



EUDiM

Managing Cultural Diversity in Small and Medium-Sized Organizations

Final conference – German findings

Expert interviews & Focus groups

Expert interviews



13 Interviews in Germany

- Two professors / research associates in HRM at Universities
- Three consultants / experts in HRM, diversity management and relocation services
- Three representatives from public organizations
(Diversity Management Department Network, Migranet (IQ-Network Bavaria), Federal employment agency)
- Five representatives (HR-Manager, Top-Manager) of small and medium-sized organizations, who are dealing with cultural diversity.

3 Focus Groups in Germany

- 20 participants
- Brazil, China, Mexico, Bulgaria, Russia, Philippines, Kazakhstan, Russia, Morocco, India, Argentina
- Economists, engineers, doctor, laboratory chemists, professor, seamstress, teacher, electrician, engineer, doctor, lawyer, economy student, physician



Central difficulties / barriers



- Language competencies as central barrier
- Recruiting process as a challenge
- Lack of integration at the workplace
- Social integration at the workplace and in society more difficult than integration in work processes
- Family situation as complicating factor
- Management of diversity needs a change in the whole organization and its processes instead of single activities

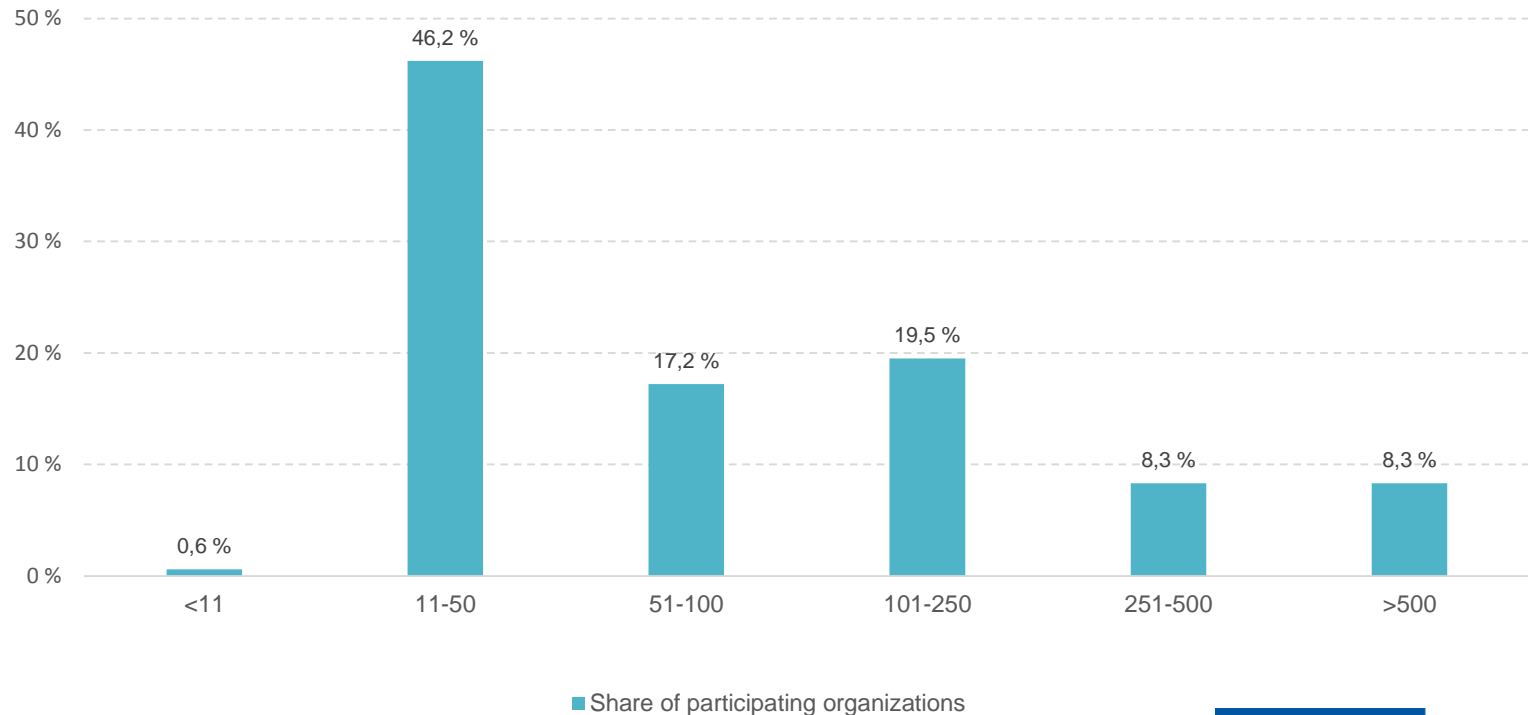


Survey

How many people does your organization employ?



Size of participating organizations (n = 170): 199 employees (mean):

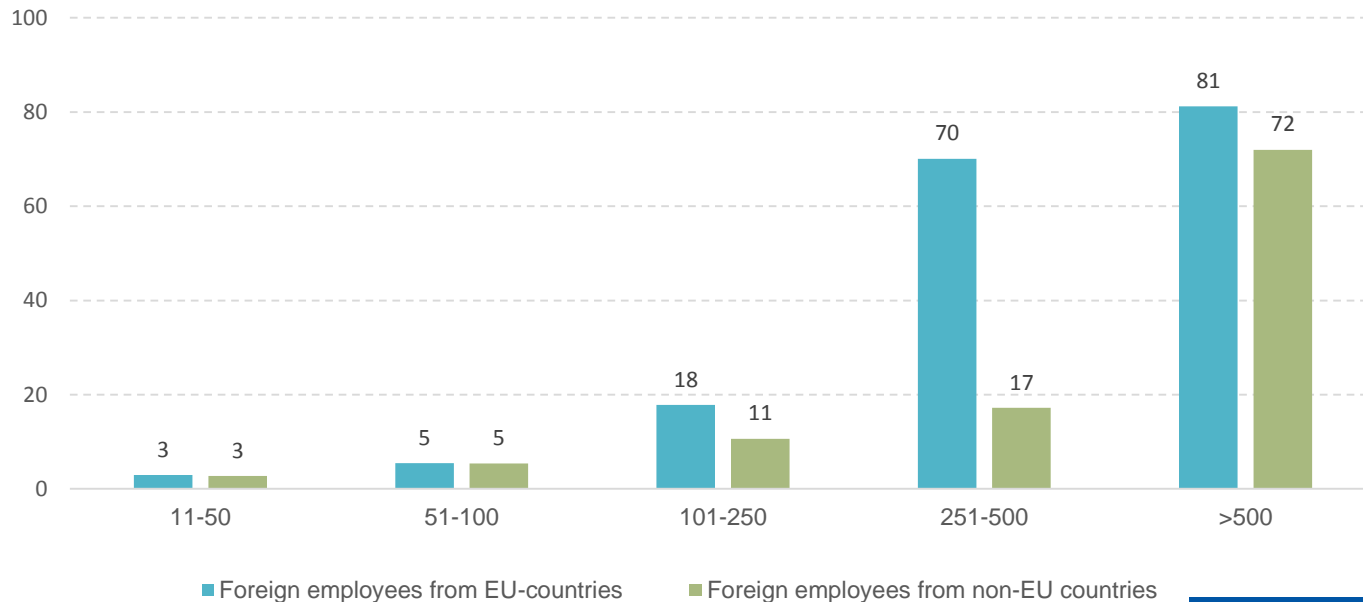


Foreign employees

Foreign staff from EU countries (median): 5 employees

Foreign staff from non-EU countries (median): 3 employees

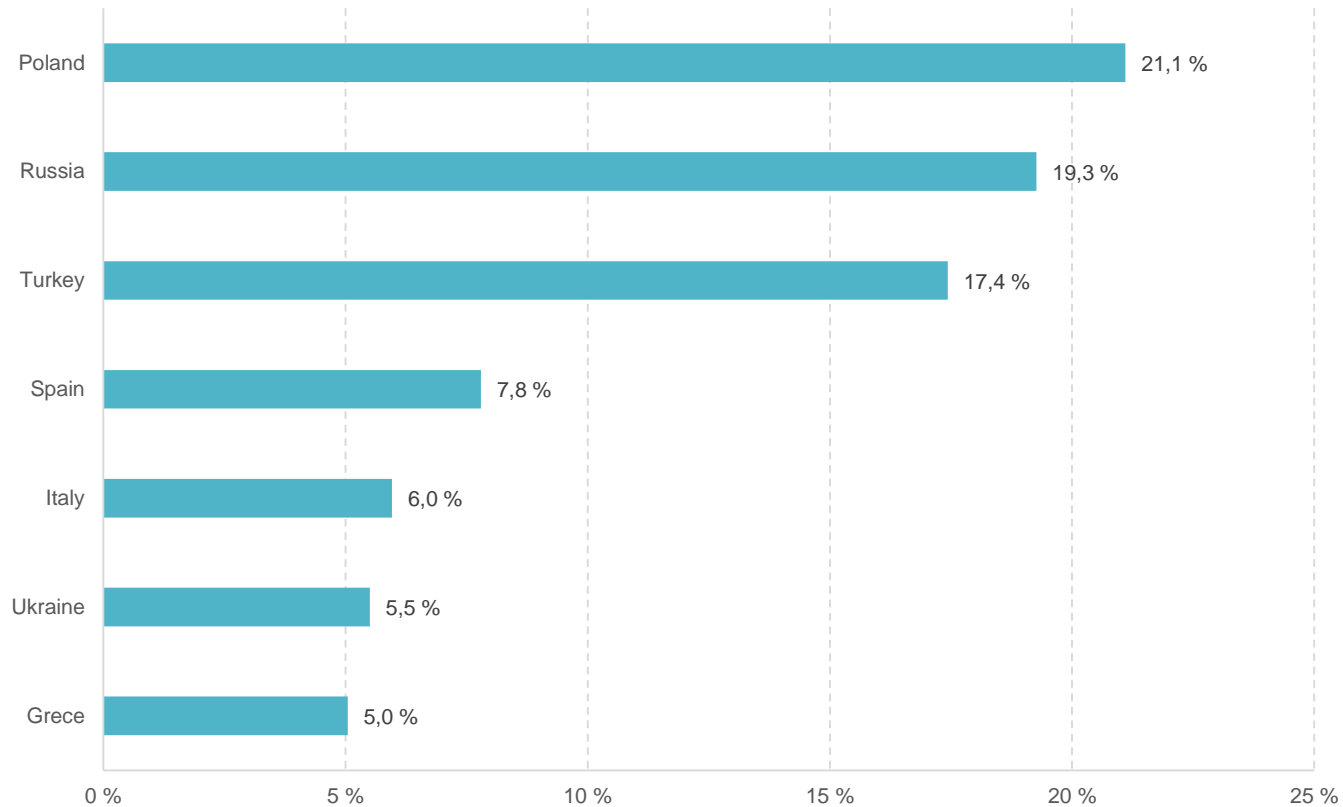
Average number of foreign employees by size of the organization



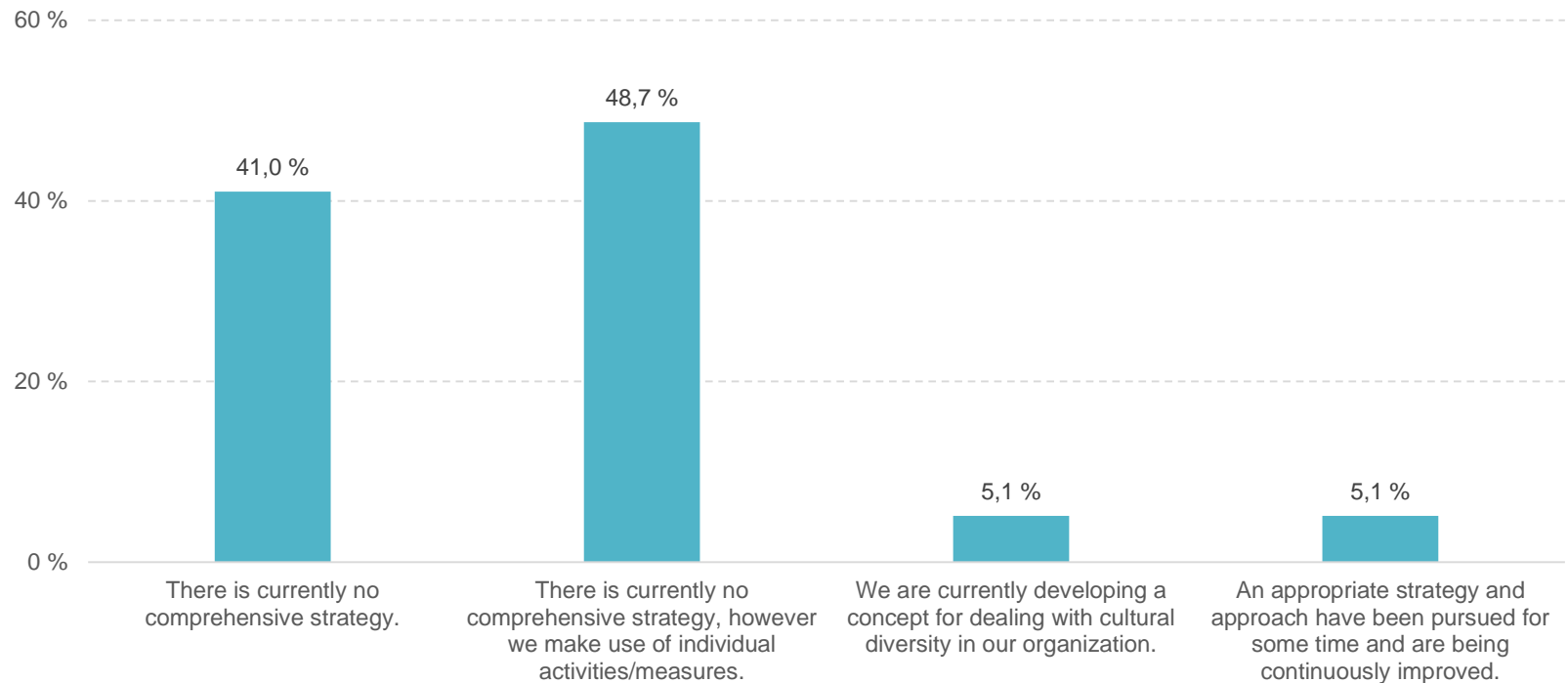
Countries of origin



Please state the three most common countries from which the members of your organization originate (excluding Germany):



Do you have a strategy for the management of cultural diversity?



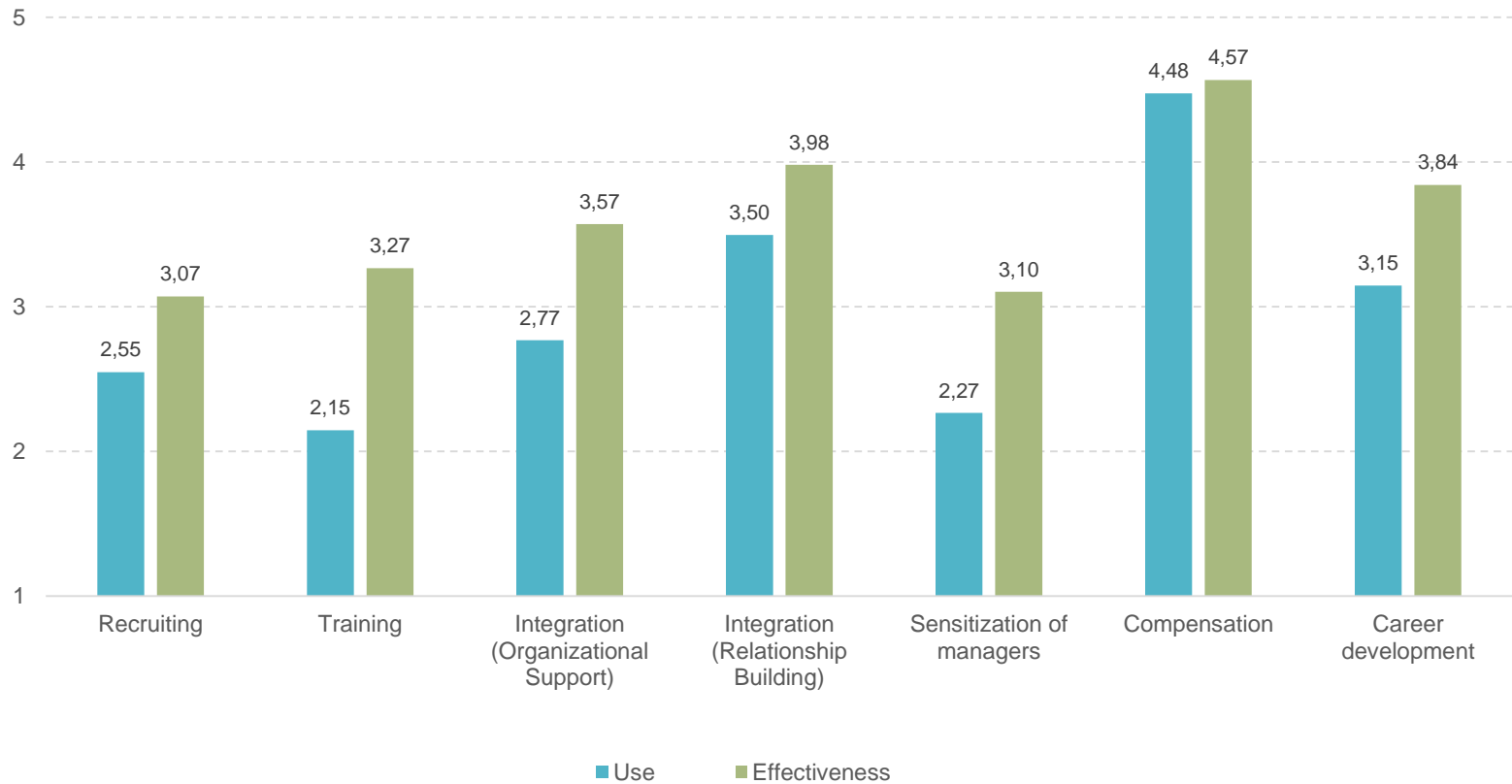
Reasons for cultural diversity management



Cultural diversity management instruments



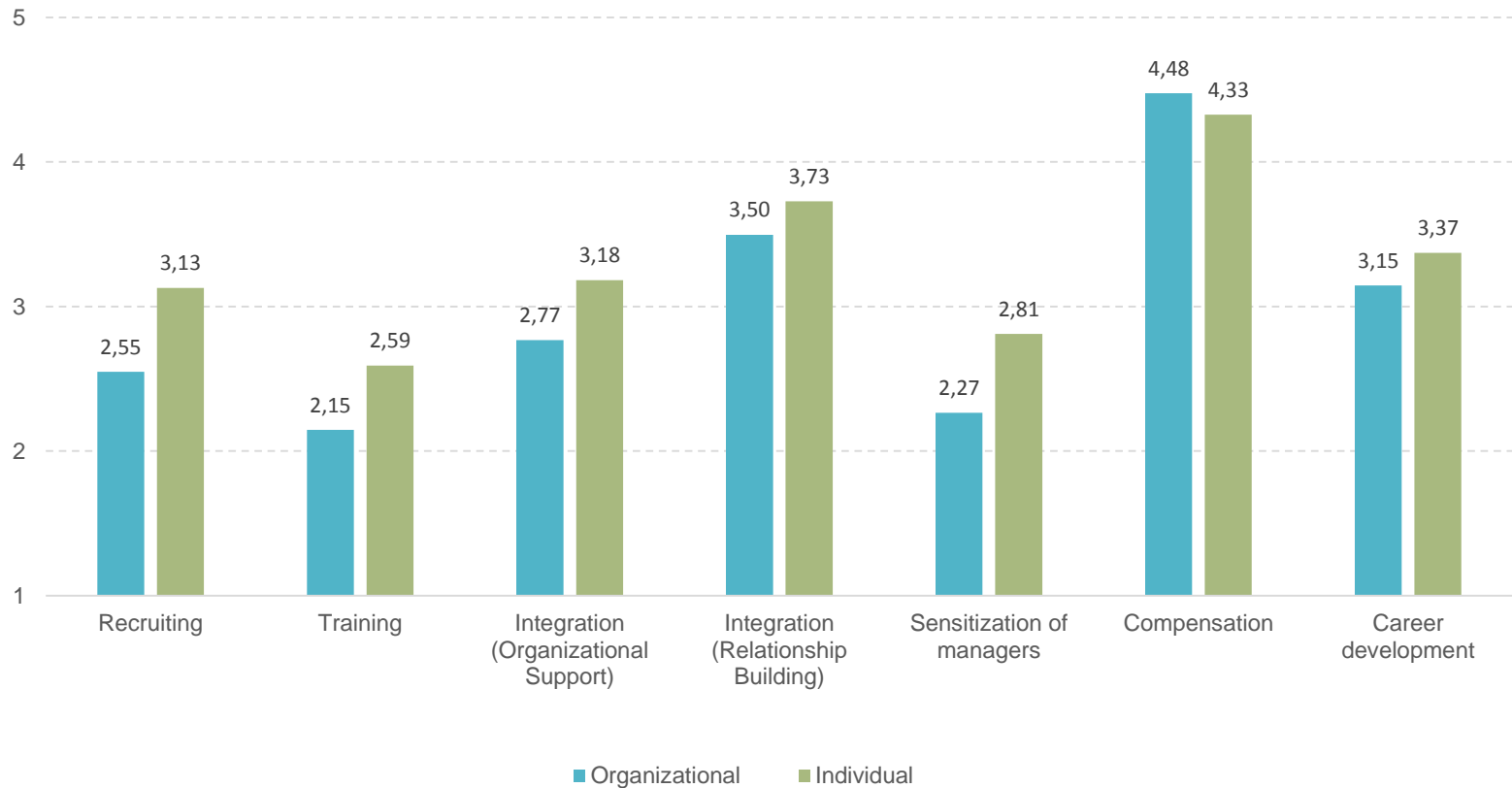
Use vs. Effectiveness from organizations' perspective



Cultural diversity management instruments



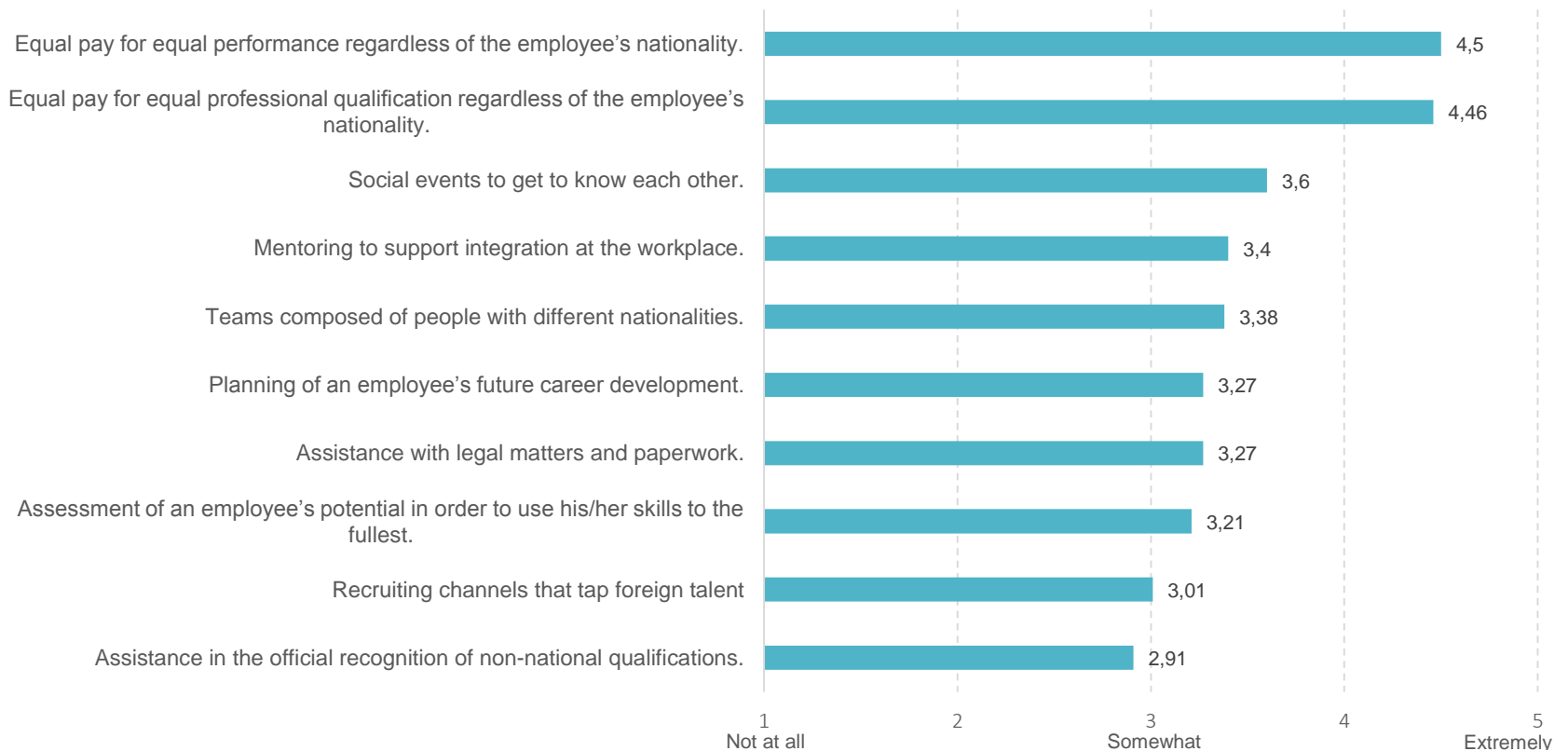
Use of instruments: organizations' vs. immigrants' perspective



Cultural diversity management instruments



Most used instruments (organizations' perspective)



Cultural diversity management instruments



Least used instruments (organizations' perspective)



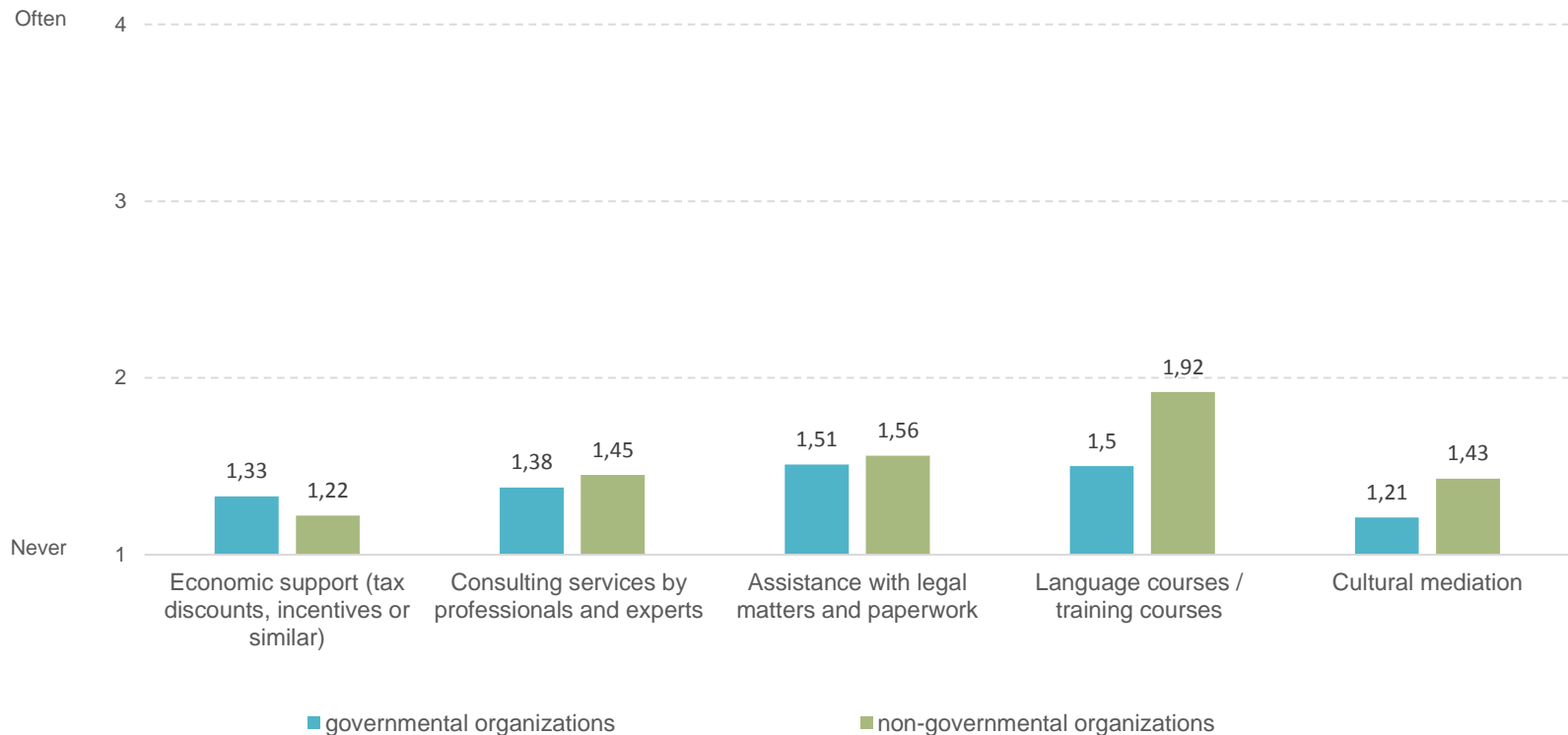
Difficulties with introducing diversity management measures (top 5)



Support by governmental and non-governmental organizations (organizations)



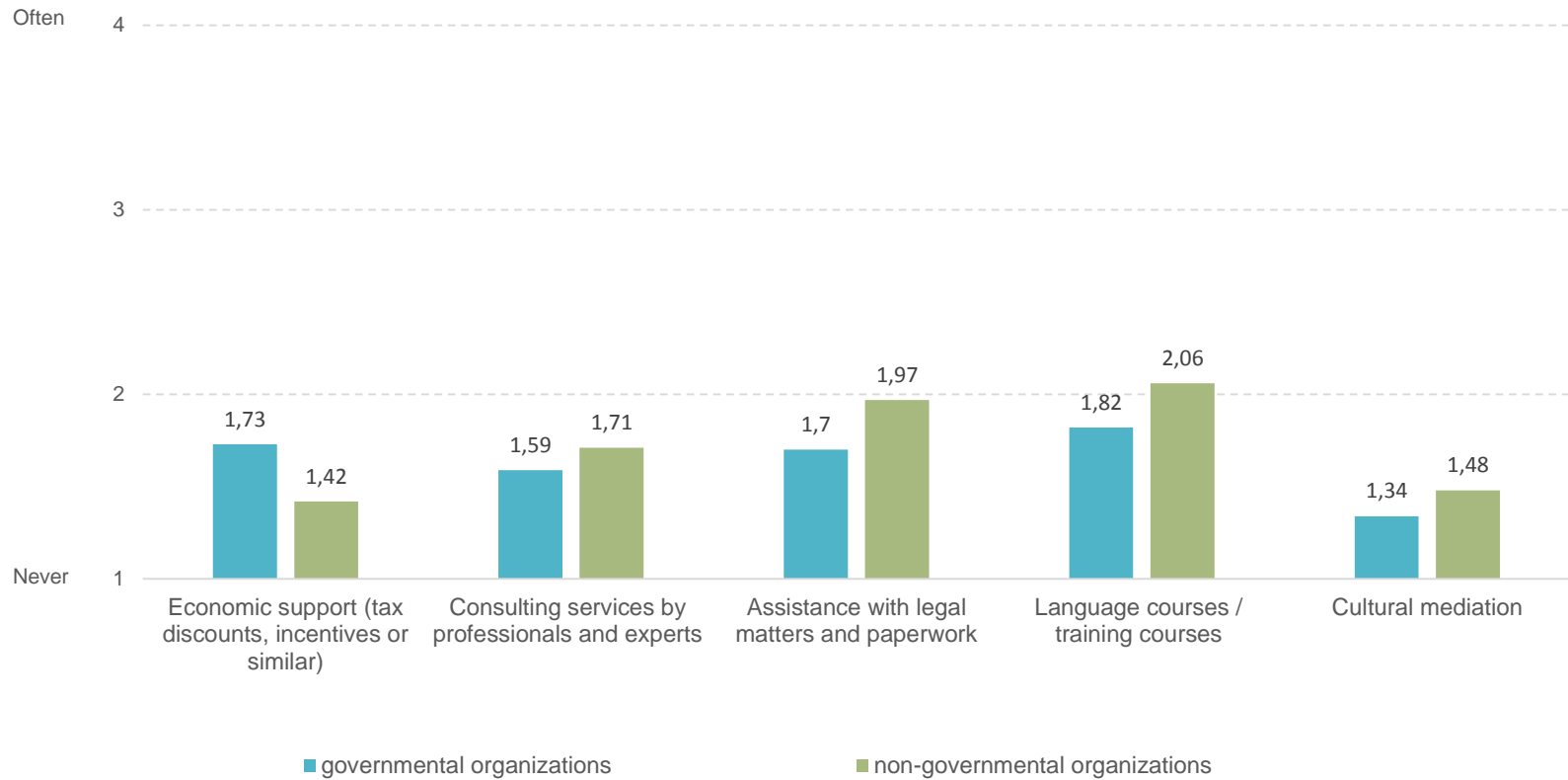
How often does your organization receive the following types of support for the management of cultural diversity from governmental and/or non-governmental institutions?



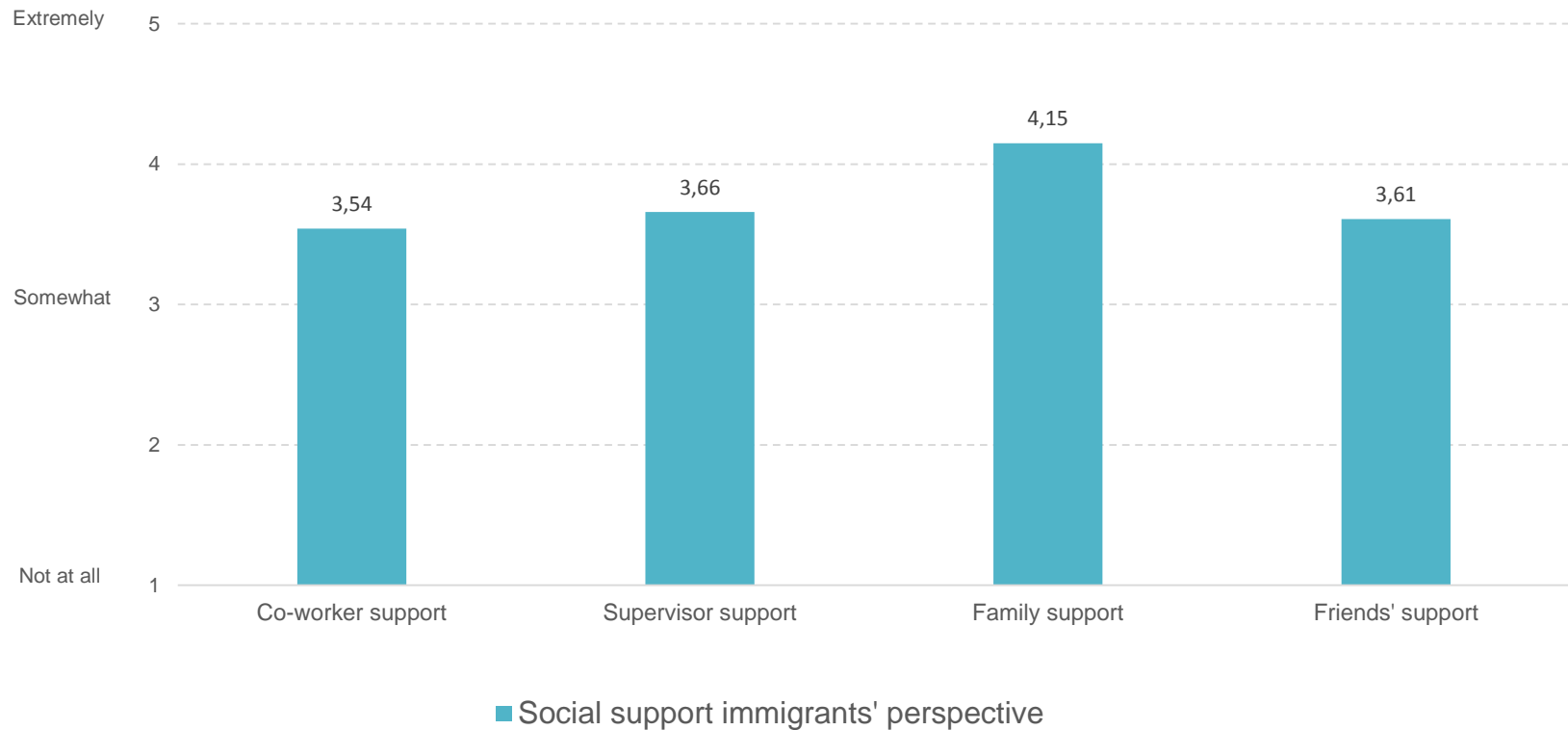
Support by governmental and non-governmental organizations (immigrants)



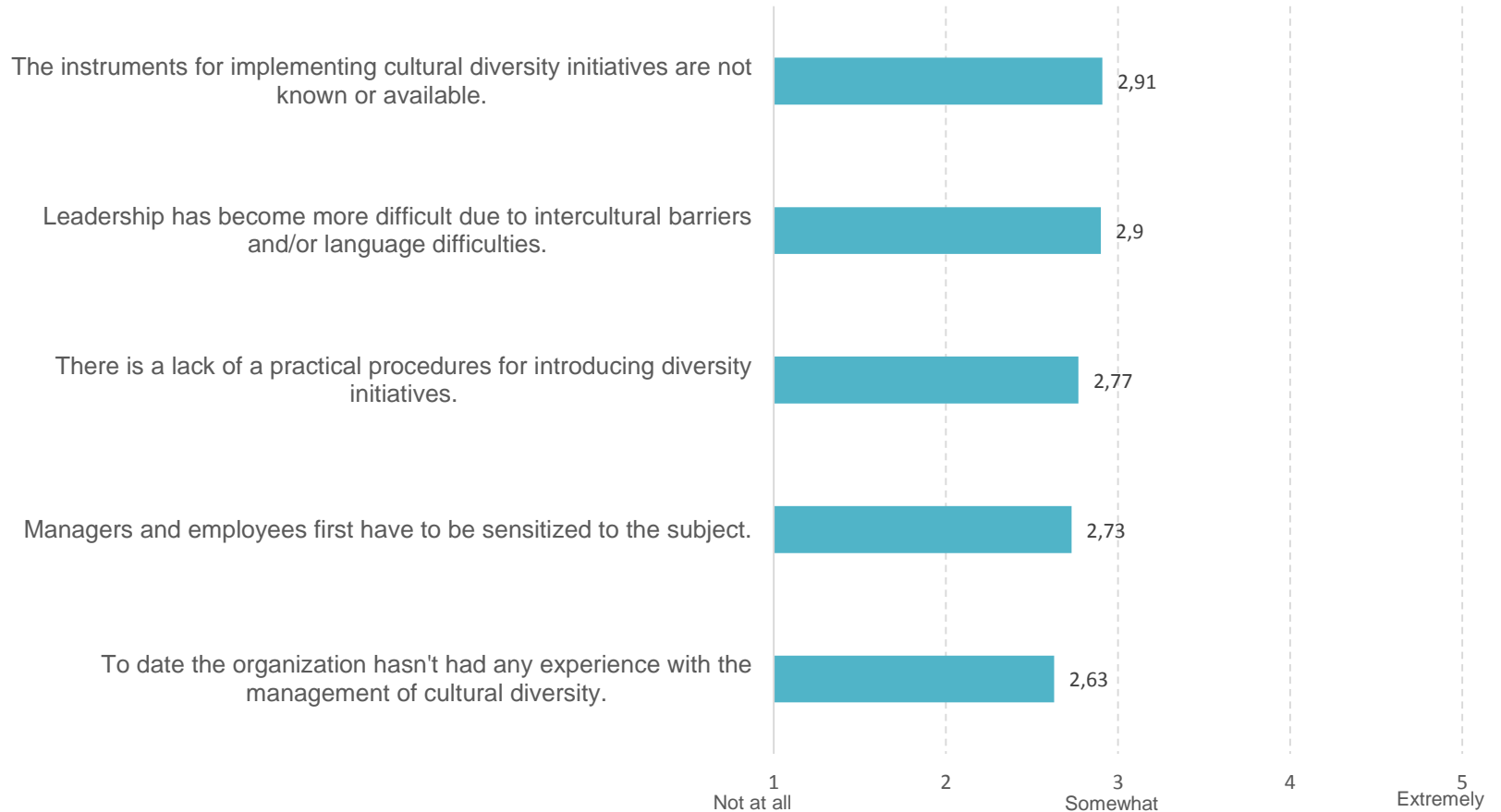
How often do/did you receive the following types of support for integration in another country by governmental and/or non-governmental institutions?



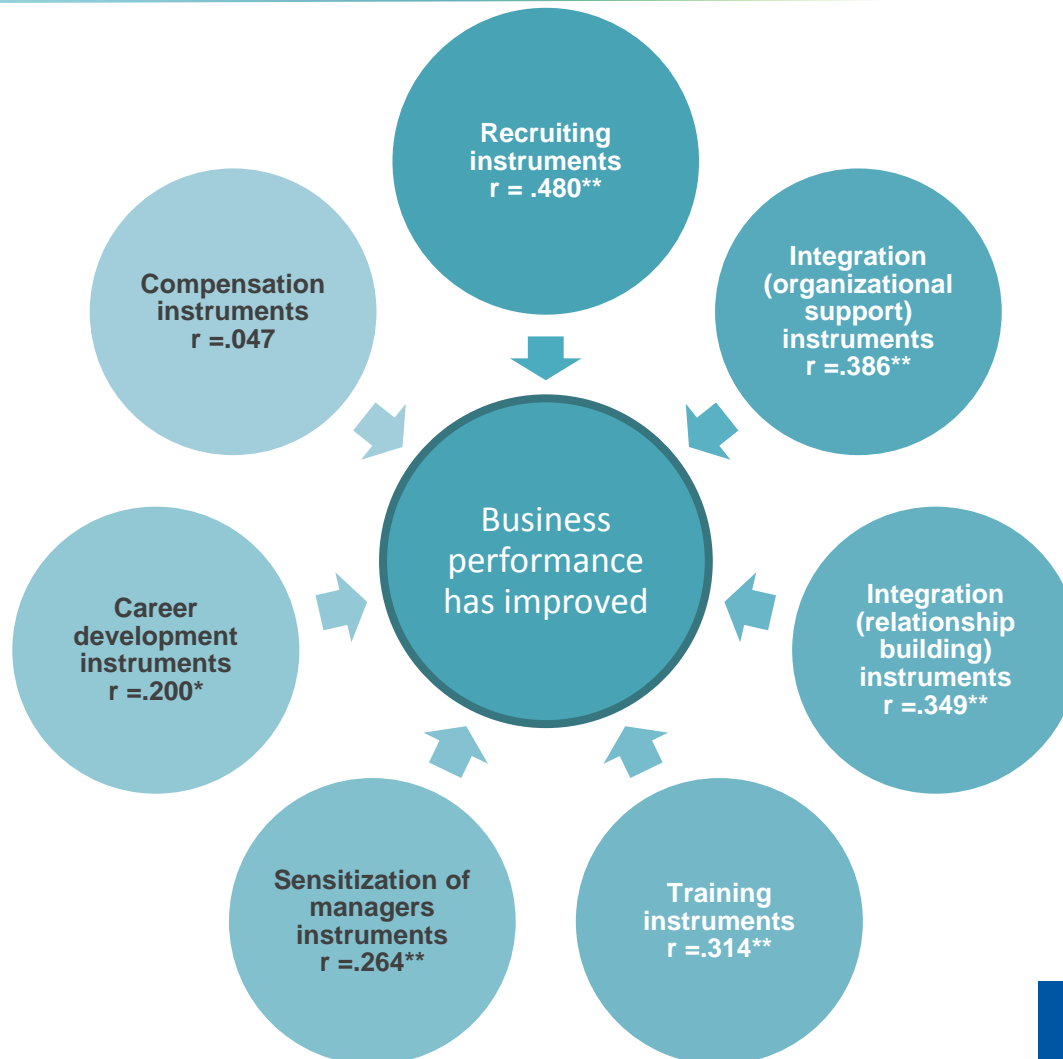
Social support (immigrant's perspective)



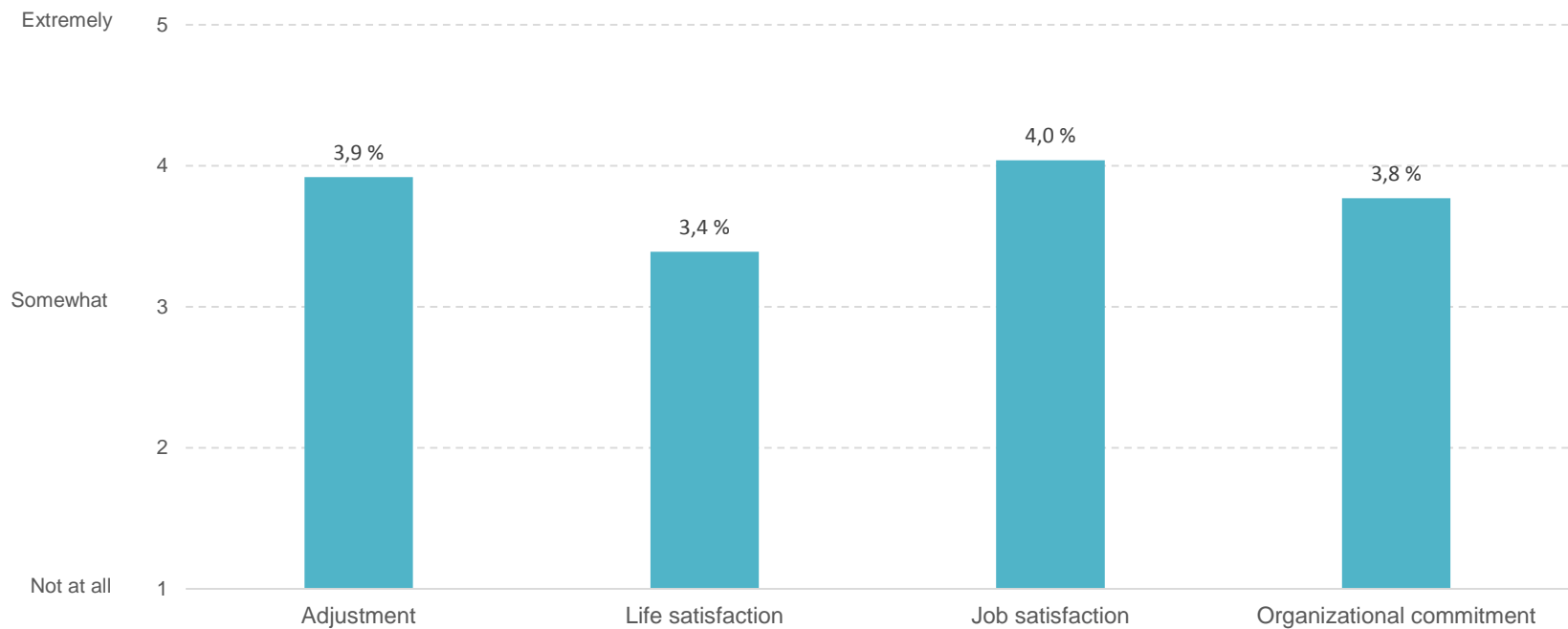
Effects of cultural diversity management in the organization (top 5)



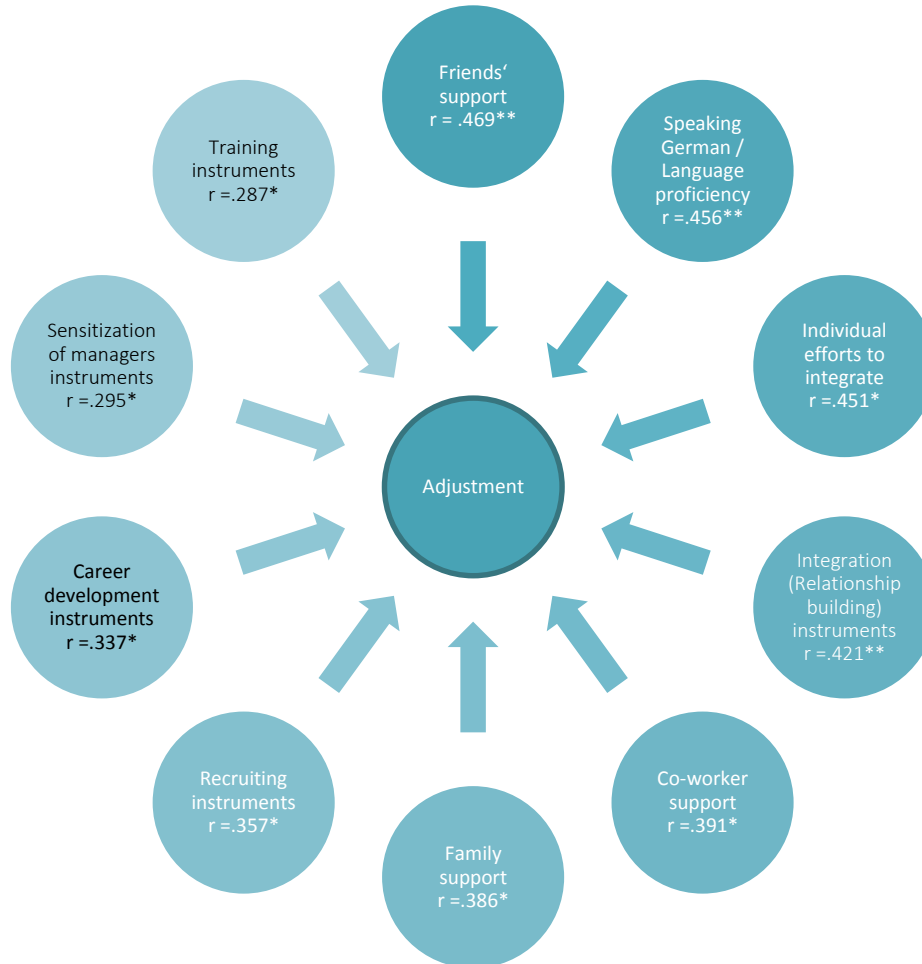
Influence on business performance



Individual outcomes (immigrants)



Influence on individual adjustment



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