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**An Examination of the Psychological Contract Before and After an Economic
Downturn.**

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Chapter 1 - Introduction

The Psychological contract is an unwritten set of expectation's which exist between an employer and employee in an organisation. The term was first used in the 1960's , and is attributed as phrase by Argyris in that time, but has become increasingly popular area of research following the economic down turn in the early 1990's.

There has been increased public interest in the whole area of late which has been stimulated by fears emulating from employees about their job security in the current economic downturn.

Schien (1980) put forward a definition, which helps us to understand this concept further:

“ A psychological contract implies that there is an unwritten set of expectations operating at all times between every member of an organisation and the various managers and others in that organisation.”

This unwritten agreement is in addition to the formal employment contract that normally exists between an employer and the employees.

The CIPD fact sheet on this area provides us with a further definition:

“ The perceptions of the two parties, employee and employer, of what their mutual obligations are towards each other.”

It goes on to explain that these obligations are often informal and imprecise, and may be inferred from actions of the parties, or from what has happened in the past, as well as what exactly is said by the employer.

It distinguishes the psychological contract from the legal contract of employment, which must be provided by an employer when someone commences employment with their organisation. The contract of employment will only be a limited and uncertain representation of the reality of the employment relationship. The employee may have contributed very little to its terms beyond simply accepting them by signing the contract.

The psychological contract on the other hand takes into account the reality of the situation as perceived by both parties, and may be more influential than the formal contract in affecting how employees behave within their work environment. It is the psychological contract that will effectively tell an employee what they are required to do in order to achieve their side of the bargain. And indeed what they can expect on a day- to – day basis from their job.

One of the CIPD guidelines (Daniels 2010) gives some useful examples of the kind of commitments employees and employers might make to one another, which could come under the umbrella of the psychological contract:

Employees might promise to:

- ❖ Work hard for their employers
- ❖ Uphold the company reputation
- ❖ Maintain high levels of attendance and punctuality for their employer.
- ❖ Show loyalty to the organisation
- ❖ To Work extra hours as and when required by management.
- ❖ Develop new skills on an ongoing basis, and update old ones.
- ❖ Be flexible for their employer, the example given was taking on a colleagues workload if absent from the workplace.
- ❖ Be courteous and kind to clients and colleagues
- ❖ Be honest in your dealings, with those inside and outside the organisation in which you work.
- ❖ Come up with new ideas, or new or improved ways of doing things

Employers might promise to:

- ❖ To pay employees fairly and commensurate with their performance.
- ❖ To provide employees with opportunities for training and development.
- ❖ To provide their employees opportunities for promotion.
- ❖ To give recognition for some innovative new approach, or new idea given to them by one of their employees.
- ❖ To provide feedback on the staff's performance.
- ❖ To give their employees interesting tasks to work on.
- ❖ To provide staff with an attractive benefits package.

- ❖ To behave and give respectable treatment to their employees.
- ❖ To provide reasonable job security.
- ❖ To provide a pleasant and safe working environment for their workforce

Why investigate this particular area?

One area of justification for this proposed research is determine whether or not the psychological contract has been damaged between employee and employer due to the occurrence of a downturn in the economy, by comparing a set of employees and their circumstances both before and after of this economic occurrence.

One of the main reason for choosing this area to look at, at this particular point in time where the emphasis for most organisations is on cutbacks, and value for money. An understanding of this area would generate a huge cost effective advantage for the management of an organisation, who could nurture a healthy relationship with their employees as part of their HR strategy, and the employees in turn would be more motivated and focused on the chief objectives of the organisation.

This surely would add to the 'bottom line' of the organisation as a whole, were a 'switched on', motivated and focused workforce would provide a genuine advantage for any organisation, whilst incurring a comparatively low cost factor.

Other reasons for investigating this area as well as the economic already looked at, would be as follows:

1. That more employees are now part-time or have flexible working arrangements than would have existed in the past, and hence would require a different approach in their requirements.
2. Organisations are now downsizing with the remaining workforce required by management to do more work.
3. Also traditional organisational structures have become more fluid than at any time in the past.
4. Technology and finance have become more important than human resources as sources of competitive advantage and therefore the staff would require a more thoughtful approach by management.

The pitfalls of managing the psychological contract at this particular stage in our economy was also pointed out by Robinson (1996), who put forward the theory that company's or organisations must now repeatedly manage and renegotiate, and alter the terms of the employment agreement continually to fit changing circumstances (Tichy 1983, Altman and Post 1996) and thus may be less willing or less able, to fulfil all of the promises made to their employees.

Research Question

The aims and objective of this research is to determine whether or not the psychological contract has been damaged between employee and employer due to the occurrence of a downturn in the economy, by comparing a set of employees and their circumstances both before and after of this economic occurrence.

It investigation would seem to be most prevalent for the current economic climate, as both the public and private sector has suffered financially, with cuts and budgetary constraints currently in vogue.

Layout of report

This Thesis will look at the chosen area of psychological contract under the following chapter headings:

Chapter 1 – Introduction, a general overview of the subject and the benefits of the investigation.

Chapter 2 - A Literature review and were this research theory fits in within the context of the industries that are being investigated. This chapter will also look at a brief history and the background of the companies themselves.

Chapter 3 – This chapter will look at the methodology used in order to obtain the data from the personal involved in this thesis, the justification of the approach, what steps that were followed and why. Also discussed will be any ethical considerations, which have arisen during this process.

Chapter 4 – Will look at the findings of the data collected, and will analyse the results and draw conclusions from it. This chapter will discuss any findings and what the finding mean.

Chapter 5 – Will examine the conclusions drawn from all the research gathered and will make recommendations to the senior management within the organisations, In order to create and or improve new or existing company policies on this whole chosen area.

And of course most relevant in today's climate is the question of whether or not these recommendations can be introduced on a cost- effective basis. If they do not provide value for money then chances are senior management will not be interested in introducing them as company policy.

Chapter 6 – A Bibliography will be provided of all material researched and drawn upon.

Chapter 7 – Appendices chapter will also be provided which will contain all support material gathered during research. All the raw data correlated and used within this management report.

Chapter 2 - Literature Review

Managers Role

Way (2009) puts forward the theory that most employers and employees are completely unaware of the existence of the psychological contract between them.

Way goes on to claim that they are often formed by one or more of the parties as early as the recruitment and induction stage of the employment relationship, and not only is this type of contract unwritten, but it also tends to be unspoken, which can lead to breaches that the other party may not even be aware of.

Way continues that it is because of this potential minefield that exists that it is important that managers and management alike are made aware of the existence of the psychological contract, and are given the skill set to create a culture where breaches of the contract become less likely to occur. Where these breaches occur, good communication between a manager and the other member of staff can lessen the damage, or indeed repair the damage that has occurred.

Daniels (2010), also looks at the importance of managers in the role of the psychological contract, and makes the point that managers need to remember that employment relationships may deteriorate despite the management and the manager's best efforts.

None the less it is the manager's job to take responsibility for maintaining good relationships with his or her staff, as Daniel's points out preventing a breach of trust in

the first place is much better than trying to repair damage after the event, as it is then often too late.

He continues that where a breach cannot be avoided it may be better to spend the time negotiating or indeed re-negotiating the deal, rather than focusing too much on the delivery which has already gone array.

The Recession Daniel's points out has had an increasingly negative impact on employee's attitudes, this suggests that managers will have a serious challenge on their hands to restore and maintain their employee's commitment as business's emerge from under the cloak of recession.

Under the current climate, managers need to manage the expectations of their staff, for example through systems of performance management, which would provide regular employee appraisals, and keep free flowing channels of communication open between employers and employees.

This torch for good communication is also carried by Rosseau (2004) who points out that as organisations become flatter, and more workers have to manage themselves and their own careers, the need for both employees and employers to communicate to each other over both parties expectations for the future, so everyone knows what is expected from each other.

Rosseau also agrees with Way that the psychological contract can be managed and used more effectively by an employer at the recruiting, training, performance review, stages of the development of an employee within the organisation.

Decampo agrees with this idea that the psychological contract can be managed, and sees this effective management of this type of contract as key to helping today's managers to understand the nature and the direction of their relationships with their employees.

By deepening this understanding the manager can eliminate false assumptions on the part of the employee, about their duties and their expectations of their role in the organisation.

Breaching the Contract

As well as the need for good communication between both parties in order to have a positive effect on the psychological contract, Atkinson (2007) argues that another vital component that is required is that of **trust**.

When this trust is betrayed it could lead to a breach in the psychological contract between those involved. This failure to fulfil the various obligations whether a breach is real or just perceived to be a breach, the effect will be the same. It could lead to anger, resentment, and a sense of injustice; all this could result in the possible dissolution of the relationship itself.

One of the fundamental areas in the field of the psychological contract, is how it affects the employee's commitment to the organisation in which they work when this perceived or real damage occurs in some way.

McInnis et al (2009) examined this area and found that the employee's commitment to the organisation was **GREATER** when they viewed the contract as broadly trust based, equally negotiated between employer and employee, and viewed as long term.

Whereas employee commitment was deemed to **WEAKER** when the contract was perceived to be unequally imposed and short term.

This question of commitment was also commented on by Pate (2006), who states that a violation in the contract may result in a number of attitudinal or behavioural responses by the employee, including reduced organisational commitment and job satisfaction, were the employees become more cynical towards the organisation.

Which in turn may have important implications for the employee's organisational performance.

Does the economy have an affect on the psychological contract

The area of how the psychological contract is affected by the economic environment was investigated by Hiltrop (1996), who saw at the time that organisations were coming under increasing economic pressure to change. Slow growth having put pressure on company's to cut costs, reduce prices, and achieve dramatic improvements in their productivity.

Hiltrop's article looked at what implications these changes had on human resource management in these organisations, with particular attention given to the changes in the psychological contract in an increasingly insecure environment.

These changes bring about a decreased sense of security and identification with the organisation, because only half of the psychological contract is being offered by the employer, as any job security that was there before is effectively gone because of the organisations cost cutting exercises.

In Hiltrop's piece an example was used that was originally written by Herriot (1992)

To provide an example of the effect this new situation had on the employees:

Herriot likened the company to that of the situation on the command bridge of the Star Ship Enterprise which consisted of a crew, **Kirk** the intrepid explorer, **Scotty** the loyal retainer, **Spock** the know-how man, and **Uhura** the eyes and ears of the whole thing. Many employees he claimed are now expected to fill **all four roles**, this is a huge burden to bear especially with a decreased sense of security, and less identification on the part of the individual with the organisation.

Thus loyalty and commitment must now be generated through different avenues, which has implications for the human resource management of a company.

Pate et al (2003) also looked at this whole area, and highlighted a contextual issue, which affects the psychological contract of an employee, that of labour market

conditions and the perception of job insecurity in a downturn. With the current turbulent business environment, the traditional psychological contract that of long term security in return for hard work and loyalty have come under pressure.

Pate claims to have reviewed the various literatures in this field and has come up with three hypotheses:

- 1/ A violation in the psychological contract will result in a change in an employee's attitude, such as lower job satisfaction and organisational commitment.
- 2/ A change in employee behaviour, with reduced effort and a withdrawal of citizenship from the organisation.
- 3/ All this will result in increased absenteeism on the part of the employee.

Furness (2008) wrote an interesting piece on the effect of the economy has on the psychological contract between an employer his or her employees. In it she states that the current gloomy economic environment has the effect of encouraging the psychological contract to tip back in favour of the employer, away from the employee where it has been tipped on the side of for the last ten years or so.

The piece continues that is the psychological contract that determines whether an employee will go 'the extra mile' for his or her employer. In these current circumstances employers need to revise the way they regard staff, if they see employees merely in terms of being a cost, rather than an asset, then they will be preoccupied with cost reduction.

They as employers will be consistently under pressure to reduce costs, so even if they are not considering staff layoffs, they will be certainly looking at reducing their pay and/ or their benefit bills.

Neill Conway senior lecturer in Organisational Psychology at the University of London is quoted in the piece, as this practise will lead to possible changes in the psychological contract:

“ Employees might balance out any pay deal reduction privately by thinking I have got a job, but I will not be as committed as I was before.”

He goes on whilst employers are always trying to get the best return on the investment as possible from their pay and benefits costs of an employee, they have to remember that the package offered is there as an attraction and retention tool. When the ‘economic gloom’ as he puts it inevitably lifts, employees will readily jump ship if they feel they have been mistreated or if their psychological contract has been breached in some way, or it is perceived as such by them. This will apply to all employees both key talent or otherwise.

The article also quotes Paul Roberts a healthcare consultant at IHC, that if conversely, an organisation supports their employees in these difficult times, with for example development support, or otherwise strengthens the psychological contract in some way, the employees will remain loyal and committed during and after a downturn, and stay with their current employer and choose not to jump ship.

Put simply an employer who shows loyalty in difficult to its employees will not be forgotten by the staff, who will remain loyal when things pick up and be further committed to the organisation.

Hauw (2010) interestingly looked at the question of how 'Generation Y' or as she refers to them in her article as 'Millennials', react in times of economic downturn.

In her article she makes the point that in a recession optimism levels are lowered, and employees generally lower their expectations, especially regarding the work – life balance and social atmosphere.

However she continues 'millennials' expectations regarding job- content, training, career development, and financial rewards, remain extremely high. Individual values, careerism, and optimism significantly influence their expectations.

Her study suggests that managers need to focus their limited resources during times of recession on meeting these high expectation regarding their development and careers.

Violating these high expectations can have extremely detrimental effects on their workforce. Organisations are encouraged to discover creative and inexpensive ways to provide 'millennials' with meaningful work, plenty of learning opportunities, and career development going forward.

This younger generation or as otherwise know as 'Generation Y' unlike their older colleagues, have not lived through an economic downturn before, so their expectations

do remain high, as they have come out of 'boom' times and that is all that they have as a point of reference.

The "New" Psychological Contract

Stone (2007) writes about the "new" psychological contract or the "new deal at work" In this new deal the long-standing assumption of long-term attachment between employer and employee has broken down, it has been replaced by other understandings of the obligations of employees and the firms that employ them.

This new relationship does not depend upon long term employment, attachment, or indeed mutual loyalty between employer and employee, but it **does** still warrant the need by an employer for engaged and committed employees.

Indeed firms today believe they need the active engagement of their staff more than ever before. They as employers don't just want predictable and excellent role performance, but they also demand that the employees commit their imagination, energies and intelligence on behalf of the organisation.

Thus as employers they now want behaviour that goes beyond specific roles and job demands, and gives the company something extra, Stone goes on that organisational theorists characterise this extra requirement as 'organisational citizenship behaviour' Or OCB.

So much of the current human resource management policy is designed to resolve the paradox of the fact that firms need to motivate employees to provide this OCB, and commitment, productivity and efficiency, whilst at the same time dismantling employees job security, and what Stone calls 'the job ladder', which has given employees a stake in the well-being of company's for the last one hundred years.

Hence managers have been trying to devise ways of creating flexibility and skill development whilst at the same time fostering "OCB". As employers can no longer offer employees job security, they instead have to offer their workforce opportunities to develop their human capital skills so they can prosper in the external labour market.

This "new" employment relationship brings employees to expect what Stone labels A series of employment relationships', they now expect benefits other than job security, they expect to learn portable job skills, to network with both clients and competitors, and to gain knowledge and experience that will help them manage their own careers

So they have the skills to thrive in the open market workplace

As well as all this they also expect fair treatment at their workplace, hence the importance of the traditional psychological contract.

Spindler (1994) concurs with this view, claiming that the "old" psychological contract based on the exchange of security of employment for employee compliance to an employer has been 'shattered', with the new psychological contract only now, (remembering this was written in 1994) starting to be established.

Rogers (1995) creates a new list of employer obligations for this 'new' employee contract:

The New Psychological Contract – Employer Obligations:

- ❖ We can't promise you how long we will be in business.
- ❖ We can't promise we will not be bought by another company, as part of a merger or acquisition.
- ❖ We cannot promise there will be any room for you for promotion.
- ❖ We cannot promise you your job will exist until you reach retirement age.
- ❖ We cannot promise you that money will be available for your pension when you retire.

Kets (1997) continues with this idea of a new approach adopted by both employees and employers, he sees the HR objectives of an organisation much more likely to emphasise guiding the employees towards having an attitude of 'self-employment'.

With an organisations employees encouraged to keep their work experiences as up-to-date as possible so that they are better equipped to secure a new job if laid off by their current employer.

Kets goes on to suggest that shorter term employment contracts may be used offering employees limited job security for a defined period of time.

Whether this “new” approach is workable is a subject for debate, it might be achievable in the short term whilst there is a downturn in the economy. But long there is a doubt about this approach, whether or not an employee will give his or her all in exchange for short-term employment remains an unanswerable question.

It would appear that if the employer fails to provide a learning environment that appeases the employee requirements, then the benefits to the employee must lie somewhere else, i.e. they need to be well paid for their period of employment. Again whether this is achievable in the sort-term under the cloud of recession is debatable to say the least.

Chartered Institute of Personnel and Development Research

The Chartered Institute of Personnel and Development (CIPD) have produced a useful research report based on this topic.

The research was based on one thousand randomly made phone calls to companies throughout the United Kingdom, in which the researcher interviewed full time employees of all types employed by the organisation.

The CIPD report looked at this whole area under a number of headings:

Background Factors

- ❖ Individual
- ❖ Organisational

Distal Influences

- ❖ The HR Policies and practises currently used within the organisation. The research report describes ‘a cluster’ of practises, which are associated with the perceived concept of being considered a good employer. The presence of a range of progressive HR practises contributes to this concept.
- ❖ The adoption of flexible family-friendly work practises within the organisation.
- ❖ Job Alternatives

Proximal Influences

- ❖ Effective supervisory leadership available within the company.
- ❖ Promises made or rather the delivery of promises made by management to employees.
- ❖ High Quality Workplace

The State of the Psychological Contract

The Company which has the above influences present within its organisation should give the perception of having a relationship with its employees which provides fair treatment to staff, and having high levels of trust between both parties.

Within this research the concept of a psychological contract was built and measured on three central pillars:

- 1) Fairness- within the employment environment
- 2) Trust - the existence of it between employer and employee within the organisation.
- 3) Delivery- of the agreed or at least the perceived deal that was laid out between the organisation and the individual employee.

The Outcomes of a Positive Psychological Contract

1/ Attitudinal Consequences

- ❖ Increased employee commitment to the organisation
- ❖ Improved employee satisfaction in his or her working environment
- ❖ Reduced stress of the workforce as a whole
- ❖ Increased excitement of the workforce in working for the organisation.
- ❖ Improved loyalty by the employees towards the management and the company

2/ Behavioural Consequences

- ❖ Staff are more motivated in their work
- ❖ There is an increased intention to stay in the company, or rather a lower intention to leave your job.
- ❖ Increases the overall organisational citizenship of the staff, creates a sense of belonging.
- ❖ Overall behaviour of the staff benefits as a whole.

These CIPD findings therefore confirm that employer's who use and manage good employment practises brings many positive benefits not only to the staff but also to the organisation as a whole.

This perception of being a 'good employer' to those within and indeed outside the organisation is strongly associated with higher levels of worker satisfaction, commitment and positive behaviour at work.

The findings confirm that a company, which engages in good employment practises, brings to the organisation benefits not only to the workers, but also to the organisation as a whole.

These benefits to the organisation of being 'a good employer' have also been investigated by Joyce (2007) who lists the benefits as 'The facts':

'The Facts'

"In short being a good company will give you:

- ❖ Easy recruitment of news staff
- ❖ Powerful retention of your existing workforce
- ❖ High levels of creativity and innovation within your organisation
- ❖ Improved customer service
- ❖ A great workplace that customers like to deal with

And finally and perhaps most importantly

- ❖ Bottom line/shareholder value

The findings of the survey showed little evidence of any serious breach of the psychological contract with respect to the specific issues listed.

The structure and content of this research could be used as a blue print of sorts for this research in this instance.

Chapter 3 - *Research Methodology*

There are many different ways of tackling research projects in HR; picking an appropriate approach is vital if the data generated and the conclusions arrived at are to be in any way meaningful and to be of value.

In this section the research methodology and instrumentation used in the study are discussed. The discussion will centre on the aims and objectives of the study, quantitative versus qualitative research methodologies and the selection of the qualitative approach in this case.

Also investigated will be the suitability of primary and secondary data sources for this particular project.

Other discussions will address the use of interviews, sampling methods and the ethical considerations of the research, also the logistical problems encountered on the collection of data.

Aims and objectives of the study

The aims and objectives of this study are to examine if and how the psychological contract between employee and employer has been affected with occurrence of the economic downturn.

The examination will investigate the situation both before the downturn and the scenario as it is currently.

Primary and Secondary Data.

There are two main types of information when dealing in research, which are primary and secondary data.

Primary Data

Is information that is collected by the researcher first hand, usually for the purposes of a research project. Primary data may include information obtained by the researcher through the means of interviews or responses to a questionnaire. In this study the primary information will be obtained through means of face to face interviews with the various participants.

Secondary Data

Secondary data is data, which has been generated elsewhere from other areas. It might take the form of government statistics, trade information, labour market data for a particular job sector.

It also may be data that has been generated from internally from a particular organisation, statistical data, payroll data, and financial information.

Quantitative Vrs Qualitative Research Methodologies

Qualitative research is often contrasted with quantitative research,

Anderson (2008 p 104) provides useful definitions of both research methods:

Quantitative data is the term given to data that can be quantified (counted).

Qualitative data is the term given to data based on meanings, which are expressed through words and language.

Qualitative researchers are interested in answering why? Questions and are not prepared to simply accept the quantitative answers. Where a quantitative researcher might seek to know what percentage of people do one thing or another; the qualitative researcher pays much greater attention to the individual cases involved, and the human aspects that feature in these cases.

The main Differences between Qualitative and Quantitative data

Neuman (2003 p 56), Jankowicz (2000 p24) list the following differences between the two methods:

<i>Quantitative Data</i>	<i>Qualitative Data</i>
Based in a familiarisation of current research rather than specific situations.	Based in a familiarisation with a real-life context or situation.
Analysis of a limited number of variables	Analysis of significant themes that are suggested by a range of sources.
Concern to establish significant, and separate, relationships between a limited number of variables.	Concern to understand the interrelationships between different factors
Variables are expressed in the language of the investigation.	The preconceptions of the researcher are Suspended and the language of informants is valued and utilised
Seeks to achieve abstraction from repeated observations.	Seeks to find out how people understand a Situation and how their understanding influences their actions.

Anderson (2008 p139) claims:

“ Nearly all HR investigative enquiries that are organisationally- based make use of qualitative data of some sort”

And

“ A more common form of qualitative data gathered in the majority of projects by HR researchers comes from interviews.”

Wang and Roulston (2007). Also defend the interview as a research method:

“HRD scholars using qualitative research methodology frequently rely on interviewing as a primary means of collecting data. For example Ruona (1999) interviewed HRD

practitioners to find out how they defined the concept of HRD. Wilensky and Hansen (2001) used open ended interviews to examine the culture of an organisation and to understand the work beliefs of executives”.

Types of Qualitative Research interviews

Patton (1990 p 32) identified three basic types of qualitative interview:

1) Informal Conversational interviews.

Occurs spontaneously in the course of fieldwork, the interviewee may not even know that an interview is taking place. Can be on no specific topic but whatever topic arise during the conversation

2) Interview guide approach.

The most widely used format for qualitative interviewing, interviewer has an outline of topics to be covered, but is free to vary the wording and the order of questions to some extent.

A major advantage is that the data is more systematic and comprehensive than in the informal interview. Whilst the tone still remains fairly conversational and informal.

A disadvantage is that different respondents are responding to somewhat different questions.

3) Standardised open-ended interview.

This interview technique is where the interviewers adhere to a strict script, with no flexibility in wording or order of questions. This method is still considered a qualitative rather than quantitative interview, because the responses are open – ended.

This is the most structured and efficient of qualitative interviewing techniques, especially where it is important to compare and contrast the responses of different interviewees. This would be best choice for an evaluation investigation.

As the most common type of process to gather qualitative data is interviews, it is intended for this research document to conduct face to face interviews using the standardised open-ended interview technique, with employees from several different company's, both from the private and public sector.

The Interviews and Interviewees.

The interviews are intended to be held on site at the various company locations.

No senior management should be present were the interviews are being conducted, so the participants should be quite relaxed and forthcoming during the process.

Ten interviews were conducted on site, in the individual offices of staff, or in staff rooms or staff canteens, no senior management were present during this process.

Five interviews were conducted off site, outside company premises, and after working hours. Thus conditions were not ideal in these cases but unfortunately unavoidable under the circumstances.

The net for interviewees has been cast over a wide and varied area, with the fifteen interviewees chosen from an assortment of backgrounds:

Pilot Interview

A pilot Interview will be conducted with a colleague, who is not employed within the chosen organisations, this is to get valuable feedback on the content and structure of the questionnaire to be used, before going 'live' with the actual investigation.

This pilot process will be used to improve the final questionnaire, which was to be used at the interviews conducted. However this pilot questionnaire will not be used in any of the analysis or conclusions.

Ethical Considerations

The approach is to interview fifteen employees in total, chosen randomly from the workforce. The participants will only take part in a taped interview under the condition that no names would be divulged in the research document or to senior management within the organisation. This proviso has been agreed upon in advance before the interviews have commenced.

As listed later one of the organisations were the interviewees were chosen was a small to medium sized privately owned Irish Company, the interviewees **all** requested the interviewer not to divulge the name of the organisation in print in this thesis, however if requested directly the writer is more than willing to divulge the name on request, on a one to one basis.

For the purpose of this thesis the Private Limited company will be referred to as Joe Bloggs Limited.

As previously stated for the information to be meaningful and for the interviewees to agree to being taped and meaning information to be forthcoming, the names of the interviewees will not be divulged. The participants will be referred to as employee A,B,C,D . With a list of whom these letters represent available to the college from me on request.

The type of questions asked

The questions were compiled based on the CIPD Guidelines on what kind of commitments employees would make for their employers, under the umbrella of a positive psychological contract.

The questions were based on the list of commitments in the CIPD guideline (discussed in chapter 2 of this thesis) as compiled by Daniels (2010)

Brief Overview of the Three Organisations were staff are to be interviewed.

Joe Bloggs Limited

Five participants from the small to medium private sector- An Irish owned nation-wide organisation, who have a national network of nineteen branches, which provide sales to both the retail and the trade customers. The participants in this case will be chosen from all its nineteen nation-wide locations. The groups head office is located in Dublin.

This company employs approximately 190 staff in all 19 branches nation-wide.

It has been established in its field for over 30 years since the early 1970's.

Beaumont Hospital

Five participants from the HSE. - Beaumont Hospital is a large scale academic teaching hospital 5km north of Dublin City Centre, it employs approximately 3500 staff and has available to the public 820 beds.

It opened in 1987 following the closure and merger of the charitable infirmary, Jervis Street, and The Richmond Hospital.

Roadstone Wood

And the final Five participants will be from a large International PLC-, Roadstone Wood is the leading manufacturer and supplier of building materials in Ireland, It is in business for over 60 years.

Roadstone Wood is a subsidiary of CRH PLC the international building materials group.

In 2008 CRH plc employed 93500 people in 35 countries. The Group is in the top four in the world and is listed on the Irish, London, and the New York Stock Exchanges.

The interviewees will be chosen nation-wide from Ireland.

Chapter 4 -Results and Discussion

The same questions were asked to all participants from the three different organisational backgrounds, The Semi-state organisation, The large Public Limited Company, and finally the small to medium Irish owned limited company.

This was to make comparisons between the three different sectors as meaningful as possible, also the questions that were asked in two parts – pre recession and post recession, the date taken simply for convenience purposes was 1st January 2009, This in not to be taken as the date the recession in Ireland, because quite simply this is not fact.

However in most of the interviewees spoken to, the date does represent the time when the relationship between employer and employee changed, and when the focus of most organisations changed from trading conditions to survival conditions. Of course it is accepted that many organisations in many other sectors were experiencing adverse trading conditions long before this date.

It was simply a date agreed between the interviewer and the interviewee for the sake of clarifying a timeframe for the before and after characteristic of the questions asked.

It is intended to look at the effect each question asked on the individuals questioned and the sectors in which they each work in, and to extract any patterns or identify indicators, which may arise during this process

Question 1

Do you feel you work as hard now as you ever have done for you employer?

Participants	Private	Public Sector	PLC
Interviewee 1	Not since wage cut	Work harder now	Work harder now
Interviewee 2	Work harder now	Work harder now	Work harder now
Interviewee 3	No Difference	No Difference	No Difference
Interviewee 4	Work harder now	Work harder now	Work harder now
Interviewee 5	No difference	Work harder now	Work harder now

Percentage Summary Breakdown Question 1

Private Sector

20% - do not work as hard since wage cut

40% - work harder now because of downturn

40% - No difference

Public Sector

20%- No Difference

80% - work harder now because of downturn

PLC

20%- No Difference

80% - work harder now because of downturn

Interestingly what stands out in these answers to question 1 is how both the Public and Plc both comes out with the same answer, that of the employees interviewed, over 80% now feel that they work harder since the downturn.

In stark contrast is the private sector where only 40% now work harder as the other 40% feel that even before the downturn they were working flat out. It seems it's just simply not possible to do any more.

An ominous sign for the private sector is that 20% of the staff are actually working less that as a result of wages cuts, instigated by their employer, which would seem to have had a very negative effect on the psychological contract in this particular company.

Question 2

Have you or would you stand up and uphold your organisation's reputation?

Participants	Private	Public Sector	PLC
Interviewee 1	No	Not Sure but would have in the past	Yes its always been this way
Interviewee 2	No	Not Sure but would have in the past	Yes its always been this way
Interviewee 3	Yes	Yes	Yes its always been this way
Interviewee 4	For myself only	Yes	Yes its always been this way
Interviewee 5	Yes	Yes	Yes its always been this way

Percentage Summary Breakdown Question 2

Private Sector

20% - Only for their own reputation

40% - No

40% - Yes

Public Sector

40%- Not sure weather they would and they would have in the past because of the cuts

60%- Yes

PLC

100%- Yes

The PLC organisation's results were very positive for question 2, which shows a highly committed and loyal staff in the organisation, even after a lot of redundancies have occurred. A positive sign for a very good relationship between the employees that have remained and the management of the organisation, as it now stands, and going forward into the future.

The Public sector also threw out an interesting answer with 40% of the staff questioned not sure whether or not they would stand up for their organisations reputation, its certainly not a direct no, but as a manager it would be a worrying sign non the less. And would certainly an area to work on with your staff.

Interestingly in the private sector 40% said no they would not stand up for their company reputation, which could easily have been 60% as an employee indicated when questioned that he would only defend his company’s reputation in order that he himself appear to be professional.

Question 3

Have you maintained high levels of attendance and punctuality for your employer?

Participants	Private	Public Sector	PLC
Interviewee 1	Yes but because of pressure	Yes always	Yes always
Interviewee 2	Yes but because of pressure	Yes but because of pressure	Yes always
Interviewee 3	Yes always	Yes always	Yes but because of pressure
Interviewee 4	Yes always	No	Yes always
Interviewee 5	Yes but because of pressure	Yes always	Yes always

Percentage Summary Breakdown Question 3

Private Sector

40% - Yes Always

60% - Yes but because of pressure brought to bear by the employer

Public Sector

20% - No

20% - Yes but because of pressure brought to bear by the employer

60%- Yes Always

PLC

20%- Yes but because of pressure brought to bear by the employer

80% -Yes always

The Plc finding's show that the employees questioned have always been very committed to their workplace with a high 80% of participates indicating that they have always had good time-keeping and attendance irrespective of economic downturns.

60% of the private sector also indicated that there time-keeping and attendance is also good, however its they feel as a direct result of pressure brought upon them by their managers, and not because unlike the Plc of feeling of loyalty towards their employer.

Only 20% of the Public and Plc sectors felt this way toward their organisations.

Question 4

Have you shown loyalty to your organisation? And do you still have that loyalty now ?

Participants	Private	Public Sector	PLC
Interviewee 1	Yes	Too much!	Yes
Interviewee 2	Yes but regrets it	Yes	Yes
Interviewee 3	Yes	Yes	Yes
Interviewee 4	Yes	Yes	Yes
Interviewee 5	Yes with difficulty	Yes if pushed	Yes

Percentage Summary Breakdown Question 4

Private Sector

20% - Yes but regrets it

20% - Yes but with difficulty

60% - Yes Always

Public Sector

20% - Feels that they have no too much loyalty

20% - Yes if pushed

60%- Yes Always

PLC

100%- Yes Always

Again the Plc section of the interviewees scored very highly on this area of loyalty, with all participants indicating that they are very loyal to their employer, and in fact always had been, again irrespective of any economic downturn .

40% of the private sector indicated that they have problems showing loyalty to their employer, with one participant in particular regretting his show of loyalty in the past.

Both the Public and Private sectors both got 60% for loyalty, a fact which is surprising, as you would have expected a higher percentage in the public sector to respond positively when asked this question.

Question 5

Have you worked extra if and when asked by your manager?

Participants	Private	Public Sector	PLC
Interviewee 1	No because its expected all the time	Yes, but its their own decision when and how often, recession has had no effect	Yes no problem
Interviewee 2	Yes constantly feels like it's a requirement for the job	Yes, and they get rewarded for doing so , so no problem, recession has had no effect	Yes no problem
Interviewee 3	Yes no problem	Yes, and they get rewarded for doing so , so no problem, recession has had no effect	Yes no problem
Interviewee 4	Yes constantly feels like it's a requirement for the job	Yes, and they get rewarded for doing so , so no problem Recession has had no effect	Yes no problem
Interviewee 5	Yes no problem	Yes, but its their own decision when and how often, recession has had no effect.	Yes no problem

Percentage Summary Breakdown Question 5

Private Sector

20% - No because its expected all the time

40% - Yes because it feels like a requirement for the job

40% - Yes No problem

Public Sector

40% - Yes its up to them when and how often, recession has had no effect

60% - Yes they are rewarded for doing so, so no problem, recession has had no effect

PLC

100%- Yes- No problem

The company in the private sector again did poorly in this area, with 40% of the employees they have always done extra for the employer in question, but its very much the culture of the organisation, its expected of you as part of your normal duties.

Its not considered as extra, more as part of your normal days work.

With 20% of the private sector refusing point blank to do any extra work as it would then be expected on a continuous basis by their manager, and rather than going down that road they simply refuse.

Again the two other sectors scored very positively in the area, with the Plc group having no real problems in this area as they feel that the management are very flexible when the employees themselves require time off. They all feel it as an equal relationship that way so if management ask for extra they must really require the help as it is not the norm of the organisation, so the employees seem willing to hand when requested to do so.

Interestingly the public sector also got 100% in this area, but 40% of these candidates saying that it was entirely up to them, when, were and how this extra work was to take place. Thus implying its not fear of management or job loss that is motivating them but a genuine willingness to help management when asked, a sense of duty perhaps.

Question 6

Have you developed new skills whilst working?

In the past or lately?

Participants	Private	Public Sector	PLC
Interviewee 1	No	Yes	Yes
Interviewee 2	Yes	Yes	Yes
Interviewee 3	No	Yes	No
Interviewee 4	No	Yes	Yes
Interviewee 5	No	Yes	No

Percentage Summary Breakdown Question 6

Private Sector

40% - Yes

60% - No Never

Public Sector

100% - Yes

PLC

60%- Yes

40%-No

The public sector did very well in this area, traditionally skills are picked by the participants on an ongoing basis and despite the downturn this trend is continuing.

Which is helping create a very positive environment to work in.

The two other sectors came out reasonable equal in this area, but I suspect it is because of the type of work being done, with the skills required for the job being 'brought to

the table' at the start of employment, with no further up-skilling required by the individuals, in order to do their duties efficiently.

Question 7

If you require training to do your job does the company provide it?

If so when did this occur?

Participants	Private	Public Sector	PLC
Interviewee 1	Never past or present	Yes	Past yes, presently no requirement
Interviewee 2	Never past or present	Yes	Past yes, presently no requirement Yes
Interviewee 3	Never past or present	Yes	Past yes, presently no requirement
Interviewee 4	Never past or present	Yes	Past yes, presently no requirement No
Interviewee 5	Never past or present	Yes	Past yes, presently no requirement No

Percentage Summary Breakdown Question 7

Private Sector

100% - Never in the past or present

Public Sector

100% - Yes

PLC

100%- Past yes present no requirement

This question showed a large problem area in the private organisation, with no training being provided for the staff whatsoever. In fact new systems are being implemented shortly by the senior management with no training being provided to the majority of ordinary staff members.

It will be up to the line managers to show how these new systems will operate, it should be noted this is not just because of the downturn, it has always been in the culture of the organisation to operate this way, the company in question is extremely profitable so obviously this approach works for this company in the past and on an ongoing basis.

The Plc is the organisation most effected by the downturn in this area, with training being readily available to staff before the downturn, but held back because of budgetary constraints for the moment. This position is perfectly understandable because of the current economic downturn.

Public Sector again would be very positive in the area with relevant job training available both before during the downturn for the employees.

Question 8

If you wanted to get additional training/development that was not necessarily required for your job would you ask your employer for financial help? Have you asked them for this type of help before, if so what happened ?

Participants	Private	Public Sector	PLC
Interviewee 1	Yes but employer reluctantly paid	Only if relevant to job especially since downturn, before yes	Yes in past and now
Interviewee 2	No not now or in past	Only if relevant to job especially since downturn, before yes	Employee has no Interest, never asked
Interviewee 3	No not now or in past	Yes no problem	Employee has no Interest, never asked
Interviewee 4	No not now or in past	Employee did not know	Employee has no Interest, never asked
Interviewee 5	No not now or in past	Only if relevant to job especially since downturn, before yes	Employee has no Interest, never asked

Percentage Summary Breakdown Question 8

Private Sector

20% - Yes but paid reluctantly

80% - No now or in the past

Public Sector

20% - Yes No Problem

20%- employee did not know

60%- Only if relevant to especially since downturn, before yes

PLC

80%- Employee has no interest and has never asked

20% - Yes in the past and now

This area has had no real effect on the Plc as the staff showed no real concern over it, with only 20% of the interviewees feeling that they would and could get educational assistance if they required it.

It also has no real effect on the private company involved who simply does not offer this type of benefit to their employees, both before and after the downturn.

The Public sector show the biggest culture change in this area with 60% of the staff indicating that before the downturn this assistance was available to them, but with the downturn, the training or development in question had to be in an area which was relevant to their job, again understandable under the circumstances.

Question 9

Have you been flexible for your organisation in the past, for example, do you do a colleagues work if out sick/on leave, and is it something you will continue going forward?

Participants	Private	Public Sector	PLC
Interviewee 1	In past yes but not going forward	Yes its part of the processes in the team	Never had to in the past but going forward yes
Interviewee 2	Not in past nor going forward	Yes its part of the processes in the team	Never had to in the past but going forward yes
Interviewee 3	Not in past nor going forward	Yes its part of the processes in the team	Never had to in the past but going forward yes
Interviewee 4	Yes in past and Yes going forward	Yes its part of the processes in the team	Yes in past and Yes going forward
Interviewee 5	Not in past nor going forward	Yes its part of the processes in the team	Yes in past and Yes going forward

Percentage Summary Breakdown Question 9

Private Sector

20% - In past yes but not going forward

20% - In past yes and yes going forward

60%- Not in past nor going forward

Public Sector

100% - Yes its part of the culture of the organisation.

PLC

40%- Yes in past and yes going forward

60% -Never had to in past but yes going forward

Flexibility plays a large part in the public sector, whilst interviewing the candidates it became apparent just how important team- work was to them and to the organisation as a whole. The sense of belonging to an organisation, and indeed to a team or department came across very strongly, a positive indicator of a strong psychological contract being in existence in this organisation. This would have applied both before and after the downturn.

Whereas interestingly flexibility was not that prevalent in the past in the plc but going forward has definitely come to the fore within this organisation. This would be directly linked to the occurrence of the economic conditions, and the requirement of the management to have fewer staff doing more work. Thus they must operate more as a team because of the downturn going forward.

80% of staff questioned in the private sector indicated that they would not be flexible going forward which has large implications for the company's future This should not be taken as a result of the downturn as 60% of the employees claim to have never been flexible in the past, long before the downturn occurred.

Question 10

Are you courteous and kind in your dealings with clients and colleagues? In the past and going forward?

Participants	Private	Public Sector	PLC
Interviewee 1	Yes but don't always receive it back in return	Yes in past and Going forward	Yes in past and Going forward
Interviewee 2	Yes but don't always receive it back in return	Yes in past and Going forward	Yes in past and Going forward
Interviewee 3	Yes in past and Going forward	Yes in past and Going forward	Yes in past and Going forward
Interviewee 4	Yes but don't always receive it back in return	Yes in past and Going forward	Yes in past and Going forward
Interviewee 5	Yes in past and Going forward	Yes in past and Going forward	Yes in past and Going forward

Percentage Summary Breakdown Question 10

Private Sector

40% - Yes in past and going forward

60% - Yes but don't always received it back in return

Public Sector

100% - Yes its part of the culture of the organisation.

PLC

100%- Yes its part of the culture of the organisation

Very positive for two sectors, both the public and the Plc, who have had this particular trait in its organisational culture both past and going forward, thus creating a very positive environment in which to work in, for all those concerned.

On the other hand 60% of the limited company employees admit to having problems in this area, an area that is vital for the management to address and rectify immediately.

Question 11

Do you come up with ways to improve your department? Or with new ideas and does your employer give you credit for this in any way?

In the past and going forward?

Participants	Private	Public Sector	PLC
Interviewee 1	Interviewee does not see it as applying to him/her	Yes in past and Going forward , Management recognition.	Yes Constantly in past and going forward, recognised by management
Interviewee 2	Yes but not recognised by management ,but will continue	Yes in past and Going forward , Management recognition.	Yes Constantly in past and going forward, recognised by management
Interviewee 3	Interviewee does not see it as applying to him/her	Yes in past and Going forward , Management recognition.	Interviewee does not see it as applying to him/her
Interviewee 4	Interviewee does not see it as applying to him/her	Yes in past and Going forward , Management recognition.	Interviewee does not see it as applying to him/her
Interviewee 5	Yes but not recognised by management ,but will continue	Yes in past and Going forward , Management recognition.	Interviewee does not see it as applying to him/her

Percentage Summary Breakdown Question 11

Private Sector

40% - Yes but not recognised by management, but will continue

60% - Interviewee does not see it as applying to him/her

Public Sector

100% - Yes its part of the culture of the organisation.

PLC

40%- Yes constantly in past and going forward, recognised by management.

60%- Interviewee does not see it as applying to him/her

Improving and creativity seems to be encouraged in the areas questioned in the public sector, whereas because of the type of work done in the Plc it is not viewed as prevalent, but nonetheless is present in the company, perhaps at line/ middle management level, with 40% of participates recognising its importance. And as of equal importance is the fact that management recognise and praise in some way the employees involved, which does occur in this case.

For the same reason as the Plc the type of work done in this company does not make The area of improvement and creativity one of importance in the Private company, but again an area to be addressed is the fact that of the 40% of staff questioned that do improve and come up with creative ideas, they perceive that they are not appreciated

by management. They probably are in truth but it needs to be made clearer by management to the individuals involved.

Question 12

Would you leave your job if you could for another one? Has it always been like this or only for the last couple of years, i.e. since approximately 1/01/2009?

Participants	Private	Public Sector	PLC
Interviewee 1	Yes I have been trying since before the recession	In the past yes, not now	Employee had always planned to stay, and still does.
Interviewee 2	Yes employee plans to leave when it picks up on the job market	Yes employee plans to leave when it picks up on the job market	Employee had always planned to stay, and still does
Interviewee 3	Yes employee plans to leave when it picks up on the job market	Employee had always planned to stay, and still does.	Employee had always planned to stay, and still does.
Interviewee 4	Yes employee plans to leave when it picks up on the job market	Employee had always planned to stay, and still does.	Employee had always planned to stay, and still does
Interviewee 5	Yes employee plans to leave when it picks up on the job market	Employee had always planned to stay, and still does.	Employee had always planned to stay, and still does

Percentage Summary Breakdown Question 12

Private Sector

20% - Have been trying to leave since before the downturn

80% - Yes employee plans to leave when it picks up in the job market.

Public Sector

20% - In the past yes not now

20 % -Yes the employee questioned plans to leave when it picks up on the job market

60% - Employee always planned to stay and still does.

PLC

100%- Employee always planned to stay and still does

Remembering that almost all the staff interviewed in the Plc were long- term employees of the company, its probably not surprising that they all intend to stay in their organisation, they are probably the key staff for the organisation and are therefore looked upon by management as the ‘talent’ they need to hold onto in order for the company to move forward when the economic gloom subsides.

The Public sector is also in a healthy staff retention position, with 20% admitting that they would actively look for a new position once the economic gloom recedes.

Interestingly enough 20% had the idea to move but have come to recognise the job security offered by the organisation since the recession, and have therefore decided to stay.

Of the staff interviewed in the first category 100% of the participants admit they will be moving as soon as an improvement occurs in the job market, 20% already admit to looking for another position already, the cutbacks incurred as a result of the downturn have had a very detrimental effect on the moral of the company and needs to be

addressed by senior management before it becomes a real problem in the future. Staff both talented or otherwise will simply leave when they can.

Question 13

Do you feel you get fairly paid for the work you do for you organisation i.e. in a like for like situation compared with another company.

Participants	Private	Public Sector	PLC
Interviewee 1	Yes pay is fair in the current climate.	No don't feel I get paid enough	Yes pay is fair in the current climate.
Interviewee 2	Yes pay is fair in the current climate.	No don't feel I get paid enough	Yes pay is fair in the current climate.
Interviewee 3	Yes pay is fair in the current climate.	Yes pay is far in the current climate.	Yes pay is fair in the current climate.
Interviewee 4	No pay is not fair	Not sure	Yes pay is fair in the current climate.
Interviewee 5	Yes pay is fair in the current climate.	No don't feel I get paid enough	No pay is not fair but will stay in job for other reasons

Percentage Summary Breakdown Question 13

Private Sector

20% - No pay is not fair

80% - Yes pay is fair in the current climate

Public Sector

60% - No don't feel like I get paid enough

20 % -Yes pay is fair in the current climate

20% - One employee is not sure

PLC

20%- No pay is not fair, but stays in the job for other reasons

80%- Yes pay is fair in the current climate

Because of the squeeze on wages in the labour market at the moment 80% of both the Private and Public sector are content with the monies being paid to them, in truth they are probably happy just to hold onto their jobs during the downturn, and to keep the same wages during this difficult period.

One of those questioned in the Plc admits he or she is not happy with their wages, however they still would not leave their position as they admit there are other reasons apart from monetary which they stay in the organisation.

Surprisingly 60% of those questioned believe they are not being paid as much as they should, probably as a result of the effect government cuts have had on their take home pay.

Question 14

If a position became vacant would you encourage a close friend to join the organisation?, historically and going forward?

Participants	Private	Public Sector	PLC
Interviewee 1	Reluctantly Yes because of downturn	Yes	Yes
Interviewee 2	Reluctantly Yes because of downturn	No	Yes has done in past and will continue
Interviewee 3	Reluctantly Yes because of downturn	Yes	Yes
Interviewee 4	No	Yes	Yes has done in past and will continue
Interviewee 5	Reluctantly Yes because of downturn	Yes	Yes has done in past and will continue

Percentage Summary Breakdown Question 14

Private Sector

20% - No

80% - Reluctantly because of downturn

Public Sector

20% - No

80 % -Yes

PLC

40%- Yes

60%- Yes has done in the past and will continue

The two latter segments did well in this area with large percentages admitting that they would recommend a close friend to work within their organisation, in the Plc in fact it has seemed quite common in the past to use this practise for recruitment, with employees recommending a friend or a relative for employment to their management. For possible employment within the organisation.

The public sector interviewees also remarked how the environment they work in would encourage them to recommend the organisation in which they work to a close friend, a very good indicator of the presence of a positive psychological contract within their organisation. Which has always been present even before the downturn.

The private sector threw up an odd area where the employees would recommend a close friend just to help them out of the unemployment lines which have occurred during the current downturn. Whether they would recommend a friend if employment prospects improved is a point up for debate.

Question 15

If you have put in an unusual amount of effort in a project did your manager notice? Or would he/she notice if you did?

Participants	Private	Public Sector	PLC
Interviewee 1	No never	Yes Always	Yes Always
Interviewee 2	No never	Yes Always	Yes Always
Interviewee 3	No	Yes Always	Yes Always
Interviewee 4	No never	Yes Always	Yes Always
Interviewee 5	No never	Yes Always	Yes Always

Percentage Summary Breakdown Question 15

Private Sector

20% - No

80% - No Never

Public Sector

100% - Yes its part of the culture of the organisation.

PLC

100%- Yes its part of the culture of the organisation

Again very strong evidence of praise and acknowledgement being part of the culture within management in the plc and the public sectors both now and in the past. Irrespective of the occurrence of a downturn, at least the staff interviewed for this exercise.

Where effort and achievement by the employees is praised by the line and senior management, in both the plc sector and the public sector.

Not so with the private, at least its not vocalised by the management, though in truth its probably noticed how much effort people put in its not passed on to the staff, a vital occurrence if a positive psychological contract is to be created between the employer and the employees.

Chapter 5 - Conclusion

Research Question

The aims and objectives of this research was to determine whether or not the psychological contract has been damaged between employee and employer due to the occurrence of a downturn in the economy, by comparing a set of employees and their circumstances both before and after of this economic occurrence.

In order to look at this effectively each sector of business will be examined separately using The CIPD Guidelines (Daniels 2010) who gave some useful examples of the kind of commitments employees might make which would indicate the state or health of the psychological contract in an organisation.

Each sector will be examined under the following headings:

Employees might promise to:

- ❖ Work hard for their employers
- ❖ Up hold the company reputation
- ❖ Maintain high levels of attendance and punctuality for their employer.
- ❖ Show loyalty to the organisation
- ❖ To Work extra hours as and when required by management.
- ❖ Develop new skills on an ongoing basis, and update old ones.
- ❖ Be flexible for their employer, the example given was taking on a colleagues workload if absent from the workplace.

- ❖ Be courteous and kind to clients and colleagues
- ❖ Come up with new ideas, or new or improved ways of doing things

Sector 1 - Public Sector

1/ Employees might promise to work hard for their employers.

Certainly employers in this sector have had a positive outcome as a result of the downturn, with 80% of interviewees concurring that they now work harder as a direct result of the recession.

So in this context the psychological contract has changed with employees in this sector worker harder than they have before.

Thus having a **positive** influence on the psychological contact between employer and employee in this instance.

2/ Employees might promise to uphold the company reputation.

This factor has taken a bit of a hit in this sector with 40% of staff stating that they would have upheld the organisations reputation but no longer would because of the cuts that they have occurred.

Thus having a **negative** influence on the psychological contact between employer and employee in this instance.

3/ Employees might promise to maintain high levels of attendance and punctuality for their employer.

No real change here for this sector, with no dramatic effect on this area because of the downturn.

Thus having a **no** influence on the psychological contract between employer and employee in this instance.

4/ Employees might promise to show loyalty to the organisation

No real change here either, with employees claiming that their loyalty levels high before and after the downturn,

Employees also remain happy enough to stay in their jobs, with only 20% saying that they would keep their eye open for a new position, once the recession was over, however this can be offset against the other 20% who said they are going nowhere as a result of the job security they realise is on offer in their organisation at present.

60% of employees feel like they do not get paid enough but again this was like this before the downturn struck, so it does not change the psychological contract, in this organisation.

Again most of the employees questioned would encourage a close friend to join the organisation, but this was the case before as well as after the downturn.

Thus having a **no** influence on the psychological contact between employer and employee in this instance. It was positive before the downturn and still is now.

5/ Employees might promise to work extra hours as and when required by management.

No real change here either, with employees working both before and after the recession when required by their managers.

Thus having a **no** influence on the psychological contact between employer and employee in this instance. It was positive before the downturn and still is now.

6/ Employees might promise to develop new skills on an ongoing basis, and update old ones.

As regards developing new skills on the job and the organisation providing training if required to improve your knowledge of your work; there has been no change, with a positive effect on the psychological contract both before and after the recession.

However there has been a change of policy where financial support for training or development not required for your job would no longer be supported by the organisation.

With 60% of employees feeling that this was available before the economic downturn.

Thus having a **negative** influence on the psychological contact between employer and employee in this instance.

7/ Employees might promise to be flexible for their employer, the example given was taking on a colleagues workload, if absent from the workplace.

Again this was already part of an established culture in this organisation, with the recession making little or no difference on the effect it has on the psychological contract already existing within the organisation between employer and employee.

Thus it had **no** influence on the psychological contact between employer and employee in this instance. It was a positive factor before the downturn and still is now.

8/ Employees might promise to be courteous and kind to clients and colleagues.

Again this was already part of an established culture in this organisation, with the recession making little or no difference on the effect it has on the psychological contract already existing within the organisation between employer and employee.

Thus it had **no** influence on the psychological contact between employer and employee in this instance. It was positive before the downturn and still is now.

9/ Employees might promise to come up with new ideas, or new or improved ways of doing things.

Again this was already part of an established culture in this organisation, with the recession making little or no difference on the effect it has on the psychological contract already existing within the organisation between employer and employee.

Also part of the established culture was management recognition for giving credit for new ideas or improvements, this had already existed and was embedded in the culture of the organisation.

Thus having a **no** influence on the psychological contact between employer and employee in this instance. It was positive before the downturn and still is now.

Brief summary of change to the psychological contract in the Public Sector

There are three areas of change in this sector due to the economic downturn

A/ The positive impact on the contract is the fact that the employees now work harder than they have done before.

B/ One of the two negative impacts on the contract is that 40% of staff questioned no longer uphold the organisation's reputation, due to the cutbacks which have been incurred by the employees in question.

C/ The last negative impact felt by the employees is that there is no longer financial support available to them for training or development outside their job remit which was once available to them.

Sector 2 - Plc Sector

1/ Employees might promise to work hard for their employers.

Certainly employers in this sector have had a positive outcome as a result of the downturn, with 80% of interviewees concurring that they now work harder as a direct result of the recession.

So in this context the psychological contract has changed with employees in this sector working harder than they have before.

Thus having a **positive** influence on the psychological contact between employer and employee in this instance.

2/ Employees might promise to uphold the company's reputation.

100% of the employees questioned claimed that they have and would always going forward uphold the company's reputation.

Thus having **no** influence on the psychological contact between employer and employee in this instance. It was positive before the downturn and still is now.

3/ Employees might promise to maintain high levels of attendance and punctuality for their employer.

Very little has changed in this area due to the downturn, with 80% of interviewed staff claiming good attendance and punctuality throughout their time in the organisation

20% of staff feel under pressure in terms of this area since the downturn, but it is not material in this instance.

Thus having **no** influence on the psychological contact between employer and employee in this instance. It was positive before the downturn and still is now.

4/ Employees might promise to show loyalty to the organisation

No real change here, with employees claiming that their loyalty levels high before and after the downturn,

Employees in this case have not shown any intention of leaving their organisation for pastures new, either before or after the economic downturn.

80% of Staff questioned also are content with what they are being paid, one employee was not but has stated his/her intention of staying with the organisation anyway for other reasons.

All have also stated their intention of being loyal enough to recommend the organisation in which they work to a close friend, with 60% of employees questioned stating that they had in deed already done this during the course of their employment.

Thus having **no** influence on the psychological contact between employer and employee in this instance. It was positive before the downturn and still is now.

5/ Employees might promise to work extra hours as and when required by management.

Both Management and employees have a very good relationship as regards working extra time, there is a good deal of trust existing as the staff see no problem now or historically, with doing extra hours, as if and when the employees need additional time themselves the management have up to and including now been more than accommodating.

Thus having **no** influence on the psychological contact between employer and employee in this instance. It was positive before the downturn and still is now.

6/ Employees might promise to develop new skills on an ongoing basis, and update old ones.

As regards developing new skills those who needed to have, and those who had no requirement to do so have not, with 40% of staff stating that they did not require new skills due to the nature of their job, this has traditionally been the way, and has not changed because of the downturn.

Training is an area which has been effected by the downturn with 100% of the staff questioned stating that training was received continuously in the past, but because of the company being in 'survival mode' this training has somehow fallen by the wayside.

With regard to getting financial assistance for additional non related training and development, 80% of those questioned stated they had no interest in this area at all. The other employee had got assistance in the past and when questioned had the impression he would have no problem obtaining it again

In this instance there is a **negative** impact on the psychological contract, as training for the staff no longer seems available due primarily to the downturn.

7/ Employees might promise to be flexible for their employer, the example given was taking on a colleagues workload, if absent from the workplace.

60% of the workforce questioned never had to flexible in this manner before, but because of the downturn and the staff cuts would have to be going forward.

Thus having a **positive** influence on the psychological contact between employer and employee in this instance.

8/ Employees might promise to be courteous and kind to clients and colleagues.

Already part of the imbedded culture of this organisation, as has never changed, nor will it change in the future.

Thus having **no** influence on the psychological contact between employer and employee in this instance. It was positive before the downturn and still is now.

9/ Employees might promise to come up with new ideas, or new or improved ways of doing things.

No change has arisen in this area with 60 % of staff never seeing this area as relevant to them, however 100% claim if they put extra effort in management do notice and comment, and have always in the past.

Thus having **no** influence on the psychological contact between employer and employee in this instance. It was positive before the downturn and still is now.

Brief summary of change to the psychological contract in the Plc Sector

There are three areas of change in this sector due to the economic downturn:

A/ The positive impact on the contract is the fact that the employees now work harder than they have done before. 80% of them admit this.

B/ A negative impact on the contract is that training is no longer available to employees, as it has been in the past, all attribute this to the economic downturn.

C/ A positive impact on the contract is that 60% of the workforce questioned admit they have got to be more flexible with regard to helping with work colleagues workloads when absent, going forward. This is as a direct result of the downturn as they had never had to address this before. And all spoke of their willingness to do so.

Sector 3 - Limited Company Sector

1/ Employees might promise to work hard for their employers.

40 % of the workforce questioned admit to working harder now because of the downturn.

On the other hand 20% admit working less because of receiving wage cuts

So in this context the psychological contract has changed with employees in this sector worker harder than they have before, and also less than they have before.

Thus having a **positive and negative** influence on the psychological contact between employer and employee in this instance.

2/ Employees might promise to uphold the company's reputation.

There is no real change in this area before or after the downturn.

Thus having **no** influence on the psychological contact between employer and employee in this instance.

3/ Employees might promise to maintain high levels of attendance and punctuality for their employer.

There is no real change in this area before or after the downturn.

Thus having **no** influence on the psychological contact between employer and employee in this instance.

4/ Employees might promise to show loyalty to the organisation

In this instance there has been a change as a result were loyalty shown in the past would not be shown again by the employee.

Also 80% of employees said they would leave this organisation because of the downturn, as there have been large amounts of cuts throughout the company.

There is a general feeling that wages in this organisation are quite fair both before and after the downturn. So this will not generate a change in this area.

A change that has occurred as a result of the downturn is that 80% of employees would recommend the organisation to a close friend rather than see them jobless.

Thus having a **negative and positive** influence on the psychological contact between employer and employee in this instance.

5/ Employees might promise to work extra hours as and when required by management.

There is no real change in this area before or after the downturn.

Thus having **no** influence on the psychological contact between employer and employee in this instance.

6/ Employees might promise to develop new skills on an ongoing basis, and update old ones.

There is change in this area as regards development of new skills due to the nature of the work the skills you need are 'brought to the table'

In the organisation's culture there has been no training in the past nor will there be in the future.

Therefore training and development not required for your job is not applicable in this situation.

Thus having **no** influence on the psychological contact that currently exists between employer and employee in this instance.

7/ Employees might promise to be flexible for their employer, the example given was taking on a colleagues workload, if absent from the workplace.

One change has occurred in this area with 20% of the employees questioned, flexible in the past under these circumstances, but no longer being flexible in this way going forward. All other variables in this area remained constant.

Thus giving a **negative** influence on the psychological contact between employer and employee in this instance.

8/ Employees might promise to be courteous and kind to clients and colleagues.

No change has occurred in this area due to the downturn.

Thus having **no** influence on the psychological contact that currently exists between employer and employee in this instance.

9/ Employees might promise to come up with new ideas, or new or improved ways of doing things.

No change has occurred in this area due to the downturn.

Thus having **no** influence on the psychological contact that currently exists between employer and employee in this instance.

Brief summary of change to the psychological contract in the Private Sector

There are six areas of change in this sector due to the economic downturn:

A/ A positive impact on the contract is the fact that the employees now work harder than they have done before. 40% of them admit this.

B/ The negative impact on the contract is the fact that some employees now work less than they have done before. 20% of them admit this.

C/ A negative impact on the contract is that 20% of interviewed employees who had shown loyalty in the past will no longer show it as a result of the downturn.

D/ A negative impact on the contract is that 80% of the workforce questioned admit they will leave the organisation if and when the job market picks up. This would be as a direct result of the downturn and the cuts endured by the workforce.

E/ A positive impact on the contract is that 80% of the staff interviewed would recommend the organisation to a friend rather than see them jobless.

F/ A negative impact on the contract is that 20% of the staff who were interviewed, would no longer be flexible going forward, having been flexible before the downturn.

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Chapter 7 – Appendix

PILOT QUESSTIONNAIRE

<u>ALL THESE QUESTION ARE ASKED IN AN BEFORE AND AFTER FASHION.</u>	
<u>BEFORE THE 01/01/09 AND FROM THE 01/01/09 ONWARDS</u>	
1/ Do you feel you work as hard as you can for you employer ?	Yes I always done that Im in accounts so I am always really busy
	I have always worked hard and it's the same now
2/ Have you would you stand up and uphold your organisations reputation ?	what do you mean ? Yes of course you don't need to ask me that really
if say a supplier was complaining about your company	
3/ Have you maintained high levels of attendance and punctuality for you employer ?	Yes I very rarely late or out sick at all, but not because of the recssion or anything
	its always been like that whenever I worked
4/ Have you shown loyalty to your organisation ?	Ah Yeah I would recommend them to anyone really and would recommmend them to work in certainly
and do you still have that loyalty ?	it's a good place to work

5/ Have you worked extra if and when asked by your manager ?	well im my own manager but I would work extar to get something done, I try and come in early ratehr than stay late
	so I leave at reasonable time but I could be in if busy at 7.00 or 8.00 in the morning, not all the time but
	when needed
6/ Have you developed new skills whilst working ?	Laugh, no I have not got the time anyway accounts are accounts it's the same old same old posting excel all that
In the past or lately ?	
7/ If you require training to do your job does the company provide it ?	again I have all the skills I need to do my job I'm to busy at night to do a course I have kids you know
If so when did this happen ?	
8/ If you wanted to get additional training/ development that was not necessarily	I would rather have the money but I know what you mean,I got accountancy exams but if I was doing something related
Required would you ask your employer for finacial help , have you asked them for	say tax I would think they would pay something against it I would not think they would pay 100%
this type of before, if so what happened?	but certainly a contribution, say half or something, anyway I wont be asking at the moment that's for sure

9/ Have you been flexible for you organisation in the past	Yep if any of the staff are out sick, or on holidays I keep up with their work, Pauline is out on holidays at the moment and I
for example do a colleagues work if out sick/on leave	am doing the payroll while shes gone, it's a good way to see what shes up to, whats going on, and it keeps my hand in
will you continue to be going forward?	keeps me up to date
10/ Are you courteous and kind in your dealings with clients and colleagues ?	Yes cant be any other way these days, and the boss is actually good to deal with so everyone deals with
in the past and now ?	each other ok and gets along.
11/ Are you honest with your dealings with both inside and outside parties	
whilst doing your job ?	Of Course what does that mean
I don't mean your dishonest just , I might scratch this question it sounds bad	
like you are on the take or something	Yeah its not the best thing to be asking someone
12/ Do you come up with ways to improve your department ?/ or with new ideas	Yes especially with the cuts that have happened, if theres a quick way, or a better way I improve it all the time
and does you employer give you credit for this in any way ?	thres not enough time or staff to do things slowly or being outdated, you know ?
In the past and going forward ?	

13/ Would you leave your job if you could for another one ?	No I am well settled herer and the management are all right, they leave me alone to do my job, and as long as I do it they are
has it always been like this or only for the last couple of years	happy. Just keep the information rolling out to them na dthey are ok
	anyway it's a really bad time to be moving I will saty here as long as I let.
14/ Do you feel you get fairly paid for the work you do for your organisation	
ie in a like for like sitauation compared with another company.	Yes I have not beed cut because they see the time I put in and the effort I make and I know money for accountants
Before and going forward ?	at the moment can be awful qualified guys on €40000.00 I very happy were I am money wise
15/ If a position became vacant would you encoourage a close friend to join	
The organisation ?	why are you looking for for a job? Yes I feel luckily to be here I got here just before the downturn
	Yep and Its not a bad place at all, I was luckily
16/ If you have put in an unusaul amount of effort in a project, did yoy manager notice ?	no not at all they leave me to myself, but if somethings not done then I in trouble if I keep them happy then they leave me alone but k

Or would he notice if you did ?	no I don't get any pats on the back , but I don't get screamed at either
Thanks a lot for your help	No problem

<u>ALL THESE QUESTION ARE ASKED IN AN BEFORE AND AFTER FASHION.</u>	
<u>BEFORE THE 01/01/09 AND FROM THE 01/01/09 ONWARDS</u>	
1/ Do you feel you work as hard as you can for you employer ?	Ah yes I always have worked hard, but I have two times the size to manage now so I feel like I am twice as busy as I used to be
2/ Have you would you stand up and uphold your organisations reputation ?	Yes I like working here they have looked after me so I always stand up for them
3/ Have you maintained high levels of attendance and punctuality for you employer ?	Yes I am in early very morning to open up so I have to be on time and I am hardly sick ever
	Its always been like that though
4/ Have you shown loyalty to your organisation ?	Yes I got an offer of a job with more money about 2 years ago but I stayed here so I feel like I have shown loyalty
and do you still have that loyalty ?	
5/ Have you worked extra if and when asked by	yes as I have said already there has been a lot a cuts on

your manager ?	staff so I have taken over managing a whole new section
	when asked for now extras I do what I can yes
6/ Have you developed new skills whilst working ?	Yes I now use a computer a lot more I started off I would not know how to switch on a pc now I
In the past or lately ?	can use the whole system, spreadsheets, word you know the whole thing.
7/ If you require training to do your job does the company provide it ?	Yes I had not got a clue when I joined with comuters, they sent me on a lot of computer courses
If so when did this occur?	to get me up to speed when I was in line to be a manager theres not that much now though theres
	no real need for training at the moment were too busy
8/ If you wanted to get additional training/ development that was not necessarily	
Required would you ask your employer for finacial help , have you asked them for	I never have asked but if say I wanted to do a degree in management or business or something there would be no
this type of before, if so what happened?	problem I'd say, they give the impression threr would be no problem at all
9/ Have you been flexible for you organisation in	yes theres been a lot of redundancies and I have taken

the past	over a lot of extra work, but I would rather do that than have no job
for example do a colleagues work if out sick/on leave	I never did it before but I will going forward.
and will you continue to be going forward ?	
10/ Are you courteous and kind in your dealings with clients and colleagues ?	Yes you have to be as a manger or there would be trouble, anyway why treat peopple badly
in the past and now ?	its easier to be nice, things get done easier
11/ Do you come up wilth ways to improve your department ?/ or with new ideas	Yes as I have so much to do I try and improve all the time, and yes I do get credit which is why I am
and does you employer give you credit for this in any way ?	still in a job
In the past and going forward ?	
12/ Would you leave your job if you could for another one ?	No as I already said I got and offer but chose to stay, so if im let stay I will stay here
has it always been like this or only for the last couple of years	
13/ Do you feel you get fairly paid for the work you do for your organisation	Yes its compeitive, although I was offered more before but did not take it, I felt I was more secure here
ie in a like for like sitauation compared with	

another company.	
14/ If a position became vacant would you encourage a close friend to join the organisation ?	yes absolutely it's a good place to work, as long as we can make it through this downturn we should be ok, and its not the worst in fact I would say it's a good place to work
Before and going forward ?	and thst they are good employers in fact.
15/ If you have put in an unusaul amount of effort in a project, did your manager notice ?	yes they know I am working extra hard in fact I got an a company car for the first time just recently, it was available
#	from one of the guys who was made redundant so they gave it to me, bcause they said they were happy with me.
week done and thanks a lot	no problem.

ALL THESE QUESTION ARE ASKED IN AN BEFORE AND AFTER FASHION.

BEFORE THE 01/01/09 AND FROM THE 01/01/09 ONWARDS

1/ Do you feel you work as hard as you can for you employer ?	Yes we are short staffed so we have to work that bit harder, there has been a lot of cuts you know
2/ Have you would you stand up and uphold your organisations reputation ?	Ah yes its always been good to me, they are very fair so
	yes I have and would
3/ Have you maintained high levels of attendance and punctuality for you employer ?	Yes but I do that anyway , I'm never late or out to much
	if you need a little time off form them thesere never a problem, so always try to
	be here when I should be in general unless something comes up at home what have you
4/ Have you shown loyalty to your organisation ?	
and do you still have that loyalty ?	Yes I have been here a long time and I'm still here even though a lot of others
	have been made redundant but I loyal to them well they have been veryy loyal to me.

5/ Have you worked extra if and when asked by your manager ?	
	yes I have and have always, even before the recession. As I said there is never any problem if I need
	time off so I give back when needed, if need by the boss you known.
6/ Have you developed new skills whilst working ?	yes computers are now a big part of my job, and I could not use one up to say ten years ago
In the past or lately ?	they took on a new system and we got a lot of training, I think it great im not afraid
7/ If you require training to do your job does the company provide it ?	of comuters anymore, well not afriad you know what I mean ? There has not been traing for a while though
If so when did this occur ?	
Yes I know	
8/ If you wanted to get additional training/development that was not necessarily	I don't want any at my age im sure they would if I asked, but I don't need any more education not now anyway.
Required would you ask your employer for financial help , have you asked them for	
this type of before, if so what happened?	

9/ Have you been flexible for you organisation in the past	yes especilly if someone is out sick the last thing you want to face when you are back
for example do a colleagues work if out sick/on leave	from being sick is a pile of work so yes I have and do, its no big deal anyway, it never has up to now
and will you continue to be going forward ?	not here.
10/ Are you courteous and kind in your dealings with clients and colleagues ?	Of course no problems here at all we all get on very well, thier a good bunch of lads really we're lucky
in the past and now ?	
11/ Do you come up wilth ways to improve your department ?/ or with new ideas	I don't really but now and again if I think of soemthing with a procedure I will mention it to my manager
and does you employer give you credit for this in any way ?	I would get credit, but the systems are good here so I don't think theres a lot of room for improvement, but if something
In the past and going forward ?	
	arises yes I get thnaked or whatever
12/ Would you leave your job if you could for another one ?	
has it always been like this or only for the last couple of years	No not now touch wood , if I don't get made redundant please god I will keep going here
	I have never wanted to leave it is a good place to work, its known for it I think.

13/ Do you feel you get fairly paid for the work you do for your organisation	
ie in a like for like situation compared with another company.	yes its fair, no problems here at all
14/ If a position became vacant would you encourage a close friend to join the organisation ?	
Before and going forward ?	Yes I have done in the past and when we are hiring again I would it's a good place the managemnt are good
15/ If you have put in an unusaul amount of effort in a project, did your manager notice ?	
or would he notice if you did ?	yes I think that's why I held onto my job I work hard and they know it so hopefuully they still are happy with me anyway, they told me I work hard so they do know.

<u>ALL THESE QUESTION ARE ASKED IN AN BEFORE AND AFTER FASHION.</u>	
<u>BEFORE THE 01/01/09 AND FROM THE 01/01/09 ONWARDS</u>	
1/ Do you feel you work as hard as you can for you employer ?	Yes I always put a good days work in, nothing changed
2/ Have you would you stand up and uphold your organisations reputation ?	yes it's a good place ,I had never had any problems anyway
3/ Have you maintained high levels of attendance and punctuality for you employer ?	yes especilly since all the cutbacks with staff you have to be here but I don't have any problem
	with that, you have to been to be seen to be doing your bit.
4/ Have you shown loyalty to your organisation ?	
And do you still have that loyalty?	
I don't think so	is that not the same question as before ? I have worked

	here for fifteen years
	so I think that's loyalty, and I treat them with respect, I never had any problems anyway.
5/ Have you worked extra if and when asked by your manager ?	
	yes have and do , only comes up now and again but it works bith ways if I need a couple
	of hours off they never say a word, so when asked I do work the extra bit its not as problem
6/ Have you developed new skills whilst working ?	I never needed to, its not relevent to my role
In the past or lately ?	
7/ If you require training to do your job does the company provide it ?	Then did with the new system yes , but I needed to , in order to do my job but yes they have
If so when did this occur ?	not now though
8/ If you wanted to get additional training/ development that was not necessarily	I don't need to , I not really interested, but I have known people who have and they have
Required would you ask your employer for finacial help , have you asked them for	paid for degrees and things, if I asked they would I'd say ,but its never come up.

<p>this type of before, if so what happened?</p>	
<p>9/ Have you been flexible for your organisation in the past</p>	<p>yes and my colleagues do the same for me, it means you don't get back to a backlog you know</p>
<p>for example do a colleagues work if out sick/on leave</p>	<p>we can all do each others tasks /jobs to a certain, its never been a hugh problem here anyway.</p>
<p>And will you continue to be going forward?</p>	<p>But it will occur now with the job cuts going forward, but we'll cover for each other.</p>
<p>10/ Are you courteous and kind in your dealings with clients and colleagues ?</p>	<p>yes of course.always have been and will continue to do so</p>
<p>in the past and now ?</p>	
<p>11/ Do you come up wilth ways to improve your department ?/ or with new ideas</p>	<p>it dosent really come up to be honest, they would probbly take the credit if I came up with anything</p>
<p>and does you employer give you credit for this in any way ?</p>	<p>but no its never happened so I don't know.</p>
<p>In the past and going forward ?</p>	
<p>12/ Would you leave your job if you could for another one ?</p>	<p>no I happy here even before the downturn I would not leave here</p>
<p>has it always been like this or only for</p>	

the last couple of years	
13/ Do you feel you get fairly paid for the work you do for your organisation	yes they have always been all right payers, I think that's why people stay here long-term the pay good
ie in a like for like situation compared with another company.	
14/ If a position became vacant would you encourage a close friend to join the organisation ?	yes it's a good place to work and has been here years, and I think no matter what it will always be here
	so yes I would encourage a friend here, in fact a few friend are out of work if we were hiring I would
Before and going forward ?	get them in here yes.
15/ If you have put in an unusual amount of effort in a project, did your manager notice ?	
or would he notice if you did ?	yes I have got a pat on the back in past they always say well done or something
Thanks for your help	ok

<u>ALL THESE QUESTION ARE ASKED IN AN BEFORE AND AFTER FASHION.</u>	
<u>BEFORE THE 01/01/09 AND FROM THE 01/01/09 ONWARDS</u>	
1/ Do you feel you work as hard as you can for you employer ?	Yes I think I work harder now because of the staff cuts, I always have worked hard
	but I definitely working harder now than I have ever done.
2/ Have you would you stand up and uphold your organisations reputation ?	I have never had to I dont think, but if I had to I definitely would
3/ Have you maintained high levels of attendance and punctuality for you employer ?	yes I always have and I been here years so I've always been a good time keeper
	and I don't tend to take much time off.
4/ Have you shown loyalty to your organisation ?	yes I do I like my job
And do you still have that loyalty?	
5/ Have you worked extra if and when asked	yes with the job cuts we all have to, so I have been

by your manager ?	doing extra myself
6/ Have you developed new skills whilst working ?	Yes I am much more computer literate that I used to be thanks to the training I have
In the past or lately ?	received here yes
7/ If you require training to do your job does the company provide it ?	Yes I have received training in the past when required, theres no call for it at the moment
If so when did this occur ?	
8/ If you wanted to get additional training/development that was not necessarily Required would you ask your employer for finacial help , have you asked them for this type of before, if so what happened?	yes I sure they would they have for other people in the past. there does not seem to be a problem if you needed to.
	I don't want to do any thing anyway
9/ Have you been flexible for you organisation in the past	yes I would help work mates and they would help me
for example do a colleagues work if out sick/on leave	when they are on holidays or when they are out sick, and they would for me.
and will you continue to be going forward?	we have to othwewise it would get far behind.

10/ Are you courteous and kind in your dealings with clients and colleagues ?	yes that's the way it is here it a vey friendly company, it always has been with customers
in the past and now ?	but with work colleagues as well, and will continue that way yes
11/ Do you come up wilth ways to improve your department ?/ or with new ideas	
and does you employer give you credit for this in any way ?	Its not my job ,but I don't really have to , its never really been brought up.
In the past and going forward ?	
12/ Would you leave your job if you could for another one ?	No im lucky to be here its always been a good place to work
has it always been like this or only for the last couple of years	
13/ Do you feel you get fairly paid for the work you do for your organisation	Yes I feel that my money is ok, I don't think I get the same in another job
ie in a like for like sitauation compared with another company.	
14/ If a position became vacant would you encourage a close friend to join	yes I have got people in here before, but they have got rid of a lot of staff lately I suppose
the organisation ?	if and when they hire again I would.

Before and going forward ?	
15/ If you have put in an unusaul amount of effort in a project, did your manager notice ?	yes I done the extra if theres a push on, you get rewarded for it usually, and you always get a thank you
or would he notice if you did ?	the mangement are good here

ALL THESE QUESTION ARE ASKED IN AN BEFORE AND AFTER FASHION.

BEFORE THE 01/01/09 AND FROM THE 01/01/09 ONWARDS

1/ Do you feel you work as hard as you can for you employer ?	I feel like I work harder now because of staff cutbacks
	I have much more to do now than I have ever had to do, I just happy to have a job to be honest
2/ Have you would you stand up and uphold your organisations reputation ?	yes I have not had to but I would if asked.
3/ Have you maintained high levels of attendance and punctuality for you employer ?	yes I have never had any problems there, always been that way thres no difference with the recession
4/ Have you shown loyalty to your organisation ?	As I said before yes if I was asked no problem
And do you still have that loyalty?	

5/ Have you worked extra if and when asked by your manager ?	Yes if there is a push on or a special order we do extra if asked, it dosent happen that often though.
6/ Have you developed new skills whilst working ?	No not really , I don't need to with the type of job I have.
In the past or lately ?	
7/ If you require training to do your job does the company provide it ?	yes thay have in the past, they are good that way. Not for a while though
If so when did this occur ?	
8/ If you wanted to get additional training/development that was not necessarily Required would you ask your employer for finacial help , have you asked them for this type of before, if so what happened?	I have never asked but I shuld not think there would be any problems I seen it in the past,we are all too busy at the moment though
9/ Have you been flexible for you organisation in the past	yes we cover the work for each other when we are not here, everyone does , it's the way it is here
for example do a colleagues work if out sick/on leave	

And will you continue to be going forward?	
10/ Are you courteous and kind in your dealings with clients and colleagues ?	yes you would get into trouble if you don't, yes I will continue that going forward
in the past and now ?	
11/ Do you come up with ways to improve your department ?/ or with new ideas	No I don't have to , so its never really happened.
and does you employer give you credit for this in any way ?	
In the past and going forward ?	
12/ Would you leave your job if you could for another one ?	No I am too old to move at this stage
has it always been like this or only for the last couple of years	
13/ Do you feel you get fairly paid for the work you do for your organisation	No id say I could earn more but I don't want to move its handy for me you know ?
ie in a like for like situation compared with another company.	
14/ If a position became vacant would you encourage a close friend to join	Yes I have a few times over the years, so I would again if like they were ever taking people on

the organisation ?	
before and going forward ?	
15/ If you have put in an unusaul amount of effort in a project, did your manager notice ?	its been a while since that's happened but I have been told well done that type of thing
or would he notice if you did ?	
thanks a lot for your help	Ok

PRIVATE 1

ALL THESE QUESTION ARE ASKED IN AN BEFORE AND AFTER FASHION.

BEFORE THE 01/01/09 AND FROM THE 01/01/09 ONWARDS

1/ Do you feel you work as hard now as you ever have done before for your employer ?	no names ok ? I don't work as hard since my wages were cut but I still work hard
no one will know your name expect me, its not going to be written down	just not as hard as before.
Anywere in the thesis as explained	
2/ Have you would you stand up and uphold your organisations reputation ?	its reputation was bad before I got here, everyone in the business knows what its like
	I knew what it was like before I got here but I had no choice there are no jobs
	No with no mamagement around I would not defend it no
3/ Have you maintained high levels of attendance and punctuality for you employer ?	yes otherwise they deduct my wages, if I am late I get deducted, if I get sick I
	get deducted so I an never late or out sick if I can help it
4/ Have you shown loyalty to your organisation ?	If my friend need the product I sell it to them I

	get good discounts, so I do recommend the place yes
and do you still have that loyalty ?	but to be honest this never really is a problem in the work I do
5/ Have you worked extra if and when asked by your manager ?	I know I am having a good old whinge but I try and and get time off as they want extra time all the
	time so if I do extra I try and get time off , but as a rule I try not to do any extra no
6/ Have you developed new skills whilst working ?	no none whatsoever, it's the same old same old all the time
In the past or lately ?	
7/ If you require training to do your job does the company provide it ?	I don't need training s it never comes up, I so busy I can do my job without any training
If so when did this occur?	I don't need it I never received any
8/ If you wanted to get additional training/ development that was not necessarily	
Required would you ask your employer for financial help , have you asked them for	I am doing accountancy exams and it's a constant battle to get them paid
this type of before, if so what happened?	they do pay them but god it's a battle, and I

	work in accounts so it should be relevant
	for them anyway that's the way it is.
9/ Have you been flexible for you organisation in the past	
for example do a colleagues work if out sick/on leave	No you get no thanks so I don't and I never will
and will you continue to going forward ?	I have done in the past but not since the wages cuts
10/ Are you courteous and kind in your dealings with clients and colleagues ?	Yes always but they are not always that nice to me
in the past and now ?	But I have tried and be nice to them, and will continue yes
11/ Do you come up with ways to improve your department ?/ or with new ideas	No theres to much work to do theres no time to improve, I have to keep up with the work
and does you employer give you credit for this in any way ?	
In the past and going forward ?	
12/ Would you leave your job if you could for another one ?	Yes I would leave if there was a job to leave for, its always been this way
has it always been like this or only for the last couple of years	but it has got worse since the recession started.

	I probably should have left before two years ago
13/ Do you feel you get fairly paid for the work you do for your organisation	
ie in a like for like situation compared with another company.	yes the money I am on is not bad I don't think I would get the same money anywhere else
	although my wages have been cut two years ago I would still be hard pushed getting the same elsewhere at
	the moment.
14/ If a position became vacant would you encourage a close friend to join the organisation ?	If they were desperate for work I would let them but I would tell them that they would have to work very hard
	and to fight their corner, it would do as a stop gap so to speak.
Before and going forward ?	its always been that way.
15/ If you have put in an unusaul amount of effort in a project, did your manager notice ?	No I have and they don't not just since the recession but its always been that way.
or would he notice if you did ?	they just want the work done, or rather the task finished. No matter what
Thnaks a lot for your help	no problem again keep this to yourself

PRIVATE 2

ALL THESE QUESTION ARE ASKED IN AN BEFORE AND AFTER FASHION.

BEFORE THE 01/01/09 AND FROM THE 01/01/09 ONWARDS

1/ Do you feel you work as hard as you can for you employer ?	Yes I have to we are supervised much harder since the downturn
	if you do not work you are out, so in our section we have to work hard.
2/ Have you would you stand up and uphold your organisations reputation ?	If there was a supervisor near yes but otherwise it never really come up
	I make sure the customers are happy, if there happy my boss is happy so in
	a way I do uphold a good standard of service in my dealings with the customer
3/ Have you maintained high levels of attendance and punctuality for you employer ?	well we have to its very hard to get time off and we have to be on time in the morning
	or were deducted for lates, and we don't get paid sick leave so I always here if you
	know what I mean.

4/ Have you shown loyalty to your organisation ?	I did get another offer about 3 years ago and they (the management) talked me out of it and I stayed
and do you still have that loyalty ?	so I did show loyalty, although if I were honest I regret not leaving now. I suppose I should not say that.
I told you no one will know who you are or even the company name	
I appreciate you doing this	
5/ Have you worked extra if and when asked by your manager ?	Yes we all came in for the last stock take over the week end, all day Saturday and part of a Sunday it took ages
	but we eventually got paid, so I have worked extra if asked I also drop off customer orders on the way home
	which takes me out of my way, and makes me late but I do this all the time, for the sake of the customers really
	they need the stuff urgently a lot of the time. So yes I do
6/ Have you developed new skills whilst working ?	I definitely better with customers and selling so yes I definitely have
In the past or lately ?	

7/ If you require training to do your job does the company provide it ?	no, there is never training we are shown what to do by a manager, there is no budget for training at all
If so when did this occur ?	we are always told this.
8/ If you wanted to get additional training/development that was not necessarily	
Required would you ask your employer for financial help , have you asked them for	I have heard some people get paid for courses for example in one of our branches (name deleted)
this type of before, if so what happened?	a guy got paid for his degree, but at this branch I cant see that happening, in fact if
	I asked it would be a no.
9/ Have you been flexible for you organisation in the past	No I simply have to much to do for myself, if some is out its up to them to get up to date when they
for example do a colleagues work if out sick/on leave	are back, people are only ever out for holidays , we try and keep them to times we wont be busy,
and will you continue to be going forward ?	so its not really an issue to be honest

10/ Are you courteous and kind in your dealings with clients and colleagues ?	Yes always with the customers always I try and be with the staff, but it can be a bit rough and ready here if you
in the past and now ?	know what I mean
11/ Do you come up with ways to improve your department ?/ or with new ideas	Yes we are always short handed so the quicker and more efficient we are the better, so if anyone comes up with
and does your employer give you credit for this in any way ?	an idea we use it. The management don't know if this happens , as long as the work gets done
In the past and going forward ?	that's then main thing.
12/ Would you leave your job if you could for another one ?	Yes I am keeping my eye open now, even before the downturn I got an offer, but its very slack
has it always been like this or only for the last couple of years	out there at the moment, but when it picks up I will go somewhere else that's for sure.
13/ Do you feel you get fairly paid for the work you do for your organisation	I think I do I think I would have a hard job getting the same money elsewhere in the current climate
ie in a like for like situation compared with another company.	to be honest, that's why I want to hold on here for as long as possible. Ive taken a cut so its tight but
	the money is fair as wages have gone down out

	there.
14/ If a position became vacant would you encourage a close friend to join the organisation ?	no unless there were on the dole for ages, at the moment the people they are hiring, are all on minium wage
	so they would have to want work really badly, I always thought this way.
Before and going forward ?	
15/ If you have put in an unusaul amount of effort in a project, did your manager notice ?	no I always put a 100% in but they don't notice to be honest they just want the work done
or would he notice if you did ?	end of story
Thanks for all your help	No problem

ALL THESE QUESTION ARE ASKED IN AN BEFORE AND AFTER FASHION.

BEFORE THE 01/01/09 AND FROM THE 01/01/09 ONWARDS

1/ Do you feel you work as hard as you can for you employer ?	Yes we all work hard here, it's the way the company is,its what it expects it's the same before the recession or after.
2/ Have you would you stand up and uphold your organisations reputation ?	Yes I would, I have never had to but I would
3/ Have you maintained high levels of attendance and punctuality for you employer ?	yes I have been here about 3 years and I am never sick and very rarely late, only rarely
4/ Have you shown loyalty to your organisation ?	well I stayed here I think I could have left if I wanted but I have not
And do you still have that loyalty ?	so yes I think I loyal
5/ Have you worked extra if and when asked by	yes he would usually give me time in lieu so yes

your manager ?	no problem
6/ Have you developed new skills whilst working ?	No I have not had to , I brought my skills here, I have not needed any training or anything
In the past or lately ?	
7/ If you require training to do your job does the company provide it ?	No we have been told under the current downturn there is simply no training budget, there's simply
If so when did this occur?	no money for training and that's that. And they never have in the past, your manager shows you how to do
	what is required.
8/ If you wanted to get additional training/development that was not necessarily	
Required would you ask your employer for financial help , have you asked them for	no if they are not providing training for the new system we are getting then no way would they
This type of before, if so what happened?	pay for anything outside the company at all
9/ Have you been flexible for your organisation in the past	Yes but we have enough to do of our own work, it's up to whoever is out to catch up
For example do a colleague's work if out sick/on leave	themselves. it's always been that way here.

And will you continue to be going forward ?	
10/ Are you courteous and kind in your dealings with clients and colleagues ?	yes we all are, in the past and now
In the past and now ?	
11/ Do you come up with ways to improve your department ?/ or with new ideas	no we have not time to improve, we have to keep up with our work , form time to time
And does you employer give you credit for this in any way ?	the manager will come up with ideas and we would use them to improve things
In the past and going forward ?	but we don't not in this section anyway.
12/ Would you leave your job if you could for another one ?	
Has it always been like this or only for the last couple of years	Yes I have been looking but to be honest there is nothing out there, if things pick up
	I think I would leave yes, but at the moment there is nothing
13/ Do you feel you get fairly paid for the work you do for your organisation	
ie in a like for like situation compared with another company.	yes for my age yes my friends all around the same age are on the same so I am happy enough
	at the moment anyway, although I did take a cut in wages a year and a half ago, but we all did

14/ If a position became vacant would you encourage a close friend to join	
The organisation ?	only if they were really stuck and needed a job badly, otherwise no I would not it can be hard
Before and going forward ?	enough here to work.
15/ If you have put in an unusual amount of effort in a project, did your manager notice ?	No not really , I just have to make sure I keep up to date with my work, to keep them happy
Or would he notice if you did ?	no they would not notice if I worked especially hard on something no. But anyway I always work hard so
	I don't think its relevant.

PRIVATE 4

ALL THESE QUESTION ARE ASKED IN AN BEFORE AND AFTER FASHION.

BEFORE THE 01/01/09 AND FROM THE 01/01/09 ONWARDS

1/ Do you feel you work as hard as you can for you employer ?	Yes I do a lot of extra time all the time theres a lot of work to keep up with
	you have to work hard to keep up to date.especially now with less staff
2/ Have you would you stand up and uphold your organisations reputation ?	yes especially with the suppliers. Some of the suppliers don't like dealing with us
so for you own reputation rather than the companys is that right ?	so it can be hard work, but for my own reputation I keep them happy
	yes that would be correct I feel like I have a good reputation in the business
3/ Have you maintained high levels of attendance and punctuality for you employer ?	yes if I come in late in the morning I tend to stay back late at night to make
	up the time, but theres never any problems, I have never got into trouble over my lates or
	attendance

4/ Have you shown loyalty to your organisation ?	
and do you still have that loyalty ?	yes I feel like I could have left a long time ago but I tsayed so I think I have shown loyalty
	that way yes.
5/ Have you worked extra if and when asked by your manager ?	
	He never asks but I know he expects it so I do extra all of the time, he does not
	say anything but the look on his face when I leave early says it all
6/ Have you developed new skills whilst working ?	No not really, I have a lot of work to do so I have not got the time to develop new skills
In the past or lately ?	
7/ If you require training to do your job does the company provide it ?	No theres a new system coming soon but the management shows us how to use it as there is no
If so When did this occur?	budget for training at all.I have been here about 6 years and ive never been trained
8/ If you wanted to get additional training/ development that was not necessarily	

Required would you ask your employer for financial help , have you asked them for this type of before, if so what happened?	No I have done professional exams myself, and paid for it myself, I have never asked because I know that would never pay for it at all.
9/ Have you been flexible for your organisation in the past	yes I am flexible in the amount of unpaid work I do, I I do cover for the other senior person when they are out
for example do a colleagues work if out sick/on leave	or on holidays so yes I am flexible.
And will you continue to be going forward ?	
10/ Are you courteous and kind in your dealings with clients and colleagues ?	Its not always that way here but I just get on with it / yeah I treat people ok yes
in the past and now ?	
11/ Do you come up with ways to improve your department ?/ or with new ideas	No that's not up to me , if they want something new done they let me know, I would not get credit anyway.
and does your employer give you credit for this in any way ?	
In the past and going forward ?	
12/ Would you leave your job if you could for another one ?	I think I could anyway I suppose I will at some stage, although at the moment there's nothing

	out there.
has it always been like this or only for the last couple of years	I been here a while so no I have not been looking but I will leave in the future I feel yes
13/ Do you feel you get fairly paid for the work you do for your organisation	No not really but theres no way I get any extra at the moment anyway so thats that.
ie in a like for like sitauation compared with another company.	I think I would get more money elsewhere, a bit more anyway.
14/ If a position became vacant would you encoourage a close friend to join the organisation ?	No it's a hard place to work I would not like to fall out with my friend.
Before and going forward ?	I never have recommened it no
15/ If you have put in an unusaul amount of effort in a project, did your manager notice ?	I always do and he never notices at all, just as long as I keep the work going.
or would he notice if you did ?	that all he cares about.
well thanks for you time	all right no problem.

PRIVATE 5

ALL THESE QUESTION ARE ASKED IN AN BEFORE AND AFTER FASHION.

BEFORE THE 01/01/09 AND FROM THE 01/01/09 ONWARDS

1/ Do you feel you work as hard as you can for you employer ?	Yes its no difference now than there ever was I work as hard as I ever have
	recession has made no difference
2/ Have you would you stand up and uphold your organisations reputation ?	yes I have always done that
3/ Have you maintained high levels of attendance and punctuality for you employer ?	Well I am in charge of a bunch of staff so I have to be there the first and last so theres no
	problem with that I am always there. I deduct them if thre out or sick so I cant
	been seen to be late or out myself.
4/ Have you shown loyalty to your organisation ?	its sometimes hard to but I do yes
and do you still have that loyalty ?	

5/ Have you worked extra if and when asked by your manager ?	im never asked but if I need to do extra I do its up to me, but if theres a stock take then yes I have worked extra yes
6/ Have you developed new skills whilst working ?	no I don't need to, hold on that's not true, I learnt survival skills, with the cut backs here to still be here and still have a job it a good result.
In the past or lately ?	
7/ If you require training to do your job does the company provide it ?	no theres no money for training that's been made very clear.and theres never been traing in the past
If so when this this occur ?	
8/ If you wanted to get additional training/development that was not necessarily Required would you ask your employer for finacial help , have you asked them for this type of before, if so what happened?	no it would never happen however in the past I have got one of my staff degree costs paid for that was about a year and a half ago, I don't think it would happen now.
9/ Have you been flexible for you organisation in the past	we all have our own work to do so its up to everyone to keep up with there work,
for example do a colleagues work if out sick/on	we all have a lot to do, I suppose I would try if I

leave	had to , its never really arisen to be honest.
and will you continue to be going forward ?	
10/ Are you courteous and kind in your dealings with clients and colleagues ?	yes of course I try to be professional at all times, for my own sake
in the past and now ?	
11/ Do you come up with ways to improve your department ?/ or with new ideas	yes I constantly trying to improve things because it was a mess when I got here
and does you employer give you credit for this in any way ?	so yes I feel as if I have improved a lot of things for the better.
In the past and going forward ?	but I don't even think management have noticed to be honest.
12/ Would you leave your job if you could for another one ?	
has it always been like this or only for the last couple of years	yes I plan to when things pick up, I know people in the business so I think I should be able to when things pick up economy wise.
13/ Do you feel you get fairly paid for the work you do for your organisation	
ie in a like for like situation compared with another company.	Yes the wages I am on are all right now, even though I have taken a wage cut
	I still feel I would be hard pushed to get the same

	wages elsewhere yes.
14/ If a position became vacant would you encourage a close friend to join the organisation ?	
	if they were really stuck for a job or they were on the dole a long time then yes I would
Before and going forward ?	I suppose but I would have to warn them it's a difficult place to work
	under normal circumstances I would not recommend it no
15/ If you have put in an unusual amount of effort in a project, did your manager notice ?	no I have done and they never said a word
or would he notice if you did ?	