

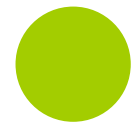


INNOVATION THROUGH INTEGRATION: DIGITAL START-UPS AS EMPLOYERS FOR PEOPLE WITH IMMIGRATION BACKGROUNDS

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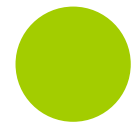
INTRODUCTION

- more diverse and heterogeneous workforces are established in companies around the globe
- companies rely on employees with a migration background to increase business
- there's a language barrier, if the language proficiency of employees is inadequate
- hypothesis: the organizational culture of start-up companies promotes effective integration of employees



METHODOLOGY

- start-ups
 - been in business for less than 6 years
 - headquarters located in Germany
 - business in national and international markets
 - operating within the digital technology field
- pre-test
 - employees with an immigration background
 - most suitable questions
- two distinct sample
 - employees vs executives
- survey
 - five-point / six-point Likert scales
 - simple-dichotomy, checklist questions, open-ended questions



FINDINGS - DEMOGRAPHICS

Variable	Classification	Percent
Position within Company	Executive	71.10%
	Employee	28.90%
Gender	Male	68.60%
	Female	31.40%
Immigration Background	Yes	35.20%
	No	64.80%
Age	< 25	8.00%
	26 - 30	39.80%
	31 - 35	23.90%
	36 - 40	18.20%
	41 >	10.20%

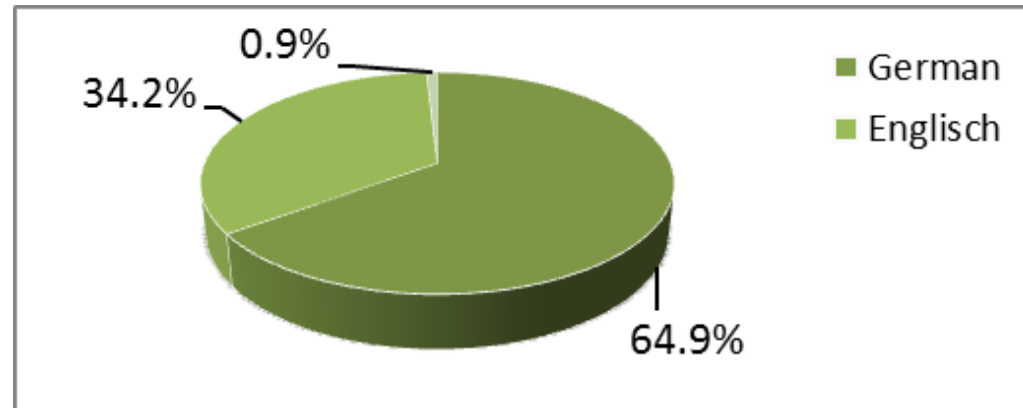
Sample Demographics

Company Demographics

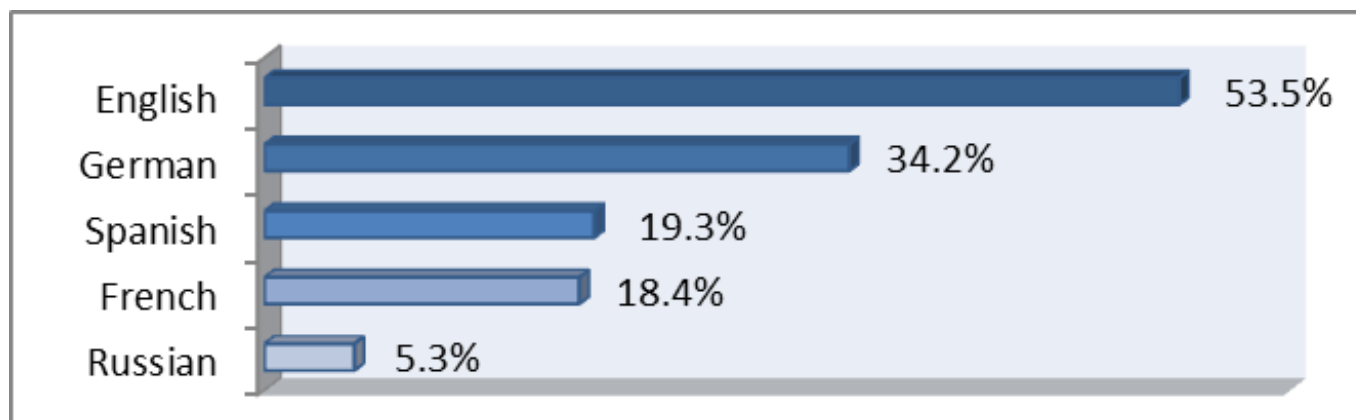
Variable	Classification	Frequency	Percent
Years of Company Existence	1 Year	14	18.9%
	2 Years	15	20.3%
	3 Years	17	23.0%
	4 Years	10	13.5%
	5 Years	9	12.2%
	more than 5 Years	9	12.2%
Number of Employees	< 10	39	48.1%
	11 - 25	17	21.0%
	26 - 50	13	16.1%
	51 < 100	3	3.7%
	100 <	9	11.1%
Percentage of Employees with Immigration Background	< 10 %	26	32.5%
	11 % - 20 %	15	18.8%
	21 % - 30 %	11	13.8%
	31% <	28	35.0%

FINDINGS - LANGUAGE

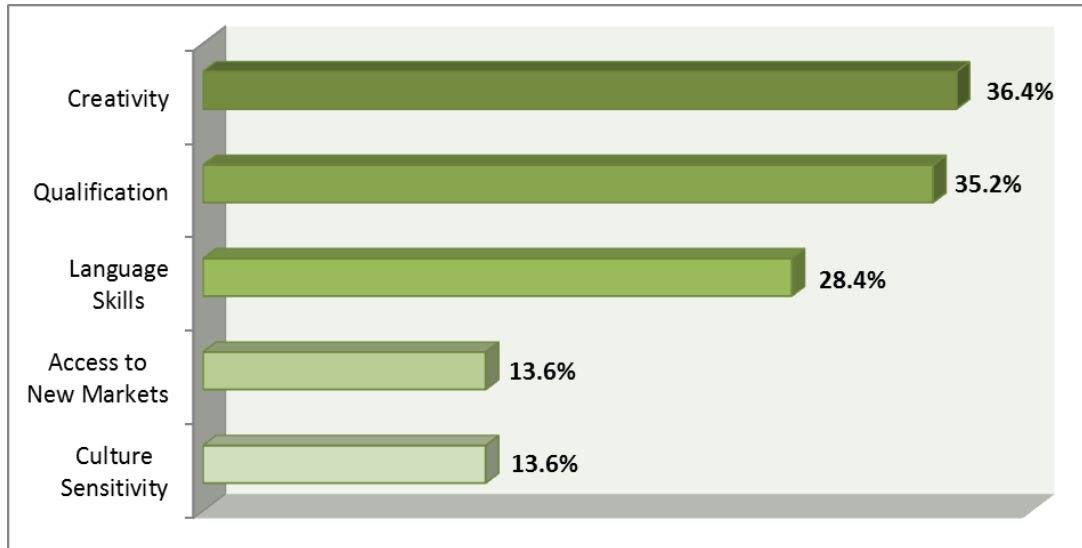
Language of Communication in Organization



Top 5 Languages in Organizations

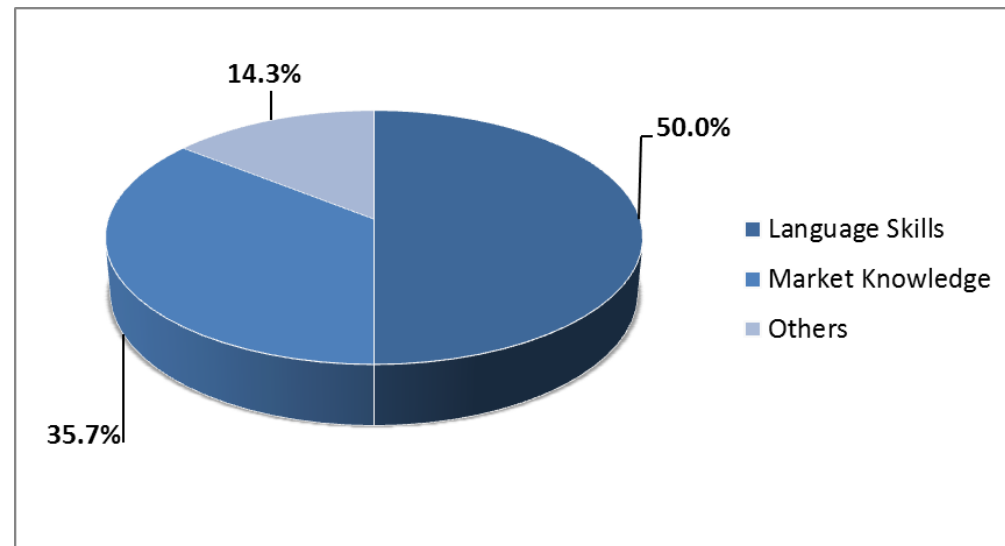


FINDINGS - MANAGEMENT



Top 5 Motives to hire Employees with Immigration Background

Management Considerations when Allocating Tasks



FINDINGS - INTEGRATION

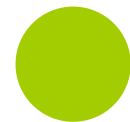
Antecedents to Promote Successful Employee Integration

Variable	Executives	Employees
Organizational Culture	48.9%	38.2%
Language Proficiency	19.3%	17.6%
Availability of Integration Activities	12.5%	35.3%
Support Outside of Workplace	11.4%	2.9%
Upper Management Support	8.0%	5.9%

Most Effective Integration Methods

Integration Method	Mean	Mode
Intercultural Training	4.10	4.00
Language Courses	5.18	6.00
Mentoring	4.47	5.00
Team Events	4.92	5.00; 6.00
Discussion Forums	4.45	4.00; 6.00
Management Statement on Integration	2.00	1.00

Results bases on 6-point Likert scale ('very low' – 'very high')



FINDINGS - ORGANIZATION

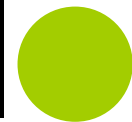
Relevance of Immigrant Employees to the Organization

Variable	Mean	Mode
Promote Creativity	5.1	6
Promote Innovativeness	5.0	6
Gain Access to New Customer Base	4.7	5
Stimulates Growth of Organization	4.0	3

Results bases on 6-point Likert scale ('fully disagree' – 'fully agree')

Top 5 Hindrances Pertaining to Hiring Employees with Immigration Background

Variable	Executives	Employees
Bureaucracy	32.2%	32.1%
Language Skill	27.1%	32.1%
Cultural Differences	11.9%	10.7%
No Suitable Candidates	11.9%	10.7%
Stereotypes	6.8%	7.1%

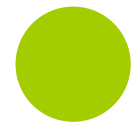


CONCLUSION

Findings provide...

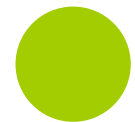
...a positive contribution to the immigration debate in Germany, as it is usually discussed in a pejorative way by concentrating on the disadvantages introduced by immigration backgrounds, especially in the area of language proficiency

...support for the positive influence that employees with an immigration background can have on the success of a company, from enhanced creativity and a greater flexibility in completing assigned tasks to a broader overall perspective and a higher level of internationality within the business



THANK YOU!

ANY QUESTIONS



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