

University of Jyväskylä
School of Business and Economics, Management and Organisations
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**DIVERSITY MANAGEMENT AND
INTERCULTURAL
COMMUNICATION EXPERIENCES
IN MULTICULTURAL
ORGANISATIONS IN SOUTH
OSTROBOTHNIA**

Master's thesis

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<p>Tiivistelmä</p> <p>Tämän kvalitatiivisen tutkimuksen tarkoituksena on selvittää millaisia kokemuksia eteläpohjalaisilla johtajilla on monimuotoisuuden johtamisesta ja kulttuurienvälisestä viestinnästä monikulttuurisissa organisaatioissa. Työn teoriaosuudessa käsitellään kulttuurienvälisen viestinnän ja monimuotoisuuden johtamisen teoriaa sekä monikulttuurisuutta ja työperäistä maahanmuuttoa Suomessa ja Etelä-Pohjanmaalla. Empiirinen tutkimusaineisto kerättiin teemahaastattelujen avulla. 11 johtajaa haastateltiin ja analysointimenetelmänä käytettiin teemoittelua. Tutkimuksen merkittävimpiä tuloksia oli, että yritykset ovat rekrytoineet työvoimaa ulkomailta pääasiassa, koska yritykset eivät ole löytäneet osaavaa kotimaista työvoimaa ja koska rekrytoimalla ulkomailta on mahdollista löytää työntekijöitä, joilla on kielitaitoa ja tietämystä jostain tietyistä kulttuureista. Tutkimuksen tulosten mukaan suomalaisten vastustus koskien työperäistä maahanmuuttoa on vähentynyt. Osalla on etnosentrinen suhtautuminen muuttunut kulttuurirelativistiseen suuntaan. Tutkimus osoittaa että sekä johtajat että työntekijät ovat oppineet erilaisista kulttuureista, kielitaito on kehittynyt ja he ovat löytäneet uusia tapoja toteuttaa erilaisia tehtäviä. Tutkimuksen tulosten mukaan muista kulttuureista tulevat työntekijät ovat pääasiassa innokkaampia tekemään ylitöitä jos siihen on tarvetta, kuin suomalaiset, koska tulokset osoittivat että useimmat heistä ovat ahkeria, kiitollisia, joustavia, työhön sitoutuneita, motivoituneita ja haluavat ansaita rahaa. Monimuotoisuuden ja monimuotoisuuden johtamisen haasteina mainittiin muun muassa puutteet henkilöstön ja johdon kielitaidossa, byrokratia ja puutteet julkisten palveluiden tarjoamassa avussa työnantajille. Kulttuuriset eroavaisuudet, jotka aiheuttavat haasteita työelämään, ovat eroavaisuudet valtaetäisyyksissä, aikakäsityksessä sekä juhlapyhien sijoittumisessa, joka toisaalta nähtiin myös etuna. Tutkimuksen tuloksista voi olla hyötyä suomalaisille organisaatioille, joilla on, tai joiden tarkoituksena on rekrytoida monimuotoista työvoimaa sekä kaikille henkilöille, esimerkiksi virkamiehille tai konsulteille, jotka tarvitsevat lisää tietoa monimuotoisuuden johtamisen ja kulttuurienvälisestä viestinnän kokemuksista ja käytännöistä suomalaisissa organisaatioissa.</p>			
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Abstract	<p>This qualitative study aims to find out what kind of experiences South Ostrobothnian managers have concerning diversity management and intercultural communication in multicultural organisations. Theory of intercultural communication, diversity management as well as multiculturalism and work related migration in Finland and South Ostrobothnia are presented. Data was collected by theme-based interviews of 11 managers and analyzed by themes. The main findings of the research are that organisations have recruited foreign employees mainly because they have not been able to find skilled Finnish workforce and because foreign employees have knowledge about certain culture and language. Based on the results of the study, among Finnish people resistance concerning labour-based migration has decreased. Finnish people who have been ethnocentric have developed themselves towards cultural relativism. Study shows that managers and employees have learned about different cultures and languages as well as new ways of completing different tasks. Foreign employees are mainly more willing to do extra hours at work if there is a need, because, according to the study, most of them are hardworking, thankful, flexible, committed to the work, motivated and want to earn money. The challenges of diversity and diversity management have been with the language, byrocracy and lack of government guidance. Cultural differences that affect to the working life are differences in public holidays, power distance and time concept. The results of the study may be useful for all Finnish organisations which aim to recruit or which have multicultural workforce, and all people, for example officials or consultants, who need more information on diversity management and intercultural communication experiences and practices in Finnish organisations.</p>	
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1 INTRODUCTION

Globalisation has brought a lot of new opportunities and challenges everywhere in the world. Questions concerning world-wide communication, information technology, capital movements, racism and survival of cultures have been raised because the world has become multicultural. The business field has changed because globalisation has created a situation where multicultural organisations need to operate in the multicultural markets. (Sintonen & Takala, 2002, p. 852) Globalisation, economic internationalisation and competition bring challenges to the labour market and at the same time the structure of population changes. To maintain the good balance in the labour market requires a well-functioning labour market. (Ministry of Finance, 2009, p. 59). The structure of the workforce has changed in Finnish organisations. When some years ago an employee from another culture than Finland was unusual, nowadays it is quite natural.

In Finland many branches have suffered from labour shortage because the proportion of aging population is increasing faster than the birth rates. According to the European Commission's (2010) data on population changes, the birth rate is still below the threshold on population's renewal (p. 160). According to the studies, in Finland the demand for workforce will be higher than the supply because the proportion of the working-age population threatens to decrease significantly during this decade. Ways to find additional resources when labour shortage threatens Finland need to be found (Ministry of Employment and the Economy, 2012a). This phenomenon has contributed to the growing multiculturalism of the labour in Finland. Recruiting foreigners may be and has already been one of the answers when the demand for workforce increases and is higher than the supply. In Finland, attempts to reduce the labour shortage have been made for by developing education and training methods and raising the retirement age, but now also by promoting the recruitment of foreign labour. Because of the increasing proportion of the aging population, workforce outside Finland is seen as one of the possible means to safeguard the economic well-being in the future. Recruiting the multicultural

workforce has been one of the main discussion topics at the national level. Not everyone in Finland finds the recruitment of foreigners to be the best solution for dealing with the labour shortage and therefore it has also been criticised.

The challenge for the working life is to discern the cultural and ethnic differences and make them to be a precious resource of the organisation. According to Sintonen and Takala (2002) a positive point of view concerning globalisation is that people get along with each other and live in harmony in the global village where cultural differences are valued (pp. 852-854). Nowadays organisations do not operate in the same way on a national basis as before. If organisations want to find the best workforce, they should recruit internationally. Multicultural and diversity issues should be considered seriously in organisations, not to suffer financial losses.

Multicultural workforce has not yet been exploited in South Ostrobothnia as much as in the rest of the country. The availability of labour-aged workforce when the larger age groups retire is a socio-political challenge in the near future also in South Ostrobothnia. More people leave the labour market than there should be (South Ostrobothnia Regional Council, 2006, p. 11). Because of the economic slowdown the situation has changed and at the time most branches can find enough competent workforce. Still, some branches, e.g. industrial and health care, are struggling with the recruitment issues. At present, the proportion of foreigners in the population and labour force of the South Ostrobothnia region is the lowest of all regions in Finland. South Ostrobothnia is planning a series of measures to increase internationalisation of the area and employment-based immigration.

Diversity has been researched from multidisciplinary perspectives, e.g. in industrial/organisational psychology and behaviour, sociology, ethnology, migration, economics, postcolonialism, and so far different theories, frameworks, paradigms and guidelines have been introduced. Levels of diversity studies have been global, societal, organisational, group-based and individual. This thesis is a study combining two different sciences: intercultural communication and business and economics. During the writing process it seemed that the combination and tying together is relatively easy because in both sciences multicultural workplace is one of the most recent research areas. In this Master's thesis multicultural organisations have been examined from the

viewpoint of diversity management, intercultural communication, business and economics, and in particular from the perspective of human relations at the organisational level. The research area and the topic have been formed on the basis of relevant themes, internationalisation, multiculturalism, diversity management, intercultural communication and human resource management.

The interest in international human resource management grew during the Bachelor of Business Administration studies at the University of Applied Sciences and especially during the student exchange in the University of Missouri St. Louis in the USA when the various cultures through other exchange students became familiar. In the USA the course “International Management” handled interesting issues concerning the topic in the same way as the Business and Economics course “Diversity management” and the Intercultural Communication course “Communicating in a culturally diverse workplace” in the University of Jyväskylä. After completing the Bachelor of Business Administration degree in the University of Applied Sciences it was obvious that interest in human resource management had grown and an application to the University of Jyväskylä, School of Business and Economics had to be sent. During the first year of business management and organisations studies the research process of Bachelor’s thesis concerning diversity management taught more about the research area, working in international projects gave the practical perspective and finally led to apply for the Master’s Degree Programme in Intercultural Communication in University of Jyväskylä. It could be expected that those two Master’s programmes would complement each other. It turned out to be true. In 2011 and 2012 international internship in a multicultural workplace in New Zealand was completed which gave more practical approach to the research area.

During the Bachelor’s thesis research project discussions concerning expanding the research process to a Master’s thesis were held with the General Manager of South Ostrobothnian Chamber of Commerce, Pertti Kinnunen. While the Bachelor’s thesis was shorter and narrower research, in the Master’s thesis there is a broader perspective towards the research area. South Ostrobothnian organisations become more and more multicultural, because internationalisation and multiculturalism are enhanced strongly in the area and in the organisations. The supply of workforce is not as high it should

be in some branches at the time and there are prospects that the situation will be worse in the future.

The aim of the research is to find out what kind of experiences South Ostrobothnian managers have concerning diversity management and intercultural communication in multicultural organisations. This aim was chosen because the research concerning multicultural organisations has focused more on employees' perspective and for example adaptation issues. The area of South Ostrobothnia was chosen because research concerning South Ostrobothnian multicultural organisations from the managers' perspective has not been conducted before. Focused interviews of managers aimed to explore intercultural communication and diversity management experiences. This study aims to enhance the multiculturalism and internationalisation of South Ostrobothnia, produce information concerning diversity management and intercultural communication issues for the organisations and to bring more scientific research results concerning the research area.

The study results may be useful to all Finnish organisations, with the aim of recruiting a multicultural workforce at present or in the future and for example local and government authorities or consultants, who want more information on diversity management experiences and practices in Finnish organisations. Still, it must be noticed that the results of the research can not be generalizable if the data consists of context related personal experiences of the interviewees and the sample is relatively small. (Hirsjärvi, Remes & Sajavaara, 1997, pp. 180-181)

A comprehensive background for the study was created by reading foreign and Finnish literature on diversity management and intercultural communication, scientific articles, surveys, as well as documents and articles concerning South Ostrobothnian internationalisation. In the theoretical part intercultural communication, diversity management as well as internationalisation and labour-based migration in Finland and South Ostrobothnia are discussed. The empirical study was carried out in the form of theme interviews. For the study, 11 managers with at least one year experience of diversity management in South Ostrobothnian industrial companies were interviewed. The interviews were analyzed by themes based on diversity management paradigms and based on the data, also new themes were created.

Moisio and Martikainen (2006) note that in Finland diversity has been increasingly noticed (p. 10). The concept “diversity management” has become more common in human resources when ethnicity research has become part of the research areas in Finnish higher education institutions. Different development projects have been organized during the past few years concerning development of multicultural workplaces. In Finland diversity management has not been researched significantly but interest in this area has grown during the past few years. The research of ethnic relations and immigration in Finland is fresh and new because the number of immigrants in Finland has grown only during the past few decades. Some examples of reports and research can be mentioned: ”Essays on Human Resource Management Perspectives on Diversity Management” (Sippola, 2007), ”Monikulttuurisuus työn arjessa” (Vartia et al., 2007), ”Kulttuurien välinen työ” (Pitkänen, 2005), ”Sykettä ja suvaitsevaisuutta” (Forsander, Raunio, Salmenhaara & Helander, 2004) and ”Etelä-Pohjanmaan maahanmuuttajat” (Häkkinen & Mattila, 2011). Most of the Finnish research has been conducted from the adaptation, employment, discrimination and racism point of view. This research differs from the previous research because diversity management and intercultural communication in Finnish and especially South Ostrobothnian organisations has been studied only to a limited extent.

In the previous research diversity among the workforce was seen as richness in companies (Bagshaw, 2004, p. 157; Cox & Blake, 1991, p. 43). Because of the different value systems, habits, languages etc. diversity brings different kind of challenges than if the workforce is homogenous, but those challenges are solvable by good diversity management practices as well as intercultural and diversity training. Multicultural organisations need skilled management which is able to recognize the diversity of the workforce. Diversity management and multicultural organisations in Finland are important research fields at the time in the whole world but also in Finland. Managers should notice the diversity in today's organisations (Bagshaw, 2004, p. 153). That is why the main focus of this paper is to take a closer look on this actual issue: diversity management and intercultural communication in Finnish organisations. According to Post and DiTomaso (2004) organisations should hire diverse workforce, first, if they are dependent on innovation and second, if

the pool of available workforce is insufficient for them to fill necessary jobs with qualified people (p. 5). Both statements are true in Finland and the emphasis is especially on the latter one.

1.1 Key Concepts

Important concepts concerning this research are presented in this chapter.

1.1.1 Immigrant

Immigrant is usually meant to be a person who has moved from one country to another. The migration may be based on several reasons. Several researchers have criticized the definition and asked when an immigrant is not an immigrant anymore (The Finnish Immigration Service). Forsander et al. (2001) and Statistics Finland (2011a) from the perspective of labour market, immigrants can be divided into two groups:

- Labour policy immigrants, namely those whose migration is based on the labour demand
- Immigrants whose migration is based on other reasons. This group can be divided also into two groups:
 - Immigrants who have ties to Finland, returnees, and immigrants migrated by family reasons
 - Refugees (p. 60).

1.1.2 Diversity

There are several ways how to define diversity. A narrow definition of diversity includes the differences related to gender, age and ethnic background. Broader definitions include also the physical abilities and other personal features. The broadest perspective concerns the attitudes, values, heterogeneity

of the backgrounds and differences in hierarchical level and job descriptions. (Robinson & Dechant, 1997, p. 22)

Ostendorp's and Steyaert's (2009) study shows diversity as an open and partially fluid term: some areas of diversity are taken into account while some other parts are not considered (p. 382). According to Bennett and Bennett (2004) for some researchers diversity is based on inequities in the organisation concerning for example race, class, gender, age and sexual orientation. For others it is a cause for celebrating and valuing. (Bennett & Bennett, 2004, p. 148)

Theories of diversity also address cultural diversity and multiculturalism - people's cultural differences, which mainly refers to the values, attitudes, norms, styles and behaviours. Culture in the broad sense includes all the things people and nations have learned through the ages to do, to appreciate and to which they have learned to believe. (Cox, 1993, p. 161; Vartiainen-Ora, 2005, p. 9)

In this study the focus is especially on cultural and ethnic-based workforce diversity.

1.1.3 Foreign Employee

In this study the term foreign employee denotes a person who is working in a Finnish organisation, has moved to Finland and who is not and has not been a Finnish citizen (Vartia et al., 2007, p. 178). According to Bennett and Bennett (2004) it is hard to measure what is global and what is domestic (p. 148). In some situations a person can be seen "more foreign" even if he or she has a Finnish passport than the one who has not. It depends on many issues. Bennett and Bennett (2004) asked, "Can we base the identity on passport?" and "What is global and what is domestic?" (p. 148).

1.1.4 Multicultural Workplace

The word multicultural can be used with different meanings. Multicultural workplace refers to a situation in which the workplace is culturally diverse (Vartia et al., 2007, p. 178). Workplaces may be diverse if there are people with different ethnicity, nationality, gender, disability, age, sexual orientation, education or social class (Guirdham, 1999, p. 1). In this study multicultural workplace means a workplace which has both Finnish and foreign employees and foreign employees have brought cultural as well as ethnic diversity to the workplace.

1.2 Structure of the Thesis

At the beginning of the thesis the theory concerning the research area is presented. For the theory part the best known, most topical, widely accepted and used research material, theories, models and definitions have been searched for through discussions with thesis supervisors, co-operators and wide search in the libraries. Library and migration institute employees have been able to help concerning the search of the information so that it has been possible to find the most recent and more specific information. Some of the most recent Finnish publications concerning the research area were found through the Ministry of Employment and Economy, the Finnish Institute of Migration, the Finnish Immigration Service and the Family Federation.

The introduction is followed by the theoretical part concerning intercultural communication. After the presentation of the concepts of culture, perception, values, stereotypes, ethnocentrism and communication, theories of cultural diversity in organisations, effective culturally diverse groups and organisations as well as intercultural conflict management are covered. In chapter three literature, articles and research on diversity management are presented and the concepts of diversity, diversity management, diversity management paradigms, benefits and challenges in diversity management as well as features of effective diversity management are discussed. At the end of

chapter four, effective diversity management is covered. Chapter four examines multiculturalism and work related migration in Finland with subchapters of labour shortage in Finland – is work related migration the solution?, foreigners working in Finland, multiculturalism and work related migration in South Ostrobothnia and development and research of multiculturalism and work related migration in South Ostrobothnia. Research objectives and research questions are presented in chapter five. The empirical implementation, research methods, research strategy, theme-based interview, data collection and analysis of research data are covered in chapter six. Chapter seven introduces the results of the study and the results are discussed in chapter eight. The aim of the chapter nine, conclusion, is to review the complete research process and try to show how research problems were solved. Also validity and reliability as well as exploitation of research results and further research are described in chapter nine.

2 INTERCULTURAL COMMUNICATION

In this chapter, literature on intercultural communication is reviewed as one of the main theoretical fields of the study. In multicultural organisation, intercultural communication is in a significant role and exists in every communication situation where people from different cultures communicate. If businesses are going to maximize the potential of the multicultural workforce, knowledge of intercultural communication and cultural awareness is important. After discussing about intercultural communication and presenting the concepts of culture and communication, themes cultural diversity in organisations, effective culturally diverse groups and organisations as well as intercultural conflict management are covered.

During the decades the study of intercultural communication has been developing in different ways in different times around the world and, first and foremost, it can be stated that it is still alive and well. The interest of the science has been growing – all the time new academic programs, professional associations and journals are created – so nowadays a comprehensive worldwide history is not possible to provide. However, during the era of the enormous technological development, revolution is welcome. (Martin et al., 2012, p. 17, p. 29; Sharifian & Jamarani, 2013, p. 4) Several authors agree that the intercultural communication conceptualizations (and the whole story of it) were started by Hall and others at the Foreign Service Institute in the early 1950s (Chen & Starosta, 2005; Leeds-Hurwitz, 1990; Pusch, 2004). However, many concepts utilized today in the field of intercultural communication had been formulated in the decades prior to that. Georg Simmel's (1908 and 1921) concept of the stranger, William Graham Sumner's (1946/1940) concept of ethnocentrism, and Benjamin Lee Whorf's (1940) linguistic relativity theory are good examples. But the study of intercultural communication was nameless in 1951. "Hall's book "The Silent Language" was the founding document of the new field of intercultural communication". Hall did not write it straight for academic audience, but for general public. The book became a best-seller and had an impact on academic journals. (Bradford 1960 cited in Leeds-Hurwitz, 1990)

Gudykunst views intercultural communication as intergroup communication which means communication between members of different social groups (Gudykunst, 2002, p. 179). However, Neuliep (2009) provides another kind of definition which is based on the same thought: intercultural communication means “two persons from different cultures or co-cultures exchanging verbal and nonverbal messages” (pp. 21, 34). Also Ruben and Stewart (2006) share the previous statement but they also add that all communication situations are intercultural to some degree (p. 343). Chen and Starosta (2005) state that nowadays intercultural communication study consists of a diverse set of variables which derive from the concepts of communication and culture as well as from the combination of the two previous ones (p. 13).

Nowadays, a meaning of “intercultural communication” has changed. Through the globalisation, people’s international mobility and new technological advances, such as Facebook, Twitter, chat, emails, blogs have caused a revolution. For many people, intercultural communication has become an everyday matter. (Sharifian & Jamarani, 2013, p. 4)

There is a demand for us to study intercultural communication in a more systematic and comprehensive way because we live in a world that is becoming more and more globalised. The study of intercultural communication identifies the knowledge and skills that provides a tool for individuals to develop global thinking and mind-set as well as succeed in the future world. (Chen and Starosta, 2005, p. 299) Workplaces with diverse workforce need to educate their employees concerning intercultural communication practices.

2.1 Culture and Communication

The main aim of this chapter is to present the concepts of culture and communication. Both of these concepts are key elements in diversity management in multicultural workplace and in the multicultural world we live. People need to be aware of different cultures to be able to have efficient cooperation and to respect and appreciate each other.

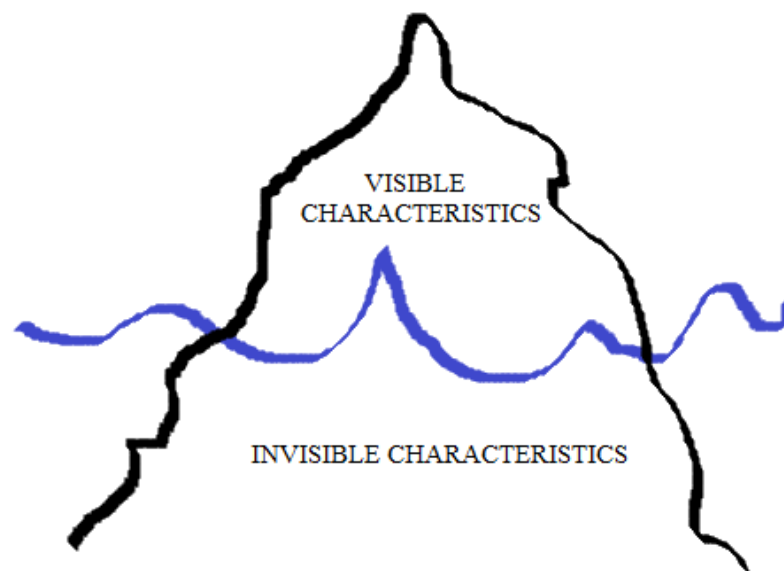
Culture has been said to be inclusive, wide and hard to define (Neuliep, 2009, p. 17; Samovar & Porter, 2003, p. 8; Verma, 2005, p. 55). There are narrow and short definitions, such as those which emphasize ethnicity and nationality, as well as broad ones, highlighting all significant ethnographic, demographic, status or affiliation identities (Pedersen, 1999, p. 3). According to Samovar and Porter (2003) 60 years ago famous anthropologists Kroeber and Kluckhohn found and researched 300 definitions of culture and none of them were the same (p. 8). Through globalisation and movement of people across borders, the concept has reached the most ambiguous shapes (Hautaniemi, 2001, p. 13). During 20 years Trompenaars and Hampden-Turner (1997) have asked the participants of their cultural training workshops "What does the concept of culture mean to you?" and they have got almost as many answers as there were answerers. According to them "we live and breathe through culture". (pp. 20-24) The objective has been to find the most suitable definitions for this study in the intercultural communication literature.

Neuliep (2009) brings out the following definition of culture: "Culture is...an accumulated pattern of values, beliefs, and behaviours, shared by an identifiable group of people with a common history and verbal and nonverbal symbol systems" (p. 17). When compared to many other definitions, Neuliep's definition of the concept is quite short but still includes the common idea with the longer definitions.

Several writers (Chen & Starosta, 2005; Ruben & Stewart, 2006; Sintonen, 2008) refer to the traditional definition presented by E. B. Tylor in 1871: "Culture or civilization, taken in its wide ethnographic sense, is that complex, whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by a man as a member of society" (p. 25; p. 326; p. 47). Culture consists of visible and invisible characters. Appearance, dressing, behaviour, rituals, symbols, art or food, are visible. However, beliefs, morals, assumptions or knowledge are invisible. The Iceberg Model (see Figure 1.) is used often when the definition of culture is presented and this metaphor reflects well which are visible and invisible objects concerning culture. According to this metaphor, invisible objects, the deep cultural assumptions, shape the norms and values, state how the world works

and determine what culture is based on. In the iceberg metaphor these are below the surface of the water. A smaller part of culture, visible characters, is above the surface of the water. (Friedman & Antal, 2005, p. 72; Laroche & Rutherford, 2007, p. 6; Sintonen, 2008, p. 47) Learning to know about invisible objects of one's culture is important in communication across cultures. It is not enough only to notice the visible characters.

Figure 1. Iceberg model (Friedman & Antal, 2005, p. 72).



The definition of Samovar and Porter (2003) includes the same idea Tylor has in his definition: “culture is the deposit of knowledge, experience, beliefs, values, attitudes, meanings, social hierarchies, religion, notions of time, roles, spatial relationships, concepts of the universe, and material objects and possessions acquired by a group of people in the course of generations through individual and group striving” (p. 8). This definition is like a list which includes all the possible aspects.

In 1982 the United Nations (UN) held the World Conference on Cultural Policies (MONDIACULT) in Mexico City. A widely known, accepted and celebrated broad definition on culture was then adopted. This definition linked culture to development: "Culture... is ... the whole complex of

distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes not only arts and letters, but also modes of life, the fundamental rights of the human being, value systems, traditions and beliefs." (Unesco, 1982)

According to Sintonen (2008) Geertz's constructivistic definition of culture is: "Man is an animal suspended in webs of significance he himself has spun, I take culture to be those webs." Sintonen states that the previous sentence means that culture is a network of meanings which humans produce and where they live. (pp. 47-48) In this definition it is clearly said that humans form and produce their own culture.

One of the most famous definitions of culture comes from Geert Hofstede. In his book, *Culture's Consequences*, Hofstede uses the previously founded definitions of culture to form his own definition. Hofstede states that one well-known anthropological consensus definition is Kluckhohn's (1951):

Culture consists in patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts; the essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values. (Hofstede, 2001, pp. 9-13)

Hofstede (2001) presents also Kroeber and Parsons' (1958) definition of culture: "...transmitted and created content and patterns of values, ideas, and other symbolic-meaningful systems as factors in the shaping of human behaviour and the artifacts produced through behaviour" (pp. 9-13).

Based on the previously presented definitions Hofstede (2011; 2001) treats culture as "...the collective programming of the mind that distinguishes the members of one group or category of people from another" (p. 3; pp. 9-13). This definition is maybe the most used and known definition of culture.

In a multicultural workplace it is important to be aware of different cultures and realize that people with different backgrounds have learned to experience the world in a different way. Whether the difference is based on ethnicity, nationality gender, religion or some other character. This leads us to the next chapter which explains an important part of intercultural communication, the concept of perception.

2.1.1 Perception

Culture gives a criterion of perception which means how we experience the world – how it looks, sounds or tastes from our point of view. Perception “is an internal process whereby you convert the physical energies of the world outside of you into meaningful experiences”. Perception is affecting our performance in every communication situation. (Kikoski & Kikoski, 1996, p. 18; Samovar & Porter, 2003, p. 11)

According to Adler (2002) perceptual patterns are selective, learned, culturally determined, consistent and inaccurate. Perception is *selective* which means that we see, hear, taste and feel a lot of things but through our perceptual filter, we allow only selected information to enter our conscious mind. Perceptual patterns are *learned* – by experience we learn how to perceive the world. Perception is *culturally determined* – our cultural background defines how we learn to see the world. Perception is *consistent* – if we learn to see something in a certain way, we tend to continue to see it that way. Perception is *inaccurate* – our backgrounds lead us to choose which things we see or do not see and we may even see things that are not there. (pp. 77-78)

Because culture defines perception and perception defines how we see the world, it means that all people have different world views. In multicultural workplace perception is in a significant role because it has its own effects to the communication situations. In multicultural organisation people with different cultures may have different value systems. Next chapter covers the values which are the basic rules guiding our performance.

2.1.2 Values

Hofstede (2001) gives a definition of a value: “Value is a broad tendency to prefer certain states of affairs over others”. According to Hofstede, the previous definition is a simplified version of the more precise anthropological definition of Kluckhohn’s: “A value is a conception, explicit or implicit, distinctive of an individual or characteristic of a group, of the desirable which influences the selection of available modes, means and ends of actions”. (p. 5) Rokeach’s definition of values which is presented by Samovar and Porter (2003) is as follows “Values represent a learned organisation of rules for making choices and for resolving conflicts” (p. 12). The previous definitions are similar and contain the same basic ideas.

Every person has learned his or her own values but also cultures have their own values which are derived from the culture’s milieu. This means that cultural values are not universal. Usually people belonging to a certain culture know what is, in their culture, right and what is wrong, what is positive and negative and so on. Cultural values give directions to perception and behaviour. According to several scholars, concerning intercultural communication, most influencing values relate to “individualism, family, religion, materialism, human nature, silence, science and technology, progress and change, competition, work, equality and gender role”, few to mention. (Samovar & Porter, 2003, p. 12) In multicultural workplace everyone should understand that we all have different values which affect our behavior. Especially people coming from different cultures have differences in values, for example understanding what is wrong and what is right. Those differences should be noticed to be able to understand people’s behavior. Next chapter explains the meaning of stereotypes, which existence should also be noticed in multicultural organisation.

2.1.3 Stereotypes

Neuliep (2009) states that “stereotypes typically refer to membership in social categories, such as sex, race, age, or profession, that are believed to be associated with certain traits and behaviours”. Stereotypes are attributions with either negative or positive evaluation. All people stereotype - it is a natural process. Negative stereotyping may lead to ethnocentrism, prejudice and discrimination. (p. 164)

Rana (2013) says that stereotyping should be avoided (p. 4). Even if a culture is defined in a certain way, it does not mean that everyone belonging to that culture acts like that.

According to Hofstede (2001) “a stereotype is a fixed notion about persons in a certain category, with no distinctions made among individuals”. Heterostereotypes are held about others, such as “all Americans are talkative”, whereas autostereotypes are held about own groups, such as “we Finns are hard-working”. (pp. 14-15)

In multicultural workplaces negative heterostereotyping should be minimized because it often causes problems. People belonging to a certain social categories, for example to a same race, are often thought to have similar characteristics and behavior. In reality, everyone is different and you never know him or her until you get to know the person. Sometimes stereotypes may be right evaluations but very often they are not. However, positive autostereotyping means that a person praises representatives of his or her own social group. This may also be related to ethnocentrism, which is covered in the next chapter.

2.1.4 Ethnocentrism

Ethnocentrism means that someone thinks that the characteristics of one's own group or races are superior compared to those of other groups or races (Drever, 1952, p. 86 cited in Hofstede, 2001, p. 17). Neuliep states that ethnocentric people see their own view as the only right view. Neuliep and McCroskey define ethnocentrism to be a continuum, which means that everyone is somehow ethnocentric. They state that because people are ethnocentric, they may sacrifice for their own group. On the other hand, ethnocentrism may be

dangerous and lead to prejudice, discrimination and even ethnic cleansing. (Neuliep, 2009, pp. 173 - 174, 178)

The thought of Neuliep and McCroskey which is presented in the previous chapter, is that everyone is somehow ethnocentric. It may be true, somehow everyone tend to think that their way to do things is the best. On the other hand, to be able to understand others, it is very important to understand that again, people are different but their characteristics and way to do things is as good as our own. In multicultural organisation ethnocentrism should be minimized to be able to create a good atmosphere for working. One of the most important issues in working life is communication, is the workforce diverse or not. The basics of communication are presented in the next chapter.

2.1.5 Communication

If defining culture is hard, finding universal definition of communication may be even harder. The term communication has been used in many different occasions.

The term communication has different meanings: communication is a field of study, a set of activities and an occupation while usually different terms are used to make a difference between the discipline, phenomenon and its professional practice. Communication has traditionally been used to refer to the activity of sending and receiving messages and the discipline itself whereas communications is mainly used to refer to media. Communication has popular, professional and technical meanings and there are several different definitions of communication. For example the Oxford English Dictionary lists a dozen of definitions as well as forty years ago Frank Dance listed 120 definitions of communication in the first comprehensive book published on communication theory. Many scholars, including Dance, have said that when communication is used in almost all human interaction, a term is overburdened and it is hard to form one definition. According to Griffin as well as Ruben and Stewart communication is information, ideas, emotions etc. transfer from one place to another by using words, pictures, signs, etc. It is usually intended to have its

own effect on something or someone. (Griffin, 2009, p. 6; Ruben & Stewart, 2006, pp. 13, 27)

Chen and Starosta (2005, 21) define communication as “an interdetermining process in which we develop a mutually dependent relationship by exchanging symbols”. Communication process is an activity that has many stages. Encoding means converting an idea into a message. We prepare our messages for someone and hope that those people are able to receive the messages and decode them, which means translating the message into an idea. Decoding is not always done as the person who communicated wanted. Misunderstandings may sometimes occur. We communicate through creating messages and interpreting those. Message is a symbol or many symbols which have a meaning. Verbal codes may be spoken or written language and nonverbal codes are e.g. appearance, gestures or touch. (Chen & Starosta, 2005, p. 21; Ruben & Stewart, 2006, pp. 15, 127) Rana (2013) states that organisations employees become cynical and they don't trust their organisations and superiors anymore if they are badly informed or communication is uncared-for (p. 2).

Also in multicultural organisation, communication for all employees, whatever their language is, should be equal. Everyone should receive the same information. If not, the employees may not perform for the best of the organization.

VERBAL COMMUNICATION

“In its most basic sense, language is an organized, generally agreed-upon, learned symbol system that is used to represent the experiences within a geographic or cultural community” (Samovar & Porter, 2003, p. 14). Language is one thing that separates one culture from another. Through language we encode messages. If we have difficulties speaking a language, communication problems occur. Language and culture are interdependent, language is formed by our culture and our culture is formed by help of language. (Chen & Starosta, 2005, p. 300) Verbal communication in diverse workplace is not always easy. Communication problems occur more often than among homogenous

workforce. Sometimes the language skills may be used as an excuse not to understand the message.

INTERCULTURAL POINT OF VIEW FOR NONVERBAL COMMUNICATION

Samovar and Porter (2003) state that all humans use nonverbal language to communicate with each other. They give a couple of examples of nonverbal communication. *Body behaviour* includes “kinesics, facial expressions, eye contact, touch, concepts of time and space”. *Body movements* refer to posture and specific gestures. Through nonverbal communication we can be offensive. For example in Thailand, the bottoms of the feet should be never pointed at other people because those are the lowest part of the body and that is why it would be offensive to show the bottoms. *Facial expressions* are directed by cultural norms which dictate how, when, and to whom facial expressions are shown. *Touch* is one part of nonverbal communication and the way of touch differs in different countries. Shaking hands is usual in Finland but not usual in Asian countries where a bow is more usual and polite way to greet people. *Concept of time* differs for example between Western and Eastern cultures. Westerners think time is linear-spatial, people are timebound. Easterners, for their part, are more flexible with the time and slowness is valued. *Use of space* is different in different parts of the world and in different cultures. The nonvisible area surrounding a person differs depending on the culture belonging to. If another person crosses the line, a person may feel uncomfortable feelings. For example Arabs and Latins interact more closely than Scandinavians. (Samovar & Porter, 2003, pp. 15-16)

In multicultural groups in the workplaces communication may cause challenges for example because of different language or understanding the verbal or nonverbal codes wrong. It is important to know the cultural differences in communication styles to be able to understand others and minimize the conflicts. Next chapter covers the growing cultural diversity in organisations.

2.2 Cultural Diversity in Organisations

Organisations should notice the growing diversity in their strategies and organisational cultures. Guirdham (1999) notes that cultural factors have significant effects on communication at work (pp. 64-68). Chen and Starosta (2005) state that organisations should contribute that people at all levels of organisations develop their understanding of different cultures and cultural sensitivity through training (pp. 218-220). Trust and acceptance among diverse employees should be promoted. There are several identities among diverse workforce and everyone should be mentored and promoted equally.

By using Hofstede's (2011; 2001) six dimensions, comparison of cultures is possible. First four dimensions have been created in Hofstede's research during 1970's, the fifth was presented by Michael Harris Bond in 1980's and was later added to Hofstede's dimensions. The sixth dimension was found and added to the model in 2010.

1. *Power Distance* is the dimension how people in different cultures accept equal power distribution
2. *Masculinity - Femininity* provides a tool to define sex roles with male values of success, money and things dominant in society
3. *Uncertainty Avoidance* describes people's threat feelings concerning unclear situations and how they create beliefs and institutions for avoiding ambiguous situations
4. *Individualism - Collectivism* describes if people take care of themselves (first option) and their immediate families rather than identify themselves to a certain group which takes care of themselves (second option)
5. *Long-term – Short-term orientation* describes how people choose to focus on future or present
6. *Indulgence – Restraint* portrays the gratification versus control of basic human desires related to enjoying life. (p. 3; p. 29)

According to Guirdham (1999) cultural values have considerable impact on culture, management styles and construction of organisations. For example, high uncertainty in the culture means that the organisational structure is formal, hierarchical and the climate is reserved. If uncertainty avoidance is low, the structure is informal, climate is open and people are encouraged to participate in discussions. If individualism is high, atmosphere is competitive and if individualism is low, atmosphere is cooperative. (pp. 64-68) Hofstede criticises the popular management literature on leadership, which he claims, often forgets that leadership can exist only as a complement to subordinateship (Hofstede, 2001, p. 82.) According to Griffin (2009) several researchers state that Hofstede's division between individualism and collectivism is a decisive dimension of cultural variability (pp. 384-385). Some researchers have criticized Hofstede's dimensions. McSweeney (2002) has stated that there may be fundamental flaws in Hofstede's methodology. Gerhart and Fang (2005) have noted that national differences explain only about 2 to 4 percent of variance in individual values.

According to Ruben and Stewart (2006) five major challenging areas have been associated with diversity:

1. Stereotypes
2. Cultural differences
3. White male club has the exclusivity and access to important information
4. Secret rules and standards for success which are not known by minorities and diverse people
5. No communication regarding the cultural differences. (p. 319)

It can be noticed that the previous list of challenging areas in diversity are results of research in the USA but most likely those can not be applied to Finnish organisations. For example the white male club can not be found in Finland – at least it has not the exactly same characteristics in Finland.

Neuliep (2009) states that one of the main management functions is the performance appraisal of subordinates (pp. 175-177). If managers and subordinates are from different cultures, it may have a negative effect on

performance appraisal. Nowadays cultural diversity is increasing in the organisations and knowing what it means is relevant for employees. Next, we deal with effective culturally diverse groups and organisations.

2.3 Effective Culturally Diverse Groups and Organisations

According to Neuliep (2009) despite challenges in the increasingly diverse world, the communication and relationship establishment with people from different cultures may lead to great benefits, such as healthier communities, increased commerce, reduced conflict and personal growth through tolerance (pp. 4-5). When intercultural communication is open-minded and sincere, people may work towards goals which benefit everyone. By successful intercultural communication, conflicts can be managed and reduced. Learning about other people and their cultures is a key to understand other cultures better. Joseph DeVito, the communication scholar, has created guidelines for avoiding challenges in intercultural communication – these are keys for effective intercultural communication (DeVito, 1994 cited in Ruben & Stewart, 2006):

1. **Notice the cultural differences** between yourself and the culturally different person.
2. **Notice that each group has differences between each other.** Avoid stereotyping and overgeneralizing and do not think that differences are insignificant.
3. **Remember that person has the meaning, not words or gestures used.** Check that the similarity or difference of meaning exists.
4. **Notice that there are certain rules in intercultural communication contexts.** Do not be ethnocentric and think your own rules are the only right ones.
5. **Do not give verbal or nonverbal negative evaluations about cultural differences.**

6. **Prepare for a new culture** for studying and prevent culture shock. (p. 344)

Previous guidelines have been created two decades ago but they are still useful when creating a good communicative atmosphere in multicultural organisation. Also Rana (2013) calls that organisations should pay attention to the effective communication because it has several advantages: “securing employee loyalty, improving or maintaining employee morale, creating mutual respect, increasing trust between employees and management, reducing turnover, reducing absenteeism, empowering employees, helping employees deal with change effectively, generating greater productivity, enabling the organisation to get through a crisis” (pp. 2-3).

Samovar and Porter (2003) state that people who defend and notice the value of cultural diversity, support and accept a multicultural global village, need to prepare themselves for conflicts arising from cultural differences (p. 16). To achieve free culturally diverse society, people in it need to be given a permit for diversity to flourish without prejudice and discrimination which are only negative aspects damaging the community and its members.

According to Ruben and Stewart (2006) Brinkman’s (1992) survey for 4 191 employees from three organisations showed that seven themes can be identified for diversity effectiveness:

1. Climate – How organisation is able to manage diversity
2. Hiring practices – What kind of people organisation hires
3. Promotion practices - Managerial jobs are offered for diverse people
4. Training and development – What kind of training is offered to employees
5. Equity and fairness – Fairness and respect in the organisation
6. Visible commitment – Acknowledgement of achievements of diverse people and other visible signs
7. Politics in the workplace – Is there a favoritism. (pp. 318-319)

By investing in the previous seven themes and ensuring that the organisation acts in an effective way concerning the themes, better effectiveness concerning diversity may be achieved.

For her part, Rana (2013) states that one important part of the business success is effective communication (p. 1). If workforce is multicultural, effective communication is in more significant role. Also Rana, as so many others, says that in the organisations it is nowadays extremely important to notice the diversity – we cannot ignore it (Rana, 2013, p. 1). The last section of this chapter deals with intercultural conflict management.

2.4 Intercultural Conflict Management

There is not a workplace without conflicts but in multicultural workplaces conflicts may arise from different reasons than if the workforce is homogenous.

Almost every employee or employer have experienced a conflict at the workplace. Conflicts can never be avoided, they always occur from time to time. People in different cultures have differences in cultural patterns and hold different values and assumptions which may cause cultural conflicts because they interpret, evaluate and act on situations differently (Adler, 2002, p. 77; Friedman & Antal, 2005, p. 72; Keisala, 2012, p. 21; Ting-Toomey, 2003, p. 373). Despite the increase in research on conflict and its management, there is no one and only definition of conflict (Mayer & Louw, 2012, p. 3). According to Chen and Starosta (2005) conflict “refers to a disagreement between or among persons in an interdependent relationship in which they try to meet each other’s social needs while, in many cases, pursuing some instrumental goal. A disagreement can occur when the interdependent parties face incompatible goals, resources, decision making, and behaviours.” (p. 141) Conflict is a phenomenon which affects people and their behaviour as well as internal feelings. Conflicts related for example to stereotypes or perception may be seen negative but sometimes the conflicts may also be useful and enable the development. Ting-Toomey (2003) defines conflict as “the perceived and/or actual incompatibility of values, expectations, processes, or outcomes between two or more parties from different cultures over substantive and/or relational issues” (p. 373). Also Mayer & Low (2012) state that conflict is often

associated with identity and value issues (p. 4). Conflicts may arise because of stereotypic thinking and they may cause misunderstandings as well as miscommunication, which enhance the prejudices concerning other cultures (Chen & Starosta, 2005, pp. 141, 229). When Chen and Starosta define that a conflict may cause miscommunication, in turn, Ting-Toomey (2003) says that intercultural conflict starts because of miscommunication and if it is unmanaged, may become an actual interpersonal conflict (p. 373).

According to Ting-Toomey (2003), effective conflict management requires effective, appropriate and creative communication. In conflict situations, different worldviews must be respected and people need to be knowledgeable about the different ways of dealing with the conflict situation. Cultural variability and different communication styles must be noticed. Ting-Toomey makes a distinction: “collectivists need to work out on their ethnocentric biases as well as individualists need to work out their sense of egocentric superiority”. Collectivists may think their way of conflict management is the only right way, but it is not. Humans bring their own cognitive, affective and behavioural blinders to the conflict management situation, which means that both, individualists and collectivists need to notice that. A good solution of the process can be reached if one is willing to learn about others’ cultural norms and rules. (pp. 380-383) After the intercultural communication theory part we turn to the chapter which deals with the theory of diversity management.

3 DIVERSITY MANAGEMENT

The aim of this chapter is to cover literature of diversity management. A short history of diversity management, diversity management as a concept, diversity management paradigms, effective diversity management and the benefits obtained by diversity are presented. Diversity may also bring challenges and therefore at the end of this chapter the challenges caused by diversity are described.

3.1 Roots of Diversity Management

Diversity management has its roots in the United States of America. This management research area was born because of the change in labour and new conservative politics. Research in diversity management has its beginning in the end of the 1980's when heterogeneity and differences, especially age, race, gender and nationality, among the workforce were taken into consideration. The first time term "diversity management" was used in 1987 in Hudson Institute's report "Workforce 2000". The term has been mentioned also before but it was not so influential. A lot of national and organisational level statistics concerning labour force were produced and they revealed that by the year 2000 white American males would no longer constitute the majority, instead they would become a minority of the workforce in the USA. Diversity management was soon seen an option to "affirmative action", a political point of view which promotes equal opportunities. Both managers and researchers became interested in how employees' heterogeneity may affect the business and organisation operations. They were also interested in how an organisation with the diverse workforce should be managed. The above-mentioned areas have been examined by two different research approaches: the diversity research and demographic research. In this study, a special focus is on diversity research. (Heikkinen, 2005, pp. 4-5; Kandola & Fullerton, 1998, p. 1; Lorbiecki & Jack, 2000, p. 20)

The study spread in the 1990's to Canada and Great Britain and from there to other European countries. The search of the literature on diversity management by Lorbiecki and Jack (2000) showed that the vast majority of the diversity management literature comes from the USA (p. 18). Studies of diversity management began there and the studies have continued. In Finland diversity management is still quite new as a concept and as a research area. Growing diversity among the workforce in Finland has been noticed and the interest concerning diversity management has grown during the last decade. At the time diversity management is an actual topic in Finland. It is expected that there will be more research concerning diversity management. Management practices have to be developed if we want to get all the same and even more benefits from the diverse workforce than we did get from the previous homogenous workforce. (Heikkinen, 2005, pp. 3-5; Kandola & Fullerton, 1998, pp. 1-2; Lorbiecki & Jack, 2000, p. 18; Sippola, 2007, p. 20; Trux, 2007, p. 43)

3.2 Definition of Diversity Management

Because diversity may be defined in many different ways also diversity management is a wide entity. According to the definition made by Cox and Blake (1991), diversity management is seen as actions which are related to recruiting and utilizing the benefits of employees' different cultural backgrounds (pp. 45-46). On the other hand Ivancevich and Gilbert (2000) define diversity management to be a systematic and planned action to recruit, retain, reward and honor the heterogenic group of employees (pp. 76-77). In the area of diversity management we may handle management for example in that kind of working environments which include labour based migrants, women, men or employees near retirement age as a minority.

Kandola and Fullerton's (1998) definition of diversity management has been created on the basis of an extensive literature review, survey research data of approximately 450 organisations in the UK and Ireland and on their own experiences of several years' work history in organisations on both equal

opportunities and diversity management issues: “The basic concept of managing diversity accepts that the workforce consists of a diverse population of people. The diversity consists of visible and nonvisible differences which will include factors such as sex, age, background, race, disability, personality and workstyle. It is founded on the premise that harnessing these differences will create a productive environment in which everyone feels valued, where their talents are being fully utilized and in which organisational goals are met.” (pp. 2, 7)

Gilbert and Ivancevich (1999) argue that the value of diversity has been noticed among the organisations in the US during the 1990's (p. 29). They also state that managers try to find the best practices to lead the diversified workforce effectively (Ivancevich & Gilbert, 2000, p. 75). According to Bagshaw (2004) having a good diversity policy means that by obeying that, there is a possibility to not only reduce the challenges but also reach the benefits diversity among the workforce may bring (p. 153). Kreitz (2008) says that managers need to rely on multiple approaches or solutions if they want to construct successful multicultural organisations (p. 101). Bagshaw (2004) has the same idea when stating that "diversity is not just the right thing to do. It is a long-term strategic business factor that has a significant impact on productivity, workforce motivation and innovation, market competitiveness, teamwork and customer loyalty". (p. 154)

Diversity management research and its use as a management tool has been criticized by researchers. Lorbiecki and Jack (2000) emphasize that even if diversity management programmes have been introduced to a wide range of audiences in the UK and everywhere else, there has not been success because of the programmes (p. 17).

Among many other researchers also Lorbiecki and Jack (2000) ask “who is being constructed as different and for what purposes” as well as “on what people are held different from” (p. 23)? Meriläinen and Tienari (2007) have the same kind of thoughts and point out that the concept of diversity has been criticised because it forms the standards from which different people differ. They suspect that diversity management may be a managerial fad, “Fly Day”, which flies out of the way for new fashions. (pp. 127-129)

3.3 Diversity Management Paradigms

Diversity management researchers Thomas and Ely (1996) have developed diversity management paradigms on the basis of empirical study. The three diversity management paradigms are: discrimination-and-fairness, access-and-legitimacy and learning-and-effectiveness paradigms. (pp. 79-90) According to them, diversity should be seen from a new perspective and individuals should try to reach learning through diversity.

Later, in 2001, Ely and Thomas (2001) created a new paradigm, the integration-and-learning perspective, which is based on their research which shows how well people function in their work groups and how their work groups realize the benefits of diversity. The integration-and-learning perspective notices the insights, skills, and experiences workforce has developed. Diversity brings potential valuable resources which the work group is able to use to create new ways for markets, products, strategies, and business practices as a whole. Value of cultural identity is high and it is resource for learning, change, and renewal. Integration-and-learning perspective is able to create feelings that employees are valued and respected by their colleagues. (pp. 229-273)

Resistance paradigm was created by Dass and Parker (1999) during their study concerning diversity management strategies. The first three paradigms developed by Thomas and Ely (1996) and the fourth paradigm developed by Dass and Parker are widely acknowledged, referred to and applied in studies of diversity management and workplace diversity. (Dass & Parker, 1999; Ely & Thomas, 2001, Sippola, 2007, p. 28; Thomas & Ely, 1996.) Because these four paradigms are valued in the diversity management theory, the four paradigms are presented in the next subchapters and used in the empirical part of the thesis.

3.3.1 Resistance Paradigm

According to the resistance paradigm, diversity and equality are prevented. Diversity is seen as a non-issue or a threat. Organisations try to retain the status quo without any pressure to increase workforce diversity. Resistance may occur, for example, if the majority is concerned that the minorities might displace the established majorities. (Dass & Parker, 1999, pp. 68-80; Sippola, 2007, p. 29)

3.3.2 Discrimination-and-Fairness Paradigm

According to Thomas and Ely (1996) as well as Ely and Thomas (2001) a discrimination-and-fairness perspective means that equal opportunities are provided for everyone, including recruitment and promotion. It ensures fair treatment, justice and equality and eliminates discrimination. Prejudice and discrimination are minimal. This perspective addresses a just and fair treatment of employees in a culturally diverse work group. The value of cultural identity is low and diverse workforce should assimilate to the dominant (white) culture. Still, there are benefits to this paradigm: demographic diversity increases in an organisation and enhances fair treatment. (pp. 81-83; pp. 245-246, 248, 261)

3.3.3 Access-and-Legitimacy Paradigm

In the access-and-legitimacy paradigm business benefits are reached by noticing the benefits brought by individual differences and noticing the possibilities of reaching the new customer markets. In the access-and-legitimacy perspective it has been noticed that the organisation's markets and constituencies are culturally diverse. For the organisation it means that if the workforce of an organisation is diverse, it is able to gain access to and legitimacy with those markets and constituent groups. The value of cultural identity is moderate, it is a resource concerning organisation and the markets. The access-and-legitimacy-perspective makes employees question whether they are valued and respected equally. (Ely & Thomas, 2001, pp. 243, 248, 261; Thomas & Ely, 1996, pp. 83-85.)

3.3.4 Learning and Effectiveness Paradigm

According to the learning and effectiveness paradigm, diversity is a means of learning and finding new ways for the business. Employees are seen as valuable resources. (Sippola, 2007, p. 30; Thomas & Ely, 1996, pp. 86-90) After presenting diversity management paradigms, we shall look at diversity management benefits, challenges and solutions of challenges more closely.

3.4 Benefits and Challenges in Diversity Management and Diversity in Organisations

Dass and Parker (1999) argue that the diverse workforce has been variously viewed as “opportunity, threat, problem, fad, or even nonissue”. That leads to several different diversity management styles and that way results are different costs and benefits. (p. 68) According to Ely and Thomas (2001) some types of diversity seem to be beneficial and the research based on race and gender show that there are both, positive and negative outcomes (p. 229). This chapter begins by addressing the benefits of diversity management and diversity in organisations and ends with presenting the challenges of diversity management and diversity in organisations.

3.4.1 Benefits of Diversity Management and Diversity in Organisations

Thomas and Ely (1996) state that diverse workforce increases organisational effectiveness, lift morale, make new market areas more accessible and improve productivity. According to them, business can benefit from diversity. Even if it increases profitability too, it also has its own effect on the “soft” measures: it enhances “learning, creativity, flexibility, organisational and individual growth and the ability of a company to adjust rapidly and successfully to market changes.” To be able to achieve these benefits, attitudes and behaviours in an organisation’s leadership need to be modified. (p. 79)

The right kind of diversity management is important because it allows businesses to be successful and grow. Also the following advantages can be achieved with proper diversity management:

- ability to attract top talent
- competitive advantage by attracting diverse knowledge
- problem-solving ability and increased innovation
- the achievement of minority clients
- improved teamwork and communication
- increased equality in the workplace practices and working methods
- compliance of the equality legislation. (Cox & Blake, 1991, pp. 46-51; Robinson & Dechant, 1997, pp. 22-27)

According to Bagshaw (2004) in an effectively managed, diversified atmosphere in the workplace, employees feel valued because the skills they have are effectively used. When managed effectively, diversity may bring in new ideas and innovation. Employees may learn from themselves. That way diversity makes the environment of the organisation productive and strategic goals may be reached. (p. 153)

In Finland the research area of diversity management advantages at the organisational level have been examined by Forsander (2001). Her study shows that the benefits are: increase in labor, new skills and knowledge, cheaper and more flexible workforce, the growth of market as well as improved opportunities for the access to the international market. (p. 146) Forsander et al. (2001) state that immigrants' resources which enhance employment are for example language skills, professional skills, intercultural competence and existing networks (p. 64). Sippola (2007) has defined the benefits of diversity in the workforce. Organisations which would like to search and find the best quality employees need to widen their perspective concerning the recruitment. Competitiveness with having different skills and capabilities may bring certain benefits. Organisations which implement a diversity strategy or policy, may expect short or long term benefits. An organisation may get a better image by having a good reputation as a multicultural

workplace. Improved cultural competence is a significant benefit. Market knowledge may become better by having employees from the same cultures as the customers. In different market areas for example promoting and advertising need to be different and through diverse workforce the creativity and innovation concerning advertisement may increase. Also problem solving skills and flexibility are the possible benefits among the diverse workforce. (pp. 114, 120-121) Also Kreitz (2008) defines benefits similar to the ones listed by Sippola (2007) above. In her opinion successfully managed diversity promotes customer service and organisational activities, for example problem solving, innovation, flexibility and creativity. (p. 105) Bagshaw (2004) states that productivity, innovation, variety of skills, experience and ideas are better among the diversified workforce. He has also found other benefits, like workforce motivation, market competitiveness, teamwork and customer loyalty. (p. 152)

According to Cox (1993) diversity affects the work performance and job satisfaction of an individual. The effects extend to the organisation's efficiency through individuals. The first visible effects may be noticed in productivity, work quality, efficiency of recruitment, participation, sales and through all those in the market share, profitability and achieving the organisational goals. (pp. 6-9)

Rana (2013) states that businesses have noticed that it is important and crucial for their activities that they invest in diversity. She defines the advantages of diversity in the workplace: increased productivity, creativity and problem solving, attracting and retaining talents, helping to build synergy in teams and enhancing communication skills, saving money on litigation expenses, increasing market share and creating a satisfied diverse customer base. (p. 1)

Table 1. Benefits of diversity management and diversity in an organisation has been formed based on the benefits mentioned in this chapter (Bagshaw, 2004, pp. 152-153; Cox, 1993, pp. 6-9; Cox, 1997, pp. 6-9; Cox and Blake, 1991, pp. 46-51; Forsander, 2001, p. 146; Forsander et al., 2001, p. 64; Kreitz, 2008, p. 105; Rana, 2013, p. 1; Robinson and Dechant, 1997, pp. 22-27; Sippola, 2007, pp. 114, 120-121; Thomas and Ely, 1996, p. 79). Many of the benefits in the table have been mentioned in several sources.

Table 1. Benefits of diversity management and diversity in an organisation.

Benefits of diversity management and diversity in an organisation
variety of skills
creativity and innovation
problem solving
promotes customer service
flexibility
motivation
more experience
customer loyalty
better profitability
efficiency of sales and market share
better participation
efficiency of recruitment
work quality
enhances the ability of a company to adjust rapidly and successfully to market changes
increases organisational effectiveness
ability to attract top talent
competitive advantage by attracting diverse knowledge
the achievement of minority clients
improved teamwork
improved communication
increased equality in the workplace practices and working methods
compliance of the equality legislation
new ideas
strategic goals may be reached
better image
improved cultural competence
market knowledge
increase in labor
cheaper and more flexible workforce
the growth of market
improved opportunities for the access to the international market
enhances job satisfaction and work performance of an individual
productivity

3.4.2 Challenges of Diversity Management and Diversity in Organisations

Diversity management can be difficult and challenging for organisations. According to Cox (1991) those organisations that are not able to make the appropriate changes concerning diverse workforce, may suffer substantial competitive disadvantage in comparison with the organisations that are able to amend their activities. (p. 47)

Benefits of diversity are not obvious - diversity may also cause problems. Similarity contributes to the formation of the group and firmness, but group cohesion does not necessarily improve its performance. A group's performance can suffer from misunderstandings caused by communication problems. A possible rise of conflicts and anxiety may cause that the members of the group do not feel comfortable with the group. That way decision making may become difficult and it may take more time than is necessary. In some cases, culturally homogeneous workgroups are easier to manage effectively than culturally diverse workgroups. (Cox, 1993, pp. 36-39) Also Kikoski and Kikoski (1996) raise the issue of increasing problems in communication when groups become more heterogeneous (pp. 16-17).

Robinson and Dechant (1997) and Cox (1991) state that staff turnover may be high when diversity in the workplace increases (p. 23; p. 34). Cox (1991) states that interpersonal conflicts and communication breakdowns may also exist (p. 34). To minimize opposition, organisations should commit to comprehensive change of mindset, when diversity of the workplace could be seen improving the competitiveness of their own (Totta & Burke, 1995, p. 32). Guirdham (1999) states that organisations and managers are mainly well aware of the disadvantages of diversity, such as difficulties in reaching agreement and standardizing procedures (p. 35).

In Finland, migration and multiculturalism research has found disadvantages concerning multi-ethnic workforce at the organisational level. Forsander (2001) mentions the potential disadvantages are: growing need of diversity management, increase of the necessity of the job training, growing dependence on foreign labor in some sectors (p. 146).

According to Post and DiTomaso (2004) the following challenges may be met by organisations which are not able to manage diversity well:

- larger costs in production of goods and services
- diverse customer base is not attracted
- talented people are not as attracted as they could be
- organisation is not able to generate that kind of creativity which is needed to stay ahead of the competition (p. 3).

Table 2. Challenges of diversity management and diversity in organisation below includes the challenges presented in this chapter (Cox, 1991, pp. 34, 47; Cox, 1993, pp. 36-39; Forsander, 2001, p. 146; Guirdham, 1999, p. 35; Kikoski & Kikoski, 1996, pp. 16-17; Post & DiTomaso, 2004, p. 3; Robinson & Dechant, 1997, p. 23; Totta & Burke, 1995, p. 32).

Table 2. Challenges of diversity management and diversity in organisation.

Challenges of diversity management and diversity in an organisation
Misunderstandings
Communication problems
Rise of conflicts and anxiety
Difficulties in decision making and reaching agreement
Management difficulties
Staff turnover
Interpersonal conflicts
Difficulties in standardizing procedures
Growing need of diversity management
Increase of the necessity of the job training
Growing dependence on foreign labor
Larger costs in production of goods and services
Diverse customer base is not attracted
Talented people are not as attracted as they could be
Organisation is not able to generate that kind of creativity which is needed to stay ahead of the competition

3.5 Effective Diversity Management

Effective diversity management is needed if there is a wish to achieve the benefits of the diverse workforce and minimize challenges. The U.S. Government Accountability Office's (US GAO) report on “Diversity Management: Expert-identified Leading Practices and Agency Examples” defines nine best practices for workplace diversity management.

1. Top leadership commitment - a vision of diversity demonstrated and communicated throughout an organisation by top-level management.
2. Diversity as part of an organisation's strategic plan—a diversity strategy and plan that are developed and aligned with the organisation's strategic plan.
3. Diversity linked to performance—the understanding that a more diverse and inclusive work environment can yield greater productivity and help improve individual and organisational performance.
4. Measurement—a set of quantitative and qualitative measures of the impact of various aspects of an overall diversity program.
5. Accountability—the means to ensure that leaders are responsible for diversity by linking their performance assessment and compensation to the progress of diversity initiatives.
6. Succession planning—an ongoing, strategic process for identifying a diverse talent pool and developing them into an organisation's potential future leaders.
7. Recruitment—the process of attracting a supply of qualified, diverse applicants for employment.
8. Employee involvement—employee's contributions in driving diversity throughout an organisation.

9. Diversity training—organisational efforts to inform and educate management and staff about diversity's benefits to the organisation. (U.S. Government Accountability Office, 2005)

According to Trux (2007) a narrow and mechanical diversity management implementation may fail because the demographic dimensions combined under the concept are not commensurable. Each dimension has to be treated as its own, taking into account its special nature. The increasing diversity of the workforce in the workplaces leads to countless encounters, exchange of influences, conflicts and negotiations of people in different positions. (p. 45) Different people, organisations and cultures consider different things to be important in management. Management methods may be completely different in different countries, so that is why in co-operation of different countries the conflicts may be pronounced. In a multicultural environment managers may need to approach people in a way completely different from what they are accustomed to. Manager should take into account cultural differences, language differences, the characters of nations and other forms of diversity in the work community. (Mikluha, 1996, p. 202)

Robinson and Dechant (1997) state that “cultural competence must be recognized as a key management skill”. They state that American managers, who have gained their management experience in the national markets, may notice that their management style is not effective in the global market. (p. 27) Cultural issues are in a major role in global market as well as in managing a group of diverse employees in the home country.

Diversity management needs to focus on culture and the environment, creating the encouraged environment for all employees. The aim is that the operational environment values difference and environment where every individual can maximize their progress and work input. Diversity management aims to change the attitudes of all staff members, managers and employees. Developing multiculturalism means that staff members' own means of detection and ways of thinking as well as their own self-evident practices are questioned. It may require even more, which means modifying one's own identity. (Ferdman, 1995, pp. 51-54; Richardson, 2005, pp. 69-71)

According to Day (2007), there are two approaches for the diversity management: developing and defensive. The developmental approach takes the cultural differences as they are: possibly as different values, assumptions, expectations and behaviour in business. The organisation using defensive approach, deals cultural and racial diversity as a threat that causes misunderstanding, distrust, conflict and resentment. A team the management of which is based on the developmental approach is more efficient. (pp. 214-217) People should be treated as individuals and appreciate the workload they bring to the team or organisation and not to value them based on their culture or race.

It is better not to assimilate minorities to the habits of majority. All parties should carefully listen to others and be flexible. Practices should be applicable to all parties. Cultural diversity training has also seen as one way to change organisations to become truly multicultural. (Richardson, 2005, pp. 63-74; Sippola, 2005, pp. 89-93.) Also Frase (2007) defines that employees' diversity training would be important because many organisations are expanding their business to the international market. The organisation must be able to function effectively with people from different cultures. Global competitiveness largely depends on the employees' intercultural communication skills. (pp. 98-99)

Skills which should be learned for effective diversity management are effective communication, teamwork, process management and coalition building. Organisations should encourage to creativity and innovation. If organisations hire only homogenous workforce they may reduce conflict but lose innovations. If hiring diverse workforce, an organisation should provide tools of diversity management for the managers. First, it includes a conflict solution tool and second, a tool for reaping the benefits of the diverse workforce. (Post & DiTomaso, 2004, pp. 4-5.) From the diversity management we move to the next topic: multiculturalism and work related migration in Finland.

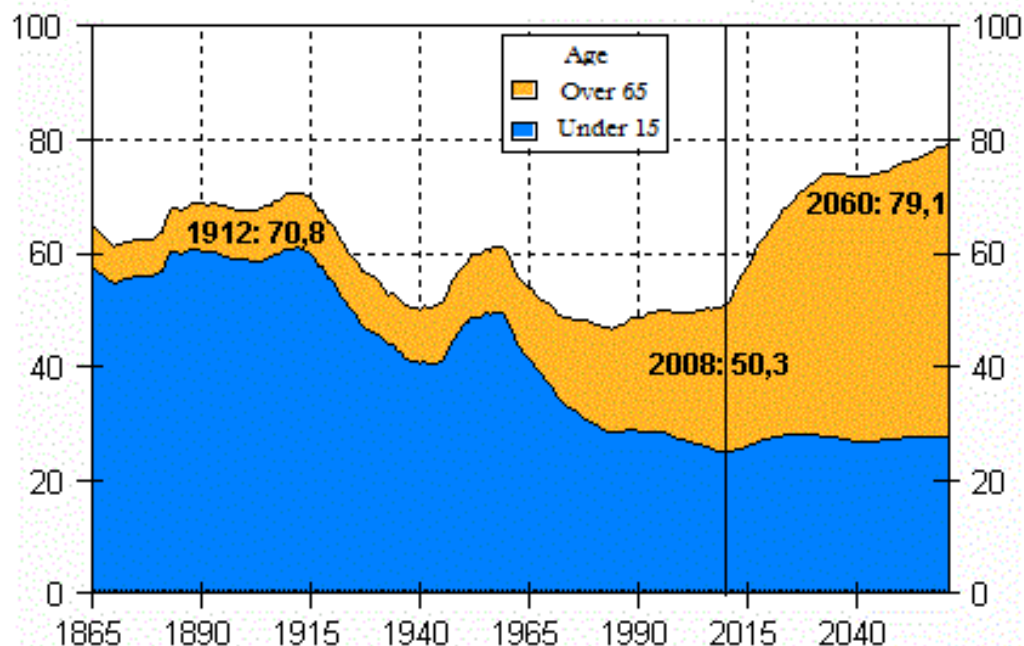
4 MULTICULTURALISM AND WORK RELATED MIGRATION IN FINLAND

Finnish people have moved abroad, for example to Australia, the USA and Sweden, to search for prosperity and a better future during the 19th and 20th century. However immigration to Finland is a recent phenomenon - only in the 2000s Finland has become a target of immigration. The concrete increase of immigration to Finland has occurred through the enlargement of the European Union and the facilitation of mobility in the late nineties. (Statistics Finland, 2011a)

In Finland the pressures in the labour market are various. In turn, more workforce is needed for some branches but on the other hand there is also high level structural unemployment which requires certain solutions to be figured out. The problem stems from the fact that the labour supply and demand do not meet. Balance between demand and supply in the labour market should be guaranteed. (Ministry of Finance, 2009, p. 15; Statistics Finland, 2011a) Several population reports state that the working-age population will decrease significantly in the OECD countries by 2050 (Eurostat, 2011, p. 111; Ministry of Finance, 2009, p. 15; OECD, 2007, p. 30; United Nations, 2006, pp. 1, 6; European Commission, 2002, p. 6; United Nations, 2002, p. 18; UNFPA, 1999). Age groups that enter to the labour market are smaller than the age groups that exit the labour market. Major changes of the demand structures of the labour are expected in the future. The case is somehow different than before in the OECD countries because during the retirement time the elderly age groups consume more than before (pensions as well as social and health care services). There should be enough working-age people to cover the expenses and produce the work. On some occasions, the labour is not efficiently used and supply and demand do not meet. (OECD, 2007, pp. 30-31; Salmenhaara, 2009, pp. 125, 127) Because the situation is the same in the all OECD countries, competition concerning skilled workforce will increase. The Ministry of Finance (2009) states that challenges are going to arise because of the changes in the age structure of the population (p. 9).

The demographic trends concerning Finland, released by the European Commission (2010), show that the natural growth (births minus deaths) was 10 500 in 2009. The estimated rate for 2030 is -5800 and for the 2050 it is -10 600. Old age dependency ratio (65 or over / 15-64 years old) was 25.2 % in 2009 and the estimated ratio for the 2030 is 43,9 % and for the 2050 is 46.6 %. (p. 160) These figures prove the previous statements to be true by showing that the number of elderly people is significantly growing while the number of younger people is decreasing (Figure 2.) (Statistics Finland 2009).

Figure 2. Children and the elderly per 100 persons in the working age in Finland (Statistics Finland 2009).



4.1 Labour Shortage in Finland and Work Related Migration

One of the main objectives in Finnish Government Programme 2006 is promoting employment-based immigration (Ministry of Employment and the Economy, 2006). The recession which began in 2008, has increased a debate about the extent to which work related immigration should be promoted when national unemployment is high. The latest Government Program by Finnish

Government (2011) lines that the aim is to create immigration policy which supports creating permissive, safe and diverse Finland and increases Finland's international competitiveness. The Government seeks to increase the employment rate of immigrants, develop the recruitment rules and defines that the recruitment needs to be ethically sustainable. The Government, by all means, seeks to enhance the attachment of immigrants to the Finnish labor market.

According to the occupation survey, at the time there is a demand for nurses, doctors, social workers, dentists, dental assistants, speech therapists, pharmacists, physiotherapists, psychologists and kindergarten teachers throughout the country. There is also a shortage in other health care service professions, cleaners and waiters in some areas and only in some places the situation is in balance or there is surplus. (Ministry of Employment and the Economy, 2014)

The OECD "International Migration Outlook 2011" report states that in the OECD countries the migration of labour is increasingly seen playing a strategic role in the overall preparation of the labour market in the future. Also Ministry of Finance (2009) and Ministry of the Interior (2009) state that we would need people, who are skilled and competent, to move to Finland to work – it would be a solution for the future challenges concerning labour in Finland (pp. 15-16; p. 12). However, Asa and Muurinen (2010) state that Finnish debate on employment-based immigration is clearly two-pronged: Ministry level applies forecasting methods and in general examines the workers recruited from abroad as secondary labor reserves in relation to those already available in the labour market and the existing potential labour pool reserves. The new labour migration policy works as a complementing strategy for the other strategies, rather than as the sole solution to labor shortages. (p. 64) Salmenhaara (2009) states that the results of his study concerning the economic impact of the long-term labour shortage in Nordic countries imply that "from 2005 to 2050 the number of the elderly in relation to the working-age population is projected to increase radically. Most advanced national economies are likely to have problems in providing elderly care services and pensions. In addition, post-industrialisation and ethnic discrimination add to the problem by excluding a fair share of the working-age population from the

labour market.” (p. 123) In a study “The Need for Labour in the Economy of Finland in 2010-2025” of Government Institute for Economical Research (2010) it is stated that one possibility to solve the sufficiency of workforce is the encouragement for immigration (Ahokas & Honkatukia, 2010, p. 144).

As a one solution to expand the labour force, Finnish education institutions have created an internationalisation strategy, which presents the idea of expanding the international student sector and the aim of developing an internationally competitive and attractive higher education and research community in the country. (OECD pp. 2011, 104, 114) After students have received Finnish degrees, Finnish organisations should give possibilities for international students to work so that both the student and the country benefit from it. Competition of skilled, international workforce between different countries has started (Sitra, 2003, p. 12). Because the qualification and language learning of health professionals is an expensive and lengthy process, it would be imperative that the people who came to the country and trained here, should stay in Finland (Asa & Muurinen, 2010, p. 62).

In 2006 the Family Federation released a publication concerning diversity in Finnish working life. The most important research result was that all of the 24 interviewed Finnish specialists who had researched or worked in the area of diversity expected the diversity in the workplaces to increase from the current situation until 2020. The results showed also that different groups are going to face challenges and there will be regional differences in Finland. (Moisio & Martikainen, 2006, p. 63) If Finnish organisations do not have enough workforce, they need to find the solution for the situation. One possible solution is to change the place where the work is done, in this case abroad. Internationalisation of the working life is one of the success factors in global competition. According to the Ministry of Finance (2009) in the future people have to start their careers earlier and exit the labour market later. The Government’s aim is to develop the filling of the student places, accelerate students’ graduation, accelerate students’ transition to work and delay the retirement. Those acts lengthen the labour market careers approximately by 2-3 years. (pp. 16, 51) The Ministry of Employment and Economy (2010) released a future review of the challenges and actions in the economy of Finland in the 2010s. According to the study, the equal treatment of labour as well as

modifying the employees' and employers' attitudes and management culture to be positive for diversity are important ways to increase business and workplace skills to develop to be international and, where appropriate, multilingual as well as to act in international and multicultural environment. (p. 24)

4.2 Foreigners Working in Finland

In this chapter a foreigner refers to a person who has not Finnish citizenship because the right to work in Finland is determined by citizenship. A foreign employee can also work as a posted worker. The Finnish labour and occupational safety legislation is applied to all employees working for Finnish employers regardless of their nationality. The right to employment in Finland is determined by the citizenship:

- European Economic Area (EEA) nationals may work in Finland without a work permit. The EEA countries include European Union countries plus Iceland, Liechtenstein, Norway and Switzerland. EU citizens as well as Iceland, Liechtenstein, Norway and Switzerland citizens must register their residence permit, if the stay in the country is longer than 3 months. Registration is carried out by local police.
- Nationals of the countries outside the EEA are required to have worker's residence permit.

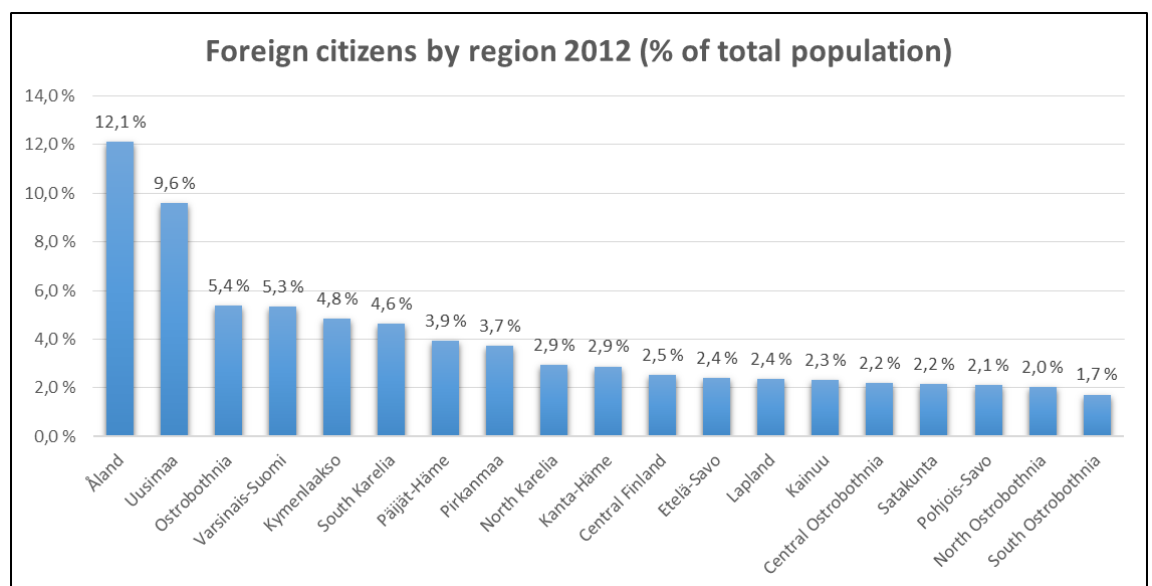
Employers must ascertain that a foreign employee has necessary work or residence permits. Employers need to have records about the identity of a foreign employee and make sure whether the right of foreign employee's employment is based on nationality of an EU - or EEA country, worker's residence permit or other aspect defined in legislation concerning foreign employees. Occupational safety and health inspections in the workplaces which have foreign employees check whether the foreign employees have been given adequate instruction and guidance to their duties. (Ministry of Employment and the Economy; Occupational Safety and Health Administration)

In 2006 the government stated that the work permit system of foreign employees is complicated and it needs to be clarified. At that time, the processing time of a work permit was several weeks. There is a consideration of availability concerning several branches in Finland. It means that foreign employee is not able to get a work permit to all occupations. (Ministry of Employment and the Economy, 2006)

4.3 Multiculturalism and Work Related Migration in South Ostrobothnia

In South Ostrobothnia the proportion of foreign born population is 3344, which is only 1,7 % of the whole population in South Ostrobothnia – lowest in the country (Figure 3.) (Statistics Finland, 2014).

Figure 3. Foreign citizens by region 2012 (Statistics Finland 2014).



Although the number of foreign language speakers has, during the past three decades, become nearly 25-fold, a person who speaks a foreign language is still a rarity in many Finnish municipalities. Most foreign-language speakers in Finland live in Southern Finland, near the eastern border and on the

west coast. In South Ostrobothnia the proportion of foreign-language speakers is only one percent of the population, the lowest in the country. The biggest group of foreign language speakers is Russian, the second biggest is Estonian and the third is Hungarian (Table 3.). (Statistics Finland, 2012)

Table 3. Largest groups of foreign-language speakers by region in 2010 (Statistics Finland 2010).

	Foreign-language speakers in total	Largest group	Second largest group	Third largest group
Province:				
Whole country	224,388	Russian	Estonian	Somali
Uusimaa	122,102	Russian	Estonian	Somali
Varsinais-Suomi	20,606	Russian	Estonian	Albanian
Pirkanmaa	15,580	Russian	Estonian	Arabic
Ostrobothnia	7,100	Russian	Somali	Bosnian/ Vietnamese
Kymenlaakso	7,093	Russian	Estonian	Somali
North Ostrobothnia	6,492	Russian	English	Estonian
Päijät-Häme	6,488	Russian	Estonian	Kurdish
Central Finland	5,743	Russian	Estonian	English
South Karelia	4,899	Russian	Estonian	English
Pohjois-Savo	4,073	Russian	Estonian	Arabic
North Karelia	3,953	Russian	Somali	Estonian
Kanta-Häme	3,805	Estonian	Russian	Vietnamese
Satakunta	3,656	Russian	Estonian	Polish
Lapland	3,167	Russian	German	English
Etelä-Savo	3,053	Russian	Estonian	Arabic
South Ostrobothnia	2,332	Russian	Estonian	Hungarian
Kainuu	1,630	Russian	Somali	Kurdish
Åland	1,462	Latvian	Romanian	Estonian
Central Ostrobothnia	1,154	Russian	Estonian	Arabic

As an example of the international strategy of the municipality in the South Ostrobothnia, the international strategy of City of Seinäjoki guides the activities which promote the internationalisation of the city. The internationalisation strategy is designed to respond to the changes in the global environment by promoting the city's competitiveness, international business

and expertise. The goal is to utilize the international networks and international cooperation. This strategy is monitored by the international committee of the city which is appointed by the city's Board of Directors. The international committee states that the courage and knowledge base in international operations is fairly narrow and international activities and follow-up are not well-organised and –systemised. Companies and educational institutions, however, have well-established international activities. Some of the development targets related to internationalisation of Seinäjoki in the strategy are internationalisation as part of the identity and image of the city as well as immigrant integration and adaptation. A critical success factor for the future is the ability to network with a wide range of areas and to attract internationally operating companies and skilled workforce. This is supported by offering good services and living environment, tolerant urban climate, thriving recreational opportunities, and lively subcultures. The future vision concerning immigrant integration and adaptation is that the adaptation program is the support plan and a tool for the integration of immigrants and the services for the immigrants are comprehensive, high quality and coordinated with other organisations which deal with immigrant affairs. The city supports immigrants' language skills and employment and the international, linguistic and cultural expertise is utilized. The aim is that the city will help the business sector by supporting skilled international labor recruitment. (City of Seinäjoki, 2011)

According to Ahvenjärvi (2007) the number of labour-aged people is getting smaller during the next decade in South Ostrobothnia. South Ostrobothnia needs foreign workforce because recruiting workforce has become difficult for some of the growth areas. (p. 17) Kinnunen (2008) states that South Ostrobothnian companies have faced more and more difficulties to find skilled workforce. In many branches there was a shortage of labour force during the last upswing around 2007 and 2008 before the recession. (p. 14) Kitinoja (2008) notices that one of the challenges in the sustainable economic and societal development is how South Ostrobothnians', in the growing international competition, succeed to keep South Ostrobothnia within the framework of attractive living environment and attractive business environment. Kitinoja states that internationalisation is a key to development of the area, concerning both labour supply and challenges education is facing. (pp.

16-17) This has been noticed in the international strategy of the City of Seinäjoki the main points of which were briefly described in the previous paragraph.

According to the South Ostrobothnia Regional Council Regional Plan 2011-2014 the challenge in South Ostrobothnia is the low level of internationalisation: In 2011, the share of foreigners accounted for 1,26 percent of South Ostrobothnian population – the lowest of all regions in Finland. In 2012 the share of foreigners was a little bit higher, 1,7 percent, but still it was the lowest percent share in the country. The operating environment of South Ostrobothnia does not yet fully support internationalisation. To promote the internationalisation the attention should be paid to the attitudes, foreign language services, availability of interpretation services, educational services, as well as public transport functionality. South Ostrobothnian residents' internationalisation knowledge should be improved, because education and professional life operating environments are becoming more and more international. Key actions concerning internationalisation during this period include:

- Promoting the employment of immigrants, language and integration training is offered and comprehensive labor migration guidance and counseling network is created.
- Increasing the number of international students in the province, finding enough skilled labour by training foreigners, international research and project activity is supported as well as cultural sensitivity and willingness to change are enhanced in the region.
- Employment-related immigration is increased so that needs are taken into account. The aim is immigrants' integration, so that foreign people can be integrated as permanent natives and they are accepted as active members of the community. The skills for internationalisation should be developed, for example in municipalities.
- Improving business internationalisation skills. Internationalisation activities in companies cover traditional

exports but also promotion of innovation and technology transfer related business, as well as capacity-building of importing companies. (South Ostrobothnia Regional Council, 2010, pp. 29, 31, 44; Statistics Finland, 2014)

Through the media it has been possible to notice that the key actions given have been observed by South Ostrobothnia Regional Council and the benefits and some objectives have been achieved. The work in the field continues.

4.4 Development and Research of Multiculturalism and Work Related Migration in South Ostrobothnia

The South Ostrobothnia Regional Council has a project for internationalisation of South Ostrobothnia. In 2009 the Internationalisation program and in 2012 the Internationalisation program follow-up were published. One of the aims of the project is that the internationalisation of the business in the area is enhanced through the internationalisation support services. During the project research concerning internationalisation of South Ostrobothnia was implemented. 70 key persons concerning internationalisation in the area were interviewed. The interviews have attempted to identify the current state of internationalisation, as well as the objectives and development needs. Concerns about the availability of labour emerged in many interviews carried out. The strengths of South Ostrobothnia were family-friendliness, short distances and good transport links. The development needs in South Ostrobothnia are supplying services to international customers. Organisations will suffer because of the extra workload, if they want to hire a foreign person. Visiting the main authorities is more difficult, because all the customer service people do not have English skills. Several interviewees stated that in South Ostrobothnia a lot of work should be done in shaping a positive atmosphere conducive to immigrants. Social integration and commitment to the area was seen important. According to the interviews of immigrants, immigrant workers

are likely to appreciate the salary over the satisfaction factors. Immigrants who have moved permanently with the family, however, may also appreciate the abundant free time. At worst, a shortage of skilled labour can be a barrier to economic growth. (South Ostrobothnia Regional Council, 2007; South Ostrobothnia Regional Council, 2010)

Employment and Economic Development Centre carried out by “The Future on metal” – project which has served as a pilot for recruiting employees for metal industry in South Ostrobothnia. The project aim was to develop new operating models to solve metal recruitment problems. EURES - employment network has proved to be a successful alternative to recruit labor and the feedback received concerning foreign employees has mostly been very positive. (South Ostrobothnia Regional Council, 2007)

The South Ostrobothnia Chamber of Commerce organised a study for the member companies in January 2008. On the basis of the study carried out it can be assumed that the experiences of the use of foreign labour have been mainly positive. About 30% of the member companies responded to the questionnaire, and all respondents intended to use foreign workers later on. Employees’ country of origin is not so important, but the main focus of recruitment is on skills, knowledge and attitudes. (Kinnunen, 2008, p. 15)

5 RESEARCH METHODS AND EMPIRICAL DATA

At the beginning of the research process the chosen topic and the need for the research were rationalised. In 2008, during the BA thesis stage, the research concerning diversity management was started. The plan was to explore the theme further in the Master's thesis. Because internationalisation and promotion of multicultural workplaces had been important developmental targets in Finland, it was expected that the research data would be easier to find in a few years when the Master's thesis would be timely. It was assumed that the sample is better to find even though the interviewees for the BA thesis were not very easy to find. During the Master's thesis process it was noticed that it was easier to find the new interviewees for the Master's thesis.

According to Varto (1992) the researcher's own interest concerning the research area can be divided into two different categories: theoretical and practical. Theoretical interest makes the researcher search for the generalizable theory-oriented material and practical interest applied material which is suitable for the individual cases. In turn, conscious worldview includes several different factors, for example scientific, esthetical, ethical, religious and ideological perceptions. Those views have a directive influence in the researcher's own interest and affect the way the researcher makes decisions during the study. (pp. 27-31) The choice of the research area for this study is based mainly on the researcher's own interest concerning theory and practice. The researcher's own interest in the topic is needed to contribute to the success of the research project. Writing the theory part of the thesis and getting acquainted with the literature and previous research has been interesting because of the own interest of the researcher and achieving the new information seemed to be needed. The researcher's positive attitude concerning internationalisation and multiculturalism certainly affects the research process and the choices made during it. However, during the process all the aspects and results concerning the research are reported, whether they are negative or positive and it is pursued that researcher's own interest doesn't affect the data collection, analysis and reporting of the results. It must also be pointed out that this research area belongs to the research area of the two faculties: School of

Business and Economics and Faculty of Humanities, Department of Communication.

The research method in this thesis is qualitative. On the basis of qualitative research the object can be examined comprehensively. The research design is descriptive. Choosing the research strategy and methods depends on the topic of the research and the research questions (Hirsjärvi et al., 1997, pp. 126, 161). Qualitative research is a suitable method when trying to fully and comprehensively understand the data and describe, explain and explore the phenomenon. Description of real-life is the basis of qualitative research which seeks to examine the items as comprehensively as possible. Differences between different objects are important in qualitative analysis. The qualitative research method involves the idea that reality is complex and the aim is rather to find or disclose the facts than to verify the existing (truth) claims. (Alasuutari, 2007, p. 43; Hirsjärvi et al., 1997, p. 161) Qualitative research focuses on a small number of cases and to analyze them as thoroughly as possible. The scientific basis of the data is not quantity but quality, coverage of conceptualization. (Alasuutari, 2007, p. 39; Eskola & Suoranta, 2005, pp. 17-18)

According to Hirsjärvi, Remes and Sajavaara (2007), when doing a research quality control should be included (p. 184). Because in this research the method is theme-based interview, the quality of the research should be evaluated at every stage of the research to verify the reliability of the study. The aim in this research project is to provide an explanation at every stage why the chosen actions and choices were made. Pihlaja (2001) states that during the whole research process it is important that the researcher rationalizes the choices he or she has made (p. 23).

The research strategy refers to the methodological solutions of the research. From the concept of research strategy a narrower concept of research method can be separated. The research strategy and research methods are selected based on the research questions or problems. (Hirsjärvi, et al. 1997, p. 126) The purpose of the study is to provide specific and intensive information concerning the small number of cases, which are linked to each other and to study the phenomenon of the present time, in the real life situation, in its own environment (Eskola & Suoranta, 2005, pp. 17-18; Hirsjärvi et al., 1997, p.

130). The choice of the research strategy and methods depends on the chosen research problems and questions (Hirsjärvi et al., 1997, p. 126). In qualitative research, research problems and questions may change during the research, and also in this study the research strategy has been shaped during the process when needed. The study has been conducted in a flexible way, changing the plans depending on the conditions.

5.1 The Aim of the Study and Research Questions

In this study management of the multicultural workforce is discussed from the viewpoint of economics and especially human relations and intercultural communication in the multicultural working environment at the organisational level. Multicultural means cultural or ethnic diversity in this research. Study may be useful for the organisations whose aim is to recruit multicultural workforce or which would like to have more information concerning management and communication in a multicultural company. The aim of the study is to find out what kind of experiences South Ostrobothnian managers have in multicultural companies concerning diversity management and intercultural communication. The aim was chosen because managers' perspectives concerning diversity are less researched than employees' point of view. The research concerning multicultural organisations has focused more on employees' perspective and, for example, adaptation issues. The area of South Ostrobothnia was chosen because there has not been research concerning South Ostrobothnian multicultural organisations from the managers' perspective before. Managers' focused interviews aimed to explore the intercultural communication and diversity management experiences. This study aims to enhance the multiculturalism and internationalisation of South Ostrobothnia, produce information concerning diversity management and intercultural communication issues for the organisations and to bring more scientific research results concerning the research area.

The main principle in forming the research questions was that they are formed on the basis of the diversity management and intercultural

communication theory. During the research process it was noticed that the research questions may change during the research because new, interesting perspectives may arise from the qualitative research data. In this study some research questions were modified and some research questions were formed based on the research data. Especially qualitative research process is endless and the research task is variable and will be specified at all times (Pihlaja 2001, 26). Next, the main research questions and sub-questions are presented.

Main research question is:

What kind of experiences South Ostrobothnian managers have concerning diversity management and intercultural communication in a multicultural working environment?

Sub-questions are:

1. What does multicultural working environment requires of management and intercultural communication?
2. What kind of benefits organisation can achieve through multicultural workforce?
3. What kind of intercultural communication or diversity management challenges have organisations faced in multicultural working environment?
4. What kind of diversity management and intercultural communication practices have organisations developed?

5.2 Theme-based Interview as a Data Collection Method

Themes of the interviews are based on the diversity management paradigms. As presented in chapter 3.3, Thomas and Ely's and Dass and Parker's diversity management paradigms used in the empirical part of this study are: resistance, discrimination-and-fairness, access-and-legitimacy and learning-and-effectiveness.

Interviews are a good way to reach the information when using a qualitative method. The data collection method of this thesis is focused interview. The direct translation of this Finnish concept is theme-based interview and it was developed by Hirsjärvi and Hurme (2008). The latter term is used in this study. Themes of the interview were formed on the basis of theory of diversity management and more detailed questions include the aspects of diversity management and intercultural communication.

According to the research plan, the objective was to gather data from several managers. On the basis of previous experiences it was assumed that it would be difficult to find managers who are willing to be interviewed concerning this topic. But still, it was assumed that enough different perspectives could be gathered. Luckily the situation had changed and it was possible to find enough interviewees. The final amount of interviewees is altogether 11. It can be said that saturation was reached. This study has been made in cooperation with the South Ostrobothnia Chamber of Commerce. With their help finding enough suitable interviewees for this research were found. Contact details concerning organisations which employ multicultural workforce were also inquired from the University of Applied Sciences in Seinäjoki, the South Ostrobothnia Regional Council, people who are responsible of immigration issues in several cities and municipalities, the Finnish Construction Trade Union, friendship societies and all the interviewees. About 30 emails were sent to people in organisations in the private and public sectors in different branches. In some situations it was known that the organisation has multicultural workforce and in others it was assumed on the basis of the size and the image of the organisation. Still, some guesses were wrong, as some of the biggest organisations in South Ostrobothnia informed that they do not employ foreigners.

Next the list of interviewees will be presented. Permission to release detailed information of the interviewees and the organisations has been

asked for. One person wanted to stay totally anonymous and other ten interviewees gave a permission to use the name of their organisation. Eight people gave a permission to use their names. However, in the end it was decided to protect the anonymity of the interviewees and only the title and branch are released. All interviewees were able to freely decide whether they want to participate in the study. The researcher promised to protect the anonymity of the respondents. In chapter seven, research results, anonymity is protected by not identifying which of the respondents interview the excerpt is taken.

The following managers of South Ostrobothnian organisations were interviewed:

- City in South Ostrobothnia, Service Manager of Cleaning
- Cultural Friendship Society, Chairman
- Finnish Service Corporation, Service Manager of Cleaning
- Finnish Service Corporation, Service Manager of Cleaning
- Finnish Service Corporation, Service Manager of Cleaning
- Furniture Manufacturing Company, General Manager
- Greenhouse Cultivation Company, General Manager
- Greenhouse Cultivation Company, Supervisor
- Higher Education Institution, Manager of International Affairs
- Hotel Chain, Service Manager of Cleaning
- Law Company, General Manager

For the Bachelor's thesis only the manufacturing industry was the target group but for this thesis the target group was wider. Interviewed managers work in seven branches: cleaning industry, education, furniture manufacturing, law, public sector, friendship society and greenhouse cultivation. When the study was planned, it was decided that interviewees from different branches are to be found because that way the final research data includes many different perspectives concerning the research topic. The research data consists of theme-based interviews of 11 managers. One interview was a group interview with two participants. The interviewees work

in South Ostrobothnian organisations which have employed multicultural workforce at least more than one year. The size of organisations varies and organisations have different proportions of multicultural workforce. Some of the organisations have been multicultural more than 20 years and some of the organisations have employed their first foreign employees about one year ago. Organisations employ 16 - 440 employees. 1 % - 50 % of the all employees are foreign. The previously reported number of employees is either the number of employees of the whole organisation or concerning only the interviewed managers' subordinates, depending on the size of the organisation. The nationalities of the foreign workforce in the interviewed managers' organisations' are: Russian, Vietnamese, Swedish, Argentinian, Spanish, Canadian, German, Philippinese, Indonesian, Estonian, Myanmar, Ukranian, Lithuanian, Polish, Bulgaria and several African countries. The selection of the interviewees was made on a discretionary basis as is customary in qualitative research. According to Eskola and Suoranta (2005) discretionary sampling means that the researcher has been able to build strong theoretical foundations which will be critical in the acquisition of the material (p. 18). The industry and how long time organisations have employed foreign employees affected the choice of the interviewees.

Interviews were conducted during the Spring and Summer 2012 in South Ostrobothnia. Interviews were recorded with a Minidisc-recorder or a cell phone and they were transcribed. Interviews lasted mainly between one and two hours each. One interview lasted only half an hour. The structure of the interviews varied depending on the interviewee. Some interviewees wanted to answer strictly the questions the interviewer presented but some talked freely about the issues concerning the themes, so that all the themes were covered. Extra questions were presented whenever needed.

It seems that the interviewed people want to be part of the internationalisation of South Ostrobothnia and they want to share their experiences. Most of the interviews could have lasted for several hours because the interviewees had a lot of experiences they wanted to share. They are people who make the area international. It is very important to form good networks because with the social capital the work is easier and the right people to gather right kind of data can be found. Based on these interview experiences further

research concerning this research area in South Ostrobothnia could be conducted. During the interviews a lot of new questions rose from the discussions and also new themes were covered. The interviewees were asked to tell what they think about the questions. Some of them thought it was easy to answer the questions and talk about the themes and the others thought some questions were quite difficult. The interviewees were mainly able to talk about the issues the interviewer presented.

Good scientific practice and procedures are obeyed in this study. According to Hirsjärvi and Hurme (2008) the reliability of the interview may be deteriorated by the fact that the interviewees may have a tendency to give socially accepted answers. Therefore, the interviewer should be able to interpret the responses in the light of cultural meanings and different significances of the world. (pp. 201-202) The reliability of the research is increased by using the stylized quotations in research results reporting. In the text, the quotations of the interviews are in English. In the Appendix 2 all of the quotations are presented in Finnish, which is the language which was used in the interviews.

The focused interview is a semi-structured interview method which is targeted at different themes. When using this method, there are no exact questions in the interviews, instead the interview structure is based on the themes. From the researcher's point of view this releases the interview and brings the voices of the interviewees up. (Hirsjärvi & Hurme, 2008, pp. 47-48) The data acquisition method used is theme-based interview, because it allows a personal experience and in-depth access to information of people interviewed and brings their own perspective and the voice up. In the interviews, information concerning specific themes is collected but because the questions and answers may be submitted in any form and order, the interview situations are not too stiff, but conversational, laid back and comfortable.

The themes of the focused interview have been formed before the interviews and the themes have been edited among the interviews. More detailed questions have been asked during the interviews. The theme-based interview frame can be found in the end of the thesis. During the analysis phase of research, the research questions and the aim of the research were borne in mind. All the planned interviews were carried out because since the very first

interview until the last interview came up a number of interesting themes for research.

5.3 Data Analysis

When intercultural communication is a target of research, there is a danger that culture is handled as an institutional group phenomenon assuming that in certain social group there is homogeneity, which is not there because culture is the basis of individual identity. (Verma, 2005, p. 55) That is why results concerning foreign employees cannot be generalized to all foreign employees or results concerning certain nationalities cannot be generalized to all people in that nation.

According to Pihlaja (2001), the analysis of the data is not the easiest phase of the research. In the analysis phase the researcher's, who conducted thematic interviews, research abilities are put to the test as he or she tries to find the relevant and important issues from the point of view of the study. Pihlaja mentions that it is important that the researcher is able to distinguish different elements, perspectives, questions and individual research results from the material. During the analysis phase, the researcher must keep in mind the objective of the study. (pp. 56-57)

Eskola and Suoranta (2005) state that themes that answer the research questions may be raised up from the research data. That way it is possible to make comparisons between the appearance of certain themes in the research data. (p. 174) Topics relevant to the research questions have been sought from the material. According to Hirsjärvi and Hurme (2010), thematizing means that in the analysis phase features common to more than one interviewee in the material are reviewed. They may be based on the theme-based interview themes. Moreover, several other, more interesting themes may also be found out. Themes raised up from the analysis are the researcher's interpretations of the interviewee's narrative. (p. 173) In the study, themes that answer the research questions have been raised up even if the theme would have been mentioned only in one interview.

The analysis of the data started right after the interview and actually even during the interviews when it was noticed that the same issues occurred in several interviews. Some of the experiences were similar with each other but also experiences different from each other were found. After the transcription of the data, the material was read many times. Similar themes were found from the interviews and they were collected under the themes. The analysis method was based on themes because it was suitable with the data collection method, which was theme-based interview. The analysis of the data was completed based on the themes created for the reporting of the results. Based on these themes the aim of the study could be reached.

6 RESEARCH RESULTS

In this chapter research findings based on the interviews of the 11 managers of the South Ostrobotnian organisations are presented. Straight unmodified quotes have been extracted from the materials of interviews to enliven the text, to support the results of the study and to make the study more reliable. Those quotes have been translated into English by the researcher. Abbreviation IE stands for the interviewee (in Finnish, haastateltava) and abbreviation IR (in Finnish, haastattelija) denotes the interviewer. Through citations, true samples of interviewees' experiences concerning the themes can be found. In quotes, all the words which reveal which branch the comment concerns are replaced with a more general word.

Theme-based description of the results may well be one of the most common presentation style in qualitative research (Hirsjärvi et al., 2008, p. 193). Also in this study, the data is reported by themes. The research results are presented under nine different themes. In addition to the interview themes, five more themes were created. Interview themes are: Resistance, Discrimination-and-fairness, Access-and-legitimacy and Learning and effectiveness. For the Access-and-legitimacy theme, benefits of diversity were added. Five new themes are:

1. Reasons for recruiting foreign employees
2. Challenges the organisations have faced during the diversification of the workforce.
3. Ethnocentrism
4. Cultural differences were raised to be a theme because interview materials showed that cultural differences are a factor about which the interviewees wanted to share their experiences.
5. According to the theory and research results, intercultural communication development is important when organisation is multicultural. Development of intercultural communication was seen as

a management tool and it was considered to be important for the whole workforce.

Next, the complete table of the themes is presented:

1. Reasons for recruiting foreign employees
2. Resistance
3. Discrimination-and-fairness
4. Access-and-legitimacy and benefits of diversity
5. Learning and effectiveness
6. Challenges
7. Ethnocentrism
8. Cultural differences
9. Intercultural communication development

6.1 Reasons for recruiting foreign employees

The main reason for recruiting foreign employees is that organisations suffer from labour shortage.

6.1.1 IE: We have worker shortages as the need for substitutes is on all the time... we offer job training places for all of them, and then there's those gems we can then recruit to work with us...

One of the organisations had participated in a project organized by their home town and the South Ostrobothnia Regional Council. The aim of the project was to recruit workforce abroad. This organisation had tried to recruit employees for certain tasks but did not get any applications from Finnish job-seekers. Also other organisations which participated in this project had labour shortage especially metal industry did not have workforce enough. This project lasted two years and it culminated with recruitments abroad in 2008.

6.1.2 IE: We had two big announcements in newspapers...and no applications. Still we needed “the employee” and we thought that there is this...project, let’s try it.

Organisations have activities in other countries than Finland and that is why they have decided to recruit foreign employees. Organisations need employees who have knowledge of cultures, language skills and understanding of the markets of another country than Finland.

6.1.3 IE: Mainly the reason is that we do a lot of Baltic and Russian business, so the understanding of Baltic and Russian language and culture is a necessity. It is the most important reason.

6.1.4 IE: We had a thought that because we had a lot of Russian truck drivers to pick up some stuff and there was always a communication problem, if we had to tell them even a simple thing like take these papers and go to Vaalimaa, or where there are customs. So we thought that she would be an interpreter in those situations. Theoretically, it was the reason, our aim was to get the Russian language skill to the organisations.

6.1.5 IE: We had a thought that let’s try to find native Swedish person for this job. He is incredible hardworking fellow and brings that kind of expertise we do not have. Strict marketing spirit and understanding of Swedish markets.

A couple of managers had noticed that foreign employees are anxious to do the work and that is why managers have recruited them. Some of the employees who applied for a job had previous experience in the field, when some had done an internship, studied a degree and were recruited as permanent employees that way.

6.1.6 IE: Their willingness to do the work and maybe they have applied for the work in a right moment.. One person became to our employee when this person was in Finnish language course and had an internship. This person came through that. Then someone came besides studies. Came straight away to ask that he or she needs work and after that worked in our organisation. Then work experience, someone came from Southern Finland and had worked in organisation, the work experience tells of an experience.

6.1.7 IE: ...they have come to work as interns through the employment office, several years ago already ... they studied the Finnish language at the same time and became acquainted with the Finnish working style... they were really good interns and got to know the work well, they learned the Finnish language, and we began to encourage them to study for hospital attendants qualification and they were able to get in and, thus, have a degree which is a requirement to get a permanent job so they have got it later on.

Two organisations had similar experiences: in cooperation with the Employment and Economic Development Office they organized a course and sent a message to hundreds of job-seekers that they would organize a course, an internship and finally a job. In the other case only one person was interested. Another organisation had tried this many times during the last 15 years, but the number of applicants had decreased every time – in the end they did not have enough qualified applicants. After those experiences – not to be able to recruit enough workforce in Finland – they have been forced to find out other solutions. That is recruiting foreign employees.

6.1.8 IE: This...project was started in 2005-2006. The economy was in a good shape then, we had a labour shortage, especially metal industry had it. For example in those cooperation meetings, through different industries, there was Regional Council of South Ostrobothnia in the city, there we were sharing experiences and there were things that one metal company was organising a course through which they could recruit employees. They went in Employment and Economic Development Office very carefully through, and a little more than a hundred people had been found there, that now there would be a great opportunity to: courses, internship and a job, and then they would have recruited 10-20 (employees). In “the city” they sent over a hundred unemployed this kind of offer that come, we take care of this, when you only come and are enthusiastic. One person called that he or she could come.

6.1.9 IE: In 1999-2000 .. we established a course.. 150 applicants to the course.. In 2005 we built more surface and we organised a similar course, which length was four months and about half of it was job training time. Applicants we had maybe 30 or 40 of whom about half were that kind of that we could not even think of. Finally, eight of the applicants were selected and 2-3 came to work. But they were only the summer time... If we consider the

whole Finnish working community, it has changed so much.. so it is still that maybe it would happen the same, that there is no one.

One of the organisations has an internationalisation strategy one aim of which is to enhance employees' intercultural competence. That way their strategical target is to increase the number of foreign employees in the organisation through following the action plan.

6.1.10 IE: We have internationalisation strategy, in which one of the five sections is increasing employees intercultural competence and there one of the aims is recruiting foreign employees. We have procentual aims of the foreign employees amount. We have developed an action plan concerning recruiting foreign employees.

The higher management of one organisation had given guidelines to the managers to recruit foreigners because in a few years there will be a demand for foreign employees. Then they will be pioneers when they already have experience in managing multicultural workforce.

6.1.11 IE: From there (higher management of the organisation) it was thought that forward.. They think after period of five years from now the situation is that more and more will come this multicultural and in that sense we are pioneers if we now already train and teach that we do not have emergency situation after five years.

6.2 Resistance

On some occasions managers have not noticed any resistance when they have hired foreign workforce. In several organisations the manager has noticed that other employees have noticed the value of a successful foreign employee and that way they respect him or her.

6.2.1 IE: When Russian employee came, there did not happen, because she spoke quite well Finnish.. and she had Finnish citizenship, she is married with a Finnish man.

6.2.2 IE: And then again, a "Swedish worker", so it has been easier for him because they have seen the fact that he has been hard-working and has been effective in sales and Swedish sales have

gone further, so it is then valued that they have a guy who has made a lot and whole group knows that when the "Swedish worker" sells, it means work for all.

One organisation which recruited employees abroad faced resistance from the Finnish people. The project of recruiting abroad was long and planning started in 2006 when there was a labour shortage in several organisations. When the project culminated with the recruitments in 2008, suddenly there was a recession in Finland and the number of unemployed people increased. That is why some of the Finnish people did not understand why organisations recruited workforce abroad when there suddenly were jobless people also in Finland.

6.2.3 IE: It was a long process, there were many kinds of surveys. It culminated in the spring of 2008 for the journey and my brother was there recruiting employees for us. We hired two employees. They came in the autumn of 2008. Well, in the meantime, the world had changed. It was a pity, in the spring of 2008 we did not yet know what kind of collapse was coming. And it took a while to organise all the work permits and others, it has its own bureaucracy. When they came here..., the 16-member group, the world had gone completely messed during the last couple of months. And then people here shouted that why they come here now when this kind of recession came, well, we did not know anything then. It might be that people did not want to understand. But none of the Finnish people have been asking for "this certain" job. We have things well, he has very well completed his tasks.

When "foreign employees" were coming to the organisation and they held a briefing to the other, mainly Finnish employees, one person was the loudest opponent and sceptic. Suddenly, afterwards, this person became like a mother to the new, foreign employees.

6.2.4 IE: One lady who was in briefin in the spring that we are organising this, she wondered aloud that what is this thing, do we have to and so. We answered her questions. The one who was the loudest skeptic, and in a way the opponent, she suddenly became like the vice mother, and they even call her mama. Yes it has become even that they visit each other's.

Attitudes in Finland have changed during the past ten years. Years ago there was resistance because Finnish people did not understand why foreign employees were recruited. Some were afraid that they would come here and take the Finns' jobs. Nowadays people have become more tolerant and permissive and understand why employers hire foreign employees.

6.2.5 IE: Finns started to fear for their own placement and as it is in every situation the resistance to change. And then some people talked about it.. that foreigners come here and take their jobs or are they better or why do they need to take them here to ruin everything. Nothing like that is talked now than the talks were 10 years ago.

One of the interviewees has been in public because of the experiences he has concerning work related immigration. He has been interviewed on TV and newspapers, for example YLE, Helsingin Sanomat and SAK magazine. It caused that critical writings were published in Homma-forum and Suomi 24 web page. Some of the writings were distorted the words of the interviewee. He wrote an analog, justified his views and after that he got thumbs up – which means positive feedback.

6.2.6 IE: I have been in the Finnish Broadcasting MOT program on my face and it just related to this when there was a threat of expulsion on these women .. In Helsingin Sanomat there have been articles and maybe it's Helsingin Sanomat, that drew writings in Homma forum.. As an example there is when we talked about these income limits when it was a problem at that point, at that time, and it has not disappeared anywhere. I, at some point, only used the expression that I pointed out that "they are contented for so small." I meant the fact that these men like, are that way contented for so small that they are satisfied with these basic things in life that they have a family together. That they may not think there should be the latest Mercedes model of the year it's not the most important thing to them, but the most important thing is to get the family here ... There (in Homma forum) it explodes at the hands that those capitalists are.. It turned like that immediately. It is similar in Suomi24... web page. But many of them have calmed down when I have written by my own name there, so surprisingly positive thumbs became there. Probably one writing which was there, I think I got thumbs up probably more than a hundred. Yes when you honestly write by your own name, justify your own views and so then yes, then it is able to deal with publicity in some way.

And, in reality, in that kind of web page, there are a few loud, they do not really represent all the people.

Criticism towards officials who have organised recruitments abroad have been noticed but according to one interviewee there is not so much criticism towards foreign employees or multicultural organisations. Many of the local Finnish people have even turned out to be on the side of “foreign employees” families’ regarding the residence permit issues.

6.2.7 IE: Clearly we can notice that the targets of criticism are the officials and not the organisations... or foreigners working over there..., rather than against the employees. And then it has turned so that when we have discussed at some point that whether the deportations come, so the mood has become that they are our “people” and you cannot deport them. Yes, it has changed in some way the whole community.

One of the interviewees did not dare to recruit Nigerians because he thought that there is a possibility that they would not adapt to the workplace which is multicultural already, but employees are mainly from European or Asian countries.

6.2.8 IE: ...we have not had those...Nigerians, because I have not been bold enough to hire them.

6.2.9 IR: What has prevented you?

6.2.10 IE: Well, I think that them, if one would come, dark, Nigerian at work, he or she would not feel him or herself belonging to the workplace. Everyone else are white and different shapes. I have thought that it does not somehow.. bring added value which would be only positive.

It was pointed out in the interviews that certain nationalities may have tensions between each other. It may depend on several issues but some of the reasons may be political or historical backgrounds of the cultures.

6.2.11 IE: Rather foreigners have towards each other (prejudices). Lithuanian does not like if I would hire Ukrainian. Lithuanians and Ukrainians are a bit like their own groups, somehow.

6.2.12 IR: So there may be historical or political reasons why..

6.2.13 IE: Yes, it is not so long time Lithuanians have been Lithuanians. And Estonians.

6.3 Discrimination – and - fairness

The treatment or management of Finnish or foreign employees does not differ significantly according to most of the interviewees. Still, one of the interviewees' thought that Finnish employees need to be treated more carefully. One organisation had sponsored Finnish language books for the foreign employees.

6.3.1 IR: If you think about management, how does the treatment of Finnish or foreign employee differ from each other?

6.3.2 IE: It would not differ in any way. That how we treat them..

6.3.3 IE: Finnish employees need to be treated carefully so that they do not take offense. Something has to be said, not directly.

6.3.4 IE: It doesn't differ and I am not allowed to make a difference. I have to be unbiased for everyone. I never give a significance for a skin colour when I think how to deal with something. I don't give any freedom of different for anyone and if I do that, I don't have anything to do here after that.

6.3.5 IE: We sponsored a little those Finnish language books when in Folk High School it was organised a Finnish language course. Yes they have been in equal relations when anyone else does not have anything... they are here on the same line as everyone else. Yes, they have made the grade what else they have needed.

One manager's opinion was that equal treatment is easy because the Vietnamese and Ostrobothnians have similar characteristics. That way the Vietnamese adapt to the Finnish workplace well.

6.3.6 IE: In fact, the basic Vietnamese and kind of basic Ostrobothnian, they are surprisingly close. Asian goes well in Ostrobothnian workplace.

Vietnamese employees who had to go back to Vietnam, were interviewed in the MOT-program. They told that they were surprised by the Finnish working life and management. According to them, in Vietnam they have not been used to this kind of fair deal between employers and employees which can be found in Finland.

6.3.7 IE: MOT-program went to make an interview in Vietnam, in the bustle of Hanoi. There one person said that it was so good, that how good their issues were in here, that in Finland the employees are not beaten. They also were surprised that salary was paid during the summer holiday. Maybe cultural differences have been bigger from their point of view.

One of the managers thought that he may be stricter towards foreign employees than Finnish employees. He was not sure why, but thought it may be because of same cultural background and feeling of similarity.

6.3.8 IR: Can you treat equally?

6.3.9 IE: Maybe not completely. If we talk about some offense, I give the warning easier to a foreigner than a Finn. But why, can I even answer to it. Maybe I feel more sympathy towards a Finn than a foreigner even if I do not know them any better. Even if with these foreigners we observe the same collective agreement and law of working hours than with Finnish employees, even then and they have the same employment contracts, when they have permanent employment contracts, even then I may give a warning easier.

It was mentioned in one interview that foreign employees must be treated differently because they have different cultural backgrounds. The Finnish direct communication style does not suit in every intercultural communication situation.

6.3.10 IE: That way (foreign employees must be treated differently) that we have to hear and communicate differently on issues. Negotiation situation is different with a foreigner than with a Finn. In Finnish we use direct communication a lot, that you can do it and you can do that, but with a foreigner, they recognize it to be very rude if you have a direct communication style.

6.4 Access – and – legitimacy and benefits of diversity

In one of the organisations, Vietnamese employees were trained before they started to work. The trainer was surprised how hard-working and willing to learn they were.

6.4.1 IE: Instructor called immediately after the first day that he has not seen this kind of trainees before, it is a very surprising thing. He was so surprised, and said that they are so eager to learn and they learn fast. They were so full of enthusiasm and if they were given a job, they were so soon asking that what next, the previous task was already done.

6.4.2 IE: Yes, they are the most courageous and progressive who come here.

One of the interviewed managers was positively surprised how fast the employee learned the task and how few errors there had been even if the interpreter had been only a short time in the beginning.

6.4.3 IE: The "interpreter" was here at first, and incredibly fast everything started to go forward. I just wonder how, and there has been so little errors that I do not understand how he learned so fast.

Because of cultural differences, every culture has its own management styles. According to one of the interviewees, Vietnamese employees are easier to manage. They scrupulously accomplish tasks they should accomplish. Another interviewee has the same opinion, maybe because in some other cultures than Finland the authority is stronger. Still, foreign employees who have been in Finland longer have learned Finnish habits.

6.4.4 IE: ..it is said that Vietnamese is easier, when you have work, you show that this is your job, do it, and he or she does it, it goes like that.

6.4.5 IE: Maybe Finns say easier that could I go and do that.

6.4.6 IR: That foreigners may be easier satisfied what you say to them?

6.4.7 IE: Yes, I believe that the authority is stronger there, old fashioned. But those people who have been here longer time they are able to say. But it is based on that we have learned to know each other.

6.4.8 IE: They are just like that they do just what is said.

Recruiting enough skilled workforce for the industry sector has become more difficult. It emerged in the interviews that through recruiting multicultural workforce to the organisations they have gained benefit because they have got skilled people to supplement the workforce.

6.4.9 IE: It is a benefit that we have recruited a skilled person.

Foreign employees have been liked in the workplaces. Vietnamese have been found to be hard-working, honest, happy and motivated. According to one interviewee South Ostrobothnians value those qualities. Estonians were said to be hard-working, happy and flexible. Experiences concerning foreign employees from Myanmar, the Philippines and Indonesia have been good. They have been diligent workers. One manager has foreign employees from several countries and she thought that foreign employees' commitment to the work and willingness to do whatever the employer wants and needs are the biggest benefits.

6.4.10 IE: ...these Estonians who work here as permanent employees, they are married with Finnish men, but were born in Estonia... they are really positive, happy and hardworking and everything suits for them always. They are really nice to be working with and they are really liked in the workplace. (Customers) like them a lot even if the Finnish language breaks to their own, they really understand each other very well. We have been very pleased.

6.4.11 IE: We have had Myanmars, if I remember right, two women..I believe they are just as diligent as the Vietnamese in Närpiö and others, so that they are good workers.

6.4.12 IE: We have really had very positive experiences of all these foreign employees, during the years we have a lot of students from Philippines and Indonesia.

6.4.13 IE: As long as she did it, she did it scrupulously. She was my first foreign employee so she brought the confidence.

6.4.14 IE: "Other Vietnamese employees" wife got quite fast a job as a cleaner in a nursing home and she has been extremely liked among the residents and co-workers and why not when you are happy and hard-working and always smiling and shouting "hey, how are you" and the motivation is high.. Of course that kind of person is liked. And Ostrobothnians they theoretically like those people in the sense because they fill up some basic Ostrobothnian view, that there are honest and hard-working people.

6.4.15 IE: Those 10 people who worked there, were extremely liked there among the co-workers and especially employer.

6.4.16 IE: The biggest benefit is that they are committed to their work and do what employer wants and needs.

Business advantages have been achieved through foreign employees. Organisations are able to offer better service to the customers and other stakeholders through more diverse expertise. Foreign employees' networks may be useful for the organisation. In the organisations' international activities, multicultural workforce is seen as a resource. Language skills and cultural knowledge brings business advantages to the organisation.

6.4.17 IE: Knowledge of culture, language and knowing the local customs, all this. Efficiency and know-how what a native can have.

6.4.18 IE: Expertise is getting better in the organisation.

6.4.19 IE: Foreign employees have their own networks, which our organisation can exploit.

According to the interviewees multicultural workplace will change the organisational culture, bring tolerance and improve teamwork. Multiculturalism brings satisfaction with the workplace, which affects the wellbeing at work and through that it has its own positive effect on the power of work.

6.4.20 IE: At first Finnish people were afraid because they thought they are going to lose their jobs, and how we survive with them, interaction as a whole. Can we sit in a same table and what do we talk to them.. But later we started to hear positive advocate that it

is so nice that we have there foreigners here at work because they are different and we can talk English with them.. We can learn about new cultures and learn that same thing can be done in several different ways. Nowadays there have not been talks at all, it is like weekdays now. We have not discussed about change.

6.4.21 IE: Foreign employees are more motivated to do the work. They bring that, Finnish people can get..they do also then when someone other does happily work so it sticks to others.

In two different interviews the managers said that foreign employees are more willing to do extra hours at work if there is a need. They are hardworking and want to earn money. They would even do more hours than the legislation allows but the employer cannot allow them to do that. Usually foreign employees want to collect extra working hours so that they can have a longer vacation in their home country.

6.4.22 IE: They want to be at work from seven until three and when the clock shows three they go out.

6.4.23 IR: Do you mean Finns?

6.4.24 IE: If employer needs an employee who is willing to do extra hours, it is automatic that foreigners do it, they have come here to do work and they want to earn money. These Ukrainians are dependent on visa. They go once, two times or three times in two years on a vacation at home. So the summer vacations are not enough, they work extra hours. We have a hour bank system so that they are allowed to get a longer vacation... Of course legislation concerning working hours set the limits so that they are not allowed to have too much hours. And we cannot give a permit for a person to work 12 hours even if they would do it. But we can notice it in effectiveness... They (foreign employees) are going to ask (extra working hours).

6.4.25 IE: Foreigner is more willing to stay at work to do extra hours than Finns.

6.4.26 IE: We have that kind of rhythm that in the morning we are all at work and in the midday part of the group goes home and they come back to the evening shift. But Finns would not like that there would be a three hours pause.

The workplace, all employees and even whole society can learn about multiculturalism. Everyone is able to get new experiences, create networks, have new friends or contacts, if there are employees from different cultures. One of the managers hopes that Finnish employees would see a multicultural workplace as richness and opportunities.

6.4.27 IE: In the workplace everyone learns about it, and gets new experiences if there are employees from other cultures, that is, learning from one another. They learn something new all the time and, of course, also the surrounding society can get positive experiences when we have these foreign employees in our workplace. I hope that Finns would see it as richness and as a possibility to learn about new cultures. Through it, it is possible to create networks, get new contacts and friends.

Foreign employees' positive impact on marketing should be recognized in the organisations. The fact that an organisation is multicultural can be a positive thing concerning the image of the organisations.

6.4.28 IE: The fact that we have foreign workers so yes it will improve the competitive situation. Marketing should take into account the fact that we have foreign workers, and they should also take advantage of them in the marketing. It can have a positive impact in our image.

One of the managers sees benefits of internationalisation in the activities because in business it creates credibility and expertise as well as supports growth and development. Because of internationalisation they have been able to become the best in their own area of expertise.

6.4.29 IE: Internationalisation and internationality in the activities. And of course in business it creates the credibility and learning and through that it enables growth, development and special service for the customers.. For example in the area of South Ostrobothnia we are absolutely the best in "our own area of expertise". And we have gained that through Russian employees and of course through networks created with them.

Multiculturalism in the workplace brings new ideas, new thoughts and creativity.

6.4.30 IR: What do you think, what kind of benefits individual differences may bring to the organisation?

6.4.31 IE: We have more discussions and we have to think more, because a medal has two sides, we have to think our own point of view.

6.5 Learning and effectiveness

In several interviews it was found out that managers have thought that rather than Finnish employees learning to speak other languages than Finnish, foreign employees should learn the Finnish language. Still, some of the Finnish employees and most of the managers have studied other languages because their co-workers or subordinates are foreign.

6.5.1 IE: All the time we have had the idea that we do not learn “the foreign language”, they should learn Finnish language. But still, some of the work mates have studied a bit that, when we have those pairs and teams at work.

One interviewee’s opinion is that the organisation has invested in the future by creating networks abroad. Whenever there is a situation that they do not find enough workforce here in Finland, they can recruit abroad. They have learned that next time they will start the Finnish language and cultural training for the employees before they come to Finland.

6.5.2 IR: Do you think that this was investment for the future?

6.5.3 IE: Yes, and specifically profitable was that definitely that if we should change something then it would be that we would think that learning of the language would start in “the home country”. It would be the lesson of the whole project that language skills are the main thing. And maybe cultural knowledge. We have created the connections, so that if industry hands rotate that way that we will need more workforce and we do not find them from the home country, then we have channels there.

Society can learn through foreign employees and make use of their expertise. One manager said that other organisations than their own could use

the expertise of their foreign employees for example in projects. They could also be invited to be entertainers or make a speech in events.

6.5.4 IE: They can also export the know-how to other organisations in the surrounding. They can act as experts in a working life organisations or projects. They can be as speakers or entertainers at various events.

One of the managers said that they have learned a lot in their organisation: new business transactions and cultural differences. They have got new points of view and that way they think about new options.

6.5.5 IR: Do you feel that you and your organisation have learned something through diversity?

6.5.6 IE: Yes, a lot. Differences in business transactions and cultures and organisation's branch. It has brought different views. Those new and other views, we have to think about those more, which is really good because then we do more thinking.

Because of the cultural differences, both Finnish and foreign employees are able to and have to learn about each other's cultures and languages.

6.5.7 IE: At first both sides had to learn about culture and language. They came from the East and that is why their business style is totally different and they had to learn Finnish and Western business style and toimintatapoja.

6.5.8 IE: ...in our organisation employees have took a positive attitude and have had a huge interest in it and they have also learned something new.

Organisations may achieve effectiveness through cultural diversity. Having a skilled employee in the organisation, they do not need to buy for example the interpretation services outside the organisation.

6.5.9 IR: How has your organisation been able to make the activities more efficient by cultural diversity?

6.5.10 IE: If we think about Russian business and if employee is skilled person with language skills, then we don't need to learn the basics and buy interpretator services. That is why it has significantly made our activities more efficient. Many organisations have to buy the service from subcontractors and it doesn't make the activities more efficient, vice versa.

6.5.11 IE: We have made efforts to business in Russia and it has been necessary that we have had and still have Russian employees. Business in Russia only with Finnish employees is not impossible but very difficult... We have to know the culture and language. It is said that doing business in Russia is possible in English but it is not the reality, it is only image and facade. In reality, business in Russia is done in Russian language. Before no one is able to do business there, personal relations need to be in condition. And for a Finn, without any preparation, going to Russia and building relationships may be really hard. So we have made just a right choice when we have choosed to recruit local Russian experts. They have also internalized the culture of the West and trade in the West.

6.6 Challenges of diversity in organisations

One of the interviewees felt that there was discrimination because it was difficult to get something released in Russian in a local newspaper.

6.6.1 IE: It was hard to release text in Russian in a newspaper. We got answer that they do not have a font in Russian. I said I don't believe it..I know they have those fonts. Finally it was released.

According to several interviewees it is challenging how colleagues or employees and managers understand each other. Understanding the work instructions is important. The manager cannot always be sure that the employee has understood everything he or she said. If the employee is afraid to ask what the colleague or manager meant, the task may proceed in a wrong way. Some managers said that foreign employees need to have Finnish skills, at least in certain tasks because they need to speak with their co-workers and customers. If they don't speak Finnish there will be challenges. If a foreign employee doesn't understand the message of the co-worker, tasks may be done in a wrong way and the mistake may be finally reported in customer feedback

which is not a good thing. In one organisation some customers have been happy about the employees who speak Finnish, whether the employees have Finnish or foreign backgrounds.

6.6.2 IE: The message can be understood in a wrong way or the behaviour of a person coming from another culture can be interpreted in a wrong way or it may not be understood.

6.6.3 IE: Understanding issues, that they understand something wrong. If e.g. colleague calls that do something there and pick up something, then he or she is afraid to ask and completes the task how he or she understood it. Then the issue can be read from the customer feedback. But it's been a while since we have had that kind of issues, but sometimes we have had.. Of course they need to have some kind of Finnish skills, I can't hire someone who doesn't talk Finnish at all. Then we will have challenges.

6.6.4 IE: ...and sometimes it feels that did he or she understand when he or she nods that, yeah yeah. And then one must think that I did I mention this and how... the biggest problems have been probably in understanding... We reach the same level and understand what needs to be done and how.

6.6.5 IE: We have often heard from the customers comments how nice it was that our employee talked Finnish language. These customers who travel a lot, have faced situations where an employee had not been able to answer or had not Finnish language skills, but the customers do not think it is bad thing, main thing is that the work is done.

One of the interviewees gives the main responsibility of successful communication to the manager. The manager needs to be sure that the message goes through and the employee understands the issue. The interviewee also points out that cultural sensitivity is important in intercultural communication.

6.6.6 IE: If one in his or her own communication style does not consider that people come from different cultures and different backgrounds, it may affect to whole organisation's achievement of goals and it may be that the cooperation just does not work. Cultural sensitivity is needed. If we just communicate in a Finnish way, it may be that the message does not go through, he or she does not understand the issue, then the communication is not equal. Communication needs to be that kind of that everyone understands and can express their own opinion.

Some organisations have solved the orientation of new foreign employees by organising training which is conducted by an employee who speaks the same language, has worked in the organisation longer and knows the tasks very well. That way language is not a barrier in orientation.

6.6.7 IE: That language problem, understanding issues..usually it relates to work somehow, how someone can accomplish something. And then someone teaches and shows how to do something and then if new foreigner comes, an employee who speaks the same language and who for sure knows the job, teaches him or her.

6.6.8 IE: And then, when this foreign person comes to work for us, then, of course, his or her training is a big challenge because it affects to many members of staff.

6.6.9 IE: And then when one is taught well, they can teach in their own language the next one.

Foreign employees who speak the same language may form a group which is not a good thing according to managers. One of the interviewees had forbidden speaking their own language in the workplace because other employees who do not understand may feel that there are rumours going on about them. Other manager had hoped that he could speak the language employees speak because it would be good to understand what they talk at the workplace.

6.6.10 IE: Of course at some point challenging was that some employees, if there was too many of them, let's say foreigners, they formed a group. And even if we denied, or I did, that employees are not allowed to speak their own language in the workplace with their colleagues who speak the same language because it is disrespectful for the other employees who do not understand, they did not respect the rule I gave them. I do not understand a word in Russian language, and Finnish employees felt that they talk something about them because they do not understand.

6.6.11 IE: If I could talk the language, I would know more.

Language differences bring many different challenges. If there is a difficult or conflict situation, a foreign employee may say that he or she doesn't

understand even if in reality there are no problems in understanding what was said. One of the interviewees mentioned that they had Vietnamese employees who did not speak English or Finnish when they came to Finland and it was challenging at first. They solved the situation by hiring an interpreter who had Vietnamese as well as Finnish language skills. One manager told that in their organisation they have organised a practical Finnish language course for their foreign employee and also put people in situations where they have to speak Finnish.

6.6.12 IE: If there has been a conflict situation, then, especially Russian employee, may say he or she does not understand, "What do you mean?", they may ask and "raise his or her hands up". In that situation the limit of understanding goes there. But we have always survived and the world does not turn upside down because of those situations. But language skills itself brings quite many challenges what we may not even be able to think about. In completing the task, in workplace or receiving feedback.

6.6.13 IE: Well challenges are that these boys could not speak English at all, not Finnish, nothing. So that is the most difficult thing in here.

6.6.14 IR: How did you survive?

6.6.15 IE: At first we had an interpretator..linguistically gifted young woman.. she had studied Vietnamese and she was able to act as an interpretator.

6.6.16 IE: For example concerning language we have put people in evening parties with Finns, put them to talk. Language skills develop there. This person we have now has been in our Finnish language course. We have organised practical Finnish language training for her.

One manager knew that their branch organisations in Southern Finland have hired a lot of employees with foreign background. She had thought that it may bring challenges and be difficult to form common basic understanding when the number of Finnish employees is so minimal.

6.6.17 IE: In our organisation everything has went very well, and I have thought that in Southern Finland there are "organisations" where maybe one or two employees may speak Finnish or are Finns. Most of the employees have foreign background so I I raise

a hat for them and think how they, and the turnover may also be very huge, so how they are able to create a common knowledge for the employees.

According to one manager the biggest challenges they have had with the employees who come from the countries which are geographically near Finland. Challenges have been minimal with the employees with African background. One of the interviewees assumes it is because African employees are pleased because they have got a job and they have an opportunity to earn money for living.

6.6.18 IE: The biggest challenges we have had with the employees who come from the closest neighboring countries of Finland. We seldom have challenges with these employees who come from Africa or warm countries. They are just happy because they have this job, maybe there is some kind of difference. They come from different climate and they are so happy with all they have here. And they are not always thinking how to cheat the employer.

Some employees who have the same cultural background and language have formed groups and it has brought challenges because other employees did not know what they talked and became suspicious.

6.6.19 IE: The other one acts like an interpretator even if I know that the one could speak Finnish, but maybe they don't always want to talk about their own things. Maybe they give the stronger one to talk... I, as a supervisor, can't talk about employee's work issues with someone else. They have not wanted to understand it.

Several managers have had challenges with bureaucracy and paperwork and some did not know where to ask questions concerning foreign employees. The instructions are not clear. South Ostrobotnian local authorities have set up Immigration Centers and immigration coordinator posts and that has helped organisations with the paperwork and instructions. Some organisations have their own service centers concerning immigration issues. Still, it is challenging to get the work permits and especially permits that employees' families can also come to Finland. New fingerprint identification caused extra work for the organisations. One of the managers told that just by

chance she saw an announcement that all foreign people need to go to police and give their fingerprints. She suggests that these issues could be informed to the organisations by the public sector. A number of managers have offered voluntary counseling for employees concerning issues not related to work.

6.6.20 IE: ..there are not so clear instructions so that we need to learn and search through the hard way.. We had a year ago, the labor inspectorate, so even after that became those things that no one had said that such a report should be filed.

6.6.21 IE: Now, it resulted extra work when this fingerprint came, so the current work permit is as like a debit card or ID card. Now all need to be fingerprinted who is working here.. Some kind of general letter could come, that kind of a change is.. In Epari (newspaper) there was a newspaper article, I saw that they must begin to take fingerprints to the police. I brought it here, and I showed them so they with applications inside went there to ask about it, but it was so that they are called there. But I thought we could make it faster that they went in there and got to provide fingerprints in the same way. We do not get any information.

6.6.22 IE: It was surprising that it took a lot of time to find out how to recruit a Swedish employee. How a Finnish organisation pays the wage in Swedish kronor for a Swedish employee who lives in Sweden. It is not so simple to find out who pays the social security payment.

6.6.23 IE: Then again these Vietnamese employees, there was also the paperwork, but it was set up INKA-international center which will then, where is immigration coordinator all the time to help with the paperwork. But when we go to third countries, outside the EU, it is a challenge to get all the work permit issues and others working out. Most of all when we start to talk about that their family comes here, they have wives, the little babies and the aim was to get as quickly as possible, of course, the family (to Finland).

6.6.24 IE: ..and they come with the problems to ask me. At times, perhaps it is a small burden because I may not know and I should find out, and actually it does not belong to me but who other they would be able to ask than boss. A tax thing or something..

6.6.25 IE: I had a challenging time with one employees' daycare issues. What certificates you are going to need there.

The public sector needs more resources to handle all the permits. Some employees have been waiting for their new working permits for a long

time and that is why they have not been able to go on a vacation to their home country. Two employees have not been able to take the summer holiday of last years and the winter- and summer holidays of this year, altogether 10 weeks. The employer does not like this because it causes more work to them also when they need to send many times wage certificates and other documents.

6.6.26 IE: All permits are processed in Tampere and they have those permits up to the ceiling.

One manager said that according to his experience it is too hard and complicated to get the permits for the family to move to Finland if the mother or father of the family has been employed in Finland. The earnings a family especially with children should have are far too high when comparing to the decent amounts needed for living. In reality, the earnings needed for living in Finland have regional differences. In Helsinki expenses are higher than in South Ostrobothnia. This is a huge problem for employees and organisations. Organisations have a fear of losing the new employees.

6.6.27 IE: If an the refugee from Somalia comes to Finland so yes he or she gets children and spouses here, and other, those families are connected and there is nothing, it's just a cross in the appropriate boxes, and the family comes together. But here, when someone comes here to work honestly and with integrity has paid taxes and lives like the rest of society and is not taking anything from the society. So if a person like this wants to come here, so yeah, it went difficult. Then, Department of Immigration starts to check with a magnifying glass what are the earnings of the family and in fact, those limits are so high that in practice not even large portion of native Finns exceed those at all.. They are set far overestimated. The need has been calculated, that this person does not know how to do anything and buys all the food, and the most expensive food and that he or she has to pay the highest rents in Helsinki. Maybe the car is not just the latest model of the year, and they do not not necessarily visit Thailand on holiday twice a year but they get along and live happily. And of course for us it has brought the uncertainty that if they are not able to stay, the wives so are these boys going back also, if they are deported, they can not again leave wife and children, that yes, they leave back to Vietnam. Well, where can I find the workers again to perform the tasks, again we would have a same problem. Well, fortunately, issues have been solved because "one vietnamese employees'" wife was employed pretty fast as a cleaner.

In one interview it was revealed that the residence permit rules should be read carefully before submitting the application. One foreign employee's wife was really motivated to study the agricultural sector, so she applied for a residence permit on the basis of studies. They did not know that the rules required that there must be a deposit sum of a few thousand euros in the account, so the application was rejected. According to the rules if the application is once rejected, a person cannot apply for the permit for the second time.

6.6.28 IE: "One foreign employee's wife" had a strong motivation to study agriculture because we have a lot of work but not workers in that branch in here. She was excited and wanted to study a profession in agricultural school, she is a young woman probably in her early twenties or slightly over. There was a blunder that, even their support family would have gathered up some, it became a boomerang the residence permit application based on studies because there should have been saved a deposit of a few thousand euros, and when it was not known then was, but the amount was not saved and the application is rejected. And then there is still a rule that it cannot be re-applied if it has once abandoned.

6.6.29 IE: CIMO- organisation for international mobility and cooperation does not provide this.. labor anymore, student exchange, that is what we have been told about. It ended suddenly.. Then some of them stayed here to work even if they were only having a gap year from school.. they did not go back. From Ukraine you can buy everything with money.. they can buy for themselves that they have a student card even if they do not work here. Then they were able to receive the student visa.

Recruiting foreign employees may be the first challenge for the employer. For organisations the challenge is how to find employees abroad, what the communication channels are and where to advertise vacancies. Checking foreign employees' background, work experience which determines the extra payments in some Finnish organisations and comparison of a foreign degree to the Finnish degree are challenges in the recruiting process. Interviews with a foreigner are different than with a person who comes from the same culture. The employer's challenge is to find out attitude, knowledge and experience during the interview.

6.6.30 IE: We have made a model of the process concerning recruiting foreign employees. And of course the first challenge is how we recruit them, if we have an open vacation, where we put the announcement so that we are able to recruit foreign employees. Whole recruiting process, what are the requirements concerning the foreign employee, what kind of certificate, do we require that they have a degree accepted in Finland.. Salary, how it is formed in the foreign employee case, how we calculate extra payments because of the long working history and how the qualification forms.

6.6.31 IE: With a foreigner interview situations are not as free as interviews with Finns. Can you really find out the attitude, knowledge and experience of a person, is far more difficult with a foreigner than with Finns.

A potential employee of one organisation stated in the job interview that because he or she had changed his or her religion from Muslim to Christian, he or she can't work with Muslims. It could have bad consequences. According to one manager's experiences, in other cases Muslims and Christians can work together.

6.6.32 IE: One person who is not working with us but was in the job interview, he or she had a change in religion here in Finland and he or she announced it right away the fact that he or she can't work with a Muslim because they blame him or her for this, they do not understand what her or she had done. They would kill him or her. But otherwise, I believe if one is Muslim and one is Christian, they are ok.

6.7 Ethnocentrism

The interviewees have noticed prejudices and stereotypes among Finnish employees towards foreign employees. One of the managers had discovered that the attitudes towards Russian employees, for example, have been stereotyping.

6.7.1 IR: Have you noticed prejudices or stereotypes from Finnish employees?

6.7.2 IE: Yes, there have been some.

6.7.3 IR: What kind of experiences you have had?

6.7.4 IE: Of course it is hard to say, but we have heard this also often from newspapers that when we were born we have got this attitude that Russkie is always Russkie. Not in this kind of phrasing but maybe there are those attitudes towards Russian employees. Even if they may have lived long time in Finland, but the nationality is different.

Some of the organisations have been multicultural for more than ten years, which means that the management and employees have become used to multiculturalism. One manager did not notice any prejudices or stereotypes concerning foreign employees because all Finnish employees have already become used to a multicultural workplace.

6.7.5 IR: What kind of prejudices or stereotypes you have faced concerning foreign employees? Have they cleared away or has there been any changes?

6.7.6 IE: All Finnish employees we have at the time have become to a multicultural workplace.

6.7.7 IR: How the Finnish employees accepted and handled the multicultural workplace?

6.7.8 IE: I did not notice any problems, except the language. I think there were some (Finnish) people who did not (talk) anything to anyone but I believe it was only because of the language skills. I have not noticed any kinds of discrimination.

6.8 Cultural differences

Because of cultural differences, mistakes in the business can be made, as one of the interviewees addressed. Knowledge of culture and cultural differences is essential in business. If something is done wrong, it can ruin the whole cooperation. That is why one organisation recruited a Swedish person to handle sales in Sweden.

6.8.1 IE: Even if you can speak Swedish very well, it is not the same. One of the most typical mistakes Finnish salesperson can make is that he or she goes to the store without booking an

appointment before going there. It is a very bad mistake in Sweden. You always have to call to the store and book an appointment. So there are these cultural things which Finnish person may not (know).. We got what we wanted, that local knowledge.

The interviewed managers have noticed cultural differences in the multicultural workplace. Estonian women are not allowed to speak about home issues publicly, while the Finns speak more openly about their personal issues. In one workplace the above cultural difference caused a small conflict but when the manager was able to solve the conflict by discussing with both parties. One of the managers told that they had a situation where one person was not able to cross a river because of a cultural difference.

6.8.2 IE: Temperament may be totally different or some cultural differences. For example one Estonian woman said that when Finnish women talk in the coffee table all the things which happen at home and how it goes with the husband. All these, the Estonian woman never commented anything on those issues. Finns felt that she was not interested in their issues. Then I talked with the Estonian woman and she said that in Estonia, woman is not permitted to blather that way. Woman has to be smart and quiet, and talk that way that she is not talking about home issues that way.. I told this to the Finns that you need to understand that there is this small cultural difference, that it does not mean that she is not interested about your issues, but she does not want to bring her own issues to the conversation... She was a bit older employee, so it may be different among young people.

6.8.3 IE: And then these because of culture, just recently there was this that someone couldn't come from Kasperri neighbourhood here on the other side of the river, they could not cross the bridge, so that they cannot come to work on the other side of the bridge.

For one interviewee it was a surprise that the spouse of one employee had interfered in the work issues of his wife. The interviewee felt that the spouse should not interfere in work issues but the employee should take care of his or her own issues.

6.8.4 IE: In Finland we live like that, at least here in South Ostrobothnia, that the person who goes to work is responsible his or her own issues there.. It came as a surprise that...maybe spouses

take care a bit too much from home, the issues concerning the work of one's spouse or wife.

6.8.5 IR: How is it expressed, do they call you or how?

6.8.6 IE: It is expressed that way, that they are aware of the issues concerning collective bargain and even if the spouse does not speak anything at the workplace, there may come a burning call from husband at home. And because the husband is faceless to me, he can talk in the phone whatever he wants. That way it is hard to decide whether we need to talk about this at work, and then it comes, if you start to talk about conflicts, there is soon a wall in front of you that "hey, I do not understand".. And I think the spouse should not get involved so much because he is not employed by us and I am not obliged to answer any of his things.

One of the manager's had noticed that their employees with African background have adapted to their organisation very well.

6.8.7 IE: All the African employees are from different parts (of Africa), they speak different languages, and they have adapted very well.

One interviewee had noticed that in different cultures there are different organisation cultures and there are also hierarchical differences in different cultures. Her African employee's daughter had been surprised when the manager talked with the employee and the daughter because in their home country it is prohibited that employees talk with managers. The interviewee felt that she had learned something new also about cultural differences and she felt it was interesting.

6.8.8 IE: Daughter of employee with African background visited our workplace. I went to talk with them and talked with the girl even if she did not understand Finnish. At home she had said to her mother, what is not usual in their own culture, that it is prohibited that employees talk with their managers. So she was surprised how her mother was able to talk with me and how I talked with the girl. For me it was surprising, I could not think someone should not talk with the manager.

A difference between Swedish and Finnish employees is, according to one of the interviewees, that a Finnish employee does not need so much

praising as a Swedish employee. According to him this is because of different cultures. Hence, he thinks that both sides have learned from each other.

6.8.9 IE: If the Finnish employee is praised once a year like that, yes you did well, then it is two years that yippee, victory! Swedish employee wants almost every day, figuratively, to be over the phone praising that well done, it is some kind of encouraging and feedback, something what the Finns partially understand to be redundant..On the other hand we may have learned also to keep in mind to praise in suitable contexts. The has been almost larger cultural difference that there is a Swedish employee in the group included. But yes, I believe that both sides have learned, he has learned that not every day from Finland we call and sing songs of praise.

It was noticed in several interviews that management styles vary in different cultures. One of the interviewees thought that in many cultures the decisions are not made strictly in negotiations as it mainly happens in Finland.

6.8.10 IE: If you think about management in different cultures, in many cultures there is a habit that things are negotiated in the back and many things are settled and in official meetings the issues are just finalized. When we Finns when we decide something, we usually discuss about it in the meeting and make the decisions then. Negotiation situations are different.

In different cultures, there are differences concerning the time of the holidays. One manager was happy when the employees were willingly at work during the busy Finnish Christmas holidays and had their own Christmas time during the Finnish New Year.

6.8.11 IE: Christmas and Easter are the biggest things that are in Ukraine in a different time. We think it is so nice that they do not mind they have to be at work on Christmas. Because those days are just normal weekdays for them. But then, during the New Year, when they have their Christmas, they say that lets do this quickly.

Some of the foreign employees have a different time concept from what Finnish people have. Some of them come from a culture where people are more flexible with time.

6.8.12 IE: Then their schedule they are not really accurate. If we agreed on ten, so then they, if I see them at eleven, it is good. And that is what they say also, they do not understand how you Finns are always so accurate.

6.8.13 IE: When we had African evening, even if there were people from many continents, no one was accurate.

6.9 Intercultural communication and diversity management development in organisations

A challenge for the management is that the manager needs to develop language skills, especially professional vocabulary, and tries to think how to communicate effectively so that the message is understood. However, one of the managers mentioned that it may be as difficult to make Finnish or foreign employee understand the message.

6.9.1 IE: I have had to develop my language skills, especially professional vocabulary, not only small talk is enough but I have to get the message through. Just like I have to do with Finnish employees. Even if it is Finnish or foreign employee, it may be as difficult to make him or her understand. Even if I do not speak the perfect English but I speak perfect Finnish, it may still be that the employee does not receive the message.

6.9.2 IE: We have created working instructions in English...and used English manual.

6.9.3 IR: What do you think, what kind of meaning intercultural communication has in management?

6.9.4 IE: It has a significant meaning. Mainly that a manager has to be sure that the communication is implemented that way that the recipient has understood the message.

Some of the managers had noticed that their own language skills are not as good as they should be. Still, managers' as well as Finnish and foreign employees' language skills have developed.

6.9.5 IE: *There has been a challenge, because I do not have good language skills, so the beginning was quite stiff. It was hands-on teaching and showing how to do real work.*

6.9.6 IE: *Most of them are from Ukraine, so they have learned English at school but they have not used the language in practice so sometimes it feels that they do not understand at all. But then, when they have been here about three months, they start speaking English. But on the other hand the same can be seen in Finnish employees. We have some who never talked English but now they can discuss in English. So there has been development on both sides.*

Two managers mentioned that in their organisation they have not had any kind of intercultural communication model or strategy they use in diversity management.

6.9.7 IR: *What kind of significance intercultural communication has in diversity management?*

6.9.8 IE: *I have not been directed activities of my own or Shift Managers, we have this kind of employee and you have to talk to him or her like that. Foreign employees have to adapt our workplace and we can't make different things for different people. We have to explain issues in English if they understand English better, I do not force no one to learn Finnish, like I don't ever speak English to them, it is by no means so. I am just the same for everyone. I say "good morning" in Finnish because I know they understand it and because they benefit about learning Finnish. Maybe the example I told you about the Estonian woman, then I asked Shift managers to respect her issues and talk about some other things which she can participate and not all the time about how the life is at home."*

Finnish and foreign employees and their families have common activities with each other. Immigrants have sponsoring families which help them with practical matters. A multicultural club, for Finnish and foreign women has been set up where they assemble and cook Finnish and Vietnamese dishes. This has certainly increased cohesion, a sense of community and help foreigners to adapt to Finland.

6.9.9 IE: *They have sponsor families... That group had a meeting when there was a threat whether the expulsion happens, they were*

extremely concerned about it. They have a women's club every Wednesday... (Finnish women) taught them how to make pizza. Similarly they have been taught how to do deep fried shrimp or some noodle soup.

One of the organisations has established service units for foreign employees which offers for example help in practical issues in Finland such as tax payments, living, transportation or work related issues. All the documents foreign employees need, need to be translated into English.

6.9.10 IE: Some of the organisations have been established such an entity that provides services to foreign workers. Service provision and guidance has to be developed. All documents, memoranda, information, intranet, websites must be in English. We need to have information available also in English.

Several interviewees noticed that it is important to learn about cultures of co-workers. Through diversity training and enhancing intercultural competence misunderstandings and conflicts may be diminished.

6.9.11 IE: The knowledge how in other cultures things are done and communication works is important. Maybe that is how we could avoid misunderstandings and conflicts and to achieve cooperation.

6.9.12 IR: How equal treatment can be enhanced through development of intercultural communication?

6.9.13 IE: If someone is from a different culture, we should communicate to everyone about other cultures. Even if someone is from another culture, others' values and differences must be understood, if they work together.

Employees in a multicultural organisation should pay attention to intercultural communication. Especially the ways how to communicate are important. If there is a significant failure in communication, it may have large effects on cooperation. Knowledge of communication in cultures one is dealing with is important.

6.9.14 IR: .. a situation that someone leaves a note to a foreigner that now you need to do this and do that so it's not terribly smart

way, especially now, if there is someone coming from Asian culture so things must always be negotiated.

6.9.15 IR: What kind of problems may occur if a message is left on a piece of paper?

6.9.16 IE: In the worse case .. it could break the whole pattern of cooperation, in that certain situation, with the organisation or individual. Subtlety and sense of the situation must always be remembered, with the Finnish people, but especially when dealing with people from different cultures.

6.9.17 IE: Yes, we have been in high-altitude camp in Russia sufficiently, so we have visited Russia as much that broadly we understand the issue. Not deeply but broadly.

The chapter on research results presented the experiences of managers and included interview excerpts under themes defined. The conclusion chapter, which follows, presents answers to the research questions and analysis of the results.

7 CONCLUSION

According to the research results several organisations have recruited foreign employees because they have not been able to find Finnish employees for certain tasks. For those organisations recruiting foreign employees is their only solution to find enough skilled workforces. One of the main reasons was also that because of their international activities, organisations have needed employees who have knowledge of certain cultures, language skills and understanding of the markets of another country than Finland. One organisation has an internationalisation strategy the aim of which is to enhance the intercultural competence of the employees. That is why their strategical target is to increase the amount of the foreign employees in their organisation. All interviewed managers stated that experiences concerning foreign employees have been good and therefore every one of them had recruited more foreign employees after recruiting the first one. Managers had noticed that foreign employees are anxious to do the work and because of that, all interviewees had plans of recruiting more foreign employees in the future. Some of the foreign employees had had an internship at first and after that were recruited, some had previous experience of the field and some of the employees were recruited abroad through a recruiting program for a certain job. A conclusion can be made that the aims of the internationalisation strategies of Finnish educational institutions have been materialized in several organisations and Sitra's wish that organisations give opportunities for international students to work, has come true (OECD, 2011, pp. 104, 114; Sitra, 2003, p. 12). Sippola (2007) states that organisations which implement a diversity strategy or policy, may expect short or long term benefits (pp. 114, 120-121). Post and DiTomaso (2004), in turn, stated that if an organisation is recruiting diverse workforce, an organisation should provide tools of diversity management for the managers (pp. 4-5). From the research results point of view it can be recommended that organisations develop their diversity strategies. From this statement it is good to continue to the next chapter which presents the results concerning the requirements there are for management and intercultural communication in multicultural working environment.

7.1 The Requirements for Management and Intercultural Communication in a Multicultural Working Environment

Research results showed that all interviewed managers think that a manager needs to treat all employees in the same way. Discrimination is prohibited and the treatment needs to be fair for all. Some of the managers had noticed that Finnish employees need to be treated carefully so that they do not take offense while one interviewee said that he treats foreign employees more strictly, maybe because of different cultural backgrounds. Thomas and Ely (1996), as well as Ely and Thomas (2001) describe that discrimination-and-fairness perspective in diversity management means that equal opportunities are provided for everyone (pp. 81-83; pp. 245-246, 248, 261). This has mainly come true according to the research results. Forsander (2001) stated that one of the benefits of diverse workforce is that it is cheaper (p. 146). In this study it became clear that nowadays it is not possible to pay less for the foreign employees than Finnish employees.

One difference was mentioned in one interview: foreign employees need to be treated differently because the Finnish direct communication style does not fit in every communication situation. Still, it can be noticed that every communication situation, even between Finns, is different. In a multicultural organisation intercultural communication takes place every day when people from different cultures are communicating.

According to Hofstede's (2001) comparison of cultures, *Power distance* is the dimension how people in different cultures accept in equal power distribution (p. 29). High uncertainty in the culture for example means that the organisational structure is formal, hierarchical and the climate is reserved. If uncertainty avoidance is low, the structure is informal, climate is open and people are encouraged to discussions (Guirdham, 1999, pp. 64-68). The research results show that Vietnamese employees have been surprised about the Finnish working life and management. They have not been used to equality between employees and employers which occurs in Finland. Maybe that is why several managers have an opinion that foreign employees are usually easier to manage than Finnish employees. Still, those employees, who

have been in Finland longer have learned Finnish habits and learned to know their manager, dare and are able to tell their own opinions. Managers should take into account that employees coming from a different culture may expect different kind of management – the manager should take into account that every employee is an individual. For example, our cultural values and perception affect what kind of management style we have or we expect from the manager. Also Mikluha (1996) states that in a multicultural environment managers may need to approach people in a completely different way from what they are accustomed to (p. 202).

The results show that according to several interviewed managers foreign employees should learn the Finnish language rather than Finnish people learning to speak other languages. Through learning the Finnish language, working and adaptation to the Finnish culture is easier. It also helps an employee to understand the work instructions. Furthermore, several interviewees stated that it is challenging when colleagues or an employee and a manager do not understand each other. Managers need to communicate effectively and carefully observe if an employee has understood the issue so that mistakes are not made. Sometimes an employee may be afraid to ask what was meant. The importance of intercultural sensitivity was also mentioned in the interviews. Robinson and Dechant (1997) have emphasized that “cultural competence must be recognized as a key management skill” (p. 27). The research results showed that managers had noticed that they need to develop themselves, especially their own language skills, and more specifically vocational vocabulary. Work instructions and other material were offered in English in several organisations but some offer materials only in Finnish to help foreign employees’ learn Finnish.

One of the best practices for workplace diversity management defined by The U.S. Government Accountability Office (U.S. GAO) (2005) is that diversity is as part of the strategic plan of an organisation. From one interview it became clear that this organisation has an internationalisation strategy which aims to enhance the intercultural competence of the employees.

Managers have offered voluntary counseling to employees concerning issues not related to work. In the private sector, a lot of issues that could be seen to belong to the public sector, are handled. Managers should

prepare themselves for the questions of foreign employees. The next chapter covers the advantages an organisation may achieve through diverse workforce.

7.2 The Benefits for an Organisation from a Multicultural Workforce

The research results showed that foreign employees are committed, anxious, hard-working, willing to do the work the employer offers and willing to learn. All managers share this opinion. A couple of interviewees thought that it is surprising how fast the foreign employees had learned the tasks and how few errors there had been. Foreign employees' motivation is good and they are willing to do extra hours at work if needed. In many occasions they would like to collect extra hours so that they can have a longer vacation in their home country. According to the research results other employees have been satisfied with foreign employees and like to be with them. Vietnamese have been noticed to be hard-working, honest, happy and motivated. Also Myanmarians have been diligent workers. African employees were considered to be well adapted, motivated and cause little challenges when comparing to employees coming from countries near Finland. As it is stated in this study, also Bagshaw (2004), for his part, has noticed that one of the benefits of diverse workforce is good motivation (p. 152). Several researcher's results reveal that flexibility is one of the benefits in diverse working environment (Kreitz, 2008, p. 105; Sippola, 2007, pp. 120-121).

According to Thomas and Ely (1996), business may benefit from diversity (p. 79). Several organisations have had problems finding enough skilled workforce from the Finnish labour market. Through recruiting multicultural workforce, organisations have been able to continue their activities. Research results showed that organisations have been able to achieve business advantages through foreign employees. Better service can be offered, foreign employees' networks may be useful as well as language skills and cultural knowledge may bring business advantages. Customers may be pleased if an employee is from the same culture where they are from. The organisation

has gained expertise which supports growth and development. One of the managers stated that they are absolutely the best in their own area of expertise because of Russian employees' expertise. They do not need to buy for example interpretation services because they have an employee who can speak Russian. One interviewee suggested that other organisations could use the expertise of their foreign employees for example in projects or as speakers in events.

Research results showed that diverse workforce will make the organisational culture more tolerant and diversity also improves teamwork among the members in the workplace. Multiculturalism brings new ideas, new thoughts, creativity, satisfaction and affects positively the wellbeing at work and that way efficiency of work. According to Neuliep (2009) although there are challenges in the increasingly diverse world, the communication and relationship establishment with people from different cultures may lead to great benefits, such as healthier communities, increased commerce, reduced conflict as well as personal growth through tolerance (pp. 4-5).

Employees and finally whole society are able to learn from different cultures. Through belonging to a multicultural environment everyone is able to get new experiences, learn new languages, create networks and have new friends or contacts. One of the managers hopes that Finnish employees would see a multicultural working environment as richness and opportunity. Also in previous research it was noticed that diversity enhances learning, creativity, flexibility as well as organisational and individual growth (Thomas & Ely, 1996, p. 79).

Foreign employees were seen making the image of an organisation more positive. Internationalisation in the activities creates credibility for the organisation. One manager had noticed that foreign employees should be used in marketing. Also Sippola (2007) notices in her research that an organisation may have a better image by having a good reputation as a multicultural workplace (pp. 114, 120-121).

Benefits organisations may achieve through multicultural workforce were covered in this chapter and now we will continue with the opposite – the intercultural communication or diversity management challenges organisations have experienced in multicultural working environment.

7.3 Challenges Related to Intercultural Communication and Diversity Management

The biggest challenges in multicultural working environment are with the language. Some managers recruited employees who did not have Finnish skills when they started working. One manager had some experiences that in a conflict situation an employee had said he or she does not understand even if he or she did. Several challenges may arise because of language: for example difficulties concerning task completing, understanding safety rules or social interaction at work. Kikoski and Kikoski (1996) as well as Cox (1993) have observed that in communication, problems may occur when groups become more heterogeneous (pp. 16-17; pp. 36-39).

One of the managers had experienced that there have been several challenges with people coming from the countries which are geographically near Finland, while with employees coming from African countries, challenges had been minimal.

Challenges with bureaucracy had occurred in many organisations. There has been a lot of paperwork, too long processing time of the permits, not so clear instructions, finding information about the changes, lack of information for the employers from the public sector and difficulties to find a place where to ask questions. Because employees have needed to wait their permits, they have not been able to travel for a vacation back home because they have not been allowed to travel outside Finland without a permit coming back. Because of that, some employees may have 10 weeks of holidays they have not been able to use. Public sector needs more resources to handle the residence permits. As early as 2006 the government stated that the work permit system of foreign employees is complicated and it needs to be clarified. Also the long processing times had been noticed. (Ministry of Employment and the Economy, 2006) However, there still is a matter for improvement.

Criticism towards officials had been noticed. Some of the managers had noticed that some Finnish people say that too much money is used for recruiting foreign employees abroad or recruited foreign employees are not treated morally right, even if the treatment would be legally right. Some

Finnish people turned out to be on the side of foreign employees' families' concerning the residence permit issues when they were having difficulties to have residence permits for their families.

The Finnish law was mentioned to be too strict in some occasions, for example, concerning the residence permits of the employee's families. The level of earnings the family needs to exceed, if they want to get the residence permits for the whole family, are considered to be too high when comparing to the decent amounts needed in living in South Ostrobothnia. The earnings needed for living have regional differences. In the Helsinki area expenses are higher than in South Ostrobothnia. Organisations fear they are going to lose their employees whom they have recruited and orientated. Receiving a residence permit for studying seems to be very difficult. According to one manager, once the application is rejected, it is not possible to apply for it again.

According to Neuliep (2009) negative stereotyping and ethnocentrism may lead to prejudice and discrimination (pp. 164, 173-174). Ethnocentrism means that someone thinks that one's own group's characteristics are superior when compared to other groups or races (Drever 1952 cited in Hofstede, 2001, p. 17). Some of the managers had not noticed any resistance because other employees had noticed the value and the skills of the foreign employee. Several managers noticed that through their own actions, foreign employees had achieved the respect and appreciation of other employees. According to the some interviewees some Finnish employees were recruited to work in a multicultural organisation and that is why less resistance occurred in those organisations. In turn, some managers had noticed prejudices and stereotypes from Finnish employees towards foreign employees. Stereotyping attitudes have been noticed for example towards Russian employees. Some organisations faced resistance from the Finnish employees as well as Finnish people outside organisation because they recruited foreign employees. One of the managers was interviewed in the newspaper and television about recruiting foreigners, and consequently critical writings in *Homma-forum* and *Suomi 24* *Kauhajoki* web page were published. Two managers had experienced that the biggest sceptics made a turnabout and became close friends and defenders of the foreign employees. The local

newspaper did not want to publish a text in Russian and one of the managers felt that it was because of discrimination. Managers having more than ten years experience of recruiting foreigners had noticed that the attitudes of Finnish people had changed to be more positive during the past ten years. Before there was resistance but nowadays people are more tolerant, permissive and understand why employers recruit foreign employees. Tolerance and intercultural sensitivity could be enhanced by having a positive attitude towards other cultures and by sharing good experiences. For example the newspaper *Ilkka* which is read in the area of South Ostrobothnia, has written several positive newspaper articles about internationalisation, other cultures and also work related immigration. At schools intercultural communication could be taught and in multicultural workplaces intercultural training could be useful.

In a multicultural working environment, people from certain nationalities may have tensions between each other. The tensions may be caused by several reasons, but some of those may arise because of religion, others because of political or historical backgrounds of the cultures and nationalities. According to Ting-Toomey (2003), effective conflict management requires effective, appropriate and creative communication. In conflict situations, different worldviews must be respected and people need to be knowledgeable about the different ways of dealing with the conflict situation. (pp. 380-383) Totta and Burke (1995), for their part, state that to minimize opposition, organisations should be committed to comprehensive change of mindset (p. 32).

Cultural values give direction to perception and behaviour. Values are not universal and that is why something that is the right thing to do in one culture may be seen to be wrong in another. (Samovar & Porter, 2003, p. 12) Sometimes cultural differences may cause conflicts. For example Estonian women are not allowed to speak about their home issues publicly while Finnish women do. That is why Finnish women may think Estonian women are not interested in talking with them. In some cultures men handle their wife's issues, even concerning their work. One of the managers had experiences when an employee's husband had interfered in the work issues of his wife. In different cultures, organisational cultures vary. Some cultures are more

hierarchical than others. For example in some African countries an employee is prohibited to talk with managers. In some cultures the decisions are not made as strict and straight as in Finland. One experience was that there are differences between Swedish and Finnish employees in employees' needs for praising on the managers side. There are also differences in holidays. When Finnish people have New Year, some Eastern European countries have their Christmas. People from same nationalities may form groups, which is not always good if they speak only their own language and do not accept others to the group.

When an organisation has a need to recruit foreign employees, it may be challenging to find them. Finding the advertisement channels, defining the years of work experience when defining the salary, comparison of a Finnish and foreign degree. Interviews with foreigners are also more challenging than with the people from same culture.

Mistakes in business can be made because of cultural differences. Intercultural communication was seen as a challenge in most of the interviews. Knowledge of each other's culture could help people to communicate better when they understand each other better. This would be one of the solutions when the aim is to create better communication in diverse workplaces. One manager noticed that orientating foreign employees may sometimes be challenging but there have also been situations where Finnish employees have not understood the instructions. Also Ruben and Stewart (2006) state that all communication situations are intercultural to some degree (p. 343). As Adler (2002) defines, perception is learned, culturally determined, consistent and inaccurate – this means that people experience the world in different ways and behave in their own ways in communication situations (pp. 77-78).

Some of the foreign employees have different time concepts which differ from the Finnish time concept. Some of them come from a culture where people are more flexible with time. Concept of time differs between Western and African cultures. Westerners think time is linear-spatial, people are timebound. Africans, for their part, are more flexible with the time and slowness is valued. (Samovar & Porter, 2003, pp. 15-16)

Managers have faced several challenges and sometimes it had not been clear for them what to do and where to ask. According to the research results, managers would need instructions and counseling about diversity management and about the practical issues. A manual on “What should be taken into account when managing a diverse workforce” could be useful. For the managers of diverse organisations meetings could be organised where they could share their experiences and give advice to each other. According to the interviews, managers want to share their experiences and discuss about those.

Intercultural communication and diversity management challenges were discussed in this chapter and now it is time to present how the research answers to the research question of the diversity management and intercultural communication practices organisations have developed.

7.4 Practices for Intercultural Communication and Diversity Management

One organisation had recruited employees from Vietnam and that way invested in the future by creating networks. Now they have a recruiting strategy which they can use whenever they need. In another interview it was mentioned that the management of an organisation requires recruiting foreigners because in the future they will need foreign employees. Gaining the diversity management experiences now will help them in the future. Bagshaw (2004) states that “diversity is...a long-term strategic business factor that has a significant impact on productivity, workforce motivation and innovation, market competitiveness, teamwork and customer loyalty” (p. 154).

The importance of learning the Finnish language and culture has been noticed. The organisation has decided that next time the Finnish language must be taught and cultural training provided for the employees in their home country, before they come to Finland. One of the managers had forbidden employees to speak in their own language at the workplace because it is disrespectful for the other employees if they do not understand what they are talking about. Several organisations had used interpreters when managers did

not have a common language with employees. One organisation has organised a practical Finnish language course for their foreign employee and also put people into situations, for example cocktail parties, where they need to speak Finnish – that way they will learn to use the language. Some organisations let other foreign employees orientate the new foreigner employees if they have a common language.

Chen and Starosta (2005) state that organisations should ensure that people at all levels of organisations develop their understanding of different cultures and cultural sensitivity through training (pp. 218-220). The research results showed that because of the cultural differences, both Finnish and foreign employees should learn about each others cultures and languages. In some organisations Finnish and foreign employees have common activities outside work which enhances adaptation, cohesion and learning about each others cultures. Immigrants may have sponsoring families which help them with practical matters and they have multicultural groups including Finnish and foreign participants. Intercultural communication and diversity training can be seen as important parts of diversity management in multicultural environment. Employees' and employers' intercultural communication skills and intercultural competence affects diversity management and wellbeing of employees. That way misunderstandings and conflicts can be minimized. Several managers said that they would like to know how to speak the languages of their foreign subordinates. Still, it is not enough to know the language, also knowing about culture is a key element. Knowledge of culture and cultural differences is essential in business. The whole cooperation can be ruined if intercultural communication does not work. All people have general cultural perceptions and stereotypes but we can learn away from those. Without unnecessary perceptions and stereotypes miscommunication can be minimized. Neuliep (2009) states that when intercultural communication is open-minded and sincere, people may work towards goals which benefit everyone. When intercultural communication is successful, we can reduce and manage conflicts. Learning about other people and their cultures is a key to understand other cultures better. (pp. 4-5) According to the research results only two organisations had organised intercultural training for the employees.

One of the organisations had organised an orientation for new employees and it was conducted by an employee who speaks the same language, has long experience in the organisation and knows his or her duties well.

Municipalities in South Ostrobothnia have set up Immigration Centers and immigration coordinator posts, which has helped organisations with the paperwork and instructions. Some organisations have their own service centers concerning immigration issues. Foreigners may receive help concerning practical issues too, such as tax payments, living, transportation or work related issues. All documents foreign employees need, have been translated into English. Some organisations have working instructions in English.

Conclusion chapter was reflective and it gathered the main results of the research as well as the meaning of the results. Next we will turn to the last chapter of the thesis, discussion, which deals with the exploitation of the research results, reliability and validity of the research and includes suggestions concerning further research subjects.

8 DISCUSSION

The objective of the study was to discuss management of the multicultural workforce from the viewpoint of economics and especially from the human relations point of view and intercultural communication in the multicultural working environment at the organisational level. The aim of the study was to find out what kind of experiences South Ostrobothnian managers have in multicultural organisations concerning diversity management and intercultural communication. This study aimed to enhance the multiculturalism and internationalisation of South Ostrobothnia, produce information concerning diversity management and intercultural communication issues for the organisations and to bring more scientific research results concerning the research area.

Research questions were formed on the basis of the diversity management and intercultural communication theory. The aim of the study was reached and comprehensive responses to the main research question “What kind of experiences South Ostrobothnian managers have concerning diversity management and intercultural communication in multicultural working environment?” were received and the interviewees were willing to share their experiences. The researcher was also able to find broad answers to the sub-questions: “What does multicultural working environment require of management?”, “What kind of benefits organisation can achieve through multicultural workforce?”, “What kind of challenges have organisations faced concerning intercultural communication and diversity management in multicultural working environment?” and “What kind of diversity management and intercultural communication practices have organisations developed?”. The main findings of the research are described in the next chapter.

Organisations have been able to reach several benefits through multicultural workforce. They have been able to find enough skilled workforce, enhance the intercultural competence of the employees, get new experiences, create networks, learn about new languages and cultures, improve teamwork, reach new ideas and thoughts, recruit experts who have knowledge of certain

cultures, language skills and understanding of the markets of another country than Finland. The image of the organisations was seen to be more positive. The managers described foreign employees, originating from several cultures, as follows: committed, flexible, motivated, hardworking, positive and quick to learn. Experiences concerning foreign employees have been good and Finnish colleagues and managers have been mainly pleased because of the multicultural working environment which had proved to be tolerant. Good experiences have caused that more foreign employees have been recruited after the first recruitment. The advantage of multicultural organisations could be that they can develop a diversity strategy. Some organisations have solved the lack of workforce from now until the future by creating networks of recruiting foreign employees. Organisations have created an approach which can be easily applied in the future during the larger labour shortage.

The managers think that they have to treat all employees in the same way and mainly it has come true in organisations. On some occasions Finnish employees need to be treated carefully so that they do not take offence. In this study it became clear that nowadays it is not possible to pay less to the foreign employees than Finnish employees. Because of different communication styles managers need to pay attention to intercultural communication situations. Management styles are different in different parts of the world. Managers should take that into account in multicultural working environment. One of the most important research findings is that language skills were emphasized on several occasions. Enhancing the language skills of all workforce, employees and managers is important.

The biggest challenges in a multicultural working environment are linked with the language. Several problems may arise because of language: for example difficulties concerning task completing, understanding for safety rules or social interaction at work. Cultural differences have caused difficult situations. Intercultural training has not been organised in many organisations. It would possibly help organisations to minimise the conflicts and solve the conflict situations. Knowledge of each other's culture could help people to communicate better and enhance understanding. Bureaucracy was seen challenging as well as residence permit issues. Resistance concerning work related immigration at the workplaces has been minimal, but in the community

public criticism has been noticed. However, it may be that it is a small but loud group that criticises. Still, stances have become more tolerant during the past ten years.

Local authorities in South Ostrobothnia have set up Immigration Centers, which has helped organisations with the paperwork and instructions as well as organisations' own service centers concerning immigration issues. Still, some managers do not know where to ask or where to guide the foreign employees to ask their questions which are not related to work. It is important that the documents and instructions foreign employees need, are in English or other language they know. Other foreign employees can help in orientation of new foreigners if they have a common language.

8.1 Reliability and Validity

In the research process, quality of the research should be assessed during the whole process so that the reliability of the research can be ensured (Hirsjärvi et al., 2008, p. 184). It has been criticized that researchers who use qualitative approaches do not discuss reliability and validity of the research sufficiently. That criticism in mind, in this study this has been taken into consideration at the every stage of the research. Every choice researcher has made during the research process has been justified for the reader who then should be able to evaluate the reliability and validity of the research. In qualitative research, a researcher needs to constantly reflect on her solutions, as well as to comment on the coverage of the analysis and reliability of her own interpretations. (Eskola & Suoranta, 2005, pp. 20, 208-209; Grönfors, 1982, p. 178; Pihlaja, 2001, p. 23)

At the beginning of the research, topic selection and necessity of the research were justified. The researchers own interest concerning the study is important for the research and that it succeeds. Because of the researchers own interest, reading the literature concerning the topic and collecting material of internationalisation in South Ostrobothnia, for example newspaper articles and research reports of several institutions, was inspiring and brought more

awareness of the topic and the current issues related to it. The fundamental structure of the theme-based interview was created during the Bachelors thesis and it was modified for this study with the help of the Master's thesis instructors. The structure was also modified after the first interviews to be more suitable for the interview. More detailed questions were added under the themes where the interviewees were asked to describe their experiences at the practical level. All the questions were not asked if the interviewer thought that the matter had already been discussed. The interviews were fruitful and some of the discussions included also other issues than those under the themes. That way the researcher's understanding concerning the experiences of the managers grew. A couple of the questions were challenging for the interviewees but mainly it was easy for them to answer all the questions. During the analysis the aim of the research as well as research questions kept in mind so that research results would be answering to the research questions and the aim would be achieved. In qualitative research it is assumed that there can be several realities and that the research produces, instead of the objective truth, a particular point of view or interpretation of the phenomenon. Therefore, the traditional reliability concepts, which assume that there is only one concrete truth, are not suitable to be assessment criteria for the qualitative research. (Grönfors, 1982, pp. 173–178)

8.2 Exploitation of the Research Results

According to the qualitative research methodology, the interpretations are possible to create through the objects of the research. Qualitative research produces classifications, conceptual tools and explanations for different phenomena. The basic idea of the qualitative research is to explain the phenomenon. (Alasuutari, 2007, pp. 233, 237) This study is limited to the cultural context of Finland. Most of the interviewed managers have a long experience of diversity management and they have recruited foreign employees for several years. Research results could be different if the data would consist of interviews of the managers having less than one year diversity management

experience. The limitations of the study are that the theme-based interviews are conducted in seven different branches and only in the area of South Ostrobothnia. Still, the results may be useful for the organisations which are or are becoming multicultural or for the managers who plan to recruit foreign employees and would like to get more information of the diversity management and intercultural communication experiences of the multicultural workplace. Organisations can recognize the characteristics of the diversity management experiences of managers in several branches. However, the final evaluation of the research is made by the reader. This study complements the previous research on the subject in Finland.

8.3 Further Research

During the research process research of this research area was felt useful and important. New ideas concerning the topic arose during the process. Continuing the research in this research area would bring more theoretical and practical discussion concerning intercultural communication and diversity management in multicultural workplaces.

Progress in communication has made it easier for business and education to internationalise their branches. Multiculturalism and internationalisation are enhanced in Finland actively. In the future we do not have enough workforce. There are a number of reasons, also other than the previous ones, why Finnish organisations become more and more multicultural. Chen and Starosta (2005) notice that intercultural communication knowledge and skills play an important role in the business world now and in the future (p. 302). In the future this study could be continued by collecting larger data. Different points of view would also be welcome. This study is conducted mainly in profitable organisations and data has been collected from interviews of managers. Changing a target group to be only non-profit organisations and taking employees', both Finnish and foreign, point of view into account could be possible and bring new research results. Possible future research questions could be for example:

- What kind of intercultural competence do managers need for effective diversity management?
- What kind of managers employ foreign workforce? The identity of the managers?
- What kind of experiences Finnish and foreign employees have concerning diversity in the organisations?

Research concerning this research area has not been conducted largely in South Ostrobothnia and in Finland. It would be important to continue research concerning multicultural workplaces in South Ostrobothnia because the topic is important and current in the organisations. This trend of globalisation is not slowing down. We need a greater understanding between nations and ethnic groups.

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APPENDIX 1

THEME-BASED INTERVIEW FRAME

Questions of the theme-based interview are based on diversity management paradigms and intercultural communication theory. Questions are at first in Finnish (F) then in English (E).

Background information

- F: Yrityksen toimiala, perustamisvuosi?
E: What is the industry of the organisation and year of establishment?
- F: Yrityksen monikulttuurisen työvoiman määrä (%) kokonaistyövoimasta?
E: How many percent is the amount of the foreign workforce of the total workforce?
- F: Miten yritys on päätenyt palkkaamaan ulkomaista työvoimaa / monimuotoistamaan työyhteisön? Mistä idea on lähtöisin ja mitkä ovat henkilökohtaiset vaikuttimet? Ovatko vaikuttimet pääasiassa taloudelliset vai onko muita syitä?
E: How does the organisation decide to hire foreign labour or create a diverse workplace? Where did the idea come from and which are your personal motives? What kind of personal motives you have? Are the motives mainly financial or other?
- F: Millainen (työyhteisön monimuotoistamisen) koko prosessi on ollut?
E: How has the entire process of diverse workplace has been?
- F: Mitä tapahtui kun ensimmäinen ulkomaalainen työntekijä saapui? Tapahtuiko työyhteisössä selkeitä muutoksia?
E: What happened when the first foreign worker came and started to work in your organisation? Did you notice clear changes in your organisation?
- F: Miten prosessi on edennyt?

E: How has the process proceeded?

Resistance

- F: Millaisia haasteita olette kohdanneet ulkomaalaisen työvoiman palkkaamiseen liittyen?

E: What kind of resistance organisation has faced?

- F: Tiedätkö ovatko muut osapuolet kohdanneet haasteita tai vastoinkäymisiä?

E: Do you know whether the other parties have faced challenges concerning diversity?

- F: Miten koet, että monikulttuuriseen työvoimaan on suhtauduttu? Onko yritys tai jotkut osapuolet kokeneet vastustusta monimuotoisuuteen liittyen?

E: What kind of attitudes people have concerning diverse workforce?

- F: Onko ollut ongelmia ja miten niitä on ratkaistu?

E: Have you had problems concerning diversity? What kind of solutions you have developed?

- F: Miten eri kulttuureista tulevien erilainen viestintä on vaikuttanut vastoinkäymisten syntymiseen?

E: What kind of influences the differences concerning communication have had for the creation of adversity?

Discrimination-and-fairness

- F: Pitääkö ulkomaalaisia kohdella mielestäsi jotenkin eri tavalla kuin suomalaisia työntekijöitä? Miten tämä näkyy viestinnässä?

E: Do you think that foreign employees should be treated somehow differently than Finnish employees? How this is reflected in communication?

- F: Eroavatko johtamistavat johdettaessa maahanmuuttajia tai muita työntekijöitä?
E: Are there differences in management of foreign or Finnish employees?
- F: Mikä merkitys kulttuurienvälisellä viestinnällä on monimuotoisuuden johtamisessa?
E: What kind of significance intercultural communication has in diversity management?
- F: Mitä tasavertainen kohtelu tarkoittaa mielestäsi? Millainen näkökulma sinulla on asiaan?
E: What does the equal treatment mean for you? What kind of point of view you have for the issue?
- F: Miten kulttuurienvälisen viestinnän kehittämisellä voidaan edistää tasavertaista kohtelua?
E: How can intercultural communication development contribute to the equal treatment?

Access-and-legitimacy

- F: Minkälaisia hyötyjä koet, että monimuotoisuuden avulla on mahdollista saavuttaa?
E: What kind of benefits organisation may achieve through diversity?
- F: Miten monimuotoisuuden avulla on pyritty kehittämään liiketoimintaa?
E: How business have been tried to develop through diversity?
- F: Onko monimuotoisuuden avulla saavutettu liiketoimintaetuja?
E: Has the organisation achieved business advantages?
- F: Millaisia etuja yksilöllinen erilaisuus voi tuoda / tuo yritykseen?
E: What kind of benefits individual differences can bring to the organisation?
- F: Miten kulttuurienvälisiä viestinnällisiä eroja voitaisiin hyödyntää?
E: How intercultural communication differences could be exploited?

- F: Onko organisaation monikulttuuristuminen vaikuttanut organisaation markkina-asemaan?
E: Has diversity had its own effect to the organisation's position in the market?

Learning and effectiveness

- F: Koetko, että yrityksessänne on opittu jotain uutta monimuotoisuuden kautta?
E: Have you or has your organisation learned something through the diversity?
- F: Onko yritys löytänyt uudenlaisia tapoja työntekoon ja liiketoimintaan monimuotoisuuden kautta?
E: Has your organisation found new ways to work and do business through diversity?
- F: Miten monikulttuurisuus vaikuttaa organisaation oppimiseen?
E: How diversity affects to the learning of an organisation?
- F: Onko organisaatio pystynyt tehostamaan toimintaansa monikulttuurisuuden avulla?
E: Has the organisation been able to develop and step up its activities by means of diversity?

APPENDIX 2

STYLIZED QUOTATIONS IN FINNISH

In the text, the quotations of the interviews are in English. In the Appendix 2 all of the quotations are presented in Finnish, which is the language used in the interviews.

6.1.1 Haastateltava: *Kyllä meillääki työntekijäpula niinkun sijaispula on kokoajan päällä...tarjotaan sitä työssäoppimispaikkaa kaikille ja niistä aina löytyy sitten niitä helmiä mitä me saadaan sitten meille töihin...*

6.1.2 Haastateltava: *Meillä oli kaks tosi isoa ilmoitusta lehdissä...ja ei yhtään yhteydenottoa. Me edelleen tarvittiin se "työntekijä" ja me ajateltiin että se...homma on, että sieltä sitten.*

6.1.3 Haastateltava: *Lähinnä sen takia että me tehdään paljon Baltian ja Venäjän kauppaa, niin sen Baltian ja Venäjän kielen ja kulttuurin ymmärtäminen on välttämättömyys. Se on se tärkein syy.*

6.1.4 Haastateltava: *Meillä oli semmonen ajatus siinä että kun meillä kävi aika paljon venäläisiä kuskeja noutamas tavaraa ja oli aina se kommunikaatio-ongelma, jos niille piti kertoa vaikka yksinkertainen asia että ota nämä paperit ja mene Vaalimaalle, tai missä on tullit. Niin ajateltiin että hän olis tulkkina siinä. Se oli periaattees se syy, haluttiin taloon venäjänkielen osaamista.*

6.1.5 Haastateltava: *Meillä oli ajatus että etsitään siihen ihan umpiruotsalainen. Hän on tavattoman työteliäs kaveri ja tuo just sitä osaamista mitä meiltä puuttuu. Tiukkaa markkinointihenkeä ja Ruotsin markkinoiden ymmärtämistä.*

6.1.6 Haastateltava: *Halukkuus tehdä työtä ja ehkä oikealla ajalla on ollu hakemassa..yks on tullu sillai et on ollu suomen kielen kurssilla ja sit siinä on aina joku harjottelu, työhöntutustumisharjottelu. Hän tuli semmosen kautta. Sit joku teki opiskelujen ohella. Tuli ihan suoraan kysymään et hän on, tarvii jotain työtä niin hän on tehny vuokratyöntekijänä siitä alottanu. Sit työkokemusta, joku tullu, muuttanu tuolta Etelän suunnalta päin ja ollu jo monta vuotta jossain organisaatiossa töissä, niin työkokemus puhuu puolestaan.*

6.1.7 Haastateltava: *...he ovat tulleet niinkun työhön tutustumaan tuolta työvoimatoimiston kautta, useampi vuosi sitten*

jo...opiskelivat suomen kieltä siinä samalla ja tutustuivat suomalaiseseen työntekoon...he olivat tosi hyviä harjottelijoita ja tuota pääsivät hyvin sisälle, suomen kieli tarttui ja me ruvettiin heitä kannustamaan opiskelemaan laitoshuoltajan ammattitutkintoa ja he pääsivät koulutukseen ja sitä myöten ovat saaneet sitten kun tutkinto on kun meillä on pääsyvaatimuksena sitten vakituiseen työhön niin he ovat saaneet sitten myöhemmin toimen.

6.1.8 Haastateltava: Tää ...projekti lähti 2005-2006 vuoden paikkeilla. Talous veti silloin hyvin, alkas olemaan pulaa työvoimasta, varsinkin metalliala oli aivan ihmeissään. Esimerkiksi niis yhteistyötapaamisissa eri teollisuuden alan kautta, joissa oli E-P:n liitto ja kaupunki, siellä pohdittiin kokemuksia niin siellä oli semmosiakin juttuja, että yksi metallialan yritys oli järjestämäs kurssia, että otetaan sitä kautta väkeä. Ne kävi työvoimatoimistos oikein tarkasti läpi ja hiukan yli sata ihmistä oli löytynyt sieltä, että nyt olis loistava tilaisuus: kurssitus, työharjoittelu ja valmis työpaikka ja sitten olis rekrytoitu 10-20 (työntekijää).Ne lähetti "kaupungin" yli sadalle työttömälle tälläsen tarjouksen että tule, me hoidetaan tämä, kun vain tuut ja on into. Yks oli soittanu että hän voisi tulla.

6.1.9 Haastateltava: 1999-2000..me perustettiin tämmönen kurssi..150 hakijaa siihen kurssille.. 2005 rakennettiin lisää pinta-alaa ja sillon järjestettiin samanlainen kurssi, 4 kuukauden pituinen kurssi jossa oli noin puolet työharjoitteluaikaa. Hakijoita olisko ollu 30 ehkä maksimissaan 40 joista puolet oli semmosia ettei voinut ajatellakaan. Lopuksi hakijoista valittiin 8 ja 2-3 tuli töihin. Mutta ei nekään ollu kun ehkä kesäloman ajan...jos ajatellaan tätä koko Suomen työyhteisöä kokonaan, että se on muuttunu niin paljo..niin nyt on vielä varmaan jos kävis tää sama, että siellä ei oo ketään.

6.1.10 Haastateltava: Meillä on kansainvälistymisstrategia, jossa yhtenä viidestä kohdasta on henkilökunnan kv-kompetenssin lisääminen ja siellä sitten yhtenä tavoitteena on rekrytoida ulkomaalaisia työntekijöitä. Prosentuaaliset tavoitteet ulkomaisen henkilökunnan määrästä on olemassa. Olemme laatineet toimenpideohjelman ulkomaisen henkilökunnan rekrytoimiseksi.

6.1.11 Haastateltava: Sieltä (organisaation johdosta) ajateltiin se asia että eteenpäin..heidän mukaan viiden vuoden päästä on jo sellanen tilanne että on enemmän ja enemmän tulee tätä monikulttuurista että ollaan siinä mieles edelläkävijöitä että nyt jo koulutetaan ja opetetaan ettei meillä ole viiden vuoden päästä hätä.

6.2.1 Haastateltava: Kun venäläinen työntekijä tuli, siinä ei tapahtunut koska hän osas aika kivasti suomen kieltä.. ja hänellä oli Suomen kansalaisuus, on naimisis suomalaisen miehen kans.

6.2.2 Haastateltava: Ja sitten taas tää ”ruotsalainen työntekijä”, niin tietenkä sitä on helpottanu se että ne on nähny miten paljon se on tehny töitä ja saanu hyvin kauppaa aikaan ja eteenpäin menny Ruotsin myynti ja näin niin kyllähän sitä taas sitten arvostetaan että heillä on sielä semmonen kaveri joka on saanu aikaan ja tietää koko porukka että kun ”ruotsalainen työntekijä” saa myytyä niin se tarkottaa työtä kaikille.

6.2.3 Haastateltava: Se oli pitkä prosessi, oli jos jonkinlaista selvitystyötä. Se huipentui 2008 keväällä matkaan ja velipoika on ollut sielä rekrytoimas. Meille otettiin kaks työntekijää. Ne tuli 2008 syksyllä. No maailma kerkes siinä välin muuttumahan. Se oli harmi, keväällä 2008 ei tiedetty yhtään vielä minkälainen romahdus on tulon päällä. Ja siinä meni kaikkien työlupien ja muiden järjestämises, siinä on oma byrokratiansa. Et sitten kun he tuli tänne..., se 16 hengen ryhmä, niin maailmahan oli menny aivan sekasin sitte sen parin viimesen kuukauden aikana. Ja sitten ihmiset huusi täälä että miksi tämmösiä nyt kun tuli tämmönen ja tämmönen lama, no eihän me silloin tiedetty mitään. Ihmiset ei välttämättä halunnukkaan ymmärtää sitä asiaa. Mutta ykskään suomalainen ei oo täs välis tullu kysymään ”näitä” hommia. Meillä on asiat hyvin, hän on erittäin hyvin suorittanut sen tehtävän.

6.2.4 Haastateltava: Yks rouva joka oli sillon ku järjestetiin tiedotustilaisuus sillon keväällä että tämmöstä ollaan puuhaamas, että tämmöstä on tulos, vähän ihmetteli sillon ääneen että mikä tää homma nyt on että onko pakko ja näin. Me vastattiin hänen kysymyksiin. Se joka oli äänekkään epäilijä ja tietyllä lailla vastustaja niin hänestä sit yks kaks tulikin näiden niinkun suorastaan semmonen niinkun varaäiti, että ne kutsuukin sitä mamaksi. Kyllä sitä on tullu jopa ihan että ne käy toistensa luona kylässä.

6.2.5 Haastateltava: ..suomalaiset alkas pelkäämään oman paikkansa puolesta ja niinku joka asias on muutosvastarinta. Niin joskus jotku puhu siitä..että ulkomaalaset tulee tänne ja vie heidän työpaikat tai että onko ne muka parempia tai minkä takia niitä pitää tänne ottaa pilaamaan kaikki. Ei enää mitään sellasta puhuta ku 10 vuotta sitten.

6.2.6 Haastateltava: Oon ollu Yleisradion MOT-ohjelmas omalla naamallani ja se liitty just tähän kun oli tää karkotusuhka päällä näille naisille.. On ollu Helsingin Sanomien juttuja ja ehkä se Helsingin Sanomat sitten kirvoitti sielä Homma-foorumilla.. Esimerkkinä sielä on kun puhuttiin näistä tulorajoista kun se oli ongelma siinä kohtaa, siihen aikaan, eikä se ongelma oo tietysti

mihinkään kadonnu. Mä jossain kohtaa käytin vain ilmaisua että semmosen toin esille että ”ne on niinku vähään tyytyväisiä”. Tarkotin sillä sitä, että näiden miesten niinkun, ovat sillälaililla vähään tyytyväisiä että ne ajattelee näitä elämän perusasioita että heillä on perhe yhdes. Ettei he välttämättä sillälaililla oo että pitäis olla uusin Mersun vuosimalli et se ei oo heille tärkeintä vaan tärkeintä on saada se perhe tänne... Sielähän se räjähtää heti käsille että nämä..kapitalistit on.. Se kääntyy heti tämmöseksi. Samaten Suomi24 - ...palstalla. Mutta ne on monet sitten rauhottunu kun mä oon kirjottanu omalla nimellä sinne, niin yllättävän mones kohtaa on tullu niitä peukkuja sinne. Varmaan ykskin kirjoitus oli, mä sain varmaan toistasataa peukkuja ylöspäin. Kyllä kun sitte kirjottaa rehellisesti omalla nimellä, perustelee rauhas omat näkemyksensä ja näin niin kyllä sitä sitten tuota julkisuutta pystyy jollain tavalla hanskaamaankin. Ja todellisuudes, tuollasellaki palstalla, sielä on muutama äänekäs, ne ei todellakaan edusta kansan syviä rivejä.

6.2.7 Haastateltava: Selkeästi huomaa ”täällä” sen että se kritiikin kärki on kohdistunu niihin virkamiehiin eikä yrityksiin tai sielä työskenteleviä... ulkomaalaisia, eikä niinkään niitä vastaan. Ja sitte se on kääntyny vähä niin että kun on keskusteltu jossain vaihees että tuleeko niitä karkotuksia niin on tullu vähä sellanen mieliala että niitä meidän ”ihmisiä” ei sitten täältä viedä. Kyllä se jollakin lailla on muuttanu koko paikkakuntaa.

6.2.8 Haastateltava: ..täälä ei oo ollu yhtään niitä..nigerialaisia, koska mä en oo uskaltanu ottaa niitä.

6.2.9 Haastattelija: Mikä sua on estäny?

6.2.10 Haastateltava: No ku musta tuntuu että ne, jos tosta tulis yksi, tummaihoisen, nigerialainen töis, niin hän ei tuntisi itteensä, niinku kuuluvaksi tähän työyhteisöön. Kaikki muut on valkosia ja ihan eri mallisia. Mä oon aatellu että se ei jotenki..tuo tähän sitä lisäarvoa joka olis tota pelkästään positiivista.

6.2.11 Haastateltava: Ennemmin ulkomaalaisilla toisiaan kohtaan (ennakkoluuloja). Liettualainen ei tykkää että tulis ukrainalainen vaikka. Liettualaiset ja ukrainalaiset on pikkusen niinku omaa porukkaa, tietyllä tavalla.

6.2.12 Haastattelija: Eli voi olla jotain historiallisia syitä tai poliittisia syitä että miksi..

6.2.13 Haastateltava:Kyllä, ei kovin kauaa liettualaiset oo ollu kumminkaan liettualaisia. Ja virolaiset.

6.3.1 Haastattelija: Jos ajatellaan johtamista niin millä tavalla kohtelu eroaa suomalaisen ja ulkomaalaisen työntekijän välillä?

6.3.2 Haastateltava: *No ei ne nyt siis pitäisi ainakaan erota mitenkään. Että miten niitä kohdellaan..*

6.3.3 Haastateltava: *Suomalaisia pitää käsitellä silkkihansikkain, että ne ei loukkaannu. Pitää sanoa joku asia vähä niinku, ei niin suoraan.*

6.3.4 Haastateltava: *Ei se eroa millään tavalla enkä mä saa missään nimessä jaotella millään tavalla. Pitää olla tasapuolinen ihan joka ikistä kohtaan. Et en kato koskaa ihonväriä tai mitään, et miten mä tämän asian hoidan, en anna kenellekään mitään eri vapauksia, et jos mä niin teen niin mulla ei oo täälä mitään tekemistä sen jälkeen.*

6.3.5 Haastateltava: *Me hiukan sponsoroitiin niitä suomen kielen kirjoja kun Kansanopistos taidettiin järjestää joku suomen kielen kurssi. Kyllä ne on ollu ihan tasa-arvoises suhtees että kun eihän muillekaan vastaavasti mitään...he on täälä samalla viivalla kun muutkin. Kyllä he on täälä itte pärjänny mitä on tarvinnu muuta.*

6.3.6 Haastateltava: *Itseasias perusvietnamilainen ja tämmönen tavallinen peruspohjalainen, ne on yllättävänkin lähellä. Kyllä aasialainen menee pohjalaises työyhteisös hyvin.*

6.3.7 Haastateltava: *MOT-ohjelma kävi haastattelemas niitä Vietnamis, sielä Hanoiin vilinäs. Sielä yks ihminen sanoi että kyllä oli tosi hyvä, että kuinka heillä oli hyvin asiat, että Suomes ei esimerkiksi lyödä työntekijöitä. Ne ihmetteli kans että heille maksettiin palkka kesälomalta. Ehkä ne kulttuurierot on ollu niinpäin suuremmat.*

6.3.8 Haastattelija: *Pystyykö kohtelemaan tasavertaisesti?*

6.3.9 Haastateltava: *No ei varmaan ihan täysin. Jos puhutaan oikein jostakin rikkeistä niin kyllä mä helpommin sen varoituksen annan ulkomaalaiselle ku suomalaiselle. Mutta miksi, osaankohan mä siihen vastata edes. Ehkä sitä tuntee kuitenkin enemmän sympatiaa sitä suomalaista kohtaan kun ulkomaalaista vaikken mä niitä kuitenkin loppuviimeksi tunne sen paremmin. Vaikka nää ulkomaalaiset on saman työehtosopimuksen ja työaikalakien alaisuudes niinku suomalaisetkin niin silti, ja vaikka heillä on samat työsopimuksetkin, kun on vakituinen työsopimus, niin silti helpommin antaa varoituksen.*

6.3.10 Haastateltava: *Sillä tavalla (ulkomaalaisia pitää kohdella) eri tavalla että pitää kuunnella ja viestiä eri tavalla niistä asioista. Neuvottelutilanne on erilainen ulkomaalaisen kans kuin suomalaisen kans. Suomenkielellä me käytetään suoraa viestintää paljo, että sinä voit tehdä sen ja sinä sen, mutta ulkomaalaisen*

kans, taas sitte he kokee se hyvin töykeänä jos on suora viestintätapa.

6.4.1 Haastateltava: Se joka on vetämäs sitä ”koulutusta” Se soitti heti ekan päivän jälkeen että ei tämmösiä kavereita oookkaan, että tää on aivan ihme juttu. Se oli niin yllättyny, sanoi että nää on niin innokkaita ja nopeesti oppii. Ne oli niin intoa täynnä sielä ja jos niille joku työtehtävä annettiin niin ne oli heti kohta pian että mitäs lisää, sai jo sen tehtyä.

6.4.2 Haastateltava: Kyllä ne on rohkeimpia ja eteenpäinmenevimpiä jotka on sieltä lähdös.

6.4.3 Haastateltava: Se ”tulkki” kävi täs hiukan saattamas sitä työtä alkuun ja kyllä se uskomattoman nopeaa lähti pyörimään. Aivan mä ihmettelen vieläkin että kuinka ja ei juuri oo kyllä virheitä tullu, että mä en tajua miten se pääsi niin nopeasti kärryille.

6.4.4 Haastateltava: ..sanotaan että vietnamilainen on helpompi, kun sulla on työtä, sä osoitat sen että täs on sun työ, tee ja se tekee, eikä siinä mitään.

6.4.5 Haastateltava: Ehkä suomalaiset helpommin sanoo, että enkö mä voisi mennä tekemään tuota.

6.4.6 Haastattelija: Että ulkomaalaiset ehkä helpommin tyytyy siihen mitä sinä heille sanot?

6.4.7 Haastateltava: Kyllä, että sielä on ehkä auktoriteetti sellanen vahvempi, vanhanaikaisempi. Mut noi ketkä on jo kauemmin ollu niin kyllä nekin jo osaa sanoa. Mut se perustuu siihen kun on opittu tuntemaan.

6.4.8 Haastateltava: He ovat yleensä sellaisia että tekevät just niinku sanotaan.

6.4.9 Haastateltava: Se on etu että ollaan saatu osaava tekijä.

6.4.10 Haastateltava: ..nyt nämä virolaiset jotka on meillä nyt vakituises, toki he ovat suomalaisten miesten kans täälä jo naimisis ja, mutta syntyjään sieltä..he ovat kauhian semmosia positiivisia itteki niinkun hirveän ilosia ja tosi kovia tekemään töitä ja aina sopii niinku kaikki. Heidän kans on tosi mukava työskennellä ja heistä tykätään hirveästi työyhteisös. (Asiakkaat) tykkää heistä hirveästi vaikka se suomen kieli murtaa aina sinne omaan niin kumminki ymmärtää sielä toisiansa tosi hyvin. Et me ollaan oltu tosi tyytyväisiä niihin.

6.4.11 Haastateltava: *Meillä on ollu myanmarilaisia, muistaakseni kaks naista..ahkeruudeltansa ne on varmaan justinsa samaa kun noi Närpiön vietnamilaiset ja muut elikkä ne on hyviä tekeen.*

6.4.12 Haastateltava: *Meillä on ollu oikiasti tosi hyviä kokemuksia näistä kaikista, vuosien aikana on ollu paljon opiskelijoita niinkun meillä on ollu Filippiineiltä ja Indonesiasta.*

6.4.13 Haastateltava: *Niin kauan kun hän teki sitä niin teki sen tunnollisesti. Se oli mun ensimmäinen ulkomaalainen työntekijä niin hän toi sen luottamuksen.*

6.4.14 Haastateltava: *”Toisen vietnamilaisen työntekijän” vaimo sai aika nopeasti töitä siivoojana vanhainkodilla ja ollu erittäin tykätty ja pidetty työntekijä sekä asukkien että työkavereiden puolesta ja mikäs siinä kun on iloinen ja ahkera ja aina hymyilee ja huutaa hei hei mitä kuuluu ja on kova motivaatio.. totta kai semmosesta ihmisestä tykkätään. Ja pohjalaiset täälä niin ne tykkää periaattees tuosta porukasta siinä mieles koska ne täyttää semmosen peruspohjalaisen näkemyksen että on rehellisiä ja ahkeria ihmisiä.*

6.4.15 Haastateltava: *Ne 10 ihmistä jotka oli sielä töis, oli tavattoman pidettyjä sielä sekä työkavereiden että varsinkin työnantajan puolelta.*

6.4.16 Haastateltava: *Suurin hyöty on se että ne on sitoutuneita työhönsä ja ne tekee sen mitä käsketään.*

6.4.17 Haastateltava: *Se kulttuurin kielen, osaaminen ja paikallisten tapojen tunteminen, kaikki tämä. Tehokkuus ja osaaminen mikä vain alkuperäisasukkaalla voi olla.*

6.4.18 Haastateltava: *Asiantuntijuus paranee organisaatios.*

6.4.19 Haastateltava: *Ulkomaisilla työntekijöillä on omat verkostot, joita organisaatiomme voi hyödyntää.*

6.4.20 Haastateltava: *Sillon oli että pelättiin oman työpaikkansa puolesta ja että kuinka niiden kans ny pärjätään, kanssakäyminen yleensä. Voidaanko me istua samas pöydäs ja mitä niille puhutaan.. Mutta sitten alkas myöhemmin tulla sellasta positiivista puolesta puhumista että on mukava kun meillä on näitä ulkomaaneläviä töissä kun ne on vähän erilaisia ja niitten kans saa puhua vaikka englantia..Oppii myös toisen maan kulttuurista ja oppii että sama asia voidaan tehdä monella eri lailla. Nyt taas viime aikoina ei oo puhuttu oikein juuta eikä jaata että ne on vähä niinku arkipäivää jo. Että ei oo edes keskusteltu mitään muutoksesta.*

6.4.21 Haastateltava: *Ulkomaalaiset on motivoituneempia tekemään työtä. Ne tuo sitä, että suomalaisetki saa niinku..tekee myös sitte kun joku toinenki tekee iloisena työtä niin se tarttuu.*

6.4.22 Haastateltava: *Ne tykkää kauheesti kun ne saa olla seitsemästä kolmeen töissä ja sit kun kello tulee kolme niin ulos.*

6.4.23 Haastattelija: *Niinku suomalaiset?*

6.4.24 Haastateltava: *Jos on tarvetta ylitöille niin se on automaattisesti et noi ulkomaalaiset, ne on tullu tänne tekeen töitä ja ne haluaa tienata rahaa. Nää ukrainalaiset kun on viisumin varas. Niin ne käy kerran, kaks kertaa vuodessa, ehkä kolme kertaa kahdes vuodes kotona lomalla. Eli kesälomat ei riitä siihen, ne tekee tunteja sisään. Meillä on pankkituntijärjestelmä niin ne saa pidemmän loman... Tietysti työaikalakien puitteissa et vaikka pankkitunteja tehdäänkin niin ei niitäkään saa älyttömästi olla. Ja ei me voida kenelläkään teettää 12 tuntista päivää vaikka ne tekis. Mutta kyllähän se alkaa näkyä sitten työtehossakin... Ne (ulkomaalaiset työntekijät) tulee kysymään (ylitöitä).*

6.4.25 Haastateltava: *Ulkomaalainen jää helpommin ylitöihin ku suomalaiset.*

6.4.26 Haastateltava: *Toki meillä on sellanen rytmii että aamulla ollaan kaikki töis ja puolilta päivin lähtee osa porukasta pois jotka tulee sitten iltavuoroon. Pitää siinä päivällä taukoa. Mutta suomalainen ei tykkäisi siitä. Että ei mitään kolmen tunnin taukoa välillä.*

6.4.27 Haastateltava: *Jokainen oppii työyhteisös siitä, ja saa uusia elämyksiä ja kokemuksia jos sielä on työntekijöitä myös muista kulttuureista, eli toinen toiselta oppiminen. Henkilöstö oppii kokoajan jotain uutta ja tietysti myös ympäröivä yhteiskunta saa positiivisia kokemuksia siitä että meillä työyhteisös on näitä ulkomaalaistaustaisia henkilöitä. Se toivottavasti rikastuttaa sitä työyhteisöä. Toivoisin että suomalaiset työntekijät kokis rikkautena ja myös mahdollisuutena tutustua erilaisiin kulttuureihin. Sitä kautta voi myös verkostoitua, voi saada uusia kontakteja ja uusia ystäviä.*

6.4.28 Haastateltava: *Se että meillä on ulkomaalaistaustaisia työntekijöitä niin kyllä se parantaa kilpailuasetelmaa. Markkinoinnissa pitäisi ottaa huomioon se että on ulkomaalaisia työntekijöitä ja heitä kannattaisi myös hyödyntää markkinoinnissa. Se voi vaikuttaa positiivisesti meidän imagoon.*

6.4.29 Haastateltava: *Kansainvälistyminen ja kansainvälisyys toiminnassa. Ja tietysti liiketoiminnassa kyllä se lisää sitä uskottavuutta ja osaamista ja sitä kautta mahdollistaa kasvua ja*

kehitystä ja erityispalveluiden tarjoamista meidän asiakkaille..
 Esimerkiksi Etelä-Pohjanmaan alueella me ollaan absoluuttisesti paras ”omalla osaamisalueellamme”. Ja me ollaan saavutettu se nimenomaan venäläisen työvoiman kautta, mutta sitten tietysti myös sen kautta rakennettujen henkilösuhteiden avulla.

6.4.30 Haastattelija: Mitä ajattelet, millaisia etuja yksilöllinen erilaisuus voi tuoda yritykseen?

6.4.31 Haastateltava: Tulee enemmän keskustelua ja joutuu enemmän miettimään, kun mitalilla on aina kaks puolta, niin joutuu miettimään sitä omaa näkökulmaa.

6.5.1 Haastateltava: Kokoajan siinä on ollu se ajatus että ei me kyllä täällä aleta ”vierasta kieltä” opettelemaan, että kyllä he saa luvan opetella suomen kielen. Mutta jotku työkaverit on siinä opiskellukki vähä tuota, kun työpaikan sisällä on tämmösiä pikku työpärejä tai tiimejä.

6.5.2 Haastattelija: Oletko sitä mieltä että tämä on tavallaan investointi tulevaisuuteen?

6.5.3 Haastateltava: On joo, ja nimenomaan kannattava ollu sellanen ehdottomasti että jos nyt jotain pitäis ottaa uusiksi niin se olis varmaan se että mietittäis jo että saataas jo se kielen opettelu alkamaan sielä ”kotimaassa”. Se olis se mikä tämän koko prosessin opetus on ollu että se kielitaito, se olis aivan a ja o. Ja ehkä semmonen kulttuurintunteminen.. Yhteydet on luotuna, että jos joskus nämä teollisuuden viisarit kääntyy niin että tarvitaan lisää työntekijöitä ja niitä ei kotimaasta löydy, niin kanavia sieltä löytyy kyllä.

6.5.4 Haastateltava: He voi viedä osaamista myöskin muihin organisaatioihin siinä ympärillä. He voi toimia asiantuntijoina jossain työelämän organisaatioissa tai hankkeissa. He voi olla puhujina tai esiintyjinä eri tilaisuuksissa.

6.5.5 Haastattelija: Koetko että yrityksessänne on opittu jotain uutta monimuotoisuuden kautta?

6.5.6 Haastateltava: On erittäin paljon. Erilaisia kaupankäyntiin liittyviä eroja ja ylipäätään liike-elämän eroja ja kulttuuriin liittyviä eroja ja organisaation alaan liittyviä eroja. Se on antanut uusia näkökantoja asioihin. Ne uudet ja toiset näkökannat, niitä joudutaan pohtimaan enemmän, mikä on tosi hyvä koska silloin tehdään enemmän ajatustyötä. Pohditaan enemmän vaihtoehtoja.

6.5.7 Haastateltava: Aluksi oli puolin ja toisin kulttuurin opettelua ja kielen opettelua, kun he tulivat idästä niin heillä tietysti se liiketoimintamalli on ihan erilainen, että heidän piti opetella

suomalaista ja länsimaalaista liiketoimintamallia ja toimintatapoja.

6.5.8 Haastateltava: *...meillä on aina työntekijät suhtautunu aika positiivisesti ja hirveellä mielenkiinnolla ja he on oppinu aina ittekin lisää.*

6.5.9 Haastattelija: *Millä tavalla yritys on pystynyt tehostamaan toimintaansa monikulttuurisuuden avulla?*

6.5.10 Haastateltava: *Jos ajatellaan Venäjän kauppaa niin se että jos on alan osaaja ja kielitaitoinen ihminen niin meidän ei tarvitse silloin opetella perusasioita eikä ostaa tulkkipalveluita eli kyllä se on todella merkittävästi tehostanut sitä toimintaa. Moni joutuu ostamaan sitä palvelua joltain alihankkijoilta ja se ei kyllä tehosta sitä toimintaa, päinvastoin.*

6.5.11 Haastateltava: *Me ollaan tosiaan tähän Venäjän kaupan panostettu ja se on ollut välttämättömyys että meillä on ollut ja on edelleenkin venäläisiä työntekijöitä. Siellä toimiminen pelkästään suomalaisvoimin ei ole mahdoton tehtävä mutta erittäin vaikea yhtälö... Se kulttuuri täytyy tuntea, kieli täytyy hallita. Paljonhan puhutaan siitä että venäläisten kans tehdään englanninkielellä kauppaa, mutta se ei ole reaalia maailmaa, se on vain mielikuva ja julkisivu. Todellisuudes Venäjällä kauppa, se tehdään venäjän kielellä. Ennenkö sitä kauppaa pääsee Venäjällä tekemään, täytyy olla henkilösuhteet kunnossa. Ja suomalaisen, kylmiltään, Venäjälle lähteminen ja siellä henkilösuhteiden rakentaminen, voi olla aika kivikkoinen taival. Eli me ollaan tehty ihan oikea ratkaisu kun ollaan otettu paikallisia asiantuntijoita töihin. Jotka on kuitenkin hyvin sisäistäny länsikulttuurin ja länsikaupan.*

6.6.1 Haastateltava: *Ei meinattu saada venäjänkielistä tekstiä lehteen millään. Heiltä tuli vastaus että heillä ei oo venäjänkielistä fonttia. Sanoin etten usko sitä..tiedän että fontteja löytyy. Kyllä se sitten julkaistiin.*

6.6.2 Haastateltava: *Viestiä voidaan ymmärtää väärin tai voidaan tulkita väärin toisesta kulttuurista tulevan käyttäytymistä tai ei ymmärretä sitä.*

6.6.3 Haastateltava: *Ihan tämmösiä ymmärtämis-, että ymmärtää asioita väärin. Jos esimerkiksi kollega soittaa puhelimella..., että tee sinne...sitä, tätä, tuota ja hae sieltä toi niin välttämättä se ei sit ehkä uskalla sit tarkentaa ja tekee sitte niinku on ymmärtäny ja sit se asia ilmenee vasta siinä asiakaspalautteessa. Mutta ei nyt oo ollu hetkeen sellasia asioita. Joskus on ollu semmosia tilanteita.. Tietysti nyt jonkin verran täytyy sitä suomeakin osata, en mä pysty ottaa tänne semmosta joka ei niinku puhu yhtään suomea. Sit tulee haasteita.*

6.6.4 Haastateltava: *..ja välillä tuntuu että ymmärsikö hän jotta kun hän vaan nyökyttää että joo joo. Ja sitte tuota niin pitää miettiä että sanoinkohan mä tämän nyt kuinka..että siinä ymmärtämises on varmaan ne suurimmat ongelmat sitte ollu. Että päästähän niinkun samalle tasolle ja ymmärretään mitä pitää tehdä ja kuinka.*

6.6.5 Haastateltava: *Täällähän kuulee usein sitä että kyllä oli mukavaa että teillä työntekijä puhui suomea. Nämä varmaan jotka paljon matkustaa niin on kohdattu tilanteita ettei oo osattu vastata tai ei oo puhuttu suomea, että ei he niinkun missään tapauksessa sitä huonona asiana pidä, että pääasia että työt tulee tehtyä.*

6.6.6 Haastateltava: *Jos ei omassa viestinnässä ota huomioon sitä että ihmiset tulee erilaisista kulttuureista ja erilaisilla taustoilla niin se saattaa vaikuttaa koko organisaation tavoitteiden saavuttamiseen ja voi olla että se yhteistyö ei kerta kaikkiaan toimi. Kulttuurisensitiivisyyttä tarvitaan. Jos me viestitään vaan tällä suomalaisella*

6.6.7 Haastateltava: *Se kieliongelma, ymmärrettävyydjuttu.. siis yleensä se liittyy töihin jotenkin että kuinka osataan tehdä. Ja sitte vaan niinku kädestä pitäen opettaa ja näyttää miten tehdään ja sitte vielä että jos tulee uusi ulkomaalainen niin hänelle pistetään opettamaan joku toinen samankielinen, joka jo osaa varmasti sen homman.*

tavalla niin voi olla että se viesti ei mee edes perille, ettei hän ymmärrä sitä asiaa, eli silloin se viestintä ei oo tasavertaista. Eli kyllä se viestintä täytyy olla sellaista että jokainen ymmärtää ja pystyy ottaa kantaa.

6.6.8 Haastateltava: *Ja sitten kun tämä ulkomainen henkilö meille tulee, niin sitten tietysti koko hänen perehdyttämisesä on iso haaste koska se koskettaa aika monia henkilökunnan jäseniä.*

6.6.9 Haastateltava: *Ja sitten kun yhden on opettanu kunnolla niin ne voi sitten omalla kielellään opettaa toista.*

6.6.10 Haastateltava: *Tietysti ehkä jossain vaiheessa haasteellista oli sellanen että jotkut työntekijät, jos niitä oli liikaa sanotaanko näin niitä maahanmuuttajia tai ulkolaistaustaisia, niin ne ryhmittyy tai ne oli sellanen oma porukkansa. Ja vaikka me kiellettiin tai oon kieltäny että omaa äidinkieltä ei saa puhua työpaikalla keskenään koska se on epäkunnioitettavaa sitte muita kohtaan , ne ei kunnioittanu sitä mun määräystä siinä. Enhän mäkään ymmärrä sanaakaan venäjää, et sitte suomalaiset työntekijät, kun he koki että heistä puhutaan kun he ei ymmärrä.*

6.6.11 Haastateltava: *Kun osais sitä kieltä niin tietäis vielä enemmän.*

6.6.12 *Haastateltava: Jos on tullu joku tällänen pieni komplikaatio tai joku tällänen tilanne niin sit helposti, varsinki venäläinen työntekijä nostaa kädet pystyyn että ei hän ymmärrä sua, mitä sä sanot, ei hän ymmärrä.. Et siinä tilanteessa se ymmärryksen raja menee et jos on joku konflikti. Kyl niistä on aina selvitty, ettei ne mitään maata kaatavia asioita oo, mutta kyllä se kielitaito itsessään tuo aika monta haastetta, mitä ei ehkä osaa aatellakkaan. Et on se sitten työn suorittamiseen tai työyhteisössä tai palautteen saamisessa.*

6.6.13 *Haastateltava: No haasteita siinä on tietysti se että kun nää pojat ei osannu minkään valtakunnan englannin sanaa, ei suomen sanaa, ei mitään. Niin sehän siinä on se kaikista hankalin juttu kuitenkin.*

6.6.14 *Haastattelija: Miten te pärjäsitte?*

6.6.15 *Haastateltava: Meillä oli aluksi siinä tulkki.. kielellisesti lahjakas nuori nainen..oli opiskellu aikanaan sen verran vietnamin kieltä että pystyi toimimaan auttavasti tulkkina.*

6.6.16 *Haastateltava: Esimerkiksi kieliasiois me ollaan laitettua ihmisiä iltatilaisuuksiin suomalaisten kans, pistetty ne juttelemaan. Kyllä se kielitaito siinä kehittyy. Tää joka meillä on tällä hetkellä, on ollu meidän suomen kielen kurssilla. Me olemme hänelle järjestäneet tämmöstä käytännön suomen kielen opetusta.*

6.6.17 *Haastateltava: Kyllä meillä niinku kaiken kaikkiaan on tosi hienosti menny, että sitä mä oon niinku ite aina aatellu että Etelä-Suomessakin ”organisaatioita” joissa ehkä yks tai kaks puhuu suomea tai on suomalaisia. Suurin osa on ulkomaalaistaustaisia, niin kyllä mä heille hattua nostan siinä että miten ne saa, ja vaihtuvuus saattaa olla tosi suurta, että miten ne saa kaikille sen saman tietotaidon.*

6.6.18 *Haastateltava: Kyllä meillä suurimmat haasteet mitä on ollu on ollu niiden kans jotka on lähinaapureista. Sit nää mitkä on Afrikasta tai oikein lämpimistä maista, niin heidän kans harvemmin on yhtään mitään. He on tyytyväisiä siitä että heillä on tämä työ, siinä on ehkä jonkinlainen ero kans. Tulee ihan eri ilmastostakin tänne, jotenkin he on niin tyytyväisiä siitä mitä heillä on. Eikä olla joka välis miettimässä että mistä sais työnantajaa viilattua linssiin.*

6.6.19 *Haastateltava: Toimitaan tavallaan tulkkina vaikka tiedän että suomeakin sieltä kovasti tulis, mut ei haluta ehkä sitä omaa asiaa tuoda, et annetaan ehkä sen vahvemman kaverin hoitaa se... Mä en esimiehenä saa kenenkään toisen työsuhteesta puhua kenekään toisen kanssa. He ei oo halunnut tätä ymmärtää.*

6.6.20 Haastateltava: ..niistä ei oo kauheen selkeitä ohjeita että pitää vähän niin kuin kantapäähän kautta kiertäen etsiä ja hakea.. Meillähän oli vuosi sitten työsuojelutarkastus, niin senkin jälkeen tuli jotain sellaisia juttuja että ei oo kukaan sanonut että tuollainenkin ilmoitus pitäisi tehdä.

6.6.21 Haastateltava: Nythän tää aiheutti lisärumbaa tää kun niille tuli nää sormenjälki, eli nykyinen työlupa on niin kuin semmonen pankkikortti tai henkilökortti. Nyt kaikilta otetaan sormenjäljet ketä on täällä töissä.. tosta vois tulla joku yleiskirje, että tämmönen muutos on.. Eparis oli lehtijuttu, mä näin et ai, pitää alkaa sormenjälkiä viemään poliisille. Mä toin sen tänne ja näytin niille niin ne sit joilla oli hakemukset sisällä, kävi ite sielä kysymäs, mut se oli niin että ne kutsutaan sinne. Mut mä ajattelin että joudutetaan sitä nyt sen verran, et ne meni itse sinne ja sai antaa sormenjäljet saman tien. Ei mistään tuu tännepäin tietoa.

6.6.22 Haastateltava: Yllättävää oli se että aika paljon työtä oli selvittää miten ruotsalainen palkataan. Miten suomalainen yritys maksaa kruunuina ruotsalaiselle Ruotsiin palkan. Ei ollu ihan yksinkertaista selvittää että kuka maksaa minkäkin sosiaaliturvamaksun.

6.6.23 Haastateltava: Sitte taas mitä tulee näihin vietnamilaisiin, niin kyllähän siinäkin oli sitä paperisotaa, mutta siinä perustettiin tämmönen INKA-kansainvälisyyskeskus joka sitten tuota, jossa on tämmönen maahanmuuttokoordinaattori kokoajan isona apuna näiden paperiasioiden järjestämises. Mutta kun mennään tuonne kolmansiin maihin, EU:n ulkopuolelle niin siinä on omat haasteensa saada kaikki työlupa-asiat ja muut järjestymään. Ennenkaikeä se kun ruvetaan puhumaan että heidän perheensä tulis tänne, heillä on kuitenkin vaimot, pikkuvauvat ja tavoitteena oli mahdollisimman nopeasti saada tietysti se perhe (Suomeen).

6.6.24 Haastateltava: ..ja ne tuloo ongelmiensa kans kysymähän. Välillä ehkä pieni rasite ku ei aina ittekkää tiedä ja pitää selvittää ja ei se oikeestaan mulle kuulu mutta keltäs muulta ne kysyis ku sitte esimieheltä. Joku verojuttu tai joku..

6.6.25 Haastateltava: ..painin yhden lasten päivähoitopaikkojen kans. Mitä todistuksia sinä tulet sinne tarvitsemaan.

6.6.26 Haastateltava: Kaikki luvathan käsitellään Tampereella ja siellähän on niitä lupia varmaan kattoon asti.

6.6.27 Haastateltava: Jos Somaliasta tulee pakolainen Suomeen niin se saa kyllä lapsensa ja puolisonsa ja muuta, ne perheet yhdistetään eikä siinä oo mitään, se on vain rasti oikeisiin ruutuihin ja perhe yhdistyy. Mutta täällä sitten kun joku tulee töihin tänne rehellisesti ja on rehellisesti maksanu veronsa ja asuu ja elää

niinkun muutkin eikä oo yhteiskunnalta ottamas mitään. Niin jos tällänen henkilö haluaa tänne niin kyllä meni vaikeaksi. Sitte alkaa Maahanmuuttovirasto kattoman suurenuslasilla että mikä on perheen käytetävis oleva ansio ja ne on muuten ne rajat semmoset että niitä ei käytännös ylitä suuri osa kantasuomalaisistakaan. Ne on mitoitettu aivan yläkanttiin. Siinä on laskettu se tarve suurin piirtein niin että ihminen on täysin kädetön ja ostaa kaikki ruuat kalleimpia einesruokia ja niin että joutuu maksamaan Helsingin korkeimpia vuokria. Ehkä näin että auto nyt ei oo ihan viimeisintä vuosimallia, eikä välttämättä käydä Thaimaan lomalla kahta kertaa vuodes mutta tullaan kuitenkin toimeen ja eletään onnellisesti. Ja totta kai meillekin tuonu sitä epävarmuutta että jos ei ne ny saakaan jäädä ne vaimot niin lähtekö nämä pojatkin sitten niiden peräs takasin, että jos ne saa karkotuksen, niin ei ne uudestaan vaimoa ja lasta jätä, että kyllä ne lähtee sitte takasin Vietnamiin. No mistä taas työntekijät tänne niihin tehtäviin, taas ollaan saman probleeman edes. No onneksi asiat on sillä lailla järjestyny että ”toisen vietnamilaisen työntekijän” vaimo sai aika nopeasti töitä siivoojana.

6.6.28 Haastateltava: Sillä ”ulkomaalaisen työntekijän vaimolla” oli kova motivaatio maatalouslomittajaksi opiskella kun sen alan töitä olis vaikka kuinka paljon täällä, mutta tekijöitä ei oo. Hän oli into piukas että maatalousoppilaitokseen ja hän opiskelee ammatin, kun hän on nuori nainen varmaan semmonen parikymppinen tai hiukan päälle. Siinä kävi sitten semmonen kömmähdys että jo niiden tukiperhekin olis keskuudestaan keränny semmosen, se tuli bumerangina se oleskelulupahakemus opiskelun perusteella koska sinne olis pitäny olla tallennettuna semmonen takuusumma joku muutama tuhat euroa ja kun sitä ei tiedetty niin silloin tuli vaan että ei ole takuusummaa tallennettu ja hakemus on hylätty. Ja sitte siinä on vielä joku sellanen sääntö että sitä ei saa uudestaan hakea sitä, jos se on kerran tullu hylättynä.

6.6.29 Haastateltava: Kansainvälinen opiskelijavaihtojärjestö CIMO..se ei enää toimita tätä.. työvoimaa, oppilasvaihtoa, ainakin näin meille on kerrottu. Se loppu ku seinään yhtäkkiä..Sitte joku jäi tänne töihin vaikka ne oli niinku koulusta täällä välivuoden..ei ne sinne palannukkaa takasin. Ukrainastakin saa kaikkea rahalla..ne voi ostaa ittellensä että niillä on opiskelukortti vaikkei ne täällä opiskelema olisikkaan. Niin sitte ne on saanu sen opiskelijaviisumin.

6.6.30 Haastateltava: Me ollaan mallinnettu tää prosessi liittyen ulkomaisen henkilökunnan palkkaamiseen. Ja tietysti ensimmäinen haaste on jo siinä että miten heitä rekrytoidaan, jos meille tulee vaikka joku paikka haettavaksi niin mihin se ilmoitus laitetaan, miten saadaan rekrytoitua näitä ulkomaisia hakijoita. Koko se hakuprosessi..mitä siltä ulkomaiselta työntekijältä vaaditaan, millaisia todistuksia, vaaditaanko sitä että pitää olla tutkinto

hyväksyty Suomessa ennenkö voi hakea Suomessa työpaikkaa, se on aika iso haaste. Palkkaus, miten se määräytyy ulkomaisen henkilön kohdalla, eli miten lasketaan ikälisät ja miten pätevyys muodostuu.

6.6.31 Haastateltava: Ulkomaalaisen ihmisen kanssa haastattelutilanteet ei oo niin välittömiä kuin ehkä suomalaisen kanssa. Se että pystyykö siinä haastattelutilanteessa tosiasiassa selvittämään sen ihmisen asennetta, osaamista ja kokemusta niin se on ainakin hankalampaa ja vaikeampaa ulkomaalaisten kanssa kuin suomalaisten kanssa.

6.6.32 Haastateltava: Ei oo meillä töis mutta on ollu työhaastattelus, oli justiin tää uskonnon vaihto hänellä sitte täälä Suomes tapahtunu niin hän kyllä ilmoittiki heti siitä että hän ei voi sitten työskennellä muslimin kans missään koska he syyttää häntä tästä, ne ei ymmärrä mitä hän on tehny. Ne tappaa hänet. Mutta muuten ei mun mielestä oo että jos toinen on muslimi ja toinen on kristitty niin he on ihan ok.

6.7.1 Haastattelija: Onko muiden työntekijöiden, eli suomalaisten työntekijöiden osalta tullut vastaan että olis jonkunnäkösiä ennakkoluuloja tai stereotyyppioita?

6.7.2 Haastateltava: On ollu kyllä.

6.7.3 Haastattelija: Minkälaisia kokemuksia on ollut?

6.7.4 Haastateltava: Tietysti vähä kauhea sanoa, mutta kyllä tämän kuulee lehdistäkin usein että äidinmaidossa me saadaan tällänen asenne jo että ryssä on ryssä vaikka voissa paistais. Ei nyt tässä sanamuodossa mutta ehkä semmosia asenteita venäläisiä työntekijöitä kohtaan on. Vaikka hekin on asunu ehkä jo pitkään Suomessa, mutta se oma kansalaisuus on eri.

6.7.5 Haastattelija: Minkälaisia ennakkoluuloja tai stereotyyppioita on ollut ulkomaalaisia kohtaan? Onko ne sit hälvenny tai onko jotain muutoksia tullu?

6.7.6 Haastateltava: Meil on oikeestaan kaikki suomalaiset tällä hetkellä sellasia että he on tulleet jo töihin monikulttuuriseen työyhteisöön.

6.7.7 Haastattelija: Miten kun ne suomalaiset on tulleet tähän monikulttuuriseen työyhteisöön niin miten ne on hyväksyny ja käsitelly sen?

6.7.8 Haastateltava: Ei siinä mun mielestä oo ollu ongelmia, muutaku just se kielikysymys. Musta tuntuu on joitakin semmosia jotka ei varmaan koskaan mitään kenellekään (puhuneet) mutta se

on ihan varmaan siitä kielitaidosta kiinni. Ei minkään näköstä semmosta syrjintää oo.

6.8.1 Haastateltava: Vaikka kuinka hyvin osais ruotsia, niin se ei oo silti sama. Yks tyypillisimmistä virheistä minkä suomalainen myyntiedustaja tekee, on että se saattaa mennä liikkeeseen varaamatta aikaa. Se on Ruotsis tosi paha moka. Sinne aina soitetaan ja sovitaan tapaaminen. Eli täs on tälläisiä kulttuurijuttuja mitä suomalainen ei välttämättä (tiedä).. Me saatiin sitä mitä haluttiin, sitä paikallista tuntemusta.

6.8.2 Haastateltava: Temperamentti voi olla ihan erilainen tai jotkut kulttuurierot, esimerkiksi yks virolainen nainen sanoi että kun suomalaiset naiset puhuu kahvipöydässä ihan kaikki asiat mitä kotona tapahtuu ja miten miehen kanssa menee. Kaikki tämmöset, ja se virolainen nainen ei ikinä kommentoinu niihin mitään. Suomalaiset koki että se ei oo kiinnostunu heidän asioistaan. No mä sit vähä juttelin tämän virolaisen naisen kans ja hän sano että ei Virossa nainen saa hölöttää tuolla lailla. Naisen täytyy olla fiksusti ja hiljaa, ja puhua sillai ettei kotiasioista puhuta niinku tuohon malliin.. Se on heillä näin eikä se muuksi muutu. Mä kerroin tän sit niille suomalaisille että teidän pitää ymmärtää että täs on näinki pieni kulttuuriero, et se ei tarkoita sitä ettei hän olisi kiinnostunu teidän asioista, mut ei halua ite tuoda niitä omia asioitaan keskusteluun... Hänkin oli vähä vanhempi työntekijä, että voi olla jo nuorten keskuudes ihan erilaista.

6.8.3 Haastateltava: Ja sitten nämä omista kulttuureista johtuvat, on tullu nyt vastaan ihan hiljan tämmönen että ei voi tulla jostain Kasperin asuntoalueesta tänne joen toiselle puolelle et he ei voi ylittää tuota siltaa, niin ei voi tulla sillan toiselle puolelle töihin.

6.8.4 Haastateltava: Suomessahan eletään niin, ainakin täällä Pohjanmaalla, että se joka käy töissä siitä perheestä siinä yrityksessä, hän vastaa omista asioistaan sielä.. Minä käyn täällä töissä niin ei mun mies vastaa mun asioista, puutu mun asioihin. Sellasta on ollu, mikä tuli itselle yllätyksenä, että...ehkä ne puoliset hoitaa niitä asioita vähän liikaakin sieltä kotoa, sen puolison tai vaimon työhön liittyviä asioita.

6.8.5 Haastattelija: Miten se ilmenee, soittaako he sulle vai miten?

6.8.6 Haastateltava: Se ilmenee siten, että he on hyvin tietoisia kaikesta työehtosopimukseen liittyvistä asioista ja he, kun esimerkiksi puoliso ei täällä työpaikalla puhu mitään niin sieltä voi tulla aika palavankäryinen puhelu sieltä kotoa mieheltä. Ja koska se mies on tavallaan kasvoton mulle niin hän voi puhua sielä puhelimes ihan mitä vaan... Että pitäiskö tästä nyt puhua ja sitte tulee kuitenkin vähä semmonen et jos sä lähet puhumaan konfliktiasioista niin sit tulee se seinä että ”hei, mä en ymmärrä”..

Eikä mun mielestä sitä puolisoa kannata ihan ylen määrin sekaannuttaa siihen koska hän ei oo meihin työsuhteessa, mä en ole velvollinen hänelle vastaamaan mihinkään asioihin.

6.8.7 Haastateltava: Kaikki afrikkalaiset työntekijät on kuitenkin eri puolilta (Afrikkaa) ja he puhuu niin monenlaista kieltä, he on kyllä hyvin sopeutunu tähän mitä täällä on.

6.8.8 Haastateltava: Yhden afrikkalaisen työntekijän tytär oli käymässä täällä äitinsä kans. Mä sit menin jutteleen siihen ja puhuin sille tytölle vaikkei hän suomea ymmärtänytkään. Hän oli sit sanonu kotona äidilleen, et mikä ei oo sit heidän kulttuurissaan, sielä ei koskaan työntekijät esimiehilleen puhu, tai saa puhua. Niin hän oli yllättynyt siitä että miten sä sait puhua sille ja miten se (esimies) niinku puhu hänelle. Se oli itellekki, en mä osannu ajatellakaan etteikö esimiehelle saisi puhua. Pieniä asioita, mitä on mielenkiintoista itekin oppia ja kuulla.

6.8.9 Haastateltava: Jos suomalaista kehuu niinkun kerran vuodes että kyllä teit hyvin, niin se on kaks vuotta että jes, voitto kotiin. Ruotsalaista pitää melkein niinkun joka päivä kuvaannollisesti olla puhelimen välityksellä taputtaas olkapäälle, että jättebra, jättefin, utmärkt, se on semmosta tsemppaamista ja palautetta semmosta osittain mitä suomalainen ymmärtää turhan lässyttämiseksi..Toisaalta mekin ollaan ehkä opittu siihen että aina sopivis yhteyksis pitää muistaa kehua. Siinä on ollu melkein suurempi kulttuuriero että on ruotsalainen porukas mukana. Mutta kyllä mä uskon että on puolin ja toisin opittu että hänkin on oppinu ettei Suomesta joka päivä soitella ja lauleta ylistyslauluja.

6.8.10 Haastateltava: Jos miettii johtamista eri kulttuureis, niin monis kulttuureishan on se tapa että asioista neuvotellaan sielä taustalla ja sovitaan jo alustavasti monista asioista ja virallisis kokouksis vaan sitte periaattees virallisesti lyödään lukkoon ne asiat. Kun taas sitten me suomalaiset keskuudessamme päätetään jostain asiasta niin yleensä keskustellaan siinä kokoukses ja siinä tehdään ne päätökset. Neuvottelutilanteet on erilaisia.

6.8.11 Haastateltava: Joulun ja Pääsiäisen on varmaan ne suurimmat jutut, mitkä on sitten Ukrainas eri aikaan. Meidän mielestähän se on tosi hauskaa kun heille on ihan sama vaikka he olis Joulunpyhät töissä. Koska ne on heille ihan tavallisia arkipäiviä. Mut sitten Uutena Vuotena kun niillä rupee oleen Joulun, niin ne vaan sanoo että tehdään vaan äkkiä.

6.8.12 Haastateltava: Sitte heidän aikataulu, että heillä ei oo täsmällistä juurikaan. Jos me sovitaan kymmenen, niin kyl he, jos puol 11 rupee näkymään niin on hyvä. Ja sitä he sanoo itekin että he ei ymmärrä kun te suomalaiset ootte aina niin täsmällisiä.

6.8.13 Haastateltava: *Kun meillä oli se afrikkalainen ilta täällä, vaikka oli monesta maanosasta, niin ei niistä kukaan tullu ajoissa.*

6.9.1 Haastateltava: *Mun on pitänyt harjaannuttaa kielitaitoa, niinku just tämmöset ammattisanastoa, ei ihan vaan jutustelua vaan on saatava se asia perille. Ihan samalla lailla kun suomalaiselle työntekijälle. On se sit suomalainen tai ulkomaalainen niin se asian vieminen ymmärrykseen voi olla ihan yhtä hankalaa tai ongelmallista. Vaikka mä en puhu mitään täydellistä englantia todellakaan niin silti vaikka puhuu täydellistä suomea niin se voi olla silti ihan, se asia ei välttämättä mee ihan perille asti.*

6.9.2 Haastateltava: *No meillon tehty työohjeita sitte välillä englannin kielellä ja käytetty englanninkielistä käsikirjaa.*

6.9.3 Haastattelija: *Mitä mieltä olet mikä merkitys kulttuurienvälisellä viestinnällä on johtamisessa?*

6.9.4 Haastateltava: *Sillä on ihan korostunut merkitys. Lähinnä just sillä että johtaja täytyy kuitenkin vastata siitä että se viestintä on toteutettu sillä tavalla että se vastaanottaja on ymmärtänyt mistä on kyse.*

6.9.5 Haastateltava: *Siinä on ollu haastetta, koska mullakaan ei oo mikään hyvä kielipää, et se alku oli aika kankeeta välillä. Se oli sellasta kädestä pitäen opettamista ja näyttämistä että tehdään oikeeta työtä.*

6.9.6 Haastateltava: *Pääosa on ukrainalaisia, niin niillä on ehkä kouluenglanti mut se käytännön kielen käyttäminen kun sitähan ei oo niin välillä tuntuu et ne on aivan ummikkoja. Mut sit kun ne on ollu 3 kuukautta niin sit sitä englantiakin rupee löytymään sieltä. Mut toisaalta sama on huomattavis vakkari, meidän suomalaiset työntekijöis. On muutama niin ei niitten kuullu ikinä sanovan sanaakaan englanniksi niin kyl ne nyt pystyy jo keskusteleen. Et kyl sitä kehitystä on molemmin päin.*

6.9.7 Haastattelija: *Mikä merkitys kulttuurienvälisellä viestinnällä on monimuotoisuuden johtamisessa?*

6.9.8 Haastateltava: *Mä en oo ite lähtenyt omaa enkä vuoropäälliköidenkään toimintaa ohjaamaan, että kun nyt on tällänen ihminen niin sille täytyis puhua näin, et kyllä heidän täytyy sopeutua tähän työyhteisöön mikä täällä on, ei me voida tehdä erinäkösiä asioita eri ihmisille. Heille täytyy selittää englanniksi asia jos he ymmärtää paremmin englantia, et en mä nyt väkisin pumpppaa suomea kenenkään päähän, että mähän en englantia puhu, ei missään nimessä näin. Mä oon ihan samanlainen joka ikiselle. Kyllä mä nyt huomenet toivotan kaikille suomeks, tiedän et*

he sen verran ymmärtää suomea, koska se on heidänkin etu oppia suomen kieltä. Ehkä se esimerkki jonka kerroin siitä virolaisesta naisesta, niin kyllä mä silloin vuoropäälliköitä valjastin että kunnioittakaa hänen asiaa siinä mieles että, puhukaa mieluummin välillä sellasista asiasta mihin hän voi osallistua, eikä niin niistä kotiasioista kokoajan.

6.9.9 Haastateltava: Niillä on kummiperheet...se porukka kokoontui , kun oli se uhka että tulee karkotus , ne oli tavattoman huolissaan se porukka. Niillä on joka keskiviikko naisten kerho kokoontuu... (suomalaiset naiset) on opettanu niille pizzan valmistusta. Vastaavasti sielä on opetettu taas että miten tehdään jotain friteerattuja katkarapuja tai jotain nuudelikeittoa.

6.9.10 Haastateltava: Joihinkin organisaatioihin on perustettu tällainen yksikkö joka tarjoaa palveluita ulkomaisille työntekijöille. Palvelutarjontaa ja ohjausta on kehitettävä. Kaikki dokumentit, muistiot, asiakirjat, tiedottaminen, intra, nettisivut pitää olla englanniksi. Pitää tietoa olla saatavilla myös englanniksi.

6.9.11 Haastateltava: Se että me tunnetaan miten eri kulttuureissa toimitaan ja viestitään on tärkeä asia. Ehkä just sen takia ettei tuu näitä väärinkäsitystilanteita ja konflikteja että yhteistyö sujuu.

6.9.12 Haastattelija: Miten kulttuurienvälisen viestinnän kehittämisellä voidaan edistää tasavertaista kohtelua?

6.9.13 Haastateltava: Jos on eri kulttuurista niin pitäisi tiedottaa kaikille niistä toisista kulttuurista. Vaikka olis eri kulttuurista niin pitää ainakin ymmärtää toisen arvot ja eriävyydet, jos yhdessä työskennellään.

6.9.14 Haastateltava: ..joku tilanne että jätetään lapulla viestiä jollekkin ulkomaiselle että nyt täytyy tehdä näin ja näin niin se ei oo kauhean fiksu tapa varsinkin nyt jos tullaan jostain Aasian kulttuurista niin asioista täytyy aina neuvotella.

6.9.15 Haastattelija: Minkälaisia ongelmia se voi sitten pahimmillaan synnyttää jos jätetään paperilapulla viestiä?

6.9.16 Haastateltava: Pahimmat tapaukset.. se voi katketa se koko yhteistyökuvio, siinä tilantees, organisaation tai henkilön kans. Hienovaraisuus ja tilanteentaju pitää aina muistaa, myös suomalaisten kans, mutta varsinkin kun toimitaan eri kulttuureista tulevien kanssa.

6.9.17 Haastateltava: Kyllä siellä Venäjällä korkeanpaikan leirillä on oltu ihan riittävästi, eli kyllä me ollaan niin paljon käyty Venäjällä että pääpiirteissään ymmärretään asia. Ei tietysti syvällisesti mutta pääpiirteissään.