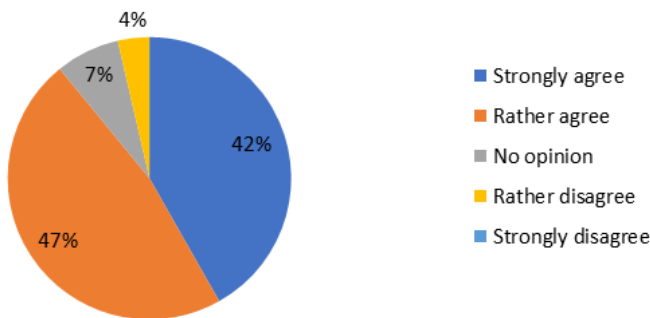


## SPOTLIGHT ON SPAIN

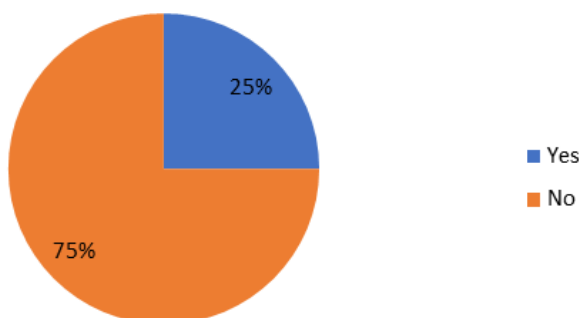
**Aim:** Summary of findings from a survey of employee satisfaction assessment and management in small companies in Spain within the project "SATISF-ACTION! SMALL COMPANIES CARE ABOUT EMPLOYEES"

**Overall statistics:** 71% of Spanish employees admitted that they were satisfied with their jobs, only one point under the European average.

**Awareness:** 89% of the respondents showed a high awareness of the level of satisfaction of their employees, while 98% of the respondents acknowledged that this is a topic of great importance in their organisation.



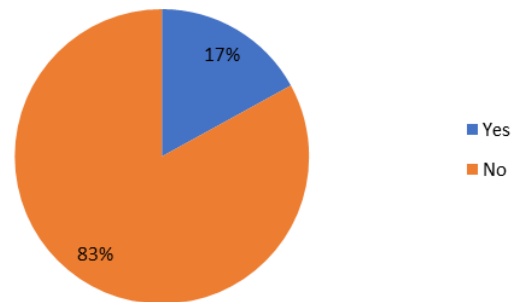
**Management:** Perhaps as a consequence of the lack of formal tools and methods for satisfaction evaluation, the questionnaire pointed out that despite the high awareness and importance of this topic, its impact has not yet reached many Spanish SMEs. Thus, 75% of respondents acknowledged that evaluation is not part of the organisation's strategy.



Job satisfaction refers to the people's orientation towards the roles in their work, and it is a global attitude towards work, the causes of which are multidimensional.

In this context, the Spanish society has been showing a growing concern in terms of quality of work and professional life, and it is employees' satisfaction that play a pivotal role for this.

**Assessment:** It was not surprising to discover that only 17% of the employers used formal procedures to measure their employees' job satisfaction, whilst the vast majority (83%) use informal evaluation tools.



**Needs & requirements:** The two most repeated needs with a large majority were access to formal procedures (43%) and management tools (22%). Significantly, when questioned about what else they need in this area, the three most repeated responses were the following ones:

- Time
- Money
- Specific resources

