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A STUDY OF RESILIENCE AND COPING IN A RECENTLY CREATED COMPANY IN PORTUGAL

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Dissertação Orientada pela Professora Doutora Maria Teresa Ribeiro

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"You become responsible forever for what you have tamed"

"Tu Tornaste Responsável para sempre por tudo aquilo que cativas"

Antoine de Saint-Exupéry, 1943

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Acknowledgements

Resumo

O presente estudo tem como principal objetivo estudar o desempenho psicossocial de uma amostra de 135 colaboradores pertencentes a uma realidade de 250 colaboradores que presentemente compõe uma empresa de serviços partilhados criada em Portugal.

Pretende-se focar o estudo ao nível do funcionamento psicossocial dos colaboradores, em especifico da resiliência, das estratégias de coping criadas de forma a conseguirem lidar com o ambiente instável e desafiante de uma empresa acabada de criar, onde tudo é novo: das equipas às chefias

Dada a natureza qualitativa e quantitativa da análise que se pretendeu fazer, na recolha de dados foi proposta a utilização de um focus-group. um questionário socio-demográfico com algumas questões de resposta aberta e uma bateria de 3 testes, nomeadamente, a Escala de Resiliência de Connor e Davidson (CD-RISC), o Inventário de Depressão de Beck (BDI), e o Inventário de Coping de Carver, Scheier & Weintraub (COPE).

Para responder às questões deste estudo, relacionaram-se os testes mencionados com um conjunto de variáveis socio-demográficas como: idade, género, emprego, estatuto familiar, educação, hobbies, entre outros. Uma vez obtidos os dados quantitativos foram analisados através do software Statistical Package for Social Sciences (IBM SPSS Statistics) 20.0 em OSX para Mac.

Palavras chave: Resiliência, estratégias de Coping, variáveis sócio-demográficas, Crise ecómica portuguesa, Start Ups, novas oportunidades, empowerment

Abstract

The current study has the main propose of investigating the psychosocial performance of a sample of 135 employees out of a reality of 250 individuals from a recently created Shared Services company in Portugal.

The main objective of this research is to focus on the resilience of these professionals, more specifically on coping strategies created to deal with the unstable and challenging environment of a recently created company, where everything is created from scratch: from the teams, to the lead personnel and to check the hypothesis considered.

To answer these matters, we intend to relate the quantitative variables from the Test Assortment, with a set of socio-demographic variables from the questionnaire: age, gender, job, family status, education, beliefs, hobbies and qualitative data from the open ended questions as well as the information from the focus group. The quantitative data was analyzed in the Statistical Package for Social Sciences software (IBM SPSS Statistics) 20.0 and on OSX for Mac.

Key-Words: Resilience, Coping strategies, Socio-demographic variables, Portuguese Economic Crisis, Start Ups, New Opportunities, Empowerment.

Introduction

It doesn't mater where or when Men are, there will always be adversity and confrontation. Its something natural in the life cycle, but depending where you are, this adversity can have a different meaning and different impact. But mostly it will be the same. Since always, Man is confronted with loss, exposure, emotional and physical difficulties and other situations. Through this confrontation, Man develops ways to deal with these situations. Each individual has its own way to do so, and each individual can react differently from others to the same situation. (Bonanno, 2005).

1. Related Work

1.1 Systemic Intervention in Crisis

Anderson and Goolishian (1988) argue that the complexity of a conversation is based on a group of very fragile conditions: the moment in which the conversation takes place, the relationship between the participants, the knowledge that every person has about the situation and the notion of comprehension and respect. The place where the first meeting takes place can also be relevant. Several systemic therapists practice outside of their office, meeting with their clients in different locations. Wherever the conversation takes place, the psychologist should always pay attention to how the situation is described or contextualized by the client.

1.2 Resilience: Concepts and Theories

Resilience is the concept used to describe the capacity that an individual has to deal with changes, challenges and recover (bounce back) from a difficult moment, the ability to keep the balance facing stress (Bonnano, 2004) and positively adapting to adversity (Luthar, Cicchetti & Becker).

A resilient individual is capable of recognizing and managing his own feelings and understand other people's feelings, as well as having a sense of independence and self-valuation. Resilience allows an individual to build and maintain positive relationships and mutual respect with other individuals, solve problems and take informed decisions, as well as granting the ability of creating objectives to achieve in the future.

The history of resilience is long and controversial in regards to its meaning. Dutton and Greene (2010) consider three different approaches for the definition of resilience: they define it as protective factor, which include biological and personality characteristics, as well as cultural factors and community characteristics; they also define it as an adaptation process, which involves auto-improvement, positive cognitive evaluations, practices of coping and spirituality; and, finally, as positive outcomes (i.e. when missing symptoms) following adverse situations.

1.2.1 Resilience as protective factors

Resilience has been understood as a matter of character, disposition or protective aptitude when exposed to adverse events.

Several individual factors of personality have been identified as being protective when facing acute or chronic adverse situations, many of these cases are related with extrovert characteristics as, for example, resistance (Kobasa, 1979). According to the revision undertaken by Agaibi and Wilson

(2005), resistance leads to better results after exposure to stress, as the individuals with this capacity evaluate risk situations as being less distressful, besides being more confident, and they are, therefore, more capable of using an active coping and include social support. Still, according to these authors, the "locus of control", the altruism, self-esteem and ego defines are connected to the capacity of resilience.

Resilience has also been connected to individual biological factors, as there are several potential associations between both, which include the emotional reactivity, the hemispheric asymmetry, the neuroendocrine and immunological systems, amongst other examples. Stein, Campbell-Sills and Gelernter (2009), demarcate emotional resilience as the capacity of keeping healthy and stable levels of psychological functioning following stress and trauma, considering the hypothesis that genetic factors provide protection against adversity, although no genetic factor has definitely been specifically identified.

A series of social and cultural factors have also been associated to resilience, including sex, age, race, ethnicity, social support groups and previous trauma history.

Norris and Stevens (2007) discuss the adaptive capacities from the community underlying the "community resilience", including credible sources of information and effective communication; the community competence, economic development and collective communication about the trauma, and mechanisms to increase the natural social support from relatives and friends (to promote connection).

1.2.2 Resilience as an adaptive process

As an adaptive process, Resilience is defined as "a dynamic process that encompasses positive adaptation in the context of significant adversity" (Luthar, Cicchetti and Becker, 2000). This demonstrates that resilience, defined as an adaptive process, presupposes a positive outcome. It is not clear that the process should be considered as being resilience just if it leads to positive results, or if it could be demonstrated as resilience based on the "effort", i.e. if the result can be relatively absolute. The importance of the dynamic quality of resilience as adaptation stands out, reflecting the stream of efforts to recover the equilibrium after being exposed to adversities.

In some cases, even where there is no psychopathological evidence, different physiologic responses happen in those that were exposed to adverse events, when compared with individuals that were not exposed (New et al) 2009, can indicate invisible vulnerabilities.

Yehuda et al. (2006) suggest two processes that are not necessarily exclusive of resilience. The first process is described as the presence of certain factors that operate to resist the development of

recovering from adverse results. The second process suggests that factors related with resilience develop an exposure to a next risk, in a way that certain mechanisms are mobilized in response to sufferers. These authors suggest that the implications of examining parallel processes that include both psychological and biological responses as adaptive process to a stressful environment, which facilitates enduring in the short and long term, allowing people to be survivors and not victims. Just as it happened in a figurative way with the Portuguese Economical Crisis, having its worst period in 2012 and that still has its repercussions nowadays.

These questions illustrate the capacity of the resilience's processes and the associated results. Resilience as the process of adaptation after adversity or risk exposure has been operationalized in several ways, i.e., as a self-enhancement, positive cognitive evaluation, optimism, styles of coping and spirituality. From an integrative perspective, resilience has been conceptualized not only as one, but as a cascade of protective processes (Egeland, Carlson and Sroufe, 1993; Roisman, 2005) which can be operated in response to some adversity forms, but not for others (Dutton and Greene, 2010).

This approach to the comprehension of resilience mechanisms suggest an ecologic model to explain the variation in the adaptation from an individual in response to adversities, in different points in time. The notion of processes in cascade can explain more adequately the variance of resilience between individuals, i.e., different individuals use different sequences and configurations of processes in response to similar types of victimizing. This approach can explain why apparently contradictory mechanisms (active coping vs repressive) can be both associated to positive outcomes.

1.2.3 Resilience and its functioning: Positivity and adversity

Recovery can occur in diverse domains, such as mental and physical health, personal relationships, cognitive functions, cognitive and affective processes, biological indicators, among others.

Masten, Best and Garmezy (1990) consider three types of resilient individuals: those who showed exemplary results after adversity; those that will not demonstrate an exceptional functioning but showed a positive evolution, and those whom the adversity was initially followed by a negative consequence, having, however, recovered the adaptive functioning over time.

Measuring resilience as an adaptation requires one to know something about the previous "status" of an individual, before being exposed to the adverse event. Therefore, distinguishing the recovery from the maintenance requires a longitudinal perspective. However, there are not many longitudinal studies related to resilience (Dutton and Greene, 2010).

Physical health, education or academic performance, interpersonal functioning, labour functioning and the involvement with criminal justice are types of functioning associated with resilience and stress found in the literature (Hoge, Auchterlonie & Milliken, 2006; McGloin & Widom, 2001; Wright et al, 2005).

Bonanno (2005) defines resilience as the maintenance of the normal functioning over time, distinguishing it from a recovery path which is defined as a decreasing of the normal standard of functioning and an eventual return to normal levels. Roisman (2005), however, defying the limited definition given by Bonanno, proposed resilience as a "family of course of live patterns" which includes recovery after a period of stress (Dutton and Greene, 2010).

Hence, in a general way, it can be said that the definition of the concept of resilience requires an individual to obtain a positive adaptation, besides being or having been exposed to an adversity situation (Kaplan, 1999). The term "adversity" may represent a constellation of several risk factors (like living in poverty) or a specific life situation (a relative's death).

Adversity can be objectively defined by measuring instruments or, subjectively, by each individual's perception (Luthar, Cicchetti and Becker, 2000; Luthar and Cushing, 1999; Kaplan, 1999). Summarizing, in order to identify resilience and create research and promotion programs development, it is suggested that the definition of adversity specifies the nature of the risk, if it is subjective or objective, and the existing relationship between adversity and positive adaptation.

1.2.4 Heterogeneity of Resilience: Flexible and Pragmatic coping

At a general level, many of the characteristics that promote a healthy development should also promote resilience on an adult. These include not only situational factors like support relationships but also individual factors, as well as the capacity from an individual of adapting with flexibility to challenges (Block and Block, 1980).

Resilience during childhood is normally understood as a response to corrosive environments, like poverty or consecutive abuse. Resilience in an adult is frequently seen as a matter of usually dealing with a potentially isolated and/or brief traumatic event. The key point of the question is the fact that, while corrosive environments demand adaptation solutions in the long term, isolated events demand usually a more pragmatic form of coping, i.e. a "whatever is necessary" approach that may involve strategies and behaviours that are less efficient or even seen as difficulties to adapt different contexts. For example, a considerable research testifies the benefits of expressing negative emotions for the person's health.

While the majority of abandoned resistant individuals (bereaved) expresses, at least, some negative emotions while speaking about their loss, they express less negative emotions and more positive emotions than other people going through the same situation (Bonanno and Keltner, 1997), minimizing in this way the impact of the loss, while increasing the continuous contact with the support provided by important people in their social network. Another example of pragmatic coping is illustrated by the trace of self-improvement, the tendency for auto-bios in perception and attribution, such as in the case where their own qualities are overestimated. People with the predisposition to be auto-biased tend to be narcissistic and to evoke negative reactions on other people however, they also possess a high self-esteem and they can deal (*cope*) well with potential isolated traumas (Bonanno, 2005).

The "auto-enhancers" are capable of keeping high levels of functioning in the majority of cases. (Bonanno, 2005).

1.3 Theoretical models of coping

The theoretical models of coping related to daily stress have stressed ever more the notion that individuals bring risk as well as resilience factors to stressful events and their everyday life's happenings (Almeida, 2005; Lazarus, 1999; Lazarus & Folkman, 1984; Zautra, 2003). Thus, it is important to understand how the different risk factors and resilience influence the processes of coping throughout daily life, which is essential to explain the great inter-individual variability on the answers of individuals to stressful events (Lazarus, 1999; Lazarus & Folkman, 1984).

1.3.1 Coping and Focus on the individual

The vision that mood influences the variance of coping has been formulated by various concepts that, at times, are similar to the basic notion of resilience, although the term isn't specifically used. For example, Kobasa, Maddi and Kahn (1981) proposed the concept of "solidity" to refer to a specific set of characteristics that contribute to a person's resistance to stress. In a similar way the "sense of coherence" by Antonovsky (1987) can be seen as a global temperament of personality, serving as a resource to a person's resistance to problems and responsibilities. Although these concepts differ of "resilience", even in the conceptualization of the personality traits which exemplify the guiding idea that the personality characteristics of the individual are what allows him to overcome adversity (Leipold and Greve, 2009).

This perspective sounds convincing, taking into account that it explains the reason of, in the same conditions, some people being resistant and others not. However, it also reveals that building resilience as representing a personal trait that allows some people to have success in life in a danger situation,

can be misleading. In the first place, a person-centred approach assumes the risk of overestimating the role of external factors (situation, context). The focus centred on a person presents the risk of focusing on the individual's attributes as a decisive aspect and as such, it increases the risk for neglecting the nature of the interactive development coping processes. In second place, and most important, explanations about dispositions do not usually offer an explanation of the event, but a description of it (Greve, 2005).

In contrast, it can be argued that the concept of resilience denotes the simple fact of an individual's stability or his rapid recovery or growth under significantly adverse conditions (Lepold and Greve, 2009). Thus, resilience is defined by the success of the involved processes of coping, taking into account the circumstances (Leipold and Greve, 2009). The development consists in successfully overcoming life's challenges and a successful coping can be recognized exactly with the "place" where overcoming future problems (i.e. development) can still be possible, if not even easier (Leipold and Greve, 2009).

Greve and Staudinger (2006) proposed a conceptualization of resilience as a constellation: the adjustment between an individual's resources (skills, competences, and even attributes), social conditions (i.e., social support), and the challenge or problem of development (i.e., the obstacles, the deficits, the losses). This vision implies a hierarchical differentiation between resilience and coping, and assumes that this last concept is seen as a set of individual processes which result in dynamic interaction with the components and, under some circumstances, in resilience.

Coping, on the other hand, is seen nowadays as a process (in opposition to a characteristic or competence), from where individuals manage the threatening quests laid by their path (Lazarus and Folkman, 1984).

1.4 Evaluating Resilience

The concept of resilience comes from the different strategies that individuals use to adapt to every challenge in their environment, including the different perceptions of what is stressful, such as the different tendencies to search or avoid being exposed to potential stressors to their environment. Block (1951), developed a continuous concept of the resilience of the self Individuals with low self resilience and heightened self control have been named by "super-controlled", while the ones with low self resilience and low self control have been named as "sub-controlled".

An alternative approach to the evaluation of resilience is the Five-Factor Model (Cattel, 1946; Eysenck, 1947; Fiske, 1949; Tellegen, 1985) and the dimensions of the Big Five, neuroticism, extroversion,

kindness, conscientiousness and openness to experiences (McCrae & Costa, 1985). Robins, John, Caspi, Moffitt and Stouthamber-Loeber (1996) researched the relation between the Five Factor model (Costa & McCrae, 1992) and the Resilient/Super-controlled/Sub-controlled. Using the items of the Big Five extracted from CCQ set (Block & Block, 1980), the authors discovered that the resilient type was characterized by a score above average in all five dimensions (with the neuroticism as an inverted item). This constellation was later confirmed in several studies (Torgersen & Vollrath, 2006).

Since in most cases, resilience is a characteristic previous to the potentially traumatic event, it is important to mention the Psychological Well Being, since it appears to be one of the individual's elements of resilience generation.

A construct on psychology which focuses on the biological basis of behaviour is temperament. Temperament is defined as stable and continuous, which has impact on an individual's thoughts, feelings and behaviours and appears in the first years of life (Buss & Plomin, 1984).

1.5 The Richardson's Resilience Model

Even if many models and concepts have been developed when it comes to investigation in the area of resilience it is important to highlight the Richardson's Resilience Model with basis on the belief that resilience is "a strength inside everyone, that leads us to search for personal achievement, altruism, wisdom and being in harmony with a spiritual source of strength" (Richardson, 2002, p.313).

This theory refers itself as a homeostatic balance that allows us to adapt (body, mind and soul) to current life circumstances, as this balance is disturbed by stressors and adverse events as well as other expected or not expected life events, which means that our ability to adapt and deal with them is induced by resilient qualities and resilient reintegration (Wald et al, 2006).

Looking at the Richardson's Resilience Model (Figure 1), the qualities are represented by arrows which are pointing up, representing the ones keeping homeostasis. Though when a disruptive event happens in life this can be perceived as having negative or positive consequences, as well as presenting emotional and evaluative responses (Richardson, 2002).

Wald et al (2006) refer that the process of reintegration can lead to one out of four consequences: resilient reintegration, where adaptation points to a superior level of homeostasis, return to the homeostasis of origin, in an effort to overcome a disruptive situation, recovery with loss, establishment of an inferior level of homeostasis and finally a dysfunctional state where non-adaptive strategies (such as auto-destructive behaviours) are used to deal with the stressor.
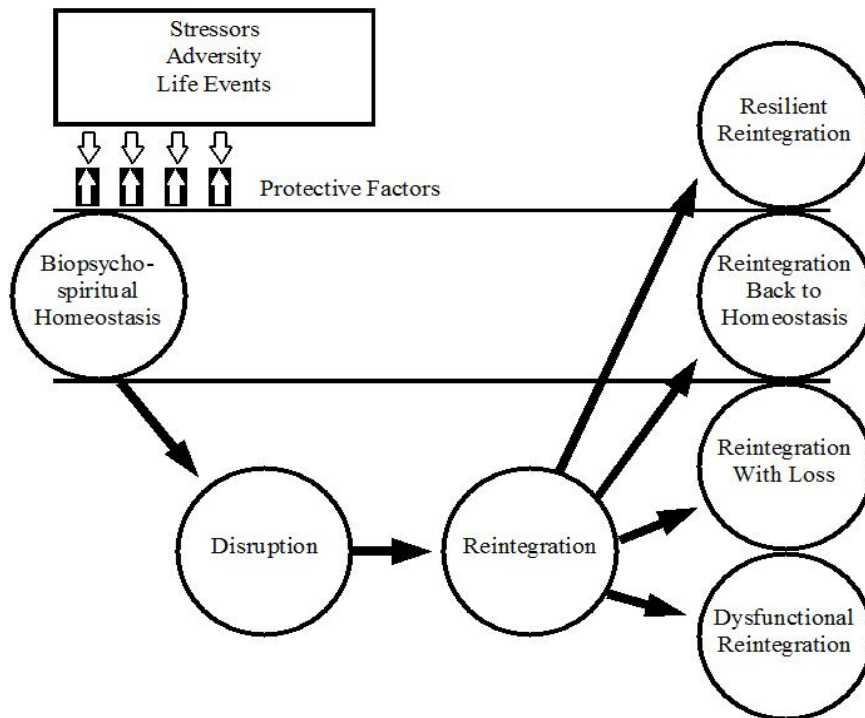
Figure 1. Richardson's Resilience Model

For the author, resilience can be seen as a consequence of successful coping abilities (Richardson, 2002). According to the author, a disruptive situation is necessary to access the components of resilience because the bio psychosocial homeostasis is not enough to grow or perfect. Nonetheless, the simple linear model reflects only an event while related to a particular part, relation or experience; there are multiple disruptive or re-integrative growth opportunities that can be found occurring at the same time. For example, integrating a new job, in a new company, with a multicultural environment, and that is ready open its doors to 250 new employees. This is a very challenging reality, such as everyone will be adjusting to the new job.

This opportunity made possible the idea of creating such a research in an organization using a systemic approach with vision and an integrated results-focused approach, aimed at bringing about the sustainable enhancement of the performance of the new employees, what better way to start than the beginning, consulting and supporting every moment, studding their stressors and helping in the creation of new coping strategies to deal with adversity as well as reintegrating afterwards.

2. Method

2.1. State of the Art

This research is an exploratory study that implies quantitative and qualitative research. It fits within the scope of organizational and clinical psychology research in resilience stress and coping psychology.

This investigation is based on a sample of adults from both genders that are part of a recently created company in Portugal that was formed less than 2 years ago but that has been growing until now. As a new company recruiting multicultural professionals from different areas of interest, new challenges also came in line.

Given the new challenges, a focus group was set up, with a set of key questions that would help to better understand the employee's motivations, as well as their daily job challenges.

This is an exploratory study consisting of 135 subjects, where qualitative and quantitative methodologies will be combined, allowing for the correlation of socio demographic variables with psycho-social functioning variables.

This study contains a Focus Group, a socio-demographic questionnaire with both qualitative and quantitative data, and 3 Tests: COPE, CD-RISC and BDI. The focus group and questionnaires have a GAP of 6 months.

2.2. Start-up Question

The start-up question for this research is divided in 2 different questions:

- When it comes to the reality of a recently created company are there differences in the psychosocial functioning of Individuals on their first jobs compared with the ones with professional experience?

- How and what social-demographic variables correlate with the employees psychosocial functioning?

2.3 Conceptual Map

The Conceptual Map (Figure 2) considers 2 moments of information collection. The first moment was a Focus Groups with a representative number of Clerks and Leads (N=60) where some information was gathered in order to know better the employees as well as their needs. The collected information was important to support the research.

After 6 Months, and with the support of the company Human Resources the questionnaire and the tests was sent by email to all the 250 employees and 135 (About 54%) responded anonymously via Google questionnaires. The socio-demographic questionnaires used for this study have the following variables: Gender, age, nationality, education, marital status, children, working experience, distance to work, believes, and Job. Also, there are open-ended questions such as Hobbies, the best of working in the company and suggestions of change. In what concerns to the the psychosocial performance, the tests evaluate Resilience (CD-RISC), Coping (COPE) and Depression (BDI).

The arrows connecting each and every moment of interaction indicate the relation between each variable and construct, and also allows to study the comparisons and correlations between the focus group, the socio-demographic variables and the psychosocial functioning of the individuals.
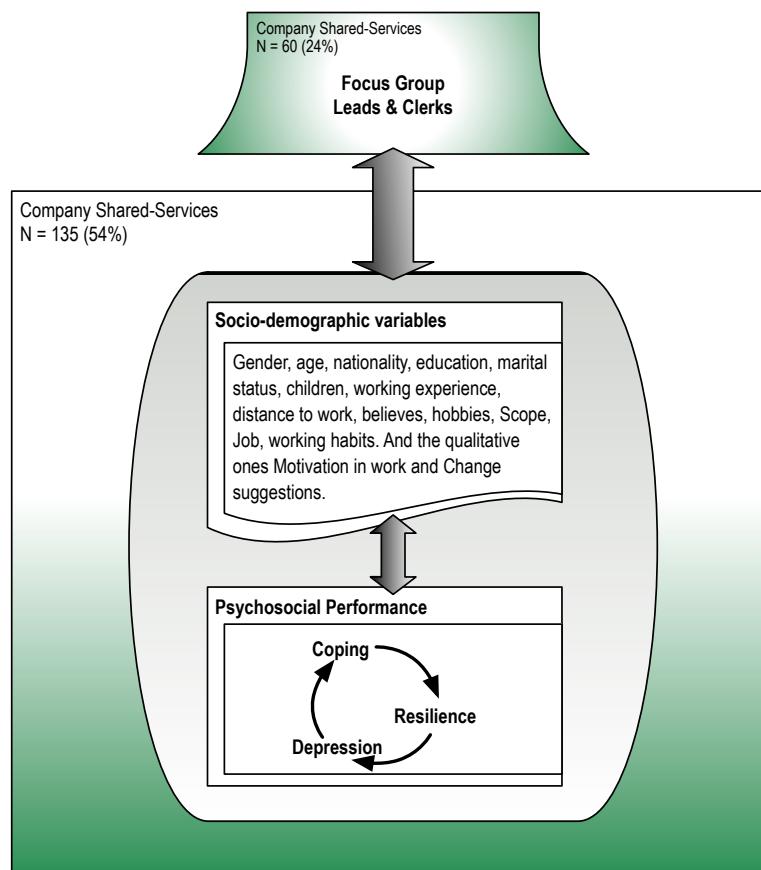
Figure 2. The conceptual map of the Research

2.4 Investigation Purpose and Research Questions

2.4.1 Main Purpose

This study has the main propose of researching the psychosocial performance of a significant sample of employees from a recently created shared services company in Portugal considering that young employees are inserted in a multicultural challenging environment.

2.4.2 Specific Purposes

The main aims considered to specify the research for this study are:

- Focus on the resilience of the young professional, researching the correlation between the coping strategies of the young professionals and the resilience competencies developed to deal with new challenges;
- Coping strategies and adaptation mechanisms developed to deal with the stress of an unknown, new and not yet stable environment;
- Understand if the company environment and mind-set promotes professional desirability;
- Find solutions to avoid turnover and to improve the employee's empowerment.

2.4.3 Investigation questions

Considering the exploratory and comparative research done in this study several questions are pondered between the extended list of variables collected:

1. What are the resilience signs and coping strategies developed and shown by the individuals?
2. Will there exist any relation between the socio demographic variables and the psychosocial performance of the individuals?
3. Are there any relations between the resilience of these individuals and the coping strategies to handle routine and repetitive activities situations?
4. Working in an open space, is it a stress factor or a resilience potential?
5. How do different teams relate to similar issues, like pressure, stress or monotonous tasks?
6. How does the relation between the team leaders and the employees influence working results in the company services?
7. How does the psychosocial performance relate with the socio-demographic variables?
8. Do socio-demographic variables such as hobbies or religion relate with the development of coping strategies and resilience in this sample?
9. What is the best of working for the company? What could be better?

2.5 Methodological strategies

Since this thesis is exploratory it was important to mainly follow a quantitative research approach while enriching it with qualitative data. Firstly, a Focus Group was applied to better understand the needs of the company, and 6 months after a semi-structured questionnaire was applied to obtain the socio-demographic data and qualitative methodology was used to obtain not only the social-demographic data, but also important aspects as Hobbies, Motivating and Suggestions of Change that could only be obtained through open-ended questions allowing more exploratory research.

In what concerns to the focus group a personalized meeting was arranged in 5 sessions during an entire day, but given the availability of the clerks the method chosen to obtain the answers for the question set was Google Questionnaires, as it was already a tool in use at the company.

To investigate the psychosocial performance, 3 questionnaires were applied, the first - Beck Depression Inventory (Aaron T. Beck, 1961) to evaluate the presence or not of depressive symptomology; secondly the CD-RISC (Connor & Davidson, 2003) to measure the signs of resilience, and the COPE (Carver, Scheier & Weintraub, 1989) with the aim to evaluate the styles and strategies of coping (Pais Ribeiro; Rodrigues, 2004)

2.5.1 Sample Characterization

To better characterize the sample it is important to refer that 135 out of 250 employees of the company participated in the study (a percentage of 54%). This sample belongs to 110 Clerks, 6 Senior Clerks, 13 Leads, 4 Managers and finally 2 Directors.

Figure 3. Distribution by Job

Clerk ● Senior Clerk ● Lead ● Manager ● Director
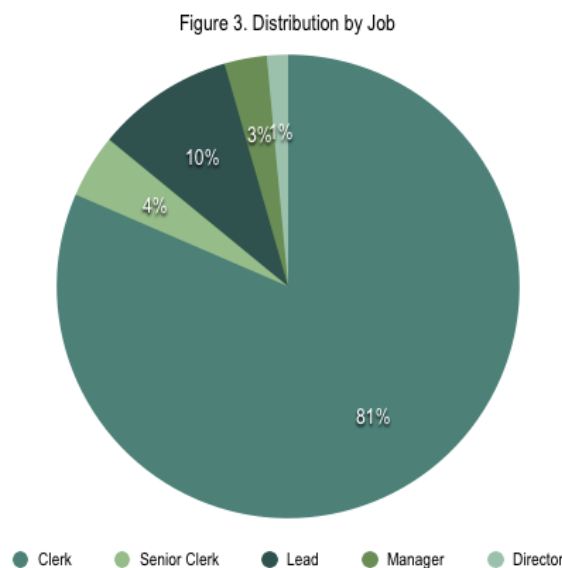
According to (Table 1) the sample of 135 Individuals (119 are Portuguese and 16 from other nationalities. For the Gender 51 (37,8%) are Male and 84 (62,2%) Female. In these 28,9% (39 individuals) are between 20 and 25 years old and 33,3% (45 individuals) between 26 and 30, corresponding together to more than 50% of the sample. When it comes to Education, most of the participants (107) have a Degree, forming a percentage of 79,2% - 55 with Master Studies (40,7%) and 52 with Bachelor (38,5%).

Table 1 - Socio-demographic Sample Description

	Measures	
	N	%
Age		
20-25	39	28,9%
26-30	45	33,3%
31-35	21	15,6%
36-40	14	10,4%
41-45	12	8,9%
46-50	2	1,5%
+50	2	1,5%
Gender		
Male	51	37,8%
Female	84	62,2%
Nationality		
Portuguese	119	88,1%
British	3	2,2%
Italian	1	0,7%
Spanish	1	0,7%
German	4	3,0%
Brazilian	1	0,7%
Austrian	1	0,7%
Dutch	1	0,7%
Belgian	2	1,5%
Ukranian	1	0,7%
Romanian	1	0,7%
Education		
Highschool	22	16,3%
Bachelor	52	38,5%
Master	55	40,7%
Technical	2	1,5%
Other	4	3,0%

For the family constitution (Table 2) most of the participants (87) are single (64,4%) and 105 (77,8%) don't have any children. As for the Beliefs, 74% are catholic, with most considering themselves to have a Religion (111 individuals) and 17,8% are Non Believers, considering themselves as Atheists or Agnostics (24 individuals).

Table 2 - Family Status and Religion

	Measures	
	N	%
Marital Status		
Single	87	64,4%
Married	27	20,0%
Divorced	5	3,7%
Member of an unmarried couple	16	11,9%
Children		
0	105	77,8%
1	15	11,1%
2	14	10,4%
3	1	0,7%
Religion or Spiritual Tradition		
Catholic	88	65,2%
Christian	10	7,4%
Jewish	0	0,0%
Buddhist	0	0,0%
Muslim	0	0,0%
Hindu	1	0,7%
Pagan	1	0,7%
Atheist	14	10,4%
Agnostic	10	7,4%
Other	11	8,1%

According to Table 3 Most of the participants are working as Clerks 110 in 135 Employees (81,5%) and 25 in 135 (18,5%) in Management or Leading Positions. Most employees live more then 10km from work, and speak English in their daily activities, as this is the Company's Official Language.

Table 3 - Job and Career Status

	Measures	
	N	%
First Job		
Yes	20	14,8%
No	115	85,2%
Working Experience		
Internship	13	9,6%
Less than 1 year	5	3,7%
Between 1 and 2 years	28	20,7%
Between 2 and 5 years	27	20,0%
Between 5 and 10 years	28	20,7%
More than 10 years	34	25,2%
Job		
Clerk	110	81,5%
Senior Clerk	6	4,4%
Lead	13	9,6%
Manager	4	3,0%
Director	2	1,5%

Figure 4. Distance to Work

2% — Less than 1 km
15% — 1 to 5 km
20% — 5 to 10 km
63% — More than 10 km
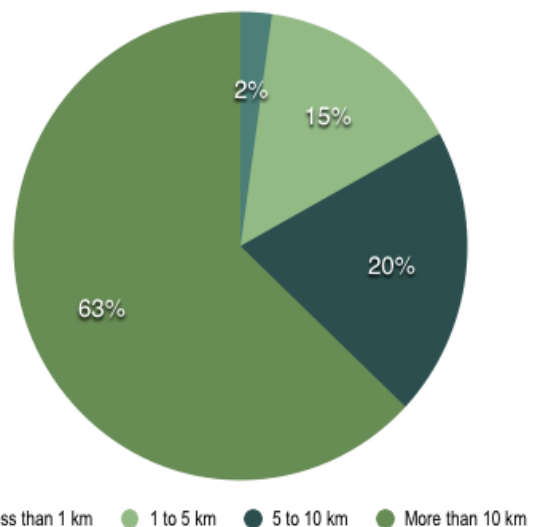
2.6 Measures

In this section, the qualitative and quantitative instruments are described. Presented first is the Focus Group, which helped to establish the necessities for the creation of the Socio-demographic Questionnaire.

Due to the lack of free time from the part of the employees, the socio-demographic questionnaire was created with only a few open ended questions, coupled with a battery of tests (CD-RISC, BDI and COPE) which together, could be answered in less then 20 minutes.

2.6.1 Focus Group

On 13 October 2014 5 Focus Group sessions were held with twelve employees each, for a total of sixty employees, in order to gather the perceptions of employees regarding the company.

A content analysis of the information collected during the sessions was conducted, where the perceptions with higher consensus were selected.

Based on this analysis of information, it was possible to group the perceptions of participants in three clusters: Communication (1), Leadership (2). and Culture and Climate (3). The perceived positives (strengths) and negatives (areas for improvement) of the employees were identified for each of the clusters. The leading causes that generate dissatisfaction among the employees will be identified, so that an action plan can be proposed and implemented over the identified areas for improvement.

2.6.2 Socio-demographic Questionnaire

The socio-demographic questionnaire (Annex 1) used in this investigation was created considering the information found interesting and relevant to the study. The questionnaire consisted of: socio-demographic variables, psychosocial variables and personal variables. For the socio-demographic variables the relevant information regarding age, gender, and marital status was considered.

For the psychosocial information, questions were asked about the children, other dependent and finally for the personal variables there were questions about educational qualification, working status and religion.

Regarding the open ended questions which were added to the questionnaire, they focused on different aspects, such as the employee's hobbies, what they like the most in the company and what they would change in it.

2.6.3 CD-RISC

According to Connor and Davidson (2003), the CD-RISC was developed as a brief self-rated assessment (meaning a valid and reliable measure) to quantify resilience, to establish reference values for resilience in the general population and in clinical samples and as a clinical measure to evaluate treatment response.

The CD-RISC scale (Connor & Davidson, 2003), consists of a self-evaluation measure of 25 items (Table 4), each one of them being classified by a five-point scale (0-4) as follows: not true at all (0), rarely true (1), sometimes true (2), often true (3), and true nearly all of the 17 time (4). The total score ranges from 0-100, the highest results being associated with the highest resilience.

Table 4 - Content of the Connor-Davidson Resilience Scale

Item no.	Description
1	Able to adapt to change
2	Close and secure relationships
3	Sometimes fate or God can help
4	Can deal with whatever comes
5	Past successes gives confidence for new challenge
6	See the humorous side of things
7	Coping with stress strengthens
8	Tend to bounce back after illness or hardship
9	Things happen for a reason
10	Best effort no matter what
11	You can achieve your goals
12	When things look hopeless, I don't give up
13	Know where to turn for help
14	Under pressure, focus and think clearly
15	Prefer to take the lead in problem solving
16	Not easily discouraged by failure
17	Think of self as strong person
18	Make unpopular or difficult decisions
19	Can handle unpleasant feelings
20	Have to act on a hunch
21	Strong sense of purpose
22	In control of your life
23	I like challenges
24	You work to attain your goals
25	Pride in your achievements

The CD-RISC possesses very solid psychometric properties (0,893 Cronbach's Alpha) which allows the distinction between individuals which are more or less resilient (Connor & Davidson, 2003).

Through the use of this scale, the authors confirm that resilience is measurable and is also influenced by the mental state of the individual (people with mental illnesses have lower levels of resilience compared to the general population); it is a scale that can be very useful when it comes to clinical practice and research (Connor & Davidson, 2003; Wald et al, 2006; Ahern, Kiehl, Sole & Byers, 2006).

The CD-RISC has been tested in the general population and in clinical samples and demonstrates good psychometric properties and also good internal consistency and test- retest reliability (see Table 5 and 6), also demonstrating validity when compared with other measures of stress and hardiness (Connor & Davidson, 2003).

Table 5 - Cronbach's Alpha from CD-RISC

	Connor and Davidson (2003)	Company Sample
CD-RISC	0,89	0,89

Table 6 - Internal Consistency of the sample's CD-RISC

	Cronbach's Alpha	**Inter-item Correlation**		
		Minimum	Maximum	Mean
CD-RISC	0,893	-0,218	0,619	0,278

Determining the prevalence of resilience in the adult population is difficult due to the term's subjective and diverse definitions. The 25-item Connor-Davidson Resilience Scale (CD-RISC) is commonly used to estimate resilience in a population. The total score ranges from 0-100, with higher scores indicating greater resilience.

2.6.4 COPE

The COPE Inventory (Carver, Scheier & Weintraub, 1989) was developed to assess a broad range of coping responses, several of which had an explicit basis in theory. The inventory includes some responses that are expected to be dysfunctional, as well as some that are expected to be functional. It also includes at least 2 pairs of polar-opposite tendencies. These were included because each scale is unipolar (the absence of this response does not imply the presence of its opposite), and because we think people engage in a wide range of coping during a given period, including both of each pair of opposites.

The items have been used in at least 3 formats. One is a "dispositional" or trait-like version in which respondents report the extent to which they usually do the things listed, when they are stressed. A

second is a time-limited version in which respondents indicate the degree to which they actually did have each response during a particular period in the past. The third is a time-limited version in which respondents indicate the degree to which they have been having each response during a period up to the present. The formats differ in their verb forms: the dispositional format is present tense, the situational-past format is past tense, the third format is present tense progressive (I am ...) or present perfect (I have been ...).

COPE Inventory is a multidimensional coping inventory to assess the different ways in which people respond to stress (Table 7). Five scales containing four items each measure conceptually distinct aspects of problem-focused coping (active coping, planning, suppression of competing activities, restraint coping, seeking of instrumental social support); five scales measure aspects of what might be viewed as emotion-focused coping (seeking of emotional social support, positive reinterpretation, acceptance, denial, turning to religion); and three scales measuring coping responses that arguably are less useful (focus on and venting of emotions, behavioural disengagement, mental disengagement).

Table 7 - Content of the COPE Scale

Description	Item no.
Positive reinterpretation and growth	1, 29, 38, 59
Mental disengagement	2, 16, 31, 43
Focus on and venting of emotions	3, 17, 28, 46
Use of instrumental social support	4, 14, 30, 45
Active coping	5, 25, 47, 58
Denial	6, 27, 40, 57
Religious coping	7, 18, 48, 60
Humor	8, 20, 36, 50
Behavioral disengagement	9, 24, 37, 51
Restraint	10, 22, 41, 49
Use of emotional social support	11, 23, 34, 52
Substance use	12, 26, 35, 53
Acceptance	13, 21, 44, 54
Suppression of competing activities	15, 33, 42, 55
Planning	19, 32, 39, 56

Concerning the 15 scales of COPE there is an averaged Cronbach's alpha of 0.79 but the range may vary from 0.37 to 0.93. For this study the Cronbach´s Alfa is 0.90 (Table 8) showing greater consistency.

Table 8 - Cronbach's Alpha from COPE

	Carver, C.S. (1989)	Company Sample
COPE	0,79	0,90

Table 9 - Internal Consistency of the sample's COPE

	Cronbach's Alpha	Inter-item Correlation		
		Minimum	Maximum	Mean
COPE	0,898	-0,306	0,902	0,124

2.6.5 BDI

According to McDowell (2006), the BDI was created and revised by Aaron T. Beck in (1961 and 1996), by the time another version of the BDI (the BDI II) appeared, even thought the one used in this study is the first version as it was lined with the objectives.

BDI evaluates twenty-one depressive symptoms, with a high consistency of 0,90 (Table 11 and 12) fifteen of which cover emotions, four cover behaviour changes and six cover somatic symptoms; each symptom is evaluated in a scale of four intensity points and the results are summed up to make up a result between 0 to 63 – the higher the results the more severe depression is according to the following scale: 0-9 Not Depressed; 10-20 Mild Depression; 20-30 Moderate Depression and 30-63 Severe Depression (Ribeiro, 2010).

According to Beck and Steer (1984), the symptoms and attitudes are (1) Mood; (2) Pessimism; (3) Sense of Failure; (4) Lack of Satisfaction; (5) Guilt Feelings; (6) Sense of Punishment; (7) Self-dislike; (8) Self accusations;(9) Suicidal Wishes; (10) Crying; (11) Irritability; (12) Social Withdrawal; (13) Indecisiveness; (14) Distortion of Body Image; (15) Work Inhibition; (16) Sleep Disturbance; (17) Fatigability; (18) Loss of Appetite; (19) Weight Loss; (20) Somatic Preoccupation; and (21) Loss of Libido.

Table 10 - Cronbach's Alpha from BDI

	Beck (1961)	Company Sample
BDI	0,88	0,90

Table 11 - Internal Consistency of the sample's BDI

	Cronbach's Alpha	Inter-item Correlation		
		Minimum	Maximum	Mean
BDI	0,900	-0,300	0,754	0,313

3 – Results

In this section the qualitative and quantitative results obtained from this study will be presented and explained as well as compared, so that the objectives and general questions asked for this study may be answered.

To analyze the data collected on Google Questionnaires, Microsoft Excel (Office 365) and the Statistical Package for Social Sciences 22.0 Software (IBM SPSS) for Macintosh were used. These softwares were used to calculate the data on the socio-demographic questionnaire and in the battery of tests - COPE BDI and CD-RISC.

For the focus group and the open questions in the socio-demographic questionnaire, a content analysis was made, as well as an analysis over Numbers for Mac (OSX iWorks).

3.1 Qualitative Analysis

3.1.1 Focus Group

Given the fact that the Shared Services Company is a new organization employing several inexperienced people in an open space working environment, the organization is currently in a period of adjustment, both in terms of processes and people.

3.1.1.1 Main Conclusions for Clerks

Following are listed the strengths and possible areas of improvement previously identified and complemented by a brief description of the causes that lead to this perception by the employees.

Relatively to what the participants identified as the most satisfactory points of the Company, these are mostly related to the cluster of Culture and Clime with the following standing out:

- **Ability to establish an easy interpersonal relation between colleagues and leads** - this aspect is often mentioned and transmits the perception to the collaborators that there is a very positive and cooperative work environment at the Company.
- **Multicultural environment** - mentioned as very positive by the collaborators, by allowing contact with a big diversity of cultures and experience sharing;
- **Shared Services Company as a start-up** - the premature context the employees are inserted in is a motivational factor to them, by allowing the integration and development of an organisation since its inception;
- **Young and Informal Environment** - this environment fosters a feeling of belonging on the teams

and a greater ease of integration not just on the teams, but also on the whole of the organisation;

- **Context with the potential of improvement -** by being a start-up and a company that operates at an international level, it is viewed as an opportunity for the employees to develop a long term professional career.

Relatively to the areas of improvement, they will be presented by cluster, since it's important their causes are properly identified and analyzed, in order to develop corrective actions.

3.1.1.2 Leadership

Leaders focused on the operational trend over two main factors:

- Current instability at the organizational processes;
- Need of developing leadership skills by Team Leaders;

This is a shared perception by Teams and Leads. Moreover, from the Leads perspective, the focus on the operational component results from: lack of experience of the teams; lack of experience of the leads, who are still learning, and the difficulty of handling new processes that differ from country to country. The heightened guidance of the Leads for the operational component impacts their ability to develop a global view of the organization and the understanding of the impact of its results and be able to pass on this perspective to the teams.

3.1.1.2.1 Leadership Skills

This cause can be observed based on how the Leads manage the teams and how they handle certain topics, e.g. the Leads find challenging the development of strategies that allow to strengthen and motivate the teams; another cause mentioned during the *Focus Group* was the necessity Leads felt for their teams to learn the behaviors and values wanted and expected of them by the organization. The Leads do not see this situation as their responsibility, but that of the Company.

Another point that also leads to this cause, is the fact the Leads Team is formed by people with little experience on team management, who find themselves still developing the necessary skills for successful leadership and team management.

3.1.1.2.2 Perception of the Leads regarding their role

Based on commentaries during the *Focus Group*, it was possible to identify that it was not yet clear to the Leads what their role is relating to management and team formation.

This challenge results mostly from the two previous measures, with the elevated focus on the operational

component coupled with the need to develop leadership skills reflecting on an unaccountability of the Leads in regards to their role to the newest members of the Company.

Consequently, the problems are also frequently associated with external causes, such as: the teams are mainly constituted of people with no professional experience in such an organization; different countries have different processes and the Leads find it challenging to manage the teams because they are still learning.

3.1.1.3 Communication

3.1.1.3.1 Information Flow

- The sharing of information in the company is still a work in progress. This perception is shared by the Leads and their teams. From the viewpoint of the teams, there is still the perception of the need for more formal moments with the Leads, with feedback regarding their performance and achieved results.

3.1.1.3.2 Informal Communication

- During the *Focus Group*, it was possible to infer that informal communication surges as the most commonly used form of communication inside the Company.
- Informal communication is used not just to obtain information regarding a certain topic internal to the organization, but also for obtaining critical information required for the daily tasks.
- The preference for informal communication mostly results from the lack of knowledge of the collaborators regarding what means of formal communications they can use; additionally, the information arriving from the top is not formally communicated, which subsequently fosters the need of informal communication as a means of obtaining the required information.
- Consequently, communication is based in a strong emotional component which potentiates attitudes of greater reactivity, feelings of insecurity and potential conflicts.

3.1.1.3.3 Horizontal Communication

- At the team level, this cause was identified by the perception of, when the need to solicit information from a colleague of another team surges, it is necessary to produce a significant time investment in identifying the colleague they can and should direct his inquiries, often using all available resources to communicate with said colleague (e.g.: e-mail, physically finding him, asking colleagues, etc.).
- At the Leads level, it was identified that the sharing of information is not very effective, with a

lack of a shared view regarding team management and the values that should be passed.

3.1.2 Socio-demographic questionnaire open-ended questions

Concerning the open-ended questions in the socio-demographic questionnaires, *"What is the most motivating aspect of working in the Company?"*, "What would you like to change in the Company?" and Hobbies, 130 out of 135 answered these questions, referring interesting facts and suggestions that may generate creative solutions and lead to improvement in different clusters.

3.1.2.1 Hobbies Analysis

When asked about their hobbies the employees showed interest in hobbies that fit 3 main clusters: Culture, Leisure and Sport (Figure 5), being that cultural activities were mentioned with a frequency of 78, Leisure Activities by 89, and Sports by 118.
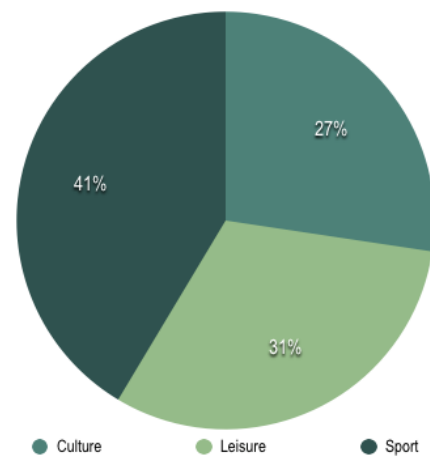
From the analysis of all the the different hobbies mentioned the ones that are more consensual is Music, Traveling, Cinema/Movies, Hangouts, Reading, General Sports and Gym. Each of these hobbies was mentioned between 10 and 40 times.

Figure 5 - Hobbies

Hobbies can be turned into great motivation activities (Figure 6) to help employees cope with everyday routine, and some of the mentioned ones can be very usefully to the company.

Figure 6 - Motivating Activities

3.1.2.2 The most Motivating aspects of working in The Company

Figure 7
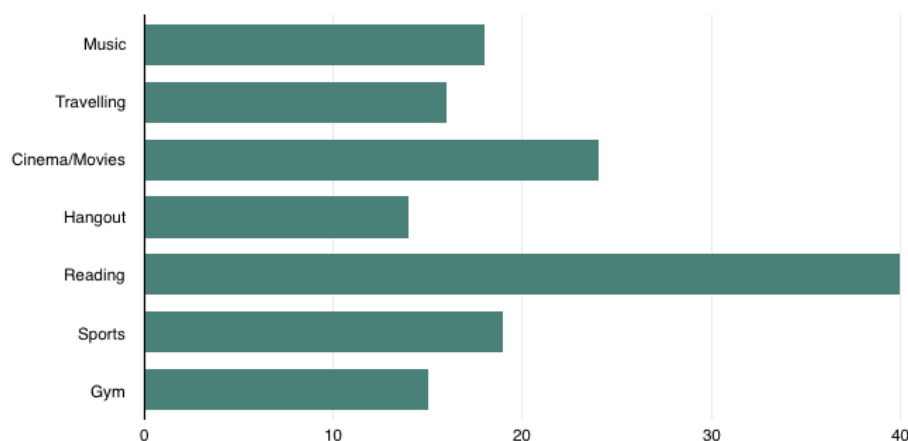
What is the most motivating aspect of working in the Company?
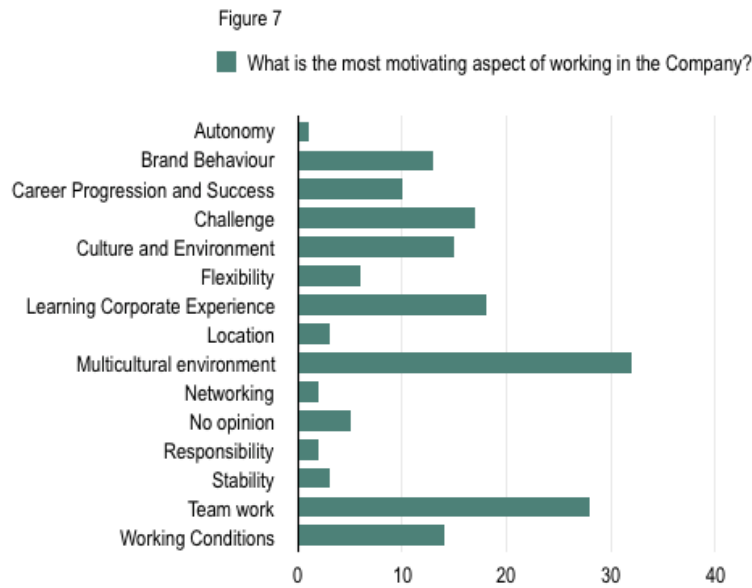
Some motivation aspects of working in the Company mentioned by the employees:

"The opportunity to grow up in the company, my colleagues team and the facilities.", "To be able to be part of a new project and help this company grow", "Multicultural environment, multi-tasking, opportunity to learn tasks from different areas", "Challenging the processes aiming to improve quality and performance", "The constant challenge", "Obtaining visible results and causing a constructive impact on the business.", "Constant challenges due to direct interaction with Customers and managing big accounts with influence in the company Cash Flow", "Be part of a fantastic team looking at 2014 and proudly say we have achieved the objectives".

3.1.2.3 Aspects to Improve in the Company

Figure 8

What would you like to improve in the Company?
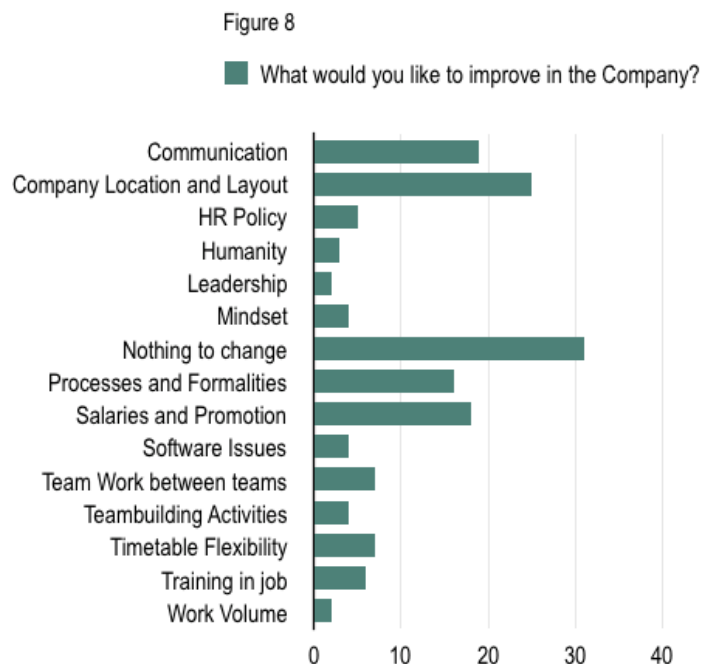
Some aspects of improvement mentioned by the employees:

"The mind-set of the team. From being task-oriented to service-oriented", "Input some kind of objectives to get the possibility to increase salary", "The layout of the office", "More activities (team building)", "Summer schedule", "communication between departments", "HR organization", "An increased sense of belonging", "Voluntary interaction between teams/individuals appear to be rare unless if these interact regularly".

3.2. Quantitative Results

A descriptive analysis was elaborated to characterize the sample according to its psychosocial variables – coping, resilience and depression – according to their mean, median, standard deviation, minimum and maximum values.

3.2.1. Descriptive analysis according to the psychosocial behavior variables: resilience, coping and depression

Resilience: CD-RISC

Table 12- Descriptive Statistics for CD-RISC

	N	Mean	Median	Standard Deviation	Minimum	Maximum
CD-RISC	135	70,10	70,00	12,136	25	92

Table 13 - Frequency of results for CD-RISC

	Frequency	Percentage	Cumulative Percentage
25	1	0,7%	0,7%
41-55	16	11,9%	12,6%
56-70	51	37,8%	50,4%
71-85	53	39,3%	89,6%
86-100	14	10,4%	100,0%
Total	135	100,0%	

According to the results shown in Table 12, we can see through the results (Mean=70,10) that the Company's Employees are quite Resilient. By further examining the frequency of results in Table 13, we can observe that the lower values are composed of a single 25, with the remaining distribution having high results (with a Maximum of 92).

Coping: COPE

Table 14 - Descriptive Statistics for COPE

	N	Mean	Median	Standard Deviation	Minimum	Maximum
COPE	135	134,66	137	18,250	72	181

To evaluate the Employee's coping strategies, the COPE test was presented (Table 14).

By examining the Average for COPE's 15 Scales (Table 15), several coping characteristics are easily highlighted, more specifically: Positive Reinterpretation and Growth, Use of Instrumental Social Support, Active Coping, Use of Emotional Social Support and Planning. These coping strategies show that Employees are handling the daily routines and molding to the company.

Table 15 - Average for COPE's 15 Scales

	Average
Positive reinterpretation and growth	13,29
Mental disengagement	7,73
Focus on and venting of emotions	7,72
Use of instrumental social support	11,59
Active coping	12,25
Denial	5,77
Religious coping	5,86
Humor	8,96
Behavioral disengagement	5,64
Restraint	9,24
Use of emotional social support	9,96
Substance use	4,33
Acceptance	9,70
Suppression of competing activities	9,85
Planning	12,78

Depression: BDI

Table 16 - Descriptive Statistics for BDI

	N	Mean	Median	Standard Deviation	Minimum	Maximum
BDI	135	4,71	2,00	5,997	0	39

To evaluate the presence of symptomatology, the BDI tests were used. By looking at Table 16, we can see that the Mean Value is quite low (Mean=4,71), consisting of a Minimum of 0 and a Maximum of 39. By further inspecting Table 17, we can clearly see that most of the Employees (85,9%) do not show any signs of depression.

Table 17 - Frequency of results for BDI

	Frequency	Percentage	Cumulative Percentage
0-10	116	85,9%	85,9%
11-16	10	7,4%	93,3%
17-20	6	4,4%	97,8%
21-30	2	1,5%	99,3%
31-40	1	0,7%	100,0%
Total	**135**	**100,0%**	

3.2.2. Correlations between the socio-demographic variables and the psychosocial functioning variables

This following section presents some of the results were the strongest correlations were found when using either Pearson or Spearman's correlation with the help of SPSS. Table 18, presents the correlations between CD-RISC and socio-demographic, highlighting the most significative correlations found.

Table 18 - Correlations between CD-RISC and socio-demographic variables

	Variables	Mean	SD	CD-RISC Mean	CD-RISC SD	Pearson	Spearman
Age	1="20-25"; 2="26-30"; 3="31-35"; 4="36-40"; 5="41-45"; 6="45-50"; 7="+50"	2,47	1,43	70,10	12,18	0,248	0,206
Children	1="No children"; 2="1 children; 3="2 children"; 4="3 children"	1,34	0,69	70,10	12,18	0,229	0,199
Job	1="Clerk"; 2="Senior Clerk"; 3="Lead"; 4="Manager"; 5="Director"	1,39	0,89	70,10	12,18	0,178	-
Religion	1="Religious"; 2="Non Religious"	1,82	0,384	70,10	12,18	0,178	0,200
Work Experience Since Studies Finished	1="Internship"; 2="<1 year"; 3="]1,2] years"; 4="[2,5] years"; 5="]5,10] years"; 6=">10 years"	4,14	1,561	70,10	12,18	0,246	0,218

By examining the possible correlations between the socio-demographic variables and CD-RISC of Table 18, we can observe there is a positive correlation between the Age and Resilience, with younger adults (between 26 and 35 years old) becoming more resilient with age. Likewise, employees with longer working experience also show more resilience.

Concerning Job Position, employees with higher responsibility also present some levels of higher resilience. Finally, regarding family life, religion and having children also provide better resilience mechanisms to the employees.

The second table, Table 19, presents the identified positive correlations between the socio-demographic variables and COPE Scales. Positive correlations were for Education with Religious Coping and Use of Emotional Social Support. Additionally, Employees that have previous working experience (i.e. this Company is not their first job) also present higher coping mechanisms.

Finally, employees that are religious show a higher correlation in regards to Religious Coping (with a Pearson's value of 0,283 and Spearman value of 0,368).

Table 19 - Correlations between COPE Scales and socio-demographic variables

	Variables	Mean	SD	Religious Coping		Use of Emotional Social Support		Planning		Denial		Suppression of Competing Activities		Pearson	Spearman
				Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Education	1="Highschool"; 2="Bachelor"; 3="Master"; 4="Technical"; 5="Other"	2,36	0,878	5,86	2,86	-	-	-	-	-	-	-	-	0,199	-
				-	-	9,96	3,05	-	-	-	-	-	-	-	0,180
First Job	1="Yes"; 2="No"	1,85	0,357	-	-	-	-	12,77	2,43	-	-	-	-	-	0,179
Religion	1="Religious"; 2="Non Religious"	1,82	0,384	-	-	-	-	-	-	5,77	2,02	-	-	0,197	0,206
				5,86	2,86	-	-	-	-	-	-	-	-	0,283	0,368
				-	-	-	-	-	-	-	-	9,85	2,20	-	0,179

4 - Results discussion

In this section the qualitative and quantitative data obtained from the results is going to be discussed and corroborated with the methodological theory.

4.1. Concerning the psychosocial functioning of the employees

4.1.1. Coping

Considering the obtained results for the COPE test it is visible that employs adapt, readapt and grow professionally everyday, reinterpreting themselves in new functions, many times different from their academic studies, showing active coping and planning their everyday.

Finding coping strategies to everyday challenges is another sign of psychosocial well functioning.

4.1.2. Resilience

Considering the obtained results for the CD-RISC test a relatively high level of Resilience is visible, such as the ones verified by Richardson in the the general population and in the Primary-care outpatients allowing employees to show a stable psychosocial functioning, integrating confidently the daily challenges, and reintegrating them back. According to Richardson's Resilience Model (Figure 1).

It is interesting to find such a strong resilience in the company population, since it presents mainly monotonous tasks, and regarding the fact that everyday most of the employees deal with pressure and are exposed to challenging goals, complaining management, cash collection, between other tasks classified as more defiant and that may cause burnout signs in professionals.

But contradicting Schaufeli, W., & Bakker, A. (2004) findings, the employees show engagement in the tasks, not giving up easily and aiming to become better professionals. It is also visible that the company employees are proud of their goal achievements.

Curiously, regarding the Resilience correlation results concerning family, employees with no children have a disperse Resilience. However, when considering employees with children, the ones with two (or more) children presented higher resilience values then the families with a single child.

4.1.3. Depression

The results presented in the BDI analysis shows that most employees don't show signs of depression, and only a few show mostly mild to moderate levels of depression.

The results shown by this tool indicates that most employees are very conscientious of their actual situation and are still getting used to their new job, have great humanity and emotional connection with each other, are exposed to tiredness due to their lack of working experience as many of them just finished their studies, or have never been part of such a big company with a defined structure. Another curious item revealed for this subject was the changing of eating habits, perhaps due to a new lifestyle as well as the social desirability that is always higher, working in an office, in an open space, in a challenging young company.

Still concerning the Depression scale, the values are extremely low considering that less then 15% of the employees show signs of mild to medium depression.

4.2. Open ended questions

After analyzing the open ended questions such as hobbies, the best in the company and the suggestions for change made by the employees, significant information was added to the research, such as suggestions for extra work activities that may be provided by the company as motivation for the employees.

Still concerning the employee's hobbies, and what they value the most in their work, several interesting ideas may be able to become activities that improve useful behaviors such as teamwork, responsibility and engagement.

The most motivating aspects of working to the Company, are the multicultural environment, the team work, being able to learn and be challenged every day. Also mentioned by the employees several times, was being able to work for a big Multinational Company.

Concerning the changes desired by the employees towards the Company, they want to improve the communication between all the employees and the company, by making the passage of information more transparent and efficient.

A representative number of employees enjoy the conditions of the company, but the lack of public transportation to the location, as well as the layout inflexibility of the office space are general pain points.

For example, it would be important for the employees to be able to, somehow, customize their working space, so they can feel more comfortable, in a more personalized environment.

Another area of improvement frequently mentioned was the salaries, more specifically, earning bonuses by objectives. Additionally, the processes and formality of the Company could be simpler, especially for such a dynamic and multicultural Company.

Finally, with a frequency of 31 references, another representation of satisfaction from the employees is that they wouldn't mention anything for change – with only 5 of these not responding to most of the open-ended questions.

4.3. Comparisons between variables

With this analysis, it is possible to infer that the resilience and ability to build up coping strategies are intimately related to the environment of the company. Although there are still possibilities for improvement.

Concerning the results, they do not show existence of impacting differences for many of the correlations between the 3 tests applied, Coping, Resilience and Depression with the various psychosocial variables, although they show positive correlations, especially for CD-RISC and COPE.

4.4 Relation between resilience and depression

According to the analysis there is no positive correlation between the resilience and the depression due to its opposite nature, once that as much higher as the CD-RISC is, the more resilient a person is, and concerning the depression, as lower as the scale is, the lower depression is, and this is indeed the scenario present in this shared services company.

5 - Conclusion

This last chapter presents the conclusions and contributions, the limitations and the future research for this master thesis.

5.1 Conclusions

When it comes to the reality of a recently created company there are differences in the psychosocial functioning of Individuals on their first job, as they are less resilient and adaptive then employees with professional experience. However, as the study shows, as employees learn and gain more experience, they present better resilient techniques.

The social-demographic variables Age, Number of Children, Job Position, Religion and Previous Work Experience correlate with the Employees ability for Resilience. The social-demographic variables Education, First Job and Religion correlate with the Employees ability for coping. These correlations show that there is a relation between the applied tests and the social demographic questionnaire.

The employees of the Shared Services Company search for learning experiences and challenges actively, showing signs of resilience and the ability to further develop their coping strategies.

Working in an open space can be both a stress factor and resilience potential, firstly its noisy and loud, which sometimes affects the focus of the employees disturbing sensitive tasks that need extra effort to complete, in the other hand working in an open space promotes sharing of information, and learning experiences, collaboration, team work and mutuality.
Another important information collected is that different functions have different working rhythms, making some teams work more and be more pressured than others, employees that are more overloaded with work teams would prefer a better salary or less pressure on his tasks.

Another important conclusion for the company is that Team leaders and Clerks need to improve their communication, constructing a more formal dialog, so that information is more clear when passing it to the clerks.
In a general way the shared services employees show good signs of resilience, active coping and lack of depression.

5.1.1 Contributions

There aren't still many studies on the resilience subject in Portugal such as this, and understanding the psychosocial behavior of Portuguese individuals, though some investigators have been contributing for its improvement. Also new points of view also make the difference, like other systemic views such as Human Performance Technology, which helps methodology, by implementing management changes to the companies using a systemic approach to improve performance and results. Artur Nunes (2012).

5.3 Limitations

The limitations of this study are divided into 2 groups;

The limitations referring the assembly of the questionnaire. In an ideal situation the battery of tests could be different and include a more organizational oriented inventory. The size of the sample is also a limitation since it was obtained over half of the company population (N=135) in a reality of employees that nowadays are more than 250. Other limitation refers to the literature, as it would be interesting to have had more references that would have mentioned a closer reality to one in a more organizational context. And perhaps establishing a comparison with previous studies.

Other limitations in this study refer to the difficult of using the SPSS Software to obtain statistical results, turning this study less elaborated in what concerns to the information analyzed.

5.4 Future Research

Considering future research, the creation of an action plan is already under way, considering the improvement matters found during this research. Bearing in mind that it is extremely important to make a more intensive and complete research considering employee's dynamic in and between teams. Another important matter is to understand how to avoid burnout given the possibility that some scopes and professional specializations are more exposed to it. Considering the nature of the work developed in a shared services company it is important to consider in the action plane a way to explore the best strategies to make the teams cope, to develop more resilience, and to make everyone engage in new challenges. Other considerations, that resulted from the analysis of the open ended questions are the possibilities to use the hobbies, tastes and suggestions from the employees to engage them into new challenges in and outdoors, improving the motivation and reducing the turnover.

Not considered yet, but with major interest for researching is the possibility to study identical companies in Portugal, or even in other countries so that a comparison could be established with the results found in the sample, which could bring improvement and evolution for all. This method could bring enlightenment for the onboarding procedures of each company as well as for its communication and integration processes. Making the study more attractive so that the researching could get more participations would also be useful so that all the employees engage the questionnaire, enriching the data available, getting better readability and generating more impact in the business, and making the change a possibility.

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ANNEX I

Study of Resilience and Coping

This study is conducted under the Master in Clinical Systemic of the Faculty of Psychology of the University of Lisbon, and has the main purpose to investigate teams' dynamics, resilience and the coping strategies created to deal with everyday challenges and routines in a recently created company, so that great potential can be unleashed from everyone.

All the employees answers will be anonymous and the data will be grouped and confidentially handled.

* Required

1. **Gender** *
   Mark only one oval.

   ◯ M
   ◯ F

2. **Age** *
   Mark only one oval.

   ◯ -20
   ◯ 20-25
   ◯ 26-30
   ◯ 31-35
   ◯ 36-40
   ◯ 41-45
   ◯ 46-50
   ◯ +50

3. **Nationality** *

   ....

4. **Education** *
   Mark only one oval.

   ◯ Highschool
   ◯ Bachelor
   ◯ Master
   ◯ Technical
   ◯ Other

5. **Marital Status** *
Mark only one oval.

- ( ) Single
- ( ) Married
- ( ) Divorced
- ( ) Widowed
- ( ) Member of an unmarried couple

6. **Children** *
Mark only one oval.

- ( ) 1 child
- ( ) 2 children
- ( ) 3 children
- ( ) More then 3 children
- ( ) I don't have children

7. **Working Experience since you finished your studies** *
Mark only one oval.

- ( ) Internship
- ( ) Less than 1 year
- ( ) Between 1 and 2 years
- ( ) Between 2 and 5 years
- ( ) Between 5 and 10 years
- ( ) More than 10 years

8. **Distance between work and home** *
Mark only one oval.

- ( ) Less than 1 km
- ( ) 1 to 5 km
- ( ) 5 to 10 km
- ( ) More than 10 km

9. **Religion or Spiritual Tradition** *
Mark only one oval.

- ( ) Catholic
- ( ) Christian
- ( ) Jewish
- ( ) Buddhist
- ( ) Muslim
- ( ) Hindu
- ( ) Pagan
- ( ) Atheist
- ( ) Agnostic
- ( ) Other

10. **Hobbies** *

....

About your job in Europcar Services

11. *
Mark only one oval per row.

	Yes	No
Europcar Services is my First Job	( )	( )

12. **Working Experience in Europcar Services** *
Mark only one oval.

- ( ) More than 1 year
- ( ) 10 to 12 months
- ( ) 7 to 9 months
- ( ) 4 to 6 months
- ( ) 1 to 3 months
- ( ) Recently admitted

13. **Scope** *
Choose at least one option
Check all that apply.

- [ ] Portugal
- [ ] Spain
- [ ] United Kingdom
- [ ] France
- [ ] Germany
- [ ] Italy
- [ ] Belgium
- [ ] Holding
- [ ] Transversal

14. **Department** *
Choose at least one option
Check all that apply.

- [ ] General Accounting
- [ ] Transactions
- [ ] Fleet Accounting
- [ ] Treasury
- [ ] Customer Administration
- [ ] Data Loading
- [ ] Business Process Improvement (BPI)
- [ ] Human Resources (HR)
- [ ] Information Systems (IT)
- [ ] Board

15. **If your Department is General Accounting**
Mark only one oval.

- ( ) PT GA
- ( ) SP GA
- ( ) HQ GA
- ( ) UK GA
- ( ) FR GA
- ( ) DE GA
- ( ) BE GA
- ( ) IT GA

16. **If your Department is Customer Administration**
Mark only one oval.

◯ Credit

◯ Rental Billing

◯ Billing Administration

◯ Cash Application

◯ Customer Service

◯ TATO

◯ PT Collections

◯ SP Collections

◯ UK Collections

◯ FR Collections

◯ DE Collections

◯ BE Collections

◯ IT Collections

17. **Job** *
Please Select one or more
Check all that apply.

☐ Clerk

☐ Senior Clerk

☐ Lead

☐ Manager

☐ Director

18. **How I prefer to work** *
Mark only one oval.

◯ Always in Team

◯ Always Individually

◯ Both Individually and in Team

19. **What is the most motivating aspect of working in Europcar Services?** *

....

20. **What would you like to change in Europcar Services?** *

....

COPE

We are interested in how people respond when they confront difficult or stressful events in their lives. There are lots of ways to try to deal with stress. This questionnaire asks you to indicate what you generally do and feel, when you experience stressful events. Obviously, different events bring out somewhat different responses, but think about what you usually do when you are under a lot of stress.

Then respond to each of the following items by blackening one number on your answer sheet for each, using the response choices listed just below. Please try to respond to each item separately in your mind from each other item. Choose your answers thoughtfully, and make your answers as true FOR YOU as you can. Please answer every item. There are no "right" or "wrong" answers, so choose the most accurate answer for YOU--not what you think "most people" would say or do. Indicate what YOU usually do when YOU experience a stressful event.

    1 = I usually don't do this at all
    2 = I usually do this a little bit
    3 = I usually do this a medium amount
    4 = I usually do this a lot

1. I try to grow as a person as a result of the experience.
2. I turn to work or other substitute activities to take my mind off things.
3. I get upset and let my emotions out.
4. I try to get advice from someone about what to do.
5. I concentrate my efforts on doing something about it.
6. I say to myself "this isn't real."
7. I put my trust in God.
8. I laugh about the situation.
9. I admit to myself that I can't deal with it, and quit trying.
10. I restrain myself from doing anything too quickly.

11. I discuss my feelings with someone.
12. I use alcohol or drugs to make myself feel better.
13. I get used to the idea that it happened.
14. I talk to someone to find out more about the situation.
15. I keep myself from getting distracted by other thoughts or activities.
16. I daydream about things other than this.
17. I get upset, and am really aware of it.
18. I seek God's help.
19. I make a plan of action.
20. I make jokes about it.

21. I accept that this has happened and that it can't be changed.
22. I hold off doing anything about it until the situation permits.

23. I try to get emotional support from friends or relatives.

24. I just give up trying to reach my goal.

25. I take additional action to try to get rid of the problem.

26. I try to lose myself for a while by drinking alcohol or taking drugs.

27. I refuse to believe that it has happened.

28. I let my feelings out.

29. I try to see it in a different light, to make it seem more positive.

30. I talk to someone who could do something concrete about the problem.

31. I sleep more than usual.

32. I try to come up with a strategy about what to do.

33. I focus on dealing with this problem, and if necessary let other things slide a little.

34. I get sympathy and understanding from someone.

35. I drink alcohol or take drugs, in order to think about it less.

36. I kid around about it.

37. I give up the attempt to get what I want.

38. I look for something good in what is happening.

39. I think about how I might best handle the problem.

40. I pretend that it hasn't really happened.

41. I make sure not to make matters worse by acting too soon.

42. I try hard to prevent other things from interfering with my efforts at dealing with this.

43. I go to movies or watch TV, to think about it less.

44. I accept the reality of the fact that it happened.

45. I ask people who have had similar experiences what they did.

46. I feel a lot of emotional distress and I find myself expressing those feelings a lot.

47. I take direct action to get around the problem.

48. I try to find comfort in my religion.

49. I force myself to wait for the right time to do something.

50. I make fun of the situation.

51. I reduce the amount of effort I'm putting into solving the problem.

52. I talk to someone about how I feel.

53. I use alcohol or drugs to help me get through it.

54. I learn to live with it.

55. I put aside other activities in order to concentrate on this.

56. I think hard about what steps to take.

57. I act as though it hasn't even happened.

58. I do what has to be done, one step at a time.

59. I learn something from the experience.

60. I pray more than usual.

Beck's Depression Inventory

This depression inventory can be self-scored. The scoring scale is at the end of the questionnaire.

1.
- 0   I do not feel sad.
- 1   I feel sad
- 2   I am sad all the time and I can't snap out of it.
- 3   I am so sad and unhappy that I can't stand it.

2.
- 0   I am not particularly discouraged about the future.
- 1   I feel discouraged about the future.
- 2   I feel I have nothing to look forward to.
- 3   I feel the future is hopeless and that things cannot improve.

3.
- 0   I do not feel like a failure.
- 1   I feel I have failed more than the average person.
- 2   As I look back on my life, all I can see is a lot of failures.
- 3   I feel I am a complete failure as a person.

4.
- 0   I get as much satisfaction out of things as I used to.
- 1   I don't enjoy things the way I used to.
- 2   I don't get real satisfaction out of anything anymore.
- 3   I am dissatisfied or bored with everything.

5.
- 0   I don't feel particularly guilty
- 1   I feel guilty a good part of the time.
- 2   I feel quite guilty most of the time.
- 3   I feel guilty all of the time.

6.
- 0   I don't feel I am being punished.
- 1   I feel I may be punished.
- 2   I expect to be punished.
- 3   I feel I am being punished.

7.
- 0   I don't feel disappointed in myself.
- 1   I am disappointed in myself.
- 2   I am disgusted with myself.
- 3   I hate myself.

8.
- 0   I don't feel I am any worse than anybody else.
- 1   I am critical of myself for my weaknesses or mistakes.
- 2   I blame myself all the time for my faults.
- 3   I blame myself for everything bad that happens.

9.
- 0   I don't have any thoughts of killing myself.
- 1   I have thoughts of killing myself, but I would not carry them out.
- 2   I would like to kill myself.
- 3   I would kill myself if I had the chance.

10.
- 0   I don't cry any more than usual.
- 1   I cry more now than I used to.
- 2   I cry all the time now.
- 3   I used to be able to cry, but now I can't cry even though I want to.

11.
0	I am no more irritated by things than I ever was.
1	I am slightly more irritated now than usual.
2	I am quite annoyed or irritated a good deal of the time.
3	I feel irritated all the time.

12.
0	I have not lost interest in other people.
1	I am less interested in other people than I used to be.
2	I have lost most of my interest in other people.
3	I have lost all of my interest in other people.

13.
0	I make decisions about as well as I ever could.
1	I put off making decisions more than I used to.
2	I have greater difficulty in making decisions more than I used to.
3	I can't make decisions at all anymore.

14.
0	I don't feel that I look any worse than I used to.
1	I am worried that I am looking old or unattractive.
2	I feel there are permanent changes in my appearance that make me look unattractive
3	I believe that I look ugly.

15.
0	I can work about as well as before.
1	It takes an extra effort to get started at doing something.
2	I have to push myself very hard to do anything.
3	I can't do any work at all.

16.
0	I can sleep as well as usual.
1	I don't sleep as well as I used to.
2	I wake up 1-2 hours earlier than usual and find it hard to get back to sleep.
3	I wake up several hours earlier than I used to and cannot get back to sleep.

17.
0	I don't get more tired than usual.
1	I get tired more easily than I used to.
2	I get tired from doing almost anything.
3	I am too tired to do anything.

18.
0	My appetite is no worse than usual.
1	My appetite is not as good as it used to be.
2	My appetite is much worse now.
3	I have no appetite at all anymore.

19.
0	I haven't lost much weight, if any, lately.
1	I have lost more than five pounds.
2	I have lost more than ten pounds.
3	I have lost more than fifteen pounds.

20.

    0   I am no more worried about my health than usual.

    1   I am worried about physical problems like aches, pains, upset stomach, or constipation.

    2   I am very worried about physical problems and it's hard to think of much else.

    3   I am so worried about my physical problems that I cannot think of anything else.

21.

    0   I have not noticed any recent change in my interest in sex.

    1   I am less interested in sex than I used to be.

    2   I have almost no interest in sex.

    3   I have lost interest in sex completely.

INTERPRETING THE BECK DEPRESSION INVENTORY

Now that you have completed the questionnaire, add up the score for each of the twenty-one questions by counting the number to the right of each question you marked. The highest possible total for the whole test would be sixty-three. This would mean you circled number three on all twenty-one questions. Since the lowest possible score for each question is zero, the lowest possible score for the test would be zero. This would mean you circles zero on each question. You can evaluate your depression according to the Table below.

Total Score_____Levels of Depression

1-10_____These ups and downs are considered normal

11-16_____ Mild mood disturbance

17-20_____Borderline clinical depression

21-30_____Moderate depression

31-40_____Severe depression

over 40_____Extreme depression

A PERSISTENT SCORE OF 17 OR ABOVE INDICATES THAT YOU MAY NEED MEDICAL TREATMENT. IF YOU HAVE ANY CARDIAC CONCERNS, PLEASE CONTACT CARDIOVASCULAR INTERVENTIONS, P.A. at 407-894-4880

ANNEX II

Responses for the open ended questions

What is the most motivating aspect of working in the Company?	What would you like to change in the Company?
The challenge	Improve HR Policy
Working directly with foreign countries	Staff must not be seen as a number but as humans
New company	Processes
the team spirit	comunication
The company is very respectful of the employees	Better salaries
flexible hours	resistance to change at country level
We can have ideas and some autonomy.	Communication, strengthen team spirit.
belong to a big company like this one	Same times to much Noise, difficulty to concentrate
Multicultural environment, multi-tasking, opportunity to learn tasks from different areas	The wages should be increased.
Team work; cultural exchange	more workflow between departments
Multicultural Team	Building
To be able to be parto of a new project and help this company grow	More challenges. The more challenges the more motivation it generates and the job won't become
Career	Multisoftware to one only
Acquiring knowledge	make some processes more efficient and cost effective
Have interaction with different countries so different cultures	Subjectivity evaluation and impartiality!
Good working conditions in general	Keep improving the processes used
Dealing with different cultures and with different countries.	Work environment
coleagues	teambuilding activities, link between departments, summer schedule on fridays
The opportunity to grow up in the company, my colleagues team and the facilities.	leave early on Fridays no lunch break
It is a constant challenge	more training
Senior Role, work with UK.	
the diversity	nothing
contact to customers and stations	identifying the problems and correcting them on time to enable us to not make the same mistake over and over again
migrate a process a new process to SSC and learn from people from other countries.	I don't know
contact with different people	valuing people who deserve to be promoted through his work and time on the company
Stability	The communication between the managers and the rest employees
Responsibility given to individuals	Increase paycheck
Challenge	Salary
good team environment	Don't know
The environment/people	Ability to change departments
Challenging the processes aiming to improve quality and performance	The mindset of the team. From being task-oriented to service-oriented
Work Challenges, responsibility and partnership	Input some kind of objectives to get the possibility to increase salary
Career progression	Log in/out system, salary
The people	The payscale for the clerks (not the leads or managers)
multicultural environment	salary
Working as a team.	The layout of the office.
colleagues	More activities (team building), Summer schedule
The multicultural environment	There are processes that should be reviewed so we can be more organized and achieve more goals and profits.

What is the most motivating aspect of working in the Company?	What would you like to change in the Company?

The most motivating aspect is the environment that we have here, the team spirit	I think that it's very important for us to understand what the other teams do in the company, to have more knowledge about the processes that they do
team	office equipent & environment
growing company, my colleagues, the culture of the company	communication between departments
working for UK	HR organization and Salary Package
Dealing with people from different countries	Start to differentiate between clerks and tasks
Teamwork	I believe there should be a differentiation in terms of salaries between departments
Good environment & open space ; Interaction with different softwares	1 hour per week with group sessions (like yoga) ; salary increased
Learning Experience	Lack of acknowledgment
the collegues,and work	Nothing
learning a new function	the air conditioning
Having a corporate experience.	Having a more "relaxed" place to work (chill out room... mobility within the premises, meaning not depending to your desk... flexibility in hours)
motivation with employees	Maybe the team builidings, for during the week, the holidays for example the "Carnaval"
Daily Challenge	Communication Improvement
The project to ameliorate the system to sell a car. I prefer to search, and analyse than just to make the same work. It's more attractive for me.	I think the spirit team is not correctly integrated yet. I think, it's really important to maintain our team motivate. Because if all our team is motivate it's better to improve the new process, new idea and obviously to earn money for a company.
The constant challenge	The lack of team spirit and communication failures
multicultural environment	giving more training to people,improve communication between departments and inside each department
Have a oportunity to work in my area	some work methods
Obtaining visible results and causing a constructive impact on the business.	An increased sense of belonging. Voluntary interaction between teams/individuals appear to be rare unless if these interact regularly.
multicultural environment	a large team
Multicultural environment	Give more training
working with different teams	the ambience
.	The salary
atmosphere	transparency
Team work	Some ways of working
Multicultural Environment	.
Constant challenges due to direct interaction with Customers and managing big accounts with influence in the company Cash Flow.	Location
The schedule.	The place. I would like work in Lisbon
The working environment.	Monetary rewards should be adjusted..
O ambiente na minha equipe e do centro no geral	Gostava que estivesse mais perto de Lisboa ou pelo menos os acessos de tranporte público fossem melhores pois é complicado sustentar um carro, uma casa e uma vida com o ordenado ganho.
The work dynamics and the fact that such a rich diversity of cultures and ways of working	Nothing for now
The colleagues and the chance of progression and a career	Nothing in special
The contact with people from several different cultures	The excessive work volume
team spirit	increase the salaries
Team spirit	Nothing
professional security and progression	right now, nothing
MULTINATIONAL COMPANY	CLIMATE ORGANIZATIONAL
DIVERSITY OF NATIONALITIES	FOR NOW, NOTHING

	Leadership, company structure, HR politics...
The dynamic	It's all ok
multicultural	better communication better formalization
Be part of a fantastic team looking at 2014 and proudly say we have achieved the objectives	Mindset of certain people
Work as a team	For the moment nothing
normal pressure	organization
Seeing the numbers grow with positive feedback from the customers	Some of the dos and don'tsrules, I
Harmony, knowledge, "new start" of business	.
The security	Nothing at the moment
team spirit, challenge	Nothing at the moment
Staff's diversity	to have more comunication
Young environment, good work conditions.	more employee rotation
working conditions	bigger cafeteria
multicultural culture, networking	improve social aspects;
The project itself	Comunication
Dynamic project	Strictness
Team work	I would like to propose more formation.
To bring more quality and efficiency of what is required	Improve procedures
CHALLENGING	SOME MIND SET
BEING IN A BIG COMPANY	THE LOCATION
Cultures	Communication
the challange	comunication
Working with different cultures	the distribution of work
Good environnement	Better salaries
Opportunity for growth	No
we have always a new challenge, good team work, fantastic spirit	i would like to move the company service nearest my home :)
Multicultural environment; beeing a brand new company its motivating to be part of the growth process	Some processes and tools
knowledge acquisition	nothing
the envoiroment	The communication between each other; extra working hours
environment	working extra hours
.	.
The possibility to work in a new projectand to learn new things every day.	I would like to have German classes.
Career prospects	Soften current rules on the personal workspace.
the initial package offered was very interesting including the liberty of the start of working hours, which is not valid anymore	I am missing transperancy and more humanity
Huge market	Work schedules
BEING PART OF A MULTICULTURAL ENVIRONMENT	EVALUATION
office environment	IT system
To work in a International company	The noise
The care that the company has with all employees	Clerck's Payslip
Grow up	Market leader
name of the brand	maybe
the environment and magnitude of the company	the efficency of part of the process
Always having something to do	Nothing

The different ways of working and the team spirit	the noise in the working place.
Many nationalities at the same place - you can learn more about their culture, their language	Nothing
evolution	yes
To be part of a remarkable company	N/A
to stay in Portugal	nothing
the environment, and the company structure	for now, nothing
the trainee has the same advantages	the pression
Doing something I like to do; Multi-language; Team Spirit;...	Communication
Team spirit	nothing
Team Spirit	The office pantry.
It's variety of nationalities and it's flexibility between departments	it's formality in regards to wardrobe and organization
Environment between all hierarchy	NA
Learn	More formation
environment of constant change	Yes
	Bus
Distance and New Challange	Nothing

ANNEX III

Output 1 – Age and CD-Risc Descriptive Statistics. Variables used for Age were the following: 1=”20-25”; 2=”26-30”; 3=”31-35”; 4=”36-40“; 5=”41-45“; 6=”45-50“; 7=”+50“;

Descriptive Statistics

	Mean	Std. Deviation	N
Age	2,47	1,434	135
CD_RISC_SOMA	70,0963	12,18077	135

Output 2 – Pearson Correlation between Age and CD-RISC

Correlations

		Age	CD_RISC_SOMA
Age	Pearson Correlation	1	,248**
	Sig. (2–tailed)		,004
	N	135	135
CD_RISC_SOMA	Pearson Correlation	,248**	1
	Sig. (2–tailed)	,004	
	N	135	135

**. Correlation is significant at the 0.01 level (2–tailed).

Output 3 – Spearman's Correlation between Age and CD-RISC

Correlations

			Age	CD_RISC_SOMA
Spearman's rho	Age	Correlation Coefficient	1,000	,206*
		Sig. (2–tailed)	.	,016
		N	135	135
	CD_RISC_SOMA	Correlation Coefficient	,206*	1,000
		Sig. (2–tailed)	,016	.
		N	135	135

*. Correlation is significant at the 0.05 level (2–tailed).

Output 4 – Children and CD-Risc Descriptive Statistics. Variables used for Children were the following: 1="No children"; 2="1 children; 3="2 children"; 4="3 children"

Descriptive Statistics

	Mean	Std. Deviation	N
Children	1,34	,693	135
CD_RISC_SOMA	70,0963	12,18077	135

Output 5 - Pearson Correlation between Children and CD-RISC

Correlations

		Children	CD_RISC_SO MA
Children	Pearson Correlation	1	,229**
	Sig. (2-tailed)		,008
	N	135	135
CD_RISC_SOMA	Pearson Correlation	,229**	1
	Sig. (2-tailed)	,008	
	N	135	135

**. Correlation is significant at the 0.01 level (2-tailed).

Output 6 - Spearman's Correlation between Children and CD-RISC

Correlations

			Children	CD_RISC_SO MA
Spearman's rho	Children	Correlation Coefficient	1,000	,199*
		Sig. (2-tailed)	.	,021
		N	135	135
	CD_RISC_SOMA	Correlation Coefficient	,199*	1,000
		Sig. (2-tailed)	,021	.
		N	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

Output 7 – Job and CD-Risc Descriptive Statistics. Variables used for Job were the following: 1="Clerk"; 2="Senior Clerk"; 3="Lead"; 4="Manager"; 5="Director"

Descriptive Statistics

	Mean	Std. Deviation	N
Job	1,39	,889	135
CD_RISC_SOMA	70,0963	12,18077	135

Output 8 - Pearson Correlation between Job and CD-RISC

Correlations

		Job	CD_RISC_SO MA
Job	Pearson Correlation	1	,178*
	Sig. (2-tailed)		,039
	N	135	135
CD_RISC_SOMA	Pearson Correlation	,178*	1
	Sig. (2-tailed)	,039	
	N	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

Output 9 – Religion and CD-Risc Descriptive Statistics. Variables used for Religion were grouped together according to the following: 1="Religious"; 2="Non Religious"

Descriptive Statistics

	Mean	Std. Deviation	N
Religion or Spiritual Tradition	1,82	,384	135
CD_RISC_SOMA	70,0963	12,18077	135

Output 10 - Pearson Correlation between Religion and CD-RISC

Correlations

		Religion or Spiritual Tradition	CD_RISC_SO MA
Religion or Spiritual Tradition	Pearson Correlation	1	,178[*]
	Sig. (2-tailed)		,039
	N	135	135
CD_RISC_SOMA	Pearson Correlation	,178[*]	1
	Sig. (2-tailed)	,039	
	N	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

Output 11 - Spearman's Correlation between Religion and CD-RISC

Correlations

			Religion or Spiritual Tradition	CD_RISC_SO MA
Spearman's rho	Religion or Spiritual Tradition	Correlation Coefficient	1,000	,200[*]
		Sig. (2-tailed)	.	,020
		N	135	135
	CD_RISC_SOMA	Correlation Coefficient	,200[*]	1,000
		Sig. (2-tailed)	,020	.
		N	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

Output 12 – Working Experience and CD-Risc Descriptive Statistics. Variables used for Working Experience were the following: 1="Internship"; 2="<1 year"; 3="]1,2] years";

4="[2,5] years"; 5="]5,10] years"; 6=">10 years"

Descriptive Statistics

	Mean	Std. Deviation	N
Working Experience since you finished your studies	4,14	1,561	135
CD_RISC_SOMA	70,0963	12,18077	135

Output 13 - Pearson Correlation between Working Experience and CD-RISC

Correlations

		Working Experience since you finished your studies	CD_RISC_SOMA
Working Experience since you finished your studies	Pearson Correlation	1	,246**
	Sig. (2-tailed)		,004
	N	135	135
CD_RISC_SOMA	Pearson Correlation	,246**	1
	Sig. (2-tailed)	,004	
	N	135	135

**. Correlation is significant at the 0.01 level (2-tailed).

Output 14 - Spearman's Correlation between Working Experience and CD-RISC

Correlations

			Working Experience since you finished your studies	CD_RISC_SOMA
Spearman's rho	Working Experience since you finished your studies	Correlation Coefficient	1,000	,218*
		Sig. (2-tailed)	.	,011
		N	135	135
	CD_RISC_SOMA	Correlation Coefficient	,218*	1,000
		Sig. (2-tailed)	,011	.
		N	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

Output 15 – Education and COPE's Religious Coping Descriptive Statistics. Variables used for education were the following: 1="Highschool"; 2="Bachelor"; 3="Master"; 4="Technical"; 5="Other"

Descriptive Statistics

	Mean	Std. Deviation	N
Education	2,36	,878	135
RC	5,8593	2,85773	135

Output 16 – Pearson Correlation between

Correlations

		Education	RC
Education	Pearson Correlation	1	,199[*]
	Sig. (2–tailed)		,021
	N	135	135
RC	Pearson Correlation	,199[*]	1
	Sig. (2–tailed)	,021	
	N	135	135

*. Correlation is significant at the 0.05 level (2–tailed).

Output 17 – Education and Use of emotional social support Descriptive Statistics. Variables used for Education were the following: 1="Highschool"; 2="Bachelor"; 3="Master"; 4="Technical"; 5="Other"

Descriptive Statistics

	Mean	Std. Deviation	N
Education	2,36	,878	135
UESS	9,9630	3,05279	135

Output 18 – Spearman Correlation between Education and Use of emotional social support

Correlations

			Education	UESS
Spearman's rho	Education	Correlation Coefficient	1,000	,180*
		Sig. (2-tailed)	.	,036
		N	135	135
	UESS	Correlation Coefficient	,180*	1,000
		Sig. (2-tailed)	,036	.
		N	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

Output 19 – First Job and Planning Descriptive Statistics. Variables used for First Job were the following: 1="Yes"; 2="No"

Descriptive Statistics

	Mean	Std. Deviation	N
[European Services is my First Job]	1,85	,357	135
P	12,7778	2,42704	135

Output 20 – Spearman Correlation between First Job and Planning

Correlations

			[European Services is my First Job]	P
Spearman's rho	[European Services is my First Job]	Correlation Coefficient	1,000	,179*
		Sig. (2-tailed)	.	,038
		N	135	135
	P	Correlation Coefficient	,179*	1,000
		Sig. (2-tailed)	,038	.
		N	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

Output 21 – Religion and Denial Descriptive Statistics. Variables used for Religion were the following: 1="Religious"; 2="Non Religious"

Descriptive Statistics

	Mean	Std. Deviation	N
Religion or Spiritual Tradition	1,82	,384	135
D	5,7704	2,02205	135

Output 22 – Pearson Correlation between Religion and Denial

Correlations

		Religion or Spiritual Tradition	D
Religion or Spiritual Tradition	Pearson Correlation	1	,197*
	Sig. (2-tailed)		,022
	N	135	135
D	Pearson Correlation	,197*	1
	Sig. (2-tailed)	,022	
	N	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

Output 23 – Spearman Correlation between Religion and Denial

Correlations

			Religion or Spiritual Tradition	D
Spearman's rho	Religion or Spiritual Tradition	Correlation Coefficient	1,000	,206*
		Sig. (2-tailed)	.	,017
		N	135	135
	D	Correlation Coefficient	,206*	1,000
		Sig. (2-tailed)	,017	.
		N	135	135

*. Correlation is significant at the 0.05 level (2-tailed).

Output 24 – Religion and Religious Coping Descriptive Statistics. Variables used for Religion were the following: 1="Religious"; 2="Non Religious"

Descriptive Statistics

	Mean	Std. Deviation	N
Religion or Spiritual Tradition	1,82	,384	135
RC	5,8593	2,85773	135

Output 25 – Pearson Correlation between Religion and Religious Coping

Correlations

		Religion or Spiritual Tradition	RC
Religion or Spiritual Tradition	Pearson Correlation	1	,283**
	Sig. (2–tailed)		,001
	N	135	135
RC	Pearson Correlation	,283**	1
	Sig. (2–tailed)	,001	
	N	135	135

**. Correlation is significant at the 0.01 level (2–tailed).

Output 26 – Spearman Correlation between Religion and Religious Coping

Correlations

			Religion or Spiritual Tradition	RC
Spearman's rho	Religion or Spiritual Tradition	Correlation Coefficient	1,000	,368**
		Sig. (2–tailed)	.	,000
		N	135	135
	RC	Correlation Coefficient	,368**	1,000
		Sig. (2–tailed)	,000	.
		N	135	135

**. Correlation is significant at the 0.01 level (2–tailed).

Output 27 – Religion and Suppression of Competing Activities Descriptive Statistics.
Variables used for Religion were the following: 1="Religious"; 2="Non Religious"

Descriptive Statistics

	Mean	Std. Deviation	N
Religion or Spiritual Tradition	1,82	,384	135
SCA	9,8519	2,19742	135

Output 28 – Spearman Correlation between Religion and Suppression of Competing
Activities

Correlations

			Religion or Spiritual Tradition	SCA
Spearman's rho	Religion or Spiritual Tradition	Correlation Coefficient	1,000	,179[*]
		Sig. (2-tailed)	.	,038
		N	135	135
	SCA	Correlation Coefficient	,179[*]	1,000
		Sig. (2-tailed)	,038	.
		N	135	135

*. Correlation is significant at the 0.05 level (2-tailed).