

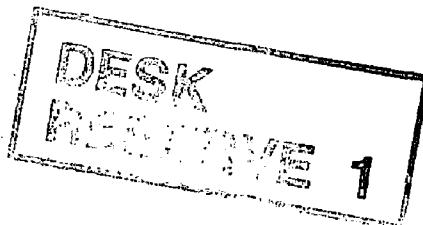


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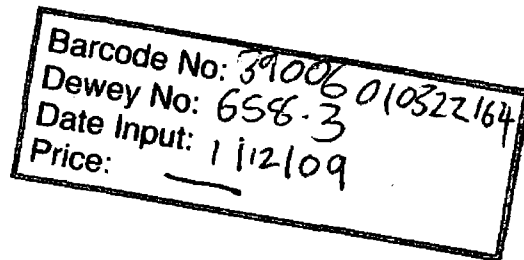
Psychological Contract Inside the Minds of the High Fliers

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BA (Hons) in Human Resource Management
2008



Psychological Contract Inside the Minds of the High Fliers



By Gwen Rogan

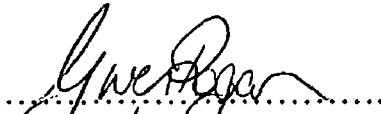
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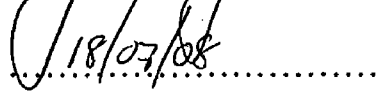
Declaration

I hereby certify that this material, which I now submit for assessment of the programme of study leading to the award of B.A (Hons.) in Human Resource Management is entirely my own work and has not been taken from the work of others save and to the extent that such work has been cited and acknowledged within the text of my work

Signed:



Date:



Student Number: 07108001

Acknowledgement

The completion of this project would not have been possible without the encouragement, help and assistance of many people.

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To the National College of Ireland, for assisting and guiding me on this epic journey, finally I have reached my destination.

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Abstract

This study examines the status of the psychological contract of CityJet Pilots. As the airline industry enters an uncertain future, it is imperative that we retain the pilots we currently employ. Pilots were invited to partake in a survey, which sought to identify the degree of importance employees placed on various aspects of the psychological contract and measure the degree to which the organisation was fulfilling these obligations.

Findings suggest that employees are now placing increasing emphasis on the socio-emotional aspects of their psychological contract, such as trust and respect & open and honest communication.

Organisational implications and suggestions for improvement are identified in this study, including the introduction of a flexible work roster, addressing annual leave concerns and improving our communication skills.

Contents

Acknowledgement

Abstract

Page

Chapter 1 – Introduction.....1

Chapter 2 - Literature Review.....3

Basic Concept.....3

History & Definitions of the Concept.....3

Psychological Contract Violation.....7

Trust.....9

The 3 Facets of Trust.....10

Work-Family Studies.....11

Turnover Intention.....12

Employer Brand.....14

What is the Industry – Who are the Main Players.....15

Chapter 3 – Research Methodology.....17

Background.....18

Research Aim.....18

Quantitative Research.....18

The Online Survey – Pilots.....19

Section 1 – Employee Profiling.....19

Section 2 – Turnover Intention (including Organisation Citizenship Behaviour)....20

Section 3 – Affective & Continuance Commitment.....22

Section 4 – Trust.....24

Section 5 – Psychological Contract Expectation.....25

Section 6 – Psychological Contract Delivery.....26

Section 7 – Suggestions or Comments.....27

Qualitative Research.....27

Ethical Considerations.....28

Chapter 4 – Analysis of Results.....	31
Part 1 – Demographic Data.....	31
Part 2 – Psychological Contract Date.....	32
Turnover Intentions and Organisational Citizenship Behaviour.....	32
Organisational Citizenship Behaviour.....	33
Affective and Continuance Commitment.....	34
Trust.....	35
Psychological Contract Obligations.....	35
 Chapter 5 – Conclusions & Recommendations.....	 42
Implications for Policy and Practice.....	42
Recruitment of Pilots.....	45
Leave Entitlements & Flexible Work Schedule / Roster.....	47
Attrition.....	47
Consideration of Employee Needs.....	48
Tuition.....	49
Participation in Decision Making.....	50
Communication.....	50
Personal Learning.....	54
 Bibliography.....	 55
Appendix 1 – Copy of Survey	
Appendix 2 – Survey Results	

Chapter 1 – Introduction

This first chapter introduces the reader to the research topic under review, it outlines my reasons for choosing the psychological contract as the basis of my dissertation and it provides a background to the organisation under consideration.

Because my whole working life has been spent working within the aviation industry and primarily the recruitment area of the industry, I have decided to base my dissertation on the “Psychological Contract”.

Although I have recruited for various sections within the industry, mainly the engineering side, I’ve decided to look at pilot recruitment in the context of the Psychological Contract for the basis of my dissertation. The reason I have decided to look at Pilot Recruitment is due to the fact that we are currently experiencing a higher rate of attrition within the Company than over the last few years and this is causing CityJet Management some concern.

Recruitment of pilots and company investment in pilot training are expensive processes. In the ever increasingly competitive world of aviation and with the spiralling cost of oil prices, I believe it is extremely important that once we recruit a pilot we should strive to retain their services where possible. In order to do this I am going to look at the “Psychological Contract” between a pilot and my Company. It would be of great benefit if the results of the research I conduct could be used as a practical tool to assist in reducing the rate of attrition.

To establish what is meant by Psychological Contract, I am going to define psychological contract and research what the psychological contract tells us about the changing employment relationship and whether there is a ‘new contract’.

For my research and in support of this, I am going to ask our pilots to complete a questionnaire. From the results, I hope to measure the difference, if any, of what a pilot believed CityJet promised and what they delivered, in terms of psychological contract obligations.

From this I hope to establish if there is indeed a gap that can be breached and if in doing so, would the rate of attrition reduce.

From these findings I will then look at the strategic implications for my Company.

Let me introduce my Company.

CityJet is an Irish airline which began operations between London City Airport and Dublin in January 1994 under a franchise licence with British Airline, Virgin Atlantic Airways Ltd. Today the airline, based at Swords, Co. Dublin, is a 100% owned subsidiary of Air France-KLM and employs over 700 staff.

As the Irish partner of Air France-KLM, CityJet operates a fleet AVRO RJ85 series aircraft making CityJet a specialist in short runway regional operations. The current fleet for Summer 2008 stands at 23 aircraft.

In 2006-07, CityJet carried +1.6 million passengers on its 8 franchise routes on behalf of Air France between Paris CDG and Dublin, London City, Birmingham, Edinburgh, Gothenburg, Zurich and Florence, Dublin to London City, and Orly to London City. In 2007 CityJet in conjunction with Air France, launched the CityJet for Air France network out of London City Airport. CityJet for Air France routes consist of 5 new routes to include Belfast City, Geneva, Madrid, Nice and Zurich. These new services are in addition to our existing services to Paris Orly and Dublin.

In our 14-year history CityJet have built a reputation for excellence in safety, operational reliability, maintenance and customer care. Company turnover in 2007 grew 18% to Euro 242 million with profits rising to over Euro 21.7 million.

Our Company Policy is to be a customer driven airline committed to attaining the highest possible standards in customer care and satisfaction.

It is our mission to continue to be Ireland's leading quality airline providing our customers, employees and shareholder with a long term, safe, reliable and successful travel service company.

Chapter 2 – Literature Review

This chapter provides an overview of the relevant literature on the research area. It identifies the theories that exist in relation to the Psychological Contract.

The literature review will introduce the reader to the main concepts involved. The review will define what is meant by Psychological Contract and what it tells us about the changing employment relationship from both parties to it, and whether a 'new contract' is perceived and if it has been violated.

Basic Concept:

Contracts are important features of exchange agreements. Contracts bind the transacting parties and regulate their activities. Apart from their widely examined economic and legal aspects, contracts also have a psychological component (MacNeil 1980:483), which is inherently perceptual and deals with implicit details and perceived obligations beyond those that can be explicitly described in formal, legal terms. Because all contracts are inherently incomplete (MacNeil 1980:484), the psychological component is an inevitable aspect of virtually all contracts.

History & Definitions of the Concept:

The notion of the "psychological contract" was first coined by Argyris (1960) to refer to employer and employee expectations of the employment relationship, i.e. mutual obligations, values, expectations and aspirations that operate over and above the formal contract of employment.

Since then there have been many attempts to develop and refine this concept. Historically, the concept can be viewed as an extension of philosophical concepts of social contract theory (Schein, 1980; Roehling, 1997). The social contract, which deals with the origins of the state, supposes that individuals voluntarily consent to belonging to an organised society, with attendant constraints and rights. Argyris

(1960) used the concept to describe an implicit agreement between a group of employees and their supervisor.

Other influential early writers such as Levinson, Price, Munden, and Solley (1962), used the concept to describe the set of expectations and obligations that individual employees spoke of when talking about their work experience. They identified a number of different types of employee expectations, held both consciously (for example expectations about job performance, security, and financial rewards) and unconsciously (for example being looked after by the employer).

Roehling (1997) credits Levinson et al (1962) with explicitly recognising the dynamic relationship of the psychological contract: contracts evolve or change over time as a result of changing needs and relationships on both the employee's and the employer's side. Schein (1965) emphasised the importance of the psychological contract concept in understanding and managing behaviour in organisations. He argued that expectations may not be written into any formal agreement but operate powerfully as determinants of behaviour. For example, an employer may expect a worker not to harm the company's public image, and an employee may expect not to be made redundant after many years' service. Like Levinson et al (1962), Schein emphasised that the psychological contract will change over time.

Hilltop (1996:14) proposes that changes in the workplace have led to the emergence of a new psychological contract in the employment relationship. Whereas the old contract is characterised by stability, permanence, predictability and mutual respect, the new contract is described as primarily based on short-term relationships, emphasises flexibility, self-reliance and achieving immediate results.

Recent developments in psychological contract theory are largely dominated by Rousseau (e.g. 1989; 1995; 2001; 2004). Rousseau argues the psychological contract is promise-based and, over time, takes the form of a mental model or schema which is relatively stable and durable. Rousseau (1989) explicitly distinguished between conceptualisations at the level of the individual and at the level of the relationship, focusing in her theory on individual employees' subjective beliefs about their employment relationship. Crucially, the employer and employee may not agree about

what the contract actually involves, which can lead to feelings that promises have been broken, or, as it is generally termed, the psychological contract has been violated.

During the recruitment process, the employer and interviewee will discuss what they each can offer in the prospective relationship. If agreement is reached, most employers will impose a standard form contract, leaving the detail of the employee's duties to be clarified "on the job". But some of the initial statements, no matter how informal and imprecise, may later be remembered as promises and give rise to expectations. Whether they are incorporated into the parallel psychological contract will depend on whether both parties believe that they should be treated as part of the relationship. The better organised employers are careful to document offers to reduce the risk of raising false expectations followed by disappointment.

Feldhiem (1999) reflects these two strands by dividing the psychological contract into:

- Transactional: this is the economic or monetary base with clear expectations that the organisation will fairly compensate the performance delivered and punish inadequate or inappropriate acts; and
- Relational: this is a socio-emotional base that underlies expectations of shared ideals and values, and respect and support in the interpersonal relationships

Rousseau also distinguished between "relational contracts" which implicitly depend on trust, loyalty and job security, and "transactional contracts" where employees do not expect a long lasting relationship with their employer or organisation, but instead view their employment as a transaction in which, for example, long hours and extra work are provided in exchange for high pay, and training and development (Rousseau & Wade-Benzoni, 1995).

The psychological contract can be distinguished from the legal contract of employment. The latter will, in many cases, offer only a limited and uncertain

representation of the reality of the employment relationship. The employee may have contributed little to its terms beyond accepting them. The nature and content of the legal contract may only emerge clearly if and when it comes to be tested in an employment tribunal.

It is important to recognise that researchers have used the concept of the psychological contract in a variety of different ways (Roehling, 1997).

Significant elements of all definitions of the psychological contract include:

1. Incorporation of beliefs, values, expectations and aspirations of employer and employee, including beliefs about implicit promises and obligations, the extent to which these are perceived to be met or violated and the extent of trust within the relationship.
2. These expectations are not necessarily made explicit. It can be regarded as the implicit deal between employers and employees. It implies fairness and good faith.
3. An important aspect of the notion of a psychological contract is that it can be continually re-negotiated, changing with an individual's and an organisation's expectations and in shifting economic and social context.
4. Because it is based on individual perceptions, individuals in the same organisation or job may perceive different psychological contracts, which will, in turn, influence the ways in which they perceive organisational events (e.g. redundancies).

A useful model of the psychological contract is also offered by Professor David Guest of Kings College London (see table below). In outline, the model suggests that:

- the extent to which employers adopt people management practices will influence the state of the psychological contract
- the contract is based on employees' sense of fairness and trust and their belief that the employer is honouring the 'deal' between them
- where the psychological contract is positive, increased employee commitment and satisfaction will have a positive impact on business performance.

A model of the psychological contract (adapted from Guest)

Inputs	Content	Outputs
Employee characteristics	Fairness	Employee behaviour
Organisation characteristics	Trust	Performance
HR practices	Delivery	

Psychological Contract Violation

An important element of the concept of the psychological contract in the literature is the notion of contract violation, and its consequences (Rousseau, 1995; Morrison & Robinson, 1997).

According to Morrison and Robinson (1997:141), 'two conditions give rise to a breach of a promise; reneging and incongruence. Any instance of violation is ultimately rooted in either incongruence or reneging.' Reneging is when an agent of the organisation recognizes that an obligation exists but they knowingly fail to follow through on that obligation.

Reneging occurs either because the organisation is unable to fulfil a promise or because it is unwilling to do so. There may be cases in which the organisation finds it impossible to fulfil the promises that have been made at earlier points in time. For example, some recruiters may allude to the opportunity for rapid advancement even though the organisation cannot foresee or predict the future economic climate and when organisational growth remains stagnant, it will be more difficult for the organisation to fulfil each and every promise it previously made.

Reneging also may occur because agents do not want to fulfil specific terms of the employment agreement. Agents may make a promise with no intention of fulfilling it, or they may decide to renege on a promise that they or their predecessor had originally intended to keep. Although breaking an employment promise clearly entails potential costs to an organisation, 'such as reduced employee commitment or

performance, loss of a valued employee, a damaged reputation, retaliation, or even a lawsuit' (McLean Parks & Schmedemann, 1994:178), fulfilling a promise also may be costly, because promises to employees often entail scarce resources.

In some situations the organisational agents responsible for fulfilling obligations to an employee sincerely believes that they have fulfilled every promise. Nonetheless, the employee may believe that the organisation has fallen short on a promise. In cases such as this, the perception of breach of contract is rooted in what is called incongruence. Incongruence occurs when an employee's perception of a given promise differs from that held by the organisation. These different perceptions result due to the idiosyncratic nature of the psychological contract.

Three factors play a role in creating incongruence; they include:

- the degree to which the employee and the organisation bring different cognitive schemata to the situation;
- the complexity or ambiguity of the obligations between the parties;
- communication. 'Schemata are cognitive frameworks that represent organised knowledge about a given concept or type of stimulus' (Taylor & Crocker, 1981:84).

They guide how people take in, remember, and make inferences regarding the data they process. One type of schema that individuals hold relates to employment relationships. This schema helps individuals to define what a typical employment relationship entails, and it guides their interpretation and recollection of the promises made.

As mentioned earlier the psychological contract is inherently idiosyncratic and therefore two individuals may possess very different ideas as regards what an employment relationship should entail. When this is the case, it creates the potential for incongruence because the two parties' perceptions are likely to be very different. The parties may hold incongruent beliefs not only about the nature of a given promise, but also about whether a given promise was actually made. When we talk of

psychological contract violation, we are referring to an affective and emotional experience, possibly one of disappointment, frustration, anger, and resentment. Pate and Malone (2000:30) report in their analysis of disgruntled former employees that the occurrence of psychological contract violation makes employees more skeptical and cynical, and less likely to trust future employers.

According to O'Reilly & Chatman (1986:69), 'trust and justice moderate employee interpretation of a violation'. Trust is the belief that the trustee will fulfil the trustor's expectations without taking advantage of its vulnerabilities (Gefen 2000, Lewis and Weigert 1985, Luhmann 1979, Mayer et al. 1995).

The psychological contract as a concept is a useful framework for highlighting the unwritten rules and expectations that exist between individuals and organisations. Research usually focuses on employees' perceptions of the breach of expectations by the employer, for example in relation to job security, opportunities for development or ethical principles, referred to as violation of the contract. This can lead to feelings of injustice, deception or betrayal among employees (Morrison & Robinson, 1997). Specific circumstances, such as organisational timing, and labour market factors (for example, whether there is a perceived market need for redundancies or cutbacks) are associated with employees feeling that their psychological contract has been violated (Turnley & Feldman, 1999a; 1999b).

Trust

Psychological contract theorists claim that the effect of psychological contract breach involves more than unmet expectations, as it entails not only the loss of a defined expectation but also the erosion of trust, which makes up the foundation of all relationships. As Rousseau (1989: 129) stated, 'the intensity of the reaction [to violation] is directly attributable not only to unmet expectations of specific rewards or benefits, but also to more general beliefs about respect of persons, codes of conduct and other patterns of behaviour associated with relationships involving trust.'

The 3 Facets of Trust

Although trust can be conceptualised in different ways, a useful definition of trust is ‘the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor’ (Mayer et al., 1995:712). This definition highlights three important facets of trust.

The first is willingness. Although some people might have a predisposition to trust others, intentionally trusting another person or entity suggests that trust is a purposive phenomenon. In other words, trust that is correctly placed in (or not exploited by) others should result in some benefits for the trusting individual, else why would one make himself vulnerable? This suggests that, other things being equal, the greater a person’s expected benefits from correctly trusting, the more likely he will trust.

The second important facet of trust is vulnerability. Vulnerability reflects the perception of what losses can arise when trust is misplaced – that is, when trust is placed in someone who willingly or unwillingly exploits that trust. Vulnerability is a necessary element of trust. According to Baier (1986:235), ‘where one depends on another’s good will, one is necessarily vulnerable to the limits of that good will. One leaves others an opportunity to harm one when one trusts. Trust then is accepted vulnerability to another’s possible but not expected ill will (or lack of good will) toward one.’

The third important facet of trust is expectations. Expectations entail a belief or confidence in both the trustworthiness and competence of the person or entity in whom trust is placed. For instance, Baier (1986:240) states that ‘we trust [others] to use their discretionary powers competently and non-maliciously’, and Hardin (2004:8) says that ‘trust depends on two quite different dimensions: the motivation of the potentially trusted person to attend to the truster’s interests and his or her competence to do so.’

Work-Family Studies

The psychological contract is a useful concept for understanding what employees and employers expect of a job and a work environment, including not only expectations of tenure or promotion but also sense of entitlement to work-life benefits and flexible working arrangements. It has recently been argued that work-life balance or integration can be a key factor in establishing a positive psychological contract (i.e. based on mutual trust) (Coussey, 2000). However, consideration of work-life issues and policies seldom appear in psychological contract research and merit much more attention.

While few studies of work-life issues explicitly use psychological contract theory, it is implicit in recent studies relating work-life policies or practices to measures of employee satisfaction, loyalty and commitment. For example, Roehling and Moen (2001) studied the relationship between work-life policies, informal support and employee loyalty over the life course, concluding that flexible time policies are consistently related to employee loyalty. Perceptions of informal support were also strongly related to employee loyalty. Some research has begun to address the relationship between the psychological contract and remote working (Harwood, 2003) and part-time working (Conway and Briner, 2002).

Smithson and Lewis (2001) looked at the impact of work-life issues on the psychological contract for younger employees, some of whom accepted a balanced lives contract in which employees accept lack of long term security and less than optimum conditions in exchange for flexibility and reasonable hours, in order to accommodate their family or personal lives.

Psychological contract theory is a potentially useful tool in work-life research as it provides a way of considering employees' and employers' expectations of work-life support, balance and valuations in the context of their other expectations of the working relationship. Given the growing evidence that work-life policies alone have a limited impact on workplace practices and cultures or on individual employee behaviour (Lewis, 1997; 2001; Rapoport et al, 2002), this approach is also useful for

shifting the focus away from policies towards individual employees' expectations and understandings of such initiatives.

Turnover Intention

Turnover Intention is referred as 'an individual's estimated probability that they will stay in an employing organisation' (Cotton and Tuttle, 1986:147). Identifying factors that influence turnover intentions is therefore of considerable importance when attempting to reduce actual turnover. Mobley (1982:328) defined turnover 'as the cessation of membership in an organisation by an individual who received monetary compensation from the organisation.' However, it is important to make the distinction between turnover intention and turnover itself.

Turnover intention 'refers to an individual's perceived probability of staying or leaving an employing organisation' (Cotton and Tuttle 1986:140), while actual turnover 'is the movement of organisational members across the boundary of an organisation' (Price 2001:178).

Turnover intention refers to 'the subjective estimation of an individual regarding the probability that she/he will be leaving the organisation she/he works for in the near future' (Mowday et al., 1982:427). It is conceived of 'as a conscious and deliberate desire to leave the organisation within the near future, and considered as the last part of a sequence in the withdrawal cognition process' (Mobley et al., 1978:131). There is consistent evidence showing that turnover intentions are the 'strongest cognitive precursor of (actual) turnover' (Tett and Meyer, 1993:262).

Analysis carried out by Griffeth et al (2000:120) shows 'that intentions to quit are a major predictor of actual turnover' and as voluntary turnover undermines the functionality of the organisation it should be eliminated or at least diminished to the level where the overall balance within the organisation is not subjected to negative transformations.

It is important to highlight however that in most cases, it is easier to express an intention to leave than to actually carry out that threat. 'Realising that intentions are hypothetical they often tend to over estimate actual performance of desired behaviours, especially to the extent the actual behaviour has costs or risks associated with it' (Ajzen, 2001:785).

Research has found evidence to suggest that personality traits moderate the intentions– behaviour relationship. For example, self-monitoring, conscientiousness, and extroversion have been found to moderate relationships with exercise behaviour. Personality may moderate the intentions–turnover relationship for two reasons:

Firstly, turnover is rarely a consideration devoid of costs, risks, and potential obstacles. Expressing hypothetical intentions on the other hand is generally costless, whereas actual behaviour is not; intentions tend to overestimate the performance of desired behaviours. Some individuals may be more likely than others to actively attempt to accomplish expressed intentions regardless of the effort required. 'Proactive individuals with an internal locus of control may be more likely to believe that they control the outcomes of their efforts and to act on their intentions' (Bateman & Crant, 1993:843). Further, some individuals may be more or less averse to risks associated with quitting than are others.

Secondly, 'research suggests that some individuals exhibit more systematic consistency among their attitudes, beliefs, and behaviours than do others' (Kraus, 1995:264). For example, 'research shows that attitudes and beliefs are better predictors of behaviour for low self-monitors than for high self-monitors' (Gangestad & Snyder, 2000:211). Personality aside, lack of trust in organisations has been reported to have a negative impact on turnover intentions.

The higher the employee's trust in their organisation, the less likely they are to leave the organisation. Schnake and Dumler (2000:78) reported that trust in organisation was negatively and significantly related to turnover intentions.

An analysis conducted by Dirks and Ferrin (2001:351) showed that trust acts as a significant predictor of an individual's intent to quit and this was recently reinforced

by Connell et al. (2003:211) who indicate that employees' turnover intentions were significantly reduced when employees had more trust in their top management. Bijlsma and Koopman's 2003 study also confirmed that a trustful relationship between workers and their employing organisation led to an increase in one's loyalty and a decrease in one's intention to leave the organisation. This line of thought is consistent with Fishbein & Ajzen's 1975 "Theory of Reasoned Action" where they postulated that attitude is consistently related to behavioural intention.

According to Robinson and Rousseau (1994:280), 'trust is the essence of social exchange and as trust develops the extent of exchange increases.' It is therefore vitally important that employers understand and are receptive to the psychological expectations of their employees. In the absence of clear communication and appreciation of employee expectation, organisations are left blindsided by idle busyness. Identifying the factors that influence turnover intentions is therefore critical to the reduction of actual turnover.

Employer Brand

Employees in large organisations do not identify any single person as the 'employer'. The line manager is important in making decisions about day-to-day working but employees are also affected by decisions taken by the Chief Executive and HR Department. In many cases employees may often have little idea who, if anyone, is personally responsible for decisions affecting their welfare or the future of the business. Unsurprisingly surveys confirm that employees tend to feel more confidence in their line manager, whom they see on a regular basis, than in anonymous members of senior management.

In order to display commitment, employees have to feel they are being treated with fairness and respect. Many organisations have concluded they need to create a corporate personality, or identity, that employees as well as customers will recognise and relate to. This leads them to identify a set of corporate values or set down the organisation's mission. The purpose of creating an 'employer brand' (sometimes referred to as the employment proposition) is to outline the positive benefits for employees of buying into the relationship with the employer. In practice the employer

brand can be seen as an attempt by the employer to define the psychological contract with employees so as to help in recruiting and retaining talent.

What is the Industry – Who are the Main Players

The airline passenger industry in Ireland has been in existence since 1937, when Aer Lingus was founded. Today, four main players – Aer Lingus, Aer Arann, Ryanair and CityJet - dominate the industry.

Aer Lingus, although ostensibly a low cost airline, still carries a high cost base; a legacy of its origins as a national carrier. On the one hand, it competes with Ryanair in the low fares market, and on the other, it fights for market share against world-sized operators, such as Delta, Continental, Air France-KLM and Lufthansa, for European and transcontinental business.

Aer Arann commenced commercial operations in 1970, between Galway and the Aran Islands. Serving the islands still represents an important component of the company's business. In addition to serving the islands, the airline is a significant player in the Irish domestic market, and has also expanded in to routes across the Irish Sea.

Ryanair, founded in 1985 has grown to become one of the largest and most profitable low cost airlines in the world. The business model is essentially a simple one – constantly drive down costs, consistently offer the cheapest fares. The simple model entails application of innovative concepts. The airline uses airports which are often more remote from the cities that they nominally serve. This ensures cheaper landing charges. Cost items for many other airlines are transformed into revenue opportunities for Ryanair. For example, some of their aircraft have been painted as advertising for Jaguar cars and Kilkenny beer, saving tens of thousands of euros. At one stage, a postal film developing company supplied passenger sick bags, and paid the airline for the privilege.

CityJet started operations in 1994 operating Dublin to London city on a franchise basis for Richard Branson's Virgin Express. The airline has grown steadily over the years, adding an average of one aircraft every season. Today it specialises in serving

short runway airports, such as London City and Florence, and European second cities, such as Birmingham, Gothenburg and Zurich.

The major players are reasonably profitable most of the time, but the business environment in Ireland is a challenging one for passenger airlines. There have been several spectacular failures in recent years. Eirjet, EU Jet, Jet Green and Jet Magic all started up and failed within the past five or six years.

Safety considerations are paramount in the industry. There are three principal aspects to passenger safety; the airworthiness of the aircraft, the competence of the crews and the integrity of the cargo and baggage handling process. None of these come cheap, and must be paid for before a start-up airline has even operated its first flight, let alone generated any revenue.

The established players' greatest assets are their slots and passenger loyalty. Slots are the means whereby airlines are allowed to operate into and out of airports. In places like Heathrow, Schipol and Charles de Gaulle, prime slots at peak demand times can be worth millions of euros.

European airspace is among the most heavily congested on the planet. Opportunities to grow business in this environment are limited. One of the few remaining options open to airlines is to make better use of their slots by using ever-larger aircraft. Six, seven and even eight hundred seat aircraft are in production or advanced design today.

Different operators foster passenger loyalty in different ways. Some strive to deliver the most pleasant passenger experience, working hard on the customer service side. Others appeal directly to the passengers' pockets by offering the lowest fares. Another tactic is to appeal to the passengers' sense of nationalism, emphasising the "Irishness" of the brand. The corporate symbol for Aer Lingus is a shamrock, and it names its aircraft after Irish saints, Ryanair uses a harp in its logo, CityJet names its aircraft after Irish islands, sponsors the GAA museum in Croke Park and sponsors London-Irish Rugby, this being important from a company branding point of view.

Chapter 3 Research Methodology

The main concept of this chapter is to explain how and where the information was gathered for this dissertation. This includes justifying the sample that was chosen and explaining how and why the sample group was selected.

Background

The demand for pilots worldwide is unprecedented. At the same time the supply of pilots is constrained mainly because airlines have abandoned cadet and other training schemes in an effort to reduce costs. The traditional military sources, particularly in Europe, are drying up due to decreases in military size and relatively good working conditions. The pilot career is not as attractive as it once was and there are many attractive competing options for school leavers.

Training organisations are now producing pilots in relatively large numbers through various sponsorship schemes, mainly self-sponsorship. However, they are struggling to meet the demands of an expanding aviation market, particularly in the Far East and the Indian sub-continent and cannot compensate for the recent lack of “pilot production” generally. Long-haul operators in the Far East and Middle East continue to lure short-haul pilots with the “big aircraft” offering and what is perceived to be a very attractive work/life balance and salary package.

The rapid expansion in the European low cost market has also contributed to the pilot shortage although there are signs that this demand is slowing, at least in the short term.

CityJet as a small regional carrier is suffering an unusually high rate of pilot attrition. While it has been sustained over the past 5/8 years it is a problem for the airline. In the long term this level of attrition is a cause of management concern. Replacing pilots is an expensive business. It also drains energy and resources from the airline. It depletes experience. The latter is a particular concern for CityJet Management especially at the current rate.

Research Aim

My research aim is to better understand the relationship between CityJet Pilots and Management. It is my aim to identify the “psychological contract” obligations of both parties and the degree to which they exist and their importance. I propose to measure the degree to which these “psychological contract” obligations are being met.

The purpose of this study is to examine which employer inducements (psychological contract obligations, specifically trust, work-life balance, turnover intention and employer brand) are identified to CityJet Pilots. After identifying the more important psychological contract obligations, the aim of the research is to analyse pilot perceptions of how well CityJet is fulfilling these obligations. By gaining a better understanding of what both parties desire from a socio-emotional perspective, CityJet as an organisation will have an opportunity to bridge this gap, if any, and in doing so reduce the rate of pilot attrition.

Quantitative Research

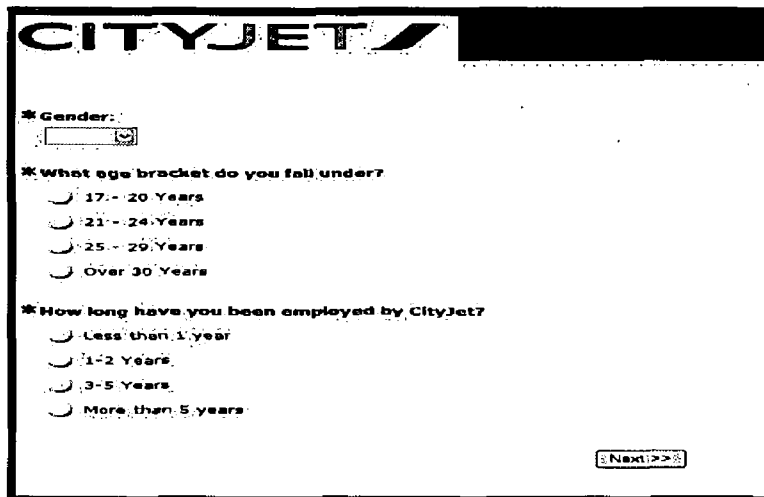
Because of the very nature of a pilot’s work, I decided the most effective way of communication was to use an online survey to gather quantitative data. The survey was composed of 7 Sections (as outlined below) and was issued to our 194 CityJet pilots electronically via Company email with a covering letter (see Appendix 1). Pilots could then access the survey through a hyperlink. The survey was hosted through [surveymonkey.com](https://www.surveymonkey.com).

Because of the sensitive nature of the questioning, I thought it was best to ensure that the questionnaire was anonymous, to allow Pilots to be as honest and objective as possible. This proved to be the most effective, efficient and inexpensive way of gathering data.

The Online Survey – Pilots

Section 1 of the questionnaire was categorised into 3 areas; gender, age and tenure.

Section 1 – Employee Profiling



The screenshot shows a web-based survey interface for CityJet. At the top left is the CityJet logo. The survey is titled "Section 1 – Employee Profiling". It contains three sections of questions, each with radio button options:

- * Gender:** A dropdown menu with a small icon to the right.
- * What age bracket do you fall under?**
 - ☐ 17 - 20 Years
 - ☐ 21 - 24 Years
 - ☐ 25 - 29 Years
 - ☐ Over 30 Years
- * How long have you been employed by CityJet?**
 - ☐ Less than 1 year
 - ☐ 1-2 Years
 - ☐ 3-5 Years
 - ☐ More than 5 years

At the bottom right, there is a "Next >>" button.

Participants were first categorised by gender. They were asked to which grouping they belonged to.

Are you?

Male

Female

Following this, participants were subdivided into 4 age categories, as follows:

17 – 20 years

21 – 24 years

25 – 29 years

Over 30 years

Finally, the employee tenure was recorded to ascertain their length of service.

Less than 1 year

1-2 years

3-5 years

More than 5 years

Section 2 – Turnover Intention (including Organisational Citizenship Behaviour)

Section 2 contained three questions adopted from a study conducted by Meyer et al (1993). These questions assess employees' tendencies to continue as employees of their respective organisations. Participants were asked how often they think about quitting their organisations, how likely it was that they would search for a position with another organisation and how likely it was that they would leave their organisation in the next year? Responses to these three items were also measured off a 5 point Likert scale.

- 1 I often feel like quitting my organisation***
- 2 I regularly search for new positions in other organisations***
- 3 It is likely that I will stay in the organisation for the next year***


Identifying factors that influence turnover intentions is of considerable importance when attempting to reduce actual turnover. As Griffeth et al (2000:120) notes 'intentions to quit are a major predictor of actual turnover' and as voluntary turnover undermines the functionality of the organisation it should be eliminated.

Because of its impact on an organisation's ability to function successfully, citizenship behaviour is an outcome of interest in this study. Items to measure in-role performance and organisational citizenship behaviour towards the organisation were derived from Allen & Lee's (2002) study. This is particularly relevant in this investigation because employees are responding to perceived inequities in their relationships with their organisations.

Borman and Penner (2001:973) suggest that 'current trends such as global competition, the popularity of team-based organisations, and greater emphasis on customer service and client satisfaction are likely to make organisational citizenship behaviour increasingly important in organisations in the coming years.

Allen & Lee's questionnaire consisted of 8 questions which are highlighted below:

- 1 *I attend social functions that are not required but that help the organisational image*
- 2 *I keep up with developments within the organisation*
- 3 *I defend the organisation when other employee's criticize it*
- 4 *I show pride when representing the organisation in public*
- 5 *I offer ideas to improve the functioning of the organisation*
- 6 *I express loyalty to the organisation*
- 7 *I take action to protect the organisation from potential problems*
- 8 *I demonstrate concern about the image of the organisation*



* Please indicate the extent to which you agree with the following statements.

	Strongly Agree	Agree	Neither Agree/Nor Disagree	Disagree	Strongly Disagree
I attend social functions that are not required but that help the organisational image	☺	☺	☺	☺	☺
I keep up with developments within the organisation	☺	☺	☺	☺	☺
I defend the organisation when other employees' criticize it	☺	☺	☺	☺	☺
I show pride when representing the organisation in public	☺	☺	☺	☺	☺
I offer ideas to improve the functioning of the organisation	☺	☺	☺	☺	☺
I express loyalty to the organisation	☺	☺	☺	☺	☺
I take action to protect the organisation from potential problems	☺	☺	☺	☺	☺
I demonstrate concern about the image of the organisation	☺	☺	☺	☺	☺
I often feel like quitting my organisation	☺	☺	☺	☺	☺
I regularly search for new positions in other organisations	☺	☺	☺	☺	☺
It is likely that I will stay in the organisation for the next year	☺	☺	☺	☺	☺

<< Prev
Next >>

Section 3 – Affective & Continuance Commitment

Section 3 of the questionnaire was only part of the CityJet Pilots survey. Section 3 focused on affective and continuance commitment. Using the 5 point Likert scale in conjunction with questions adopted from Meyer and Allen's (1984) sixteen-item Affective & Continuance Commitment Scale" the psychological bond that links Pilots to CityJet was analysed.

Affective commitment refers to the 'degree to which employees experience an emotional attachment with their organisation' (allen & Meyer, 1996:322). We differentiate this type of commitment from 'continuance (i.e. costs of leaving the organisation are greater than the costs of staying) and normative (i.e. employees' sense of obligation to stay within their organisation) aspects of commitment' (Allen & Meyer, 1996:147).

In the context of psychological contracts, 'the affective dimension appears to be the most relevant because it is influenced by the extent to which individual needs and expectations of an organisation are matched by their actual experiences' (McDonald & Makin, 2000:264). It is for this reason that empirical studies of organisational commitment have focused on affective commitment.

Affective commitment has been proven to be the strongest and most consistent predictor of organisationally desired outcomes such as employee retention. Podasakoff et al., (2000:164) suggest that 'affective commitment fully mediates the relationship between psychological contract breach and civic virtue behaviour'. The list of 8 affective commitment questions, have been adopted, as below:

- 1 I do not feel a strong sense of belonging to my organisation***
- 2 I do not feel emotionally attached to this organisation***
- 3 This organisation has a great deal of personal meaning to me***
- 4 I do not feel like part of the family at this organisation***
- 5 I would be very happy to spend the rest of my career with this organisation***
- 6 I enjoy discussing my organisation with people outside it***
- 7 I really feel that this organisation's problems are my own***

8 *I think that I could easily become as attached to another organisation as I am to this one*

Despite affective commitment being recognised as the strongest and most consistent predictor of organisationally desired outcomes, there is increasing debate as regards the interdependent relationship between affective and continuance commitment.

While Meyer and Allen (1984) reported that continuance commitment and affective commitment were unrelated, McGee & Ford (1987:640) found that ‘the two CC subscales were significantly, though differentially related to affective commitment’.

For this reason I have decided to include Mayer & Allen’s (1984), 8 item continuance commitment questionnaire.

- 1 *Right now staying with my organisation is a matter of necessity***
- 2 *One of the major reasons I continue to work for CityJet is that leaving would require considerable personal sacrifice***
- 3 *I feel I have too few options to consider leaving CityJet***
- 4 *One of the few negative consequences of leaving CityJet would be the scarcity of available alternatives***
- 5 *It would be very hard for me to leave CityJet right now even if I wanted to***
- 6 *Too much in my life would be disrupted if I decided I wanted to leave CityJet now***
- 7 *It wouldn’t be too costly for me to leave CityJet in the near future***
- 8 *I am not afraid of what might happen if I quit my job without having another one lined up***

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Please indicate the extent to which you agree with the following statements.

	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree
I do not feel a strong sense of belonging to my organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not feel emotionally attached to this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation has a great deal of personal meaning to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not feel like part of the family at this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be very happy to spend the rest of my career with this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy discussing my organisation with people outside it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really feel that this organisation's problems are my own	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that I could easily become as attached to another organisation as I am to this one	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Right now staying with my organisation is a matter of necessity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
One of the major reasons I continue to work for CityJet is that leaving would require considerable personal sacrifice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I have too few options to consider leaving CityJet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
One of the few negative consequences of leaving CityJet would be the scarcity of available alternatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It would be very hard for me to leave CityJet right now even if I wanted to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Too much in my life would be disrupted if I decided I wanted to leave CityJet now	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It wouldn't be too costly for me to leave CityJet in the near future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not afraid of what might happen if I quit my job without having another one lined up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

== Prev Next ==>

Section 4 – Trust

Section 4 of the survey focused on the area of trust. According to Robinson and Rousseau (1994:280), ‘trust is the essence of social exchange and as trust develops, the extent of exchange increases.’ ‘Dirks and Ferrin (2001:351) identified trust as a significant predictor of an individual’s intent to quit. According to Lewis & Weigert (1985:233), ‘trust comes not from a cognitive interpretation of how a particular party will act but, rather, from the relationship between the parties and the implicit assumptions that others in one’s social relationships have respect and concern for one’s welfare. These implicit assumptions are largely taken for granted and unacknowledged until violated.’ The 7 scale item in this Section was derived from Robinson’s (1996) study.

- 1 I believe my employer has high integrity***
- 2 I can expect my employer to treat me in a consistent and predictable manner***
- 3 My employer is not always honest and truthful***
- 4 In general, I believe my employer’s motives and intentions are good***
- 5 I think my employer treats me fairly***
- 6 My employer is open and up front with me***
- 7 I’m not sure I fully trust my employer***

CITYJET

***Please indicate the extent to which you agree with the following statements.**

	Strongly Agree	Agree	Neither Agree/Nor Disagree	Disagree	Strongly Disagree
I believe my employer has high integrity	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can expect my employer to treat me in a consistent and predictable manner	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My employer is not always honest and truthful	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I believe my employer’s motives and intentions are good	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think my employer treats me fairly	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My employer is open and up front with me	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I’m not sure I fully trust my employer	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Through an analysis of the questionnaire feedback, I will be able to measure, analyse and report on both Pilots and Managements expectations. By targeting highly valued psychological contract areas, CityJet may be in a better position to ‘bridge any gaps’ and enhance their ability to fulfil their psychological contract obligations, which may result in the primary goal, the reduction of the rate of attrition.

Section 5 – Psychological Contract Expectation

In Section 5, participants were asked to identify those obligations which they believed had been *promised* to them by CityJet. A set of 27 psychological contract obligations, were adopted from Kickul (in press). Participants were informed that some or all of the below obligations may have been promised to them either directly or indirectly, explicitly or implicitly. They were asked to rate the importance of only those promised obligations along a 5 point Likert scale. The scale ranged from 1. ‘Strongly Agree’ to 5. ‘Strongly Disagree’ as below:

	Strongly Disagree	Disagree	Neither Agree/Nor Disagree	Agree	Strongly Agree
Competitive Salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

From the following list, please select what you believe was promised to you by CityJet.

	Strongly Agree	Agree	Neither Agree/Nor Disagree	Disagree	Strongly Disagree
Competitive Salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay & Bonus Tied to Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safe Work Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A Job that Provides Autonomy & Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leave Entitlements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health Care Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible Work Schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for Promotion & Advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continual Professional Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuition Reimbursement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition of my Accomplishments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Well Defined Job Responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A Reasonable Workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Challenging & Interesting Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meaningful Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in Decision Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to Develop New Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consideration of Employees Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trust & Respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Open & Honest Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support From Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equal Opportunities for all Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation & Support from Co-Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<< Prev
Next >>

For example, where a participant felt that ‘competitive salary’ was important to them, they would select ‘strongly agree’ or ‘agree’ on the below noted Likert scale. However if they felt that ‘competitive salary’ was of little importance to them, then they would select ‘strongly disagree’ or ‘disagree’.

Section 6 – Psychological Contract Delivery

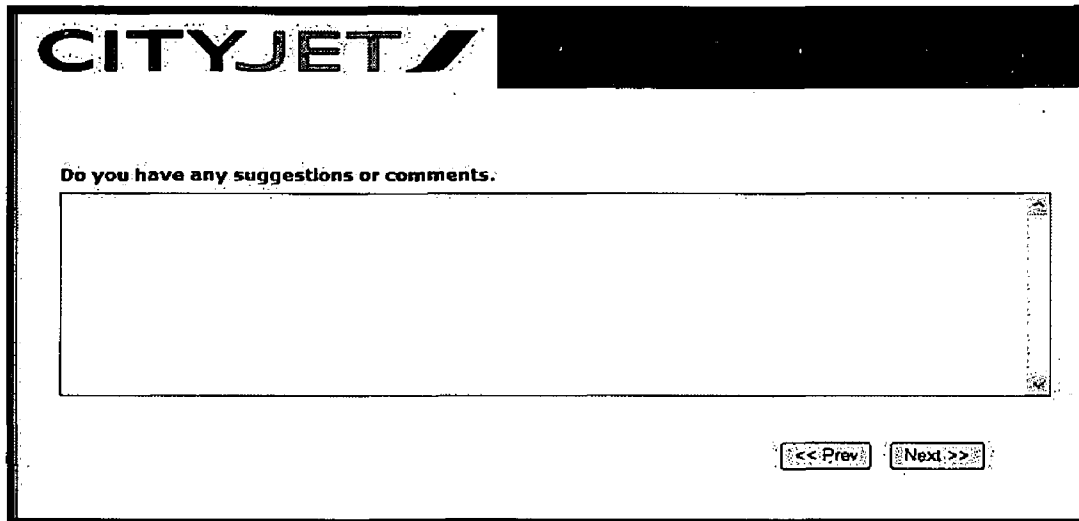
Having identified and rated the relevant promised obligations, in Section 6 of the questionnaire, participants were then requested to rate their organisation’s *delivery* of these noted promises. For example, if an employee felt that they had been promised a competitive salary, yet CityJet had failed to deliver on this promise, they would select either ‘Strongly Agree’ or ‘Strongly Disagree’ on the 5 point Likert scale. The same list of 27 psychological contract questions were available for selection.

*** From the below list, rate how well you feel the organisation has delivered these obligations**

	Strongly Agree	Agree	Neither Agree/Nor Disagree	Disagree	Strongly Disagree
Competitive Salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay & Bonus Tied to Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safe Work Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A Job that Provides Autonomy & Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leave Entitlements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health Care Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible Work Schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for Promotion & Advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continual Professional Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuition Reimbursement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition of my Accomplishments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Well Defined Job Responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A Reasonable Workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Challenging & Interesting Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meaningful Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in Decision Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to Develop New Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consideration of Employees Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trust & Respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Open & Honest Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support From Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equal Opportunities for all Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation & Support from Co-Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 7 – Suggestions or Comments

Section 7 allowed CityJet Pilots to suggest or comment on any areas they believed needed to be addressed.

A screenshot of a web form titled "CITYJET" in a large, bold, sans-serif font. Below the title, the text "Do you have any suggestions or comments?" is displayed. Underneath this text is a large, empty rectangular text input area. At the bottom right of the form, there are two buttons: "<< Prev" and "Next >>". The entire form is enclosed in a black border.

Qualitative Research

Earlier this year I met with the CEO of CityJet on an informal basis to discuss my dissertation. I mentioned that in my Literature Review, Employer Brand was frequently mentioned and asked him what it meant to CityJet as a Company. He discussed how rapid growth within CityJet over the last few years has led to our fleet doubling in size and that it was important to place emphasis on our Employer Brand as the Company expanded. He defined a clear need to re-establish what the CityJet brand represents, first and foremost in the minds of our passengers, the industry and the wider public, and secondly – and just as importantly – in the minds of each CityJet employee.

As part of the CityJet brand development, he proposed to undertake a preliminary stage of brand identification with a cross-section of employees and an external consultant who had firsthand experience working with CityJet in the early days of our operation.

He proposed that the initial phase of the project was to be completed by May of this year with the appointment of 6 “Brand Ambassadors” drawn from existing employees.

As this is at the preliminary stage of development, it will be discussed further in a later chapter.

Ethical Considerations

Survey research carries with it certain ethical responsibilities (set out in the professional standards of conduct, which include ensuring:

Protection of the individual's identity

This may be through guarantees of anonymity and/or confidentiality. *Anonymity* means that you do not have any way of identifying an individual; no identifier codes, demographic information or personal information of any kind is collected.

Maintaining *confidentiality* means that although you could identify an individual, you will not. Identifier codes (such as those created in telephone surveys and some electronic surveys) are stripped out before the results are tabulated. All questionnaires are destroyed once the data has been entered. Respondents must feel confident that their responses will in no way cause them harm.

Individual identity can also be compromised if the tabulation of results is based on a very small number of respondents or if the group membership is small. Survey standards of reporting include setting minimum numbers of respondents that must be reached before releasing data tabulations. These minimums vary with the most common minimums being eight, ten, and twenty respondents.

In smaller organisations, with departments of ten or more employees setting a minimum of eight will protect confidentiality and have a better chance of providing a departmental report of results. Organisations with large populations within departments or divisions should set larger minimums to prevent dealing with an overwhelming amount of tabulations.

If anonymity and/or confidentiality cannot be guaranteed respondents must be advised. For example, if responses to write-in comments are to be published, respondents need to know that their answers will be provided to others exactly as written. If identifier codes are used on the surveys, you are ethically bound to inform the respondent about the presence and purpose of the codes.

Voluntary participation in the survey

Participants may be encouraged, but not coerced. Incentives may be offered and reminders issued, providing they are not offensive or invasive. Each individual's right to decline participation in the research must be respected. This also means that employees are not required to 'report-in' once they have completed the survey or 'check' their name off a list.

All survey team members understand their ethical obligations

Security protocols must be implemented. No one outside of the survey team has access to the raw data and/or questionnaires. Survey team members must promise and maintain the confidentiality of all respondents. This is important in all cases, but especially so for in-house surveys. Team members may leave the organisation and if so, survey respondents must have confidence that their survey results have been properly dealt with. There must be assurances from leadership that team members will not be pressured to reveal information that compromises the confidentiality promise given to respondents.

Not adhering to or violating these standards may result in:

- Loss of trust and confidence from the target research group

- Lower response rates
- Biased or less than candid results
- Professional sanctions
- Legal implications

Chapter 4 –Analysis of Results

This section outlines the findings, results of the questionnaire as detailed in Chapter Three. The results are presented in 2 Parts, the Demographic Data and the Psychological Contract Data.

Part 1 - Demographic Data

This initial Section of the questionnaire sought demographic data from respondents under the categories of gender, age and tenure within the organisation. Of the 194 CityJet Pilots surveyed, 112 completed questionnaires were returned; a response rate of 58%. Of these respondents, 108/184 were male and 4/10 were female providing a percentage response rate of 60% male and 40% female.

Answer Options	Percentage	Response Count
Male Pilots in CityJet (184)	60%	108
Female Pilots in CityJet (10)	40%	4
Responses		112

Age profiles were categorised into four groups. No (0) employees were represented as being aged between 17-20 years. Eight (8) respondents representing 7.1% were aged between 20-24 years. Twenty-nine (29) responses were received from those employees aged between 25-29 years representing 25.9% of respondents. Seventy-five (75) employees classified themselves as 30+ Years, representing 67 % of respondents.

Answer Options	Percentage	Count
17-20 Years	0.0%	0
20-24 Years	7.1%	8
25-29 Years	25.9%	29
30+ Years	67.0%	75
Responses		112

The further demographic statistic being measured was tenure within the organisation. Length of service was split into 4 categories. Thirty-one (31) employees or 27.7% of the respondents had completed less than 1 year's service with CityJet. Thirty (30) respondents or 26.8% of employees had been employed with the organisation between 1-2 years. Thirty-five (35) employees or 31.3% had been employed with CityJet between 3-5 years. Sixteen (16) respondents representing 14.3% of the participants had over 5 years experience working in CityJet.

Answer Options	Percentage	Count
Less than 1 year	27.7%	31
1-2 Years	26.8%	30
3-5 Years	31.3%	35
More than 5 years	14.3%	16
Responses		112

Part 2 - Psychological Contract Data

Turnover Intentions and Organisational Citizenship Behaviour

In Section 2 of the questionnaire there were eleven (11) questions that were used to identify factors that influence Turnover Intentions and Organisational Citizenship Behaviour.

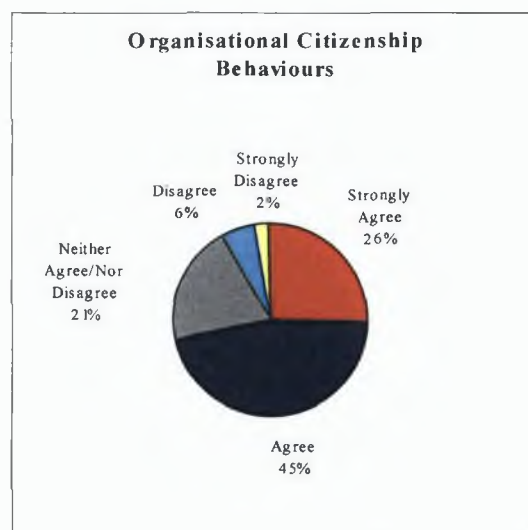
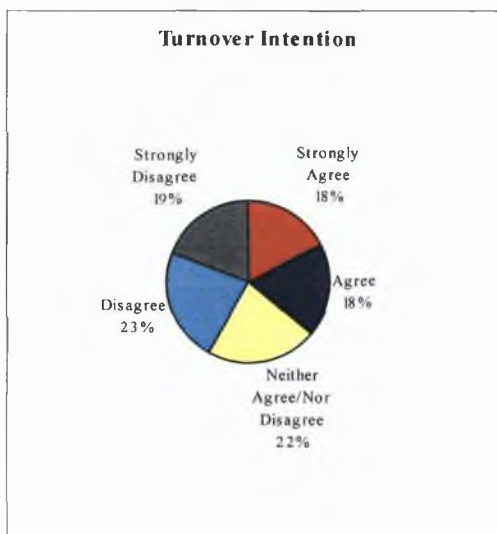
Results: The last 3 questions of this Section are associated with Turnover Intention. The results of the survey indicate that the current intentions of the pilots is that 63% of them “Agreed” or “Strongly Agreed” that it is likely that they will stay in the organisation for the next year. 22% of these “Neither Agreed nor Disagreed” with the statement. A total of 42% “Disagreed” or “Strongly Disagreed” with the statement.

Organisational Citizenship Behaviour

The first 8 questions of this Section examined Organisational Citizenship Behaviour. Of the top three answers, 71% of those surveyed “Strongly Agreed” or “Agreed” behaving favourably towards CityJet. They ranked the following statements in their top three:

- 1 That they defend the organisation when other employees criticise it.
- 2 They take action to protect the organisation from potential problems.
- 3 They express loyalty to the company.

With global competition and greater emphasis being placed on customer service and satisfaction, this result is very important to CityJet.



Affective and Continuance Commitment

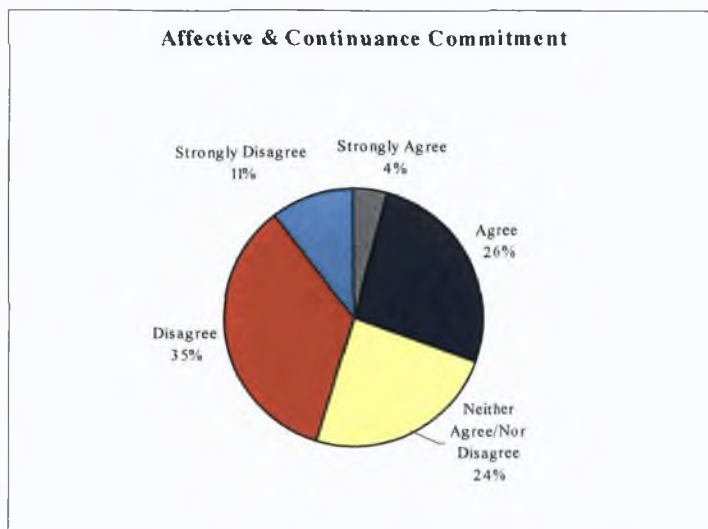
In Section 3 of the questionnaire there were sixteen (16) questions that focused on Affective and Continuance Commitment. They focused on the psychological bonds that link pilots to CityJet. This refers to the degree to which pilots experience an emotional attachment to CityJet.

Affective commitment has been proven to be the strongest and most consistent predictor of organisationally desired outcomes such as employee retention. 8 questions referred to Affective Commitment. Of those that answered these questions:

- 1 61% feel a strong sense of belonging to CityJet.
- 2 48% feel emotionally attached to CityJet.

The other 8 questions in this Section measured Continuance Commitment. The three highest selected statements were as follows:

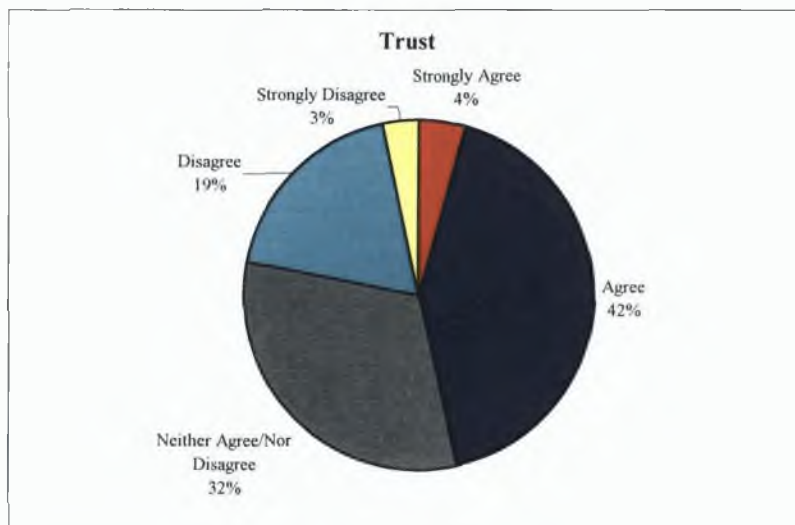
- 1 70% feel they have too few options to consider leaving CityJet.
- 2 64% feel too much of their life would be disrupted
- 3 62% feel that one of the few negative consequences of leaving CityJet would be the scarcity of available alternative.



Trust

In Section 4 of the questionnaire there were seven (7) questions that focused on the area of Trust. Research has found that trust comes not from a cognitive interpretation of how a particular party will act but rather, from the relationship between the parties and the implicit assumptions that others in one's social relationships have respect and concerns for one's welfare.

- 1 64% in general, believe CityJet's motives and intentions are good.
- 2 62% think that CityJet treats them fairly.
- 3 53% can expect CityJet to treat them in a consistent and predictable manner.



Psychological Contract Obligations

In Section 5 of the questionnaire, participants were provided with a list of twenty-seven (27) psychological contract obligations and were requested to select and rate the importance of those obligations that they believed had been *promised* to them by CityJet.

The top five answers and the last five answers selected of the **27 psychological contract obligations** in relation to those that pilots believed were *promised* were as follows:

27 Psychological Contract Obligations

	<i>Promised</i>
1	Competitive Salary
2	Safe Work Environment
3	Well Defined Job Responsibilities
4	Co-operation & Support from Co-Workers.
5	In joint place, Challenging & Interesting Work and Meaningful Work

	<i>Promised</i>
23	Leave Entitlements
24	Pay & Bonus tied to Performance
25	Recognition of Accomplishments
26	Flexible Work Schedule
27	Tuition Re-imbursement

In Section 6 of the questionnaire, participants were provided with a list of twenty-seven (27) psychological contract obligations and were requested to select and rate the importance of those obligations that they believed had been *delivered* to them by CityJet.

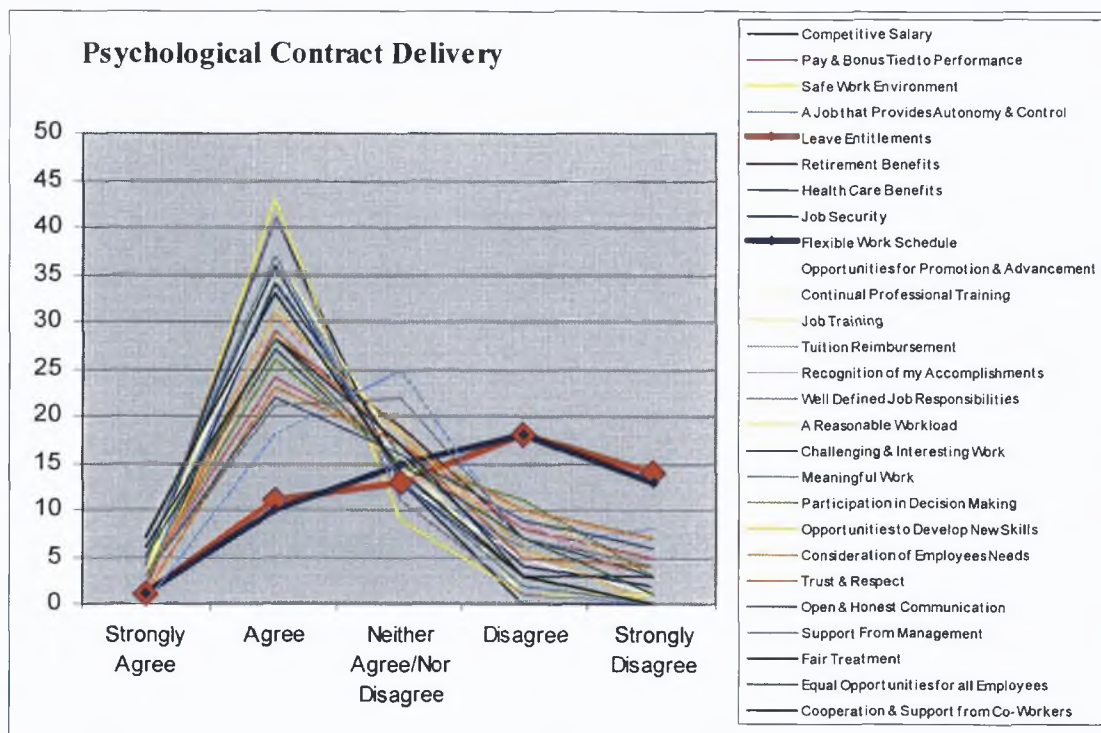
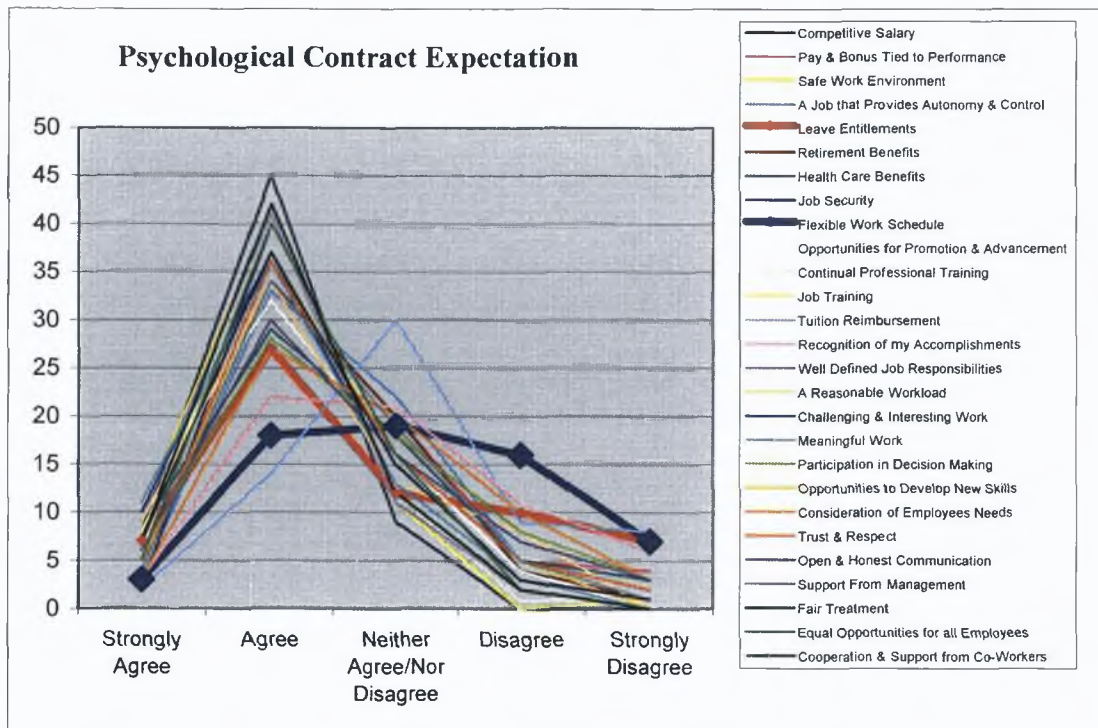
The top five answers and the last five answers selected of the **27 psychological contract obligations** in relation to those that pilots believed were *delivered* were as follows:

27 Psychological Contract Obligations

	<i>Delivered</i>
1	Safe Work Environment
2	Well Defined Job Responsibilities
3	Competitive Salary
4	Meaningful Work
5	Challenging & Interesting Work

	<i>Delivered</i>
23	Flexible Work Schedule
24	Leave Entitlements
25	Tuition Re-imbursement
26	In joint place, Support from Management and Consideration of Employee Needs
27	

From comparing the Top 5 of 27 psychological contract obligations that were *promised*, with the obligations that were *delivered*, all of the Top 5 were delivered with the exception of Co-operation & Support from Co-Workers.



From the findings above, it can be seen that Leave Entitlements and a Flexible Work Schedule were obligations that pilots felt were not delivered.

Because my survey found that Co-operation & Support from Co-Workers was believed to be *promised* by CityJet to pilots but not *delivered*, I decided to measure the Top 5 of the of 27 psychological contract obligations that were “negatively” rated as “Strongly Disagree” or “Disagree”. Results were as follows:

	<i>Not Delivered</i>	
1	Leave Entitlements	56%
2	Flexible Work Schedule	54%
3	Consideration of Employee Needs	30%
4	Open & honest communication	27%
5	In joint 5 th , Participation in Decision Making and Tuition Re-imbursement	25%

Section 7 allowed CityJet Pilots to suggest or comment on any areas they believed needed to be addressed.

There were a number of similar comments made in the following areas and are quoted as follows:

- 1 **Inflexible Roster:** For example “Annual leave and rostering issues need to be addressed urgently”, “some of the roster patterns could be better”, “improved roster”.

- 2 **Annual Leave:** For example “Annual leave issues need to be addressed”, “annual leave system”.

- 3 **Communication:** For example “increase the amount of internal communication”, “a much clearer line of communication”.

In Chapter 3, 3.5 Qualitative Research conducted informally with the CEO of CityJet identified Employer Brand as an important element of the Psychological Contract and an agreement to an undertaking of brand re-identification was proposed.

As discussed, in Chapter 3, it was mentioned that as CityJet's name became directly known to a much wider audience since the launch of the London City network and that there was a clear need to re-establish what the CityJet brand represents, first and foremost in the minds of our passengers, the industry and the wider public, and secondly - and just as importantly - in the minds of each CityJet employee.

CityJet is now about to launch a programme of Brand Awareness workshops, under the name SynchroniCity.

The initial phase of the project was completed with the appointment in May of 6 "Brand Ambassadors" drawn from existing employees who have risen to the challenge of working on a new initiative to deliver a series of workshops with staff from around the Company.

The workshops will focus on what CityJet believe are our core business values to be and, from this how we all enact this in our everyday interaction with our passengers, colleagues and the wider public.

The new CityJet logo and brand is now firmly established in all the main areas like aircraft livery, signage and uniforms. We are not looking at Customer Service training, an area that already provides some of the best of our overall passenger experience, but rather how all our employees recognise how we each represent the brand.

The feedback from the staff forums as well as passenger and mystery passenger flights showed a real overlap between the behaviour that our passengers like to see and the behaviour that CityJet people value themselves.

In turn, people who demonstrate or experience this behaviour feel valued and important and that CityJet people really do care.

Reliability, Integrity, Spontaneity and Sincerity are the 4 core values that have been identified and linked to which are a number of key behaviours.

Working initially with a Consultant, the Brand Ambassadors will draw these out during the workshops, highlighting areas where in an every day way, we can demonstrate appropriate aspects of our values.

While the main focus will be predominantly based around the cabin crew and key frontline personnel, ideally there will be participants from many other areas in the Company, as in the end we all need to remember that the passenger is our priority, even if we do not deal with them directly or as frequently as crew do.

Additionally, the mixture of staff in the initial forums was considered by all the participants to be particularly interesting and beneficial, giving as it did so many shared insights.

This is the first time we have had the opportunity to identify the values our Company stands for. This can now be translated into providing an even better customer service for our passengers whilst continuing to maintain a positive working environment for all of us.

Chapter 5 – Conclusions & Recommendations

This Chapter essentially summarises and proposes practical recommendations in relation to the Psychological Contract and recommendations as to how in going forward CityJet can meet it's obligations.

Implications for Policy and Practice

While the violation of the psychological contract has received much attention, research into fulfilment of the contract has been neglected. Specifically, it will be important for future research to identify and understand those factors which give rise to 'mutuality', the agreement of commitments between employer and employee, recognising that there is already a fair amount of mutuality in the workplace.

Key issues for CityJet to consider include:

- There is a need to take account of employees' perspectives and perceptions of the employer- employee relationship in designing work-life policies and practices.
- Employers need to be clearer and more explicit on mutual obligations and expectations and communicate them unambiguously.
- Organisational change initiatives need to consider how to change psychological contracts to avoid perceptions of contract violations.

H.R. as the drivers of policy and practice to consider how mutuality in psychological contracts can be formalised and clarified in ways which lead to a "dual agenda" of work-personal life integration and organisational effectiveness.

A related research field considers the concept of "fit". Larwood, Wright, Desrochers and Dahir (1998) asked employees questions about their perceptions of fit with regard to the psychological contract, and found that greater fit was associated with higher job satisfaction and a reduced intention to quit. Future research may shed light on the factors that account for or increase mutuality or fit and examine in more details the role of work-life aspirations and needs in this process.

Research evidence shows that, where employees believe that management have broken promises or failed to deliver on commitments, this has a negative effect on job satisfaction and commitment and on the psychological contract as a whole. This is particularly the case where managers themselves are responsible for breaches.

Managers need to remember:

Employment relationships may deteriorate despite management's best efforts: nevertheless it is managers' job to take responsibility for maintaining them. Preventing breach in the first place is better than trying to repair the damage afterwards. But where breach cannot be avoided it may be better to spend time negotiating or renegotiating the deal, rather than focusing too much on delivery.

What has persuaded people to take the psychological contract seriously?

Changes currently affecting the workplace include:

The nature of jobs: more employees are on part time and temporary contracts, more jobs are being outsourced, tight job definitions are out, functional flexibility is in.

Organisations have downsized and delayed: 'leanness' means doing more with less, so individual employees have to carry more weight.

Markets, technology and products are constantly changing: customers are becoming ever more demanding, quality and service standards are constantly going up.

Technology and finance are less important as sources of competitive advantage: 'human capital' is becoming more critical to business performance in the knowledge-based economy.

Traditional organisational structures are becoming more fluid: teams are often the basic building block, new methods of managing are required.

Psychological contract violations come in one of two forms, either through reneging or incongruence.

Reneging occurs when the organisation knowingly breaks a promise to the employee, either on purpose or because of unforeseen circumstances.

Incongruence conversely, is marked by the difference in perceptions of the individual and the organisation, where for example the organisation believes that it has lived up to its commitments, but the individual perceives it differently. Researchers have examined psychological contract violation through the lens of contextual influences and found a significant increase in violations in situations where there was low organisational performance, lack of formal socialisation processes, lack of or inappropriate job previews and in situations where there was a history of psychological contract violation in previous employment. The problem of psychological contract breach becomes important for company competitiveness because researchers have demonstrated that a relationship exists between employee perceptions of contract breach and subsequent behaviours and attitudes.

Such attitudes include job satisfaction, commitment, trust, organisational citizenship behaviour, absenteeism, and turnover intentions. Therefore, it is critical that organisations identify the gap between employee expectations and perceived returns. When a breach of psychological contract is evident, corrective action should be taken in order to prevent negative effects of contract breach, which could seriously harm company performance. HR processes and practices determine the relationship that an employee has with his employer and they play a significant role in shaping the employee's psychological contract. Studies have examined the link between HR practices and its affect on the psychological contract and it has been found that the exchange relationship begins during the recruitment and selection process and continues throughout the employee's tenure with an organisation. These studies have shown how recruitment, training, performance appraisal, compensation and benefits can encourage the formation of a psychological contact.

The roots of psychological contract formation lie in the recruitment process. During recruitment employers make promises to their prospective employees, which the new employees expect them to uphold. The academic literature suggests that recruiters present jobs in favourable terms and therefore increase the odds that the psychological contracts will be breached. Studies have indicated that one of the ways of creating an accurate psychological contract in the mind of the employee is to present a realistic job preview, which tries to ensure that newcomers have accurate expectations about their new job and employer and thus avoid the experience of a perceived breach thereafter.

I propose that we start at the beginning and look at the process of pilot recruitment.

Recruitment of Pilots

The project primary aim is to consider how best CityJet can establish a company-wide approach to recruitment at all levels which ensures that the branding, vendor management, workforce planning, internal recruitment teams, the pipeline, and the selection process aspire to be and eventually reach world-class levels.

Objectives

- Develop a company-wide recruitment strategy
- Design, develop & implement (a) company wide recruitment model & methodology
- Establish company-wide governance and principles
- Achieve strategic alignment in the approach & maximise recruitment function
- Increase both flexibility and responsiveness within CityJet to proactively manage current and emerging resourcing requirements

Work Breakdown: Plan Structure (Define the Main Projects, or Work Units which comprise this project)

- Analysis of current resourcing models and recommendations

- Recruitment models - investigate
- Workforce Planning – implementation models, where appropriate
- Leveraging Group Synergies/Best Practices
- Vendor management
- Branding
- Technology Upgrades-candidate management system(s)
- Implementation
- Review

Benefits to be delivered:

- Clear roadmap to achieve an excellent recruitment service within CityJet
- Annual workforce planning & review processes
- Significantly enhanced/developed recruitment models, where appropriate
- Significant maximisations of scale-branding, advertising, information flow, candidate management
- Greater recruitment efficiencies
- Faster recruitment processes
- An enhanced recruitment brand and brand awareness
- Enhanced vendor management
- Greater knowledge by managers of the recruitment process & their contribution to it

	<i>Not Delivered</i>	
1	Leave Entitlements	56%
2	Flexible Work Schedule	54%
3	Consideration of Employee Needs	30%
4	Open & honest communication	27%
5	In joint 5 th , Participation in Decision Making and Tuition Re-imbursement	25%

From my research, Leave Entitlements and a Flexible Work Schedule rate highly amongst pilot's concerns. I propose the following in relation to these concerns:-

Leave Entitlements & Flexible Work Schedule / Roster.

Currently when rosters are issued days off, once assigned, are never changed. However, crew do not know from one roster to the next what their days off will be. The aim of this exercise is not to fix days off once published, which is already the case, but to fix days off so individuals can anticipate when they are off, months in advance. This may bring the stability that crews seem to want.

Fixed Rosters are a feature of the "Low Cost" airline package. Low cost airlines must give crew more time off in order to remain legal with respect to flight time limitations. They market this constraint as a crew benefit. Regional carriers also employ this tactic to try and maintain pilots. To compete, CityJet must introduce the process.

Suggested Structure of the Proposed System

In order to introduce such a system some adjustments must be made to create headroom and maintain flexibility. The following will apply:

- a. Limited access to the fixed roster
- b. No requested days off – leave will apply.
- c. Minimising downtime on simulator recurrent training.
- d. A reduction in leave for all new entrants.

Attrition

Average Attrition in previous 7 years	18.5%
Attrition in 2007	28% (53 of 189)
Target Attrition in 2008	24% (47 of 194)

Conclusions

- 1 Attrition is high and expensive.
- 2 The pilot market is extremely tight and all efforts should be made to allay attrition.
- 3 The ratio of crew productivity to aircraft utilisation in CityJet is higher than the low cost airlines.
- 4 Captain productivity would be reduced slightly by introducing a fixed roster.
- 5 Attrition can be moderated by a fixed roster offering.
- 6 A simple bid system would improve the allocation of crew.
- 7 The overall days off should be defined.
- 8 The fixed roster process will reduce leave backlogs and simplify the leave management process.

Recommendations

- 1 Introduce a fixed roster plan for one year with restrictions.
- 2 Review the process in the 1st quarter of 2009.
- 3 As part of the process annual leave should be reduced.
- 4 A simple bid system should be introduced.
- 5 A rigid leave management system should be introduced to minimise backlog of days off and leave allowed.

Consideration of Employee Needs

When developing a work-life balance program or initiative, we need to acknowledge that employee needs change over time. We need to be aware of the demographics of our employees and consider doing a needs-assessment to find out what types of work-life balance initiatives appeal most to them.

Maintaining a dual agenda, that is keeping focused on employees' ability to integrate the domains of work and personal life and at the same time on business outcomes, is

particularly difficult, since the tendency is to shift concerns to one side and neglect the other.

It is important to ensure that the introduction of work-life balance practices does not overshadow other important efforts within the organisation..

Not all jobs are suitable for certain work-life balance arrangements such as flexi-time or alternative schedules. Positions that require employees to provide service at a particular time and place might require a rigid schedule.

Management buy-in and trust is critical. I think that CityJet should consider encouraging managers or the HR Department to take the time to sit down with our Pilots and talk through the various policies, processes and options.

Participation in Decision Making

In the practice of decision making there is agreement that everyone engaged in a decision process or meeting should understand his or her role. CityJet needs to articulate who makes the decision and offer employees more certainty about how their input, which consumes their time and resources, will be used.

From these benefits, CityJet can improve the quality of decisions by incorporating employee values, information, and alternatives into the decision. It also increases the potential for decisions to be implemented as employees help make, and "own" the decision reducing any employee issues and enhancing employee participation.

Decision making systems should balance a number of principles.

The fundamental principle should be "common sense". The purpose of all decisions is to make the Company better. Any decision or tool that does not meet this criterion should be abandoned.

A successful decision-making system should:

1. Be transparent and promote accountability
2. "No surprises": the system should be predictable

3. Include a mechanism for the system to adapt itself over time
4. Link explicitly to the concept of employee-involvement
5. Respect expertise
6. Be as inclusive as possible
7. Promote independent deliberation
8. Build in communication and feedback
9. Ensure the ability to make quick decisions when needed
10. Obey all laws and regulations

Tuition Re-imbursement

We are currently in the process of formulating a coherent policy to address this issue. Once signed off, it will be communicated to all staff members, incorporated into the Staff Handbook and posted on our Intranet.

Communication

In Chapter 4, it was evident from my research that Co-operation and Support from Colleagues was an obligation that Pilots felt was *promised* but not *delivered*.

There is no quick-fix program to change the attitude of people. Instead we have to learn to focus on doing things 'the better way', rather than 'your way' or 'my way' or even 'our way'!

Co-operation is the founding principle of teamwork. It can only happen where trust is implicit in work-relationships. It can thrive only if we manage to juggle expectations and accomplishments with the same dexterity as a professional performer, and learn to look at life as a co-operative and not wholly as a competitive arena.

Trust is the basis for any relationship. Without trust, relationships are reduced to compromises that lack credibility and reliability. Building a culture of trust is not easy, it can however, be achieved through genuine appreciation, courtesy and respect for other people, and their viewpoints.

The higher the employee's trust in their organisation, the less likely they are to leave the organisation. Recent analysis conducted showed that trust acts as a significant predictor of an individual's intent to quit. Studies have confirmed that a trustful relationship between workers and their employing organisation led to an increase in one's loyalty and a decrease in one's intention to leave the organisation.

It is therefore vitally important that employers understand and are receptive to the psychological expectations of their employees. In the absence of clear communication and appreciation of employee expectation, organisations are left blindsided by idle busyness. Identifying the factors that influence turnover intention is therefore critical to the reduction of actual turnover.

There are several factors that will determine what the best or most appropriate method of communication:

Content of the message (e.g. is it confidential or lengthy)

Speed required

Amount of feedback wanted

Type of feedback required – e.g. is a decision required from the person to whom the communication is sent

Cost

We currently have in place, the appropriate structures and technology in order to aid communication (e.g. e-mail facilities for all employees, accessible anywhere in the world). However on an every day level it is down to individual managers and employees to ensure that they communicate their messages or information effectively. Not all managers for instance, will naturally have good communication skills and there is an obvious need for training in this case to ensure they are able to choose the most appropriate communication method to get their message across clearly.

To be effective the message must be clearly understood by the receivers and also the receivers should be able to supply some feedback. When feedback occurs it is known as two-way communication and is seen as the most effective form of communication. The best example of this is direct face-to-face communication as the sender can get an

immediate reaction in terms of the oral reply and also importantly from the receivers body language. This however, may not always be viable due to the nature of our business.

One-way communication occurs when there is no feedback given on a message, for example putting a notice on a notice board. This is suitable in some circumstances, if for instance someone is announcing a change of time for a meeting and little feedback is required, but generally employees should try to maximise methods that encourage two-way communication and feedback.

Two-way feedback is becoming relevant in firms for two main reasons.

Many firms are introducing new techniques and initiatives, such as kaizen or total quality management, which rely on employee participation and feedback. In addition two-way communication is a pre-requisite for a democratic management style, which is becoming increasingly popular in businesses.

For many firms and indeed our own, one of our main objectives is to grow in size (gaining market share or entering new markets) in order to boost profits. As CityJet expands, one of the major problems we will face will be to continue to communicate effectively with our increasing workforce and so maintain motivation levels. This already has become apparent from the comments made on my survey, for example “increase the amount of internal communication”, “a much clearer line of communication”.

Currently we have pilot communication meetings bi-annually. The purpose of this is to update our pilots of Company developments commercially and in general. They also have the opportunity to raise any of their concerns. There is an agenda set for these meetings and at the end of the meeting there is an open discussion about any other business.

I propose that at our next Pilot Communication Meeting which is scheduled for October, we present the results of my survey. We could also use this occasion as an

opportunity to introduce the proposed Flexible Roster System and the introduction of our Employer Brand i.e. SynchroniCity.

It is vital for the organisation to communicate effectively with pilots, especially in circumstances where forces are forcing adjustments to employees' psychological contracts. It is only through investment in communication that we as an organisation can foster relationships of trust and respect, identify and address the needs of our pilots and in doing so work towards the goal of reducing the rate of attrition.

Personal Learning

The idea to base my dissertation on the Psychological Contract arose because of the current level of pilot attrition within CityJet. Based on my recruitment experience within the aviation industry, albeit in the area of Engineering, I formed the view that if I could find out about the pilots' expectations on joining CityJet, then measured it against delivery of these expectations, I would be in a position to apply the basic policies and procedures of recruitment. I already apply these basic policies and procedures in the area of Engineering Recruitment.

The aviation industry is a fascinating research area because there are as many individual psychological contracts as there are personalities. Understanding behaviour and the needs and expectations of those we work with, especially if we are to reduce the level of attrition is particularly important to me. It was for this reason that I chose the area of the psychological contract.

Upon reflection, I believe I managed my time well. The difficult part had been to get started, but once I did, I really enjoyed it. Now that I may have found some of the reasons why our attrition rate is at its current level, I believe I can present this information to senior management. Once my suggestions are implemented, I can measure the effect, if any. I believe that there will indeed be effects and that these will be positive.

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Websites

www.cipd.co.uk
www.dcom.ca

1. Section 1/8

*** Gender:**

*** What age bracket do you fall under?**

- ☐ 17 - 20 Years
- ☐ 21 - 24 Years
- ☐ 25 - 29 Years
- ☐ Over 30 Years

*** How long have you been employed by CityJet?**

- ☐ Less than 1 year
- ☐ 1-2 Years
- ☐ 3-5 Years
- ☐ More than 5 years

2. Section 2/8

* Please indicate the extent to which you agree with the following statements.

	Strongly Agree	Agree	Neither Agree/Nor Disagree	Disagree	Strongly Disagree
I attend social functions that are not required but that help the organisational image	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I keep up with developments within the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I defend the organisation when other employees' criticize it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I show pride when representing the organisation in public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I offer ideas to improve the functioning of the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I express loyalty to the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take action to protect the organisation from potential problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I demonstrate concern about the image of the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often feel like quitting my organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly search for new positions in other organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is likely that I will stay in the organisation for the next year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Section 3/8

* Please indicate the extent to which you agree with the following statements.

	Strongly Agree	Agree	Neither Agree/Nor Disagree	Disagree	Strongly Disagree
I do not feel a strong sense of belonging to my organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not feel emotionally attached to this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organisation has a great deal of personal meaning to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not feel like part of the family at this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be very happy to spend the rest of my career with this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy discussing my organisation with people outside it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really feel that this organisation's problems are my own	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think that I could easily become as attached to another organisation as I am to this one	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Right now staying with my organisation is a matter of necessity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
One of the major reasons I continue to work for CityJet is that leaving would require considerable personal sacrifice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I have too few options to consider leaving CityJet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
One of the few negative consequences of leaving Cityjet would be the scarcity of available alternatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It would be very hard for me to leave CityJet right now even if I wanted to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Too much in my life would be disrupted if I decided I wanted to leave Cityjet now	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It wouldn't be too costly for me to leave CityJet in the near future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not afraid of what might happen if I quit my job without having another one lined up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Section 4/8

* Please indicate the extent to which you agree with the following statements.

	Strongly Agree	Agree	Neither Agree/Nor Disagree	Disagree	Strongly Disagree
I believe my employer has high integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can expect my employer to treat me in a consistent and predictable manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My employer is not always honest and truthful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I believe my employer's motives and intentions are good	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think my employer treats me fairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My employer is open and up front with me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm not sure I fully trust my employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Section 5/8

* From the following list, please select what you believe was promised to you by CityJet.

	Strongly Agree	Agree	Neither Agree/Nor Disagree	Disagree	Strongly Disagree
Competitive Salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay & Bonus Tied to Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safe Work Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A Job that Provides Autonomy & Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leave Entitlements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health Care Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible Work Schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for Promotion & Advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continual Professional Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuition Reimbursement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition of my Accomplishments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Well Defined Job Responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A Reasonable Workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Challenging & Interesting Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meaningful Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in Decision Making	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to Develop New Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consideration of Employees Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trust & Respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Open & Honest Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support From Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equal Opportunities for all Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation & Support from Co-Workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

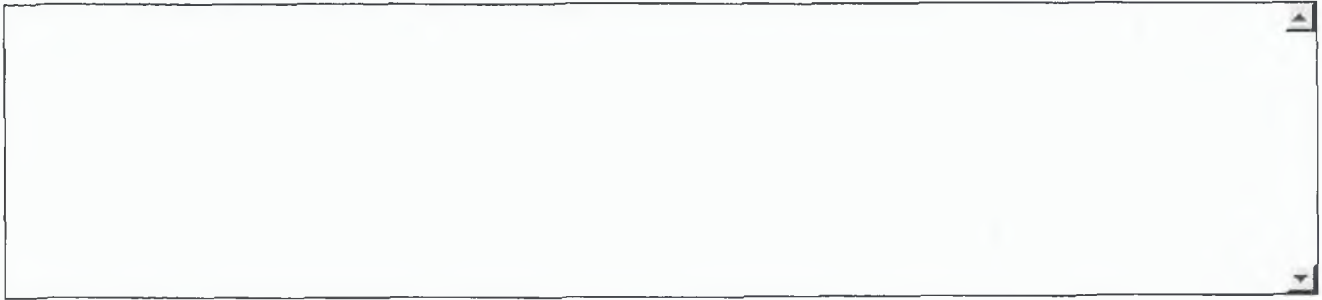
6. Section 6/8

* From the below list, rate how well you feel the organisation has delivered these obligations

	Strongly Agree	Agree	Neither Agree/Nor Disagree	Disagree	Strongly Disagree
Competitive Salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay & Bonus Tied to Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safe Work Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A Job that Provides Autonomy & Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leave Entitlements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health Care Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible Work Schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for Promotion & Advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continual Professional Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuition Reimbursement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition of my Accomplishments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Well Defined Job Responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A Reasonable Workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Challenging & Interesting Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meaningful Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in Decision Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to Develop New Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consideration of Employees Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trust & Respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Open & Honest Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support From Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equal Opportunities for all Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation & Support from Co-Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Section 7/8

Do you have any suggestions or comments.

A large, empty rectangular text box with a thin black border. It is positioned below the question 'Do you have any suggestions or comments.' and occupies the upper portion of the page's main content area. There are small upward and downward arrow icons in the top right and bottom right corners of the box, indicating it is a scrollable area.

8. Section 8/8

Thank you for your time and co-operation.

Gender:

Answer Options	Response Percent	Response Count
Male	96.4%	108
Female	3.6%	4
<i>answered question</i>		112
<i>skipped question</i>		0

What age bracket do you fall under?

Answer Options	Response Percent	Response Count
17 - 20 Years	0.0%	0
21 - 24 Years	7.1%	8
25 - 29 Years	25.9%	29
Over 30 Years	67.0%	75
answered question		112
skipped question		0

How long have you been employed by CityJet?

Answer Options	Response Percent	Response Count
Less than 1 year	27.7%	31
1-2 Years	26.8%	30
3-5 Years	31.3%	35
More than 5 years	14.3%	16
<i>answered question</i>		112
<i>skipped question</i>		0

Pilots Questionnaire



Please indicate the extent to which you agree with the following statements. ☐ ☐

Answer Options	Strongly Agree	Agree	Neither Agree/Nor Disagree	Disagree	Strongly Disagree	Response Count
I attend social functions that are not required but that	7	26	27	12	3	75
I keep up with developments within the organisation	25	40	8	1	1	75
I defend the organisation when other employees'	18	30	20	5	2	75
I show pride when representing the organisation in	26	27	18	3	1	75
I offer ideas to improve the functioning of the	14	38	17	5	1	75
I express loyalty to the organisation	25	38	7	3	2	75
I take action to protect the organisation from potential	23	39	10	2	1	75
I demonstrate concern about the image of the	17	34	17	4	3	75
I often feel like quitting my organisation	6	9	17	21	22	75
I regularly search for new positions in other	4	12	17	27	15	75
It is likely that I will stay in the organisation for the	30	20	15	4	6	75
answered question						75
skipped question						37

Pilots Questionnaire



Please indicate the extent to which you agree with the following statements. ☐ ☐

Answer Options	Strongly Agree	Agree	Agree/Nor Disagree	Disagree	Strongly Disagree	Response Count
I do not feel a strong sense of belonging to my	1	14	11	29	12	67
I do not feel emotionally attached to this organisation	2	15	14	27	9	67
This organisation has a great deal of personal meaning	7	24	16	17	3	67
I do not feel like part of the family at this organisation	4	15	15	24	9	67
I would be very happy to spend the rest of my career	7	15	25	12	8	67
I enjoy discussing my organisation with people outside	5	37	16	7	2	67
I really feel that this organisation's problems are my	1	19	19	20	8	67
I think that I could easily become as attached to	5	25	27	9	1	67
Right now staying with my organisation is a matter of	2	21	18	23	3	67
One of the major reasons I continue to work for CityJet	1	10	16	31	9	67
I feel I have too few options to consider leaving CityJet	1	10	9	37	10	67
One of the few negative consequences of leaving Cityjet	1	12	13	31	10	67
It would be very hard for me to leave CityJet right now	0	12	17	30	8	67
Too much in my life would be disrupted if I decided I	2	14	8	33	10	67
It wouldn't be too costly for me to leave CityJet in the	4	24	19	18	2	67
I am not afraid of what might happen if I quit my job	1	16	14	26	10	67
answered question						67
skipped question						45

Pilots Questionnaire



Please indicate the extent to which you agree with the following statements. ☐ ☐

Answer Options	Strongly Agree	Agree	Agree/Nor Disagree	Disagree	Strongly Disagree	Response Count
I believe my employer has high integrity	2	30	21	10	3	66
I can expect my employer to treat me in a consistent	2	33	15	12	4	66
My employer is not always honest and truthful	2	21	22	18	3	66
In general, I believe my employer's motives and	4	39	18	5	0	66
I think my employer treats me fairly	6	35	19	5	1	66
My employer is open and up front with me	1	22	28	12	3	66
I'm not sure I fully trust my employer	3	14	24	24	1	66
answered question						66
skipped question						46

Pilots Questionnaire



From the following list, please select what you believe was promised to you by CityJet. ☐

Answer Options	Strongly Agree	Agree	Agree/Nor Disagree	Disagree	Strongly Disagree	Response Count
Competitive Salary	8	45	9	0	0	62
Pay & Bonus Tied to Performance	6	27	20	5	4	62
Safe Work Environment	10	41	11	0	1	63
A Job that Provides Autonomy & Control	3	33	22	5	0	63
Leave Entitlements	7	27	12	10	7	63
Retirement Benefits	4	34	20	4	1	63
Health Care Benefits	8	29	18	5	3	63
Job Security	2	40	16	5	0	63
Flexible Work Schedule	3	18	19	16	7	63
Opportunities for Promotion & Advancement	11	32	16	4	0	63
Continual Professional Training	6	42	12	1	1	62
Job Training	8	37	16	2	0	63
Tuition Reimbursement	2	14	30	9	8	63
Recognition of my Accomplishments	3	22	21	11	6	63
Well Defined Job Responsibilities	9	41	11	2	0	63
A Reasonable Workload	9	34	13	8	0	63
Challenging & Interesting Work	10	37	13	3	0	63
Meaningful Work	11	36	13	3	0	63
Participation in Decision Making	6	28	18	8	3	63
Opportunities to Develop New Skills	5	34	19	5	0	63
Consideration of Employees Needs	3	27	20	10	3	63
Trust & Respect	4	36	16	5	2	63
Open & Honest Communication	6	30	16	7	3	62
Support From Management	4	34	19	5	1	63
Fair Treatment	7	37	15	3	1	63
Equal Opportunities for all Employees	5	40	16	2	0	63
Cooperation & Support from Co-Workers	7	42	12	2	0	63
answered question						63
skipped question						49

Pilots Questionnaire



From the below list, rate how well you feel the organisation has delivered these obligations

Answer Options	Strongly Agree	Agree	Agree/Nor Disagree	Disagree	Strongly Disagree	Response Count
Competitive Salary	3	41	13	0	0	57
Pay & Bonus Tied to Performance	3	24	17	8	5	57
Safe Work Environment	3	43	9	1	1	57
A Job that Provides Autonomy & Control	2	35	13	6	0	56
Leave Entitlements	1	11	13	18	14	57
Retirement Benefits	2	28	19	7	1	57
Health Care Benefits	5	27	15	7	3	57
Job Security	1	34	16	4	2	57
Flexible Work Schedule	1	10	15	18	13	57
Opportunities for Promotion & Advancement	5	33	13	5	1	57
Continual Professional Training	4	35	15	3	0	57
Job Training	3	37	16	1	0	57
Tuition Reimbursement	0	18	25	6	8	57
Recognition of my Accomplishments	1	31	14	9	2	57
Well Defined Job Responsibilities	4	41	11	1	0	57
A Reasonable Workload	2	28	14	10	3	57
Challenging & Interesting Work	5	36	13	3	0	57
Meaningful Work	5	37	13	2	0	57
Participation in Decision Making	3	26	15	11	3	57
Opportunities to Develop New Skills	2	31	18	6	0	57
Consideration of Employees Needs	1	23	17	10	7	57
Trust & Respect	2	29	17	5	4	57
Open & Honest Communication	3	22	16	9	6	56
Support From Management	3	21	22	7	4	57
Fair Treatment	6	28	17	3	3	57
Equal Opportunities for all Employees	5	28	15	7	1	56
Cooperation & Support from Co-Workers	7	33	14	3	0	57
answered question						57
skipped question						55