

Managing Identity Conflicts: Perspectives Across Organisational Level & Culture

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Survey Development

- Item Creation
 - Literature Review and Expert Advice
- Survey Translation
 - All tools were translated into the host language and back translated
- Verification
 - In-country Collaborators and Human Resources professionals from the target countries reviewed materials to ensure applicability to each cultural context

Survey Administration

- We worked with in-country collaborators who helped with logistics and served as the contact person for the selected organisations
- Most survey data were gathered on-line, in some cases a paper version of the survey was used



Demographics – Overall Survey Sample(2, 803)

- **Gender**
 - 43% Male, 45% Female, 12% Not answered
- **Race Identity (highest frequency – missing data)**
 - 28% Caucasian/White, 7% African American/Black, 4% Arab, 3% Hindi, 3% European
- **Organisational Level**
 - 34% Professional, 18% Management, 12% First-Level Supervision, 9% Hourly Worker, 9% Clerical, 3% Top Level, 1% Contractual/Temp
- **Education**
 - 60% University level education w/ degree
- **Mean Age = 40.6**
- **Mean Tenure in Organisation = 8.6**

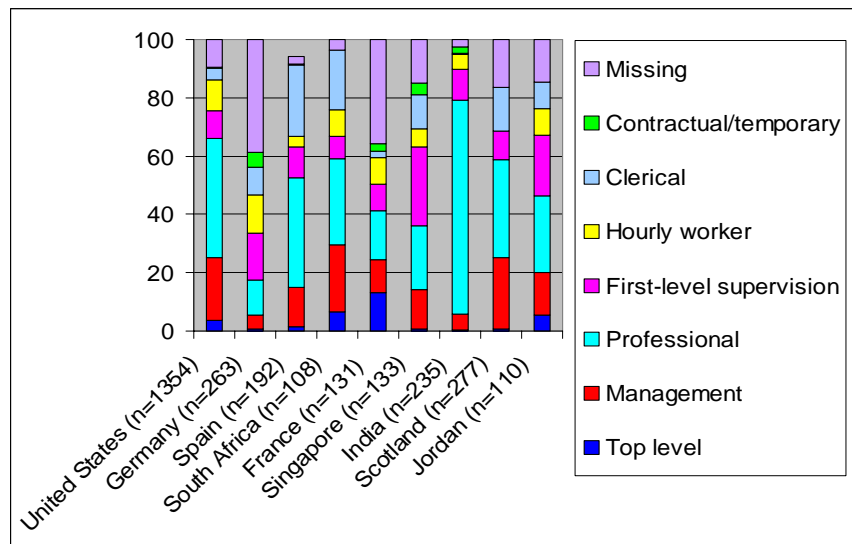


Demographics by country

	US	Germany	Spain	South Africa	France	Singapore	India	Scotland	Jordan
Total	1354	263	192	108	131	133	235	277	110
% Male	49.6	21.3	43.8	45.4	35.9	18	64.3	42.2	42.7
% Female	42.2	41.4	55.7	53.7	37.4	67.7	34.9	41.5	57.3
% Missing	8.1	37.3	.5	.9	26.7	14.3	.9	16.3	0
% Univ. Degree	63.4	48.7	69.8	34.3	62.6	40.6	67.7	68.6	43.6
Age	42.1	41.7	35.7	38.7	47.2	36.6	26.5	40.2	32.5
Org. Tenure	10	6.7	5.6	6.2	14.1	2.7	2.2	7.7	7.2



Demographics – Organisational Level



Survey Description

- **Scenario Questionnaire**
 - Four scenarios related to specific social identities
 - Gender
 - Race/ethnicity
 - Religion
 - Immigrant status
 - Items identifying how serious the scenario is and whether action should be taken
 - Items about how effective different remedies would be in addressing these situations.
 - Section on who has responsibility to take action in response to the scenarios
 - Demographic information
 - Additional measures (e.g. org climate, leadership outcomes) were added partway through the data collection in response to early analysis



Gender Scenario Serious Ratings for Each Country

Item	US n=1350	Germany n=203	Spain n=191	South Africa n=104	France n=131	Singapore n=133	India n=235	Scotland n=277	Jordan n=110
How serious do you think this situation could become? ¹	2.93	2.73	2.84	2.83	2.77	2.74	2.94	2.94	2.45
Please tell us if you think action should be taken ²	2.96	2.89	2.94	2.89	2.97	2.77	2.96	2.97	2.72

¹ Responses are 1 = Not Very Serious; 2 = Possibly Serious; 3 = Very Serious

² Responses are 1 = No action is needed; 2 = Possibly take action; 3 = Definitely take action



Gender Scenario –

Top 3 (most helpful) responses for each country

Item	US n=1348	Germany n=202	Spain n=191	South Africa n=103	France n=131	Singapore n=133	India n=235	Scotland n=277	Jordan n=110
Educate employees that making suggestive comments is unacceptable in the workplace	1								2
Develop policies and procedures to insure that men and women are treated equally	2	3	1	1	2	3	1		
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis	3	1	2	2	1	1	3	1	1
Acknowledge the women's grievances		2							
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organisation			3		3		2	2	
Conduct an investigation to identify the men making the suggestive comments				3		2		3	3



Gender Scenario –

3 least helpful responses for each country (1 = least helpful)

Item	US n=1348	Germany n=202	Spain n=191	South Africa n=103	France n=131	Singapore n=133	India n=235	Scotland n=277	Jordan n=110
Stop hiring so many women	1	2	3						
Let the situation play itself out; do nothing	2	1	1	1	1	1	1	1	1
Inform the media about what is going on	3			3					2
Encourage anyone who is bothered by the men's comments to transfer to another part of the organisation		3			3			3	
Discourage women from expressing dissatisfaction with the situation			2	2	2	2	2	2	3
Redesign the work so that men and women will no longer have to interact with one another						3	3		



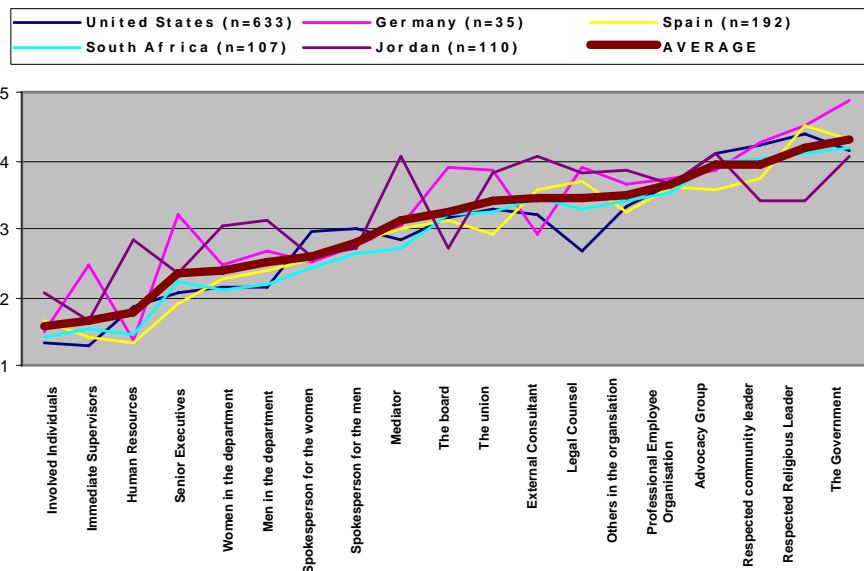
Gender Scenario – Biggest Differences (More than 2 points)

- Punish anyone who disrupts the work in response to the rumours
 - Jordan = 2.46
 - Germany = 4.58
- Ask co-workers of the women who are upset to try to get them to calm down
 - Singapore = 2.39
 - United States = 4.49

Responses are 1 = Very helpful; 2 = Somewhat helpful; 3 = Neither helpful nor harmful; 4 = Somewhat harmful; 5 = Very Harmful



Gender - Who Should Be Involved¹



¹ Responses are 1 = To a very great extent; 2 = To a great extent; 3 = To some extent; 4 = To a little extent; 5 = Not at all



Religion Scenario Serious Ratings for Each Country

Item	US n=1285	Germany n=184	Spain n=192	South Africa n=105	France n=108	Singapore n=123	India n=114	Scotland n=245	Jordan n=110
How serious do you think this situation could become? ¹	2.35	2.12	1.92	2.35	2.13	2.13	2.35	2.51	2.05
Please tell us if you think action should be taken? ²	2.55	2.47	2.36	2.42	2.61	2.25	2.58	2.65	2.36

¹ Responses are 1 = Not Very Serious; 2 = Possibly Serious; 3 = Very Serious

² Responses are 1 = No action is needed; 2 = Possibly take action; 3 = Definitely take action



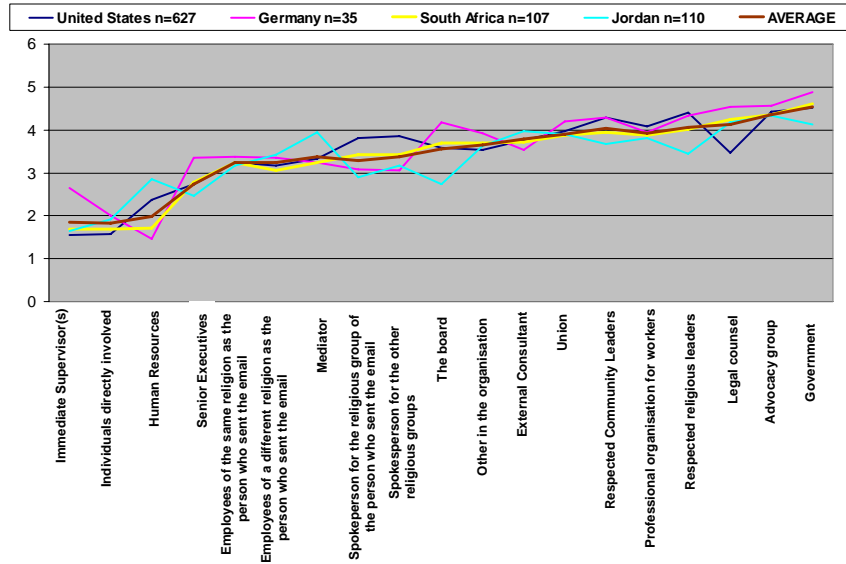
Religion Scenario – Biggest Differences (More than 2 points)

- Ask co-workers of the religious group members who are upset to try to get them to calm down
 - Jordan = 1.95
 - United States = 3.98
- Take legal action against the person who sent the e-mail immediately
 - Jordan = 2.87
 - United States = 4.86

Responses are 1 = Very helpful; 2 = Somewhat helpful; 3 = Neither helpful nor harmful; 4 = Somewhat harmful; 5 = Very Harmful



Religion - Who Should Be Involved¹



¹ Responses are 1 = To a very great extent; 2 = To a great extent; 3 = To some extent; 4 = To a little extent; 5 = Not at all



Religion Scenario – Top 3 (most helpful) responses for each country

Item	US n=1286	Germany n=184	Spain n=192	South Africa n=106	France n=106	Singapore n=122	India n=114	Scotland n=248	Jordan n=110
Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis	1	1	1	1	1	2		1	1
Develop policies and procedures to insure that all religious groups are treated equally	2	2	2	2		1	1	3	3
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organisation	3			3	2		2	2	
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them		3				3			
Hold training programs to teach members of different religious groups how to work together without disruption			3						
Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals							3		
Conduct an investigation to identify the people who are creating the tension									2
Unity employees by reminding them of the shared goals of the organisation					3				



Religion Scenario –

3 least helpful responses for each country (1 = Least Helpful)

Item	US n=1286	Germany n=184	Spain n=192	South Africa n=106	France n=106	Singapore n=122	India n=114	Scotland n=248	Jordan n=110
Inform the media about what is going on	1	1	2	1					1
Stop hiring so many people from this woman's religious group	2								
Encourage anyone who is bothered by the men's comments to transfer to another part of the organisation	3	2	3	3	1	2	3	2	
Redesign the work so that men and women will no longer have to interact with one another		3	1		3	3	2		3
Let the situation play itself out; do nothing				2	2	1	1	1	2
Discourage those who are disgruntled from expressing dissatisfaction with the situation								3	



Summary of Key Points and Conclusions

- Data suggest immediate supervisors are critical – training about respect and also awareness of the need to address social identity conflict
- However, senior leaders are also expected to take action.
- Both individual and organisational elements both should be addressed.

