

Dear Participant,

First of all, thank you for your cooperation and for taking your time to respond to this questionnaire. My name is Inês Duarte and I'm currently doing my Master's Thesis at NOVA School of Business and Economics. I would like to ask for your cooperation in answering to this questionnaire about your daily work and the Human Resources practices at your organization. The questionnaire should take approximately 15 minutes to answer.

I am **only interested in your opinion**. Your participation will provide important information about the kind of experiences people go through at your office. For every question, you should select from the scale, **the 1 answer** you believe to be more adequate (drawing a cross or a circle). If you make a mistake, just scratch it and select the one you want.

Please interpret your supervisor to be the person who directs and evaluates your work most regularly.

For the questionnaire to be valid, it is important that all questions are answered. The questionnaire is confidential, in that no personal information will be asked.

In order to match this and the second questionnaire's results (which will be sent in a few weeks), please identify yourself, by introducing in the designated box, a code made up of the last 4 digits of your ID card and your mother's 2 first names' initials. For example: 0055LM. May you have any question, don't hesitate to contact me.

Code:

Thank you for your cooperation,

Inês Duarte

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NOVA School of Business and Economics

Masters in Management

1. Considering your daily work and the Human Resources practices at your organization, to what extent do you agree with the following statements.		Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
		1	2	3	4	5
1	At work, I am cooperative.				1	2 3 4 5
2	I'd rather be bored than surprised.				1	2 3 4 5
3	Overall, I believe that my work and non-work life are balanced.				1	2 3 4 5
4	I feel more and more engaged in my work.				1	2 3 4 5
5	I will be able to keep my present job as long as I wish.				1	2 3 4 5
6	I feel that my employer has come through in fulfilling the promises made to me when I was hired.				1	2 3 4 5
7	I prefer having a stable routine to experiencing changes in my life.				1	2 3 4 5
8	My employer is not always honest and truthful.				1	2 3 4 5
9	Usually, I can manage the amount of my work well.				1	2 3 4 5
10	Sometimes I feel sickened by my work tasks.				1	2 3 4 5
11	At work, there is faith in me.				1	2 3 4 5
12	There are days when I feel tired before I arrive at work.				1	2 3 4 5
13	I spend more time working than on socializing with friends, on hobbies or on leisure activities.				1	2 3 4 5
14	I'll take a routine day over a day full of unexpected events any time.				1	2 3 4 5
15	I am secure in my job.				1	2 3 4 5
16	I like to experience novelty and change in my daily routine.				1	2 3 4 5
17	It is important to me to work hard, even when I do not enjoy what I am doing.				1	2 3 4 5
18	At work, I can make a difference.				1	2 3 4 5
19	I generally consider changes to be a negative thing.				1	2 3 4 5
20	My employer has broken many of its promises to me even when though I've upheld my side of the deal.				1	2 3 4 5
21	I often feel there is something inside me that drives me to work hard.				1	2 3 4 5
22	I am not sure I fully trust my employer.				1	2 3 4 5
23	I like to do the same old things rather than try new and different ones.				1	2 3 4 5
24	I don't think my employer treats me fairly.				1	2 3 4 5
25	In general, I believe my employer's motives and intentions are good.				1	2 3 4 5
26	At work, I am helpful.				1	2 3 4 5
27	My job will be there as long as I want it.				1	2 3 4 5
28	It is hard for me to relax when I am not working.				1	2 3 4 5
29	I feel that the balance between my work demands and non-work activities is currently about right.				1	2 3 4 5
30	So far my employer has done an excellent job of fulfilling its promises to me.				1	2 3 4 5
31	Over time, one can become disconnected from this type of work.				1	2 3 4 5
32	I have not received everything promised to me in exchange for my contributions.				1	2 3 4 5
33	I feel guilty when I take time off work.				1	2 3 4 5
34	I find myself still working after my co-workers have called it quits.				1	2 3 4 5
35	I believe my employer has high integrity.				1	2 3 4 5
36	Lately, I tend to think less at work and do my job almost mechanically.				1	2 3 4 5
37	I seem to be in a hurry and racing against the clock.				1	2 3 4 5
38	Whenever my life forms a stable routine, I look for ways to change it.				1	2 3 4 5
39	At work, I am taken seriously.				1	2 3 4 5
40	I find my work to be a positive challenge.				1	2 3 4 5
41	At work, they count on me.				1	2 3 4 5
42	I have difficulty balancing my work and non-work activities.				1	2 3 4 5
43	I can tolerate the pressure of my work very well.				1	2 3 4 5
44	I currently have a good balance between the time I spend at work and the time I have available for non-work activities.				1	2 3 4 5
45	I can expect my employer to treat me in a consistent and predictable fashion.				1	2 3 4 5
46	After working, I have enough energy for my leisure activities.				1	2 3 4 5
47	I always find new and interesting aspects in my work.				1	2 3 4 5
48	At work, I am valuable.				1	2 3 4 5
49	When I work, I usually feel energized.				1	2 3 4 5
50	I stay busy and keep many irons in the fire.				1	2 3 4 5
51	My job is not a secure one.				1	2 3 4 5
52	During my work, I often feel emotionally drained.				1	2 3 4 5
53	At work, I am efficient.				1	2 3 4 5
54	After my work, I usually feel worn out and weary.				1	2 3 4 5
55	I find myself doing two or three things at one time, such as eating lunch and writing a memo, while talking on the telephone.				1	2 3 4 5

56	After work, I tend to need more time than in the past in order to relax and feel better.	1	2	3	4	5
57	Almost all the promises made by my employer during recruitment have been kept so far.	1	2	3	4	5
58	Regardless of economic conditions, I will have a job at my current organization.	1	2	3	4	5
59	My employer is open and upfront with me.	1	2	3	4	5
60	At work, I am important.	1	2	3	4	5
61	At work, I am trusted.	1	2	3	4	5
62	This is the only type of work that I can imagine myself doing.	1	2	3	4	5
63	I am confident that I will be able to work for my organization as long as I wish.	1	2	3	4	5
64	I feel obliged to work hard, even when it is not enjoyable.	1	2	3	4	5
65	Generally, change is good.	1	2	3	4	5
66	It happens more and more often that I talk about my work in a negative way.	1	2	3	4	5

Considering your experience in the past 2 years, in your current organization, reflect on a situation where change happened or is still happening.

Any change is relevant, for example: restructuring, departmental changes, change in systems or processes, introduction of new systems or politics, creation or change in function or area of work, cultural or organization structure change, new software acquisition, head count reduction, change in the workplace, new quality management system, etc.

Please describe briefly what the change was about, namely what changed and what happened during the process. The change should have had a direct impact in your work.

For how long did this period of change last?

How long ago did this period of change occur?

Select the options that most adequately describe the impact this change had in your work.

- it affected my work directly
- it changed my workload
- I had to learn new things
- it influenced my personal life
- it changed my relations with my co-workers
- it changed my relation with my supervisor
- it affected a lot of people in the organization

2. Considering the change you have previously described, to what extent do you agree with the following statements about how you feel or felt in relation to the change.		Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
		1	2	3	4	5
67	This change served an important purpose.				1 2 3 4 5	
68	I complained about the change to my colleagues.				1 2 3 4 5	
69	I presented my objections regarding the change to management.				1 2 3 4 5	
70	I had no choice but to go along with this change.				1 2 3 4 5	
71	Things would have been better without this change.				1 2 3 4 5	
72	I would not have felt badly about opposing this change.				1 2 3 4 5	
73	This change was not necessary.				1 2 3 4 5	
74	I had too much at stake to resist this change.				1 2 3 4 5	
75	I felt a sense of duty to work toward this change.				1 2 3 4 5	
76	I spoke rather highly of the change to others.				1 2 3 4 5	
77	I did not think it would be right of me to oppose this change.				1 2 3 4 5	
78	I believed in the value of this change.				1 2 3 4 5	
79	I felt pressure to go along with this change.				1 2 3 4 5	
80	Resisting this change was not a viable option for me.				1 2 3 4 5	
81	It would have been irresponsible of me to resist this change.				1 2 3 4 5	
82	I protested against the change.				1 2 3 4 5	
83	It would have been too costly for me to resist this change.				1 2 3 4 5	
84	This change was a good strategy for this organization.				1 2 3 4 5	
85	I did not feel any obligation to support this change.				1 2 3 4 5	
86	I would have felt guilty about opposing this change.				1 2 3 4 5	
87	I looked for ways to prevent the change from taking place.				1 2 3 4 5	
88	I thought that management was making a mistake by introducing this change.				1 2 3 4 5	
89	It would have been risky to speak out against this change.				1 2 3 4 5	

Age					
Gender	Male	Female			

Level of schooling	Middle School	High School	Bachelor	Masters	Doctorate
	1	2	3	4	5

During the past year, how many days did you work despite an illness because you felt you had to?	None	Less than 1 day	1-3 days	3-5 days	5-10 days	More than 10 days
	1	2	3	4	5	6

During the past year, how many days were you absent from work (not counting holidays and vacation days)?	None	Less than 1 day	1-3 days	3-5 days	5-10 days	More than 10 days
	1	2	3	4	5	6

For how long have you been working in this organization?					
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What is your function in your organization?					
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Thank you for your time.

In a near future, the results from this questionnaire will be available for your consultation.