



ANALYSIS OF RESULTS

EMPLOYER QUESTIONNAIRE

Research conducted within the „Beyond Diversity” project, which is to diagnose the current situation in Small to Medium Enterprises (SME) in terms of conflicts based on cultural differences amongst the workforce.

Due to data protection laws we ensure that no names or information contained in this form will be divulged to any third party use outside the project.

EMPLOYEE RESEARCH REPORT

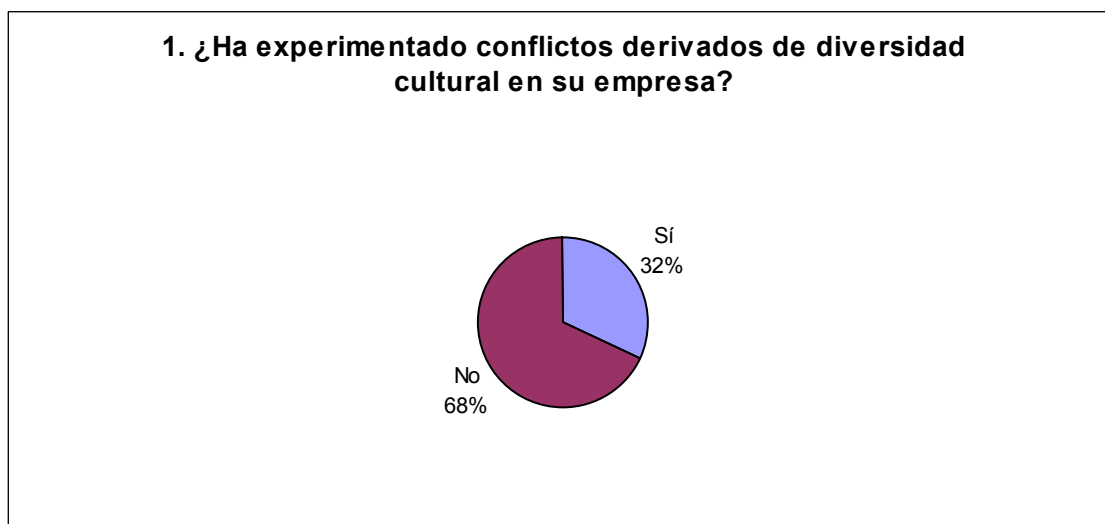
SPAIN

BEYOND DIVERSITY PROJECT

I. DIVERSITY CONFLICTS AT YOUR COMPANY

1. Have you ever experienced a conflict(s) caused by cultural or demographic diversity in your company?

- 1) yes
- 2) no *->please proceed to question 5*

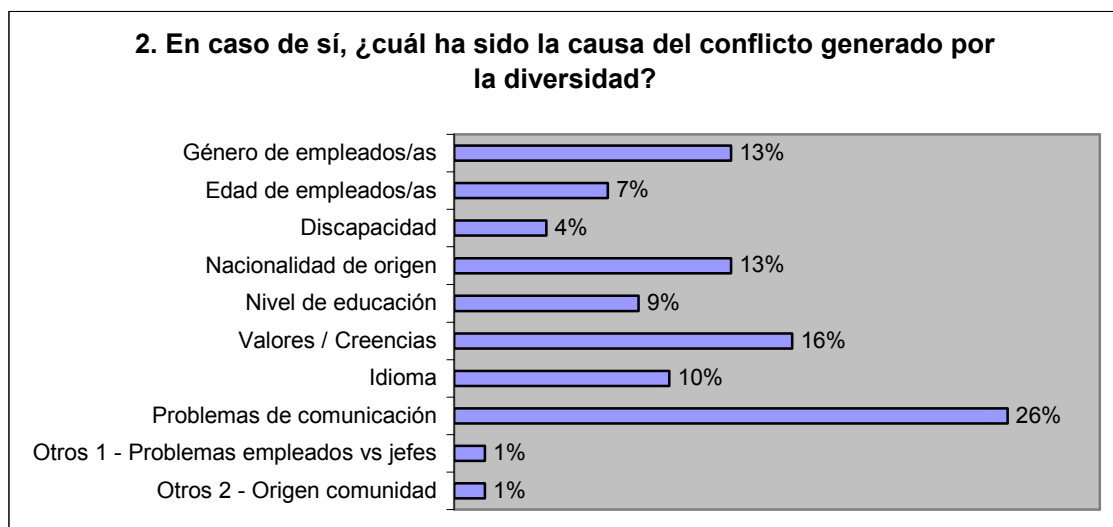


68% of employees of the sample of the research state that they have not experienced conflicts derived from cultural differences of their colleagues and peers in the company they work for. 32% clearly have identified cultural diversities as the cause of conflicts in their working environment.

2. If yes, what were the sources of conflicts that took place in the company?

(Please mark 'x' after the appropriate option, maximum 3).

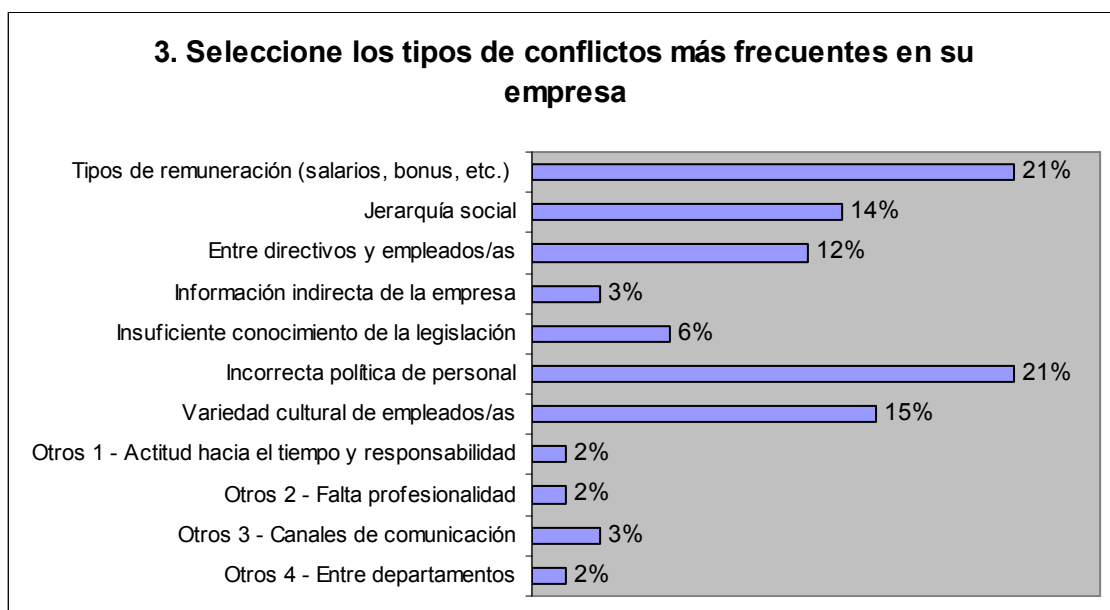
No.	Sources:	
1.	Employees' gender	
2.	Employees' age	
3.	Disability	
4.	Nationality of origin	
5.	Education level	
6.	Values and beliefs	
7.	Language	
8.	Problems in communication	
9.	Other reason (Such as?)	



It is significant to find that out of the 32% of employees who have identified cultural diversities of colleagues and peers as the cause of conflicts, state that the highest cause of these conflicts are problems with communication in a 26% of cases. 16% of conflicts have their origin in differences of values and believes, while 13% think that nationality of origin and another 13% state that gender issues are responsible for creating tense situations and conflicts among employees in the organisation. In a lesser level, language with a 10%, education with a 9% and age with a 7% are other causes of conflicts. Only 1% mentions that other nationalities or origin are also sources of conflicts in the company. It is interesting to note that only 1% of conflicts occur in relation with their boss or manager. This analysis can lead to the conclusion that conflicts are a transversal behaviour in the organisation rather than a vertical hierarchical factor. Leadership and dominant position is more assumed and accepted than interaction among employees, which evidently are causing 99% of all conflicting situations in the organisations.

3. Choose the most often types of conflicts in the company that you are currently working at.
(Please mark 'x' after the appropriate option, maximum 3).

No.	Types of conflicts:	
1.	Concerning reward types (salaries, bonuses, etc.)	
2.	Based on social hierarchy	
3.	Between the management and the employees	
4.	Due to incorrect company's information system	
5.	Due to insufficient knowledge of labour legislation	
6.	Due to incorrect personnel policy	
7.	Due to employee's cultural variety	
8.	Other (such as?)	

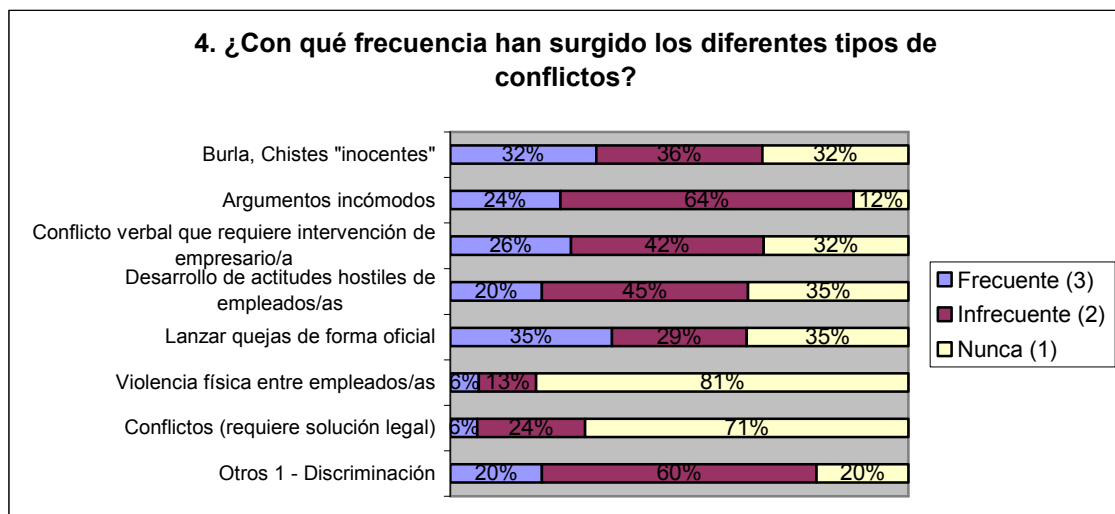


On the other hand employees answering the questionnaire say that 21% of conflicts are generated by incorrect human resource policy. And another 21% by remuneration, salary and bonus – that is by compensation policies. Both of which are management issues. Whereas 15% are due to cultural differences and another 14% to social which differences. While 12% are conflicts which originate between managers and employees. Legal issues with a 6% are starting to become a significant type of conflicts. It is interesting to note that insufficient communications is considered as being 3% of the types of conflicts followed by communications channels. Attitude towards time and responsibility of the different profiles of employees, as well as lack of professional competence of peers and interdepartmental conflicts are in a lower scale of importance.

4. How often did any of the following forms of conflicts occur in the company?

(Please mark 'x' after the appropriate option)

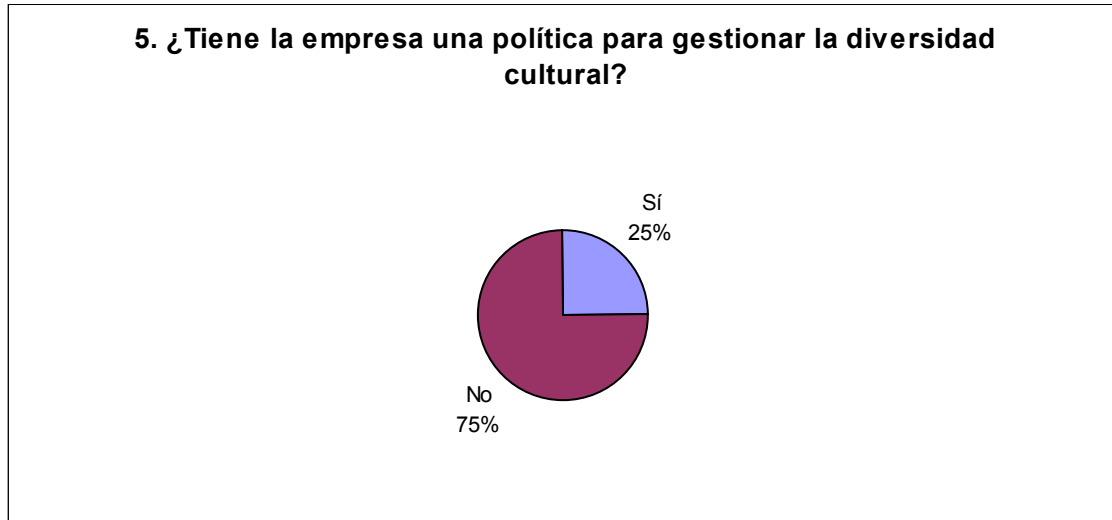
No.	Forms of conflicts:	Often	Rarely	Never
1.	Pranks, 'innocent' jokes	3	2	1
2.	Uncomfortable argument	3	2	1
4.	Verbal conflicts which required employer's intervention	3	2	1
5.	Development of hostile attitudes among the employees	3	2	1
6.	Launching an official complaint	3	2	1
7.	Elements of physical violence among the employees	3	2	1
7.	Conflicts that had to be settled (legally)	3	2	1
8.	Other form (such as?).....	3	2	1



When asked how have the conflicts started, respondents say that 32% of them are due to “innocent jokes” , 26% to verbal expression and another 24% to “uncomfortable arguments”- that is that there is a considerable number of conflicts which emerge from the expressing of employees towards the diversity of other colleagues. While violence and legal issues occur in a 6% of cases each. Other types of discriminations make up a considerable 20% of frequency of conflicts. It is encouraging to see that violence and legal claims have a very low frequency. We could conclude that there is space for awareness raising and training in the area of positive management of conflicts through behavioural change and a better understanding of other persons in the organisation.

5. Does the company have a policy based on cultural diversity?

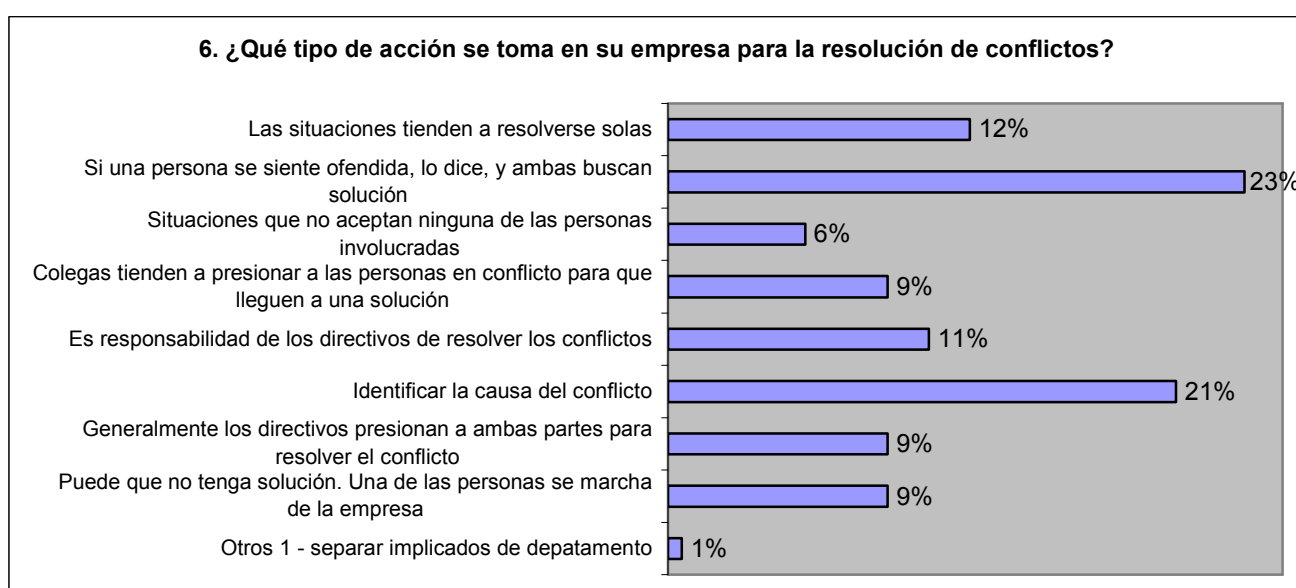
- 1) Yes
- 2) No



75% of employees in the research state that their company does not have in place a corporate policy to manage cultural differences which 25% work in companies which do manage diversity. Considering that in question 2 the sample show that 50% of the causes of conflicts have they base in cultural issues companies have a lot of homework to do in order to develop strategies and policies that can contribute to reduce the impact of conflicts, while taking advantage of the growing cultural differences of the workforce.

6. What types of actions are taken in your company in order to remedy conflict situations?
 (Please mark 'x' after the appropriate option, maximum 3).

No.	Ways of remedying conflicts:	
1.	Such situations tend to disappear naturally	
2.	If one party feels offended it informs about it and then both parties seek a compromise	
3.	Such situations are not accepted by our co-workers	
4.	Co-workers usually put pressure on both parties in order to find a solution as quickly as possible	
5.	It is manager's duty to help resolve the issue	
6.	Identify the source of the conflict,	
7.	Usually managers put pressure on both to help solve conflict	
8.	It happens that there is no solution. One of the parties has to leave	
9.	Other (Such	



Employees believe that in 23% of cases, conflicts can be solve among the persons involved. While they feel that in 21% of cases the issue of the conflict is addressed y management or by the persons involve. In 12% of cases the conflicts get solve by themselves and in 11% a manager of the company becomes mediator to help find a solution to the situation. In 9% of cases the pressure from colleague to put an end to conflicting situations, and in the same proportion managers intervines with the same objective in another 9 of cases. A very high 9% of cases there is no other way than to fire the person or persons involved mainly for fear that the situation can create division of opinions among employees is the situation stagnates and prolongs itself damaging the quality of work in the company for its employees. Only in 1% of cases the solution is to separate confining employees and assign them to different departments.

7. Have you ever been personally involved in any conflict that was based on cultural diversity at your work place?

- 1) Yes
- 2) No

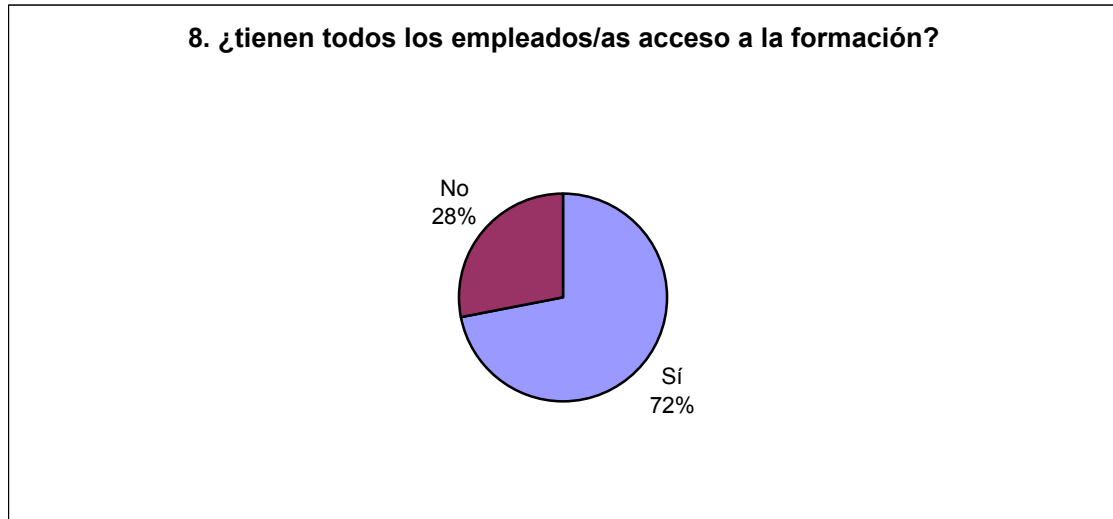


75% of employees claim that they have not personally been involved in conflicts generated by cultural diversity. While 25 directly admit that cultural differences have been the cause of conflicts in which they have been involved. Again taking into consideration that the sample states that 50% of conflicts are caused by issues that all add to cultural differences, it could be advisable to develop more cultural awareness programs in the organisation that can help employees better identify the real cause of conflicts they are involved in.

II: TRAINING AND PROFESSIONAL DEVELOPMENT

8. Does the company provide all employees with equal access to trainings?

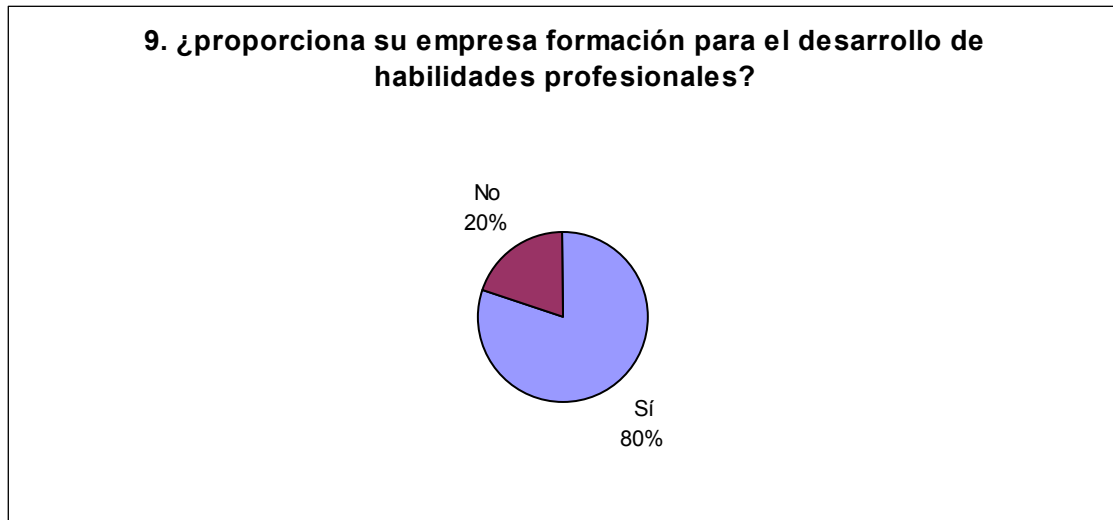
- 1) Yes
- 2) No



72% of employees of SMEs state that they have access to training in their organisation which 28% say they do not have that opportunity. Causes could be lack of resources of SMEs because of their limited human and financial resourced, or because management does not believe in he value of life long learning in highly changing environments today.

9. Does your employer facilitate development of work qualifications?

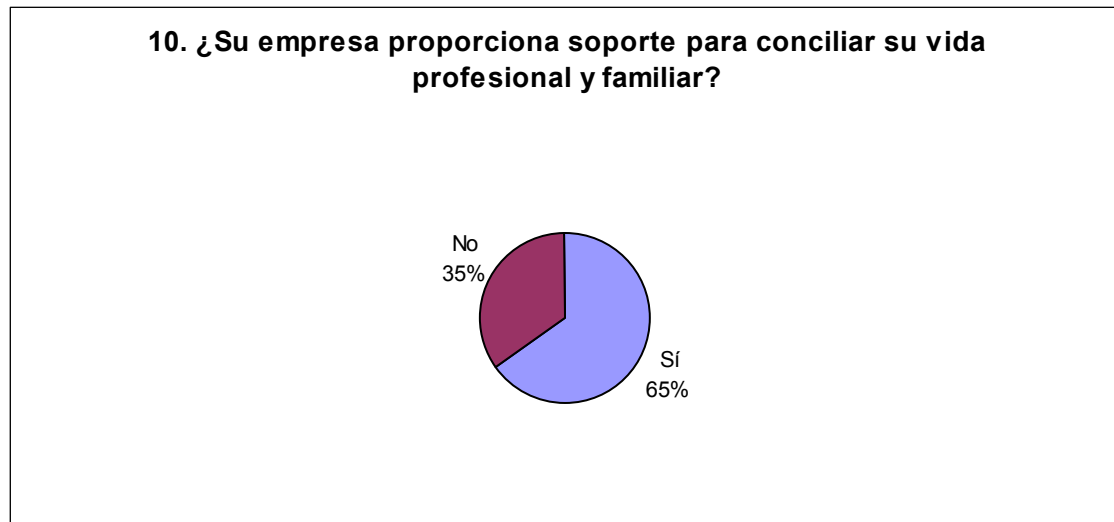
- 1) Yes
- 2) No



80% of training is focussed of developing professional abilities. Which could mean that only 20% of training facilitated to employees is focussed on developing personal skills which are essential to prevent conflicts, and if they occur to develop abilities for positive conflict management a critical issue again is the need to create cultural diversity awareness in organisations.

10. Does the company that you are currently working at supports the employees in terms of combining professional life with family one?

- 1) Yes
- 2) No



65% of SMEs are offering work/life and conciliation schemes to their employees. A further analysis could establish whether they do so because they consider work/life policies a business case and critical to improve the efficiency of the company. Or rather they believe that it is a basic social issue. Conciliation programs being highly beneficial for the social and family life of employees, must reflect its effect in the results and bottom line of the company in order to make these policies sustainable. And a very valid tool to reduce and manage conflicts.

11. If yes, please specify organizational solutions that are in favour of it.

(Please mark 'x' after the appropriate option, maximum 3).

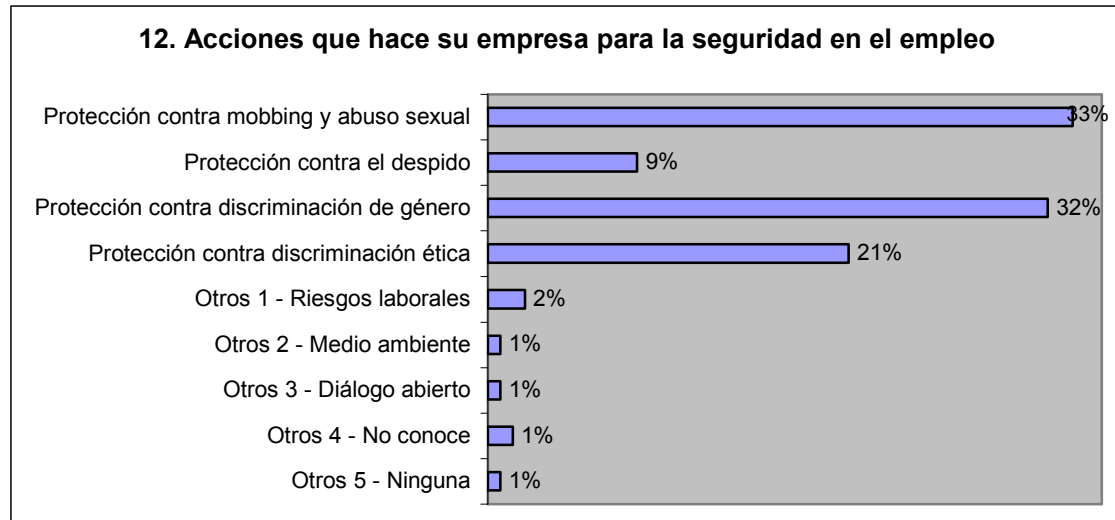
No.	Type of solutions:
1.	Work Life Balance
2.	Flexible time
3.	Maternity and paternity leave
4.	Recognition of "official/statutory holidays"
5.	Home support services
6.	Social gatherings
7.	Other (such as?).....



Out of the 65% of companies that offer work / life programs to employees, 40% establish flexible work hours. And 31% offer maternity and paternity leaves which are established by law. To comply with cultural differences, 12% establish schemes to allow their employees their religious practices. 8% offer broad conciliation programs. 6% organise social events in the company to foster a better understanding between employees in the personal arena. A very scarce is the support to household issues. And there is an alarming 1% which introduces teleworking as part of the way of working in the company. This means that evaluating employees by their presence in the workplace is still very much rooted in Spanish SMEs.

12. Does the company that you are currently working at conduct any actions which aim is protecting the worker? (Please mark 'x' after the appropriate option)

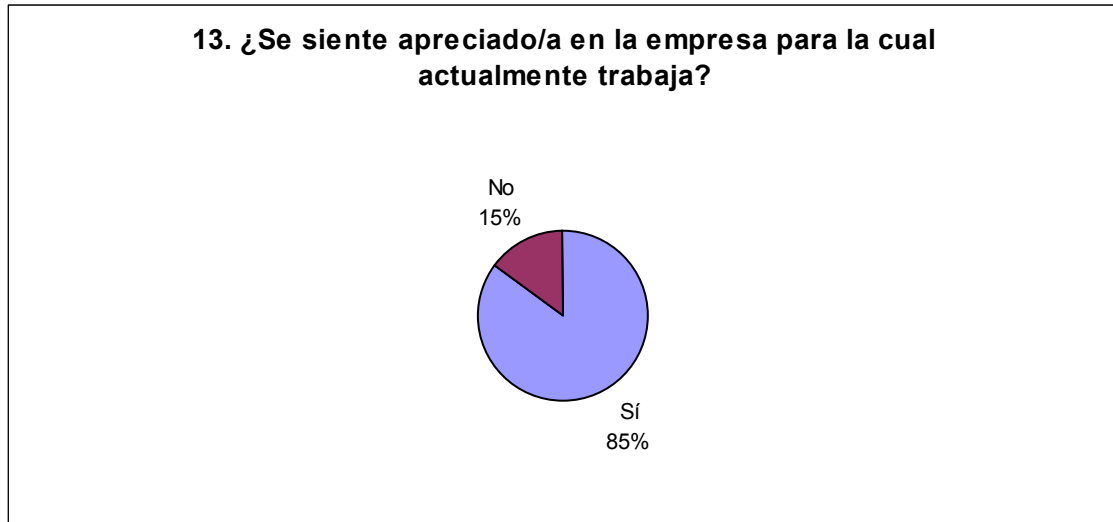
No.	Type of action:	
1.	Protecting the worker against mobbing and sexual abuse	
2.	Protecting the worker against layoffs	
3.	Protecting the worker against gender discrimination	
4.	Protecting the worker against racial discrimination	
5.	Other (Such as?)	



Gender issues to avoid harassment and discrimination make up for 65% of measures companies implement to guarantee safety in the workplace. In the second place 21% implement programmes to avoid ethnic discrimination and 9% put in place schemes to protect against firing personnel. Only 2% of Spanish SMEs in the sample take care of risks in the workplace. And few of them establish environmental programs, foster open dialogue or simply disregard security in the company as a key issue to prevent conflicts and to create a more sustainable organisation. Possibly SMEs may feel that their close contact with employees already guarantee their safety.

13. Do you feel like an appreciated worker in the company that you are currently working at?

- 1) Yes
- 2) No



An encouraging 85% of employees of the SMEs in the research project feel appreciated by management and colleagues in the company they work for. This is higher than the average attitude in large corporations.

The nearness among managers, owners and employees surely foster this attitude.

14. Do you feel that you utilize your full potential in the company that you are currently working at?

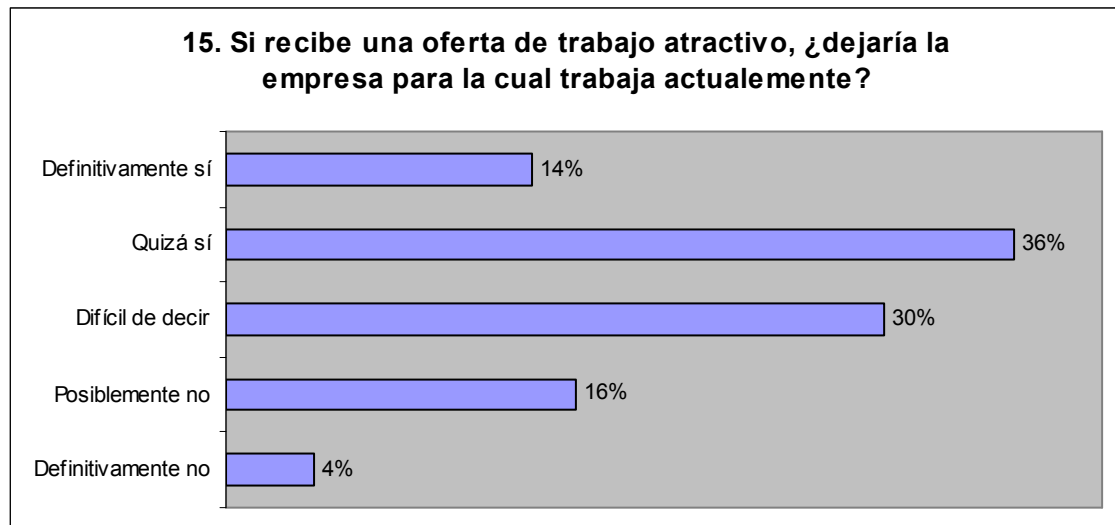
- 1) Yes
- 2) No



In consequence, 78% of employees feel that they can contribute their maximum to the company they work for. While 22% feel that they could do better possibly if they had a more inclusive environment.

15. If you would receive an attractive job offer from other company, would you stay in your current place of work?

- 1) Definitely yes
- 2) Rather yes
- 3) Hard to say
- 4) Rather not
- 5) Definitely not

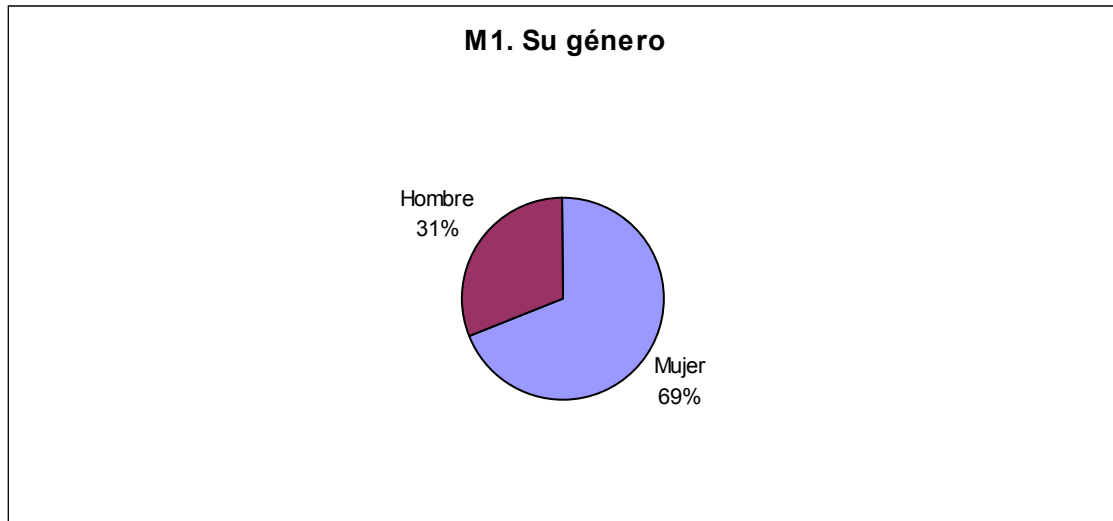


36% may leave the company if they receive an attractive offer. 30% find it hard to say. 16% possibly will not leave the company, 4% definitely will not. And only 16% state they will definitely leave the company if they had an attractive offer from another organisation. SMEs must develop the capacity to retain talent as an important factor of efficiency to lower replacement costs which is always a high price to pay when employees leave a company

STATISTICAL DATA

MP1. Your gender:

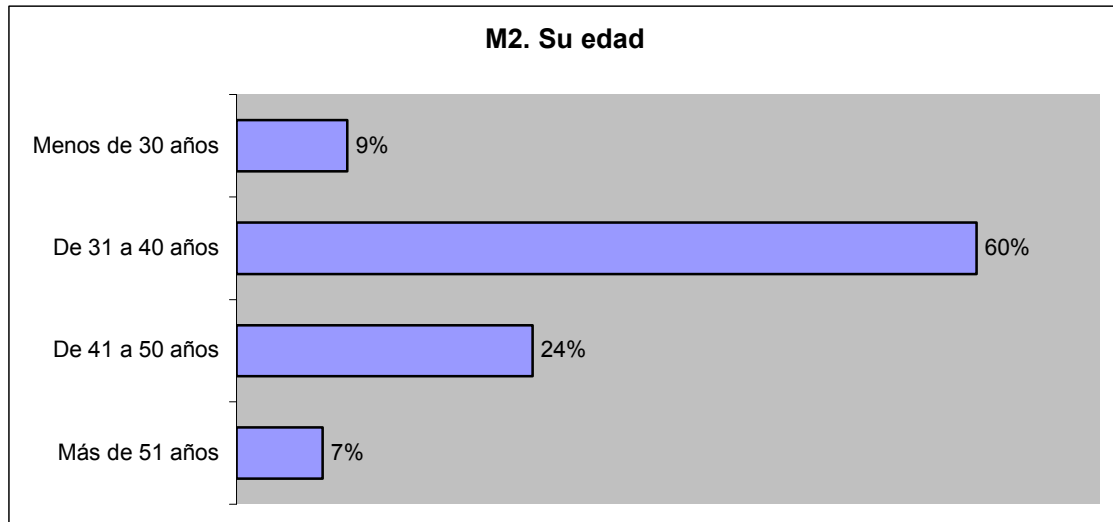
- 1) Female
- 2) Male



As far as gender is concerned in the sample, 69% of employees are women and 31% men. A higher proportion than average in larger corporations.

MP2. Your age:

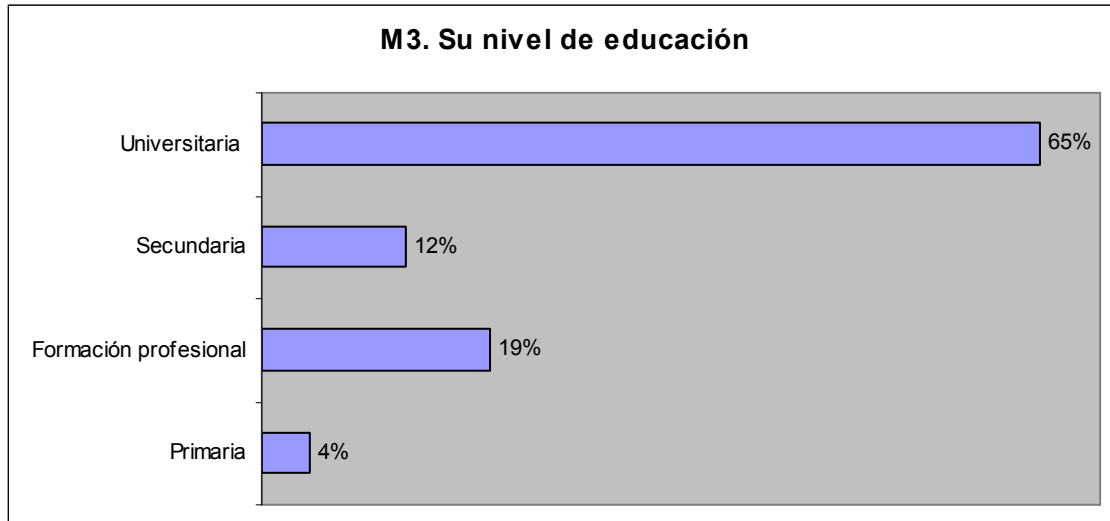
- 1) 25 years or less
- 2) From 26 to 35 years
- 3) From 36 to 45 years
- 4) From 46 to 55 years
- 5) 56 years or more



60% are between 31 and 40 years old. 24% between 41 and 50 years of age, 7% over 51 and only 9% are under 30 years old. In Spain young population unemployment is critically high, and young people start to work later and they tend to study longer.

MP3. Your education level:

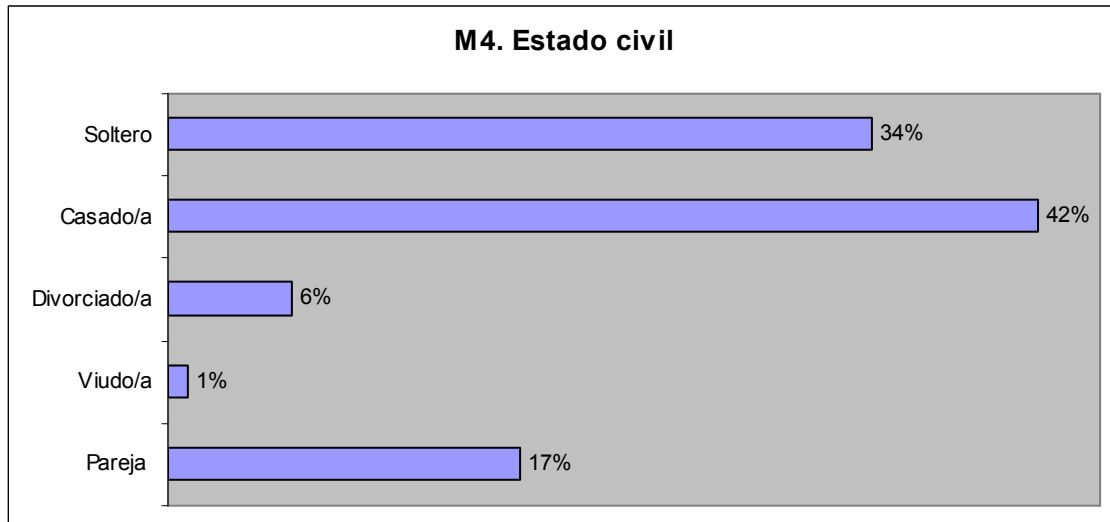
- 1) Higher
 - 2) Secondary
 - 3) Vocational education
 - 4) Elementary
 - 5) Other (such as?)
-



A very high 65% of employees have university level studies followed by a 19% who have professional level certificates, 12% with secondary level studies and only 4% with basic primary education. Present work population in Spain has the highest ever level of formal learning.

MP4. Your marital status:

- 1) Not married (Miss/Mr)
- 2) Married (Mrs/Mr)
- 3) Divorced
- 4) Widow/Widower
- 5) Domestic partnership



Of the sample in the research, 42% are married, 34% are single, 17% live with their partner, 6% are divorce and 1% is widow/widower. Married with child care responsibilities are a vast majority. Although care for their elders is a constant in all age brackets

MP5. Do you have children?

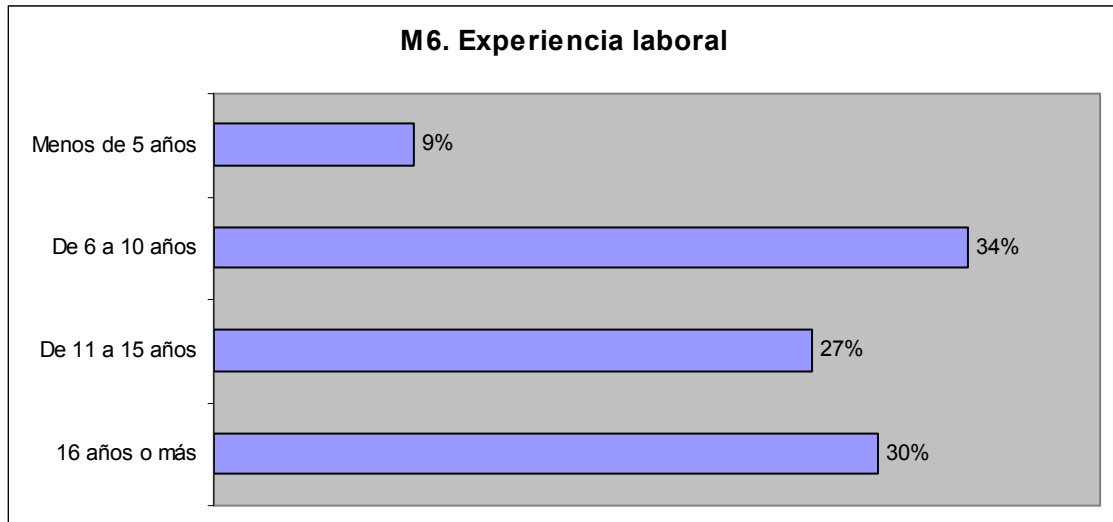
- 1) Yes
- 2) No



50% of the employees in the sample have children to their care which 50% do not have child dependants.

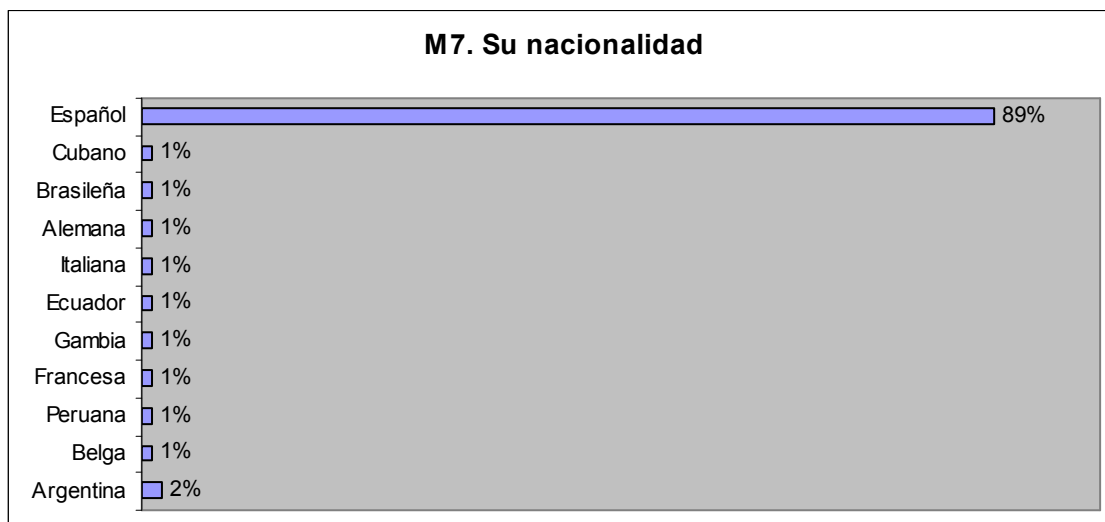
MP6. Work experience

- 1) 5 years or less
- 2) From 6 to 10 years
- 3) From 11 to 15 years
- 4) 16 years and more



From 6 to 10 years work experience is the most numerous 34% of employees in the sample. 27% have from 11 to 15 years work experience and a high 16% have over 16 experiences in the workplace. Only 9% have under 5 years experience. The questionnaire does not clarify whether this experience is in the same company or in their work life all together. But given the age brakes, the professional life of the employees in the sample has to be long.

MP7. Your nationality:.....



89% of employees in the sample are Spanish. The rest are mainly from South America, a 2% from other countries in the EU, a 1% from Africa and a less percentage from countries outside the EU

Executive Summary

TYPOLOGY OF SAMPLE

Out of the sample of 100 employees who answered the research questionnaire, 89% of are Spanish. The rest are mainly from South America and Africa. 69% are women. And the main age brackets shows a 84% of employees between 31 and 50 years old. Therefore there is a strong need for younger persons to join the SME workforce.

34% have from 6 to 10 years work experience. While only 9% have under 5 years of work experience. The questionnaire does not clarify whether this experience is in the same company or in their work life all together. But given the age brackets, the professional life of the employees in the sample has to be long, with a very high 65% of employees with university level studies followed by a 19% who have professional level certificates.

42% of respondents are married and 34% are single. 50% of the employees in the sample have children to their care. This demographic reality makes it mandatory for SMEs to advance more in Work / life policies if they want to attract younger workers.

FINDINGS

68% of employees of the research sample state that they have not experienced conflicts derived from cultural diversity and a 25% say that the main cause of conflicts is due to communication, 16% to differences in values and beliefs, while 13% think that the base is the nationality of origin. Only 13% state that gender issues are responsible for conflicts in the company.

On the other hand employees say that 21% of conflicts are generated by incorrect human resource policy. And another 21% by compensation policies. And point out that 82% of them are due to some sort of verbal expressions which insult the sensitivity and culture of

diverse profile employees. Only 6 % conflicts show violence and 20% are due to direct discrimination, mainly for gender issues.

75% of employees state that their company does not have in place a corporate policy to manage cultural differences while only 25% work in companies which do manage diversity. Considering that in question 2 the sample show that 50% of the causes of conflicts have they base in cultural factors, there is great room and need for cross-cultural training in to increase behavioural respect for the priorities of other workers in SMEs.

As far as managing conflicts is concerned, employees believe that in 35% of cases, conflicts can be solve among the persons involved, while in 32% of cases the conflict is addressed by managers acting as mediators. In 9% of cases the pressure from colleague is sufficient to put an end to conflicts

As far as being directly involved in conflicts, 75% of employees claim that they have not personally been involved in conflicts generated by cultural diversity, while 25 directly admit that cultural issues are the main cause of their conflicts

72% of employees claim to have access to training opportunities, 80% of which focus on professional development. This open room for personal development and cross-cultural skills training.

65% of companies implement work/life policies: 40% establish flexible work hours; 31% offer maternity and paternity leaves which are established by law; 12% establish schemes to allow their employees their religious practices; 8% offer broad conciliation programs; 6% organise social events. Very scarce are the support to household issues. And there is only an alarming 1% of companies which introduces teleworking as part of the way of working in the company.

Gender issues to avoid harassment and discrimination make up for 65% of measures companies implement to guarantee safety in the workplace. 21% implement programs to avoid ethnic discrimination and 9% put in place schemes to protect against faring personnel. Only 2% of Spanish SMEs in the sample take care of risks in the workplace.

85% of employees feel that they are appreciated in the company. In consequence, 78% of employees feel that they can contribute their maximum to the company they work for. While 22% feel that they could do better possibly if they had a more inclusive environment.

If offered an attractive job opportunity 52% may leave the company; 30% find it hard to say; and only 20% possibly will not leave the company. Turnover in SMEs in the sample risks to be higher than in the average of large corporation. SMEs must develop the capacity to retain talent as an important factor of efficiency to lower replacement costs which is always a high price to pay when employees leave a company. Creating a free-of –conflict environment in the company can make a high contribution to attracting and retain talent to the organisation in order to guarantee its competitive edge and sustainability.