

DIVERSITY MANAGEMENT AND CORPORATE CULTURE: A SYSTEM-THEORETICAL PERSPECTIVE

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ABSTRACT

Diversity Management is about managing the increasing diversity of issues that confront managers. It is especially considered as a recognizable source of creativity and innovation in order to gain competitive advantage. It goes far beyond simply hiring demographically diverse workforce. It signals companies' genuine attitude toward employees' diverse perspectives and backgrounds. Most of human resources management programmes usually try to create a clear culture and a climate around diversity, so that everyone in the company develop a strong sense of belonging which lead them to bring their full selves to workplace.

Companies seeking global relevance can not ignore the impact of diversity on creativity and innovation especially in diverse markets. On the other hand, if not managed properly, it may be a cause of misunderstanding, suspicion and conflict in the workplace that can result in absenteeism, poor quality, low morale and loss of competitiveness. Therefore companies seeking competitive advantage face a paradoxical situation. If they embrace diversity, they risk workplace conflict, and if they avoid diversity, they risk loss of competitiveness. In order to overcome this paradoxical situation, diversity management should be made an integral part of corporate culture.

Diversity management is becoming more prominent in the corporate practice and is adopted as the basis of corporate culture. In order to implement diversity management as a basis of corporate culture a change process throughout the entire organization is required. Thereby the question arises of how interdependency between different levels occurs through an implementation of diversity management in a corporate culture. These reciprocal actions are exemplarily illustrated on a micro, meso, and macro levels. By a reason of reciprocal action between the levels and the influence or effect on the levels, a system theoretical perspective is adopted.

Keywords: Diversity management, corporate culture, system theory

FARKLILIKLARIN YÖNETİMİ ve KURUM KÜLTÜRÜ: SİSTEM TEORİSİ PERSPEKTİFİ

ÖZ

Farklılıkların yönetimi yöneticilerin karşılaştıkları farklı meselelerin yönetimiyle ilgilidir. Özellikle rekabetçi avantaj sağlamak isteyen kurumlar açısından yaratıcılık ve inovasyon sağlamada önemli bir kaynak olarak görülmektedir. Farklılıkların yönetimi demografik olarak farklı işgücünü işe almaktan daha fazlasını ifade etmektedir. Farklılıkların yönetimi, kurumların birbirinden farklı geçmiş ve bakış açılarına sahip çalışanlarına yönelik samimi tutumunu ifade etmektedir. İnsan kaynakları yönetimi alanındaki çoğu uygulama, farklılıkların

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etrafında bir kültür ve kimlik oluşturmaya çalışmaktadır ki bu da beraberinde çalışanların kuruma yönelik güçlü bir aidiyet geliştirmesini sağlamaktadır.

Özellikle farklı pazarlarda kendini küresel olarak konumlandırmak isteyen kurumlar, farklılıkların yaratıcılık ve inovasyon üzerindeki etkisini yadsımamaktadır. Diğer yandan farklılıklar dikkatli bir şekilde yönetilmezse kurum içinde yanlış anlaşılmalara, şüphe ve karmaşa oluşabilir ki bu da düşük moral, düşük kalite ve işe devamsızlık gibi olumsuz sonuçlarla rekabeti etkilemektedir. Dolayısıyla rekabetçi avantaj sağlamak isteyen kurumlar, farklılıklara kucak açarken kurum içinde karmaşa riskini göğüslemekte, farklılıkları engelleyerek işe rekabeti riske etmek gibi paradoksal bir sorunla karşı karşıyadır. Bunun üstesinden gelmek isteyen kurumların, önce farklılıkların yönetimini kurum kültürünün integral bir parçası yapması gerekmektedir.

Her geçen gün kurumsal uygulamalarda farklılıkların kurum kültürü temelinde ele alındığı görülmektedir. Kurum kültürü temelinde farklılıkların yönetimi öncelikle tüm kurum içerisinde bir değişim sürecini gerektirmektedir ki bu da beraberinde mikro, mezo ve makro olmak üzere farklı seviyelerde karşılıklı bağlılığın sistem teorisi açısından ele alınmasını gerektirmektedir.

Anahtar Kelimeler: Farklılıkların Yönetimi, Kurum Kültürü, Sistem Teorisi

Introduction

"The diversity of modern society, influenced by globalization and demographic change, is affecting economic life in Germany. We can only be successful if we recognize and utilize the existing diversity. This concerns the diversity in our workforce and the diverse needs of our customers and our business partners" (Diversity Charter, 2011) -the wording of the corporate initiative to promote diversity in business in Germany, which refers to the concept of diversity management. Although the management concept is already been implemented in organizations in the U.S. for several years (Vedder, 2006: 6), diversity management increasingly attracts notice to German companies and the numbers of applying companies increased continuously (Krell, 2004: 50; Süß & Kleiner, 2009: 187). It is often attempted to implement diversity management as a basis of corporate culture. The theory to create a corporate culture that appreciates diversity is to implement as well. This dynamic processes and interactions, which occur from the complex construct of culture and is constructed by interactions between individuals and systems, is taken into account.

This paper deals with the reflections on the implementation of a diversity management strategy in a corporate culture. This raises the fundamental question of how diversity management and corporate culture are interrelated and how

interactions between external, organizational and individual framework are to consider and include in a formation of a corporate culture based on diversity management.

The main aim of this work is to provide a basic overview of the concept of Diversity Management and Corporate Culture. Furthermore, diversity management in the context of corporate culture is related to a micro, meso and macro level in order to illustrate reciprocal influences and impacts exemplary.

1. Diversity Management (DIM)

Diversity Management or Managing Diversity is known as a management concept arises in the United States of America which is not assigned to a single founder, but was developed and completed from several specialists, so that different models and approaches coexist. The authors Cox, Blake, Roosevelt, Loden, Rosener, Jackson, Gardenswartz, Rowe and Thomas published first about the topic of diversity management in the 90's (Vedder, 2006: 2; Aretz and Hansen, 2002: 7). Therefore no uniform definition exists for diversity management. A match consists in the fact that diversity arises of various characteristics, individuals belonging to different characteristics holders and groups which enables a distinction of respective features in terms of differences and similarities, and this heterogeneity of individuals is to consider and to use as potential (Cox 1994 Loden & Rosener ,1991; Gardenswartz & Rowe, 1998;Vedder, 2006: 7;Thomas & Woodruff, 1999). Fundamentally diversity management (DIM) describes workforce diversity policies and diversity is to understand as variety or heterogeneity (Aretz and Hansen, 2002: 9). DIM is trying to create an awareness of diversity in terms of differences and similarities (Süß, 2009: 166). According to DIM, differences are considered as potential (Rastetter, 2006: 82), appreciated and used in the entire organization (Vedder, 2009: 113), but also similarities, inter alia between apparently different people due to the fact that each individual belongs to multiple groups of features belong to workforce diversity (Vedder, 2006: 10). It's not about equality, but rather to respond to differences and thus to handle individual needs (Vedder, 2009: 113). The strategic approach of diversity management assumes that the different potential of all employees is a useful resource that contributes to the achievement of corporate goals. The benefits

of diversity are to maximize and disadvantages to minimize (Cox, 1994: 7). The diversity management approach implies on the one hand, the challenge for managers who enables the use of potential, on the other hand, the importance of the individual in an organization that fetches potential as well as a basic attitude is required that estimates diversity. According Gardenswartz & Rowe the implementation of diversity management requires the creation of a new organizational system. Here already the need for a change process throughout the entire organization which requires a "respectful, open, tolerant and appreciative attitude" from all parties and to all stakeholder (Stuber, 2009: 74).

1.1. Approaches to Diversity Management

Thomas and Ely distinguish between three paradigms that are considered as phases of diversity in the relevant literature. These paradigms represent the entrepreneurial approach in dealing with diversity and the resulting impact on the implementation of a diversity management strategy (Süß, 2009: 166). They distinguish between the *Discrimination & Fairness Paradigm*, the *Access & Legitimacy as well as the Learning & Effectiveness Paradigm* (Thomas & Ely 1996: 2).

The Discrimination & Fairness Paradigm refers to an entrepreneurial policy of Anti-discrimination, which is triggered by legal principles and moral-ethical impacts (Aretz and Hansen, 2002: 34). The focus is on an equality approach, which postulates social equality and implement the corporate strategically representation of minority quote-oriented (Klaffke, 2009: 142). Here "problem areas for possible discrimination are identified, named and both preventively and curatively subjected to a conflict resolution" (Aretz and Hansen, 2002: 34). The approach is based on assimilation to the leading majority of the employees in the company; existing differences between employees are not taken into account. This may lead among employees to an enormous pressure to adapt and ensure that "important differences among them do not count" (Thomas & Ely, 1996: 3), the potential of the individuals with the meaning of diversity is thus not used organization based.

The Access & Legitimacy Paradigm understands diversity as a way of opening up new market segments (Klaffke, 2009: 142) and attempts to represent relevant features of a target audience in the workforce in order to gain access to the target group (Aretz and Hansen, 2002: 34). Here differences are specifically defined and utilized for the purposes of the organization. The risk of stereotyping is widely noted in the literature (Bruchhagen & Koall, 2010: 940; Aretz and Hansen, 2002: 35)

The Learning & Effectiveness Paradigm combines ethical and economic perspectives on a holistic understanding. The organization promotes pluralistic developments and emphasises resulting long-term learning effects (Vedder, 2006: 14). Aretz points out a "holistic organizational learning" (Aretz and Hansen, 2002: 35). The focus is on the "long-term learning effects"(Vedder 2006: 14). In addition to the willingness of employees to engage in the organizational change, openness and respect is required for the perspective change (Aretz and Hansen, 2002: 35, Vedder, 2006: 14). Vedder describes an objective of the strategy in increasing the effectiveness of economic action by a corporate culture built on tolerance" (Vedder 2006: 14).

1.2. Dimensions of Diversity

"The integration into a group of culturally diversifying individuals does not occur on the assumption of a homogeneous group culture, but in the context of attempts to make the affiliation to social groups regarding social differences acceptable. Then the group identity is characterized by the acceptance of its multiculturalis (Koall, 2001: 216). This assumption implies a fundamental knowledge of the participants about possible differences to achieve acceptance and requires as part of diversity management mutual appreciation by the individuals involved (Stuber, 2009: 73). In order to developing awareness of differences and similarities, models to capture the dimensions of diversity can be used. There is no uniform approach regarding the systematization of diversity. Stuber distinguishes between the core dimension whose characteristics can hardly be changed by the individual, such as age, gender, ethnicity and freestyle dimensions whose characteristics gain importance by each organization, such as education, language, place of residence (Stuber, 2002: 49). Hartweg draws on the model of Digh

(Hartweg, 2006: 29), which corresponds to the model developed by Gardenswartz and Rowe (Gardenswartz & Rowe, 1998: 25). The model of the dimensions of diversity by Gardenswartz and Rowe refers to Loden and Rosener and conducts a division between internal and external dimension (Loden & Rosener, 1991). They differ in their model of the "Four Layers of Diversity" between the personality, which is at the centre of the model and highlights individuality of people as well as an inner, external and organizational dimension (Gardenswartz & Rowe, 1998: 25):

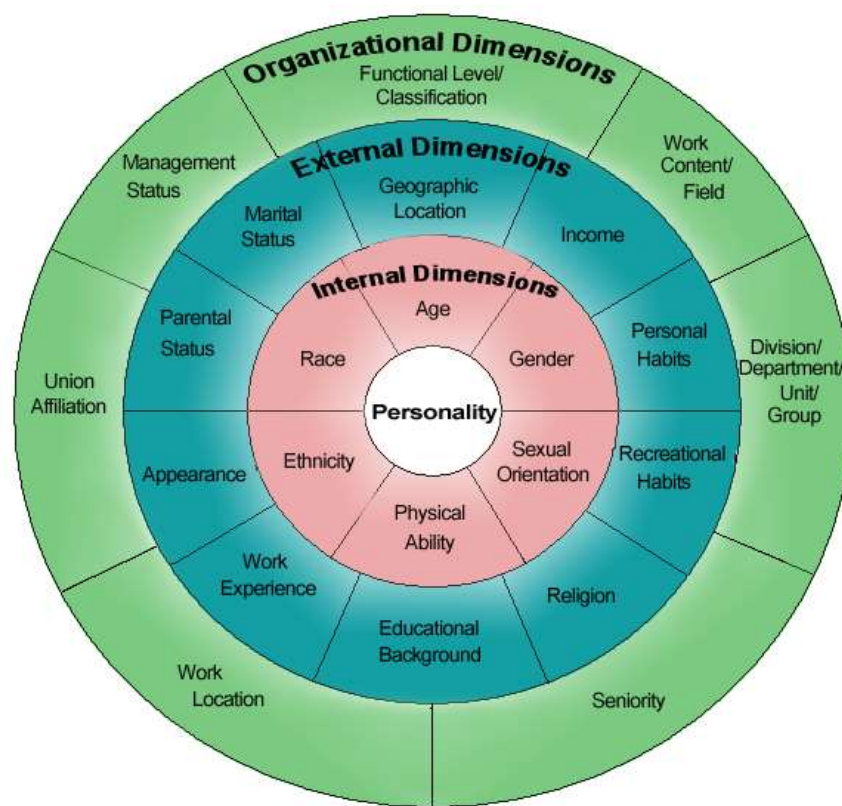


Fig. 1.: Four Layers of Diversity

The inner dimension describes features that may not be affecting through the individual, such as, inter alia, age, gender, ethnicity, physical abilities.

The external dimension refers to basically influenceable features that characterize an individual, such as education, work experience, marital status, leisure behaviour, residence, income, habits, leisure activities, religion or belief.

The organizational dimension refers to features that put the individual in relation to professional activities, such as function, job content, department, seniority, status (Gardenswartz & Rowe, 1998: 25).

The systematization captures characteristics of diversity. According to Stuber a risk consists of decreasing chosen aspects of diversity while simultaneously differentiating diversity is emphasized. He refers to the risk of creating enemy images between emerging groups which are divided into those, who are matching the chosen characteristics of diversity and others. (Stuber, 2009: 20). Regarding the multiple characteristics of diversity Stuber therefore recommends approaches that emphasize the individuality and at the same time common aspects (Stuber, 2009: 22).

1.3. Six Characteristics of Multi-cultural Organizations

Using the potential of each employee as a result of workforce diversity, conditions are to create that enables each employee contributing individual potential. Cox refers to an integration of individual and group-specific diversity in the corporate culture by creating a "multi-cultural" organization dedicated to following six criteria (Cox, 1993: 229):

Pluralism

There is an equal influence of dominant groups and minorities in the company with regard to values and norms of behaviour. There is a high degree of tolerance and acceptance regarding different views and ways of acting.

Complete structural integration of all employees

Correlations between levels of hierarchy and job status or membership to certain groups of features do not occur.

Complete integration into informal networks

Regardless cultural, ethnic and other characteristics integration occurs in informal groups and networks. Each employee has a good access to information - and communication systems. Transparency and equal opportunity is ensured.

Absence of prejudice, discrimination

Prejudice, discrimination and stereotypes are perceived and consistently dismantled.

Barely intergroup conflicts

In the organization stress, conflicts and power struggles between members of different cultural groups occur barely. If stress, conflicts and power struggles occur, actions are undertaken to provide a solution or to reduce the impact.

Identification of all members with the organization

Regardless cultural, ethnic and social differences, each employee identifies with the organization.

2. Corporate Culture

This section refers to the term and essential assumptions of corporate culture. Therefore closer examination of the formation of corporate culture approaches is necessary in order to derive the two central assumptions. Subsequently, central aspects of both assumptions are bundled to come to an integrated approach.

Hailing from anthropology, the concept of culture has been taken up since the early 1980s, increasingly in the context of management and formed the concept of corporate culture. The term corporate culture is composed by the terms "company" and "culture". Consequently, the anthropological term is associated with the construct "company" that aims to economic variables. Here, the concept of corporate culture is characterized by an abundance of definitions (Sathe, 1983: 9; Smircich, 1983: 339; Jelinek, et. al, 1983: 331). Culture is often defined but still difficult to capture. Finding a consistent concept of culture is a frequently cited difficulty (Luhmann, 1999: 72). The practical user or management literature, which contributed significantly to the emergence of the subject corporate culture is satisfied largely with short, more general definitions, such as Deal and Kennedy cursory describe culture as "the way we do things around here" (Deal & Kennedy, 1982: 4). Even in cultural researches a variety of terms resides. Thus, Kroeber & Kluckholm tried to derive a definition from over 200 definitions and come to the following: Culture is understood as patterns ... of and for behaviour ... transmitted by symbols, constituting the distinctive achievement of human groups including their

embodiments in artefact's; the essential core of culture consists of traditional ... ideas and ... values." (Kroeber & Kluckhohn, 1952: 357).

2.1. Formation and Central Approaches

The organizational research in conjunction with the concept of culture is particularly influenced by Japanese developments. Based on the comparison between Japan and the U.S, management research attempted to examine the economic successes of Japan. This development is also reflected by the naming of the well-known book "The Art of Japanese Management" (Pascale & Athos, 1981). It turned out that, in particular so-called "soft factors" constitute the essential difference (Staehele, 1999: 507). Also, Peters and Waterman react to this development (Waterman, Peters & Phillips 1980; Peters & Waterman, 1982). In particular the cultures of companies have become a central component of management research. The origins of functionalist approach of social anthropological culture researches reside to Malinowski's studies, which see culture of a society as assigned relation of need satisfaction. (Malinowski, 1944: 21). This ties up to management theories. It mainly focuses on economic success and culture is set in an economic context. Companies are in a subjectivist assumption a kind of "miniature society" with its own culture (Dill, 1987: 5). The cross-cultural management research is dominated by practitioners, such as Peters and Waterman (1982). In the book "In Search of Excellence" they develop a model of global causal factors that also consider soft factors (Peters & Waterman, In Search of Excellence, 1982). Staehele refers to the development of central impulses through the cross-cultural management research and management consultants (Staehele, 1999: 500)

On closer examination of the issue of corporate culture, one hit quickly upon two central positions which characterize approach and perspective towards corporate culture. Smirich summarizes following basic approaches that derive from her overview of researches (Smirich, 1983: 342): Corporate culture can be understood as a variable or as a metaphor. Corporate culture as a variable assumes that companies have a culture. Culture is thus a variable that actively influences management and thus the performance of management or company (Meek 1988, 463). Culture is comparable with other variables, such as strategy (Heinen, 1997: 15), which is to use

similar to a spice selection at taste of dishes. Both the comparative management research as well as corporate culture studies that function consists on motivating employees and holding divisions together and coordinating (Dill, 1987: 138) are to assign to this approach and ultimately pursue the interest of organizations to be able to increase performance or control. "Underlying the interests in comparative management and corporate culture is the search for predictable means for organizational control and improved means for organization management (Smircich, 1983: 347). Central is the presumption of design ability - the company's situation is determined by behaviour of employees, which can be steered in a certain direction by a change in design (Gontard, 2002: 12). Based on relatively easily detectable and observable characteristics (Treichler, 1995: 77) as behaviours, artefact's, values and norms, culture is acquired and designed accordingly. Particular Deal and Kennedy, Peters and Waterman are often cited in the context of this approach. The metaphors approach, also known as a "root metaphor" (Smircich, 1983: 339) argues that organizations have no culture, they are culture (Smircich, 1983: 347). The focus is the social structure, from which culture and independent meaning system arise (Treichler, 1995: 75). Culture is to understand by its cultural context. Characterized very broadly, the research agenda stemming from this perspective is to explore the phenomenon of organization as subjective experience and to investigate the patterns that make organized action possible (Smircich, 1983: 348). The aim is the understanding of individual cases, instead of a generalized perspective (Sackmann, 1991: 299). Organizations are perceived as a complex meaning system that on the one hand is internalized by employees (Beyeler, 2003: 71), on the other hand implicit, mentally and partly not directly visible or unconsciously (Beyeler, 2003: 72). The meaning system of corporate cultures operates by own perceptions and interpretations. Beliefs and courses of action result on one hand from the culture and on the other hand they have its seeds in culture. This perspective explores patterns instead of design ability.

The summary of both assumptions notes the following key aspects:

The variables approach postulates a relatively simple designing of corporate culture, because culture is seen as changeable factor. In contrast, the metaphor

approach postulates comprehending description of culture. As origination factor the personal interaction is to name (Gontard, 2002: 18). Schein deems the basically possibility for cultural change procurable if effects arise that are perceived as problematic. Dierkes and Berthoin (1985: 604) refer here particularly to periods of technological, socio-political or economic change. Nevertheless, it is to note that the assumption, a culture is arbitrarily configurable- according to a company's strategy, is antiquated and short-sighted. Designing an idea of culture and to "impose" to a company is not possible, as this neither considers interactions and dynamics in groups, nor cross-hierarchical processes. Of course change of culture is easily written down, but the implementation in daily business by all staff is more a coincidence. "Corporate cultures - to repeat it again - develop over a longer period, they are not rational learned, but learn acting and acquired in a complex process of mediation. Linear preplan of such a process and artificially inducing appears impossible. Cultures are not well-structured entities that discharge would be clear-cut structure plans, but symbolic constructions which deny the simple schema of cause-effect relationships (Schreyögg, 2003: 481). It is rather a process to come from corporate culture X to corporate culture Y, which performs in small steps. The literature refers mainly to long-term processes that require primarily a participatory approach (Schmid, 1995: 158, Schreyögg, 1991: 212).

2.2. Integrated Approach

In recent cultural researches of companies usually an integrative approach is used that combines both objectivist and subjectivist (root metaphor) to a new perspective. Even for an integrated approach, there is no uniform definition. In addition to the term "integrative" terms such as "dynamic" (Heinen, 1997) and "reflected functionalist" (Sackmann, 2002) occur. Therefore integrative approaches on one hand attribute functionality and effectiveness success on the other hand, the subjective character is taken into account in order to come to an comprehensive understanding of cultural change (Gontard, 2002: 17-18) An integrative approach combines further the design and management of business processes in the context of variables approach as well as the understanding of corporate culture as a social

phenomenon (Schmid, 1996: 158). Sackmann refers to following assumption of an integrative model (Sackmann, 1990: 163):

1. Corporate culture is a complex dynamic construct that takes into account both ideational and material factors.

2. These factors may be visible or not visible. Hidden facts are expressed by the influence on the company.

3. The individual corporate culture aspects are a multi-causal connection to each other.

4. Corporate cultures are neither good nor bad; they are expressed in a conducive or obstructive way.

Essential is the shift away from a technocratic, recipe-like, linear understanding of culture and the recognition of uncertain outcome (Sackmann, 1990: 181) as a result of a complex social system whose origin factors is based on social learning processes (Gontard, 2002: 18). The management here is encouraged to actively support and monitoring of the process and is neither the creator of the corporate culture nor seen comprehensive alongside with social structures but without the possibility of influence (Schreyögg, 1991: 211). Schmid emphasizes that participatory long-term processes may cause a difference (Schmid, 1996: 158). Nevertheless, it is widely noted that a degree of uncertainty passes and design and effect are just partially controllable.

3. Diversity Management in the Context of Corporate Culture from a System Theoretical Perspective

The term long-term process indicates that the change of corporate culture on one hand requires a longer period of time to implement changes in the company; on the other hand, the process is a step by step operation. Accordingly, this implementation is to be applied as an organizational development process. As culture, and thus corporate culture is difficult to compass and affects in many ways individuals and groups by the complex dynamics, the question arises which interactions result from the complex dynamics. Knowledge of interactions of

complex dynamics is to be understood as a prerequisite for successful implementation, because complex systems of meaning "decide" about an adaption by connective action. In the following section diversity management in the context of the formation of a corporate culture is illustrated regarding resulting interactions, which are to consider if a sustainable implementation into a corporate culture is desired. Therefore an implementation of diversity management within a corporate culture is especially considered on three levels: micro, meso and macro level. The assessment occurs on the basis of the context model of counselling by Schiersmann, Dauner, Bachmann and Weber (Schiersmann, et.al, 2008: 16) At the micro level, the employee system is considered that constructs from the systems of individual employees who interact with each other. The meso level identifies the organizational context in which the employee system operates. This dimension captures strategic and operational business, sequences and corporate culture. The macro-level names the social context and refers to relevant factors and aspects of the environment, such as labour market, legal framework or social values and norms. In particular, the complexity of the mutual influence and impact is presented and considered (Schiersmann, et.al, 2008: 16).

If corporate culture is considered as a complex system of meaning, relevant interactions on and between the levels arise. The recognition of a complex system of meaning requires a systemic view of organizations. System theories have been influenced by different theories approaches and trends (Ludewig, 2002: 15). The following assumptions are characteristic of systemic approaches:

Systems capture, process and reduce complexity and thus make the world adaptable to the human need for minimum order, so that the human is able to orient and act according to plan in the world (Münch, 2004: 182). The complexity in systemic theories refers to complexity of network (Willke 1982, 148) of the individual elements of a system. Systems consist of elements which are in various relations to each other (König & Volmer, 2005: 15). Luhmann describes a system as complex if "it is no longer possible to set for each element in relationship to each other" (Luhmann, 1994: 46). The function of the complexity reduction occurs internally by the system through differentiation, whereby internal complexity is built

up in order to achieve a reduction of complexity by selection (Luhmann, 1994: 47). Consequently, the distinction between system and system environment is of central importance. Systems "constitute and sustain through generating and maintaining a difference to the environment, and they use their frontiers to regulate this difference" (Luhmann, 1994: 35). Equally central is the assumption of a "subjective reality" which refers to an individually constructed reality of the observer by observing (Ludewig, 2002: 18).

3.1. Micro Level: Diversity Management in the Context of the Corporate Culture

The employee-system consists of the mental systems of interacting employees (Schiersmann, et.al, 2008: 16) The resulting social system is designed consequently at least of two employees whose systems interact with each other mutually- each interactants yield a subjective construction of reality. The subjective construction refers not just to an exclusion of an objective reality, because reality is always recognized by the viewer (Schlippe & Schweitzer, 2007: 87) but also to the construction of the subjective reality through sorting of a biographical embossed order and meaning grid (Bamberger, 2005: 12). Therefore two subjective realities and realities are clashing. This means for an implementation of a diversity embossed corporate culture on one hand, the knowledge of the inevitable integration of the own construction of reality in the implementation process through key person and the reality constructions of employees (Schweitzer& Schlippe, 2007: 53) on the other hand, the resulting interaction between the participating systems (Ludewig, 2002: 25). In the context of corporate culture a deeper level of consciousness is to focus, which mainly refer to the philosophy of life and beliefs about the truth (Schein, 1991: 250), so the construction of reality. Also assumptions of the environment, nature of interpersonal relationships and human action are located here inter alia (Schein, 1991: 250). Schreyögg considers the level of base assumptions as the core of corporate culture (Schreyögg, 2003: 366). These basic assumptions can derive from the overlying level of the norms and values. Values can convert to basic assumptions and are relevant for the implementation of a diversity strategy in a corporate culture as they manifest themselves based on the solution behaviour of the members and therefore influence the standards of behaviour and the interpretation of own and

others' actions (Schreyögg, 2003: 434). The solution action is oriented to available patterns of activity that are accepted within a culture as a possible solution. For the implementation of diversity management as a corporate culture, on one hand this means to achieve commitment from the employee within the meaning of required feature of pluralism and the absence of prejudice in order to legitimize a broad repertoire of options for action in the company and thus to create a culture of diversity. On the other hand, it means a consciousness about the necessity of the creation of such environments and commitment by the converter of the diversity strategy and to convey this in turn employees accordingly to achieve internalization. Koall describes this as "an opening and broadening of own horizons" in the context of diversity management (Koall, 2004: 4, quoted from: Abdul-Hussain & Baig, 2009: 44). Since the level of basic assumptions mainly exist unconsciously (Kluckholm & Strodtbeck, 1961: 11), it is important to check for possible inferences to values and norms. In addition, the partly conscious level of norms and values (Schein, 2004: 28) is to include. This level is a link between unconscious basis assumptions and visible artefacts (Hofbauer, 1991: 52). Schein's understanding of values refers particular to all rules of behaviour and goals that are set by managers (Schein, 2004: 28). Laurent describes the behaviour guideline to leave office doors open as an action of promoting open and transparent communication (Laurent, 1986: 38), which in turn can be used to implement the fifth feature of multicultural companies by Cox and serve as the demand for complete integration into informal networks. The corporate communication of norms and values has to be performed consistently and continuously. While values have common basis- a group-specific understanding of value- norms express expectations that are placed in all staff in specific situations (Scholz & Hofbauer, 1990: 37). Values are therefore particularly suitable for inclusion in the company's philosophy (Schein, 2004: 26). According to Schiersmann, key elements are individual background and personal experiences (Schiersmann, et.al, 2008: 19). The elements person, work and living environment are explicitly named on the micro level (Schiersmann, et.al, 2008: 16). The implementation of diversity in terms of culture requires resource-oriented approach to recognize and enhance "interests, resources and skills "(Schiersmann, 2011: 429) regarding heterogeneity of employees and their professional career path-determining

individual characteristics (Eckardt, 1979: 53) as well as the organizational positioning (Epping, et.al, 2001: 46). The dimensions of diversity are to use in order to explore the elements person, work and live environment of the employees by the converter of the diversity culture as well as a usage by employees themselves. For the converter the dimensions can be used as a supplement to the elaboration of patterns of relevant system (Haken & Schiepek, 2006: 437) as they need to detect the current culture in order to recognize changing aspects. The "Four Layers of Diversity" model of Gardenswartz and Rowe constitutes a frame of reference, which provides a guide to explore in particular the internal and external dimension (Gardenswartz & Rowe, 1998: 25). In terms of diversity culture the designated level of artifacts according to Schein is to include. Artifacts refer to visible structures and processes which tangible considers rituals, clothing but also manners and language (Schein, 2004: 28). This level leads on one hand to the observation of simply visible elements of corporate culture, on the other hand these elements are only to interpreted in connection with an understanding of the values and norms as well as the underlying basis assumptions. For a diversity-oriented culture interpersonal interactions are particularly to focus. The objective is a fundamental attitude of the workforce, which is manifested by Stuber on the individual (Stuber, 2009: 25) and interpersonal level (Stuber, 2009: 247). The individual level refers to the term "Valuing Diversity", which expresses an appreciation of individual thinking and behaviour (Stuber, 2009: 25) Valuing is a key component of relationship formation and is described in various disciplines as a basis (Sander & Ziebertz, 2010: 82; Bamberger, 2005: 40; Schiepek, 1999: 161). According to Stuber interpersonal level focuses on diversity management approach the design of a pleasant working atmosphere (Stuber, 2009: 247) and refers to the operational level of involved individuals. The importance of creating a pleasant atmosphere - in addition to appreciation, as a fundamental component, Haken und Schiepek describe, inter alia, the creation of a pleasant atmosphere as creation of conditions of stability to be able to engage a process of change (Haken & Schiepek, 2006: 437), which refers to the change in corporate culture.

3.2. Meso Level: Diversity Management in the Context of the Corporate Culture

According to Luhmann, organizations are social systems (Luhmann, 1994: 16). According system theories, systems tie up to relevant identified structures for self-creation and maintenance, in which relevant bases on the observation and concomitant differentiation of irrelevant and relevant by the systems perception (Barthelmess, 2005: 36). Considerations about the implementation of a corporate culture which is based on the goals of diversity management, is thus an as relevant identified strategy, which is attributed a particular function, such as the paradigms of Ely and Thomas (Thomas & Ely 1996).

Diversity Management as a concept for corporate culture includes strategic and operational objectives, in which the strategic goals intend to "increase the ability to adapt to changing market conditions by building a unique, difficult inimitable human capital" (Becker, 2006: 27). At the operational level, the focus is on an "increased ability to solve problems in heterogeneous groups" (Becker, 2006: 27). The implementation of a diversity management strategy as a corporate culture requires an implementation throughout the entire organization. The corporate basic idea is based on the assumption that employees whose individuality is recognized and appreciated, in terms of their individual needs use individual resources to contribute to the success of the company (Aretz and Hansen, 2002: 49). Diversity Management as a concept that encompasses the entire organization culture is conceptually to settle at the meso level in the organizational context and acts impacts directly on an organizational level as well as the employee system. If the assumption of the necessity of an change process throughout the entire organization in order to create an different corporate culture which postulates an appreciative, tolerant approach to deal with diversity for individual action, is followed (Aretz and Hansen, 2002: 61), the professional action of each employee and thus their cultural understanding of the organization and the organizational culture in norms and values, and underlying assumptions and artefact's (Schein, 1995: 30) is implied. The organizational objective as a diversity-oriented corporate culture commits especially the executives, because they represent, symbolize and personify the organization and its culture to its employees and due to the position of power they have the ability to

exercise sanctions and demand the compliance with behavioural guidelines (Sackmann, 2002: 193). They are thus key figures in the establishment of a diversity culture in organizations. The actual implementation by the managers, however, is located on a micro level. The demand for convertibility aimed not only to the individual construction of reality of employee system in the form of executives, but is constructed not least from the demands of the environment and therefore involves the organizational and societal level, and in turn influences the construction of reality an individual.

3.3. Macro Level: Diversity Management in the Context of Corporate Culture

The macro level is of significant importance. Schiersmann, Dauner, Bachmann and Weber name among others the influence of social conditions (Schiersmann, et.al, 2008: 21) In the context of the implementation of a corporate culture that bases on the concept of diversity management the influence of the legal framework, the developments of the labour market and the education system is significantly. Thus, the Discrimination & Fairness Paradigm was initiated by legal principles and moral and ethical currents (Aretz and Hansen, 2002: 34). Furthermore influences of socio-demographic change, the continuously changing age structure of the population, a rising female employment, and increase of cultural and ethical diversity (Schulz, 2009: 1; Aretz, 2006: 48) effect on an organizational level as well as the employee system. Likewise economic impact arises for companies. Substituting the perceived needs of a society of diversity embossed corporate cultures in relation to budgeting, from a systemic perspective it is crucial, what participatory systems, such as the economic system identify as relevant and leads to port processes as a result of autopoietic processes resulting from environmental handling (Barthelmeß, 2005: 36). Assuming that connecting processes are based on a preceded distinction by observation (Luhmann, 1991: 160) connective processes in the economic system arise from an observation of the market. The market is system environment to itself and the involved systems (Luhmann, 1994: 94). The market development favours advancing globalization and international exchange, which currently affect positively the decision of a diversity corporate culture in turn, as social development, are picked up and the arising on the requirements for companies,

employees and customers by internationalization are integrated into the corporate culture (Klaffke, 2009: 11). From this resultant development and from the mutual influence between the levels in terms of system maintenance an adjustment on side of the company as participation system arises that adjusts itself particularly in terms of customer orientation on needs, expectations, concerns and conditions. The concept of diversity management as the basis of a corporate culture that focuses social diversity in terms of similarities and differences (Süss, 2009: 166) provides a frame in order to use the continuously increasing diversity as a potential in purposes of the company system-internally (Rastetter, 2006: 82).

4. A Case Company: Corporate Culture and Diversity Management in Daimler

Daimler AG was founded in 1886 and is today a global top- selling business. Daimler AG consists of five business segments. Daimler Cars, which products ranges from high-quality compact cars to premium vehicles. Daimler Trucks which is the world's biggest truck manufacturer. Mercedes-Benz Vans focuses medium to heavy transporters, such as Sprinter or Vito but also minivans of the V-Class. The segment Daimler Buses includes coaches and chassis. Daimler AG is in the segment of over 8 tons the market leader. The segment Daimler Financial Services offers financing, leasing, fleet management, insurance and innovative mobility services and supports the worldwide sales of the vehicles (Daimler, Geschäftsfelder, 2015). In 2014 the sales volume reached Euro 129.9 billion with 279,972 employees. (Daimler, Unternehmen, 2015). Daimler AG is one of the DAX 30 companies. The DAX 30 is regarded as the most important German share index, which "contains the largest and most actively traded stocks." (Auer & Rottmann, 2015: 134). Capturing corporate culture requires an understanding of a "complex, dynamic construct" (Sackman, 1990: 163), which is rather difficult to detect at a global stock corporation.

4.1. Corporate Culture at Daimler

Daimler refers in Annual Report 2014 to a corporate culture based on trust and responsibility. The effect of actions on environment and society, and the related impact on the competitiveness are clearly named (Daimler, Nachhaltigkeit, 2015). The ten principles of the UN Global Compact as well as stakeholder surveys and

Sustainability Dialogues pointing scopes of actions (Daimler, Nachhaltigkeit, 2015). Therefore an organizational awareness of the existing mutual interaction between the employee system as micro level, the organizational- meso-level and a social- macro-level is to assume.

In Annual Report 2012 the main goal, which is located at an organizational level is defined as "keep growing profitably and thus continuously increase the value of the corporation" Daimler understands the four corporate values of passion, respect, integrity and discipline as a base (Daimler, Strategie, 2015). The implementation of the corporate values that are set at the organizational level occurs at the micro level. On the one hand scope of actions and course of actions regarding organizational patterns of behaviour is set by managers on the other hand, these values need to be implemented by employees as basic patterns of daily activities worldwide. The employee system consisting of employees and managers retroacts on itself as a multiplier. Furthermore it affects the organizational level regarding examination and adjustment of company values and the macro-level through outward interactions.

Schein describes corporate culture as "the pattern of basic assumption the a given group has invented, discovered, or developed in learning to cope with these problems of external adaption and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems" (Schein, 1984: 3). Therefore the way employees perceive, think and feel offers a possibility to state more about a corporate culture of a worldwide operating corporation.

The Daimler Sustainability Report 2013 contains, inter alia, the survey of various stakeholders such as customers, employees and participants in special field workshops (Daimler, 2013: 3). The categories employee responsibility and management responsibility of Daimler's survey exemplify corporate culture of Daimler AG. In the survey Daimler reaches the value 88 of 100 in terms of employer attractiveness. The employer attractiveness is composed of monetary and non-monetary variables, such as compensation, but also flexible working, employee feedback as a basis for management and development as well as company pension

scheme. In the field of education and training, the value 84 is reached, which relates to vocational training, further education and qualification as well as the talent recruitment and development. The survey shows a value of 83 of 100 regarding occupational safety and health. In this category preventive actions regarding health management, health promotion, occupational safety as well as occupational and emergency medicine are considered. The topic diversity focuses action fields of gender, management of generations, interculturalism, a prejudice-free work environment and sensitization of a culture of diversity. In the survey of stakeholders Daimler receives the value 70. The point participation is not further amplified. Likewise, the generation management is detected individually as well as in the category diversity. The category management responsibility reaches an average of 76. This category refers to sustainability strategy and organization, transparency in reporting, involvement of stakeholders and participation in the policy process (Daimler, 2013: 4).

In order to contain references of the corporate culture, Daimler's survey results are assigned to a systematization of Beile. The systematization in categories to which respective instruments are assigned was developed from three methods which examined corporate culture (Beile, 2002: 26). The systematization represents "how many factors in detail influence the perceived and practiced culture of a company" (Beile, 2002: 36). 17 categories capture several instruments which each constitute a category.

The categories employee responsibility and management responsibility and their sub-categories can be clearly assigned to 13 categories of Beile: stakeholder interests, participation, leadership behaviour, employee benefits, business objectives, training/ education, career, job content, work safety, diversity, health care, pay and working time arrangements (Beile, 2002: 33). Following five categories of Beile are not clearly assigned by an exclusive consideration of the survey results of the categories employee and management responsibility. The employer attractiveness of Daimler is rather assigned to the category of job satisfaction of Beile's systematization, but it should be noted that employer attractiveness does not necessarily make a statement about the actual job satisfaction. Innovation ability is

not apparent from the considered categories but plays an important role in the corporation. (Daimler, 2013: 13 - 28) The category conflict arrangement is indicated due to the intentional transparency, but is not to assign directly to any category of Beile. Competitive orientation is a fundamental component in a global company such as Daimler (Daimler, 2013: 5 - 48), but is not directly represented in the categories employee and management responsibilities. Nevertheless sustainability strategy and organization are captured in the category management responsibility, which in turn affects the competitive orientation. Based on two categories already a clear picture is becoming apparent. The high values which Daimler achieves are based on stakeholder's views and indicate a strong perceived and practiced corporate culture.

4.2. Diversity Management at Daimler

The signatories of the Charter of Diversity are German companies that covenant to promote diversity. The benchmark 2012 points to the fact that 25 of the 30 DAX companies possess a central contact person for diversity management in the company. Furthermore, 23 of the 30 DAX companies are signatories of the Charter of Diversity. In 2011, 23 companies possessed a contact person for diversity management and 22 companies were signatories, while in 2010 only 16 companies had a contact person and 19 companies were signatories (Köppel, 2012: 4). The comparison of the years refers to the increasing importance of diversity management for companies.

As a founding member, Daimler is signatory of the Charter since 2006 and pursued a worldwide implementation of diversity management with the "Global Diversity Council" division which consists of board members and executives of Daimler (Daimler, Diversity Massnahmen, 2015). Daimlers strategic objective regarding diversity is being a continuously front runner of German automotive industry in diversity management (Daimler, 2013: 66). Daimler perceives the diversity of workforce as an inherent part of the corporate culture and communicates this online with the headline: 'Here every human is like another: different. This is us' (Daimler, Karriere, 2015). Daimler is trying to make the change of culture in terms of diversity accessible to all levels of the organization in order to achieve commitment and to support the development by bottom-up processes (Daimler,

Diversity Massnahmen, 2015). At micro level, Daimler recorded an increase in the approval rate of the employee of 5 percent in terms of diverse composition of teams. In 2011, 61 percent of employees agreed with a diverse composition of teams, in 2012, 66 percent approved the composition (Daimler, 2013: 66). The organizational implementation focuses sustainably contribution of diversity management to the company's business success. At first especially the professional integration of women was applied. Nowadays possibilities of flexible working time models and mobile work environments, nurseries, cross-cultural workforce and management of generations within the workforce are considered (DGFP, 2015).

Changes in society as a whole, which are located at a macro level, affecting as influence factor organizational levels and promotes in turn the implementation of diversity management. Legal alteration, for example, affects an organization directly. The German Equality Law (allgemeines Gleichstellungsgesetz) is to name in this context as it is an implementation of EU guidelines relating to non-discrimination (Europäischer Rat 2004; Europäischer Rat 2002, Europäischer Rat 2000a, Europäischer Rat 2000b). Demographic change at the societal macro level is a decisive factor to ensure appreciation and a productive cooperation between employees of four generations (Daimler, 2013: 53) regarding occupational-determining individual characteristics and their impact within the company at the organizational level as well as an implementation at the employee level. Furthermore, the impact of globalization and internationalization of labour and employment market (macro-level) affects the fixing of the organizational diversity agenda through the point of interculturalism. Thus, target groups, such as customers, suppliers, investors are represented by the workforce (Daimler, 2013: 53). On one hand, the strategic direction is shown by "increasing adaptability to changing market conditions by creating a unique, difficult to be imitated human capital" (Becker, 2006: 27) on the other hand, the operational focus is implemented by an "increased ability to solve problems in heterogeneous groups" (Becker, 2006: 27).

Daimler establishes Diversity Management throughout the entire organization. From a system theoretical perspective the implementation of Diversity management describes a strategy which is identified as relevant by the system. From

this perspective, the continuously development of diversity management is a process that results from the observation of the market and changes in society as a whole which in turn affects the economic system and therefore Daimler AG.

CONCLUSION

Basically it is established that an implementation of a diversity management strategy to create a corresponding change in corporate culture under system-theoretical observation considers reciprocal feedback processes at the various levels. In interpersonal interaction diversity management provides a framework in terms of reflecting the handling with diversity and can thus contribute to diversity-dominated corporate culture. In particular, the heterogeneity of employees is demonstrated by the dimensions of diversity and to use as a contribution to the creation of a Diversity-Culture.

Regarding a reaction to social changes, the framework also provides an opportunity to strengthen the understanding of the overall context and developments. Aretz and Hansen, suggest applying the implementation of Diversity Management as an organization development process (Aretz and Hansen, 2002: 60). The same applies to changes of corporate culture. This results on one hand in the necessary willingness of management to engage with "a complete change of corporate culture" (Aretz and Hansen, 2002: 49), on the other hand an organizational change process implies an investment of time, space and financial capacities. This must be considered in the consideration of implementation and requires the participation of employees, transparency and commitment as well as the subsequent implementation in daily work (Aretz and Hansen, 2002: 61), as a corporate culture only exists by a continuously transformation.

It is also to emphasize that the strongest argument made by corporations concerning the consideration of an implementation of diversity management focuses on the economic benefits (Vedder, 2006: 13; Süß, 2009: 253), such as market access to achieve a certain target group, increasing employee satisfaction for reducing turnover and absenteeism or increasing customer loyalty (Vedder, 2006: 14; Becker, 2006: 41).

Considerations of the implementation of diversity management regarding a change of corporate culture need to include the state of researches on the topic. In Germany, less reliable empirical knowledge exists. Results of studies show differing findings and focusing specific aspects (Becker 2006; Schulz 2009, Krell 2006). Therefore the impact of diversity management is just to express in tendencies (Becker, 2006: 41).

Finally it is to add that the interest of a company in terms of its own organizational development is to be assessed as positive. Nevertheless, it seems useful to define first organizational goals internally and then determine the appropriate implementation as part of an organizational development process. The implementation of a corporate culture that is based on the concept of diversity management is due to social, technological but also economic development a way of self-preservation in terms of adaptation in the context of a system-theoretical perspective.

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