



BiCAB

Bielefeld International Conference
on Applied Business

Riza Öztürk, Natalie Bartholomäus (eds.)

**Skills shortage – approaches and
solutions from universities, companies
and politics**

3rd Bielefeld International Conference
on Applied Business (BiCAB)

HS'BI

Hochschule
Bielefeld
University of
Applied Sciences
and Arts

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Preface

We are hitting one of the main entrepreneurial topics – companies and institutions are already experiencing massive difficulties in finding sufficient and qualified specialists as well as international workers. In particular, the topic of sustainability is strongly affected because companies need suitable experts and workers for the sustainability transformation, of which there is no sufficient supply.

This is also a major issue for HSBI – testing, evaluating and consolidating innovative approaches to recruiting, retaining junior staff, flexible working models, systematic employer branding and structured competence development. The use of new technologies also plays an important role.

With this conference, we wanted to sound out the skilled labour situation internationally, discuss consequences for companies, institutions and political decision makers. These also lead to follow-up activities in personnel policy and disruption in strategies. Above all, we can use digitalisation and internationalisation to discuss suitable ways out of the skilled labour crisis.

The key messages of the papers were:

AI often complements human skills rather than replacing jobs entirely, leading to reconfigured roles and redesigned processes. AI can help alleviate the skills shortage by increasing productivity and automating repetitive tasks. Long-term initiatives should focus on using AI responsibly to effectively tackle the skills shortage.

Female students at the Turkish-German University show greater willingness to emigrate.

Organisational cynicism undermines the chance that employees will recommend new talent to the company. Words and deeds should be in harmony and transparency towards the workforce should be practised when decisions or strategies are changed. The opportunity for top management to speak directly with employees at all levels creates personal trust. Demonstrating and developing constructive leadership behaviour (positive role modelling, conveying importance) will avoid negative feelings (shame

and fear). Dealing constructively with cynical behaviour such as sarcastic humour, harsh criticism and cynical non-verbal behaviour prevents a cynical climate.

"Negative" descriptions (restrictions on entry policies, etc.) of a country have a clear impact on the motivation of Turkish students to emigrate.

Digital transformation is seen in Turkey and Germany as a cause rather than a solution to the problem of skills shortages.

Routine activities in accounting and auditing have been or are being automated. As a result, the quantity of labour required is decreasing, while the quality of activities is increasing.

Digitalisation therefore appears to be a possible and necessary strategy for companies. This means that the demands on the skills of those working there (in the future) are increasing.

Universities must not only react to digitalisation, but actively shape it.

Digitalisation is not an end in itself - regardless of its increasing penetration, there are still certain basic skills that need to be taught.

In addition, a focus should (also) be placed on digitalisation in the specialisation modules (so-called "hybrid knowledge" or interface knowledge).

However, certain meta-skills (particularly in data analysis, statistics and computer science) can only be taught across modules and subjects.

Further development requires increased co-operation within and outside the university, as the skills are urgently needed in the practice of accounting and the auditing profession.

Another option is skill-based recruiting, which does not require relevant previous experience in accounting and auditing, thereby increasing the talent pool.

A digital e-learning platform could be a new educational model in the fashion industry to prevent the skills shortage in Germany.

There is a consent about the simplifying of the labour immigration law by the latest changes. Nevertheless, there are also major concerns about effective implementation.

Technology-based solutions can help to overcome the shortage of skilled labour in emerging countries.

The recruitment of skilled workers from abroad, the use of digitalisation to relieve the burden on staff and the improvement of conditions for existing staff are essential to maintaining and securing prosperity in Germany. The conditions for this must be created at all levels, such as making immigration more attractive, improving the working atmosphere and being open to the use of technical aids.

In addition to the benefits for the host country or the immigrating person, the issue of recruiting skilled workers from abroad naturally also has effects for the country of origin. It should not be forgotten that skilled personnel naturally leave the country with the knowledge that they may never return. The phenomenon of brain drain is relevant here and must of course be discussed and weighed up elsewhere. This point was also debated critically during the conference.

We would like to thank all the authors who have contributed to this book.

We hope that the various contributions in this book will shed light on the problems associated with the shortage of skilled labour in Germany and provide ideas for dealing with them.

Bielefeld, 17 May 2024

Riza Öztürk

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