesn't seem to be as engaged with his own sales management they've come to me I'm now the information guy to go to ..

D: Okay..

E: .. because they know they'll get it easily and it will be pretty accurate right.. so they do that so my whole way of dealing with my management team is pretty much falling apart.

D: Right

E: .. so I don't deal with Robert ever.. he never talks to me except

D: Right

E:.. jokingly maybe or whatever ..it's just Evan email me this and that's the extent of our relationship ..

D: Right

E:.. because Ernst Ryan is his boss and Ernst pretty much runs the site down in Asia because he is based down there so I've just generally deal with people such as Simon Zhang who are the plant management team down there .. I seldom deal with Robert except for a few conference calls a week other than that I never hear from him.

D: .. so that's been a positive change really ..

E: Oh I think so without a doubt and I think it's been positive for Robert too..

D: Right

E: .. cos he doesn't have to hand hold us because he is never here half the time.

D: Right

E:.. he can't do it

D: So you're tolerance for change in the organisation with the way you know as you describe it seems to be quite high..

E: Yeah

D: .. you don't seem to have a problem with you know the change occurring ..

E: Not at all.. not at all no.

D: Right.. right okay

E: I think em.. I think we've understood that it had to occur

D: Right.. okay

E: .. that's the thing and I think people don't understand that and some people don't they feel that why do we have to change, why do we have to.. what's wrong with what we have right..

D: Right

E: you know and if you don't understand that there is other forces at play then maybe this isn't the right company for you right.

D: Right so .. you have an understanding

E: Yeah..

D:...of those forces as well.

E:.. absolutely ..

D: Okay..

E: and I did.. you know and I went along with it and I supported it ..

D: Okay..

E:.. and that's one of the reasons I'm still here and I'm happy in my job you know ?

D: And do you perceive that consultation is required by the organisation before changing the unwritten agreements that may have been made. I know you mentioned before you know about withdrawal of training..

E: Yeah

D: and all of that kind of thing before so I'm wondering .. what I get from that is that you would ... that consultation should have happened but didn't

E: Yeah..

D: in those particular instances..

E: Yeah.. it did .. absolutely Deirdre I mean it didn't happen right.. I mean if it did happen you know people would be sat down every year on the 1<sup>st</sup> of January and told right Evan we've no budget for training this year... there's going to be no training all year .. what training would you like Evan.. I'd like this, this and this .. sorry Evan we can't have either of any of those times.. that was never done.. so that.. that's lack of consultation ..

D: Right

E:.. from what we were used to doing...

D: Right..

E: .. so we've pretty much went full circle.

D: Right

E: .. it's gone from being a very measured, focused company .. all metrics and even the KPI's you might remember attending years ago.

D: hmm

E: .. nobody can spell KPI now .. which we stopped all that Deirdre and sometimes to our detriment you know because we lose sight of stuff then things go out of control and then you find that you're customer doesn't like you for some reason that you've done something wrong only because you didn't.. you weren't in control..you didn't measure it you know what I mean because the company didn't feel it was important enough to measure.

D: Right

E:.. because they're focused somewhere else and that's really were the consultation side has broken down but I think it's just part of the new company we're in Deirdre ..

D: Right .... everyone seems to have accepted it

E: Yes.. absolutely and that's part of it.. and that's nothing to do with the management in this company in Pseudo Total Systems Ltd.

D: Right

E: .. in Pseudo Total Systems Ltd...

D: Yeah

E:.. we are now part of a company that's just a different way of doing things.

D: Okay

E:.. and you either like it or lump it..

D: Right

E: ..and if you like it that's fine you just get on with it Deirdre..

D: Okay.. em.. would you say that the relationship between you and the organisation is on an equal footing ?

E: I think so yeah.. I mean would the management thing the same that I think I don't know but I think.. I think

D: as perceived by you..

E: ...oh it's perceived by me..?

D: Yeah

E: Well then I'd say yes is the answer

D: Right

E: I mean I'd like to think that my dotted line boss be it Robert or a straight-line boss or my other boss in America thinks that you know I do a good job for my salary right ? and that they are happy with my work so I feel that the relationship is a mutual one .. you know what I mean ?

D: Right

E: ... I don't feel threatened by it or I don't feel that they have to feel that I'm doing a bad job or anything like that , I hope not anyway well that's what I feel anyway.

D: and you're getting sufficient from the organisation ...

E:..Yes.. Yeah .. and there's sufficient feedback you know ..

D: okay..

E: when your own president actually gives you a call at the end of April and says Evan thanks very much for your work you know you'd think it was a hoax call you know but .. you know it's not right.

D: Yeah..

E: ... so there is that gratitude ...there is people you know and that's not something that we would do year on year..we're very bad at doing it but

D: Yeah

E: at least from the management side of the company in the senior management in America certainly that's something that is advocated you know and it does work because it actually helps people and they feel that they're respected you know..

D: Right

E: which is important like you know ?

D: So the exchange of promises, obligations that's from an equal

E: Yeah..

D:...give and take..

E: .. absolutely Deirdre.. yeah.

D: Okay em.. do you perceive that your unwritten contract.. contract with the organisation em.. would you perceive that there is similar treatment for all employees like it's a .. do you think it's a people have a collective em... agreement with the organisation or it's an individual contract..

E: Yeah

D: .. unwritten

E: .. unwritten..

D: contract

E: .. eh.. well it really.. hmm.. that's a tough question because it's certainly.. it's certainly em.. it's certainly different for different roles ..

D: Right

E:.. let me give you an example .. I suppose if I was a CSR today right I would argue that the unwritten contract could be torn up very quickly in the management eyes here in Europe..

D: Right

E: .. meaning that they could perceive the value of a person may be different to the value of maybe an account manager or someone in finance or someone in HR you know because they don't see you maybe as an intangible asset..like you know what I mean..

D: Right

E: ... that's sort of unwritten but it's never clear Deirdre right ? whereas that someone in a ... a role where there is responsibility in that they feel that someone has a responsible role with a customer financially..

D: Yeah..

E:.. that's one more that they less reluctant to clear up

D: Right..

E:.. in the unwritten contract

D: Okay

E:.. so they are generally inclined to so really I would argue that it's a different contract for different individuals.

D: Okay

E:.. different unwritten contract for different individuals that's the way this company is run.

D: Okay fair enough..

E: Hmm

D: em.. you mentioned I suppose we were talking I suppose about the area of fulfillment and you mentioned that you are satisfied in your job as you currently are now so how well has the organisation fulfilled its written or unwritten promises and obligations that you believe was owed to you or is owed to you.

E: Well I suppose in the written Deirdre.. they have pretty much fulfilled everything on the written because the written contract first of all is pretty explicit right,

D: Em..

E:.. straight forward.. you know it talks about your benefits and your benefits being whatever internal benefits, external benefits all that .. that's pretty much promised and it's followed through so I suppose the unwritten ones maybe which is more around what your perception of what you feel you should be getting maybe on the company..

D: Hmm..

E: sometimes you feel that you work you're you know what off but you don't get the . you don't get the respect for it .. it's just more about get your numbers.. make your numbers, make your numbers and then when you make your numbers right next quarter make your numbers.. what's your numbers. There's never.. I mean to a point where we nearly never .. won't even ..buy a packet of gums you know to just even say thanks to people at a quarterly distance review.. you know.. the small things that actually can have an effect on someone right

D: Right

E: I think that works with me anyway..

D:.. I was going to say are you talking generally because I know you said before that the president would have given you a call ..

E: Yeah.. Yeah.

D:.. to say thank you so.. from your point of view..are you... do you .. do you feel that you know that they have been.. em that they've been .. satisfied your unwritten promises or are you generalising with the organisation..

E: well I think for personally first of all em.. I mean the unwritten promises Deirdre right.. I would argue that it's changed a lot in the last six, seven years because our roles have changed an awful lot right so I feel .. of course financially we probably

do okay but beyond that Deirdre the company doesn't offer a lot do you know what I mean ?

D: Right

E: from what they used to..

D: Right

E: .. we used to have clear.. you know we used to have regular meetings.. we used to have nights out, we used to have you know social interactions with the team and the workers and all that you know we used to have management coming over from the states to visit us and all that .. all those things that are unwritten but are actually promises in a way that you are used to getting .. and they were tangible you know they were positives.. they're all gone now so we're really only about nine to five and five to nine right get your job done and don't expect anything beyond that.

D: Okay ..

E:.. and actually I don't expect anything that's the funny thing.. and that's the sad part about it now .. we are so used to not getting anything beyond our base salary Deirdre right..

D: Yeah

E: ... we certainly don't get anything financially beyond that Deirdre right.. You know in the past we would have .. we would have got lots of social events .. who knows maybe some prizes or whatever you know some awards or whatever.. even gratitude thank you very much for the work you've done that's all gone.

D: so they're things that you miss ..

E: Yeah without a doubt Deirdre..

D: Okay..

E:.. because I know other companies get them Deirdre..

D: Right

E: do you know what I mean.. I'm not saying that they are financial you know what I mean

D: Hmm

E: .. but they're small things..

D: Okay..

E: we've pretty much lost all that we've become nearly too .. too focused on one thing and that's the dollar.. the dollar bills..

D: Okay.. and you haven't yourself given up anything in exchange for those things being withdrawn.

E: No .. absolutely not Deirdre..

D: Yeah..

E: In fact it's the opposite..

D: Right .. okay..

E: because you know.. because there's more expected off ya.. for less return if you know what I mean Deirdre..

D: Yes..

E: You only have to look at the amount of people that's doing the same amount of work pretty much than would have done it three years ago.. you know..

D: Okay

E:.. we really have .. now we've become you know chief cook and bottle washer ..you know an account manager for instance are doing stuff now that you never would have dreamt about doing before.

D: Yeah

E: so .. sorting out quality problems, you know getting involved in AR calls..you know stuff that you may have been involved in but now you're in depthly involved in ..right

D: Right

E: .. you're ringing the customers saying I want you .. I want you to pay me now right? So there are even roles moved out of other divisions.. like finance has moved away from some roles ..

D: Hmm.

E:.. you know like as an example right.. now we are so involved in so many different elements of our business it's like we do say to Mark.. you don't believe the amount of stuff you cover in one day that are not even account management related ..

D: Yeah

E: but you just do it .. because if you don't do it .. it just messes up somebody else .. so we've actually added on to our role and that's one of the reasons why our day is getting longer not shorter.

D: Right

E: Do you know what I mean ?

D: Yeah

E: You go into Sweden as an example I've been over there last week on business.. after half four Deirdre you wouldn't even get these guys on a mobile phone call if their life depended on it Deirdre. They are out that door on their bikes and home to their family that's it ..

D: Okay..

E: and they work for big companies too.

D: ..Okay and em..would you say your commitment is to your career or to the organisation ?

E: oh without doubt it's the organisation because I wouldn't say .. I wouldn't say that you have a career here you've got a role here.

D: Okay

E: .. see a career is something that you develop you know you'd say I went from here to here right.. but I'm seven years an account manager that's not a career right.. that's a job really you know.

D: Right

E: .. but I know that I'm happy with that

D: Okay

E: ... because I know there is nothing else here lets be frank about it right there's no opportunities here. There might be less opportunities here not more you know what

I mean going forward so all I'm saying is that.. so I'm pretty much about the company

D: Right

E: .. just doing a good job for the company.

D: Okay

E: .. who knows maybe at the expense for your career but I don't care at the moment because I'm happy enough.. I'm happy in what I do.. if I wasn't I'd probably say you know I'm unhappy and I just do it because I have to do it you know that type of thing but I don't feel like that..

D: Okay em.. can you give me an example of a positive incident in Pseudo Electronics Ltd and how it impacted your commitment ?

E: Eh .. yeah it's a good question Deirdre a positive em.. that's tough Deirdre em..

D: you can take a minute or we can come back to it if you want.

E: em.. yeah.. well I'll tell you I know it's small and I said it before but even getting a phone call from somebody very high up in the company and just saying thanks Evan for the work you've done that's positive to me because that's.. because my expectations are so low Deirdre in what I expect from the company it's sort of a.. as a positive

D: Yeah

E: Like it suddenly now becomes a big issue .. do you know what I mean ? and if you don't get it .. it's not a bad issue.. you know what I mean.

D: Right

E: .. but if you do get it.. it's like a bonus..

D: Right

E: .. because everything else has been stripped away Deirdre..

D: so.. that.. that would have had an impact

E: Yeah

D: .. on how committed you ..

E: absolutely..

D: .. you were

E: Yeah...I'm not saying I need it to be more committed but it just reassured me that it's not just me who thinks I'm doing a good job .. it's someone else..

D: Right.. okay

E: .. cos I know Robert wouldn't say it..

D: Right

E: .. ever..

D: he's never said it ?

E: no.. he wouldn't say it .. you could ask him

D: Okay

E: .. if he did it would be a big .. it would be a joke behind it you know what I mean

D: Right

E:... or he wouldn't consciously sit down and say Evan you know that's a great quarter we had a hell of a quarter..

D: And would you like him to turn around and say that..

E: well I mean I'd like him to say it to the group, just say it once a quarter just say it you know Michael, Sean .. you're two CSRs that's all we have here you are doing a great job.

D: Right..

E: .. you're managing all these customers right I'm hearing no bad news all good news thanks guys that doesn't cost one dollar and yet it only takes about twenty seconds to say it but that's difficult for some people to do that though cos I'm not trained to do that you know what I mean and that can be an issue.. so that's more about the person I suppose ..you know than wanting to say it and being able to say it you know..

D: Gotcha..

E: .. you know ...that's the person not you know.. the ability .. if I wrote it down for them they still wouldn't be able to say it .. it's just not them do you know what I mean ?

D: Yep.. okay em.. can you give me an example of a negative incidence in Pseudo Electronics Ltd. and how it would have impacted your commitment ? the opposite.

E: yeah.. a negative incident .. yeah... I suppose for instance... eh.. say if you missed one of your targets .. your financial targets right? It's seen as a huge negative even though you're probably... .. you're probably providing the biggest financial em .. section of the company into the company under the business head I run right?

D: Yeah..

E: . and if you miss your target by twenty grand or fifteen million it's seen as a bad thing..

D: Right

E:.. it's seen as .. I can't believe it Evan when I know clearly that there's other people we'll say who miss by millions and I never heard a word about them so because there is so much focus on my account that if anything like that goes wrong .. something small and you just get pissed off with it you just say it's not worth it sometimes you'd say. Look I've done all this work for three months just missed it by a couple of dollars and this is how you're thanked..

D: Right

E:.. instead of saying .. Jesus Evan you had a hell of a quarter these other guys these are in the can which is what we've seen for the three months gone by and the three coming up now right...

D: Right

E: .. but I don't hear of anyone else getting hammered because they've missed .. all over the place.. I certainly don't hear from my boss.

D: Okay

E:.. he'd be the first to nail me now if I was twenty grand down .. big time nail me ..

D: .. Right and when you say nail you what does that mean..

E: It just he'd have you in front of a group of people he'd say what the hell is going on Evan you need to fix this when clearly it's not my issues.. the customer just

doesn't want the product or the customer has a problem doesn't, can't pay for the product or something but it's seen as an individual failure..

D: Right

E: .. more than a customer failure..

D: or a work failure..

E: .. yeah... a work failure .. it's seen as it's your business you need to sort it out you know ? .. it's your problem Evan.

D: Okay

E: .. it's not my problem it's the industry I'm in is the problem.. if I was in a big industry going like this it wouldn't be a problem but I'm in an industry going downwards and then I'm expected to take the rap for it.

D: so that aggravates you ?

E:.. well it does sometimes yeah.. certainly it.. aggravates most of the account managers but I wonder but I feel that because I'm so close to my boss even though he's got a lot of other people reporting to him around the world who he doesn't see only once every six months maybe that they can get off Scot free pretty much..

D: Right

E: .. maybe never even take a phone call but when he is sitting right behind you..

D: Right

E: it's very easy to nail you.. you know ?

D: Okay

E: .. that would be frustrating because you see other people getting off the hook clearly on the phone calls you know getting away with it ?

D: Yeah ..yeah..

E: .. and you know we have some of the best records here for achievements you know basic.. returns if you know what I mean on what we predict and what we do and what we.. you know what the outcome is and I'd see other results and they are unbelievably bad and I've never heard anything bad about them.. oh they're great guys

D: Right

E: I must be missing something..

D: Okay

E: .. but I think that's an Irish thing Deirdre that's what I feel that is ..

D: A cultural

E: Yes.. yes..

D: Right.. okay .. can you explain a little bit maybe what it's like or what challenges exist in working for a complex organisational structure ..

E: hmm

D: from as you perceive it to be ?

E: Yeah.. well personally I think the only challenge that I see is having too many bosses that's one of the hardest things because I'm reporting to I'd say about four bosses now pretty much and then supporting the sales guys as well and the customers so your pulled in every direction to present something that sometimes you've sent to this guy and he wants it as well but you're .. they're at the same level so you wonder why they aren't talking..

D: Right

E: do you know what I mean ?.. it's like everybody is trying to grab bits of information but nobody is talking to each other and I seem to be the one trying to hold them all together or provide them the information you know and that can be frustrating because you still have to do your days work ..

D: Right

E:.. you know you still have to make it happen we'll say and all you're doing with these guys is not value adding.. you're only sending them a report that they could get themselves ..

D: Right

E: .. we're really like a secretary for them..and that's frustrating sometimes .. you know I'd much prefer to be out there with a customer I can't even fly to go to see customers now because there is a blanket ban pretty much on traffic now you know I'm .. you know.. instead of writing reports I'd rather be out in the customers saying hey any new business what do you want to do you know what I mean..

D: yeah

E:.. we used to do that all the time and we don't do any of that.. we are stuck behind the desk all the time.

D: .. and so how have you been able to overcome that in any way.. or have you been able to ..

E: .. Yeah it's been difficult Deirdre I mean you certainly haven't overcome the numbers of managers we have that hasn't changed at all and it won't change..

D: Right

E: .. because we've too many different management groups in the company who need data quickly cos they need to present it to someone else and then they look to the account managers who they see as being the all encompassing person for everything. On the other hand they don't look to the site managers, the operation managers, the production managers.. I mean these guys ever they look to the account manager and he's supposed to be tied into all these sort of areas you know. So it's been very hard to overcome that Deirdre right .. I don't know how I do it cos if I try to do it .. it means I'm trying to avoid people and that doesn't work

D: Okay

E:.. really cos they just drag me down .. you know what I mean..

D: .. so it's an open challenge at the moment.

E: Yeah.. ah without a doubt..

D: Okay

E:.. without a doubt .. and that's hence one of the calls I was just on.. I missed coming late into this meeting

D:.. Okay.. and can you give me an example.. it's one of the final questions of a time that a promise made to you was broken by the organisation .. I think you might have hinted at it before earlier on as well.. but any specific..

E: Hmm..

D: .. time that a ..

E: .. a promise yeah..

D: Yeah

E: you see we are so used to not receiving any promises now that the word promise you nearly wouldn't know what it means now it's like we don't expect anything now but..

D: Yeah

E:.. we've gone so far down that road.. of a new company it's a .. like we nearly don't know what to expect it's certainly not going to be a promise from now on .. do you know what I'm saying it's so it's..

D: so you're finding it more difficult to draw on unwritten promises from the company..is that what you mean ?

E: Yeah without a doubt .. especially in this climate Deirdre.

D: Right okay..

E: .. and the vibes we're getting

D: Okay .. so the vibes being about job security

E: Yes.. yeah

D:.. and things like that..

E: and that has to .. that has to surpass everything else Deirdre.

D: Right okay..

E: you know over even a promotion Deirdre .. you're job security is the most important thing especially in the climate we are in .. you can't go to the next building and say give me a job thanks very much..

D: Yeah

E: .. nobody can Deirdre..

D: so at the moment your short term .. maybe reward are you saying would be em job security ..

E: Yes..

D: .. certainly above and beyond everything else..

E: absolutely Deirdre ... because my job role won't change for the next twenty years

D: Okay

E: .. because there is no job progression path here for me here Deirdre and everyone knows that same with everyone here.. we're supporting our division right.. supporting our customers and our sites, production sites and that's our role and I'm happy with that... I don't expect anything more all I do expect, hope to have is a job Deirdre in the next six months or a year.

D: Okay..

E: so..

D: .. All right .. Evan I think we have gone what fifty-two minutes and I think I'm actually done you will be glad to know the interrogation is over thank you very much..

E: hope it helps Deirdre ..

D: .. and you're okay for me to use

E:.. yep.. that's fine Deirdre..

D:.. your name to actually publish it ..

E: will you be making a movie out of it?

D: Oh absolutely yeah.. you'll be the starring role

(both laugh)

END OF INTERVIEW

## INTERVIEW COVERSHEET & CHECKLIST

**Interviewer:** Deirdre Flood (D:)  
**Interviewee:** Michael Harte (M:)  
[Name changed to protect identity]  
**Sex of Interviewee:** Male  
**Job Title:** Customer Service Representative

**Date & time of the interview:** 16<sup>th</sup> April, 2009 at 11 a.m.  
**Place of interview:** Offices of Pseudo Electronics Ltd  
[Company name changed to protect identity]  
**Interview Method:** Face to face  
**Recording Method:** Digital Recorder  
**Interview Sequence:** Interview 4 of 8  
**Approx length of interview:** 50 mins  
**No of pages in the transcript:** 19

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**Has the Interviewee read and understood the Participant Information Sheet?** YES

**Confidentiality assured?** YES

- ✓ The name Michael Harte is a pseudonym used to protect the identity of interviewee.
  - ✓ The company name; Pseudo Electronics Ltd is a pseudonym.
  - ✓ Also, all of the names of people mentioned in this transcript were replaced with false identities.
  - ✓ The deposit copy of this transcript with NCI is not permitted for public or library use.
  - ✓ Audio files of this transcript are available upon request for the purposes of grading this dissertation.
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**Notes & Observations:**

## Transcript of interview 4 – Michael

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The transcript starts after the participant information sheet is reviewed and signed.

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D: So Michael, you have read the participant information sheet and you are happy enough with everything to proceed?

M: Yep, I am indeed.

D: Lovely, em.. okay we'll just start then em..if you can tell me how long you have actually been with the organisation.

M: Em..I started on the 20<sup>th</sup> of June in 2005.

D: Okay so you're almost four years..

M: .. with the company, yes.

D: Okay who do you report to and what is the reporting structure for yourself in Pseudo Electronics Ltd.?

M.. Em.. my immediate supervisor is Anne Smith and she is on maternity leave at the moment so em that's now Sean Duffy, he's now standing in but I also report to the account managers for specific accounts I work on.

D: Okay.

M: So the majority of the accounts I work on are Ericsson so that would be reporting to Evan Melvin as well ..I work closely with him on a day to day basis and then there are one or two accounts that are reporting in to Mark Devine.

D: Okay so you kind of have a four ...like a four way reporting structure albeit maybe informal in some cases.

M: Yeah Yeah.

D: Okay and are they all located physically in Dublin?

M: Yeah they are .. yeah...

D: Okay.. em.. who do you perceive are I suppose the agents of the organisation as in who represents the organisation to you? Like what's... in terms of functions or people.. like who do you perceive to be the organisation in the company?

M: Em...

D: Like who do you deal with or interact with what types of functions might you interact with?

M: Oh.. I see, okay so em, the majority of the functions I would interact with would be the em.. the account managers.. em.. then other functions.. is it within Pseudo Electronics Ltd. Dublin only?

D: No, no.. in your role organisation wide.

M: Yeah so, I would deal a lot with em.. the planning teams, the shipping teams, and eh.. the other .. there's other management in Nashua who would kind of keep a focus on either product lines or revenue and you would deal a lot with them and have to provide a lot of information to them based on whats em.. you know shipments coming up to end of month or end of quarter, so that they know that they're meeting their targets so there is actually a very wide scope for dealing with people within the company..

D: Right..

M: and then of course we deal with accounts and HR here in Dublin and engineering as well a lot of the time.

D: Okay so you would have multiple facets of the organisation I suppose?

M: Yeah, absolutely.

D: Okay, em... do you have or are you aware of a specific job description for your role?

M: Em....

D: A formal job description that would have been given to you.

M: Em.. I think so, it's a long time since I've had a look at it but eh.. initially I had an order entry specific role, and em.. I think at the time, now I probably would need to check this but I think at the time when I became kinda customer service, em I was informed that my ..my role was changing to what the other guy's did so em.. from that point I think it was just explained to me and I don't think that I've seen an official one.

D: Right okay and would you say that, like you mentioned that you moved so you started off in a particular role and then you moved, you grew into em a role that would have been similar to what the other people in the group are actually been performing is it?

M: Yeah it was exactly..



D: Okay

M: Exactly..so it started off as order entry and then eh I kinda grew into the full customer service role the same as the other guys when Mary was here and Sean were here.

D: Okay..so, em so your work I suppose then is determined you know, based on what you've been like by custom by what you been verbally been told in the last while.

M: Yeah.

D: Okay ..and would you say that you would frequently perform work that you might deem beyond the scope of your.. your particular job description.

M: Em.. (laughs), without a doubt, I think you do encounter that all the time. I think there's.... particularly at the moment like I end up always calling carriers to get our shipments arranged you know or emailing them or even making sure shipments arrive to customers on time which should be conducted by someone from the shipping team from the site that the part ships from but they are not willing to do that so there is a responsibility, a perceived responsibility that em.. you have to, well that me, has to take care of this otherwise somebody will be upset, the customer, will be upset.

D: And is that perceived by you or the organisation?

M: Eh.. it's perceived by em.. the account manager and he would say look just ring them and get the parts there in on time.

D: Okay... okay, ...em..do you think the organisation could be improved if it were unionised?

M: Em.. ..... I'm not quite sure, em.. we've a small number of employees here so I don't know if that would em help I think sometimes when there is company changes around and you're relying on the information provided by the HR department and I'm not questioning that information, but there, that's the only kind of source of information and eh sometimes its perceived that the HR department has a close link with the company and that the change agent so em.. it would be good in some respects to have information from em, maybe a unionised person or another dedicated person in the company but em.. but I don't know if a union per se would be beneficial to us here.

D: Right, right.. and what in particular, can you give me an example of a change say that would have happened that you would have felt that way about it?

M: Em...well at the time that Pseudo Electronics Ltd. took over from Pseudo Total Systems Ltd, like I was only with the company a few em months so em it didn't really affect me but I know that other people were kinda saying you know well this has been taken off us you know and there didn't seem to be anything there to replace that so that

was kind of share options and bonus..bonus's was it ? so em I don't know if they were replaced by anything else..

D: Okay..

M: ... so I think from that perspective and I know at the time.. I don't think I was .. I was part-time as well so I wasn't in on the meetings, so, sorry I was on a contract from the em...

D: Agency

M: Agency, yeah so I wasn't a full-time employee of Pseudo Total Systems Ltd. so I don't know, like I wasn't in on all the meetings so I don't know what was kind of spoken about in the meetings so..

D: Okay, okay..em..how is your performance measured like is there a formal measurement process in your organisation ?

M: Em... there's a stated performance measurement em..criteria but I don't think that it's measured rigorously (stumbles on the word) you know what I mean.. em.. we have to make sure there are no overdues due to marketing issues on our backlog on a daily basis. The planner has to load orders within twenty four hours, orders within forty eight hours, load forecasts within forty eight hours and that kind of stuff so its kind of making sure the customer based information is either communicated or actioned within a timely manner and then there is em, we also have personal business plans which we agree at our em.. at our review meetings and..... eh..eh.. it's I think that the metrics from the customer service side of it are em measured only when there is focus on them from outside so em.. sometimes I know that when Conor was here it would have been before we left Sandyford, he would have kept a..a close eye on them and they were kind of more strictly adhered to then but em at the moment, well not at the moment, over the last say year and a half they haven't been as strictly monitored as before.

D: Right

M: But there are other like issues relating to that so eh, ... last summer there was a huge problem in Mexico on connector side so em..they didn't have enough capacity to meet the customer demand so there was a lot of overdues I think because of that we went through a period of maybe em four or five months where we were constantly late to commit that it just became impossible to measure it you know and then, these metrics were widely available to senior management and you know it took a long long time for everything to kind of change and they changed it by taking some of the capacity out of Mexico and putting it to Penang

D: Right..

M: ..but things are working much better now.

D: And do you get em.. feedback on your own performance or are you, you happy with the feedback you get or do you get any feedback on your own performance.

M: Eh no, I only get feedback coming up to review time of year when I fill in my own kind of em.. review forms and look back over the year what I've done and eh and my supervisor would do the same and then we'd talk about it at the review meetings and see how things were.

D: When you say you only get it once a year does that imply that you would prefer to have it, you know more frequently or?

M: Yeah you know I think .. I think it's good, to keep a focus on things, em.. particularly your performance cos... if ye..it's kind better when coming up to review time of year you find out that, because like realistically I don't measure my own achievements to my targets em. .... it's probably something that I should do but I don't do it but so coming up to review time of year it's better off not going in and getting a shock

D: Right..

M:.. you know but the targets are not that high anyway so they are not hard to achieve so..

D: Okay.. and you know when you mentioned that you have four different people that you informally maybe report to but what's your relationship like I suppose with your boss, if you can define that.

M: Ehh.. no it's a very open relationship so if, if you kind of just talk about Anne.

D: And she is your direct supervisor.

M: Direct supervisor, yeah customer service supervisor, we have a very open relationship, so there's no problems we can talk about anything, you know, it's kind of like a friendship really.

D: Right.

M: You know?

D: Right... okay... em... do you perceive that you're paid a fair wage for the work that you perform?

M: he he (laughs)..... that's eh... that's a good question, em... personally I would eh prefer if I was paid more, I think everybody would em..for the work that I do, sometimes I feel that particularly on the Ericsson stuff, that I do do more work than I need to em... and that's probably because eh.. there's a lot going on in it and for that reason its hard to

quantify but ... a lot of the time em.. there are requests that come in from customers I shh..probably shouldn't have to answer them but I do. So..it probably should be left to someone who's kind of in a more senior position but I would do it.

D: And why do you do it?

M: Em.. well either I'm asked to do it by the account manager or the account manager em isn't available so I would do it.

D: Okay so you would do it off your own bat sometimes?

M: Yeah

D: Okay.

M; Well because previously I have been told to do it or asked to do it you know.

D: Right Okay

M: So I have just got into the routine of doing it.

D: All right, would you say there is a strict division between your work and your personal life?

M: Yeah, completely, em like I kinda make an effort not to .. eh.. see any of my colleagues ..work colleagues..you know in my personal time.

D: Okay ..

M: I think that's important because I have my own set of friends.. em.. I mean I have friends here at work but it's kinda good to keep it separate I think anyway because if you see too much of someone em..you know it can strain things.. I think..

D: Right

M: ... strain working relationships or even friendships like..

D: Right – and..and the work itself you ...you wouldn't take that home with you or anything?

M: Eh no..because em..well ..no.. I wouldn't take it home.. unless there was, I was specifically asked to and like there's at the end of last quarter, I was asked to em.. make some bookings at night time, which I did, but em.. no generally I don't feel the need to take it home.

D: Okay fine.. em..would you encourage any of your family or friends to work for the organisation if there were roles or whatever that were available?

M: Yeah, I probably would, it's a good..it's a good company, there's a small group of people which em.. kind of sometimes can be annoying because when you come in on a Friday like and there's four people here but em.. yeah no generally it's good, a good bunch of people so there's no problems, no issues, its grand, my works good, eh..(laughs), the ..the work.. eh you do a lot you have a lot of scope em.. now it's my first job so I can't compare it to anything else but eh.. I can see that there is good scope in what I do.

D: Right and is that important to you?

M: Yeah it is because em..you've .. you get, well for me personally it means I have more experience in different areas and em.. take that with me either within the company or elsewhere.

D: Okay.

M: ...in the long term

D: Okay.. em..I suppose – why have you stayed in the organisation?

M: Eh..why have I stayed.. em..... well I enjoy what I do, I haven't em really .. actively looked for a new job as in applied for anything but I do keep an eye out for others and em I never really saw anything that really stood out that I wanted to do em.. that I was kinda, I suppose I'm always hoping there will be something within the company that I can move into as well but eh.. they're probably the main reasons why so it's like.. the works is okay em.. people are very nice and em.. there is no real pressure on you so the only time there is pressure is kind of end of month or end of quarter and that's you know for a short period of time and then....

D: Okay yep that's fair enough em...and how would you describe the longevity of your career with Pseudo Electronics Ltd.?

M: Em..in what sense?

D: Like how, how would you describe em..how long you might expect to stay?

M: Oh em..

D: .. in the organisation.

M: Hmm.. I don't know, it's ..it's a kind of a difficult one to answer but because I'm talking to the HR manager (both laugh) eh..

D: You can be open..(laughs again)

M: It's off the record is it?

D: Absolutely.

M: Yeah ... no I don't know, like my life is changing so eh I kind of I don't have a lot of disposable income so that's something I want to change and personally I don't think its going to change if I stay with the company so and obviously I reckon.. I will want to buy a house in the next couple of years so for me personally I need to em.. kinda move into a role that's well paying or paying enough that I can get the things that I want and personally I don't think that's going to be within this company so em the longevity maybe em two years.

D: Right fair enough, okay and how do you perceive or what do you perceive are the unwritten promises made by the organisation?

M: Em..

D: Promises, obligations....

M: Well if you are asked to do something you have to do it and it doesn't matter whether its within work hours or not, so eh.. particularly end of month or end of quarter we have to make sure that everything is scrubbed down and if something is not ready to ship it has to em..... either you have to make it ship and you could end up working late hours to do that or if particularly making bookings on the system em.. they can kinda be done at any time during the day and the need can come, can arise that when you get home from work they need something booked so you're kinda asked to do it..

D: Right..

M: ... and you kinda have ..you have no choice but to do it.

D: Okay..

M: you know.

D: ..... and say em.. maybe around the areas, I'll just give you a few examples right of training, maybe leadership like... feedback on your performance, fair treatment, you know things like that, what would you perceive you know.. are the promises to you, eh.. unwritten promises to you in the organisation from the company?

M: Well unwritten promises, in terms of..... in terms of training em.. I don't see that there are any really.. em.. when I first joined like there were regularly training courses and that.. but I think we've only had one or two in the last year, maybe longer em.. so .. I don't, I don't see the company promising me any training courses and I know em...you

know if I see something I would probably let you know or let Anne know and see if anything can come of it...em..

D: So you don't have any expectations from that side of it at all?

M: Em.. no because within, within my role at the moment, like there is nothing that I don't know how to do and there's nothing, I don't think there is anything that.. at the moment that I can get trained on that will enhance my performance at the moment.

D: Okay

M: So and what I mean by that is that I think I've reached.. kinda of eh.... the.....the kinda maximum I can expand on my role already and I kinda have received all the training already to do that so I don't think there's kind of anything else within my role that I would need training on..

D: Okay.. and what in return would you say are the..the unwritten or implicit promises you offer the organisation..like I suppose for an example like to what extent do you feel obligated to work you know beyond maybe your job description, developing skills, work extra hours, things like that, what things do you..do you do for the organisation say that are unwritten that you think might be beyond your...your contract if you like

M: Em..

D: ..your unwritten contract?

M: Em.. there's definitely em.. , there's kinda definitely in any ..any company I suppose kinda pressure eh.. for employees to try and go that bit extra but I think its kind of eh.. for personal gains as well. So you want to be seen that you're doing as much as possible em.. and doing you know a very good job in the..the hope that something might arise in the future and you would kinda be considered for that, so.. that's why I would kinda work to your targets and if there's anything else like... if there's anything else that comes up that I see interesting I would put my hand up and say oh well maybe I would like to do that. You know if it's suggested by someone, not if they come specifically to me but if it's suggested to the group, I might do it. Em.. but it's it's, I think it's hard to explain, for me personally like, em..... I would ..... I think like I would ..... I would do like, I would.. like I've said it already like at the end of quarter or end of month you kind of you have to be available for the company in case something came up and eh.. there's kind of no avoiding that but in day to day things as well like ..... I feel there is an obligation to kinda promote the company... any opportunity I get whether I'm speaking to customers or anyone else maybe that's something that you'd do anyway for your own company... but em..

D: And in what way promote it .. in as in..?

M: Or even defend it... like ..

D: Okay

M: If you know you are in the wrong..

D: Okay.. you still defend the Company...

D: Okay

M: .. because they can't be seen to be wrong.

D: Okay.. and would you say em.... would you trust the organisation .. I suppose you might think of that maybe in two ways .. one the organisation as in the larger group and then I suppose maybe the people you actually work with em.. .. so if you think of it in two ways maybe how would you.. how would you define your trust, your level of trust in the organisation?

M: Em.. I think within the Dublin office like I would trust everybody, because we're very open we do seem to communicate a lot. I know that we don't much cause between HR and accounts but certainly between like marketing eh and engineering we would and like you have to deal with them every day so I think you need to have a good trusting relationship and I think that's there but the company as a whole...(laughs), em. I don't think that there's personally I don't think there is a lot of trust there because things change very very quickly so to..I think you just have to go along with the direction of the company because it can change at any moment and I don't think that ... I think if you are instructed that it's the right thing to do em..and that message is coming from the top down then I think that's.. that's okay to follow.. like you know and I think you need to follow it ..but eh trust it, it mightn't always be right..

D: Right..

M: .. I wouldn't eh.. like I wouldn't ...I wouldn't put my full trust in the company em because like you can see how it changes so quickly like em.. like there were a lot of layoffs in Nashua the day after.. the day we came back from Christmas from January so like what's to say that could happen here you know January next year so trust from that perspective (laughs) em.. no I don't think so.

D: Right okay, okay and em.. what would be your perceptions, just when you mentioned that around job security and promotion..or promotional opportunities.

M: Em.. promotional opportunities here I don't think there are many like that links back into kinda what I see as my longevity here within the company here and eh.. the only way I think there is going to be promotion here is if someone leaves because I don't think a new role is going to open up and.. eh. .... job security, em.....I don't ...I don't think that our roles are very secure here, well I think personally my own role if you look at, if you kinda break it down by function, if you look at customer service like em.. my job is

pretty ..pretty basic and I think that can be managed from China or Mexico em.. for the guys in engineering and that and account managers, em..they're probably I would say a bit more secure than my role em.. so no.. I don't think it's secure at all.

D: Okay..okay.. em.. I suppose could you give me an example maybe of when you talked about change earlier in the organisation and how you might have dealt with change?

M: Em.. well its depends on the change, so if you look at kind of when Pseudo Electronics Ltd. took over Pseudo Total Systems Ltd, when I was.. I was a kind of on contract, so I was kind of left out of the whole process em.. until the kind of end stages and that was a little bit em not upsetting but kind of annoying because it's kinda like agh.. .. and I know I was only with the company a few months but em.. like in fairness everything was communicated to me kinda separately to the group meeting so it was..it was okay from that perspective..

D: Because you were an agency temp was it or?

M: Yes because I was an agency temp so kind of like Anne would have explained everything to me kind of on the side and just told me what was going on and that so from a change perspective like that's really important... you need to communicate effectively and yeah she did communicate effectively to me so there was... .. there wasn't really any problems.

D: Okay.. em..so you.. I suppose what would be you level of tolerance to change and uncertainty?

M: Em.. I don't really mind it like em.. I spoke a few minutes ago about my job being under treat ...potentially insecure like... it, it doesn't really bother me too much if I em.. if I lost my job as I don't have a mortgage and I don't have any kinda real liabilities, so from that perspective like it doesn't matter it would be different if I had a mortgage and if I had a family and if I was married and that...em.. I don't really mind change once like It's communicated effectively, it's .. .it can be a pain in the ass but you just have to kinda get on with it, you have no choice really and kind of once there's leadership from someone so em at the moment like we got an email yesterday about a product line out of the blue changing from Nashua to China and from past experience that's a complete em headache because there are so much setups to do and that and like it's kind of .. it's a pain but from the last change orders .. you kind of know not to put it on the long finger you have to action it straight away and you just get on with it really so I don't mind. I don't mind change too much.

D: Okay

M: ... once it's controlled and once that there's eh effective leadership as well.

D: Okay, alright, em so would you perceive then you know you mentioned communication there was important so you would... perceive that consultation would be

required like if there was anything, if there was a change in your unwritten agreements or promises by the company?

M: Em... yeah, I think, I think ... you would, if, if something was expected of me to change I would prefer if em.. with the person who is instigating the change that it was agreed with me and that I had input into it in other words if ..if something eh or if my unwritten agreement changed with the company then I'd probably (laughs)..you know and I didn't like it and nobody asked me if I liked it or not..

D: Yeah..

M: .... I'd probably give them two fingers and I wouldn't do it.

D: Right

M: .. personally because like that's, that's, I think that's completely unfair.

D: Okay and I suppose that was my next question actually was what would em.. stop you from keeping your unwritten promises in the organisation?

M: Em.. well.... yeah if they changed and I wasn't consulted and it was expected of me and I think if it...if you just change like that without kind of any consultation without someone saying look I know its going to be hard, but you know we'll give you a pay rise if you can do this like if it meant me being available em two nights a week for a conference calls with Mexico or something like that or if it.. I don't know if it meant something more serious...like eh travelling more with the job or something like that, em but I wasn't ..I wasn't asked if it was okay or if I wasn't ...it wasn't communicated to me what was expected of me, you know and if I didn't have input into that then yeah that ..that would change I would probably..

D: Switch you off.

M: Yeah well like, yeah I don't personally think that's fair to do that ..

D: Okay..

M:.. without speaking to someone first about it

D: Okay..

M:.. and asking them if they're okay to do it and if they have any problems and if the support structures are there for them to make those changes happen you know?

D: Okay fair enough, em.. would you say that the relationship between you and the organisation is on an equal footing? ..... like maybe in terms of power in the

organisation like do you think you know that the organisation has more or you have more or how would you.. how would you define that.

M: Em.. I don't think that anybody is more powerful than the organisation, em.. so that's the company would definitely have more so you just kinda get on with what you have to do and just kinda keep your head down.

D: Okay... and do you think the exchange of promises or obligations is equal between you and the organisation? .... So what you give to the organisation versus what the organisation gives to you?

M: Em.. yeah it probably is em.. it's pretty flexible with my working hours for going to college, and that so from that perspective like that's really helpful yeah it is and then what I give back because I work different hours and I put the same amount of hours in each week that I did before they changed so yeah I think, I think it would be equal..

D: Okay..

M: It might not always seem... it might not always seem to myself like that, kinda here you kinda well say ... well you know ..you give a little bit extra, you work very hard but you know you kind of have to think about the other things that you get.

D: Okay.. and em.. would you say that, would you perceive that you are trusted in the organisation?

M: Em.. yeah I think so.. eh.. I think within the Dublin office definitely and then the em..... the functions that I work with em..outside in China and Mexico and that, I would like to think that I am, I think I am, I haven't seen anything to indicate that I'm not trusted.

D: Okay..

M: ...so..

D: Okay ... em.. that's good .. em..how would you perceive you're unwritten contract with the organisation? As in do you think there is similar treatment for all employees or like is it..do you think that it's kind of collective, collectively things are implemented or do you think that people have are more individual unwritten contracts with the organisation?

M: Em.. I think they're more tailored for everybody, you can see it like..... you come in on a Friday and like there's not that many people around because they have ..well they have different working arrangements but they give something back to the company to get that and they probably give back more as well so if you look at the account managers they're probably on-line, taking calls you know every evening, after work as well, they

organisation like do you think you know that the organisation has more or you have more or how would you.. how would you define that.

M: Em.. I don't think that anybody is more powerful than the organisation, em.. so that's the company would definitely have more so you just kinda get on with what you have to do and just kinda keep your head down.

D: Okay... and do you think the exchange of promises or obligations is equal between you and the organisation? .... So what you give to the organisation versus what the organisation gives to you?

M: Em.. yeah it probably is em.. it's pretty flexible with my working hours for going to college, and that so from that perspective like that's really helpful yeah it is and then what I give back because I work different hours and I put the same amount of hours in each week that I did before they changed so yeah I think, I think it would be equal..

D: Okay..

M: It might not always seem... it might not always seem to myself like that, kinda here you kinda well say ... well you know ..you give a little bit extra, you work very hard but you know you kind of have to think about the other things that you get.

D: Okay.. and em.. would you say that, would you perceive that you are trusted in the organisation?

M: Em.. yeah I think so.. eh.. I think within the Dublin office definitely and then the em..... the functions that I work with em..outside in China and Mexico and that, I would like to think that I am, I think I am, I haven't seen anything to indicate that I'm not trusted.

D: Okay..

M: ...so..

D: Okay ... em.. that's good .. em..how would you perceive you're unwritten contract with the organisation? As in do you think there is similar treatment for all employees or like is it..do you think that it's kind of collective, collectively things are implemented or do you think that people have are more individual unwritten contracts with the organisation?

M: Em.. I think they're more tailored for everybody, you can see it like..... you come in on a Friday and like there's not that many people around because they have ..well they have different working arrangements but they give something back to the company to get that and they probably give back more as well so if you look at the account managers they're probably on line, taking calls you know every evening, after work as well, they

are just, they have to do it they have no choice, you know so I think..I think it's tailored to everybody and provided you are flexible I think the company will be flexible with you.

D: Right, so therefore, would you say there's perceived fair treatment in the organisation?

M: Em.. ..... no I don't think so... I think some people do take liberties as well. em.. which annoys me cos I don't think I would, I would try not to, I don't think its fair to do that em...so..yeah I do think some people take liberties which aren't..... not that they're, they probably are ignored, em... to an extent, it depends on the function as well and whose in charge or whatever..but em...

D: In way I suppose would you ...would people taking.. take liberties in the organisation?

M: Em..... (sigh)..

D: You don't have to answer if you don't want to Michael.

M: No its grand, I just em.....just some ...some people might em.. might.. take off in the afternoon, go away for an extended lunch or come in late to work and eh just think that that's okay or even just spend their time searching on the internet ...I don't think that's okay.

D: Okay, Okay.. em.. okay.. can you recall an incident at work where the organisation exceeded your expectations?

M: Em..... an incident..

D: An example, it can be something small or it can be something big.

M: Alright... em....

D: Just something where you thought, you know, the organisation's gone beyond what you thought it would.

M: ..... Probably em, I remember when I first, I first eh... when I became a full-time employee I got a pay rise and I kinda wasn't expecting it then, at that time em.. that probably was em, one, one of those situations kind of that was nice, I was expecting it, I got a pay rise em.... but I don't know if that was... I don't know if that was linked to performance because I remember eh..(laughs)... I remember during my interview with the HR manager at the time, he asked me what my eh.. wage expectations were and I was kinda straight out of college and eh.. I said a figure and eh..(laughs) and he said oh that's grand, I think we can do that so straight away, I kinda I felt like I had sold myself short on expectations for a wage so em.. maybe that was just .. em that being corrected, I don't know..

D: Right... but at that time it exceeded, you weren't expecting it as you said?

M: No I wasn't expecting it.

D: Okay, em.. I suppose, I suppose how, how did that at the time, how did that affect maybe your commitment?

M: Em..yeah, it would have reinforced just kinda made it a bit stronger like, so I think of you are rewarded, if you think you are being rewarded fairly for what you do em.. then ....I think .....for me personally, it's probably not going to be the same for everybody but for me personally, I think that if I'm rewarded and if you are kind of made feel that your em.. you do a good job or whatever, then yeah .. you will be kind of more, more inclined to work harder.

D: Okay.

M: You know strengthen, the unwritten...

D: Fair enough and how, how satisfied are you in your em.. current job?

M: Em..... I'm not really.... that satisfied, I feel like I've kind of reached the maximum that I can, would .. kind of..as far...I've gone as far as I can with this role and eh.. it just to me seems to be at the moment very monotonous and repetitive, and em.. I don't really enjoy it so..

D: Okay, and so in your goals in your performance, there's nothing, you can't see that the ..the.. the scope of the role is what's constraining you is it?

M: yeah because em.... I've..I've.. had so many conversations about this, it's the, they're the core activities of the role so..

D: Right..

M: ... to increase scope you have to drop them and that's not going to happen, so..

D: Okay

M: .. there's nothing that can be done, to..well not that there's nothing that can be done but you would, I would still have to spend the majority of my time doing the core role which I don't enjoy.

D: Unless the opportunity came up to move or something like that..

M: Yep

D: Okay.. and did you enjoy it at any point in the role...

M: Oh yeah I think you enjoy anything when its new but..

D: Okay

M: You know when you consistently load seventy percent of the orders in the group (sighs), you know it's, there's ...there's nothing to enjoy about that it's the same thing your doing maybe five hundred times in the quarter.....it's not..

D: Okay, and em.. would you say that your commitment would be to your career or to the organisation?

M: Eh... I think its to my career at this point in time..

D: Okay.. fair enough... em.. how well overall has the organisation fulfilled its written and its unwritten promises to you as an individual?

M: Em..... on the written side its eh...you know its...its fulfilled it.. em. it would always be nicer if there were a few extra .you know a few extra things .. but eh.... for the work that I do you know I think yeah its kind of fulfilled it.. and on the unwritten side, em.. its kinda always been said to me that.... well look, if you look at it from the unwritten side....I kinda work as hard as I can so that something will come up and you'll be considered for it and in the five years, four years that I'm here nothing has come up so you know, em..from the unwritten side, you work as hard as you can and you do all the things you feel you need to do to get ahead but, nothing has arisen so..

D: Okay

M: Not that its been in vain because I've learned a lot you know, but ...

D: But your expectations are low also that something will come up given the size of the organisation..

M: mmm.. yeah.

D: Right..okay.. em.. can you give me an example of a particularly negative incident and how it would have impacted your commitment?

M: Em... there aren't really too many..... em.. .....the..... the most.. the most, em...the one I can think of at the moment is when Anne the supervisor announced that she was going to go on maternity leave and eh.... I think what the idea then was that (sigh) Sean would take her role and all of his work would be handed over to myself and Ciara. Then Ciara decided that she was going to leave so the negative point in that was that Ciara wasn't going to be replaced and eh.. which meant that we had to kinda double our workloads then by taking on Ciara's work and Anne's work as well. Or sorry em..

there was some work... Anne did have some accounts which we were gonna take off from her as well and Sean was going to be the supervisor but em.. we were, myself and Ciara were going to take them on but when she left then it kinda meant that Anne and Ciara's had to be taken over by myself and Sean and em... I said at the time that, it was kind of like that change question you asked about, em.. we kinda just taken into a room and just said well okay look this is what's happening and this is what you are going to do now meaning this will be shortly what you're going to do on top of what you do already. Em.. and I said well okay so if this is what you want me to do where's em..where's the reward for doing this you know, where's the.. the extra money for wanting me to stay until everything is done every day of every week you know..that was kind of a little bit for me I found em frustrating because it was kind of like eh.. yeah, Ciara's leaving but we are not replacing her so you guy's can do the work ....now..

D: And that's how you felt about it at the time?

M: Yeah?

D: Right... and how did that impact your commitment?

M: Em.. I was really annoyed at the time so,... em...em.... my.. I remember saying as well at the time..that okay so there's no incentive for me to work to get everything done so if I.. if it comes five o'clock and I don't have the work completed I'm not staying after five so I said that to him.

D: And what was the response?

M: Em... it was one of kind of well you know em.. you're gonna have to be flexible because em.. sometimes things have to get done and if you are not flexible, he was basically kinda saying well you know don't put your head up, don't make..don't make em..yourself noticeable because, it was at the time of the redundancies as well and I think it was kind of hinting that if you kinda make a scene about this or if you kinda take that attitude that potentially you could be next so that was the kind of the impression that was kind of portrayed to me.

D: So you felt threatened?

M: Em..... not that I felt threatened, but ... yeah well a little bit .. but em... I think it was also like a hollow threat as well so..

D: Okay.. right.. em... can you describe what challenges exist in working for a complex organisational structure like Pseudo Electronics Ltd.. I know you mentioned, you know that you have four different people that you em work closely with and you feel you report into kind of albeit that they are not formal reports... so what type of challenges do you find?

M: Every so often something arises eh.. and you don't know who to contact, and there's kind of no, there's no eh.. organisation charts em... or there hasn't been until recently.. you published them right..but em.... they give you organisation charts but they don't give you eh.. specifics so you don't know who is working under certain people....and a lot of the time the functional area managers don't reply to emails cos they are either travelling or they're busy so they don't eh.. a lot of the time I find they are not helpful. Em.. so it can be difficult to find the right person, so you might spend a couple of days trying to do that and then get, get things actioned ...em. sometimes people are just unhelpful em.. some of the shipping people are unhelpful in Nashua so particularly if you have an order shipping from there it's.. eh.. you know if you have any kinda questions from the customer about an order ... you know it's really difficult and it actually puts you off trying to contact them.

D: Right.

M: And the same with some of the planners, some of them are really really unhelpful and they are kind of em. abrasive as well so they don't give you updates when you need them so the relationship there isn't, isn't great really....but em..

D: And what would the type of things that you've tried to do to overcome those challenges?

M: Em.. (laughs), the guy in shipping in Nashua, nothing seems to work like he doesn't answer his phone em.. and if you leave a voice message, he'll send you back a short message. Em.. the planner em.... sometimes..... it depends, because she's the last planner and there's still a lot of product so she's under of pressure herself so I can kind of understand why she might be short or she might ignore you but it's no excuse to ignore someone so the company have rolled out a new kind of process for getting commits from planners where they can measure them....so you don't do it by email, you do it through a web based tool and they can measure response times on it. Em.. but even so.. sometimes you still don't get replies but at least someone is looking at it now.

D: Right

M: ... and someone outside can speak to her you know the person who is managing that can speak to the planner.

D: Okay, all right so there is some level of control around it then?

M: yeah a little bit.. its eh..... It's eh.. kind of... it's not the cleanest way to do things..

D: Right..

M: ...because sometimes like if you ..you need, you need, something from her, and you want to get the best possible commit, so there's always that at the back of your mind that

if you go to her manager and complain then you are never going to get what you need. In future because she's the only person there who is doing it.

D: Right .. okay, all right, em.. I think the final question.. you may have answered it already with em.. in other examples but perhaps I'll try it anyway in case there is anything additional you might want to add,

M: Yep

D: .. if you can give me an example of a time that a promise made..was made to you and was specifically broken em.. to you in your role?

M: em....

D: so it would be a promise, a perceived obligation or an expectation really.

M: Yeah, I don't know, there was never any specific promises made. Everyone's been really careful to say well you know potentially something might come up in the future.

D: Okay..

M: So you're talking about job roles..they can't, and then they don't put a time line on it, cos they can't

D: Right ..

M:...cos they don't know so from that perspective, I've never felt I've been made a promise that hasn't come true or anything like that .....

D: Right

M: ..no...but sometimes it can, you can be misled to believe that eh.. something will come of em... you know some of your actions, when they don't you know.

D: Okay..so you might have perceived that there might have been something on the horizon if you like, you're thinking promotion wise is it?

M: Yeah, maybe.

D: Okay, all right, em..I think that's it.. that's em.. fifty minutes I think has just gone by so we'll cut it at that, thank you very much Michael.

M: Grand.

END OF INTERVIEW

## INTERVIEW COVERSHEET & CHECKLIST

**Interviewer:** Deirdre Flood (D:)  
**Interviewee:** Sean Duffy (S:)  
[Name changed to protect identity]  
**Sex of Interviewee:** Male  
**Job Title:** Customer Service Representative

**Date & time of the interview:** 17<sup>th</sup> April, 2009 at 12 noon.  
**Place of interview:** Offices of Pseudo Electronics Ltd  
[Company name changed to protect identity]  
**Interview Method:** Face to face  
**Recording Method:** Digital Recorder  
**Interview Sequence:** Interview 5 of 8  
**Approx length of interview:** 39 mins  
**No of pages in the transcript:** 18

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**Has the Interviewee read and understood the Participant Information Sheet?** YES

**Confidentiality assured?** YES

- ✓ The name Sean Duffy is a pseudonym used to protect the identity of interviewee.
  - ✓ The company name; Pseudo Electronics Ltd is a pseudonym.
  - ✓ Also, all of the names of people mentioned in this transcript were replaced with false identities.
  - ✓ The deposit copy of this transcript with NCI is not permitted for public or library use.
  - ✓ Audio files of this transcript are available upon request for the purposes of grading this dissertation.
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**Notes & Observations:**

## Transcript of Interview 5 - Sean

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The transcript starts after the participant information sheet is reviewed and signed.

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D: Okay... today is Friday the em.. 17<sup>th</sup> of April and it's eh.. 12 noon and I'm interviewing Sean O'Reilly. Em.. Sean you've read the participant information sheet..

S: I have.

D: .. and you're happy enough with everything and you're okay to use your name etc..

S: I am.

D: in.. the paper.. okay that's perfect... em okay that's that.. Just a few questions em.. eh.. how long have you actually been with the organisation ?

S: .. It's eight and a half years.

D: Eight and a half years..

S: Eight and a half years

D: Okay ... long enough

S: Yes..

D: Em.. what is your role.. can you describe your role and the reporting structure ?

S: Well my role is em... is called in the company a customer service rep.

D: Okay

S: Eh.. basically my role is just to be the first point of contact for all customers for any issues.. in.. all the way from ordering of parts to the production through quality issues.. em.. finance issues all that sort of stuff...

D: Okay

S: .. em... and then the reporting structure is basically Anne Smith is my supervisor..

D: Right

S: .. and Anne reports into Robert Kirwan who's the Global Marketing Manager and also for backplanes and also I suppose the MD of Dublin and then.. from there on in.

D: Okay.. perfect... and who do you perceive are the the agents of the organisation so who represents the organisation to you.. or even..not even a name but even the function.. what .. who do you see in the organisation or what function do you see ?

S: In Dublin in particular or...

D: No... the organisation as a whole..

S: Well.. I suppose .. the first level would probably be would be Robert em.. the marketing manager probably because... he's who we see. It would have been Conor I suppose for a long time was the face of Pseudo Total Systems Ltd as it was at the time less so when it became Pseudo Electronics but very much so the face.

D: Right

S: Then I suppose from Robert...any of the guys that come from the states.. the likes of Bruce Wayne, Richard Shevlin, people like that, they would be the people I would see as being the embodiment of...

D: So the presidents and the Sales Director and..

S: Yeah absolutely.

D: Okay alright..and on a day to day basis who would you..what functions would you interact with I suppose in the organisation?

S: Well I suppose the first I would interact with would be everyone basically I suppose, from the planning team at the plants..to the finance group in Nashua and China..

D: Right

S: ... people like that.. and the marketing group obviously.. .. so you have all of the different account managers people like that..

D: Do you have a specific .. that you are aware of .. a specific written job description ?

S: No..

D: Okay..so how is your work determined ?

S: Sorry, Deirdre.. when I say, when I say no ... I don't have a contract which says Sean this is your role, this is the job you do.. I never signed a contract that says that for the Customer Service Role. My contract still says that I work in the returns department in Cavan.

D: when you were initially hired...

S: So, I suppose my... the the functions of my role are very well set out in the company because it is a function that is always been done .. passed down I suppose from people who did it before me. And then I suppose when I joined the customer service group it would have been through training with Anne and stuff that Anne would have passed down, this.. this is your job and this is what you need to do.

D: Right..

S: and then we go from there..

D: So em.. Anne would kinda outline what your work content is ... would that be right your supervisor?

S: Very much so.. yeah very much so .. now I have seen since, for example, when we hired Michael or when we hired Ciara I would have seen the .. the job specs that we would have done out for those guys..

D: Right

S: So for people that would have joined more recently since I joined.

D: Right

S: But when I .. when I was hired to a customer rep it was like the person I was replacing was leaving in two days.. so there wasn't really.. you know what I mean there wasn't, there was no jobs spec out there.. do you think you will be fit for this role and I said yeah..

D: Right .. okay. And does that job spec when you read it does that represent anything close to your role at all no?

S: very much so... em...yeah well especially because.. that job spec itself.. was done out by the likes of myself and Anne so it we.. it wasn't necessary done by someone at a higher level who wouldn't necessarily know what we do on a day to day.

D: Right ... gotcha .. perfect..em... how is your performance measured in the organisation.. is there a formal process or an informal process that's used ?

S: Well it's ...I suppose it's the same as everyone we have our yearly performance review but more day to day we have a certain set of metrics... which ..although they are not reported on maybe as stringently as they used to be ..

When we were Pseudo Total System Ltd... there's stuff like em.. order entry metrics.. order entry accuracy and we use stuff like on time delivery and stuff...On time delivery isn't as much a a measurement of my performance but its the measurement of how we are controlling the..our accounts..

D: Right..

S: So there's no.. day to day there is probably no real formal measurements of our work but there is the yearly.. where basically we sit down and have a chat with Anne..

D: Right

S: and that would our full .. performance review..

D: Right ..and when you say you'd have a chat... like are there objectives set or do you...or would be the structure of that?

S: well the structure would be is that..we go through the year em.. there is the set performance review em..there's a standard sheet which basically goes through different things like reliability, dependability, flexibility all that sort of stuff and then we would look at the objectives we would have set the year prior em which could be anything from personal goals for for your own development or business goals which would be goals that would align very much to, I suppose to the goals of the organisation . So we we review how we did in the last year against that and then we set objectives for the year afterwards

D: Right

S: ...and then we go from there.

D: And how satisfied would you be with that process?

S: Em..

D: Do you think it works well?

S: I do think it works well I think it works well when we have a manager who's involved. I 've done them previously in an organisation where the manager I was

reporting to didn't, wasn't really involved in the department I was in and I didn't find it a very em..worthwhile exercise because you spend most of the time explaining what you did to the manager. But with a manager that's involved and knows the ins and outs of the problem ... its very good cos you get past all that straight away and you really get down to the nitty gritty of ... what we did what we can do better better and how we're going to move the whole department forward.

D: Okay

S: so .. I find that when you, when both sides are switched on to it it can be a very good process.

D: Okay do you think the organisation could be improved if it were unionised?

S: Em if you had asked me that six months ago I probably would have said .. actually if you had .. asked me that when we were Pseudo Total Systems Ltd, I would have said no... but there was a couple of instances especially in the move from Pseudo Total Systems Ltd to Pseudo Electronics that I would have said if we had a union here the the needs of the employees might have been looked after slightly better. Em I never felt there was need for it before because with all the American companies the multi nationals they don't, they usually look after people very well.. so it's not necessary but you know yourself there was a couple of wee things we lost here and there .. that a union might have helped us with.

D And what would that have been?

S: Yeah.. well.. we lost some of our benefits when we went from Pseudo Total Systems Ltd to Pseudo Electronics em, we lost stuff like em, shares, options and all that sort of stuff which, and there was also a change in the em.. study policy of payment of courses and stuff like that which I think if you had a union they may have put the breaks on and said listen guys yous need to think about this but we just signed over straight away because we trusted the management of the company.

Like it hasn't really affected me that much.. em.. but I can also see maybe the times that are coming, what might happen in the next six to nine months that a union might be helpful....

D: Right

S: If you know what I mean. Just, I think sometimes if if... em there can be a feeling that if you don't have a body to represent the employees that if things change.. and it's a very changeable time at the moment ... if things change they change very quickly and people can be steam rolled .. steam rolled slightly and that would be the worry.

D: Okay.. em.. so.. do you .. I suppose another question would be do you actually trust the organisation... and that is probably at a two levels... both from maybe the group at a local level and the organisation as a whole.

S: Em..well trust is probably not... I don't know if I would use the word trust because that's just a bit personal.. but like I would trust the people in .. that I would work with in Dublin.. I would trust Anne and I would trust the HR manager...and people like that.... But to say that I don't trust the em... the organisation at a higher level .... It's not that don't trust them it's just that they they make decisions very much on the bottom line and stuff like that . So I think that where as I would have faith in the management of Dublin I wouldn't necessarily have faith in the management at the higher level and I think they could very easily pull the rug out from you at any time..

D: Right...

S: ..and they might not necessarily have the employees best interest at heart.

D: okay...

S: that's what I understand..

D: Okay.. em do you perceive you are paid a fair wage for the work that you do?

S: Yeah .. I do

D: Right... Okay ..em how would you describe the longevity of your career with Pseudo Electronics ?

S: Em...

D: So how, you know ... I suppose, the extent how long you intend to stay with the organisation?

S: I would say that .. if situations... if circumstances were different in the country as a whole economically... I wouldn't say that my I would see my time with Pseudo Electronics lasting much longer.. em.. and probably the reason for that is .. that I don't really see room to move .. em.. I've I've been in two main posts in this company since ..I started.. one was four years and then the fourth year the role I'm in now .. but the...because especially the Dublin office .. it's such a settled office at the moment .. there is no really where to move ..em.. the people at the level above us are not moving on so there's never going to be something coming up there so if there was a better economic situation and there was more jobs about I'd say maybe there's a chance that I would have reached the end of where I would see myself going in Pseudo Electronics and I would move on.. but those jobs I suppose

are not out there at the moment I suppose the answer to your question is I'll be here as long as..... there is nothing else maybe.

D: Okay..

S: Both internally and externally.. I don't see anything else coming up any time soon so I would think that externally would be the only option for any sort of growth or development in my career.

D: Okay .. and... moving on from that, going backwards.. why did you stay with the organisation at the point that it was taken over?

S: Em..very much the people involved in the organisation em .. a lot of trust .. for the the ... trust...a lot of .. really enjoyed working with the gang of people that I worked with .. I do enjoy the job and its good work .. its interesting and varied and I also have a lot of time for the people I work with .. the likes of Anne .. Mark.. sorry ... my supervisor, account managers em.. basically anyone in this office .. there is no one I'd have trouble working with and I've known from working in other places that .. that's not easy to find always having that sort of a structure around you .. of people that you can really work with so thats probably the reason..

D: Right

S: .. and also like I say.. I do believe I'm paid fairly.. I get paid okay.. for the job I do so..so there was no real financial reason for me to move.. the only reason I would consider moving on now is just for growth.

D: Okay.. alright. Em.. what do you perceive are the unwritten promises that might have been made in the organisation ?

S: Em.. good question.. the unwritten promises that are made by the organisation is that there would be .. that there would have been more room for growth I suppose.. em but that was taken out .. when I joined the Company first there was quite a lot of room for growth.. eh.. quite a lot of room to move on.. basically because the manufacturing was still in Dublin .. so there was still quite a large organisation in Dublin and you could and you could map out a path in your head of two or three years here, two or three years there move on, and move on. The way I suppose the world has changed that has been taken out of the situation cos there is no real room to move here.. em.. I suppose the unwritten promises if we just go with the precedent of how well Pseudo Electronics stroke Pseudo Total Systems looked after people previously in situations of where say redundancy em.. that I would see that as like an unwritten promise in that the same sort of things would be carried on.. I know we're a different company now we are Pseudo Electronics but Pseudo Total Systems Ltd were always a Company that looked after people and that's what I would probably see as one of the unwritten promises of the company.

D: Okay.. alright and what in return say would be the explicit and implicit promises that you would actually make to the organisation ?

S: Well.. I think if ..if.. you were to look at .. we spoke earlier on about the job spec.. that we looked at. If you looked at that job spec.. thats the written promise that I make .. that I sign on to that and say look this is my job and this is what I'm gonna do. If you compare that to what we do day to day .. we and when I say we I mean the customer service group.. I mean.. in particular I suppose go above and beyond that at all times. Very flexible.. if theres ever a need for flexibility we'll give it.. theres not too many people here that work a nine to five week so whereas our our written promises that we would be in the office from half eight to half five and we'll work to 100% of our ability and we'll do this job but we go above and beyond that and that's the unwritten promises that .. we don't mind taking phonecalls at seven o'clock in the morning from China.. we don't mind taking phonecalls from Mexico at seven o'clock at night .. we don't mind putting in the extra hours .. we don't mind going that little bit extra.. to make sure the customers get what they need basically..

D: Right

S: .. and then as a direct affect the company gets what it needs.. and that's more business..

D: Okay.. what would be your or I suppose what would stop you from keeping those unwritten promises?

S: Em.. I suppose I ..I would find would stop me from getting from doing those unwritten promises is that other people in the organisation don't feel the same that's the feeling I would get. Em.. once again I'm not talking about people in this office I'm talking about .. say at the production sites where you find that say that just to give an example.. where say that in a day I could be on a phone call at seven o'clock in the morning with China and that at half six in the evening with Mexico.. so I've worked nearly the 11 hours in that day sent out an email to the Mexico planner say and I mightn't get an update for two days. So if if.. not everyone's going in the same direction that's the sort of thing that would make me say.. well is this a company thats really worth breaking your heart over or really working that extra bit if.. if everyone in the organisation isn't doing it, so..

D: Right

S: ...that would probably be the .. the only real thing that would kind of stop me from doing that..

D: Right okay and do you think that that's a cultural thing with the folks in Mexico or is it something..

S: Em..

D: .. do you know why?

S: Well I have no doubt that they are equally that they're.. I don't think there is ever a case where people are deciding not to do something... they are probably busy at the same time but I would see that if someone is that busy that they can't get back to me for two days.. then there is a reason for that, then that goes to their management and then why aren't, why haven't they freed up a resource or why haven't they organised it better..

D: Right..

S: So thats.. I don't think there is a cultural thing of people that just like decide not to do something. There is nearly always a reason for it but... if someones too busy to come back to you then that needs to be looked at you know so..

D: Alright... and what would be your em.. perceptions I suppose on job security and the other side of that was promotion but I think you've hit on the promotion already.

S: Yeah ..

S: I suppose job security Deirdre .. em.. probably the same for everyone in the country who works in a multi national you're kind of looking... looking over your shoulder all the time... em.. and like I say I don't always think that.. this.. this company.. the company that we are in Pseudo Electronics very much looks at the bottom line.. that's the impression we get.. the bottom line is .. the the deciding factor in nearly every decision so we might be seen as a bit of a luxury here in Dublin because we probably get paid more than... well we do get paid more than the CSR's and the engineers in the low paid or the low cost centres and .....I .. I would say that we would be at risk quite a lot of the time because if someone is looking at.. if they're looking at say for example.. if things like travel and stuff like that is tightened down to such a level that no one can fly out of Dublin even to go to .. to England or or even go to Europe.. if they are looking at costs that much surely someone has be looking at Dublin and saying well Dublin costs us X dollars a year someone could to this job quite well in Mexico or quite well in China .. probably not to the same level as us because we have more experience and I suppose we are a little bit focused and there's a different culture here but I..I.. I would think job security probably isn't as good as it would have been a year ago which is probably the same in every company...

D: Right

S.. in the country.

D: Okay.. em would you say that you would have I suppose a strict division between.. your work and your personal life ?

S: .. can you explain.. can you flesh that out ?

D: Would you.. work from nine to five .. go home and .. you're at home as in you don't do work at home or do you take work home or do you like does it blend, does your work life blend with your home life in any way?

S: Well ..

D: Or do you keep it separate.

S: I wouldn't so much work at home.. but work bleeds into personal life quite a lot in that the nine to five I don't know when I've worked a nine to five here, you know what I mean so it bleeds into it .. in that I never talk about work when I'm at home.. I would very rarely work from home but work would be .. it definitely affects home in that.. because leaving the house at half six in the morning or seven o'clock and not getting home till eight o'clock at night because you might have had to stay till seven you know yourself like that affects.. your whole life because of fatigue and stuff but.. work is not something I take home.. you know what I mean.. I wouldn't carry on if I'm under pressure at work.. once I'm in the car like I do switch off like you know what I mean... I might be late getting into the car but it doesn't come home with me.

D: Okay..

S: ..no.

D: And have you ever had to sacrifice I suppose family time to do work for the organisation? I think you may have hit that already..

S: Yeah .. yep ...definitely

D: Would you encourage any of your family or friends to work for the organisation? ...if a position were to become available.

S: Em.. that's a good question.... I have done in the past.. in that, my colleague is is a friend of mine who I recommended to the company.. Now we were a different Company then when I recommended him.. but still if if someone was to come to me and say.. I've a job application here I would say yeah.. this is a good.. they are good people to work with especially in Dublin so yes I suppose is the answer.

D: Okay .. alright..em.. can you give me an example of change in the organisation and how you dealt with it ?

S: Em.. well I suppose the biggest seismic change that we had here was the eh.. was the moving of production from Dublin to Mexico.. so we we went from .. when I say Mexico, Mexico and China, the low cost reg regions we we became a fully functional production facility to basically just a marketing and engineering office .. and how we dealt with that was.. I actually think the teams coped with it very well. ... em.. Nashua the other I suppose head cost centre went through something very similar.. recently and I don't think they handled it quite as well.. em.. personally how I handled it em.. I suppose there's different levels... On a business level I think we just got.. we just did it .. we were well prepared for it, we knew it was coming .. we all went through different processes.. we had the tools there to help us.. we were still working in a TQM organisation at the time and we had the tools to help us. On a personal level it was obviously a bit of a change going from a three hundred people organisation to a fifty people organisation. There was obviously people that went because of that but I think we just got on with the job and just got it done. I think this is a company that's quite good at change, quite used to change and quite good at handling it because like I say we have the tools for it and there is quite a lot of communication between the different departments so I think we handled it quite well.

D: .. and when you say tools.. is that the TQM tools you're talking about is it the..

S: Yeah so, so..

D: Seven steps and...

S: Seven steps and stuff like that ... so at the time we would have been actively using those tools and now whereas we don't use those tools there is still enough a people here who would have been familiar with them.. that it kinda becomes part of the culture .. in that you use the tools you would have had in seven steps to solve problems without actually doing out the seven steps .. you use your four W's and a H .. you use action plans and stuff like that. It came the old TQM organisation.

D: Right..

S: .. and bring it through to the..

D: And would you say I suppose your tolerance to change would be quite high ?

S: Mine personally, yeah.. yeah.

D: Alright... em do you perceive that consultation is required by you or the organisation before changing the unwritten promises or agreements that would be in place?

S: Unwritten promises between me and the company?

D: Yes

S: Em.. well that's kind of hard because they are unwritten and if they are unwritten then eh you are going to go on assumptions and so there's the assumptions that the company has on me and then there is the assumptions that I have on the company and they are never really spoken about em.. the unwritten ones.. so .. probably.. obviously I would like that if there was any changes from the Company to me that it would be verbalised but its not something I would expect from the company.

D: Okay.

S: Em..because I think if its, if its.. written promises then we have very good structures as to how that's communicated em.. but if it's unwritten its kind of hard to expect someone to say.. by the way I've never told you this is happening but we're changing it.

D: Right

S: Do you get me ?

D: Yeah

S: Do you know what I mean ?

D: Yeah..

S:.. but I do think .. like we're always kept very aware if there is anything changing in the horizon from, from a personnel level.

D: Okay .. alright... How would you say the relationship is between you or would you say that the relationship between you and the organisation is on an equal footing in terms of I suppose power between the two.

S: Em.. well I would feel very much especially the way things are going at the moment its very much balanced towards the company basically because I think the employee has more power in a situation were there's alternatives for the employee so that .. you can be in a situation were you can say I don't like my situation here .. I've taken these steps to change it you can either meet me or I can move on. But in the current situation .. the current climate we are in that situation is kindof gone we are very much an employer's market at the moment were as there's not that many alternatives so.. I think the power is very much with the company at the moment..

D: Okay.. and do you think that the exchange of promises the unwritten promises and obligations is actually.. between you and the organisation is balanced ? like for what you give the organisation to what the organisation gives you.. do you think that that's actually balanced ?

S: Well.. I suppose you could look at it .. if you strip it away down and say I'm paid a wage to do my written promises.. so I'm paid a wage to do this, this and this because that's what is written . the company doesn't really give you anything extra for doing the unwritten things but I think that's assumed in all jobs.. you know what I mean, you have to do...go above and beyond every so often em... I think that the incremental rewards as you develop in this company isn't always the best.. isn't always .. em structured that well for example the pay increases year on year.. where as I'm happy with the way things.. I do know that the pay increases are quite quite small.. when I say quite small I'm just comparing that to people that I know that would have been at the same level as me say when we joined the company did the same courses at college and would have moved up XXX

D: Right

S: But.. your paid to do a job and if .. your job includes like I say, doing those unwritten things above and beyond then you just have to do it like.

D: and why do you feel the need to go above and beyond your job?

S: Em.. probably down to the people again.. probably down to the people you would be working with .. because since I've joined the company I've been surrounded by people that would have done that.. I've never worked with anyone who has dragged their heels .. I've always worked with people that themselves did that and I suppose there is a direct chain here that if you let something slip someone else is affected by it whether it be your account manager because the customer goes to them or whether it be the planning team because you haven't let them know something is coming down the line there is always a chain and you you kinda of hope that by going above and beyond you can make those lives people's .. those people's lives easier and your own that they'll do the same.. and that's kind of going back to my point of you never mind going above and beyond once other people around you are going above and beyond.

D: Right

S: .. that it's a two way or three way thing.. you know ?

D: Okay.. em... I suppose the other question I would have would be ... how do you perceive your unwritten contract with the organisation.. would you perceive it to be equal treatment for different people... so is there kind of a collective arrangement or do you think that individuals have their own contract I suppose with unwritten contract with the organisation?

S: Em.. I think it's more of a collective.. I think its more from understanding your question correctly your saying do you think say myself and an account manager .. the account manager would have a different unwritten contract..

D:.. unwritten contract...

S: yeah..

D: .. do you think it's an individual thing for each person or do you think that it's a collective?

S: it's .. it's not as defined as an individual but it's not as .. but it could be to a job role.. but I do know that an account manager would be expected to go to take on a little bit more ... of those unwritten promises and stuff like that.. than say a CSR would but I don't think it's ever down to an individual.. I think it's probably more equal than that in this company everybody is expected to do what they are expected to do and if I think everyone is kindof, treated the same you know what I mean I don't think there is anyone who would be getting preferential treatment if they do a job the same as I do it...

D: Right.

S: ... I do think there's a balance there.

D: Okay .. Em.. can you recall an incident at work where the organisation exceeded your expectations ? .. and it can be a small thing or a big thing.

S: Oh well.. most recently .. this VHL... this .em... I don't remember the name of thing off my head .. this

D: The EAP..

S: The EAP.. I actually thought that was well above and beyond the company and its something I think was very very useful.. I actually think it would have been very useful.. when we were a bigger organisation but and I still think it's .. that's something that the company didn't have to do but like I say it's written now but it was never something that we had been promised or told we would get and it's something I think that's very useful..

D: Right

S:.. that would probably be the best..

D: and how would .. did that have an impact on commitment in the organisation? or how did that impact you ?

S: well I suppose because at the time that its come .. where its very easy I suppose.. there is always talk about eh.. when we moved from Pseudo Total System Ltd.. which was sort of nearly like a family.. to Pseudo Electronics which could be seen as a bit more of a faceless corporation off in the distance, it was very much of a Pseudo Total Systems Ltd think to do much more of a throw back to things that would have been done in the old organisation were it was a bit more .. of the Company looking out for people.

D: Right

S:... but then again I have to look at that and say.. the people in Dublin that chased that down it was the HR people and the MD rather than Pseudo Electronics that pushed that and so I suppose it reinforces my commitment to the Dublin people but there was never any doubt of my commitment to the Dublin organisation I don't know if it added to my commitment to Pseudo Electronics as a global organisation.

D: Right.. okay.. em and I guess .. question that falls from that would be .. is your commitment to.. or how would you describe your commitment is it to your career or to the organisation?

S: Em.. see I would like to say career right (laughs).. because I think it should be to career but there has been plenty of instances in the past where it hasn't been that the organisation would have been my priority and when I say the organisation again I'd be talking about the Dublin organisation .. the people... like for example where in the past em.. I would have got job offers from outside where they would have been looking back now it probably would have been better for my career path because it would have moved me into different things but when, when I spoke to the Dublin organisation to my manager and their managers they would convince me whether they would have improve my package but they would convince me to stay and I would have stayed somewhat out of loyalty to who they were..

D: Right

S: So.. I probably think that if I would... if I was looking after myself I probably would say that it should be a career but it probably hasn't always been..

D: Okay

S: .. probably a bit to the organisation as well.

D: Okay.. and how satisfied are you in your job at the moment ?

S: 90% of the time.. .em.. most ... say maybe 75% of the time definitely satisfied the things I suppose that wouldn't satisfy me is that I've mentioned a couple of times during this is that the room for growth worries me quite a lot ..em like I say

I've been eight and a half nearly nine years here and I just don't know where.. I've kinda hit the ceiling of the jobs that are available in this location. I know that there is other jobs available in Pseudo Electronics but that involves moving out of the country and that's not something that I'm prepared to do so that's probably.. where I'm at.

D: Okay.. and how well overall has the organisation fulfilled its unwritten promises that you believe is owed to you ?

S: Well.. I suppose the written promises... Deirdre.. I could say it every week .. every two weeks so that's what the written promises are.. the unwritten promises, that's a very good question because.. ..... that is a good question .... Can you give me an example of what you think you're asking me .. what you would think an unwritten promise would be from this company ?

D: Sure.. em.. training, leadership.. em.. also I suppose fair treatment., feedback on performance things like that ?

S: Yeah .. well.. yes see I suppose once again it always comes to two levels and I suppose its maybe .. from the Dublin office point of view not to keep harping on to it ..

D: Yes

S: but I would definitely say that all the unwritten stuff that you mentioned and even stuff that I would see in my head they all tick.. .. the boxes are all ticked on that from that level. Em.. I don't expect too many unwritten promises from people outside the Dublin office because you don't get your feedback usually from people in the states ..or you don't get training on leadership from people in the states bar I suppose the big leadership questions so you have your, your Richard Shelvin and those levels

D: Yeah..

S: of leadership and I don't really see that much leadership here.. we don't really get told of policy decisions and stuff like that, we don't, for example we find out things a little bit late in that we find out say when redundancies are happening in Nashua like it's always drip feeding.. it's always drip feed of who's gone, what the decision and why it was made and stuff like that. That would be I suppose where I would see a little a falling down I suppose in the communications rather than anything else.

D: Okay.. alright em.. can you give me an example and I know you might have touched on it previously .. but in case there is anything else that would be there of a negative instance in Pseudo Electronics Ltd and how it would have impacted on your commitment ?

S: Em.. well I suppose a negative... from a work... well when we moved, when we moved from Pseudo Total Systems Ltd to Pseudo Electronics Ltd, when we lost stuff like the options and the shares and at the time which which you kind of wondered how like you said through the trust of the people who were selling it to us but in the cold light of day that would kind of shook my faith in the higher level of the organisation basically just because it was the first signs this was a company that does look after the bottom line more than anything else.. em.. if I can think of any other situations.... There is loads of little things Deirdre where like we've been kind of let down and where things are not planned properly but I think that's more of a people just letting the ball drop rather than an Pseudo Electronics organisation letting us down.

D: Right

S: No I can't think Deirdre.

D: Right.. okay.. em can you describe what challenges exist in working for a complex organisational structure ?

S: Very much I suppose the challenges is first of all is that we we're global now .. very much global and that you're dealing with people in different time zones so when we used to be all here.. I could go down onto the floor and I could talk to em.. a team leader or I could go to the planner two desks down but now a quantity of our product is being built in China, a quantity of our product is being built in Mexico, the day is much longer and then there seems to be quite a lot of change within those organisations quite a lot of the time so you... the reporting structure sometimes changes quite a lot as well so.. not so much in China now.. you know you have your you're em.. program manager, your planner and such and such, but in in the North American and Mexican organisations the management seems to change around quite a lot so you would have a different product line manager for Product A and then all of a sudden it would be someone else and that might not have been communicated that well or if it was its not really something that's forced home .. so the complexities of working in a complex organisation is that just finding who is the right person sometimes to get something done for you. But I think once you find those people things happen quite quickly like if you identify the right advocate you can, still can get stuff done..

D: Right

S: ..regardless of the complexity.

D: Right .. okay and I suppose, one final question, you will be glad to know, (laughs).. em. Can you give me an example of a time and again you may have touched on this already.. a time that a promise was made to you that was broken by the organisation? particular to you.

S: Em well me personally, I suppose.. well previously.. in previous jobs I was told by the organisation that I was going to step into a management role in the previous role that I worked in.

D: Okay

S: .. em.. and basically what happened was... a person became.. a person at a higher level of management.. I was told that I was basically going to be the manager for the returns department but there was some redundancies and there was a person in the company who the company wanted to keep em.. so instead of letting them go .. when their job was going they.. sort of shuffled about and put them into that role that I was kind of going for. Now that really shook me at the time..

D: Right..

S: Now, it didn't change how I worked or it didn't change anything about the situation that was something that really hit hard. That I suppose was Pseudo Total Systems Ltd rather than Pseudo Electronics.. Pseudo Electronics itself hasn't really broken any promises to me bar I suppose the little loss of benefits that we have em.. the pay increases over the last couple of years I probably think haven't been that fair although like I am still happy with my pay the amount of work that we take on that .. that I don't think has been reflected on the pay increases year on year and I would kind of see that as I don't know if that is a written or unwritten promise by a company but there should be a promise there that year on year as your work load increases your pay should increase.

D: Right

S: ... in accordance like..

D: Right

S:... so that would be it..

D: Okay ... em I think that's all my questions thank you very much for your time its forty minutes..

S: Forty minutes...

D: Thanks a million

END OF INTERVIEW

## INTERVIEW COVERSHEET & CHECKLIST

**Interviewer:** Deirdre Flood (D:)  
**Interviewee:** Ben Mathews (B:)  
[Name changed to protect identity]  
**Sex of Interviewee:** Male  
**Job Title:** Engineer

**Date & time of the interview:** 21st April, 2009 at 10:30 a.m.  
**Place of interview:** Offices of Pseudo Electronics Ltd  
[Company name changed to protect identity]  
**Interview Method:** Face to face  
**Recording Method:** Digital Recorder  
**Interview Sequence:** Interview 6 of 8  
**Approx length of interview:** 38 mins  
**No of pages in the transcript:** 26

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**Has the Interviewee read and understood the Participant Information Sheet?** YES

**Confidentiality assured?** YES

- ✓ The name Ben Mathews is a pseudonym used to protect the identity of interviewee.
  - ✓ The company name; Pseudo Electronics Ltd is a pseudonym.
  - ✓ Also, all of the names of people mentioned in this transcript were replaced with false identities.
  - ✓ The deposit copy of this transcript with NCI is not permitted for public or library use.
  - ✓ Audio files of this transcript are available upon request for the purposes of grading this dissertation.
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**Notes & Observations:**

## Transcript of Interview 6 – Ben

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The transcript starts after the participant information sheet is reviewed and signed.

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D: Ben, you have read the participant information sheet?

B: I have.

D: and you are okay with the provisions in that sheet, you are okay with me to record the interview.

B: I am yeah.

D: That's alright.. and you are okay for me to use your name.

B: yes.

D: Okay that's perfect.. okay, em..can you tell me em.. how long you have actually been with the organisation?

B: I think it was around April 2001

D: 2001

B: Yep

D: you're about eight years

B: coming up on eight years yep

D: And can you em.. explain a little bit maybe about your role and the reporting structure that you have in Pseudo Electronics Ltd.

B: Okay.. I'm a manufacturing engineer stroke em product engineer, so I'd be responsible for looking after some of our customers primarily in Israel which is the accounts I look after em.. so I would work with em.. the account manager for that region who at the moment is Mark Devine and looking after all the engineering enquiries and responsibilities for those customers. So we would design backplane systems for them so I would be heavily involved with some of our application engineers and also then liaising with the customer's engineers as well in the design of their new backplane systems.. Em.. I would also work then on connector designs for them as well so custom connector configurations ...

D: Right...

B: and that they would request a need for whatever system they are designing I would work on those as well and design up those connector systems for them..

D: Right

B: .. and release all the drawings into the systems and get the parts then setup on Oracle.

D: Okay

B: so that the customer can order them.

D: So who would you.. who would you report to?

B: I report directly to Karl Byrne, who is the Global Applications Engineering Manager.

D: Right ok.

B: So eh, a lot of the application guys in the UK and Sweden all report into Karl as well as the US ...

D: Okay..

B: .....China, wherever they are they all report into Karl so.. Karl is our direct manager.

D: Okay, all right. Em.. and who would you perceive are the agents of the organisation? So when you think of the organisation who em.. from the orga... whose represented, who represents the organisation to you either by function or by person or..

B: I suppose Karl would initially, but like we see Karl maybe a couple of times a year to be honest with you, we very rarely every see him you know?

D: yeah

B: or have contact even with Karl you know? Em but, our probably main contact would be ..em..Robert Kirwan or it would have been Conor when he was here at the time you know, who I would see as our main contact for our... like higher levels in the organisation you know.

D: Right.. okay

B: So it would either be Robert or Ernst Ryan, I'd see Ernst maybe once or twice a year as well.

D: And what is Ernst or what function.....

B: Ernst is the.. he's the.. I don't know what his title is but he's the Global Backplane Assembly Business Unit Manager.

D: Right okay.

B: So Robert then is the Global eh.. Marketing Manager for the Backplane Assembly Business.

D: Okay, so you would very much see those two individuals along with Karl as representing the organisation from a management point of view?

B: Yeah

D: Okay and you mentioned you know..the different functions you would deal with and kind of the customer interface that you would have. At a local level what other type of functions would you.. would you interact with?

B: Em..here? Mainly would be working with the other two product engineers, manufacturing engineers which would be Brian and Gary.

D: Right

B: But em we would have some interaction there, but basically, our our..our functions are totally separated by customer cos Brian would have his area his set of customers and he would liaise with that account manager. So really, it's myself and Mark Devine within these four walls that would primarily work together.

D: Okay

B: That would work on the same customers, em and outside that then em.. locally it would be Bob Reynolds in the UK..

D: And he's... what..?

B: He's an applications engineer as well so he works for Karl as well.

D: Alright...so you are contained as such...

B: yeah.

D: .. within the.. within your customer role.

B: That's it yeah.

D: Okay. Alright.. em.. do you have a specific written job description that you are aware of?

B: I do but I couldn't put my hands on it (laughs), so meant to look for it last night but I just couldn't actually find it. I know we got a new one, didn't we get a new one when we switched over to Pseudo Electronics from Pseudo Total Systems did we not get a new contract?

D: No, no.

B: Well then I would still have the original Pseudo Total Systems Ltd one.

D: Right.. and so would you em... I suppose, how is your work determined?

B: Em..... well you see my work has changed actually since the original contract I had with Pseudo Total Systems which was for the Cavan facility where I was a process engineer looking after all the equipment in the plant. Since we no longer manufacture my job role has changed into customer support engineering basically.

D: Right.

B: So em.. I wouldn't really have a written definition of what my job function is apart from what I know that I'm looking after customer enquiries and queries and that you know.

D: So would you say its evolved over time.

B: It has evolved definitely yeah.

D: Right okay.

B: It's not a hard-defined role.

D: Right

B: You know, Robert can come down to us any day and say can you have a look at this customer, can you have a look at that customer. Especially when, things have changing a lot recently as well where originally it would have been defined by a European role and looking after our European customers and myself Brian and Gary would have been the same. Since a lot of the layoffs in the states and production has moved to Mexico and to China, we are getting pulled into em.. a lot of US customers as well. So at the moment now I'm looking after some products for Nortel and I'm helping out the guys in Mexico and China because we are

building some of the boards in China and we are going to build the metalwork in Mexico and then supply it to Nortel in Canada. So I'm kinda.. because myself Brian and Gary are kind of senior within the company and we're seen as, you know, Robert will tell you this, you know, eh.. kind of indispensable because of our experience, em.. we're helping out a lot of other areas that we wouldn't normally have done in the past.

D: Okay

B: you know?

D: Okay

B: Cos.. eh..I think in the states, they were only left with one engineer, Lucy and she is trying to cover the whole of the US. Whereas the guys in Mexico don't have the same experience that we have or the same even though some of them fill the same, in theory, the same roles they don't have the experience.

D: Okay

B: Because we are having to cover for a lot of those guys and the same with China.

D: So what would be classed as a product engineer in Mexico is not the same as what ..

B:..no..

D:...say you would do here?

B: ... no.

D: Okay

B: Primarily as well its because the link we have with the design engineers and their customers, we do a lot of design work in Europe that the US don't even do, you know?

D: Right..

B: Even when we did have a full team of engineers in Nashua, we were always well ahead of those as well because of our experience on the design side because typically they were taking in existing designs for existing customers and just building them, whereas, we were involved with the design from the very start.

D: Right

B: We were actually helping design the products and building them through to their prototypes.

D: Grand.. em..okay..em... do you frequently perform work, I think you eluded to it there beyond the scope of your.. the description as a product engineer.

B: Every day of the week.

D: Okay

B: That's just what I was eluding to there so we don't have a written hard description of what my job is as such, it's whatever comes along.

D: Okay..perfect...em do you think the organisation could be improved if it were unionised?

B: No.

D: Why?

B: Em..I'm not really a union head at all. I was involved, with the unions years ago in one of my first jobs and I don't know, I think they limit people to what they can do, I was always one for doing my own thing and giving a hundred percent you know. I've never been one that could be limited by this is your job and your role and you just do that only and do not do anything else.

D: Right

B: I've never been that type of person. But I wouldn't see a union actually helping us in any way.

D: Right so you..

B: I would see them more as a hindrance more than anything else you know?

D: Okay.. so you would see it as limiting maybe opportunities that would .

B: Yeah

D: Okay, alright. Em.. How is your performance measured? Is there a formal process and for you how does it work?

B: On a day-to-day basis it wouldn't be measurable, we do the annual performance review with Karl Byrne.

D: Right

B: So he wou.. we would just go down through our standard form listing our performance and growth and Karl would review that based on the job functions that we're currently doing.

D: Right, so there's some structure there.

B: There is.

D: .. performance, feedback and..

B: Yeah

D: ...and how do you think that works as a process?

B: I think it works pretty well cos it makes you look back you know what you've been doing yourself for the last year, even though it's a ... you know, ideally we should be doing it every couple of months and if we were to do it properly we would be looking at our performance over a particular period of time and rating ourselves against that and looking for growth areas em.. but even the one year look back we are pretty honest about it, most people are, so that you know once you review it with your supervisor, you know you can say okay my performance was good but maybe my growth areas are not so good you know, there are learning opportunities, so it makes you look back and you know assess it yourself.

D: Okay.. so ..and..do you get.

B: I'm pretty happy with it yeah..

D: Okay so do you get informal em feedback then as well during the year ..or.

B: Sometimes..

D: Okay

B: As I said like we don't really have a lot of contact with Karl even though he's our immediate superior.

D: Right

B: Now..he's travelling most of the time, so you know, we only actually see and talk to him a couple of times a year.

D: Okay, em.. do you perceive that you are paid a fair wage for the work that you perform?

B: I think so. Em.. although having said that you'd always like more money but you know we're probably paid the going rate ...I think myself and the other two guy's are on roughly we're about the same wage anyway so.

D: Right okay em.. ... would you say there is a strict division between your work and personal life?

B: No.... I'm not, again I'm not that type, I mean if I'm working at home, because I work from home a few days of the week em the laptop will go on at seven, six, seven in the morning and wouldn't be going off till eleven o'clock at night you know. Because it's there it's on, so I tend to... I don't have it setup .. switch off at five o'clock and everything shuts down.

D: Right..

B:.. I tend to, I'm always keeping an eye on things as things are going along so... I'm not one of these people that can say, look I start at eight thirty and I finish at five and that's it the rest of the time is my family time, you know.

D: Right

B: .. I give..I give a lot more.

D: Right, and is that by..by choice or is that something you know, is that something that...that you as a person like to do, or is it something that you think is demanded by the company.

B: Em... it's not demanded by the company, I wouldn't say that ever, but em.. I wouldn't say its even expected, or unwritten or anything like that, but it's by choice for myself, I mean I work that way you know?

D: Right

B: Once I'm involved with the job, I tend to get involved a hundred percent you know?

D: Right

B: And eh I give more that way.

D: So have you ever had to sacrifice family time to do work for the organisation?

B: Em..only on business trips and that where I might be expected go away a couple of times a year for two or three weeks at a time you know.. I do that but you know I see it... you know I get a fair exchange for that as ..like ..I can work from home a couple of days a week, I am not tied to coming into the office to..to perform my

function you know.. I don't have to be here in the office in Dublin you know... I can work from home.

D: Right

B: So I see that as a fair exchange.

D: Okay.. and would you encourage any of your family or friends, if there were opportunities, to actually work for the organisation.

B: Oh I would yeah.

D: Why is that?

B: I think it's a good company to work for, em..it's probably different to when we were Pseudo Total Systems Ltd,

D: Right

B: I feel Pseudo Electronics Ltd has a kind of, maybe it's less personal you know..em.. I think it's a harder, ...em..structure they have in the company you know. We don't have some of the perks or opportunities that we did when we were part of Pseudo Total Systems Ltd, you know I felt Pseudo Total Systems Ltd was a ..was more in touch with people and their families and how... you know..more concerned about them. I don't think Pseudo Electronics is..

D: Right..

B: ..... I don't feel they are.

D: Okay... em.. can you give me an example of change in the organisation and how you dealt with it?

B: Well I suppose the biggest one was when we eh were bought out by Pseudo Electronics, I know it was a worrying time and then when we were shutting down the factories in Ireland, eh I suppose since I've joined the company its been nothing but change. I mean when I started in the factory in Cavan it was brand new, we were gonna build on a hundred acre site and move everything up there. That lasted two years, when we were in a temporary factory, em.. that closed and everything moved back to Dublin I think. I was the only employee to actually move back down ..

D: Right..

B: ....out of the fifty people that were there, whatever it was I can't even remember how many were there. Em.. some people moved down temporarily for a couple of

weeks but I was the only one that actually decided to stay. So that was a big change.. em.. I had only just joined the company I had only been there two years so it was a hell of a worry so, I didn't really feel I had the choice to take a redundancy package after just two years so I decided to stay anyway you know. Em .. and then when they shut down the Dublin factory, again... em.. I had decided to.. well they asked me to stay again, but I went out to Mexico and spent weeks in Mexico and then weeks in China transferring production out there, em.. and then when we shut down the factory altogether, I stayed on to dispose of all the equipment we had, I think at that stage then I was probably scheduled to leave but then Martin Treadwell decided to take a jo.. an opportunity in China which created one more position in Dublin to look after all of the Israeli customers.

D: Right

B: So that was when Robert then asked me... Robert Kirwan asked me would I take over the Israeli account, but I think at that stage I might have been scheduled to leave, I don't know..it never happened anyway and I'm..I'm still here so. It's been difficult, it's been a lot of change actually in the eight years I've been in with the company. Every year maybe every two years, there's something going on so you're kinda always looking over your shoulder.

D: Right

B: You know?

D: So would you say your, your tolerance level to change is quite high?

B: It is...it has to be.

D: Yeah..

B: ...I can't afford to not have the job, you know?

D: Right

B: You know I was made redundant years ago in 1993 from another.. from a company called Company B that I used to work for and em, I took voluntary redundancy out of there, em because I had been with them thirteen years and I said ah sure, I'll find something else to do, I had kinda been fed up with the job so and the same thing every year there was more and more redundancies so it got to the stage where I said I better take the money now when its still available you know...but I was out of work then for two years, I couldn't get back in to this industry AT ALL. I was driving a taxi at night time for two years which I didn't like....

D: Right

B: ...but to get back into it then I had to start, I think it was in 1995 when kinda things picked up again, with em.. a company called Company C where I got a job as a temporary operator. So ever since then I've decided you know like no matter how bad it gets, I'll just remember back to what it was like driving a taxi at night time for those two years and I say..no.. I can handle it..

D: Right, fair enough.

B: I can take anything they can throw at me because I would not want to go back

D: Right

B: ...to that kind of role again you know?

D: Okay, fair enough. Em.. do you perceive that consultation is required by you or the organisation before changing unwritten agreements or promises?

B: Well if it's an unwritten agreement... and promises.. em.. consultation would be nice but you know you're not really going to get it you know?

D: Right

B: Especially under, it might have been different under Pseudo Total Systems but not under Pseudo Electronics, I don't feel it is anyway. You know if they're going to make a change they'll do it.

D: Right...okay.

B: And you'll hear about it when the time comes, you know.

D: And is that how its happened with Pseudo Electronics since that?

B: It's how I feel it has happened since the

D: Okay..

B: ... takeover, yeah.

D: Okay.. em.. I know you talked about, I suppose reasons why you've stayed with the organisation probably on the lines of job security an...em.. how would you describe the longevity of career with Psuedo Electronics? Like so how long do you thing you'd stay with the organisation?

B: Well I wouldn't mind staying for the next twenty years until I retire (laughs), if I could do that don't know whether it's.. a chance of actually doing that. I'm not one of these people that I'm always looking around for a new opportunity somewhere else. Once I get in I kinda tend to stay there.. you know..

D: Right.

B: ....the only reason I left.. well when I started with Company C it became Company D and the only reason I left them to come to Pseudo Total Systems was I had actually moved house from Dublin out to..to Virginia in County Cavan but as soon as I, I had only been there about a month when I heard Pseudo Total Systems was opening a plant in Cavan town so that's why I moved... but at the time, Company D was also moving out to China as well so there was a question mark over the plant in Dublin. Which it did.. it worked out perfectly for me because within a year or so they were gone from Dublin and I had just moved into Pseudo Total Systems so.. you know.

D: Right..

B: ..but that was really the only time I've ever actually made a career move in moving from one job to the other willingly you know?

D: Right..

B: Made a plan to actually move out you know? But I ..I tend to stay put.

D: Okay. And what would your perceptions be on job ..job security and or promotion in this organisation?

B: Job security.. well in the current climate.. eh..again I would always be looking over my shoulder.. you know I just don't know how things are going to go. I think things are okay with the company but I know for instance in the states there is question marks over myself, Brian and Gary all the time that we hear from Robert you know....eh.. I think our chief financial officer was always asking, you know, why are we still keeping those three guys in Dublin you know?

D: Really?

B: Yeah.. which is a worry you know?

D: Right

B: It's part of the reason that we're doing all of this extra work, you know?

D: Right

B: Who we're helping out, you know we have the skills and the experience the whole lot but you know from an accountants point of view if you want to put it that way, I mean they are probably saying we have twenty engineers in Mexico and whatever in China who would work for a fraction of the price so why can't we get them to do it..

D: Right..

B: .. like you know?

D: So that's very out in the open like, it's explicit like..

B: Well you know it's not written down but I hear it on calls

D: Yeah

B: .. and its been said to us, you know.

D: Right

B: So I know Robert is looking out for it because of the role that he's in. He is looking out for us and pushing us all the time, you know?

D: Right okay, and its funny, because Robert is not your... your actual boss either.

B: No he's not my boss but he's the one we would have most contact with.

D: Right .. okay ..em.. what do you perceive are the unwritten promises made by the organisation?

B: Em.... I don't really have any perception of an unwritten promise to be honest with you now..

D: Would you like me to give you a few examples?.

B: Yeah

D: ... of what might.. em.. so for example, training, leadership, feedback on performance, fair treatment, attractive benefits package, things like that but not actually part of your contract, written contract, it would be unwritten.

B: em..... again I'm struggling on that one Deirdre. (long pause).. I mean when I think in our contract, we have things like health insurance and all that kind of stuff, again, I'd have to go back and check it as I can't remember what's in it, it's so long since I've looked at it..

D: Right

B: Em...I wouldn't really have any perception of unwritten contracts, training courses and that em..... no I'm struggling on that one.

D: Right okay, all right no that's fair enough. Em.. what would you say in return are the unwritten promises you actually offer the organisation.

B: Em.... I suppose the amount of work that I put in..

D: Right.

B:... is an unwritten promise, you know, I mean I do the work, I work long hours, em.... again like I can put in twelve and fourteen hours a day when it needs to be and then sometimes, even though the laptop might be on, I might not actually be working twelve, fourteen hours a day but you are always scanning emails looking for something that is happening you know or I'm always prepared to answer something straight away, if the guys in Mexico are having a problem. Like for instance I was on four or five days holidays plus we had our Easter break, I was still scanning emails even though I was at home, I wasn't away. I still had the laptop on maybe one or two days a week and I was scanning emails and if there is an urgent question I would answer it straight away you know?

D: Right

B: or as soon as I could you know..

D: Okay

B: ...so I'm always on a watch but that's an unwritten promise because its not written anywhere that I actually have to do that but I do it. .

D: Right, okay.. em..and what stop you from keeping those unwritten promises or agreements with the organisation?

B: Em.. if they tried to get rid of me.. (laughs).. or cut my pay or something like that you know?

D: Right...

B: you know..

D: Okay...em... and I think you have already mentioned I think why you've stayed with the organisation

B: Yeah..

D: ..certainly so.. em would you say that the relationship between you and the organisation is on an equal footing?

B: Em.. I'd say it's.. I'd say it's a bit equal... a bit unequal.. because I probably give more than I get from it you know.

D: Right

B: I know, like I mean ..okay..there is no written contract that allows me to work from home a couple of days you know. I asked Karl about that and you know, I ask permission can ..you know, because then I haven't had to travel two hours each way into work so you know when I'm travelling to work I spend nearly four hours a day in a car.

D: Yeah..

B: You know, so I feel that when I am working at home..you know.. I am more productive when I am actually at home than when I am here. I mean it's harder in the mornings like to get up and switch on the laptop before I come to work or switch it on again when I go home in the evenings so the days I'm working at home.... I feel I give more than I actually get from it ..

D: Right ..okay..

B: ...if you understand me?

D: Okay.... alright and in terms of power in the organisation, equality do you think the organisation has more power in the relationship than you have or vice versa?

B: I would say definitely yeah.

D: I think the company would have more power than I would do..

D: Okay.... alright.. do you think the exchange of promises or obligations is equal between you and the organisation.

B: Eh.. no.

D: Yeah, and I think from what you said, you give more..

B: I give more than I get..yeah.. I mean we are not rewarded for all the extra work that we do, you know.

D: Okay.

B: There is no reward system at all.

D: And how would you like to be rewarded for that?

B: Em.. More pay would help definitely you know but em.. at the moment we don't see a career path for us we've probably gone as far as we can go in the roles that we're in...but there is no kind of seniority or anything like that you know. There is nothing to say that you are more senior than an engineer in Mexico, you know?

D: Right

B: I feel at the moment, especially in the current climate you know everything just comes down to cost.

D: Right

B: You know so, that's always a kind of a threat that's hanging over our heads but there's no recognition we see from the company to say that you know okay you guys have a lot of experience, you have a lo..you know you have an awful lot of skills, that we don't have in other sites, you know so there's no recognition of that.

D: Right..so even if it was a non-monetary reward, like do you see just even, when you say recognition does it have to be monetary or..?

B: Em... in my case I could do with it alright you know because I have a big mortgage and all that kind of stuff so.. I'm struggling on that side of it but I don't see a career, from especially it would be better if we had a career path or something else I could grow into.

D: Right

B: ... that is going to bring the monetary gain at the end of it you know? So the roles that we're in at the moment, I feel that I'm kinda stuck in it.

D: Right

B: ..does.. and every year that comes up on our review with Karl is that you know, performance is exceptional but growth is minimal because there is nowhere else for us to grow into you know..

D: Okay

B: .. unless we were to maybe move into an account management role, but even that then you know, I don't know how much, you know room there would be in there, you know?

D: Okay

B: Because if you were to move in there to that kind of a role you know that would give you then, maybe lead you on to a company car or more pay whatever you know?

D: Right, okay and what, I mean you mentioned there like.. is an account manager role, I mean what type of position would give you that if you were able to design it yourself?

B: Em... I don't know, you see one of the the other part of it that would go down would be the applications engineering role but that would mean .. it's a totally different area than what I'm really qualified in so that would mean going back to college and probably doing more electronics engineering degree, something like that, probably at my age I'm not really prepared to do that you know..

D: Okay.

B: Whereas an account management role em.. you could probably step into that kind of role easier but then again I wouldn't have a business degree background so I'd probably need to do some training or qualifications there you know so that's what I'm saying at the moment we're kinda hampered by the role that we're in you know?

D: Right okay.. alright.. em, do you trust the organisation and I suppose trust would be at two levels, one the organisation in its entirety and maybe at a local level?

B: Em.. I would trust it at a local level, I mean we get on very well with everyone who works here in the office and you know I don't feel that there's anything that you couldn't say or anything like that .. but at a higher level I wouldn't trust the organisation, you know I mean they are made up of about sixty odd different companies, I mean Pseudo Electronics Incorporated so you know, they are going to do whatever makes them a dollar you know.

D: Right

B: Eh..I wouldn't say you would trust them as such you know. I probably would have had more trust when we were part of Pseudo Total Systems.. I felt it was a better company to work for.

D: Right

B: You know with Pseudo Electronics it seems more impersonal.

D: Okay.... and what specifically do you think has changed between Pseudo Total Systems and Pseudo Electronics ?

B: Em..... I feel that you know with Pseudo Electronics it's just a bit more impersonal kind of company, its more focused on making their twenty percent profits or whatever you know they don't.. I don't think they look down to the level that Pseudo Electronics did, ..or sorry that Pseudo Total Systems did where they were more interested in the person themselves and their performance and growth and how that would eventually benefit the company you know?

D: Right

B: I feel with Pseudo Electronics we don't have that, we don't have any of the perks of the business anymore, there's no share schemes, there is nothing. There is nothing that makes you feel you are part of the company you know?

D: Okay

B: You know, that you are going to benefit by actually putting in all this extra work, it doesn't come back in any shape or form you know?

D: Okay, and do you feel that em.. that you are a trusted member of the organisation?

B: Well I would like to think that I am (laughs) but again, some of the rumours that we've been hearing from Robert and that as I was saying to your earlier about our Chief Financial Officer always you know hounding him, why have you still got those three guys in Dublin you know?

D: Yep

B: .. that's always in the back of your mind.

D: Right and does it affect your commitment in anyway?

B: It doesn't really cos it's I still give you know a hundred percent.

D: Right

B: You know...that's what I'm saying, all the time I keep saying we give more than we get from it you know. Well I do.

D: Okay. Alright.. how do you perceive your unwritten contract with the organisation as in.. would you perceive that there's similar treatment for all employees so do you think that the contract is kind of on a collective basis or on an individual basis? That people have individual contracts.

B: I feel I'd probably I'd feel that it's on a collective basis..

D: Right..

B: I think everyone is treated the same.

D: Right

B: .. you know? I ..I don't feel I have a personal contract with the company in that way. Probably it would with Karl or Robert or someone like that, there would be more of an unwritten contract at that level you know?

D: Right

B: But not at a higher level within the organisation.

D: Okay, so you think it's .. it's kind of maybe split into two that overall everyone has the same agreement but you might have maybe individual things..

B: Yeah..

D: like working from home..

B: yes..

D: is that what you mean?

B: Yes

D: .... Like what you say with Robert

B: Yeah..

D: ... that you can individualise a bit.

B: Yeah.

D: Okay alright .. em.. can you recall an incident at work where the organisation exceeded your expectations? And it can be a big thing or a little thing.

B: Em..... exceeded my expectations lets see... I suppose the one recently that we did here in Dublin was when Robert signed off on the thing with VHI, that was something we weren't expecting em.. where we have this extra package now where we can ring up for these extra help lines all that kinda stuff you know?

D: The EAP programme?

B: Yeah

D: Yeah

B: I couldn't think of the name of it there for a second.

D: (laughs)

B: that's something you know that could be of benefit.. but eh definitely could be of benefit you know and its something we weren't expecting. It's nice to have.

D: Right okay. And how did that affect your commitment or did it at all it's just.

B: It doesn't affect my commitment at all, I mean I still give... you know it's probably just the kind of person I am.

D: Okay fair enough, how satisfied are you in your job?

° B: Em.. I'm satisfied at the moment but I would like to have more of an opportunity to grow.

D: Okay ... do you think your commitment is to your career or to the organisation?

B: Eh ...that's .. a hard one.. em..it's probably to my career.. because it is the kind of career I have always pursued..

D: Right..

B: .. you know but eh..its also to the organisation as well you know so because I'm not thinking just about myself, you know? If I would just be my career, I would be looking around at other companies all the time saying, can I get in there or can I get in there..

D: Right..

B: ... so as I said earlier once I get into an organisation, I tend to stay.... you know?

D: Right

B: ... work hard in there rather than looking about all the time.

D: Right so you try and develop your career

B: Yeah..

D: ...within the organisation.

B: Yeah.

D: So em.. is employability important to you afterwards or.

B: I suppose it's important alright, I mean you always want to be employable.. you know if this place were to shut tomorrow em.. it would probably would be very difficult to get another job in a similar kind of role because it's the economic situation that there's nothing else in this country. All of the other companies that are the same business are gone...

D: Right

B: ..you know so.. the opportunities are not there so, if I was to be made redundant tomorrow, I'd probably have to go into something totally different, totally different role, you know?

D: Yeah..

B: ..so that's why I would rather hang on to what I have than have to make that choice you know?

D: Can you give me an example of a positive incident that would have happened in Pseudo Electronics ?

B: A positive incident..... off the top of my head now I can't think of anything now let me see... (long pause).. I can't think of anything at the moment.

D: Okay, that's that's no problem if it comes back to you just let me know .. em.. How well overall do you think the organisation has fulfilled its written or unwritten promises and obligations that you believe was owed to you?

B: em.. overall, I think it's pretty good, you know. You know I wouldn't really have any major complaints you know em...

D: Right..

B: ...I mean .....eh.. it's been pretty fair...lets put it...that's probably about the best I can say about it you know?

D: Right Okay.. Okay.. on the other side of it can you give me an example of a particularly negative incident and how it may have impacted your commitment?

B: Well I suppose the negative stuff would have been the shutting down of all the factories and letting people go we've had on numerous occasions you know.. em... I think the worst part about that is, it's been handled I think differently nearly every single time that we've gone through it you know?

D: Right.

B: Em.. in Cavan to start off with.. em.. I was phoned a couple of weeks in advance by Jake O'Mahoney and told the factory was closing but told not to tell anybody..

D: Right

B: .. which was a lot of pressure...because he told me then at that stage that he wanted me to stay you know but that I couldn't tell anybody. Em..

D: That was difficult

B: That was difficult, actually the one, the negative one, was em.. at the time when we had moved back to Dublin and we had been going there for a couple of years and then I was actually heading out to China for a couple of weeks eh.. to install some equipment and help the guys in China and there was a quarterly business review coming up and I said to Jake O'Mahoney and I think it was Thomas Egan at the time.. is there anything I need to know now before I go out here, no, because we are going to miss a quarterly business review meeting and eh I went out to China and was talking to guys there, all the engineers on the floor and they were all asking or saying to me you know, what's it like in Ireland is it difficult to get a job and what sort ... all these kind of questions. I mean for the two weeks I was there I was getting one or two questions a day and then.. it didn't dawn on me at all you know and then we were talking about equipment that was moving out and they were saying ah here.. I hear we are getting some of the machines from London and Dublin and I was saying well I thought some stuff is moving but not everything you know and which I thought was strange but they didn't say anything to me and eh.. it was only then when I got back, I flew into Ireland say on the Sunday and I took the Monday off and Jake O'Mahoney called me at home to tell me that the factory in Dublin was actually closing you know?

D: Really?

B: Yeah

D: Is that how you found out?

B: That's how I found out. Then everything fell into place. Obviously the guys in China knew before I did ..

D: Right .. okay...

B: ...and I had specifically asked before I went is there anything I need to know, you know? So obviously that..that pissed me off..

D: Yeah..

B: ... pretty much at the time you know?

D: Yeah.....

B: So ever since then I ..I don't trust what they are tellin us to be honest with you..

D: Right..

B: ...you know?

D: But you still give a hundred and fifty percent..

B; I still give... I hate that phrase

D: A hundred percent..a hundred percent..(laughs) I hate it myself, that's why I corrected it. (both laugh)

B: ..but ..I still give you know because I know what is like to be without a job..

D: Right..

B:... struggling trying to get back into it. I had to sell nearly everything I had at the time em.. when I started back in as a temporary operator. Like I took the job for three weeks... em ... at night time I was still driving a taxi.. but I had to give up everything I had to get back into a similar kind of.. .. so I know what its like to be outside of the fence you know so, but that pissed me off big time.

D: Right.

B: You know.. that everybody else knew before we did .

D: Okay..

B...you know... now I can't remember if we were still part of, where we still part of Pseudo Total Systems at the time or part of Pseudo Electronics, I think it was Pseudo Total Systems still.

D: Yeah..

B: You know, every time this you know redundancy has come up its been handled slightly different. I think the next time then eh we were told in advance okay there's going to be so many people going at a date in so many weeks time, right?.. so everyone is waiting to find out then, and then we were told the next step would be we would tell you how many is going and then a few weeks after that we'll find out actually who is going... so that whole process was dragged out over a period of maybe two months or something like that which is a hugely stressful experience to go through, first of all finding out you know are we shutting the place down, how many people is going to go and then who is going to go you know.

D: Right.

B: I would rather be just given a tap on the shoulder and say okay we're going to shut the place down, there's a hundred people going in two weeks time and that's it you know ..

D: Right..

B: ..rather than this whole dragged out experience which the stress it creates both with myself and then at home as well. When you have to go home and break the news that we were going to be drip fed information....you know?

D: Right

B: That caused a huge amount of stress at home which wasn't helpful.

D: Okay..

B: .. you know..

D: Okay,

B: That would be a bad experience if you want to put it down to one of those.

D: Yeah definitely.. what challenges exist in working for a complex organisational structure?

B: Em.. probably getting noticed, getting .. I feel that like the structure that we currently have, you know, it's hard to be noticed and probably be rewarded for what you do you know?.. people that's in other parts of the organisation wouldn't know who the heck we are.. you know ?

D: Right

B: Occasionally we would see Richard Shevlin or some of these guys em..so they've been with the company a long time so they would know sometimes who we

are.. but a lot of the newer people maybe in the company they wouldn't have a clue who they are ..look it's ..I feel its gone to a company where you're a number or you're a name and that's it you know..

D: Right

B: ..it's kind of impersonalised altogether now..

D: and is that based to you think on the structure or where you are at geographically, that you are not linked to the manufacturing operation any more?

B: Em...

D: .. directly?

B: It's probably a bit of both.

D: Right

B:... you know, I think it's the structure within the company now, you know especially since the change to Pseudo Electronics, it's changed totally now, the focus is on profits, well this is what I perceive, that is totally focused on profits and making the dollars ..

D: Right..

B: ..you know?

D: Okay.. second last question you will be glad to know. Can you give me an example of a time that a promise made to you was broken by the organisation? ... or an obligation a promise, obligation or an expectation even?

B: Em... well I suppose the biggest one would have been the one in Cavan... well it's not really Pseudo Electronics it goes back to Pseudo Total Systems, it's hard to figure out one from Pseudo Electronics em.. I remember when we opened the plants in Cavan that only lasted two years you know that was meant to be a big thing..the next big thing. Now looking back in hindsight they were totally wrong to go ahead with those plans .. the right thing to do was pull it because you know it would have crucified the company altogether it's just the economic downturn in 2000 2001...I think they're plans..they seemed to have always been a couple of years out of step with what the rest of the business was doing. Company D was gone to China years before we decided to ever go there, so we were always out of step with it you know. Em.. breaking a promise recently I would be hard pushed to think of one. I can't really put my finger on one.

D: They haven't made any to you ... (laughs)..

B: They haven't made any (laughs also)

D: .. from what you said earlier

B: That's it you know.

D: Okay em..I think that's everything I have.. is there anything that kind of when you think about the questions I've asked you is there anything else you would like to add or..?

B: No I don't think so.

D: Okay.. alright..

B: I think it's been pretty good.

D: Ok thank you very much.

B: I hope you got everything you need out of it.

D: I did indeed.

B: (laughs)

END OF INTERVIEW

## INTERVIEW COVERSHEET & CHECKLIST

**Interviewer:** Deirdre Flood (D:)  
**Interviewee:** Mark Devine (M:)  
[Name changed to protect identity]  
**Sex of Interviewee:** Male  
**Job Title:** Account Manager

**Date & time of the interview:** 1<sup>st</sup> May, 2009 at 12:45 p.m.  
**Place of interview:** Offices of Pseudo Electronics Ltd  
[Company name changed to protect identity]  
**Interview Method:** Face to face  
**Recording Method:** Digital Recorder  
**Interview Sequence:** Interview 7 of 8  
**Approx length of interview:** 42 mins  
**No of pages in the transcript:** 23

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**Has the Interviewee read and understood the Participant Information Sheet?** YES

**Confidentiality assured?** YES

- ✓ The name Mark Devine is a pseudonym used to protect the identity of interviewee.
  - ✓ The company name; Pseudo Electronics Ltd is a pseudonym.
  - ✓ Also, all of the names of people mentioned in this transcript were replaced with false identities.
  - ✓ The deposit copy of this transcript with NCI is not permitted for public or library use.
  - ✓ Audio files of this transcript are available upon request for the purposes of grading this dissertation.
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**Notes & Observations:**

## Transcript of Interview 7 - Mark

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The transcript starts after the participant information sheet is reviewed and signed.

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D: Okay... today is Friday the 1<sup>st</sup> of May

M: Yeah..

D: .... and it's a quarter to one and I'm interviewing Mark. Em..Mark you've had a chance to have a look at the participant information sheet and you're happy enough with the information in it and you know that you're being recorded and ....

M: Yes..

D: .....all of that good stuff ..okay alright.. em Mark can you describe how long you've been with the organisation ?

M: I've been with eh Pseudo Total Systems ...and then Pseudo Electronics for from the 1<sup>st</sup> of January two thous.. oh sorry 1995 so 2010 will be ... fifteen years.

D: Fifteen years.

M: 1<sup>st</sup> of Jan 2010.. yeah

D: .. and could you describe your role and your report..reporting structure in Pseudo Electronics..

M: well it's em.. my role is an account manager ..

D: Right ..

M: which is .. em.. which is eh.. for the Israel region and some other regions in Europe so European customers as an account manager and my reporting structure now is I report into Robert Kirwan..

D: Right..

M: Who is .. the backplanes ..the assembly global marketing manager...eh so he only really takes care of the kind of backplanes side .. so ... so I have a kind of an indirect reporting structure into the connector group as well.

D: Oh right..

M: so in terms of my direct eh..eh boss that's Robert....

D: Okay, alright.. you mentioned your indirect route as well..em.. how does that work?

M: so well as you know half of .. so we have a customer base em and the customer buy backplane assembly products from us which is Robert's side of the business but they also buy the connector products from as well em.. and basically that's half and half so that half basically we...we just have a kind of an indirect structure in the sense that we would report revenue bookings em.. new product development all those em.. eh KPI's into Bruce Wayne, Bernard Doherty eh Kenny Wagner..

D: Okay

M: that connector management group..

D: Okay.. alright so when you think of your organisation who do you perceive are the agents em of the organisation in your .. in your every day life. So when you think of the organisation what functions do you deal with or who ... you know names would you deal with that represent the organisation to you ?

M: Okay.. so em.. so lets see .. so the people who I deal.. so I've got .. so I've got to keep it to different geographical sites I suppose....

D: hmm

M: and the structures within those sites....my ...my main interaction eh.. firstly would be my customer and my sales group in the region .. okay ? so you know my customer group obviously are the purchasing managers and the directors of the companies that I deal with then we have the sales group which is Company E which is Eddie and Omar.. and these guys..

D: right

M : .. so I'm in direct contact with those all the time in terms of the com.. customer communication .. then.. I have China which is where we make most of our backplanes so I have Simon Zhang who is the General Manger then we would have the programme managers and the purchasing people .. you know ?

D: Okay

M: eh..then we have Mexico which is again it's the managers and the planners etc. eh.. and then in Nashua would be more of a man..... the management structure..

D: Right

M: which would be the likes of .. Ben and Kenny Wagner and all these guys who we so a lot of pricing work with.. and strategic work.

D: Okay .. so you deal with a fairly complex structure I suppose within the organisation..

M: Well we ..we deal with... as account managers we deal with literally from the senior management to the guys on the floor making the stuff.. so we are kind of front to backend so.. we deal with the sales team talking to the customer about your new products eh.. existing products that we want to upgrade.. new customers you know whatever the case may be. We develop that all the way through to the design phase to the supply phase and then all the way through to actually delivering that product.. and then sustaining that business over time so its right from front to backend so.. we basically have interaction with every group within the..within the company in all the different areas.. all the different geographical regions including logistics.. you know production, purchasing , supply chain you name it.. engineering..

D: Okay .. and do you have a specific written job description .. that you are aware of ?

M: Not that I'm aware of ..

D: Okay..

M: But I think that it does exists..

D: So how is your work determined ?

M: Em... ..... my work is determined.. I thi... my work is determined I suppose from..my interaction with the management groups.

D: Right

M: So em.. but it's pretty much ... pretty much self determined as well so... for instance if..if em.. you know ..if I go..if I went to Israel last week for a ..for a trip and met a certain set of customers so I spoke to Robert about that who is my direct boss and we talked about the criteria and the agenda and then I came back yesterday and we put together a review of all the things that we ..we'd discussed all the activities the outcomes and the actions...

D: Okay

M: .. and then from those set of actions.. then you know I'd have weekly reviews to look at you know what the progress is against them.. if it's new business development if it's sustaining business if it's .. you know.. indirect stuff and then I

would also have a similar review to my connector guys in the states and that's essentially how everything is determined you know.. from a day to day, week to week basis it's a case of you know .. it's a focus on NPD em but you really just.. the customer almost determines what ..what happens on a day to day basis you know they have their certain requirements whether it be sustaining business or new business and that's what you.. and we just have several reviews just to see how things are going ..

D: Okay .. so..

M: it's loose..it's..it's heav...it's detailed and it's heavy and complex but how I suppose how I manage it is through review structures.. and who I invite to those reviews are the people who are the stakeholders who you mentioned earlier on so if it's a pricing committee for a new business it's Ernst, Simon, Robert, Denise..

Df: Right

M: ...Kenny Wagner .. Bernard Doherty.. so .. that's representing the management group in terms of pricing.. if it's em.. weekly NPI callouts the programme managers in China and all these sorts of people so we're cov.. we're I'm reviewing it at different levels in the organisation..

D: Right

M: .. and then I have an NPD call each week as well which is Karl, Bob Reynolds, Bernard, the guys in Israel which is again is looking at the structures and between all of those..different reviews...

D: Right

M.. they're the status so.. I get something from it in a sense in that I'm putting everything down I'm updating it so that means it keeps me on track in terms of what I'm saying I'm doing.. the people who come to the meetings and I chair them.. they come and they have their input so I need information from them or they need information from me and it's all towards one goal on each individual project.

D: Okay

M: .. and essentially that's how it's controlled...

D: Okay .. alright.. em do you think the organisation could be improved if it were unionised ?

M: .... No..

D: Why?

M: em.. em.. simply because em well I mean rel.. there's two questions and there's kinda two answers right ? would the Pseudo Electronics organisation itself in terms of a dynamic ..eh..eh organisation be improved for a union and the answer is no simply because it is a dynam.. a very dynamic organisation and simply because there are ... there's no em...there's no real direct line ..I mean.. there's dotted lines everywhere basically right.. and if they were to be unionised it would almost be impossible to..to work within that and it generates business that we do to have that dynamism within this org.. within this kind of industry..... if you were to ask me would my job be better on a day to day basis would I have less stress would I have more of a ... would I have better representation in terms of my rights and my .. eh.. em.. you know fairness and unfairness and stuff then yes.. it would be better if it was unionised so.. it's kinda ..it's ..it's the question is if at a global kinda organisational or a..a. level then the answer's no .. at a local in terms of what we do here day to day.. then I think it would be better here.

D: and in what way for here day to day..

M: well... I think there's..there's greater protection within a union and I think if ..if there was em like .. you know.. a case of you know redundancy type situation or eh..maybe a case of there was unfairness between management and employees I think it would be dealt better within a union type situation I mean I've been in a union before and I've been in companies with unions and I've been in companies without unions and I find that em.. there's plus and minuses to unions..

D: Right...

M: .. but overall if you look at the lifecycle of a company from the day you start till the day you finish if that was say a ten year life cycle I see people coming out the other end in a better position financially and probably in terms of their own rights and em.. when they're part of a union.

D: Okay.. alright.. so.. and I suppose do you perceive that you are paid a fair wage for the work that you do ?

M: ..... yes...

D: Okay.. em..how is your performance measured ?

M: Emm.. we were just talking about it today .. right ?... like now...?

D: Yeah.. as in how would it normally be measured in the course of .. yeah.. today.. as of...

M:.. okay.. because it would have been different over time right ?

D: Right fair enough

M: em.. so now...ehhh.. ph oof... I suppose it's basically...it's really the.. the .. quality, style and the output of the reviews I have and the interaction with management.

D: Okay

M: ... so I'd say it's very much of an ad hoc basis in the sense that I'd say probably done more so because of the current management structure it's done very much on the content of the stuff I'm sending out ..say on emails what I'm saying on calls .. the results I'm getting in terms of new business eh and how we're conducting ourselves in .. in how we would conduct ourselves in winning that new business that's probably how I'm.. how I'm.. em.. my performance is measured.

D: And is there a formal review process that's used or is it all on an ad hoc basis?

M: .. it's all on an ad hoc basis.. at the moment.

D: .. okay.. so you wouldn't get an annual...

M: ... there is a formal review structure ..

D: Right..

M: ..but I've ..I've had it this year and I've had it last year..and it wasn't em.. we didn't have that discussion..

D: Right

M: we didn't have that detailed discussion like.. you know eh... teamwork and all that sort of stuff..

D: Okay

M: We just had a very general discussion and mainly about just how things were going in the company ... so..

D: Okay.. alright .. so are you satisfied with that process ?

M: Eh..no .. no because eh... I .. I... go ..go right the way back and I kind of believe in having the.. in having the em.. the at least once yearly kind of em..eh.. em..em..developmental eh.. discussion.. to be honest with you this year I..I pushed it into that I kind of made that happen anyway even at a very..very general level.

D: Right

M: .. I kind of pushed it to the point where I said look regardless of everything that is going on ... da... de.. da.. de .. da.. I want to have this discussion about me for fifteen minutes and I basically said look this is what I want you to be thinking in your head for the future if this comes up or that comes up I want to know .. I want to align myself into this and I want you to tell me if I'm going slightly out of line for this in any so... so what I've tried to do is try to ..to ...em. tell my manager what.. where I felt I should be in the future even though the future is uncertain .. to forget about that for now and say in the next three to five years I want to be in this position em..and in that time I need you to..to shape me into that position and if I'm not I need you to be able to tell me. So that was my way of shaping the discussion into ..

D: Right

M: .. a developmental kind of em.. review you know ?

D: Okay.. alright.. em..do you trust the organisation ?.. and I suppose that's at probably two levels, the organisation as a whole maybe and maybe trusting the organisation at a local level.

M: Ehh.. so it's kind of .. do I trust them to do what..em.. if I trust them to be ... make the right decisions for the company in terms of the shareholders .. in terms of .. the profit and loss eh then yes.. em.. do I trust that my manager is treating me fairly in terms of you know.. em you know.. what their perceptions are of me and how they are representing me within the company em... then I'll say yes as well.

D: Okay .. and do you perceive that you're a trusted employee of the company ?

M: Yes

D: Okay.. em..would you say there is strict division between your work life and your personal life?

M: ..... eh.. probably not no ..

D: So would you have ever had to sacrifice some of your family time to do work for the organisation ?

M: .. a lot

D: a lot..

M: a lot... last night was the first night I didn't bring my laptop home in about five years because I was compacting it..

D: Right

M: .. but it was great..

D: ..em..so would you say that's something that you believe is expected of you to do or it's something that's....

M: yeah..

D: you would ?

M: yeah..

D: .. there would be an expectation ?

M: yeah..well no.. eh.. sorry as an expectation.. eh.. well yes it would be an expectation so I mean I could pick up three or four calls in an evening from the guys in the states and now normally... it wouldn't be a question of what time it was or but a lot of the time it's me doing it .. I mean there is nobody telling me to do it ?

D:... Right

M:... but I do see it as part of the role..

D: Okay..

M: .. but I also see that there's other flexibilities within the company if I wanted to take them...

D: Right .. okay..

M: .. so you know it's a bit of give and take there as well.

D: Okay.. eh..would you encourage any of your family or friends to work for the organisation ? if a position had become available.

M: Yes ..

D: Fair enough.. em.. how would you describe .. well I suppose first question... in 2005 at the point of the takeover with Pseudo Total Systems why did you stay with the organisation ?

M: Em... .. Em..... why did I stay ?... em.. I still felt at that point it was eh..a good organisation a good local organisation em.. and I didn't know much about Pseudo Electronics....so I didn't know much about the policies.. I knew we were going to lose some things em.. but they were never things that motivated me in the

first place you know em.. it was sad to see the likes of profit sharing stuff going but I didn't come in each day and do my work and be flexible with the company just because of the profit shares .. I kept..I kept the kinda key things that drove me to work in there which were kind of the intrinsic things .. which were the organisation and people em.. and the higher organisation as well there's some good people around you know.. the good management etc. etc. so..so I suppose the key thing that was all staying the same..

D: Right..

M: the intrinsic values which was where..where I seen the value in the organisation that didn't change.

D: Okay .. alright.. and I guess em..why do you stay with the organisation now ?

M: well.. at this point em.. so..those things have changed now right so it's a good question now .. so the organisation has changed now em..and the reason I stay now eh assuming this is all confidential Deirdre..

D: It is..

M: .. the reason I stay now is..is partly because eh of the ... of the fact that I'm almost kind of institutionalised I've kind of worked a long time in this kind of particular structure .. eh we've moved closer to home ..so there's some of the kind of extrinsic things kept .. now a little bit more to me .. in the sense that I'm working closer to home I'm not doing so much travelling .. em..I'm busy but comfortable in.. in the job I'm doing right now so it's tough, it's stressful and it's busy but at the same time I almost feel comfortable with that which is probably not a good thing.. so I could probably do with a change but em I'm kind of at a time in my life right now where I'm kind of okay to be in a steady position for a year or two..

D: Right..

M:.. where I never was before.. but now I'm..I'm kind of okay.. its okay to have a job right now...

D: Yeah..

M:.. where as.. before I was in a job but why amn't I the president of you know Pseudo Electronics right where as for this particular period in time it's just okay to be on a steady path.

D: Right

M: .. so there's a piece of that .. there's a piece of each one of those things in there..

D: Okay .. fair enough.. em so how would you describe I guess the longevity of your career with Pseudo Electronics ? how long.. I know that's tied into what I've just asked you before in terms of em ..how long you would intend to stay with the organisation ?

M: Oh yeah well.. em.. I don't know what the reason is ..but I..I eh..I don't see myself leaving the organisation so they will probably have to take me out kicking and screaming ..

D: (laughs)

M:.. Deirdre em... no look I mean.. it's like it's..it's eh.. the reason I've been here so long eh and don't forget we've been through all these different changes em.. I think the reason that I ..that I stayed.. I've never been asked to leave.. I've never been given.. an option to leave actually .. well maybe I was but I've never specifically given something and I think that's because I ..I have the ability to adapt and change and I think I'm seen as a person who can take us from one place to another in terms of you know so.. I'm probably useful to have around.. in that sense.

D: Right

M: So if there is a change coming up or there's a change happening I..I think I will always be seen as the person.. they would look on me as the person on the other side of the change and say this person can adapt to be on the other side of the change and I assume that's why I'm still around and I assume that's why I will still be around..

D: Right..

M: em.. and any day that that's not seen as being the case then that's the day we'll .. or if everything is gone altogether I presume that will be the day I finish..you know

D: Okay.. em.. what do you perceive are the unwritten promises made by the organisation ?

M: em.. .. well the unwritten promises are.. again I deal with these more on a kind of a functional level Deirdre.. em.. so ..so the promises to me are.. I want to be as effective as I can in what I do so if I'm talking to a customer and I want to bring their business into the company which of course eventually reflects on me and my success is .. is.. I want you know.. all the different stakeholders within that process that I need to ..to provide success to that customer .. I need them to fulfill their promise to me.. so I mean each.. each.. person I told you about earlier in the reviews you know..

D: yeah..

M: you know there's all these people I need them to fulfill their promise to me at a functional level.. need them to like you know ... need them to communicate.. need them to give me information.. need them to give me this .. you know .. back and forward, back and forward until I can deliver the promise to the customer..

D: Right..

M: and that's what I see outside that I don't really expect a whole lot.. like I don't feel like there is a promise and I don't expect anything from that promise..

D: Right okay so.. in terms of em say leadership say.. or fair treatment or anything like that you don't feel there is an unwritten things there that..

M: No... em.. I think.. I think it's kind of eh.. eh..I think it's .. em.. there's a there's a great deal of em.. I'm trying to think of the word.. buying as much to today.. eh.. a great deal of .. what's the word where you're kinda working almost on your own.. aut.. autonomy ..

D: Right

M: excuse me.. I'm too long out of this .. these books..

D: (laughs)

M: There's a great deal of autonomy so.. I mean you're.. you're almost .. you're almost kind of dealing on a day to day basis with all of these different of people without one direct ..

D: Right..

M: so for instance with Robert... unless I had to go to Robert for a price committee for backplanes you might think that there's .. very .. and if.. unless you were talking about kinda what's going on here and stuff... there almost would be no kind of interaction ..or you know anybody would be saying you should or you shouldn't be doing something..

D: Right..

M: .. so..so it's kind of a promise... so you're kind of making the promise to yourself.. eh.. you know in terms of you know pay em.. you know you.. you know there's a pay structure each year.. you get a raise, you don't get a raise.. and then you expect to get that every two weeks in your pay packet.. and the company is still doing that..

D: Right

M: em.. I don't expect much more than that..

D: Okay .. fair enough.. em and what are your perceptions on job security and or promotion within the organisation ?

M: Right.. so job security is .. rel... well it really just depends on the economy.. em.. you know there's cost cutting going on all the time within..within companies and at any given period of time you know wherever you are in the company whatever geographical location or whatever ..em..revenue sent or whatever it is.. em.. it could be quite possibly that's the next to go based on a number of criteria so.. I don't know what percentage of job security that is em you could call it one percent you could call it ninety-nine percent I don't know so it's just based on whatever the decisions are at any given time so I don't think there is any real job security.. we are in the private sector right ?.. em... it could happen any day..

D: right

M: em.. in terms of promotion em ..again.. you know unless .. because of the structure and because of the way we've developed it and evolved.. there virtually is no promotion prospects here.. either em... so that is something I had a chat with my boss about and said look.. you know I suppose unless you are prepared to move em.. and even now even in an operations role... you know so before I think there was probably opportunities in an operational role somewhere else but I don't think they really want the ex-pats doing that stuff any more so there really .. there's no promotional eh..eh..opportunity in Europe any more basically so that's obviously another that feeds back into kind of the longevity it's kind of like it depends on what you need and what you want at the given time ..

D: Right..

M: Em.. so I don't see a promotional opportunity in the next two to five years say..

D: Okay alright.. and. .. you talked about you know what you think the company on an unwritten basis gives you. What do you think in return would be the unwritten or the..or implicit promises do you offer the organisation ?

M: ... so okay.. so what ..what you offer is em.. you offer is your .. your time .. probably more time than..than is designated.. in fact for sure like..eh so you offer to spend you know hours inside and outside of work I suppose that's flexibility right.. You offer to give them flexibility in other words there will always be available always be there to make sure that you're achieving your goals em. and then outside that I suppose you just offer the integrity that.. you know you're..you're the face to the customer .. and you're all the time representing the company I mean you are not representing you.. you're representing the company so that's something else you would have to give.. em.. lo.. loyal.. I don't know whether loyalty is the word or

not.. you know I mean am I loyal to the company.. I don't know I'm loyal to..to doing a good job for the company em.. whether the company is loyal to me or I'm loyal to them .. I don't know if that's the right word to use.. em.. at a level of fairness so if I'm in a management role or not in a management role it's pretty important and it's in this book em.. and it's kind of tangible and intangible fairness I think that's really what ties things together it's the perception of fairness or fairness in itself...

D: Right

M:.. em.. I might just ex.. I would always.. what I would give back to the company you know in terms with my interaction with people is fairness so in all those different groups if it's people who report to me or indirectly related to me it's just a piece of .. you know pragmatism .. and fairness in all interactions..

D: Okay

M: .. that's essentially what you give back..

D: .. and what would stop you from keeping those unwritten promises to the organisation ?

M: .. em... well if ..if .. if that sense of unfairness was.. if I had a perception of unfairness to my management em.. then that would probably make me feel bad ..

D: so if somebody was being unfair to you.. or to you're manager is it?

M: .. or to my peers.. if my manager was being unfair to my peers..

D: Right

M: ...then my sense of fairness and unfairness to the company might be...might be dislodged a little bit..

D: Okay

M: .. so as long as .. you know as long as I see that I'm .. .. I'm .. I'm ..I'm working to the goals and objectives of the company in a direct fashion emm.. and that's.. that's ..that's what I do each day and if the company are doing the same thing .. and we're doing it at the same..in the same style then that's fine but if I felt that .. that was being you know obviously undermined in some way or there was a different agenda then I'd say that would be a different situation.

D: Okay.. em would you say that the relationship between you and the organisation is on an equal footing ?

M: Yeah..

D: .. so the power between the organisation.. and..

M: Eh.. its diffi.. I mean I don't know.. I suppose I don't know .. the answer to that .. I can't really tell what the organisation.. I can't really tell what the organisation thinks of me so.. I don't really know whether they .. you know I'm kind of recognised or not I'm..I'm.. not.. I'm not at a kind of a level in the organisation any more where I feel I'm able to gauge that..

D: Right .. okay..

M:.. so that's..

D: .. em..do you think that the exchange of promises or obligations or expectations is equal between you and the organisation.. so for what you give to the organisation versus what the organisation gives to you ..

M: yeah..

D: okay.em.. can you give me an example of change in the organisation and how you dealt with it..?

M: okay.. so eh. lets see .. well we were just talking about the last one which was the .. change of the group here from the divisions within Pseudo Electronics so you know...oh you weren't here the other day.. well you've seen it before you know the backplane group you know Ernst, Bernard..

D: yeah..

M.. Francis and Peter and in .. in Pseudo Electronics.. so when you take a look that was the last big change .. now you know the last big organisational change so you might say well you know what's the difference there well the difference there really is that around the globe they say that your back planes and your connectors but in Europe they kept us spinning across the two..

D: Right..

M: ..so you can say that my boss is backplanes but I can't talk to him about my connector business ..

D: Yes.. Yes...

M: ...so if I wanted some help from him or whatever.. you know I'm not going to say hey you know I've got this connector business so... I suppose that's change you could go right the way back to all the changes...

D: hows that changed now ?

M: hmm?

D: how has that changed ?

M: ...well before we would have had Conor here. .. right?

D: Yeah

M: .. and Conor looked after.. Conor was the sales manager in Europe .. and he looked after em.. the kind of backplanes and connectors and he was also my boss..

D: Right okay.. so you're talking about the change being the division in your manager..

M: yeah.. totally yeah.. yeah..so you know now you have I suppose two different divisions paying half your wages..

D: Right

M: Em.. and that's changed and then there was a bunch of organisational structures that changed around that as well not just that right in terms of .. everywhere in terms of how we reported to all the different .. so you know each factory is divided in two there's not the same set of people so you can imagine.. work has doubled..

D: Right..

M: it's a totally different set of people for each conversation so that's change but I mean there was bigger changes over time when we had the Pseudo Electronic's to Pseudo Total Systems and then you go back to all the changes we had with moving factories and ..

D: Hmm...

M: ... you know so.. all those changes were big changes you know redundancies .. people moving .. taking over their jobs and all that sort of stuff so..

D: So how would you describe your ..your tolerance your level of tolerance to change?

M: Em.. well. I would be kind of a .. my level of tolerance well it's ..I go through the same stages as everyone else it's like this is going to be daunting what are we going to do but I immediately go into what's the actions.. the counter measures.. you know the obstacles.. you know the old TQM thing and work ..work it through

not like the people in the states and all these sorts of places right.. who do the change and then worry about it afterwards but I think here we were always very good at change so I would have learned that from Conor.. it's like what are the action plans what do we need to what are the outcomes.. etc. etc.. and kind of manage it on a project basis..

D: Right

M: .. try to figure out you kinda.. who are the people...you know so that's how I would deal with it.. so when you come out the back end you've thought about all the things you've helped to ..to make the change if you like..

D: Right

M: .. it's really to help you make the change I suppose is the one because then you can influence decisions ..

D: Okay .. to be part of it..

M: Yeah..

D: So.. I suppose on that do you perceive that consultation is required em.. by you or the organisation before changing any.. of your unwritten agreements or promises in relation to your contract.

M: Yeah

D: You would definitely..

M: should..

D: you would think that would be important..

M: should be ..yeah..

D: Okay.. em.. how do you perceive your unwritten contract with the organisation from the point of view.. em do you perceive there's a similar treatment for all employees or do you think that there are individual em unwritten agreements that each person has.

M: I would say the latter..

D: Right..

M:.. I just.. I just think certainly in..in.... the way the company is now.. it was different years ago because people where within structures and.. now there is very

little structure around kind of what we are doing so I just think each role has some sort of niche capacity and therefore that's.. that role or that person within that role has to have a kind of a different set of .. a different kind of psychological contract because it's just you know em.. so I suppose even technically myself and Evan would have a similar set of values because we do a similar role but....

D: Right

M: .. simply because our customer base is so different it's in such a different part of the world it's a different eh so.. his would be more on stable business rather than new business and that's like a world apart even though we essentially do the same stuff and talk to the same people.

D: Right

M: .. so I'm just..so.. my.. the expectations from what I do and say instance what Evan does would be a lot different.. simply because of the nature of the business we deal with.. the people we deal with and the cultures we deal with.

D: Okay..

M:.. em... and then vice versa so we.. we.. em that psychological contract that we have with the company is to support us in that and then vice versa.

D: Okay .. alright.. can you recall an incident at work where the organisation exceeded your expectations and it can be something big or it can be something very small.

M: .. exceeding in a good way ?

D: Yeah ..

M: .. or in a bad way..

D:... exceeded your expectations of the company in a good way (laughs)

M: Right.. em.. no

D: No.. nothing at all.. okay... em.. how satisfied are you in your job?

M: Em.. as in like eh..percentage wise ? or just..

D: whatever way yeah .. you want to express it ..

M: em.. how satisfied am I in the actual job.. I think I'd be eh.. I'm nearly satisfied.. I'm nearly satisfied with how I do the job and the tools I have to do it and the place I have to do it in ..

D: Okay..

M:.. em.. and I think generally I'm treated fairly and em.. so yep.. em.

D: Okay so.. as you just said there generally you are treated fairly .. I suppose how well overall has the organisation fulfilled its written and unwritten promises to you.... or obligations?

M: so.. I think it goes back to Deirdre.. like the company hasn't made the promises to break or to fulfil if you know what I mean so..so in terms of what my expectations are with ...with the company and how I read into those.. so you know the company doesn't make promises .. and it doesn't mak... you know what I mean and it doesn't say.. in another year I'm going to be such and such a place in two years time it's a.. it's a...an on going thing .. so.. so...they don't make promises and therefore they don't break them or ..

D: Right

M: .. or keep them

D: Right

M: em..I think you know..

D: Like you've said you don't perceive there's too many unwritten promises made to you either.

M: There's ...there's no promises to me other than we'll support you to ..to win new business which is a functional thing eh.. and we'll pay your wages and we'll try to make sure you've you know you've got..

D: Okay

M: .. you're treated okay within the market place in terms of salary and stuff em.. so you know I think you asked me earlier on was I... do I think I'm paid okay for what I've done...for what I do .. I think I am.. am I paid in.. rel..fairly in relation to my peers? I don't think I am.. you know it's just a different question.

D: Okay..

M: Right so.. so..if..if..if .. the question was re phrased em.. you know if.. you know if the company was making a promise to me to say look you know we're

going to ...we're gonna treat you the same as your peers for the same level of work and the same level of ability .. and stuff well then I'd have to say that they aren't ..

D: Right

M: .. but they never made that promise to me..

D: Okay

M: Right ? .. so eh for instance you know I'd know that someone who went into my role would be getting paid more than me but em.. nobody ever promised me that .. that wouldn't happen .. em.. and at some part in the process I understood how that happened.. you know what I mean ?

D: Okay.

M: ...so.. because of the market place, because of changes and all that sort of stuff so..

D: Okay.. alright em.. would you say your commitment is to your career or to the organisation ?

M: I'd say it's both ..

D: Right ..in what way...

M: Well I suppose em. well if you know my career is in the organisation em.. and even though I said there is no roles well I mean my clear statement to my manager in the last review was eh .. I want my career to be within the company and I want to find some way of ...of ..em.. not just promotion ... but some way of getting .. utilising you know my MBA results and my MBA skills etc. within the organisation.. so that's a commitment to the company I suppose.. that's the commitment to say look I'm here .. I've ..I've got this in my bandwidth and its being used ....

D: Right..

M: .. fully..even.. though I'm busy in what I'm doing and it's a kind of a niche role you know if ..of..the company.. I'm encouraging the company to help me to align myself with the same company for the next five to ten years and to help me grow to a .. to a greater value to the organisation so.. so they're both linked..

D: Okay.. okay very good can you give me an example of a positive incident in Pseudo Electronics and how it impacted your commitment ?

M: .. positive incident.. what is there.. eh

D:.. it shouldn't be too hard to think of one .. ( laughs)

M: well you know what they say if you can't think of one think of today and what happened today em.. nothing today or yesterday.. eh.. I just have to go back to the work and eh you know I had a review here yesterday and brought in some new business and everybody said well done...

D: Right..

M:.. I suppose .. that's positive..

D: absolutely okay.. the other side of the coin then can you give me an example of a negative incident in Pseudo Electronics and how it might have impacted your commitment.

M: ahh... so..yeah you know I suppose there's a lot of these.. again I go back to maybe even going back to that last change .. within the organisation again with unfortunately Deirdre I don't really deal on the level of kinda the relationship stuff and all that.. I always think more of the function and how it all works and you know there was kind of a buck there for me there where they ... I'm not going to go into detail about it here but em.. in how the financial integration between the junior divisions was being done ..

D: Okay..

M:.. em I just felt that I.. I just felt that eh ..they didn't think about it .. it took them about a year then to put it in place and then it just ..it just kind of frustrated me in the sense that.. I felt it wasn't being done correctly .. I pointed it out on a number of occasions.. people just said awhh.. we can't do much about it and I'm sa... I just can't why we can be inefficient when it comes to management kinda making changes within an or... financial changes that ..that are logical..

D: Right..

M: .. em..understanding those issues and then dealing with those issues.. but about a year and half later they got them all sorted out so.. that would ..that would frustrate me much more than say.. somebody or someone doing something..

D: Okay..

M: eh.. and that's ..that's what my frustrations would be most often..

D: Okay .. alright and eh I think you have probably just described it there a little bit but what challenges would you say exist in working for a complex organisational structure?

M: .. Yes it's the systems.. the systems and the processes and you know everything is ..is crossing over and interlinking and you know it's..it's...you're right it's complex so everything we deal with is complex so for instance they are trying to change connectors to ..to ship from Malaysia and Malaysia have no eh diplomatic relations with Israel.. so every single day I always say to Sean and the guys every single day I come in there is something new there absolutely never seen before..

D: Right

M:.. so it's like.. how do you get around this stuff... so this is why..this is why we work ... this is why we do this work because we find ways we say this is impossible and then we say well how do we get it to become not impossible so that's the difficulties.. but you're either a person who looks at each problem .. as an opportunity ...

D:.. hmmm

M: .or you're not....and if you're not .. you're not you're in a bad place.

D: Em.. right..okay is there anything cos I know you have an understanding I suppose of the area that I'm studying .. is there anything that I haven't asked you on that you'd like to comment in relation to the psychological contract ?

M: eh.. no.. I didn't get a chance.. enough of a chance to look at what it is Deirdre.. but I just remembered a few years ago.. the reason I just picked this out .. because I remember a few years ago talking to Conor and Thomas and I gave them this and I remember they used it em.. and it was just to do around fairness...

D: Right..

M: which is just the word I use quite a bit. It's just around organisational fairness it's determ...it's determination and consequences and then you have procedural fairness em where at least if the process is fair..

D: Yeah..

M: ... then people will feed into that process and then be happy with what comes out of that process even if the result is not fair you know what I mean? so you can .. you can say to a person look we've got this very strict process here and this is how you we look at your performance and even at the end of it you could say you're not doing what you should be doing.. so the person could say Jesus that's not fair and you could say well do you agree with the process and then they'd say yeah..

D: Right..

M:.. so then they'd so okay well then it is fair.

D: and is that the way you think about it ?

M: That's the way it should be

D: .. right but and.. but that is how you think about it too is it ?

M: Oh yeah..

D: Right.. right.. okay..

M: em.. and so there are different levels of fairness em.. and there's consequences for unfairness, then there's interactional fairness so there is procedural fairness and interactional fairness.. Procedural is .. each interaction you have with a person you.. you .. you will understand whether as a manager or or a report to somebody that will take em something from the outcomes.. so fairness from the outcomes.. so.. if you deal with that person as fair then.. then.. that relationship is good and everything that you work in that relationship .. and then the ..the consequences of unfairness then are .. you feel that you're being treated unfairly and that means you harbour grudges and all that sort of good stuff.. right...

D: Right .. okay..

M: Em.. so ..so that's really where I'm at .. it's kind of the procedural fairness and the interactional fairness and there is another type as well right.. em..and if .. if they're in place then even.. even if a person isn't performing well I don't think you're ever going to have a problem with the fact that they won't know.. do you understand what I mean ?

D: hmmm..

M: .. so I think .I think it's.. it's a case of you knowing where you stand and this just brings back to the conversation with my boss I was like look.. don't.. in a years time.. if your job comes up right?

D: Hmm..

M: .. and you're recommending your boss to take a person into your role .. I want that person to be me.. now in the next year if for somewhere along the way you think that isn't me then you need to tell me why it isn't me ..

D: Right

M.. cos I'm telling you now that's my goal...

D: Right..

M: .. so you're role is ..is to make sure if I'm going along and I'm aligning myself into that role then everything is fine but if for some reason if you see me diverging away from that or you feel that I'm not doing what I should be doing to get into that role then I need to be pulled back in because we both understand between us that's my goal..

D: Okay ..

M: .. and it's unwritten .. and so when the job comes up .....

D: .. you would have an expectation..

M: .. Mark.. I have an expectation..that..that.. I've .. I've been clear and this person's been clear and I'll know when the time comes whether I'm the person or not for that at least I'll know.

D: Right .. okay

M: .. and then it's up to them the process you know..

D: Okay .. fair enough.. thank you very much Mark..

M: Thank you

END OF INTERVIEW

## INTERVIEW COVERSHEET & CHECKLIST

**Interviewer:** Deirdre Flood (D:)  
**Interviewee:** Robert Kirwan (R:)  
[Name changed to protect identity]  
**Sex of Interviewee:** Male  
**Job Title** Global Marketing Manager

**Date & time of the interview:** 9<sup>th</sup> July 2009 at 10.30am.  
**Place of interview:** Offices of Pseudo Electronics Ltd  
[Company name changed to protect identity]  
**Interview Method:** Face to Face  
**Recording Method:** Digital Recorder  
**Interview Sequence:** Interview 8 of 8  
**Approx length of interview:** 43 mins  
**No of pages in the transcript:** 19

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**Has the Interviewee read and understood the Participant Information Sheet?** YES

**Confidentiality assured?** YES

- ✓ The name Robert Kirwan is a pseudonym used to protect the identity of interviewee.
  - ✓ The company name; Pseudo Electronics Ltd is a pseudonym.
  - ✓ Also, all of the names of people mentioned in this transcript were replaced with false identities.
  - ✓ The deposit copy of this transcript with NCI is not permitted for public or library use.
  - ✓ Audio files of this transcript are available upon request for the purposes of grading this dissertation.
- 

### Notes & Observations:

- The interview was held much later than other interviews as this manager was traveling for some months and had just come back from two weeks vacation. During this time he took his laptop with him on holidays and was still engaged in work at a more restricted level.
- The interview finished within the time frame allocated
- My initial perceptions upon completing this interview was that this participant is very motivated by his work. Challenging work is very important to him and so too is the confidence and respect he receives from the senior management in the organisation for a job done well. He tries to form close bonds with the people he works with, spending time in the evening getting to know colleagues when he travels and refers to them as friends. Therefore there is a high trust relationship with the organisation. He feels that once he remains flexible in his role that his job will be secure. His job is fulfilling his personal career aspirations and he has no intentions of leaving declaring that he would retire from the organisation in time. He works long hours and is flexible with his time worked i.e. he says he works 18 hours in a day with some time working in the morning, some time off in between and works again later in the day. He is very open to change and new cultures but does find it hard work. He thinks that the lack of integration with the different divisions of Pseudo Electronics creates a problem with communication. He does not like the way the Company handles restructuring or rationalisation where long serving employees are not treated well.
- Robert did comment after the interview completed that probably unconsciously one of the reasons he works so hard and is so flexible is through fear of losing his position within the Company that he loves and ultimately fear of losing his job.

## Transcript of Interview 8 - Robert

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The transcript starts after the participant information sheet is reviewed and signed.

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D: How long have you actually been with the organisation ?

R: Nine years..

D: Nine years ... and what is your role and reporting structure in Pseudo Electronics?

R: My role is the Global Marketing Manager for the assembly business unit ..

D: Right

R: .. and I report into Ernst Ryan who is the General Manager of the business unit and he's based in Shanghai.

D: Okay .. and em..could you describe I suppose who you perceive to be the em... agents of the organisation or who in the organisation em.. who represents the organisation to you in your day to day life ? .....Who do you deal with..

R: Everybody represents the organisation ..

D: Could you..

R: So.. well from the workforce on the floor to the General Manager at the top they all have a responsibility they are all the face for the customer so we have customers who visit our facilities every day and they see these people so I see everybody in the organisation as a face to that customer.

D: Okay.. okay alright and em.. who like in particular would you deal with on a day to day basis in the organisation?

R: Em.. sales people and customers and my.. you know people who report into me as in account managers and the General Manager.

D: They'd be the main..

R: They'd be the main people I'd speak to every day ..that I'd spend most of my time with.

D: That would represent your management structure team..

R: Yeah

D: Okay

R: Yeah

D: Alright.. em.. do you have a specific written job description ?

R: No

D: You don't em.. so how is your work determined ?

R: Em.. I have some .. some key things which I need to do every day and that is em.... revenue updates for the organisation and on a weekly or monthly basis I would update the organisation on new business development activities, but in between em... my task is to facilitate the team in satisfying making sure the customers are at the right level of satisf.. satisfaction, the deliveries are on time, the quality issues and concerns from the customer have been taken care of .

D: Okay.. alright.. and is that something that you would work with your manager or is em..

R: That is something that I work on the people who report into me.

D: Okay

R: ... so the account managers who have direct direct relationships with the sales people and the customers who work on these issues.. I would work through it with them on these issues and if needed to be we'd escalate to my manager.

D: So your manager has given you this scope to be able to do this particular piece of work.

R: Right

D:... and that's what you work towards..

R: Right

D: Em.. do you think the organisation could be improved if it were unionised?

R: No

D: Why?

R: .em... because in today's environment and with the ever eh.. increasing demands of our customers.. em.. the main issue that customers are asking about is flexibility. I feel that unions are not flexible enough.

D: Right

R: Flexibility within a union usually costs money and makes us uncompetitive.

D: Okay .. could you give me an example of the type of flexibility you are talking about ?

R: Eh.. working longer hours.. em.. you know we're we're sitting in a time zone where there is very little manufacturing em.. so we have to come in a little bit earlier to speak to people in China and sometimes we have to stay late to speak to people in Mexico that's the type of flexibility I'm talking about so.. I'm not necessarily advocating that we have to work longer days but what I am saying is that em.. em.. we do have to start early sometimes we do finish late but in between we can take time off we have the flexibility to take the time off.

D: Right .. okay em.. so would you say then that there is just I suppose following on from what you said a strict division between your work and your personal life ?

R: No...

D: Why in what way ?

R: Em.. in a way that you know em.. as a result of that flexibility my working day typically..... it's typically eighteen hours long .. it can be from seven o'clock in the morning till eleven o'clock at night and you know whilst I'm not working continuously for that time em.. I am available for phone calls and conference calls with people in different regions of the world to participate .. so it does interfere with my personal life.

D: So then.. my next question which is .. have you ever had to sacrifice your family time to do work for the organisation ?

R: Yes

D: Okay.. alright... would you encourage any of your family or friends to work for this organisation ... if there were a role available ?

R: Yes

D: Why

R: .. because it is an extremely profitable organisation with em..... with a lot of opportunity for career advancement, em.. the company is a diverse company with a broad range of products continuously striving to em.. invest in new technologies. The company has a seventy year history and so has a lot of experience in the market place .. and it's a well recognised brand in the industry. So yes I would.

D: Okay and the culture of the company is something that you know you would... again you think your friends or family would fit into like.. you like the culture of the company ?

R: I like the culture of the company in terms of .. where its strategy lies in terms of you know new innovative products em.. I'm not .. in terms of how the company sometimes treats people.. I'm not a big fan of, in terms of lay offs they are very quick to lay people off people who have been loyal to the company that's one area that I really don't have any control but that's one aspect of the company that I'm not ... I think I'd like to change.

D: Okay alright .. how is your performance measured ... in the organisation?

R: em.. it's not .. em. I don't have a set of metrics to work to what I work to.. my I .. I think in my role it would be difficult to put metrics in place.. my .. my invariably what's been described to me my role is that it is a new business development role em ... and also driving to get the best revenue possible. Em.. I cannot make revenue .. revenue comes from customers and the customers only give us revenue when they have demand so my job is just to work with the sales team, work with the account management team to make sure that we capture any available market share and demand that's out there. I believe we are doing the best job we possibly can on that and a lot of our customers we have over fifty to sixty percent market share and indeed in the most of our customers we have a hundred percent market share. The second thing is em.. you know the the monthly reporting of the business development activities is something that we've been doing for two and half years now we have a clear track history and record of all the new business development activity that's taking place in new markets, new regions and new customers. So there is not a hard set of metrics in terms of I have to bring five million dollars of revenue extra into the company every year em.. in a global downturn that's very hard to do but I think more in the business development area.. em....you know bringing on a new customer in a new region in a new market is more the metric that I have but there's nothing as I said you know written down.

D: Right .. so how do you get feedback on your performance ?

R: Just from general comments that's made by my general manager .. general comments is made by the CEO of activities and the stuff I've been working on and in terms of your doing a great job and .... Would you be interested in the general .. managers role general comments like that .. that's generally the type of feedback I get.

D: .. and does that work for you or would you prefer to have more ... structure on it?

R: I would prefer to have more structure but I like the freedom that comes along with not having a structure in place.

D: Okay

R: Em.. you know it's not only the comments that are made I have been awarded stock options which .. which very few.. which are not readily awarded to everybody.. so that's another indication that I am doing what they want me to do em.. but I would prefer .. I I I would prefer... I would like some written metrics but I like having the freedom of not having the metrics in place and still being told you're doing a good job.

D: Okay ... okay do you perceive that you're being paid a fair wage for the work that you perform?

R: No..

D: Why?

R: I took this role two years ago and .. em. ... I've sacrificed a lot of family time for this role em .. there's been some benchmarking done on the role and I know I'm underpaid for what I'm actually doing.

D: .. and how does that affect your commitment ? or does it ?

R: It doesn't affect my commitment as such .. em.. I did have some wavy patches but the reality is they put me on a management incentive programme which when we do well I do well em.. they've also given me stock options which em.. like I said earlier there it's an extremely profitable company in which stock prices go up quite high and you know some day hopefully I will reap the rewards of that.

D: Okay.. so do you get other or any other kind of reward then out of your job itself ?

R: Financially or personal ..

D: well I suppose personally to balance up the...?

R: Personally I'm at a level in the organisation that I never .. that I always aspired to but never thought I never knew how I'd get there so that personally I think I've achieved what I set out to achieve twenty years ago when I started work em.. I think.. I feel like I'm doing a good job here and I feel that the people like me and

respect me which is also important to me and I don't look on the people I work with as colleagues I look on them as friends. Em.. from a financial perspective I think I have been rewarded financially when I consider the management incentive programme I'm on and consider the stock options I would have been give and when I also consider I got a company car which not many people have .. which cost a lot . of money so yeah I feel rewarded for the role that I'm doing.

D: Okay .. alright .. okay.. em.. how would you describe the longevity of your career with Pseudo Electronics?

R: Em.. I came into the company nine years ago as an account manager em.. for a customer who we no longer have em.. I watched that customer grow from you know six million dollars worth of business a quarter to nearly thirty million dollars worth of business a quarter and then lose it all in the space of twelve months. Em.... EMC

D: Right

R: .. and then em.. I moved into a region in Israel which eh.. was totally underdeveloped and developed that region from one million dollars worth of revenue a year to close on fourteen million dollars of revenue a year .. over a four year period... and then I moved from that into a global role to try and emulate... do what I'd done in Israel globally .. em.. I've done that in nine years and eh... it's been a great experience I've learned a lot and I still believe .. I know I have a whole lot more to learn em... I like what I'm doing.. I like where I'm working, I like the people I'm working with, I like who I work for em.. and em.. I see .. I I see personally I see my career finishing with Pseudo Electronics. I want to stay here until I retire ..

D: Right

R: .. in maybe ten or fifteen years time.

D: Right and why is that?

R: It's a comfort zone..

D: Right

R: I know the products em.. I know the management team well I want to get to know them better. They respect me, I respect them so there's a very comfort feeling with the management team.. em.. I'm working for a company like I said earlier who are diversifying the whole time and buying the latest technologies and marketing those latest technologies and the company is continuously growing .. it's the fastest growing company in it's sector so it's a very exciting company to work for.

D: Okay... what would you perceive are the unwritten promises made by the organisation ?

R: Em.. the unwritten promises.. that's a pretty good question .. I can't think of any.

D: Well I give you maybe an example of a few things maybe..

R: Yeah

D: Like say for example.. training, leadership, feedback on performance we talked about .. fair treatment or an attractive benefits package.

R: The only area where I have a concern about unwritten promises in the areas that you have mentioned would be in fair treatment ..

D: Right

R: I ... I just feel and I know it's for the companies benefit but I just feel at times in a down turn we are very very quick to reduce our overheads and what that really means em.. from the personal factor of the whole discussion.. eh you know, your colleagues and friends in the company who have put an awful lot of work and effort into helping bringing the company to where it is .. that's the only area of the company that I can honestly say I have a problem with.

D: . and do you think that em.. through that process that they have been unfairly treated ?

R: I do .. I do.. and also em.. I feel it has a detrimental impact on some of the colleagues who have left.. who..who are left behind.. who are still working for Pseudo Electronics because it gives them a feeling of well if they do that to him then they are going to do that to me at some point.

D: Right

R: .. and it can have an impact on how they view the company .. it can have an impact on how they perform in a company and you may not necessarily get the best of people as a result of that... who are left.

D: So you don't see it just as being eh.. you know the rationalisation of the business you know you'd think in the process of actually prematurely terminating .. is that how you feel?

R: I think the rationalisation of the business is something that we have to work at as managers and we're never going to get away from that.

D: Yeah

R: .. but I just feel the way it's done sometimes can be very cold ..

D: in what way is that Robert?

R: Well it can be very quick and people tend to forget that some of the people who they're letting go who have ten, fifteen, twenty years of experience and they've given a lot to the company..

D: So they don't see it coming basically..

R: They don't see it coming but then when it actually happens em... it's it's done very coldly in a way and it's sometimes done unfairly and em.. it's very bad on the people who it's actually happening to but it's just as bad on the people who are left behind because .. you know they are putting in one hundred and ten percent into the business and when they this happening to their colleagues.. they take a step back and go well why should I give one hundred and ten percent .. why should I be so flexible, why should I work eighteen hours a day and make myself available for eighteen hours a day, take calls from all over the world when they can do this to me tomorrow, why should I sacrifice my family time so I do believe that the way they treat colleagues who .. during a rationalisation program can have a very bad impact on the people who are left.. people and the people who are left are people they're relying on for the future of the company to get the company through the difficult times.

D: And how do you think it should be done ?

R: I think em.. you know .. I think...the rationalisation program should be done in accordance with the culture of the location where the people are located so.. I know in America I know there's rules for how you know rationalisation or lay offs occur and they are not necessarily the same laws and rules that should be applied in Europe .. they are not necessarily the same rules and laws that apply in Asia or anywhere else.. or any other part of the world and I think you know with a stronger HR presence in those regions, em.. a stronger adoption of the local culture and laws I think a lot of the bad stuff that I talked about could be avoided.

D: Okay.. and would an example of that be just thinking of you know the HR culture of how they would terminate people is were they would be told that same day that they had to leave and..

R: Well that's the American culture right well so... we've had examples here of and in Europe of the American culture of laying people off em.. happening in Europe..

D: Right

R: .. and the results of that have been litigation and you know the people who are left behind see that going on em.. and it creates an awful lot of bad feeling .. creates an awful lot of uncertainty em.. forces people who are left behind to question themselves and em.. question their commitment and question why they should sacrifice family time.. why they should sacrifice perhaps flexibility.. why they should give flexibility for a company who is going to treat them like this someday.

D: Okay ....alright em.. what perceptions do you have on...em.. in the organisation on job security and indeed on the other extreme on promotion.

R: Em.. first of all I don't believe in.. in.. eh.. I don't believe in job security em.. in any role but I do believe the higher in the organisation you I go I believe the better chances you have of longevity in the com.. in the organisation. Em.. no one is going to give you a promise or a contract which says you have a job for life em. .. the global market is changing every six months you know seven years ago.. nine years ago when I joined the company I'd seen a presentation which talked about seven year life cycles being the IT industry.. it's now nine months .. it's taken us ten years to get there and it's now nine months long.. you know life cycle of products in the IT industry and in the middle of all of that you've got global downturns and global uptakes so.. em... this is where the whole flexibility issue comes into play em.. my perception is that I don't have a job for life but my perception also is that the higher up the organisation I have I can get longevity in the role and right now.. I'm you know the global marketing manager for backplane assembly systems.. someday I could be a general manager for a division in Pseudo Electronics.. someday I could be em.. eh a GM for Europe I don't know where my career is going..

D: Okay

R: .. all I know is that right now.. I'm very happy doing what I'm doing and I've been told I'm doing an excellent job, I've been rewarded for doing an excellent job and I want to keep doing what I'm doing..

D: Okay.. and you mentioned there that you know people tell you .. you are doing an excellent job em.. who in the organisation would give you that feedback and I suppose who .. is it important that you receive it from?

R: I respect .. I receive it from the corporate CEO, I receive it from the division CEO, I ..I em receive it from my own general manager and also other general managers in the company..

D: Okay.. alright .. em.. what I suppose what are the explicit and unwritten em.. promises that you offer the organisation ?

R: Em.. flexibility ..

D: Right... flexibility with time..

R: Flexibility with time, flexibility with travel, em.. flexibility with my availability em.. flexibility with my role em.. you know I have this global marketing manager title but the reality is I'm involved in finance, I'm involved in strategy, I'm involved in eh escalations with the customers, escalation with the marketing team, escalation with the management team, I'm involved in a wide area of issues. Em.. I've taken on the Dublin managers office role, the Dublin Office Manager's role (laughs) em.. so the commitment I'd give the company is flexibility and commitment and ..

D: .. and they're unwritten..

R: they're unwritten.. there's nothing written .. it's just .. that's my commitment to the company but it's as you said it's not written anywhere.

D: And to what extent do you feel obligated to .. to be so flexible.

R: One hundred percent..I feel .. I don't feel I could survive in this role em.. without flexibility ..

D: Right..

R: I believe that if we don't have flexibility in any role em... you're not going to be in that role for very long.

D: In that what the company would terminate the position or ..

R: I think the company would terminate the position .. I don't think the position would be terminated but I think my position would be terminated .. I would be terminated .. I think the position you know is a necessity whether it be here, whether it be Shanghai or North America somewhere .. the position would still exist but if I wasn't flexible .. em..if I wasn't accountable, if I wasn't available em... if I wasn't a driver eh.. I wouldn't be in this position.

D: Okay.. em... but it's not something that's asked of you I guess like directly..

R: No.. it's .. it's almost expected of you.

D: Right .. okay.. what would stop you from keeping your unwritten promises as you described them there ?

R: Em.. nothing .. you know to be honest with you .. it's the way I am .. em .. it's my work ethic.. it's .. there's some people who need an instruction to do their job and will only do what the instruction tells them to do where I type of go beyond

what the instruction tells me to do and that's just my ethos that's my way of working and it doesn't matter where I work that's the way I'll be.

D: Right.. and it sounds like from what you've told me that you have a freedom to .. to do that in your role at the moment so .. so if that freedom was restricted in some way would that impact on how you ...

R:.. em..

D: .. how you keep your unwritten promises..

R: Em.. if they specifically told me that you know if someone told me ... if my manager told me that we don't want you to work till eleven o'clock at night we want you to finish at six o'clock in the evening and switch your phone off then that's what I would do.

D: Okay

R: If they told me they didn't want me to travel anymore that everything had to be done by conference call or video call then that's what I would do. If they told me that em...

D: If they withdrew maybe challenging work from you....

R: If they withdrew challenging work from me I think that's probably em... that would eh. on a personal level and development level that would impact me that would cause me to think again.. em.. if they withdrew challenging work from me for me that's a signal or a sign that they are not happy with the work that I've been doing and they don't believe that I can do what they want me to do.

D: Okay

R:.. and that would force me to look at myself .. look at my position em.. possibly look elsewhere.. that's the only reason why I would leave.

D: Em.. so .. the .. the question I had in that area then .. was .. well why do you stay with the organisation.. I know you've probably touched on it with a few points on what you've said but em.. I think it's ultimately it's what is it that makes you stay in the organisation as of today.

R: What makes me stay in the organisation as of today is that it's an exciting organisation to work in because of you know.. the leadership that the organisation has and you know the em..acquisition strategy that the company has .. so it's continually looking for new technologies.. it's consistently growing .. it's the fastest growing company in it's sector globally em.. and it's given me this challenging role

and what comes with this role is a certain amount of freedom and a certain amount of decisions that I can make on my own.

D: Right ..

R: I type of have enough freedom where I can determine my own destiny.. and that's what I like.

D: Okay.. em... would you say that the relationship between you and the organisation is on an equal footing ?

R: can you explain that more ?

D: ... so .. em.. do you think that.. for what you give the organisation and what the organisation gives you .. do you think that there is an equality there .. do you think you give more than the organisation gives back or vice versa.

R: No.. I think it's .. I think we're equal.

D: Okay

R: I know I go through sometimes where I .. I question that but to be honest em.. with the incentives that they've given me.. with the freedom that I have with the flexibility that the company gives me along with the flexibility I give them.. em.. I think we're on an equal footing.

D: Okay so the exchange of promises and obligations and ..

R: Yeah..

D:.. do you think the power in the organisation between you specifically and the organisation itself is equal ?

R: No.. I think em.. power you know.. eh.. what does power mean in terms of ..

D: I suppose who would hold.. who's in the stronger position maybe in the organisation.

R: The Com.. the management is in the stronger position in the company.

D: Okay.. alright em.. okay I suppose can you give me an example of change in the organisation and how you dealt with it ?

R: Change in the organisation and how I dealt with it em.... em..... the only thing I can think of right now is .. is the change that we had to make down in Mexico we had to build a brand new marketing team and some of the marketing people left and

you know had to spend time down there interviewing people and putting training tasks together.. work with people .. there to help train people .. em.. that's really the only change.. I suppose you know I deal with change every day so it depends what sort of change you're talking about I mean with new customers every day and new jobs, new regions so .. in the last year I've been working a lot with India. And that's been a big change for me and that's been actually a huge culture shock for me.

D: Right

R: you know from going from a region like Israel where that was a culture shock at the start and never thought I could do anything as tough as Israel .. to going to India and it being ten times worse in terms of their culture, how they do business, em.. the country itself, the food, the people, the weather em.. that was a huge change ..

D: .. and how do you deal with that.. how do you deal with that type of change ?

R: You got to be flexib.. again it's come down to flexibility and you got to be acceptance.. you got to have an acceptance of other people's cultures .. for me culture is a big thing in business .. and if you can accept other people's cultures for what they are going to be successful. But if you can't and you've got a closed mind and you don't make an effort to facilitate their cultures and understand their cultures and work with them you're not going to be successful and you know as a result I believe partly for myself for.. having that openness to different cultures em.. making the effort to get out there and spend time with these people em.. we've been successful in India it's hard work extremely hard work. Em.. but I think you have to have an openness and acceptance of other people's cultures and beliefs to be successful.

D: Okay em.. how would you describe your level of tolerance regarding change and uncertainty ..

R: Em.. extremely high tolerance ..

D: .. Okay.. do you perceive that consultation is required by you or the organisation for changing any unwritten agreements or promises of your contract... psychological contract.

R: Eh.. yes I mean you say consultation.. they consult me... or

D: yeah

R: Absolutely .. absolutely..

D: Okay

R: I mean there's a list of verbal.. there's a verbal list of things that you know is communicated to me that they want me to do em.. and.. there is certain other things which are just implied which I just take on myself to do because it's the right thing to do. Em.. the only time my verbal list of requirements would change would be something big that they wanted me to do like going to India and grow that market in particular because that's where all the stuff is happening that's where all the big things are happening and that's what literally happened.

D: Right

R: so.. yes.. you know em.. if.. yes.. there is a consultation process where em.. I'm advised or consulted in terms of changes in the responsibilities that I have.

D: Okay ... em... would you perceive that your unwritten contract with the organisation that em.. or I suppose how would you perceive it would you perceive equal treatment for all employees?

R: Yes

D: You would.. so do you think that individual contracts with the organisation do you think that they are agreed at an individual level or a collective level. So you think that people have the same treatment ..

R: Emm

D: .. or do individual people have different ..different deals..

R: I think...

D: .. in the organisation..

R: I think the higher up the organisation you go .. I think there is .. I think everyone has a collective type of agreement written which is you know your start date and your terms of employment, your starting off salary and I think we all have that.. but in terms of a contract on how you do your day to day work em.. no I don't think we have that.. I don't think anybody has that written but they have it verbally or it's implied ..

D: Right

R: So.. eh at the marketing level from the account level manager up it's eh .. it's extremely grey and a lot of the times what you focus on is what's hot during the course of the day..

D: Right..

R: with the customers..

D: .. and do you think that people have the same .. em.. contract if you like .. that each individual has the same contract

R: There's a set of requirements that you know for example the account managers have to work to so that's revenue, that's customer.. it's ultimately customer satisfaction and are we getting the best market share that we're getting off the customer .. are we delivering on time.. are we having any quality problems.. what's the margin on the product and how can we improve it, what's the excess inventory position you know what's the capacity of the plant in China that's the type of stuff that the account manager would be working on every day. The engineers do have a different set of criteria..

D: Right..

R: that they would be working to but again it's not written down anywhere but it's part of their job.

D: But I guess from thinking about their deal with the organisation is that .. is each person kind of negotiated the same em.. deal with the organisation..

R: Yes

D: They would have..

R: Yes

D: Okay.. okay .. alright.. em. can you recall an incident at work where the organisation exceeded your expectations ?

R: em.. yes.. when I was awarded stock options I never expected to get stock options ..

D: Okay

R:.. and for me that was an indication that I was doing a good job and em.. when I took this new role on em.. em.. I took it on knowing that I would be made part...of the.. I would get the management incentive program but never expected to get stock options.. so..

D: Okay.. alright.. and how did that.. did it have any affect on your deal with the organisation ?

R: The only impact that it had on my deal with the organisation is that it wants me to stay longer and it wants me to learn I want .. and I want to I want to finish my career here.

D: Okay .. alright.. it's a pretty big effect em.. how satisfied are you in your job and I think you have kind of..

R: I'm satisfied in my job but I do get frustrated because I want to achieve more quicker.. em... there's certain things that I would like to do em.. that for personal reasons and for em.... the current climate conditions in the market place em.. are taking longer or are preventing me from doing them.

D: Okay

R: .. but I am extremely happy in the role that I'm doing.

D: So how well overall has the organisation fulfilled it's written .. or unwritten promises and obligations that you believe might have been owed to you?

R: Em.. if anything it's probably exceeded them.. mainly due to number one ....that I'm generally that I'm in the role their commitment in me to run this office and the award of stock options which I never expected.. so it's it's exceeded em.. all my expectations and also em.. it's exceeded em.. the career development path that I have for myself.. I never expected to be doing this and I never expected to be presented with the opportunities that I have been..

D: Okay.. so would you say then that you're commitment is to your career or to the organisation ?

R: Em.. my commitment is to the organisation ..

D: Okay

R:.. My career is going to happen if I'm committed to the organisation I'm convinced because of what's gone on in the past.

D: Okay.. can you give me an example of a positive incident in Pseudo Electronics .. we might have..

R: Positive incident in Pseudo Electronics?

D: Yeah

R: Of my own making or of the management teams making ?

D: Any positive incident that you can think of it doesn't matter..

R: There's loads.. I mean a customer em.. a customer visiting .. you know your manager or the CEO of the company praising how good of a job that you're doing or your organisation is doing .. em.. winning .. you know growing the business of Israel from one million to fourteen million dollars a year.. it's a huge ..

D: Okay.. and do those type of incidents have an impact on you personally..

R: Absolutely..

D: .. which I'm sure they do..

R: Absolutely.. and without you know .. without managing you know the increase or the decrease of EMC business at the start.. without you know putting the time and effort into growing Israel to what it is today I would never be doing the role and the position.. I would never.. the management team would never have seen me as a capable candidate to do the role that I'm doing today..

D: Okay..

R: .. and you know the role I'm doing today I'm trying to replicate or duplicate the work we done in Israel globally and one example of that would be Israel another example of that would be California where we have two new accounts coming on board.. another example of that would be the growing and developing of the marketing team in Mexico and another example of that would be the growth of our customer base in China .. which you know despite being out there seven years is only happening in the last fifteen months..

D: Okay..alright.. em.. could you give me an example on the other extreme I suppose then of a negative incident in Pseudo Electronics and how it might have impacted your commitment?

R: Em.. the only negative incident in Pseudo Electronics of really any significance em.. that I would comment on is... is .. as I commented on before .. you know we have to take necessary steps to protect the company and do a rationalisation program .. em.. it's just how we manage the process of release long term employees .. the way that's done and has been done in the past I'm hoping after recent events in the last five months it mightn't happen again. That's the only issue I suppose question my commitment to the future of the company.

D: Okay.. what challenges exist in working for a complex organisational structure ?

R: Communication..

D: Assuming that it is a complex organisation.

R: It is a complex organisation.. a very complex organisation .. with millions of acronyms and I think one of the biggest issues we have eh.. you know Pseudo Electronics is a company with over seventy divisions now and not one of those divisions talks to each other. We don't have one computer system we've got seventy. We don't have an updated contact list we have bits and pieces on business cards so... I think within the organisation the biggest challenge is em.. communication number one .. I think how we work together as divisions for one corporation in attacking particular markets, particular customers .. I think for me that's the biggest challenge to the organisation.

D: Okay.. em.. can you give me an example of a time that a promise made to you was broken by the organisation ?

R: Hm... em.. no I can't.. I mean if they did .. the fact that I can't remember it wasn't that very important but no I eh.. I eh.. I can't think of anything..

D: Okay... em.. I guess we are coming near the end now you'll be glad to know em.. if you could capture one thing about the organisation that you like what would that be ?.

R: Diversity of products that we can present to our customers which makes my job of selling Pseudo Electronics to our customers a lot easier than the competition

D: .. and if you could change one thing about how the organisation is.. about the organisation what would it be ?

R: em..

D: .. and that can be about how it's managed, the organisation itself ..

R: If there's one thing I could change about the organisation em.. moving forward .. assuming everything else in terms of the rationalisation programs are fixed.. em it would be the internal communication and how we work together.. as divisions of Pseudo Electronics presenting one face to the customer rather than seventy faces to the customer having you know seventy different sales people from seventy different divisions calling on customers. I think if we could come up with a way and a process of better internal communication and drawing up strategies for attacking different markets, different geographies and different customers in a joint manner I think we would be more successful as a company.

D: Okay .. fair enough.. I think that's everything I have thank you very much for your time Ray..

R: Okay no problem ..

(interview continues)

D: One more question .. in terms of .. eh trust in the organisation em.. do you trust if you were to take it into to lots.. like the local team here in Dublin and the team.. the rest of the organisation what would your level of trust be ?

R: Em.. a hundred percent ..

D: for both

R: for both .. I mean I've taken time and effort to spend time with most if not all of the people I work with and when I travel I make an effort to spend the evenings with them at dinner you know socialising.. getting to know them personally better.. getting to understand their family backgrounds and their situations as they are to day. How many kids do you have, where they go on holidays, where they live,

D: Right

R: .. what their hobbies are and .. I do the same with them.

D: So you trust.. you would put your trust in the organisation..

R: Absolutely..

D: Okay..

R: absolutely ..

D: .. and do you think that you are em.. you are a trusted member of the organisation ?

R: Em.. I feel at the start because people like the CEO of the division, the CEO of the corporation didn't know me very well but I think over the last three years with the job and the progress that we've made and what I've been doing here .. what I've been doing with the role I'm in that trust is growing em.. and I now spend you know three days every month on conference calls with these people and I have a lot to say and I think and I feel that the trust is developing and growing the whole time.

D: Okay .. alright.. thank you..

END OF INTERVIEW