

Integrating international talents successfully!

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Integration er en HR-praksis, der avler succes!

Teaser: Lektor Nicole F. Richter, professor Søren Hauff og vicedirektør Flemmer Kræmmerie, Institut for Marketing & Management (OUM) i samarbejde med i samarbejde med Samfundslitteratur



Nicole F. Richter
Lektor

HVORFOR SKAL VI BRUGE KRÆFTER PÅ INTEGRATION?
– HORD! VI ALLE VIL HAVDE NOGET UD AF DET!
Håbet om at forbedre sin sociale og økonomiske situation, eventyrligt, familien – eller sult, krig og personlig forfølgelse? Det er bare nogle af de mange og meget forskellige årsager, der er til den vækst i international migration, som vi i dag er vidne til overalt i verden.



Flemmer Kræmmerie
vicedirektør

Søren Hauff
Professor

IFølge OECD er 10 % af den danske befolkning født i et andet land, og Danmark har haft en vækst i indvandring på ca. 8 % i løbet af de sidste 10 år. For virksomhederne udgør disse internationale migranter en vigtig del af den lønramme, der er til rådighed, og der vil være spillet af ressourcer at rekruttere denne arbejdskraft. En vellykket integration af migranter i arbejdslivet er til gavn for alle. For migranterne selv på grund af større trivsel og bedre tilpasning til modtagerlandet, for virksomhederne på grund af tilgangen til en meget dedikeret og effektiv arbejdskraft – og endelig er det også en gevinst for samfundet som helhed at kunne udnytte de kompetencer, der er til rådighed, og undgå underbeskæftigelse.

HVAD VED VI, OG HVAD GØR VI? – IKKE NOG, DESVÆRRE!
På trods af de åbenlyse fordele, som vi kan hente i kalførnet på en vellykket integration, ved forskere stadigvis ikke net meget om, hvad der er forudsættelserne for at få succes med integration, og hvilken rolle HRM-praksiser spiller i forhold til at hente en positiv integrationsproces. Det gælder ikke kun for Danmark – virksomhederne i det øvrige Europa er heller ikke særligt langt fremme. HRM-strategier, der formår helt og

An overview of research performed

A 12-country study on highly qualified migrants
N=2933

A 2-country study with a focus on HR practices
N=394 / N=93

(1) How do individual factors (e.g., motivation to migrate, skills) influence migrants' ability to integrate in the destination country?

✓✓✓

✓

(2) Which organizational practices (diversity climate, fair promotion procedures, etc.) influence migrants' integration outcomes (adjustment, commitment, performance) most?

✓

✓✓✓✓

(3) How do aspects of the broader institutional and cultural context (e.g., immigration policies) promote or constrain migrants' ability to cope with the integration challenges in the destination country?

✓✓✓

✓

Data collected in: Australia, Austria, Canada, Finland, France, Germany, Russia, Spain, Sweden, Switzerland, UK, USA

Data collected in: Germany
Data collection in progress: Denmark



Insights: HR Practices Study

Sources: Hauff, & Richter (2021): Successfully integrating migrants to the workplace, Academy of International Business Proceedings; Richter, Hauff, & Krasimirov. (2020). Integration er en HR-praksis, der avler succes! HR chefen, 4, 36-38.

Who did we interview?

Individuals

- not born in Germany/Denmark
 - not sent by an organization
-
- and who work as an employee for pay



N=93

66% females, 8% with citizenship,
45% living in Denmark less than 5 years

Major home countries:

Bulgaria (14%), Germany (13%),
Romania (9%)

Contacted via:

personal networks, organizational
contacts, international clubs



N=394

56% females, 50% with citizenship,
25% living in Germany less than 5 years

Major home countries:

Russia (16%), Kazakhstan (8%), Syria
(7%), Poland (7%), Turkey (7%), Italy
(5%), Romania (5%)

Contacted via:

refugee related organizations,
organizational contacts, international
clubs, and professional panel

How about their work-related 'integration KPIs'?



Work adjustment

How adjusted are you to...
Specific job responsibilities and
performance standards and expectations

59%

61%

Satisfaction

All things considered, I am satisfied with my current job

64%

73%

Affective commitment

All I would be happy to spend the rest of my career with this
organization
I really feel as if this organization's problems are my own
This organization has a great deal of personal meaning to me

30%

49%

How to improve these KPIs?

Where did researchers focus on in the past?

Investing in employees

Recruitment and selection
 Induction/integration
 Training and development
 Mentoring and career support

Providing engaging work

Jobs designed to provide autonomy & challenge
 Information provision and feedback
 Skill utilization

Positive environment

Equal opportunities/ diversity climate
 Zero tolerance for bullying and harassment
 Required and optional social interaction

Voice

Fair collective rewards/high basic pay
 Employment security/employability
 Extensive two-way communication
 Employee surveys
 Collective representation

Organizational support

Participative/ supportive management
 Developmental performance management
 Flexible and family-friendly work arrangements
 Non-work-related support

...specific training (e.g., language courses, cross-cultural training)
 ...mentoring

...connecting migrants (& fellow workers)

...fair pay, fair rules

...accommodation, paperwork, tax/family support

What did we ask them? (Full overview)

	Guest's 2017 HRM practices	Our measurements (examples): In my organization...
Investing	Recruitment and selection	... recruiting and selection processes favor cultural diversity (e.g., in job posting)
	Induction/integration	... an orientation program for newcomers is offered to learn about the company.
	Training and development	... all new employees with an international background receive specific training (e.g., language courses).
	Mentoring and career support	... mentoring is used to support the integration of employees with an international background.
Engaging work	Jobs designed to provide autonomy & challenge	... my job involves an adequate level of challenge and diversity to keep my work interesting.
	Information provision and feedback	... I am given meaningful feedback regarding my performance at least once a year.
	Skill utilization	... it is ensured that I can make adequate use of my skills and abilities.
Positive environment	Equal opportunities/ diversity management	... a diversity-friendly work environment is maintained.
	Zero tolerance for bullying and harassment	... it is made clear that cultural differences must be respected.
	Required and optional social interaction	... social events are regularly organized to improve social interaction between all employees.
	Fair collective rewards/high basic pay	... fair pay for all employees regardless of their nationality is provided.
Voice	Employment security/employability	... job security is almost guaranteed to all employees regardless of their nationality.
	Extensive two-way communication	... it is ensured that the opinions and input of employees from different cultural backgrounds are heard.
	Employee surveys	... periodical employee surveys giving voice to all employees are conducted.
Organizational support	Collective representation	... there is a works council or similar committee that represents interests regardless of nationality.
	Participative/ supportive management	... my direct supervisor behaves in a manner which is thoughtful of my personal needs.
	Developmental performance management	... there are plans for my future career development / the promotion process is fair for all employees.
	Flexible and family-friendly work arrangements	... the work schedule is adapted to the needs of workers of different nationality (e.g., religious holidays).
	Non-work-related support	... assistance with legal matters and paperwork is offered.

How about what you deliver?



Please indicate to what extent you agree with the following statements.

1 = strongly disagree to 5 = strongly agree

In our organization...

1. ...all new employees with an international background **receive specific training** (e.g., cross-cultural training, language courses).
2. ...**mentoring** is used to support the integration of employees with an international background.
3. ...it is ensured that international employees can make **adequate use of skills and abilities**.
4. ...**social events** are regularly organized (e.g., staff excursions and parties) to improve social interaction between all employees.
5. ...**job security** is almost guaranteed to all employees regardless of their nationality.
6. ...there are plans for the **future career development** of all employees.
7. ...the **promotion process is fair** for all employees.
8. ...the **work schedule is adapted** to the needs of workers of different nationality (e.g., consideration of religious holidays).
9. ...**non-work support** is offered (e.g., assistance with legal matters and paperwork, family support).

And how do our Danish sample organizations perform on these?

What they seem to be good at?

- Fair pay for all employees regardless of their nationality
- **Job security** for all employees regardless of their nationality
- Performance of direct supervisors: consideration of employee needs and thoughtful behavior
- Being allowed to make job decisions
- Meaningful feedback regarding performance
- Consideration of employee off-work situations in work schedules
- Being information about business issues and performance of the organization
- Maintaining a diversity friendly work environment

And how do our Danish sample organizations perform on these?

The middle segment!

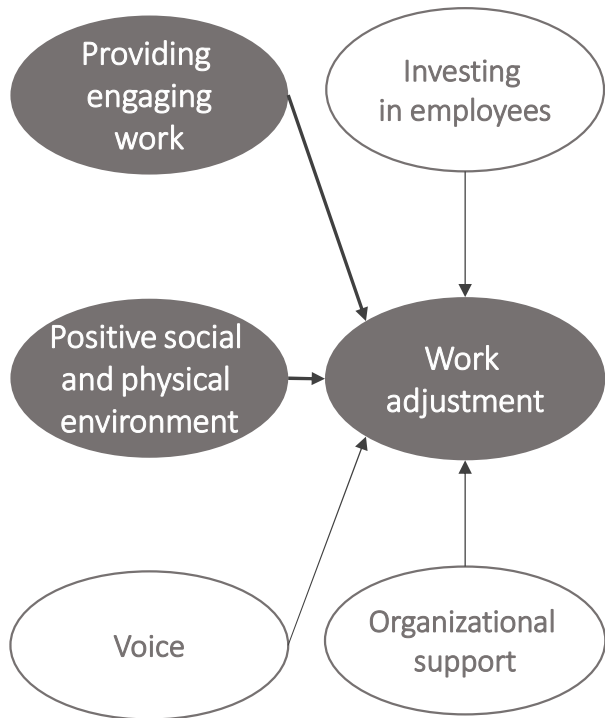
- Adequate level of challenge and diversity in the job
- Adequate skill use
- Works council that represents interest of employees regardless of nationality
- Surveys that give voice to all employees
- Ensuring that opinions and input of employees from different cultural backgrounds are heard
- Enforcement of respect for cultural differences
- Orientation program for newcomers
- Required and optional social interaction
(work in international teams, social events to improve social interaction)

And how do our Danish sample organizations perform on these?

What they seem to be not good at?

- Fair promotion process
- Plans for future career development
- Non-work related support (paperwork and family support)
- Work schedule adaptation to needs of different nationalities
- Recruitment and selection that favor diversity
- Mentoring
- Specific training that fits employee needs
- Cross-cultural training

What matters most for adjustment, job satisfaction and what for commitment? Smart



Co-worker support!



Overall: Which practices matter most?



Organizational support

Future career planning (ST)
Fair promotion process (ST)
Non-work support (ST)

Positive environment

Job security for all
Required and optional social
interaction (LT)

Engaging work!

Jobs that provide challenge
Jobs where employees can
make use of skills and
abilities (LT)

Investing in employees


Training
Mentoring

Co-worker support



Importance-Performance: An indication for strategic action!

		Job security for all	
		Take action!	
		Required and optional social interaction	Jobs that provide challenge Jobs where employees can make use of skills and abilities
		Plans for future career development Fair promotion process Non-work related support Training Mentoring	



How about your importance-performance status quo?



Customized reports for your organizational setting, including importance and performance evaluations for samples $> N=30$ for free!.

Many more options, please get in touch to explore further opportunities: nicole@sam.sdu.dk.

Why do we have an interest in the data?

For **research purposes** on the mechanisms that underly positive integration outcomes in the workplace and labor market!



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Recommendations

1. Ensure that international talent can **make use of skills and abilities** (especially relevant among talents who migrated >5 years ago)
2. Create **a sense of job security** for all employees regardless of their nationality
3. Facilitate / promote **interaction including social events** (especially relevant among talents who migrated >5 years ago)!
4. Engage in **future career planning and ensure fair promotion procedures** (especially relevant among talents who migrated < 5 years ago)!
5. Consider offering non-work support (e.g., paperwork, health insurance, tax schemes) (especially relevant among talents who migrated < 5 years ago)!
6. If possible, offer optional training and use optional mentoring for your international talents!



Thank you!

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