

# **MONITORING CHANGES IN LABOUR RELATIONS BETWEEN EMPLOYEES AND EMPLOYERS:**

**2015-2016**

**International Research**



**2016**

# **MONITORING CHANGES IN LABOUR RELATIONS BETWEEN EMPLOYEES AND EMPLOYERS: 2015-2016**

**International Research**

## **Edited by**

Alena Fedorova, Ural Federal University, Russia

Zuzana Dvorakova, University of Economics, Prague, Czech Republic

Ilze Kacane, Daugavpils University, Latvia

## **Authors**

Alena Fedorova, Ural Federal University, Russia

Zuzana Dvorakova, University of Economics, Prague, the Czech Republic

Ilze Kacane, Daugavpils University, Latvia

Himayatullah Khan, University of Agriculture, Peshawar, Pakistan

Maria Menshikova, Sapienza University of Rome, Italy

Celina Sołek-Borowska, Warsaw School of Economics, Poland

Katarzyna Podraza, Podkarpacka Entrepreneurship Academy, Poland

## **English language editing**

Martin John David Quigley

# **MONITORING CHANGES IN LABOUR RELATIONS BETWEEN EMPLOYEES AND EMPLOYERS: 2015-2016**

**International Research**

## **CONTENTS**

<b>INTRODUCTION</b>	<b>4</b>
<b>1 INTER-COUNTRY COMPARISON: 2016</b>	<b>6</b>
<b>2 INTER-COUNTRY COMPARISON: 2015-2016</b>	<b>29</b>
<b>3 RUSSIA: 2015-2016</b>	<b>51</b>
<b>4 CZECH REPUBLIC: 2015-2016</b>	<b>56</b>
<b>5 LATVIA: 2015-2016</b>	<b>61</b>
<b>6 PAKISTAN: 2015-2016</b>	<b>66</b>
<b>7 ITALY: 2015-2016</b>	<b>71</b>
<b>8 POLAND: 2016</b>	<b>76</b>
<b>INTERNATIONAL RESEARCH TEAM NETWORK MEMBERS</b>	<b>81</b>



## INTRODUCTION

This report presents the preliminary results of a survey conducted by the members of an international research network in several 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.

In this study the changes in labour relations are examined in 2015-2016 in the following countries: the Czech Republic, Bulgaria (2015), Latvia, Italy, Pakistan, Poland (2016) and Russia. This research is a part of an ongoing, long-term cooperation undertaken by the International Research Team. This is composed of researchers from different universities. It aims to examine changing human resource management practices, as well as the underlying conditions the transformation of socio-labour sphere.

The given survey consists of a number of 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. The questions were divided 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 comparative analysis is based on a survey carried out for five countries (the Czech Republic, Latvia, Italy, Pakistan, and Russia) in 2015-2016. In addition, the Bulgarian respondents were engaged in the survey in 2015, as well as the surveyed workers of the Polish organizations were involved in 2016. Also, the empirical analysis is based on the self-rated well-being at work of the employees of all these mentioned countries.

The first cross-country 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 being 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 be divided 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 next survey was carried out in May-June, 2016 in cooperation with 668 employees of companies in the Czech Republic –104, Latvia – 100, Italy – 90, Pakistan – 120, Poland – 99 and Russia

– 155 people. The information was collected on random samples of companies from different sectors of the economy. Structure of the respondents by employee category includes: 36.3% specialists; 22.3% manual workers; 18.2% of line personnel; 10.2% of middle managers; 6.0% of top managers and 5.1% trainees. The given survey covered 47.9% of men and 52.1% of women. The age structure of the respondents can be divided into three groups consisting of young people up to 35 years old (50.5%), and in the 36-50 age group (33.2%), and the rest people are over 50 years old (16.3%).

Despite the use of self-rated well-being at work in given surveys, its appropriateness is a potential limitation that imposes to be careful in case of cross-country comparisons. Because of its subjective nature, self-rated well-being at work may suffer from person-specific heterogeneity, so this evaluation could be downward biased for pessimistic individuals or could change across cultures. However, self-rated physical and emotional well-being is closely linked to objective conditions. Overall, it allows for a reliable evaluation of the general individual status and well-being at work: respondents, when assessing their condition in their workplaces, are able to account simultaneously for the different dimensions of labour relations.

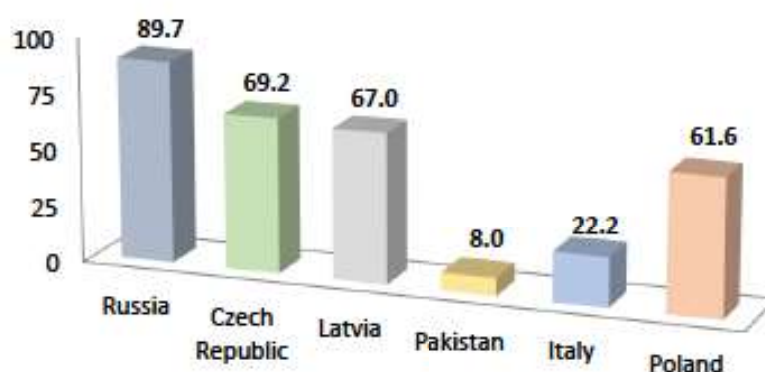
The statements in this paper are based on the use of descriptive statistical models (frequency, distribution, average) and detailed stochastic cross-tab and correlation analysis, supported by SPSS software.



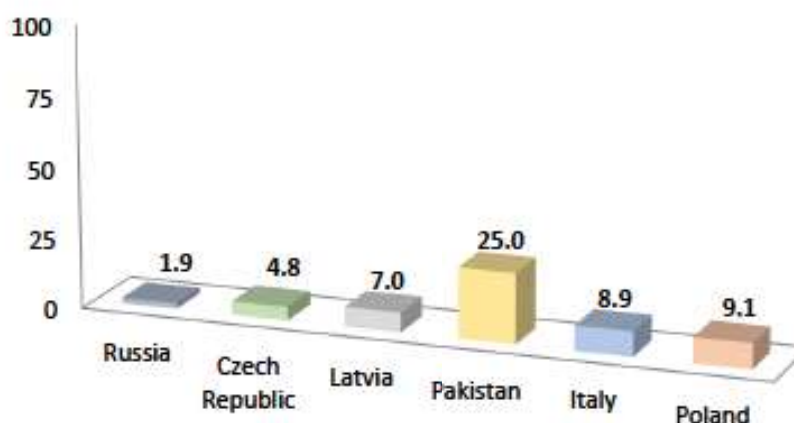
**Tab. 1: The responses given to the question: “How exactly are your work arrangements formalized with your employer?”, % of the respondents**

Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Contract with my primary place of employment	89.7	69.2	67.0	8.0	22.2	61.6	52.9
Contract with the employer as a natural person	1.9	4.8	7.0	25.0	8.9	9.1	9.4
On the basis of a verbal agreement with the employer (without the agreement being recorded in writing)	4.5	0.0	10.0	12.5	13.3	1.0	6.9
Contract for services (i.e., a contracting agreement)	1.9	5.8	2.0	8.3	13.3	6.1	6.2
Piece work contract	1.9	1.9	4.0	20.8	8.9	14.1	8.6
Contract of seasonal employment	0.0	18.3	9.0	16.6	4.4	2.0	8.4
Other variants	0.0	0.0	0.0	0.0	0.0	3.1	0.5

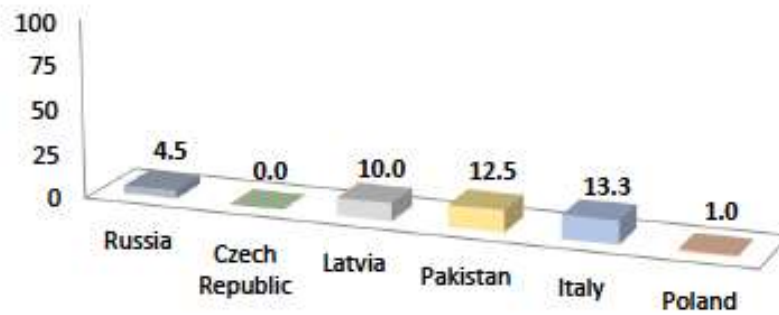
**Contract with my primary place of employment, % of the respondents**



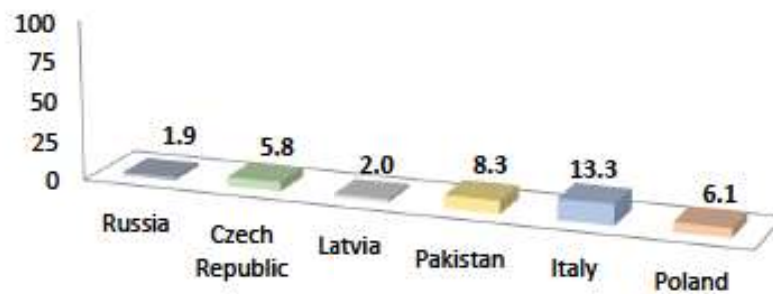
**Contract with the employer as a natural person, % of the respondents**



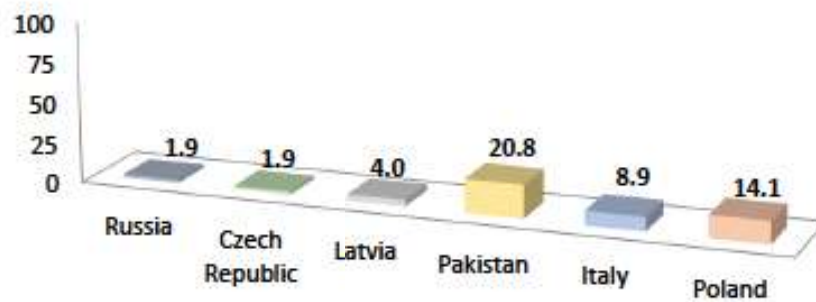
On the basis of a verbal agreement with the employer, % of the respondents



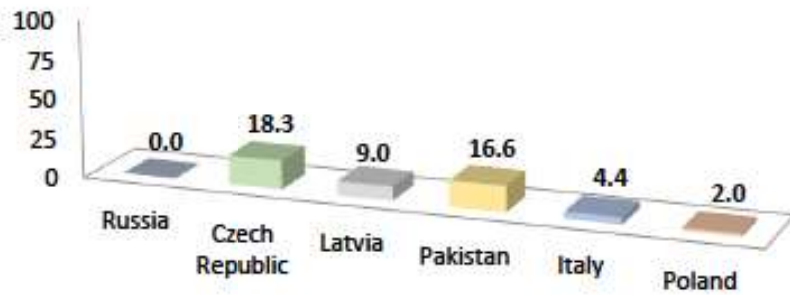
Contract for services, % of the respondents



Piece work contract, % of the respondents



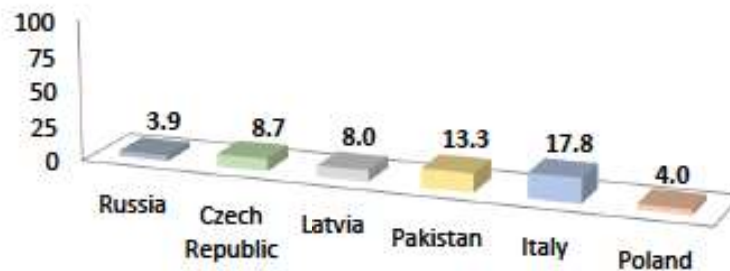
Contract of seasonal employment, % of the respondents



Tab. 2: The responses given to the question: “For what time period are labour relations between you and your employer formalized?”, % of the respondents

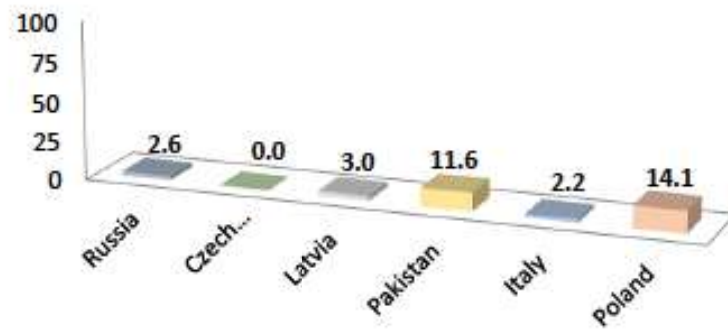
Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Contract for an indefinite term	86.5	44.2	69.0	12.5	26.7	36.4	45.9
4-5 years	3.9	8.7	8.0	13.3	17.8	4.0	9.3
3 years	2.6	0.0	3.0	11.6	2.2	14.1	5.6
2 years	0.6	2.9	3.0	17.5	2.2	6.1	5.4
1 year	2.6	22.1	4.0	15.8	4.4	16.2	10.8
6 months	0.0	16.3	3.0	5.8	13.3	12.1	8.4
2-3 months	1.3	5.8	4.0	6.6	15.6	3.0	6.0
Contractual term is dependent on the time needed to complete the task[s] which is/are the subject of the contract	2.6	0.0	5.0	25.0	15.6	6.1	9.0
Other variants	0.0	0.0	1.0	0.0	2.2	2.0	0.9

Contract for 4-5 years, % of the respondents

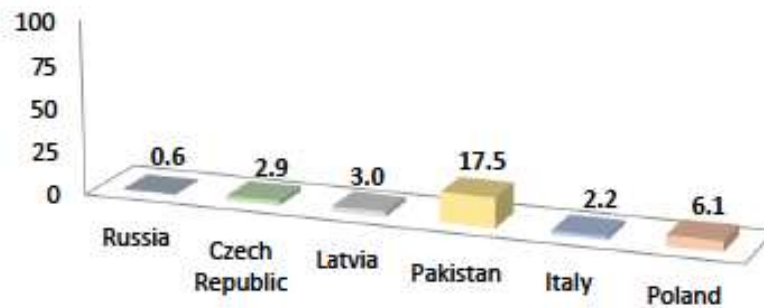




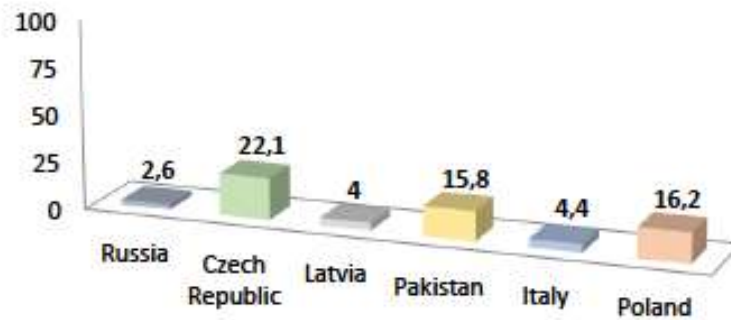
Contract for 3 years, % of the respondents



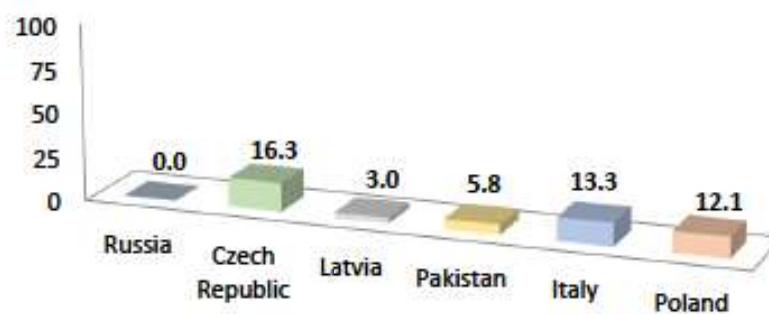
Contract for 2 years, % of the respondents



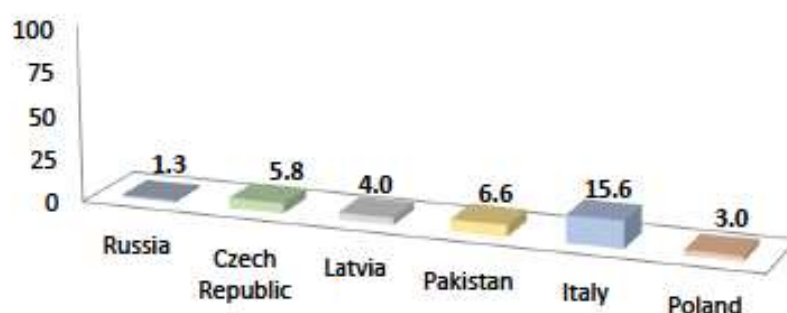
Contract for 1 year, % of the respondents



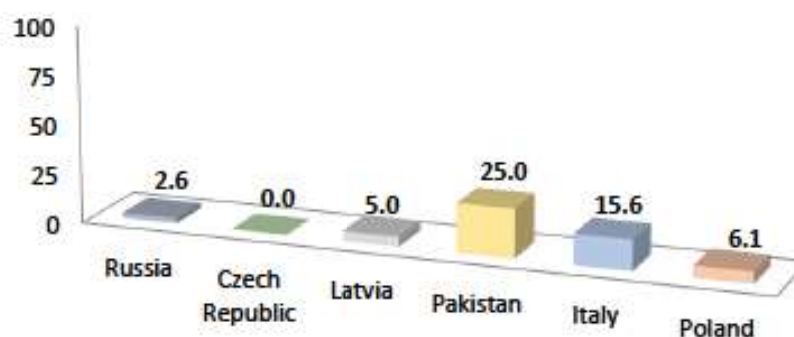
Contract for 6 months, % of the respondents



Contract for 2-3 months, % of the respondents



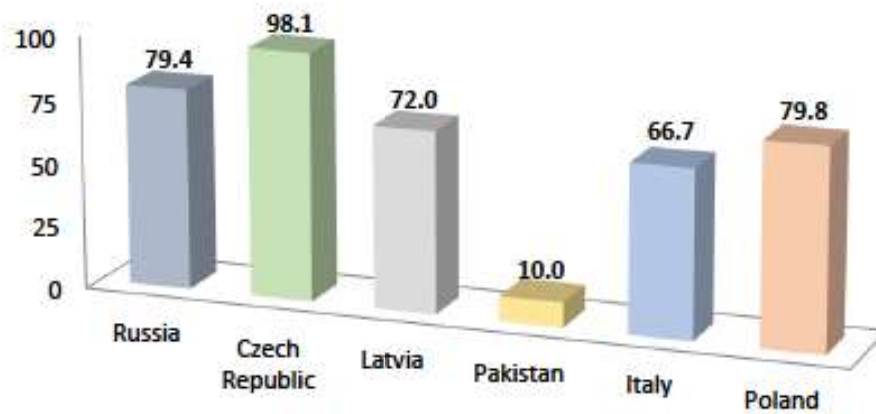
Contractual term is dependent on the time needed to complete the task[s] , % of the respondents



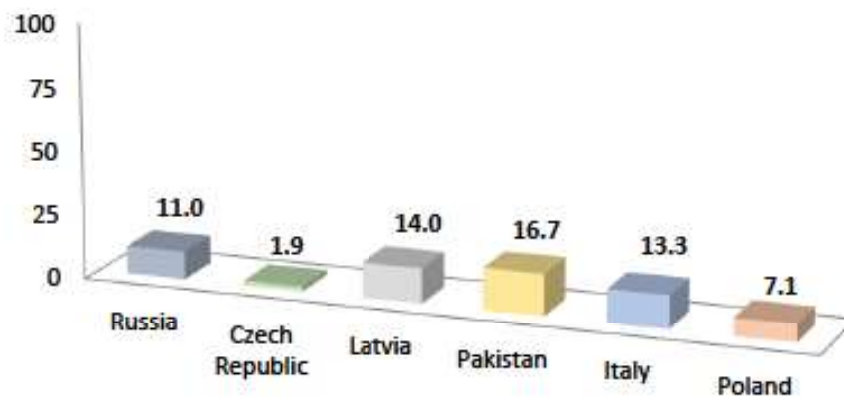
**Tab. 3: The responses given to the question: “In what form are you paid your wages/salary?”, % of the respondents**

Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
The whole sum is transferred to my bank account	79.4	98.1	72.0	10.0	66.7	79.8	67.7
The whole sum is paid in cash (i.e., classic pay packet)	11.0	1.9	14.0	16.7	13.3	7.1	10.7
The larger part is transferred to my bank account, and the smaller part is paid in cash (pay packet)	1.3	0.0	6.0	21.6	17.8	11.1	9.6
The smaller part is transferred into my bank account and larger part is paid in cash (pay packet)	5.8	0.0	5.0	11.6	2.2	3.0	4.6
I do not receive financial rewards for my work at all	0.6	0.0	0.0	0.0	0.0	0.0	0.1
Other variants	1.9	0.0	3.0	0.0	0.0	0.0	0.8

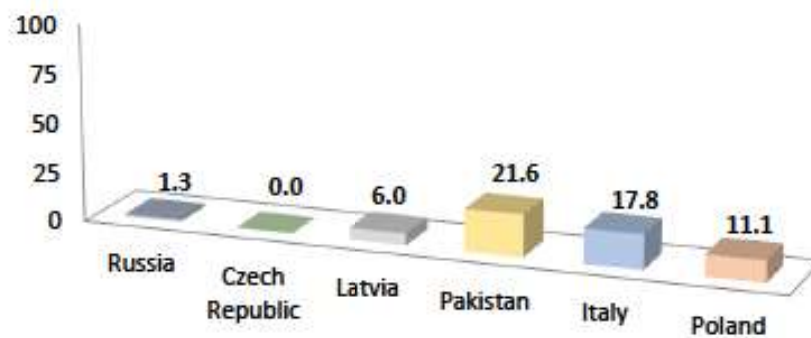
**The whole sum is transferred to my bank account, % of the respondents**



**The whole sum is paid in cash, % of the respondents**

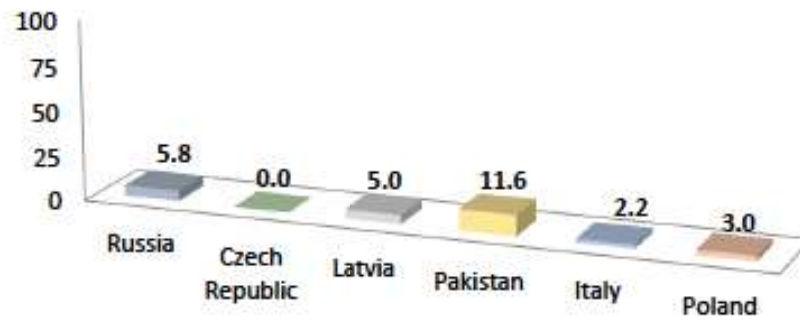


**The larger part is transferred to my bank account, and the smaller part is paid in cash, % of the respondents**





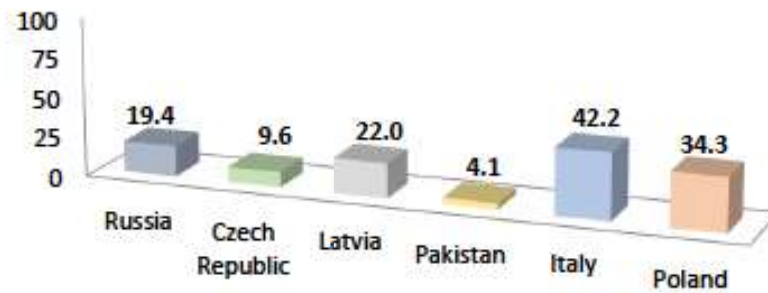
The smaller part is transferred to my bank account, and the larger part is paid in cash,  
% of the respondents



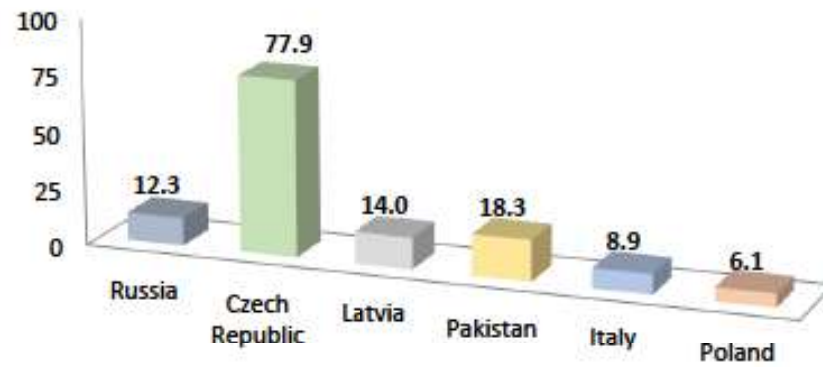
**Tab. 4: The responses given to the question: “What changes in the personnel policy of your organization have occurred over the past year?”, % of the respondents**

Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Hiring new employees only on a short term basis (from 1 to 6 months)	19.4	9.6	22.0	4.1	42.2	34.3	21.9
The use of temporary and / or seasonal workers provided by other companies	12.3	77.9	14.0	18.3	8.9	6.1	22.9
Partial reduction of the number of employees due to the transfer some aspects of the work to cheaper parts [i.e., outsourcing]	10.3	33.7	5.6	22.5	8.9	8.1	14.8
Sending part of the employees to early retirement	5.8	11.5	10.0	15.0	6.7	5.1	9.0
Permanent reduction of staff every 3-6 months	10.3	0.0	7.0	12.5	6.7	13.1	8.3
Massive downsizing of employees (more than 50 people during 1 month; or more than 2 of employees per year)	15.5	1.9	11.0	15.0	20.0	2.0	10.9
Use outstaffing instead of the services of full time employees	7.7	9.6	6.0	12.5	20.0	11.1	11.1
Other variants	13.0	1.9	3.0	0.0	2.2	9.1	4.9
No data	20.0	5.8	29.0	0.0	2.2	19.2	12.7

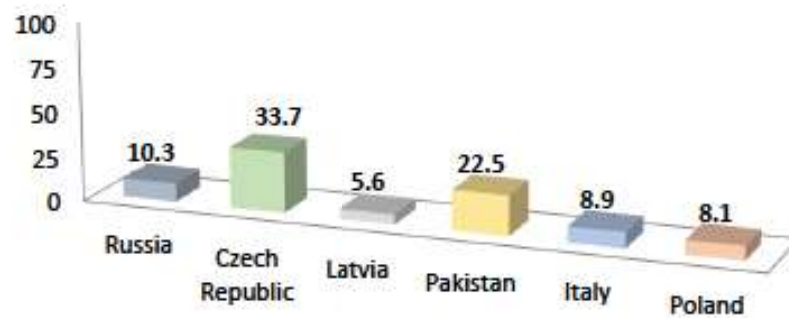
**Hiring new employees only on a short term basis (from 1 to 6 months), % of the respondents**



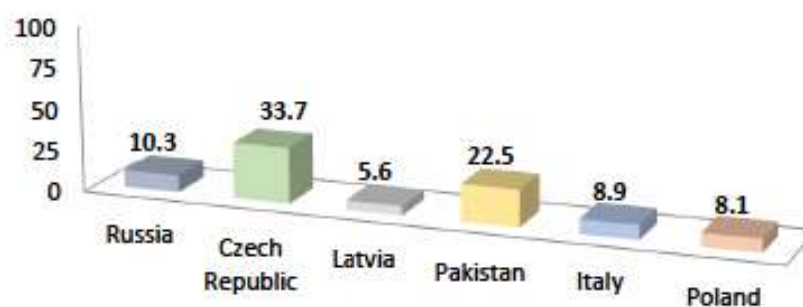
**The use of temporary and / or seasonal workers provided by other companies, % of the respondents**



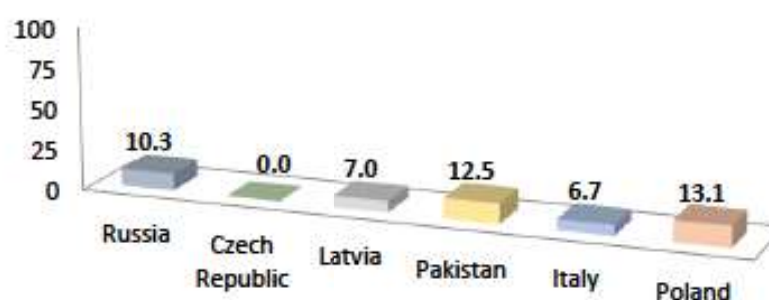
**Partial reduction of the number of employees due to the transfer some aspects of the work to cheaper parts [i.e., outsourcing], % of the respondents**



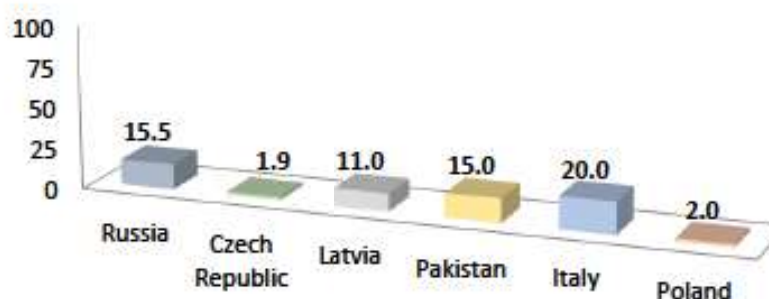
**Sending part of the employees to early retirement, % of the respondents**



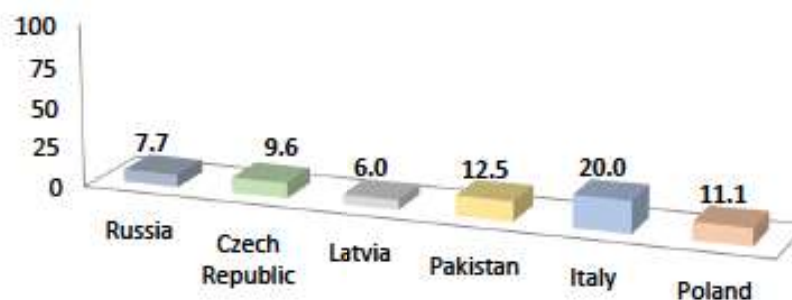
**Permanent reduction of staff every 3-6 months, % of the respondents**



**Massive downsizing of employees, % of the respondents**



**Use outstaffing instead of the services of full time employees, % of the respondents**

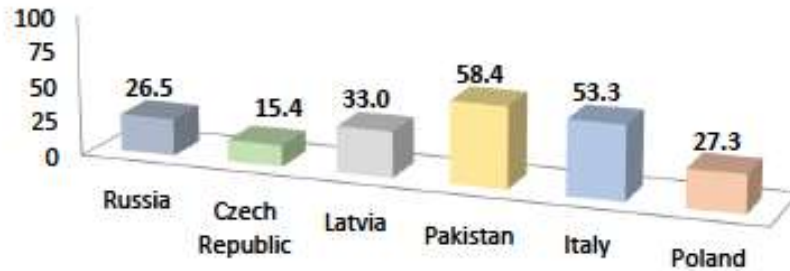


**Tab. 5: The responses given to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”, % of the respondents**



Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Yes	26.5	15.4	33.0	58.4	53.3	27.3	35.6
No	73.5	84.6	67.0	41.6	46.7	72.7	64.4

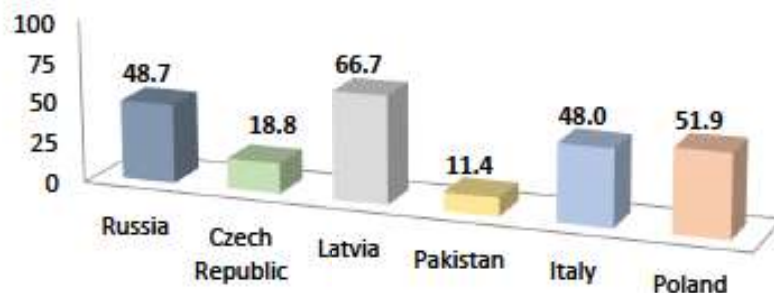
There were cases of infringement, by the employer, of the terms of agreement/contract with him/her, % of the respondents



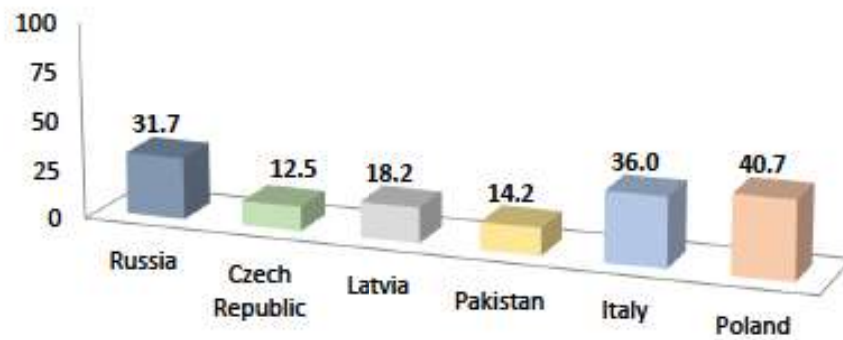
**Tab. 6: The responses given to the question: “If yes, what form, exactly, did these infringements take?”, % of the respondents answered affirmatively**

Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Increase in the workload without a corresponding increase in wages	48.8	18.8	66.7	11.4	48.0	51.9	40.9
Non-payment of additional compensation for overtime	31.7	12.5	18.2	14.2	36.0	40.7	25.5
Failure to grant holiday time	17.1	25.0	3.0	21.4	12.0	11.1	14.9
Non-payment of the promised remuneration	9.8	25.0	6.1	7.1	20.0	11.1	13.2
Unjustified reduction of salary	22.0	6.3	6.1	17.1	8.0	7.4	11.1
Unreasonable delay in the payment of salaries/wages (period of up to 1 month)	2.4	25.0	9.1	7.1	20.0	7.4	11.8
Unreasonable delay in the payment of salaries/wages (period of more than 1 month)	12.2	0.0	3.0	11.4	20.0	0.0	7.8
Wrongful [unlawful] dismissal	2.4	0.0	6.1	10.0	20.0	7.4	7.6

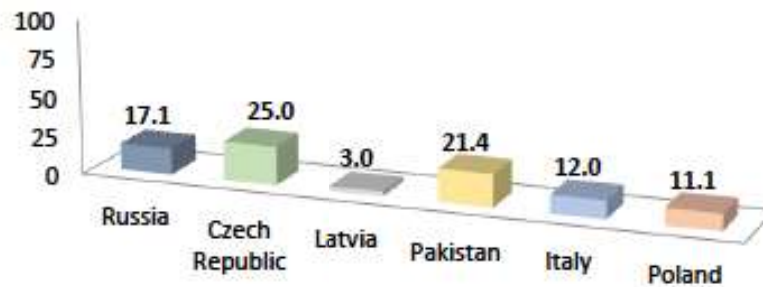
Increase in the workload without a corresponding increase in wages, % of the respondents



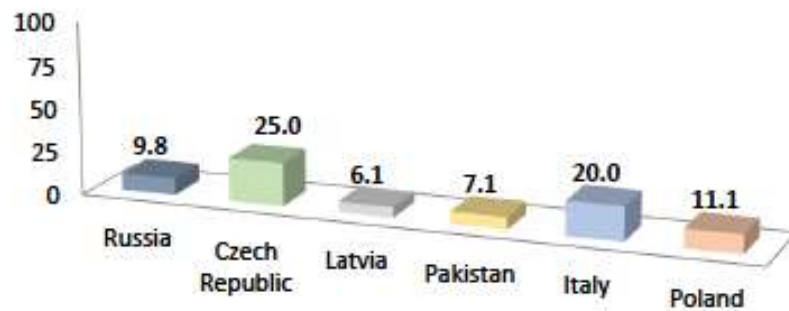
**Non-payment of additional compensation for overtime, % of the respondents**



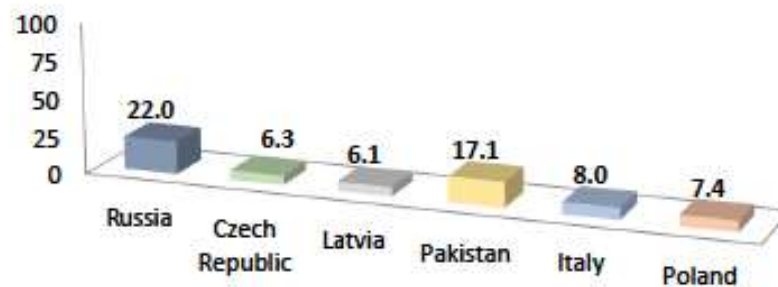
**Failure to grant holiday time, % of the respondents**



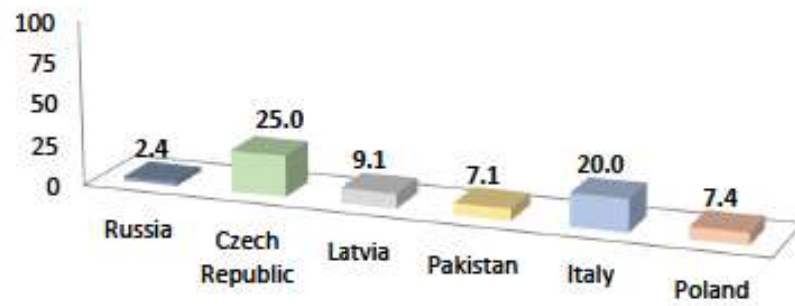
**Non-payment of the promised remuneration, % of the respondents**



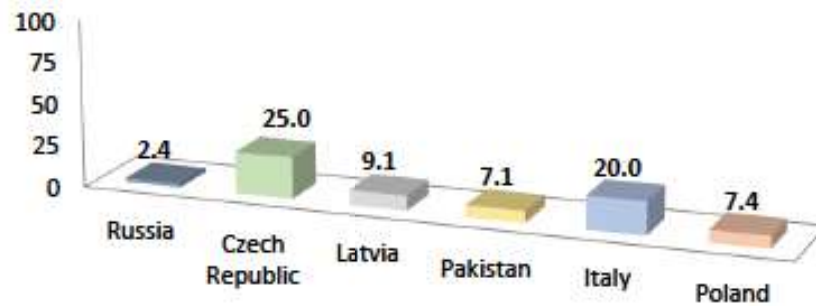
**Unjustified reduction of salary, % of the respondents**



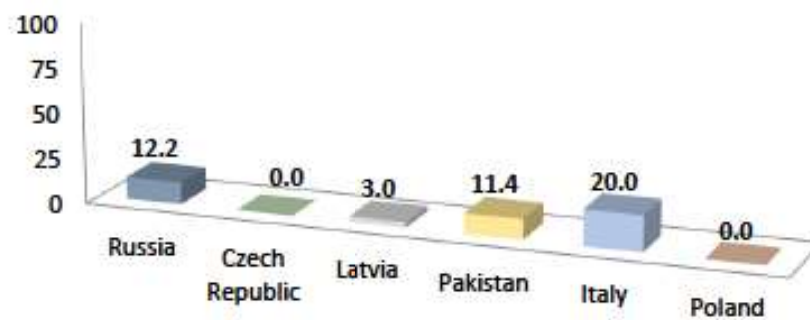
Unjustified reduction of salary, % of the respondents



Unreasonable delay in the payment of salaries/wages (period of up to 1 month), % of the respondents

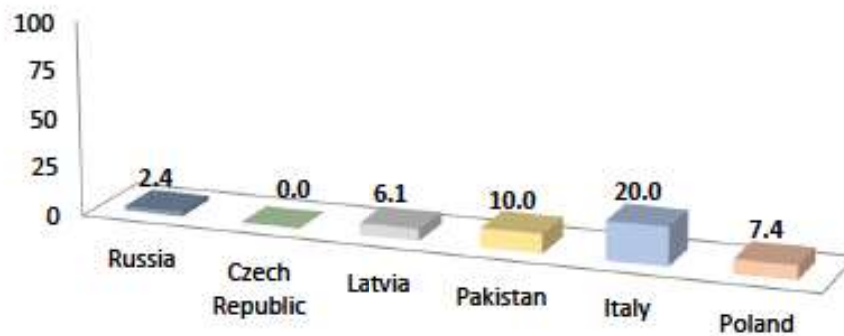


Unreasonable delay in the payment of salaries/wages (period of more than 1 month), % of the respondents





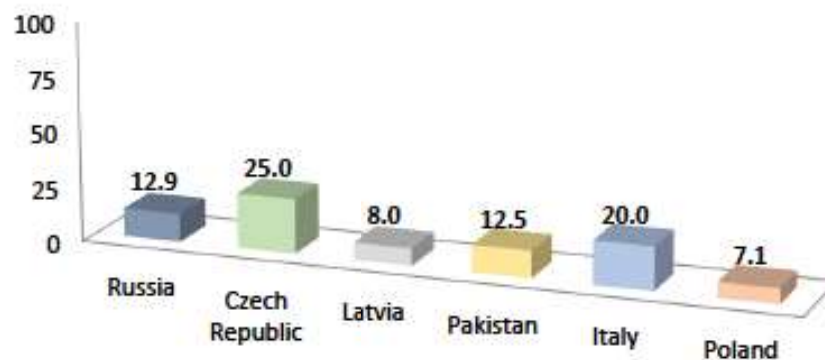
Wrongful [unlawful] dismissal, % of the respondents



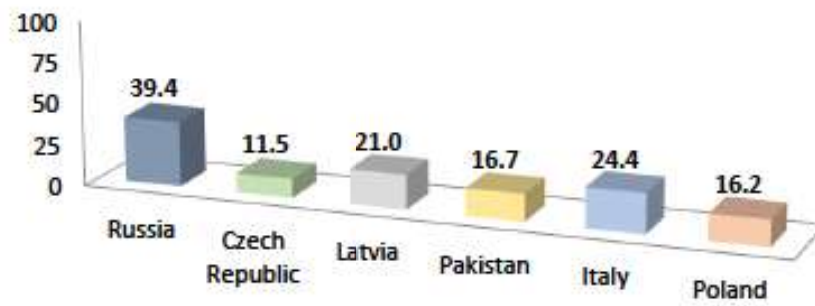
Tab. 7: The responses given to the question: “What leadership decisions, which were taken over the past year, have an adverse effect your well-being?”, % of the respondents

Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Restructuring of my department and / or the company as a whole	12.9	25.0	8.0	12.5	20.0	7.1	14.2
Reducing my salary/wage	39.4	11.5	21.0	16.7	24.4	16.2	21.5
Forced reduction of working hours (against my wishes)	12.9	1.9	13.0	20.8	31.1	15.2	15.8
The reduction, or elimination, of a social package	3.2	13.5	6.0	15.0	24.4	7.1	11.5
Forced and unpaid holidays (against my wishes)	3.9	0.0	7.0	25.0	15.6	4.0	9.2
Another variants	3.9	1.9	4.0	10.0	4.4	15.2	6.6
No data	29.0	46.2	43.0	0.0	0.0	36.4	25.8

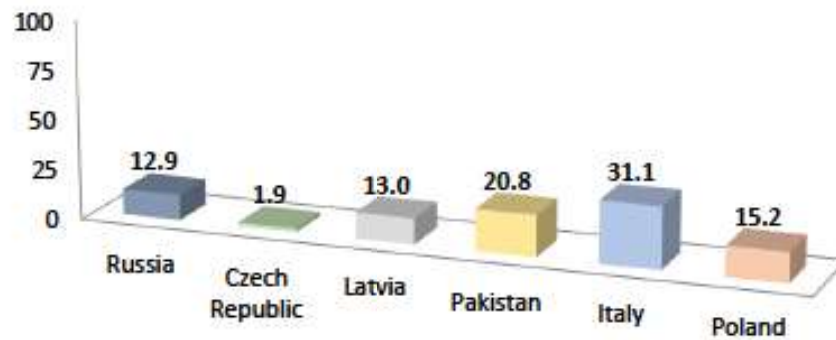
Restructuring of my department and / or the company as a whole, % of the respondents



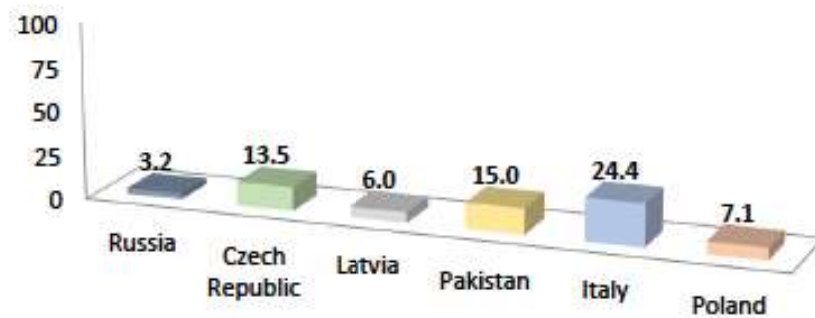
Reducing my salary/wage, % of the respondents



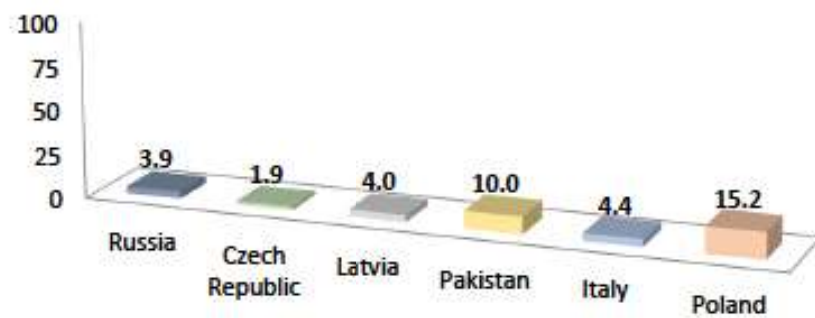
Forced reduction of working hours (against my wishes), % of the respondents



The reduction, or elimination, of a social package, % of the respondents



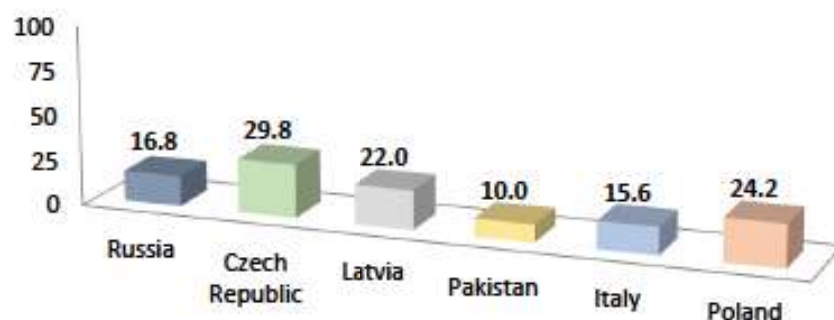
Forced and unpaid holidays (against my wishes), % of the respondents



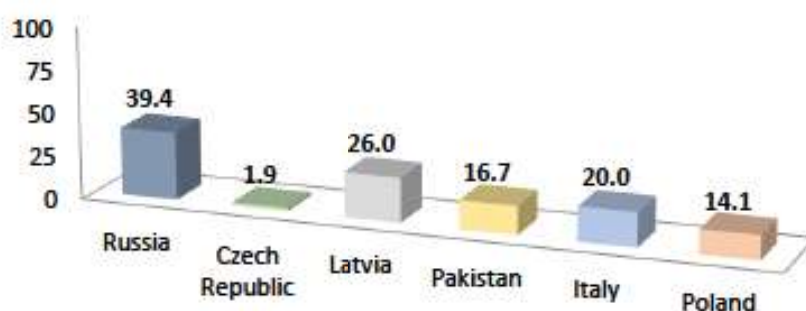
**Tab. 8: The responses given to the question: “What is the source of your anxiety and negative emotions in your current job?”, % of the respondents**

Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Irregular working hours	16.8	29.8	22.0	10.0	15.6	24.2	19.7
High stress levels in the workplace	39.4	1.9	26.0	16.7	20.0	14.1	19.7
Excessive levels of stress and tension at work	20.0	8.7	21.0	0.0	13.3	3.0	17.6
Difficulty in combining work and personal life	18.1	29.8	12.0	6.7	28.9	6.1	16.9
Professional incompetence of the management	7.1	19.2	6.0	4.2	28.9	7.1	12.1
The complete absence, or insufficient levels of, company care about its employees	12.3	12.5	9.0	8.3	11.1	12.1	10.9
Negative (destructive) personality traits of the manager	11.0	5.8	9.0	8.3	28.9	8.1	11.8
Psychological pressure from the part of management	11.6	14.4	11.0	0.0	11.1	14.1	10.4
Bad conditions in the workplace	22.6	8.7	17.0	16.7	17.8	30.3	18.8
High staff turnover in organization	16.8	12.5	10.0	10.0	13.3	18.2	13.5
The complete absence of, or poor levels of, cooperation with the leader	5.8	25.0	3.0	8.3	15.6	6.1	10.6
The complete absence of, or poor levels of, cooperation with colleagues	7.1	7.7	5.0	12.5	20.0	5.1	9.6
Psychological pressure from the part of colleagues	5.2	6.7	3.3	8.0	8.9	6.1	6.4
Excessive competition among members of staff	3.9	6.7	4.0	0.0	8.9	6.1	4.9
Other variants	0.6	0.0	4.0	0.0	0.0	6.1	1.8
No data	8.4	1.9	8.0	0.0	0.0	12.1	5.1

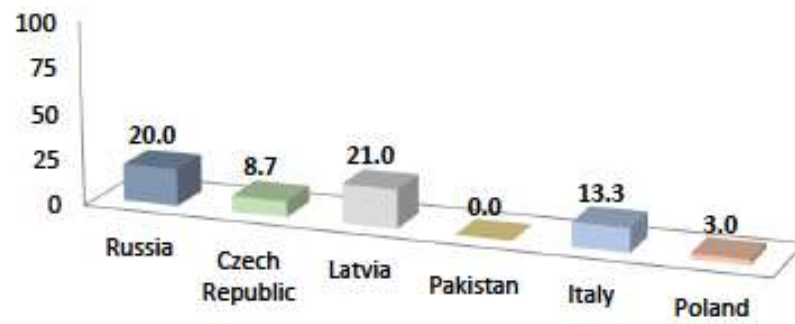
**Irregular working hours, % of the respondents**



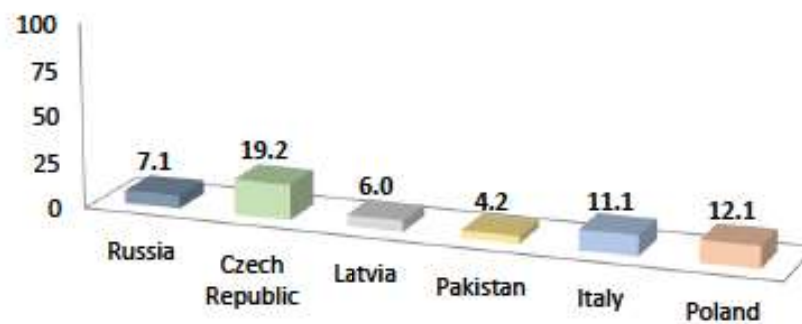
**High stress levels in the workplace, % of the respondents**



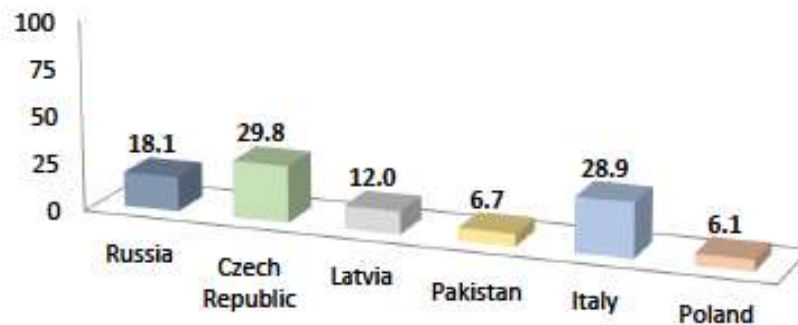
**Excessive levels of stress and tension at work, % of the respondents**



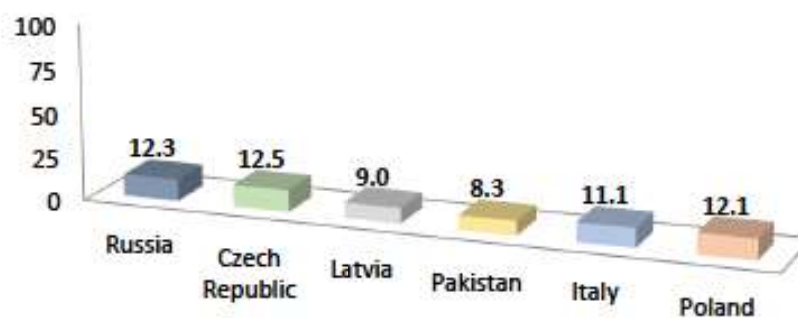
**Professional incompetence of the management, % of the respondents**



**Difficulty in combining work and personal life, % of the respondents**

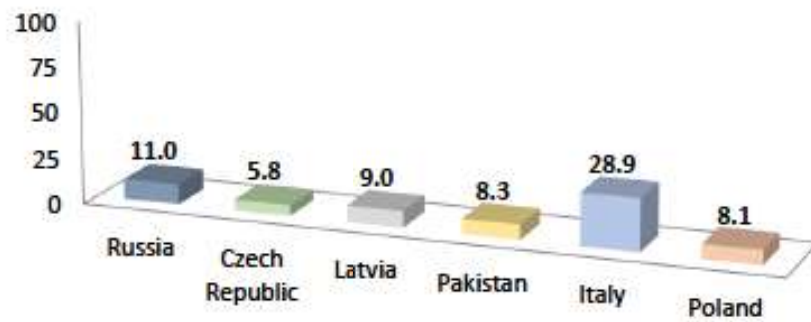


**The complete absence, or insufficient levels of, company care about its employees, % of the respondents**

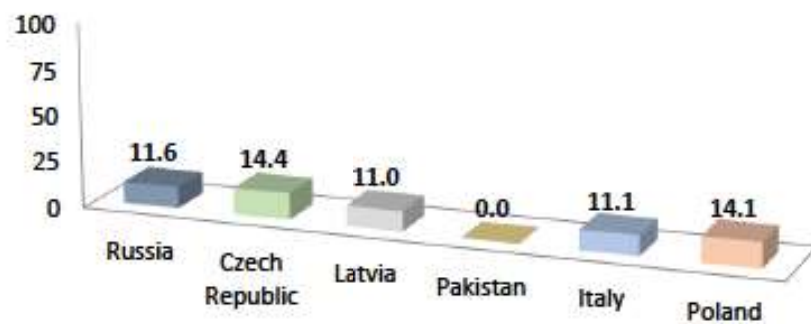




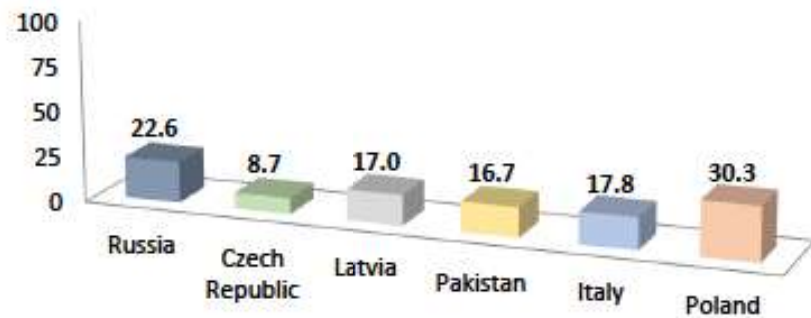
**Negative (destructive) personality traits of the manager, % of the respondents**



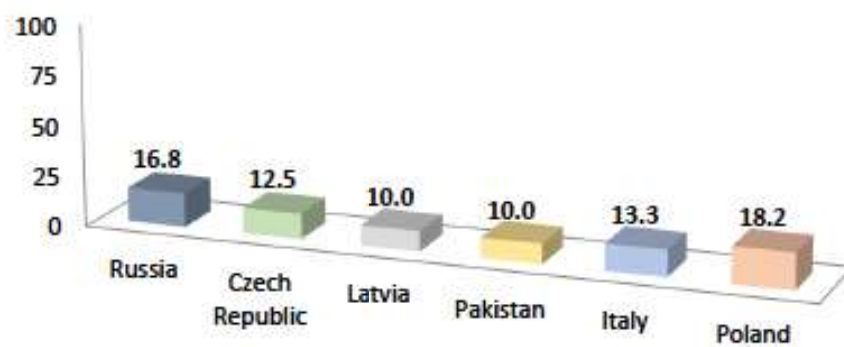
**Psychological pressure from the part of management, % of the respondents**



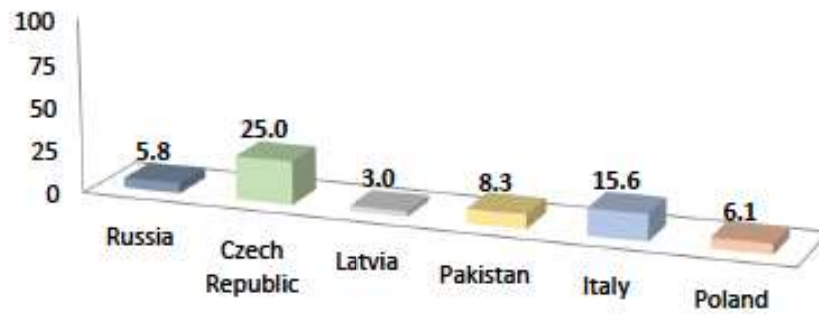
**Bad conditions in the workplace, % of the respondents**



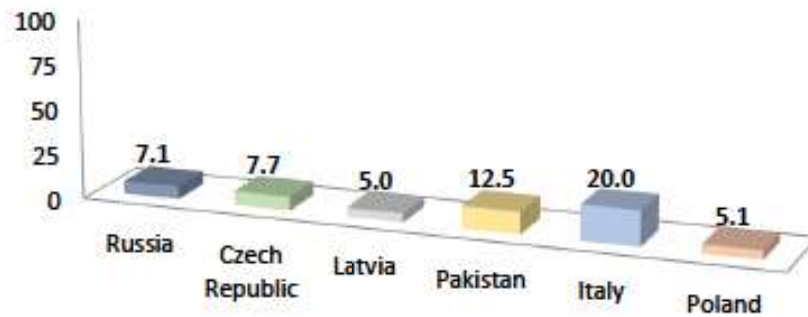
**High staff turnover in organization, % of the respondents**



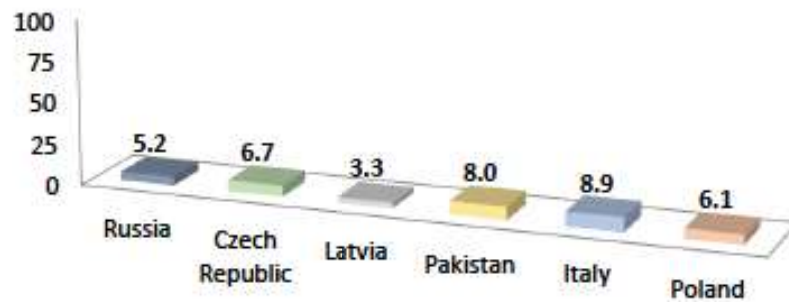
**The complete absence of, or poor levels of, cooperation with the leader, % of the respondents**



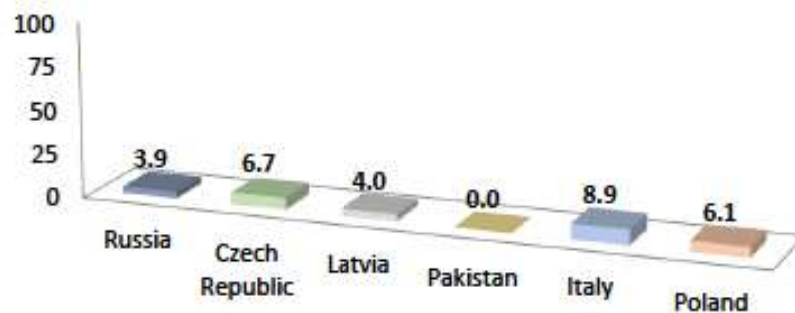
**The complete absence of, or poor levels of, cooperation with colleagues, % of the respondents**



**Psychological pressure from the part of colleagues, % of the respondents**



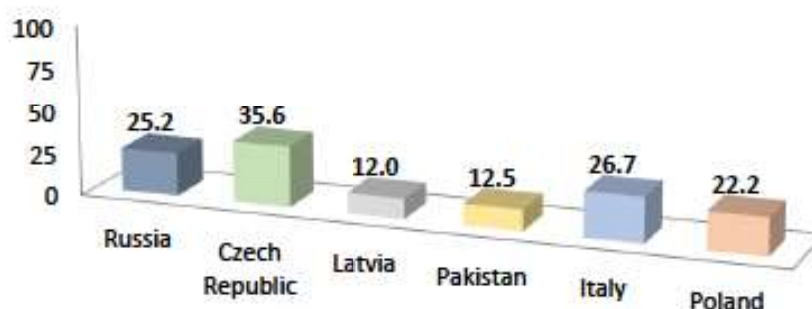
**Excessive competition among members of staff, % of the respondents**



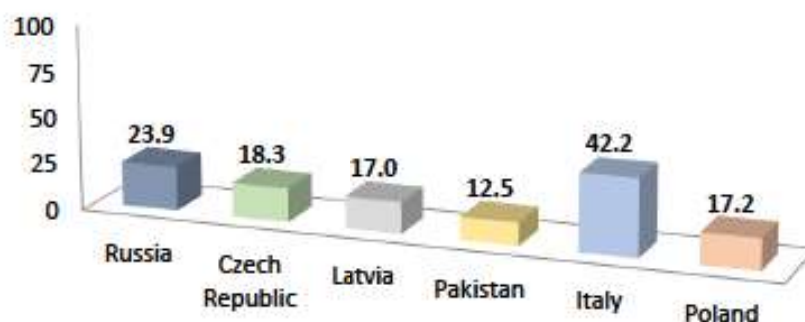
**Tab. 9: The responses given to the question: “What type of threats to your future exist in your current job?”, % of the respondents**

Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Decline in job satisfaction	25.2	35.6	12.0	12.5	26.7	22.2	22.4
The absence of professional development	23.9	18.3	17.0	12.5	42.2	17.2	21.8
Reduction of wages/salaries and other, non-pecuniary, benefits	32.9	9.6	26.0	12.5	22.2	4.0	17.9
Job loss due to the economic crisis	27.1	7.7	42.0	16.7	44.4	14.1	25.3
Deterioration of one's physical health in the workplace	25.2	6.7	32.0	12.5	13.3	18.2	18.0
Loss of psychological equilibrium due to uncertainty in the future	11.6	22.1	23.0	8.3	35.6	16.2	19.5
Job loss due to the high level of competition among colleagues	3.9	10.6	6.0	8.3	4.4	12.1	7.5
Other variants	1.9	2.9	0.0	0.0	0.0	6.1	1.8
No data	5.2	6.7	1.0	0.0	0.0	11.1	4.0

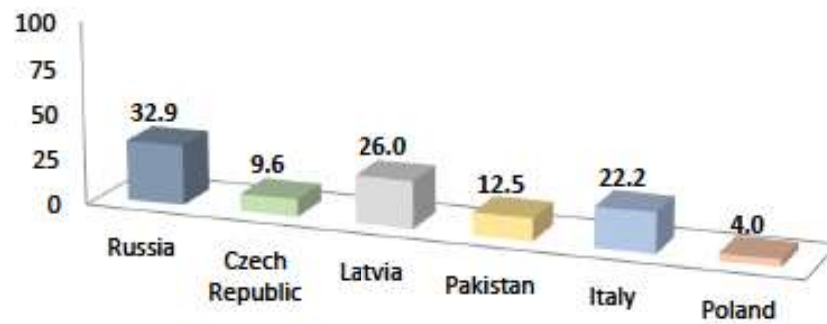
**Decline in job satisfaction, % of the respondents**



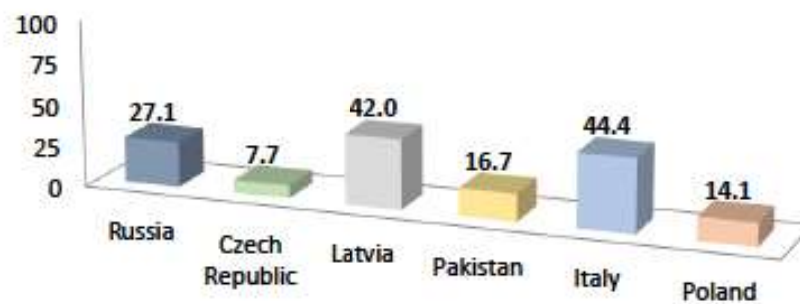
**The absence of professional development, % of the respondents**



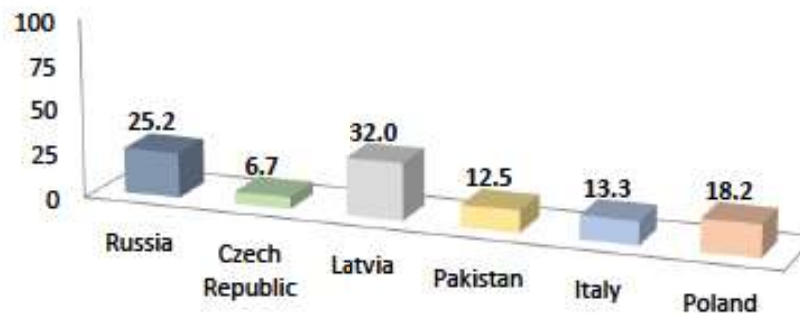
**Reduction of wages/salaries and other, non-pecuniary, benefits, % of the respondents**



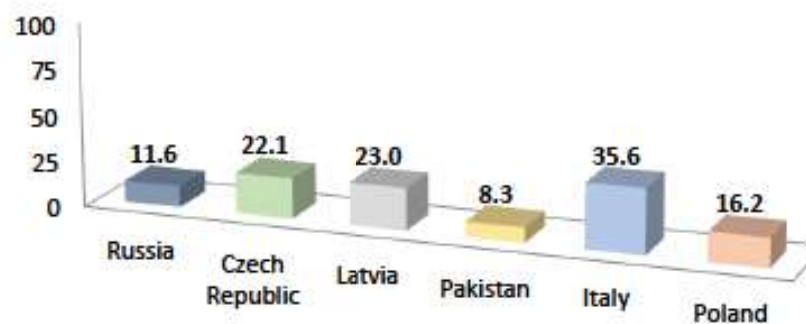
**Job loss due to the economic crisis, % of the respondents**



**Deterioration of one's physical health in the workplace, % of the respondents**

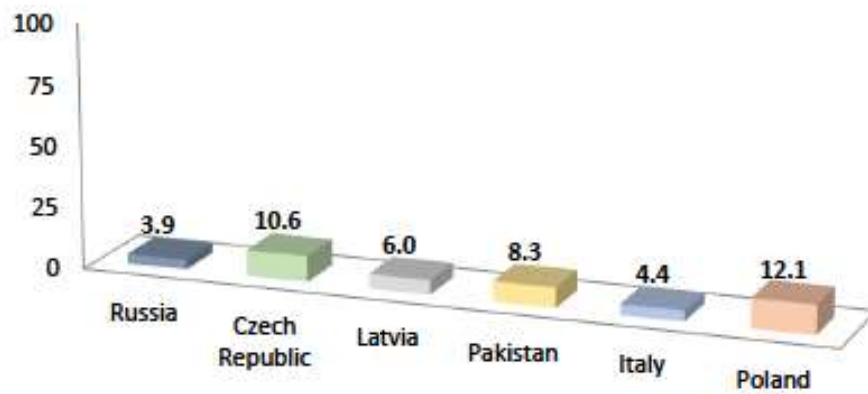


**Loss of psychological equilibrium due to uncertainty in the future, % of the respondents**





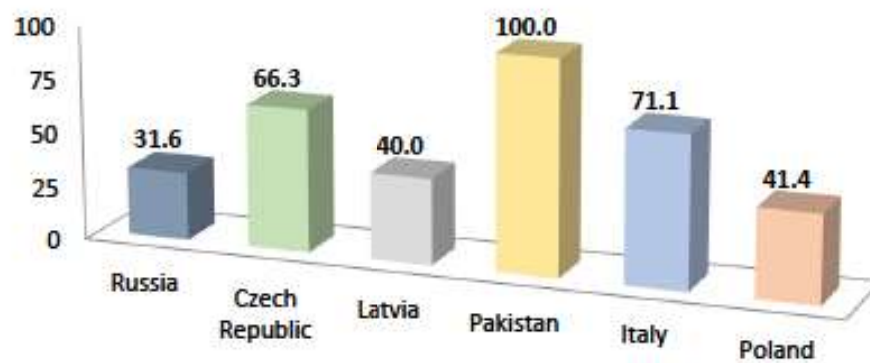
Job loss due to the high level of competition among colleagues, % of the respondents



Tab. 10: The responses given to the question: “Do you ever have to do something, that you would rather not do, in order to keep your job?”, % of the respondents

Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Yes	31.6	66.3	40.0	100.0	71.1	41.4	58.4
No	68.4	33.7	60.0	0.0	28.9	58.6	41.6

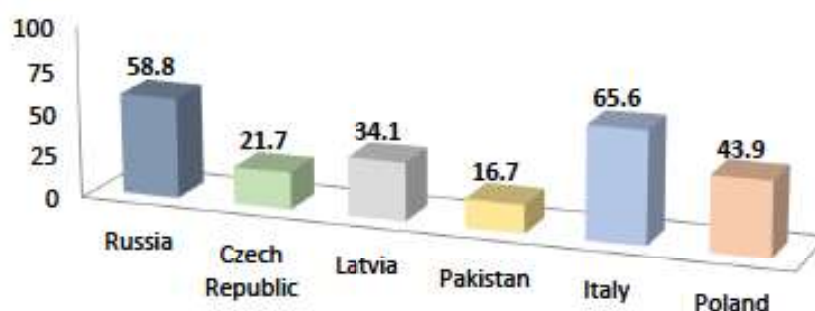
I have ever done something, that I would rather not do, in order to keep my job, % of the respondents



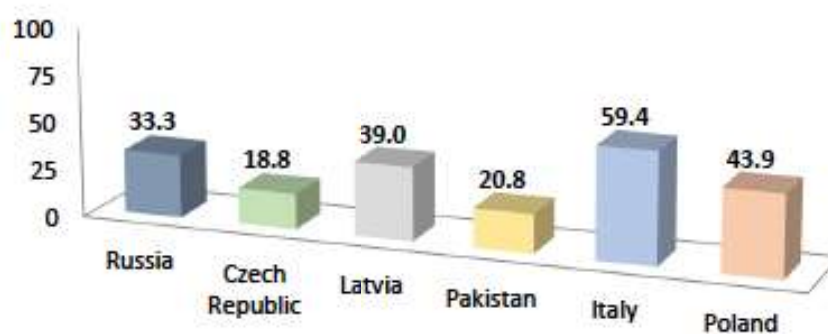
**Tab. 11: The responses given to the question: “If yes, which particular actions have you to take?”, % of the respondents answered affirmatively**

Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Carry out assignments are not included in your job description	58.8	21.7	34.1	16.7	65.6	43.9	40.1
Work overtime (obligatory and unpaid)	33.3	18.8	39.0	20.8	59.4	43.9	35.9
Improve your qualifications at your own expense	25.5	18.8	34.1	12.5	21.9	4.9	19.6
Work overtime (obligatory, but for an additional monetary reward)	17.6	34.8	19.5	12.5	9.4	24.4	19.7
Take part in not always fair competition among your colleagues	9.8	15.9	12.2	14.2	9.4	4.9	11.1
Other variants	0.0	0.0	9.8	3.3	0.0	2.4	2.6

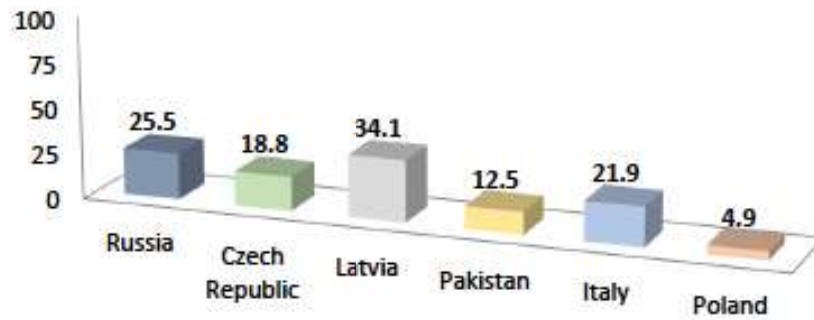
**Carry out assignments are not included in your job description, % of the respondents answered affirmatively**



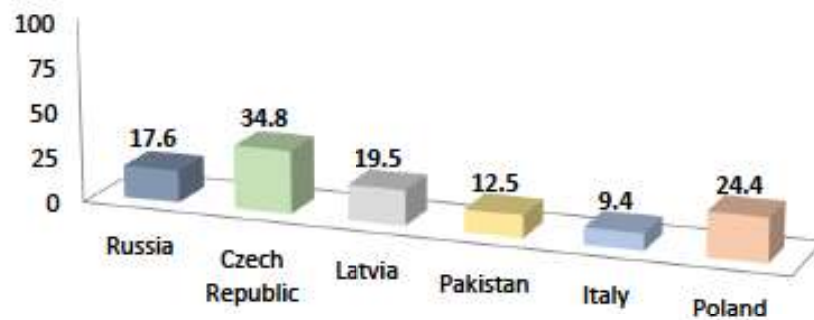
**Work overtime (obligatory and unpaid), % of the respondents answered affirmatively**



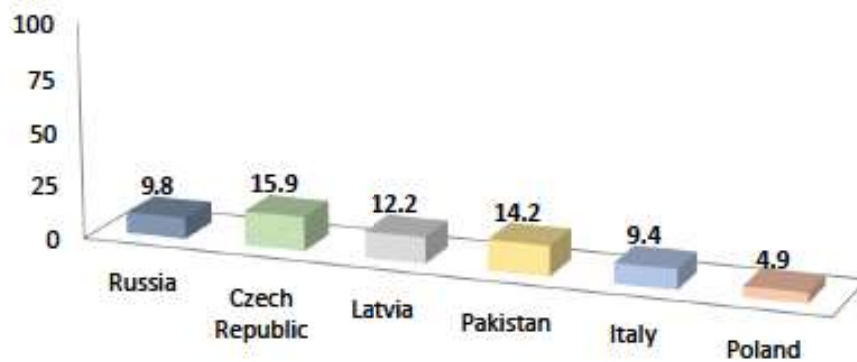
**Improve your qualifications at your own expense, % of the respondents answered affirmatively**



**Work overtime (obligatory, but for an additional monetary reward), % of the respondents answered affirmatively**



**Take part in not always fair competition among your colleagues, % of the respondents answered affirmatively**





**Tab. 12: The responses given to the question: “Under which category of employees do you belong?”, % of the respondents**

Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Manual worker	29.0	6.7	38.0	16.7	24.4	19.2	22.3
Trainee	0.0	0.0	1.0	12.5	13.3	4.0	5.1
Specialist	52.3	37.5	31.0	20.8	26.7	59.6	36.3
Line personnel	9.0	35.6	19.0	14.2	26.7	5.1	18.2
Department head	8.4	17.3	10.0	10.8	8.9	6.1	10.2
Top-manager	1.3	2.9	1.0	25.0	0.0	6.1	6.0

**Tab. 13: The responses given to the question: “In which sector of industry does your organization operate?”, % of the respondents**

Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Manufacturing	22.6	21.2	13.0	25.0	8.9	22.2	18.9
Trade	20.6	3.8	11.0	8.3	17.8	13.1	12.4
Services	14.8	11.5	17.0	12.5	20.0	29.3	17.5
Construction, Real Estate	3.2	0.0	4.0	8.3	13.3	8.1	6.1
Energy, natural resources	3.9	16.3	5.0	8.3	0.0	1.0	5.8
Health services	3.9	0.0	4.0	12.5	6.7	1.0	4.7
Marketing, Advertising, PR	2.6	0.0	2.0	8.3	11.1	5.1	4.9
Internet, communications	1.9	16.3	3.0	0.0	13.3	2.0	6.1
Education, Culture	8.4	10.6	29.0	16.7	8.9	8.1	13.6
Banks, investment, finance	9.0	10.6	2.0	0.0	2.2	4.0	4.6
Food services	3.2	9.6	7.0	0.0	2.2	0.0	3.7
Public Administration	5.8	0.0	3.0	0.0	0.0	6.1	2.5

**Tab. 14: The responses given to the question: “Please indicate your age (years)”, % of the respondents**

Response options	Countries						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
to 35 years old	78.1	43.3	45.0	25.0	55.6	56.6	50.5
36-50 years old	21.9	31.7	38.0	42.7	28.9	36.4	33.2
over 50 years old	0.0	25.0	17.0	33.3	15.6	7.1	16.3

**Tab. 15: The responses given to the question: “Please indicate your gender”, % of the respondents**

Response options	Country						Average in the sample
	Russia	Czech Republic	Latvia	Pakistan	Italy	Poland	
Male	25.2	53.8	42.0	62.5	55.6	48.5	47.9
Female	74.8	46.2	56.0	37.5	44.4	51.5	52.1

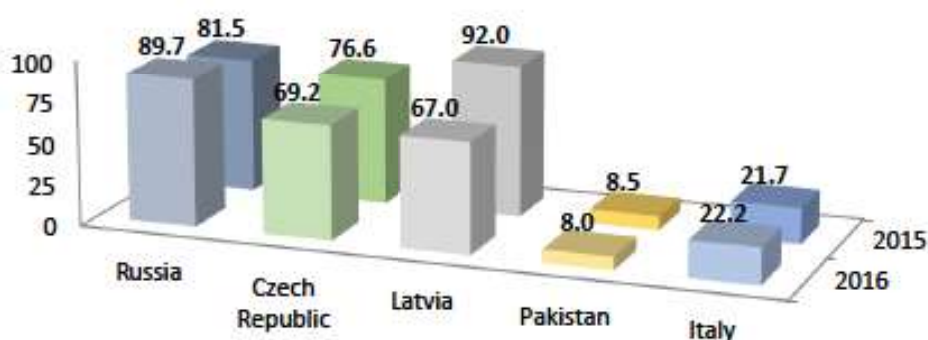


## 2 INTER-COUNTRY COMPARISON: 2015-2016

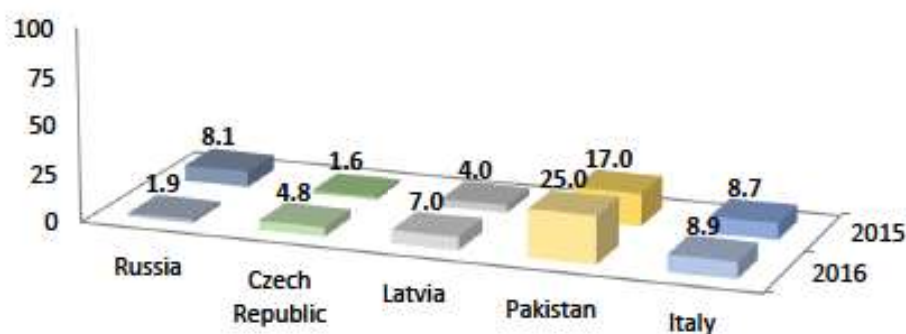
**Tab. 1: The responses given to the question: “How exactly are your work arrangements formalized with your employer?”, % of the respondents**

Response options	Countries									
	Russia		Czech Republic		Latvia		Pakistan		Italy	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Contract with my primary place of employment	81.5	89.7	76.6	69.2	92.0	67.0	8.5	8.0	21.7	22.2
Contract with the employer as a natural person	8.1	1.9	1.6	4.8	4.0	7.0	17.0	25.0	8.7	8.9
On the basis of a verbal agreement with the employer (without the agreement being recorded in writing)	7.1	4.5	15.6	0.0	0.0	10.0	8.5	12.5	26.1	13.3
Contract for services (i.e., a contracting agreement)	0.9	1.9	4.7	5.8	0.0	2.0	17.0	8.3	21.7	13.3
Piece work contract	2.4	1.9	4.7	1.9	0.0	4.0	17.0	20.8	4.3	8.9
Contract of seasonal employment	0.0	0.0	1.6	18.3	2.0	9.0	14.9	16.6	4.3	4.4

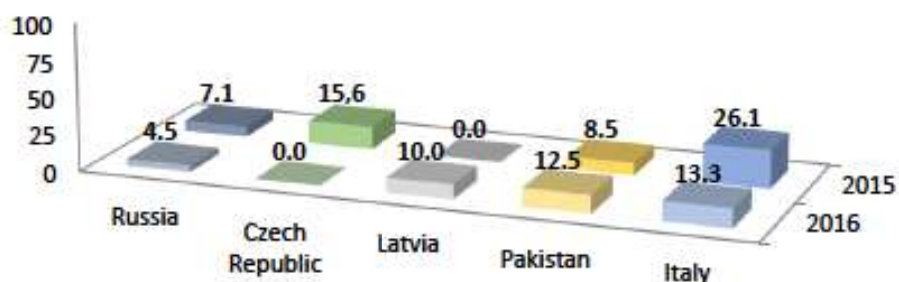
**Contract with my primary place of employment, % of the respondents**



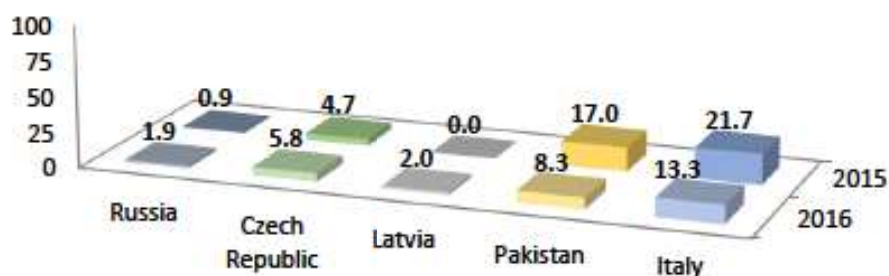
**Contract with the employer as a natural person, % of the respondents**



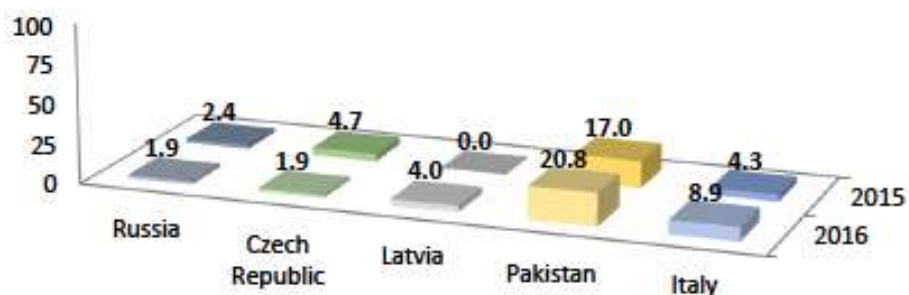
On the basis of a verbal agreement with the employer (without the agreement being recorded in writing), % of the respondents



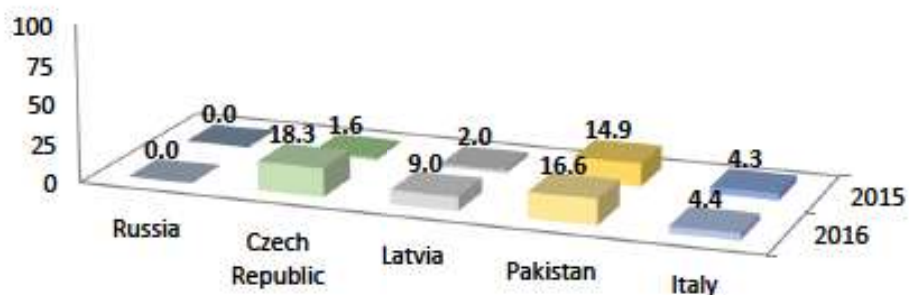
Contract for services (i.e., a contracting agreement), % of the respondents



Piece work contract, % of the respondents



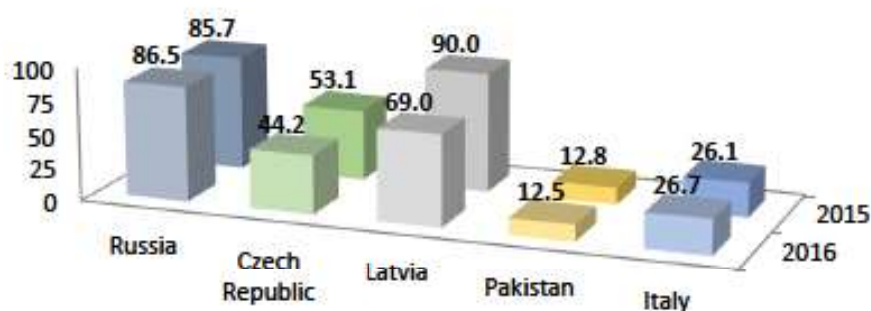
Contract of seasonal employment, % of the respondents



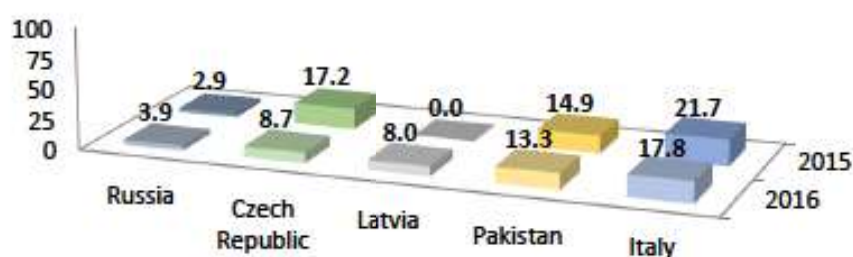
**Tab. 2: The responses given to the question: “For what time period are labour relations between you and your employer formalized?”, % of the respondents**

Response options	Countries									
	Russia		Czech Republic		Latvia		Pakistan		Italy	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Contract for an indefinite term	85.7	86.5	53.1	44.2	90.0	69.0	12.8	12.5	26.1	26.7
4-5 years	2.9	3.9	17.2	8.7	0.0	8.0	14.9	13.3	21.7	17.8
3 years	2.4	2.6	0.0	0.0	0.0	3.0	25.5	11.6	4.3	2.2
2 years	1.0	0.6	10.9	2.9	0.0	3.0	21.3	17.5	4.3	2.2
1 year	1.9	2.6	18.8	22.1	0.0	4.0	10.6	15.8	0.0	4.4
6 months	1.4	0.0	0.0	16.3	4.0	3.0	12.8	5.8	13.0	13.3
2-3 months	0.0	1.3	0.0	5.8	0.0	4.0	2.1	6.6	17.4	15.6
Contractual term is dependent on the time needed to complete the task[s] which is/are the subject of the contract	4.3	2.6	0.0	0.0	4.0	5.0	0.0	25.0	13.0	15.6

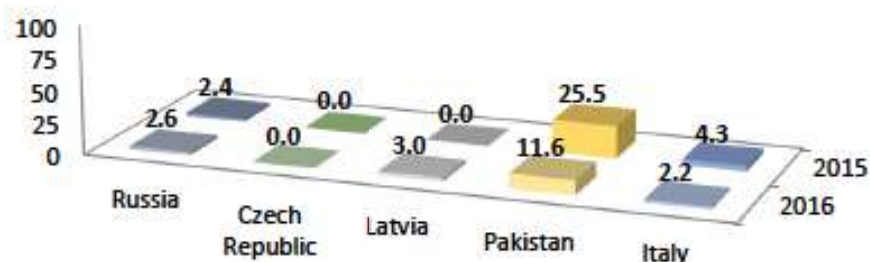
**Contract for an indefinite term, % of the respondents**



**Contract for 4-5 years, % of the respondents**

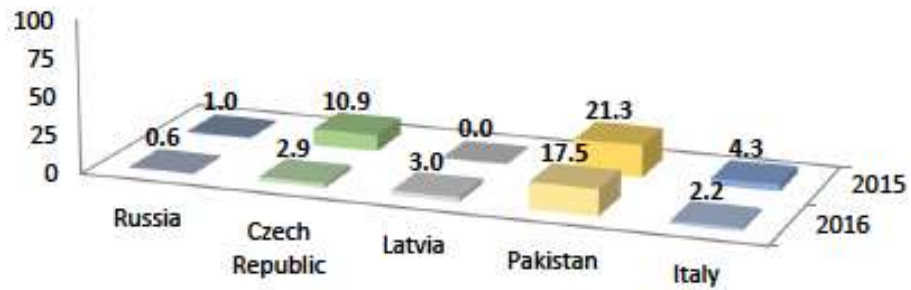


**Contract for 3 years, % of the respondents**

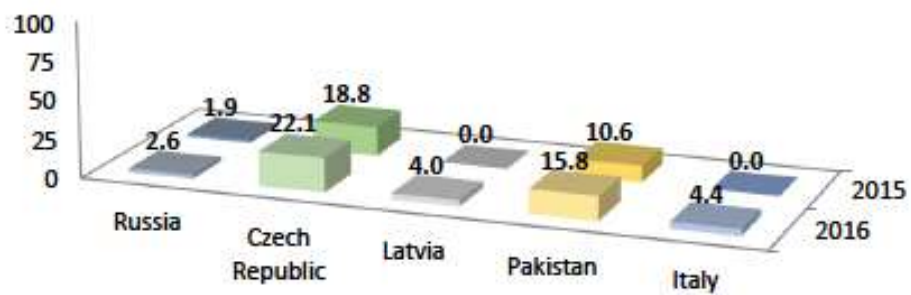




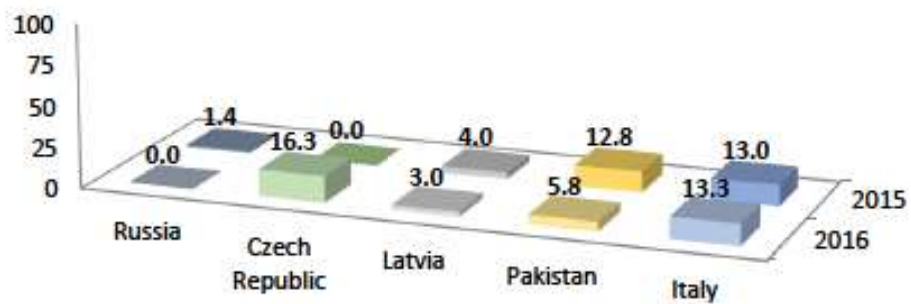
Contract for 2 years, % of the respondents



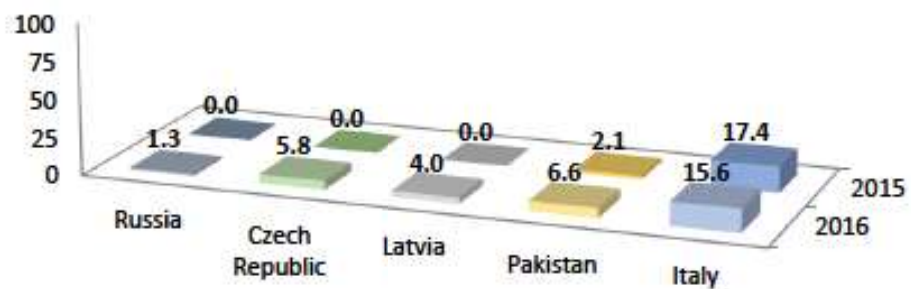
Contract for 1 year, % of the respondents



Contract for 6 months, % of the respondents

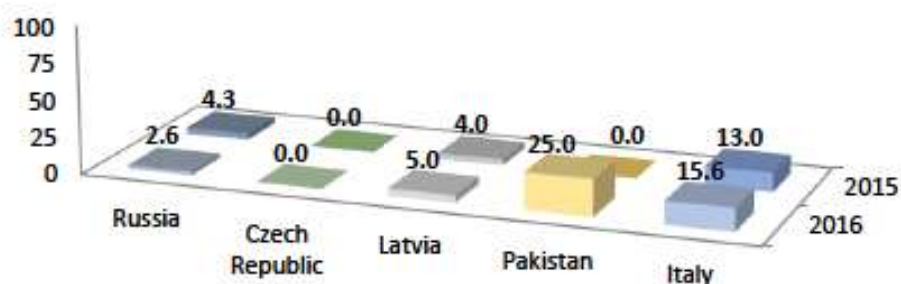


Contract for 2-3 months, % of the respondents





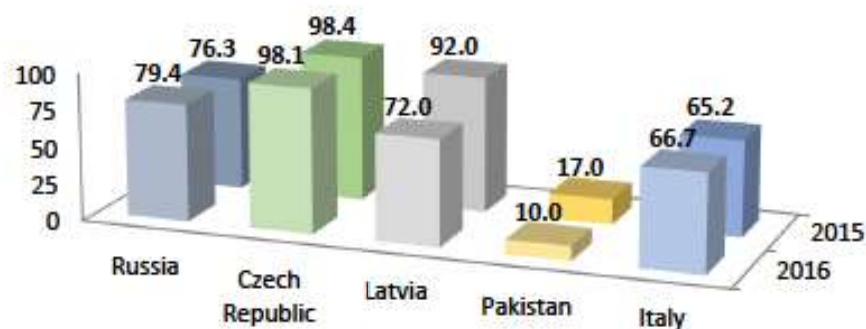
Contractual term is dependent on the time needed to complete the task[s] which is/are the subject of the contract, % of the respondents



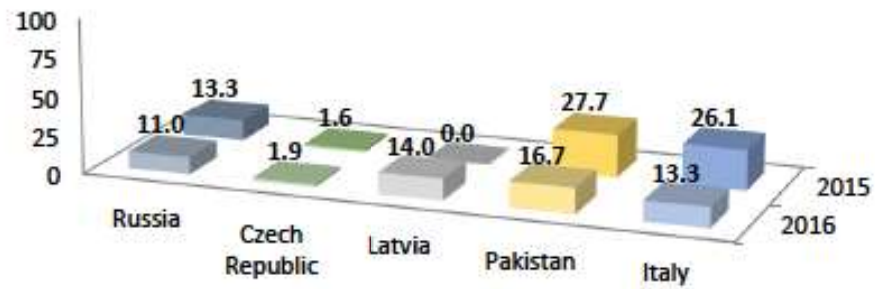
**Tab. 3: The responses given to the question: “In what form are you paid your wages/salary?”, % of the respondents**

Response options	Countries									
	Russia		Czech Republic		Latvia		Pakistan		Italy	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
The whole sum is transferred to my bank account	76.3	79.4	98.4	98.1	92.0	72.0	17.0	10.0	65.2	66.7
The whole sum is paid in cash (i.e., classic pay packet)	13.3	11.0	1.6	1.9	0.0	14.0	27.7	16.7	26.1	13.3
The larger part is transferred to my bank account, and the smaller part is paid in cash (pay packet)	3.8	1.3	0.0	0.0	4.0	6.0	25.5	21.6	8.7	17.8
The smaller part is transferred into my bank account and the larger part is paid in cash (pay packet)	4.7	5.8	0.0	0.0	0.0	5.0	17.0	11.6	0.0	2.2
I do not receive financial rewards for my work at all	0.9	0.6	0.0	0.0	2.0	0.0	12.8	0.0	0.0	0.0
Other variants	0.9	1.9	0.0	0.0	2.0	3.0	0.0	0.0	0.0	0.0

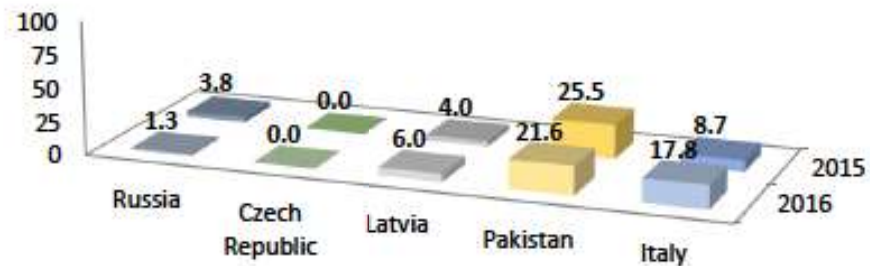
The whole sum is transferred to my bank account, % of the respondents



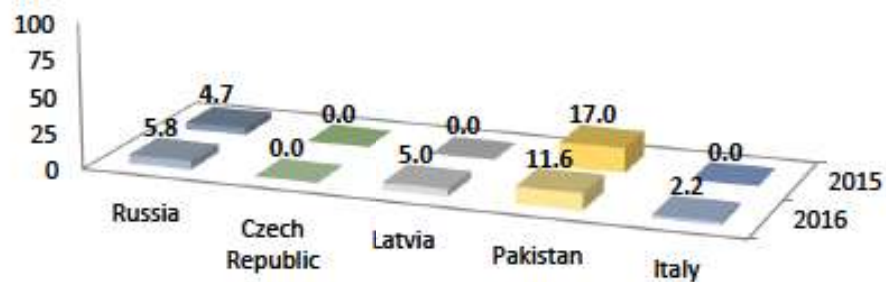
The whole sum is paid in cash (i.e., classic pay packet), % of the respondents



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



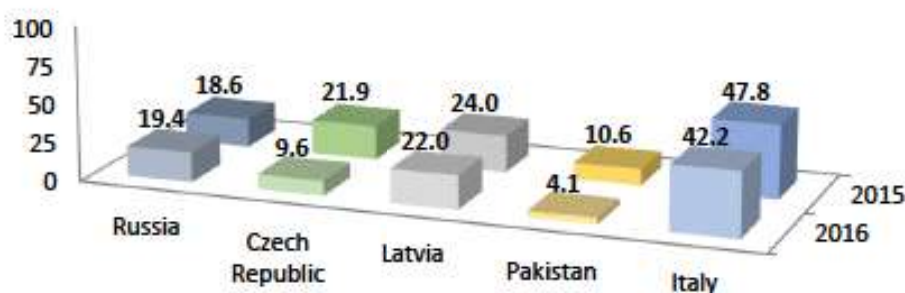
The smaller part is transferred into my bank account and larger part is paid in cash (pay packet), % of the respondents



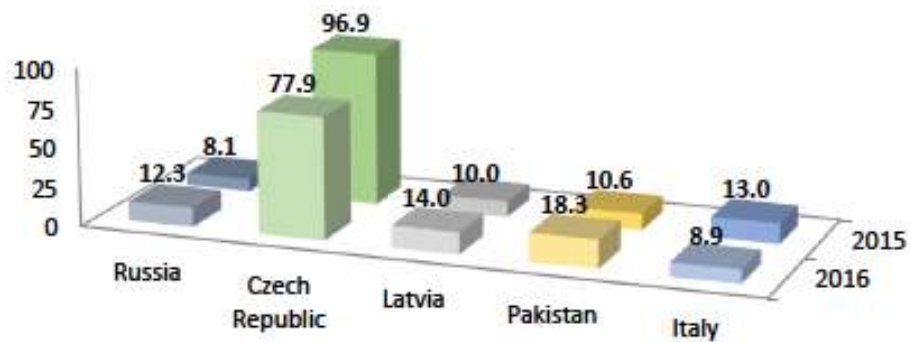
**Tab. 4: The responses given to the question: “What changes in the personnel policy of your organization have occurred over the past year?”, % of the respondents**

Response options	Countries									
	Russia		Czech Republic		Latvia		Pakistan		Italy	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Hiring new employees only on a short term basis (from 1 to 6 months)	18.6	19.4	21.9	9.6	24.0	22.0	10.6	4.1	47.8	42.2
The use of temporary and / or seasonal workers provided by other companies	8.1	12.3	96.9	77.9	10.0	14.0	10.6	18.3	13.0	8.9
Partial reduction of the number of employees due to the transfer some aspects of the work to cheaper parts [i.e., outsourcing]	8.1	10.3	50.0	33.7	4.0	5.6	23.4	22.5	4.3	8.9
Sending part of the employees to early retirement	7.6	5.8	29.7	11.5	4.0	10.0	17.0	15.0	4.3	6.7
Permanent reduction of staff every 3-6 months	10.5	10.3	1.6	0.0	6.0	7.0	17.0	12.5	8.7	6.7
Massive downsizing of employees (more than 50 people during 1 month; or more than 2 of employees per year)	9.0	15.5	4.7	1.9	12.0	11.0	12.8	15.0	17.4	20.0
Use outstaffing instead of the services of full time employees	8.6	7.7	1.6	9.6	4.0	6.0	10.6	12.5	17.4	20.0
Other variants	0.0	13.0	0.0	1.9	0.0	3.0	0.0	0.0	0.0	2.2
No data	39.0	20.0	0.0	5.8	50.0	29.0	0.0	0.0	0.0	2.2

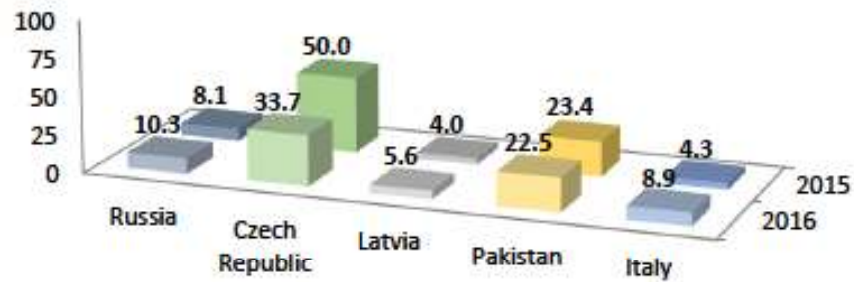
**Hiring new employees only on a short term basis (from 1 to 6 months), % of the respondents**



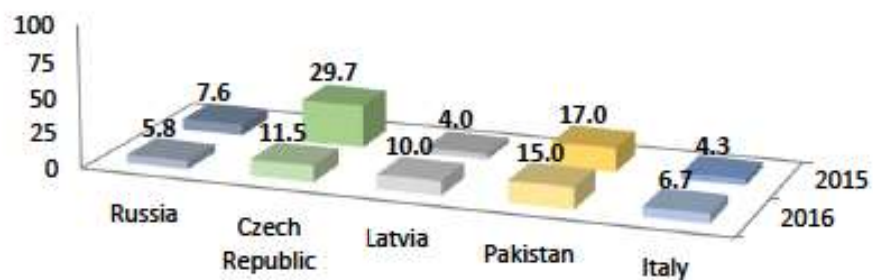
**The use of temporary and / or seasonal workers provided by other companies, % of the respondents**



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

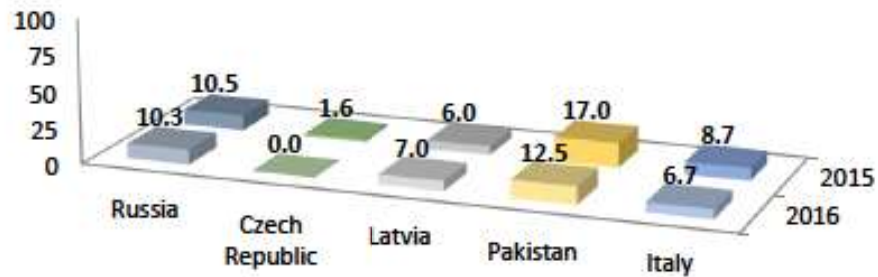


**Sending part of the employees to early retirement, % of the respondents**

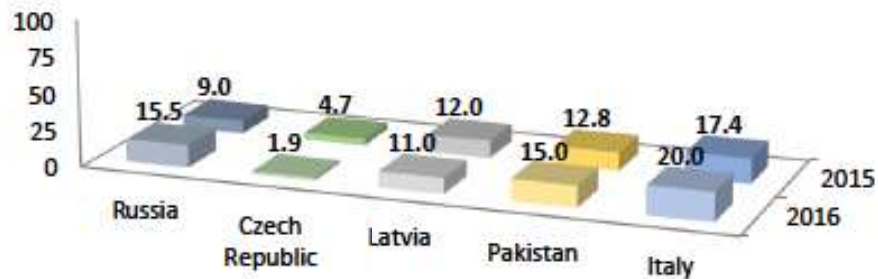




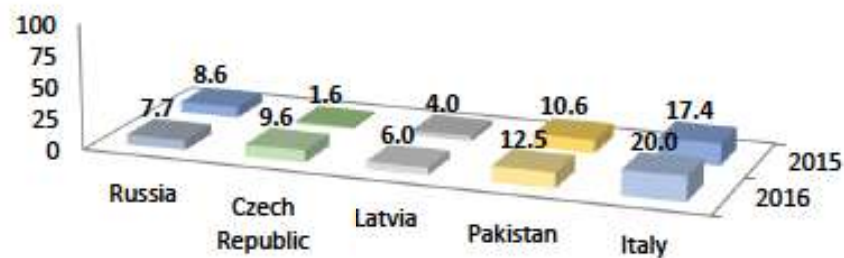
Permanent reduction of staff every 3-6 months, % of the respondents



Massive downsizing of employees, % of the respondents



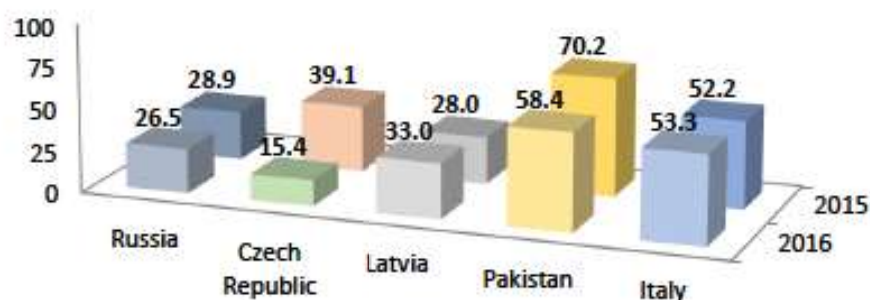
Use outstaffing instead of the services of full time employees, % of the respondents



Tab. 5: The responses given to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”, % of the respondents

Response options	Countries									
	Russia		Czech Republic		Latvia		Pakistan		Italy	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Yes	28.9	26.5	39.1	15.4	28.0	33.0	70.2	58.4	52.2	53.3
No	71.1	73.5	60.9	84.6	72.0	67.0	28.8	41.6	47.8	46.7

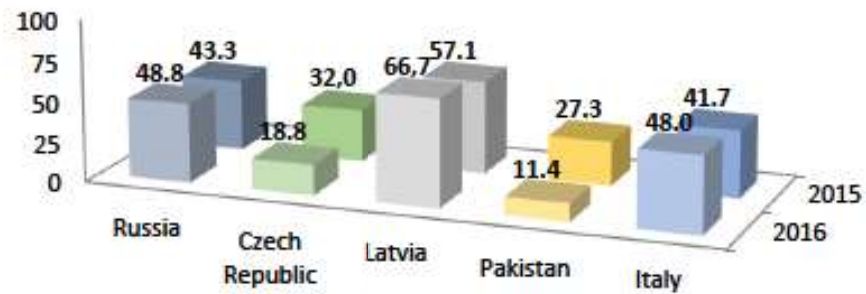
There were cases of infringement, by the employer, of the terms of agreement/contract with him/her, % of the respondents



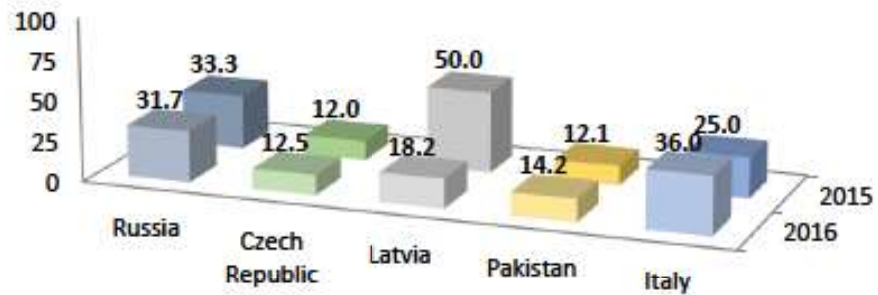
**Tab. 6: The responses given to the question: “If yes, what form, exactly, did these infringements take?”, % of the respondents answered affirmatively**

Response options	Countries									
	Russia		Czech Republic		Latvia		Pakistan		Italy	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Increase in the workload without a corresponding increase in wages	43.3	48.8	32.0	18.8	57.1	66.7	27.3	11.4	41.7	48.0
Non-payment of additional compensation for overtime	33.3	31.7	12.0	12.5	50.0	18.2	12.1	14.2	25.0	36.0
Failure to grant holiday time	16.7	17.1	12.0	25.0	35.7	3.0	24.2	21.4	8.3	12.0
Non-payment of the promised remuneration	30.0	9.8	4.0	25.0	21.4	6.1	0.0	7.1	33.3	20.0
Unjustified reduction of salary	20.0	22.0	0.0	6.3	21.4	6.1	27.3	17.1	16.7	8.0
Unreasonable delay in the payment of salaries/wages (period of up to 1 month)	1.7	2.4	36.0	25.0	14.3	9.1	0.0	7.1	8.3	20.0
Unreasonable delay in the payment of salaries/wages (period of more than 1 month)	6.7	12.2	8.0	0.0	7.1	3.0	9.1	11.4	33.3	20.0
Wrongful [unlawful] dismissal	10.0	2.4	16.0	0.0	0.0	6.1	0.0	10.0	33.3	20.0

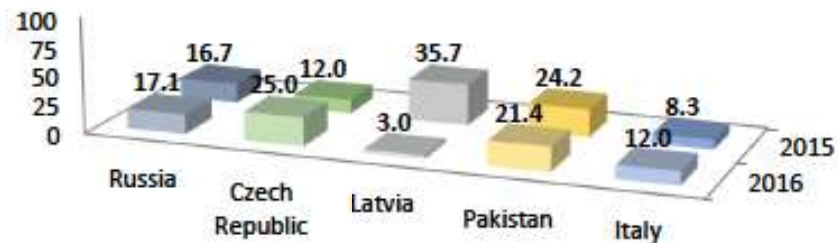
**Increase in the workload without a corresponding increase in wages, % of the respondents answered affirmatively**



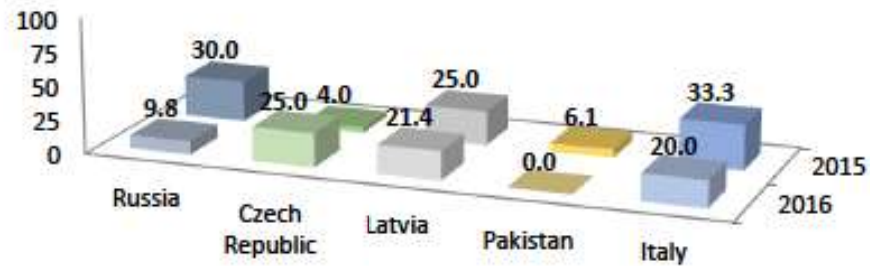
**Non-payment of additional compensation for overtime, % of the respondents answered affirmatively**



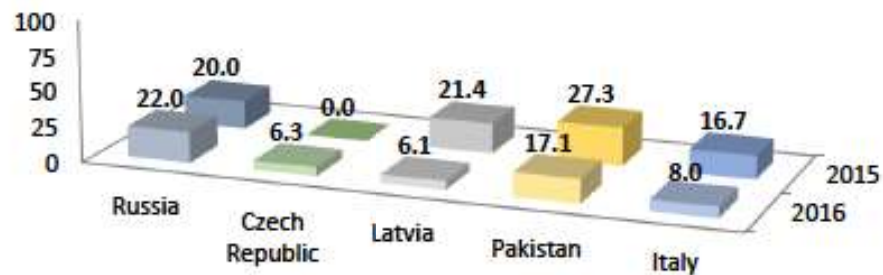
**Failure to grant holiday time, % of the respondents answered affirmatively**



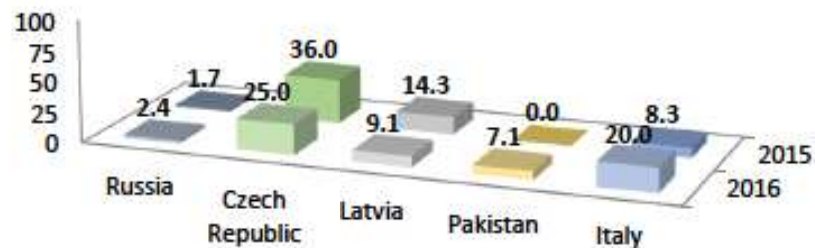
**Non-payment of the promised remuneration, % of the respondents answered affirmatively**



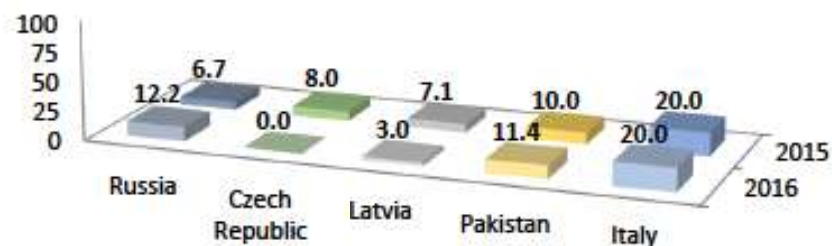
**Unjustified reduction of salary, % of the respondents answered affirmatively**



**Unreasonable delay in the payment of salaries/wages (period of up to 1 month), % of the respondents answered affirmatively**

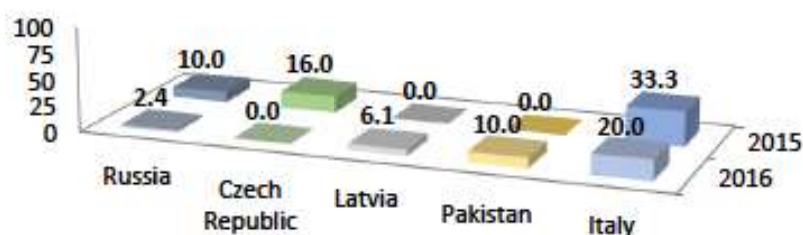


**Unreasonable delay in the payment of salaries/wages (period of more than 1 month), % of the respondents answered affirmatively**





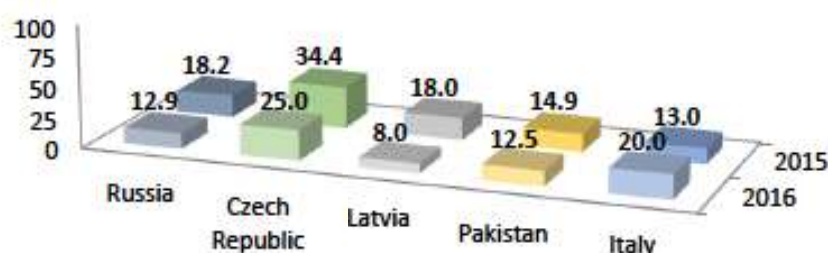
Wrongful [unlawful] dismissal, % of the respondents answered affirmatively



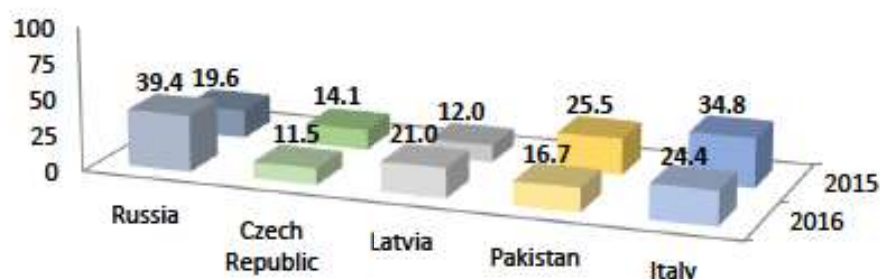
**Tab. 7: The responses given to the question: “What leadership decisions, which were taken over the past year, have an adverse effect your well-being?”, % of the respondents**

Response options	Countries									
	Russia		Czech Republic		Latvia		Pakistan		Italy	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Restructuring of my department and / or the company as a whole	18.2	12.9	34.4	25.0	18.0	8.0	14.9	12.5	13.0	20.0
Reducing my salary/wage	19.6	39.4	14.1	11.5	12.0	21.0	25.5	16.7	34.8	24.4
Forced reduction of working hours (against my wishes)	7.7	12.9	17.2	1.9	16.0	13.0	34.0	20.8	21.7	31.1
The reduction, or elimination, of a social package	7.7	3.2	10.9	13.5	16.0	6.0	6.4	15.0	13.0	24.4
Forced and unpaid holidays (against my wishes)	4.3	3.9	6.3	0.0	0.0	7.0	19.1	25.0	4.3	15.6
No data	46.4	29.0	25.0	46.2	52.0	43.0	0.0	0.0	0.0	0.0

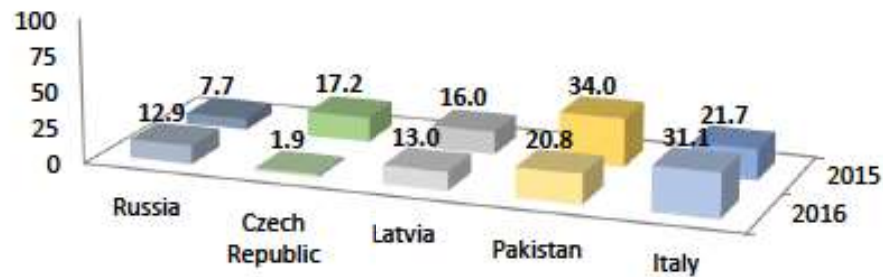
Restructuring of my department and / or the company as a whole, % of the respondents



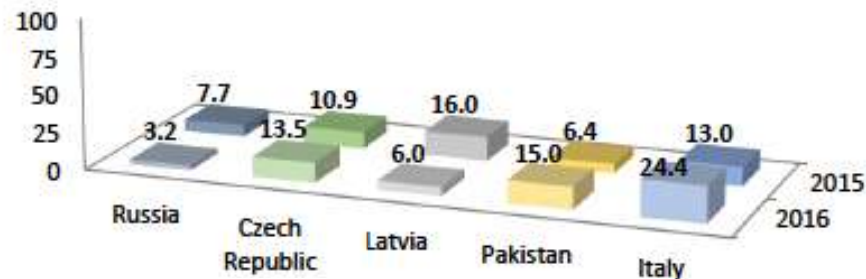
Reducing my salary/wage, % of the respondents



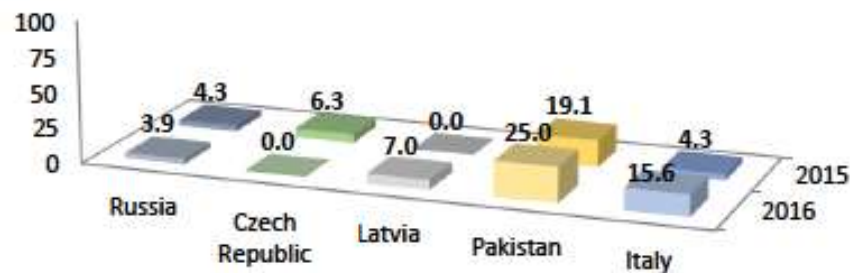
**Forced reduction of working hours (against my wishes), % of the respondents**



**The reduction, or elimination, of a social package, % of the respondents**



**Forced and unpaid holidays (against my wishes), % of the respondents**

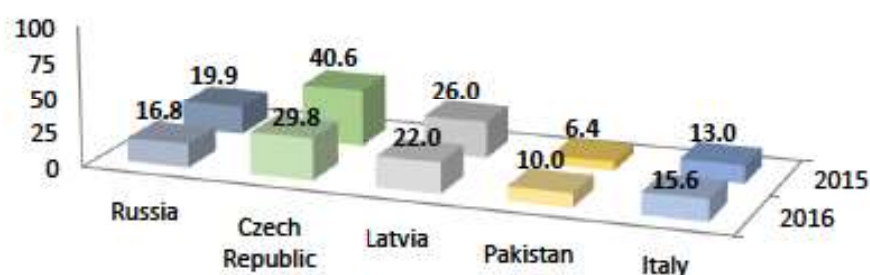


**Tab. 8: The responses given to the question: “What is the source of your anxiety and negative emotions in your current job?”, % of the respondents**

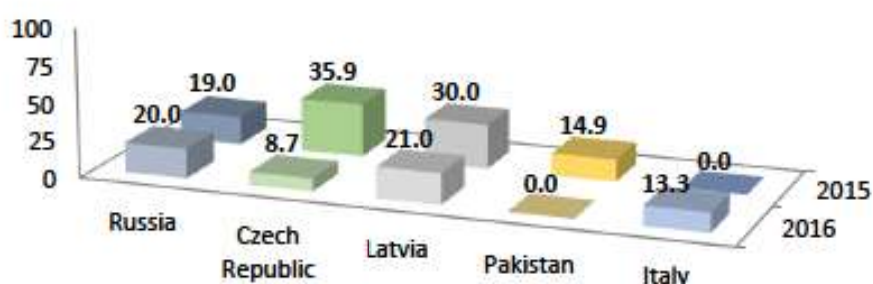
Response options	Countries									
	Russia		Czech Republic		Latvia		Pakistan		Italy	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Irregular working hours	19.9	16.8	40.6	29.8	26.0	22.0	6.4	10.0	13.0	15.6
High stress levels in the workplace	22.7	39.4	4.7	1.9	32.0	26.0	10.6	16.7	13.0	20.0
Excessive levels of stress and tension at work	19.0	20.0	35.9	8.7	30.0	21.0	14.9	0.0	0.0	13.3
Difficulty in combining work and personal life	16.6	18.1	46.9	29.8	14.0	12.0	0.0	6.7	34.8	28.9

Professional incompetence of the management	13.7	7.1	28.1	19.2	14.0	6.0	4.3	4.2	21.7	28.9
The complete absence, or insufficient levels of, company care about its employees	15.2	12.3	9.4	12.5	18.0	9.0	6.4	8.3	21.7	11.1
Negative (destructive) personality traits of the manager	13.7	11.0	12.5	5.8	10.0	9.0	6.4	8.3	34.8	28.9
Psychological pressure from the part of management	9.5	11.6	17.2	14.4	14.0	11.0	8.5	0.0	8.7	11.1
Bad conditions in the workplace	14.2	22.6	10.9	8.7	14.0	17.0	0.0	16.7	4.3	17.8
High staff turnover in organization	10.4	16.8	4.7	12.5	10.0	10.0	10.6	10.0	13.0	13.3
The complete absence of, or poor levels of, cooperation with the leader	8.5	5.8	7.8	25.0	8.0	3.0	8.5	8.3	13.0	15.6
The complete absence of, or poor levels of, cooperation with colleagues	4.3	7.1	3.1	7.7	6.0	5.0	4.3	12.5	21.7	20.0
Psychological pressure from the part of colleagues	2.8	5.2	9.4	6.7	2.0	3.3	8.5	8.0	4.3	8.9
Excessive competition among members of staff	3.8	3.9	0.0	6.7	4.0	4.0	10.6	0.0	8.7	8.9
No data	17.5	8.4	0.0	1.9	18.0	8.0	0.0	0.0	17.4	0.0

Irregular working hours, % of the respondents

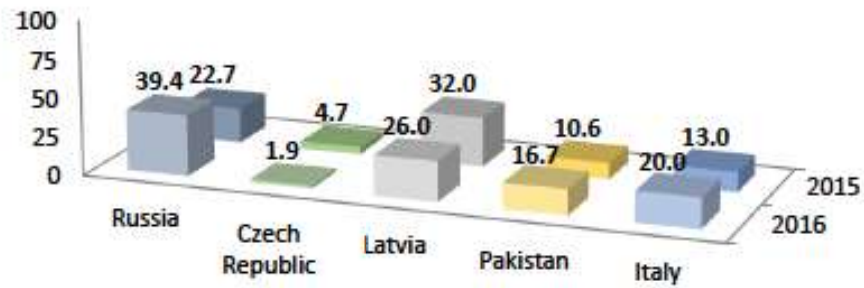


Excessive levels of stress and tension at work, % of the respondents

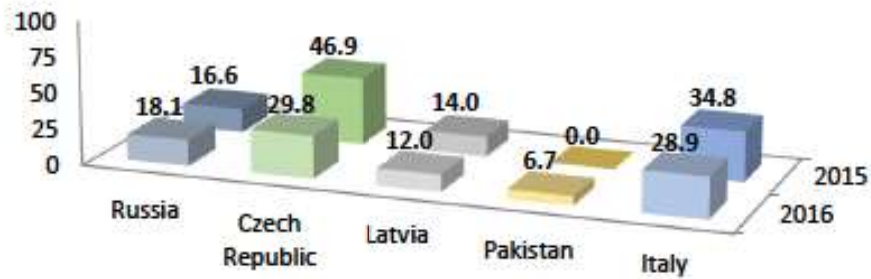




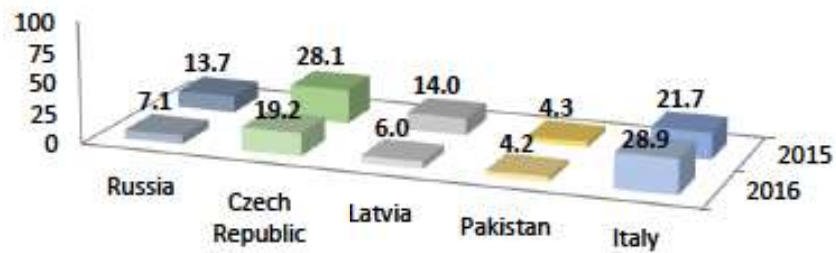
High stress levels in the workplace, % of the respondents



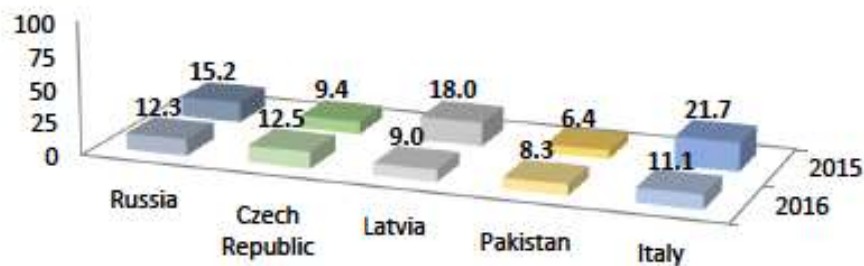
Difficulty in combining work and personal life, % of the respondents



Professional incompetence of the management, % of the respondents

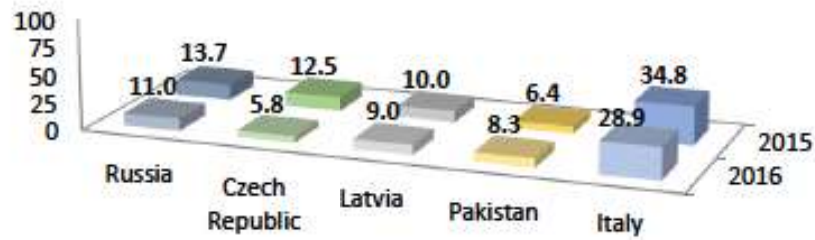


The complete absence, or insufficient levels of, company care about its employees, % of the respondents

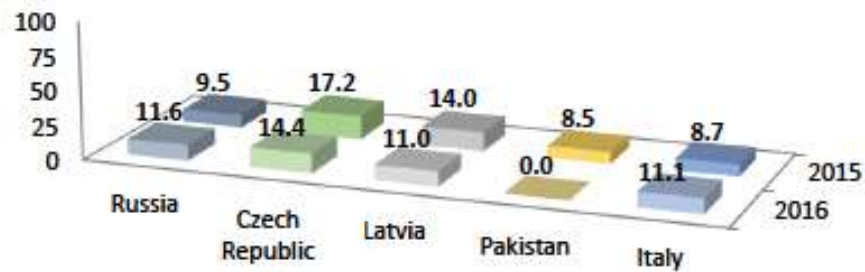




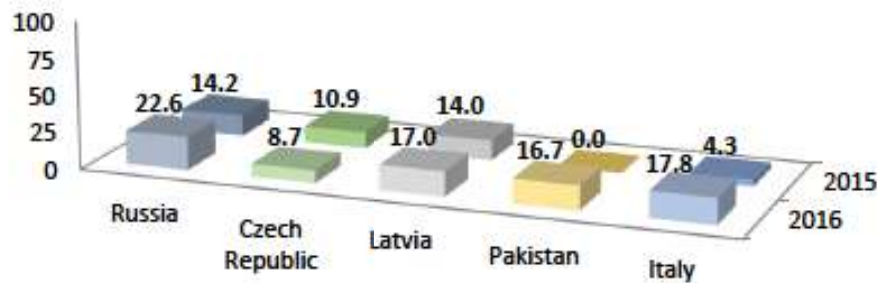
**Negative (destructive) personality traits of the manager, % of the respondents**



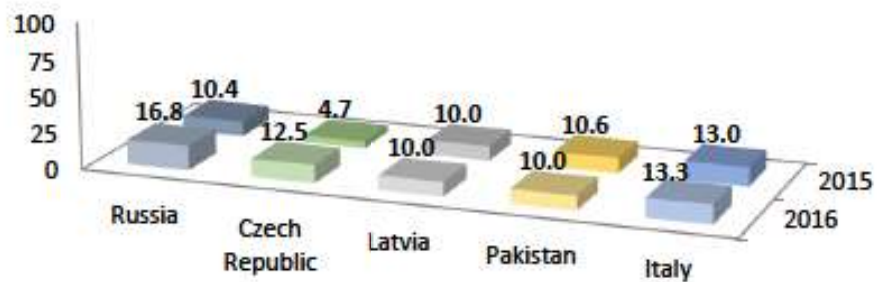
**Psychological pressure from the part of management, % of the respondents**



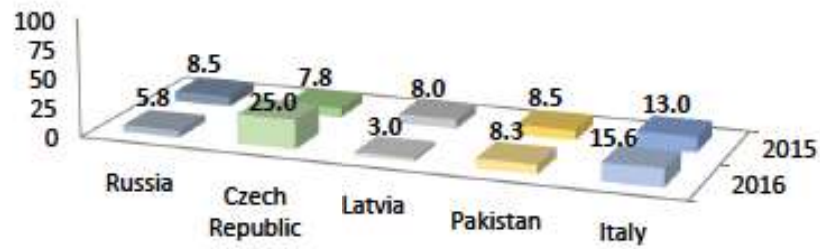
**Bad conditions in the workplace, % of the respondents**



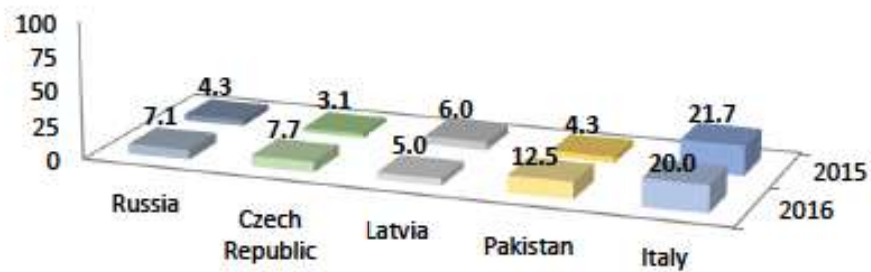
**High staff turnover in organization, % of the respondents**



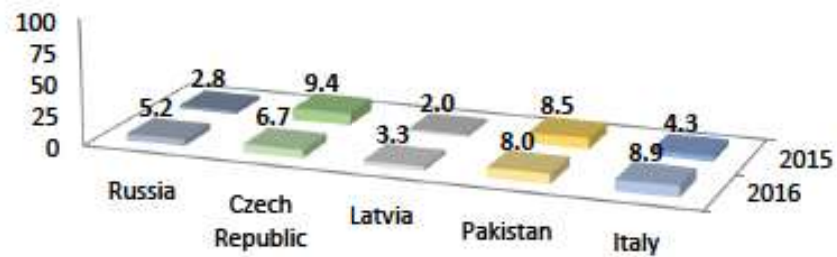
**The complete absence of, or poor levels of, cooperation with the leader, % of the respondents**



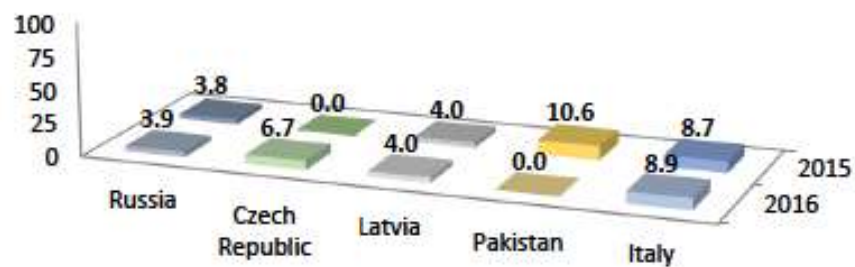
**The complete absence of, or poor levels of, cooperation with the colleagues, % of the respondents**



**Psychological pressure from the part of colleagues, % of the respondents**



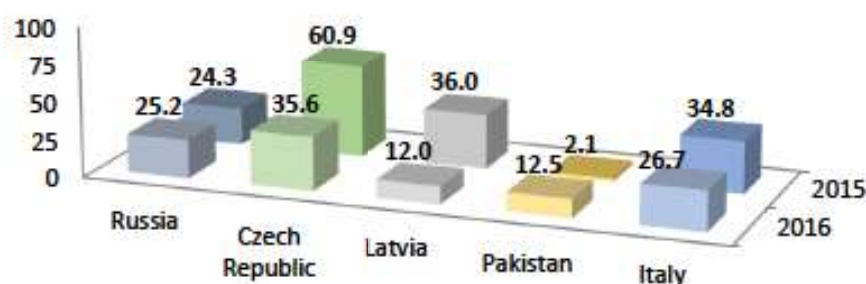
**Excessive competition among members of staff, % of the respondents**



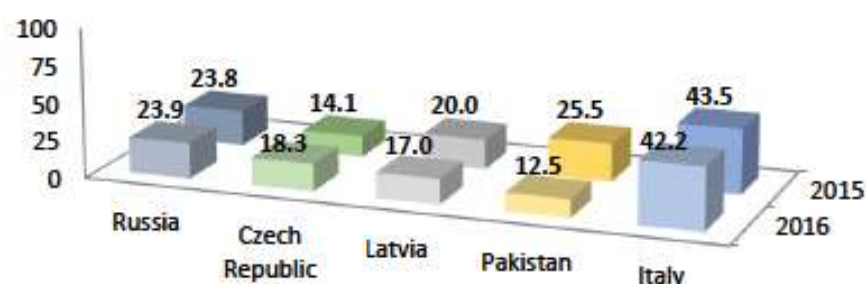
**Tab. 9: The responses given to the question: “What type of threats to your future exist in your current job?”, % of the respondents**

Response options	Countries									
	Russia		Czech Republic		Latvia		Pakistan		Italy	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Decline in job satisfaction	24.3	25.2	60.9	35.6	36.0	12.0	2.1	12.5	34.8	26.7
The absence of professional development	23.8	23.9	14.1	18.3	20.0	17.0	25.5	12.5	43.5	42.2
Reduction of wages/salaries and other, non-pecuniary, benefits	25.2	32.9	32.8	9.6	26.0	26.0	12.8	12.5	30.4	22.2
Job loss due to the economic crisis	20.5	27.1	17.2	7.7	26.0	42.0	8.5	16.7	60.9	44.4
Deterioration of one's physical health in the workplace	24.8	25.2	10.9	6.7	22.0	32.0	17.0	12.5	4.3	13.3
Loss of psychological equilibrium due to uncertainty in the future	8.1	11.6	17.2	22.1	18.0	23.0	17.0	8.3	43.5	35.6
Job loss due to the high level of competition among colleagues	3.3	3.9	7.8	10.6	2.0	6.0	17.0	8.3	7.8	4.4
No data	14.3	5.2	1.6	6.7	6.0	1.0	0.0	0.0	1.6	0.0

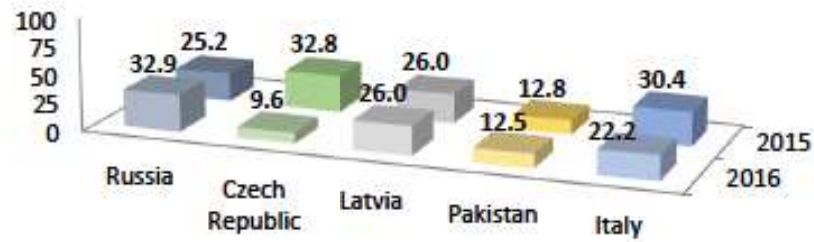
**Decline in job satisfaction, % of the respondents**



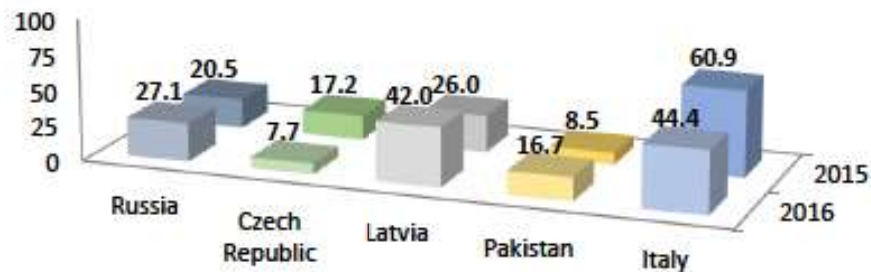
**The absence of professional development, % of the respondents**



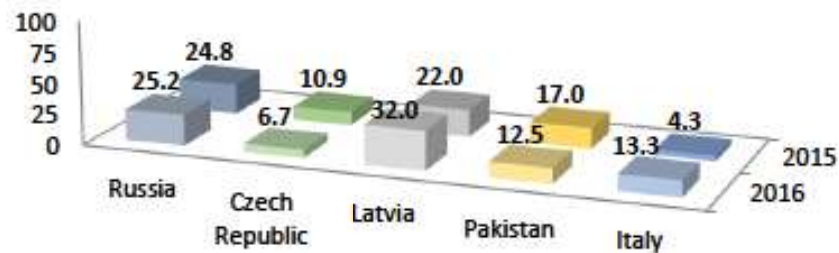
**Reduction of wages/salaries and other, non-pecuniary, benefits,  
% of the respondents**



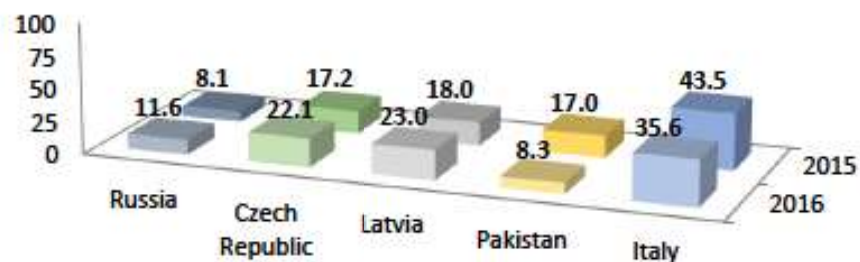
**Job loss due to the economic crisis, % of the respondents**



**Deterioration of one's physical health in the workplace, % of the respondents**

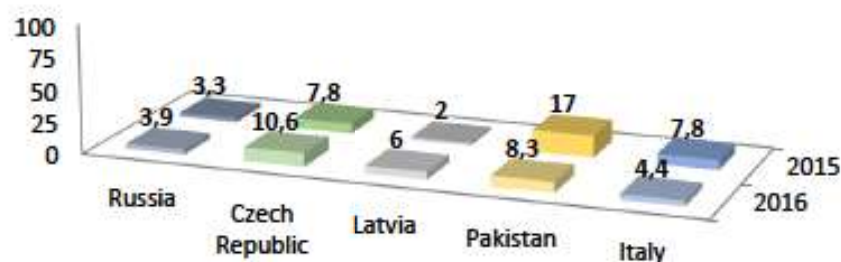


**Loss of psychological equilibrium due to uncertainty in the future,  
% of the respondents**





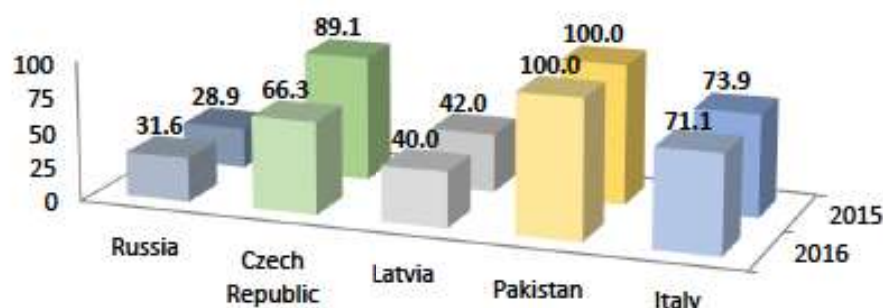
Job loss due to the high level of competition among colleagues,  
% of the respondents



Tab. 10: The responses given to the question: “Do you ever have to do something, that you would rather not do, in order to keep your job?”, % of the respondents

Response options	Countries									
	Russia		Czech Republic		Latvia		Pakistan		Italy	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Yes	28.9	31.6	89.1	66.3	42.0	40.0	100.0	100.0	73.9	71.1
No	71.1	68.4	10.9	33.7	58.0	60.0	0.0	0.0	26.1	28.9

I ever have done something, that I would rather not do, in order to keep my job, % of the respondents

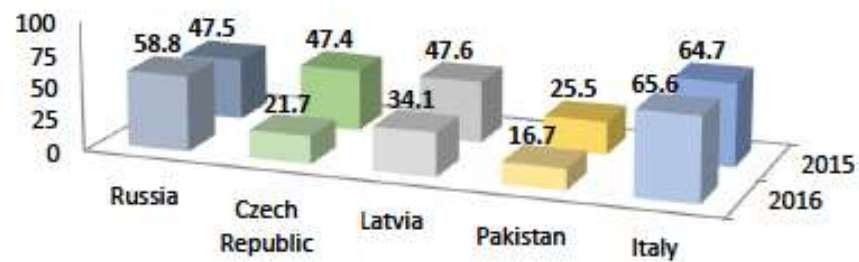


Tab. 11: The responses given to the question: “If yes, which particular actions have you to take?”, % of the respondents answered affirmatively

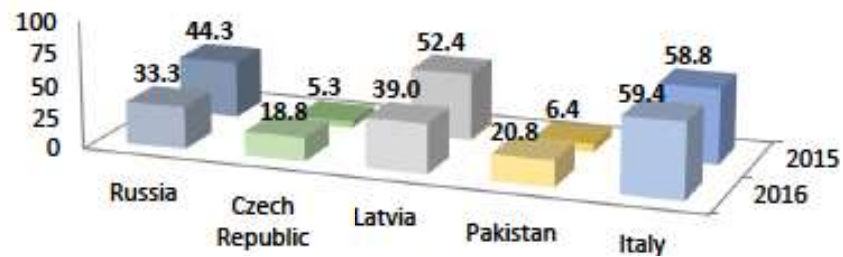
Response options	Countries									
	Russia		Czech Republic		Latvia		Pakistan		Italy	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Carry out assignments are not included in your job description	47.5	58.8	47.4	21.7	47.6	34.1	25.5	16.7	64.7	65.6
Work overtime (obligatory and unpaid)	44.3	33.3	5.3	18.8	52.4	39.0	6.4	20.8	58.8	59.4
Improve your qualifications at your own expense	26.2	25.5	31.6	18.8	42.9	34.1	25.5	12.5	29.4	21.9
Work overtime (obligatory, but for an additional monetary reward)	24.6	17.6	31.6	34.8	14.3	19.5	12.8	12.5	17.6	9.4
Take part in not always fair competition among your colleagues	4.9	9.8	7.0	15.9	9.5	12.2	29.8	14.2	5.9	9.4

Other variants	3.3	0.0	0.0	0.0	9.5	9.8	0.0	3.3	0.0	0.0
----------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

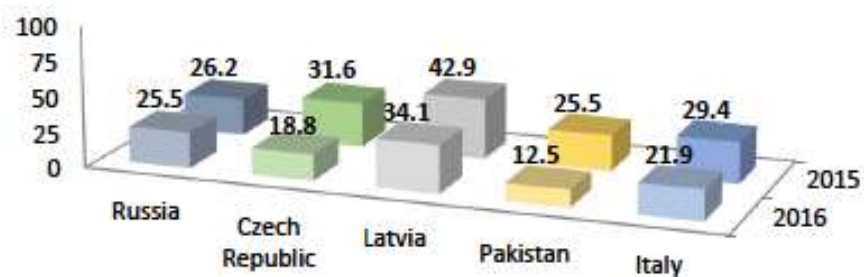
Carry out assignments are not included in your job description, % of the respondents



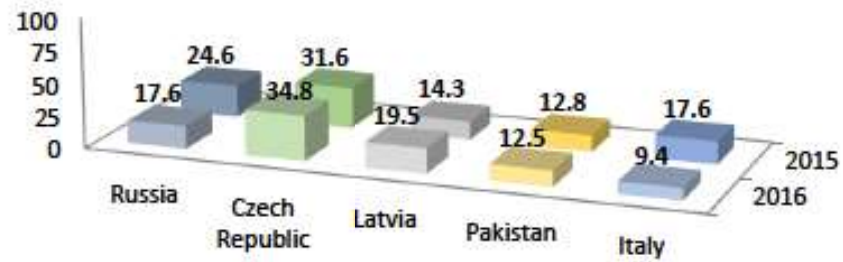
Work overtime (obligatory and unpaid), % of the respondents



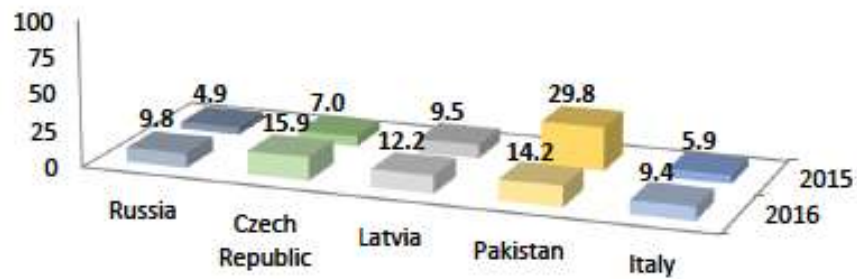
Improve your qualifications at your own expense, % of the respondents



Work overtime (obligatory, but for an additional monetary reward), % of the respondents

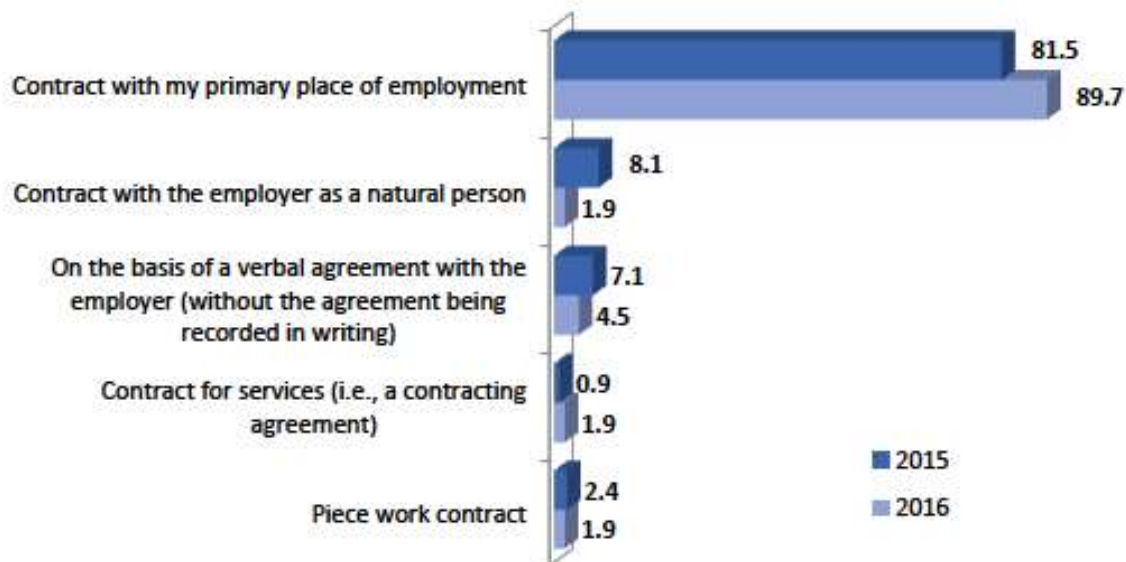


Take part in not always fair competition among your colleagues, % of the respondents

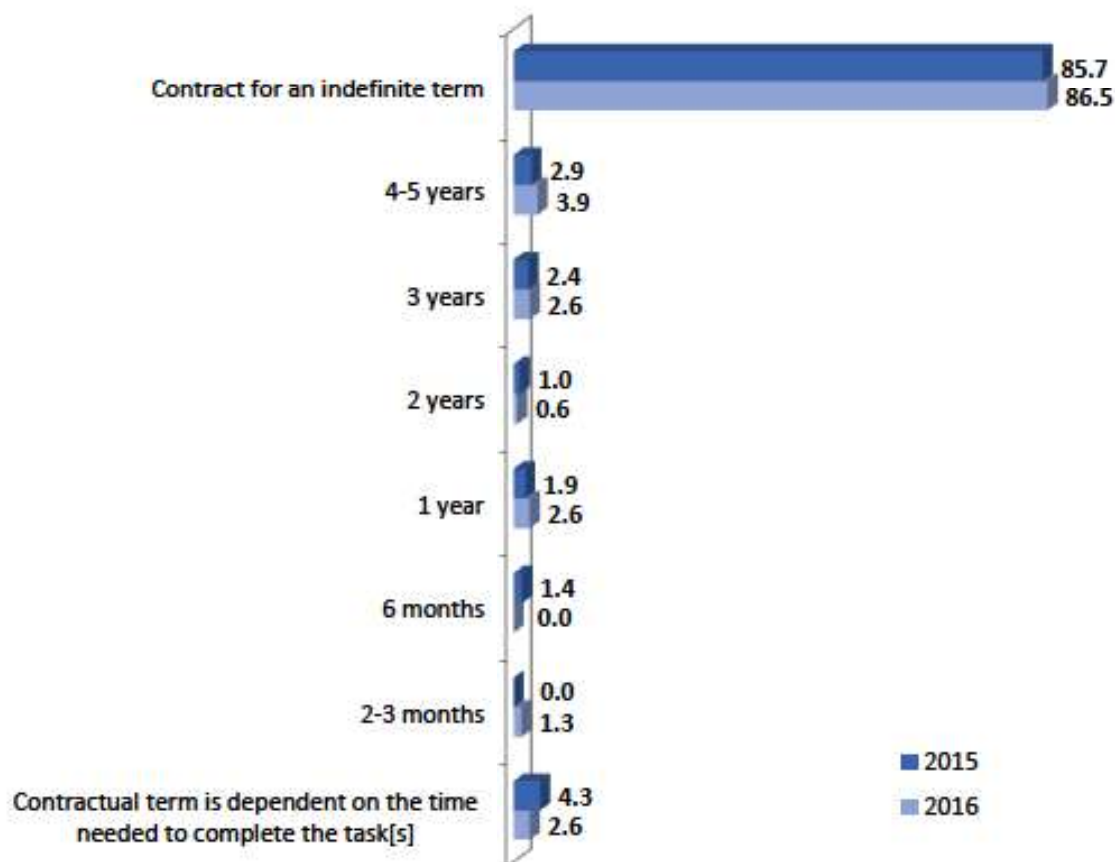


## 2 RUSSIA: 2015-2016

**Fig. 1:** The responses given to the question: “How exactly are your work arrangements formalized with your employer?”, % of the respondents

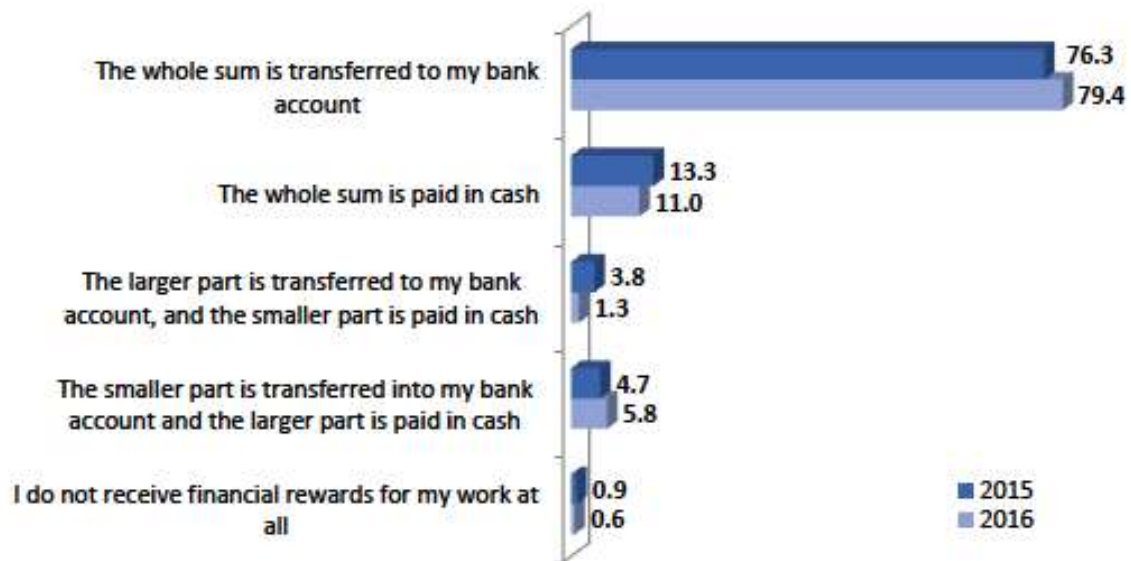


**Fig. 2: The responses given to the question: “For what time period are labour relations between you and your employer formalized?”, % of the respondents**

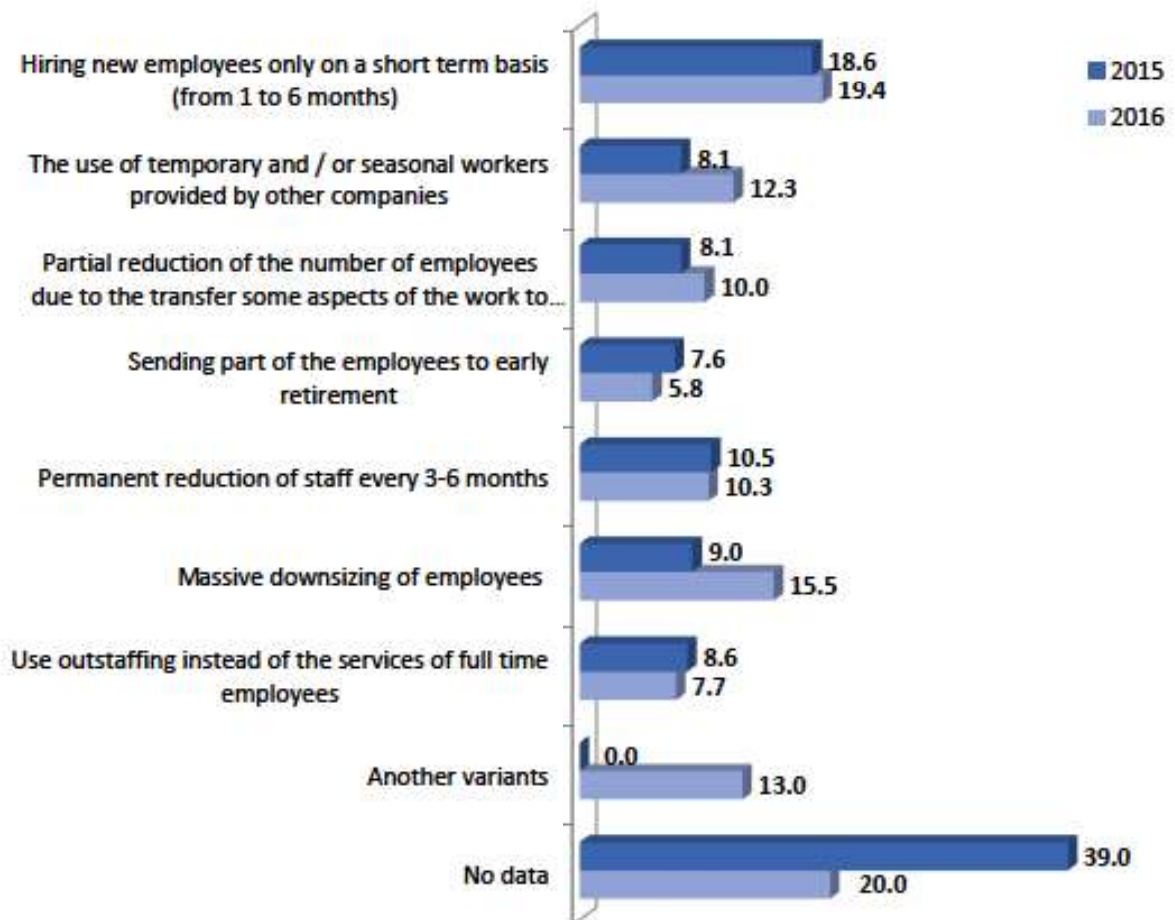


**Tab. 3: The responses given to the question: “In what form are you paid your wages/salary?”, % of the respondents**

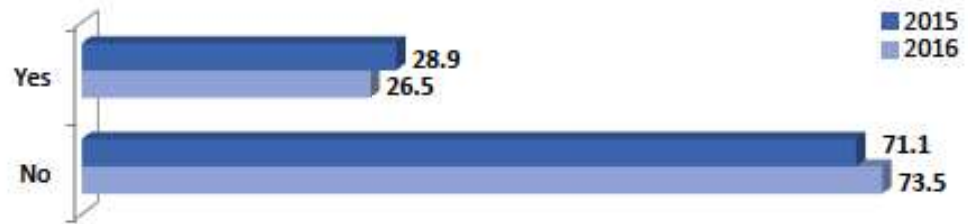




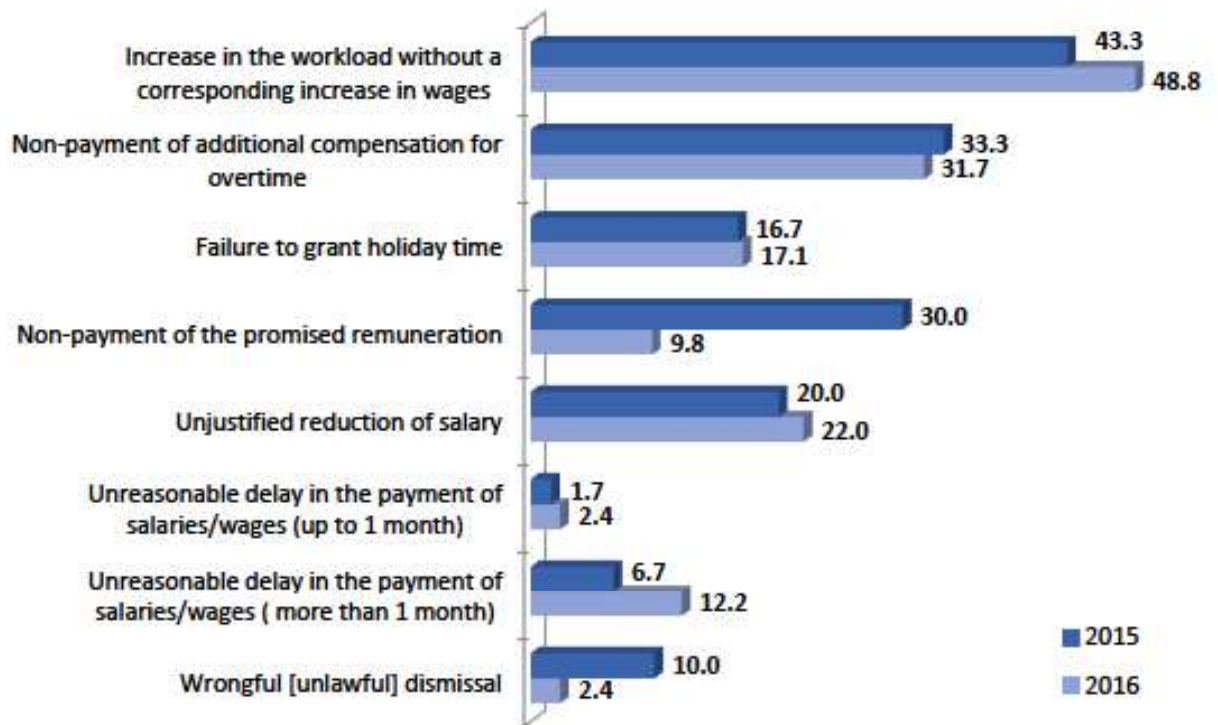
**Fig. 4: The responses given to the question: “What changes in the personnel policy of your organization have occurred over the past year?”, % of the respondents**



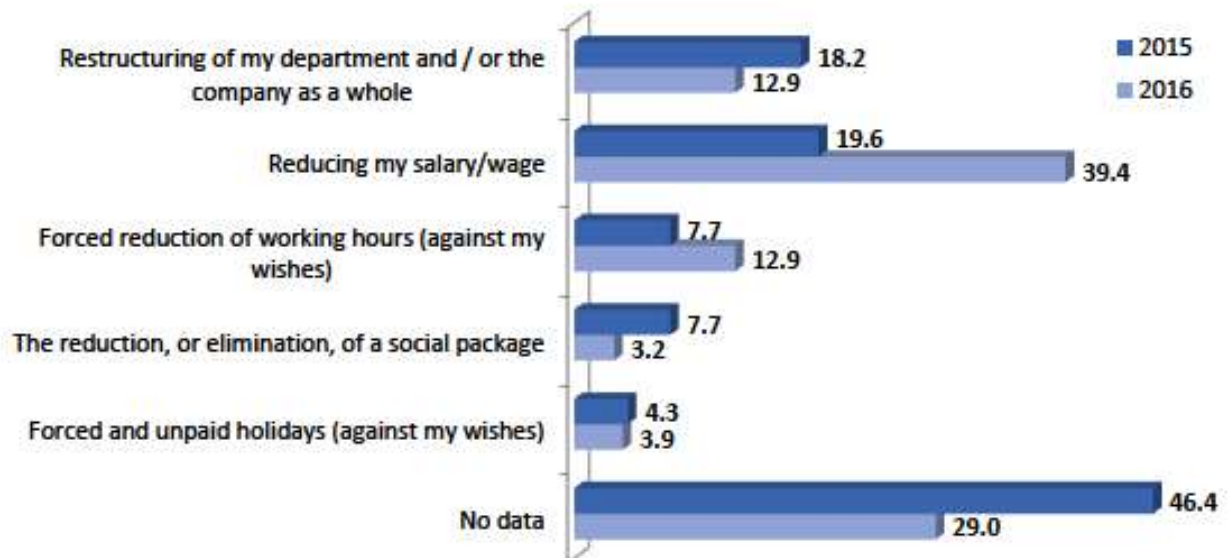
**Fig. 5: The responses given to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”, % of the respondents**



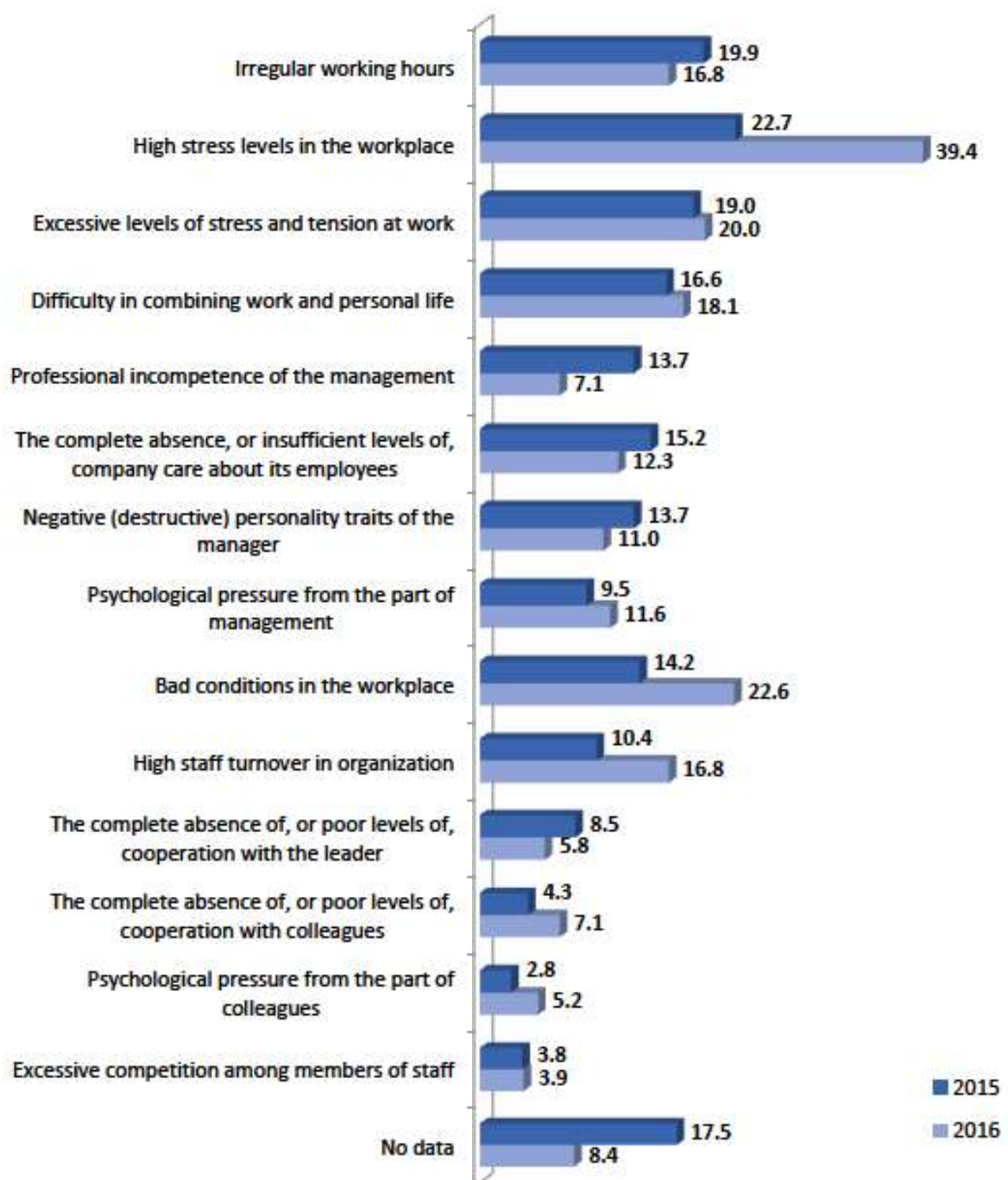
**Fig. 6: The responses given to the question: “If yes, what form, exactly, did these infringements take?”, % of the respondents answered affirmatively**



**Fig. 7: The responses given to the question: “What leadership decisions, which were taken over the past year, have an adverse effect your well-being?”, % of the respondents**

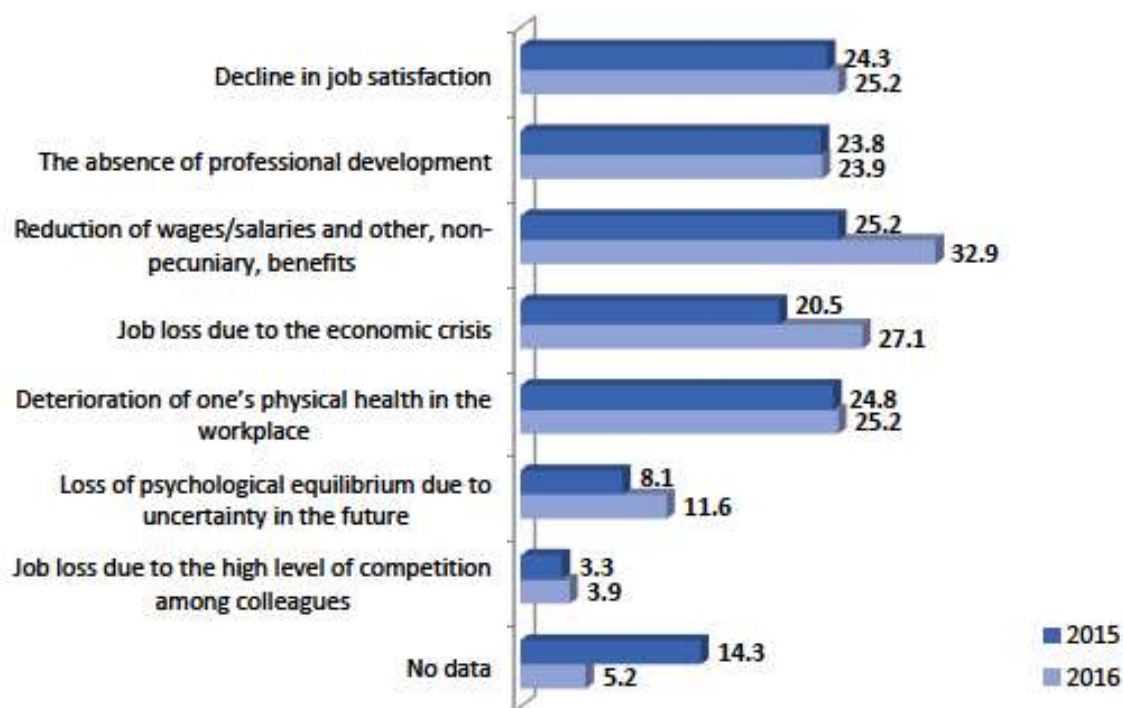


**Fig. 8: The responses given to the question: “What is the source of your anxiety and negative emotions in your current job?”, % of the respondents**

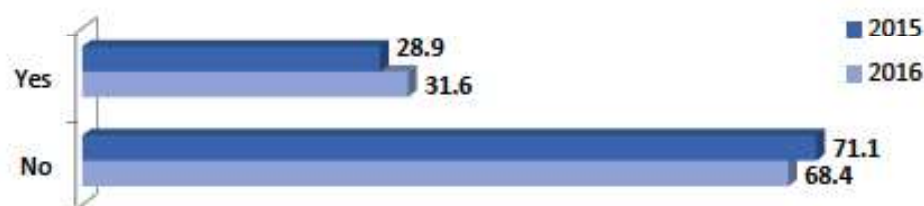


**Fig. 9: The responses given to the question: “What type of threats to your future exist in your current job?”, % of the respondents**

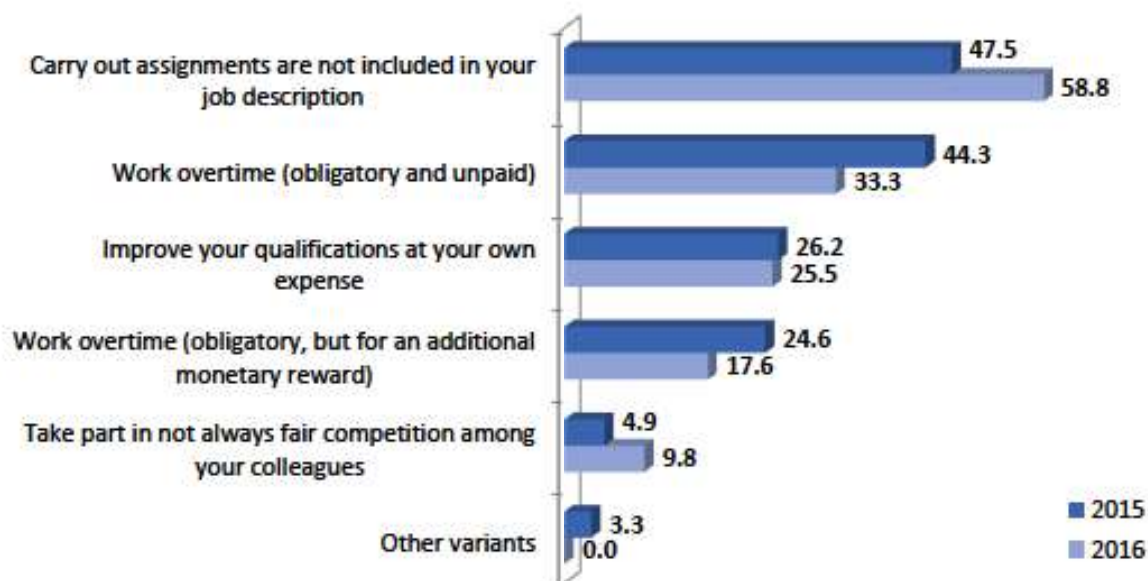




**Fig. 10: The responses given to the question: “Do you ever have to do something, that you would rather not do, in order to keep your job?”, % of the respondents**



**Fig. 11: The responses given to the question: “If yes, which particular actions have you to take?”, % of the respondents answered affirmatively**

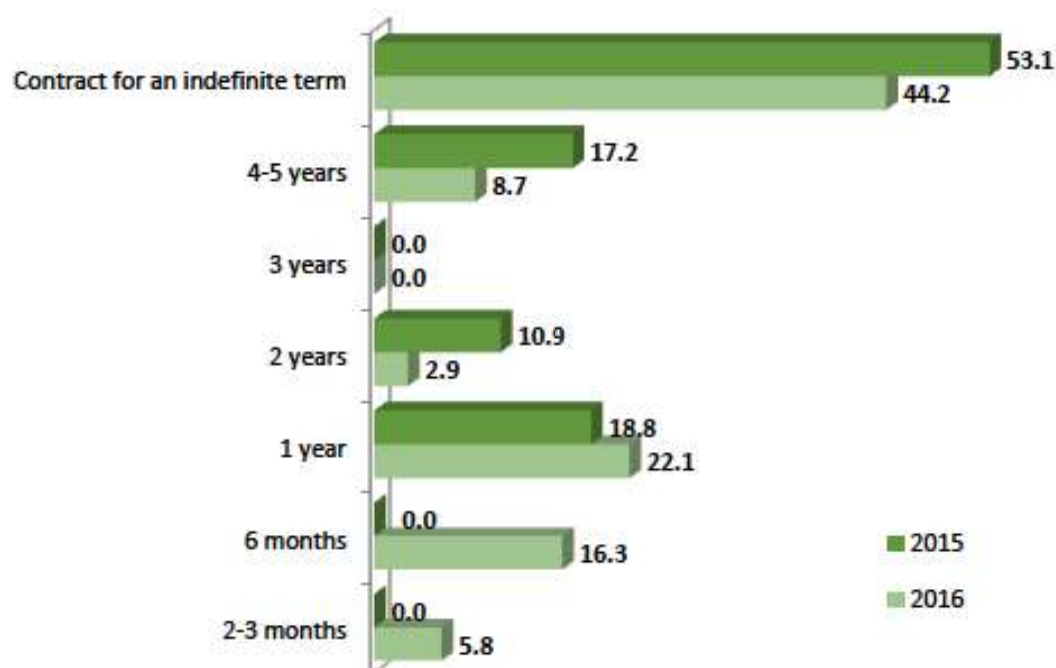




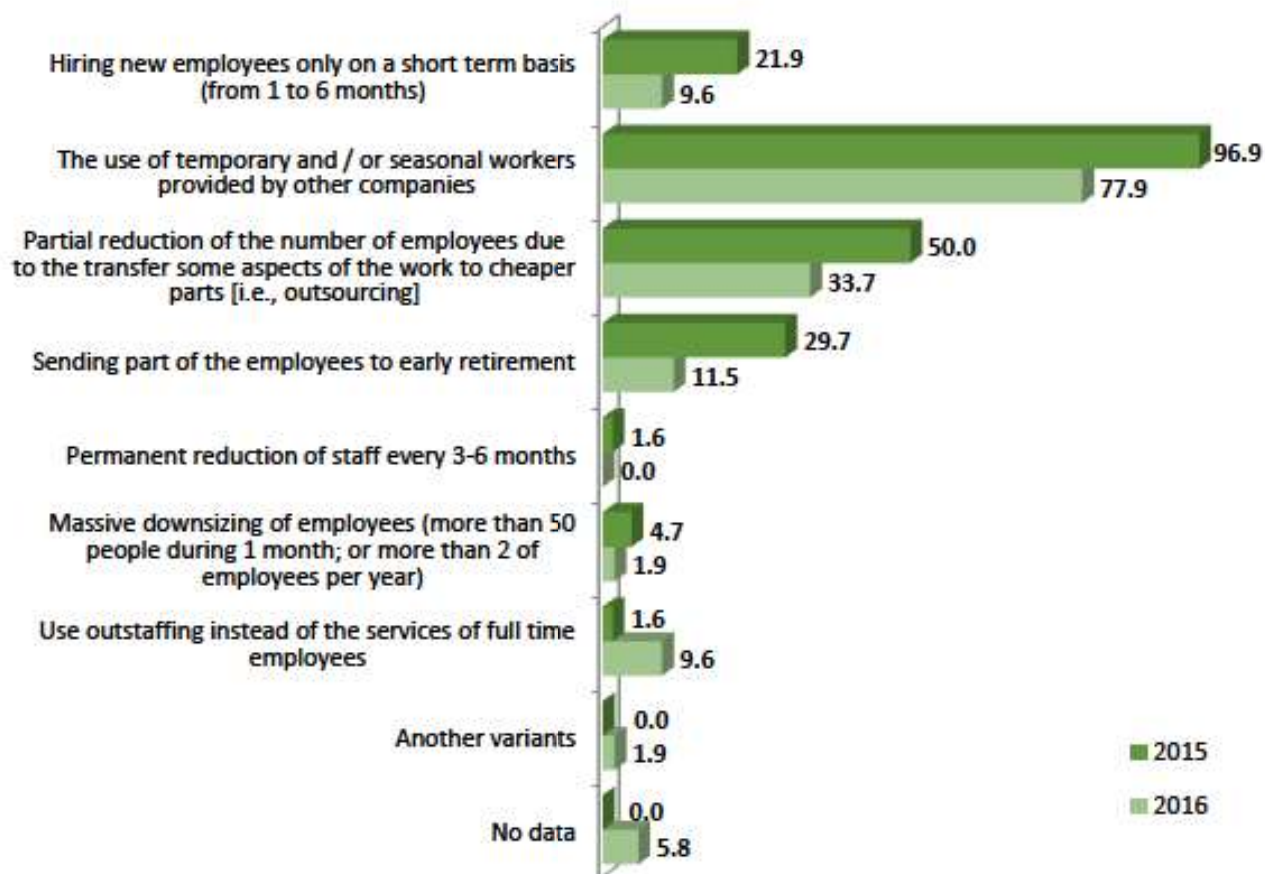
**Fig. 1: The responses given to the question: “How exactly are your work arrangements formalized with your employer?”, % of the respondents**



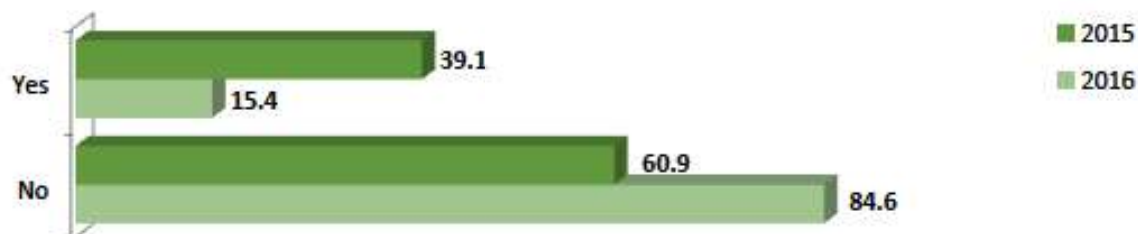
**Fig. 2: The responses given to the question: “For what time period are labour relations between you and your employer formalized?”, % of the respondents**



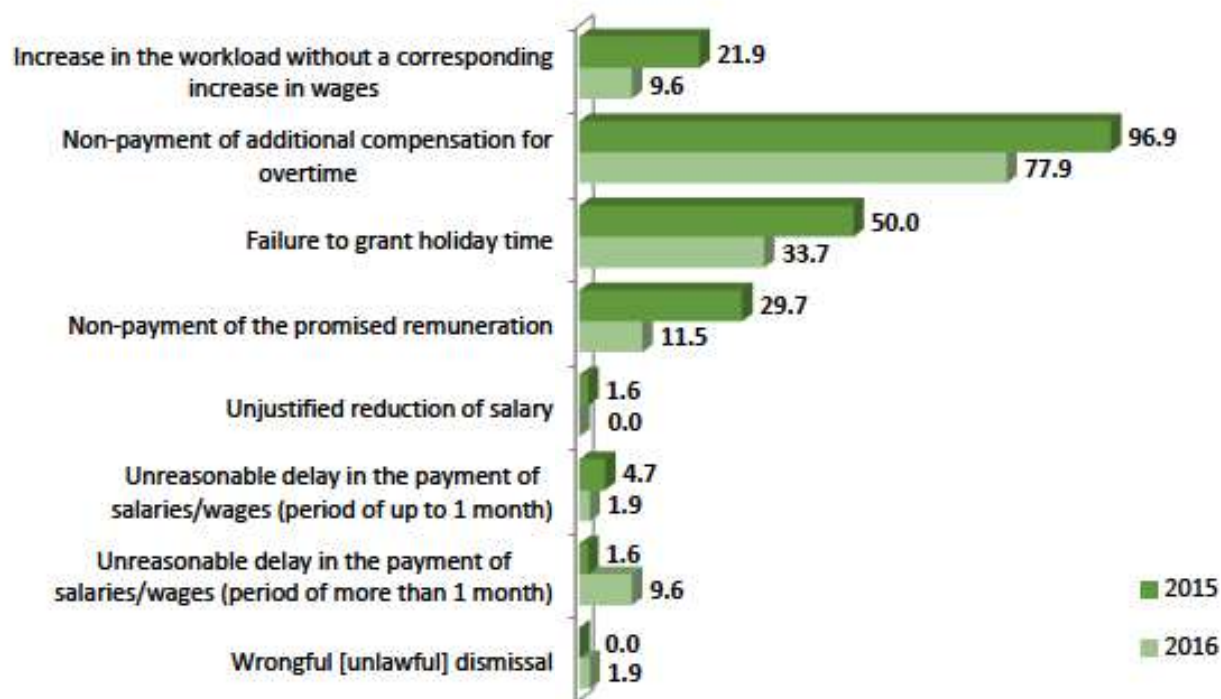
**Fig. 3: The responses given to the question: “What changes in the personnel policy of your organization have occurred over the past year?”, % of the respondents**



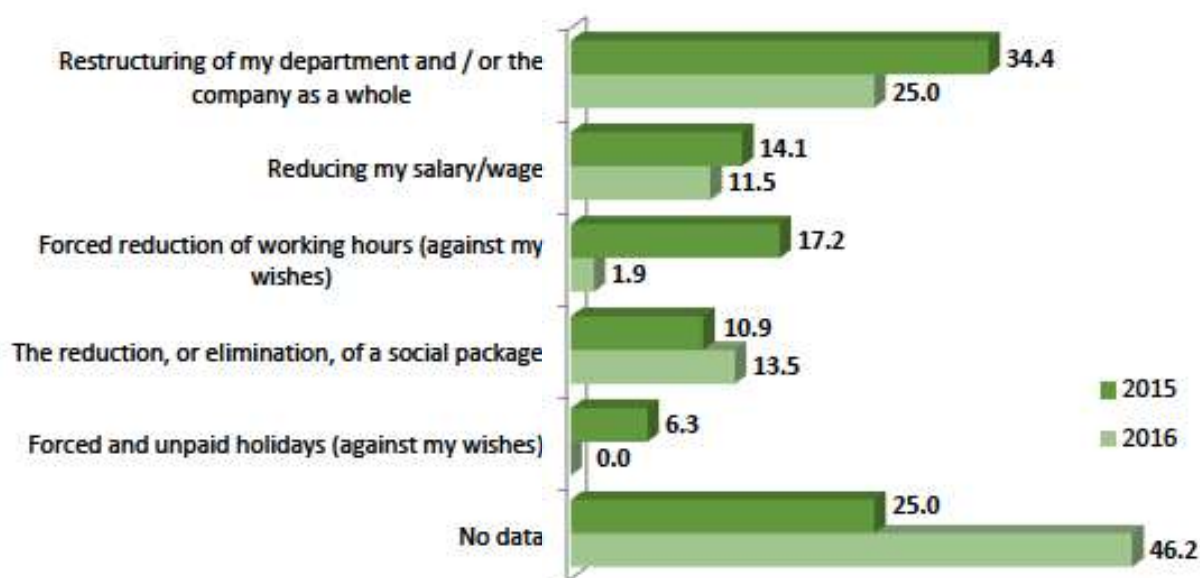
**Fig. 4: The responses given to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”, % of the respondents**



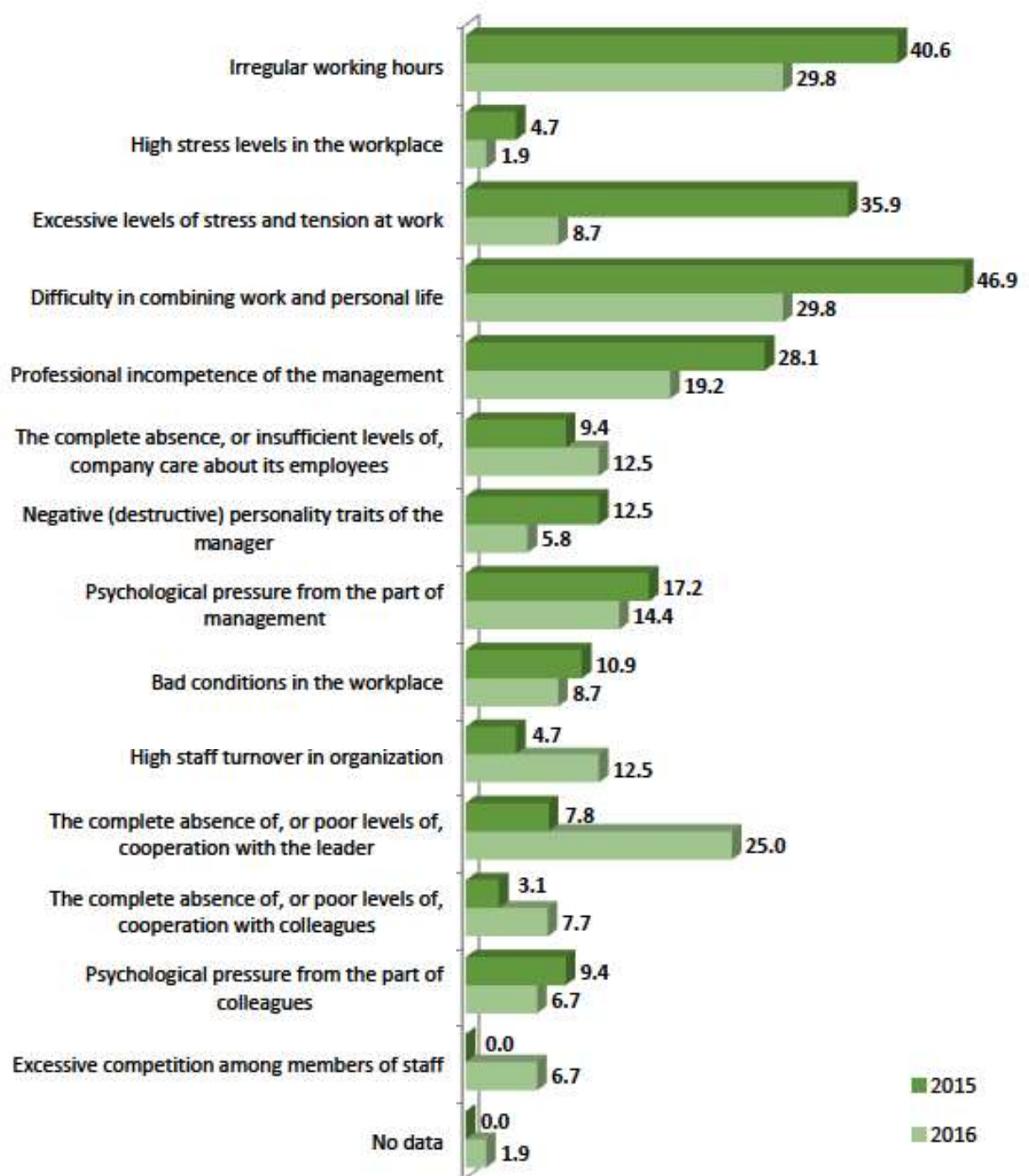
**Fig. 5: The responses given to the question: “If yes, what form, exactly, did these infringements take?”, % of the respondents answered affirmatively**



**Fig. 6: The responses given to the question: “What leadership decisions, which were taken over the past year, have an adverse effect your well-being?”, % of the respondents**

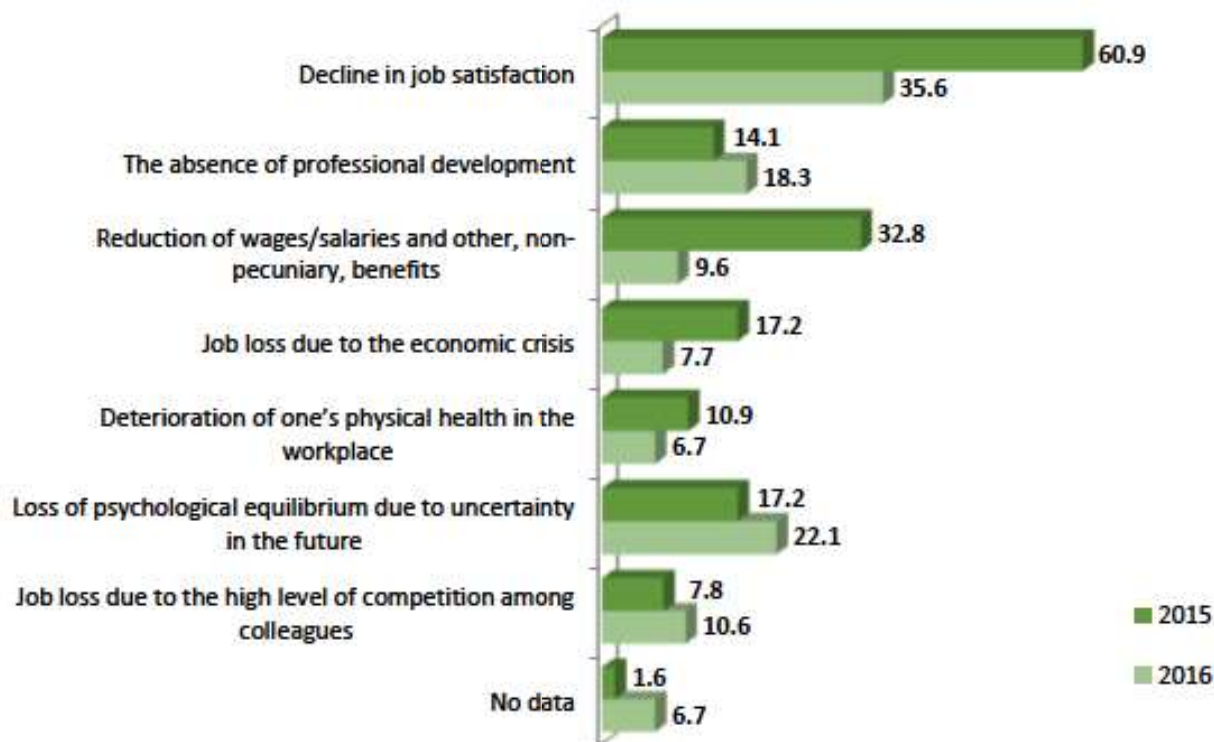


**Fig. 7: The responses given to the question: “What is the source of your anxiety and negative emotions in your current job?”, % of the respondents**

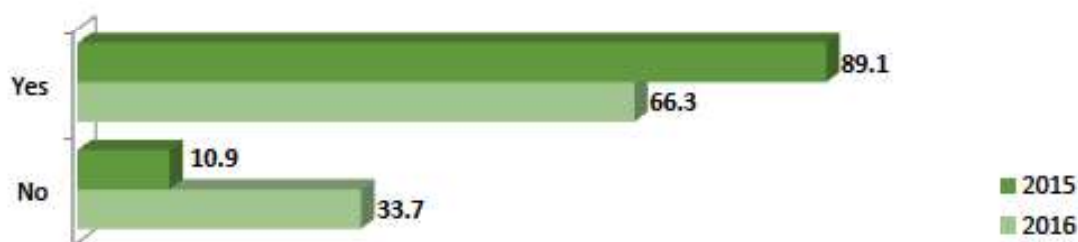


**Fig. 8: The responses given to the question: “What type of threats to your future exist in your current job?”, % of the respondents**

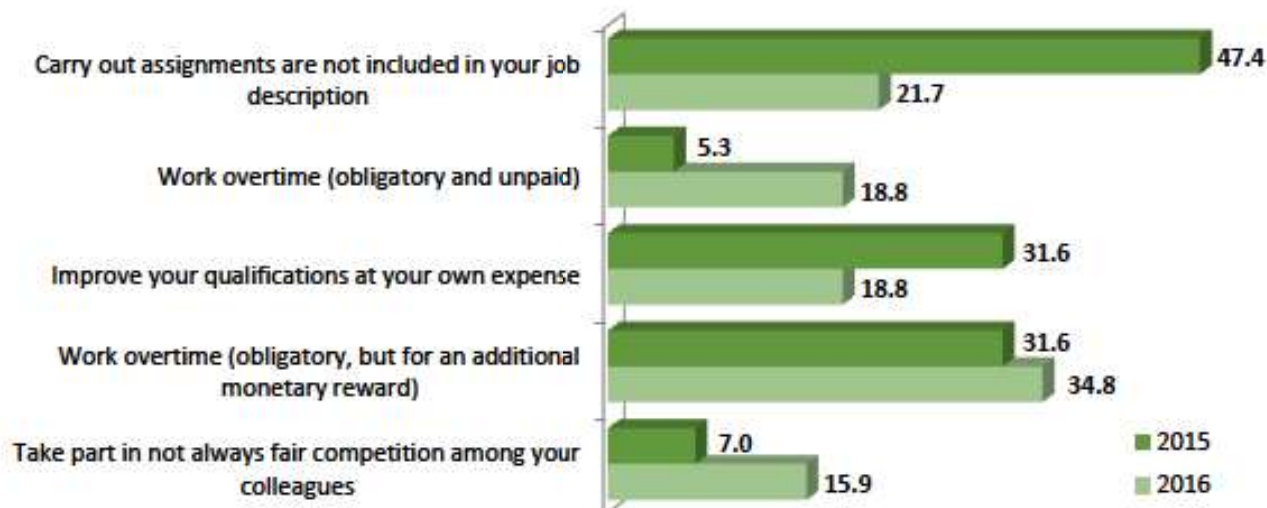




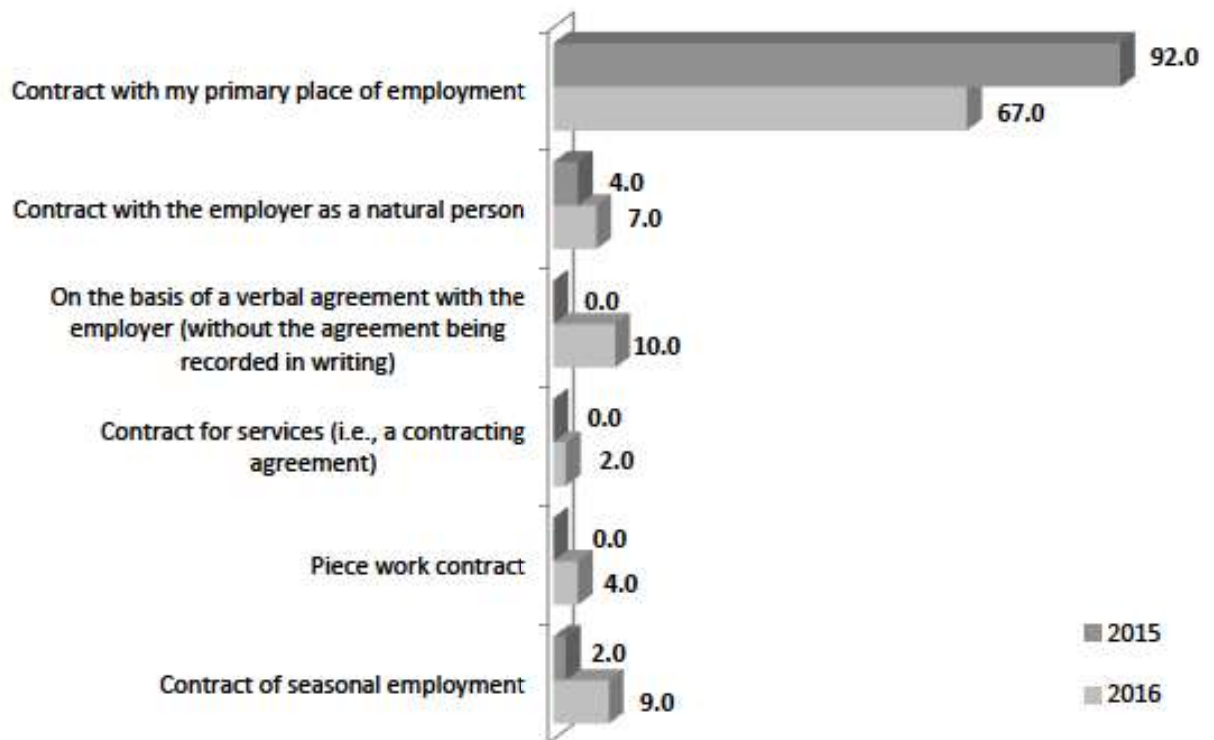
**Fig. 9: The responses given to the question: “Do you ever have to do something, that you would rather not do, in order to keep your job?”, % of the respondents**



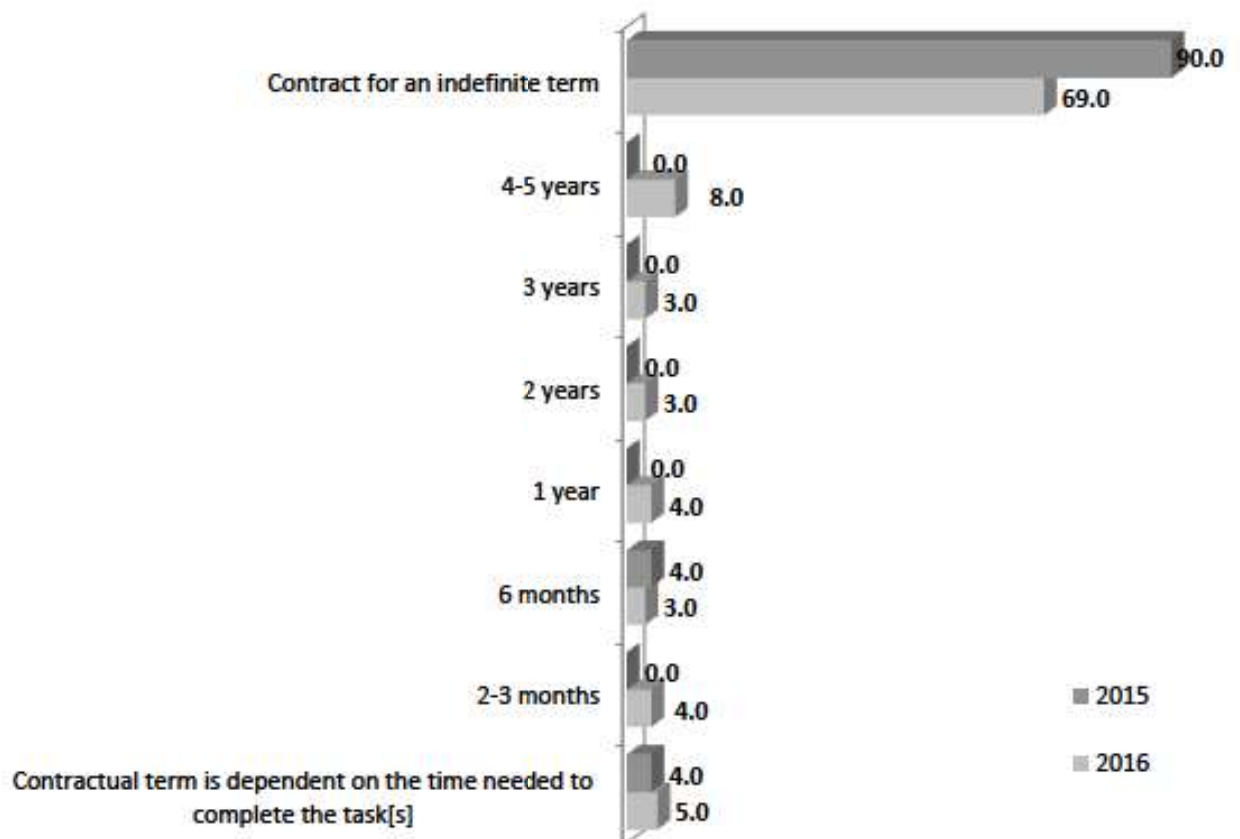
**Fig. 10: The responses given to the question: “If yes, which particular actions have you to take?”, % of the respondents**



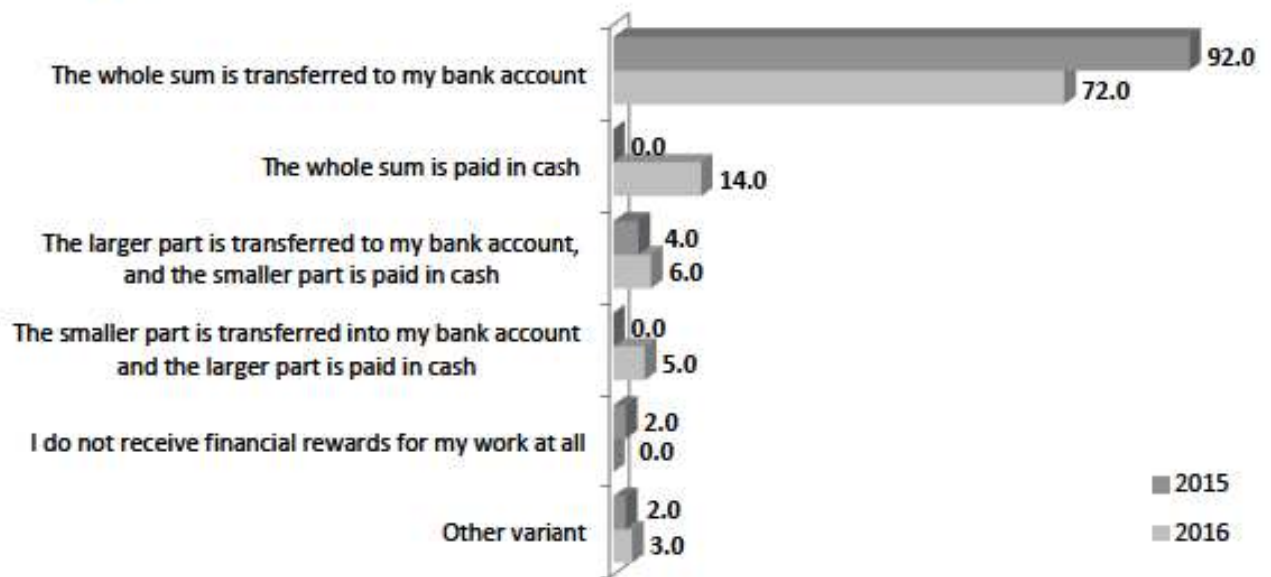
**Fig. 1: The responses given to the question: “How exactly are your work arrangements formalized with your employer?”, % of the respondents**



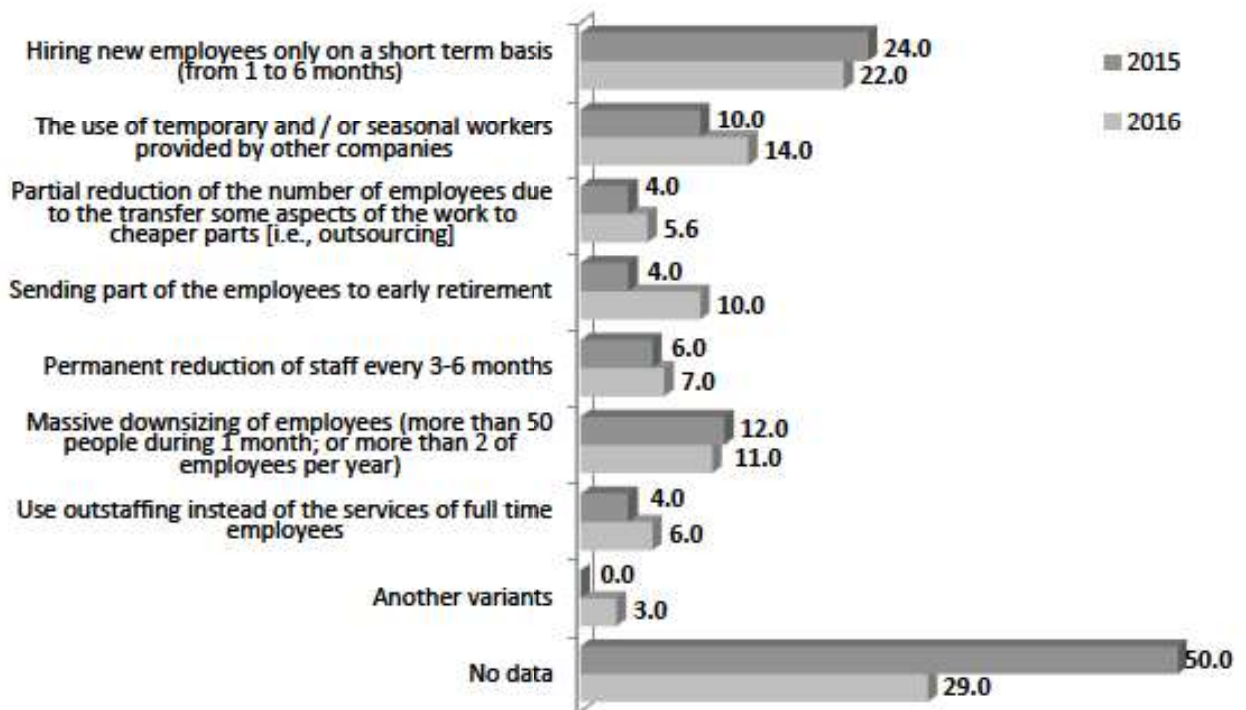
**Fig. 2: The responses given to the question: “For what time period are labour relations between you and your employer formalized?”, % of the respondents**



**Fig. 3: The responses given to the question: “In what form are you paid your wages/salary?”, % of the respondents**



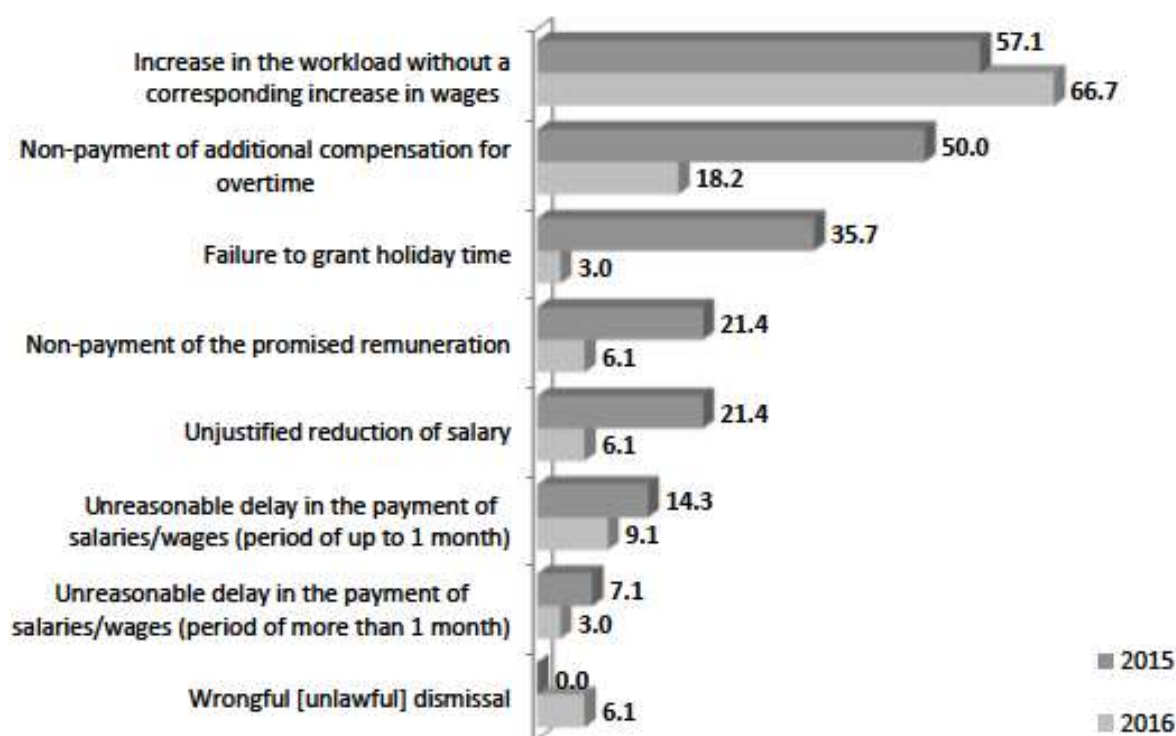
**Fig. 4: The responses given to the question: “What changes in the personnel policy of your organization have occurred over the past year?”, % of the respondents**



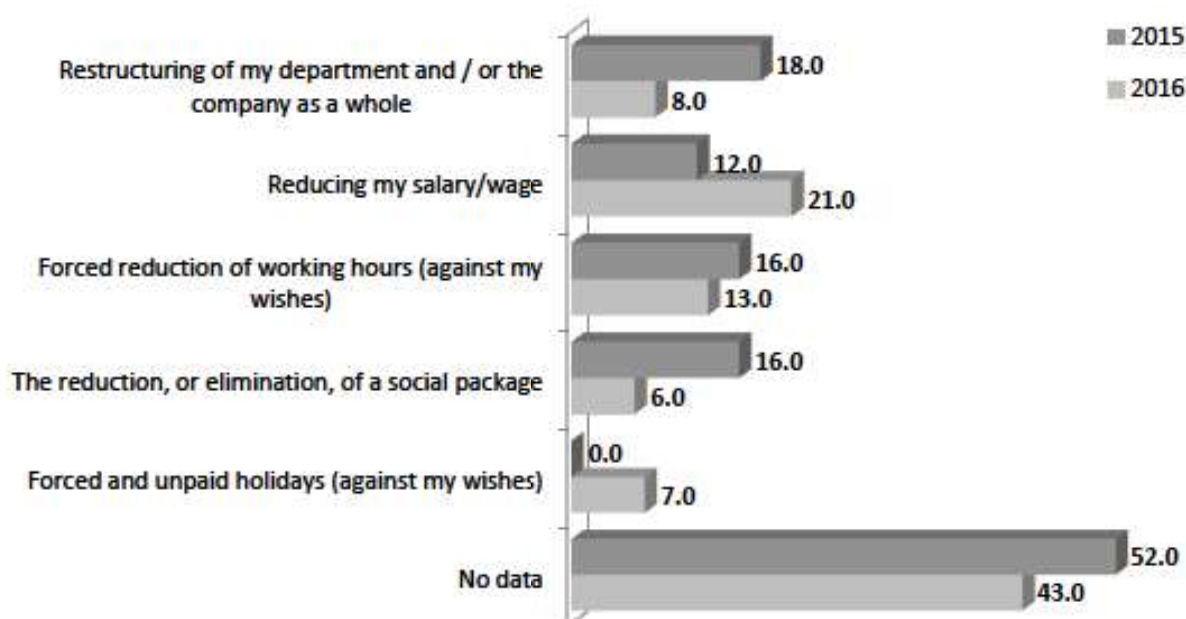
**Fig. 5: The responses given to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”, % of the respondents**



**Fig. 6: The responses given to the question: “If yes, what form, exactly, did these infringements take?”, % of the respondents answered affirmatively**

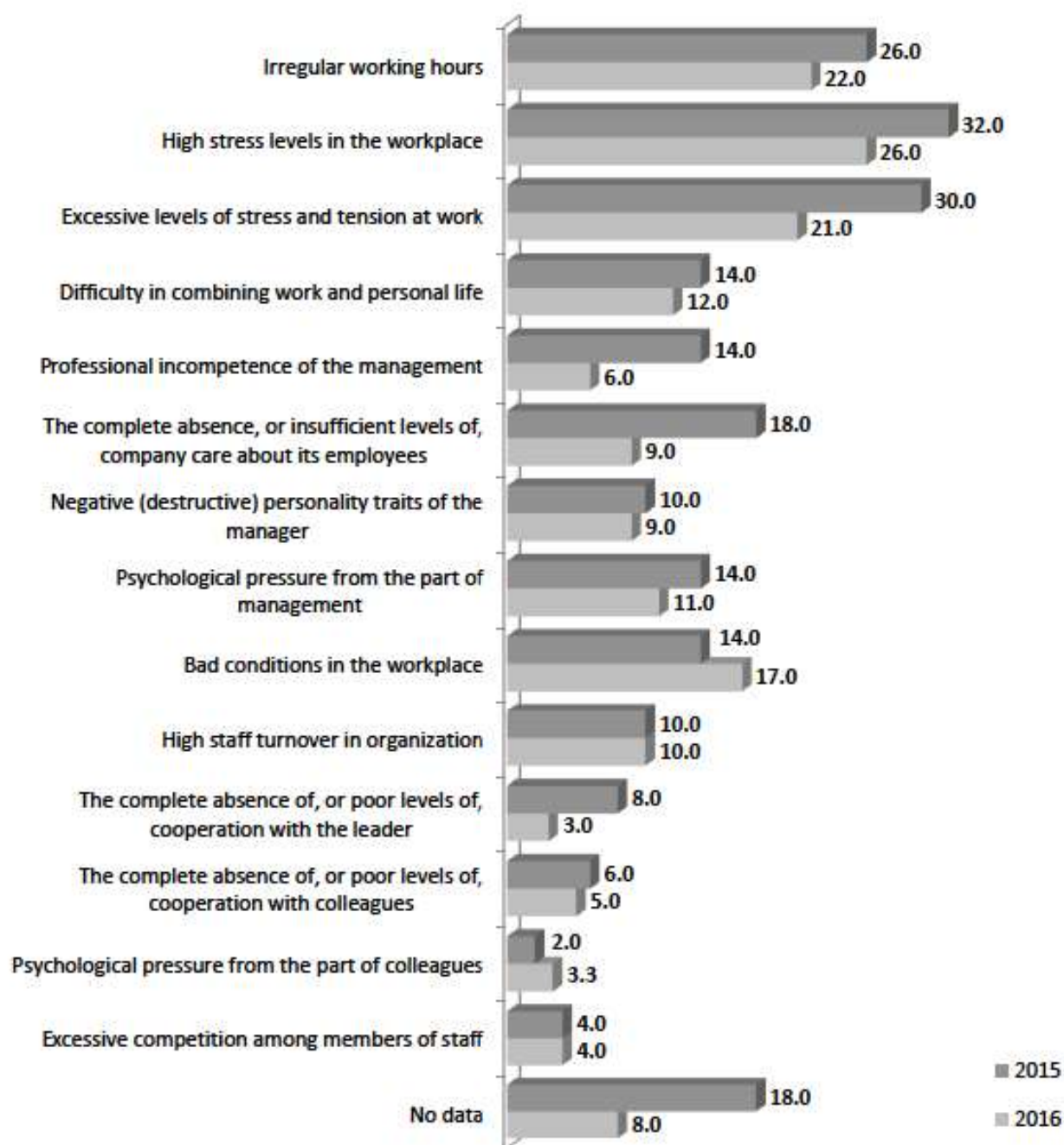


**Fig. 7: The responses given to the question: “What leadership decisions, which were taken over the past year, have an adverse effect your well-being?”, % of the respondents**

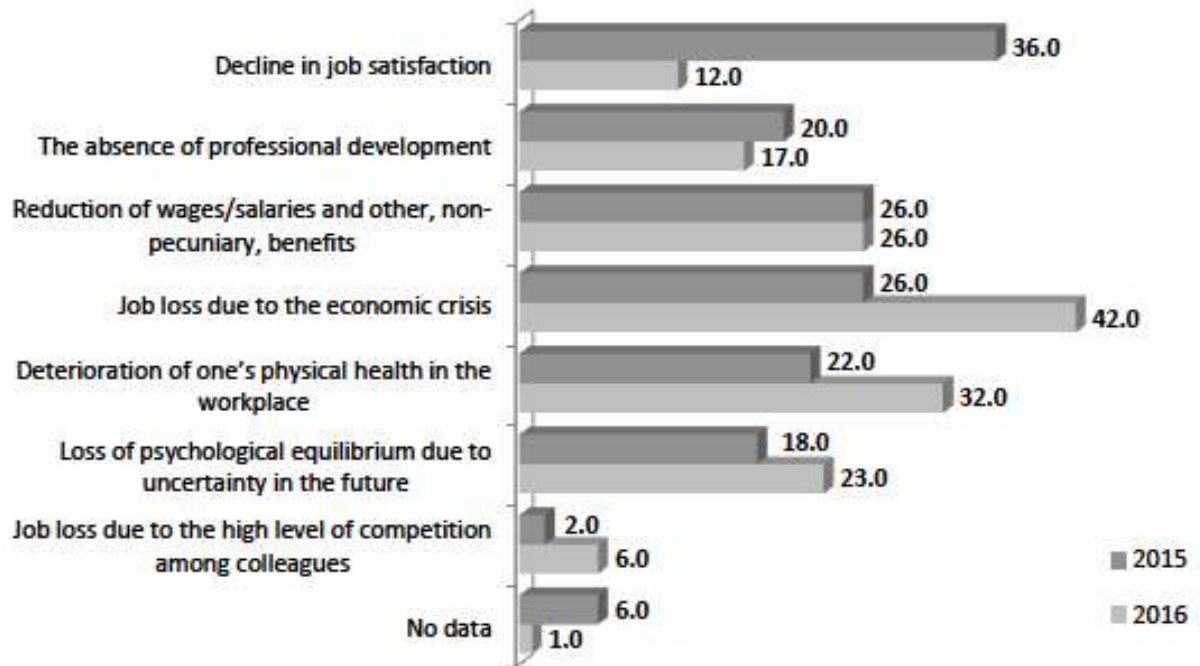




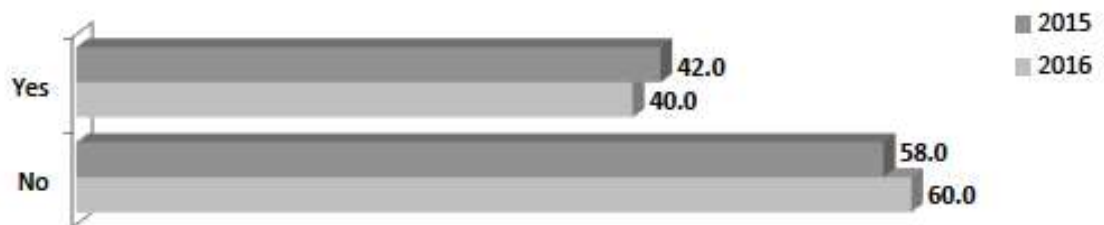
**Fig. 8: The responses given to the question: “What is the source of your anxiety and negative emotions in your current job?”, % of the respondents**



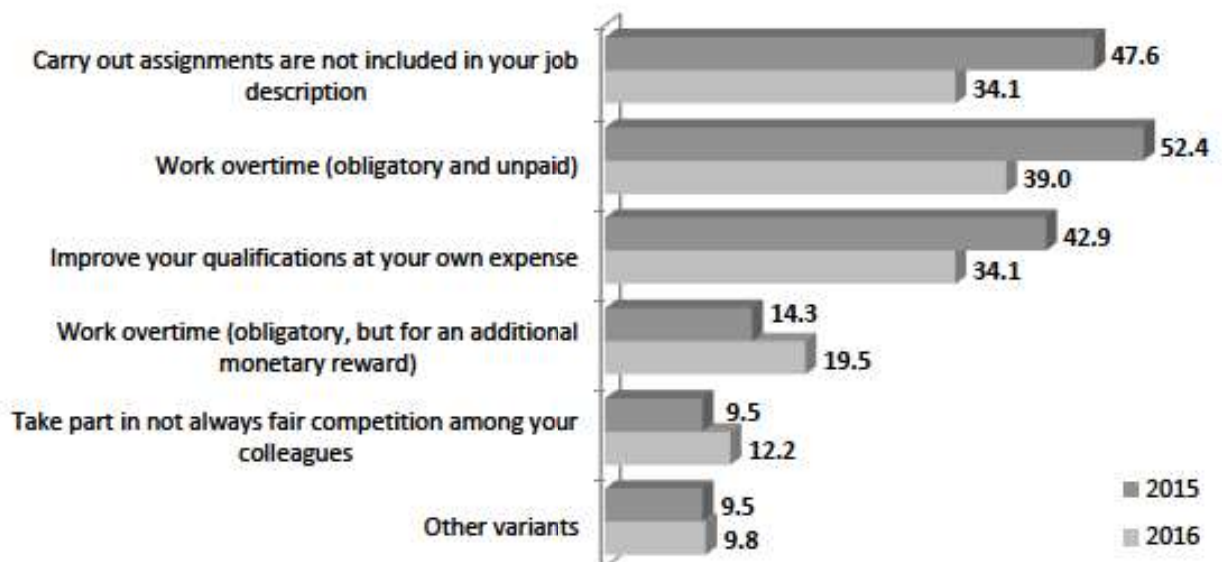
**Fig. 9: The responses given to the question: “What type of threats to your future exist in your current job?”, % of the respondents**



**Fig. 10: The responses given to the question: “Do you ever have to do something, that you would rather not do, in order to keep your job?”, % of the respondents**

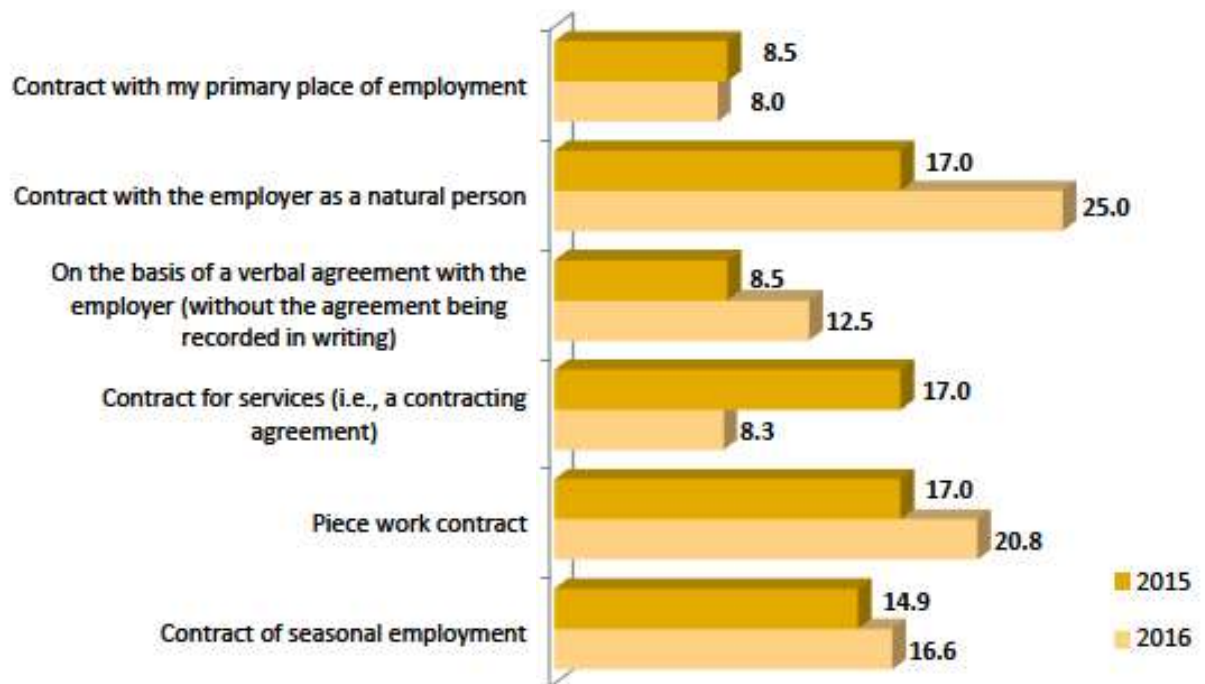


**Fig. 11: The responses given to the question: “If yes, which particular actions have you to take?”, % of the respondents answered affirmatively**

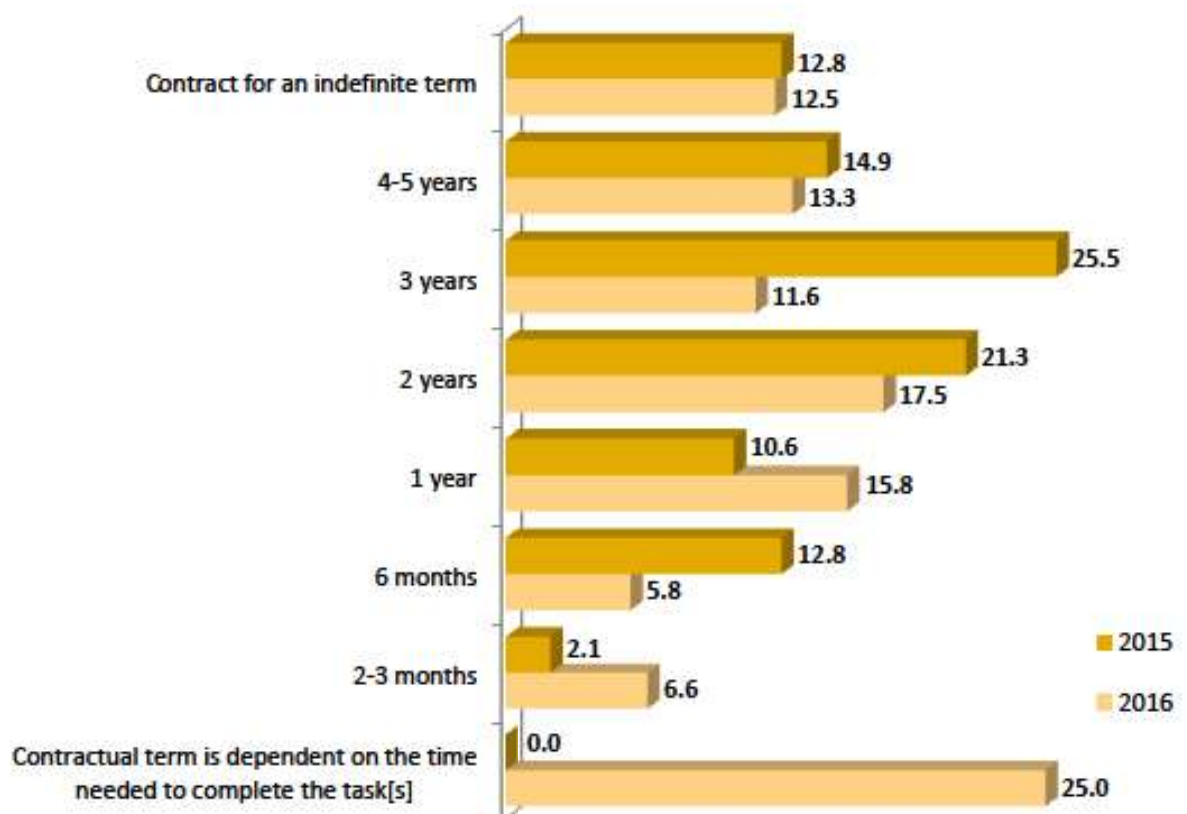


#### 4 PAKISTAN: 2015-2016

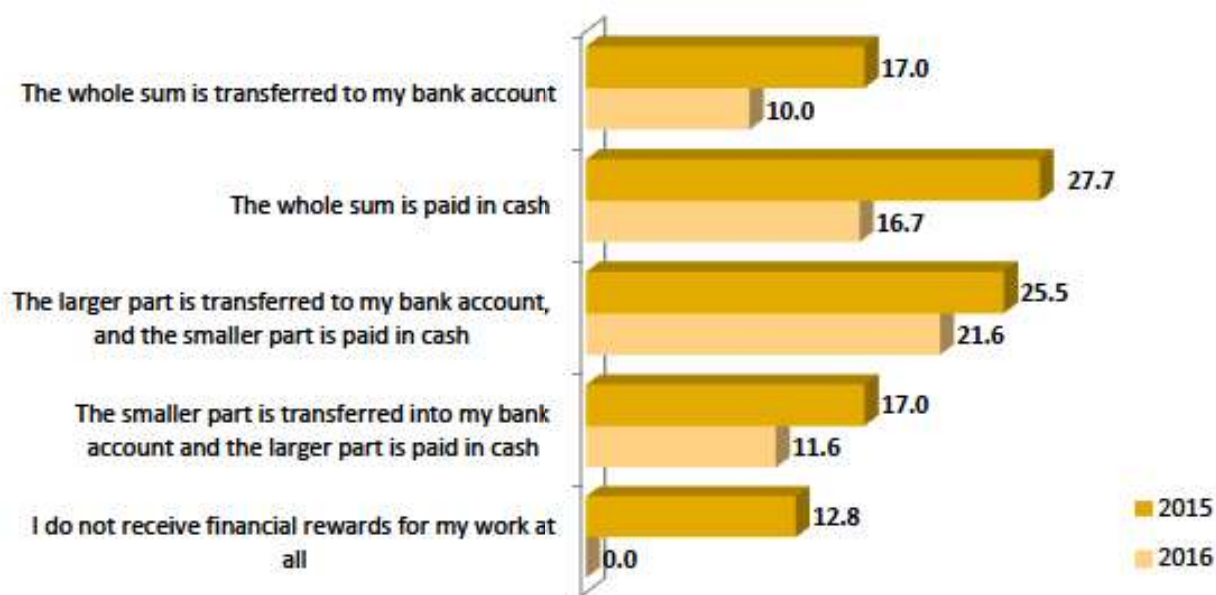
**Fig. 1: The responses given to the question: “How exactly are your work arrangements formalized with your employer?”, % of the respondents**



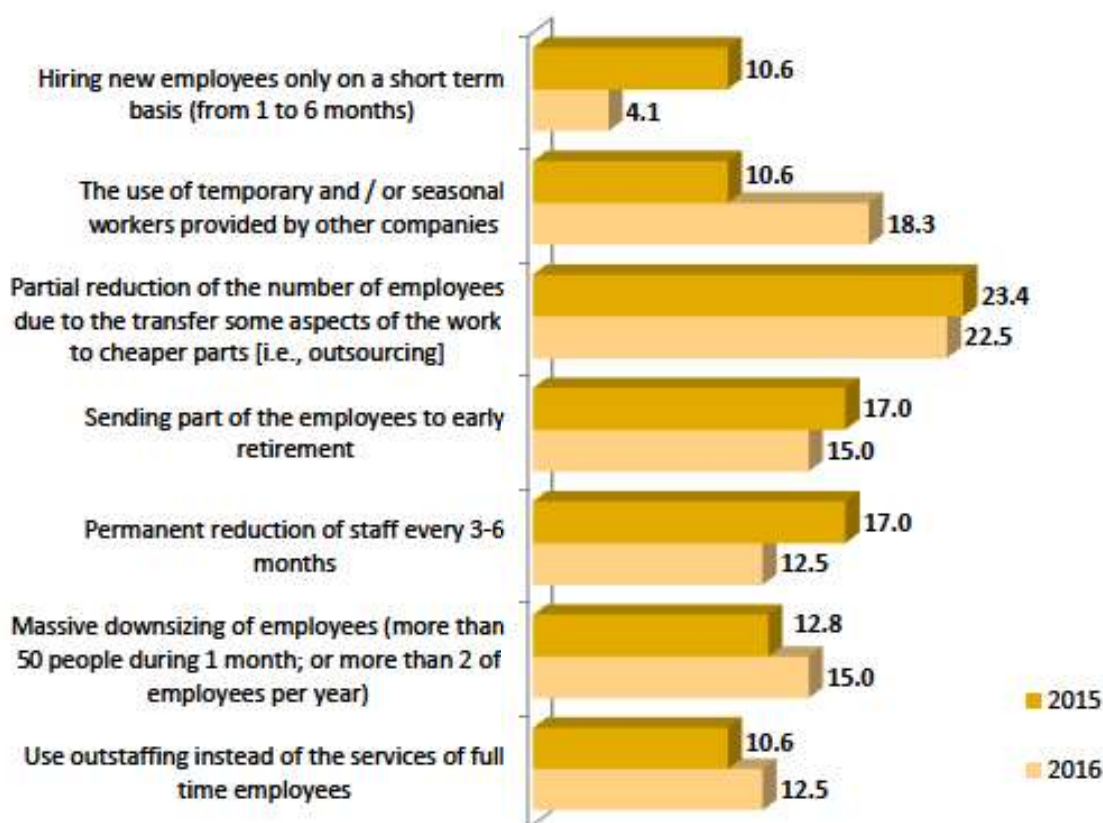
**Fig. 2: The responses given to the question: “For what time period are labour relations between you and your employer formalized?”, % of the respondents**



**Fig. 3: The responses given to the question: “In what form are you paid your wages/salary?”, % of the respondents**

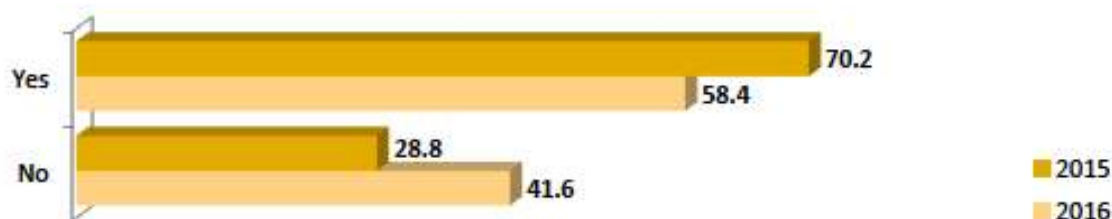


**Fig. 4: The responses given to the question: “What changes in the personnel policy of your organization have occurred over the past year?”, % of the respondents**

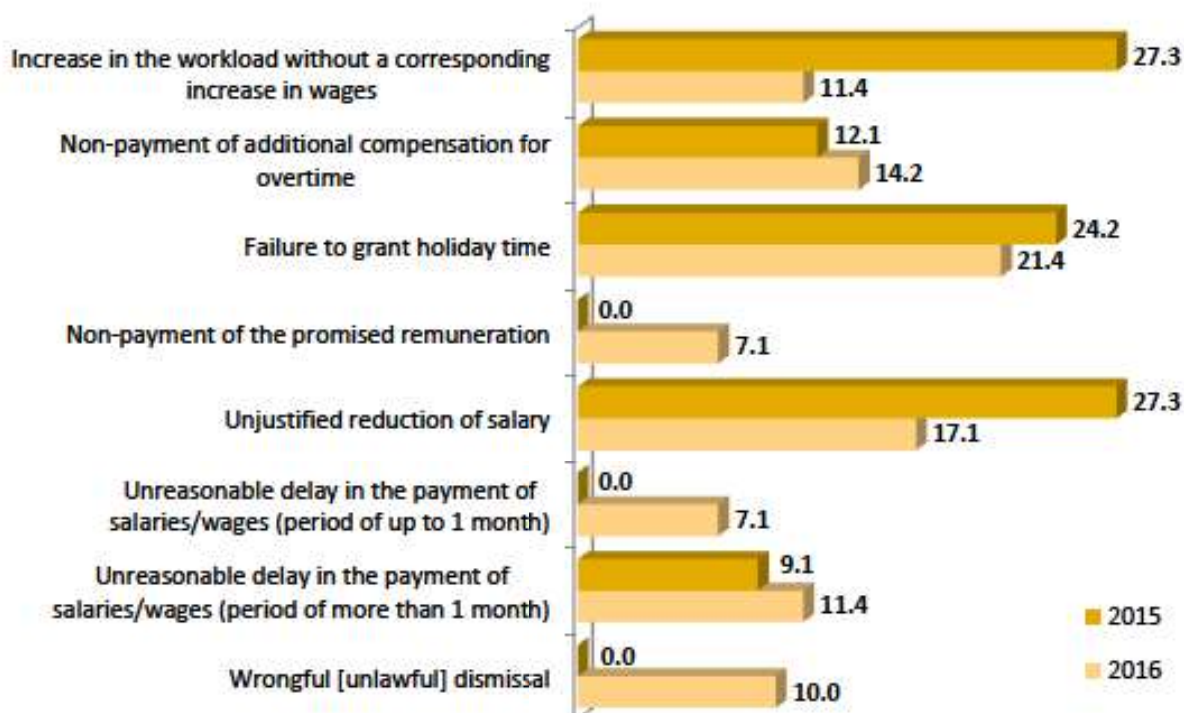




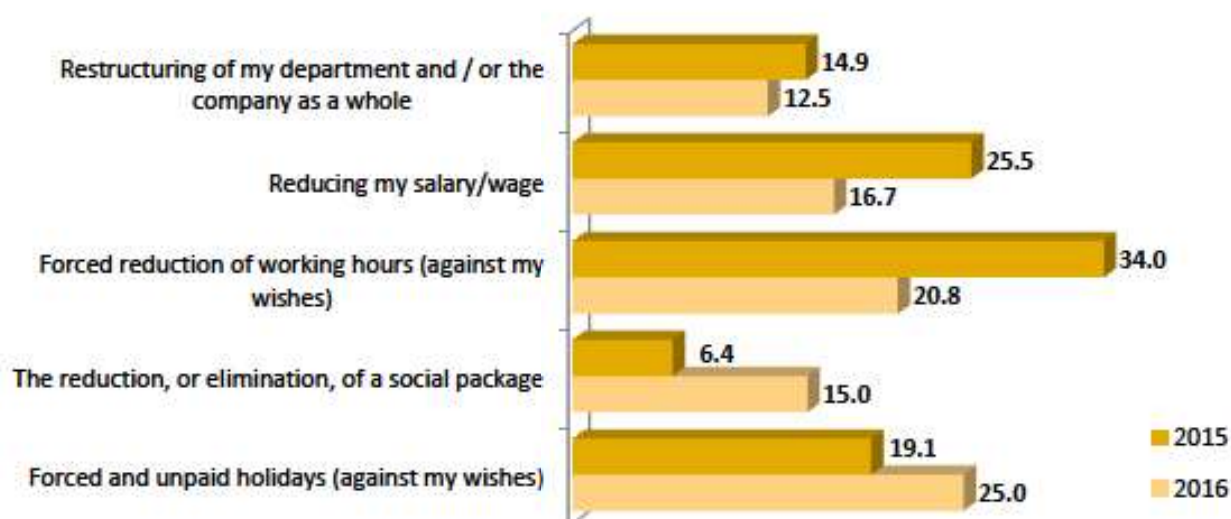
**Fig. 5: The responses given to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”, % of the respondents**



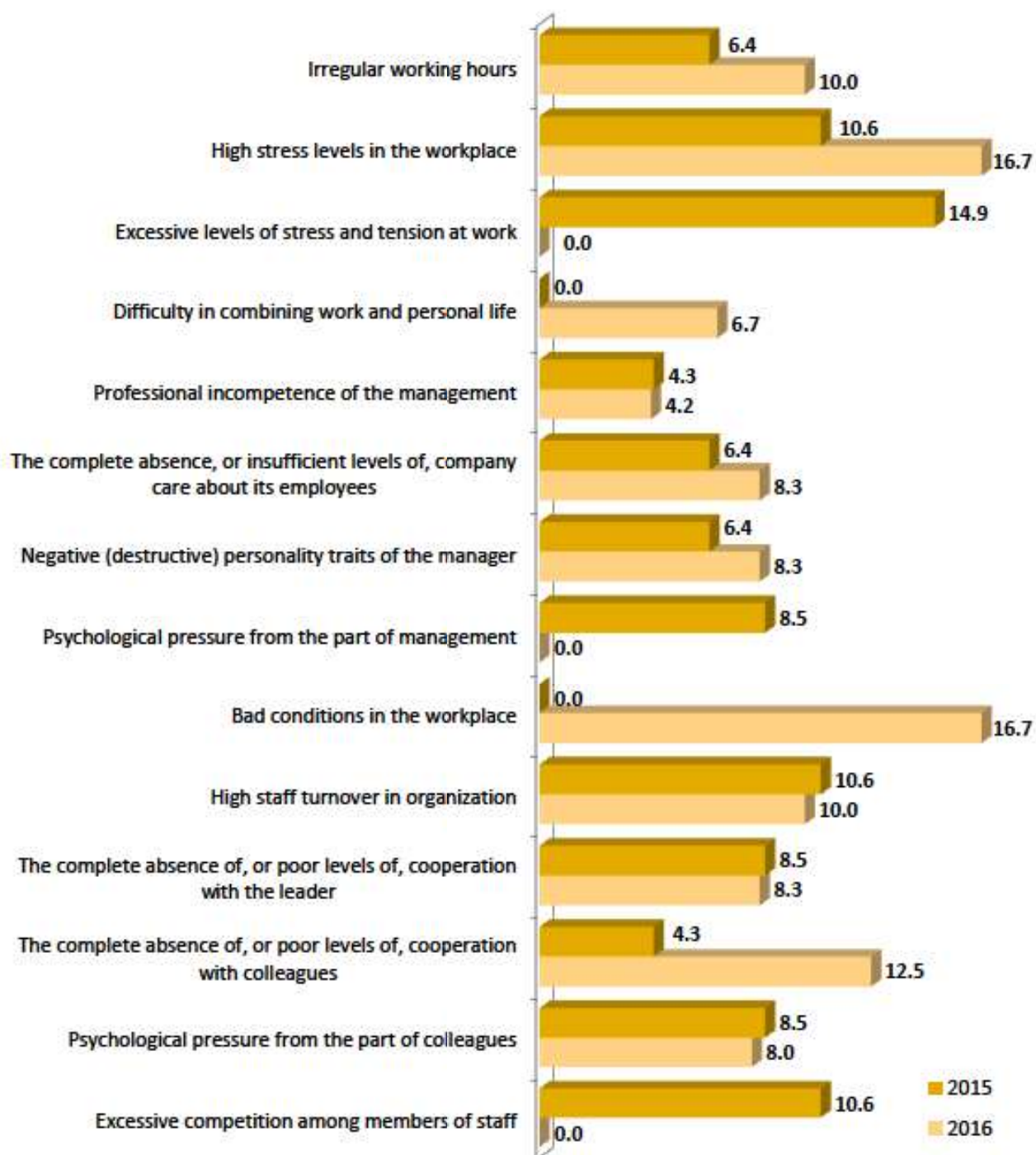
**Fig. 6: The responses given to the question: “If yes, what form, exactly, did these infringements take?”, % of the respondents answered affirmatively**



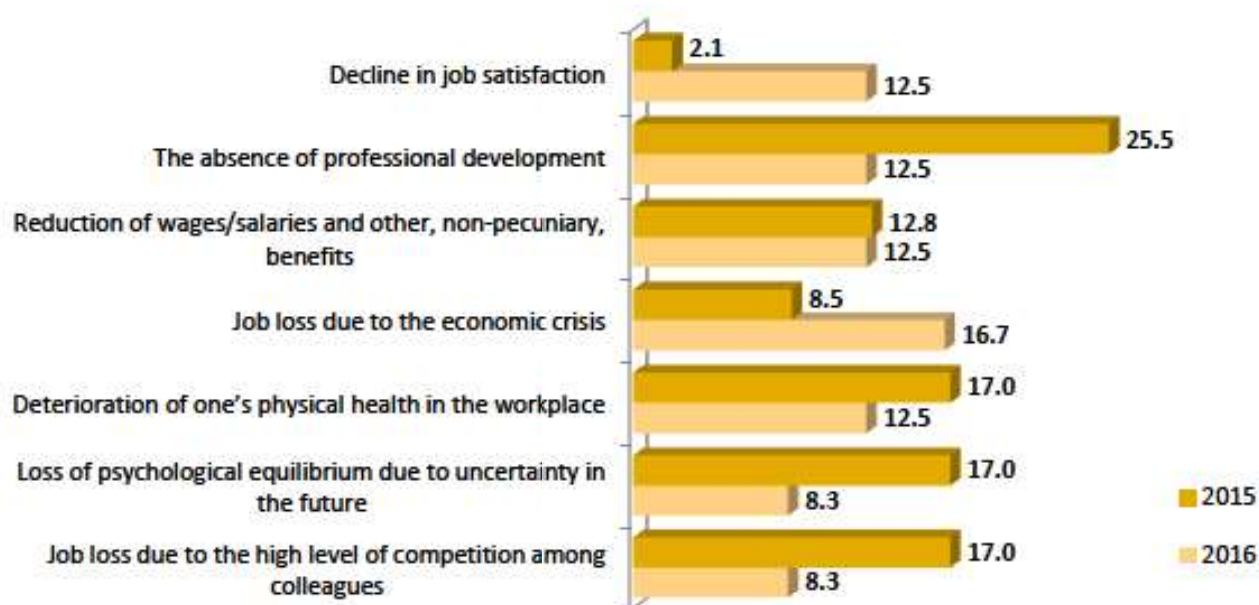
**Fig. 7: The responses given to the question: “What leadership decisions, which were taken over the past year, have an adverse effect your well-being?”, % of the respondents**



**Fig. 8: The responses given to the question: “What is the source of your anxiety and negative emotions in your current job?”, % of the respondents**



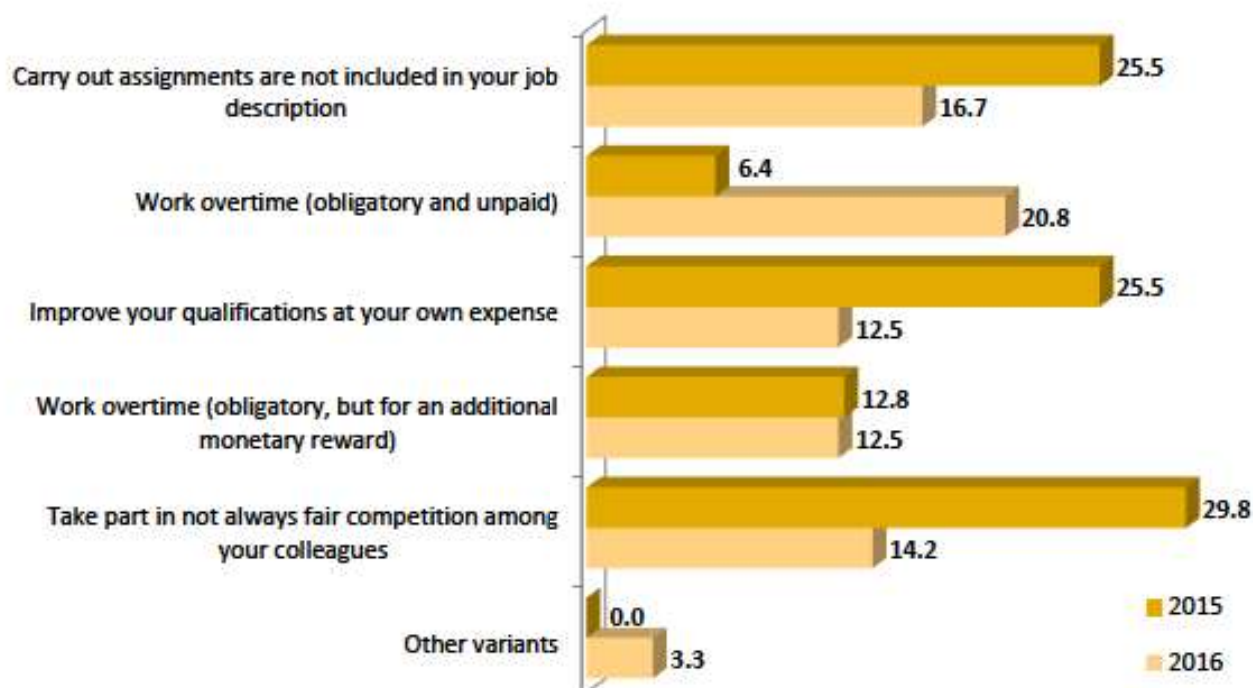
**Fig. 9: The responses given to the question: “What type of threats to your future exist in your current job?”, % of the respondents**



**Fig. 10: The responses given to the question: “Do you ever have to do something, that you would rather not do, in order to keep your job?”, % of the respondents**



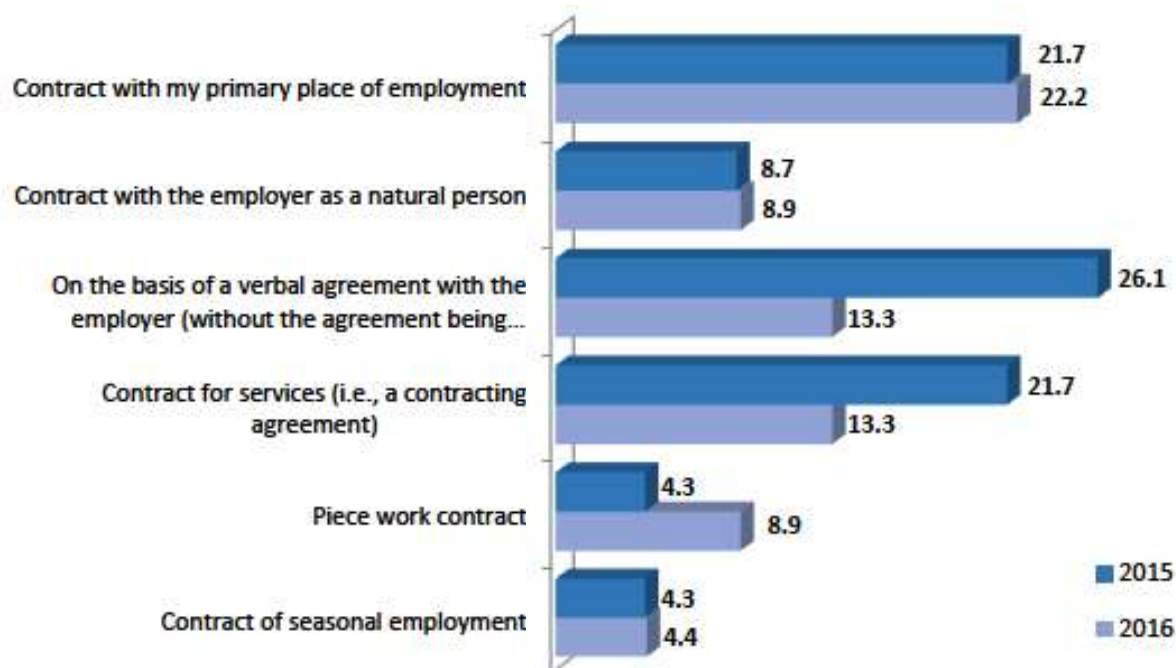
**Fig. 11: The responses given to the question: “If yes, which particular actions have you to take?”, % of the respondents answered affirmatively**



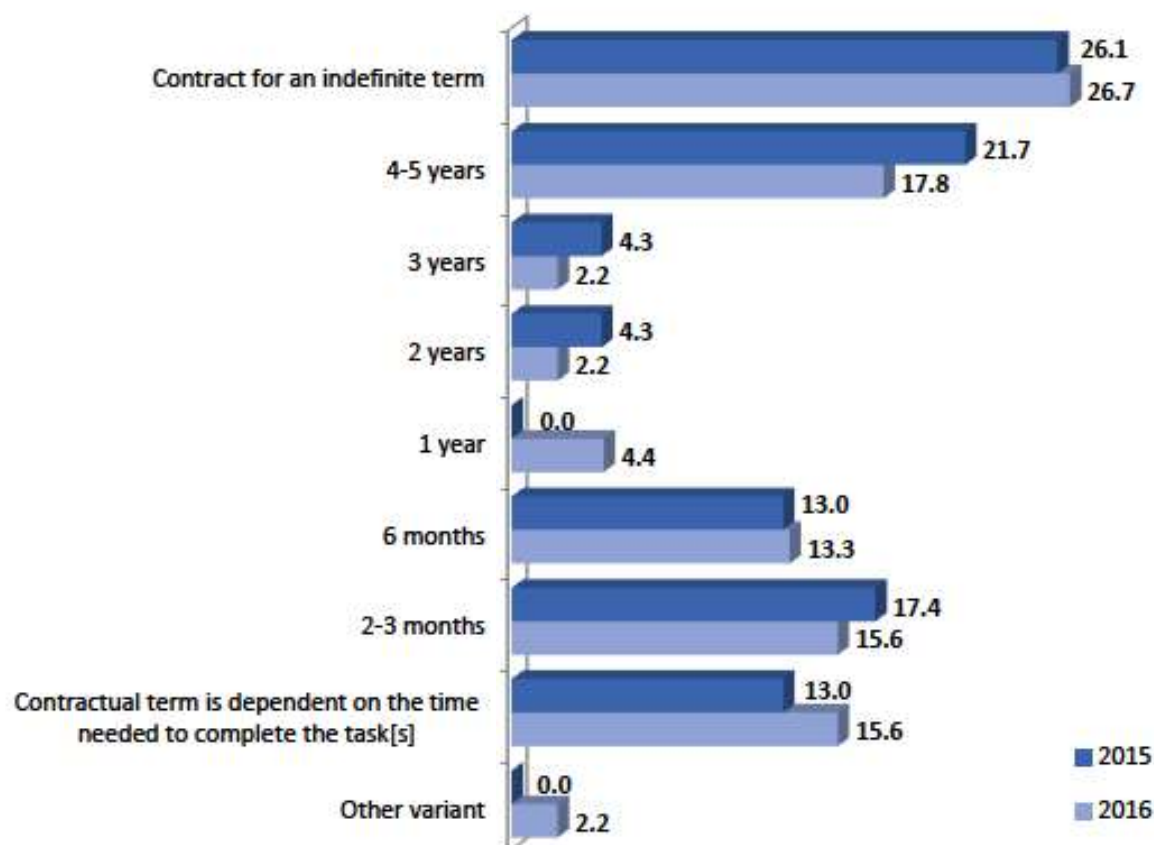


## 5 ITALY: 2015-2016

**Fig. 1: The responses given to the question: “How exactly are your work arrangements formalized with your employer?”, % of the respondents**

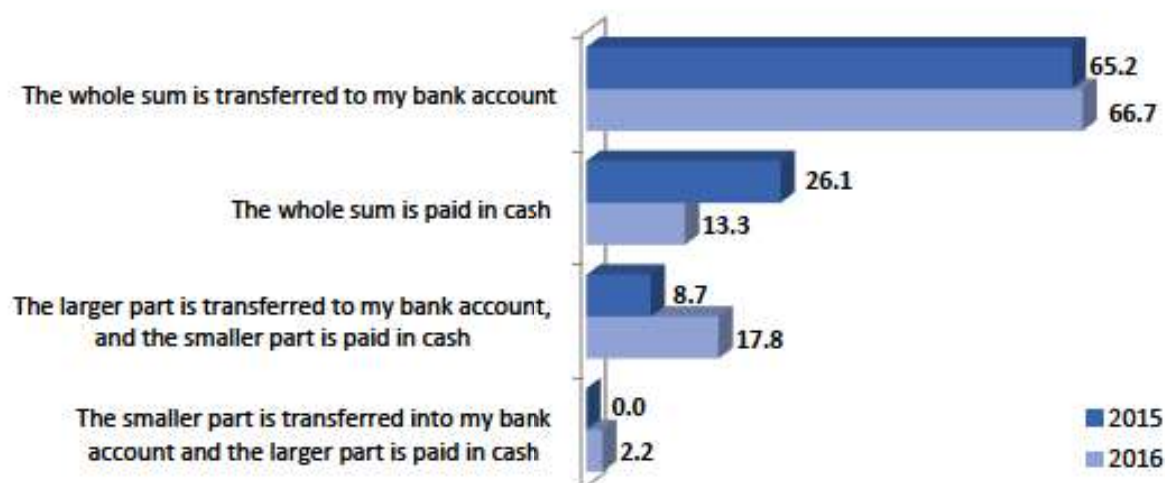


**Fig. 2: The responses given to the question: “For what time period are labour relations between you and your employer formalized?”, % of the respondents**

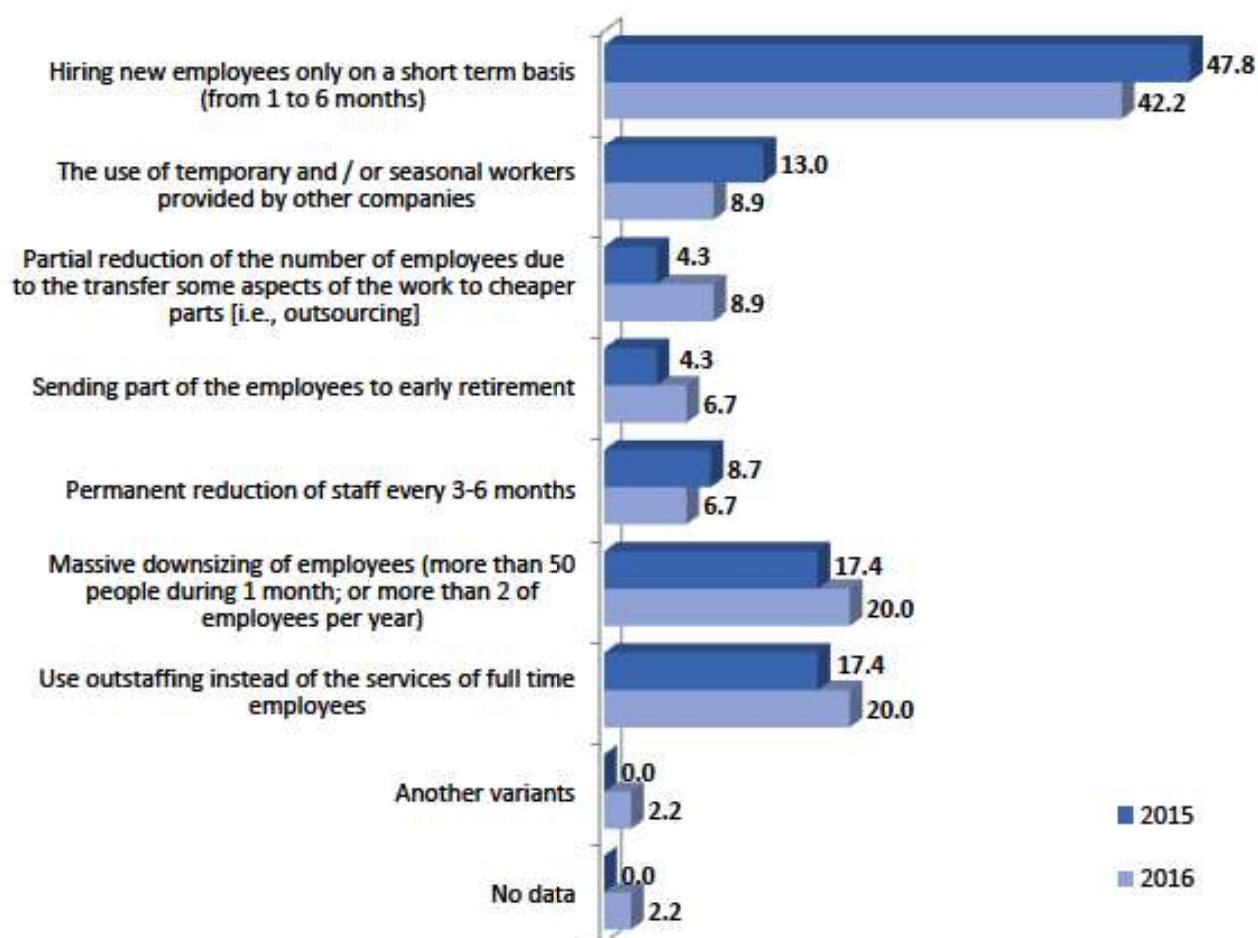




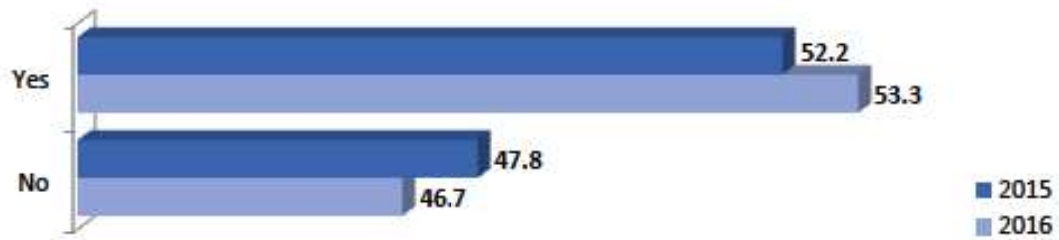
**Tab. 3: The responses given to the question: “In what form are you paid your wages/salary?”, % of the respondents**



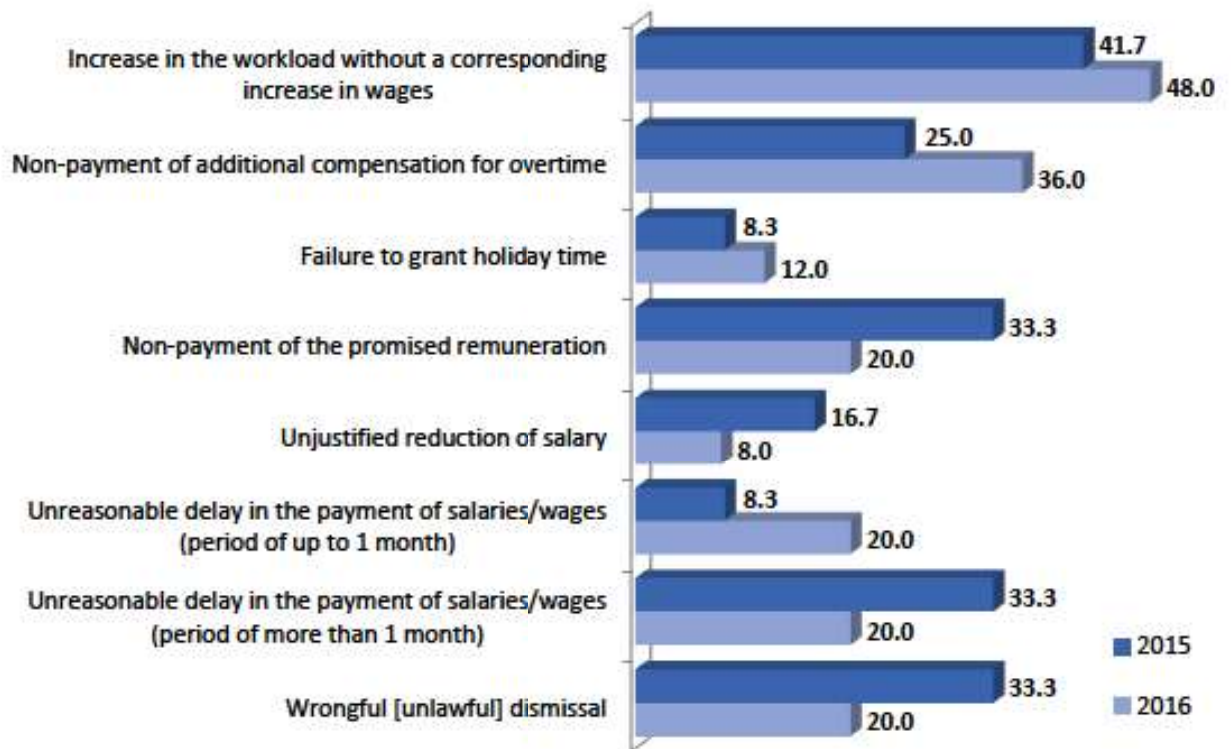
**Fig. 4: The responses given to the question: “What changes in the personnel policy of your organization have occurred over the past year?”, % of the respondents**



**Fig. 5: The responses given to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”, % of the respondents**



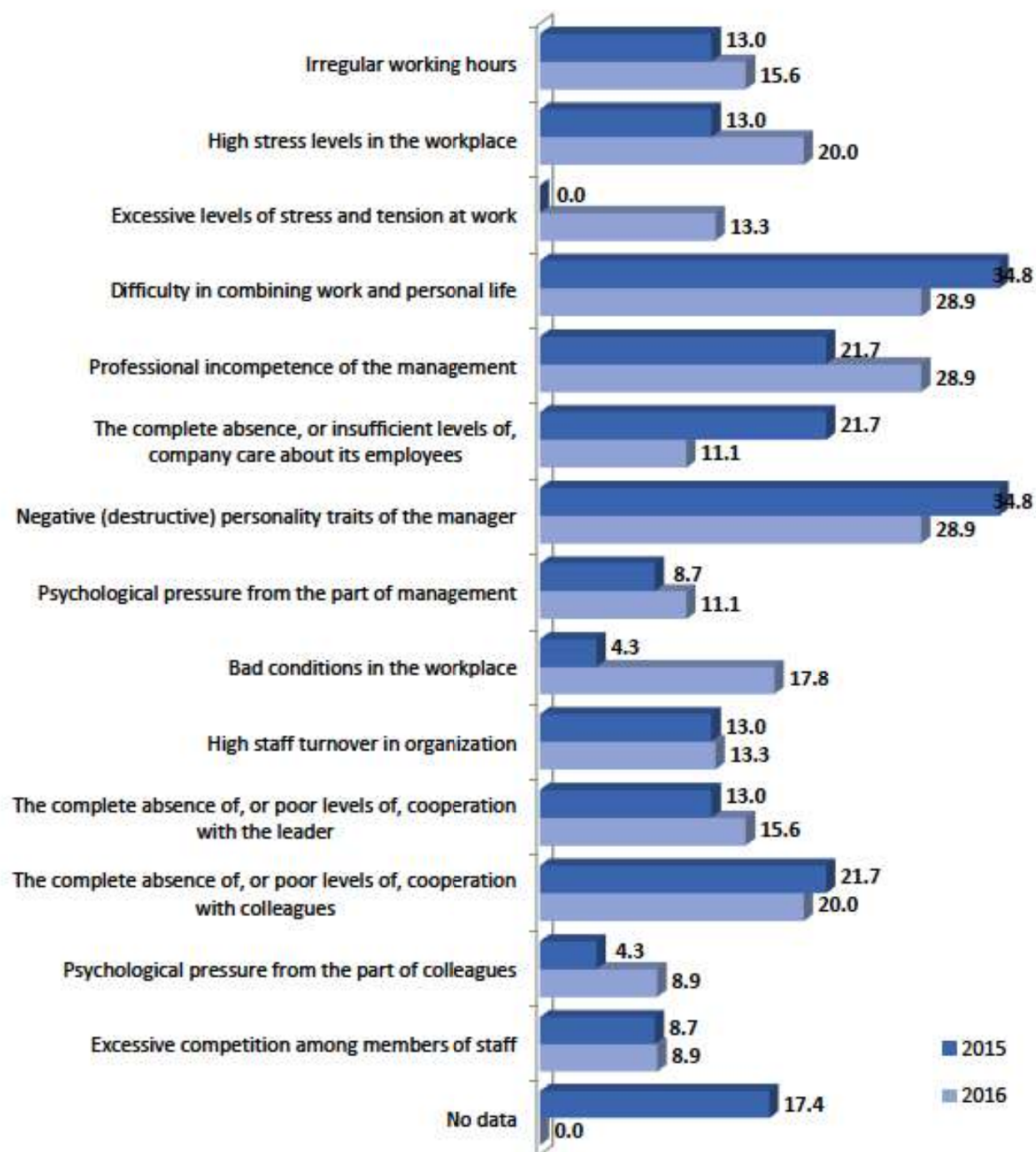
**Fig. 6: The responses given to the question: “If yes, what form, exactly, did these infringements take?”, % of the respondents answered affirmatively**



**Fig. 7: The responses given to the question: “What leadership decisions, which were taken over the past year, have an adverse effect your well-being?”, % of the respondents**

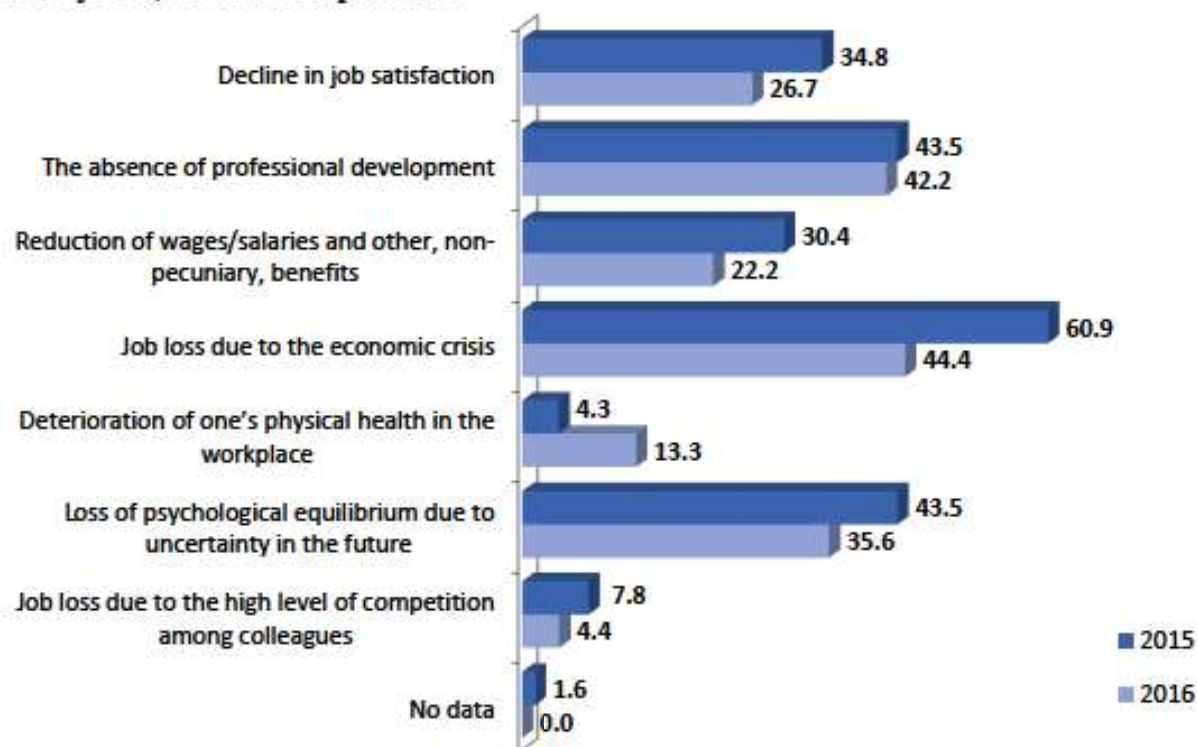


**Fig. 8: The responses given to the question: “What is the source of your anxiety and negative emotions in your current job?”, % of the respondents**





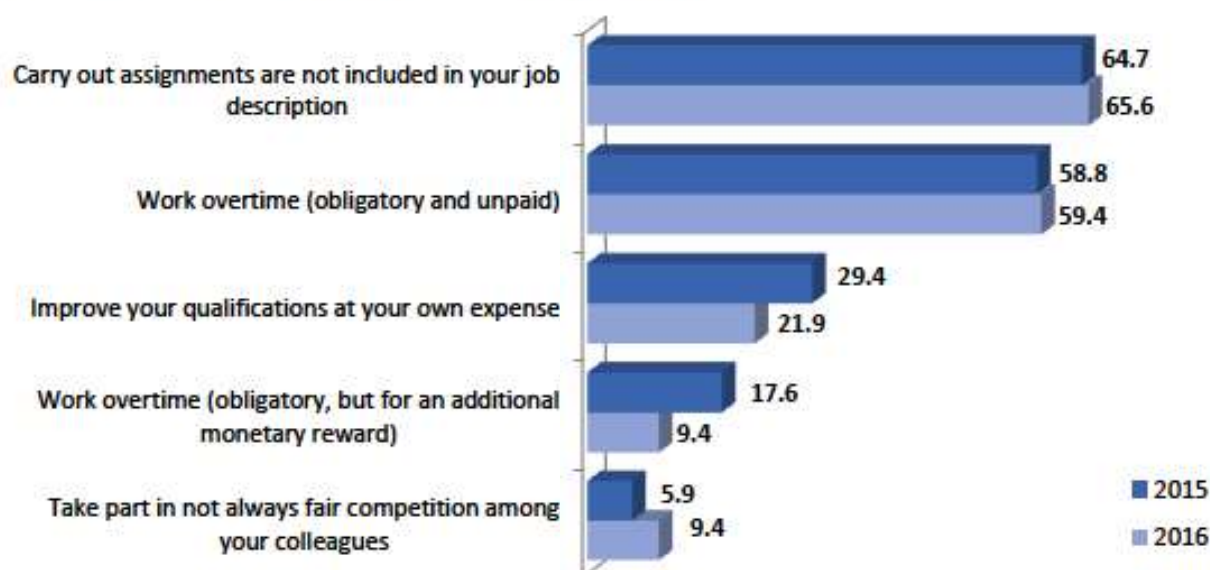
**Fig. 9: The responses given to the question: “What type of threats to your future exist in your current job?”, % of the respondents**



**Fig. 10: The responses given to the question: “Do you ever have to do something, that you would rather not do, in order to keep your job?”, % of the respondents**



**Fig. 11: The responses given to the question: “If yes, which particular actions have you to take?”, % of the respondents answered affirmatively**



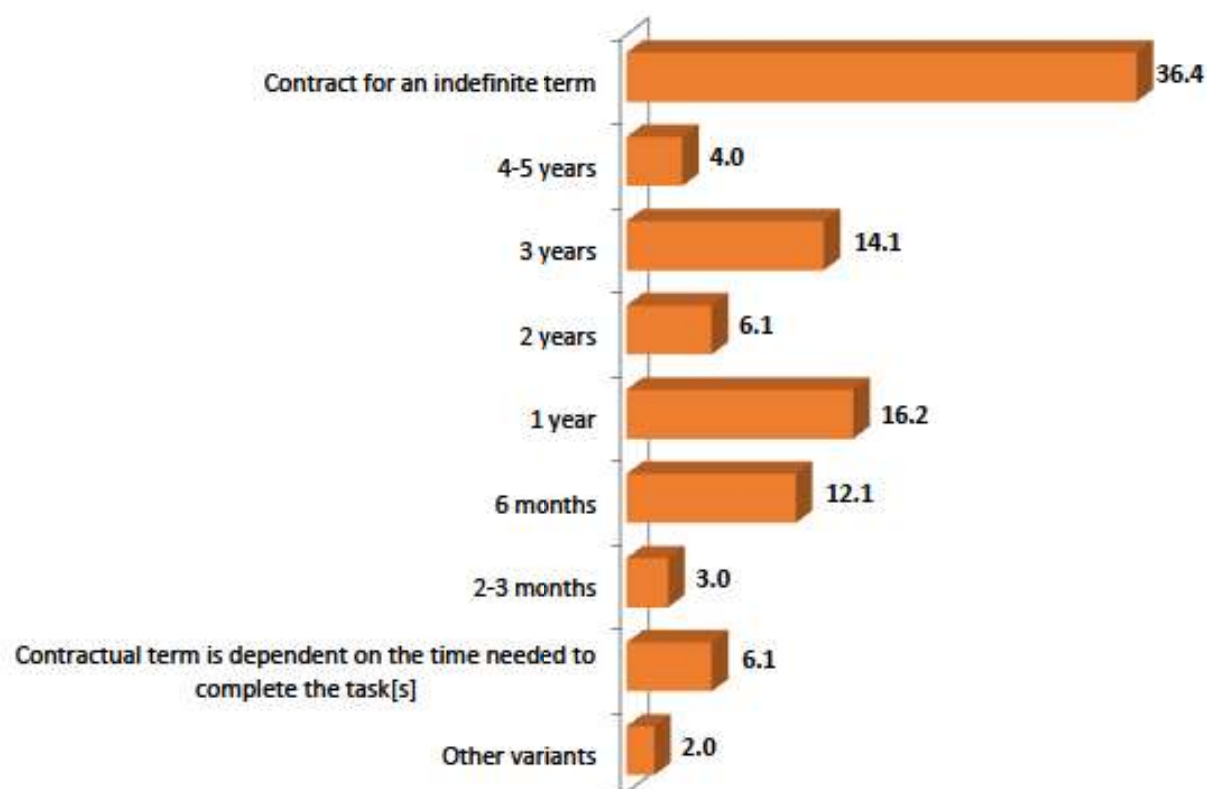


## 6 POLAND: 2016

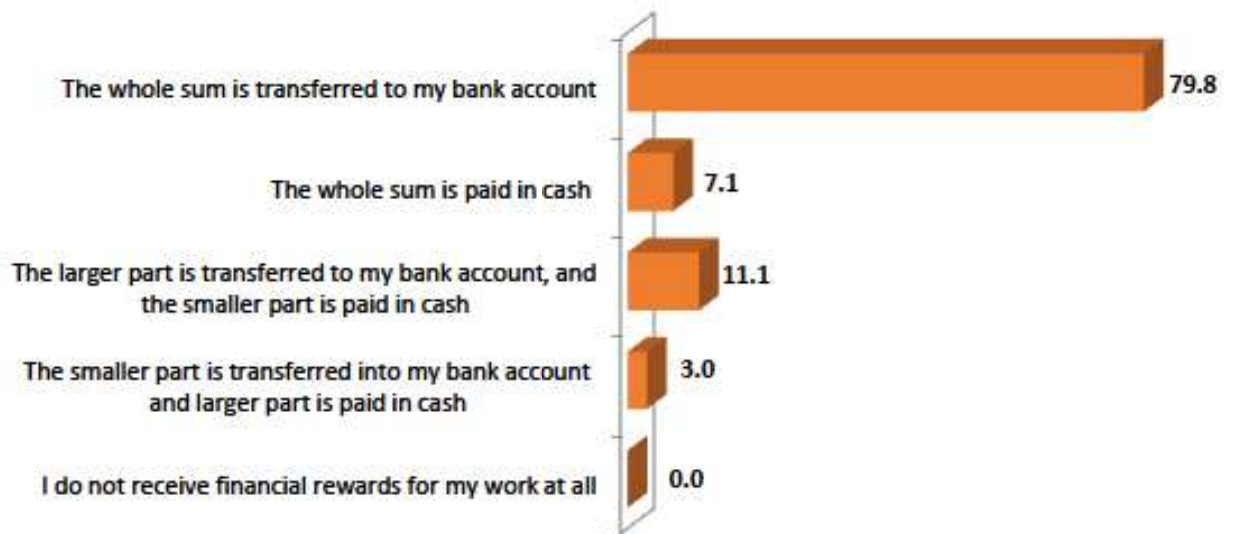
**Fig. 1: The responses given to the question: “How exactly are your work arrangements formalized with your employer?”, % of the respondents**



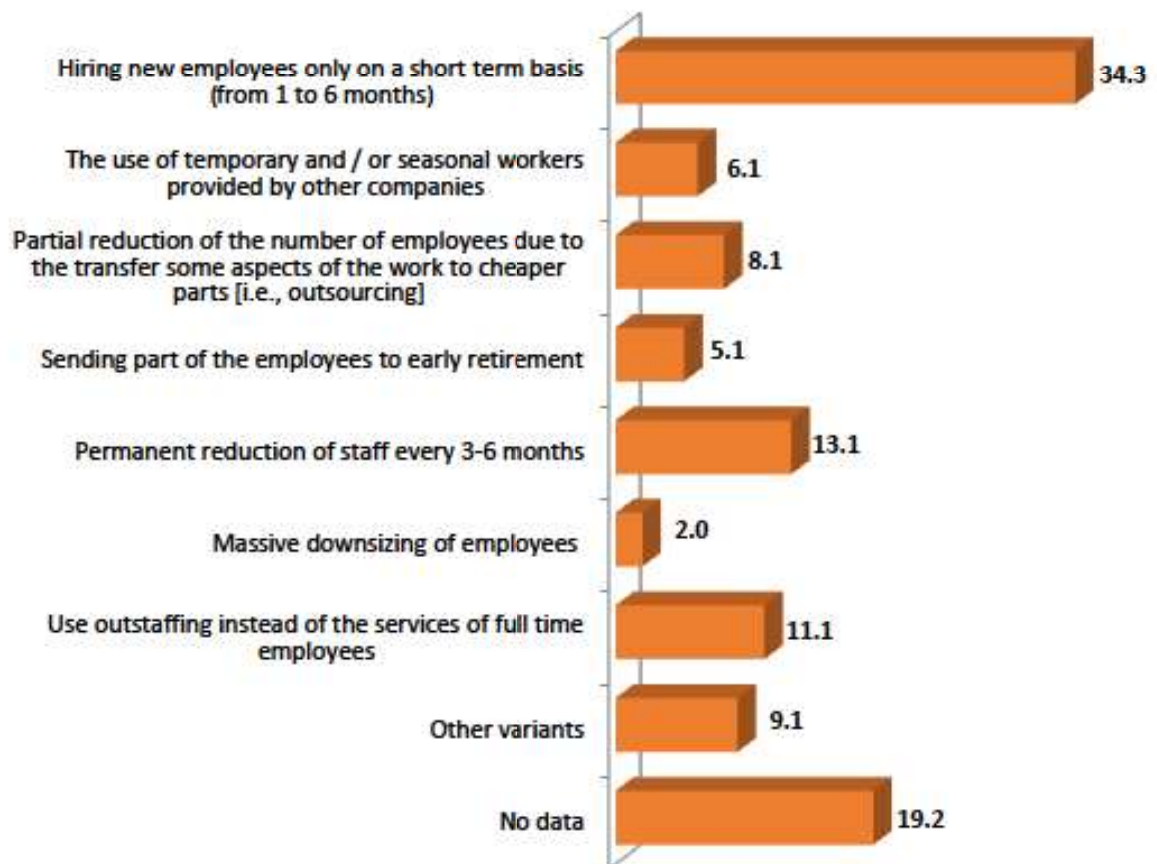
**Fig. 2: The responses given to the question: “For what time period are labour relations between you and your employer formalized?”, % of the respondents**



**Tab. 3: The responses given to the question: “In what form are you paid your wages/salary?”, % of the respondents**



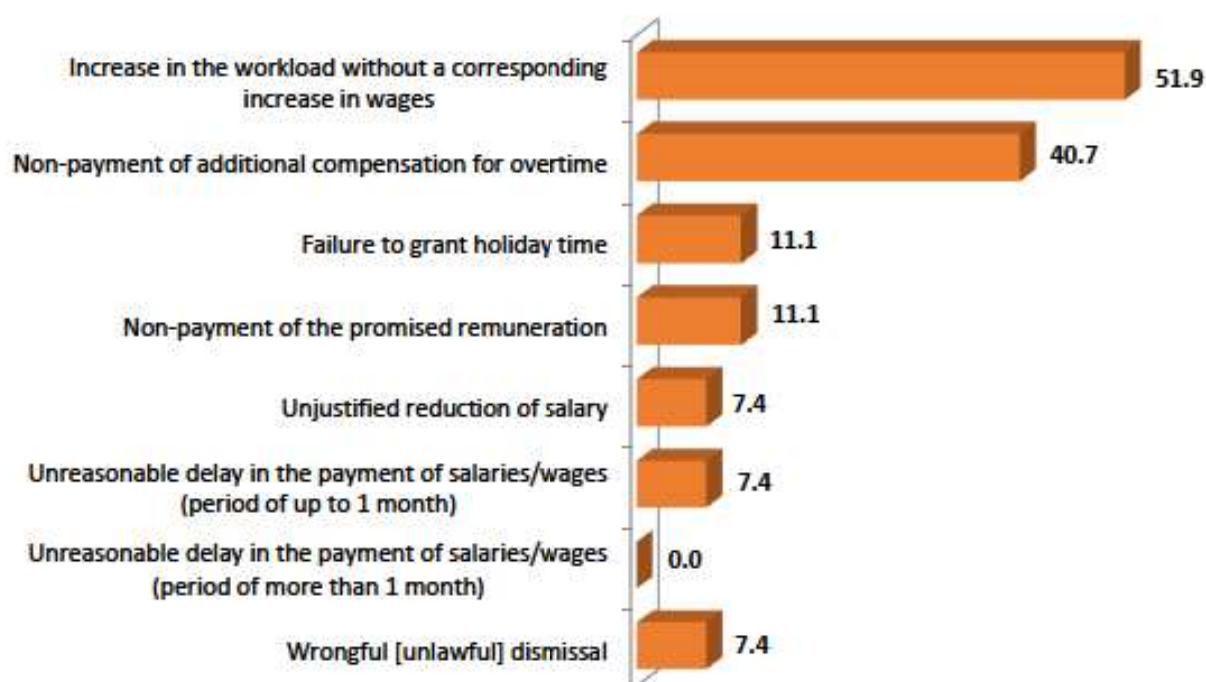
**Fig. 4: The responses given to the question: “What changes in the personnel policy of your organization have occurred over the past year?”, % of the respondents**



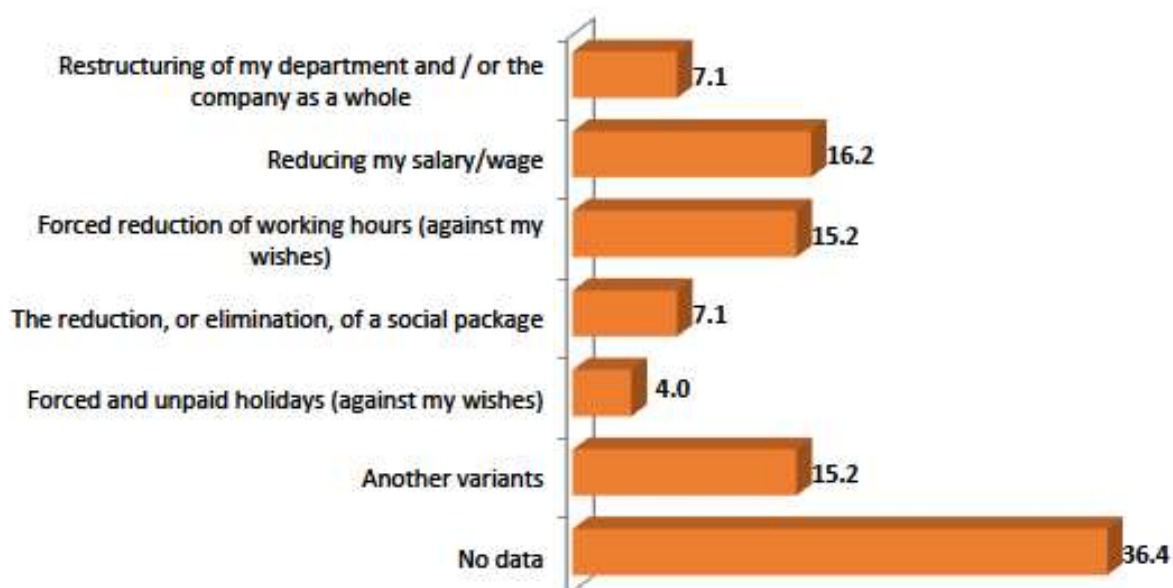
**Fig. 5: The responses given to the question: “Have there ever occurred cases of infringement, by the employer, of the terms of your agreement/contract with him/her?”, % of the respondents**



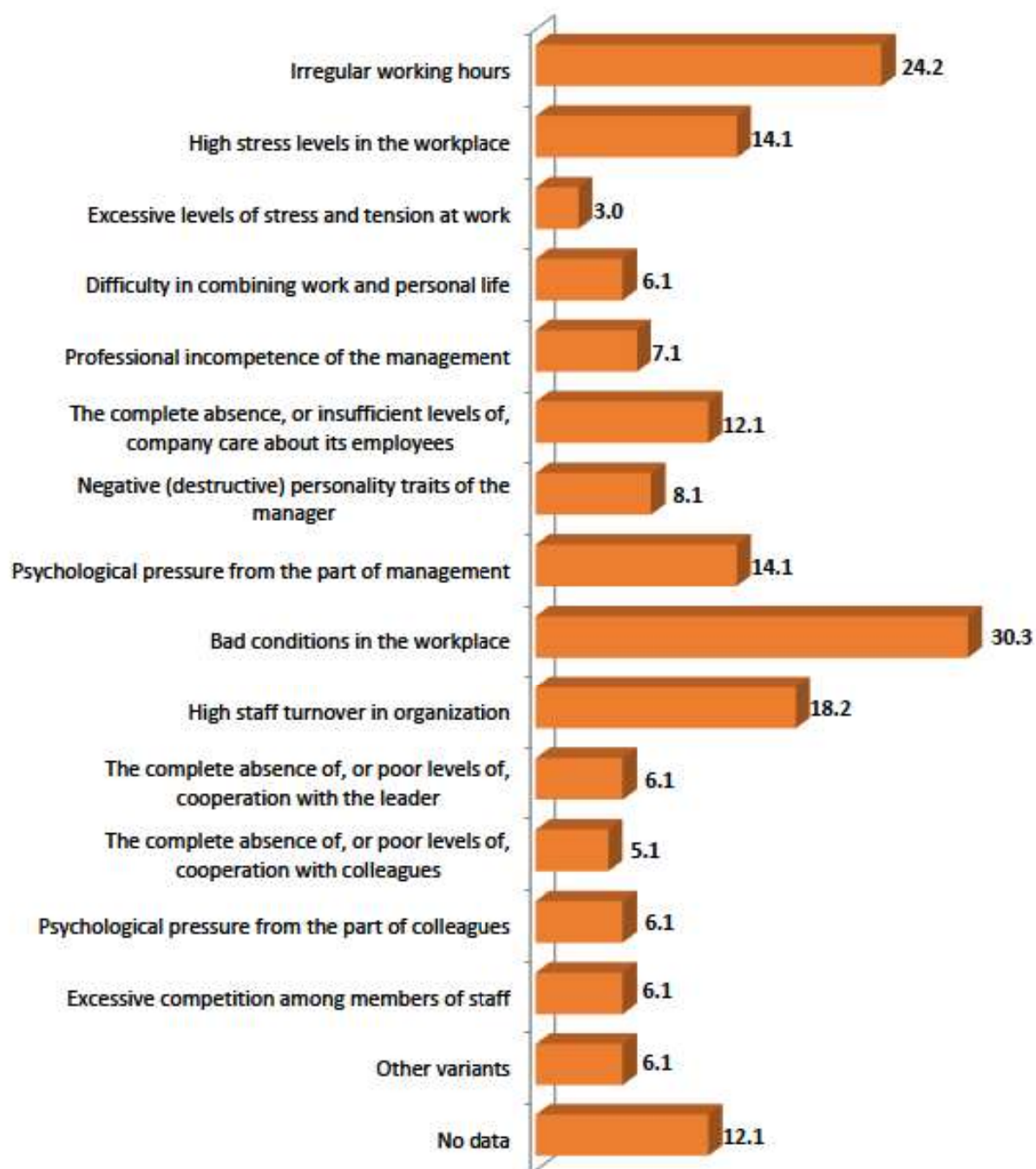
**Fig. 6: The responses given to the question: “If yes, what form, exactly, did these infringements take?”, % of the respondents answered affirmatively**



**Fig. 7: The responses given to the question: “What leadership decisions, which were taken over the past year, have an adverse effect your well-being?”, % of the respondents**

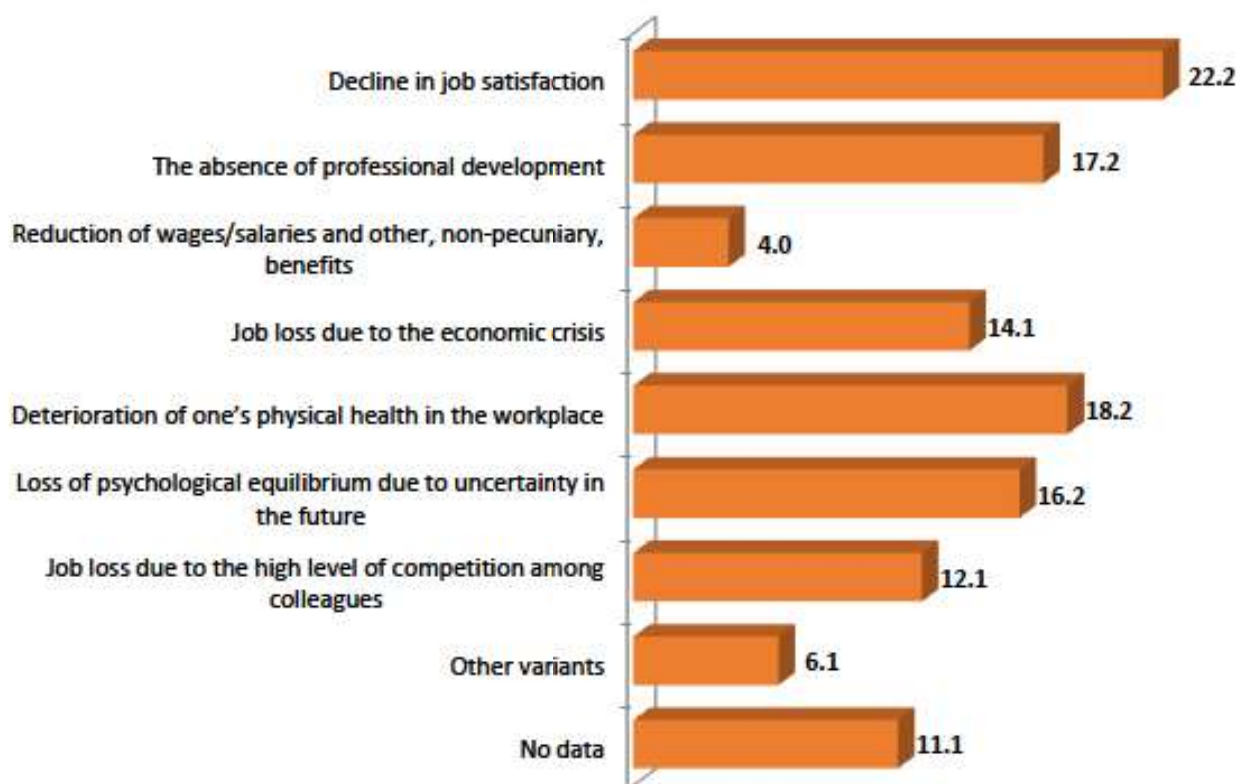


**Fig. 8: The responses given to the question: “What is the source of your anxiety and negative emotions in your current job?”, % of the respondents**





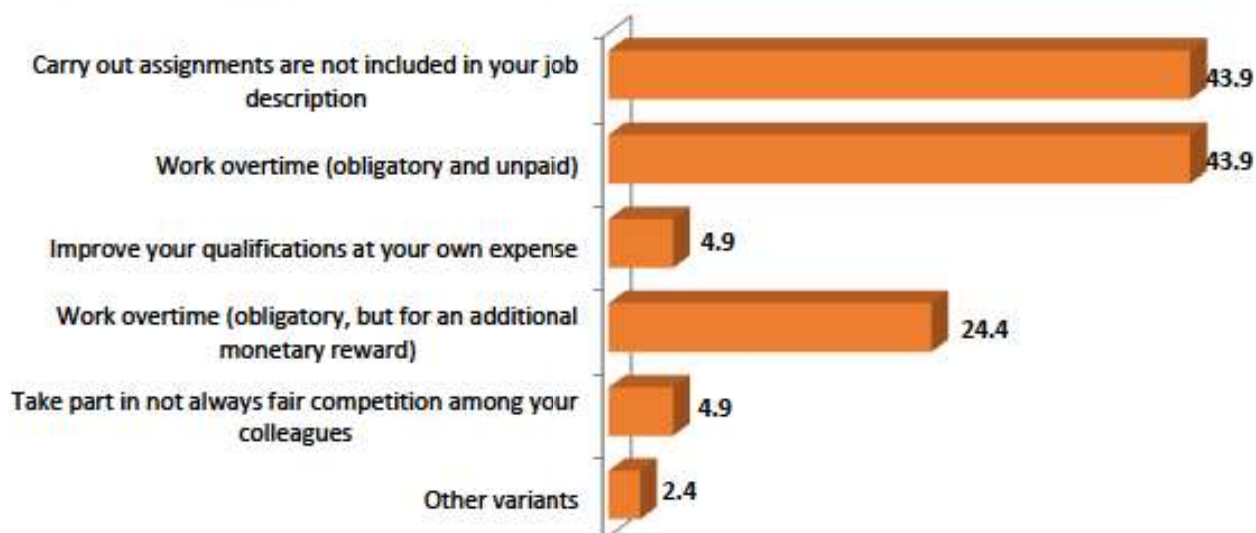
**Fig. 9: The responses given to the question: “What type of threats to your future exist in your current job?”, % of the respondents**



**Fig. 10: The responses given to the question: “Do you ever have to do something, that you would rather not do, in order to keep your job?”, % of the respondents**



**Fig. 11: The responses given to the question: “If yes, which particular actions have you to take?”, % of the respondents answered affirmatively**



*International Research Team Network members*

Countries	Names	Institutions	Positions	E-mails
Czech Republic	Zuzana Dvorakova	University of Economics, Prague	Head of the Personnel Management Institute	<a href="mailto:zuzan.dvorak@gmail.com">zuzan.dvorak@gmail.com</a>
Italy	Maria Menshikova	Sapienza University of Rome	PhD Candidate in Organizational studies	<a href="mailto:epidemia2004@mail.ru">epidemia2004@mail.ru</a>
Latvia	Ilze Kačāne	Daugavpils University	Head of the Centre of Cultural Research, (Institute of the Humanities and Social Sciences	<a href="mailto:ilze.kacane@du.lv">ilze.kacane@du.lv</a>
Pakistan	Himayatullah Khan	University of Agriculture, Peshawar	Professor, Institute of Development Studies	<a href="mailto:khan.himayatullah@yahoo.com">khan.himayatullah@yahoo.com</a>
Poland	Celina Sołek-Borowska	Warsaw School of Economics	Assistant Professor, Collegium of Management and Finance	<a href="mailto:celina.solek@sgh.waw.pl">celina.solek@sgh.waw.pl</a>
Poland	Katarzyna Podraza	Podkarapcka Academy of Entrepreneurship	Owner, General director	<a href="mailto:kpodraza@pap.rzeszow.pl">kpodraza@pap.rzeszow.pl</a>
Russia	Alena Fedorova	Ural Federal University	Head of the Research Group, Associate Professor of the Ural Federal University	<a href="mailto:a.e.fedorova@urfu.ru">a.e.fedorova@urfu.ru</a>

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording and/or otherwise without the prior written permission of the publishers. This publication may not be lent, resold, hired out or otherwise disposed of by way of trade in any form, binding or cover other than in which it is published, without the prior consent of the publishers.

**MONITORING CHANGES IN LABOUR RELATIONS BETWEEN  
EMPLOYEES AND EMPLOYERS: 2015-2016**  
International Research