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| Title | Cultural labour management in Finland – Multicultural working environment in Riihimäki Würth Ltd. (Finland) |
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| Abstract | <p>Aim: The aim of this study is to explore, discuss and analyse patterns that make up a successful multicultural labour marketing and management. Riihimäki Würth Ltd. employees' experiences have been used as an example of multicultural labour management.</p> <p>In the report, the following research questions have been answered:</p> <ul style="list-style-type: none"> • What are the main cultural differences in multicultural working place? • What are the benefits and challenges of multicultural working environment? • How do Finnish managers prepare employees on multicultural working environment, prevent, solve problems that are caused by multicultural working environment and, promote multicultural working environments. • What are the lessons learned from multicultural working environment? <p>Culture can be best expressed in the interactions of values, attitudes and behavioural assumptions of society. We must be able to unpack the culture concept (Schwartz 1994).</p> <p>I have worked as a government labour consultant/officer in Finland for 7yrs. I used my knowledge of today's Finnish labour market condition to get a full picture of the cultural labour marketing possibilities.</p> <p>Method: I picked four big companies in Finland that practice multicultural labour strategies from our clients' registration data system and send them an email offer to interview their employees. Only Riihimäki Würth Ltd. took my offer and booked me in as a visitor. I interviewed five natives and five migrant employees in Riihimäki Würth Oy company in Finland that fix and assemble materials like screws, screw accessories, dowels and plugs, chemical products, furniture and</p> |

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| | <p>construction fittings, tools, and stock keeping and picking systems.</p> <p>Common denominator for all ten respondents was an over one-year experience in multicultural working environment. I walked around the building, selected 10 employees by random, contacted face-to-face oral interviews and recorded their answers using my Video camera.</p> <p>Findings on how the respondents have handled their multicultural working environment are discussed in the analysis. Employees' suggestions on how to create and manage multicultural working environment have been reviewed too.</p> <p>Result and conclusions: My conclusion is that cultural differences may not affect unskilled working environment (like the researched warehouse operating Würth Ltd. company), as long as all the employees are treated equally. Carrying out of given duties in unskilled working place is the same in a warehouse company despite of the country of origin.</p> <p>The Würth Ltd. unskilled labour respondents provided evidence that equal salary, treatment, sharing of duties and other benefits could be the key to successful multicultural working environment, marketing and management. It creates harmony, kindness and friendliness in the air that I too, witnessed while walking around the building before the interview.</p> <p>Learning the native or working language is very important to enable communication and career progress even in Würth's unskilled warehouse multicultural working environment, marketing and management.</p> <p>Researched company has 126 employees in 379 departments of which 28 are migrants from Vietnam, Morocco, Kosovo, Germany, Russia, Estonia, Egypt, Kuwait, Bangladesh, Japan and Philippines. It hired the first foreign employee in 1990 but none of foreign employees has ever been promoted. This could be a multicultural working environment dark side or failure. Multicultural marketing in Finland might not be the right strategy or solution for ambitious foreigners who are interested and looking for quick career advancements or career progress if this is the case in most of the Finnish multicultural working places.</p> <p>I suggests the following for future research:</p> <ul style="list-style-type: none">▪ A deeper study on communication in a multicultural working environment: How can information be easily and successfully communicated in a working environment where employees do not share a common language.▪ Promotions: How can foreign employees advance their career in a foreign labour market if their native language skill is below the |
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| | <ul style="list-style-type: none">▪ native or required standard, but the job skills are excellent?▪ Why Finland attracts and uses more foreigners for unskilled labour than skilled? <p>Contribution of the study: The study offers a pattern and lays down a background for further studies on multicultural labour force. It may reduce the fear of multicultural working environment. It might help the managers and companies to overcome prejudices on cultural differences and barriers. Some organisations and networks (e.g. The Municipality of Riihimäki town and Mosaiikki project sponsored by Ministry of Migration) have already copied my research interview DVD to use as a guideline for training new foreign employees and managing multicultural working environments strategies. I believe that it might help marketing managers to create better multicultural labour marketing strategies.</p> |
| Keywords | Cultural labour marketing, Finnish working culture, multicultural working environment. |

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1. Introduction

In this section I define the problem, describe the purpose of the research, present the limitations of the research and outline structure of the study.

1.1 Problem definition

In Finland today everyone can visit a local labour office for information about the Finnish labour market and advice on the procedures for entering the Finnish labour market, regardless of his or her citizenship. Citizens of the European Economic Area do not need a work permit to work in Finland. They are all entitled to employment services. Their rights as job seekers; either unemployed or employed are in principle the same as those in the other EEA countries. Anyone interested in finding labour in Finland can look at the open vacancies in The Finnish Ministry of Employment and the Economy Websites, ([www.mol.fi/avoimet työpaikat](http://www.mol.fi/avoimet_tyoapaikat) “open vacancies”).

I am a Finnish citizen that was born in Kenya, studied in Greece and married in DR Congo. I have been a civil servant working as a labour officer and consultant for the Finnish Ministry of Employment and the Economy for seven years in different towns around the country.

I offer advice, guidance and labour related training to employees and employers, Finnish citizens and foreigners. I also make decisions for unemployment benefits and allowances. I speak 7 other foreign languages in addition to fluent Finnish language.

According to the Finnish law, all the job vacancies and companies should be registered and published in labour office database either electronically or by labour officers. Also, all the job seekers should report and register with labour office before they can apply for unemployment benefits. The toughest challenge for a labour officer in Finland is to market and sell foreign labour to companies both in Finland and EU countries due to language and cultural barriers. Usually employers and employees visit us when something has gone wrong in the working life. They are looking for new jobs or employees and they have nothing positive to say about their previous working environment or colleagues.

In the effort to improve cultural working environments and cultural marketing strategies in Finland, I decided to do something that has never been done before in Finland. Take a camera, go to a multicultural working place like a normal visitor, look around and observe in silence

how the employees interact with one another in a normal working day, interview them to find out how multicultural working environment is managed and duties are carried out in one of the companies that have most foreign employees in the town, write a report about my findings and publish it as my MBA final thesis.

Why now? Simply because Finland's aging population and luring foreign workers to the country has been a real challenge to labour marketers lately. The competition from many European countries is so stiff that it is extremely difficult for Finland to attract qualified labour from other countries. The languages, cold climate and huge labour cultural difference have proved to be a problem to attract skilled manpower from Asian countries like India, Vietnam and China. So far, the only foreigners that Finland has attracted are from Poland, Ukraine, Estonia, Russia and Belarus. Policy makers who draft Finland's immigrant policy do not understand the importance of immigration and how it can contribute to Finland's development. The difficulty of securing foreign workers in Finland is a threat to its future economic growth.

A lot of matters will have to change in Finland before greater number of foreigners comes to work in the country. The indifference and racism of some Finns does not hurt these foreigners because they can always find work in other countries. In the end, these attitudes will only end up damaging Finland and its labour marketing and management unless; companies are educated on multicultural coexistence in a working environment. Present debate on immigration issues in Finland is at the diaper stage. The prevailing attitude appears to tilt towards arguing why it is such a bad matter without grasping the real issues.

1.2 Research objectives

In the respect of labour marketing I wanted to explore and find out how a Finnish company apply and adapt to multicultural labour. How the concept of multicultural labour can be integrated into labour marketing. Whether there is a successful recipe for successful multicultural labour environment and marketing.

Are the concepts of multicultural labour marketing as exotic to Finns as politicians think? Is multicultural working environment as enriching and rewarding as many scholars predict?

The aim of this study is to explore, discuss and analyse patterns that make up a successful multicultural labour marketing and management. Riihimäki Würth Ltd. employees' experiences have been used as an example of multicultural labour management.

1.3 Limitations and scope of study

In Finland, Cultural Labour Marketing topic is not documented well, especially concerning multicultural working environment and cultural difference acceptance. The study concentrated on exploring and investigating the concepts of cultural labour marketing and management. How these two can be applied in manpower and labour service by business or organisations in Finland to attract more foreign labour. How the cultural labour marketing strategy can be used as strength to make profits and solve the threatening labour shortage problem in Finland in about twelve years time.

I have limited this study to investigate how foreign employees are adjusting to Finnish working culture, life and labour market. How the native Finnish work-mates have received foreign employees and how the management is dealing with the labour cultural differences. Therefore, the only common denominator for the interviewed employees and managers in the survey were the experiences in multicultural working environments or network in Finland.

Just like all the other Finnish companies, the company researched has been Labour Office client since its establishment in 1975. It recruits unskilled employees to fix and assemble materials like screws, screw accessories, dowels and plugs, chemical products, furniture and construction fittings, tools, and stock keeping and picking systems. It has recruited foreigners from all over the world. Its multicultural work environment has been reviewed as a background to predict foreign unskilled labour management and marketing success. I have carried out a recorded research through in depth face-to-face interviews. Some of the data collected is presented in text and others in DVD.

The literature review focused on cultural management, its strengths and weaknesses. It looked in detail at the concept of cultural labour marketing and how Finnish companies benefit from foreign labour today. One important part of the literature also focused on how companies handle foreign workers integration process in Finnish working life or environment. Cultural labour marketing and multicultural working environment topic is very new and never been

researched before in Finland. This is why most of the theories was based on my 7 year working experience as a Finnish labour officer, consultant and cultural labour marketer.

1.4 Study Structure

I have structured this study in 8 sections. Section 2 is the discussion, description of the methodology and reasons for study design. In section 3 I have presented the Literature and theoretical background. Section 4 covers the Empirical findings while section 5 offers Discussion and Analysis. Section 6 is the Conclusion, section 7 Recommendation and section 8 contains the References. A section of Appendices has been included as the last section.

Cultural marketing theories and frameworks were discussed in the literature and theoretical section. An in-depth look at Cultural Labour Marketing in Finland was carried out using literature and journals.

2. Method

In this chapter, a discussion on the theory of science, research approach and choice of method is presented. This is because the choice of the research method is the underlying foundation for conducting the entire research. I have then presented the techniques for gathering, selecting and determining information. In this chapter also, I have discussed the trustworthiness of the research in relation to validity and reliability.

2.1 Science theory

This research was aimed at exploring and finding out the advantages and disadvantages of cultural unskilled working environment and cultural labour marketing in a warehouse operating Finnish company. A well-structured research method that was based on the purpose of the research was essential in order to accomplish this goal. Due to the complexity of this cultural research, it was necessary to get a deeper understanding of the research questions in order to obtain valuable knowledge. A yes or no question, as in the case of hypothesis testing, could not be possible in this case, according to hermeneutic science which has interpretation

and comprehension as its main approach (Lundahl & Skärvad, 1999). Many factors had to be considered in this case, therefore, an analysis and interpretation of each case was essential to attain a generalised conclusion.

The complexity of this research was the problem to measure the effects that different cultural backgrounds had on the employers and employees' teamwork, working styles and habits. The above-mentioned factors left me with a non-positivistic research approach to measure and understand the impact of multicultural working environment. However, (Lundahl & Skärvad, 1999) states that one of the main advantages with the positivistic philosophy is high reliability achieved which makes it possible to repeat the study with the same result. This could not be possible in this research due to situational dependence aspects such as changes of employees and working places as well as the time factor involved.

Qualitative research interview was used in this study to describe the meanings of central themes in the life world of the subjects. As (Kvale, 1996) states, the main task in this interview was to understand the meaning of what the interviewees said.

(Kvale, 1996) says that a qualitative research interview seeks to cover both a factual and a meaning level, though it is usually more difficult to interview on a meaning level. The interview was useful for getting the story behind a participant's multicultural working experiences. I pursued in-depth information around foreign labour topic. As McNamara states (McNamara, 1999), I believed that this interview could be useful as follow-up to certain respondents to questionnaires, e.g. to further investigate their responses. The interviews were personal form of research than questionnaires because I worked directly with the respondent unlike mail surveys; I had the opportunity to ask follow up questions. I completed interviews based on what the respondent said. Interviews are generally easier for respondent, especially if what is sought is opinions or impressions like was in this case.

Disadvantages and criticisms of qualitative approach based research are that interviews are time consuming and they are resource intensive. The interviewer is considered a part of the measurement instrument and interviewer has to be well trained in how to respond to any contingency. This study required a pre-understanding of the terms Cultural Marketing and Management in relation to labour, manpower importation and multicultural working coexistence. The aim was to find patterns between these parts to come up with a generalised conclusion, regarding effects for the business, consequences for its processes together with

identifying the critical success factors of foreign labour importation. Interviewing the respondents contributed to a higher objectivity in this study.

2.2 Research approach

This study was more issue-oriented and focused more on the case study for finding effects and consequences rather than hypothesis testing based on existing theories. This is one of the reasons a qualitative research method science was used.

Another reason was that, this research was not testing already established theories versus practice and I had no intention of creating a hypothesis to get a simple yes or no answer. As mentioned earlier, I wanted to reach a deeper understanding of effects of cultural labour marketing and related consequences for its processes in order to draw valuable conclusions. I believed it was important to obtain a deeper understanding than focus only on establishing a simple “law”. The conclusions cannot be termed as “laws” for each case due to the complexity of culture diversity and the fact that only one-company employees were interviewed anyway. The research results might be different in a different company operating in a different area using different skills and employees.

2.3 The method choice

My study used the qualitative research method for studying the phenomena Finnish Cultural labour marketing. This included finding out the effects of multicultural labour forces as a core competence in a Finnish company.

Wigblad (1997) claims that a lower level of structure that a qualitative method represents should follow higher complexity. An example of this that corresponded with this study was a dialog with more open answers that could be followed up by complementary questions compared to a more standardised (high-structured) research approach.

2.4 Techniques of gathering information

(Merriam, 1994) states that the selection of information gathering technique and the choice on how to organise, gather and interpret the information depends on which general philosophy

and theoretical approach the research is based upon. In this case, the study used both literature studies and interviews to gather information because the chosen method demanded a pre-understanding of the cultural marketing and management. Then, I tried to go deep into the case that was being studied. Afterwards, a discussion on the selection of respondents, design and procedure of the interviews, how data and information was collected was presented, interpreted and analysed.

Lundahl & Skärvad (1999) says that information gathering can be divided into two categories, primary and secondary information. Researcher himself collects the primary data while secondary data or information already exists and is only extracted from the source. Primary data is usually collected using observations, questionnaires and in the case of this study, through face-to-face oral interviews. Secondary data is collected through literature that constitutes the theoretical foundation of the study says Kumar (1999). In this study secondary data was collected through literature, scientific journals and my 7 years accumulated information and experience on multicultural labour marketing. I interview, offer professional advice and make legal labour related decisions for an average of 35 clients per day, each client with a special story to tell. This means I have served and conducted interviews for about 58,800 clients in 7 years time.

2.4.1 Literature study

As mentioned earlier, the goal of this study was to explore and obtain information on multicultural working environment and cultural labour management in Finland. Therefore, little literature was used to obtain and get a pre-understanding and knowledge on Labour Cultural Marketing and management because the topic is new in Finland and most of the existing theories are general. Literature study will enable the reader to obtain a complete understanding of the researched topic without a pre-knowledge of the entire Cultural Management topic. It is hard to identify every reader's pre-knowledge therefore; some required theories and definitions knowledge might not be described in detail.

I have based my literature study method on literature study discussion of Merriam (1994). I thought it was essential to present the way the literature study was conducted in order to produce a better understanding of the procedure and the approach. According to the definition

of the problem and topic of the research, a fundamental search of literature was conducted using database and various literatures. In this case books, my work experience on cultural labour marketing and journals. Then I picked literature sources that could best cover the problem and purpose of the study, while trying to limit the sources in order to stay on study track. Structure and content of the theoretical framework was summarised at the end and additional sources added.

Through the literature study, I gathered concepts, information and theories on Cultural, Cultural Management and Cultural Labour management in Finland.

2.4.2 Interviews

I used interviews in this study as an empirical study in order to get a deeper knowledge of the use of cultural labour marketing strategies and importation of labour force. A simple definition of an interview is, 'Any person-to-person interaction between two or more individuals with a specific purpose in mind is an interview' (Kumar, 1999, p. 109). Interviewing as a method of collecting information is commonly used according to Kumar (1999) and Merriam (1994).

Plan for this study interviews was formulated to discuss openly with the respondent and ask questions that were not written down in advance. Therefore, I was flexible and discussed interesting topics more deeply. However, I had some questions written down beforehand in order to make sure that I covered the areas needed.

I believed that a greater knowledge could be attained using face-to-face interviews compared to using beforehand written down questions only. According to Lundahl & Skärvad, (1999), there are different types of interviews namely: structured, unstructured and semi-structured interviews depending on the degree of flexibility.

Standardised interview is interpreted as structured in this case because of how Lundahl and Skärvad (1999) explain the word standardised. Hence, I used the word structured to be consistent with the other authors. With a high degree of structure, the questions could be pre-determined and the order as well. An unstructured interview is very flexible and the interviewer only uses a guide of how to carry out the interview.

This study used the semi-structured approach as a technique to gather information. This approach enabled a follow-up and expansion of the interview to reach a two-way discussion

around each of the questions. A semi-structured approach guided the interview and created an informal discussion that was carried out in different languages according to the cultural origin. It enabled a better coverage of all areas of interest. I believed that semi-structured approach could provide a higher objectivity because respondents were free to talk around the questions assuring correspondence. I had some pre-determined questions but expanded them during the interview by having follow-up questions to reach a satisfying depth due to lack of common language and cultural diversity. The advantage of a less structured interview is that the answers could become more comprehensive (Lundahl & Skärvad, 1999).

According to Kumar (1999), the main advantage of structured interviews is that they can provide more comparable information and is therefore easier to generalise. To reach the desired depth, which is important for attaining good knowledge about the implementation's impact in terms of consequences for cultural management not just the effects?

Lundahl and Skärvad (1999) states that structured interviews are foremost suitable for hypothesis and theory testing studies. The unstructured and semi-structured approach are particularly useful in situations where either in-depth information is needed or little previous knowledge exists within the area as in the case of this study (Kumar, 1999; Merriam, 1994). These statements by Kumar, Merriam, Lundahl and Skärvad justify the semi-structured approach used in this study as choice of information gathering technique.

2.4.3 Selection of respondents

Lundahl and Skärvad (1999) state that it is important to choose a perspective according to the study phenomena. Therefore, I based this study perspective section on the impact of Cultural differences in a working place, its advantages, disadvantages, how to prepare for multicultural working team, conflicts prevention, conflicts solving and encouragement of multicultural environment. As (Lundahl & Skärvad, 1999) suggests, the use of several perspectives increases the level of objectivity in relation to diversification, completeness and unbiasedness. This was true in this study because the information gathered from these different perspectives was divergent and a complete objective picture was gained by including all these perspectives. These perspectives could be compared to reach a more accurate view of the effects on the business and the consequences when deciding whether to create/apply cultural labour marketing strategy or import foreign labour.

Repstad (1999) says that it is important to make sure the respondent has relevant, useful and important information about the researched topic and its problems before conducting interviews using the qualitative method. In other words, it is the purpose and problem definition that decides the selection of respondents.

I walked around Riihimäki Würth Ltd. Company's building complex freely dressed like an employee. Looked around, interacted with warehouse employees with my camera hidden in my bag. I approached each employee on his/her duty, introduced myself and my research project, asked them basic questions like name, position, country of origin, age, education level, years of multicultural working experience and whether they were willing to be interviewed on a recording video camera. Few declined but most were willing to give an interview. Among them, I choose respondents that had enough mono and multicultural working environment experience in Finnish and other labour markets.

Merriam (1994) divides the selection into two types, probability and non-probability selection. The most common type in qualitative case studies is the non-probability selection. Non-probability selection corresponds best with Repstad's (1999) choice of selection-method. There are two strategies of non-probability selection, either targeted strategy or criteria-related strategy (Merriam, 1994). Targeted strategy is based on the wish to explore, understand and obtain knowledge. The researcher selects the respondents where he/she could get most knowledge. On the other hand criteria-related strategy is based upon a selection where the respondents need to fulfil some defined criteria chosen by the researcher and thereafter a selection is made of those that fulfil these criteria.

According to Merriam's arguments and Repstad, the respondents in this study were selected in a non-probability approach using some basic criteria. I needed different views from five native Finnish employees and five employees from different nationalities that work with both foreigners and Finns in the same company. I also wanted to use several perspectives in order to get a holistic view and a more complete understanding of the multicultural labour and its effects on Finnish labour market.

In relation to Repstad's (1999) method, the respondents for this study had to have knowledge and working experience in a mono-cultural working environment also, in order to compare

the differences. They had to be able to reflect and draw conclusions on the effects and consequences of multicultural working relationships and environments. Otherwise, research interview would not have provided any value for the study. Merriam's (1994) method was added to create the basic criteria to be fulfilled.

A short description of the employees in the empirical study

In the hunt for suitable respondents for this study, I focused on respondents that have important and relevant information about the research topic and its problems as Repstad (1999) suggest, as the main criterion in the selection of interviews using the qualitative method. The type of interviews that I conducted in this study were quite time consuming for the respondents and therefore, I focused on our database existing Company contacts within the Riihimäki Labour Market Region.

Out of ten selected respondents, five of them were foreigners, each from a different country and five were Finnish natives in a managing or foremen position. All the respondents were unskilled warehouse employees working for the Riihimäki Würth Company in Finland. At the moment, Riihimäki Würth Ltd. has 126 employees in 379 departments that I walked around, of which 28 are migrants from Vietnam, Morocco, Kosovo, Germany, Russia, Estonia, Egypt, Kuwait, Bangladesh, Japan and Philippines. Würth hired the first foreign employee in 1990. It was the region's most successful company in 2008 according to its recruitment manager Päivi Kiviaho (<http://www02.wuerth.com/>)

All the selected respondents had skills and experience in both mono and multicultural working environment. Hence, they all had the prerequisites for a suitable respondent required by Repstad. All the respondents had been in the same working environment on a permanent work contract over a year. Each one of them works in a different department of the same company.

2.4.4 Design and procedure of the interviews

The tool used to collect data needs to be well developed so that correct data can be collected and analysed. In the qualitative method this tool is often the interview guide that is used as foundation for the interviews. The design of this interview guide is important and the content

of it needs to reflect and be motivated by the purpose. As stated in Chapter 2.4.2, a semi-structured approach for the interviews was chosen. The interview guide was more open and not so strict due to that approach since complementary questions were asked and the researcher was allowed to lead the interview differently based on each situation (Lundahl & Skärvad, 1999).

The guide of the interview needs to have a good opening for the respondents to feel comfortable in the beginning of the interview (Repstad, 1999). Lundahl and Skärvad (1999) state that background question is a good start of the interview. An example of this could be questions like: *Tell me a little about your history in this company? How come that you started working here?* Both of these questions are easy for the respondent to answer because they are related to the respondents' own life and experiences. Later on, the interview guide could allow the researcher to go more deeply and have more focus towards the research problems and purpose. According to Repstad, the interview guide should end with questions that allow the respondent to add additional information or the possibility to correct some answers. This is to avoid the situation where respondent feel that something was left out or a slip of the tongue was made. My last question in this study was "Is there anything or advice you would like to give to Finnish companies and organisations on multicultural working environment?"

Kumar discusses the order of the questions in the interview, either the questions are asked in random order or they follow a logical progression. He advocates the latter, since that approach is keeping the interest of the respondents and encourages them to gradually answer more complex and in-depth questions.

A Finnish-English interview guide was sent in advance to all the 4 chosen companies recruitment managers including Würths (Päivi Kiviaho) to enlighten them on the kind of issues that were to be discussed throughout the interview as an attachment to the interview offer email. The questions in the guide were very general compared to the actual interview questions that were supplemented by follow-up questions in different versions and languages during the face-to-face interviews. This study interview guides and respondents' answers are in appendices 2 and 3.

2.4.5 Data interpretation and analysis

The analysis of data is the process where one tries to gather and present it in a way that gives it a good structure and makes it easy to understand because according to Repstad, data does not speak for itself, it has to be interpreted. The information is consolidated, reduced and in some cases interpreted during the analysis (Merriam, 1994). Analysis is aimed at bringing forth trustworthy conclusions that are based on the empirical data.

It is recommended to go back and look at the initial problem discussion and purpose to ensure the connection to the purpose when conducting analysis (Merriam, 1994). According to Halvorsen, the analysed data is usually interviews written down. The researcher should perform data interpretation with objectivity in order to enable respondents recognise the information in the analysis (Halvorsen, 1992).

In this case, the process of handling the data was to record the face-to-face interviews in a video camera, write the answers down after editing the video and then read and analyse the information through interpretation. When too much information came up in one interview, I summarised it through selection of the most interesting, valuable and distinct comments. A Demo DVD of the edited video was sent to each respondent to make sure they understood interview questions correctly and gave them a chance to correct minor errors and mouth slips. Then I analysed the information as mentioned above and made a comparison between the interview answers. This comparison was necessary for me to reach a complete and accurate understanding of the investigated subject. Based on the results, I compared the empirical study and the theoretical framework through analysis of the collected data according to existing theories. A modelling approach was used to connect the effects to related strategies and find cross-relations, in order to reach a generalised conclusion drawn from this analysis. Through combination of data gathered from the empirical study with existing theories as well as own interpretation, the critical success factors were presented. In other words, a new strategy or tactic theory of handling a warehouse unskilled cultural labour management and multicultural labour environment might have been discovered.

2.5 Research trustworthiness

Merriam (1994) states that all research aims at providing valid and approved results in an acceptable ethical way. Compared to quantitative studies, the qualitative studies are harder to

measure when it comes to validity and reliability because one could decide the validity and reliability beforehand more or less when using quantitative methods. This is why Lundahl and Skärvad believe that it is salient that a discussion regarding these issues is held in a qualitative study. The discussion will try to clarify the definitions and then connect it with the study's approach and working method.

2.5.1 Internal validity

Researchers in a study do everything, so they are obliged to present the data in an honest manner in order for the respondents and other informants to feel recognition with the data and result (Merriam, 1994). In this way the internal validity becomes a definite strength in the research. Problems could arise in situations where the researcher thinks and interprets something as true when in fact it is the opposite. Misunderstanding of the explanation can cause this or the researcher could have prejudices in question based on the theory or the wish for a certain research outcome. Every result is a result. It does not mean that results is not interesting or have a high validity if it does not correspond with researcher's point of view or expectations.

Lundahl & Skärvad, (1999) states that the definition of internal validity is more or less the question of if the *instrument* the researcher is using actually measures what it is supposed to measure. The instrument could be interviews, surveys or other technique. The point here is the validity of the research method and information gathering technique. Is it good and suitable for the purpose of the research? (Mark 1996). A focus on an open approach was chosen in order to maintain a high internal validity in this study.

I conducted the interview as an MBA student, processed the information, analysed and concluded it with an open and blank mind. I personally had nothing to gain or loose from the information gathered. I had no other expectations than to add a scientific theory/fact into the Cultural Labour Marketing concepts in the most unbiased way. To my surprise, all my 26 work colleagues and about a hundred business partners confessed that they expected the research interview response to confirm the opposite, after showing them my research DVD video. Then I realised why the research results surprised me too. Somewhere, at the back of my mind, I was expecting the opposite results due to our clients' negative reports when they come for consultations every day after employment contracts have been terminated and are bitter, revengeful and furious.

Well, at least factors like information loss, misunderstandings and misinterpretations were minimised through interview recording. The video doesn't lie as they say, I still keep a copy of the unedited original video and the second unedited DVD copy remains in Riihimäki Labour Office archives for further analysis if needed. Therefore, I believe that the research approach and the instrument chosen for this case study were valid enough for the purpose of this research.

2.5.2 External validity

Merriam (1994) says that external validity is the extent to which the result from a certain study is applicable to other similar situations. The more one is able to generalise the result of a study the higher value it receives as long as the findings are valid. Before discussing the external validity one has to make sure that internal validity is fulfilled.

Failure to internal validity is an automatic disqualification of gathered information hence, no need to generalise such information. Merriam also states that qualitative studies usually have a high internal validity, unlike external validity, which could be hard to accomplish. Researcher ought to know that in some cases a high degree of external validity is not the goal with the research (Merriam, 1994). Sometimes, a certain case is so special and important that it is very interesting to research, but it is almost impossible to generalise the findings.

The aim and interest of this study was that through research, new factors/theories that are crucial for successful hiring and maintaining of multicultural labour force in Finland will be discovered.

2.5.3 Reliability

I tried to present my methods and the material used for this study in a clear and consistent way in order to attain a high reliability through interview guides and the plain research method. I left a questioning on the result and its reliability whenever necessary. Common question from sceptical readers is whether the research would provide the same result, as last time if it's carried out again using the same research method. According to Merriam and Halvorsen, this is the argument for reliability. Kumar has a similar definition of reliability. He

sees it as the consistency and stability of the research tool that for this reason causes the result to be predictable and accurate. He also says that 100 percent accuracy is impossible to have since there are some factors that affect the reliability that the researcher cannot control. One of them could be that the respondent interprets the questions differently at different times. On the other hand, Merriam insists on concentrating on the internal validity instead of the reliability because the internal validity affects the reliability. One still needs to consider the structure of how the information was collected so it could be used like a manual for repeated study though (Merriam, 1994).

To obtain a high reliability in this research, I created a plain and structured research method. Conducting the research again and having this holistic view would determine whether the result would be the same or very close. Hence, the results will not be an individual result anymore. This is why a presentation of interview guides is available in appendices 2 and 3 to help future researchers repeat the same research using the same questions.

3. Literature and theoretical background

An extensive review and description of the existing theories and concepts was done in this chapter. Below is a deeper view at the sources on the subjects that help understand the research questions and the respondents' answers in the empirical section of the study.

A description of cultural Marketing and Management was laid down. In order to enlarge and deepen the understanding of the research question, a deeper knowledge of the Finnish business or labour culture was required. I reviewed the concepts of Cultural Management in relation to labour in Finland.

3.1 What is culture?

Culture is a process of interpreting ones world and shared beliefs, behaviours and ways of living. Learning about how people think, behave, and solve problems can be done through interviewing. Questions also can expose the meaning of certain terms and phrases that are not known or that would like to be understood in another cultures context. Sometimes people desire to learn about certain symbols that marketers, employees and employers use that is

different from their own. The meaning of a product brand for instance, or use of particular hand signals. Culture consists of patterns of learning style, for example, the deaf & deviant people, which include the gifted (Padden & Humphries, 1988). People need to know what they perceive as significant culture problems and how they intend to solve them.

According to Van Manen & Barley (1985, p. 33), culture can be seen as a set of solutions devised by a group of people to meet specific problems posed by situations they face in common. This state is relativism when recognising and tolerating other cultural views. In a political sense, culture is an open-ended, creative dialogue of subcultures, of insiders and outsiders and of diverse factions (Clifford, 1988, p. 46). Dialogue or language is the interplay and struggle of regional dialects, professional jargons and generic common places. Training multicultural working employees is cultural intervention. Cultural poesis is "the constant reconstruction of selves and others through specific exclusives, conventions, and discursive practices" (Clifford, 1986, p. 24).

Subcultures are ways of life that express certain meanings and values both implicit and explicit of people (Hebdige, 1979/1987, p. 6). They are the expressive forms and rituals of subordinate groups, such as rockers and punks. It is also referred to as micro cultures by Spradley & McCurdy (1987). Subcultures are expressive forms of fundamental tension between powerful and subordinate groups, a form of resistance in which experience, contradictions and objections to ruling ideology are obliquely represented in style.

Another cultural system is art, which is arranging objects of consumption. Mullen says artistic behaviours of differentiating and integrating are not confined to making objects, but also includes the selection and arrangement of objects for their symbolic significance (Mullen 1998 pg. 22). The vast majority of ordinary people define themselves through objects of consumption rather than production.

Geertz says, "Man is an animal suspended in webs of significance he himself has spun. Culture is taken to be those webs, and the analysis of it to be therefore not an experimental science in search of law, but an interpretative one in search of meaning" (Geertz 1973 p. 5).

Culture is also a moral-aesthetic venture to be judged ultimately by its moral beauty says Mcfee and Degges. Moral beauty is a spontaneous act of generosity performed with unselfish

consciousness and grace. It contains aspects of courage and genuine modesty. Moral beauty flourishes in societies that nurture it. People hold these truths to be self-evident, that all men are created equal (Mcfee and Degges 1980. p. 243)

Some labour marketers understand culture as "Ways of thinking, ways of believing, and ways of valuing" (Heath, 1983). People understand their own culture by trying to understand others (Clifford, 1988, 76). In Multicultural Working environment, labour trainers or managers view culture as assimilation, cultural separatism, pluralism, social criticism, cultural understanding and intercultural working environment (Stokrocki, 1989, Tomhave, 1992). Cultural labour marketers study foreign labour force in a cultural context, who does what, where did they come from, what their history is, how they were trained (kinship system), how they were selected, what is their learning style, dramatic initiation rites and rites of passage.

3.2 Cultural marketing

From a marketing point of view, research on global labour usage or consumption has two-fold relevance. First, labour in general is a marketable service and its global or local market potentials are of some profitable interest. Labour service consumption may therefore, depend on marketing. Second, and more importantly, the on-line labour marketing is a new channel of labour service advertisement in addition to traditional media such as newspapers, radio, and TV, through which labour marketing communication such as advertising or public relations can be spread. Cultural labour marketing in Finland may therefore can depend on Internet availability. Foreign labour service consumption research could be an essential precondition for appropriate service design. It can try to uncover how much, by whom, where, at what time, for what purpose, and according to whose preferences the imported labour is used, as well as how it is used, if it is used at all. Finnish foreign labour service importation and consumption data in 2008 show remarkable differences in the numbers and type of foreign manpower imported to Finland (*see appendix I*)

The importation of labour force to Finland depends on several hard factors such as technical infrastructure and income per capital of Finnish companies and organisation such as economic development. This may be one reason for the foreign labours differing popularity in different companies in Finland. But economic development is only one factor. A close look at highly

developed companies in Finland like Riihimäki Würth Ltd. reveals that some cultural soft factors play an even more important role. Specifically, the influence of cultural values (e.g. Finnish language) on working environment is reflected in the significant correlation of many Finnish companies consumption foreign labour.

The amount of citizens living in Finland in 2007 is demonstrated in Figure 1

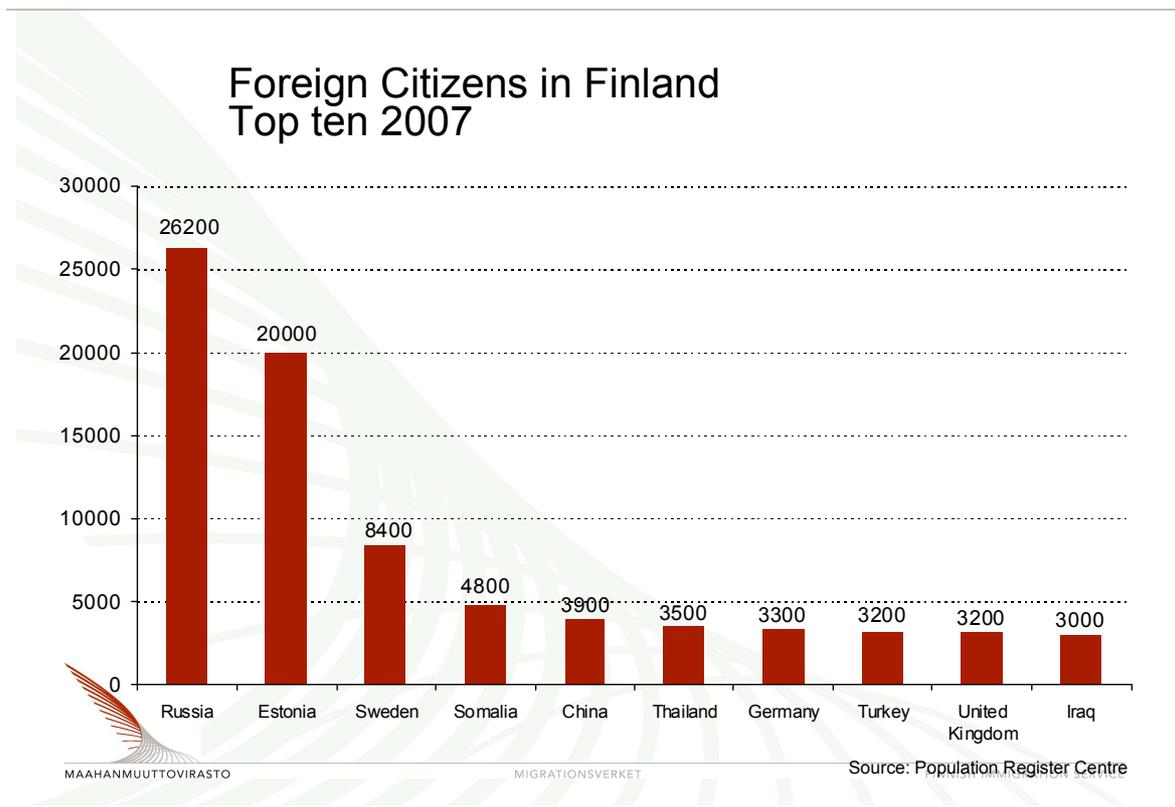


Figure 1. Foreigners living in Finland from 1990-2007. Source: Finnish Population Register Centre

This general tendency of increase in migration to Finland is evident of labour marketing attractions to Finland as well as in the majority of the highly developed countries of Western Europe.

Utilising Hofstede's cultural dimensions, several marketing researchers have demonstrated that cultures with low Uncertainty Avoidance are more open to innovations like multicultural labour marketing that is, they tend to be early adopters of multicultural working live with a high diffusion rate.

In addition to cultural influence, the dominance of the native languages (in this case Finnish and Swedish languages on the Finnish labour market) has been a major set back in some of these low Uncertainty Avoidance cultures.

With respect to increasing habituation and English language localisation in Finnish labour markets, one could argue that it is only a matter of time until all high Uncertainty Avoidance cultures catches up and migrate to fill the Finnish labour markets. However, this does not seem to apply to many of them because some other cultural influences on their foreign labour market adoption, including individualism and other dimensions identified by Hofstede (Steenkamp et al., 1999; Yenyurt & Townsend, 2003), seem to play important roles too.

3.3 Finnish culture

3.3.1 General outline

Finnish culture combines indigenous heritage, as represented by the country's rare Finno-Ugric national language Finnish and the sauna, with common Nordic and European culture. The adjacent areas, Baltic and Germanic peoples as well as the former dominate powers Sweden and Russia have influenced Finland due to its history and geographic location. Finnish culture can be seen as build upon the relatively ascetic environmental realities, traditional livelihoods and a heritage of egalitarianism and the traditionally widespread ideal of self-sufficiency summer cottage.

Today, cultural influences from the United States have become visible in Finland. In the 21st century, Finns have had an increasing amount of contact with other cultures, such as Asia and Africa.

There are still cultural differences between regions, especially minor differences in accents and vocabulary. Minorities, such as the Romani, Sami, Swedesh-speaking finns, Tatar and Jews maintain their own cultural characteristics. Many Finns are emotionally connected to the countryside and nature, as urbanisation is a relatively recent phenomenon.

3.4 Some popular Finnish styles of working, negotiating and doing business

Culture is widely defined as a socio cultural system where the people in it share common values and defines people's behaviour. There are many definitions of culture, however, most anthropologists agree on three fundamental characteristics of culture. First, culture is not innate but learned. Second, the various facets of culture are interrelated that is, if you touch a

culture in one place, everything else is affected. Last, culture is shared and, in effect, defines the boundaries of different groups (Fang, 2001).

In literature, two different perspectives can be found on how culture influence on behaviour (Fang, 1999). Culture influences on behaviour by implicitly or explicitly, constructs desirable values that consciously or unconsciously are held by people shaping attitudes to act in a certain way (Adler, 1991). Then shaping a “repertoire” or tool kit of habits, skills and styles from which people construct “strategies of action”(Swindler, 1986).

According to Fang, regardless of perspective, culture and behaviour are closely linked to one another, but it is important not to look for cultural values only but also examine other distinctively cultural phenomena.

According to Kwintessential Cross Cultural Solutions Magazine 2008, Finns are usually transactional and do not need long-standing personal relationships in order to conduct business. Their basic business style is formal, for instance, there is relatively little small talk and most of them prefer to speak succinctly and focus on business only. Fins usually do not require face-to- face contact and they are comfortable with e- mail negotiations and business activities.

Most of them are excellent in keeping time and prefer to organise their workday in order to accomplish as much as possible. Large number of them is interested in long- term business relationships that are sometimes build outside the office, like in restaurants or sauna. Sauna is an entrenched part of the Finnish culture.

Some Finns appreciate and value plain and open speaking. Everything said is accepted at face value. They are believed to have a culture where "a man's word is his bond" and verbal commitments are considered agreements. Some Finns are straightforward communicators. Business partners are expected to tell what they think rather than what one wants to hear. In some working places it is allowed to disagree openly and professional differences are not always viewed as personal attacks.

Usually business and job interview appointments are required. Sometimes they are made in advance by telephone, e- mail, or fax. Between June and August, many Finns take summer vacation and it might be hard to get business or job appointments. It is said that arriving at business meeting or job interview on time or slightly early is appreciated in Finland. They sometimes apologise for unavoidable delays of over 5minutes or at least informed to the host

through a telephone call or SMS in advance. Most of them see punctuality as a sign of respect and efficiency. A bare minimum of small talk in job interviews and business meetings if any is usually what one gets, before getting into the business or interview discussion.

Sending an agenda, CV or work certificates before the meeting or interview as well as the biographies of the attending team is highly recommended by most Finns. Finnish business meetings and job interview begin and end on time, usually. Some Fins do not favour hype and exaggerated claims when doing business or applying for a job but most of them accepts humour is accepted in business and working environment culture even though they rarely ask questions.

For a foreigner to succeed in Finnish labour market, environment and culture, it is important to be familiar with the norms, attitudes and customs of Finnish labour and business culture. Identification of basic characteristics of Finnish business and labour culture is essential to enable better customer services, better products or better working environment.

As mentioned above, there are many characteristics of western, individual-based culture in Finnish culture. Most of Finns are careful and gather background information in advance, but they make decisions quickly. Power and responsibility are usually flexibly distributed.

The Finnish way of thinking and working is very consistent. As a result, they sometimes shun unfamiliar modes of operation. In Finnish society all are supposed to be treated equally. Power distances are low usually, the use of first names is universal and, men and women are believed to be equal. Most of conflicts are solved through negotiations that are aimed for best results for all parties.

Usually the immigrant employees or business manager's particular strengths lie in his/her knowledge of foreign languages and understanding of cultural differences. It is important to remember that both migrant and Finnish colleagues and customers have individual cultural backgrounds which influence the way they see things. Most scholars recommend communication to prevent misunderstandings. Placing oneself in another's situation facilitates understanding of culture-bound issues.

3. 5. Present Finnish labour market and culture

*Some of scholars like my thesis supervisor have a problem marketing labour, money and land as a commodity but this is the present trend and term in labour marketing today, especially in Finland. This is why I have to describe labour as commodity for marketing. **Act on Labour Contracts and the Act on Civil Servants** are main legal instruments that regulate the use of the Finnish labour force. Both define the rights of the employees and the obligations of the employers. The Finnish tri-partite system of collective bargaining (income negotiations) "activates" these laws regularly and sometimes results in their revision. They, as well as the rounds of collective bargaining, are relevant from the point of view of performing arts and cultural services. Self-employed artists and freelance workers are outside these laws and the more comprehensive system of collective bargaining, although the result of the latter may influence the level of income the latter groups receive from their work.*

Today Finland is sliding into recession. According to the Employment bulletin of the Finnish Ministry of Employment and the Economy, October 2008, at the end of October, the number of unemployed job applicants registered at labour offices totalled 192,600, down 5,800 on the previous year. Unemployment decreased from the previous year throughout the country, except in the areas of the Employment and Economic Development Centres for Pirkanmaa and Northern Ostrobothnia, decreasing also in all occupational categories, except in house building work and in groups not classified elsewhere.

In October, the number of laid-off workers among the unemployed totalled 8,400, up 2,400 from September. Since October a year ago, the number of lay-off has increased by 3,500. Job seekers on a reduced working week numbered 1,200, representing an increase of 200 from the year before. The number of new vacancies reported to labour offices during October totalled 39,500, or 4,200 less than October in the previous year. Compared with October a year ago, unemployment among men increased by 2,300 (2%) and decreased among women by 8,000 (-8%). The number of foreign citizens among unemployed job seekers totalled 11,900, up 200 from October a year ago. Of these foreign unemployed job seekers, EU/EEA citizens accounted for 2,400 at the end of October, up 200 from the year before.

Competence and know-how is important elements in regional labour development. They are intimately connected with the creation of, and accessibility to the high quality workforce needed by each region, as well as general interest of the region as a whole, in particular with regard to the prospective location of profitable economic activities. Regional labour development is linked to migration and population development. Higher education and other institutions have proved to be important in population development.

As Finns open up their borders and labour to the world, they are also showing up a more multifaceted society than has been projected. Today we can see how inflow of foreign labour is booming. Through the globalisation that has been evident during the past decades, the Finns find themselves part of a global society with certain demands and expectations on its members. Finns labour culture is homogenous. Finnish and Swedish are the official languages in Finland and are used by the government offices and bodies as well as state media.

3. 6. Multicultural working environment

Cultural diversity is defined as human differences that play an important role in the culture and operation of organisations. According to Brazzel Michael (1991), the culture of a company or an organisation includes the customs, assumptions, beliefs, values, rules, norms, practices, arts and skills that define and guide members on how work is done, how to relate to others both in and out of the company, the reasons for existence of the organisation and the rules for membership. Cox (1991) states that prejudices are negative personal attitudes toward a member(s) of a cultural group and discrimination is "observable adverse behaviour" toward the group member(s).

Discrimination requires prejudice and organisational or dominant-group power to lead to destructive denial of recognition, power and privilege. The dimensions of diversity in a company or organisations are ethnicity, income, age, military experience, family status, nationality, sexual orientation, physical and mental ability, educational background, social class, regional or other geographical areas of origin, ownership of property and assets, gender, work experience, spiritual practice and race. These dimensions are usually considered when identifying, selecting and recruiting employees. A heterogeneous team can work together effectively on mutual goals and objectives through consensus and co-operation.

If a global company or organisation has to form a multicultural working team, employees from each or most of these groups must participate for the team to have power and success. At least all cultural groups must be consulted for their opinions or beliefs. Usually a multicultural working environment is composed of representatives of the cultures living in an area or community. Two people do not automatically have the same opinions because they are both Asians or from an African culture therefore, it is important to consider varied opinions or beliefs within a certain culture too.

First stage of making the most out of multicultural working environment is to make a concerted effort to become aware of what dimensions of cultural diversity exist within a company or an organisation. It is important to acknowledge the differences between individuals and groups of people. Usually a multicultural working environment is viewed in a negative sense instead of a positive core competence. It is easy to identify the inherent obstacles and barriers associated with differences in religion, disability, educational level, class, age, veteran status, sexual orientation, region of origination, or even paid employees versus volunteer staff.

When sub-cultures bring conflicts, ill feelings or stressful situations, it is because of "differences." It is importance for multicultural employees to talk about their cultural differences openly in order to make the best of the cultural differences. As diversity in an organisation grows, so does the complexity of communication and the necessity to spend greater effort developing improved communication skills. Multicultural employees and managers should remember that it is difficult to address cultural differences without resorting to stereotypes even though scientifically, there is no such thing as a stereotype. No person is exactly like another person and no individual is a clone of another member of a group.

Awareness and discussion can cause a clearer picture of cultural diversity in a working environment. Understanding and appreciation of cultural diversity means not just tolerating differences among individuals or groups but also supporting and nurturing them. Variety of ideas, talents, skills and knowledge is a desirable attribute to any multicultural working team. Providing a supporting and nurturing environment enhances other goals of the multicultural working environment through exposing group members to new issues, ideas, information and cultures. Diversity creates opportunities for character development by teaching tolerance and respect for people and by encouraging concern for equity. According to Brazzel Michael

(1991), multicultural working environment that values and nurture employees from all background is worthy of active participation. Such a company or organisation will flourish and perpetuate.

Creating a successful multicultural working environment requires the commitment of all employees involved. Changing prevailing attitudes and assumptions is not easy. In many cases the only hope is to change behaviours rather than deep-seated attitudes. Employees in a multicultural working environment must be committed to what they are doing and address issues related to cultural difference.

Sometimes resistance arises disturbing the status quo, but it is not an excuse for avoiding a change. Attention to cultural diversity may be the necessary catalyst for making things happens. Multicultural working managers that strive to address specific employment needs and issues have no chance of success, or even continued existence, unless they mirror, understand and make the most of their company's cultural diversity.

Immigrants who settle in Finland are encouraged to shed the ways of the old countries and blend happily into one people. At least two essential fallacies are inherent in the melting pot theory. The first is that non-white Finns can (or should) become like white Finns. The second is that non-white people do not have cultural significance in the New World. Both ideas have been met with controversy and rejection.

Since the 1990s, the idea of a single monoculture in Finland has begun to deteriorate. It has given way to a more pluralistic society that continues to evolve through cultural integration and influence. These changes are starting to be visible in literature, dietary habits, fashion, music, entertainment and sports.

Cox (1991) states that within the framework of a work environment, diversity empowers its members to capitalise on unique skills and areas of expertise. Careful attention must be given to mutual understanding and appreciation of individual differences. Strengthening the sense of positive cultural identity is an important aspect of establishing a viable coalition.

Sometimes employees consciously or subconsciously interject ethnic values, attitudes or behaviours into the dynamics of the larger group. The political and religious ties to the ethnic group, the individual's attitude toward the ethnic group and its values, the reason for immigration, i.e. what was sought and what was left behind, the extent of family intermarriage with or connection to other ethnic groups, the spoken languages, the place of residence i.e. an ethnic or non- ethnic neighbourhood and the socio-economic status,

education and upward mobility are some of the factors that impact the extent to which diverse cultures interact with existing cultures.

The concern with diversity and related programming by Extension and other organisations is a result of changes in the workplace and general population. Brazzel Michael explains that aspects of diversity are being incorporated into vision and mission statements of both for-profit and not-for-profit organisations. To ignore its impact on profits and other bottom line measures affects performance.

Organisations as well as individuals are exploring the impact of this diversity. This has resulted in a growing recognition that multiple perspectives can benefit a company's or an organisation's approach to opportunities and problem solving. Loden and Rosener (*Managing Diversity as a Vital Resource*, 1991) states that this approach assumes "we will be more successful as individuals, work teams, organisations and a society if we acknowledge, respect and work with dimensions of difference."

According to the Finnish ministry of Employment and Economic, creation of multicultural working environments in Finnish labour markets is inevitable. The drastic change in the status quo of the Finnish population, labour force, race and ethnicity and, citizen status demands adaptation.

All companies and organisations in Finland have experienced the stress of immigration and migration. While ethnic heritage may have become dimmed or forgotten, it continues to influence outlook and interaction with others. Under the pressure of accommodating new situations, many groups have been forced to abandon much of their ethnic inheritance.

It is important to realise the impact immigration has on labour markets over succeeding generations in order to understand ethnic identities. Second generations are more likely to reject the "ethnic" values of their parents and to strive to become "Finnilized." Third or fourth generations frequently reclaim aspects of their heritage that were sacrificed by previous generations as they sought to assimilate.

3.7 Literature Summary and theoretical background

Multicultural labour marketing can be defined as the strategic process of marketing among employers, employees or job seekers whose culture differs from that of the marketer's own

culture at least in one of the fundamental cultural aspects like language, religion, social norms and values, education, and the living style. Multicultural marketing requires marketers to be aware of and, be sensitive to the cultural differences in order to respect the culture of employees and employers in various cultures and labour marketplaces. Marketers should understand that employees and employers deserve the right to their cultures.

If the marketers want to be the winners in Multicultural labour marketing, they have to create the labour marketing mix that meets the consumer's values on a right to their culture (Bettman 1989, pg. 40). Culture has a very significant impact on many domains of science, from anthropology and sociology to management. This is why many definitions have been created for the use of every discipline. In this report, culture is defined as customs, beliefs, art, music and all the other products of human thought made by a particular group of people at a certain time, (Longman Dictionary of Contemporary British, 1987). The most important elements of every culture are: material life, language, social interactions, aesthetics, religion, education, and value system (Kotabe, Helsen 2001, pg. 109-121)

Culture has sources from different aspects of human life like language, nationality, education, profession, group, religion, family, social class and corporate cultures. All these elements influence every member of a society therefore, during reciprocal interactions. Culture is learnt and transmitted to others. Culture cannot be limited only to the sum of elements. It is an ongoing process of acquiring and transmitting those factors. Through cultural aspects only, the difference between eating and shopping habits for two countries with the same income per capital can be explained (Bradley 1999, 139). Although each country has different cultures, in Finland it is quite popular, especially for teenagers, to adjust the American way of life, which might be one of the reasons why culture is becoming more similar.

An important fact for marketing consultants is that culture influences buyer behaviour. This is the essential task for them under the marketing concept. Consumers vary in age, income, educational level, mobility patterns and taste. It is important to satisfy all consumer groups (Kotler 1988, 173). Also people have different values and attitudes that also determine their choices. This is why predicting buyer behaviour without knowing the culture of a society is almost impossible.

Language is a significant aspect in labour marketing and business communications. It is an important issue in advertising, as well as in negotiations. Language is a message transmitted

by words, or by other nonverbal forms such as gestures, eye contact or other body movements. In Finland, lots of young people know foreign languages (mostly Russia, English, French and German), and even if they do not, they know some common and popular expressions from TV that can be used in commercials, which are targeted to specific group of young, active, high-educated consumers.

As a summary, when elaborating a cross cultural labour marketing strategy for Finland, marketers should deeply examine the labour market, putting huge attention on Finnish culture, labour service shopping habits, values and beliefs of Finns. It is not easy to establish target groups, which have the same ideas and similar labour consuming habits on other markets. Labour marketers should realize that Finns consumers are becoming more and more conscious about price and labour quality. The brief summary of Finnish culture may guide marketers, job seekers and employers interested in today's Finnish labour market.

Employees' ethnocentrism, countries of origin and service necessity influence labour service quality perceptions of Finns consumers. Western companies, trying to launch and promote their "everyday use" labour service should not promote their country of origin, due to the national pride of Finnish people and their price consciousness when shopping for "necessary services". Fortunately, majority of Finns still perceive imported services with lower prices.

Now I connect theories with empirical findings using accumulated knowledge from this chapter.

4. Empirical findings

I present result from the recorded interviews in this section. The empirical findings are presented for all ten employees collectively. (An appendix for separate employee finding has been created at the end for the reader to get the complete picture of the findings). A deep analysis of multicultural working differences, advantages, preparations and promotion strategies, conflicts prevention and solving as well as the perceived result from the chosen paths such as the language and other cultural adaptations has been connected to the theories.

The common goal of the Finnish labour market organisations is to jointly promote positive attitudes towards immigrants both in the society and in working communities and, to develop the requisites for multicultural working life.

In 1995, when joining the European Union, Finland accepted the essential principle of free mobility of people. It is one of the prerequisites for European Union's economic efficiency as well as a basic right of a European. The mobility of the work force supports the optimally effective utilisation of the benefits of the integration. However, small foreign labour has arrived in Finland since then. High retiring rate of Finnish is causing a great change of generation ongoing in working life in Finland. Today the young age groups entering working life are smaller than the older age groups retiring from it, and experts have predicted that situation will get worse in the near future.

According to the Joint White Paper of the Finnish Labour Market Organisations journal, "Foreign workers are welcome" because by the year 2030, the amount of working age population in Finland will have been reduced by 300 000 people. The economic growth essential for Finnish well being is in danger of waning due to decreased work contribution, unless Finland is able to respond to the challenge of ageing in a timely and sufficient manner.

The main response for the labour shortage currently present in some lines of work and on some regions is the raising of Finnish employment rate to the stated goal of 75% by the beginning of the next decade. The key factor is providing work faster and more effectively for unemployed Finns and the foreigners already living in Finland. Extending the working age in both ends and increasing both professional and regional mobility are also required. It is essential to continuously raise the productivity of labour by improving the expertise levels and professional skills as well as by investing in the new technologies, innovation, research and development. In addition to improved introduction of the domestic labour potential into the work force, to supplement it, Finland need more job related influx of foreign experts and workers.

The foreign labour is required to supplement Finnish labour, not to replace it. Approximately 2% of the Finnish population is of foreign origin. Little permanent immigration to Finland has been job-related so far. Little temporary or fixed-term employment of people from the nearby areas has been increasing. There are approximately 30 000 foreigners working in Finland for a shorter or longer term per annum. The labour market organisations consider an increase of

foreign labour and a more multicultural Finland and more multicultural working life as an enriching opportunity, not a threat.

Foreign labourers partake in the development of Finnish society in a valuable manner as they engage in working life, learn Finnish or Swedish, and provide their expertise and contribution. Further internationalisation of Finnish working life is necessary, and also a way to thrive in global competition. Job-related immigration is welcomed and necessary addition to Finnish working life. Retraining and upgrading of qualifications, facilitating the academic recognition of degrees earned elsewhere, and enhancing competence based qualification systems would all expedite the entering of immigrants into Finnish working life.

A foreign worker must be able to feel welcome. In the workplace, everyone should value and accept others as colleagues, one's equals, with the same salary, rights and responsibilities regardless of birth. Employers, for their part, must abide by Finnish law, with the basic assumption that the Finnish terms of employment and collective agreements are applicable to all work in Finland.

Immigrants must have the opportunity to retain their own cultures and identities in accordance with Finnish law, respecting the local culture. Human rights, democracy, freedom of speech and gender equality concern all employees regardless of their birth. The Finnish labour market organisations assist in bringing a favourable atmosphere in workplaces and fight prejudices, ignorance and racism. Sincerity and abiding by the rules of working life are required of all in order to root out the negative phenomena. Building a more multicultural working life and society is a challenge common to all layers of society, political decision makers, and employer and employee labour market organisations as well.

Since the autumn of 2006, the labour market organisations have implemented an information and training endeavour targeted at supervisors and shop stewards, in a manner to be separately agreed in, in order to promote good ethnic relations in the workplace. The implementation method entails the best workplace specific practices and examples.

4.1 Summarized answers for all ten interview respondents

Cultural differences in working environment

Climate: Finland is colder than Jordan but there are no major working cultural differences from both countries. All the employees are people, living and working with Finns is fine, quoted a Jordanian Citizen. A Finn male manager said that there are no particular cultural differences in working life anywhere. However, an issue of time comes up now and then. Employees from different cultures have different views on time. In working life the hours may bring cultural different views on when the work should be done. The Finnish and Russian cultures are almost the same. A Russian employee has worked with only males for 10 yr. in Russian mines but in Finland males and females work together in almost every field. There is more kindness and less competition in the working environment in Finland than in Russia. Finnish and Egyptian cultures are a little bit different in general but there is no difference between a Finn and a foreign employee. All are equal in that working place. The most important issue is communication. It is important to be able to speak the native or working language because the better the language skills the better the communication. Knowledge is the second issue, but it doesn't matter whether an employees has more or less cultural difference in a working environment because at the end of the day, the given duties are completed the same way. A Finnish female manager employee could not say that there are any working cultural differences. She said every human being can learn if taught, as long as employee has Finnish language skills, it is easy. A Philippines female employee also said there are no cultural differences, it all about individuals/work-mate character. A Kosovo young employee said there are no cultural differences, may be language problems, nothing else basically. There are no working cultural differences, a Finnish elderly male manager replied. When foreign employees are taught their duties, they carry them out just like Finns. A young Finn young manager could not answer the question.

Advantages of multicultural working environment

The benefits are that, foreign employees do their job well after they have been taught. Multicultural working environment produces good workers said a Finn male manager. Another Finn manager said that he gets an opportunity to ask foreign employees the reason they came to Finland. It is enriching to have multicultural employees in a working place, he

went on. It is nice to learn about different people and their culture, said the Jordanian. It is like education. The Russian employee works alone in the department machine and has gained nothing from multicultural working environment. There are always new subjects to learn replied an Egyptian employee. Multicultural employees come from different countries with different systems, difference ways of handling cases and different tools. For instance, there are more opportunities in Finland than in Egypt where there are no free classes and on job training arranged and provided for employees. It has been a huge enrichment, the Finn female manager confirmed. Riihimäki Würth Ltd. is a global company and it has been enriching to have employees from different cultures. There are privileges in Finnish working environment that are not in Philippines said Socyline from Philippines. Free healthcare services for employees for instance, that is not available in home country. Social benefits are more in Finland compared to Philippines. Hearing different stories from different cultures during the coffee break has been an advantage for the Kosovo citizen young employee. There is no fear. Now the Finn elderly male manager knows that anyone can learn the job by doing it when guided. The young Finn male manager has leaned only new cultures.

Challenges of multicultural working environment

The language: It is very hard for an employee to learn and complete the given duties, get promotions or keep a job in a foreign country for a long time, until he/she can understand, write and speak the native language (working language) well. All the orders, instructions in the working life are communicated in the native or working language said a Finn male manager. Another said the hardest part is trying to find out and clarify certain things, what they really are in order to recognise them the right way. After running a company in Finland consisting of only foreign workers only, the Jordanian employee had to overcome prejudices and fear of working with Finns. To his surprise, everything has gone well. It is not about cultural difference but personality replied the Russian employee. Employee has not come across any conflicts caused by multicultural working environment. May be he does not remember any since he never keeps an account of negative experiences. Egyptian employee said that a foreign employee starts by learning the native or working language then job knowledge accumulation, which are challenges for a foreigner. A working day will go smoothly after both working language and working skills have been mastered. Multicultural working environment brings new nuances said the female Finn manager, different point of views that comes with the package. There are no cultural challenges. It depends on the foreign employee said Socyline from Philippines. She can do any job a native can do there. She has

no limits. The work colleagues are very friendly and nice. The Kosovon young employees faces no cultural challenges, he has lived in Finland for a long time. Challenges are language, said an elderly male manager. The ways to get foreign employees understand what you want them to do. At least now there are English-speaking youth employees in the company, which makes the work communication easier. Nothing said a young Finn manager. In his point of view there are no working cultural differences challenges between him and employees from other cultures. Language is one of them, but most of foreigners speak finish language very well.

Preparation of employees for multicultural working environment

First, employer or recruitment manager try to clarify where the foreign employees comes from. Based on the cultural background, employer or manager try to explain and teach them duties in the best way in order to integrate them into Finnish working culture because employee will have to operate according to Finnish working culture and principals explained the male Finn manager. In some departments, new foreign employees have been recruited and assimilated into the team just like all the other Finns, went on another Finn male manager. People are all the same. Working with different cultures feels like being in a big family. Everyone is equal. The importance is what and how one does his work declared the Jordanian employee while the Russian employee confessed that he has never heard of any multicultural working environment preparations, cultural classes or anything of the sort. The Egyptian employee has worked in a multicultural working environment for 10 years but has never seen anything like that. A new foreign employee just starts the job and gets into the working environment like any other employee. The working place is like a small country inside a country. Each employee has different character. There is no need of preparation in advance. Employees join the team or working environment and the supervisors tell, show and teach them how to do their job naturally. A new education is obtained the same way like native employees. The female Finn manager said that existing employees are always informed that a new comer with a given cultural background is joining the team. New employees are given a tour around the buildings, introduced to their colleagues and other company departments. According to her, new foreign employees have been received well. Socyline from Philippines learns by watching what her colleagues do and listening very carefully to what her managers teach and say. When the young Kosovon employees joined the company he spend a week working in different departments around the company to get acquainted with his work-mates, duties and environment. Working in the company has been much easier since then, he told

me. So far nothing has been arranged. The only relief has been that weak Finnish language speakers have got along with their English-speaking colleagues lamented the elderly Finn male manager while the young Finn manager simply quoted, “There are no preparations for multicultural working environment in this company”.

Prevention of problems that can be caused by multicultural working environment

The Finn male manager firmly said that there are no cultural differences in carrying out given duties. Cultural differences are more visible during free time and in other environments. Another said that no problem has ever been caused by cultural. Therefore, there has been no need for prevention. No need to solve problems caused by foreign employee differently from the rest of employees. None of such problems has occurred so far. The Jordanian male employee looked me in the eye and told me that there is no need for prevention measures. All employees are like a family there, everyone is very friendly and there is no need to prepare or arrange multicultural working environment classes. He sees himself as half a Finn half a Jordanian. Russian employee believes that working cultural conflicts cannot be prevented if there has never been any. All the employees are all equal despite of their different nationalities and working cultures. The Egyptian male employee went on explaining that when a foreign employee gets into a conflict with a colleague. The manager handles the case individually not as “native vice foreigner”. Based on their arguments, the manager gives the verdict and whoever has the fault takes the blame. No extra ordinaries for multicultural working environment, just the normal procedure. This is a hard question, sighed the Finn female manager. There are no tools available. Everyone has just to get along. Everyone is there to work, despite of where they come from. According to Socyline from Philippines, it depends on the employee’s hardworking nature. One has to be extremely hard working. When the boss catches anyone idle, she or he gets fired. This is not only done to foreign employees but to any employee. The Kosovon youth reviewed that employees mingle with each other all the time during the working hours and learn how to get along. This time the elderly Finn male manager did not know if there is a need to prevent anything because so far, no cultural conflict has emerged and the young Finn male manager could not answer the question.

Solving of problems caused by multicultural working environment

Discussion is the only key according to the Finn male manager. Through discussion supervisor bring forward each parties’ point of view, try to reach a favourable solution and

move forward. Another one confirmed that problems are solved the same way as all the other employees because Riihimäki Würth Ltd. is a global company. The Jordanian frankly said that if there has been a problem caused by multicultural working environment, he was not in the company yet. Racial and cultural conflicts are faced out of working place. Fire them all maybe, joked the Russian employee. Then he confessed that he could not suggest any solving tactics as long as such problem has never been encountered. Socylene from Philippines said that there has never been a multicultural working conflict to solve. She has worked there for over a year and never faced a conflict caused by cultural differences so far and so was the Kosovon youth reply, he too has never heard of any cultural conflict so far. The elderly Finn male manager also said he has not confronted anything like that in any way. Employees with English language skills can tell more about the problems. Nothing like cultural difference caused problems has been reported to him. Then the Finn young male manager explained that when there are conflicts they are solved through discussion.

Multicultural working environment encouragement

If the job has been done well, employee is thanked and praised. Facts are told as they are, nothing more said the Finn male manager. In some department, foreign employees are involved in different sports events that are arranged by the company e.g. football match said another. When the Jordanian employee started working in a multicultural working environment he couldn't remember names of the colleagues, but employees provided advice and help to one another. Now that he has learned his duties well, he supports and helps all the other new employees despite of their cultural background. All that matters to him is the employees' friendliness. The Russian employee thinks that there should not be encouragement if there has never been any problem caused by multicultural working environment. No special events are organised in the working place. Whoever is interested in Finnish culture in general can obtain a sport card; take part in company's sport events and Christmas parties. Equality said the Egyptian male employee. The managers look at foreigners like an employee not as a foreigner. All the working rules and regulations are meant for every employee. For instance, if the job starts at 8 a.m. everyone has to be at work by 8 a.m. There are no exceptions. All the employees are equal. The female Finn manager strongly believes that employing and maintaining many different cultural employees in the company encourage it. Socylene from Philippines, who has a Bachelor degree in Criminology sincerely, pointed out that there is harmony in that multicultural working environment. Employees are nice and there are no problems. Employees are capable of handling their

cultural differences and working together has been carried out smoothly. On the other hand, the Kosovon young employees thinks that greeting each other, talking and showing new employees around gives employees more energy to perform their duties well. It would have been difficult to work alone in isolation. The elderly Finn male manager replied that foreign employees are treated the same way like Finnish employees even if they come from other cultures. The company does not recruit employees unless they trust them. Employer wishes the best for every employee. There is no need of encouragement, said the young Finn manager. Everyone is equal. Of cause when a foreigner finds other foreigners in the working place, it is by itself, encouragement.

Advice on multicultural employees and working place

It is complicated said the Egyptian male employee. Each foreign employee has a different character, knowledge, and experience and work motivations. Foreigners are hard working employees and they really like to learn. The problems with employers are fear of cultural differences and lack of trust, not the foreigner. This should not be the case. Foreign employees should be given an opportunity to prove their working potential and time to improve their language and working skills. The Finn male manager said that foreign employees have to be guided in the beginning and make sure they speak native or working language well enough in order to prepare them better. The second male manager put it all in two words, "It enriches". Many years ago Finns were different, said the Jordanian male employee that was born in Kuwait and has a degree in Economics. The he went on and explained Finns could not decide whether a foreigner was fit for a job or not. Today most Finns are taking chances on foreigners. Soon nobody will care whether the employee is a native or a foreigner. Recruitment decisions will be made on the quality of the job done, not the origin of the person doing it. Prejudices have to stop, pointed out the Russian employee. Employees should be judged individually and create a relationship based on that, not according to their culture or nationality. Companies and organisations have to face and handle every foreigner as an individual. The Finn female manager wisely advised recruiters to receive the different cultural employee as an asset and enrichment. Socyline from Philippines said that foreign employees should work hard in order to get the job done in time. Kosovon young employees asked the managers to get involved with foreign employees, exchange news and do not isolate them. The elderly Finn male manager told the recruiters and managers out there that, no need to fear. People learn despite of their country of origin. Everyone learns at least in the industry that Riihimäki Würth Ltd. operates in. Even computerised duties. Sometimes foreigners carry

out their duties even better than Finns themselves. The young Finn manager had only positive experience with multicultural working environment. His advice is for companies and an organisation was to recruit foreigners the same way as natives.

5. Discussions and Analysis

Before I connect empirical findings with the theoretical section, I have to mention that it was extremely difficult to find any existing Finnish labour culture theories to match my findings with because cultural labour marketing study topic is very new in Finland. I had to match my findings with theories from other cultures and countries like Sweden, U.S.A and U.K

5.1 Working culture differences

As stated in chapter three, individualism culture contest is often connected to "Low-context" communication while low Individualism (Collectivism) is connected to "High-context" communication. According to Hall (1977; Hall & Hall, 1990), members of Low-context cultures have less personal contact with each other therefore labour communication must be very detailed and very explicit. A great deal of formal information is communicated in a direct way, often by way of written texts. In contrast, members of High-context cultures have closer and more familiar contacts with each other. A lot of information is already shared among them, and therefore their preferred mode of communication is more informal, indirect, and often based merely on symbols or pictures.

The language and time are some of the most obstacles in multicultural working environment. Taking the literature into respondents' discussion, it is clear that there are no other cultural differences in a multicultural working environment than language, climate and time concept different. Seven out of ten respondents said they have no working cultural differences with their colleagues. Their working habits are like all the rest. Two respondents mentioned the language differences, one said that he finds the working environment colder than the rest, and one respondent has observed that interpretation of working time and hours varies from other culture. However, two out of ten mentioned that they see their working habit differences as an individual character rather than a cultural factor.

Could it be that cultural working differences are confused with individual character habits and vice-versa? Apart from the five Finnish nationalities in the research, each of the other five

respondents comes from different countries (Philippines, Kosovo, Egypt, Jordan and Russia). Could the result be different if five from each of the above countries working together were researched? Since this working cultural difference has never been deeply researched before in Finland, this could mean that employees look at their cultural variations as individual character variations, weakness or strength.

5.2 Advantages of multicultural working environment

In chapter three we came across the advantages of appreciation and understanding of cultural diversity. Not just by tolerating differences among individuals or groups, but supporting and nurturing them. Variety of ideas, talents, skills and knowledge are desirable attribute to any working environment.

Providing a supporting and nurturing environment enhances other goals of the working together by exposing group members to new issues, ideas, information and cultures. Diversity creates opportunities for character development by teaching tolerance and respect for people and by encouraging concern for equity. A multicultural working team that values and nurtures employees from all backgrounds is worthy of active participation. Such an organisation will flourish and perpetuate.

Nine out of ten respondents have gained something from multicultural working life in general. Three out of ten have learned about different cultures, two have gained new ideas, three have had a chance to lead a hardworking team of different cultures, one gets a chance to collect information for migration to Finland and one has gained nothing because he operates a machine alone in a deserted department. Going back to the introduction contest of "how competitive is Finnish labour market, we can see that there are some advantages but are they unique. Can they be used as a competitive advantage? Only one respondent said that health and social benefits are better than her country but so are benefits from other Scandinavian countries according to my point of view.

Jackson, Holvino and Cox (Cox. *Academy of Management Executive* 5, No. 2.1991) think that Multicultural working environment could be viewed as legitimate advocates for the greater community by political, business and industry "power-brokers". "In Multicultural organisations, human differences are valued and seen as a competitive advantage for the organisation." Multicultural manager recognises that no one set of cultural values is inherently

better than another. People are not required to relinquish their cultural heritage as a condition of multicultural working environment job contract.

Appropriate communication and working relationships among employees of different cultures require mutual respect and some understanding of one another's culture. Multicultural working environment employees should have the opportunity to hear directly from others regarding one another's culture and values in order to be more respectful of them, especially if the exchange takes place among personal acquaintances.

In chapter 3.1 we saw that cultural poesis is "the constant reconstruction of selves and others through specific exclusives, conventions, and discursive practices" (Clifford, 1986, p. 24) and avoiding poesis can improve multicultural working. Opportunities for personal acquaintance and communication over time can increase trust among multicultural working environment employees. Careful facilitation and sensitivity must occur when employees of different cultures are brought together. This ensures cross-cultural understanding, multicultural labour productivity and effectiveness. Cross-cultural learning among multicultural employees can involve making mistakes and learning from them. Avoidance of or reluctance to initiate or participate in a multicultural working environment because of fear of mistakes, competition or conflict must be overcome. Gaining personal and cultural respect for coalition members from different cultures contribute to more frequent and effective working relationships among those who have mutual interests.

5.3 Challenges of multicultural working environment

Arun Kotolli (*marketing, innovation and leadership 2006*) explains that most managers would like to be "Culturally Blind". They simply do not acknowledge cultural differences. When managers see the cultural difference it is often for the wrong reasons. He also states that multicultural working teams often have difficulty to reach consensus and make a common decision. They suffer from, ambiguity, lack of preparedness, confusion caused by miscommunication, over complexity, inability to reach an agreement, endless debate on the possible solution and disagreement on specific action plans.

These problems often make the manager and team members frustrated. Endless debates and arguments result in time overruns and cost overruns. This can force the managers to take a wrong decision amid all that confusion. Many organisations are unprepared to deal with working cultural diversity. Some companies and organisations implement policies, strategies,

business practices and procedures without taking cultural differences into considerations because managers are not made aware of culturally sensitive issues.

Managers are able to describe the problems caused by cultural working diversity but most of them fail to root cause the problems. Essentially all problems caused by working cultural diversity occur during convergence phase of decision-making. Diverse working teams find it difficult to converge on a problem statement and agree on the solution.

Nine out of ten interviewed respondents said that language is the main challenge. How to communicate, give and receive orders, understand the given responsibilities are difficult and frustrating without a common language. One respondent said the fear of facing the unknown culture is a challenge and one respondent said that he had no challenges because he controls a machine alone and does not have to communicate with anyone.

From the results, it is clear that a common language is very important in a multicultural working environment. Surprisingly, only one of out of five foreign employees mentioned lack of common language as a challenge while all the five Finns respondents pointed out that it is the only and major challenge.

Question is, does lack of language skills reduce or lower labour productivity? As frustrating as it is to teach an employee his/her duties without a common language can a foreign employee learn by watching the colleagues and maintain the same level of productivity as the rest? Socyline mentioned hard work. Do the foreign employees have to over do themselves; overload themselves to compensate the language and communication weakness? Managers' respondents pointed out that foreigners are hard workers and good unskilled workers too. I myself don't see overworking to compensate language and communication skills as a negative tactic but a multicultural working strength and competitive advantage, as long as employee can handle it.

According to Arun Kottoli, multicultural working teams are forced to communicate in a common language, which is usually the language of the dominant group. This means that there are members in the team whose communicating language is not their native tongue. This result in miscommunication between team members, where one member meant one thing, but said something else or it was understood differently. The problem can occur in translation errors. In multicultural working environment some employees do not describe everything

explicitly. They assume that the other person can understand the implicit meanings. This lowers accuracy in communication forcing the team to reconfirm all communication between members. This is why a lot of time is lost during the communication process.

5.4 Preparation of employees for multicultural working environment

Six out of ten respondents said that they have not heard any preparation of multicultural working environment. They were never prepared in advance to join or receive different cultural employees. They were taken in the working environment the same way like all the other employees. One out of ten said that the managers investigate the new employee's cultural background in advance in order to teach them duties accordingly.

Two out of ten said that new employees are taken around or work in different departments in the building to get acquainted with their colleagues and working cultures. One responded said that there were no preparations arranged. She learned the duties and cultures by listening and watching very carefully what the colleagues said and did. In this case, it is hard to tell whether employees are prepared for multicultural working risks and advantages because official multicultural working environment preparation has never taken place.

According to respondents' answers, it is clear that employees are not aware of any formal preparations for the working diversity confrontation in a working place. All the foreign employees respondents did not see the need for formal classes, info or guidebook on diversity in a working environment. From my experience as a labour consultant, foreigners' number one fear is segregation. They see it like unequal treatment, "apartheid". They would rather deny that they need a special guidance and help due to language skills than allow anyone treat them differently from natives. Could it be the case in this working environment? On the other hand, the native employees wished that such formal tool were available to prepare and make it easier for employees to join and receive the new employees from different cultures and save the managers time of informing and educating each employees separately.

Arun Kottoli (*Marketing, leadership, innovation and leadership 2006*) states that cultural diversity can have both positive and negative impact on team productivity. Diversity can vastly improve productivity through increased creativity, better understanding of the problem, better solutions, better decisions, and increased effectiveness. However, the challenge of managing a diverse working team leads to faulty management process, which reduces team productivity. Thus, the actual productivity can be expressed as: Actual Productivity of diverse

team = Homogenous team productivity + Gains due to diversity – Losses due to faulty management process. Managers of culturally diverse teams must therefore understand the problems caused by cultural diversity in advance.

5.5 Prevention of problems that can be caused by multicultural working environment

As seen earlier, Loden and Rosener believe that cultural diversity problems can be prevented by encouragement and support discussion among people throughout the company or organisation about the meaning of diversity and pluralism, showing how to implement programs that can accomplish the company goals and following leadership behaviours foster. Also, through articulation of pluralistic vision and values for the organisation and showing ways in which they are an integral part of the organisation's mission and vision. Demonstration of ethical commitment to fairness and elimination of discrimination can prevent cultural conflicts in all its forms inside the coalition and in the coalition's relationships to other people, groups and organisations.

All the ten respondents said that there has been never been a cultural diversity problems hence, no need of prevention. They see the cultural conflicts as personal character problem and solve them the same way as all other conflicts. All respondents said that they are paid equal salary, treated equally and feel like a member of family despite of their different culture and nationality. They have learned to live and work with one another in harmony. I too experienced the harmony, kindness and friendliness during my rounds in the building and it could not be faked. None of the 126 employees knew who I was but they greeted one another, joked around and made the working place feel like a family using their poor, broken English and Finnish language.

Frankly speaking, I was blown away. This was the opposite of what I expected to see or hear replies given my long working experience of hearing nothing but negative feedback of work-mates and terrible working environment especially multicultural environments! All our foreign clients complain of racism and ill treatment by colleagues and natives complain of unbearable, unethical, uncompromising working cultures when the contracts are terminated. Need to mention that most cases are from this same working environment as I leaned later from my colleagues who saw the interview DVD.

This means that the cultural diversity caused conflicts is misinterpreted, racism and complex culture barrier terminology are often misused or our clients use and say anything for revenge after the work-relationships have turned sour. Could it be, when everything is fine at work, there are no cultural differences or conflict? Equal payment, equal benefits, equal sharing of duties and equal treatment for all employees prevent or overshadows the conflicts? Third explanation could be that the managerial or leadership power distance is very short that cultural diversity conflicts seem minute and are not taken seriously enough to arrange a formal hearing, report or create any strategy for prevention.

5.6 Solving of problems caused by multicultural working environment

Seven out of ten replied that they have never faced any problems caused by cultural diversity in working life. Three said the problems are solved through discussion. There are no special ways or tools available. They are solved the same way as the rest of other conflicts. According to my opinion, these responds can be connected to the conflict preventing findings. John Ford (*Cross Cultural Conflict Resolution in Teams* 2001) states that conflict will arise from time to time. How the team chooses to respond can be the difference between success and failure. The importance of talking about conflict prevention and resolution issues cannot be over stressed. It will go a long way to the enhanced productivity that is expected from a team that is performing well.

Through reading the respondents body language during the interview and video edition, I got a feeling that many respondents were not comfortable answering this question. We all know that there are conflicts to solve in every working place. Whether they are seen as cultural or individual caused conflicts is another issue. Only one foreigner and two managers admitted that conflicts are not solved as foreigner-vice-native but employees- vice-employee. Were all the other eight responds sincere? What was making them uneasy answering this one question and the previous? Two respondents pointed out that racism and cultural differences are practiced/visible somewhere “out there”, away from working environment. Could it be that these conflicts are also discussed “out there” too, in a labour office for instance? I was left with a feeling that there are no cultural differences and clashes as long as everything is fine and running smoothly in a working environment. Are all the pointing of fingers received in labour office over years ungrounded? Could the answers be different if a government officer with foreign origin was not recording the answers in a video?

If the cultural conflicts are not identified differently how can they be solved differently? This could bring both positive and negative results. Positive in that there is no feeling of discrimination and segregation in the working environment. Everything and everyone is treated the same, equality for all. Negative aspect could be that cultural conflicts will never be uprooted as long as there is a denial of its existence. Same conflicts will keep on emerging as a new employees or equivalent situation comes up, increasing working stress to the involved parties, resulting in contract terminations and a bad taste or reputation of multicultural working environment.

5.7 Multicultural working environment encouragement

In chapter 3.1 Mcfee mentions that people hold cultural truths to be self-evident, that all men are created equal (Mcfee and Degges 1980. p. 243). Three respondents said that practising equality encourages multicultural working environment as we saw in chapter 3.1 that it is important to treat all employees in the same way and accept them as member of a family to encourage teamwork and diversity acceptance. Three out of ten said that friendliness, kindness and harmony in the working place have been an encouragement to them. One respondent said praising and giving positive feedback to employees from different cultural background when they perform well, has encouraged the cultural working diversity. One employee added that having a working cultural diversity by itself is an encouragement and one out of ten said that he involves all the different cultural employees in sport activities like football. Only one employee that operates a machine alone said that there has been no need of encouragement for multicultural working environment. Anyone interested in Finnish culture in general takes part in sport events and Christmas parties. Most of the respondents had mentioned that language is the greatest challenge of multicultural working environment and yet, there was not a single tool available to encourage employees learn the language better and faster.

John Ford (*Cross Cultural Conflict Resolution in Teams*. 2001) has suggested various strategies for encouragement of multicultural working environment. One of them is changing of cultural resistance through inclusion. Which means involving every employee in formulating and executing diversity initiatives in the workplace? Fostering an altitude of openness in a company or organization is carried out by encouraging employees to express their ideas, opinions and attribute gives a sense of equal value to all.

Promotion of diversity in this working place has not been in practice though. This practice could provide visibility and realization of the benefits of diversity in a working place. Utilization of diversity training also has not taken place in this case. This company could use it as a tool to shape the company's diversity policy. According to respondents' answers, there has never been a customizable employee satisfaction survey that could provide comprehensive reporting. Managers could use the survey results to build and implement successful diversity in the workplace policies. My opinion is that there has been progress but more strategies and tools have to be established to promote diversity in Finland's working life. Our Ministry is creating on-line Finnish courses and I sincerely hope multicultural working employee managers would make their foreign employees take on-line Finnish courses during their leisure time at least, if they are not ready to release them to attend the normal evening Finnish classes.

5.8 Advice on multicultural employees/ working place

Each employee had a different advice on multicultural working place. In brief, the companies have to guide employees in the beginning and make sure they speak native or working language well enough in order to prepare them better because multicultural working environment enriches. Today most Finns are taking chances on foreigners. Soon nobody will care whether the employee is a native or a foreigner. Recruitment decisions will be made on the quality of the job done, not the origin of the person doing it so prejudices have to stop. Employees should be judged individually and create a relationship based on that, not according to their culture or nationality. Each of foreigners has a different character, knowledge, experiences and work motivations. Foreigners are hard working employees and they like to learn. The problems with employers are the cultural differences fear and lack of trust, not the foreigner. Foreign employees should be given an opportunity to prove their working potential and time to improve their language and working skills. Companies have to receive the different cultural employee as an asset or enrichment. Foreign employees should work hard in order to get the job done in time. Managers and employers should get involved with multicultural employees, exchange news and not isolate employees. No need to fear. People learn despite of their country of origin. Even computerised duties, even better than Finns themselves sometimes. Positive experience with multicultural working environment has

been gained. Companies and organisation should recruit and pay foreigners the same way as natives.

For a multicultural working management to succeed, *Loden and Rosener* suggests that managers should try to include people or organisations within the groups that are representative of the community. They should become aware of the cultural diversity of the working environment. Try to understand all its dimensions and seek the commitment of those involved to nurture cultural diversity. Address the myths, stereotypes and cultural differences that interfere with the full contribution of employees. Managers should remove the major barriers that interfere with people from diverse cultures working together. The best way to achieve this goal is through listening for what is really being said, not what one wants to hear. Invite others to be a part of the discussion and learn to communicate clearly and fairly. Employees should not be misjudged because of accent or grammar. One should ask questions to be certain and clear on what is being said. Adoption of communication style should be streamlined with the situation. The telephone causes problems in understanding between cultures. It is important to be explicit in multicultural communication and remember that individuals from different cultures may react differently. Managers should know with whom they are communicating. They should use language that fosters trust and alliance not come on like "gangbusters." Each person wants to succeed in this venture so manager should be calm and positive.

When conflicts arise, the problem may result from style rather than content, managers should strive for understanding. Review, revise and revisit the main objective to be certain the content is clear. How one say something may be more important than what is said. Men and women, whites and non-whites, volunteers and paid staff, middle-class and working class people are different, but much less different than they are the same. An appreciation and acceptance of both commonalties and differences are essential to effective working relationships. Multicultural working environment becomes more connected with the company or organisation that it serves if it states publicly that having a diverse work force is a top priority. Multicultural employees should continue to revisit the various components that address the awareness, understanding, communication and nurturing of a culturally diverse organisation. Managers should understand the dimensions of diversity, use inclusive and valuing language, quote diverse sources, readily adapt to differences in communication styles of diverse people, display respect for human differences and be aware of and, be comfortable with dealing with cultural diverse issues. They should value ongoing personal learning and change, solicit views and opinions of multicultural working environment; invite feedback

about personal behaviour and blind spots. Also be open to belief modifications and actions based on feedback. “Mentor and empower diverse individuals and encourage others to do so as well”, (Loden and Rosener 1991)

6. Conclusion

Main result and findings of the study is summarised in this section.

Language and time perception are the two main working cultural differences in a working environment in Riihimäki Würth Ltd. Finland. Multicultural working environment employee's benefit from various cultural knowledge accumulations and learn to get along with different nationalities. They face the challenge of communication without a common language. Learning and understanding messages or directions delivered in foreign languages are a real challenge for all the employees in this multicultural working environment. There is little or no formal preparations like classes or info arranged for receiving and dealing with multicultural working environment diversity in some Finnish companies and organisations like warehouse operating Riihimäki Würth Ltd. Employees learn by doing.

All the cultural based conflicts are solved through discussion, the same way like any other conflict. There are no tools or strategies available to prevent them because they are not interpreted as cultural based conflicts. Equal payment, benefits, sharing of duties, treatment, giving positive feedback, hiring of different cultural employees and involving all the employees in sports events encourage multicultural working environment in this company, as discussed in chapter 3.3 in Finnish culture all are treated equally. Power distances are low, the use of first names universal, and men and women are equal. My theory is that working cultural diversity is worth the trouble, at least in unskilled and warehouse field as researched. It is enriching and a powerful competitive asset. Handling an employee as an individual and applying multicultural working environment strategy may overcome prejudices and foreign cultural fear.

Multicultural working environment is enriching. Lack of common language came up as the main challenge in this research. Most of the managers made it clear that lack of Finnish language skill is the main cause of miscommunication and mistrust in a working life. This challenge creates stress on team members. The awareness of miscommunication error in

working place can risk problems analysis, problem solving and decision-making. This is a stress many managers and employees are reluctant to undergo. In chapter 3.3 we saw that Finland is undergoing a recession at the moment.

I already mentioned that at the moment, Riihimäki Würth Ltd. has 126 employees in 379 departments of which 28 are migrants from Vietnam, Morocco, Kosovo, Germany, Russia, Estonia, Egypt, Kuwait, Bangladesh, Japan and Philippines. Würth Ltd. hired the first foreign employee in 1990 but none of foreign employees has ever been promoted according to its recruitment manager (Päivi Kiviaho). This was very disturbing finding and in my opinion a multicultural working environment dark side or failure. It means that multicultural marketing in Finland might be the right strategy or solution for ambitious foreigners who are interested and looking for quick career advancements or career progress. Believe me, very few employees are satisfied with doing the least and taking home the smallest pay check forever. That is, if this is the case in most of the Finnish multicultural working places.

The number of foreign citizens among unemployed job seekers totalled 11,900, up 200 from October a year ago. Of these foreign unemployed job seekers, EU/EEA citizens accounted for 2,400 at the end of October 2008, going up 200 from the year before. This might affect Finland's manpower importation strategy. How long will Finland keep its borders open? How long will Finnish companies like Riihimäki Würth Ltd. use cultural labour diversity as their core competence?

7. Recommendations

In this section, I lay down suggestions for further research and critique of the method used.

7.1 How to market and manage cross-cultural labour in Finland

I recommend the following from the above study:

Encourage Finnish or Swedish language intensive evening classes or on-line courses. Finland's working languages are Finnish and Swedish. It is clear that any employee working in Finland (at least as a warehouse unskilled employee) will have to use one or both of the languages. Companies like Nokia have language classes arranged in the working place. It takes years to master a foreign language but ignoring the problem does not help. Companies are interested in

high productivity and are not willing to let their staff off their duties to learn the language during working hours but as Arun Kottoli states, actual productivity can decrease because: “Actual Productivity of diverse team = Homogenous team productivity + Gains due to diversity–Losses due to faulty management process like poor communication”. Multicultural working environment ought to understand problems caused by language and cultural diversity in order to use it as a competitive strategy. Managers and employees should recognise cultural based conflicts, address them and solve them before an anthill turns into a mountain and cause termination of contracts. Foreigners should be willing to discuss every cultural caused grievances openly and freely with managers and other colleagues, offer positive suggestions for resolving them instead of suffering in silence or quitting just to come to cry over spilt milk to the labour officers.

7.2 Suggestions for further research

I suggest that more research on the communication and information channels in a multicultural working environment should be researched further. How can information be communicated effectively and successfully in a working environment where employees do not have a common language?

Second research could be on promotions and career. Out of 126 Riihimäki Würth Ltd employees 28 are foreigners. The first of them was recruited in 1990 but none of foreign employees has ever been promoted. How can foreign employees get promotions and further their career in a foreign cultural working environment, when their working language is weaker than the majority?

Lastly, a further research on why most of Finnish companies attract more unskilled foreign labour than skilled

7.3 The study method critique

I believe that the qualitative research method used was the best for this report. Oral face-to-face interview is the only research method where I could record, read and interpret respondents' multicultural body languages and silent messages. I was able to repeat, explain and split the questions over and over, in different languages until the respondents understood it well.

The companies and respondent's number and their background choice could be different. In this research, in-depth face-to-face oral interviews with 10 respondents gave enough information to make good reliable conclusions. However, maybe interviewing 15 respondents, three from same cultural background or country and, four companies in different industries with different level of working skills could have given more clarifications to some details. This is because the answers to the "preparation for multicultural environment" in this study were a bit contradictory. Also all the theories are based on one warehouse operating company that uses unskilled labour only. The result might be different in another company operating in a different industry with different working skills requirements. I think that the result could have been even better with more respondents from different cultural background as long as the interview answers are brief. With 10 respondents I summarized and edited a 35 minutes video, which is already too long according to critics of most viewers that have seen it.

However, the contradictions were very minor to jeopardize the study and my peer group thought that the information and theory the research contributed to cultural labour marketing in Finland is enormous given the fact that such interview has never been conducted in Finland. The department of Education for Riihimäki Municipality and Ministry of Migration "Mosaiikki project" director immediately copied the interview DVD for further research projects and strategy establishments even before the Thesis was approved.

During the interview, I had to compete with time. Companies keep employees busy and every minute counts. I had to interview the respondents on their working spots while carrying out their given duties. The machine noises, work stress and lack of common language consumed a lot of time and the I had hard time keeping up with given time schedule even with my 8 foreign language skills. I saw why the managers cried for a common language. Switching from one language to another, repeating and clarifying questions was extremely exhausting, energy and time consuming task. More time could be reserved for the interview for concentration and repetition or detailed clarification of questions.

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Appendix 1 FINNISH LABOUR MARKET

1: FINNISH LABOR MARKET 31.12.2008

| | 1990 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
|---|----------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 1 000 persons | | | | | | | | |
| Mean population | 4 986 | 5 176 | 5 188 | 5 201 | 5 213 | 5 228 | 5 246 | 5 266 | 5 289 |
| Population aged 15-74 | 3 737 | 3 901 | 3 909 | 3 918 | 3 926 | 3 935 | 3 948 | 3 963 | 3 981 |
| Labour force | 2 586 | 2 589 | 2 605 | 2 610 | 2 600 | 2 594 | 2 621 | 2 648 | 2 675 |
| Employed | 2 504 | 2 335 | 2 367 | 2 372 | 2 365 | 2 365 | 2 401 | 2 443 | 2 492 |
| Unemployed | 82 | 253 | 238 | 237 | 235 | 229 | 220 | 204 | 183 |
| Not in labour force | 1 151 | 1 312 | 1 304 | 1 308 | 1 327 | 1 342 | 1 327 | 1 315 | 1 306 |
| Labour force rate, % | 69,2 | 66,4 | 66,6 | 66,6 | 66,2 | 65,9 | 66,4 | 66,8 | 67,2 |
| Unemployment rate, % | 3,2 | 9,8 | 9,1 | 9,1 | 9,0 | 8,8 | 8,4 | 7,7 | 6,9 |
| Employment rate (persons aged 15-64), % | 74,1 | 66,9 | 67,7 | 67,7 | 67,3 | 67,2 | 68,0 | 68,9 | 69,9 |
| Employed | 2 504 | 2 335 | 2 367 | 2 372 | 2 365 | 2 365 | 2 401 | 2 443 | 2 492 |
| Hours worked | | | | | | | | | |
| Part-time work | 238 | 286 | 288 | 302 | 307 | 320 | 330 | 343 | 351 |
| Full-time work | 2 267 | 2 047 | 2 078 | 2 069 | 2 057 | 2 044 | 2 071 | 2 099 | 2 140 |
| Unknown | - | 2 | 2 | 2 | 1 | 1 | 1 | 1 | 1 |
| Employer | | | | | | | | | |
| Private | 1 793 | 1 692 | 1 718 | 1 723 | 1 709 | 1 704 | 1 744 | 1 786 | 1 830 |
| Local government | 482 | 486 | 497 | 498 | 507 | 507 | 506 | 507 | 505 |
| Central government | 226 | 151 | 147 | 146 | 144 | 149 | 147 | 149 | 152 |
| Unknown | 3 | 6 | 5 | 5 | 6 | 5 | 3 | 2 | 4 |
| Industrial status | | | | | | | | | |
| Self-employed persons and assisting family members | 388 | 319 | 307 | 304 | 304 | 301 | 303 | 314 | 313 |
| Wage and salary earners | 2 116 | 2 016 | 2 060 | 2 068 | 2 061 | 2 064 | 2 098 | 2 129 | 2 178 |
| Unknown | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Industry | | | | | | | | | |
| Agriculture and forestry | 222 | 142 | 135 | 127 | 120 | 116 | 116 | 114 | 113 |
| Manufacturing | 556 | 494 | 497 | 491 | 470 | 458 | 460 | 465 | 466 |
| Construction | 201 | 149 | 145 | 148 | 151 | 148 | 158 | 162 | 174 |
| Trade, hotels and restaurants | 395 | 354 | 357 | 363 | 363 | 367 | 378 | 381 | 395 |
| Transport and communications | 179 | 172 | 174 | 169 | 173 | 172 | 172 | 181 | 175 |
| Activities auxiliary to financial intermediation, insurance | 268 | 287 | 301 | 308 | 313 | 315 | 322 | 336 | 359 |

urance

and business services

| | | | | | | | | | |
|---------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Public and other services | 681 | 732 | 750 | 759 | 767 | 781 | 790 | 801 | 806 |
| Industry unknown | 3 | 7 | 7 | 7 | 8 | 7 | 5 | 4 | 6 |

Hours worked, million hours 4 415 I 4 019 4 009 4 000 ^{3 9}₄₈ 3 992 4 000 ^{4 05}₅ 4 112

I line across a time series shows substantial breaks in the homogeneity of a series

Population by activity

Source: Statistics Finland, Labour Force Survey

Table in Excel format suoluk_tyol1.xls

Last Modified: 28.3.2008

| | Unemployed, 1 000 persons | | | Unemployment rate, % | | | <i>Unemployment</i> |
|------|---------------------------|-------|---------|----------------------|-------|---------|---|
| | Total | Males | Females | Total | Males | Females | |
| 1990 | 82 | 49 | 33 | 3,2 | 3,6 | 2,7 | Source: Statistics Finland, Labour Force Survey Table in Excel format suoluk_tyol2.xls Last Modified: 22.1.2008 |
| 1991 | 169 | 106 | 62 | 6,6 | 8,0 | 5,1 | |
| 1992 | 292 | 178 | 114 | 11,7 | 13,6 | 9,6 | |
| 1993 | 405 | 235 | 170 | 16,3 | 18,1 | 14,4 | |
| 1994 | 408 | 235 | 174 | 16,6 | 18,1 | 14,8 | |
| 1995 | 382 | 204 | 178 | 15,4 | 15,7 | 15,1 | |
| 1996 | 363 | 186 | 176 | 14,6 | 14,3 | 14,9 | |
| 1997 | 314 | 160 | 154 | 12,7 | 12,3 | 13,0 | |
| 1998 | 285 | 143 | 142 | 11,4 | 10,9 | 12,0 | |
| 1999 | 261 | 130 | 131 | 10,2 | 9,8 | 10,7 | |
| 2000 | 253 | 122 | 131 | 9,8 | 9,1 | 10,6 | |
| 2001 | 238 | 117 | 121 | 9,1 | 8,6 | 9,7 | |
| 2002 | 237 | 123 | 114 | 9,1 | 9,1 | 9,1 | |
| 2003 | 235 | 124 | 111 | 9,0 | 9,2 | 8,9 | |
| 2004 | 229 | 118 | 111 | 8,8 | 8,7 | 8,9 | |
| 2005 | 220 | 111 | 109 | 8,4 | 8,2 | 8,6 | |
| 2006 | 204 | 101 | 104 | 7,7 | 7,4 | 8,1 | |
| 2007 | 183 | 90 | 93 | 6,9 | 6,5 | 7,2 | |

Appendix 2

Interview Questions to the investigated employees

(Questions were asked and answered both in English and Finnish languages)

General information about respondent:

- Employee Full Names

- Employee's country of birth, original country and citizenship.
- Age
- Sex
- Educational level and area
- Years of experience in multicultural working environment, or Riihimäki Würth Ltd.
- Employee's position, function and title in the company.

1. Mitkä ovat pääasialliset kulttuuriset erot Riihimäen Würth:issä työympäristössä?

- **What (working) cultural differences do you have from workmates from other countries?**

2. Mitä etuja on monikulttuurisesta työympäristöstä?

- **What have you gained from working with people from different cultures/countries?**
- **What are the benefits of working in a multicultural environment?**

3. Mitä haasteita monikulttuurisella yhteistyöllä on?

- **What are the challenges of working with different cultural workmates?**
- **Have you faced any difficulties in working with people from different cultures?**

4. Mitä strategioita Riihimäen Würth Oy käyttää edistääkseen ja hallinnoidakseen monikulttuurista työympäristöä?

- **How does Riihimäki Würth prepare employees for multicultural working environment?**
- **How does Riihimäki Würth prevent problems that can be caused by multicultural working environment?**
- **How does Riihimäki Würth solve problems that are caused by multicultural working differences?**
- **How does Riihimäki Würth motivate and encourage multicultural working environment?**

5. Mitä neuvoja antaisi Suomen työnantajille monikulttuurisesta työympäristöstä/yhteistyöstä?

- **What advise do have for companies and organisations about multicultural employees/ working place?**
- **What would you like to tell the companies/organisations that are preparing to recruit employees from different culture?**

Appendix 3: Research Interview questions and answers

| | |
|-----------------------------------|-------------------------------|
| Names/Nimet: | Juhani Suontausta |
| Birth place/Syntymäpaikka: | Finland/Suomi |
| Age/Ikä: | 53yrs/v. |
| Sex/Sukupuoli: | Male/Mies |
| Education/Koulutus: | High School/Ylioppilas |
| Job experience/Työkokemus: | 21 yrs/v. |
| Position/työntehtävä: | Supervisor/Työnjohtaja |

Q 1. Mitä työhön liittyviä kulttuuri eroja sinulla on verrattuna työtovereihisi muista maista?

What (working) cultural differences do you have from workmates from different countries?

There are no particular cultural differences; working is very much the same everywhere. Of course in working life the hours may bring a cultural different view, how work is done. In my opinion, there are no much working cultural differences in the world.

Q2. Miten olet hyötynyt työskentelemisestä ihmisten kanssa muista kulttuureista/maista
What have you gained from working with people from different cultures/countries?

The benefits are that, the employees that I have come into contact with have been good. After they have learned their duties they have worked well.

3. Mitä haasteita on työskentelemisessä monikulttuurisessa työympäristössä?
What are the challenges of working with different cultural workmates?

If one wants to live/work in a foreign country, it is import to speak or learn the native language before one can broaden the working duties. At least reading the native language if one is gathering product in the warehouse. The only product list available is in native language.

Q4. (a) Miten Riihimäen Würth valmistaa työntekijöitään kohtaamaan monikulttuurista työympäristöä ?

How does Riihimäki Würth prepare employees for multicultural working environment?

First, we try to clarify where the foreign employee comes from. Accordingly, we try to explain and teach them duties in the best way in order to integrate them into Finnish working culture because employee will have to operate according to Finnish working culture and principals.

(b) Miten Riihimäen Würth estää ongelmat jotka monikulttuurinen työympäristö voi aiheuttaa?

How does Riihimäki Würth prevent problems that can be caused by multicultural working environment?

As I mentioned, there are no cultural differences in carrying out given duties. I think that cultural differences are more visible during free time and in other environments.

© Miten Riihimäen Würth ratkaisee ongelmat jotka ovat monikulttuurisentyöympäristön aiheuttamia?

How does Riihimäki Würth solve problems that are caused by multicultural working differences?

Discussion is the only key. Through discussion we bring forward each parties' point of view, try to reach a favourable solution and move forward.

(d) Miten Riihimäen Würth motivoi ja rohkaisee monikulttuurista työympäristöä?
How does Riihimäki Würth motivate and encourage multicultural working environment?

If the job has been done well, we thank and praise the employee. We tell facts as they are, nothing more.

5. Mitä neuvoja antaisit suomalaisille yrityksille ja järjestöille monikulttuurisista työntekijöistä ja työpaikasta?

What advise do have for companies and organisations about multicultural employees/working place?

They have to guide employees in the beginning and make sure they speak native/working language well enough in order to prepare them better.

| | |
|-----------------------------------|---|
| Names/Nimet: | Pekka Kiuru |
| Birthplace/Syntymapaikka: | Finland/Suomi |
| Age/Ikä: | 47yrs/v. |
| Sex/Sukupuoli: | Male/Mies |
| Education/Koulutus: | Business School/Kauppaoppilaitos |
| Job experience/Työkokemus: | 20 yrs/v. |
| Position/työntehtävä: | Supervisor (Warehouse)/Työnjohtaja (varasto) |

Q1. Mitä työhön liittyviä kulttuuri eroja sinulla on verrattuna työtoverihisi muista maista?

What (working) cultural differences do you have from workmates from different countries?

Not necessarily any difference,

Q2. Miten olet hyötynyt työskentelemisestä ihmisten kanssa muista kulttuureista/maista
What have you gained from working with people from different cultures/countries?

I have been able to ask them why they came to Finland etc. It is enrichment that we have such people.

Q3. Mitä haasteita on työskentelemisessä monikulttuurisessa työympäristössä?
What are the challenges of working with different cultural workmates?

When one has to find out and clarify certain things, what they really are in order to recognise them the right way.

Q4. (a) Miten Riihimäen Würth valmistaa työntekijöitään kohtaamaan monikulttuurista työympäristöä ?

How does Riihimäki Würth prepare employees for multicultural working environment?

Personally I cannot answer that question. In my department new foreign employees have been recruited and assimilated into my team just like all the others.

(b) Miten Riihimäen Würth estää ongelmat jotka monikulttuurinen työympäristö voi aiheuttaa?

How does Riihimäki Würth prevent problems that can be caused by multicultural working environment?

How to prepare? We have not come across such problem. Their problems are not solved differently from the rest.

©Miten Riihimäen Würth ratkaisee ongelmat jotka ovat monikulttuurisentyöympäristön aiheuttamia?

How does Riihimäki Würth solve problems that are caused by multicultural working differences?

We solve them the same way as we solve all the other employees'. Riihimäki Würth Ltd. is a global company anyway.

(d) Miten Riihimäen Würth motivoi ja rohkaisee monikulttuurista työympäristöä?

How does Riihimäki Würth motivate and encourage multicultural working environment?

At least I personally involve my own subordinates in different sports events that we have. Last Saturday we had one of our foreign employee take part in a football match.

5. Mitä neuvoja antaisit suomalaisille yrityksille ja järjestöille monikulttuurisista työntekijöistä ja työpaikasta?

What advise do have for companies and organisations about multicultural employees/ working place?

Just that it enriches.

| | |
|-----------------------------------|---|
| Names/Nimet: | Hatem Daoud |
| Birthplace/Syntymapaikka: | Kuwait/Kuvait |
| Age/ikä: | 46yrs/v. |
| Sex/Sukupuoli: | Male/Mies |
| Education/Koulutus: | Hotell college/Hotelliala |
| Job experience/Työkokemus: | 2.5 yrs/v. |
| Position/työntehtävä: | Warehouse employee/Varastotyöntekijä |

Q 1. Mitä työhön liittyviä kulttuuri eroja sinulla on verrattuna työtoverihisi muista maista?

What (working) cultural differences do you have from workmates from different countries?

My homeland is warm and here is a little cold, but there are no major working cultural differences from both countries. We are all people and I like living and working here with Finns.

**Q2. Miten olet hyötynyt työskentelemisestä ihmisten kanssa muista kulttuureista/maista
What have you gained from working with people from different cultures/countries?**

It is nice to learn about different people and their culture. It is like education.

**3. Mitä haasteita on työskentelemisessä monikulttuurisessa työympäristössä?
What are the challenges of working with different cultural workmates?**

I had my own company consisting of foreign workers only. Before this job interview and my recruitment, I was afraid and wondering how working with Finns will be like. But it is very, very nice, and I was surprised.

**Q4. (a) Miten Riihimäen Würth valmistaa työntekijöitään kohtaamaan monikulttuurista työympäristöä ?
How does Riihimäki Würth prepare employees for multicultural working environment?**

People are all the same. Working with different culture feels like being in a big family. Everyone is equal here. What are important are what and how one does his work.

**(b) Miten Riihimäen Würth estää ongelmat jotka monikulttuurinen työympäristö voi aiheuttaa?
How does Riihimäki Würth prevent problems that can be caused by multicultural working environment?**

”Luoja kiitos, emme ole kohdanneet mitään tähän saakka, joten ei tarvinnut valmistautua mihinkään” (Thank God we haven't come across such problem yet. Hence, there has not been a need to prepare for anything). How can I explain it in Finnish? As I said earlier, we are all like a family here, everyone is very friendly and there is no need to prepare or arrange multicultural working environment classes. I see myself as half a Finn half a Jordanian.

**© (C) Miten Riihimäen Würth ratkaisee ongelmat jotka ovat monikulttuurisesta työympäristön aiheuttamia?
How does Riihimäki Würth prepare employees for multicultural working environment?**

If there has been a problem caused by multicultural working environment, I was not an employee then. Racial and cultural conflicts are faced out of working place.

**(d) Miten Riihimäen Würth motivoi ja rohkaisee monikulttuurista työympäristöä?
How does Riihimäki Würth motivate and encourage multicultural working environment?**

When I started working here for instance, I couldn't remember names of my colleagues, but we offered each other advice and help. Now that I have learned my duties well, I try to help all the other employees despite of their cultural background. All that matters to me is the employees' friendliness.

Q5. Mitä neuvoja antaisit suomalaisille yrityksille ja järjestöille monikulttuurisista työntekijöistä ja työpaikasta?

What advise do have for companies and organisations about multicultural employees/ working place?

Many years ago Finns were different. They couldn't decide whether a foreigner was fit for a job or not. Today most Finns are taking chances on foreigners. Soon nobody will care whether the employee is a native or a foreigner. Recruitment decisions will be made on the quality of the job done, not the origin of the person doing it.

| | |
|-----------------------------------|---|
| Names/Nimet: | Marat Vaher |
| Birthplace/Syntymapaikka: | Russia/Venäjä |
| Age/ikä: | 37yrs/v. |
| Sex/Sukupuoli: | Male/Mies |
| Education/Koulutus: | Maining School/ Kaivostyöala |
| Job experience/Työkokemus: | 10yrs/v. |
| Position/työntehtävä: | Warehouse employee/Varastotyöntekijä |

Q 1. Mitä työhön liittyviä kulttuuri eroja sinulla on verrattuna työtovereihisi muista maista?

What (working) cultural differences do you have from workmates from different countries?

Not very much. The cultures are almost the same. I worked with only males for 10yrs in Russian mines but here we have males and ladies working together. There is more kindness and less competition in the working environment here than in Russia, at least according to my opinion.

Q2. Miten olet hyötynyt työskentelemisestä ihmisten kanssa muista kulttuureista/maista
What have you gained from working with people from different cultures/countries?

In this machine/department I work alone. I have not gained anything.

Q3. Mitä haasteita on työskentelemisessä monikulttuurisessa työympäristössä?
What are the challenges of working with different cultural workmates?

It is not about cultural difference but personality. I am all alone here, lonely. At least I have not come across any conflicts. May be I do not remember them. I never remember negative experiences.

Q4. (a) Miten Riihimäen Würth valmistaa työntekijöitään kohtaamaan monikulttuurista työympäristöä ?

How does Riihimäki Würth prepare employees for multicultural working environment?

I have never heard of any preparations, cultural classes or anything of the sort.

(b) Miten Riihimäen Würth estää ongelmat jotka monikulttuurinen työympäristö voi aiheuttaa?

How does Riihimäki Würth prevent problems that can be caused by multicultural working environment?

How can working cultural conflicts be prevented if there has never been any? We are all equal here despite of our different nationalities and working cultures.

(C) Miten Riihimäen Würth ratkaisee ongelmat jotka ovat monikulttuurisentyöympäristön aiheuttamia?

How does Riihimäki Würth prepare employees for multicultural working environment?

Fire them all maybe, I don't know. I cannot answer as long as such problem has never been encountered.

**(d) Miten Riihimäen Würth motivoi ja rohkaisee monikulttuurista työympäristöä?
How does Riihimäki Würth motivate and encourage multicultural working environment?**

Why should there be encouragement if there has never been any problem caused by multicultural working environment? No special events are organised in our working place. Whoever is interested in Finnish culture in general can obtain a sport card; take part in our sport events and Christmas parties.

Q5. Mitä neuvoja antaisit suomalaisille yrityksille ja järjestöille monikulttuurisista työntekijöistä ja työpaikasta?

What advise do have for companies and organisations about multicultural employees/working place?

Prejudices have to stop. Employees should be judged individually and create a relationship based on that, not according to their culture/nationality.

| | |
|-----------------------------------|---|
| Names/Nimet: | Amri Abdel Rahim |
| Birthplace/Syntymapaikka: | Egypt/Egypti |
| Age/Ikä: | 47yrs/v. |
| Sex/Sukupuoli: | Male/Mies |
| Education/Koulutus: | Commercial Diploma/kaupallinen diplomi |
| Job experience/Työkokemus: | 10 yrs/v. |
| Position/työntehtävä: | Warehouse employee/Varastotyöntekijä |

Q 1. Mitä työhön liittyviä kulttuuri eroja sinulla on verrattuna työtovereihisi muista maista?

What (working) cultural differences do you have from workmates from different countries?

It is a little bit different but all in all the same. There is no difference between a Finn and a foreign employee. We are all equal. The most important issue is communication. Of course it is important to be able to speak the native/working language because the better the language skills the better the communication. Knowledge is the second issue but it doesn't matter whether an employee has more or less cultural difference in a working environment because at the end of the day, the given duties are completed the same.

**Q2. Miten olet hyötynyt työskentelemisestä ihmisten kanssa muista kulttuureista/maista
What have you gained from working with people from different cultures/countries?**

There are always new subjects to learn. We come from two different countries with two different systems, two different ways of handling cases and different tools. For instance, there are more opportunities here than in my home country where there are no classes and on job trainings arranged for employees

**Q3. Mitä haasteita on työskentelemisessä monikulttuurisessa työympäristössä?
What are the challenges of working with different cultural workmates?**

First we start by learning the native/working language and then job knowledge accumulation, which are challenges for a foreigner. A working day will go smoothly as long as both working language and working skills have been mastered.

**Q4. (a) Miten Riihimäen Würth valmistaa työntekijöitään kohtaamaan monikulttuurista työympäristöä?
How does Riihimäki Würth prepare employees for multicultural working environment?**

I have worked here for 10 years but in my working time have not seen anything like that. A new foreign employee just starts the job and gets into the working environment like any other employee. The working place is like a small country inside a country. Each employee has different character; there is no need of preparation in advance. Employees just join his team or working environment and the supervisors tell, show and teach them how to do their job naturally. A new education is obtained the same way like native employees.

**(b) Miten Riihimäen Würth estää ongelmat jotka monikulttuurinen työympäristö voi aiheuttaa?
How does Riihimäki Würth prevent problems that can be caused by multicultural working environment?**

Lets say my colleague and I get into a conflict. Our manager handles our cases individually not as a native vice foreigner. Based on our arguments, the manager gives the verdict and whoever has the fault takes the blame. No extra ordinaries for multicultural working environment, just the normal procedure.

**© -Miten Riihimäen Würth ratkaisee ongelmat jotka ovat monikulttuurisentyöympäristön aiheuttamia?
How does Riihimäki Würth prepare employees for multicultural working environment?
No answer**

**(d) Miten Riihimäen Würth motivoi ja rohkaisee monikulttuurista työympäristöä?
How does Riihimäki Würth motivate and encourage multicultural working environment?**

The managers look at foreigners only like an employee not as a foreigner. All the working rules and regulations are meant for every employee. For instance, if the job starts at 8 a.m

then, everyone has to be at work by 8 a.m. There are no exceptions. All the employees are equal.

**Q5. Miten Riihimäen Würth motivoi ja rohkaisee monikulttuurista työympäristöä?
How does Riihimäki Würth motivate and encourage multicultural working environment?**

It is complicated. Although we are all foreigners, each of us has a different character, knowledge, experiences and work motivations. Foreigners are hard working employees and they really like to learn. The problems with employers are the cultural differences fear and lack of trust, not that one is a foreigner. This should not be the case; foreign employees should be given an opportunity to prove their working potential and time to improve their language and working skills

| | |
|-----------------------------------|-------------------------------|
| Names/Nimet: | Anne Kurvinen |
| Birthplace/Syntymapaikka: | Finland/Suomi |
| Age/Ikä: | 47yrs/v. |
| Sex/Sukupuoli: | Woman/Nainen |
| Education/Koulutus: | Marketing/Merkantti |
| Job experience/Työkokemus: | 2 yrs/v. |
| Position/työntehtävä: | Supervisor/Työnjohtaja |

Q 1. Mitä työhön liittyviä kulttuuri eroja sinulla on verrattuna työtoverihisi muista maista?

What (working) cultural differences do you have from workmates from different countries?

I cannot say that there are any differences. Every human being can learn if taught. As long as employee has Finnish language skills, it is easy.

**Q2. Miten olet hyötynyt työskentelemisestä ihmisten kanssa muista kulttuureista/maista
What have you gained from working with people from different cultures/countries?**

It has been a huge enrichment. We are a global company and in my opinion, it has been enriching to have employees from different cultures.

**Q3. Mitä haasteita on työskentelemisessä monikulttuurisessa työympäristössä?
What are the challenges of working with different cultural workmates?**

It brings new nuances, different point of views that comes with the package.

**Q4. (a) Miten Riihimäen Würth valmistaa työntekijöitään kohtaamaan monikulttuurista työympäristöä ?
How does Riihimäki Würth prepare employees for multicultural working environment?**

We always inform our employees that a new comer with a given cultural background is joining us. New employees are given a tour around the buildings, introduced to their work colleagues and other company departments. I think they have been received well.

(b) Miten Riihimäen Würth estää ongelmat jotka monikulttuurinen työympäristö voi aiheuttaa?

How does Riihimäki Würth prevent problems that can be caused by multicultural working environment?

Now comes a hard question. There are no tools available. Everyone has just to get along. We are here to work, despite of where we come from.

© Miten Riihimäen Würth ratkaisee ongelmat jotka ovat monikulttuurisentyöympäristön aiheuttamia?

How does Riihimäki Würth prepare employees for multicultural working environment?

There has never been a conflict to prevent, to my knowledge.

(d) Miten Riihimäen Würth motivoi ja rohkaisee monikulttuurista työympäristöä?
How does Riihimäki Würth motivate and encourage multicultural working environment?

We have many different cultural employees in our company.

Q5. Mitä neuvoja antaisit suomalaisille yrityksille ja järjestöille monikulttuurisista työntekijöistä ja työpaikasta?

What advise do have for companies and organisations about multicultural employees/ working place?

We have to face/handle every foreigner as an individual. Receive the different cultural employee as an asset/enrichment.

| | |
|-----------------------------------|---|
| Names/Nimet: | Socylene Pietilä |
| Birthplace/Syntymapaikka: | Philippines/Filippiini |
| Age/Ikä: | 36yrs/v. |
| Sex/Sukupuoli: | Woman/Nainen |
| Education/Koulutus: | Bachelor of Criminology/ Kriminologian |
| kandidaatti | |
| Job experience/Työkokemus: | 1yr/v. |
| Position/työntehtävä: | Warehouse employee/Varastotyöntekijä |

Q 1. Mitä työhön liittyviä kulttuuri eroja sinulla on verrattuna työtoverihisi muista maista?

What (working) cultural differences do you have from workmates from different countries?

There are no differences. It depends on the workmate.

Q2. Miten olet hyötynyt työskentelemisestä ihmisten kanssa muista kulttuureista/maista.
What have you gained from working with people from different cultures/countries?

I have privileges here that I couldn't get in my home country. For example, healthcare services are free for employees unlike my homeland and, social benefits are more compared to my homeland.

**Q3. . Mitä haasteita on työskentelemisessä monikulttuurisessa työympäristössä?
What are the challenges of working with different cultural workmates?**

There are no cultural challenges. It depends on the foreign employee. I can do any job a native can do here. I have no limits. The work colleagues are very friendly and nice.

**Q4. (a) Miten Riihimäen Würth valmistaa työntekijöitään kohtaamaan monikulttuurista työympäristöä ?
How does Riihimäki Würth prepare employees for multicultural working environment?**

I learn by watching what my colleagues do and listening very carefully to what my managers teaches or says.

(b) Miten Riihimäen Würth estää ongelmat jotka monikulttuurinen työympäristö voi aiheuttaa?

How does Riihimäki Würth prevent problems that can be caused by multicultural working environment?

It depends on the employee's hardworking nature. One has to be extremely hardworking. When the boss catches you idle you get fired. This is not only for you know whom, but every employee.

© Miten Riihimäen Würth ratkaisee ongelmat jotka ovat monikulttuurisentyöympäristön aiheuttamia?

How does Riihimäki Würth prepare employees for multicultural working environment?

I have worked here for over a year but I have not faced such conflict so far, at least in my case.

**(d) Miten Riihimäen Würth motivoi ja rohkaisee monikulttuurista työympäristöä?
How does Riihimäki Würth motivate and encourage multicultural working environment?**

We have harmony here, employees are nice and there are no problems. Employees are capable of handling the cultural differences and working together has been carried out smoothly.

Q5. Mitä neuvoja antaisit suomalaisille yrityksille ja järjestöille monikulttuurisista työntekijöistä ja työpaikasta?

What advise do have for companies and organisations about multicultural employees/ working place?

Usually I advice new employees to be hard workers in order to get the job done in time

| | |
|-----------------------------------|--|
| Names/Nimet: | Fisnik Shala |
| Birthplace/Syntymapaikka: | Kosovo |
| Age/ikä: | 23yrs/v. |
| Sex/Sukupuoli: | Male/Mies |
| Education/Koulutus: | Logistic/ Logistiikan perustutkinto |
| Job experience/Työkokemus: | 1yr/v. |

Position/työntehtävä: Warehouse employee/Varastotyöntekijä

Q 1. Mitä työhön liittyviä kulttuuri eroja sinulla on verrattuna työtovereihisi muista maista?

What (working) cultural differences do you have from workmates from different countries?

There are no differences, may be language problems in the beginning, nothing else basically.

Q2. Miten olet hyötynyt työskentelemisestä ihmisten kanssa muista kulttuureista/maista. What have you gained from working with people from different cultures/countries?

Hearing different stories from different cultures during the coffee break.

Q3. Mitä haasteita on työskentelemisessä monikulttuurisessa työympäristössä? What are the challenges of working with different cultural workmates?

No challenges, I have lived in Finland for a long time.

Q4.(a) Miten Riihimäen Würth valmistaa työntekijöitään kohtaamaan monikulttuurista työympäristöä ?

How does Riihimäki Würth prepare employees for multicultural working environment?

When I joined the company, I spend a week working in different departments around the company to get acquainted with my working colleagues, duties and environment. Working here has been much easier after that.

(b) Miten Riihimäen Würth estää ongelmat jotka monikulttuurinen työympäristö voi aiheuttaa?

How does Riihimäki Würth prevent problems that can be caused by multicultural working environment?

We mingle with each other all the time here and learn how to get along.

© Miten Riihimäen Würth ratkaisee ongelmat jotka ovat monikulttuurisentyöympäristön aiheuttamia?

How does Riihimäki Würth prepare employees for multicultural working environment?

I haven't heard of any so far.

d) Miten Riihimäen Würth motivoi ja rohkaisee monikulttuurista työympäristöä? How does Riihimäki Würth motivate and encourage multicultural working environment?

By greeting each other, talking and showing new employees around gives us more energy to perform our duties well. It would have been difficult to work alone in isolation.

Q5. Mitä neuvoja antaisit suomalaisille yrityksille ja järjestöille monikulttuurisista työntekijöistä ja työpaikasta?

What advice do you have for companies and organisations about multicultural employees/working place?

Get involved with them, exchange news and do not isolate them.

| | |
|-----------------------------------|--|
| Names/Nimet: | Sulevi Salo |
| Birthplace/Syntymäpaikka: | Finland/Suomi |
| Age/Ikä: | 61yrs/v. |
| Sex/Sukupuoli: | Male/Mies |
| Education/Koulutus: | Worktechnician/Työntekniikan ammattikoulu |
| Job experience/Työkokemus: | 22 yrs/v. |
| Position/työntehtävä: | Warehouse Director/Varastopäällikkö |

Q 1. Mitä työhön liittyviä kulttuuri eroja sinulla on verrattuna työtovereihisi muista maista?

What (working) cultural differences do you have from workmates from different countries?

There is no difference. When they are taught their duties, they carry them out just like Finns.

Q2. Miten olet hyötynyt työskentelemisestä ihmisten kanssa muista kulttuureista/maista? What have you gained from working with people from different cultures/countries?

There is no fear. Everyone learns the job by doing it when guided. I have nothing more to say.

Q3. Mitä haasteita on työskentelemisessä monikulttuurisessa työympäristössä? What are the challenges of working with different cultural workmates?

How to get them understand what you want them to do. At least we have English-speaking youth employees now, which makes the work communication easier.

Q4. (a) Miten Riihimäen Würth valmistaa työntekijöitään kohtaamaan monikulttuurista työympäristöä ?

How does Riihimäki Würth prepare employees for multicultural working environment?

So far, as far as I am concerned, nothing has been arranged. The only relief has been that weak Finnish language speakers have got along with their English-speaking colleagues.

(b) Miten Riihimäen Würth estää ongelmat jotka monikulttuurinen työympäristö voi aiheuttaa?

How does Riihimäki Würth prevent problems that can be caused by multicultural working environment?

I do not know if there is a need to prevent anything because so far, no cultural conflict has emerged. I have not come across any, according to my opinion.

© Miten Riihimäen Würth ratkaisee ongelmat jotka ovat monikulttuurisesta työympäristön aiheuttamia?

How does Riihimäki Würth prepare employees for multicultural working environment?

I haven't confronted anything like that in any way. Employees with English language skills can tell more. Nothing like this has been reported to me.

**(d) Miten Riihimäen Würth motivoi ja rohkaisee monikulttuurista työympäristöä?
How does Riihimäki Würth motivate and encourage multicultural working environment?**

They are treated the same way like Finnish employees even if they come from other cultures. We do not recruit employees unless we trust them. We wish the best for everyone.

Q5. Mitä neuvoja antaisit suomalaisille yrityksille ja järjestöille monikulttuurisista työntekijöistä ja työpaikasta?

What advise do have for companies and organisations about multicultural employees/ working place?

No need to fear. People learn despite of their country of origin. Everyone learns at least in the industry that Riihimäki Würth Ltd. operates in. Sometimes foreigners carry out computerised duties better than Finns themselves.

| | |
|-----------------------------------|---|
| Names/Nimet: | Samuli Palomäki |
| Birthplace/Syntymapaikka: | Finland/Suomi |
| Age/Ikä: | 35yrs/v. |
| Sex/Sukupuoli: | Male/Mies |
| Education/Koulutus: | Professional school/Ammattikoulu |
| Job experience/Työkokemus: | 13 yrs/v. |
| Position/työntehtävä: | Foreman/Esimies |

Q 1. Mitä työhön liittyviä kulttuuri eroja sinulla on verrattuna työtoverihisi muista maista?

What (working) cultural differences do you have from workmates from different countries?

Nothing. In my opinion

Q2. Miten olet hyötynyt työskentelemisestä ihmisten kanssa muista kulttuureista/maista?

What have you gained from working with people from different cultures/countries?

I have learned new cultures, new ideas and that is all.

**Q3. Mitä haasteita on työskentelemisessä monikulttuurisessa työympäristössä?
What are the challenges of working with different cultural workmates?**

Language is one of them, but most of foreigners speak Finnish language very well.

Q4 (a) Miten Riihimäen Würth valmistaa työntekijöitään kohtaamaan monikulttuurista työympäristöä ?

How does Riihimäki Würth prepare employees for multicultural working environment?

Nothing in particular.

(b) Miten Riihimäen Würth estää ongelmat jotka monikulttuurinen työympäristö voi aiheuttaa?

How does Riihimäki Würth prevent problems that can be caused by multicultural working environment?

I do not know how to answer that one.

© Miten Riihimäen Würth ratkaisee ongelmat jotka ovat monikulttuurisentyöympäristön aiheuttamia?

How does Riihimäki Würth prepare employees for multicultural working environment?

When there are conflicts we solve them through discussion.

**(d) Miten Riihimäen Würth motivoi ja rohkaisee monikulttuurista työympäristöä?
How does Riihimäki Würth motivate and encourage multicultural working environment?**

There is no need of encouragement. Everyone is equal. Of course when a foreigner finds other foreigners in the working place, it is by itself, encouragement.

Q5. Mitä neuvoja antaisit suomalaisille yrityksille ja järjestöille monikulttuurisista työntekijöistä ja työpaikasta?

What advice do you have for companies and organisations about multicultural employees/working place?

I only have positive experience with multicultural working environment. Recruit foreigners the same way as natives.

A summary of individual findings

4.1 First employee (Juhani Suontausta)

4.1.1 description

Juhani Suontausta is a 61-year-old Finn male employee that has worked in a multicultural working environment for 21 years. He is a Supervisor in Riihimäki Würth Ltd. and has a high school diploma.

4.1.2 Findings

Working cultural differences.

There are no particular cultural differences in working life anywhere. However, an issue of time comes up now and then. Employees from different cultures have different views on time.

In working life the hours may bring cultural different views on when the work should be done.

Advantages of multicultural working environment

The benefits are that, the employees do their job well after they have been taught. Multicultural working environment produces good workers.

Challenges of multicultural working environment

The language. It is very hard for an employee to learn and complete the given duties, get promotions or keep a job in a foreign country for a long time, until he/she can understand, write and speak the native language (working language) well. All the orders, instructions in the working life are communicated in the native or working language.

Preparation of employees for multicultural working environment

First, employer or recruitment manager try to clarify where the foreign employees comes from. Based on the cultural background, employer or manager try to explain and teach them duties in the best way in order to integrate them into Finnish working culture because employee will have to operate according to Finnish working culture and principals.

Prevention of problems that can be caused by multicultural working environment

There are no cultural differences in carrying out given duties. Cultural differences are more visible during free time and in other environments.

Solving of problems caused by multicultural working environment

Discussion is the only key. Through discussion supervisor bring forward each parties' point of view, try to reach a favourable solution and move forward.

Multicultural working environment encouragement

If the job has been done well, employee is thanked and praised. Facts are told as they are, nothing more.

Advice on multicultural employees and working place

Employees have to be guided in the beginning and make sure they speak native or working language well enough in order to prepare them better.

4.2 Second employee (Pekka Kiuru)

4.2.1 description

Pekka Kiuru is a 47-year-old Finn male employee that has worked in a multicultural working environment for 20 years. He is a Warehouse Supervisor in Riihimäki Würth Ltd. and has a Business school diploma.

4.2.2 Findings

Working cultural differences.

There are no working cultural differences in multicultural working environment.

Advantages of multicultural working environment

An opportunity to ask foreign employees the reason they came to Finland. It is enriching to have multicultural employees in a working place.

Challenges of multicultural working environment

Trying to find out and clarify certain things, what they really are in order to recognise them the right way.

Preparation of employees for multicultural working environment

In this department, new foreign employees have been recruited and assimilated into the team just like all the other Finns.

Prevention of problems that can be caused by multicultural working environment

No problem has ever been caused by cultural differences in this department. Therefore, there has been no need for prevention. No need to solve problems caused by foreign employee differently from the rest of employees.

Solving of problems caused by multicultural working environment

Problems are solved the same way as all the other employees' because Riihimäki Würth Ltd. is a global company.

Multicultural working environment encouragement

In this department, foreign employees are involved in different sports events that are arranged by the company e.g. football match

Advice on multicultural employees/ working place

It enriches.

4.3 Third employee (Hatem Daoud)

4.3.1 description

Hatem Daoud is a 46-year-old Jordanian (born in Kuwait) male employee that has worked in a multicultural working environment for 2.5 years. He is a Warehouse employee in Riihimäki Würth Ltd. and has a hotel college diploma.

4.3.2 Findings

Working cultural differences.

Climate only. Finland is colder than homeland but there are no major working cultural differences from both countries. All the employees are people and living and working with Finns is fine.

Advantages of multicultural working environment

It is nice to learn about different people and their culture. It is like education.

Challenges of multicultural working environment

After running a company in Finland consisting of only foreign workers only, the employee had to overcome prejudices and fear of working with Finns. To his surprise, everything has gone well.

Preparation of employees for multicultural working environment

People are all the same. Working with different cultures feels like being in a big family. Everyone is equal. The importance is what and how one does his work.

Prevention of problems that can be caused by multicultural working environment

None of such problems has occurred so far. There is no need for prevention measures. All employees are like a family here, everyone is very friendly and there is no need to prepare or arrange multicultural working environment classes. Employee sees himself as half a Finn half a Jordanian.

Solving of problems caused by multicultural working environment

If there has been a problem caused by multicultural working environment, the employee was not in the company yet. Racial and cultural conflicts are faced out of working place.

Multicultural working environment encouragement

When the employee started working in a multicultural working environment he couldn't remember names of the colleagues, but employees provided advice and help to one another. Now that he has learned his duties well, he supports and helps all the other new employees despite of their cultural background. All that matters to him is the employees' friendliness.

Advice on multicultural employees/ working place

Many years ago Finns were different. They could not decide whether a foreigner was fit for a job or not. Today most Finns are taking chances on foreigners. Soon nobody will care whether the employee is a native or a foreigner. Recruitment decisions will be made on the quality of the job done, not the origin of the person doing it.

4.4 Fourth Employee (Marat Marat)

4.4.1 description

Marat Vaher is a 37-year-old Russian male employee that has worked in a multicultural working environment for 10 years. He is a Warehouse employee in Riihimäki Würth Ltd. and has a Mining School diploma.

4.4.2 Findings

Working cultural differences.

There are no much working cultural differences. The cultures are almost the same. Employee has worked with only males for 10 yrs in Russian mines but in Finland males and females work together in almost every field. There is more kindness and less competition in the working environment in Finland than in Russia.

Advantages of multicultural working environment

The employee works alone in the department machine and has gained nothing from multicultural working environment.

Challenges of multicultural working environment

It is not about cultural difference but personality. Employee has not come across any conflicts caused by multicultural working environment. May be he does not remember any since he never keeps an account of negative experiences.

Preparation of employees for multicultural working environment

Never heard of any multicultural working environment preparations, cultural classes or anything of the sort.

Prevention of problems that can be caused by multicultural working environment

Working cultural conflicts cannot be prevented if there has never been any. All the employees are all equal despite of their different nationalities and working cultures.

Solving of problems caused by multicultural working environment

Fire them all maybe. No solving suggestions can be offered as long as such problem has never been encountered.

Multicultural working environment encouragement

There should not be encouragement if there has never been any problem caused by multicultural working environment. No special events are organized in the working place. Whoever is interested in Finnish culture in general can obtain a sport card; take part in company's sport events and Christmas parties.

Advice on multicultural employees/ working place

Prejudices have to stop. Employees should be judged individually and create a relationship based on that, not according to their culture or nationality.

4.5 Fifth Employee (Amri Abdel Rahim)

4.5.1 description

Amri Abdel Rahim is a 47-year-old Egyptian male employee that has worked in a multicultural working environment for 10 years. He is a Warehouse employee in Riihimäki Würth Ltd. and has a diploma in Commerce.

4.5.2 Findings

Working cultural differences.

It is a little bit different in general but there is no difference between a Finn and a foreign employee. All are equal in this working place. The most important issue is communication. It is important to be able to speak the native or working language because the better the language skills the better the communication. Knowledge is the second issue, but it doesn't matter whether an employees has more or less cultural difference in a working environment because at the end of the day, the given duties are completed the same way.

Advantages of multicultural working environment

There are always new subjects to learn. Multicultural employees come from different countries with different systems, difference ways of handling cases and different tools. For

instance, there are more opportunities in Finland than in his home country where there are no free classes and on job trainings arranged and provided for employees.

Challenges of multicultural working environment

Foreign employee starts by learning the native or working language then job knowledge accumulation, which are challenges for a foreigner. A working day will go smoothly after both working language and working skills have been mastered.

Preparation of employees for multicultural working environment

The employee has worked in a multicultural working environment for 10 years but has never seen anything like that. A new foreign employee just starts the job and gets into the working environment like any other employee. The working place is like a small country inside a country. Each employee has different character. There is no need of preparation in advance. Employees join the team or working environment and the supervisors tell, show and teach them how to do their job naturally. A new education is obtained the same way like native employees.

Prevention of problems that can be caused by multicultural working environment

When a foreign employee gets into a conflict with a colleague. The manager handles the case individually not as “native vice foreigner”. Based on their arguments, the manager gives the verdict and whoever has the fault takes the blame. No extra ordinaries for multicultural working environment, just the normal procedure.

Solving of problems caused by multicultural working environment

The same way as mentioned above.

Multicultural working environment encouragement

Equality. The managers look at foreigners like an employee not as a foreigner. All the working rules and regulations are meant for every employee. For instance, if the job starts at 8 a.m. everyone has to be at work by 8 a.m. There are no exceptions. All the employees are equal.

Advice on multicultural employees/ working place

It is complicated. Each foreign employee has a different character, knowledge, and experience and work motivations. Foreigners are hard working employees and they really like to learn. The problems with employers are fear of cultural differences and lack of trust, not the foreigner. This should not be the case. Foreign employees should be given an opportunity to prove their working potential and time to improve their language and working skills.

4.6 Sixth Employee (Anne Kurvinen)

4.6.1 description

Anne Kurvinen is a 47-year-old Finn female employee that has worked in a multicultural working environment for 2 years. She is a supervisor in Riihimäki Würth Ltd. and has a marketing diploma.

4.6.1 Findings

Working cultural differences.

Employee cannot say that there are any working cultural differences. Every human being can learn if taught. As long as employee has Finnish language skills, it is easy.

Advantages of multicultural working environment

It has been a huge enrichment. Riihimäki Würth Ltd. is a global company and it has been enriching to have employees from different cultures.

Challenges of multicultural working environment

Multicultural working environment brings new nuances, different point of views that comes with the package.

Preparation of employees for multicultural working environment

Existing employees are always informed that a new comer with a given cultural background is joining the team. New employees are given a tour around the buildings, introduced to their colleagues and other company departments. They have been received well.

Prevention of problems that can be caused by multicultural working environment

This is a hard question. There are no tools available. Everyone has just to get along. Everyone is there to work, despite of where they come from.

Solving of problems caused by multicultural working environment

There has never been a multicultural working conflict to prevent.

Multicultural working environment encouragement

Employing and maintaining many different cultural employees in the company encourage it.

Advice on multicultural employees/ working place

Companies and organisations have to face and handle every foreigner as an individual. Receive the different cultural employee as an asset and enrichment.

4.7 Seventh Employee (Socylene Piertilä)

4.7.1 description

Socylene Piertilä is a 36-year-old Philippine female employee that has worked in a multicultural working environment for over 1 year. She is a Warehouse employee in Riihimäki Würth Ltd. and has a Criminology Bachelor Degree.

4.7.2 Findings

Working cultural differences

There are no working cultural differences. It depends on how the workmate interprets the character or habit.

Advantages of multicultural working environment

There are privileges in Finnish working environment that are not in Philippines. Free healthcare services for employees for instance, that are not available in home country. Social benefits are more in Finland compared to Philippines.

Challenges of multicultural working environment

There are no cultural challenges. It depends on the foreign employee. Socylene can do any job a native can do there. She has no limits. The work colleagues are very friendly and nice.

Preparation of employees for multicultural working environment

She learns by watching what her colleagues do and listening very carefully to what her managers teach and say.

Prevention of problems that can be caused by multicultural working environment

It depends on the employee's hardworking nature. One has to be extremely hardworking. When the boss catches anyone idle, she or he gets fired. This is not only done to foreign employees but to any employee.

Solving of problems caused by multicultural working environment

Employee has worked there for over a year and never faced a conflict caused by cultural differences so far for far.

Multicultural working environment encouragement

There is harmony in a multicultural working environment. Employees are nice and there are no problems. Employees are capable of handling their cultural differences and working together has been carried out smoothly.

Advice on multicultural employees/ working place

Employees should work hard in order to get the job done in time.

4.8 Eighth Employee (Fisnik Shala)

4.8.1 description

Fisnik Shala is a 23-year-old Kosovan male employee that has worked in a multicultural working environment for over 1 year. He is a Warehouse employee in Riihimäki Würth Ltd. and has a diploma in logistics.

4.8.2 Findings

Working cultural differences.

There are no differences, may be language problems, nothing else basically.

Advantages of multicultural working environment

Hearing different stories from different cultures during the coffee break.

Challenges of multicultural working environment

No challenges, employee has lived in Finland for a long time.

Preparation of employees for multicultural working environment

When he joined the company he spend a week working in different departments around the company to get acquainted with his workmates, duties and environment. Working in the company has been much easier after that.

Prevention of problems that can be caused by multicultural working environment

Employees mingle with each other all the time during the working hours and learn how to get along.

Solving of problems caused by multicultural working environment

Employee has never heard of any cultural conflict so far.

Multicultural working environment encouragement

Greeting each other, talking and showing new employees around gives employees more energy to perform their duties well. It would have been difficult to work alone in isolation.

Advice on multicultural employees/ working place

Get involved with foreign employees, exchange news and do not isolate them.

4.9 Ninth Employee (Sulevi Salo)

4.9.1 description

Sulevi Salo is a 61-year-old Finn male employee that has worked in a multicultural working environment for 22 years. He is a Warehouse Director in Riihimäki Würth Ltd. and has a Work technician diploma

4.9.2 Findings

Working cultural differences.

There are no working cultural differences. When foreign employees are taught their duties, they carry them out just like Finns.

Advantages of multicultural working environment

There is no fear. Now he knows that anyone can learn the job by doing it when guided.

Challenges of multicultural working environment

Challenges are language. The ways to get foreign employees understand what you want them to do. At least now there are English-speaking youth employees in the company, which makes the work communication easier.

Preparation of employees for multicultural working environment

So far nothing has been arranged. The only relief has been that weak Finnish language speakers have got along with their English-speaking colleagues.

Prevention of problems that can be caused by multicultural working environment

Employee does not know if there is a need to prevent anything because so far, no cultural conflict has emerged.

Solving of problems caused by multicultural working environment

He has not confronted anything like that in any way. Employees with English language skills can tell more about the problems. Nothing like cultural caused problems has been reported to him.

Multicultural working environment encouragement

They are treated the same way like Finnish employees even if they come from other cultures. The company does not recruit employees unless they trust them. Employer wishes the best for every employee.

Advice on multicultural employees/ working place

No need to fear. People learn despite of their country of origin. Everyone learns at least in the industry that Riihimäki Würth Ltd. operates in. Even computerised duties. Sometimes foreigners carry out their duties even better than Finns themselves.

4.10 Tenth Employee (Samuli Palomäki)

4.10.1 description

Samuli Palomäki is a 35-year-old Finn male employee that has worked in a multicultural working environment for 13 years. He is a Foreman in Riihimäki Würth Ltd. and has unknown professional diploma

4.10.2 Findings

Working cultural differences.

Nothing. In employees point of view there are no working cultural differences between him and employees from other cultures.

Advantages of multicultural working environment

He has leaned new cultures only.

Challenges of multicultural working environment

Language is one of them, but most of foreigners speak finish language very well.

Preparation of employees for multicultural working environment

There are no preparations for multicultural working environment in the company.

Prevention of problems that can be caused by multicultural working environment

Employee could not answer the question.

Solving of problems caused by multicultural working environment

When there are conflicts they are solved through discussion.

Multicultural working environment encouragement

There is no need of encouragement. Everyone is equal. Of course when a foreigner finds other foreigners in the working place, it is by itself, encouragement.

Advice on multicultural employees/ working place

The employee has only positive experience with multicultural working environment. His advice is for companies and organisations to recruit foreigners the same way as natives.