

**APPENDIX B**

**Survey Instrument**

## Background Information

We begin by asking you some questions about yourself. Please check the items that best describe you.

1. Have you ever been a full-time employee?

Yes	No
1	2

2. Have you ever be laid off?

Yes	No
1	2

(If yes, how many times? \_\_\_\_\_ times)

3. Have you ever been a temporary employee because that was the only employment option available to you?

Yes	No
1	2

4. Are you currently employed?

Yes	No
1	2

5. I am: \_\_\_\_\_male \_\_\_\_\_female (check one)

6. My age is: (check one)

- \_\_\_\_\_ under 18
- \_\_\_\_\_ between 18 and 25 years
- \_\_\_\_\_ between 26 and 30 years
- \_\_\_\_\_ between 31 and 40 years
- \_\_\_\_\_ between 41 and 50 years
- \_\_\_\_\_ between 51 and 65 years
- \_\_\_\_\_ over 65 years

7. Annual income: (check one)

- \_\_\_\_\_ Less than \$15,000
- \_\_\_\_\_ \$15,000 - \$25,000
- \_\_\_\_\_ \$25,000 - \$35,000
- \_\_\_\_\_ \$35,000 - \$45,000
- \_\_\_\_\_ \$45,000 - \$60,000
- \_\_\_\_\_ above \$60,000

**8. What is your education: (check one)**

- \_\_\_\_\_ Less than high school diploma.
- \_\_\_\_\_ High school graduate.
- \_\_\_\_\_ Some college.
- \_\_\_\_\_ College bachelors degree
- \_\_\_\_\_ Some graduate courses
- \_\_\_\_\_ Graduate degree.

**Beliefs About Success**

Next, we ask you to read each of the following statements carefully and circle the number that most closely represents how much you agree or disagree with that statement. Do not spend too much time on any question -- there are no right answers!

**1. Only those who depend on themselves get ahead.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**2. To be superior a person must stand alone.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**3. If you want something done right, you've got to do it yourself.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**4. What happens to me is my own doing.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**5. In the long run the only person you can count on is yourself.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**6. Winning is everything.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**7. I feel that winning is important in both work and games.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**8. Success is the most important thing in life.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**9. It annoys me when other people perform better than I do.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**10. Doing your best isn't enough, it's important to win.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**11. I prefer to work with others in a group rather than working alone.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**12. Given a choice, I would rather have a job where I can work alone rather than doing a job where I have to work with others in a group.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**13. Working with a group is better than working alone.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**14. People should be aware that if they are going to be part of group than they are sometimes going to have to do things they don't want to do.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**15. People who belong to a group should realize that they're not always going to get what they want.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**16. People in a group should realize that they are sometimes going to have to make sacrifices for the sake of the group as a whole.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**17. People in a group should be willing to make sacrifices for the group's well-being.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**18. A group is more productive when its members do what *they* want to do rather than what the group wants them to do.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**19. A group is most efficient when its members do what *they* think is best rather than doing what the group wants them to do.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

**20. A group is more productive when its members follow their own interests and concerns.**

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

### **Instructions**

In the stories that follow you will read about companies that plan to layoff some of their employees. Each company's plan is a little different. Please read each story carefully and answer the questions that follow it by checking the box that most closely represents your opinion. Don't spend too much time on any question because there is no right or wrong answer. We are interested in what you think about the company's plan.

1. In an effort to increase profits, Prater and Gimble (P&G) have announced a substantial layoff at their Wind Mountain location. P&G have operated at Wind Mountain for over 10 years and they are considered an important part of the community. P&G plans to replace the laid-off employees with temporary employees. The company considered employees' views when making layoff decisions. P&G did not coordinate with representatives from local community when making their layoff plans. Moreover, the company did not consider the seniority of employees when making decisions of who to layoff. P&G is not retraining any of the employees selected for layoff to fill positions that are currently vacant.

(1.) P&G Corporation has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) P&G Corporation has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at P&G?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for P&G how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help P&G make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at P&G was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

2. **In an effort to increase profits**, Transcom Corporation has announced a substantial layoff at their Big Sky location. Transcom have operated at Big Sky for over 10 years and they are considered an important part of the community. The company did not consider the seniority of employees when making decisions of who to layoff. Transcom did not coordinate with representatives from local community when making their layoff plans. The company did not consider employees' views when making layoff decisions. Transcom plans to recall employees to their full-time positions when business conditions warrant it. Transcom is not retraining employees selected for layoff to fill positions that are currently vacant.

(1.) Transcom Corporation has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) Transcom Corporation has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at Transcom?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for Transcom how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help Transcom make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at Transcom was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

3. In an effort to increase profits, General Fixtures (GF) has announced a substantial layoff at their Rivertown location. GF has operated at Rivertown for over 10 years and is considered an important part of the community. GF did not coordinate with representatives from local community when making their layoff plans. The company did consider the seniority of employees when making decisions of who to layoff. GF plans to replace the laid-off, full-time employees with temporary employees. The company did consider employees' views when making layoff decisions. GF is not retraining employees selected for layoff to fill positions that are currently vacant.

(1.) GF Corporation has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) GF Corporation has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at GF?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for GF how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5) . How likely is it that you would help GF make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at GF was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

4. In an effort to increase profits, Fabrication Inc. (FI) has announced a substantial layoff at their Longview location. FI has operated at Longview for over 10 years and is considered an important part of the community. FI did not coordinate with representatives from local community when making their layoff plans. The company did consider employees' views when making layoff decisions. The company did consider the seniority of employees when making decisions about who to layoff. FI plans to recall employees to their full-time position when business conditions warrant it. FI is not retraining employees selected for layoff to fill positions that are currently vacant.

(1.) FI Corporation has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) FI Corporation has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at FI?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for FI how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help FI make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at FI was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

5. In an effort to increase profits, Fidelity Corporation. (FC) has announced a substantial layoff at their Grand Prairie location. FC has operated at Grand Prairie for over 10 years and is considered an important part of the community. FC plans to replace the laid-off, full-time employees with temporary employees. FC is not retraining employees selected for layoff to fill positions that are currently vacant. The company did not consider employees' views when making layoff decisions. FC did coordinate with representatives from the local community when making their layoff plans. The company did not consider the seniority of employees when making decisions about who to layoff.

(1.) FC Corporation has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) FC Corporation has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at FC?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for FC how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help FC make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at FC was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

6. In an effort to increase profits, Time Press Inc. (TPI) has announced a substantial layoff at their Timberlake location. TPI has operated at Timberlake for over 10 years and is considered an important part of the community. TPI is not retraining employees selected for layoff to fill positions that are currently vacant. The company did not consider the seniority of employees when making decisions about who to layoff. The company did consider employees' views when making layoff decisions. TPI did coordinate with representatives from the local community when making their layoff plans. TPI plans to recall the laid-off, full-time employees to their permanent position when business conditions warrant it.

(1.) TPI Corporation has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) TPI Corporation has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at TPI?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for TPI how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help TPI make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at TPI was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

7. In an effort to increase profits, Meat Products Inc. (MPI) has announced a substantial layoff at their Elk Hills location. MPI has operated at Elk Hills for over 10 years and is considered an important part of the community. The company did consider the seniority of employees when making decisions about who to layoff. MPI is not retraining employees selected for layoff to fill positions that are currently vacant. MPI did coordinate with representatives from the local community when making their layoff plans. The company did consider employees' views when making layoff decisions. MPI plans to replace permanent, full-time employees with temporary employees.

(1.) MPI Corporation has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) MPI Corporation has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at MPI?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for MPI how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5) . How likely is it that you would help MPI make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at MPI was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

8. In an effort to increase profits, McBryde Company has announced a substantial layoff at their Hillcrest location. McBryde Company has operated at Hillcrest for over 10 years and is considered an important part of the community. The company did not consider employees' views when making layoff decisions. The company did consider the seniority of employees when making decisions about who to layoff. McBryde Company is not retraining employees selected for layoff to fill positions that are currently vacant. McBryde Company did coordinate with representatives from the local community when making their layoff plans. McBryde Company plans to recall employees to their permanent, full-time positions when business conditions warrant it.

(1.) McBryde Company has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) McBryde Company has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at McBryde?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for McBryde Company how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help McBryde Company make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at McBryde was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

9. In an effort to increase profits, Northern Telegraph Inc. (NTI) has announced a substantial layoff at their Bridgewater location. NT has operated at Bridgewater for over 10 years and is considered an important part of the community. NTI Company did not coordinate with representatives from the local community when making their layoff plans. NTI plans to replace permanent, full-time positions with temporary employees. The company did not consider the seniority of employees when making decisions about who to layoff. The company did not consider employees' views when making layoff decisions. NTI is retraining employees selected for layoff to fill positions that are currently vacant.

(1.) NTI Company has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) NTI Company has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at NTI?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for NTI how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help NTI make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at NTI was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

10. In an effort to increase profits, Southern Rail Inc. (SRI) has announced a substantial layoff at their Black River location. SRI has operated at Black River for over 10 years and is considered an important part of the community. SRI Company did not coordinate with representatives from the local community when making their layoff plans. SRI is retraining employees selected for layoff to fill positions that are currently vacant. The company did not consider the seniority of employees when making decisions about who to layoff. The company did consider employees' views when making layoff decisions. SRI plans to recall laid-off employees to their full-time, permanent when business conditions warrant it.

(1.) SRI has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) SRI has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at SRI?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for SRI how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help SRI make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at SRI was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

11. In an effort to increase profits, Western Electric (Weslec) has announced a substantial layoff at their Levington location. Weslec has operated at Levington for over 10 years and is considered an important part of the community. Weslec plans to replace laid-off employees with temporary employees. Weslec did not coordinate with representatives from the local community when making their layoff plans. The company did consider the seniority of employees when making decisions about who to layoff. Weslec is retraining employees selected for layoff to fill positions that are currently vacant. The company did consider employees' views when making layoff decisions.

(1.) Weslec has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) Weslec has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at Weslec?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for Weslec how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help Weslec make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at Weslec was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

12. In an effort to increase profits, Larriot Corporation (Larriot) has announced a substantial layoff at their Shawnee Sands facility. Larriot has operated at Shawnee Sands for over 10 years and is considered an important part of the community. Larriot plans to recall laid-off employees to their permanent full-time position when business conditions warrant it. Larriot did not coordinate with representatives from the local community when making their layoff plans. The company did not consider employees' views when making layoff decisions. Larriot is retraining employees selected for layoff to fill positions that are currently vacant. The company did consider the seniority of employees when making decisions about who to layoff.

(1.) Larriot has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) Larriot has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at Larriot?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for Larriot how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help Larriot make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at Larriot was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

13. In an effort to increase profits, Eastern Freight (Eastern) has announced a substantial layoff at their Fall River yards. Eastern has operated at Fall River for over 10 years and is considered an important part of the community. The company did not consider the seniority of employees when making decisions about who to layoff. Eastern is retraining employees selected for layoff to fill positions that are currently vacant. The company did consider employees' views when making layoff decisions. Eastern did coordinate with representatives from the local community when making their layoff plans. Eastern plans to fill the positions of laid off employees with temporary employees.

(1.) Eastern has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) Eastern has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at Eastern?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for Eastern how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help Eastern make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at Eastern was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

14. In an effort to increase profits, Central Technology Inc. (Centech) has announced a substantial layoff at their Twin Mountains facility. Centech has operated at Twin Mountains for over 10 years and is considered an important part of the community. Centech plans to recall laid-off employees to their full-time permanent positions when business conditions warrant it. The company did not consider the seniority of employees when making decisions about who to layoff. Centech is retraining employees selected for layoff to fill positions that are currently vacant. Centech did not coordinate with representatives from the local community when making their layoff plans. The company did consider employees' views when making layoff decisions.

Centech has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) Centech has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at Centech?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for Centech how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help Centech make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at Centech was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

15. In an effort to increase profits, Thomas Manufacturing Inc. (Thomas) has announced a substantial layoff at their Mountain Lake plant. Thomas has operated at Mountain Lake for over 10 years and is considered an important part of the community. The company did consider the seniority of employees when making decisions about who to layoff. Thomas is retraining employees selected for layoff to fill positions that are currently vacant. Thomas plans to replace laid-off employees with temporary employees. Thomas did coordinate with representatives from the local community when making their layoff plans. The company did not consider employees' views when making layoff decisions.

(1.) Thomas has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) Thomas has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at Thomas?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for Thomas how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help Thomas make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at Thomas was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

16. In an effort to increase profits, Matwan Mining Inc. (MMI) has announced a substantial layoff at their Millboro works. MMI has operated at Millboro for over 10 years and is considered an important part of the community. MMI is retraining employees selected for layoff to fill positions that are currently vacant. The company did consider employees' views when making layoff decisions. The company did consider the seniority of employees when making decisions about who to layoff. MMI did coordinate with representatives from the local community when making their layoff plans. MMI plans to recall laid-off employees to their permanent full-time positions when business conditions warrant it.

(1.) MMI has acted fairly in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(2.) MMI has acted in a socially responsible manner in conducting the layoff.

Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	2	3	4	5	6	7

(3.) How likely would you be to recommend a friend for a job at MMI?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(4.) If you currently worked for MMI how likely is it that you would attend unrequired and rewarded events that help the company's image?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(5.) How likely is it that you would help MMI make up for the lost employees by working overtime?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

(6.) Even if you knew your job at MMI was safe, how likely would you be to begin seeking employment elsewhere?

Very Likely	Likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Unlikely	Very unlikely
1	2	3	4	5	6	7

**APPENDIX C**

**CORRESPONDENCE**

**(Identifying information has been removed)**

Dear Mr. Watson

I appreciate your interest in seeking input from my company regarding your project on issues surrounding organizational restructuring. You may be aware that my company is currently undergoing a major restructuring effort which will impact all business units. As a result, our workforce is very much unsettled.

In view of the above, I feel it would be counterproductive to administer a survey at this time. Perhaps once we have essentially completed our restructuring we could entertain your idea.

Sincerely,

Labor Relations Manager