



Research on attitudes of enterprises towards employment of refugees/migrants

Presentation of results
- July 2021



Research Approach & Specifications

Small Scale Qualitative Investigation

- Conduct in-depth individual interviews (IDIs) with business decision-makers on personnel selection / recruitment issues
- Investigation in the form of free discussion by an experienced moderator, via zoom- duration 45-60'
- Sample: **5 interviews in Athens**
 - 3 small (up to 9 persons) and 2 small-medium businesses (10-250 persons)
 - 2 businesses that employ at least 1 refugee/migrant

Realisation:
25-28/5/2021

Quantitative measurement

- CATI research – via telephone interviews
- Conducted by a team of specialized researchers of Focus Bari, based on a specially designed questionnaire
- Population: decision makers on personnel selection issues in companies operating in the province of Attica
- Sample: **80 interviews**, random sampling

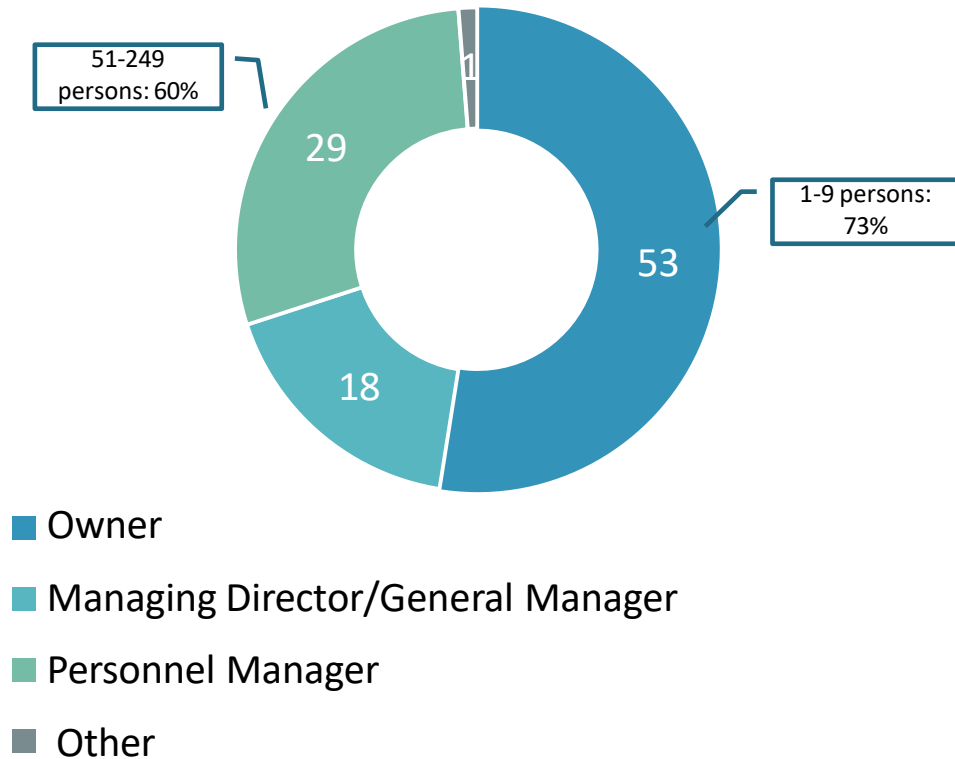
Size – Number of Workers	N	%
Up to 9 persons	51	63,8
10-50 persons	14	17,5
51-249 persons	15	18,8

Realisation :
23/06-26/07/2021
Quality Control:
28,8% co-hearing

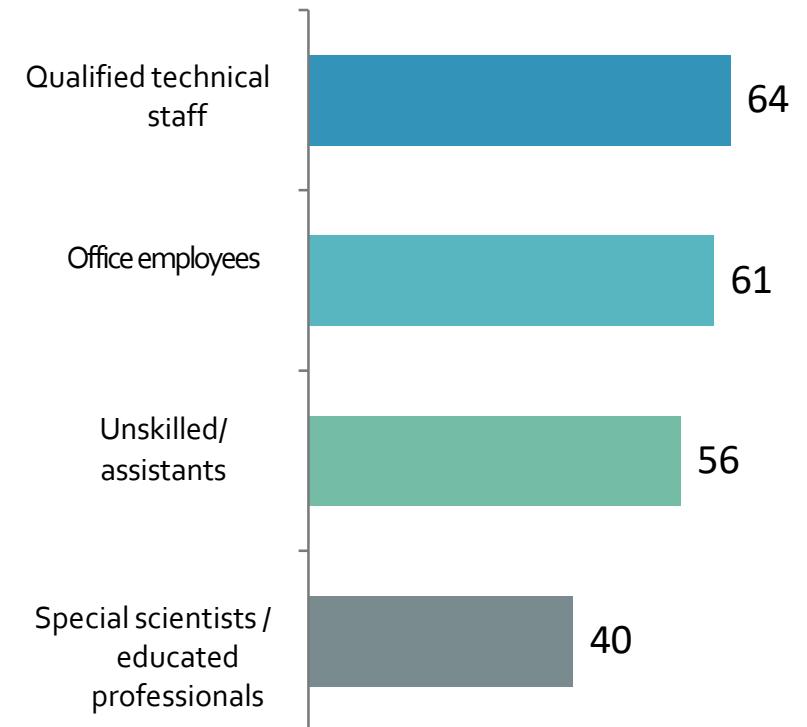
Business Sectors – Activities	N	%
Manufacturing / Industry	8	10,0
Electricity supply, gas, steam, air-condition	1	1,3
Water supply, processing wastewater, waste management	1	1,3
Wholesale & retail trade, repair of motor vehicle	26	32,5
Transport and storage	5	6,3
Accommodation/food services	10	12,5
Professional, technical & technical activities	16	20,0
Administrative & support activities	2	2,5
Construction	11	13,8

Businesses' profile

Respondent's position



Categories of employed staff



[%]

A. Quality Research Findings

Small-Medium Enterprises' Landscape

- In Greece, the media landscape is characterized by **great diversity** as there is a variety of sectors, activities and sizes, with a **very large part being micro & small enterprises**.
- Accordingly, their staffing needs in both number and specialization/qualifications vary. They also manage the selection & recruitment of staff differently.



Small businesses
 Decisions & choices made by the owner ...
 Based on personal beliefs
 Limited number of recruitments
 With simple procedures:
 advert (XE, FB), acquaintances

*Kitchen/restaurant,
 Furniture industry*

Small/medium and specialized business
 Decisions & choices made with simple or more complex procedures depending on position / requirements
 Often through third parties (contractors)

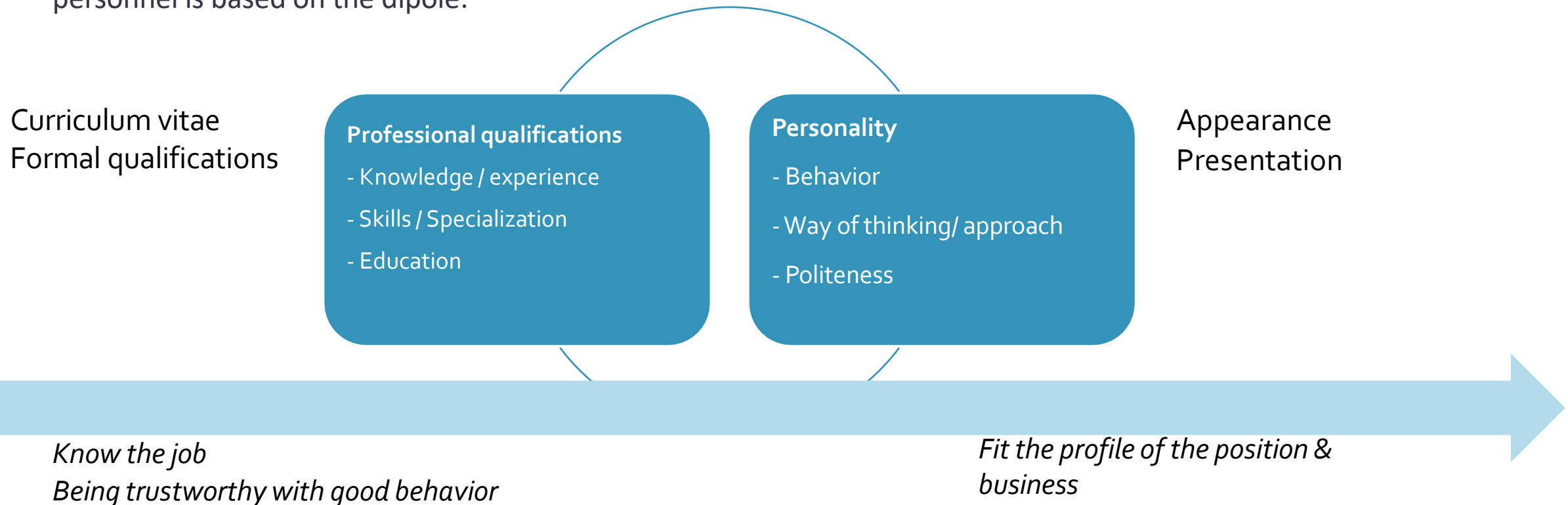
Technical works, Construction

Bigger business
 Decisions & choices based on company policy, with specific procedures
 From a specialised department/personnel (HR)

Maritime/Shipping

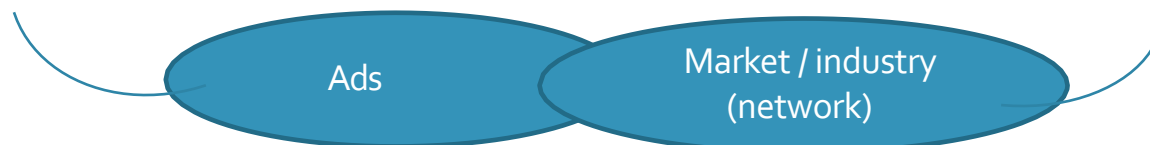
Selection / recruitment criteria in general

- Regardless of the company profile, for all businesses that took part in the qualitative research, the selection of personnel is based on the dipole:



Recruitment of refugees/migrants today

- Done **out of need to fill a position/specialty for which there is no "alternative"...**
- Posts/jobs not undertaken by Greeks
- **Recommendations play a decisive role as a guarantee** for the knowledge and behavior of the candidate
- It is preceded by a **trial** (craftsmen)
- It is done on the basis of **qualifications** - with the assumption of limited availability for specialized positions
- They reflect the desire / **humanitarian disposition** of the owner
- With **prerequisite the adequacy** for the position
- Again, with **recommendations** to play an important role, as does the trial period
- Done under the **Corporate Social Responsibility / Company policy**
- In an **organized way-subsidized** program
- Which often provides and training



There is no competent body involved, nor special information is given. No official incentives are given.

Perceived advantages of employing refugees/migrants

The positive elements/benefits that are recognized by all businesses?

- **Willingness - flexibility & hard work & 'humility'**
- They are not picky in tasks
- They work as much as/whenever asked
- They have a will to succeed

There could be economic benefits but:

- According to their businesses/experience, foreigners are (almost) paid the same as Greeks
- There is no information about subsidized programs that would act as an incentive

Long-term stay and the 'ties' with the country (e.g. family, knowledge of the language) enhance the credibility of candidates in the eyes of employers

Perceived obstacles/disadvantages of the employment of refugees/migrants

The difficulties discussed by business representatives are several and concern different stages / levels

Before / for recruitment:

- An inhibiting factor is the **legality check** that is required to precede (to have papers, not to have entangles with the police)
- **Recruitment procedures** to a lesser extent as there is little experience

→ Do not require additional, difficult & time-consuming procedures

At work:

- **Behavior at work causes the greater concern** as it affects the entire operation of the business (productivity / employee relationships)
"not to create trouble"
- **Consistency & adherence to agreed - reliability issues**
"not to give us up without warning"

→ To have **trust & good understanding** ... factor that outweighs the importance of **language knowledge**

Perceived obstacles/disadvantages of the employment of refugees/migrants

- Parameters related to **religion & ethnicity** are discussed as concerns, but ...
- **They are not declared/recognized as selection criteria**, provided that such elements will not affect **performance & the working environment**
- **Elements of culture such as attire, prayer or other habits are asked not to express themselves/enter in the context of work**



In a sense, the employment of refugees/migrants in Greek businesses
it presupposes their adaptation to Greek standards.

Diversity is **respected in a general context, but not desirable** in the context of work.

→ The requirements go beyond the framework of education and concern integration in the broadest sense
action that can only be undertaken by large enterprise with specially designed programs

Overall attitudes to the employment of refugees/migrants

- The overall picture shows a **relatively positive to neutral attitude** towards the issue
- In any case, it is treated with **wariness...**
- The recruitment of refugees/migrants is **considered to some degree of risk** for the business



*There is **no familiarization with the subject and limited knowledge**. The recruitment of refugees / migrants can occur by **chance** and tends to be a **second choice**.*

- The **expression of negative attitude is more limited**, and is related to mentality...
 - Greeks in need have priority
- Or attributed to previous experience and / or "external" factors...
 - Customer / partner mentality that can create a problem in the business



*Recruitment of refugees / migrants can be **occasional** & relates only to an **emergency solution***

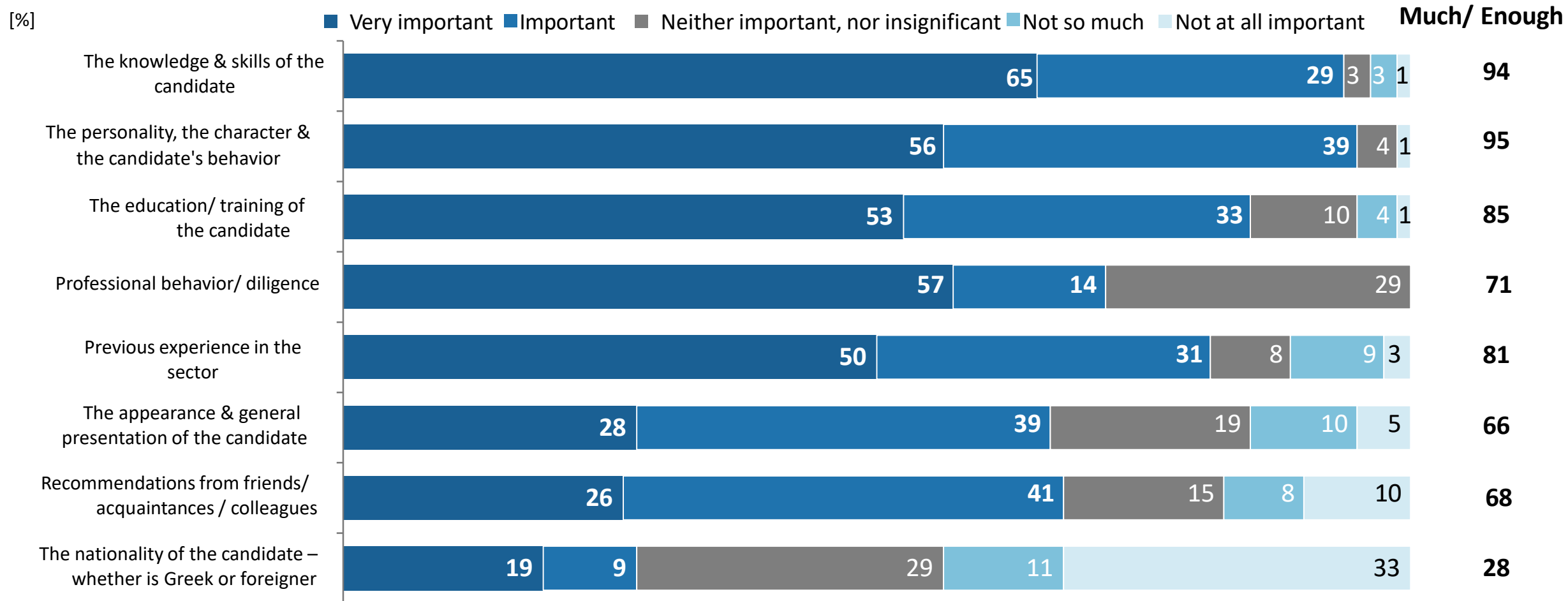
B. Quantitative Research Results



General businesses' attitudes towards refugees/migrants recruitment

Factors that affect staff selection in general

The professional qualifications & the personality / behavior of the candidate are the main selection criteria, while the nationality ranks last among the criteria considered



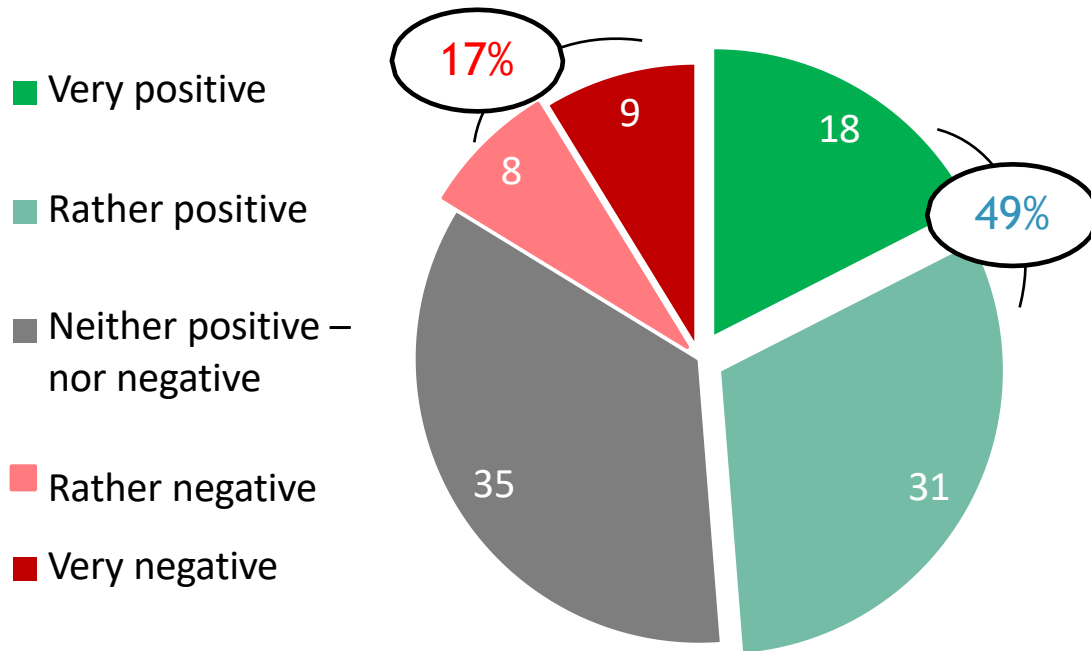
Base: Total (N=80)

Q.1 There are several factors or policies that are followed that influence the decision to select personnel of enterprises. How important or not are the factors that I will mention to you for your business?

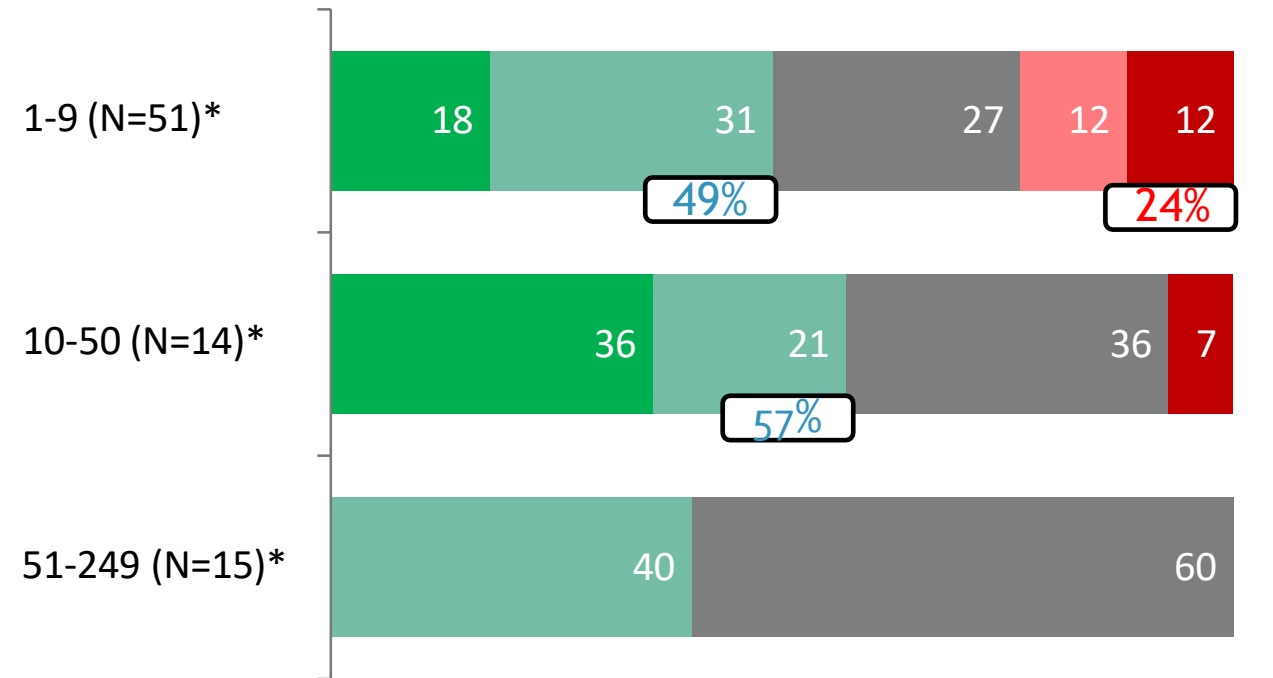
Businesses' attitudes in hiring a refugee / migrant

Almost 1 in 2 companies (49%) declare it is very/rather positive to offer work to a refugee/migrant and 17% declare they are negative, while just over 1 in 3 businesses they do not take a position (35%)

Total:



Based on the size of the business:



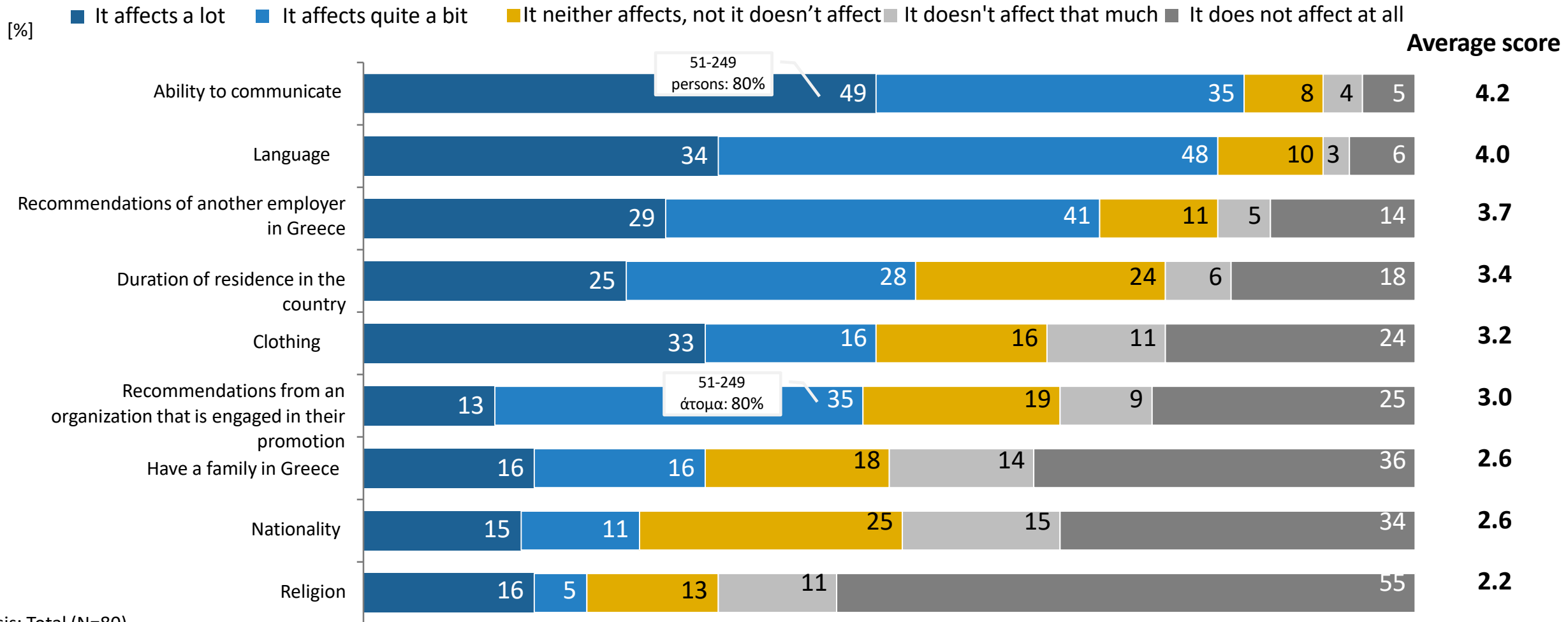
* Indicative results due to a small sample (<60 people)

Base: Total (N=80)

Q.2 Due to adverse conditions prevailing in various countries (e.g. war, poverty, unemployment, etc.), refugees and migrants of various nationalities seeking work are found in Greece. What is the attitude of your own business to offer work/ to include a refugee or migrant in its staff?

Factors affecting businesses to select a refugee/migrant

The ability to communicate emerges as a more important factor - a little more important than the language that follows. Clothing seems to affect a lot of 1 in 3 companies and the recommendations follow. Religion and nationality affecting much less.

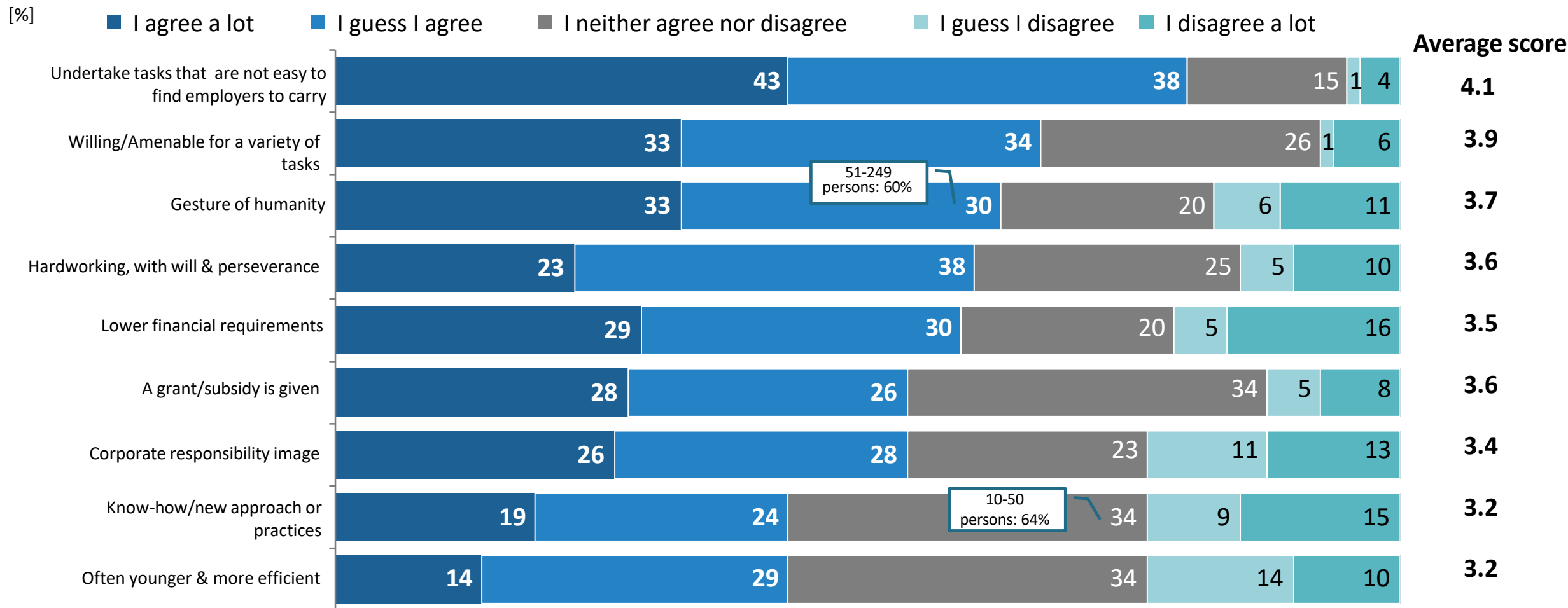


Basis: Total (N=80)

Q.3 How much affect – or not affect – the decision of hiring of a refugee –migrant the following factors :

Significant benefits from hiring refugees / migrants

Foreigners are hired for jobs that others do not undertake and are not picky. First places are complemented by the "moral obligation". Economic reasons (payments/subsidies) are very important advantages for more than 1 in 4 companies.

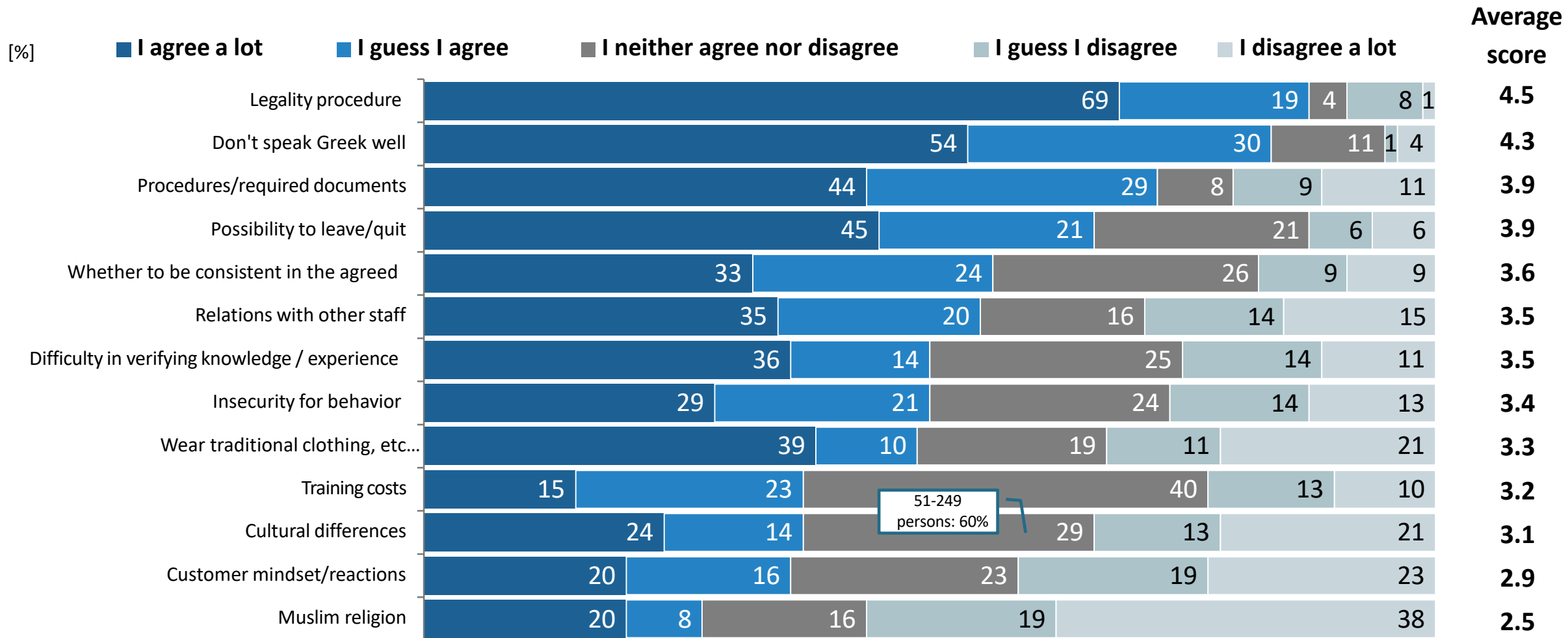


Base: Total (N=80)

Q.4 | Will now read out some phrases that other employers from Greek businesses have said about the advantages/ benefits that a business can have from employing refugees or migrants and tell me whether you agree or disagree?

Significance of obstacles from the recruitment of refugees / migrants

For almost 7 out of 10 businesses, the main problem by far is the need to verify legality, followed by language-based communication barriers. To a moderate extent, issues of concern are behavior & culture



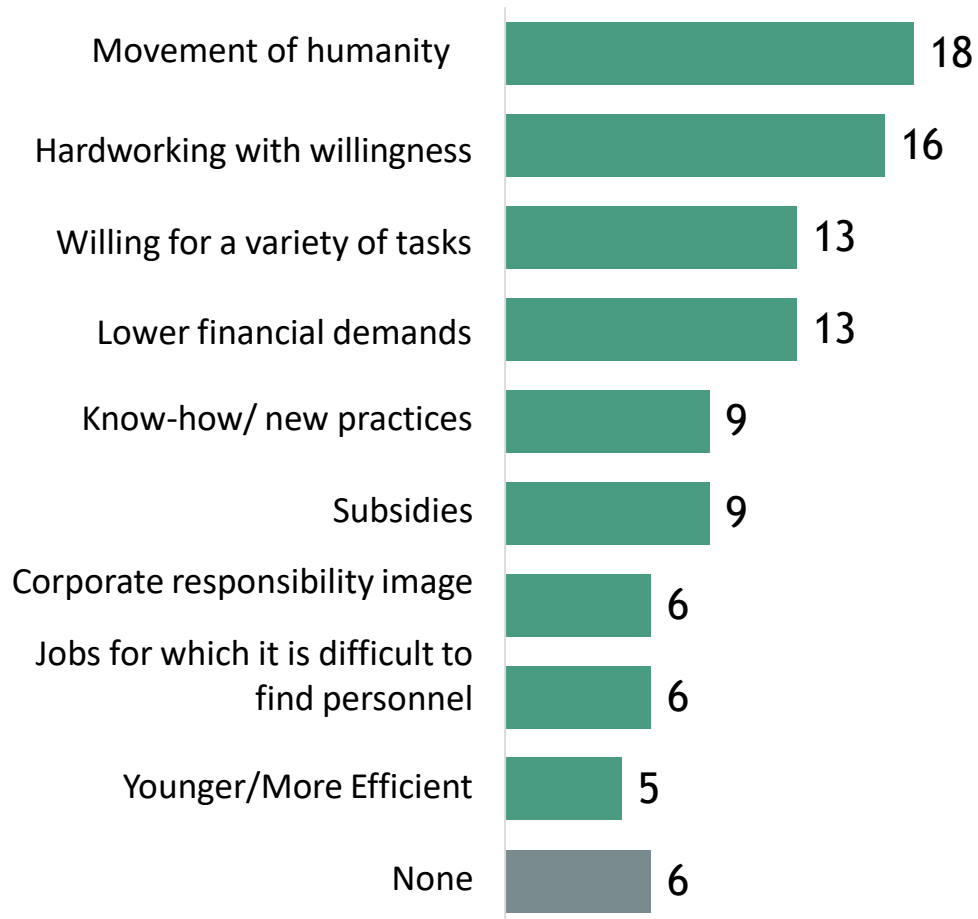
Base: Total (N=80)

Q.6 Regarding possible obstacles or factors that may be of concern to an employer from hiring refugees/migrants in their business, tell me whether you agree or disagree with the phrases I will mention to you.

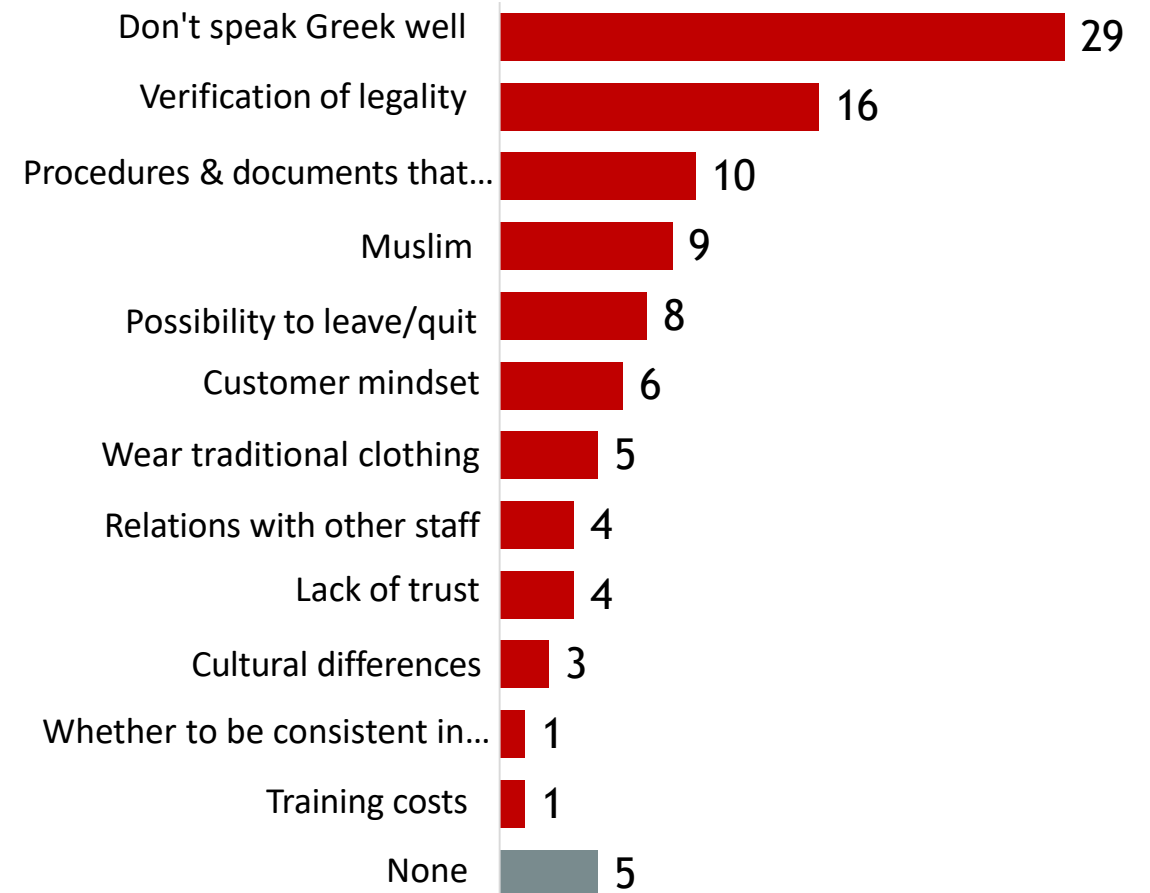
Choosing between the most important advantage & most important obstacle

[%]

1st advantage/benefit



1st obstacle/concern



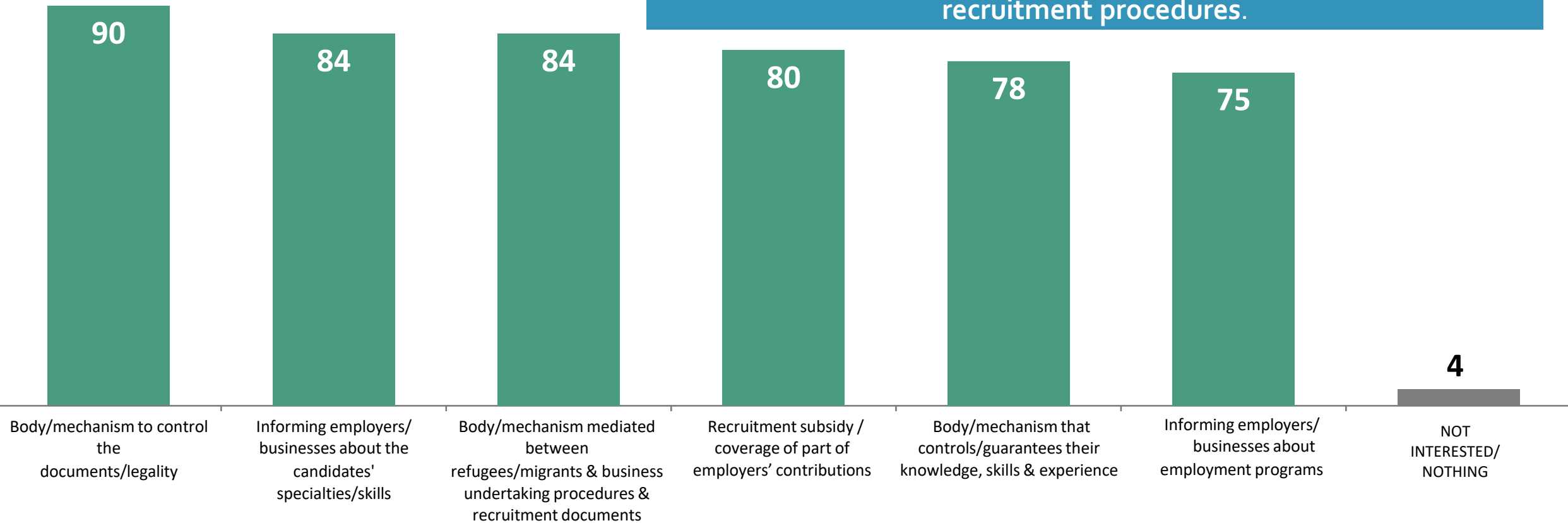
Base: Total (N=80)

Q.5 Which of the things I have mentioned to you is in your opinion the most important advantage for the business?

Actions that would work positively so that businesses can hire refugees/migrants

All proposals gather high percentages, but 9 out of 10 companies would be facilitated if there was a body to check the legality/documents of candidates.
 This is followed by 84% information about a pool of candidates related to their search and a body that undertakes the bureaucratic recruitment procedures.

[%]



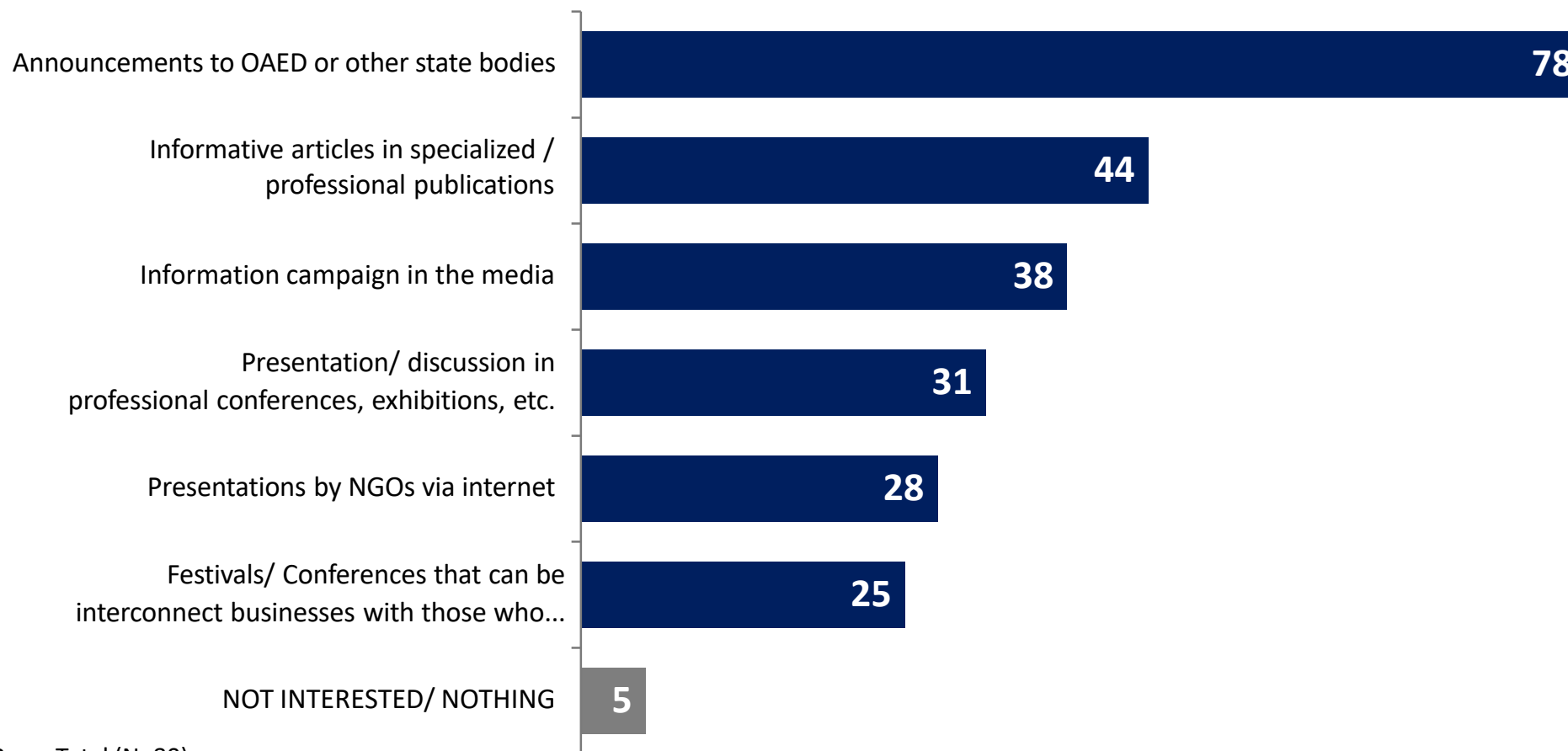
Base: Total (N=80)

Q.8 What would make you consider hiring a refugee or migrant in your business? I will give you some ideas and tell me which ones would act as incentives or not.

Sources of information on the availability of refugees / migrants as potential candidates

Almost 8 out of 10 companies (78%) choose relevant announcements to the OAED or other state agencies. 44% & 38% select informational content in sectoral media or mass media and is followed by (with smaller percentages) the information provided through professional events of network/contacts; probably due to limited contact with such events.

[%]



Base: Total (N=80)

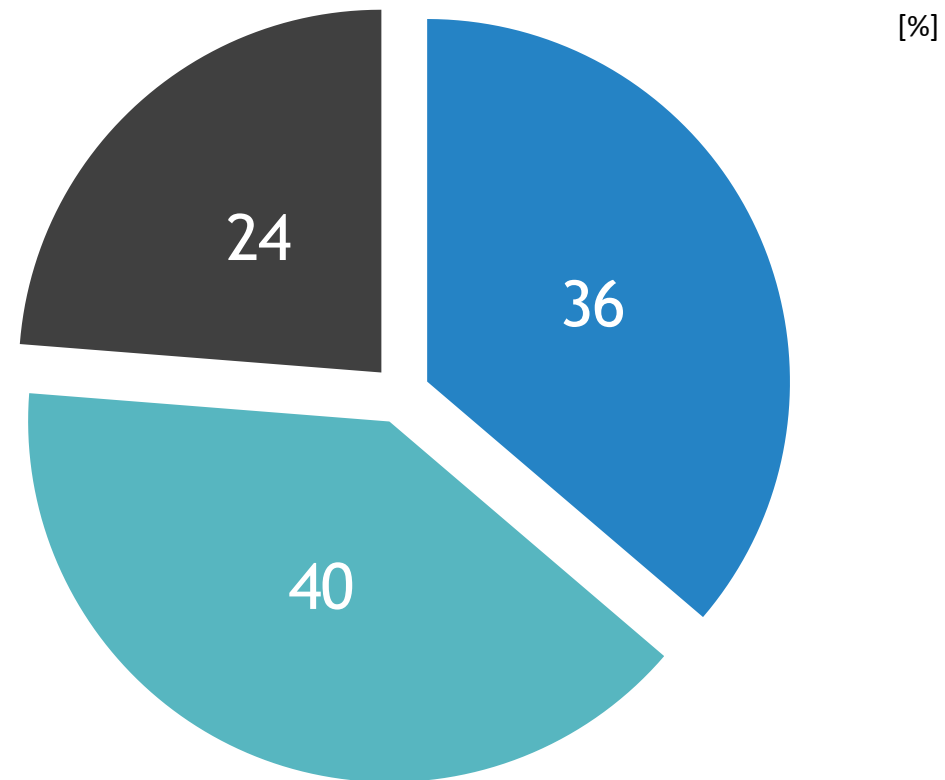


Infiltration & Reasons for the recruitment or not of refugees/ migrants by businesses

Employment of refugees/migrants in businesses today

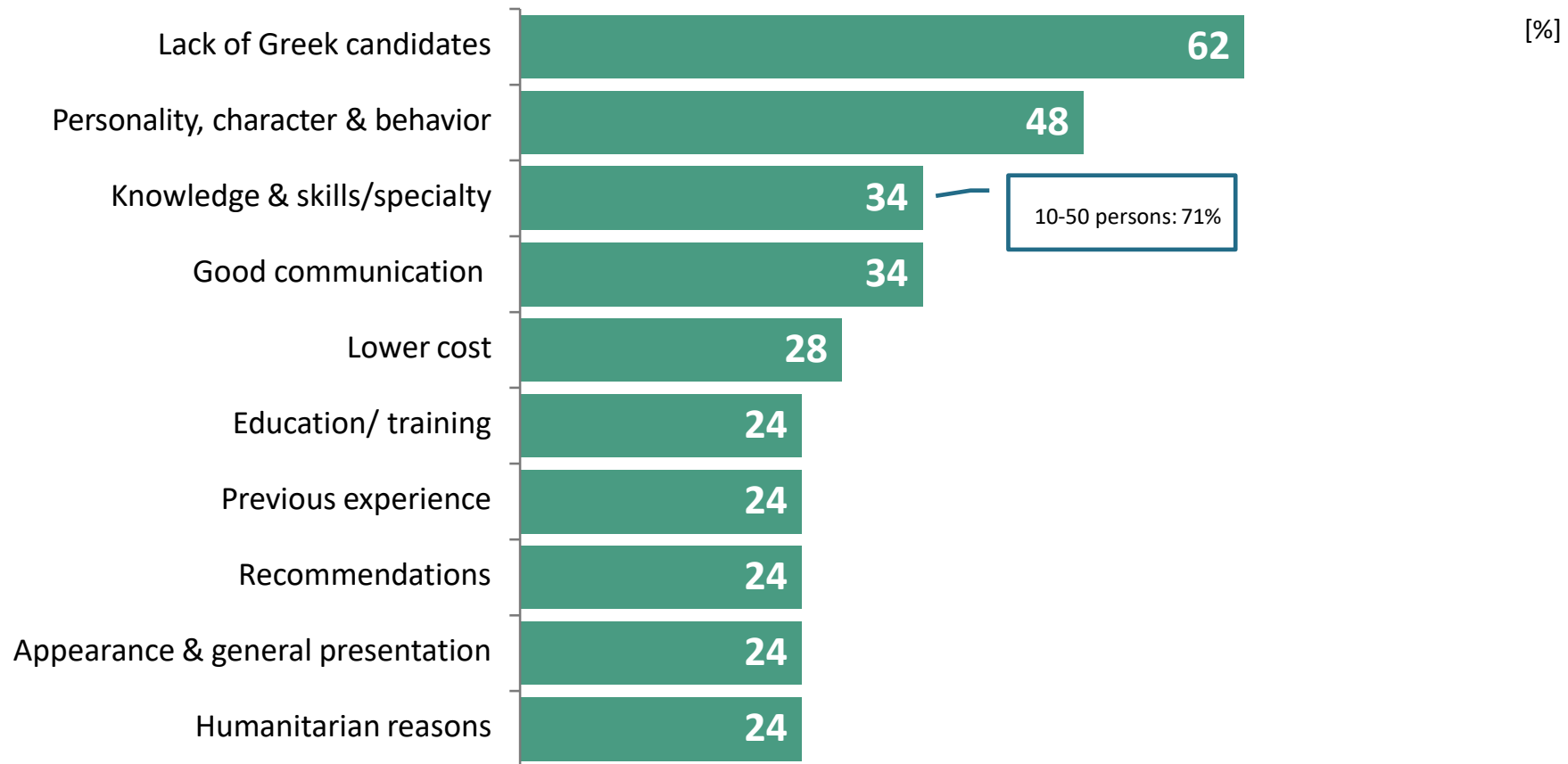
Today, just over 1 in 3 businesses (36%) employ at least one refugee/migrant. Of the others, 40% do not exclude such a possibility while for 24% there is no such intention.

- We are already employing at least one refugee or migrant
- We do not employ any refugee or migrant but we are likely to hire someone in the future
- We do not employ any refugees or migrants and are not likely to hire someone in the future



Reasons that led to the recruitment of a refugee / migrant in the business

More than 3 out of 5 businesses currently employing refugees/migrants, chose migrants/refugees due to the **lack of other candidates for specific jobs (62%)**. The **personality/ behavior** of the candidate played a role in their selection in **almost 1 out of 2 business cases**, while 1 in 3 companies were based on the **specialty** and the level of understanding with the candidates they hired.

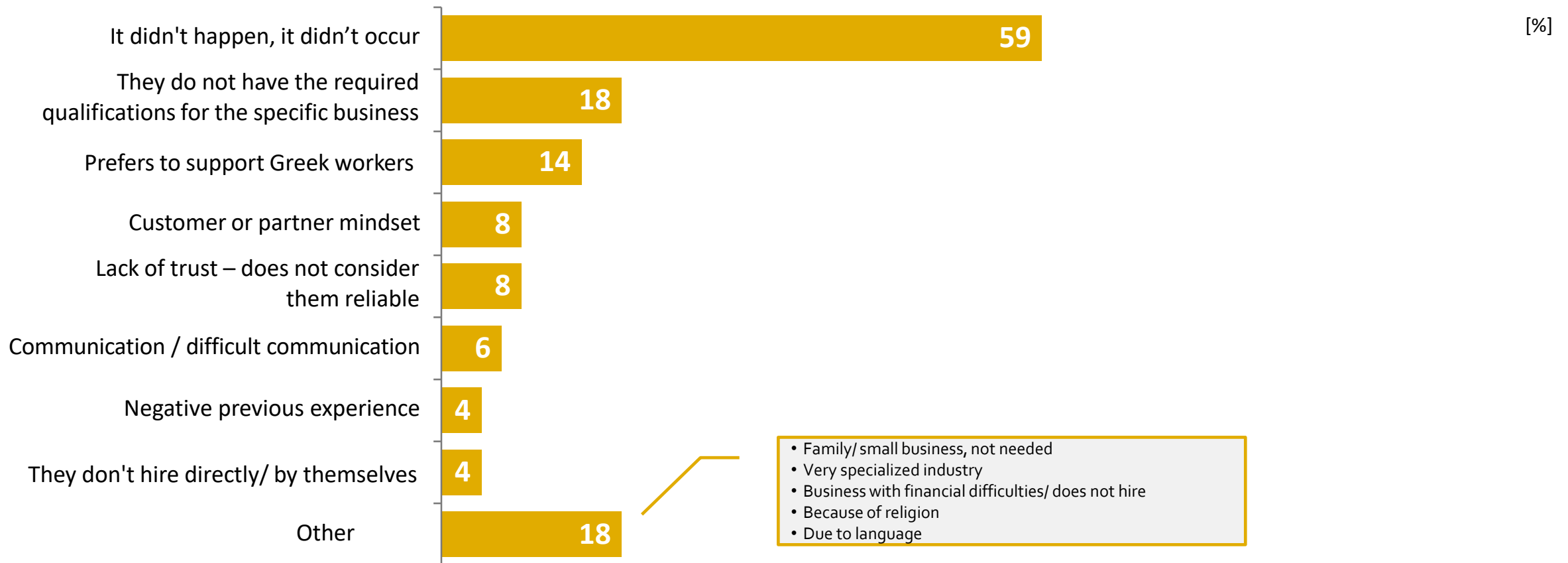


Basis: Businesses employing at least one refugee/ migrant today (N = 29* - indicative results)

Q.10 About foreigners you already employ in the business: What motivated you to hire refugees or migrants into your business;

Reasons for not hiring a refugee / migrant in business

6 out of 10 companies attribute to a random event the non-recruitment of refugees/migrants in their business. About 1 in 6 businesses operate with staff of different qualifications (18%) and / or clearly prefer Greeks (14%).



Basis: Businesses employing at least one refugee/migrant today (N=51)

Q.11 What is the reason that refugees/migrants are not working in your business in any position?;



Conclusions & Recommendations

Conclusions & Recommendations

- Today, **36%** of the participating companies employ foreigners in their workforce with the main motivation and reason being the **lack of Greeks** to cover specific posts. Businesses that do not operate in sectors where there is such a shortage, there is a **distance** from the issue – it **does not concern / limited interest or information**.
- The decision to recruit refugees/migrants is **not considered an easy or simple matter**. The additional **requirements and procedures, with mainly the verification of the legitimacy and credibility** of the candidates, act as a deterrent, despite the benefits that are recognized and concern mainly the moral contribution and the expected industriousness / flexibility.
- An important factor that enhances the credibility of refugees/migrants candidates for employment are the guaranteed **recommendations in terms of skills and character**, which is a key criterion for the selection of personnel in general. In the context of the work, the ability to communicate to the best possible extent is **necessary to ensure smooth cooperation and effective communication**..
- Compared to the above, **language per se, is not a strict criterion but a complementary one**. In combination with the **years of residence and other ties with the country**, they enhance the sense of **trust and integration** in the Greek reality.

Conclusions & Recommendations

- There is a significant share of the market that is not negative in offering jobs to refugees/migrants but **presupposes an organized promotion system**.
- To begin with, **actions are needed** to inform businesses about the manpower that exists in general, ideally in a way that is related to each business needs / sector / activity
- The bodies/organizations involved in this manpower would help to **act as intermediaries in 2 levels**:
 - **Filtering based on skills / abilities and guaranteeing "credibility" (legitimacy, personality)**
← *candidate & business*
 - **Simplification of procedures / documents for the business** ← *state & business*
- **The economic benefits** for the business are an important incentive to mobilize businesses. Given the current situation, this should be part of the business approach (businesses will not look for it on their own).

Conclusions & Recommendations

- In practice, the difficulty is that actions **require a degree of adjustment of the refugees/migrants to the Greek reality**. **Different culture** – habits, religion, clothing – is **acceptable** as long as it is not involved with work. Greek businesses are not in a position/phase to make changes in order to integrate them into their workforce – it is expected that the refugees/migrants themselves will integrate.
- As for **the focal/contact points** for reaching out to businesses, these would be good **to be differentiated** in order to cover the range of businesses. Due to their diversity (searching for staff, demands) the approach cannot be through a single channel / one message.
 - A "massive" information & awareness-raising campaign would be effective for small or medium-sized enterprises ← stimulus & update
 - Information activities & creation of a relationship through sectoral events (conferences, fora, etc.) would be suitable for medium & larger businesses ← presentation of proposals/ ways of cooperation