Astrid K Nesheim

A qualitative study on employees who have been inflicted by the adversity of continuous successful organizational change processes and downsizing in a key company now undergoing downsizing during a world economy in crisis

The effects of organizational rearrangements and downsizing in a key company

"Give sorrow words:"

"Language is the house of being. In his home man dwells."

Martin Heidegger

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A Master study in the Psychology of Health, Occupation and Communication

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ABSTRACT

This article addresses how the complexity of continual structural rearrangement within a key company impact employees. Data collection happened during a time of a world economy in crisis which seem be in the need of forcing new structural rearrangements and downsizing upon the local businesses. The sample is former and present employees who have experienced more than one structural rearrangement within the plant. Target information is the individual's experiences and his/her reception and perception of situations that evolves. Information is gathered with the method of existential psychological phenomenology which offers informants to speak freely about significant experiences of theirs. A work force in crisis stands forth who struggles with intense emotional experiences simultaneously with the rising of new minor crises.

INTRODUCTION

"And then there is an underlying story. If you trace the history you'll find that the company has been the one major work place in the town. Everything in the town has been established in relation to the main industry. The community has evolved on the basis of a certain supply of job positions." (September2010).

The context is always vital for an authentic understanding. *Give sorrow words; the grief does not speak wispers to the erfraught heart and bids it break", (Shakespeare in Alapack 2010, p. 14).* From out side it is indeed a successful change process of dimensions that has been landed. Devastating social and communal consequences have been avoided due to a genuine engineering on new establishments and the negotiating of new job positions for fired work force. That is, the management of the change processes have researched new jobs and initiated some within a fairly broad range of businesses, and geographically. The study *" A qualitative study on employees who have been inflicted by the adversity of continuous successful organizational change processes and downsizing in a key company now undergoing downsizing during a world economy in crisis"* has collected information from employees within a plant which underwent continuous structural rearrangements during the recent two decades. Plant manager, municipal counsel, and employees have contributed to the successful out come. But to which cost? For whom has the successful downsizing of a key company become a success? The success refers to a downsizing of about 600 employees and with a minimal percentage of unemployed. The project managed to reestablish job positions for 95% of fired employees at other companies and positions. Within a time gap of 70 years the work force has been rising and ebbing several times. Alongside this waves of development has the percentage of two income per family increased. But the range of work which is offered has mostly remained the same. That is the need for a job position within the municipal town has increased disproportionally.

With the concept *key company* am I referring to a public social community which is established and developed on the basis of an industry's need for resources within the local environment and a large number of employees. Hence, the individual resident of the municipal town is dependent on the situation of the plant. Consequently the dynamic

pulsation between the key company and the town's interdependency is vulnerable to job options within the municipal area. A society dependent on a core industry tends to be attuned to the job characteristics which its main industry nurtures. It is therefore intelligible that the managers of the successful rearrangements are primed by their culture and consequently the understanding of theirs of the work force and the traditional job demands when looking for new industrial accomplishments.

The *financial crisis* as understood by participants. The key company we met the situation which our country label a financial crisis, didn't we, where financial institutions, industries suddenly met a wall of negative influence. Markets disappeared. Few applied for the product. Numbers got very red. And the situation developed until we were in the need for a deep cut in expenditures so as to make the plant manage and survive throughout the crisis and stay. Consequently we needed consider the size of the work force. Secondly, we have a history. If you trace backwards in time you'll find that this plant has traditionally been the unitary work place in town. Everything is developed on the assumption that the key company supplies the municipal town with a certain number of job positions (September 2010).

In the present town a *traditional social attitude* has emphasized a need for no education. The tasks at job have been the proper education. Part of the key company's development has required a higher level of professional competence. The company's need has then pursued a change in the existing attitude on education. Employees have therefore later gathered licensed specialization for particular jobs in the particular industry. Others have earned a graduate education. The motivational incentive has been financial benefits and a change in job position. Consequently the standard of living and expectations to the income and job content may raise proportional with professional education. Hence, when the major recent downsizing were conducted the large group of fired employees was forced to face another reality; a less optional local job market which could not meet their private and individual demands for income and job content. Hence, the successful manoeuvre on finding adequate solutions for 95% of the fired work force required a creative investigation of possible optional local jobs offers. Efforts were made in establishing new industry, job positions, and legal solutions on premature retirement, and public social care. To day the present work force at the key company

and within the town in general is a colourful blend of professional skills and education, when the global economy in crisis was about to settle in. While industries still struggles with setting roots citizens accommodate work life issues and matters of health. The municipal council try adjust to a significant decrease in income. Consequently the well fare of the local community is dependent on the local political politics' adjustment. On its adaptability future dangles. Then the global crisis enforces new structural rearrangements and downsizing upon the companies and the municipal town. Participants reveal a faith in the town's prior proficient skills in the crisis management, but worries. Simultaneously with coping manoeuvres to former crisis the recent crisis enforces an embedded challenge to surface. The need for new structural rearrangements and downsizing illuminates negated challenge somewhat different than before. The variety of job offers within the municipal town do not meet the need for professional competencies, neither meaningful job content, or a necessary income that meet the work force's needs, nor can the municipal town offer enough job positions. Henceforth, the spur of chained consequences begins to wrap the social well being in a collective discomfort. The lack of positions and adequate job offers give rise to a spiral of events at job and at home which nurture anxiety. For some, the events are leading to a positive change in living and wellbeing. For others it is the beginning of a possible lengthened endurance of anxiety provoking events and phenomena.

In the following I disclose some of the employees' reception of experiences of theirs at the key company. Secondly the situation of employees and citizens are perceived from the perspective of other citizens, but from different levels of the town's public social arrangement. The narratives distinguish from each other as far as job roles are concerned, but they have similarities which are complementary to each others story and make the phenomena stand forth. Due to their need of anonymity I choose the description of phenomena and the structure which they comprise, not the participant's story. Concrete examples from the data are transcribed several times in accordance with the psychological phenomenological analysis. Traditional academically expectation of how an article is organized follows two different structures which clearly distinguish how facts and discussions are scientifically reported; empirical analyses and descriptive analyses. I advocate fidelity to the existential psychological phenomenology. Existential data are described from the perspective of psychology in phenomenology. Protecting

participants from the audience has been a major concern. I've tried to meet these needs as far as scientific demands let me handle them. Ethical and academically issues have had priority. Phenomena are relevant for the majority of the sample and reflect the population. Hence the participants are protected at length. I hereby invite the reader to explore the theoretical sources which base my anchor of my discussion, the argument of others and of mine. From this material rise the final suggestions of mine on further investigation.

THE THEORIES

Researching at human experiences with crisis is an ethical dilemma, but the work situations of many companies create an increasing need in so doing. Successive organizational rearrangements are now common phenomenon in the world of businesses. The health of employees pivots on the plant managers and the understanding from the society at large on how continuous organizational rearrangements and down sizing impact employees and their relations (Saksvik, in press; Skogstad et.al, 2007). We need penetrate the surface of our scientifically establish understanding of how we believe that employees best would be understood (Tvedt, in press). Is bullying at job an increasing phenomenon? If this is the case, how so? Most research on the topic is derived from the perspective of a psychosocial work environment. The effects of managerial styles have gained less attention. The situations are addressed in recent Scandinavian research accompanying the timely situation of the present sample (Hyde et.al., 2006). The situation has initiated guide books and booklets (Saksvik, 2008) which leniently suggests how to meet and understand the chaos that rise during structural rearrangements in work life. Most research is conducted from the perspective of the natural sciences and quantitative designs, hence, circulating around phenomena, and analysing their environmental cues without revealing the situation exhaustively. Saksvik and Tvedt (in press) rising theory on the matter illuminate the relevance of the matters, and this is in their concern. The result from contemporary study on Norwegian employees indicates that organizational changes relate directly to the exposure to bullying at work. Changes in work tasks influence bullying. The research tells that also the composure of the work force impact bullying (Skogstad et.al., 2007). Which information is left out, and which is covered? The referred research can reveal the latter part, the other issue can be revealed by an existential phenomenological investigation, if conducted with adequate fidelity; phenomenological authenticity.

In a couple of the research dialogues experiences with relevance for the term *"a tragic optimism"* (Frankl, 1959/2006) was mentioned. The definition of "tragic optimism" is described as stemming from three life issues; pain, guilt, and death. The definition mirrors the sample. The tragic aspects is saying "*yes to life despite of everything"* (ibid p.137). From the understanding of Logoterapy this signify the capacity to turn a crisis

into something positive, but as pictured in Alapack (2010) one can not manage grief work wit settled emotions (p.5). Henceforth, the capacity to reach at a profound successful manoeuvre of a crisis while wrapped in the exact same crisis is difficult, if possible at all, in time to rescue a society. What matters is to find "the best" of a situation. Frankl derives the imperative understanding from Latin; *optimum*. Thereof, he also describes the attitude as "tragic optimism". *"an optimism in the face of tragedy and in view of the human potential which at its best always allows for: (1) turning suffering into a human achievement and accomplishment; (2) deriving from guilt the opportunity to change oneself for the better; and (3) deriving from life's transitoriness an incentive to take responsible actions"* (Frankl,1959/2006 p. 137-138). In as much as fait and love can not be commanded or enforced, neither can optimism be demanded from the individual. Grief work and it's demands on a person is as peculiar as his or her fingerprints (Alapack, 2010). Emotions are meaning detectors which reach at the target of grief's concerns. Hence, grief medication blurs grief work, and violates its cure (ibid pp.3-73; Frankl, 1959/2006 pp. 99-113).

The psychology of Jung and Freud describes the relevance of visions and dreams to health, diseases, and healing. From the perspective of Jung, dreams are messages and an invitation to psychosocial development mentally and for ones integrity; individuation. Dreams part takes in the structure of the psyche. *Nihil est in intellectu quod non atea fuerit in sensu.* Conscious streams into us in the form of sense perception. Our social, physical, and historical context constitutes the horizon from where we perceive, apprehend, and interprets our experiences. Consequently, dreams and visions are emotion and situation detectors, henceforth part takes in the individual's comprehension of experiences and the healing process which embrace the body, the soul, and the psyche. Jung distinguishes between the personal and the collective unconscious. He groups the content of the human psyche in seven groups. (1) The process of recognition (from thinking), (2) the process of evaluation (the feeling tone), (3) the intuitive process (the perception of the possibilities inherent in a situation), (4) the volitional process (direct impulses, based on apperception –the disposal of the 'free will'), (5) the instinctual process (originating in the unconscious or directly from the body- lacks freedom), (6) the apperceptive process (rational and irrational), and (7) dreams -. The three dimensional composure of our being processes all their matters at

different accords and the individual psychosomatic make up accordingly. Hence, experiences and the individual's contemplation, and apprehension of them are normally primed by the unique individual character. *"mythology is needed in order to grasp the meaning of a content derived from the deeper levels of the psyche"* (ibid p.33). Mythology describes the meaning of archetypes (pictures and symbols in the collective unconscious; hence dream work) and its transcended messages in dreams, symbols and visions; hence part takes in fine art. Fine art, sports games and mountaineering are key activities in the sample's social activity. The citizens are famous for bringing up talents of such sorts. The residents have experienced the losses of loved ones by death, suicide, and accidents, and simultaneously undergoing the societal crisis initiated by the plant and a global economy. The stroke from crises have been profound, prolonged, and linger. Phenomenology is a search for the meaning of phenomena. I am investigating the meaning these phenomena have to the employee.

What is the meaning of the crisis?

Does the crisis transcend a meaningful message to the municipal town? Common sense tells us that the grieving of losses stop as soon as the object of our loss is buried. Then one expects the mourner to go on as if the heart has healed and overcome the loss. It is in fact only partially true. The first phase of mourning after a loss is an acute crisis which wraps our existence emotionally, psychologically and physically (biologically). The acute crisis lasts until we have come to "terms" with the core phenomena and ritually buried the loss. Until we have the particular 'object' that 'died' and can burry the object of our loss we are prone to deny that the loss actually has happened. It is a question of being able or be enabled to realize the reality. The absence of the lost object leave us in a condition of continuously awaiting, searching for, and hoping that the lost object evolve again and undo the crisis.

Shock and disbelief characterizes the loss. One feels numb, dazed, empty, and cold. We deny that the dead is dead until we are able to see the dead object (Alapack, 2010). The rituals and burial helps us emotionally realizing that the loss really is loosed, and missed. Then starts the grieving process where we are invited to labour on our untying from the lost and gradually rebound to life. As pictured by Alapack *death drives home the reality of the bond between the lost object and me (ibid p.4)*. Our 'journey' is painful, and

the process lasts as long a moment as we individually needs it to last, or as long a period as situations, people, and circumstances let us, or forces us to. *Grief-work, done in crisis, cannot be accomplished with a clear head and settled emotions (ibid).*

Grief put to words by the existential psychological approach of for instance Alapack and Frankl tells us that it is emotions which elicit grief, not rational interpretation of the circumstances. Our attachment to people, society, objects and situations are anchored in our heart; that is our needs, dependency, and love bonds – the relations which attracts our concern. We structure our life and cares for our every day concern accordingly. By arranging a stable and perceived predictable world we serve our emotional and situational comfort. Establishing, to some extent, a controllable life world is important for health, but not a promise that uncontrollable situations never will reach our ground. The situation of the sample can be described in accordance to control in spite of the rising and ebbing downsizing of the past. The municipality has managed its concerns and gained on the benefits from healthier work situations and increase variety in societal offers as schools, and houses and tools for spare time activities related to cultural achievements and sport. 'Therefore, and thereof, has the population a reasonable number of arguments for their belief in the municipal and key industry's ability and interest in preserving and facilitating the industry and the citizens it is dependent on. When the recent major downsizing happened it is intelligible that this felt life threatening. Even when rationally knowing in advance that the manoeuvre would be unavoidable, how the downsizing of 500 employees is conducted and the municipal situation solved is an irrational matter. Hence, suppressed emotions and discomfort surfaces as in a sudden as soon as one fear a negative outcome. Even when knowing which challenges are about to come emotional turmoil is the case in conflicting needs. Emotions are meaning detectors in our experiences. Consequently we need acknowledge them and not a-ban-do-n-ing them. Emotions have their own power, and accord, and demand our attention. Faced with ones vulnerable dependency on the key company, ones qualifications and it limitation the rising comprehension of a new reality depart from a negated crisis and arrives at the emotional hearth threatening the situation of coronary heart. Ones rational and irrational capacity to interpret the new circumstances fails in supporting us. In the moment the crisis is a fact ones capacity to rationally understand the situation reaches its limit. Hence, one feel exhausted.

Eventually, the shock gives way to free floating anxiety. One feels like screaming, is nervous all the time, or fears having a breakdown. Grief is an emotional *roller caster* where we are pulled from *one extreme emotion to another.* But, *irritation, frustration, and annoyance are emotions.* They *do not kill. Passion kills (ibid, pp.5, 8, and 9).* Emotions speak of the situations challenge our lives and reveal the meaning of them to us, individually. Death violates our relation and imposes on us a rearrangement of our life world. Our carefully structured life world has turned into an emotionally and structured chaos. The absence of a core figure in our lives has violated our dearly elaborated life world. According to Martin Heidegger (1962/2008) *Dasein*, the self as Being-in-the-world carefully arrange life issues in accordance with Dasein's relation to the structured matters. Dasein's relation to the object decides how near the heart issue of Dasein the object is situated. Therefore, the grieving process follows an individualized mourning process. Dasein is moody and emotionally attuned to the loss of the lost. The objective world does not change because I am emotional. But my standpoint toward the world alters, *She must weep or she will die* (Alapack, 2010 p.10).

How does one grieve the death by suicide? The question is borrowed from *Sorrow's Profiles – Death, Grief and Crisis in the Family* (and the society) by Richard J Alapack (2010). The question suits the situation and addresses a common concern among us who grieves. Grief carries *a myriad of feelings* which erupts our comforting belief in stark emotions as belonging nowhere and in the individual. Challenged by feelings which develop *from guilt to disgust to fury (ibid p.11)* our life world's value is threatening the idea of me (us) being reasonable, fare and leaned Beings*.* We must weep or we will die. Are we brave enough to cry? Pills kill the weeping and dull the feelings corrupting the mourning and rebounding process. Similarly does the grieving that penetrates to the depth in the self where tears are disabled. Physical responses makes us worry something is wrong with our physical being, or mental state. Burden with the worries about the powerful feelings from shock and grieving *the psychesoma co-inheres. Tightness in the throat, shortness of breath, sighing, loss of appetite, sleeplessness, waves of emotions flooding us* time periods after time periods, *lack of muscular power, empty feeling in the pit of the stomach, fullness in the chest,* tightened chest, freezing body, despairing. It is possible even to be in despair without knowing we are despairing. Psyche and soma responds *as if the expanding heart would soon burst* or turn stony. *Grief*

is a killer (ibid, p.9). Death is deadening. Our misinterpretation of grief responses is sickening; psychesomatically. Why do we have to undergo a deep crisis as our love in the lost "object" exposes us to? Answers are embedded in the life structure of ours, in our manner of understanding, our emotions, dreams, and in our responsibility.

This rise the question of what is the meaning of love? The question can cast light over the responses from citizens, employees, and the leaders' who are undergoing the recent major downsizing and the following challenging tasks. The rearrangement have challenged the municipal town and put its relation to the key company at stake. The very essence of existing as a municipal town has faced a seemingly deadening stroke. And an announced financial crisis has caused an eruption in the municipal 'aorta'. The main industry's supply of jobs, taxes and income which on the municipal town depends has decreased. Managerial values, perspectives and understanding of the situations, its ties, and consequences challenge leaders and their reception of the crisis. From an existential psychoanalytical point of view *members of the masses are tied to their leader and bonded to each other by libidinal bonds to their leader (ibid p.6).* Libido is our life urge, the energy which makes us cling to and strive for a healthy and balanced living based upon care. It is a life process processed through love in life and loved ones, and for some one to love. According to Viktor E. Frankl (1959/2006) sexual activity is not love but normally sexual acts are linked to love. Following Sarte (1943/1992) sexuality can become a matter of detachment from love. While reaching out for love one may harm the loved object unto death, by ones very reaching out to it, her, or him. This likely happens when rage erupts in our longing for love and the reaching. Citing Frankl clears the ground; *"In logotherapy, love is not interpreted as a mere ephiphenomenon (a phenomenon that occurs as the result of a primary phenomenon* -that is, it is not a side effect*) of sexual drives and instincts in the sense of a so called sublimation. Love is as primary a phenomenon as sex. Normally, sex is a mode of expression for love. Sex is justified, as soon as, but only as long as, it is a vehicle of love. Thus love is not understood as a mere side-effect of sex; rather, sex is a way of expressing the experience of that ultimate togetherness which is called love" (Frankl, 1959/2006 p. 112).* The meaning of love in the context of a society and the individual therein is related to the reception, the understanding of the other, the individual. Sexual harassments, abuse, depression, and suicide speak of distorted love, deprivation from, and loss of loss. None can become fully aware of the

very essence of another being unless he or she loves him/her. The loving person enables the beloved person to actualize potentialities (ibid, p111-112), and is not a matter of abusing or distorting the love in the other. It is relevant for the population. As research proceeded citizen revealed concerns in accordance with the picture from Frankl.

What meaning does grief transcend to us? From the perspectives of Freud, Husserl, Heidegger, Sartre and others Alapack summarizes the understanding through the reception of an existential head-hearth. The moment of grief is individual and situational. Emotions which evolve in the moment of grieving is *a personal answer to an individualized situation*. The process of grieving has its own time schedule interrelated with the emotional, biological, and spiritual grieving processes. It is a psychosomatic process and makes use of spiritual experiences. The collective unconscious reveals a story which we, struggle to reach at and, immaturely interpret if not sufficiently and adequately comprehended. The psychesoma releases images when the body, and/or our emotions, are injured. According to Carl G. Jung, naturally, dreams and images are messages from the collective unconsciousness. On their way to our awareness the messages penetrate layers of the conscious activating complexes (emotionally tied experiences in our memory). Consequently they bring with them emotions. The process is a subliminal invitation to heal through the process of individuation. Taking our time to sense and become aware of the emotions' relatedness to images and dreams we can learn what is emotionally and existentially at stake, come to peace with it and become more integrated; a whole individual. Individuation does also re-establishing integrity. Briefly said individuation is an exercise in becoming more aware of ones Ego, the self, by listen and acknowledging the life revealing information receipted by the Self, the embodies psyche. It takes time to learn to listen, listen to, and be attuned to the messages, and develop from them.

Suffering ceases to be suffering in the moment it finds a meaning, Frankl (1959/2006 p. 113). That said suffering is not necessary to find meaning, but Fankl points at the possibility that meaning is possible in spite of suffering if the suffering is not possible to avoid. If it was an avoidable suffering it is meaningful to remove the cause. *To suffer unnecessarily is masochistic rather than heroic* (ibid p. 113)*.* Thereof it gives meaning to declare responsibility for existence and the grieving, as is the case in Logotherapy, and of relevance for the issue of research.

The meaning of existence is responsibility, in love. In other words *man is responsible and must actualize the potential meaning of his life*. The self-transcendence of human existence denotes the fact that being human always points, and is directed, to something, or someone, other than oneself (ibid). From a Heideggerian (1962/2008) point of view Dasein arrange the other Beings-in-the-world in accordance with what Dasein care for. Care is the love in someone or something; it is the major concern of Dasein. Thereof the meaning of life is *caring*. For, *"the meaning of life differs from man to man (..) What matters, therefore, is not the meaning of life in general but rather the specific meaning of a person's life at a given moment."* (Frankl, 1959/2006 p.108). The meaning of life to an individual differs from moment, to moment, to situation to situation. Hence the meaning of life is the *specific meaning of a person's life at a given moment* (ibid). *"Everyone has his own specific vocation or mission in life to carry out"* (ibid). Thereof derives the importance of enhancing the life of the other by loving the other, potentialities, respectfully. To this vocation are we responsible as individuals, and society. But be ware, Heidegger says, society is Nobody. No body. Society exists because Dasein is. Dasein is a Being being-in in-the-world-of other Daseins. Hence the society is Dasein, the individual. One by one Dasein is its content. How do we care for the individual? We are responsible Beings. From this we can derive that the emotional reaction to the situation, the losses, addresses the meaning of the issues at stake; for the society and the individual. Arriving at its targets, emotions are mirrors putting us face to face with the key issue(-s). And, not to forget, unresolved grieving will fetch our responses to newer losses and part take in the reactions, and the grief work. Wave by wave, of emotions, fetches our Being-in; our membership, citizenship. It is relational. We are bound to the world through an I-It relation, or an I-Thou relation, says Martin Buber (2004). Either we are attached to an object or we have encountered a being. *"One loses the key figure of life. The key figure falls out with the community permanently; she or he loses heart"* (Alapack, 2010 p.24) become sick evolving from heartsickness, the severity of longing and the reaching. Then, what happens? How reach at the reaching, unravel the situation and reach at an adequate, or optional, understanding of the reasons why the losses became a loss. Which love bonds were at stake for the employee; the citizen; the town?

Experiences from oil haemorrhage and the clean up process show that the effect on humans is displayed at a broad array of responses from grief to deteriorating morale.

The individual, and hence the society changes character. Similarly, studies on the effects from sadism, war, and concentration camps tell that the effects of relief from abuse, suppression, deprivation and imprisonment elicit an excessive need for having basic needs satisfied. By the moment when the individual realize they are freed physical needs crave nutrition, excessive at first, then mental an emotional needs crave attention from another individual/-s, and them selves, on their situation. In the same moment, an excessive need to talk and reveal their experiences forces forth a flow of words; talking for hours, days and perhaps years. Secondly, the experience of injustice make people believe that they rightfully can adopt revenge-morale to attain, for them, a reasonable morale but of an unjust character which may constitute an on set of sadistic contra-sadism. How one is met is crucial for the out come, the grieving, the healing and the successful healing. Invalid need satisfaction displace the need's original character and give rise to immature behaviour of some sort. Unresolved grieving may surface as an excessive need which give rise to conscious, subconscious, and unconscious need of another kind but individually related to the theme of the loss. Its manifestations can show forth in i.e parapraxis, compulsivity, and excessiveness. Nothingness (the looming presence of its absence) may energize "a search for" until the absent is present, or unto death, and longing for death. Dreams and visions appear in the psyche. It is normal. Dreams and visions are messenger which addresses the issue at stake, options and possible out comes. They picture the individual history, the present and the future, and addresses unresolved grieving; what is left of grief work. Art can reveal the unconscious message.

THE METHOD

The data is gathered by the method of existential phenomenology in psychology. Husserl and Heidegger (a student of Husserl) are two central founders of existential psychology who developed two methods for research. Husserl developed the philosophical method of phenomenology. Heidegger developed the method of Dasein analysis. Their philosophical contributions show how and why we organize our every day life as we individually do. Husserl situates the individual in the midst of his or her universe. The Self moves, scan, receipt, perceive and interpret the world from the point of view the Self's locus within a physio-biological body, says Husserl. Heidegger's claims that the core values of yours (your heart's perspective) directs you attention and is decisive on how you choose to organize the reality in which you perceive accessible. Our values lead our actions in the world. To gain understanding in how the individual understand and interpret the experiences he or she encounter require access to (data collection from) the centre from where the individual understand and interpret the world. This is the landscape, the scenery and environment, which Husserl and Heidegger describes but seemingly chooses two different methods when illuminating the individual world. Husserl develops the philosophical phenomenological method to gain access to the individual reality. Heidegger illuminates the every day organization of life world issues; the existential being of Dasein; Daseinanalyse. Giorgi adapt the method of Husserl to the social sciences and by such make the method of philosophical phenomenology a descriptive phenomenological method in psychology. Alapack, Giorgi's student, direct his attention, as Heidegger does, towards the centre of the individually receipt experience. He research the organized world of Dasein (subject) and sorting it out in descriptive narratives and illuminates the world from a psychological phenomenological perspective. Hereby are the individual care enlighten by an existential phenomenological down light and the essential values which are influences by every day experiences stands forth as action potentialities of the individual. By such phenomena relevant for the research are revealed. Thereupon the researcher gain insight in how and why phenomena appear. From the perspective of organizational psychology the research gets access to valid information on organizational, administrative and individual experiences and how these are interrelated. Hence how the organization is

intended to work and how the functionality of the arrangement is experiences can more easily be discovered and analysed, and valid knowledge derived.

Husserl vs. Heidegger

The phenomenological method of Edmund Husserls evolves from his Trancendental Philosophy which concern is the human consciousness, the Self, as basis for any experience. By our Self (Ego) we experience, orients and moves within our world. His philosophy distinguishes between inner and outer spear of consciousness. Which in turn relates to the inner mental horizon and the Self's perception of the outer life circumstances through the apparatus of body senses' receptors (embodyment). Embodyment refers to the meaning of the body as the «stratum of localized sensations» (Husserl, 1989). Husserl describes consciousness as a standing streaming of conscious and unconscious activity. The Self can choose area of attention, focus, by help of kinesthetic movements. Kinesthetic refer to the free will of the Self and the conscious activity. Moreover Husserl structures the inner horizon in four themes. Central to the inner horizon is the consciousness, its focus, the object which information attract the Self's attention to it and henceforth becomes the theme; the sphere of the focus. The individual Self can expand or limit the theme or select a new theme. The inner visual field is boarded at the marginal conscious which constitutes the horizon of the Self's field of focus. The marginal consciousness and the characteristics of the kinestetic movement represent an opportunity for the Self, and opening towards other themes ('objects'). The free will of the Ego (the Self) is able to move its focus between themes within the standing streaming objects of the un/conscious, and an ability which on Frankl rely in Logotherapy. The marginal border of consciousness is situated by the border of the unconscious accordingly. The unconscious is that which is not a theme for the conscious and constitutes the information which the Self, in the present, has no access to, as for instance future experiences. The visual field is content with prior, present and expected/anticipates experiences. Within this field operate the dynamic intentionality of the Self wherein an 'object' attracts the attention from the Self (Ego). An 'object' might constitute hate or love, as memories, fantasies and emotional responses on experiences.

When Heidegger analyzes the world of Dasein he distinguishes between existential and existentials just to illuminate the difference between to-be-in-the-World and how Dasein relates him or herself to the World. Existentials are everything which are not characterized by "to be". Dasein is. Dasein relates to his or her Bring-in-in-the-world by existentials Heidegger therefore analyzes existentials in the Being's (Dasein) being-in-the-world. Hereupon existential analysis describes Dasein in his or her Da-sein's (to be in a being-in) ways of being in the world and not what Dasein is (Heidegger, 2007 s.18). Heidegger's existentialanalyse describes the conditions by which Dasein arrange his or her Being (living; situatedness in the world). Existentialanalyse analyses which exsistentials Dasein cares for and by which Da-sein is embraced (umschlossen) (Heidegger 2007 s.18). The surrounding (Umwelt), "They", is an existentiale (Kockelmann, 1965 s.62) and retaltes to the sociale sphere of Dasein's opinions, belief and norms as aspects of Dasein's embracement (umschlossenheit) and which influence how Dasein relates to this world. Hereby the responsibility for the attitudes within a society and societal behaviour of a society is laid on Dasein. On this assumption Logotherapy anchor. «They», others, is me, says Heidegger (1962/2008 s.154 ff.). Being together with others belongs to the "to be" for Dasein and relates to Dasein's Being. Therefore is Dasein, in the condition of «to be together with», existing for others (Ibid s.160). Dasein's Being-in-the-world is therefore for Heidegger an existentiale, an 'object' and an instrument for the other. Dasein create (develop) the society by how Dasein choose to withstand from or stand near to societal matters. The concerns of a society, other Dasen and They are characterized by Dasein's character. The «other» is me (Ibid s.149-168). Present in the Being-in we experience and respond. Our responses follow a relational path; our attachment.

Heidegger analyse Dasein's ontical "space" (räumlich/spatiality) and ontological room in history, so as to show how each individual Dasein relates to his or her existence. By ontical and ontological Heidegger does not speak of physical geographically situatedness in time and space but a non measurable way of relating to ontically circumstances of the world. Heidegger emphasise the concepts Ent-fernung and Ausrichtung when describing this spatiality (Heidegger, 1962/2008 s.138). Spatiality concern the degree (organized arrangement) of emotional and metal nearness or distance to the "things" in Da-sein

(the being-in). Besorgen (consern) and vertraut (bekannt; familiarity) decides how Dasein is positioned (localised). The concerns of Dasein decides how Dasein existentially speaking choose to be positioned in the world. By such is the society constituted by the sum of Daseins. It is of importance to understand Dasein as being "embraced by a world" which borders can be extended and as "the embraced of her or his world (Das innvendige Seiende)" (ibid s.134).

Illumination of phenomena; validity

The illumination of phenomena consequently requires an understanding of the many acts of consciousness which guide us toward the individual's attraction toward an 'object' from where phenomena shine forth. Giorgi emphasized three of the conscious acts, which Husserl identified, while discussing the validity of phenomenology contrary to the criteria for validity in natural scientific research (Giorgi, 2002). Giorgi makes use of signifying act ("the constitution of meaning" which "orient the consciousness towards the world"), the fulfilling act ("which relates the various types of sensory or symbolic fulfilment to the signifying act"), and the act of identification ("consciousness of the fulfilled intention"). *"Signifying acts are empty acts: they merely mean or intend towards something. Fulfilling acts fill the empty acts with either authentic or symbolic material, which may or may not match the meaning of the signifying act. By authentic Husserl means something that can be fully intuited; by symbolic he means that which cannot be fully presented" (ibid).* Acts are processes.. The acts of the other bring forth the phenomena and their meaning. To reach at an adequate understanding one need understand the phenomenological philosophical contexts from which the method developed. The phenomenological method in psychology developed by Amedeo Giorgi evolves from the philosophical phenomenology of Edmund Husserl thus can not be understood from the perspective of a different philosophy (Giorgi, 2008). Phenomenology and the method of phenomenology in psychology are radically different from the methods which are conducted from the perspective of the natural sciences. They are anchored in distinct philosophies. Understanding phenomenology from the standpoint of another paradigm reveals no understanding of phenomenology and phenomenological research. Hence evaluating existential phenomenological research by the different criteria for validity and reliable research in the natural sciences misguides

any critique (ibid). Understanding the phenomenological research method from an empirical philosophical perspective therefore will fail. A phenomenological philosophical perspective is required to understand the research correctly (ibid). The academic situation of phenomenological research seems important to address. Which situation the founder of scientific phenomenological research, Giorgi, outlines in his articles (Giorgi 2002; 2008). Turning from the natural sciences to phenomenology when well (profoundly) experienced within the paradigm of the natural sciences has been a challenge. Sifting paradigm has been an enriching process where I professionally have developed my professional integrity, deepened and broaden my professional insight. It takes some time to unwind the other paradigm's impact on how one practically represent another paradigm in for instance a research report. But it helps having in mind that it is more of a pseudo science if studies within a paradigm is framed and conducted in accordance with norms from another paradigm. This would be the situation if phenomenological studies in psychology are framed within the norms of the natural scientific psychological research. This is at times the reality researchers in phenomenological paradigm encounter, that colleagues, editors, and sensors evaluate scientific phenomenological research by the standards of quite another paradigm. The norms of natural scientific paradigm make the phenomenological studies stands forth as if inauthentic. Similarly, this can be said about research done within the phenomenological paradigm if the phenomenological method is not properly understood. Hence, such studies are pretending to be phenomenological studies. Consequently they are a pretentious phenomenon.

The Collecting and Interpretation of the data

Data is collected within the method of existential psychology. I followed the procedure of data collection as described by Richard J. Alapack (2006) whose method is not conceptualized. His perspective sees the other as he or she is relating to the world from the standpoint of the Self. The Self's characteristics are existential. His and her data genuinely unique. It is subjective experiences. So to speak, it is the unique individual comprehension of individual experiences and the social structure of it that I collect. While analysing data phenomena unique for the individual and the sample are illuminated. Hence, I also generate general reliability. Following Alapack and the phenomenological reduction of Husserl, *I did not expect the words that* the informants

spoke, *nor could I anticipate what* informants *where going to ask* neither did I *plan my responses* (Alapack, 2010 p. 103). With fidelity to Husserl's phenomenological method I bracket my past experiences and the information I had received through media, former experienced knowledge in town, and from the psychology of health, organization, and legislation. Instead I made my awareness attuned to the contextual situation of the employees and citizens by investigating the town's history and the plant's recent structural rearrangements in literature and completed research. This is, though, the horizon from which the informants and citizens experience and understand the ongoing successful structural rearrangements and downsizing of the main industry. Analyses are conducted within the phenomenological method in psychology as developed by Amedeo Giorgi (2009). This requires that the awareness of mine is attuned to the psychological phenomena within the data I have collected. Having Heidegger's understanding of Dasein, the Being, being-in in-the-world in mind I structured the findings in two illustrative tables. One illuminates the situation of employees. The other illuminates the situation of the municipal town as perceived from participants accordingly. Dasein analysis is oriented towards the values by which one organizes one's life. Transcended experiences are value laden. Consequently I receive data from real life world experiences that is transferred through individual values and concerns. According to Heidegger the individual subjectivity, the soul, transcends phenomena through ones care for concerns. We are Beings-in-the-world says Heidegger. And from our Being-in-the-world we orient our Being-in in-the-world in the world (Heidegger, 1962/2008). Following Husserl, words unspoken and of speech, our actions, and the moves we make transcends the spirit (the conscious, unconscious, and "its" horizon), that is subjectivity. From the standpoint of our *embodyment* we send, receipt, transform, and comprehend the surrounding milieu. Our spirit and Self has tree spheres of consciousness; that of the spirit, the embodyment, and the sphere surrounding the body consciousness. With spirit I refer to the collective unconscious, the unconscious and the conscious (C.G.Jung in Campbell, 1976); "embodyment" is an Husserlian term and refer to experiences receipt from the spirit situated in a physical body (the locus of control); "the sphere surrounding the body" refer to the felt sense which surround our physical body and which range can differ from individual to individual (Husserl). Hence, non verbal data take part in the transcended message. Transcended phenomena are transcribed in accordance with their appearance during the communicated information uniquely;

practically often transcribed in brackets. By such the phenomena shines forth, and the analyses illuminates their relevance. Data reveal issues on emotional responses to new organizational arrangements, communication, job characteristics and content, subcultures, needs, and concern. From these matters rise the phenomena. In sum the analyses reveal a collective phenomenon which illuminates the situation of the municipal town. Hence three levels of situational data are collected; that of the work situation, the individual, and the municipality.

ETHICS

Investigating emotional responses and experiences of individuals who undergo existential crises is sensitive and ethically challenging. Therefore I did my data collection in the aftermath of a perceived successful managed crisis when participants had settled with new jobs either at the key company or in a new industry. At the same time as participants were still impacted by the former crisis a new crisis of the same rose. Hence, while conducting the research on the experiences from the former crises the investigation became a study on the concerns derived from a new and ongoing crisis too. Wherefrom I received data from employees whose emotional responses on former crises still lingers and is impacted with the new onset.

How does one investigate matters where individuals are subliminally aware of them selves being in despair? I will reveal my concerns, but make the reader aware firstly of the sample's relevance for the world of businesses. The work situation for the present sample has familiar relational aspects for industries of different kind, but the context of the sample is of special and particular relevance for the present population. At the present historical time the many businesses is characterized with a pressure on more and more low cost time efficiency which in turn increases the work load, health issues, and security issues of employees.; as portrayed by recent war and oil haemorrhages. Therefore, this research yields many work places, employees and organizations, but in particular is yielding the present research 'object'.

Anonymity

The research topic is sensitive for the industry. Thereupon, it is requested that neither its name nor the municipal town is mentioned. The responses, work experiences, and the social atmosphere are sensitive matters for the employees. The local public management of the crises is, similarly, sensitive to the municipality. Despite this both the company and the municipal institutions welcomed the research of mine. Due to this, their vulnerability, most employees and participants feel discomfort as well as relief while talking about the experiences and worries of theirs. Consequently some participants have hesitations. Their argument is their worry for public disapproval, discouragement, and revenge for participating in the research. Therefore, three

contributions are withdrawn from the report. The contributions of the others are transcribed through three languages and implemented as references in the description of situations picturing phenomena rather than by individual specific narratives. By so doing, private cues should be eliminated and the messages preserved.

The method

Which method would best care for the ethical requirements? The advantages of the quantitative methods are the likelihood of conducting surveys which reach at a large sample without being physically present to them, and known. Secondly, surveys are not personal in the sense that one are in direct face to face contact with the participant and the context, hence the demand for anonymity can easily be met. Quantitative surveys are reaching at individuals by the methods of technical assessment tools, with predefined questions on the theme and topics relevant for the research. The questions are derived from theories or professional assumptions. Surveys can be conducted after questions and assessments batteries have undergone an evaluation of their validity, hence reliability. Its validity again depends on how the apriori understanding is derived (Grant & Adams, 1996). Their quality is their assessment of general trends and commonalities. Quantitative measures intend to eliminate the biases from subjectivity. On subjectivity validity is dependent. The concepts of validity related to qualitative research methods are criterion validity (the direct and independent variable's predictability), content validity (related to the items chosen for the tests), and construct validity (the reliability of the theoretical assumptions, whether the test measure a theoretical construct). In the field of quantitative measures in the social sciences a specialist's subjective assumptions are invented. To repeat, whereupon validity and the test result, in the end, depends. Whose assumptions are valid when investigating an unknown work life experience, the participant's, the researcher's or theoretical constructs? The person that judges the measures tests, constructs, its basis, and its out come, is crucial to the interpretation of the out come. Hence, validity in quantitative measures mirrors the characteristics of a researcher/specialist. And is in particular the case in for instance the mathematical loadings and correlational procedures in factor analysis. Factor analysis intends to test underlying traits and dimensions, but the mathematical loading of an underlying tendency (trait) is assumed through the conscious and subconscious flow of the tester's horizon. Consequently the test method is more a mirroring of a character then revealing

the person who is interrogated. How can we trust the tester better than the interrogated? Is the tester's interpretation more valid than the tested? It depends on whether the participant reveals an authentic story and on whether the researcher can evaluate the authenticity of a given phenomenon. The advocated advantage of quantitative methods is their low cost time efficiency. So being, its methodology suits the demands for constantly up to date information from a business world prone to rapid changing work situations. On the contrary qualitative methods are time exhaustive research. Another value in quantitative measures is the urge to eliminate subjectivity from the research. How come? To eliminate subjectivity seem impossible. Will we? If, why? Then; how so when researching the effects on individuals experienced with crises, organizational rearrangements and downsizing? Qualitative methods require another set of attitudes, and the likelihood of getting personal contact with participants who are carefully selected (appendix 2). Contrary to the aim of quantitative methods at disclosing information *about* a phenomenon, qualitative methods aims at *the* phenomenon from within; that is the direct living through experiences of a subject. The target information is the flows of thoughts through subjective minds wherein it is apprehended and transcended to the out side world by emotionally, verbally and non verbal cues. Advantages of qualitative methods are the likelihood of collecting individual and field sensitive data from within the field, the specific situation; the context that is the horizon from where the individual perceive, receipt and apprehend. One of the ethical advantages by using the method of phenomenology in psychology is it's illumination of the lived through structure of a phenomena, and its impact. The goal is to clarify the role of subjectivity. Thereupon the researcher investigates and describes phenomena relevant to the topic in research. The criterion of phenomenology is fidelity to the phenomenon by being attentive to the individual's intuition (that which one is conscious about; the possibilities in a given situation C.G. Jung, 1971/1976 pp.22.33). *"Within phenomenology, intuition is a technical term meaning being present to consciousness. Since all knowledge is correlated with subjectivity, what matters is how a conscious subject is present to an event or a state of affairs in the world" (Giorgi, 2010 p.9).* So to speak, the existential method requires that the individual speak and contemplate on the matter of research in accordance with how the theme relates to them, and are consciously present to them, while disclosing their experience. Thirdly, the individual part takes in a dialogue. Consequently participants reveal their story in the presence of a

person who is interested in their particular apprehension of their experiences. Thereof, the researcher reaches at the lived through phenomenon out of which phenomena are being illuminated through disclosing its structure.

The sample

How does one invite a population in vain to a research interview? It is an ethically sensitive question. Is it reasonable and ethically correct to investigate the matters of an individual in pain? In this case the issue concerns the effects on employees in a population in crises. According to the consideration above we can mirror the question accordingly; is it ethical to not investigate the situation of the employees in a job marked characterized by continuous organizational rearrangements and downsizing (out sourcing)? Assuming the answer to the latter question is yes my ethical consideration focus on the first. Key persons at the company and the municipal town were contacted by Easter 2009 and let know of the intention with my research. The research was welcomed and approved. Advantageously, they regarded the research theme as gaining their employees, the company and the municipality. Originally, the research was planned by fall 2009, but delayed my research due to my interest in being even more, and sufficiently prepared to meet a population in the aftermath of an existential crisis. After one year with intensive studies in the philosophical base of the existential phenomenology, the psychological effects of crisis; war and sadism, existential therapy, and the dynamics of the human psyche from the perspective of C.G. Jung, S. Freud and M. Buber, I returned to the population and invited to research dialogues. Prior to and afterwards I investigated the situation of the employees, the key company, the municipal town and their common history. Participants were contacted through the department of HR management firstly, but despite the encouragements from the plant managers this was not successful. Consequently I interrogated other options and asked citizens and employees. The municipal council was similarly helpful on their accord, and with success. Employees were then firstly contacted through phone and then some participants were met face to face prior to the research interview. Others were met at the research meeting. With some participants contact were also maintained by emails before we met to the research dialogue. Thereafter some communication happened by email, but no data were received this way. Individuals were presented to the research topic and the ethical concerns prior to the research dialogues. Two papers were handed

over to them so as to get adequate information on the content and the conduct of the research. The participant's and the researcher's agreement were reached by our signature on a written contract (appendix).

How attuning the researcher to a population in pain, and the meeting?
You may have noticed, but I will broaden the qualifications of mine further; hence the biases too. Knowing there is little information from research on this topic I have approached an unravelled the research filed in a sense of knowing nothing, but the existential psychological research by Alapack from the oil spill in Alaska, and the experiences he has from managing the Alaskan municipality in crisis. The key industry in the Alaskan town was fishing. The oil haemorrhage violated it. Little guidance from the field of natural scientific occupational and business psychology could guide my investigation, but pictures emotional responses I was likely to find. I searched data bases, journals, and international colleagues for optimal research topics. I found now other studies on the matters conducted from existential psychological and the phenomenological perspective then Alapack's (2010). Consequently, I leaned to existential psychology and phenomenology only, when I prepared my self for the research and while collecting the data.

The situation of the population and the sample is an emotional turmoil. It is intelligible that it is. The existence of the municipal town, as dependant on a key company, was and is at stake. Henceforth, the many employees and families are in a similar crisis. Their experience and vulnerability required additional academically studies on the themes so as to give me an understanding of the effects which the experiences and situation of their may have on humans. How could I best be prepared to meet them with the understanding they deserve. It took me one year extra labour with extensive studies in the psychology of crisis (crisis, sadism and war) in a society who has suffered from the magnitude of sadism and its effects. By such doing I deepened and extended the studies I had earned on sorrow's profiles. While so doing, I interrogated the situation of citizens and employees in a variety of situations and industries. My stay exposed me to sadism. I also experienced the terrifying situation which prolonged exposure to sadism and social crises have on others. Hence, I needed some time to comprehend the magnitude of the matters, and heal. I also studied the psychology of C.G. Jung and Edmund Husserl so as to

get an understanding of the dynamics of the healthy psyche compared to that of Sigmund Freud. Hereupon, I studied a substantial literature on the effects which unavoidable and arranged crises have on humans. The understanding derived from these studies, and the experiences thereof, accompanies the literature which the professional field of mine could offer. *Sorrow's Profile, Death, Grief, and Crisis in the Family (and the society)* by R.J. Alapack is right at the core matters. Experienced with sadism I left the society, where I resided, with the lived experiences from the crisis of others both theoretically, practically, and with therapeutically tools. Thus, I had gained a proper understanding of humans in a social, emotional, and existential crisis which might exceed the experiences of the sample, or not. The research dialogues, only, could tell. The municipal council, local health departments, the police, and the church were made aware of the study.

Choosing a method

Investigating sensitive matters by quantitative methods create an artificial distance to the topic and participant's matters. In some cases questionnaires are regarded as the most ethical investigation tool, but experienced from research on stressful and paradoxical situations in the national health care system I had come to know their disadvantages. I had similar reasons to avoid qualitative methods without acquiescence. I realized I needed to avoid the use of most of these techniques. Having read on Alapack, Freud, Frankl, Laing, and Sartre I had deepened my understanding and the nuances of how vulnerable the target group might be. Depression, anxiety, fear of future outcomes, death accidents, suicide, ruined lives, and sexual abuse are themes I met. This means that I could meet participants in grief, and sorrow, revenge, melancholy, (acute and) post traumatic stress. In particular, my concern was centred towards melancholia and the sense of lost hope. Consequently most qualitative methods needed be excluded too. Quantitative methods which assume their need for a certain degree of secrecy could for the sensitive receptor and sensitivized individual, who subconsciously recipes the investigation, provoke a sense of paranoia. By such the researchers observations could elicit the processes associated with Schizophrenia (R.D.Laing, 19982;1990; Napier & Witaker, 1978/2002) Whereupon the researcher can cause the deterioration of the individual's trust, and belief, in own reception, perception, and apperception. I met persons who struggled with issues of trust in intermediary managers, professionals and

the social. Others believed they no longer could have a love relation, a spouse, and be sexually active, due to stress related coronary heart disease. Individuals suffered from grieving their losses at job, the anxiety that rose thereof, and the burden from pills curing depression. The understanding of one self as having become an object of no or less value for one Self (the Ego) and the others might make the individual be pending in between despair and suicidal thoughts. Individuals who have tried every other possibility to save living enters the condition of despairing (not being able to live nor die), and suicide ('thinglyhood'). Communicating with the subjects by screening instruments, as a screening questionnaire, may easily confirm the apperception of one self as in a condition of 'thinglyhood', or of minimal worth, as this can deepen the reason and the effects of their suicidal thoughts, and despair. May be I am wrong in this, but assuming that this was not an issue was neither an alternative. Questions are value laden. And the professional field is highly ethically responsible for its initiatives. *"Values always shine fort." (Alapack, 2010 pp. 104-105).* Hence, I had to balance a need to be met by a human touch and a respectful distance to their psychic pain, and emotional turmoil with scientific demands and ethical concerns. Having studied the effects of sadism and crises on humans while being exposed to the matters I could be attuned to and receipt the matters without questioning them directly. Intimate dialogues could happen naturally and spontaneous. Some revealed nonverbally the negative effects on themselves, the family and spouse. Some participants addressed the issues quite openly. The topic was too sensitive and painful for some. Nonverbally they communicated their matters and disclosed their struggles. When death (experiences) actually enters your lifeworld, questions and emotions that rises thereof are ripe and real (Alapack 2010 p.108). Questions rose during the dialogues. Many of them could openly be addressed; other could only be sources for the interpretation of non verbal cues, or left out. Following the lead in the latter group of questions would be unethical, if not openly initiated and its matters revealed by the participant. On the basis of the above considerations the existential psychological dialogue was my chosen data collecting method. Concluding on the choice of method with the words of Alapack I claim that *"One's personal vision or belief-system always grounds such talks. No matter what or how we say it. The conversation is value-infested and value-laden. We are condemned to ooze our ultimate values, the ones we live by and, perhaps, for which we would die"(Alapack, 2010).* I think the sample is highly receptive for the values that are transcended; prior to

the session, while experiencing it, and after words.

Some considerations on the paradoxes

There are more aspects to this issue, that deserve care-full attention, then I easily can reveal in a public report. This is due to ethical concerns. But following my first intent, when an individual's situation speaks of a human becoming, or about to, a "worthless "thing" " the individual is paradoxically vulnerable to the societal care that is available. The situation reveals deprivation; of sufficient human care. When one has come to perceive one self as a "thing" and then being met by technology, imposed up on them, as substitutes for humanness, when their body and soul loudly cries for a humane touch seeing their despair that rise due to its absence, the societal substitutes for human hood and care as tools, things, and instruments represents might easily deepen their grieving. Hence, their illness might be deepened too. It is another reason to meet them and let them tell, freely, and listen respectfully attentive to them from the perspective of their horizon and existential phenomenological psychology. Lack of time creates a distance, and lengthens it. So can the lack of nearness to the social group do too; the society, the family - the loved ones, colleagues, work environment, preferred interests, a job, the job... you can name it. Therefore, the research dialogues lasted as long as the participant felt for no matter who's experience was disclosed. They revealed their emotional and moral concerns. In no terms were the dialogues conducted as therapeutically sessions, but in accordance with scientifically research and existential phenomenological dialogues.

The inference of the researcher

Since I know the society it is relevant to discuss the question of biases from perception, receipt, and apperception. At the other hand the society's belief in being familiar with me on the basis of being familiar with relatives of mine, or the lack of it, could bias the interpretation of the other on who I am during the sample collection. Our familiarity with the parties involved in the research was for the most part earned more then 30 years ago. A generation is born since then whom I do not know. Later on I have interrogated the situation of the town by listening to broadcasted news from the crisis, investigating news papers, books and reports on the matters. In accordance with the phenomenological method for psychology I had to bracket past experiences and belief. I

investigated research done in town from the perspective of sociology, and physiology. I also studied literature from the perspective of the municipal town's dependency on the company, communal, and political perspectives. Hence I was well prepared for the understanding of the context. Due to the issue of biased interpretation I did a few more interviews then required for a qualitative master thesis. I needed that the participants' stories filled in. Thereof eventual expectancies of mine could be eliminated. My experience reveals that this concern of mine was biased by my natural scientific heritage. The comprehensive analyses of the phenomenological method in psychology illuminated individual phenomena and a critical phenomenon which inflict the local society. Framed in the words of mine and references to the dialogues I advocate that the participants' experiences revealed and the ethical concerns are cared for by far, as far as it has been reasonable in this research. The committees for ethical research on sensitive data, and data collection in research were consulted prior to the research.

Confidentiality

Data were digitally recorded. The issue was one of parties in the contract (appendix). The research dialogues were then transcribed. Secondly, data underwent the three step analyses of phenomenological method in accordance with psychology. That is, both the transcribed data and the analyses were made anonymous, and stored digitally, but not available for internet neither the public. Having an expert on crisis as my supervisor I communicated matters with this expertise. In developing on the research report the focus was laid on phenomena and their commonalities rather than revealing the narratives of the individual. Consequently discussions and phenomena are content with data derived from the entire sample. No names revealing the population are mentioned.

THE FINDINGS

The effect of continuous successful rearrangements is on permanent hold as long as the situation continues (Frankl, 1959/2006). A municipal town fully dependant on a key company has handled a catastrophe of horrific existential impact on citizens and the municipality. Residents and local well fare were put in crisis. Future living in the municipality was perceived at stake. Hence social values were challenged. Some citizens died suicide, some by accidents. Others may feel dead or dying while still existing without legitimate reason to die. Data confirm the success which the media speak of. That is, a significantly more dramatically out come has been avoided right in time before a massive collective depression settled among the citizens since the future of the municipal town has been saved. At the other hand, data reveals the shadow of the society in question; the inferior reality. There is a substantial presence of emotional pain related to the insecurity of future options, (traumatic) stress, and unresolved grief. Add moral pain. Informants shiver when talking about their experiences. Some expect punishment if residents discover who they are if reading the research report. "*A citizen: "If you have a lovable life, don't speak. Otherwise your life may turn ugly."*

Participants. Eight out of then interviews are utilized due to ethical reasons; hesitations and incompetent relation. Four of the participants are employees of the key company. Four are employed at departments in the municipal town. Seven out of eight are coupled to a spouse. The percentage of male and females are uneven. Age varies from approximately 30 years to 70. The research dialogues which are implemented in the report lasted 41:50; 89:31; 62:43; 38:02; 106:11; 71:40; 25:56 and 129:24 minutes. That is, five out of eight dialogues lasted more than one hour out of which two lasted more or less two hours. Participants reflect the experiences from the point of you the individual and from positions cross sectional at their organization. Participants cover the management of structural rearrangements and downsizing. Far more positions than embraced by this report have information of interest, but are not included in the research dialogues. Their contributions in the management of the recent major rearrangement; the municipal crisis, are indirectly studied through papers, media, books, and report developed by political authors, the managers of the recent major crisis, and annually reports from the key company. The literature has evolved form the

research population, hence it part takes in my studies on the horizon from were the participants observe, live and experience. Thus, my literature studies have made me properly attuned to their life and work situation from a historical and up to date perspective. Therefore their references reveal the company and the municipal town. Consequently they are neither not included in the list of references. The report is valid for others than the specific sample. Investigating other companies and societies accordingly require a similarly adequate study on the specific context (horizon) of theirs.

*Phenomena. S*uccessful organizational rearrangements and downsizing in a key company now undergoing new structural rearrangements and downsizing during a world economy in crisis tells about a population in grief, and despair. Anxiety is the leading phenomenon.
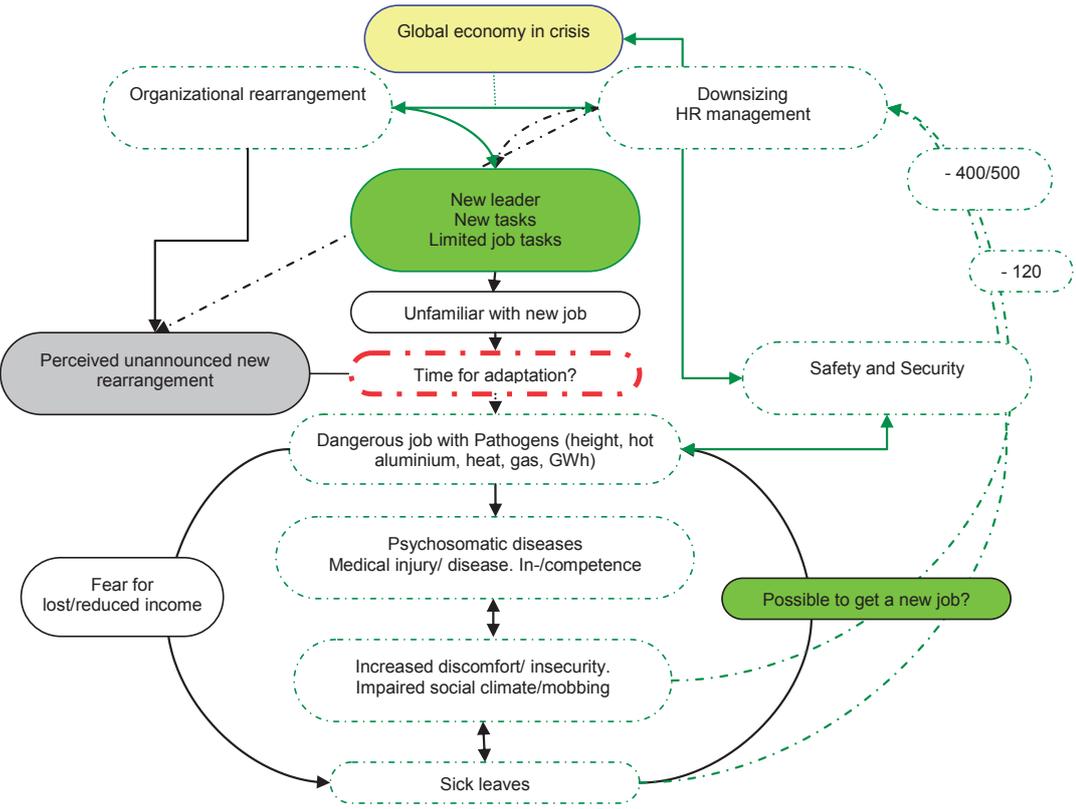

Fig. 1 The individual experiences of the work situation at the key company

Findings reveal the individual's private, professional, and public sphere. While interrogating the success an advocated public agreement which emphasizes the over arching success was found. This successful management of the major recent rearrangement aborted a collective depression. Another silent crisis seems to evolve from the successful management of the crisis, and relates to a unilateral job market, now surfacing under the effects of a global economy in crisis. Participants worry, and cling to the hope in another successful political manoeuvre. When participants reveal job related concerns data pictures that participants struggles with their balancing of conflicting emotions and contradicting demands. That is, the participants experience a paradoxical stimulation which pivots on their need for safety and a promising life in the local municipality. The former successful rearrangement makes them stick to trust in a second success. When it comes to the individual's private emotional account the picture changes dramatically from relief to anxiousness and despair. Their concern relates to the job market, the sort of work force they have become, the possible optional size of income compared to needs and obligations. Can the available options optimally meet their demands? Data shows that citizens worry their private present and future well being fades. Contradicting collective and individual experience speaks of an emotional gap between public consensus on the success and affective individual concerns. The need to talk and ease the emotional pain contradicts the collective agreement on suppressing the emotional expenditures. Hence participants experience an emotional imprisonment in their loyalty and obedience as the flip side of the successful management.
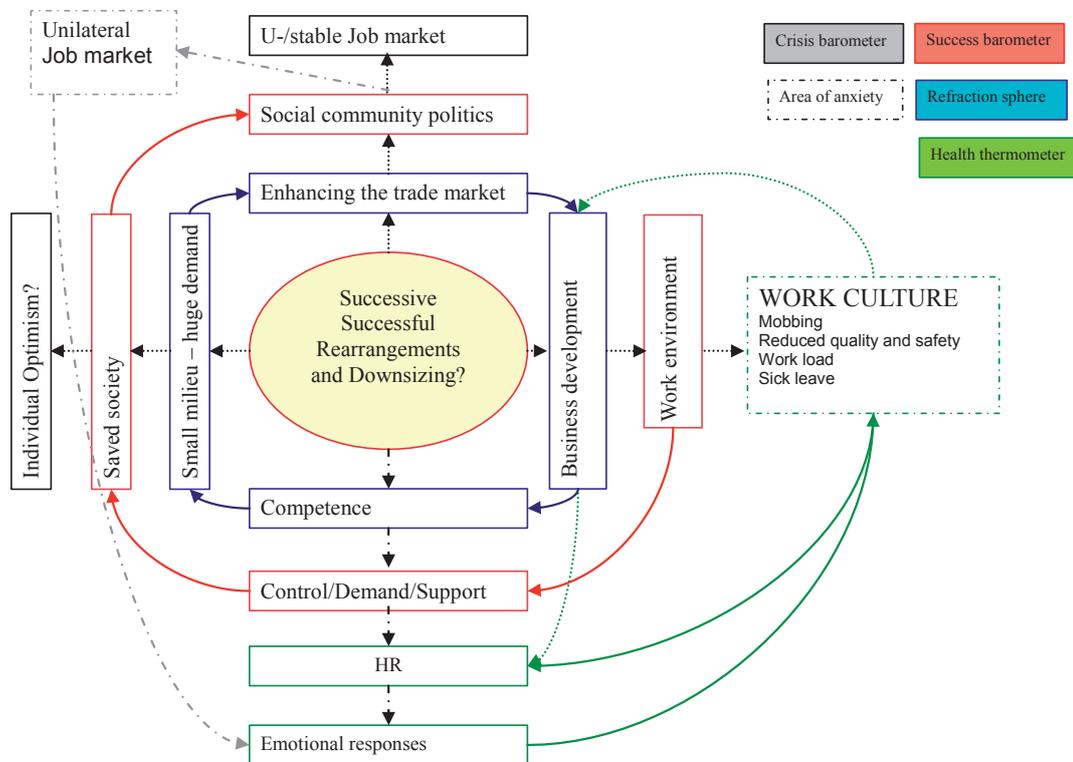
Fig. 2 The individual experiences of the work related social situation; the town-key company dependency

Existential psychological phenomena

Data shows that former and present employees are suppressing emotional pain on behalf of the municipal town's success. Although aware of their anger, disappointment, resentment, and grief they hesitate in disclosing their story in the research report despite the desire to speak. Some of the participants revealed their experiences and the meaning to them. They let the researcher know their situation, but dared not have their story published in the research. Unaware of the consequences of creating a gap between collective appraisal and contradicting emotional distress participants are pushed towards mental and psychosomatically illnesses. If not all ready, despair might be an evolving condition in residents. What does despair speak of? Despair is an improper relationship and the phenomenon at stake in suicidal attempts. *The line between the suicide gesture and attempts is permeable and thin* (Alapack 2010 p.215-217). A suicide gesture reveals no wish for dying, but living. The over arching situations are also

revealing a situation where schizophrenia appears (R.D. Laing& Esterson, A., 1982; Napier & Whitaker, 1978/2002). The schizoid condition is a defence against hostility and origin from distorted love and mistrust (Mayo, 1969/2007). Inhibited and suppressed anger accumulates to rage. Turning inwards the affection attacks the self. Turned outwards the affection operates in the social sphere.

PHENOMENA	ANXIETY – DEPRESSION –DESPAIR
A	**Change Related (insecurity – dissatisfaction)**
	A Loss of Rootedness
	Perceived unannounced changes
	Perceived unannounced changes prior to settled adjustment of recent rearrangements
	Perceived isolation
	Experience of non permission to the new group of colleagues
	Perceived unannounced downsizing of work force/company (rumours comes first)
	Absence of reliable criteria for firing
	Speculations among colleagues on who is the next to be fired
	Speculations among colleagues on who is the next to be fired as source to mobbing
	Employees with personality characteristics which enjoy the option to initiate mobbing
	Strong sense of dissatisfaction
	Paradoxical information
	Dissatisfaction due to characteristics of the job market
B	**Effect Related (sorrow and grief)**
	Loss of/harmed professional integrity
	Loss of overview of risks and danger
	Loss of meaningful context to job tasks (chained job tasks – process overview)
	Loss of attachment/the sense of belonging to colleagues, job role,& intermediary leader
	Shame due to loss of dignity
	Reduced variety in tasks
	Impaired/poor work efficiency which consequences impact work load and likelihood of dangerous situations
	Shame of being ashamed, worried, frightened and anxious
C	**Consequences Of Consequences (fear/worry)**
	Impaired/poor product quality
	Mobbing
	Fear/avoidance of sick leaves (no matter somatic or psychosomatic/psychosocial origin)
	Fear of becoming pregnant (leaves, and the likelihood of lost job afterwards)
	Fear of severe/dangerous injury at job
	Fear of dangerous incidents at job due to issues on safety and job task overview
	Fear of being fired
	Fear/worry for not be offered a new job elsewhere
	Dissatisfaction (general and severe)
	Concerns related to

D	Paradoxical Stimulations (in communication, and emotionally)
	Perceived significally different arguments for being fired by reasons of health
	Exposure to danger and lack of safety procedures
	Contradicting situations - future options/possibilities vs needs
	Being traumatized versus initiating actions which gain those who traumatize
	Conflicting demands
	Being traumatized versus being abandoned any public recognition of being traumatized/impaired
	A need to speak of emotional pain versus abandoned complain
	A need for academic job positions and the absence of jobs accordingly

Tabell 1. Paradoxical situations which the sample of employees revealed

LIFE WORLD EXPERIENCES

The situation of an industrial employee in a town dependant on a main industry as such can be described as an employee who has suppressed own unique needs to the gain of the municipal town's traditional character.

> *Participant: "but hereupon I can see that, but this I have experienced as a citizen, that it actually is a matter of a loyalty to one's shift, to one's colleagues and eehh by such thrives.. and, thus has an emotion in relation to that. At the other hand I have the understanding that there are quite many who.. fore who their attendance at job serve their salary only ..which is their major aim for having a position there." Interviewer: "mhm." Participant: " It isn't much of.. they don't have much of a meaningful content in their job which makes .. They could better had a job elsewhere if this was the.." Interviewer: "mhm" Participant: " but, perhaps my interpretation is wrong." Interviewer: "What you're telling me now has been confirmed by others." Participant: "mn, think it is equally relevant to the.. in industries." Interviewer: "mhm." Participant: "They haven't much influence on their daily work or their work situation, I must say.." Interviewer: "mhm." Participant: ".. my understanding is. I feel that many of them who (pause) conduct more of their daily work, could then had a more.. well, I mean, then their job would actually very much increase it meaning.." Interviewer: "mhm." Participant: "..because the loss of meaning.. hereupon you loose very much of your identity too.." (P3 October, 2010).*

Their jobs has turned monotone. Most jobs at the key company are characterized by high exposure to danger from work atmosphere with extreme heat at 70 Celsius degree, magnetic power from extreme electric power (Gwh), gas, powder, and a product material conserved at a temperature of 900 Celsius. Job operations are conducted from 10 metres above the floor in dysfunctional vehicles where gas concentration and temperature rise. Working at the floor employees operate among, and on, tubs filled with product material at 900 Celsius degrees. Through the tubs runs electric power. Between the tubs is magnetic power in a range that attracts metal. Below the tubs at the

ground floor runs electric power through cables. When an eruption or explosion happens in a tub, warm metal fleets down to the cellar.

Available space between tubs, at the first floor, is adjusted for vehicles which manoeuvred adequately avoid simultaneously contact between two rows of tubs. If contact between a vehicle and tubs, Gwh runs through vehicle and the person who drive. If an eruption or explosion in a tub happens employees must clear the cellar from congeal product material. While describing this job employees shiver, their voice changes in tune and vibrate, they pause. Verbally they (men and women) describe the most dangerous job they have,

> Participant: "The most portentous and frightening situation were when working at the basement. Then anything could happen. Electric power at extreme latitude was running in all direction" (P2 October 2010).

Rearrangements and downsizing

Informants show interrelated situations as origin for anxiety. One of the reasons is the capacity to adapt to ongoing change processes. When the ongoing rearrangements at the company started, management firstly issued rearrangement of work stationeries and in particular this yields P2. The rearrangements started 14 years ago and ended in the case of P2. Still five years later, after P2 was fired P2 is greatly influenced by the work experiences and their impact. P2's skin turns red, the voice change character, pause, energetic, and silence.

In the following description the singular data source is accompanied with the information from others. From the information derived from P1 it is reasonable to proclaim the (extreme) importance that employees are embraced by a supportive social work group. The consequences are elevated emotional strength, well being, and improved morale at work. In the case of P1 the work group focuses on nurturing their collegial milieu as if it is an instrument of necessity for both safety at work and for the job operations. Their efforts are aimed at calm the individual nervouseness but have these 'side-effects'. Colleagues interrogate issues on security, and discuss difficult and delayed tasks. They support colleagues at the shift (group) in manoeuvring their job.

They collaborate on communicating risk and the maintenance of technical tools and instruments. Bringing cakes, snacks, and aperitifs to their lunch brake at a regular pace. Alcohol and drugs are abandoned. Main focus is held on supportive management of high risk tasks, danger, fear, and job task quality. By such they invest in personal and professional confidence. Hench anxiety is reduced to a managerial level and the likelihood of dangerous events is prevented. Consequently, they gain on an increased self-efficacy. In cases of a poor social work environment the work situation is the opposite. Harsh work tasks and the climate have a detrimental impact on their physical and mental health. Constantly awareness on risk is a necessity but its quality pivot on the need for negating the danger. Accidentally incidents turn dangerous if not sufficiently attention. That is while coping with harsh job characteristics one now and then runs into uncontrollable danger. Developing on a supportive work group help predict possible events at risk by enhancing attention, mutual responsibility, and the care for colleagues.

Continuous rearrangements of work stationary gradually reduce welfare; give rise to individual anxiety, and nurture a work culture of mobbing. Consequently unconscious nervous responses transmute to anxiety and escalate to fear and sickness accompanied with grief. One origin of anxiety is pictured as evolving from a perceived constantly unexpected change in which department employee's job position affiliated with. There are many reasons why employees perceived these turn about as anxiety provoking. At one hand, anxiety stem from the perceived absence of announced rearrangements prior to the changes. Secondly are the effects of perceived limited time space between rearrangements. Employees relocated while adjusting to a new job stationary, job arrangement, collegial milieu, and intermediary leader. Employees' experiences speak of an up rooting while about to set roots in the newly acquired work environment. Consequently one could not relate sufficiently, and settle, but work in a condition of an ongoing orientation towards new social and physical work environment. Thereof a stark dissatisfaction evolved.

> Participant: "It is such events which impact well being and give rise to severe
> uncertainty. What happens next? Perhaps the plant is going to fire you?
> Perhaps do we need to relocate to our first work stationary, as for instance to

the most dangerous job tasks? Felt though. What happens is that you can't
thrive" (P2 October 2010).

At first the successive changes in affiliation gave rise to a growing awareness of lack of well being at job. Hence a chain of emotional and social events happened. As employees could not be rooted they could hardly relate optimally to colleagues and managers. Despite a habit of good humour and positive social impact the social milieu at the shift gradually changed to a culture of mobbing. As newcomers employees were unconsciously and consciously perceived as a threat to the job positions of colleagues. Rumours of a new up coming downsizing inflicted their communications. Persistence (loyal to) in job roles seemed neither not to secure ones position. Neither did the quality of work performance nor did experience make job positions safe. Professional skills varied, and so did socioeconomically statuses. Obligations at home inflicted in uncertainty from work. May I manage my financial loans? Will I go bankruptcy? May I continue my planning for vacations? Do we have to sell our home? Can I keep my cottage or need I put it on sale? What about the car can me keeping it? Is there a job position in town available to me? These are question which participants address. Financially well off employees seemed to be less hassled by anxiety, but may not. Grief involved from the loss of loved ones by death, suicide, and accidents, and adds to the burdens from work. Feeling week and burdened by grief and the crisis at work a solid familial economy might be regarded a refuge. Hence, willingly retire from work. Informants struggled with anxiety and tell they responded to new structural rearrangement with an intensified anxiety and higher frequency in sick leaves.

> Participant: *"We dearly made use of every option for a holiday or days off. Then*
> *left with no more legal options for extra spare time we frequently asked for sick*
> *leaves. Our arguments were back pain" (P2 October, 2010).*

Informants' voices shiver while expressing the pain. Body posture changes energetic or turn tense, fixed, and crouched.

> Participant: *"I didn't need a shrink didn't I? I managed well? (P5 September,*
> *2010).*

Taking into account that job tasks require a constant awareness to high risk events and procedures, employees had to balance their nervousness and the possibility of being fired with the possibility of being severely wounded. Handling a job position with high exposure to physical threats, growing awareness of lost well being, and up-rootedness, have according to employees resulted in rapid elevation of fear, anxiety, and grieving due to losses of social relations, dignity, job integrity, and respect. Prior pride in proficiency, and an accordingly self-efficacy, in a life threatening job situation fades in the face of the consequences of the consequences of continuous new structural rearrangements.

> Participant: "You were never safe at work, you know. Actually it is a dangerous work. You know, you could run into electricity at high amplitude anywhere. We had, though, a dangerous job. Therefore we should be 100 % safe" (P2 October, 2010).

An informant describes an accident 30 years ago which still lingers in the participant's reception. The accident was not perceived as anxiety provoking that time but afterwards. Mixed with the emotions from memories and recent rearrangements need employees balance a required paradox; My family and I am dependant on the job which I fear. Response surfaces in the aftermath of the successful manoeuvre of the local crisis. Even though settled in a new company the story still impact emotions and intervene in the memories from the recent down sizing and the structural rearrangements. As the participant traces back in history responses show forth.

> Participant: "the accident deadens him not, but he was retarded ever since" (October, 2010)

The mobbing culture that rises partly evolved from employees' emerging fear of being fired, they tell. Employees with asocial personality utilized the situation.

> Participant: "When returned to our original work stationary we were not accepted nor socially integrated. Then we had become an unwanted appendix." (October, 2010).

Colleagues who usually were perceived as glad, amusing and nicely contributors to a nurturing social work environment became the target of others projection and mobbing. Gossiping and non professional calculations, in the collegial group, on who is next and how long time left at the key company were «benchmarked» by health, age, professional skills, and licensures/certificate. Unpredictable changes, dangerous job situations, anxiety, reduced their concentration at job tasks, impaired health, and losses were the arguments which for the employees counted in benchmarking the value of the others as a future employee. The impact of structural rearrangements and downsizing had had, and persisted with, a deteriorating effect on health. Consequently psychosocial illnesses developed and gave rise to the fear of being fired for reasons of health even though originally healthy. It is a challenge for any new employer who hires the work force. The global crisis and the political adjustment impact the range of businesses in town. Employees' health and well being may depend on whether their establishments manage the challenge. This is a concern which was addressed by the entire sample.

> Participant: "And despite the newly earned variation in businesses the key company still is the main industry in our town. When the key company downsized activities of theirs were moved to new and established companies. As they did so these establishments landed a contract with a guaranty that the key company was their customer for a contracted number of years. The result from this is that the newest establishment has priority over other businesses in town whenever the major industry needs a service similar to what they offer" (P7 October, 2010).

Anxiety and its burden were further encompassed with the lack of care for safety procedures. More and less careless, established safety procedures and tools, at work, were more frequently inadequately utilized.

> Participant: "it happened when we were at the derrick that it suddenly began moving while we were doing service on it. While up at the derrick we operated in a vvv vvery (stutters) unhealthy atmosphere. So, perhaps this is a reason for the increase in diseases" (October, 2010).

Simultaneously with a renewing awareness of toxins and pathogen job situations they were constantly approaching the every day danger at job in a state of illnesses and dissociations. Nervousness concerning present, future, and family well fare was unavoidable. These responses were still inflicting individuals' years after the chained experiences had begun.

> Interviewer: "Does it impact safety or like wise?" Participant: "ehh, yah, so I mean (whispers while pondering)" Interviewer: " How do you think, what is the concern of yours when safety decreases and the stress level increases?" Participant: "Neehh, security issues need have priority though. Always alert. Trying to be aware though." Interviewer: "You are always alert to possible incidents?" Participant: "mhm, mhm" Interviewer: "How does this influence you?" Participant: "Ehh, not now. Not anymore. I have learned now how to relax (the participant shiver). I'm concentrated on one moment at a time" (P1 September, 2010).

Some say the organizational rearrangement started in 1970ies, others say 1994. New groups of employees were fired during the time period of this research which data collection began by summer 2011. During a time gap of 15 years approximately 600 employees were fired. Jobs disappeared. The majority left and re-established during a time gap of three years. The work force was downsized with 520 employees from 2004-2007. Experienced with structural rearrangements, and emotionally weakened a questioned rise on whether there is a marked for the sort of work force they represent.

Safety and danger
a) *Technical tools.* Anxiety derives from organizational low cost security and relates to the state of the vehicles and technical tools. The perspective is from the understanding of employees. These equipments facilitate a safe work situation and jobs are handled from vehicles at the floor or under the ceiling. Work operations are conducted near or on top of the tubs with heated product material. Already exposed to gas, an atmosphere at 70 celcius, powder, and electricity (Gwh, magnetic) vehicles operates at a more extreme condition and protects chauffeurs from pathogens as gas, dust (powder), magnetic fields, electricity, and the hot product material. Due to the arguments which

employees meet when approached to intermediary leaders their experience of less worth is confirmed through how intermediary leaders verbalize care for finances and low cost security. This situation makes employees (the work force) worry.

> Participant: "New vehicles were bought in the 1970ies. Technical tools are usually warned down during a summer season. As we are too. The heat and the dust.. and the magnetic power so to speak. It is mostly the increased heat during summer months though.. We have fewest vehicles available during the summer season" (September, 2010).

While interrogating why the vehicles warn down during summer seasons informants stutter. Both words spoken and the thinking seem stutter and pause by the growing awareness of subconscious discomfort and anxiety; physical nervous responses, shivering, tense, voicing a suppressed weeping, these are signs of sorrow

b) *The organizational arrangement.* Informants tell that the implementation of a new organizational structure intends to facilitate employees' responsibility and commitment to work, but actually has resulted in a fragmentation of job tasks. Hence employees experience a loss of a necessary over view of chained job tasks. Consequently employees lost the personal control of sequenced tasks which utility has served proactive safety manoeuvres of employees.

Prior to the changes in structural organizational arrangements employees were familiar with the variety of tasks in the production line. Being familiar with the array of chained job tasks facilitated safety manoeuvres and job performance. Newcomers may not be introduced to the different tasks.

Employees understand the implementation of organizational arrangement as intending to delegate responsibility to employees. According to participants the new organizational arrangement has delegated a leader's responsibility to employees who are not comfortable with the kind of job role as such. Discomfort in job role and the loss of job variation has had a deteriorating effect on employees' motivation. The loss of a meaningful job is followed by a loss of interest in their work, they say.

Interviewer: "Which rearrangement had the most significant impact on you?"
Participant:" On me?"(a touch of surprise) Interviewer: " mhm" Participant:
"must be the new system they implemented recently (the voice change
character, become tense and vibrate) in regard dividing the work force in
smaller groups. We were separated in accordance with a particular job task ..
compared to last year when I .. yester year ..   yester year we regularly
exchanged (an emphasize on 'regularly')between different job tasks (energetic
and glad) aand ..I would say that (tense, almost bitterness, the voice vibrates) it
is more positive for me though.. I prefer a variation in job tasks (disappointed –
almost an angry tune. Listing the different job tasks) So.. we took our turn at
each task sequently and continuously and then, I felt, I got more (pause)
content (the tense tune and suppressed emotions returns) in my work so to
speak. Such as (pause) and experience (lowering the voice and calm) in regard
what to do at the separate job operations and contextually." Interviewer: " So
during a day at work your job tasks could vary at that time?" Participant: "No,
not a day, but the work period displayed task variation." Interviewer:" the
period, yes .." Participant: "Yes, and perhaps one.. it could perhaps last 14 days
to three weeks at a certain operation (tense voice) then you moved to another
operation" Interviewer: "mhm" Participant: "one period had perhaps a shorter
duration then you moved to another operation which would perhaps last over
three periods, and then returned to the first job operation again (very tense
voice almost as a worry (g r i e v i n g)*) so to speak we constantly moved*
around from operation to operation" Interviewer: "mhm." Participant: "I'm
only at one operation now. (tense voice-disappointed)" Interviewer: "Do you
operate at one particular operation at different stationeries?" Participant: "No,
I'm at one stationary only." Interviewer: "one only." Participant: "I belong to the
X stationary" (P1 September, 2010).

Employees who are experienced in the range of job variety feel downsized as
professionals. Besides the loss of professional integrity, limitations of job tasks
withdraw employees from having a sufficient over view over chained tasks which
process the plant's product. Consequently employees have lost the opportunity to know
in advance when to be extra and adequately alert for possible up coming challenges and

dangerous situation. Hence, employees have lost hold of their control on own (and the colleagues') security procedures. A sense of being in continuous danger increases due to lost opportunity to know in advance when to be extra alert for dangerous incidents. So far the issue on safety is therefore related to organizational arrangements and available technical tools:

> Participant: "The group of colleagues differ (different shift)" Interviewer: "yes?"
> Participant: "in regard how job, the operations is arranged" Interviewer: "yes?"
> Participant: "yes" Interviewer: "physically, environmentally or in regard job
> operation?" Interviewer: "Could be job operations, couldn't it, for instance as at
> the shift of mine (..) we commute 60 items in 8 hours. Then you have to take
> time to prepare for the 60 operations. You have perhaps one or two vehicles.
> How you organize employees at the variety of conditions differ from shift to
> shift." Interviewer: "so it relates to the kind of tools you've available."
> Participant: "yes" (..)Interviewer: "so this variation in how the job operation is
> structured doesn't impact the safety of yours?" Participant: "no" Interviewer:"
> the concern is available vehicles only?" Participant:" mhm" Interviewer:
> "hmm..do you always have sufficient supply of vehicles?" Participant:" mno.
> (..)Interviewer: " does it has influence on safety or that like?" Participant: "eh
> yes, I have to say so (whisper)" (September, 2010).

c) The *impact from affects.* Consequently discomfort, fear and anger due to danger, the loss of worth and respect rise which might elicit defence mechanisms of many kinds. Employees interrogate reasons by which intermediary leaders communicate a low priority on safety and maintenance of tools.

> Interviewer: "how would you describe the information process? Who.. This has
> been a to lousy process you say.. what exactly do you have in mind?"
> Participant: "There are too many intermediaries. Mmhm (tiny pause). Earlier,
> we had on bas only and need to relate to this manager only and now I have..we
> have one department manager and one professional task manager at each sub-
> department. Pluss job managers at the stationeries, haven't we.." Interviewer:
> "mhm" Participant: "so, there is many such (tiny pause)" Interviewer: "when

you should..)" Participant: "to relate to." Interviewer: "When you send messages
upwards in the organization, how then do you need to proceed?" Participant:
"Then I have to address the issue to the department manager." Interviewer:
"and if you speak to deaf ears?" Participant: "Then, then though I would address
the issue to the manager of professional tasks (pause)." Interviewer: "if.."
Participant:" then above him" Interviewer: "and then you are addressing the
issue to..?" Participant: "the plant manager" Interviewer: "you are not
addressing such issues to the R department or others?" Participant: "No, I don't
think so (the voice weak)" Interviewer: "When you receive? When you will
retrieve information about new events and changes. Does any message about
issues which influence you daily work..)" Participant: "mhm" Interviewer:
"where should you, from where does the information come?" (tiny pause)
Participant: "We have off course a step in function. This is why we are
addressed job managers. We begin at work 5-10 minute before the rest of the
shift come and release the shift who are about to leave. We who are task
managers. Then we get information on whether we have sufficient supply of
technical tools. We are supposed to receive information from the entire period
we have been off work but seldom do. Most often we get information about the
last or the two last shifts only" (P1 September 2010).

Participant: "there is something that I cannot understand. Aand, but I haven't..
made any.. I haven't messed it up or the like. I ehh... I've accepted the situation
and.. but how it was solved is..eeh, it is .. condemnable if you ask me (pause). So
to speak, eeh" Interviewer: " eh, what, do you have an idea where in the
organization, at which level or department which .." Participant: "who miscarry
or who..?" Interviewer: "my intention is aimed at knowing more about your
description of how the organisational arrangement and the communication
lines are." Participant: "Yes, well" Interviewer: "What happens and eventually
where does the information stop?" Participant: "No,.you can say that..eeh that
is.. The interpretation of mine of the plant, which has sustained some years, that
is ..there are exhibited a nice displacement of responsibility which most
organizations of to day have. Tat is, if something has to be done, then they tell is
stems from him or her or that department and therefore you just have to do

what you are told to. And if something else is about to happen, they say that this responsibility belongs to another one. It is his, it is her it id their responsibility. So tat, it is ok that the message comes from upper departments, it is quite ok. (..) But, that it is though..eh.. a professional says something which is a suggestion of minor importance, which does not has a strong impact on a situation, then it rely on the department on how they want to interpret the suggestion. Thereupon the department states that it is a strong argument because it stems from a professional" Interviewer: "mhm" Participant: " and thus, doesn't it, it become .. no it isn't me, yes but it is him or he who said so. So what happens, it is for me a minor suggestion, isn't it. You, you can't really get hold on who says you are not a sufficient employee. You, you, you are left in..to..and..yes (pause) and.." Interviewer: "so the information passed from the professional to the manager at the work department to the manager at the HR department," Participant: "Yes." Interviewer: "top management?" Participant: "Well, yes, the top management hasn't dammed much to do with this. But this matter concern the HR department and the professional on health issues, I claim. But, it is possible though that it is an issue of confidentiality too that the professional can't reveal employee sensitive information, but this can also be an issue of other concerns" (P4 October 2010).

Participants describes further details on how information and intermediary decision making impact stress, security and the physical and operational challenges and health, but addresses the issue of confidentiality when revealing the situations. Inflicted with the fear of being physically harmed, fired, prejudiced, suppressed anger, disappointment, a variety of coping strategies, and bitterness employees operates at their stationeries. Inhibited emotions may operate subcutaneous and subliminally, surface, and impact decision making. Another aspect of the issue relates to the matters of safety is the problem with communicating needs and situations directly connected to safety. Finally is the likelihood of deteriorating product quality and its relatedness to troublesome communication and increased probability for dangerous incidents. Consequently a cancerous situation appears at the lower organizational level of product processing tasks.

d) *Health issues.* Job task happens in successive sequences that are interdependent on task done with professional accuracy. Whether tasks are professionally processed depend on whether technical tools are available at any time and available in an adequately state. Adequately state refers to whether the technical tools hold a condition which protect employee from environmental pollutions. This is pollution which may harm skin (dermis, epidermis), respiratory system, eyes, and hearing. Adding to this list is burden from strain. Adequately addressed the burden from stress can prevent coronary and heart disease, the detrimental effects from nociceptive initiated somatic diseases. For instance, stress impact the cardio vascular system and initiate coronary heart disease, as grieving does. Hereupon grief is a killer. Eventually sustained stress initiates a variety of somatic diseases (Ursin, 1993;1997; 2005). Holger Ursin (ibid) claims that there is no linear relationship between subjective health complaints and health, and mentions that there are individual reasons. He focuses on an individual factor which influence stress experience and nociceptiv activation. Meaning, the individual apprehension has decisive effects on whether nociceptive activation has a deteriorating effect on soma, and eventually kills. Consequently adequate grieving is crucial to healing (Alapack, 2010).

> Participant:" There seems to be relatively many citizens who suffer from diagnoses as asthma and cols." Interviewer: "hm, ok?" Participant: " Ehhh for some it is related to work, for others this might be due to smoking. If one acquire these illnesses it is then less likely to get a position or working with certain tasks at the key company" Interviewer:" mhm" Participant:" because the environment (atmosphere) isn't optimal for the lungs." Interviewer:" mhm" Participant:" Ehh because ..and ..the key company have no interest in worsening their health, I assume." Interviewer: "mhno" Participant:" employees .. are though regularly attending at health assessments" (P3 October, 2010)

While processing their job tasks, employees are facing extreme heath, gas, and burns from substances at approximately 900 Celsius. Employees' experience that unbearable work situations appear if not sufficiently protection is guarantied.

Interviewer: "but I've investigated .. in regard temperature and physical challenging tasks, and.. it is rather (pause) you have financial benefits for dirt and risks.. it is many of the kind" Participant: "yeshh" Interviewer: "but.." Participant: "yeas there are actually many beneficiations" Interviewer: "Yes, it is so financially speaking" Participant: "yeah" Interviewer:" but, that which fore you receive these incentives are these like wisely easy to handle? What constitute the threat.. is it part of the picture when you organize (planning) the day's work by that you make it safer for you to do the operations or is it related to time management.. so as to have the tasks completed in time, also when cases of extra incidents happens, and still complete tasks without being burden with intensified stress ?" Participant: "eehh yeaaa (pondering and slightly doubtful)" Interviewer: "Do I understand you correctly or..?" Participant: "Noo, eehh it is correct (emphasizes "correct") how you words it, because it depends on how much time it takes .. (pause)" Interviewer: " the extra which.. that happens yes, the extra ordinary which happens (both; the participant and the interviewer expresses the same words simultaneously) mhm.. (pause) YOU have a good margin as far as haave .. as far as the business eee.. work in normal terms so to speak." Interviewer:" mh yeahh?" Participant: "that it is a good (underlining 'good') drift" (the Interviewer attempting a contributing comment but the Participant eagerly takes the word) "If it is poor drift then we can manage (control) this by available time spent." Interviewer:" When you speak of good or bad drift, then what exactly do you have in?" Participant: "Which as I who is a 'X' worker, but it is equally relevant for 'Y' workers, because we are shifting coal sticks and make aluminium." Interviewer: "mhm" Participant:"aaaandh are tha coals in a very badly condition and slips and this turnes out to be a lot of extra work to pick them up from the tubes" Interviewer: "mhm" Participant: "then it requires a very long time pace." Interviewer: "mhm" Participant: "and you can't have many tube conditions as this because you have 60 coals that are to be shifted during the 8 hours." Interviewer: "mhm" Participant: "and if you meet many of these then eeh…it happens that time flew" Interviewer: "mhm. So, it there are 60 coals to exchange during 8 hours and 12 hours..?" Participant: "and ninety-six coals in 12 hours." Interviewer:"96 in 12 hours?" Participant:" yeah, I believe so (low voice- almost

Gas leaks into the cabin if filter does not work sufficiently, temperature rises from 70 Celsius if air condition is impaired. Warned down vehicles makes the working conditions an extremely dissatisfying experience and challenge health. Consequently job task cannot easily be worked out properly, if technical tools do not meet required protection. Employees need then do their work by a manual method or the job cannot be done. Hence, the work method reduces work efficiency by hindering the professional group in completing tasks in time. That is before the following sequence of chained tasks continues. Hence we can add the wounded professional integrity to the pool of affects and the sampled effects which also the next groups of employees, who preserve the continuation of tasks, are burdened with on addition to the extra work load with the similar inadequacy of tools that are (or if) available. This give rise to prevailing stress and the elevation (intensification) of emotional responses related to fear. Hence accumulating sick leaves, meaninglessness, depression, and worries appear.

The core process is as this; job tasks depend on a smoothly overlap. For this to happen employees need a sufficiently amount of employees at job, and a certain amount of available technical tools that meet required standard of security. If not, the process slow down. Consequently it happens that items collapses and fall into the processing product material at 900 degrees. These items need be removed from the warm material in time, before dangerous explosions appear.

> *Participant: "and I haven't at all participated at (low pitch voice) such things ,*
> *which I would like to, but which I also would NOT like to perform at, because*
> *there is such a danger that follows (tense laughter) (tiny pause) so"*
> *Interviewer: "yes, what, due to the electric power, the magnetism or the power*
> *cables or.." Participant: "the cables and if metal and the material in the tub is*
> *flowing over its edges and hence is fleeting on top of the cables, then it is hot*
> *though. (..) (tense trout, neck and voice)" Interviewer: " mhm" Participant:*
> *"metal is floating around (pause-sigh). It is dangerous. You can, electric power*

at high latitude can strike you iiiif..if you touch...fail and touch upon the wrong thing. So there are many dangerous situations (lowered voice) (the participant describes the various job operations) *(..) But concerning the coals, you know, the rows which you shall.. eeeh (tense, shiver) exchange, you know what to do, but. At the tub operations certain events may happen in a sudden (the participant perform an improper speaking ability as happens many times during the dialogue) you know, you do not know how many tubs you are supposed to empty. You don't know how many tubs are content with unstable substance. You have to conduct controls and that like. But at the coal exchange (sighing) it is a piece of cake mostly. If there is good drift then it is (pause) nothing to worry. (..)" Interviewer: "But, does it follow the same procedure every time?.." Participant: "mhm" Interviewer: "Nothing which can cause extraordinary incidents happen beside if coals are.." Participant: "mhm" Interviewer: "..impaired quality?" Participant: "mhm" Interviewer: "When the tubs are unstable, what happens then? It is the heated process, the heating, or?" Participant: "No, it is, it can be too much product material in the tub, can be too much metal, could be pieces of coal. The coals (shiver; tired? or tense) which are polluted with the materials from within the tub or unstable tubs. Then one need initiate new controls." Interviewer: "is it then explosions, or eruptions, occurs?" Participant: "yes, blows occur, and it, or it can be a matter of too much metal compared to... Could be too much or too little. Then we need try stabilize the tub"* (P1 September 2010).

If certain items sustain at its service until it collapses its fragments pollutes the product material, and dangerous electrochemical reactions develop which in turn may cause serious injury on employees. Consequently the pollution reduces the quality of the industry's end product. Aware of the danger employees start collecting the polluting items from the material to the gain of the plants need and the colleagues need for security. Paradoxically it is a dangerous job to do the clean up, and particularly under the situation with impaired awareness. Employees are handling huge demands from emotional turmoil, physical requirements, and danger.

d) *Communication* related to intermediary leadership*. A frequent mentioned reason for the hassles described above is related to information from, perceived attitudes of, and the intermediary leaders' management of their job role. Employees experience that information is filtered and stopped. The need for sufficient number of colleagues at job and appropriate technical tools are to be communicated through intermediary leaderships. Consequently several issues are embedded in conflicts that rise. Accusation of who is responsible for what flow towards both parties and the upper management. Intermediary leadership's is perceived as having the authority to interpret, comprehend, evaluate, and filter communicated messages from employees and its flow through the organization. Intermediary leaders' apprehension and decision impact employees' trust in them. Apprehension influences in decision making. Left are managers and employees with a lack of an adequately understanding, the lack of adequate tools, and in a condition of an infectious frustration (see citation from P4). Emerging anger, disappointment, and bitterness rise as a consequence of the consequences of employees understanding of intermediate leadership's insufficiently comprehension of the total financial situation of the plant, and the danger which employees are facing. This gave rise to a belief in a conspiracy between intermediary leaders (see also prior P4 citation),

> *Participant: so, the process in itself from the moment I knew, I was a sufficient employee in January but not by March, wasn't I, and this is what I do not quite understand, though. So that (pause) it seemed as if they searched with torch and light to find employees they could be suspicious towards in regard health issues and find a reason to fire them. Because, very few had health issues, I believe. I just got a diagnosis that I suffered from cols in a degree which is normal for citizens in any town of a certain size, because you breathe dust" (P4 October 2010).*

and of being a devalued group of employee at the company. Employees describe these experiences as signalling the worth they hold as employees, and the product quality. Employees tell that information is residing in the intermediary level of the organization, and displaced. Realizing that money is spent on the make up of the work environment and not on expensive repairs of technical tools was confirming their disapproval. The

argument informants reveals is that maintenance of signs are cheaper than repair and renewal of technical equipments.

Until anxiety rise to sky high levels nothing more dared be done than coping strategies invented by the individual and groups of employees. Social facilitation (i.e. Cote, S. & Hideg, I. 2011 p.55) is displayed by a diversity of individual skills. Employees' attempts intend to meet their needs, balancing emotions, and an emerging despair.

> *Participant: "I'm delighted. I thrive at my shift (tense voice). It is this which make me be on top of my worry aaand.. A good social environment." Interviewer: "When you say it is these which make you manage the situation, what exactly do you have in mind?" Participant: "Ehh yes, that I stay and do not change... I have though been offered a job at other industries." Interviewer: "mhm" (Pause) Participant: "aaahnd eeh.. It isn't difficult to get another job in this municipality (tiny pause) I hope." Interviewer: "nneh" Participant: "if you are eager you get a job...in retail or cleaning or at the communal services" (P1 September 2010).*

In one occasion a group of employees motivated a selected leader to by pass an intermediary leader. When calling for attention from the plant's manager they earned an immediate and adequate response. Due to the perceived situations as described one employee reveals that the lust in a better job positions and the following increase in salary is decreased by having observed intermediary leaders' management of primary tasks, the fear of danger, and the accumulated responsibility that follows a better job position. But still, despite the possibility of being employed at another company the employee chose to cope with the situation (see *Home and Family*). By inventing strategies and social benefits among the work force at the shift, the employee enhanced the shift's social work environment and the employees' anxiety management. The group's internal relationships developed, and so did their commitment to each others well fare and safety. The intention was to focus on pleasure and security. Hereby they created a belief in stress and anxiety management by focusing on joy, developing a good social work environment, and facilitating their team efficiency. Fear is a fact at work. At home await children and spouse a more or less subconsciously nervous family member.

Home and Family

Despite the possibility of being employed at another company the employee chose to cope with the situation. The deepest fear, says the informant, is the risk of putting the every day balance of the family at stake. The well being of the family has decisive power on job seeking behaviour. Although attentive to the local job market, the job position at the key company is carefully maintained, say participants. Thereof has the effort in improving the social work environment and the fighting for improved technical tools a meaning for the private sphere too. The work environment is more attracting and its impact on employees influence family stress as well. Family stress is a matter which one participant say accompanies the search for alternative job positions. Another participant relates the need for a meaningful job as decisive on job searching behaviours.

a) Mental health

> *"Participant:"There has been a gradually increase in the amount of clients over the recent then years. It has. And at least, eeh, but it seems as if the increase flattened some years back, that we from then had a stable number of clients over a certain period of time." Interviewer: but, do you know, du you remember which years?" (pause) Participant: "that the increase in clients stopped? (sigh while ponder) eeh, yesh, I think the increase reach the peak about 3 years ago. Then the increase flatten..these three years. Because some are leaving and some are coming, but the number of clients seemed stabilized at 50-60 clients. Aaand I know though, when the rearrangements began, and prior to the new industrial establishments, there were a certain disquietude in our clientele, but I don't believe we had an increase in clients due for instance, or had, downsizing or by reasons of disquietude, about this I actually do not know. But we have though during the recent year had an increase by 25 new clients since January. But neither not do I know whether these came as a direct response to the ongoing downsizing." Interviewer: "Which diagnoses are represented among the new clients of yours?" Participant: "Ehhm, the recent clientele suffer mostly from depression related anxiety, eeh off course some who suffers from more severe illnesses, but that.. this is how it has used to be. Yearly comes some clients*

*who suffer from reasonable severe diagnoses which in a way surfaces while
having earned some years of adulthood. Eh, but" Interviewer: "May I ask which
diagnosis in particular?" Participant: "Would be though these of schizophrenia
with psychosis, and drug related psychosis." Interviewer: "Are these diagnoses
frequently present?" Participant:" Yes, we actually have many clients of these
diagnoses. How many of the total percentage of clients, I can't tell, but"
Interviewer: "if compared to 50 clients.. approximately?" Participant: "Myes, at
present we have .. lets say 70 clients if so we have approximately 10 who due to
lingering drug abuse suffers from some kind of mental illnesses and who have
gradually caught an illness as such. We have though many who suffer from
anxiety and depression, but actually also, psychosis.. eehh ..problems (a break -
pausing) But eeh," Interviewer: "So you are saying that the increase is in
anxiety, depression, and you said psychosis, schizophrenia?" Participant: "Yes,
in a way always been. I do not believe there has been a change the last 7, 8, 10
years." Interviewer:"but, is an increase in the percentage of them?" Participant:
"Mm, you know what? I actually do not dare claim so. Whether it is an increase
related to these diagnoses" (P6 September, 2010).*

b) The *working hours* holds another time set and schedule than retail businesses, public
sector, and the public health care services. Paradoxically 12 hours at work is by some
employees regarded as more leaned and less risky than 8 hours. Single employees
without a family or a spouse disagree. The explanation is as in the following description.

*Participant: "I have in mind that which (considerate) are done ehh actually I
was against the 12 hours shift when we had to sign... at our voting."
Interviewer: Yes?, can you outline the matter?" Participant:"I acknowledged 12
hours because my spouse was about to has 12 hours shift. Then I had 1
weekend where I.. (ponder)He went to work on Thursday (emphasizing '
Thursday', and pause) aaand then had I night watch aand then had he day
shift, and then comes (ponder)then have I evening shift on Monday and
Tuesday. Thus I can't see him un till Monday afternoon or if I am at home by
eleven p.m. (pause) from Thursday on." Interviewer: "mhm" Participant:"Thus*

we have one weekend which we pause)" Interviewer:"How impact the children?" Participant: "Noo, it has worked out fine, actually, because now they are grown enough to manage on their own" (P1 September, 2009).

c) The *dependency on a key company and the Limited job market.* This topic is addressed by most of the participants, but employees tend to avoid addressing this openly. From the point of view the sample instability in job market, family responsibilities, age, gender, and professional skills are themes of concern. The pertaining anxiety is nurtured by a possible future out comes.

Participant: "Some reveal that they fear being out of work..that they are going to be fired..those who are still employed now during the ongoing downsizing of the key company. This concern..mostly ..that is..this is embedded though.. their main concern is economy..actually..they belive they are dependant on a certain size on their salary to manage a reasonable life". Interviewer: "family needs, home, house etc. ?" Participant: "Yes. It is my understanding that it is the younger generation ..ehh..that worries the most then the older generation.. Eehh..(pause) although.. that is ..I would believe .. hmm..they do not fear loosing the job in itself, the loss of colleagues or the loss of the job. Their main concern isn't that, but financial concerns and whether it is likely to get a new job.. you know..there are not many choices when it comes to job offers here in town." (P3 October, 2010)

Participant: "I haven't experienced that ehh.. as one ..can read on though..that it is likely ..that downsizing, the likelihood of being temporarily without a job, and that like increase the consultation rate at health care or of sick leaves ahead of the announcements of downsizing. Not a big issue, it seems." Interviewer: "you folks speak though of successful successive rearrangements" Participant: "Yes, so it was until the financial crack raise." (P3 October, 2010)

Participant: "And then off to the medical doctor prior to the rearrangement and this was quite OK to me...so I should only.. then while having done the lung test I would then do an second one six months later, just to control the

capacity." Interviewer: "the regularly lung test you have?" Participant:" Eh, yes, and then came Mars, April or approximately so, and then it happened eh, eh, then should the key company imp.. implement this new rearrangement then. Consequently I had to apply for my own position again..and it was OK to me. And I paid the doctor a visit again, and this was actually ok to me. Then the management called me because the doctor had told them my lungs were not healthy enough to continue in the job of mine. This was a.. somewhat .. I understood nothing, yeah." Interviewer: "but e medical doctor told you your lungs were ok?" Participant: "No, the doctor, yeah yeah, and I off to the doctor again – What is the reason for this? Yes, it was though only an advice from him, said he, so then it is up to the department to decide how they will interpret his recommendation. OK?" Interviewer: "did the doctor recommend that you were still employed or did he not?" Participant: " Yes, though, he couldn't so he did, that is as far as my lungs hadn't the best capacity he either not could, then he sent them a recommendation, he couldn't tell I was to impaired either, but sent a recommendation which told them I was with in the range of accepted lung capacity but at the lower end at the scale" Interviewer: " Yes, Ok." Participant: "and this was receipted by them as to impaired lung capacity of mine." Interviewer: "mhm" Participant: "and, but I was advised to apply again.. thus, I would for sure get a new position. Wasn't a problem they said, wasn't at all a problem. I better apply on this and that and that position.. would be ok. But I didn't get any of them. Suddenly I was an employee too much and belonged to the group of fired work force. OK. And went to the doctor three times and each time with a different result. And ehhm.. they were eager in having my signature stating I would retire within a certain date." Interviewer: "was it the medical doctor or the management who urged you to do that?" Participant: "No, it was the HR department. .and there were written a statement which told me that if I wanted to control my lung capacity at another doctor I had to initiate the consultation my self, and on my own expenses, and travel to the neighbour city for this purpose. (..) It is though a 'chaotic'(exchanged the original concept) process." (P5 October, 2010)

*Participant: "it was in the mid 80ies. I was employed at the key company, and "
Interviewer: "were you employed at the local department or another one?"
Participant: "I was at the local plant. The plant underwent a downsizing that
time too. I was employed on contract for a certain time period, but the contract
I had was about to run out, and I had to retire when it departed by Christmas.
Afterwards I got a job and had to move to another part of the country. I stayed
three, in my new job, for a couple of years..then I returned" Interviewer: "What
made you move?" Participant: "well I got a job there, so to speak" Interviewer:
"mhm" Participant: "Weren't any possible jobs to get here" (P1 September,
2010)*

*Interviewer: "How did you experience the loss of your job position at the key
company?" Participant: "No.. (the voice' tune rise) right then I felt it tough to
releace my ties to since I was familiar with the place and had my social
environment here and the spare time activities of mine were here.. leaving my
friends and untie ..but I got many new friends in the new situation ..rather
quick" Interviewer: "How.. what made you move to this location?" Participant:
"was the job" Interviewer: "mm.. did you have anyone who..or did you apply.."
Participant: "No, it was the public employment exchange who recommended
me the move." Interviewer: "mhm" Participant: " and" Interviewer: "did you
have a social network there prior to your move?" Participant: "No. None. The
only I had, I came to know later, was that the company had an out look for
people from my county because people from here are regarded as work force of
high quality (laughter)" Interviewer: "(laughter) so, you had an advantage?"
Participant: "yes (laughter)" Interviewer: "How was the job compared to the
one you had at the key company?" Participant: "two very distinct jobs. (..) I
could make use of the education I had. (..) Interviewer: "What made you return
to your home town?" Participant: "(sigh) I just wanted to return" (..)
Interviewer: "thus, when you applied for jobs and returned.." Participant: "No..I
applied for some jobs at the other town firstly and actually attracted some
interest from employers but I came to know that an intermediary wouldn't
make a new hire and therefore spoke negatively about me to the interested
employers.." (P1 September, 2010).*

Participants speak of difficulties in the local job market. The situation for minor and private businesses is vulnerable to the work and income situations of the other businesses and the citizens, and the politics of the key company and the municipal council accordingly. The key company only has been regarded a safe and stable work place. Participants tell that they have not experienced difficulties in getting other jobs but the workplaces either is winding down, downsize, or fire ill employees, and pregnant women. Hence, no where can the citizens feel safe and create a predictable future in the town.

d) *Women worry they are excluded from work life during pregnancy.* According to informants private companies unwind and reduce the work force to a minimum level of expenditures, due to financial states and due to municipal politics which mainly emphasize the use of preselected companies. Informants do also reveal that job positions disappear while having given birth to their child. The last point might signal a leniency in helping fellow citizens in having a job and then believe the need disappear with child care responsibilities. At the other hand it can be related to speculation in employees' fertility rate, or incompetence.

> *Participant: "(pause) I haven't experienced that eehh.. as one.. at least as far as I can read, .. when a new prediction is likely… of downsizing, temporary leaves, and that like, that, then the number of clients increases, who visits us to get permission for a sick leave prior to a leave or the announcement of them…and downsizing, as such. Haven't the understanding that it is a major topic, actually" (October, 2010).*

Despite the challenges and difficulties which the key company represents some citizens struggle for and cling to the job they have there.

> *Participant: "Eventually it took me one day to get a job at the key company again." Interviewer: "mhm" Participant: "so, we were very tense, then.. it went well..my youngest was a couple of years old.. Then we begun at three shift who never had tried such work conditions..so it was..I believed..it was be very harsh in the beginning (clearing the throat) felt it was much easier to work at three*

*shift than in a regular day work (seem to attempt self persuading) so.. mhm.."
Interviewer: "What made it easier with three shift?" Participant: "No.. (light
tune..ponder) was longer days off work, and ..the spouse of mine worked at
three shift too, so we felt that the kids always had one of us at home. So to speak
we never left them.." Interviewer: "no?" Participant:" so, always had we shared
breakfast, then brought tem to kindergarten, and picked them up from there
and..yes. We hadn't the stressful situation.. felt we got more attached to our
kids.. so I do not regret (an emphasize on 'regret')" Interviewer: "you thrive"
Participant: "Yes, I thrive with a three shift work schedule. I can't possible
longing for another work situation" Interviewer: "That's grate. How has it
been..when you say you thrive then I have in mind that you manage the balance,
not only in relation to your children but also in spending time with your spouse
too, and.." Participant: "mhm" Interviewer: "and the social..or do you have time
for social activity?" Participant: "It suits, fits in. Now, we have a much better
situation, my spouse and I (..) we spend more time together" (P1 September,
2010).*

*Participant: "I do see that quite a number of clients are terrified by the
likelihood of having cols, because then they can no longer be employed at the
key company. They are actually willing to fake their health test so as to be
permitted further employment there" Interviewer: "and the reason for this is
the private economy, and not the social or the work, or..?" Participant: " hmm..
well, some, but I believe that the economy, and the reduced optional
alternatives to find a new job in the local job market ...is a very significant
reason to this then" (October, 2010)*
*Participant:"Pregnant women (pause) some of them fear sick leaves during
their pregnancy due to the likelihood of having no job after the birth."
Interviewer: "mhm" Participant: "Ehh, then there is, though, it is perhaps
(pause) more related to the key company than the other industries in town.
I've got the impression that those who work at one of the new industries are
less considerate on the matter, so to speak." Interviewer: "which?" Participant:
"The one I mentioned firstly. In that industry, there are many employees who
worry there, as far as I have understood the issue. Fairly.. and at the key*

company are many of the experienced employees, they aren't old enough to
receive a financial benefit from premature retirement (AFP)..and they feels that
the employer fire diseased employees firstly and consequently are reaching
after them." Interviewer: "heavy stuff this, but" Participant: "Perhaps I over
emphasize the case, but" Interviewer: "It is this they constantly fear..?"
Participant: "but it is the words as spoken by visitors." Interviewer: "yes"
Participant: "yes" Interviewer: "but this is.." Participant: " that they experiences
that (pndering) if they are ill..thus ill over a certain period .." Interviewer:
"mhm?" Participant: " if they have been ill for a week, or two or a month, or .."
Interviewer: "a longer period" Participant: "more than that.." Interviewer: "hm"
Participant: "and this is valid for both work related illnesses." Interviewer: "
mhm" Participant: "where the work environment have had an influence on it,
and in the cases where their illness has nothing to do with their work situation.
Ehhm, whether this really is the case that the employer is interrogating
illnesses.. on this I have no opinion." Interviewer: "mno" Participant: "Ehh,,
(pause)thus I am as naive as I hope they do not do that" (P3 October, 2010).

Participant: "then I got pregnant, thereafter they pulled down the job position
of mine" Interviewer: "hm." "(lasting silence)" (September, 2010).

Loss of work and income from the key company therefore results in lower salary, more stress on the family dynamics because it seem less likely to get an optimal job position that meet intellectual and financial needs. Another issue is being an experienced employee and with a limited job range ability due to professional skills and consequences of work life experiences. Instability in job market was referring to the small private companies' ability to survive as a business in the municipal town, and the financial troubles that new industries faces during the world economy in crisis. Aged employees' anxiety is according to research data more concerned with private loan and future, than standard of living. One wants to have a job and income that meet their needs and knowledge. Skilled and experienced employees contribute to new work environment. One of the informants struggled with this issues throughout the processes of organizational rearrangements and downsizing. The change processes made the informant develop into a high percentage of sick leaves. The informant lost the job

position at the key company. After a while despite depression and age, this former employee got a new job position at another company. Beginning with a low scale position at rate 20% the informant is now employed at about 70% and has never used the option of sick leaves at this company. The person contributes positively and productively to the company's income, well fare and the work environment within. Well fare might not be at equally risk for this person as is the situation for families, but the possibility to have an income which serves financial loans optimally is reduced. Not being wanted or valued are also issues that impact health and well fare.

The loss of job position at the main industry results in a significant lower income. Having been adjusted to a higher socioeconomically level the unwinding of the industry becomes an unwinding of the private sphere too. The limited diversity of industries with need for professional skills at a graduated level lower the chances for fired employees with a higher graduation in getting a new job in town. This study has not researched why it is so. But factors involved are mentioned and are of major concern from within the municipal council. This will be out lined in an up coming report. Compared with common sense one might assume that one reason is that employees would have higher education than the new employer and hence creating a power imbalance between them. Another assumption might be derived from an unconscious conscious attitude that individuals with an education are deceivers of the traditional work force in town. The situation can also be described as projection of the sensuous losses deriving from (former) consensus on local work force's education. Higher education has been regarded as belonging to the individuals in power, not a worker's concern. As a consequence the group of fired work force with graduate education or similar experiences the most severe and profound impact on future living. If having family responsibilities the situation increases the stress on family dynamics because these homes might be put on sale or the family need move to another municipality. The fear of having to leave and sell their homes was mentioned by more than one informant.

Related to this topic are professional employees who persist at the key company despite education of another kind that are required for their job. And, despite their anxiety for the exposure to danger and high risk tasks, employees tell they rather work at the high risk job position than in any other business in town. Reasons that advocates for the choice are mainly family dynamics. Even though economical issues might be factors in

this decision, time with children and spouse are emphasized frequently as the main reason. This is related to how the working hours are arranged at the key company. The key company's leniency towards family dynamics makes it a fortune for families with two spouses employed at the plant. A work place characterized by shift work which also coordinate spouses' shifts, in accordance with the couples need, create a smoother work family balance. At this point I want to demonstrate that the key plant's management shows interest in employee's family life. There are limitations in their concerns too. And, the picture is more complex, and in particular when the concern addresses to single employees. The care for employee's private sphere is a diverse issue at the plant. In regard anxiety due to limited job offers, only the plant in town is perceived as offering spouses an adequate job-life situation. Still, this issue might be explored in further research. The situation at the key plant is the opposite for single employees. According to informants from the municipal town the situation of single men constitute a stress and challenge on the well being of this group of employees and the municipal community in general. If having a graduate education, the loss in well fare in town is of equally profound impact on single employees as it is for families with both spouses employed at the plant. The main difference between couples and single in this regard is that single living make a move easier. For couples employed at the plant a loss of job position threatens family well fare on a variety of arenas. Being a single living employee the job role requires another responsibility than for couples.

e) Another consequence can be found in the municipality in general, and relates to the effects, from the partially unwinding of the key company, on the municipal town.

> Participant: "Eehhm, (pause) but other matters related to the rearrangements and the downsizing can easily be seen if you look to the group of colleagues of mine. In the particular period .. persons who knew some one, friends, family, who who's jobs were at stake, and off course we experiences a certain disquietude because of that, didn't we. And we knew that if the key company gets in trouble then so would our work place .. that will has effect on us too, wouldn't it." Interviewer: "mhm" Participant: "with downsizing and.. and it was too, but of other reasons." Interviewer:" mhm" Participant: "Ehhh" Interviewer:

" Due to which reasons then?) Participant: "You know, we have had an increase in finances so as to escalate our department's development from two thousand and .. yes, two thousand (pause) 2005? And then after 2009 this department became part of the municipal responsibility. From then came no financial increase to the department of psychiatry. Hence we lost a position. (pause) and it is clear that this was actually a bit dramatic to our department because at a little work place as this is when we can see that the needs increases, isn't it." Interviewer: "mhm" Participant: "and then our resources decreases, which is the concern elsewhere too, I think and when .. if it goes to hell with the key company it will for sure impact this service in town. (P6 September, 2010)

PTS from consequences of conflicting roles, but one concern

Participants, seemingly unaware of it, speak of rough contradictions which are forced upon them. At one hand they struggle for a job position they fear have, but voluntarily choose, because of their families –the loved ones. At the other hand, they choose to accept 12 hours shift over 8 hours despite the fatiguing situation this creates on top of the demands from their work conditions so as to save some more spare time with the family, and spouse, making life more lenient for them. Thirdly, they want to leave the municipality, but manage not because of the established family of theirs. Those who leave can make use of and develop on their education, and intellectual interests. Those who stay are pending and relocating between rough jobs, tough jobs, stable jobs, and jobs which can have a meaning to them in spite of the decrease in salary and well being. Rearrangements and down sizing of the key company have lasted a while. Many times since German soldiers and businessmen developed the local plant have citizens experiences structural changes, but a major difference from the first years is now that women are equally much employed as men are. The society is structured accordingly, but the range of optional work is not. Thereupon, the recent crises strike harder. Citizens are voluntarily trapped partly because of their love bonds, partly because of the character of the municipality as dependant on a key company, and partly due to finances and their established well fare. A brake down of the pulsation of economy and the dependency imposes an earth quake in familial matters, and the public social quality; social care. In spite of a lack of meaningful jobs and intellectually tempting positions citizens tell they stay. Because of "the thousand links" (Alapack, 2010 p. 7) they have to

the environment, the scenery, and the social signifying responsibility of lived experiences, situations, and relational bonds. The web of love, anchor, and obligations inhibits uprooting and suppresses their individual needs. Then a new crisis dawn, the oldest and most polluting department at the key company need finally be pulled down and 400-500 employees have to relocate and exchange jobs. It is the worst scenario since WWII, when the municipal town downsized from 5500 to 2680 employed men. To which extent has the municipality adapted? By today, the work force is content with women too. Historically, the collective consciousness of the citizens is bound in love and hate to the town, and its dependency. The loss of 500 job positions touched upon the magnitude of emotional links. Hence, a stark emotional re-action from the work force was directed at the main enemy but perhaps, it actually was directed to the shadow of the society? Anyway, the key plant manager bore the burden. The frustration was profound, the paradox in it was clear, but blurred by shock, anxiety, and grief one saw no other target. Regrets, shame, absence of responsibility, and grief lingers. The power of the schizoid social response demeaned the plant and the manager, who struggled for the survival of the plant, the people, and the town. The manager is a child of the town. A relative of the manager died. A young citizen did too; by suicide. The municipal reports from the years 1984 to 2004 (confidential documents) pictures the situation. Negative situations for relational and familial circumstances increased dramatically during one of the down turns.

While still lingering grief work and weakened optimism a new crisis settles in. The 'global financial crack' imposes new structural rearrangements and downsizing, and this time the situation impact the entire range of businesses. Still struggling with settling, new industries, and the key company are influenced. The main industry downsizes 120 employees from 2009, and by summer 2010 the work force is reduces. From then on no new employments are officially initiated.

On responsibility:

> Participant: "the key company has in a way during processes as such taken more responsibility than one usually expect form employers in similar situations in regard making the society, the town's vitality sustain in spite of downsizing" (September/October 2010).

From the major downsizing:

Interviewer: "how long time went from you realized new rearrangements were about to happen and until you got the message that you were fired?"

Participant: "Approximately six months I think. I had the advantage that when I was called for. This was right before Christmas. The manager called for me and then you got the message: You are among those who must leave the plant. You must leave. No discussion whether you wanted or had any opinion or that like. A rather rough message to receive" (September/October 2010).

From a downsizing prior to the major event and still employed during the recent downsizing:

Interviewer: "I would like to know how you experienced the situation of yours when you were employed at the key company and underwent some restructuring of the organizational rearrangements and when the issue on downsizing was a theme. Has the message about downsizing and structural rearrangements influenced you or impacted your job position?" Participant: "eeehj" Interviewer: "if, how were you moved?" Participant: "I was, though, put in a crisis because I was employed at a four year contract." Interviewer: "mhm" Participant: "and the contract of mine ended by the time one of the new industries was about to settle" Interviewer: "yes" Participant: "aand I assume I got the job at their company, eeh" Interviewer: "Does this mean that you assumed that you would or did you know that your job.." Participant: (eagerly continues) "the contract of mine was due by that time. I had then been employed in four years so I wasn't supposed to have it renewed. Then a downsizing was initiated (tense voice). By December 24th I applied for another job" (September-October 2010).

Chained effects within the local society:

Participant: "And I, and I, I am no labouring on the report from the financial budget from June, and now we are realizing that our company suffer from the consequences of the situation at the key industry in town. Hence citizens suffers too..and one become the target of the mass media. It is exactly how it is."

Interviewer: "And what about the pressure? on you?" Participant: "on me (light

sorrow (?) laughter) no, it is off course..eh...ehhh..it is..it is well as one.. when
having a job as mine...for it is though difficult.." (October 2010).

Also in regard P11, who is a male employee on contract at the key company issues
related to HR management dominate the situation. This is the situation for P4 too who is
older than P11 but younger than P2 and P7. While P4 struggled with being accepted at
the department of HR as normally healthy, P11's health is about to suffer from the
effects of HR practises. Three employees speak about an HR department operating in the
grey zone of legal legislation. Employees experience their management as gambling with
legal laws, their health, the security of employees, and employment.

Coming to terms with emotional responses on losses and the crises
Hereby I contrast the introducing chapters with a couple of perspectives on post
traumatic stress disorder (PTS) and the treatment. After-words I relate the perspectives
to Jung, Frankl and Alapack. DSM-IV-TR (2010 4th ed.) distinguish, on a general basis,
three signifiers to PTS, and relates the on set of PTS to three categories; (a) acute-
within two months, (b) chronic –when the symptoms lasts three months or more, and
(c) delayed- when the onset appears 6 months after the traumatic episode happened.
According to DSM-IV-TR PST evolve from direct experiences with, being a witness to, or
from learning about family members or close relation's exposure to life threatening
experiences as death, serious injury, threat to the physical integrity, and serious harm.
Responses involve intense fear, helplessness, or horror. Symptoms from exposure to
extreme trauma include *"persistent reexperiencing of the event (criterion B), persistent*
avoidance of stimuli associated with the trauma and numbing of general arousal (criterion
C), and persistent symptoms of increased arousal (criterion D). The full symptom picture
must be present for more than 1 month (criterion E), and the disturbance must cause
clinically significant distress or impairment in social, occupational, or other important
areas of functioning (criterion F)." PTS is related to but not limited to war and military
operation, sexual violence, attacks, robbery, terrorist attacks and horror, concentration
camp, man made disasters, car accidents and life threatening illnesses (DSM-IV-TR,
2000). Therefore, an individual can be exposed to trauma from a broad array of events.
The key criterion is the individual interpretation, the care and life arrangement of
Dasein, and the Self's embodyment, when the event happens and a while after. A

psychobiological study discloses that the subjective factor, the person's attention and apprehension of a situation is the factor on which health pivot (Ursin 1993;1997;2005). So to speak the employee who reexperiences the life threatening accident, the following impaired health and perceived early death of a colleague years after the exposure to the other's story actually happened, while experiencing a similarly life threatening situation and deteriorating life situation, may fall into the category of PTS. The phenomenon of PTS is illuminated by the factual situation that the employee is employed at the same company, under the same similar constraints of the same town's dependency on that company, the health impairing work situation which threatens work ability and hence detrimental to safety procedures and the increasing risk thereof. So to speak, the employee should be understood as struggling with symptoms of PTS when emotional signs related to the PTS appear. Moreover, the signs surfaced two and a half decades after the described story. Therefore, it can be advocated that the memorizing of the episode serve as the unconscious and/or subconscious projection of own trauma and the daily exposure to life threatening situation at the company. The fact that unresolved grieving part takes in newer losses and grief work deepen grief's anchor, hence labouring on a developing (or settled) path to PTS. Adding to the recent individual crisis management the fear of having a brake down (Alapack 2010, p.9) is a reasonable response. Similarly can, employees' do who are exposed to the daily danger at the company and perceive an increasing risk for serious wounds, death, and loss of worth. A prolonged exposure to the above mentioned and the fear of being fired can, when employees thereafter are unable to meet the requirements from familial and private needs, be perceived as a life threatening situation and cause previous unresolved losses and risky situations at job surface and in sum creating the horrific situation. The same goes for citizens whose family and job position are inflicted by direct consequences of the threatening job situation of others. As Bandura claims, observational learning is of equal influence on an individual as direct learning. Adding death accidents, suicide, and death because of coronary heart disease, job and life style related death, death by other reasons, factually or the perceived life threatening behaviour from others, longing, and despair the percentage of emotional burdens constitutes a fairly heavy stress management. Eventually the perceived collective abandonment of individual stress and gossiping lead to psychosomatic illnesses which in itself are life threatening. Hillman argues that prolonged stress, chronic exposure to trauma is the reasons behind

psychological disorders as Border line personality and Dissociative Identity Disorders. I would add R.D. Laing's extensive studies on Schizophrenia, too, which is proven to be of a societal matter. The diagnosis is the result of collective mobbing and abandonment. The key factor is the extensive negation of the individual's contribution to the familial and the collective society, and not a biological illness which cannot be cured. These diseases mirror the society, its culture and paradigm, not the psychobiological composure of the individual. In accordance with the embodied Self, the self (psyche), receipt the world through its embodiment. Hence measures may reveal the effects of the embodied spirit but not the spirit itself. The change in biological responses stems from the perceivers reception (the spiritual Self's embodiment) and the apperception of it (nociceptive mechanism). Which opportunities have the individual to respond to own losses and grieving? Frankl mentions the sorrow stemming from the loss of having collective approval of being traumatized due to the factuality that "everyone", some way or the other, is traumatized. The others trauma prevents one from being listened to and properly acknowledges as suffering individually significant losses and the experiences which lead to the loss. A less nice scenario is the likelihood that diagnosis can become a matter of displaced responsibility hereupon aiding Bad Faith; hiding the painful truth.

The actual population is large enough to have some sense of privacy but too small to not be burden by the neighbours situation if not voluntarily, or psychologically, blind to the situations. The peculiarity of a town which is dependant on a key company strengthens these bonds. A participant stated energetic that the social milieu in town was pretty safe and not a threat to citizens while arguing eagerly on how parents cooperated in how they cared and protected their children from certain hassles and possibilities. A normal parenting behaviour, but seen from the contextual situation of the town another horizon than the normal appear. Other citizens described how the municipal departments, the police and institutions cooperated in creating a low level but high inventory based public safety and rescue resource aiding at protecting citizens from daily hassles and threats. Citizens' need for security demanded the development of a communal job position which role is coordinating municipal departments and citizens calling for attention of some sort. To far extent, it seems that the police, health care personnel, and citizens are protecting them selves from them selves by layers of Bad Faith which in itself is a traumatizing procedure and similar to the process in developing sadism. Bad

Faith is per definition *actually believing that the lie is the truth (Sartre).* Given the insufficient understanding of emotional crisis management, shame, guilt and helplessness may eventually inhibit or prevent healing. Being conscious of own responsibility, miss behaviour, miss judgement, and failures may as well lead one to Bad Faith because of the emotional pain that rises thereof. Citing DSM-IV-TR (2000 4th ed.) consequences of PTS may illuminate the scenario;

> *"Individuals with Post Traumatic Stress Disorder may describe painful guilt feelings about surviving when others did not survive or about the things they had to do to survive. Avoidance patterns may interfere with interpersonal relationships and lead to marital conflict, divorce, or loss of job. Auditory hallucinations and paranoid ideation can present in some severe and chronic cases. The following associated constellation of symptoms may occur and are more commonly seen in association with interpersonal stressor (e.g., childhood sexual or physical abuse, domestic battering): impaired affect modulation; self-destructive and impulsive behavior; dissociative symptoms; somatic complaints; feelings of ineffectiveness, shame, despair, or hopelessness; feeling permanently damaged; a loss of previously sustained beliefs; hostility; social withdrawal; feeling constantly threatened; impaired relationships with others; or a change from the individual's previous personality characteristics."*

Posttraumatic Stress Disorder is associated with increased rates of phobias, depression (DSM-IV-TR, 2000), 'contradicting' emotions (Alapack 2010) which actually reaches at both ends; the love and the fear (love – hate) end of the incident, and the developing anxiety thereof. Jennifer L. Hillman (2002) draws our attention from DSM-IV-TR towards culture based rituals and communal based interventions when dealing with and healing from Posttraumatic Stress Disorders. She emphasizes the collective manoeuvre in acknowledging and taking the responsibility of the many individuals' trauma in the healing process. Newly traumatized individuals invited veterans to a common ceremony acknowledging each others experiences and the consequences. Carefully served by professionals of different kind the individuals, by use of *art* (my translation), revealed their stories. The procedures arranged as a ritual ended in the burial of individually written reports by actually burning the papers. *"the veterans from other wars formally*

welcomed the Vietnam veterans into a brotherhood of survivors. The veterans also made written records of their experiences (..) and burnt them in a ceremonial fire to indicate their symbolic release from the past and return to the future, and their waiting families" (Hillman, 2002 p 79). For some writing is not the best method, some like talking, others like colouring, painting, patch work, poems, photographing, listening to music or the words of others, creating music or dance etc. In these life situations appear dreams and visions. The collective unconscious and the personal unconscious contribute with ideas, understanding and phenomena while individually labouring on the symbols, the meaning, and the profound understanding of them. Contributions from the psyche reveal a recipe to grief work and healing. Art derives from different degrees of unconscious, subconscious and conscious comprehension when individuals are creating symbolic to illustrative art. Art developed from the personal and collective unconscious moves the heart of the perceiver/receptor accordingly and in relation to the receiver's unconscious comprehension. Art as "ritual" and in rituals help release pain, relace ones ties to the painful loss, and the lost bit by bit.

Community based intervention does not always work well. Hillman describes an Alaskan community when addressing the topic; *"In response, the Indian Health Service and the state of Alaska provided funding for the training of "Community Health Aides," mostly middle-aged, female residents, who provided emergency and adjunctive medical care within their own, local village. The program was initially well received, but one the attrition rate for these Health Aids was nearly 33%. Terry (1999) hypothesized that secondary stress reactions predicated most of these resignations. Because these Alaskan villages had such small populations, the Health Aids' patients typically were their own friends, neighbours, and family members rather than strangers. The Aids also had to engage in multiple roles such as therapist, physician, EMT, and even undertaker. Many of these women earned significantly more money than their husbands, which also tended to cause considerable distress within the context of a traditionally defined marriage. In addition, villagers tended to blame the Health Aides for failed treatments and rescue attempt, rather than acknowledge the Aides' limited training and supplies"* (Hillman, 2002 pp79-80). A series of Western traditional instruments for assessing and aiding these secondary traumas were invented but without success because their interventions aimed at the individual and not the collective group. *"Change only came when members from the Traditional (Native) and City Councils agreed to work together on a potential*

solutions" (ibid). Thereupon we can assume that tribe invented disasters and trauma need tribe interventions too. At the same token one need be attentive to individual need and trauma. The experiences referred by Hillman supports the cross societal and religious studies of Alapack (2010) on the important contribution rituals have on traumatized persons, the grieving, and the healing. Rituals are traditionally held in the acute crisis. Thereafter follows a period of ritualized grief work and then the ritualized concluding of the grieving. Rituals aid and acknowledge the collective and the inner individual grieving. Certain cultural specific providers and activities are invented aiding the bereaved in untying themselves from the lost and return to living. *"How should we designate an oil haemorrhage? It is analogous to a disease. Siirala (1981) has demonstrated that the eruption of a major illness is not an accident, but rather each sickness bears a message to be heeded. My personality, character, or life style co-selects a "fit-ting" disease: arthritis, cancer, heart problems, tuberculosis, or AIDS. Colazzi (1978) also argues that each cultural epoch through its life and thought paradigms "invents" or solicits its peculiarly preferred disease" (Alapack, 2010 p. 195).* Heidegger addresses the responsibility to Dasein and the community of Daseins. Frankl directs our attention to the optional individual situation and ability to choose to take a stand to ones pain (experiences), and by so doing become ones own master contrary to letting ones pain become ones master. If you cannot change the situation you can change the way your approach the situation; *"changing one's way of life, not just modifying behaviour. Too many could not muster the courage to turn a corner. They lapsed into familiar patterns, repeating waste and destruction. Money burned holes in too many pockets" (Alapack, 2010 p.200 on the aftermath of an oil haemorrhage).* The perspective form heart differs in quality from that of cognition. The deeper our attitude is anchored the more permanent is any perspective which rises thereof. The more conscious one are about ones attitude's heritage the more flexibility can be performed, developed, and derived from within. The oil haemorrhage in Alaska ruined a key industry. Its effect on the local population was devastating on municipal structures, families and individuals. Well fare changed. Marriages, children and youths bore the burden. Violence rose and recorded at the hospital, local departments and the police. *"The police figures showed a 167% increase in of violent crimes (from 32 in 1988 to 84 in 1989)" (ibid).* The reports reflect Frankl (1959/2006). Life threatening situations, impossible demands, and the relief from burdens and the like; extreme suppression threatens the moral.

ARRIVING TOWARDS A PRELIMINARY CONCLUSION

Grieving

Underneath the successful organizational rearrangements resides anxiety. That is it is suppressed grief. The loss of necessary control over ones life work and in the private, professional integrity, worth, and increasing health problems are part taking in another worry; the fear of loss of an optional future and familial situation. Hence citizens' struggles with a substantial grief work while new challenges of same sort evolve in a time of the global economy in crisis. Adding to this is the apprehended public demand on suppressing interpersonal conflicts as well as the intrapersonal. Exposure to the usual danger in job tasks and intermediary leadership's management of issues of safety, personnel, and communication constitutes additional sources of anxiety; losses; consequently sorrow. So does the insecurity that new structural changes most likely happen. Fear is a fact at work. At home await children and spouse a more or less subconsciously nervous family member.

Future

The natural milieu, the scenery, invites to physical activities which aid mental and physical health, but maintaining a living requires a job and a sufficient supply of income. Well being depends on worth and whether one can thrive. Will I manage my expenditures? How much need I let go of my well fare to manage a continuance without detrimental costs on health and well fare? These are concerns that are addressed. Bounded to a web of relations people search for new work and question the available job market's character. Accepting the work conditions at the key plant has pivoted on the actually exchange in a high salary. Would the job market offer sufficient supply of income which meets familial needs? Having lost the opportunities which a key plant income offer, suppressed or displaced needs surfaces. Will a new job in town offer mental, emotional and intellectual nurturance? Data reveal that citizens seek a job which nurtures a meaning to them. Well fare is at stake. Would a lower income offer me the same? Having lost the job position at the key company some realized that the quality of their life elevated in spite of a lower income, others did not. For who was the change a change to the better? Which jobs did they turn to? Had they familial expenditures, or had they a single living? Is it possible to get a job wherein one can develop and maintain

familial life? These are questions that are addressed at the physicians, mental health care, the municipal council, privately and among colleagues.

A cancerous effect

Some utilize the worries which are transcended to project own frustration and anxiety on the others and in so doing seeking the feeling of relief when the other feel more pain by being burdened with the burden of theirs too. Is it a reflection? Mirroring own pain in the pain of the other?

A success?

For whom has the successful downsizing of the key company become a success? To which cost? The municipal structure; a seemingly more diverse array of businesses has developed. The municipality seems no longer totally dependent on the key company which existence made the town rise. New industrial plants have settled and employ a proficient industrial work force. Does the town stand strong now? Is it rooted on more than one industry? Citations below will cast light on the matter.

Communication

Intermediating leaders' lack of coherent norms, the attitudes and strategies cross leaders at different departments are described by some as constituting the major anxiety provoking mechanisms. Intermediating leaders' decisions and lack of consensus in how same information is communicated give rise to paradoxical messages. Imposed on employees in crisis who seek stable coherent information and safety a paradoxical communication system facilitate anxiety and bitterness instead of trust and cooperation. Wherein depression penetrates to the depth. The insufficient states on technical tools put employees' safety at risk and increase overt and subconscious anxiety. At the end of the spiralling responses this reduces the quality of the plant's processed product. The many facets of the affects have effects on the society. Communicating rearrangements might have been done sufficiently from the top leader ship, but has not arrived at employees in a manner that create motivation, protection, nor control of own situation at the plant, nor at home. Consequently a variety of emotions among employees rose. Still, facing the dread many manage and cling to a hope which is based on the successful manoeuvre of 95% new successful job offers. A manoeuvre engineered by the powerful

local crisis, Governmental reception and will, and the plant. Hence the success is political.

Employee engagement

Fairness theory (Folger & Cropanzano, in Rupp 2011 p,77) has pictured a work situation which may describe some of the processes herein*; "This theory argues that justice-related events (directly experienced or observed) trigger automatic emotional responses. This emotion often takes the form of anger, but can take other forms as well (e.g., guilt or shame when the victim of the injustice is another; Folger & Cropanzano, in press). This automatically experienced emotion is said to co-occur with a counterfactual thought process where employees determine (a) if harm has been inflicted, (b) if the actions of the perpetrator could have been avoided, and (c) if the acts violated a norm of moral or ethical conduct (seen as the key cognitive ingredients of a justice judgment)."* Taking into consideration that informants speak of emotional distress, that is consciously unconscious (suppressed) feelings of anger and anxiety, and unconscious conscious (expressed by body language) feelings of anger and anxiety participants can be in despair without even knowing it (Alapack, 2010 p.217). Concepts as frigidity (Freud) and Bad Faith (Sartre) seem relevant to consider. Another angel of the same emotional complexity is from the perspective of how one feel looked up on, and comes to look up on oneself. The interwoven process of "being looked at" contrary to being seen and understood is a key process within Jean-Paul Sartre's description on how sadistic behavioural responses and natures may develop. Combined with Sartre's concept of Bad Faith (believing the lie that hide truth) chained responses of this kind affiliate with Sigmund Freud's theory on how melancholia develop. Hence a diverse response scale may appear among employees and citizens. The Dutch artist's death tragically emphasised his mission. *"Van Gogh ... thought that he was bewitched and he said so and ... died suicided because it was the concerted awareness of society as a whole that could bear him no longer" (Author 2010 p.224).* A feeling of injustice may provoke anger and revenge. But towards who can ones anger rightfully be addressed? It is an interesting question though that resides among the magnitude of responses, that is; can these responses impact the Plant's productivity and sustainability in town*? From a combined perspective of Frankl and Sartre intermediary leaders and colleagues with a sense of superior function on ones job tasks and situation, may elicit overt and introspective

(internal) defence mechanisms among employees. Acting outwards, or inwards, actions need not reach the core target of their rage. Knowing that there are a collective public consensus that the successful successive structural rearrangement have a successful out come, individuals is conscientiously forced to direct anger and negative emotions towards.. inwards. Consequently unconsciously acts and acts of will impact reception, apprehension, and decisions. Affect is a side effect of our attitude towards the life situation to which we are faced, says May. The schizoid condition is a defence against hostility (Mayo, 1969/2007).

In accordance with Frankl's theory on Logotherapy some informants pictures how they start looking for coping strategies that infuse moral, social actions and meaning to job performance, responsibilities therein, and reinforcing their coping with exposure to danger and reduced security. Dependant on the culture within the group these strategies may have success on emotional coping, cooperation and support within the group, and nurture the energy to act adequately upon structures that set spur to chained negative responses. Cote and Hideg's discussion of the association between the ability to influence others via emotion displays and competence is relevant for strategies implemented at one shift at the key company (Cote, S. & Hideg, I. 2011 p.55). Where there is no internal personal success escalating and reinforcing negative internal and societal responses may occur.

Avoiding a major collective depression
"Suicide and murder,(..) may a also be the root of psychological problems. They surely engender the keenest of sorrow. Suicide means that one who kills the self cancels the indefinite when and how of death. The individual exercises power over what is otherwise totally uncontrollable (..) "Suicide sends a message. It is powerful communication. It is a desperate communiqué, however, one which signifies that other ways of reaching out have failed" (Alapack, 2010 p.212). Despite anxiety and grief, the change processes have become a success for both plant and the local community of businesses, and citizens**.** The evidence for this assumption is the 5% who remained unemployed after the major downsizing of 500 employees (now 620) and the simultaneously running structural changes in the key company. New industries have been established, and a collective depression feels, publicly, avoided. But beneath the surface is individuals' story which

describes another picture. New industries and the traditional work market are struggling in the face of the crisis in the global economy. Despair might be the true state of many employees, and harming. Alapack (2010 p. 218) describes it precisely. Despair is worse than suicide; because it is the state where you are not able to die, nor live, thus hope for death to come. Depression and suicide lures. Anxiety, fear, and bitterness among present and former employees show the other side of the coin.

Comparable study

Alapack (2010 p.189-209) describe a scenario from another real life experience of a catastrophe which effect causes similar emotional and structural challenges in a fairly isolated town dependant on the richness of natural and structural social resources. In his report we learn how individual, political, emotional, and social consequences intertwine with the agendas of private and public businesses. At the end of the chained responses are wounded and broken individuals and families. New industries evolve but on which basis and from what values do they rise? Socioeconomically, communal and private cost stands forth as the burden the core company, the Government and the municipality did not pay enough attention to. Comparing this scenario with the target of this research, the key company in question has done an act of excellence in regard the well fare of the surrounding society, the community, and its citizens. 95% employment out of 100% fired is a success done under the heavy burden of managing conflicting demands and private crises. Ironically the key manager had to suffer tremendously emotionally and socially because of the values by which he conducted the plant's rescue process that were initiated, and the miss reception of the plant manager's efforts. Years after the plant manager show sings of PTS, post traumatic stress disorder. It is impossible to manage grief work with settled emotions (Alapack, 2010). Still, this is demanded from leaders. Is it insane to be sane in an insane situation? This seems to be the situation of both employees and managers.

Identity

A society which is dependent on a core industry tends to be attuned to the characteristics that its main industry nurture when looking for new industrial accomplishments. That is the team that conducted the municipal rescue has assumed that the work force is a homogenous group. The group of fired employees contains

individuals with a wider range of capabilities than concluded upon. But, probably is the rescue team's perception presumably defensive. It is intelligible. After almost a century with a local work force primed to a dangerous work situation is it easy to take stand of a limited scope. It is a matter of the municipality's identity. The rescue team seems have paid more attention to municipal political preferences and lesser the wishes and needs within the work force. But how can one deploy their needs and qualifications if no business meets them? Employees, citizens, with an education of some sort had no sufficient alternatives in town. Does this constitute a gratifying effect of successful management of successful successive rearrangements of its municipal society? No, we can say, but still yes. Considerate we need take in to account that the rescue team were in a crisis as were the citizens. We better say, perhaps, that despite the time limit and emotional burden the population had to balance, their effort resulted in an over all success, but it is not a profound success. The municipal town survived with minimal injury, and so did the work force. Perhaps has the success manoeuvre while in shock blinded them from seeing the evolving crisis that simultaneously naturally evolved from the major crisis? The literature cast light on the matters. It is impossible to manage grief work with settled emotions. How then the quality of crisis management? Perhaps they spent the time to recover them selves? While so doing a global crisis settles in and inflict in their uprooting. Participants transcend these questions. Questions partake in and give rise to the feeling of guilt. Despair. The global economy in crisis made the situation visible and the negation conscious. This is the new scenario. A similar crisis evolves and pictures future. This time a crisis is not rising as a consequence of the major industry's situation alone, but because of the limited scope on the capabilities of the work force and the gap between their needs and local options.

The primed (or biased) work force
On the other hand new industries struggles with a work force that is primed to attitudes developed from the community's shadow and the work attitudes therein. Coping strategies to extreme heath, pollution, danger and necessary need for time outs at work does not easily fit with the circumstances at other industries then the one which from one is primed. The situation of a proficient industrial work force seems to collide with the expectancies on work culture and attitude at the new industries, and consequently have negative influence on the survivability of new industries. Hence a major challenge

for new industries. While struggling with the adaption process the global crisis settles in. Conflicting cultures, horizons and demands impact the instability of companies.

Priorities

The political decision on which companies and industries the municipal town wants favour part take in citizens' anxiety for future out comes. Consequently the municipal attitude limits the job market's diversity and challenges the survivability of local businesses. Moreover, the situation inhibits new establishments. Knowing the multiple negative consequences the picture may constitute a fortune rather than a crisis. But, still it might depend upon a will to be open towards a wider range of companies. The preliminary concluding question challenge; does the municipal town want to change its values (priorities) so as to prevent further crisis and nurture a more colourful job market? Plato is often cited in western cultures. His symposium illustrated by an essay on "the cave" blinded by traditions one misunderstand that the shadows which one fear actually signify that the sun shine and enlighten the situation. Thereof one succumb by fear of the unknown and recoils to tradition.

One can compare anxiety with dizziness. Who, whose eyes comes to look down into a swallowing depth, experience sudden dizziness. But, how so, it is as much his eye as it is the abysm; what if one hadn't gazed down (..). In this dizziness recoils the freedom" (my translation of Kierkegaard, 1997 Vol 4 s. 365). In accord with a logotherapeutically attitude one can ask; what is the meaning of the shadows?

The success

Existential phenomenology seeks the experience's meaning to the individual and the situation. Frankl and Alapack claim that the meaning is individual and therefore societal (Heidegger). Hereupon meaning cannot be imposed from another, but an other's actions impose a meaning-bearing-action onto existence; the world of Daseins.

The success:

> Interviewer: "I haven't followed the developing crisis from within the society. I left, though, the town approximately 25 years ago." Participant: "yeh"
> Interviewer." However, I have followed from out side." Participant: "mhm"
> Interviewer: "And what amazes me is when the first shock silenced."

Participant: "mhm" Interviewer: "It was obvious a severe shock firstly."
Participant: "Yes." Interviewer: "This shows though in the mass media and the
massive complaints from citizens." Participant: "yes" Interviewer: "Then follows
an enormous creativity." Participant: "yes" (October 2010)

The turning from shock to creativity:

Participant: "at a certain moment you arrive at the moment where you actually
have to, have to stop mobilizing those negative inputs, and then you have to
turn and approach the situation constructively and developing on the next
phase, we do don't we, and then find a point where the processes can pivot and
balance, it isn't fairly easy though. Because, at one hand you need find a system
where in citizens can channel their frustration, and by channelling the
frustration you risk downsize the reputation of the society to far extent, and
hence difficulties in re-establishing its reputation. So, so this... it isn't easy.., then
the municipality wouldn't be attractive for new industries" (October 2010).

Crucial resource:

Participant: "There are very very close ties between the key company and the
NTNU, and the research department within the plant, world wide" (October
2010).

Self harm?

Participant: "we sort of became our own victims of (pause-considerate) our
own will to keep hold on, for a too long time period, a stark polluting industry,
didn't we" Interviewer: "mhm." Participant: "some criticized, indeed, because
we should have let go of the most polluting department" Interviewer: "mhm"
Participant: " a long long while ago (prior to the major downsizing)"
Interviewer: " mhm" Participant: "and then turned focus towards new
establishments much much earlier than we did. Off course, our decision can be
doubted.. whether... this was a good or bad decision...or not weather it was
good.. but we"

The participant describes how their choice on accepting a stark polluting industry on behalf of employment has been a dubious decision. The decision illustrates the strong bonds between citizens the municipal town and the key company, and illuminate the meaning of the crisis. The dependency is profound and initiates actions which options are self harm.

> Participant: "many of us believe ..we felt we had no good choice.. but our choice became advantageous to us while handling the major crisis..and a stark argument in the following negotiations (pause-considerate)" (October 2010).

> Participant: "The key company had to feel the pressure.. obviously they did. From the government and the local society.." (October 2010).

The basis for this success was grounded in the early 1990ies, when the present and former Prime minister aided the society and decided that important local natural resource which on the key company depended was to be used in the local town only, and not exported elsewhere. This resolution established a guaranty that the key company's future existence in town, but the guaranty is as strong as the Governmental will to protect the decision. At time being there is an ongoing discussion, politically; governmental and local political politics, and socially, on whether local natural resources should be utilized locally only. It is a question which gives rise to negative emotions in the many towns of the region, and is addressed in the mass media. So to speak it is not an issue for the sample only, but a national concern which has effect on the present population.

> Participant: "Then, it is even more likely that that which is..a..eeh.. a grate and advantageous resource for the counties of our Kingdom, that is natural environmental resources" Interviewer: "mhm" Participant: "and which with ease can be exported to.. to.. the continent and.. consequently our resources, of our sort, are sold abroad as also another similar resource is. So the political.." Interviewer: "Actually this is picturing a potential huge lack of security which at present, for the citizens in general, are your anchor.. your basic safety?" Participant: "Yes. Indeed, and iiit..it" Interviewer: "In itself evoke anxiety"

Participant: " It is though a political matter, but.. one can indeed ponder on whether it is the political power's weakness.. On this me too ponder..many times, that we as likely may adopt this perspective on the issue (..) we don't need behave as an Emu in every situation" (October 2010).

Identity and its bias, the present and the possible future identity:

Participant: "The Shift-work-culture.. it was though negative, it was regarded as horrible. The only positive aspect with it was that people earned money" (October 2010).

Participant: "The municipality is characterized by the recourse shift-work-culture. We are a people who are a proficient shift work workforce. Suddenly this was a gain, valued, weren't we" (October 2010).

Participant: "when we underwent the most up heated debates on whether the key company..should..eeh pull down the most polluting department and 450 to 500 positions, then consultants.. off course those from more central national areas, almost in a row awaiting for an option to recommend what we should develop and establish in town. And then, off course, where suggestions on tourism, our mountains, hotels and developing on the kind of excursion..and the kind.. you name it...and at that time, I believe, a fortunate local strategically neat and good decision was made.. it is outlined in the major report from the time, that... simply said, the municipality decided that we want to do that which we are skilled in, our profession is shift-work-industry. Then we reached at the identity of our citizens. And hence you laid the value on..not only did you care for..but laid the value on the shift-work-culture. That is the shift-work-culture was pictured as of a phenomenal skill, wasn't it" (October 2010).

According to the ontological investigation which Heidegger (1962/2008) illuminate as crucial in developing an authentic identity, and the understanding of how our socially earned identity is earned and transcended to the individual's sense of personal identity the above citation shows biases exactly as Heidegger point at by his ontological investigation of history; historicity – "histori-city" (my emphasize). So to speak

Heidegger distinguishes between inauthentic socially primed identity and the authentic identity derived from the individual's resources. The latter is Dasein's authenticity. Consequently authentically municipal, societal, and familial identity is derived from *the magnitude of authentic identity* of Beings; Dasein who Da-sein; beings being-in-in-the-world of Daseins.

Future prospects:

> *Interviewer: "How would you describe the present society in town?"*
> *Participant: "No, I want though, it is though no doubt that from standing on one foot we are now standing on many foots, as the major report says too. But (pausing-considerate) there are some other tendencies on which we need be considerate too. That is, that we have a severe shortage of women among the citizens between the age of 20 to.. actually 50 years. Which tells that relatively many boys stays or return to the town and finds their position in the industry, this rise.. do too many girls move, relocate and cause the shortage of women in town?" Interviewer: "By which reason do you believe women leave the municipality?" Participant: "No, that is it is possible that ..eehm..that the explanation is that then we still are rooted on one foot.. if we have in mind the issue of gender specific industry. It is actually a fact that we have fewer, in spite of the fact that the new established industries hire relatively many more women than the key company ever has done. Relatively speaking, the imbalance is significant at the industrial plants in our town.. it is possible that it is these kind of structures which still lingers and forces more women then men who plans their future, an education and a career orients themselves towards out of our town. Eehh it is though a challenge to us that we should have had more..we should have a better balance eeh..right now the balance is not the worst, but looking towards future prospects demographic numbers tells we are going to have a shortage of young productive work force compared to the elder population and retirements" (October 2010).*

While discussing social secondary and tertiary consequences a dialogue crystallizes at the following:

Interviewer: "No. I believed it could be the result of consequences, but"
Participant: "But that said, there seem to be a trend that.. that we have a
relatively eehh that is numbers of what we label heavy substance abusers, that
it..it.. It is positive that the trend stay stable and doesn't increase, that we
perhaps has managed to prevent robberies and recruitments, but at the other
hand there is an increase in the need for help and assistance from psychiatry
related to substance abuse, the need for a home, because the persons are one
way or the other not a party of the work force (pause) I don't think that the
percentage has increased (pause) but is a stable challenge. (..) and in regard
the health services that are involved… here we are caught in painful spirals for
quite many individuals, that is mostly men" Interviewer: "at which age are the
men coming..?" Participant: "I would say from 25 and upwards (lowered voice)
towards ..50." Interviewer: "mhm" Participant: "Yes." Interviewer: "and the
individuals have relation to the key company and the like.. employees?"
Participant: "Yes, basically so they are mostly,..but there is also a sociologically
reproduction which mirrors a complexity of relations and can be traced back
through generations. There are many" Interviewer: "mhm." (pause)
Participant: "but..(pause)" Interviewer: "your hearth seem moved by the
situation" Participant: "Yes, I am so you know." Interviewer: "mhm."
Participant: "because I e ..eh..eh.. at mor.. at the same time eh.. when something
really goes awry the phone, then people call the.. then, though, a mother make a
phone call tome, you know" Interviewer: "mhm" Participant: "ehh..it i., it is such
it .." Interviewer: "hm." Participant: "yes, in deep despair" (October 2010).

It seems that, now, the municipal town and its politicians are dependant on an open focus onwards towards discovering authentic individual identities and their inherent potentialities. Whereupon the municipality can develop on a social identity which authenticity can be derived from a broader array of societal characteristics. Hence new optional potentialities can be developed thereof, vulnerable ties tied off, and new integrity strengthen while simultaneously stimulating the developing optional diversity of industries and businesses. Moreover, being freed from strong ties to the lost object is enriching, open eyes and clear visions. The individual and communal situations gain new stimulations. There are evidences within the data material that some participants and

citizens see this clearly. There are warning signs which follows this gem, that is, the likelihood of impaired moral which also freedom from suppression might give rise to. Hence this is important, and a concern which on managers and citizens need be conscious.

Recommendation on issues to ponder on

Considering the lack of women researching why there is an imbalance seems a natural study. What makes women leave the town? Which needs is transcended when women leave the town for the gain of individual emotional and intellectual enrichment? How do women's interests differ from that of men? How do these women differ from those who stay? Which processes are illuminated by the needs for societal responsibilities? How come that the situation of productive men between 20 and 50 is sickening? At the other and it is perhaps signifying that the books at the local book store have left town during a local giant book sale. The book store's shelves are filled with kid's toys. Into which society will babies be born? Researching the work-life situation of solitary employees may become advantageous to the municipality. Single employees tell they most often are too exhausted to be socially active. For some alcohol becomes a social substitute. Hence, researching the practices of HR management in regard how employees are understood; familial relations and solitary employees. Researching the job market opportunities compared to the needs and interests of citizens, and local resources others than those which on the existing industries depend is a key need which research dialogues have revealed.

Final comment

The research has been conducted from the perspective of scientific existential phenomenology. In other words, existential psychology has based the research dialogues and the understanding of phenomena; the method of phenomenology in psychology has aided the understanding. The focus has been on psychologically relevant phenomena for the psychology of work and occupation which is an aspect in social psychology. Anxiety is illuminated. It is a normal response and an intelligible experience while undergoing challenges of the same and the similar as the sample has. It can be detrimental to ones life quality to have ones anxiety understood as an illness, rather than as a resource; an invitation to individuation. Many times people fear they be

labelled ill while experiencing anxiety, although common sense make us name insecurity and tenseness as anxiety. Anxiety is a signal, a messenger which carries a message; something (my life) is at stake. The message is as peculiar as you fingerprints; that is, that which is at stake is related to your living. From the moment of our birth life negotiates living and defeats death. This is the basic process in fear. One fears death. Grief ruptures smooth living when living is challenged by significant losses. New losses may occur while grieving. Grief carries care. That is, love is a life-power. The meaning of Dasein is caring. In Frankl's words;

> *"By declaring that man must actualize the potential meaning of his life, I wish to stress that the true meaning of life is to be discovered (..); the self-transcendence of human existence. It denotes the fact that being human always points, and is directed, to something, or someone, other than oneself – be it a meaning to fulfil or another being to encounter. The more one forgets himself – by giving himself to a cause to serve or another person to love – the more human he is and the more he actualizes himself. What is called self-actualization is not an attainable aim at all, for the simple reason that the more one would strive for it, the more he would miss it. In other words, self-actualization is possible only as a side-effect of self-transcendence" (Frankl, 1959/ 2009 pp. 110-111).*

We fear death; physically, emotionally, and moral; our three dimensional existence is interwoven. Life is emotional, spiritual and psychic but interwoven with the soma; embodied. Hence your life web's anchor is complex, but we are relational beings. Social relations brought us to life through pregnancy, and we start learning and relating prior to our physical birth. Infants are experienced beings. Faced with anxiety one my not easily know the danger, as we more often do when facing fear. Anxiety is about discovering its roots, and adjusting its target. In anxiety something is not fully present. In fear we know the source. The feeling urges action. Fear addresses our concern. Anxiety touches up on them. Consequently we get worried for the matters of our concern. Hence, anxiety is a transcended message, a symbol, and an inauthentic phenomenon, which when illuminated enlightens authentic life issues. What then is the meaning of anxiety? Which meaning in Dasein's life does Dasein's anxiety transcend? –

what is at stake in Dasein's life when anxiety enters his or her scene? The fear of death takes many paths into ex-istence and gives rise to a diverse array of behaviour. What affects you affects the ones you love. Some fear commitment and infidelity becomes a tendency, some fear they never be loved and crave.. or despair, some existences are not approved and acknowledgement is then a moment where the feeling of being proven worthy, or abandoned; glad or despairing, pivots. How is anxiety related to the living of employees? Already faced with a dangerous and polluted work employees chose the 12 hour over 8 hours pace in spite of the burden which a 12 hour shift carries. The rhythm from 12 our shift work gives more room for familial life. When shift work at the key company no longer is available citizens look for a meaningful work life. Income is not enough. Some citizens say that this is significant for the women. What give meaning to life; for women, children and the men? Their lives are the society. *"If understanding must be conceived primarily as Dasein's potentiality-for-Being, then it is from an analysis of the way of understanding and interpreting which belongs to the "they" that we must gather which potentialities of its Being have been disclosed and appropriated by Dasein as "they" (Heidegger, 1962/2008 p.219).*

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Appendix I Samtykkeerklæring

INFORMASJONSSKRIV OM MASTERGRADSPROSJEKTET:

Dette informasjonsskrivet er ment som en oppfordring til å delta i undersøkelsen om ansatte i en hjørnesteinsbedrift, hvor formålet er å studere hvordan strukturelle endringer i virksomheten påvirker ansattes hverdag. Dette innebærer en invitasjon til å delta i et eksistensielt forskningsintervju (personlig samtale). Forskningsintervjuet vil ha en løs struktur med tre faser. Først vil du få informasjon om hvem forsker er og forskningens formål. For det andre, vil forskningssamtalen være interesert i hvordan din tilværelse er strukturert. Sentralt i denne samtalen er din opplevelse av de endringer som har vært og som pågår nå på din arbeidsplass og de konsekvenser dette har fått for deg.

Forskningsdata som fremgår under intervjuet vil bli behandlet konfidensielt. All informasjon vil bli lagret innelåst. Datamateriale blir anonymisert i forskningsrapporten. Forskningsdata blir destruert ved prosjektslutt. Du vil bli spurt om båndopptaker kan bli benyttet. Dette for å gjøre forsker oppmerksom på deg og ikke så mye på notater. Opptakene vil bli slettet.

Det er frivillig å delta i studien. Hvis du sier ja til å delta i studien, har du rett til å få korrigert eventuelle feil i de opplysningene vi har registrert. Dette kan enkelt gjøres i under samtalene, men korreksjoner kan også mottas i etterkant. Du har videre rett til å motta tilbakemelding om forskningens resultater. Dersom du trekker deg fra studien, kan du kreve å få slettet innsamlede opplysninger, med mindre opplysningene ikke kan tilbakeføres til deg, allerede er inngått i analyser, eller brukt i vitenskapelige publikasjoner.

Dersom du ønsker å delta, undertegner du samtykkeerklæringen nedenfor. Dersom du senere ønsker å tilføye informasjon, eller har spørsmål til studien, kan du kontakte:

- Astrid K. Nesheim, +47 47608650
- Richard J. Alapack (veileder), 73597875 (NTNU, Dragvoll)

Prosjektet er meldt inn til Personvernombudet for forskning, Norsk Samfunnsvitenskapelig Datatjeneste AS og Norsk Forskningsetisk Komité. 83

SAMTYKKE TIL DELTAKELSE I STUDIEN

Jeg er villig til å delta i studien

" A qualitative study on employees who have been inflicted by the adversity of continuous successful organizational change processes and downsizing in a key company now undergoing downsizing during a world economy in crisis"

(Signert av prosjektdeltaker, dato)

E-mail adresse

Jeg bekrefter å ha gitt informasjon om studien:

(Signert av studentforsker: Psykologisk Institutt, NTNU) 84

Appendix II Følgeskriv

Til deg som har opplevd omstilling og nedbemanning på arbeidsplassen.

Hei,

Det er med stor vyrdnad for deg i din situasjon at eg spør deg om ein samtale om korleis du opplever omstillinga og nedbemanninga i hjørnesteinsbedrifta i kommunen.

Eg, Astrid K Nesheim og er født og oppvaksen i ▆▆▆▆▆▆▆▆. For tida arbeider eg med fylgjande masteroppgåve; *" A qualitative study on employees who have been inflicted by the adversity of continuous successful organizational change processes and downsizing in a key company now undergoing downsizing during a world economy in crisis"* Bakgrunnen for min invitasjon til å delta med informasjon til denne studentprosjektet er mi interesse for arbeidstakar si helse og velvære. Til grunn for mi interesse er ein BA i samfunnsvitskap med spesialisering i arbeidspsykologi, organisasjonspsykologi og helse (UiB/NTNU). Min MA er i sin heilskap knytt til Helse-, Organisasjons-, og Kommunikasjonspsykologi ved NTNU. I tillegg har eg eit utanlandsstudie i eksistensiell fenomenologisk psykologi og psykoterapi. Norsk arbeidsrett er også ein del av mitt grunnlag for dette studie. Ein stor del av utdanninga omhandlar individuell handtering av kriser i samfunn og familieliv.

Eg gjennomfører no ei masteroppgåve der eg særskilt spør etter individuell erfaring med omstillingar og nedbemanning i ei hjørnesteinsbedrift. Sidan lokalsamfunnet rundt ei slik verksemd eksisterer i eit avhengigheitsforhold til bedrifta, vil arbeidstakarane sin livssituasjon lett verte meir sårbar for endringar. I anledning masteroppgåva eg no gjennomfører er eg difor interessert i opplevingar som du erfarer/har erfart i di verksemd. Di erfaring kan være avklarande for kva effektar organisatoriske omstillingar har på ansatte som opplever dette i ei slik verksemd som din arbeidsplass er. Di oppleving er viktig, fordi dine erfaringar bidreg til ei vitskapleg forståing av korleis slike opplevingar påverkar arbeidstakarar og deira kvardag. Masteroppgåva har ei eksistensiell psykologisk tilnærming. Det vil mellom anna sei at eg ser etter individuelle måtar å eksistere på; måtar å strukturere kvardagen på og møte utfordringar som endrar/utfordrar denne strukturen. Dersom du no går gjennom, eller har gått gjennom, ei omstrukturering av din kvardag på grunn av endringar på arbeid, tapt jobb, endra jobbrolle, redusert arbeidskraft eller inntekt vil eg gjerne inviterer deg til forskingssamtale. Du får fortelje fritt om di historie. Eg vil kome med spørsmål undervegs. Ingen spørsmål er produsert på førehand av arbeidsgjevar, forskingsinstitusjon eller studentprosjektet. Det er dine erfaringar og opplevingar som får prege denne forskingssamtalen.

Vi opplever i dag ei global økonomisk krise. Det er gjort få studiar på korleis det opplevast å få kvardagen påverka og endra som konsekvens av nedbemanning og omstrukturering i ei hjørnesteinsbedrift samstundes som samfunnet opplever effekten av ei global økonomisk krise. Verksemda og bygda som du er tilknytt er kjent for å ha meistra store strukturelle utfordringar og kriser. Slik suksess vert oppnådd i samarbeid. Men, dei individuelle opplevingane kan difor få mindre tilstrekkeleg fokus. Desse utfordringane vert handtert av privatpersonar som brukar sin yrkeskompetanse i dette samarbeidet. Sidan du er eller har vore tilsett i ei slik hjørnesteinsbedrift er dine opplevingar viktige for mi masteroppgåve. Du vert difor spurt om å delta med di erfaring. Verken arbeidsgjevar eller forskingsinstitusjon får tilgang til kva informasjon *du* har tilført forskinga. Alt du fortel vert anonymisert før eg analyserer informasjonen. Ta difor gjerne direkte kontakt med meg. Eg ser fram til å høyre frå deg!

Beste helsing til deg og dine frå,
Astrid Klungseth Nesheim, ▆▆▆▆▆ 29.3. 2009/2010-09-13
tlf.: 47 60 86 50, astrid.nesheim@hotmail.com
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