MONITORING CHANGES IN LABOUR RELATIONS
BETWEEN EMPLOYEES AND EMPLOYERS:

2015

International Research
MONITORING CHANGES IN LABOUR RELATIONS BETWEEN EMPLOYEES AND EMPLOYERS: 2015

International Research

Authors
Alena Fedorova, Ural Federal University named after the First President B.N. Yeltsin, Yekaterinburg, Russia
Zuzana Dvorakova, University of Economics, Prague, the Czech Republic
Ilze Kacane, Daugavpils University, Latvia
Varvara Katashinskikh, Ural Federal University named after the First President B.N. Yeltsin, Yekaterinburg, Russia
Himayatullah Khan, University of Agriculture, Peshawar, Pakistan
Metodi Koralov, New Bulgarian University, Bulgaria
Maria Menshikova, Sapienza University of Rome, Italy
Marie Stepankova, University of Economics, Prague, the Czech Republic

English language editing
Martin David John Quigley
<table>
<thead>
<tr>
<th>CONTENTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>INTRODUCTION</td>
<td>5</td>
</tr>
<tr>
<td>1 INTER-COUNTRY COMPARISON</td>
<td>6</td>
</tr>
<tr>
<td>2 BULGARIA</td>
<td>37</td>
</tr>
<tr>
<td>3 CZECH REPUBLIC</td>
<td>45</td>
</tr>
<tr>
<td>4 ITALY</td>
<td>50</td>
</tr>
<tr>
<td>5 LATVIA</td>
<td>55</td>
</tr>
<tr>
<td>6 PAKISTAN</td>
<td>60</td>
</tr>
<tr>
<td>7 RUSSIA</td>
<td>65</td>
</tr>
<tr>
<td>INTERNATIONAL RESEARCH TEAM NETWORK MEMBERS</td>
<td>70</td>
</tr>
</tbody>
</table>
INTRODUCTION

This report presents the preliminary results of a survey conducted by the members of an international research network in six countries. The survey dealt with the significant differences in the structure and level of development of socio-economic systems. The aim of the research is to monitor the changes taking place in labour relations between employees and employers. It also seeks to identify the differences and common regularities, as well to examine the nature of toxic elements extant in labour relations, which are considered by authors to be the phenomena of social pollution phenomena.

In this study the changes in labour relations are examined in six countries: the Czech Republic, Bulgaria, Latvia, Italy, Russia, and Pakistan. This research is a part of an ongoing, long-term cooperation undertaken by the International Research Team which composed of researchers from different universities. It aims to examine changing human resource management practices, as well as the underlying conditions the transformation of the socio-labour sphere.

The given survey consists of some questions which the respondents had to answer in a set format. The questionnaire includes ordinal-polytomous and dichotomous closed-ended questions with the open-ended options in some of them. We divided the questions into six parts according to the problem area under investigation. These were: 1) forms of employment relationship and wages, 2) changes in the organization’s personnel policy, 3) forms of infringement by the employers, 4) leadership decisions which are detrimental to employees’ well-being, 5) sources of anxiety and threats at work, 6) personality.

The survey was conducted in April 2015 in cooperation with 458 employees of companies from different sectors of the economy. In total, the majority of them work in services (50.4%); with the others involved in manufacturing (15.0%) and energy production (12.0%), trade (10.3%), construction (6.6%) and others (5.7%). The aggregate sample of the respondents includes 37.2% specialists; 24.1% manual workers; 16.2% of line personnel; 15.8% of middle managers; 3.7% of top managers and 3.1% trainees. The survey covered 42.8% of men and 57.2% of women. The age structure of the respondents can divide into two groups consisting of young people up to 35 years old (55.9%), and the rest in the 36-50 age group (44.1%).

The statements in this paper use descriptive statistical models (frequency, distribution, average) and detailed stochastical cross-tab and correlation analysis, supported by SPSS software.
# Inter-Country Comparison

## Tab. 1: The responses to the question: “How exactly are your work arrangements formalized with your employer?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Russia</td>
<td>Bulgaria</td>
</tr>
<tr>
<td>Contract with my primary place of employment</td>
<td>81.5</td>
<td>85.7</td>
</tr>
<tr>
<td>Contract with the employer as a natural person</td>
<td>8.1</td>
<td>0.0</td>
</tr>
<tr>
<td>By a verbal agreement with the employer (without the agreement recorded in writing)</td>
<td>7.1</td>
<td>1.6</td>
</tr>
<tr>
<td>Contract for services (i.e., a contracting agreement)</td>
<td>0.9</td>
<td>0.0</td>
</tr>
<tr>
<td>Piece work contract</td>
<td>2.4</td>
<td>6.3</td>
</tr>
<tr>
<td>Contract of seasonal employment</td>
<td>0.0</td>
<td>3.2</td>
</tr>
<tr>
<td>Other variant</td>
<td>0.0</td>
<td>3.2</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Diagram:**

- **Contract with my primary place of employment**
  - Russia: 81.5%
  - Bulgaria: 85.7%
  - Latvia: 92.0%
  - Pakistan: 8.5%
  - Italy: 21.7%
  - Czech Republic: 76.6%
Contract with the employer as a natural person

On the basis of a verbal agreement with the employer (without the agreement being recorded in writing)

Contract for services (i.e., a contracting agreement)
Tab. 2: The responses to the question: “For what period are labour relations between you and your employer formalized?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Russia</td>
<td>Bulgaria</td>
</tr>
<tr>
<td>Contract for an indefinite term</td>
<td>85.7</td>
<td>69.8</td>
</tr>
<tr>
<td>4-5 years</td>
<td>2.9</td>
<td>11.1</td>
</tr>
<tr>
<td>3 years</td>
<td>2.4</td>
<td>0.0</td>
</tr>
<tr>
<td>2 years</td>
<td>1.0</td>
<td>0.0</td>
</tr>
<tr>
<td>1 year</td>
<td>1.9</td>
<td>0.0</td>
</tr>
<tr>
<td>6 months</td>
<td>1.4</td>
<td>9.5</td>
</tr>
<tr>
<td>2-3 months</td>
<td>0.0</td>
<td>3.2</td>
</tr>
<tr>
<td>Contractual term is dependent on the time</td>
<td>4.3</td>
<td>1.6</td>
</tr>
<tr>
<td>needed to complete the task[s] which is/are</td>
<td></td>
<td></td>
</tr>
<tr>
<td>the subject of the contract</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Another variant</td>
<td>0.5</td>
<td>4.8</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>
1 year

6 months

2-3 months
Tab. 3: The responses to the question: “In what form are you paid your wages/salary?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Russia</td>
<td>Bulgaria</td>
</tr>
<tr>
<td>The whole sum is transferred to my bank account</td>
<td>76.3</td>
<td>68.3</td>
</tr>
<tr>
<td>The whole sum is paid in cash (i.e., classic pay packet)</td>
<td>13.3</td>
<td>23.8</td>
</tr>
<tr>
<td>The larger part is transferred to my bank account, and the smaller part is paid in cash (pay packet)</td>
<td>3.8</td>
<td>3.2</td>
</tr>
<tr>
<td>The smaller part is transferred into my bank account and larger part is paid in cash (pay packet)</td>
<td>4.7</td>
<td>3.2</td>
</tr>
<tr>
<td>I do not receive financial rewards for my work at all</td>
<td>0.9</td>
<td>0.0</td>
</tr>
<tr>
<td>Another variant</td>
<td>0.9</td>
<td>1.6</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>
The whole sum is transferred to my bank account

Вся сумма полностью выдается «в конверте»

The larger part is transferred to my bank account, and the smaller part is paid in cash (pay packet)
The smaller part is transferred into my bank account and larger part is paid in cash (pay packet)

I do not receive financial rewards for my work at all

The whole sum is paid in cash (i.e., classic pay packet)
### Tab. 4: The responses to the question: “What changes in the personnel policy of your organization have occurred over the past year?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Russia</th>
<th>Bulgaria</th>
<th>Latvia</th>
<th>Pakistan</th>
<th>Italy</th>
<th>Czech Republic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nothing</td>
<td>39.0%</td>
<td>50.8%</td>
<td>50.0%</td>
<td>0.0%</td>
<td>4.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Hiring new employees only on a short term basis (from 1 to 6 months)</td>
<td>18.6%</td>
<td>28.6%</td>
<td>24.0%</td>
<td>10.6%</td>
<td>47.8%</td>
<td>21.9%</td>
</tr>
<tr>
<td>The use of temporary and seasonal workers provided by other companies</td>
<td>8.1%</td>
<td>1.6%</td>
<td>10.0%</td>
<td>10.6%</td>
<td>13.0%</td>
<td>96.9%</td>
</tr>
<tr>
<td>Partial reduction of the number of employees due to the transfer some aspects of</td>
<td>8.1%</td>
<td>12.7%</td>
<td>4.0%</td>
<td>23.4%</td>
<td>4.3%</td>
<td>50.0%</td>
</tr>
<tr>
<td>the work to cheaper parts [i.e., outsourcing]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sending part of the employees to early retirement</td>
<td>7.6%</td>
<td>3.2%</td>
<td>4.0%</td>
<td>17.0%</td>
<td>4.3%</td>
<td>29.7%</td>
</tr>
<tr>
<td>Permanent reduction of staff every 3-6 months</td>
<td>10.5%</td>
<td>4.8%</td>
<td>6.0%</td>
<td>17.0%</td>
<td>8.7%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Massive downsizing of employees (more than 50 people during one month; or more</td>
<td>9.0%</td>
<td>0.0%</td>
<td>12.0%</td>
<td>12.8%</td>
<td>17.4%</td>
<td>4.7%</td>
</tr>
<tr>
<td>than 2 of employees per year)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use out staffing instead of the services of full-time employees</td>
<td>8.6%</td>
<td>3.2%</td>
<td>4.0%</td>
<td>10.6%</td>
<td>17.4%</td>
<td>1.6%</td>
</tr>
</tbody>
</table>

#### Diagrams

**Nothing**

- Russia: 39.0%
- Bulgaria: 50.8%
- Latvia: 50.0%
- Pakistan: 0.0%
- Italy: 4.3%
- Czech Republic: 0.0%

**Hiring new employees only on a short term basis (from 1 to 6 months)**

- Russia: 18.6%
- Bulgaria: 28.6%
- Latvia: 24.0%
- Pakistan: 10.6%
- Italy: 47.8%
- Czech Republic: 21.9%
The use of temporary and / or seasonal workers provided by other companies

Partial reduction of the number of employees due to the transfer some aspects of the work to cheaper parts [i.e., outsourcing]

Sending part of the employees to early retirement
Permanent reduction of staff every 3-6 months

Massive downsizing of employees (more than 50 people during 1 month; or more than 20% of employees per year)

Use outstaffing instead of the services of full time employees
Tab. 5: The responses to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
<th>Russia</th>
<th>Bulgaria</th>
<th>Latvia</th>
<th>Pakistan</th>
<th>Italy</th>
<th>Czech Republic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
<td>28.9%</td>
<td>36.5%</td>
<td>28.0%</td>
<td>70.2%</td>
<td>52.2%</td>
<td>39.1%</td>
</tr>
<tr>
<td>No</td>
<td></td>
<td>71.1%</td>
<td>63.5%</td>
<td>72.0%</td>
<td>29.8%</td>
<td>47.8%</td>
<td>60.9%</td>
</tr>
</tbody>
</table>

Yes

No
Tab. 6: The responses to the question: “If yes, what form, exactly, did these infringements take?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Russia</td>
</tr>
<tr>
<td>Increase in the workload without a corresponding increase in wages</td>
<td>43.3</td>
</tr>
<tr>
<td>Non-payment of additional compensation for overtime</td>
<td>33.3</td>
</tr>
<tr>
<td>Failure to grant holiday time</td>
<td>16.7</td>
</tr>
<tr>
<td>Non-payment of the promised remuneration</td>
<td>30.0</td>
</tr>
<tr>
<td>Unjustified reduction of salary</td>
<td>20.0</td>
</tr>
<tr>
<td>Unreasonable delay in the payment of salaries/wages (period of up to 1 month)</td>
<td>1.7</td>
</tr>
<tr>
<td>Unreasonable delay in the payment of salaries/wages (period of more than one month)</td>
<td>6.7</td>
</tr>
<tr>
<td>Wrongful dismissal</td>
<td>10.0</td>
</tr>
<tr>
<td>Nothing</td>
<td>5.0</td>
</tr>
</tbody>
</table>

**Increase in the workload without a corresponding increase in wages**

**Non-payment of additional compensation for overtime**
Failure to grant holiday time

Non-payment of the promised remuneration

Unjustified reduction of salary
Unreasonable delay in the payment of salaries/wages (period of up to 1 month)

Unreasonable delay in the payment of salaries/wages (period of more than 1 month)

Wrongful dismissal
Tab. 7: The responses to the question: “What leadership decisions, which made over the past year, have an adverse effect your well-being?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Russia</td>
</tr>
<tr>
<td>Nothing</td>
<td>46.4%</td>
</tr>
<tr>
<td>Restructuring of my department and / or the company as a whole</td>
<td>18.2%</td>
</tr>
<tr>
<td>Reducing my salary/wage</td>
<td>19.6%</td>
</tr>
<tr>
<td>Forced reduction of working hours (against my wishes)</td>
<td>7.7%</td>
</tr>
<tr>
<td>The reduction. or elimination. of a social package</td>
<td>7.7%</td>
</tr>
<tr>
<td>Forced and unpaid holidays (against my wishes)</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

### Nothing

![Bar chart showing response options by country](image)

### Restructuring of my department and / or the company as a whole

![Bar chart showing response options by country](image)
Reducing my salary/wage

Forced reduction of working hours (against my wishes)

The reduction, or elimination, of a social package

Forced and unpaid holidays (against my wishes)
Tab. 8: The responses to the question: “What is the source of your anxiety and negative emotions in your current job?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Russia</td>
</tr>
<tr>
<td>Irregular working hours</td>
<td>19.9</td>
</tr>
<tr>
<td>High stress levels in the workplace</td>
<td>22.7</td>
</tr>
<tr>
<td>Excessive levels of stress and tension at work</td>
<td>19.0</td>
</tr>
<tr>
<td>Difficulty in combining work and personal life</td>
<td>16.6</td>
</tr>
<tr>
<td>Professional incompetence of the management</td>
<td>13.7</td>
</tr>
<tr>
<td>The complete absence or insufficient levels of company cares about its employees</td>
<td>15.2</td>
</tr>
<tr>
<td>Negative (destructive) personality traits of the manager</td>
<td>13.7</td>
</tr>
<tr>
<td>Nothing</td>
<td>17.5</td>
</tr>
<tr>
<td>Psychological pressure from the part of management</td>
<td>9.5</td>
</tr>
<tr>
<td>Bad conditions in the workplace</td>
<td>14.2</td>
</tr>
<tr>
<td>High staff turnover in organization</td>
<td>10.4</td>
</tr>
<tr>
<td>The complete absence of poor levels of cooperation with the leader</td>
<td>8.5</td>
</tr>
<tr>
<td>The complete absence of poor levels of cooperation with colleagues</td>
<td>4.3</td>
</tr>
<tr>
<td>Psychological pressure from the part of colleagues</td>
<td>2.8</td>
</tr>
<tr>
<td>Excessive competition among members of staff</td>
<td>3.8</td>
</tr>
</tbody>
</table>

**Irregular working hours**

- Russia: 19.9%
- Bulgaria: 23.8%
- Latvia: 26.0%
- Pakistan: 6.4%
- Italy: 13.0%
- Czech Republic: 40.6%

**High stress levels in the workplace**

- Russia: 22.7%
- Bulgaria: 33.3%
- Latvia: 32.0%
- Pakistan: 10.6%
- Italy: 13.0%
- Czech Republic: 4.7%
Excessive levels of stress and tension at work

- Russia: 19.0%
- Bulgaria: 6.3%
- Latvia: 30.0%
- Pakistan: 14.9%
- Italy: 0.0%
- Czech Republic: 35.9%

Difficulty in combining work and personal life

- Russia: 16.6%
- Bulgaria: 12.7%
- Latvia: 14.0%
- Pakistan: 0.0%
- Italy: 34.8%
- Czech Republic: 46.9%

Professional incompetence of the management

- Russia: 13.7%
- Bulgaria: 12.7%
- Latvia: 14.0%
- Pakistan: 4.3%
- Italy: 21.7%
- Czech Republic: 28.1%

The complete absence, or insufficient levels of, company care about its employees

- Russia: 15.2%
- Bulgaria: 15.9%
- Latvia: 18.0%
- Pakistan: 6.4%
- Italy: 21.7%
- Czech Republic: 9.4%
Negative (destructive) personality traits of the manager

![Bar chart showing percentage for Russia, Bulgaria, Latvia, Pakistan, Italy, and Czech Republic.]

- Russia: 13.7%
- Bulgaria: 15.9%
- Latvia: 10.0%
- Pakistan: 6.4%
- Italy: 34.8%
- Czech Republic: 12.5%

Nothing

![Bar chart showing percentage for Russia, Bulgaria, Latvia, Pakistan, Italy, and Czech Republic.]

- Russia: 17.5%
- Bulgaria: 12.7%
- Latvia: 18.0%
- Pakistan: 0.0%
- Italy: 17.4%
- Czech Republic: 0.0%

Psychological pressure from the part of management

![Bar chart showing percentage for Russia, Bulgaria, Latvia, Pakistan, Italy, and Czech Republic.]

- Russia: 9.5%
- Bulgaria: 17.5%
- Latvia: 14.0%
- Pakistan: 8.5%
- Italy: 8.7%
- Czech Republic: 17.2%
Bad conditions in the workplace

High staff turnover in organization

The complete absence of, or poor levels of, cooperation with the leader
The complete absence of, or poor levels of, cooperation with colleagues

Psychological pressure from the part of colleagues

Excessive competition among members of staff
Tab. 9: The responses to the question: “What type of threats to your future exist in your current job?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Russia</th>
<th>Bulgaria</th>
<th>Latvia</th>
<th>Pakistan</th>
<th>Italy</th>
<th>Czech Republic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decline in job satisfaction</td>
<td>24.3%</td>
<td>30.2%</td>
<td>36.0%</td>
<td>2.1%</td>
<td>34.8%</td>
<td>60.9%</td>
</tr>
<tr>
<td>The absence of professional development</td>
<td>23.8%</td>
<td>34.9%</td>
<td>20.0%</td>
<td>25.5%</td>
<td>43.5%</td>
<td>14.1%</td>
</tr>
<tr>
<td>Reduction of wages/salaries and other non-pecuniary benefits</td>
<td>25.2%</td>
<td>12.7%</td>
<td>26.0%</td>
<td>12.8%</td>
<td>30.4%</td>
<td>32.8%</td>
</tr>
<tr>
<td>Job loss due to the economic crisis</td>
<td>20.5%</td>
<td>17.5%</td>
<td>26.0%</td>
<td>8.5%</td>
<td>60.9%</td>
<td>17.2%</td>
</tr>
<tr>
<td>Deterioration of one’s physical health in the workplace</td>
<td>24.8%</td>
<td>17.5%</td>
<td>22.0%</td>
<td>17.0%</td>
<td>4.3%</td>
<td>10.9%</td>
</tr>
<tr>
<td>Loss of psychological equilibrium due to uncertainty in the future</td>
<td>8.1%</td>
<td>14.3%</td>
<td>18.0%</td>
<td>17.0%</td>
<td>43.5%</td>
<td>17.2%</td>
</tr>
<tr>
<td>Nothing</td>
<td>14.3%</td>
<td>17.5%</td>
<td>6.0%</td>
<td>0.0%</td>
<td>4.3%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Job loss due to the high level of competition among colleagues</td>
<td>3.3%</td>
<td>1.6%</td>
<td>2.0%</td>
<td>17.0%</td>
<td>0.0%</td>
<td>7.8%</td>
</tr>
</tbody>
</table>

Decline in job satisfaction

The absence of professional development
Reduction of wages/salaries and other, non-pecuniary, benefits

- Russia: 25.2%
- Bulgaria: 12.7%
- Latvia: 26.0%
- Pakistan: 12.8%
- Italy: 30.4%
- Czech Republic: 32.8%

Job loss due to the economic crisis

- Russia: 20.5%
- Bulgaria: 17.5%
- Latvia: 26.0%
- Pakistan: 8.5%
- Italy: 60.9%
- Czech Republic: 17.2%

Deterioration of one’s physical health in the workplace

- Russia: 24.8%
- Bulgaria: 17.5%
- Latvia: 22.0%
- Pakistan: 17.0%
- Italy: 4.3%
- Czech Republic: 10.9%
Loss of psychological equilibrium due to uncertainty in the future

![Bar chart showing percentages for different countries]

Nothing

![Bar chart showing percentages for different countries]

Job loss due to the high level of competition among colleagues

![Bar chart showing percentages for different countries]
Tab. 10: The responses to the question: “Do you ever have to do something, that you would rather not do, to keep your job?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Czech Republic</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Russia</td>
<td>Bulgaria</td>
<td>Latvia</td>
<td>Pakistan</td>
<td>Italy</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>28.9</td>
<td>42.9</td>
<td>42.0</td>
<td>100.0</td>
<td>73.9</td>
<td>89.1</td>
</tr>
<tr>
<td>No</td>
<td>71.1</td>
<td>57.1</td>
<td>58.0</td>
<td>0.0</td>
<td>26.1</td>
<td>10.9</td>
</tr>
</tbody>
</table>

Yes

No
Tab. 11: The responses to the question: “If yes, which particular actions have you to take?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Russia</td>
</tr>
<tr>
<td>Carry out assignments are not included in your job description</td>
<td>47.5</td>
</tr>
<tr>
<td>Work overtime (obligatory and unpaid)</td>
<td>44.3</td>
</tr>
<tr>
<td>Improve your qualifications at your own expense</td>
<td>26.2</td>
</tr>
<tr>
<td>Work overtime (obligatory, but for an additional monetary reward)</td>
<td>24.6</td>
</tr>
<tr>
<td>Take part in not always fair competition among your colleagues</td>
<td>4.9</td>
</tr>
<tr>
<td>Other variants</td>
<td>3.3</td>
</tr>
</tbody>
</table>

**Carry out assignments are not included in your job description**

![Carry out assignments chart]

**Work overtime (obligatory and unpaid)**

![Work overtime chart]
**Improve your qualifications at your own expense**

- **Russia**: 26.2%
- **Bulgaria**: 18.5%
- **Latvia**: 42.9%
- **Pakistan**: 25.5%
- **Italy**: 29.4%
- **Czech Republic**: 31.6%

**Work overtime (obligatory, but for an additional monetary reward)**

- **Russia**: 24.6%
- **Bulgaria**: 11.1%
- **Latvia**: 14.3%
- **Pakistan**: 12.8%
- **Italy**: 17.6%
- **Czech Republic**: 31.6%

**Take part in not always fair competition among your colleagues**

- **Russia**: 4.9%
- **Bulgaria**: 14.8%
- **Latvia**: 9.5%
- **Pakistan**: 29.8%
- **Italy**: 5.9%
- **Czech Republic**: 7.0%

**Other variants**

- **Russia**: 3.3%
- **Bulgaria**: 3.7%
- **Latvia**: 9.5%
- **Pakistan**: 0.0%
- **Italy**: 0.0%
- **Czech Republic**: 0.0%
Tab. 12: The responses to the question: “Under which category of employees do you belong?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Russia</td>
<td>Bulgaria</td>
<td>Latvia</td>
<td>Pakistan</td>
<td>Italy</td>
<td>Czech Republic</td>
</tr>
<tr>
<td>Manual worker</td>
<td>31.4</td>
<td>39.7</td>
<td>10.0</td>
<td>6.4</td>
<td>13.0</td>
<td>12.5</td>
</tr>
<tr>
<td>Trainee</td>
<td>0.0</td>
<td>1.6</td>
<td>0.0</td>
<td>19.1</td>
<td>8.7</td>
<td>3.1</td>
</tr>
<tr>
<td>Specialist</td>
<td>36.2</td>
<td>42.9</td>
<td>54.0</td>
<td>17.0</td>
<td>34.8</td>
<td>37.5</td>
</tr>
<tr>
<td>Line personnel</td>
<td>14.8</td>
<td>1.6</td>
<td>18.0</td>
<td>21.3</td>
<td>39.1</td>
<td>21.9</td>
</tr>
<tr>
<td>Department head</td>
<td>14.8</td>
<td>9.5</td>
<td>12.0</td>
<td>25.5</td>
<td>4.3</td>
<td>25.0</td>
</tr>
<tr>
<td>Top-manager</td>
<td>2.9</td>
<td>4.8</td>
<td>6.0</td>
<td>10.6</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Tab. 13: The responses to the question: “In which sector of the industry does your organization operate?”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
<th>Russia</th>
<th>Bulgaria</th>
<th>Latvia</th>
<th>Pakistan</th>
<th>Italy</th>
<th>Czech Republic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td></td>
<td>30.8%</td>
<td>60.3%</td>
<td>78.0%</td>
<td>70.2%</td>
<td>65.2%</td>
<td>64.1%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td></td>
<td>18.5%</td>
<td>7.9%</td>
<td>6.0%</td>
<td>2.1%</td>
<td>0.0%</td>
<td>32.8%</td>
</tr>
<tr>
<td>Energy, natural resources</td>
<td></td>
<td>22.3%</td>
<td>6.3%</td>
<td>0.0%</td>
<td>8.5%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Trade</td>
<td></td>
<td>14.7%</td>
<td>7.9%</td>
<td>8.0%</td>
<td>2.1%</td>
<td>17.4%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Construction, Real Estate</td>
<td></td>
<td>7.1%</td>
<td>12.7%</td>
<td>2.0%</td>
<td>6.4%</td>
<td>13.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Banks, investment, finance</td>
<td></td>
<td>6.6%</td>
<td>4.8%</td>
<td>6.0%</td>
<td>10.6%</td>
<td>4.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
Tab. 14: The responses to the question: “Please indicate your age (years)”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
<th>Russia</th>
<th>Bulgaria</th>
<th>Latvia</th>
<th>Pakistan</th>
<th>Italy</th>
<th>Czech Republic</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>to 35 years old</td>
<td></td>
<td>74.9</td>
<td>41.3</td>
<td>54.0</td>
<td>29.8</td>
<td>60.9</td>
<td>26.6</td>
<td>55.9</td>
</tr>
<tr>
<td>36-50 years old</td>
<td></td>
<td>25.1</td>
<td>58.7</td>
<td>46.0</td>
<td>70.2</td>
<td>39.1</td>
<td>73.4</td>
<td>44.1</td>
</tr>
</tbody>
</table>

![Chart showing responses to age groups](image1)

Tab. 15: The responses to the question: “Please indicate your gender.”

<table>
<thead>
<tr>
<th>Response options</th>
<th>Country</th>
<th>Russia</th>
<th>Bulgaria</th>
<th>Latvia</th>
<th>Pakistan</th>
<th>Italy</th>
<th>Czech Republic</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td>50.7</td>
<td>17.5</td>
<td>24.0</td>
<td>46.8</td>
<td>34.8</td>
<td>56.3</td>
<td>42.8</td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td>49.3</td>
<td>82.5</td>
<td>76.0</td>
<td>53.2</td>
<td>65.2</td>
<td>43.8</td>
<td>57.2</td>
</tr>
</tbody>
</table>

![Chart showing responses to gender](image2)
Fig. 1: The responses to the question: “How exactly are your work arrangements formalized with your employer?”

- Contract with my primary place of employment: 85.7%
- Contract with the employer as a natural person: 0.0%
- On the basis of a verbal agreement with the employer (without the agreement being recorded in writing): 1.6%
- Contract for services (i.e., a contracting agreement): 0.0%
- Piece work contract: 6.3%
- Contract of seasonal employment: 3.2%
- Contract up to 2 months: 0.0%

Fig. 2: The responses to the question: “For what period are labor relations between you and your employer formalized?”

- Contract for an indefinite term: 69.8%
- 4-5 years: 11.1%
- 3 years: 0.0%
- 2 years: 0.0%
- 1 year: 0.0%
- 6 months: 9.5%
- 2-3 months: 3.2%
- Contractual term is dependent on the time needed to complete the task(s) which is/are the subject of the contract: 1.6%
Fig. 3: The responses to the question: “What changes in the personnel policy of your organization have occurred over the past year?”

- Nothing: 50.8%
- Hiring new employees only on a short term basis (from 1 to 6 months): 28.6%
- The use of temporary and / or seasonal workers provided by other companies: 1.6%
- Partial reduction of the number of employees due to the transfer some aspects of the work to cheaper parts [i.e., outsourcing]: 12.7%
- Sending part of the employees to early retirement: 3.2%
- Permanent reduction of staff every 3-6 months: 4.8%
- Massive downsizing of employees (more than 50 people during 1 month; or more than 20% of employees per year): 0.0%
- Use outstaffing instead of the services of full time employees: 3.2%

Fig. 4: The responses to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”

- Yes: 36.5%
- No: 63.5%

Fig. 5: The responses to the question: “If yes, what form, exactly, did these infringements take?”

- Increase in the workload without a corresponding increase in wages: 73.9%
- Non-payment of additional compensation for overtime: 43.5%
- Failure to grant holiday time: 17.4%
- Non-payment of the promised remuneration: 8.7%
- Unjustified reduction of salary: 0.0%
- Unreasonable delay in the payment of salaries/wages (period of up to 1 month): 17.4%
- Unreasonable delay in the payment of salaries/wages (period of more than 1 month): 4.3%
- Wrongful dismissal: 0.0%
- Nothing: 4.3%
Fig. 6: The responses to the question: “What leadership decisions, which made over the past year, have an adverse effect your well-being?”

- Nothing: 54.0%
- Restructuring of my department and/or the company as a whole: 15.9%
- Reducing my salary/wage: 8.2%
- Forced reduction of working hours (against my wishes): 4.8%
- The reduction, or elimination, of a social package: 17.5%
- Forced and unpaid holidays (against my wishes): 7.9%

Fig. 7: The responses to the question: “What is the source of your anxiety and negative emotions in your current job?”

- Irregular working hours: 23.8%
- High stress levels in the workplace: 33.3%
- Excessive levels of stress and tension at work: 6.3%
- Difficulty in combining work and personal life: 12.7%
- Professional incompetence of the management: 12.7%
- The complete absence, or insufficient levels of, company care about its employees: 15.9%
- Negative (destructive) personality traits of the manager: 15.9%
- Psychological pressure from the part of management: 17.5%
- Bad conditions in the workplace: 11.1%
- High staff turnover in organization: 17.5%
- The complete absence, or poor levels of, cooperation with the leader: 14.3%
- The complete absence, or poor levels of, cooperation with colleagues: 14.3%
- Psychological pressure from the part of colleagues: 6.3%
- Excessive competition among members of staff: 6.3%
Fig. 8: The responses to the question: “What type of threats to your future exist in your current job?”

- Decline in job satisfaction: 30.2%
- The absence of professional development: 34.9%
- Reduction of wages/salaries and other, non-pecuniary, benefits: 12.7%
- Job loss due to the economic crisis: 17.5%
- Deterioration of one’s physical health in the workplace: 17.5%
- Loss of psychological equilibrium due to uncertainty in the future: 14.3%
- Nothing: 17.5%
- Job loss due to the high level of competition among colleagues: 1.6%

Fig. 9: The responses to the question: “Do you ever have to do something, that you would rather not do, to keep your job?”

- Yes: 42.9%
- No: 57.1%

Fig. 10: The responses to the question: “If yes, which particular actions have you to take?”

- Carry out assignments are not included in your job description: 70.4%
- Work overtime (obligatory and unpaid): 40.7%
- Improve your qualifications at your own expense: 18.5%
- Work overtime (obligatory, but for an additional monetary reward): 11.1%
- Take part in not always fair competition among your colleagues: 14.8%
- Other variants: 3.7%
Fig. 11: The responses to the question: “Under which category of employees do you belong?”

- Manual worker: 39.7%
- Trainee: 1.6%
- Specialist: 42.9%
- Line personnel: 1.6%
- Department head: 9.5%
- Top-manager: 4.8%

Fig. 12: The responses to the question: “In which sector of the industry does your organization operate?”

- Services: 60.3%
- Manufacturing: 7.9%
- Energy, natural resources: 6.3%
- Trade: 7.9%
- Construction, Real Estate: 12.7%
- Banks, investment, finance: 4.8%

Fig. 13: The responses to the question: “Please indicate your age (years)”

- To 35 years old: 41.3%
- 36-50 years old: 58.3%

Fig. 14: The responses to the question: “Please indicate your gender.”

- Male: 17.5%
- Female: 82.5%
Fig. 1: The responses to the question: “How exactly are your work arrangements formalized with your employer?”

- Contract with my primary place of employment: 76.6%
- Contract with the employer as a natural person: 1.6%
- Contract for services (i.e., a contracting agreement): 15.6%
- Piece work contract: 4.7%
- Contract of seasonal employment: 1.6%

Fig. 2: The responses to the question: “For what period are labor relations between you and your employer formalized?”

- Contract for an indefinite term: 53.1%
- 4-5 years: 17.2%
- 3 years: 0.0%
- 2 years: 10.9%
- 1 year: 18.8%
- 6 months: 0.0%
- 2-3 months: 0.0%

Contractual term is dependent on the time needed to complete the task[s] which is/are the subject of the contract.
Fig. 3: The responses to the question: “What changes in the personnel policy of your organization have occurred over the past year?”

- Hiring new employees only on a short term basis (from 1 to 6 months) 21.9%
- The use of temporary and/or seasonal workers provided by other companies 96.9%
- Partial reduction of the number of employees due to the transfer some aspects of the work to cheaper parts [i.e., outsourcing] 50.0%
- Sending part of the employees to early retirement 29.7%
- Permanent reduction of staff every 3-6 months 1.6%
- Massive downsizing of employees (more than 50 people during 1 month; or more than 20% of employees per year) 4.7%
- Use outstaffing instead of the services of full time employees 1.6%

Fig. 4: The responses to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”

- Yes 39.1%
- No 60.9%

Fig. 5: The responses to the question: “If yes, what form, exactly, did these infringements take?”

- Increase in the workload without a corresponding increase in wages 32.0%
- Non-payment of additional compensation for overtime 12.0%
- Failure to grant holiday time 12.0%
- Non-payment of the promised remuneration 4.0%
- Unreasonable delay in the payment of salaries/wages (period of up to 1 month) 36.0%
- Unreasonable delay in the payment of salaries/wages (period of more than 1 month) 8.0%
- Wrongful dismissal 16.0%
Fig. 6: The responses to the question: “What leadership decisions, which made over the past year, have an adverse effect your well-being?”

- Nothing: 25.0%
- Restructuring of my department and / or the company as a whole: 34.4%
- Reducing my salary/wage: 14.1%
- Forced reduction of working hours (against my wishes): 17.2%
- The reduction, or elimination, of a social package: 10.9%
- Forced and unpaid holidays (against my wishes): 6.3%

Fig. 7: The responses to the question: “What is the source of your anxiety and negative emotions in your current job?”

- Irregular working hours: 40.6%
- High stress levels in the workplace: 4.7%
- Excessive levels of stress and tension at work: 35.9%
- Difficulty in combining work and personal life: 46.9%
- Professional incompetence of the management: 28.1%
- The complete absence, or insufficient levels of, company care about its employees: 9.4%
- Negative (destructive) personality traits of the manager: 12.5%
- Psychological pressure from the part of management: 17.2%
- Bad conditions in the workplace: 10.9%
- High staff turnover in organization: 4.7%
- The complete absence of, or poor levels of, cooperation with the leader: 7.8%
- The complete absence of, or poor levels of, cooperation with colleagues: 3.1%
- Psychological pressure from the part of colleagues: 9.4%
Fig. 8: The responses to the question: “What type of threats to your future exist in your current job?”

- Decline in job satisfaction: 60.9%
- The absence of professional development: 14.1%
- Reduction of wages/salaries and other, non-pecuniary, benefits: 32.8%
- Job loss due to the economic crisis: 17.2%
- Deterioration of one’s physical health in the workplace: 10.9%
- Loss of psychological equilibrium due to uncertainty in the future: 17.2%
- Nothing: 1.6%
- Job loss due to the high level of competition among colleagues: 7.8%

Fig. 9: The responses to the question: “Do you ever have to do something that you would rather not do, to keep your job?”

- Yes: 89.1%
- No: 10.9%

Fig. 10: The responses to the question: “If yes, which particular actions have you to take?”

- Carry out assignments are not included in your job description: 47.4%
- Work overtime (obligatory and unpaid): 5.3%
- Improve your qualifications at your own expense: 31.6%
- Work overtime (obligatory, but for an additional monetary reward): 31.6%
- Take part in not always fair competition among your colleagues: 7.0%
Fig. 11: The responses to the question: “Under which category of employees do you belong?”

- Manual worker: 12,5%
- Trainee: 3,1%
- Specialist: 37,5%
- Line personnel: 21,9%
- Department head: 25,0%
- Top-manager: 0,0%

Fig. 12: The responses to the question: “In which sector of the industry does your organization operate?”

- Services: 64,1%
- Manufacturing: 32,8%
- Energy, natural resources: 0,0%
- Trade: 3,1%
- Construction, Real Estate: 0,0%
- Banks, investment, finance: 0,0%

Fig. 13: The responses to the question: “Please indicate your age (years)”

- To 35 years old: 26,6%
- 36-50 years old: 73,4%

Fig. 14: The responses to the question: “Please indicate your gender.”

- Male: 56,3%
- Female: 43,8%
Fig. 1: The responses to the question: “How exactly are your work arrangements formalized with your employer?”

- Contract with my primary place of employment: 21.7%
- Contract with the employer as a natural person: 8.7%
- On the basis of a verbal agreement with the employer (without the agreement being...: 26.1%
- Contract for services (i.e., a contracting agreement): 21.7%
- Piece work contract: 4.3%
- Contract of seasonal employment: 4.3%
- Contract up to 2 months: 13.0%

Fig. 2: The responses to the question: “For what period are labour relations between you and your employer formalized?”

- Contract for an indefinite term: 26.1%
- 4-5 years: 21.7%
- 3 years: 4.3%
- 2 years: 4.3%
- 6 months: 13.0%
- 2-3 months: 17.4%
- Contractual term is dependent on the time needed to complete the task[s] which is/are the subject of the contract: 13.0%
Fig. 3: The responses to the question: “What changes in the personnel policy of your organization have occurred over the past year?”

- Hiring new employees only on a short term basis (from 1 to 6 months): 47.8%
- The use of temporary and/or seasonal workers provided by other companies: 13.0%
- Partial reduction of the number of employees due to the transfer some aspects of the work to cheaper parts [i.e., outsourcing]: 4.3%
- Sending part of the employees to early retirement: 4.3%
- Permanent reduction of staff every 3-6 months: 8.7%
- Massive downsizing of employees (more than 50 people during 1 month; or more than 20% of employees per year): 17.4%
- Use outstaffing instead of the services of full time employees: 17.4%

Fig. 4: The responses to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”

- Yes: 52.2%
- No: 47.8%

Fig. 5: The responses to the question: “If yes, what form, exactly, did these infringements take?”

- Increase in the workload without a corresponding increase in wages: 42.7%
- Non-payment of additional compensation for overtime: 25.0%
- Failure to grant holiday time: 8.3%
- Non-payment of the promised remuneration: 33.3%
- Unjustified reduction of salary: 16.7%
- Unreasonable delay in the payment of salaries/wages (period of up to 1 month): 8.3%
- Unreasonable delay in the payment of salaries/wages (period of more than 1 month): 33.3%
- Wrongful dismissal: 33.3%
Fig. 6: The responses to the question: “What leadership decisions, which made over the past year, have an adverse effect your well-being?”

- Nothing: 30.4%
- Restructuring of my department and / or the company as a whole: 13.0%
- Reducing my salary/wage: 34.8%
- Forced reduction of working hours (against my wishes): 21.7%
- The reduction, or elimination, of a social package: 13.0%
- Forced and unpaid holidays (against my wishes): 4.3%

Fig. 7: The responses to the question: “What is the source of your anxiety and negative emotions in your current job?”

- Irregular working hours: 13.0%
- High stress levels in the workplace: 13.0%
- Difficulty in combining work and personal life: 34.8%
- Professional incompetence of the management: 21.7%
- The complete absence, or insufficient levels of, company care about its employees: 21.7%
- Negative (destructive) personality traits of the manager: 34.8%
- Nothing: 17.4%
- Psychological pressure from the part of management: 8.7%
- Bad conditions in the workplace: 4.3%
- High staff turnover in organization: 13.0%
- The complete absence of, or poor levels of, cooperation with the leader: 13.0%
- The complete absence of, or poor levels of, cooperation with colleagues: 21.7%
- Psychological pressure from the part of colleagues: 4.3%
- Excessive competition among members of staff: 8.7%
Fig. 8: The responses to the question: “What type of threats to your future exist in your current job?”

- Decline in job satisfaction: 34.8%
- The absence of professional development: 43.5%
- Reduction of wages/salaries and other, non-pecuniary, benefits: 30.4%
- Job loss due to the economic crisis: 60.9%
- Deterioration of one’s physical health in the workplace: 4.3%
- Loss of psychological equilibrium due to uncertainty in the future: 43.5%
- Nothing: 4.3%

Fig. 9: The responses to the question: “Do you ever have to do something that you would rather not do, to keep your job?”

- Yes: 73.9%
- No: 26.1%

Fig. 10: The responses to the question: “If yes, which particular actions have you to take?”

- Carry out assignments are not included in your job description: 64.7%
- Work overtime (obligatory and unpaid): 58.8%
- Improve your qualifications at your own expense: 29.4%
- Work overtime (obligatory, but for an additional monetary reward): 17.6%
- Take part in not always fair competition among your colleagues: 5.9%
Fig. 11: The responses to the question: “Under which category of employees do you belong?”

- Manual worker: 13.0%
- Trainee: 8.7%
- Specialist: 34.8%
- Line personnel: 39.1%
- Department...: 4.3%
- Top-manager: 0.0%

Fig. 12: The responses to the question: “In which sector of the industry does your organization operate?”

- Services: 65.2%
- Manufacturing: 0.0%
- Energy, natural resources: 0.0%
- Trade: 17.4%
- Construction, Real Estate: 13.0%
- Banks, investment, finance: 4.3%

Fig. 13: The responses to the question: “Please indicate your age (years)”

- to 35 years old: 60.9%
- 36-50 years old: 39.1%

Fig. 14: The responses to the question: “Please indicate your gender.”

- Male: 34.8%
- Female: 65.2%
4 LATVIA

Fig. 1: The responses to the question: “How exactly are your work arrangements formalized with your employer?”

- Contract with my primary place of employment: 92.0%
- Contract with the employer as a natural person: 4.0%
- On the basis of a verbal agreement with the employer (without the agreement being...: 0.0%
- Contract for services (i.e., a contracting agreement): 0.0%
- Piece work contract: 0.0%
- Contract of seasonal employment: 2.0%
- Contract up to 2 months: 0.0%
- Other variant: 2.0%

Fig. 2: The responses to the question: “For what period are labour relations between you and your employer formalized?”

- Contract for an indefinite term: 90.0%
- 4-5 years: 0.0%
- 3 years: 0.0%
- 2 years: 0.0%
- 1 year: 0.0%
- 6 months: 4.0%
- 2-3 months: 0.0%

Contractual term is dependent on the time needed to complete the task[s] which is/are the subject of the contract: 4.0%
Fig. 3: The responses to the question: “What changes in the personnel policy of your organization have occurred over the past year?”

- Nothing: 50.0%
- Hiring new employees only on a short term basis (from 1 to 6 months): 24.0%
- The use of temporary and/or seasonal workers provided by other companies: 10.0%
- Partial reduction of the number of employees due to the transfer some aspects of the work to cheaper parts [i.e., outsourcing]: 4.0%
- Sending part of the employees to early retirement: 4.0%
- Permanent reduction of staff every 3-6 months: 6.0%
- Massive downsizing of employees (more than 50 people during 1 month; or more than 20% of employees per year): 12.0%
- Use outstaffing instead of the services of full time employees: 4.0%

Fig. 4: The responses to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”

- Yes: 28.0%
- No: 72.0%

Fig. 5: The responses to the question: “If yes, what form, exactly, did these infringements take?”

- Increase in the workload without a corresponding increase in wages: 57.1%
- Non-payment of additional compensation for overtime: 50.0%
- Failure to grant holiday time: 35.7%
- Non-payment of the promised remuneration: 21.4%
- Unjustified reduction of salary: 21.4%
- Unreasonable delay in the payment of salaries/wages (period of up to 1 month): 14.3%
- Unreasonable delay in the payment of salaries/wages (period of more than 1 month): 7.1%
- Wrongful dismissal: 0.0%
- Nothing: 0.0%
Fig. 6: The responses to the question: “What leadership decisions, which made over the past year, have an adverse effect your well-being?”

- Nothing: 52.0%
- Restructuring of my department and/or the: 18.0%
- Reducing my salary/wage: 12.0%
- Forced reduction of working hours (against my): 16.0%
- The reduction, or elimination, of a social package: 16.0%
- Forced and unpaid holidays (against my wishes): 0.0%

Fig. 7: The responses to the question: “What is the source of your anxiety and negative emotions in your current job?”

- Irregular working hours: 26.0%
- High stress levels in the workplace: 32.0%
- Excessive levels of stress and tension at work: 30.0%
- Difficulty in combining work and personal life: 14.0%
- Professional incompetence of the management: 14.0%
- The complete absence, or insufficient levels of, company care about its employees: 18.0%
- Negative (destructive) personality traits of the manager: 10.0%
- Nothing: 18.0%
- Psychological pressure from the part of management: 14.0%
- Bad conditions in the workplace: 14.0%
- High staff turnover in organization: 10.0%
- The complete absence of, or poor levels of, cooperation with the leader: 8.0%
- The complete absence of, or poor levels of, cooperation with colleagues: 6.0%
- Psychological pressure from the part of colleagues: 2.0%
- Excessive competition among members of staff: 4.0%
**Fig. 8:** The responses to the question: “What type of threats to your future exist in your current job?”

- Decline in job satisfaction: 36.0%
- The absence of professional development: 20.0%
- Reduction of wages/salaries and other, non-pecuniary, benefits: 26.0%
- Job loss due to the economic crisis: 26.0%
- Deterioration of one’s physical health in the workplace: 22.0%
- Loss of psychological equilibrium due to uncertainty in the future: 18.0%
- Nothing: 6.0%
- Job loss due to the high level of competition among colleagues: 2.0%

**Fig. 9:** The responses to the question: “Do you ever have to do something that you would rather not do, to keep your job?”

- Yes: 42.0%
- No: 58.0%

**Fig. 10:** The responses to the question: “If yes, which particular actions have you to take?”

- Carry out assignments are not included in your job description: 47.6%
- Work overtime (obligatory and unpaid): 52.4%
- Improve your qualifications at your own expense: 42.9%
- Work overtime (obligatory, but for an additional monetary reward): 14.3%
- Take part in not always fair competition among your colleagues: 9.5%
- Other variants: 9.5%
Fig. 11: The responses to the question: “Under which category of employees do you belong?”

- Manual worker: 10.0%
- Trainee: 0.0%
- Specialist: 54.0%
- Line personnel: 18.0%
- Department head: 12.0%
- Top-manager: 6.0%

Fig. 12: The responses to the question: “In which sector of the industry does your organization operate?”

- Services: 78.0%
- Manufacturing: 6.0%
- Energy, natural resources: 0.0%
- Trade: 8.0%
- Construction, Real Estate: 2.0%
- Banks, investment, finance: 6.0%

Fig. 13: The responses to the question: “Please indicate your age (years)”

- To 35 years old: 54.0%
- 36-50 years old: 46.0%

Fig. 14: The responses to the question: “Please indicate your gender.”

- Male: 24.0%
- Female: 76.0%
5 PAKISTAN

Fig. 1: The responses to the question: “How exactly are your work arrangements formalized with your employer?”

- Contract with my primary place of employment: 8,5%
- Contract with the employer as a natural person: 17,0%
- On the basis of a verbal agreement with the employer (without the agreement being recorded in writing): 8,5%
- Contract for services (i.e., a contracting agreement): 17,0%
- Piece work contract: 17,0%
- Contract of seasonal employment: 14,9%
- Contract up to 2 months: 17,0%

Fig. 2: The responses to the question: “For what period are labour relations between you and your employer formalized?”

- Contract for an indefinite term: 12,8%
- 4-5 years: 14,9%
- 3 years: 25,5%
- 2 years: 21,3%
- 1 year: 10,6%
- 6 months: 12,8%
- 2-3 months: 2,1%

Contractual term is dependent on the time needed to complete the task[s] which is/are the subject of the contract: 0,0%
Fig. 3: The responses to the question: “What changes in the personnel policy of your organization have occurred over the past year?”

- Hiring new employees only on a short term basis (from 1 to 6 months): 10.6%
- The use of temporary and/or seasonal workers provided by other companies: 10.6%
- Partial reduction of the number of employees due to the transfer some aspects of the work to cheaper parts [i.e., outsourcing]: 23.4%
- Sending part of the employees to early retirement: 17.0%
- Permanent reduction of staff every 3-6 months: 17.0%
- Massive downsizing of employees (more than 50 people during 1 month; or more than 20% of employees per year): 12.8%
- Use outstaffing instead of the services of full time employees: 10.6%

Fig. 4: The responses to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”

- Yes: 70.2%
- No: 28.9%

Fig. 5: The responses to the question: “If yes, what form, exactly, did these infringements take?”

- Increase in the workload without a corresponding increase in wages: 27.3%
- Non-payment of additional compensation for overtime: 12.1%
- Failure to grant holiday time: 24.2%
- Unjustified reduction of salary: 27.3%
- Unreasonable delay in the payment of salaries/wages (period of more than 1 month): 9.1%
Fig. 6: The responses to the question: “What leadership decisions, which made over the past year, have an adverse effect your well-being?”

- Restructuring of my department and / or the company as a whole: 14.9%
- Reducing my salary/wage: 25.5%
- Forced reduction of working hours (against my wishes): 34.0%
- The reduction, or elimination, of a social package: 6.4%
- Forced and unpaid holidays (against my wishes): 19.1%

Fig. 7: The responses to the question: “What is the source of your anxiety and negative emotions in your current job?”

- Irregular working hours: 6.4%
- High stress levels in the workplace: 10.6%
- Excessive levels of stress and tension at work: 14.9%
- Professional incompetence of the management: 4.3%
- The complete absence, or insufficient levels of, company care about its employees: 6.4%
- Negative (destructive) personality traits of the manager: 6.4%
- Psychological pressure from the part of management: 8.5%
- High staff turnover in organization: 10.6%
- The complete absence of, or poor levels of, cooperation with the leader: 8.5%
- The complete absence of, or poor levels of, cooperation with colleagues: 4.3%
- Psychological pressure from the part of colleagues: 8.5%
- Excessive competition among members of staff: 10.6%
Fig. 8: The responses to the question: “What type of threats to your future exist in your current job?”

- Decline in job satisfaction: 2.1%
- The absence of professional development: 25.5%
- Reduction of wages/salaries and other, non-pecuniary, benefits: 12.8%
- Job loss due to the economic crisis: 8.5%
- Deterioration of one’s physical health in the workplace: 17.0%
- Loss of psychological equilibrium due to uncertainty in the future: 17.0%
- Job loss due to the high level of competition among colleagues: 17.0%

Fig. 9: The responses to the question: “Do you ever have to do something that you would rather not do, to keep your job?”

- Yes: 100.0%
- No: 0.0%

Fig. 10: The responses to the question: “If yes, which particular actions have you to take?”

- Carry out assignments are not included in your job description: 25.5%
- Work overtime (obligatory and unpaid): 6.4%
- Improve your qualifications at your own expense: 25.5%
- Work overtime (obligatory, but for an additional monetary reward): 12.8%
- Take part in not always fair competition among your colleagues: 29.8%
Fig. 11: The responses to the question: “Under which category of employees do you belong?”

- Manual worker: 6.4%
- Trainee: 19.1%
- Specialist: 17.0%
- Line personnel: 21.3%
- Department head: 25.5%
- Top-manager: 10.6%

Fig. 12: The responses to the question: “In which sector of the industry does your organization operate?”

- Services: 70.2%
- Manufacturing: 2.1%
- Energy, natural resources: 8.5%
- Trade: 2.1%
- Construction, Real Estate: 6.4%
- Banks, investment, finance: 10.6%

Fig. 13: The responses to the question: “Please indicate your age (years)”

- To 35 years old: 29.8%
- 36-50 years old: 70.2%

Fig. 14: The responses to the question: “Please indicate your gender.”

- Male: 46.8%
- Female: 53.2%
2 RUSSIA

Fig. 1: The responses to the question: “How exactly are your work arrangements formalized with your employer?”

- Contract with my primary place of employment: 81.5%
- Contract with the employer as a natural person: 8.1%
- On the basis of a verbal agreement with the employer (without the agreement being recorded in writing): 7.1%
- Contract for services (i.e., a contracting agreement): 0.9%
- Piece work contract: 2.4%

Fig. 2: The responses to the question: “For what period are labour relations between you and your employer formalized?”

- Contract for an indefinite term: 85.7%
- 4-5 years: 2.9%
- 3 years: 2.4%
- 2 years: 1.0%
- 1 year: 1.9%
- 6 months: 1.4%
- Contractual term is dependent on the time needed to complete the task[s] which is/are the subject of the contract: 4.3%
Fig. 3: The responses to the question: “What changes in the personnel policy of your organization have occurred over the past year?”

- Nothing: 39.0%
- Hiring new employees only on a short term basis (from 1 to 6 months): 18.6%
- The use of temporary and/or seasonal workers provided by other companies: 8.1%
- Partial reduction of the number of employees due to the transfer some aspects of the work to...: 8.1%
- Sending part of the employees to early retirement: 7.6%
- Permanent reduction of staff every 3-6 months: 10.5%
- Massive downsizing of employees (more than 50 people during 1 month; or more than 20% of...): 9.0%
- Use outstaffing instead of the services of full time employees: 8.6%

Fig. 4: The responses to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”

- Yes: 28.9%
- No: 71.1%

Fig. 5: The responses to the question: “If yes, what form, exactly, did these infringements take?”

- Increase in the workload without a corresponding increase in wages: 43.3%
- Non-payment of additional compensation for overtime: 33.3%
- Failure to grant holiday time: 16.7%
- Non-payment of the promised remuneration: 30.0%
- Unjustified reduction of salary: 20.0%
- Unreasonable delay in the payment of salaries/wages (period of up to 1 month): 1.7%
- Unreasonable delay in the payment of salaries/wages (period of more than 1 month): 6.7%
- Wrongful dismissal: 10.0%
Fig. 6: The responses to the question: “What leadership decisions, which made over the past year, have an adverse effect your well-being?”

- Nothing: 46.4%
- Restructuring of my department and / or the company as a whole: 18.2%
- Reducing my salary/wage: 19.6%
- Forced reduction of working hours (against my wishes): 7.7%
- The reduction, or elimination, of a social package: 7.7%
- Forced and unpaid holidays (against my wishes): 4.3%

Fig. 7: The responses to the question: “What is the source of your anxiety and negative emotions in your current job?”

- Irregular working hours: 19.9%
- High stress levels in the workplace: 22.7%
- Excessive levels of stress and tension at work: 19.0%
- Difficulty in combining work and personal life: 16.6%
- Professional incompetence of the management: 13.7%
- The complete absence, or insufficient levels of, company care about its employees: 15.2%
- Negative (destructive) personality traits of the manager: 13.7%
- Nothing: 17.5%
- Psychological pressure from the part of management: 9.5%
- Bad conditions in the workplace: 14.2%
- High staff turnover in organization: 10.4%
- The complete absence of, or poor levels of, cooperation with the leader: 8.5%
- The complete absence of, or poor levels of, cooperation with colleagues: 4.3%
- Psychological pressure from the part of colleagues: 2.8%
- Excessive competition among members of staff: 3.8%
Fig. 8: The responses to the question: “What type of threats to your future exist in your current job?”

- Decline in job satisfaction: 24.3%
- The absence of professional development: 23.8%
- Reduction of wages/salaries and other, non-pecuniary, benefits: 25.2%
- Job loss due to the economic crisis: 20.5%
- Deterioration of one’s physical health in the workplace: 24.8%
- Loss of psychological equilibrium due to uncertainty in the future: 8.1%
- Nothing: 14.3%
- Job loss due to the high level of competition among colleagues: 3.3%

Fig. 9: The responses to the question: “Do you ever have to do something that you would rather not do, to keep your job?”

- Yes: 28.9%
- No: 71.1%

Fig. 10: The responses to the question: “If yes, which particular actions have you to take?”

- Carry out assignments are not included in your job description: 47.5%
- Work overtime (obligatory and unpaid): 44.3%
- Improve your qualifications at your own expense: 26.2%
- Work overtime (obligatory, but for an additional monetary reward): 24.6%
- Take part in not always fair competition among your colleagues: 4.9%
Fig. 11: The responses to the question: “Under which category of employees do you belong?”

- Manual worker: 31.4%
- Trainee: 0.0%
- Specialist: 36.2%
- Line personnel: 14.8%
- Department head: 14.8%
- Top-manager: 2.9%

Fig. 12: The responses to the question: “In which sector of the industry does your organization operate?”

- Services: 30.8%
- Manufacturing: 18.5%
- Energy, natural resources: 22.3%
- Trade: 14.7%
- Construction, Real Estate: 7.1%
- Banks, investment, finance: 6.6%

Fig. 13: The responses to the question: “Please indicate your age (years)”

- To 35 years old: 74.9%
- 36-50 years old: 25.1%

Fig. 14: The responses to the question: “Please indicate your gender.”

- Male: 50.7%
- Female: 49.3%
### International Research Team Network members

<table>
<thead>
<tr>
<th>Countries</th>
<th>Names</th>
<th>Institutions</th>
<th>Positions</th>
<th>E-mails</th>
</tr>
</thead>
<tbody>
<tr>
<td>Czech Republic</td>
<td>Zuzana Dvorakova</td>
<td>University of Economics, Prague</td>
<td>Professor, Director of the Institute of Personnel Management</td>
<td><a href="mailto:zuzana.dvorakova@vse.cz">zuzana.dvorakova@vse.cz</a></td>
</tr>
<tr>
<td></td>
<td>Marie Stepankova</td>
<td></td>
<td>Ph.D. student, Faculty of Business Administration</td>
<td><a href="mailto:mastepank@gmail.com">mastepank@gmail.com</a></td>
</tr>
<tr>
<td></td>
<td>Metodi Koralov</td>
<td>New Bulgarian University</td>
<td>Assistant Professor of Cognitive Science and Psychology Department</td>
<td><a href="mailto:mkoralov@nbu.bg">mkoralov@nbu.bg</a></td>
</tr>
<tr>
<td>Bulgaria</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Russia</td>
<td>Alena Fedorova</td>
<td>Ural Federal University</td>
<td>Head of the Research Group, Associate Professor of the Ural Federal University</td>
<td><a href="mailto:dekan_2002@mail.ru">dekan_2002@mail.ru</a></td>
</tr>
<tr>
<td></td>
<td>Varvara Katashinskikh</td>
<td></td>
<td>Associate Professor of the Ural Federal University</td>
<td><a href="mailto:varvarass@bk.ru">varvarass@bk.ru</a></td>
</tr>
<tr>
<td>Latvia</td>
<td>Ilze Kačāne</td>
<td>Daugavpils University</td>
<td>Head of the Centre for Cultural Research (Institute of the Humanities and Social Sciences)</td>
<td><a href="mailto:ilze.kacane@du.lv">ilze.kacane@du.lv</a></td>
</tr>
<tr>
<td>Italy</td>
<td>Mauro Gatti</td>
<td>Sapienza University of Rome</td>
<td>Full professor in Organizational Studies, Department of Management</td>
<td><a href="mailto:mauro.gatti@uniroma1.it">mauro.gatti@uniroma1.it</a></td>
</tr>
<tr>
<td></td>
<td>Maria Menshikova</td>
<td></td>
<td>Ph.D. student in Organizational Studies</td>
<td><a href="mailto:epidemia2004@mail.ru">epidemia2004@mail.ru</a></td>
</tr>
<tr>
<td>Pakistan</td>
<td>Himayatullah Khan</td>
<td>Institute of Development Studies (IDS)</td>
<td>Professor, Institute of Development Studies, University of Agriculture. Peshawar</td>
<td><a href="mailto:khan.himayatullah@yahoo.com">khan.himayatullah@yahoo.com</a></td>
</tr>
</tbody>
</table>
MONITORING CHANGES IN LABOUR RELATIONS BETWEEN EMPLOYEES AND EMPLOYERS

International Research