



Working Through a Difficult Economy

- 1 How do you think your organisation's management team has managed through the recession?
- 2 How do you think your direct manager has managed through the recession?
- 3 How has the recession impacted the atmosphere/ culture of your organisation?
- 4 How has the culture of your organisation changed compared to before the recession?
- 5 Which of these best explain, in your opinion, why the recession has not impacted the culture of your organisation?
- 6 Do you feel valued at work?
- 7 Do you feel motivated at work?
- 8 Do you feel you're going above the call of duty (i.e. working longer hours) because you fear you might lose your job?
- 9 Do you feel you're under pressure to work more hours a week because of the recession?
- 10 How many extra hours do you typically work a week?
- 11 Are you staying in a job you dislike because you fear there's no other option?
- 12 Are you staying in a job you dislike because you're hoping for redundancy?
- 13 Are you actively searching for a new job?
- 14 Have you been a manager of people during a restructuring or redundancy process?
- 15 Did you feel well-equipped to deal with this process?
- 16 What additional resources would have helped you deal with the process?
- 17 Has this process impacted your motivation to stay with your current employer?
- 18 Would you prefer to work in the private sector?
- 19 Do you think working in the private sector is easier than the public sector?
- 20 Would you prefer to work in the public sector?
- 21 Do you think working in the public sector is easier than the private sector?
- d1 What is your position within your organisation?
- d2 In which region is your organisation based?
- d3 In which of these types of organisation do you work?
- d4 How many employees work in your organisation?



How do you think your organisation's management team has managed through the recession?

Base: All respondents

	Total	Managers	Employees
1 - Very poorly	4 %	2 %	6 %
2 - Poorly	13 %	11 %	15 %
3 - Adequately	42 %	37 %	46 %
4 - Well	30%	38%	23%
5 - Very well	11%	13%	10%
Average	3.32	3.48	3.16
Base	1000	500	500

Base: All respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
1 - Very poorly	4 %	4 %	4 %	3 %	5 %	3 %	3 %
2 - Poorly	13 %	9 %	14 %	10 %	11 %	18 %	17 %
3 - Adequately	42 %	36 %	35 %	47 %	48 %	45 %	41 %
4 - Well	30 %	39%	35 %	27 %	25 %	27 %	28 %
5 - Very well	11 %	11%	12 %	14 %	10 %	8 %	12 %
Average	3.32	3.43	3.37	3.39	3.24	3.17	3.28
Base	1000	184	184	181	185	146	120

Base: All respondents

	Total	The Private Sector	The Public Sector
1 - Very poorly	4 %	3 %	5 %
2 - Poorly	13 %	8 %	18 %
3 - Adequately	42 %	37 %	47 %
4 - Well	30 %	37 %	24 %
5 - Very well	11 %	16 %	6 %
Average	3.32	3.55	3.09
Base	1000	500	500



How do you think your direct manager has managed through the recession?

Base: All respondents

	Total	Managers	Employees
1 - Very poorly	5 %	4 %	6 %
2 - Poorly	10 %	9 %	12 %
3 - Adequately	36 %	32 %	40 %
4 - Well	34 %	40 %	28 %
5 - Very well	15 %	15 %	14 %
Average	3.43	3.54	3.32
Base	1000	500	500

Base: All respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
1 - Very poorly	5 %	4 %	4 %	4 %	8 %	7 %	3 %
2 - Poorly	10 %	10 %	9 %	11 %	9 %	11 %	13 %
3 - Adequately	36 %	31 %	37 %	36 %	37 %	42 %	32 %
4 - Well	34 %	38 %	35 %	35 %	30 %	32 %	33 %
5 - Very well	15 %	17 %	15 %	14 %	16 %	8 %	19 %
Average	3.43	3.54	3.47	3.44	3.38	3.24	3.53
Base	1000	184	184	181	185	146	120

Base: All respondents

	Total	The Private Sector	The Public Sector
1 - Very poorly	5 %	4 %	6 %
2 - Poorly	10 %	8 %	13 %
3 - Adequately	36 %	34 %	37 %
4 - Well	34 %	37 %	31 %
5 - Very well	15 %	17 %	13 %
Average	3.43	3.54	3.33
Base	1000	500	500



How has the recession impacted the atmosphere/ culture of your organisation?

Base: All respondents

	Total	Managers	Employees
1 -Not at all	5 %	2 %	8 %
2 -Slightly	24 %	19 %	29 %
3 - Tangibly	29 %	32 %	26 %
4 - Significantly	33 %	37 %	29 %
5 - Severely	8 %	9 %	8 %
Average	3.15	3.31	2.99
Base	1000	500	500

Base: All respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
1 -Not at all	5 %	4 %	5 %	5 %	8 %	4 %	6 %
2 -Slightly	24 %	24 %	23 %	30 %	22 %	25 %	18 %
3 - Tangibly	29 %	21 %	30 %	31 %	31 %	29 %	33 %
4 - Significantly	33 %	41 %	32 %	31 %	31 %	27 %	33 %
5 - Severely	8 %	9 %	9 %	3 %	8 %	14 %	9 %
Average	3.15	3.26	3.15	2.97	3.10	3.22	3.22
Base	1000	184	184	181	185	146	120

Base: All respondents

	Total	The Private Sector	The Public Sector
1 -Not at all	5 %	7 %	4 %
2 -Slightly	24 %	27 %	21 %
3 - Tangibly	29 %	30 %	28 %
4 - Significantly	33 %	31 %	35 %
5 - Severely	8 %	5 %	12 %
Average	3.15	3.01	3.29
Base	1000	500	500



How has the culture of your organisation changed compared to before the recession?

Base: Only asked of respondents whose organisation has been affected by the recession

	Total	Managers	Employees
People are more stressed	73 %	74 %	71 %
People are working longer hours	45 %	55 %	34 %
People are less motivated	44 %	45 %	42 %
People are angrier	25 %	24 %	25 %
People are less engaged	23 %	26 %	19 %
There's more of a blame culture	21 %	24 %	19 %
Base	946	488	458

Base: Only asked of respondents whose organisation has been affected by the recession

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
People are more stressed	73 %	74 %	68 %	72 %	71 %	74 %	81 %
People are working longer hours	45 %	51 %	45 %	45 %	39 %	41 %	48 %
People are less motivated	44 %	43 %	41 %	41 %	47 %	50 %	42 %
People are angrier	25 %	23 %	24 %	20 %	23 %	32 %	26 %
People are less engaged	23 %	23 %	23 %	17 %	26 %	24 %	21 %
There's more of a blame culture	21 %	25 %	17 %	19 %	21 %	24 %	23 %
Base	946	176	174	172	171	140	113

Base: Only asked of respondents whose organisation has been affected by the recession

	Total	The Private Sector	The Public Sector
People are more stressed	73 %	68 %	78 %
People are working longer hours	45 %	54 %	35 %
People are less motivated	44 %	42 %	46 %
People are angrier	25 %	18 %	31 %
People are less engaged	23 %	22 %	23 %
There's more of a blame culture	21 %	21 %	21 %
Base	946	466	480



Which of these best explain, in your opinion, why the recession has not impacted the culture of your organisation?

Base: Only asked of respondents whose organisation has not been affected by the recession

	Total	Managers	Employees
The company was not adversely affected by the recession	81 %	58 %	88 %
There has been lots of support from management	11 %	25 %	7 %
Management handled redundancies very sensitively	6 %	17 %	2 %
Management were open and transparent at all times	2 %	0 %	2 %
Base	54	12	42

Base: Only asked of respondents whose organisation has not been affected by the recession

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
The company was not adversely affected by the recession	81 %	75 %	70 %	89 %	93 %	100 %	57 %
There has been lots of support from management	11 %	13 %	20 %	11 %	7 %	0 %	14 %
Management handled redundancies very sensitively	6 %	13 %	10 %	0 %	0 %	0 %	14 %
Management were open and transparent at all times	2 %	0 %	0 %	0 %	0 %	0 %	14 %
Base	54	8	10	9	14	6	7

Base: Only asked of respondents whose organisation has not been affected by the recession

	Total	The Private Sector	The Public Sector
The company was not adversely affected by the recession	81 %	85 %	75 %
There has been lots of support from management	11 %	6 %	20 %
Management handled redundancies very sensitively	6 %	9 %	0 %
Management were open and transparent at all times	2 %	0 %	5 %
Base	54	34	20



Do you feel valued at work?

Base: All respondents

	Total	Managers	Employees
Yes	53 %	61 %	46 %
No	47 %	39 %	54 %
Base	1000	500	500

Base: All respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	53 %	59 %	51 %	54 %	50 %	55 %	50 %
No	47 %	41 %	49 %	46 %	50 %	45 %	50 %
Base	1000	184	184	181	185	146	120

Base: All respondents

	Total	The Private Sector	The Public Sector
Yes	53 %	59 %	48 %
No	47 %	41 %	52 %
Base	1000	500	500



Do you feel motivated at work?

Base: All respondents

	Total	Managers	Employees
Yes	56 %	63 %	49 %
No	44 %	37 %	51 %
Base	1000	500	500

Base: All respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	56 %	60 %	59 %	57 %	51 %	55 %	55 %
No	44 %	40 %	41 %	43 %	49 %	45 %	45 %
Base	1000	184	184	181	185	146	120

Base: All respondents

	Total	The Private Sector	The Public Sector
Yes	56 %	60 %	53 %
No	44 %	40 %	47 %
Base	1000	500	500



Do you feel you're going above the call of duty (i.e. working longer hours) because you fear you might lose your job?

Base: All respondents

	Total	Managers	Employees
Yes	53 %	59 %	48 %
No	47 %	41 %	52 %
Base	1000	500	500

Base: All respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	53 %	59 %	52 %	56 %	47 %	48 %	56 %
No	47 %	41 %	48 %	44 %	53 %	52 %	44 %
Base	1000	184	184	181	185	146	120

Base: All respondents

	Total	The Private Sector	The Public Sector
Yes	53 %	54 %	52 %
No	47 %	46 %	48 %
Base	1000	500	500



Do you feel you're under pressure to work more hours a week because of the recession?

Base: All respondents

	Total	Managers	Employees
Yes	51 %	61 %	42 %
No	49 %	39 %	58 %
Base	1000	500	500

Base: All respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	51 %	61 %	47 %	52 %	45 %	50 %	51 %
No	49 %	39 %	53 %	48 %	55 %	50 %	49 %
Base	1000	184	184	181	185	146	120

Base: All respondents

	Total	The Private Sector	The Public Sector
Yes	51 %	54 %	48 %
No	49 %	46 %	52 %
Base	1000	500	500



How many extra hours do you typically work a week?

Base: Only asked of respondents who say they work more hours a week

	Total	Managers	Employees
Fewer than 10	38 %	31 %	48 %
More than 10	36 %	39 %	33 %
More than 20	11 %	12 %	9 %
More than 30	4 %	3 %	5 %
More than 40	9 %	12 %	3 %
More than 50	2 %	3 %	2 %
Average (hours)	17	19	14
Base	511	303	208

Base: Only asked of respondents who say they work more hours a week

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Fewer than 10	38 %	37 %	44 %	38 %	39 %	37 %	31 %
More than 10	36 %	35 %	29 %	37 %	29 %	47 %	48 %
More than 20	11 %	11 %	12 %	14 %	15 %	3 %	7 %
More than 30	4 %	2 %	5 %	2 %	7 %	5 %	5 %
More than 40	9 %	12 %	7 %	8 %	6 %	8 %	10 %
More than 50	2 %	4 %	3 %	1 %	4 %	0 %	0 %
Average (hours)	17	18	16	16	17	15	16
Base	511	112	86	95	84	73	61

Base: Only asked of respondents who say they work more hours a week

	Total	The Private Sector	The Public Sector
Fewer than 10	38 %	29 %	48 %
More than 10	36 %	38 %	34 %
More than 20	11 %	13 %	8 %
More than 30	4 %	3 %	5 %
More than 40	9 %	13 %	4 %
More than 50	2 %	4 %	0 %
Average (hours)	17	20	13
Base	511	271	240



Are you staying in a job you dislike because you fear there's no other option?

Base: All respondents	Total	Managers	Employees
Yes	47 %	48 %	46 %
No	53 %	52 %	54 %
Base	1000	500	500

Base: All respondents	Total	Greater	South of	Midlands	Northern	Scotland	Wales
Yes	47 %	48 %	39 %	45 %	53 %	47 %	51 %
No	53 %	52 %	61 %	55 %	47 %	53 %	49 %
Base	1000	184	184	181	185	146	120

Base: All respondents	Total	The Private Sector	The Public Sector
Yes	47 %	47 %	47 %
No	53 %	53 %	53 %
Base	1000	500	500



Are you staying in a job you dislike because you're hoping for redundancy?

Base: All respondents

	Total	Managers	Employees
Yes	17 %	22 %	13 %
No	83 %	78 %	87 %
Base	1000	500	500

Base: All respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	17 %	22 %	13 %	14 %	21 %	17 %	18 %
No	83 %	78 %	87 %	86 %	79 %	83 %	83 %
Base	1000	184	184	181	185	146	120

Base: All respondents

	Total	The Private Sector	The Public Sector
Yes	17 %	22 %	13 %
No	83 %	78 %	87 %
Base	1000	500	500



Are you actively searching for a new job?

Base: All respondents

	Total	Managers	Employees
Yes	33 %	36 %	30 %
No	67 %	64 %	70 %
Base	1000	500	500

Base: All respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	33 %	37 %	27 %	35 %	32 %	32 %	35 %
No	67 %	63 %	73 %	65 %	68 %	68 %	65 %
Base	1000	184	184	181	185	146	120

Base: All respondents

	Total	The Private Sector	The Public Sector
Yes	33 %	33 %	33 %
No	67 %	67 %	67 %
Base	1000	500	500



Have you been a manager of people during a restructuring or redundancy process?

Base: Only asked of managers

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	65 %	63 %	63 %	68 %	69 %	64 %	64 %
No	35 %	37 %	37 %	32 %	31 %	36 %	36 %
Base	500	113	91	76	70	76	74

Base: Only asked of managers

	Total	The Private Sector	The Public Sector
Yes	65 %	72 %	55 %
No	35 %	28 %	46 %
Base	500	300	200



Did you feel well-equipped to deal with this process?

Base: Only asked of managers who have been through a restructuring process

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	63 %	63 %	60 %	73 %	63 %	61 %	60 %
No	37 %	37 %	40 %	27 %	38 %	39 %	40 %
Base	324	71	57	52	48	49	47

Base: Only asked of managers who have been through a restructuring process

	Total	The Private Sector	The Public Sector
Yes	63 %	65 %	60 %
No	37 %	35 %	40 %
Base	324	215	109



What additional resources would have helped you deal with the process?

Base: Only asked of managers who have been through a restructuring process and felt unprepared

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Advice on how to motivate survivors	67 %	77 %	74 %	64 %	67 %	53 %	63 %
Advice on how to communicate/deal with the leavers	65 %	65 %	48 %	79 %	78 %	58 %	68 %
Peer group support from other colleagues going through the process	52 %	73 %	39 %	14 %	56 %	58 %	58 %
Legal advice on what not to say/do	48 %	50 %	57 %	57 %	33 %	37 %	53 %
Base	119	26	23	14	18	19	19

Base: Only asked of managers who have been through a restructuring process and felt unprepared

	Total	The Private Sector	The Public Sector
Advice on how to motivate survivors	67 %	76 %	52 %
Advice on how to communicate/deal with the leavers	65 %	67 %	61 %
Peer group support from other colleagues going through the process	52 %	45 %	64 %
Legal advice on what not to say/do	48 %	53 %	39 %
Base	119	75	44



Has this process impacted your motivation to stay with your current employer?

Base: Only asked of managers who have been through a restructuring process

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	48 %	51 %	47 %	42 %	48 %	55 %	43 %
No	52 %	49 %	53 %	58 %	52 %	45 %	57 %
Base	324	71	57	52	48	49	47

Base: Only asked of managers who have been through a restructuring process

	Total	The Private Sector	The Public Sector
Yes	48 %	48 %	47 %
No	52 %	52 %	53 %
Base	324	215	109



Would you prefer to work in the private sector?

Base: Only asked of public sector respondents

	Total	Managers	Employees
Yes	34 %	43 %	28 %
No	66 %	57 %	72 %
Base	500	200	300

Base: Only asked of public sector respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	34 %	47 %	30 %	28 %	33 %	33 %	40 %
No	66 %	53 %	70 %	72 %	67 %	67 %	60 %
Base	500	86	80	85	86	83	80



Do you think working in the private sector is easier than the public sector?

Base: Only asked of public sector respondents

	Total	Managers	Employees
Yes	28 %	33 %	24 %
No	72 %	67 %	76 %
Base	500	200	300

Base: Only asked of public sector respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	28 %	39 %	25 %	20 %	24 %	33 %	30 %
No	72 %	61 %	75 %	80 %	76 %	67 %	70 %
Base	500	86	80	85	86	83	80



Would you prefer to work in the public sector?

Base: Only asked of private sector respondents

	Total	Managers	Employees
Yes	25 %	23 %	29 %
No	75 %	77 %	71 %
Base	500	300	200

Base: Only asked of private sector respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	25 %	24 %	21 %	26 %	30 %	32 %	20 %
No	75 %	76 %	79 %	74 %	70 %	68 %	80 %
Base	500	98	104	96	99	63	40



Do you think working in the public sector is easier than the private sector?

Base: Only asked of private sector respondents

	Total	Managers	Employees
Yes	62 %	69 %	52 %
No	38 %	31 %	48 %
Base	500	300	200

Base: Only asked of private sector respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Yes	62 %	65 %	54 %	65 %	64 %	60 %	65 %
No	38 %	35 %	46 %	35 %	36 %	40 %	35 %
Base	500	98	104	96	99	63	40



What is your position within your organisation?

Base: All respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
Managers	50 %	61 %	49 %	42 %	38 %	52 %	62 %
Employees	50 %	39 %	51 %	58 %	62 %	48 %	38 %
Base	1000	184	184	181	185	146	120

Base: All respondents

	Total	The Private Sector	The Public Sector
Managers	50 %	60 %	40 %
Employees	50 %	40 %	60 %
Base	1000	500	500



In which region is your organisation based?

Base: All respondents	Total	Managers	Employees
Greater London	18 %	23 %	14 %
South of England	18 %	18 %	19 %
Midlands	18 %	15 %	21 %
Northern England	19 %	14 %	23 %
Scotland	15 %	15 %	14 %
Wales	12 %	15 %	9 %
Base	1000	500	500

Base: All respondents	Total	The Private Sector	The Public Sector
Greater London	18 %	20 %	17 %
South of England	18 %	21 %	16 %
Midlands	18 %	19 %	17 %
Northern England	19 %	20 %	17 %
Scotland	15 %	13 %	17 %
Wales	12 %	8 %	16 %
Base	1000	500	500



In which of these types of organisation do you work?

Base: All respondents	Total	Managers	Employees
The Private Sector	50 %	60 %	40 %
The Public Sector	50 %	40 %	60 %
Base	1000	500	510

Base: All respondents	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
The Private Sector	50 %	53 %	57 %	53 %	54 %	43 %	33 %
The Public Sector	50 %	47 %	43 %	47 %	46 %	57 %	67 %
Base	1000	184	184	181	185	146	120



How many employees work in your organisation?

Base: All respondents

	Total	Managers	Employees
151 - 250	12 %	13 %	10 %
251 - 500	14 %	17 %	12 %
More than 500	74 %	71 %	78 %
Base	1000	500	500

Base: All respondents

	Total	Greater London	South of England	Midlands	Northern England	Scotland	Wales
151 - 250	12 %	12 %	12 %	13 %	12 %	8 %	10 %
251 - 500	14 %	20 %	11 %	15 %	15 %	12 %	13 %
More than 500	74 %	68 %	77 %	71 %	73 %	80 %	78 %
Base	1000	184	184	181	185	146	120

Base: All respondents

	Total	The Private Sector	The Public Sector
151 - 250	12 %	13 %	10 %
251 - 500	14 %	19 %	9 %
More than 500	74 %	68 %	80 %
Base	1000	500	500