

SOCIAL PSYCHOLOGY

CULTURAL DIVERSITY AT WORK: CONCEPTS, PERCEIVED CONSEQUENCES AND PERSONAL RESOURCES FOR FRENCH AGRICULTURAL EMPLOYEES

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Abstract

Background: As a result of globalization, work environments are now characterized by cultural diversity, resulting in diversified norms and approaches to quality of life at work (QWL), for which employees and organizations are unprepared (Ellemers & Rink, 2016). Consideration of this diversity is imperative because it can lead to intercultural misunderstandings and conflicts that are likely to affect employees' performance and level of QWL (Stahl et al., 2010). Thus, to adapt, employees and organizations need to develop intercultural skills (Nguyen et al., 2018). Objectives: This study aims at three exploratory objectives. First, we observed employees' perceptions of cultural differences, the indicators that they see as most salient, and how they evaluate them. Second, the perceived consequences of cultural diversity at work. Finally, the personal resources that can enable employees to interact effectively in culturally diverse situations. Method: Semi-structured interviews were conducted with 12 French agricultural employees (10 women and 2 men, aged between 18 and 65). An interview guide was used, and the data were analysed to identify the frequency of occurrence of each theme in text segments (Braun & Clarke, 2006). Results: The results show that the participants were aware of cross-cultural differences, which they perceived through 10 principal indicators. They observed that cultural diversity at work could have both positive (e.g. cohesion) and negative (e.g. racism) personal and organizational consequences and that cultural differences affect QWL and performance. Finally, with regard to the resources required to manage cultural diversity at work. The participants observed the importance of acquiring personal resources, in line with the literature on intercultural skills like cultural intelligence (Early & Ang, 2003).

Keywords: *Cultural diversity, intercultural interactions, quality of life at work (QWL), cultural intelligence (CQ), qualitative approach.*
