

EXPLORING THE IMPACTS OF THE SPANISH ECONOMIC DOWNTURN ON BUILDING ENGINEERS' JOB SATISFACTION AND THEIR EMPLOYABILITY STRATEGIES

Elena Navarro-Astor¹ and Joaquin Fuentes-del-Burgo²

¹ School of Building Engineering (ETSIE), Universidad Politécnica de Valencia (UPV), Camino de Vera s/n, 46022 Valencia, Spain.

² Politechnic School, Universidad de Castilla-La Mancha (UCLM), Campus Universitario, 16071 Cuenca, Spain.

The economic recession currently afflicting Spain has had a strong impact on Spanish employment in general and on construction employment in particular, including building engineers working as site managers for Spanish companies. This research aims to explore buildings engineers' feelings and attitudes towards construction unemployment and to investigate whether unemployment rates affect their job satisfaction. It also analyses how this economic situation has influenced their job searching strategies and training needs. This paper draws on qualitative data comprising 20 semi-structured, in-depth interviews to building engineers employed as site managers. The data were analysed following a Theory Grounded approach and using Atlas-ti software. The analysis reveals fear, anger, restlessness, concern or sadness as common feelings likely to emerge with unemployment. The fact that site managers feel happy because they do have a job does not mean they are really satisfied. A third of the participants declare that unemployment rates do not influence their job satisfaction, while half of them acknowledge their negative influence. Regarding employability strategies, most participants would like to study and take competitive exams in order to work as civil servants. Only a few participants mention a wish to become self-employed or to create their own company. Finally, they also feel they should engage in training courses in order to update knowledge and increase their possibilities of finding a job.

Keywords: employability, job satisfaction, qualitative research, site managers, unemployment.

INTRODUCTION

The economic downturn which started as a major problem solely for banks and other financial institutions has evolved as a serious challenge and problem for companies worldwide (Laumer and Eckhardt, 2010). As a matter of fact, many changes have occurred in organizations (i.e.: mergers, size decreases, shutdown of plants and workplace restructuring) together with widespread company layoffs, increasing use of a contingent workforce and demand for greater workforce flexibility (König *et al.*, 2011; Silla *et al.*, 2010). These transformations have also led to a transition from the old paternalistic psychological contract between employers and employees to a new

¹ enavarro@omp.upv.es

² joaquin.fuentes@uclm.es

one (Gamboa *et al.*, 2009). Job stability and career development of the past are not guaranteed nowadays (Gamboa *et al.*, 2009) and workers need to develop their employability orientation, that is their openness to adapt to changing work requirements through developing flexible and broader skills and a readiness to change freely between tasks and jobs (Nauta *et al.*, 2009).

Another important consequence of the financial crisis has been the increase of unemployment in most countries, as the statistics of the EU Labour Force Survey show (EUROSTAT, 2011), turning it into an important problem in the agenda of western governments (Latif, 2010). From the workers' point of view, unemployment may cause high levels of depression and low levels of self-esteem (Waters and Moore, 2001), generates economic privation due to the reduction of income (Labeaga *et al.*, 2011; Waters and Moore, 2001), lowers satisfaction and decreases psychological well-being (Latif, 2010; Waters and Moore, 2001).

Over the past decade, Spain was among the most dynamic economies of the Euro zone with a high sustained growth rate. Unquestionably, a substantial part of its growth was due to the expansion of the construction industry which was responsible for 25% of all jobs created between 1998 and 2007, and accounted for 10% of gross domestic product and 13.9% of all people employed in 2007 (Eurofound, 2010). Actually, in view of the industry's appropriation of resources and disproportionate size compared to the rest of the economy, the rise of construction has been described as a "tumour" (Bielsa and Duarte, 2010). There are also good reasons to believe that Spain was one the world's most construction-driven economies over this decade, both in absolute and relative terms (Naredo and Montiel, 2011). In fact, in Spain, between 2002 and 2007, more houses were built every year than in France and Germany together, while these countries triple the Spanish population and territory. The past real estate boom increased the housing stock more than one forth, turning Spain into the country with most houses per inhabitant of the EU (Naredo and Montiel, 2011).

However in 2008, the real estate bubble exploded when a substantial number of loans were defaulted and Spain entered a recession of unprecedented depth and length (OECD, 2010). While the size of output contraction was broadly similar to that of other European economies, it has resulted in a massive rise in unemployment (Eurostat, 2011). In Spain, the downturn has caused a higher increase in the rate of unemployment than in many countries of the European Union (EUROSTAT, 2011). The latest statistics published by the Office of National Statistics (INE) indicate that in the first quarter of 2011 there was 4.910.200 unemployed, equivalent to a rate of unemployment of 21.29%. In the Community of Castilla-La Mancha, region where this research has been carried out, the rate of unemployment was 21,79 % (INE, 2011).

In Spain, like in other countries, labour reforms have brought about an increase of the casual workforce (Chan and McCabe, 2009; König *et al.*, 2011; Silla *et al.*, 2010). The current labour market situation has caused insecurity among permanent and temporary employees, and employability might be an important resource to assure their position in a turbulent labour market (De Cuyper *et al.*, 2010).

With this background, the aim of this research is to explore the effects that the economic downturn and the rate of unemployment are having on building engineers working in the Community of Castilla-La Mancha, a vast Spanish region with a low index of industrial development. More specifically, participants have been asked about the feelings that the economic situation generate in the industry, if the rate of

unemployment concerns their job satisfaction and about employability strategies followed in order to look for a job in case of losing their workplace.

THEORETICAL BACKGROUND

Job satisfaction

According to some authors, there isn't a universally accepted definition of job satisfaction (Bravo *et al.*, 2002; Navarro *et al.*, 2010). Most of them show a complex and multidimensional concept which is the final result of a psychological process (Gargallo, 2008). Spector (1997: 2) indicates that "job satisfaction is simply how people feel about their job and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs... Job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects of facets of the job".

Even though job satisfaction is influenced by multiple factors, in this occasion we will concentrate on the effects of unemployment and job insecurity.

Previous research has highlighted a positive relationship between local unemployment rates and job satisfaction, suggesting that jobs can be more appreciated in those regions or periods with high unemployment (Ahn and Garcia, 2005). In Spain, Gamero (2007) revealed that employees from the South and Northwest regions were more satisfied with their work than those from the rest of the country. Interestingly these regions show lower development levels than the national average and have relatively high rates of unemployment. Since employees are aware of the difficulties of finding a new job in the area, they tend to value more their actual jobs. In the case of construction professionals in the UK, Lansley (1996) found the dramatic fall in the market for construction in 1990 caused a decline in morale due to uncertainty and job insecurity. In Spain, Navarro *et al.* (2010) describe job satisfaction factors for construction white collar workers and, since research took place during the period of sustained growth, job stability and security are not pointed out in their accounts. In fact, they take them for granted.

In general people prefer jobs which assure their income during longer time (Gamero 2007). Higher levels of perceived job security are related to higher job satisfaction and job insecurity has been found negatively related with job satisfaction both for permanent and temporary employees (De Cuyper *et al.*, 2010). Empirically, according to König *et al.*, (2011), the negative relationship between job insecurity and several job attitudes such as job satisfaction is now well established.

Employability

Employability has been defined from three different perspectives: the economic-social, the individual, and the organizational (Nauta *et al.*, 2009). For the first perspective, it refers to the ability of different categories of the labour force to gain and maintain employment, especially different minorities such as the physically and mentally disadvantaged. Since the 1990s, an individual perspective has emerged, shifting attention from the underprivileged unemployed to the entire population.

Careers have become increasingly boundaryless. To date, in comparison with earlier and more predictable hierarchical careers, occupational, departmental, and company boundaries are blurred. Employees focus on their adaptability for attaining a job within or outside their organization. As such, employability has been considered an alternative to job security. Definitions of employability within the individual

perspective are abundant emphasizing career aspects such as adaptability, mobility, career development, occupational expertise, and personal development and lifelong learning (Nauta *et al.*, 2009).

Gamboa *et al.* (2009) define employability as an individual's subjective perception of the opportunities to find a job or to improve the present one, depending on personal characteristics and the labour market.

Nowadays there is a contradiction in management (Lasierra, 2007). On the one hand, employers need motivated and dynamic workers whereas on the other, the psychological contract between them has broken. This has led to a decrease in mutual confidence, freeing the employer from certain duties and handing over the worker the responsibility of preparing his future based on the concept of employability.

METHODOLOGY

In order to obtain new perspectives on the phenomenon of job satisfaction and employability during a period of economic downturn, this paper draws on qualitative data gathered through semi-structured, in-depth interviews to building engineers employed as site managers. The sample includes professionals who were employed at different provinces of the Autonomous Community of Castilla-La Mancha (Cuenca, Albacete, Ciudad Real and Guadalajara).

This research has been interpretivist in nature. Regularities in the data have been searched in order to identify categories, properties and relationships among the answers given by participants (Trinidad *et al.*, 2006).

Our job as lecturers at the University has facilitated us to be in touch with building engineers and professional associations of the construction industry in the city of Cuenca (Spain). E-mails were sent to building engineers working as site managers for construction companies, informing them about the aim of the research. Four professionals initially answered this first e-mail informing of their availability and were of great help for applying the "snowball technique" to reach a sample of 20 professionals.

As a consequence of the economic downturn the process of data gathering was slow due to a decrease in the number of construction works. Interviews lasting an average of 60 minutes were scheduled when and where participants decided: at University or construction site offices and in a hotel cafeteria.

The sample consisted of 17 males and 3 females. The age of the participants ranged from under 27 to over 60 years old: 7 of them were aged below 33, 10 were from 34 to 37 years old and 3 were older than 38. 16 participants were married or living with a partner and 4 of them were single. 31% of the married ones were childless whereas 44% had two children and 25% had one child. In relation to their occupation, 17 building engineers worked as site/construction project managers or team directors, 2 were liberal professionals in construction projects management teams and 1 owned a construction company.

Each interview was recorded and transcribed. Transcriptions were analyzed using Atlas-ti software and following the computer assisted grounded theory method (Bryant and Charmaz, 2007). Quotations and open codes were generated that allowed the finding and comparison of information (Hunter and Kelly, 2008).

According to the Glaserian approach (Glaser, 1992), inductive analysis was carried out trying to avoid preconceived ideas of results and allowing theory to emerge from

the data. The intention was to allow the data tell “their own story”, avoiding forced and non-grounded descriptions (Hunter and Kelly, 2008). This process continued until there was theoretical saturation (Hunter and Kelly, 2008). The participants are identified in the transcriptions by means of a number.

MAIN FINDINGS

Feelings towards unemployment and influence on job satisfaction

In general, participants used words with a strong negative emotional load when trying to describe their feelings: sorrow, worry, fear, concern, dejection, disappointment, bitterness, disenchantment, distress, restlessness, insecurity or anger. One participant even said “I feel like crying”. In addition, some responses showed that interviewees were suffering psychological problems such as depression and going through family conflicts. In other words, the impact of the economic downturn seems to be dramatic on building engineers’ morale.

These feelings of worry, distress or insecurity are clearly related to the high level of uncertainty surrounding continuous employment and the possibility of remaining without a job in the near future. In fact, this has become a subject of daily conversation within construction companies and many felt empathy towards friends and colleagues who had recently become unemployed:

“We are on a knife edge. One sees high instability in the daily work environment. First of all, the topic of conversation is “This mate is getting fired”, “I talked to another who told me that many workers have been laid off” (No. 3).

“It makes me sad to see people who had been working for twenty, thirty years putting bricks and suddenly they have been placed in the street. They are in their fifties and they can’t do another thing and they don’t know how to do another thing” (No. 4).

These results coincide with Lansley’s (1996) account of UK construction professionals’ morale during the recession of the early 1990s.

There is also fear of having to change occupation when having a vocation for construction management. In fact, a high commitment to building a career in the industry has been a prevalent attitude among building engineers that nowadays, due to the dramatic fall in the market for construction is threatened:

“I hope not having to change; I wouldn’t be able to do another thing... I believe I’m good at this and I don’t want to look for another job” (No. 1).

The Spanish economic downturn is having other consequences that the interviewees describe with pessimism. On the one hand, due to the high number of houses built during the “boom” in the real estate market (Naredo and Montiel 2011), many of them remain unsold at present. This fact will influence the future and possible recovery of the industry in the medium term, having an impact on their career prospects. On the other hand, there are statements about the worsening of the quality of public works:

“I participate in much bidding for public works and what’s happening is a serious problem because ..., projects are done and then they are built totally different, because it is practically impossible to do the things as they are planned. And there is so much rivalry that at the end it places one in this hustle of offering anything, bidding for everything and building anything, finally damaging the quality of the final building” (No. 12).

Other factors with influence on job satisfaction are the reduction or stabilization of salaries due to the fierce competition among construction professionals, the increase of expenses associated with the normal development of the profession and the degradation of the working conditions:

“The level of competition now is higher, ...there isn't work, but people have to eat. Then wages are going down and expenses are rising. When I inspect a construction site, the visit costs me almost twice the cost of three years ago” (No. 20).

No participant declared that high unemployment rates in the construction sector had actually improved their job satisfaction. But of course they acknowledged the fact of feeling proud and pleased since they were still holding their workplace while many colleagues had been dismissed. They hoped and thought that perhaps, this could be because employers valued their professional capacity more than their counterparts’.

A few interviewees did report that there was no influence at all or that while working there was no time to think about it. But the majority of them confirmed the well established negative relationship between job insecurity and job satisfaction (König et al., 2001): “Unemployment lowers job satisfaction levels because it includes future uncertainty as a new parameter” (No. 5).

Comparing with previous studies carried out in Spain in 2006, a time when the country enjoyed a boom in the real estate market (Navarro et al., 2010), a new determinant generates profound job dissatisfaction on construction professionals: the impossibility of changing jobs in search of better working and economic conditions. In fact, from 2004 to 2006, the rate of turnover was very high and Spanish building engineers changed jobs easily with salary increases and promotions. On the contrary, in 2010 they speak of work load increases and salary cuts, together with having to accept any job without choice. Individuals seem unable to do what they consider as “proper jobs” and are uncertain about whether there will be an opportunity to do so in the future. This also happened in the UK in the early 1990s (Lansley, 1996). The following words illustrate well the situation:

“Nowadays you have to accept what they offer you and still thank them. Furthermore you take a lot of crap because work isn't nice, you have to work long hours, you earn less and still you have to be grateful because you know if you leave, you won't find another job” (No. 2).

Furthermore, participants complain about certain construction companies’ human resource management strategies such as hiring procedures, because they seem to follow subjective criteria when selecting personnel:

“I was unemployed and I saw that they were hiring other people because they were friends, without even interviewing me, without really knowing my skills” (No. 18).

Besides, they report too much flexibility when contracting as the psychological contract between employer and employee has ceased to exist (Lasierra, 2007):

“And they have fired him for two months? Can't contractors hold a site manager for two months just because works have been delayed two months? There should be a law forbidding this... These things really burn me out” (No. 18).

This clearly relates to a drop in job satisfaction and in company satisfaction like the ones described in Lansley (1996).

Employability strategies and training

When asked about their priorities for employability, participants pointed out the following strategies: studying a master's degree for professional specialization, working as self-employed professionals, changing jobs abandoning the construction industry, learning English in order to work abroad and, above all, studying and sitting competitive examinations for becoming civil servants or High school/University teachers:

“Competitive exams are the future, even if it's just for starting as an officer and promoting later” (No. 2).

The main reason for wanting to become a civil servant is the search of job stability and security that private companies don't offer in the current situation, and the improvement of their quality of life. Nevertheless, as Labeaga *et al.*, (2011) indicate, they are aware they may have to carry out a job they dislike and accept even lower salaries.

Sitting public competitive exams is quite common in Spain. As an example, note that 16.973 Spanish people filled the application form to sit an exam for 30 posts as usher in the Spanish Parliament. Finally, more than 20 posts were obtained by University graduates (Remirez de Ganuza, 2010).

This trend might be explained by Hofstede's Uncertainty Avoidance (UA), which reflects society's level of tolerance for uncertainty (i.e. unstructured, unknown, or surprising situations). Populations with high UA scores have a low tolerance for uncertainty and will feel less comfortable in uncertain situations. High UA societies have a tendency to be rigid and have a shared preference for clear rules, while low UA ones tend to accept ill-defined situations as something normal (König *et al.*, 2011). Showing an index of 84 in UA, far above the world's average of 64, Spain belongs to the group of countries with high UA (Hofstede, 2011). Job insecurity might be a particularly good example for an uncertain situation in the work domain (König *et al.*, 2011). Therefore Spanish people might be less prepared to face uncertain and risky situations such as unemployment and look for secure posts like Government employee.

When trying to implement employability strategies interviewees had come across obstacles such as an insufficient offer of master degrees for professionals in the city of residence and the difficulties of starting as self-employed. In relation to competitive exams the main obstacles were the few posts offered for too many applicants and the tremendous effort and time devoted to studying with no guarantee of passing them.

Definitions of employability emphasizing aspects such as adaptability, mobility and training have been pointed out previously (Nauta *et al.*, 2009). In this research, individuals seem to commit themselves to studies in order to distance themselves from their peers and so enhance their employment prospects. The reasons for pursuing training and personal development are not linked to an expectation of success - study, work hard, get rich but to personal failure in the employment market. And they do not express an instrumental link between their own achievements and how these might enhance those of their organizations. This is what Lansely (1996) described as well for construction professionals in the UK in the 1990s.

In order to become more competitive in the construction labour market, interviewees have found reasons for participating in training courses related to site manager issues such as workplace risks prevention:

“You never know if you’ll need it or not, it’s a way of looking for alternatives. If building engineering doesn’t work you can try with the topic of risk prevention” (No. 11).

Some participants would also like to learn and become updated with the advances that have taken place in the building sector related to laws, new technologies, IT applications, etc. Other responses also point to the idea of being well trained and updated in knowledge and skills most wanted by companies in processes of personnel recruitment and selection:

“There are twenty-seven thousand building engineers like me, so you do think that you must be more educated... you have work today but tomorrow you probably won’t, and whoever becomes obsolete will be left out and will have fewer opportunities” (No. 17).

Another reason for engaging in training is the possibility of promoting inside the company. Finally, participation in certain courses also improves curriculum vitae for sitting competitive exams in order to become a civil servant or for the construction bidding process: “We must hand in our curriculum vitae when submitting a bid”.

Specific training strategies followed by participants are enrolling in postgraduate degrees, master degrees on labour risks prevention, technical workshops organized by professional associations and different types of courses relevant for sitting competitive exams.

In relation to the barriers hindering participation in these activities interviewees highlight the lack of time, the high costs of training costs and the little importance employers place in short length courses (20 to 30 hours) in the process of personnel selection.

CONCLUSIONS

In tracing the changes in the level of morale amongst building engineers in contracting companies in the Spanish construction industry it has been suggested that the major influence has been the level of buoyancy in construction markets.

The analysis reveals fear, anger, restlessness, concern or sadness as common feelings likely to emerge with unemployment. Due to uncertainty and lack of job stability, unemployment rates seem to generate anxiety and distress, especially when many other colleagues are dismissed. As this becomes a subject of daily conversation within construction companies, job pressure increases, not only for fear of losing their job but also for fear of external competition. The fact that site managers feel happy because they do have a job does not mean they are really satisfied. A third of the participants declare that unemployment rates do not influence their job satisfaction, while half of them acknowledge their negative influence.

Regarding employability strategies, most participants would like to study and take competitive exams in order to work as civil servants. Although they do not consider civil service a motivating job they agree on certain advantages such as stability, safety and the convenience of having a regular time-schedule. Only a few participants mention a wish to become self-employed or to create their own company. Finally, they also feel they should engage in training courses in order to update knowledge and increase their possibilities a job.

Although this study has provided some important findings, the relatively small sample size and the qualitative methodology used limit the generalization of the results.

REFERENCES

- Ahn, N. and Garcia, J.R. (2005), "Job satisfaction in Europe", *VI Jornadas de Economía Laboral*, Alicante, España, 11-13 July. 2-27.
- Bielsa, J. and Duarte, R. (2010), "Size and linkages of the Spanish construction industry: Key sector or deformation of the economy?", *Cambridge Journal of Economics*, **35** (2), 317-334.
- Bravo, M., Peiró, J.M. and Rodríguez, I. (2002), "Satisfacción laboral", in Peiró, J.M. and Prieto, F. (Eds.), *Tratado de Psicología del Trabajo*, I, 343-394, Síntesis, Madrid, Spain.
- Bryant, A. and Charmaz, K. (2007), "Introduction. Grounded theory research: methods and practices", in Bryant, A. and Charmaz, K. (Eds), *The Sage Handbook of Grounded Theory*, 1-28.
- Chan, P.W. and McCabe, S. (2009), "Emerging disparities: exploring the impacts of the financial crisis on the UK construction labour market", in Egbu, C. (Ed.), *26th Annual ARCOM Conference*, Leeds, UK, 6-8 September, **1**, 523-532.
- De Cuyper, N., De Witte, H., Kinnunen, U. and Nätti, J. (2010), "The relationship between job insecurity and employability and well-being among Finnish temporary and permanent employees", *International Studies of Management and Organization*, **40**(1), 57-73.
- Eurofound (2010), *Spain: a country profile*, <http://www.eurofound.europa.eu/pubdocs/2010/08/en/1/EF1008EN.pdf> [Date accessed 3 May 2011].
- EUROSTAT (2011), *EU Labour Force Survey*, European Communities, Luxembourg <http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&plugin=1&language=en&pcode=tsiem110> [Date accessed 4 April 2011].
- Gamboa, J., Gracia, F., Ripoll, P. and Peiro, J. (2009), "Employability and personal initiative as antecedents of job satisfaction", *The Spanish Journal of Psychology*, **12**(2), 632-640.
- Gamero, C. (2007), "Satisfacción laboral y tipo de contrato en España", *Investigaciones Económicas*, **XXXI** (3), 415-444.
- Gargallo A (2008), "La satisfacción laboral y sus determinantes en las cooperativas", *XXII Congreso Anual. Building Bridges in a Global Economy*, Asociación Europea de Dirección y Economía de Empresa, **1**, Salamanca, Spain, 563-575.
- Glaser B (1992), "Basics of Grounded Theory: Emergence versus Forcing", Mill Valley, Sociology Press, CA, USA.
- Hofstede, G (2011), *Spanish Geert Hofstede Cultural Dimensions Explained for España*, <http://www.geert-hofstede.com/hofstede-spain.shtml> [Date accessed 17 April 2011].
- Hunter, K. and Kelly, J. (2008), "Grounded theory", in Knight and Ruddock (eds.), *Advanced research methods in the built environment*, 86-98.
- INE (2011), *Encuesta de Población Activa*, España <http://www.ine.es/daco/daco42/daco4211/epa0111.pdf> [Date accessed 3 May 2011].
- König, C., Probst, T., Staffen, S. and Graso, M. (2011), "A Swiss-US comparison of the correlates of job insecurity", *Applied Psychology: An International Review*, **60**(1), 141-159.
- Labeaga, J., Molina, J. and Navarro, M. (2011), "Deprivation using satisfaction measures in Spain: An evaluation of unemployment benefits", *Journal of Policy Modeling*, **33**(2), 287-310.

- Lansley, P.R. (1996), "Aspirations, commitment and careers in construction management", in Langford, D.A. and Retik, A. (Eds), *The Organization and Management of Construction: Shaping Theory and Practice*, 2, 609-618. Proceed. of CIBW65.
- Lasierra, J.M. (2007), "Trabajo, relaciones laborales y satisfacción en el empleo", in *VII Jornadas de la Asociación Española de Economía Laboral*, Las Palmas de Gran Canaria, España, July 12-13.
- Latif, E. (2010), "Crisis, unemployment and psychological well-being in Canada", *Journal of Policy Modeling*, **32**, 520-530.
- Laumer, S. and Eckhardt, A. (2010), "Analyzing IT personnel's perception of job-related factors in good and bad times", in *Special Interest Group on Management Information System's 48th annual conference on Computer Personnel research*, Vancouver, Canada, 95-99.
- Naredo, J.M. and Montiel, A. (2011), *El modelo inmobiliario español*, Icaria, Barcelona.
- Nauta, A., van Vianen, A., van der Heijden, B., van Dam, K. and Willemsen, M. (2009), "Understanding the factors that promote employability orientation: The impact of employability culture, career satisfaction, and role breadth self-efficacy", *Journal of Occupational and Organizational Psychology*, **82** (2), 233-251.
- Navarro, E., Llinares, C. and Montañana, A. (2010), "Factores de satisfacción laboral evocados por los profesionales de la construcción en la Comunidad Valenciana", *Revista de la Construcción*, **9** (1), 4-16.
- OECD (2010), *Economic Surveys: Spain*, December 2010, <http://www.oecd.org/dataoecd/33/22/46654901.pdf> [Date accessed 3 May 2011].
- Remirez de Ganuza, C. (2010), "Universitarios con galones de ujier en las Cortes. Arquitectos, ingenieros, abogados y hasta músicos en paro copan las plazas", *El Mundo*, Madrid, Spain.
- Silla, I., Gracia, F., Mañas, M. and Peiro, J. (2010), "Job insecurity and employees' attitudes: the moderating role of fairness", *International Journal of Manpower*, **31**(4), 449-465.
- Spector, P. (1997), *Job satisfaction, application, assessment, causes and consequences*, SAGE Publications, Inc., Thousand Oaks, California, USA.
- Trinidad, A., Carrero, V. and Soriano, R.M. (2006), *Teoría fundamentada "Grounded Theory". La construcción de la teoría a través del análisis interpretacional*, Centro de investigaciones sociológicas, Madrid, Spain.
- Waters, L. and Moore, K. (2001), "Coping with economic deprivation during unemployment", *Journal of Economic Psychology*, **22** (4), 461-482.