

■ APPENDIX III: THE SURVEY QUESTIONNAIRE

What is this survey about?

This is a questionnaire about various aspects of your work, including questions regarding the work environment, the satisfaction stemming from work, and the social dialogue procedures taking place between the Bank's Top Management and employees.

Who will see my answers?

The questionnaire is **entirely confidential**, thus:

- * It will be analysed by researchers comprising a Research Team responsible for this EU-financed project, who are independent of the Bank (and who may be contacted should you have any questions or problems to raise).
- * We guarantee that NO ONE in the company will ever have access to your personal views. Only the researchers will see your completed questionnaire.
- * We will analyse the findings based on group scores so that individuals cannot be identified.

How do I complete the questionnaire?

- * Please complete the questionnaire for your current job.
- * Read each question carefully, then circle (ex. ① or ② or ③, etc) your answer, which must reflect your first reaction. This is usually the best indicator of how you feel. Do not spend a long time considering the answer to any one question.
- * Please do not omit any question. Occasionally you will find items which don't quite fit your circumstances. In this case, give the answer closest to your views.
- * Feel free to add any additional comments you think would be useful, either by the question or at the end.
- * The usefulness of this survey depends on the frankness and honesty which you answer the questions, and there are no right or wrong answers - this is not a test.

Section 1: Background Details

To analyse the data we need to know some background information so we can group appropriate people together and compare responses over time. **Remember, we guarantee that nobody at the Bank will see your individual answers and that all your responses will be entirely confidential.**

1. Age

|_|_| (years)

2. Gender

1. Male 2. Female

3. How long have you been working in the banking sector?

|_|_| Years

4. Your current position, is

1. Clerical 2. Managerial

5. Your current position, is in

1. Headquarters 2. Branch

6. How long have you done the job that you currently do?

|_|_| Years

7. How long have you been working under your current line manager?

|_|_| Years

8. How often during the week do you have contact with your line manager?

1. Daily 2. 3-4 times a week 3. 1 - 2 times a week 4. Rarely 5. Never

9. How long have you worked at this Bank?

|_|_| Years

10. Is your employment permanent or temporary?

1. Permanent 2. Temporary

11. (If you are temporary:) Would you prefer to be permanent?

1. Yes 2. No

12. On average, how many hours of actual (paid or not) overtime do you work per week?

|_|_| hours

13. Please indicate your highest qualification or its equivalent:

- 1. No formal qualifications
- 2. High School Diploma
- 3. College (or equivalent)
- 4. University degree
- 5. Postgraduate degree

14. A major organisational change (e.g. merger, acquisition, reorganisation, change of top management team etc.) has occurred in this Bank in the last 24 months

1. Yes 2. No

15. A major organisational change (e.g. merger, acquisition, reorganisation, change of top management team etc.) is expected to occur in this Bank in the next 24 months

1. Yes 2. No

Section 2: Work Environment

The following questions refer to the general climate within the Bank

16. How easy or difficult is it for you to express opinions and suggestions concerning employee-related issues to

	Very Difficult	Rather Difficult	Neither Difficult Nor Easy	Rather Easy	Very Easy
Top management	1	2	3	4	5
Middle-level managers	1	2	3	4	5

Trade union representatives	1	2	3	4	5
Sectoral union representatives	1	2	3	4	5

17. To what degree are employees' opinions and suggestions seriously taken into account by

	Not at all	Just a little	Moderately	Quite a lot	Very much
Top Management	1	2	3	4	5
Middle management	1	2	3	4	5
Union's representatives	1	2	3	4	5
Sectoral Union's representatives	1	2	3	4	5

18. To what extent do you agree or disagree with the following statements

	Strongly Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Strongly Agree
Top management is working hard to make sure that people in the Bank don't lose their jobs	1	2	3	4	5
People in the Bank have the opportunity to interact with one another in ways that deepen their collegial relationships	1	2	3	4	5
People in the Bank share a strong sense of community	1	2	3	4	5
We have the chance to meet often at social occasions sponsored by the Bank	1	2	3	4	5
People in the Bank have the chance to engage in knowledge-rich conversations	1	2	3	4	5
There is a strong sense in the Bank that its people are human beings, not just employees	1	2	3	4	5
The overwhelming majority of the Bank's senior managers have been promoted from within	1	2	3	4	5
Managers in the Bank have years of experience working with one another	1	2	3	4	5
People in the Bank are encouraged to meet face-to-face and work side-by-side	1	2	3	4	5
People in the Bank are encouraged to exchange and share knowledge and ideas	1	2	3	4	5
Top management help people make connections by fostering durable networks among employees	1	2	3	4	5
There exist informal groups of employees linked together by shared expertise, passions, or goals	1	2	3	4	5
The workplace is designed to engender and reward trust among people in the Bank	1	2	3	4	5
There is transparency in management – employees relationships	1	2	3	4	5
Employees generally distrust management decisions	1	2	3	4	5
Promotion requirements are "out in the open" and everyone knows them	1	2	3	4	5
Top management displays trust towards	1	2	3	4	5

employees					
Managers generally trust employees' judgement	1	2	3	4	5
Employees are encouraged to use their own good judgment in their job	1	2	3	4	5
In the Bank there exist strong norms for cooperation	1	2	3	4	5
Top management gives people in the Bank a common sense of purpose	1	2	3	4	5
Management rewards cooperation among employees	1	2	3	4	5
Group work rather than individual work is actively promoted	1	2	3	4	5
Team work is an important qualification for new recruits	1	2	3	4	5

19. In your opinion, how will the following possible developments affect the Bank's employees?

	Very negatively	Rather negatively	Neither negatively nor positively	Rather positively	Very positively
Developments in Information Technologies	1	2	3	4	5
Developments in Telecommunication technologies	1	2	3	4	5
Mergers and acquisitions in the Banking sector	1	2	3	4	5
Organisational restructuring	1	2	3	4	5
Change in Human Resource management systems	1	2	3	4	5
Change in banking services demand	1	2	3	4	5
Competition from companies outside the banking sector	1	2	3	4	5
Globalisation	1	2	3	4	5
Changes in consumers' tastes and needs	1	2	3	4	5
Changes in Bank's share capital	1	2	3	4	5

Section 3: You and Your Job

These questions concern your satisfaction with your work

20. How satisfied or dissatisfied are you with ...?

	Very dissatisfied	Rather Dissatisfied	Neither dissatisfied nor satisfied	Rather Satisfied	Very Satisfied
Your work performance	1	2	3	4	5
Your collaboration with your supervisor	1	2	3	4	5
Your work duties	1	2	3	4	5
Your pay	1	2	3	4	5
Your promotion opportunities	1	2	3	4	5
Your relations with	1	2	3	4	5

other employees					
-----------------	--	--	--	--	--

21. Overall, how do you feel about your job?

	Strongly Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Strongly Agree
In general, I like working at this Bank	1	2	3	4	5
In general, I like my job	1	2	3	4	5

The following questions concern your commitment with the Bank.

22. Please indicate the degree to which you agree or disagree with the following statements

	Strongly Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Strongly Agree
I am willing to put in a great deal of effort beyond that normally expected in order to help the Bank be successful	1	2	3	4	5
I talk about this organisation to my friends as a great organization to work for	1	2	3	4	5
I find that my values and the Bank's values are very similar	1	2	3	4	5
I am proud to tell others that I am part of this organization	1	2	3	4	5
I could just as well be working for a different organization as long as the type of work was similar	1	2	3	4	5
This Bank really inspires the very best in me in the way of job performance	1	2	3	4	5
I am extremely glad that I chose this Bank to work for, over others at the time I joined	1	2	3	4	5
Often, I find it difficult to agree with the Bank's policies on important matters relating to its employees	1	2	3	4	5

Section 4: Social Dialogue

These questions concern your trade union membership, participation and representation

23. Are you a Trade Union Member?

1. Yes 2. No

24. How often does the Union organise meetings with its members?

- About every... | 1. Month
2. Three months
3. Year

- 4. Other - please define
- 5. Don't Know/Don't wish to answer

25. In how many of these meetings do you participate?

- 1. In almost none
- 2. In very few
- 3. In about half
- 4. In many
- 5. In almost all

26. What percentage of Trade Union's members participates in these meetings?

- 1. Very small percentage
- 2. Less than half
- 3. About half
- 4. More than half
- 5. Almost all
- 6. Don't know

27. The trade union communicates with you through:

	Not at all	Just a little	Moderately	Quite a lot	Very much
Newsletter	1	2	3	4	5
Meetings	1	2	3	4	5
Occasional pamphlets	1	2	3	4	5
Web Site	1	2	3	4	5
E-mails	1	2	3	4	5
Visits of union officers at the workplace	1	2	3	4	5
Hot line	1	2	3	4	5
Other (please specify)	1	2	3	4	5

28. In your opinion, the communication between the Trade Union and its members is

	Not at all	Just a little	Moderately	Quite a lot	Very much
Prompt	1	2	3	4	5
Frequent	1	2	3	4	5
Useful	1	2	3	4	5
Reliable	1	2	3	4	5
Open / honest	1	2	3	4	5
Effective	1	2	3	4	5

29. In your opinion, what level of Trade Union organisation and activity has more impact for the representation of your interests?

	Not at all	Just a little	Moderate impact	Quite a lot	Great impact
Workplace based	1	2	3	4	5
Single Employer / Company Union	1	2	3	4	5
Multi employer / Sectoral Union	1	2	3	4	5
Multi employer / General Union	1	2	3	4	5

These questions refer to the reasons you have to join a Trade Union and to become a Trade

Union member.

30. The trade union provides to you

	Not at all	Just a little	Moderate	Quite a lot	Very Much
Necessary Information	1	2	3	4	5
Relationship with colleagues	1	2	3	4	5
Job security	1	2	3	4	5
Fair treatment by the management	1	2	3	4	5
Relatively better pay	1	2	3	4	5
Better working conditions	1	2	3	4	5
Influence on management decisions	1	2	3	4	5
Influence on government policy	1	2	3	4	5

31. Your salary growth depends on

	Not at all	Just a little	Moderately	Quite a lot	Very Much
Company performance	1	2	3	4	5
Collective bargaining	1	2	3	4	5
Your individual work performance	1	2	3	4	5
Your training and the development of your skills	1	2	3	4	5
Your Participation in the Trade Union	1	2	3	4	5
The bargaining power of the trade-union	1	2	3	4	5
General economic development in the national economy	1	2	3	4	5
Other (please specify)	1	2	3	4	5

32. Your career development within the company, depends on

	Not at all	Just a little	Moderately	Quite a lot	Very Much
Your Skills and Training	1	2	3	4	5
Your Work-performance	1	2	3	4	5
The Bank's evaluation system	1	2	3	4	5
Good relations with supervisors	1	2	3	4	5
Good relations with colleagues	1	2	3	4	5
Your Participation in the Trade Union	1	2	3	4	5
Company performance	1	2	3	4	5
Managerial decisions	1	2	3	4	5
Other (please specify)	1	2	3	4	5

33. Your job security depends on

	Not at all	Just a little	Moderately	Quite a lot	Very Much
Your Skills and Training	1	2	3	4	5
Your Work performance	1	2	3	4	5
The Bank's evaluation system	1	2	3	4	5
Company performance	1	2	3	4	5

Bargaining power of the trade union	1	2	3	4	5
Your Participation in the Trade Union	1	2	3	4	5
General economic performance (national economy)	1	2	3	4	5
Government policy	1	2	3	4	5
Other factor <u>internal</u> to the company (please specify)	1	2	3	4	5
Other factor <u>external</u> to the company (please specify)	1	2	3	4	5

34. How satisfied or dissatisfied are you with the following

	Strongly dissatisfied	Rather Dissatisfied	Neither dissatisfied nor satisfied	Rather Satisfied	Strongly Satisfied
The relations between employees and management	1	2	3	4	5
The relations between employees and trade union	1	2	3	4	5
The way the trade union represents your interests	1	2	3	4	5

35. To what extent do you consider that the trade union represents effectively the interests of

	Not at all	Just a little	Moderately	Quite a lot	Very Much
Men	1	2	3	4	5
Women	1	2	3	4	5
Young employees	1	2	3	4	5
Disabled employees	1	2	3	4	5
Less skilled employees	1	2	3	4	5
Skilled employees	1	2	3	4	5
Highly skilled employees	1	2	3	4	5
Managers	1	2	3	4	5

The following questions concern social dialogue with the Management

36. To what extent are the following methods used by Management to communicate with you?

	Not at all	Just a little	Moderately	Quite a lot	Very Much
Regular meetings with middle level management	1	2	3	4	5
Regular meetings with top level management	1	2	3	4	5
Management Chain (through supervisors)	1	2	3	4	5
Suggestion Scheme	1	2	3	4	5
An "open doors" policy by top management	1	2	3	4	5
Regular Newsletters	1	2	3	4	5
Employee surveys	1	2	3	4	5
Other Methods (please specify)	1	2	3	4	5

37. Are any of the communications methods listed below implemented via ICT (e-mail, intranets ...)

	Not at all	Just a little	Moderately	Quite a lot	Very Much
Suggestion Scheme	1	2	3	4	5
Regular Newsletters	1	2	3	4	5
Surveys	1	2	3	4	5
Other Methods (please specify)	1	2	3	4	5

38. How satisfied are you with the information provided by management (through various communication methods) on

	Strongly dissatisfied	Rather Dissatisfied	Neither dissatisfied nor satisfied	Rather Satisfied	Strongly Satisfied
Terms and Conditions of employment	1	2	3	4	5
Manpower Plans	1	2	3	4	5
Major Changes in Work Organisation – Working methods	1	2	3	4	5
Investment plans	1	2	3	4	5
Financial performance on business unit / branch	1	2	3	4	5
Financial performance of the company	1	2	3	4	5
Major changes in the Banking sector (e.g. mergers / acquisitions)	1	2	3	4	5

39. In your opinion, the way Top Management communicates with employees is

	Managerial Decision (unilateral)	Information and consultation with individual employees	Information to employee representatives	Consultation with employee representatives	Bargaining with employee representatives
Your Pay and conditions are regulated by	1	2	3	4	5
Changes at Your Work Organisation (IT included) are regulated by	1	2	3	4	5
Employment Adjustments at your workplace are regulated by	1	2	3	4	5

When there exists disagreement on the following issues:	Higher Level Management	Employers Association	Higher Level Trade Union (Federation, Confederation)	Mediating or Arbitrating Body	Government / Ministry	Justice / Court
On Pay and Conditions, it is resolved by recourse to	1	2	3	4	5	6
On Work Organisation						

Changes (IT included), it is resolved by recourse to...	1	2	3	4	5	6
On Employment Adjustments, it is resolved by recourse to.....	1	2	3	4	5	6

40. How often do formal consultative mechanisms (e.g. regular meetings, committees) take place for resolving issues pertaining to Industrial Relations?

	Never	Rarely	Sometimes	Regularly	Always
At the workplace-level	1	2	3	4	5
At the company-level	1	2	3	4	5
At the sectoral level	1	2	3	4	5

41. Do you prefer that employee representatives at the above mentioned mechanisms are

	Strongly Disagree	Slightly Disagree	Neither disagree nor agree	Slightly Agree	Strongly Agree
Appointed by the Trade Union	1	2	3	4	5
Directly elected by the workplace employees	1	2	3	4	5

The following questions concern satisfaction with social dialogue

42. How satisfied or dissatisfied are you with the following

	Strongly dissatisfied	Rather Dissatisfied	Neither dissatisfied nor satisfied	Rather Satisfied	Strongly Satisfied
The particular Trade Union parties	1	2	3	4	5
The frequency by which the Union communicates with its members	1	2	3	4	5
The issues which the Union communicates to its members	1	2	3	4	5
The communication methods used by the Union	1	2	3	4	5
The timing and duration of Union meetings	1	2	3	4	5
Union's ability to promote all employees' interests (not just its members)	1	2	3	4	5
The members' opportunities to participate in Union's decisions	1	2	3	4	5
The Union's decision making processes	1	2	3	4	5
The information provided by the Union to its members	1	2	3	4	5
The Union's receptivity of its members' opinions and suggestions	1	2	3	4	5

The Union's actions to promote your interests	1	2	3	4	5
The Union's ability to promote the interests of its members	1	2	3	4	5
The contact between the Union and its members	1	2	3	4	5
The Union's influence on Governments' decisions	1	2	3	4	5
The Union's influence on Top Management decisions	1	2	3	4	5
The Union's image	1	2	3	4	5
The issues the Union is dealing with	1	2	3	4	5
The Union's priorities	1	2	3	4	5

43. To what degree are the following ways of workplace industrial relations regulation used in the Bank?

	Not at all	Just a little	Moderately	Quite a lot	Very Much
Unilateral managerial decision	1	2	3	4	5
Information and consultation with individual employees	1	2	3	4	5
Information to employee representatives	1	2	3	4	5
Consultation with employee representatives	1	2	3	4	5
Bargaining of employee representatives with management	1	2	3	4	5

44. In your opinion, which of the following issues should be subjected to dialogue between employees and Top Management? Please choose five (5) and rank them in order of significance (1st, 2nd, 3rd, 4th, and 5th). For example, "promotions" maybe 1st in your ranking, followed by "pay system" as 2nd, "layoffs" as 3rd, "recruiting" 4th, and "corporate culture" may be the 5th issue in your ranking

	Insert your Rank (1st, 2nd, 3rd, 4th, and 5th) IN THIS COLUMN
Salary level	
Pay system	
Bonus system	
Other benefits to employees	
Insurance policy	
Working hours	
Working conditions	
Promotions	
Employee transfers	
Employee training	
Rules and procedures	
Company strategy	
Organisational chart	
Mergers / acquisitions	
Recruiting	
Layoffs	
Corporate culture	
Supervisors' management styles	
Changes in share capital and shareholders	

Employees' social activities	
Institutionalisation of group work	
Employees' participation decision making	

These questions refer to Work--Life balance

45. Does working in the Bank permit you to

	Not at all	Just a little	Moderately	Quite a lot	Very Much
Handle family responsibilities outside work	1	2	3	4	5
Satisfy personal interests outside work	1	2	3	4	5
Participate in social activities (political or voluntary organisations)	1	2	3	4	5

46. What practices do you consider as prerequisites – and to what extent - to enhance your work life balance

	Not at all	Just a little	Moderately	Quite a lot	Very Much
Flexible working time – Annual working time arrangements	1	2	3	4	5
Maternity and paternity leave	1	2	3	4	5
Voluntary shorter working time	1	2	3	4	5
Career breaks without loss of social security rights	1	2	3	4	5
Occasional tele-working	1	2	3	4	5
Other (please specify)	1	2	3	4	5

47. What do you consider as barriers to the introduction of Work-Life balance working practices

	Not at all	Just a little	Moderately	Quite a lot	Very Much
Reduction in pay	1	2	3	4	5
Heavy work loads	1	2	3	4	5
Career prospects may be damaged	1	2	3	4	5
Disagreement and opposition of colleagues	1	2	3	4	5
Legal barriers to such rights	1	2	3	4	5
Top Management do not facilitate these practices	1	2	3	4	5
Middle Management do not facilitate these practices	1	2	3	4	5
The dominant mentality to work	1	2	3	4	5
Indifference of trade unions	1	2	3	4	5
Loss of social security rights	1	2	3	4	5
Other (please specify)	1	2	3	4	5