



Managing cultural diversity to create a thriving organisation: A case study of VodafoneZiggo

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Background

In recent history organizations across the world are dealing with an increasing number of cultures in the workforce due to factors like migration and globalization. Therefore, for organizations to thrive it is essential to understand how to implement this cultural diversity into the organization to ensure the organization is future-proof.

Objective

This research explored how VodafoneZiggo can better implement cultural diversity in the organisations DNA. In this research project the primary focus is the realm of cultural diversity and how organizations can implement this by engaging their employees, Implementation here refers to the process of realizing the idea that people from all backgrounds can thrive within the organization.

Introduction

Still, the relation between employee engagement and implementing cultural diversity is still very much untended territory. although researchers argue that researching cultural diversity in regards to employee engagement is tenable. organizations will most likely only see an increase of cultural diversity in society and also in their pool of potential employees, making the implementation of cultural diversity in the workforce a relevant topic for research.

Methods

A qualitative approach was chosen, using semi-structured interviews to collect data from culturally diverse employees that have been present in the organisation for a minimum of two years. The analysis of the research results was done by comparing the different outcomes of the interviews. Answers that had a lot of overlap or were the most salient were classified as significant, these significant codes were then critically assessed and related to the existing theory and based upon these the conclusions were created.

Conclusion:

The research data shows various factors are key when attempting to implement cultural diversity in the organization by incorporating employee engagement. Based upon these key factors the following recommendations were made for the organization:

Openness as a key factor for recruitment. The data shows that openness is a very important quality when working together with different cultures and trying to understand one another or adapt. Focusing on openness in the recruitment process will ensure that people hired are actually willing to work with and understand people from different cultural backgrounds.

Recognize added value of cultural background. When culturally diverse employees are hired, the research show that they can bring a different view on business processes which is often very beneficial for the business case but also in the development of other employees. However, often the cultural background is not considered or even recognized which is disappointing for the employees who believe they have something extra they can add to the organization.

Adopt or adapt the language procedure. Ensuring everyone in the organization speaks proper English by incorporating this in the recruitment procedure can increase the engagement of culturally diverse employees. If this is too much of an organizational hassle to realize another option can be for the organization to provide free Dutch language courses to employees that do not speak Dutch.

Pay extra attention in acquisition and merger processes. The merger process or creation of the joint venture between two organization had a negative impact on cultural diversity within the organization. When you merge a predominantly Dutch organization with an international oriented organization it is very important to carefully manage the process in order to make it successful for all stakeholders involved.