UNIVERSITY OF GÄVLE

Faculty of Education and Business Studies

Department of Business and Economic Studies

Do Multinational Corporations incorporate employees' cultures into their Organisational Culture?
Case of Sandvik AB, Sandviken Sweden.

Authors:

Evodia Yiyen Yah and Augusta Gbenga

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Supervisors: Maria Fregidou-Malama, Ph.D., Assistance Professor

Ehsanul Huda Chowdhury, Ph.D., Assistance Professor

Examiner: Akmal Hyder, Ph.D., Professor

Abstract

Purpose: This study aims to investigate, if Multinational Corporations incorporate their diverse employees' cultures when forming their organisational cultures and the impact of cultural integration on organisations business activities.

Design/methodology/approach: This is an exploratory research in which qualitative data is used. Interviews were administered to 14 employees at Sandvik AB, Sandviken in Sweden. As for validity and reliability, the data for this work was collected from a real life case (Sandvik) and the interview responses were transcribed and analysed in relation to what other scholars consider together with the ideas of the authors.

Findings: This study shows that MNCs incorporate employees' cultures into their organisational cultures. Factors of employees' cultures are present in the organisational culture of Sandvik. Cultural integration as indicated by this study influences job performance, job satisfaction, and give a good image to the organization. It improves team members' skills and creates aspiration among employees.

Originality/value and contribution: This topic seems to be one of the few studies that investigate if MNCs incorporate employees' cultures into their organisational cultures. It therefore fills the theoretical gap in this area of study. The study contributes to the few studies of integrating employees' cultures into organisational cultures and acts as a start-up guide to future studies.

Limitation: Only one MNC is used in this study. Ideally, another MNC would have been investigated, so as to know if the present results are recurrent with another case. The study is also limited to only the aspect that deals with the integration of diverse employees' cultures into an organisational culture, and not cultural diversity in its totality. It is of interest for scholars in future studies to examine the topic under review relating to several organisations.

Keywords: Cultural Diversity, Multinational Corporations, Organisational culture, Cultural Integration.

Abbreviations: MNC(s): Multinational Corporation(s)

                    RQ(s): Research Question(s)

                    EIMD: European institute of managing Diversity

                    R&D: Research and Development

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Chapter 1: Introduction

This chapter introduces the topic with a background look on businesses operating on a global scale with cultural diversity. It continues with the relevance and impact of cultural integration on the daily business activities in MNCs. Also, it consists of discussion on the aim of the study and the research questions that the study seeks to answer. It ends with the limitation and disposition of the study.

1.1. Globalisation and Cultural Diversity

Globalisation being the norm of the day has made the world a global village whereby no single business is an island anymore (Hyder & Abraha, 2003). This implies that firms are in need of support from each other through networking, forming alliance, outsourcing, or hiring other nationals to work in different countries (Badaracco, 1991). Globalisation is the cultural integration that usually is defined in terms of economics but includes cultural, biological as well as a political blend on a global scale (Issitt & Marlanda, 2015). In this study, we considered Issitt & Marlanda (2015) definition of globalisation, as it is in the context of culture which is our main focus. The gravity of globalisation is the brilliant hike of opportunity and the need for people who are diverse in culture to interact with one another (Thomas & Inkson, 2009). When companies become global, employees with different backgrounds, perceptions, and work related attitudes interact with one another from diverse cultural backgrounds giving rise to the phenomenon of cultural diversity.

The shift in working, economic and searching for a better way of life has paved way to an increased moving of people and diverse societies living and working within the developed countries (Benson & O'reilly, 2009). Thus, cultural diversity is more of a "multiculturalism" which is viewed as an important part of a society

(Parvis, 2003) as well as an organisation. Cultural Diversity is the differences in values, attitudes and behaviour of people in which managerial actions are viewed in an organisation (Adler, 1997). Within an organisational setting, cultural diversity is considered as a strategic resource (Hamde, 2008) which may aid MNCs to achieve their eventual objectives, if it is well exploited. It is necessary for organisations with employees from diverse backgrounds to acknowledge the various values of the employees and embody them in all aspects of their systems (Kundu, 2001).

In an organisation, cultural diversity is relevant when the firm tends to create a diverse friendly environment through the implementation of policies that integrates every member of the organisation (Mckay, Avery & Morris, 2009). Cultural Diversity therefore, is an asset that can be utilised towards the organisation and employees in meeting up with the needs of its last users (McKay et al., 2009). The ability to regulate cultural diversity plays a major role in the success of an organisation (Stewart, 2007). Effective management of diverse cultures in an organisation is essential in achieving a competitive advantage in the market (Kundu, 2001). And multinational corporations that can effectively motivate and influence the behaviour of its heterogeneous employees tend to gain significant competitive advantages over its competitors in the global market (Kundu, 2001).

1.2. MNCs and Organisational Culture

When firms expand, they consider the need to extend their presence by outsourcing or entering new markets, making it the main driver of globalisation (Forsgren, 2013). This leads firms to locate their subsidiaries in countries other than their home countries. Locating subsidiaries in other countries enable them to become multinational, also referred to as transnational. A Multinational

corporation is a group of geographically diffused facilities and assets of a corporation in at least another country different from its home country. It also includes its headquarters and the different national subsidiaries (Ghoshal & Bartlett, 1990). Usually, most of the MNCs have a centralised head office in their home countries where global management issues are coordinated. The head offices are referred to as their headquarters. The growth of MNCs has been significant from the period between 1960 and 2005 with figures increasing from 7000 to 70,000 (Forsgren, 2013). This increase and the numerous contributions of MNCs to the world's economy have drawn the interest from countries seeking investors and scholars alike. For this reason, there has been an increased interest in the study of MNCs and organisational cultures.

Organisational culture is the guide of basic beliefs that a given group has discovered or developed in learning to cope with its problems or challenges. These challenges include that of internally integrating its employees and externally adapting to the society (Schein 2010). This definition could mean that organisational culture cannot be developed and imposed by external factors. It can be done only through an internal development of a corporate culture that will take into consideration the norms, values and beliefs of its employees (Scheffknecht 2011). It entails developing an organisational culture that embraces members of the organisation. Regardless of where in the world the employees are from, they now work together and have similar views and beliefs that guide their behaviours. Creating an organisational culture which employees should follow when interacting with their fellow employees is relevant to the organization. Also, when transacting business with members of their society, as well as with members from other societies (Ralston, Vollmer, Srinivasan, Nicholson, Tang & Wan, 2007).

Organisational culture is a given fact from which national cultural differences can be realised. It is developed by its members and is embedded in practices (Scheffknecht 2011). Hofstede (2011) made his contribution that, organisational cultures are embedded in practices; they are formed by organisations and it can be to an extent manageable. National cultures on the other hand are given facts rooted in values for organisational management. Furthermore, the attitude towards strong organisational culture is in a way partly affected by national cultural elements (Hofstede, 2011). In regard to these statements, three of Hofstede (2001) cultural dimensions which include Power Distance, Individualism vs. Collectivism, Masculinity and Femininity are used to represent the different employees' cultures stemming from their national cultures. These dimensions are discussed in detail in the theoretical framework below.

1.3. Cultural integration and its impact on organisation business activities

Integration is the process of obtaining a consensus of effort among the various subsystems (Martin, 1992) in the accomplishment of the organisation's daily business activities towards its vision and mission. In an organisation people feel proud and more productive when they think of themselves as being part and parcel of a whole (Swanson, 2002). That is, in a cultural setting that tends to define their cultural identity (Mavin & Girling, 2000). As such the relevance of cultural integration becomes evident for organisations with employees from different cultural backgrounds. Thus cultural integration is a form of cultural exchange in which one group considers the beliefs, practices and rituals of another without sacrificing the characteristics of its own culture (Martin, 1992). Cultural integration is often viewed as positive because nothing is lost. Seen from

this light, cultural integration is a combination of the beliefs and rituals of unique cultures. In this regard, cultural integration in an organisation may be attributed to as numerous cultures coming together to form a new multicultural environment (Mavin & Girling, 2000) under one umbrella.

According to Solomon & Schork (2003) organisations that pay attention to the differences that cultural diversity brings to the workplaces to improve innovation, customer relations, productivity, corporate speed and agility are those that always succeed in their daily business operations. Organisations that effectively manage diversity tend to enhance performance through human capital (Agocs & Burr, 1996). Thus, avoiding major barriers in communications by using a common language which every employee can understand and speak. This is done, for them to better understand one another in carrying out the daily business activities of the organisations. However, cultural differences altogether do not create problem but the way in which cultural differences are managed by both employees and bosses in organisations causes problems. According to Gamble & Blackwell (2001), everyone is raised in a particular cultural context and it is perfectly natural for he/she to use his/her own culture as the standard for perceiving, judging and evaluating experience. In this regard, integrating and effectively managing the different employees' cultures in organisations will lead to the success of the organisations.

An effective cultural integration enables every member of the workforce to perform to the best of their abilities as they feel part of the organisations. Therefore, forming and supporting a positive diverse working environments have shown to be strongly related to the presence of positive job performance and career attitudes (Mavin & Girling, 2000) in MNCs. When the talents of employees are fully recognised, appreciated and utilised by the organisations, they feel valued (Mavin & Girling, 2000). An organisation which seeks to create an

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environment that attracts people from diverse labour markets tends to possess valuable knowledge and skilful employees (D'Netto & Schal, 1999). And can benefit and enjoy a competitive advantage in attracting talented employees by seeking to meet different cultural and religious demands (Iles, 1995).

1.4. Background of   Sandvik AB in Sweden

Having identified what MNCs and organisational culture are, the aim of this study will be fulfilled by investigating Sandvik AB a MNC based in Sandviken, Sweden. Sandvik is a Swedish company that was founded by Göran Fredrik Göransson in 1862. The founder established the company in Högbo Sandviken, Sweden. Today Sandvik AB has become a multinational corporation operating globally in high-technology, engineering group specialised in tools and tooling systems for mining, metal cutting and construction equipment. It is also involved in stainless steel products and alloys. Presently Sandvik has established its subsidiaries in about 130 countries. Their business activities have been organised into 5 main business areas ranging from Sandvik Mining, Sandvik Machining Solutions, Sandvik Materials Technology, Sandvik Construction and Sandvik Venture. In 2014, Sandvik had about 47,000 heterogeneous employees globally and an annual sale of approximately SEK 89 Billion (Sandvik, 2015).

Cultural diversity and organisational culture are gaining more and more grounds in organisations around the world. The number of foreigners working in MNCs is increasing as well. In regards to this, the authors deemed it accurate to use Sandvik AB, Sweden as a case study. Reason is that, last year on the 18 March 2015, Sandvik won the prestigious Diversity Award by the Swedish Leading Management Magazine "Manager" (sandvik.com). This award implies that Sandvik is a leading company in diversity and inclusion. Where diversity and

inclusion entail the respect for its employees' personalities and cultural differences. This nomination acted as the reason for the need to investigate if the different employees' cultures are being taken into consideration in the formation of the organisational culture of Sandvik AB.

1.5. Problem formulation, Aim and Limitation of Study

According to Hofstede (2001) culture is inherent in people and it can be transmitted into organisations. In order to successfully accommodate these cultural differences without them interfering with the firms operations, organisations are creating an organisational culture. An organisational culture in which there is a common cultural language and a common way of practice. A culture that is considered uniformly harmonised, with clarity through the values of people at a high level of the organisation (Collins & Porras, 2002).

Multinational enterprises face a challenge in combining many nationalities with diverse cultures under one roof while maintaining a uniform culture in the organisations (Scheffknecht, 2011). Doing so requires a high attempt in forming an organisational culture in which the different beliefs, norms, views, interest and responses of employees can be considered in similar business situations. Cox (1991) posits that the higher the level of cultural heterogeneity in a domestic workforce, the greater the creativity, innovation, a better and more successful marketing to various types of customers. According to Lindholm (2000) organisational culture can be influenced by the national culture of the country where the organisation is based. And Hofstede (2001) commented that national cultures are given facts rooted in values for organisational management. With these statements, it can be deduced that elements of organizational culture are the national cultures of the workforce. We therefore aim to investigate, if MNCs

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incorporate the different employees' cultures when forming their organisational cultures. In this regard the following research questions guide this study:

1. Do MNCs incorporate foreign employees' cultures into their organisational cultures?
2. What is the impact of incorporating foreign employees' cultures into the organisational culture of MNCs?

The limitation of this work is that, it is a single case study with focus on only one Swedish multinational company. Also, this study does not deal with cultural diversity in its totality but is limited to the aspect of integrating the diverse employees' cultures in formulating an organisational culture.

1.6. Motivation of study

Studies have been conducted in MNCs focusing on organisational/corporate cultures from different angles/perspectives. Some of these studies include but not limited to those of Hofstede (2001); Trompenaars & Hampden-Turner (1997); Deshpandé & Farley (2004) and Martin (1992). Hofstede (2001) has identified how national cultures influence organisational cultures, Trompenaars & Hampden-Turner (1997) and Deshpandé & Farley (2004) on the other hand came up with different corporate/organisational cultures shaped by cultural preferences while Martin (1992) identified how the presence of multiple cultures in an organisation is perceived. They also look at the kind of cultures management prefer depending on which cultural characteristics they are seeking to promote and that which they are most comfortable with.

Due to the few studies of cultural integration in organisations and to the best of our knowledge, this topic has not been extensively researched. At the time of conducting this study, the authors could barely find studies investigating the integration of different employees' cultures into the organisational culture of a

MNC. A gap was therefore identified and this study proceeds to fill it. To do so, three of Hofstede (2001) cultural dimensions which include Power Distance, Individualism vs. Collectivism, Masculinity and Femininity are used to represent the different employees' cultures stemming from their national cultures.

1.7. Disposition

The content of this work constitutes six chapters that show the structure in which the study is conducted. It is diagrammatically presented as the ''Thesis Layout'' in figure 1.1 below.

Figure 1.1 Thesis Layout
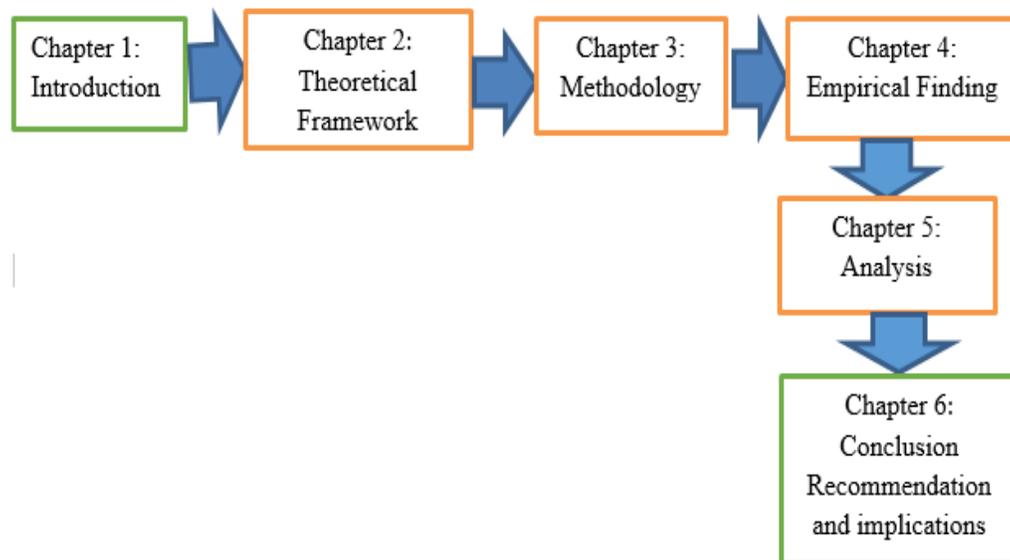
Source: Own construction

Chapter one of figure 1.1 as seen above is the introductory part of the study. This announces the topic with the relevance of cultural diversity in MNCs. It states the discussion on the motivation of the subject matter and illustrates the problem formulation, aim of the study with the research questions, limitation and disposition. This first chapter induces the readers to have a greater interest in the topic of study. The next is chapter two which presents relevant theories for the case study. These theories enable readers to have a clear knowledge about the existing theories relating to the topic under review.

Methodology is chapter three of this work, which explains the approach the authors have undertaken in carrying out the study. Being a qualitative, it examined the organisational culture of a MNC relating to the cultural diversity of its heterogeneous workforce. Next is chapter four which presents the empirical data collected during the interviews. Thereafter, follows the analysis of the empirical data which can be seen in chapter five of this work. The last but not the least is chapter six which consists of the concluding part of the study where the key findings of the case study are stated and recommendations are made along with the implications.

Chapter 2: Theoretical Framework

In this section of the work, theories patterning to the purpose of this study are presented. First a brief background on the different theories that are directly related to the topic under review. The researchers begin by discussing existing theories on MNCs and then proceed to present what scholars argue about Organisational/Corporate cultures. Also, what they have discussed about cultural integration and its impact on organisation business activities.

2.1 Background of Theories

Trompenaars & Hampden-Turner (1997) have done extensive studies on corporate cultures with focus on the kind of culture that most organisations follow. In their discussion, they classify four corporate cultures which are built on national cultural dimensions i.e. the Family, the Eiffel Tower, the Guided Missile and Incubator. In addition, Deshpandé & Farley (2004) four organisational culture is highlighted as they describe the way organisations are structured with the positioning of bosses in the daily activities of the organisation. This includes Competitive/market culture, entrepreneurial/adhocracy culture, consensual/clan culture and bureaucratic/hierarchy culture. Martin's (1992) social scientific perspective on organisational culture which includes integration, differentiation and fragmentation is presented. These elements deal with integration of diverse cultures in an organisation and discuss how firms could manage diverse cultures in an organisation.

Considering that the theories on organisational cultures mentioned above are all derived with the characteristics of national culture which reside in people, this theoretical discussion will be lacking if Hofstede (2001) cultural dimensions which influence people behaviour the most, regardless of where they find

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themselves in the world does not constitute the main focus of this chapter. In the introductory discussion, we have identified the three Hofstede (2001) cultural dimensions that are applicable in our case.

2.2. Multinational Corporations (MNCs)

In this study, we discuss MNCs from the inter-organisation theory (Ghoshal & Bartlett, 1990) point of view. The name, "multinational corporation" has already said it all: many (multi), functioning across different countries (national) (Scheffknecht, 2011). Many companies have grown into MNCs in relation to the number of national markets they serve, own or control production facilities and also in the number of foreign nationals they employ (Heijltjes, Olie, & Glunk, 2003). These different factors leave MNCs with numerous factors to deal with.

According to the inter-organisational theory, MNCs are considered to be an internally differentiated network inter-organisationally. It suggests hypothetically that certain features of the MNCs such as resource allocation and internal distribution of power as well as certain structural characteristics of the external network consist of other stakeholders such as employees, shareholders, regulators, customers and suppliers. The stakeholders are conceptualised as an inter-organisational system that is entrenched in networking. And the different units of the multinational corporations must interact with one another (Ghoshal & Bartlett, 1990). Actors with whom the MNCs often interacts individually or as a group possess varying beliefs and norms. These beliefs and norms are from their national cultures obtained from upbringing or from the national culture of the subsidiary host country (Hofstede, 2001).

Having shown what organisational theory argues about MNCs and how differentiated they are internally; we next proceed to discuss organisational/corporate cultural theories. In this discussion, the word organisational and corporate cultures will be used interchangeably since they are of the same meaning.

2.3. Organisational Culture

Hofstede (2001), Hofstede et al. (2010), Deshpandé & Farley (2004) and Martin (1992) use the term organisational culture while Trompenaars & Hampden-Turner (1997) use corporate cultures when discussing organisations. Every organisation has its identity in the form of culture, which is a synonym to organisational climate (Hofstede, 2001). It is the collective programming that could differentiate people of an organisation from others. Organisational identity can be referred to what members perceive, feel and think about their organisations (Hofstede et al., 2010). It can be seen as a collective understanding of the organisation's values (Jo & Schultz, 1997) that may help to guide the behaviour and responsibilities of members of the organisation.

2.3.1 Trompenaars & Hampden -Turner's corporate culture classification

Another theory in the discussion of corporate cultures is that of Trompenaars & Hampden-Turner (1997). According to Trompenaars & Hampden-Turner (1997) the crucial issue in organisations is not the culture but how senior management deals with it in a form of strategies; control strategies and culture. According to them, three aspects are important in identifying an organisation's corporate culture. These aspects include: the liaison between employees and the organisation, the vertical and (or) hierarchical structure of authority illustrating bosses and subordinates and the overall view of employees about their

organisations destiny and the role they play in it. According to Scheffknecht (2011) the interest of MNCs in promoting corporate cultures stems from their desire to improve control, harmonisation and the integration of their subsidiaries. This she argues is because most MNCs subsidiaries are embedded in national cultures that often differ from the corporate culture of the head company. These differences can interfere with the overall corporate planning, appraisal, socialisation and compensation system (Scheffknecht, 2011).

Trompenaars & Hampden-Turner (1997) on the other hand, posit that national culture has a great impact on organisational structure. Organisations are structured in a way that the values, beliefs and behaviour of people in the country are reflected in the organisational structure. In their studies, they identify four corporate cultures which they classify as; a Family-Style, Eiffel Tower, a Guided Missile and Incubator culture. These classifications explained the family-style culture: as an organisational structure, which is similar to that of the family with hierarchy. Whereby, the manager is considered as a father who shows tolerance for all of the employees. Supervisors as elders in turn respect the manager and the rest of the work force. The work force is seen as the younger ones in the family, who show respect for both the father and the elders (Trompenaars & Hampden-Turner, 1997).

Eiffel Tower: Bureaucratic type of culture, where the job function of every employee is well defined and the relationship between the bosses and the subordinates is specific, with rules that are applied and maintained by every employee. Guided Missile: a culture structured in a way that involved bringing professionals to undertake a project as a group. Although there is a leader, the relationship between workers is specified and their functions are task-oriented and

undertaken by team or project. Incubator: a culture structured to meet the needs of individual firms in their self-fulfilment (Trompenaars & Hampden-Turner 1997). They detail that; Incubator type of corporate culture is best suitable for start-up firms, innovative firms and professionals.

The important issue to note here is that, Trompenaars & Hampden-Turner (1997) conducted the study of corporate cultures using national culture dimensions. In their study, they classify the reasons for cultural differences into three major groups. Those that relate to: our relationship with people, passage of time and those that relate to our environment Trompenaars & Hampden-Turner (1997). To elaborate on these differences, and the solutions different cultures have employed, Trompenaars & Hampden-Turner (1997) use seven major cultural dimensions which they refer to as universalism vs. particularism, communitarianism vs. individualism, achievement vs. ascription, diffuse vs. specific, emotional vs. neutral, and attitude to time and environment. According to them, organisational culture is not only shaped by markets and technologies but also by the cultural desire and preferences of managers and employees. Their corporate studies indicate that in reality, there is no pure practice of one single type of corporate culture. Most corporate cultures are a mix of two or more practices. Their studies indicate that successful companies borrow a little from each category.

According to Trompenaars & Hampden-Turner (1997), going by the national culture of a country, it is easy to observe such companies to be dominated by their national cultural traits. On that note, they found that most American and UK companies fall in the guided missile category. France and Spain are in the family while according to them Sweden scored highest as an incubator culture. The MNC used as a case in this study is a Swedish company and therefore is expected

to possess more incubator characteristics going by Trompenaars & Hampden-Turner (1997) findings. These traits include: status being achieved by individuals, the company is process oriented; the organisation comes after its people, inspirational and ad hoc. Also, the incubator characteristics involve the process of creating new realities.

2.3.2 Deshpande & Ferley organizational culture classification

Deshpandé & Ferley (2004) classify organisational culture into four types; i.e. Competitive/market culture, Entrepreneurial/Adhocracy culture, Consensual/Clan culture and Bureaucratic/Hierarchy culture. According to them, organisations with a competitive culture are market-driven. In this type of culture, managers focus more on competitive advantage and market supremacy. Managers pay more attention to knowing the market and actively incorporate the knowledge into organisational framework, so that every member becomes market oriented and contributes in the development of superior customer value (Day, 1994). Deshpande and Ferley (2004) considered the Entrepreneurial/Adhocracy culture as an organisational culture in which organisations focus on innovation and undertaking risk value. This organisational culture deals with high level of market orientation and proactive innovation to create superior value and customer satisfaction and loyalty (Blocker, Flint, Myers, Slater, 2011). It is more involved with new product development success, higher capacity to innovate and higher performance (Voola & O'Cass, 2010).

Also, Deshpande and Ferley (2004) commented on the consensual/clan culture as a family type culture where tradition, loyalty and relational cohesion are paramount in the management of the organisation. They explain the bureaucratic culture as one that possesses a formal structure where there are clearly ordered levels of management, the lower levels are answerable to higher level. The

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structure of this type of organisational culture is high to the extent that solving problems in the organisation is traditionally difficult and employees lack the identification of the firm's marketing objectives and strategies (Gebhardt, Carpenter, Sherry, 2006).

2.3.3 Martin's perspectives of organisational culture as a social perspective

Martin (1992) on the other hand identifies different theories on organisational culture. His social scientific perspective on organisational culture considers culture as a social construct. He came up with three theoretical traditions in describing organisational culture, these he labelled: Integration, differentiation and fragmentation. Martin's theory discusses different ways in which organisations consider cultural diversity in organisations. Integration- this theory posits that most cultures in organisations are characterised by clarity, uniformity and organisational-wide agreement and consensually shared beliefs. This perspective assumes consistency and believes that culture originates in the values and principles expressed by top management.

Differentiation- Martin (1992) defines this perspective to emphasise that organisations consist of sub-cultural differences in which the likelihood for conflicts of interest and coalition among these groupings is evident. He believes that, the coated sub-cultures which exist side by side in harmony and inconsistency result from cultural expressions. Fragmentation- this perspective according to Martin (1992) has been viewed as accentuating ambiguities of interpretation, lack of consensus and clarity. It advocates that organisations constitute different opposing contradictory views from its members that cross-cut, weaken and confuse an organisation. In such systems, power is dispersed broadly at all levels of chain of command.

2.3.4 Hofstede's national cultural dimension apparent in MNCs

Whichever theory described above all dwell on national culture and how they impact the internal functioning of an organisation. A dimension in this context refers to a facet of culture that can be measured comparatively to other cultures (Hofstede, 2011). Hofstede (2001) study on cultural differences at national level is relevant to understand how national cultures affect organisational culture among workforce. As noted by Scheffknecht (2011), any study on cultural dimensions without the mention of Hofstede will be incomplete because Hofstede's IBM study of 1967 and 1973 with more than 116,000 respondents seem to have been the most famous and prominent in the study of cultural research.

To understand national culture Hofstede (2001) identifies six dimensions. Considering that some of these dimensions have direct impact on organisational culture, they also enable personnel of an organisation to understand the way people of certain cultures think and act. Power-distance, Individualism versus collectivism, Masculinity versus Femininity, Time Orientation, and Gender Orientation are the most important aspects that should be taken into consideration when forming an organizational culture (Hofstede, 2001). These dimensions have greater impact on people's behaviour even out of their cultural environment (Scheffknecht 2011). Hofstede (2001) details these dimensions individually. In this study, three of these dimensions Power-distance, Individualism versus collectivism, and Masculinity versus Femininity are considered.

2.3.4.1. Power distance

According to Robert, Probst, Martocchio, Drasgoco & Lawler (2000) power distance is the extent to which the less powerful ones of an organisation or

institution accept the fact that power is distributed unequally. According to Hofstede (2001), power distance is exhibited in societies or organisations where people accept the fact that there is a distance between superiors and subordinates relationship. The distance may be high or low depending on the organisation culture or the culture of the society in which the business operates. Organisations with high power distance are always hierarchical with many supervisors. And employees acknowledge the \fact that, superiors are more powerful and every decision lies within their confine (Hofstede, 2001). In such organizations, employees expect the bosses to tell them what to do while on the other hand they feel like the authorities are controlling their lives at the workplace (Cheung & Chan, 2008). The low power distance has a flat social hierarchy and horizontal superiors and subordinates relationship (Koerner & Fujiwara, 2000). Here superiors consider the subordinates to be part of a group and decisions are made on consensus (Hofstede 2001).

In such organisations and institutions like the family, the less powerful members expect as well as accept power to be unequally distributed representing inequality (more or less) but define from below and not from above (Hofstede, 2011). This dimension is associated to the different solutions relating to the basic problems of human inequality (Hofstede, 2011). In the same light, Trompenaars & Hampden-Turner, (1997) refer to this dimension as the level of equality or hierarchy that exist between superiors and subordinates in an organisation. A study by Farh, Hackett & Liang (2007) argues that power distance alters relationships, and organisational support to work outcomes. This is in accordance with Bochner & Hesketh (1994) postulation that power distance has an influence on boss-subordinate relationship, decision-making system, orientation to work and the individual vs. group achievements within a culturally diverse MNC. The degree

of this influence therefore depends on the level of power distance and distribution of power ranging between high or low within an organisation. This distribution results in inequality of power distribution making certain societies more unequal than others (Hofstede, 2011).

2.3.4.2. Individualism vs. Collectivism

This dimension deals with, whether people prefer themselves or consider themselves as been part of group. The way people define themselves and their relationships with others in a certain group determines whether they are from an individualistic society or collectivistic society (Brewer & Chen, 2007). People from individualistic societies tend to give reference to personal goals rather than social goals (Komarraju & Cokley, 2008). While those from collectivistic society may highly value the welfare of a group they may be part of instead of their individual welfare (Rafferty & Tapsell, 2001)

In an organisation, employees find difficulties in working in group because of the type of society or culture they were born and grew up in (individualism). Others prefer group work in which dependency and understanding is maintained amongst them (Collectivism) (Hofstede, 2001). This dimension therefore is the extents to which people in an organisation or society are linked into groups or the degree to which the ties between people are lose (Hofstede, 2011). To measure which of these dimensions characterises a person or group preferred the most, Shulruf et al., (2007) developed a measurement tool referred to as the Auckland Individualism and Collectivism Scale (AICS). This scale constitutes individualism characteristics such as: uniqueness & private, goal oriented, independence, self-knowing, competition and direct communication. Collectivist characteristics on the other hand include: belonging, group oriented duty, hierarchical, context dependent, relatedness, harmony and advice seeking.

This dimensions are in a way influenced by the power distance dimension, in that many countries that were found to score high in the power distance dimension eventually scored low on the individualism index. And the reverse is opposite for countries with low power distance as they score high in the collectivism index (Hofstede et al., 2010). Thereafter, Hofstede et al., (2010) proceed to refer to Individualism vs. collectivism and power distance as being negatively correlated. It is argued that in collectivist cultures, conformity is most frequent in situations where norms and rules are clear and sanctions are likely to be imposed for abnormal behaviours. And when the reverse is true anti-conformity will be realised (Triandis, Bontempo, Villareal, Asai, & Lucca, 1988).

Trompenaars & Hampden-Turner, (1997) refer to this dimension as individualism and communitarianism. They discuss how both dimensions influence certain norms in the society and organisation like religion and politics. Their religious findings indicate that individualistic cultures are more protestant and often approach God individually. Communitarians on the other hand follow the catholic way of worshipping, i.e. they approach God in a group (Trompenaars & Hampden-Turner, 1997). Depending on the community or situation, a spiritualist could be hired to attend to individual or group spiritual needs instead of holding a common worship.

2.3.4.3. Masculinity vs. Femininity

Hofstede (2001) refers to these dimensions as societies or organisations where individual achievement or success is based on competition to know the best among the rest (Masculinity). Also, what someone is capable of doing regardless of he/she been the best (Femininity) and a person standing out from the crowd is

not admirable (geert-hofstede.com). Hofstede (2011) discusses gender on group bases not on individual characteristics. He laments that gender orientation dealing with the distribution of values among men and women in organizations or societies are emotional and social roles disparity between genders.

Also, when the term masculinity or femininity is used, it is referred to social and culturally established roles between genders (Hofstede, 2011). It is related to the splitting up of emotional roles between women and men (Hofstede, 2011). That is, it is concerned with the distribution of values amongst the different genders. In such forums, the masculine pole values high earnings, recognition, advancement and challenges while the feminine pole on the other hand cherishes good relationship, cooperation, good living area and employment security (Hofstede et al., 2010). Hofstede et al. (2010, P. 140) refer to the masculine dimension as that in which gender roles are emotionally distinct. Here, men are supposed to be emotionally tough, be assertive and more focus on marital prosperity. Women on the other hand are required to be humble, tender and have more interest in the quality of life. A feminine culture is that in which emotional genders roles intersect each other. Men and women are expected to be modest, tender and all concerned about the quality of life.

In discussing gender issues in organisations, Fregidou-Malama (2005) study conducted on cooperatives, discusses gender from the perspective of the need to balance the power between men and women in organisations. Her discussions stress the importance of women being represented in organisations with focus on cooperatives, the role and contribution they bring to a company. Fregidou-Malama (2005) argument on gender orientation is that democracy advocates that men and women be members in a representative body at equal rate considering that only a little number of women are in top managerial positions in many parts of the world (Alvesson & Billing, 2009)

To understand the unequal distribution of both genders at workplace, Kanter (1993) theories of minorities versus majorities are explanatory. The unequal distribution of work groups as she argues gives room to "tokenism" which eventually leads to numerical shift that transforms social interactions within an organisation. This gives room to four kinds of groups: Uniform group, Skewed group, balanced groups or titled groups (Kanter, 1993). According to him, uniform groups constitute a typology of 100:0. Such groups are homogenous with the same kind of people constituting the entire groups. Skewed groups have a landscape imbalance with a distribution of 85% for category A and 15% for category B. In this case, the 15% can be referred to as tokens. Balance groups have a 60:40 to about 50:50 distributions of its majority versus minority while titled groups constitute a less extreme and less exaggerated distribution of the members with a ratio of around 65:35. In this regard, the equal or unequal distribution of men and women in an organization may have great impact on the type of organisational culture that a corporate exhibit. This is because the way men and women think and behave in an organisation is sometimes different from each other.

2.4. Cultural integration and its impact on organisation business activities.

Diversity management in both theory and practice offers a new challenge in tackling the issues of inequity, discrimination and injustice in employment (Noon & Ogbonna, 2001) and at the workplace. The necessity of managing diversity is that, individual differences are both recognised and valued as a source of competitive advantage. Base on this, Teerikangas & Very (2006) lament that, the elements of the firm integration strategy will impact the effect that culture has on firm performance. In relation to this, cultural integration includes a balance of an

organisation sponsor socialization activities, such as introduction programs, training, retreats, and celebrations, as well as allowing employees autonomy to create a uniform organisational culture (Larsson & Lubatkin, 2001), that tends to recognize every employee's cultural identity.

An effective integration of an organization's diverse human capital aims to increase the level of efficiency, competitiveness and the necessary innovation (EMID, 2003). It reduces tension and conflict and creates a satisfying work environment (Mavin & Girling, 2000) with enhance creativity (Maxwell et al., 2001) and improve innovation (Mavin & Girling, 2000). Diverse groups with the skills and support system to integrate are more effective in their activities than non-diverse groups with the same activities (Moore, 1999). This is because a decision making in diverse groups is likely to generate a higher number of possible solutions and have more inventive alternatives (Swanson, 2002). This in turn can lead to a greater capacity for problem solving (Mavin & Girling, 2000).

Furthermore, managing diversity in an organization can result to a greater understanding of diverse market and customers' preference as diverse employees are likely to serve diverse customers (Iles, 1995). It gives better customer service which can lead to client satisfaction and strong customer relationship (Mavin & Girling, 2000). Promoting diversity can improve the image of the organization to potential customers who value diversity (Mavin & Girling, 2000; Maxwell et al., 2001) Thus, cultural integration can influence group's performance (Swanson, 2002), a satisfying work environment (Mavin & Girling, 2000) and give a good image of the organisation (Maxwell et al.,2001; Mavin & Girling, 2000). The European institute of managing Diversity (2003) cited six units as shown in table 2.1; who tend to benefit from effective management of cultural diversity by an

organization. Viewing this citation enables readers to know that an organization does not only stand to benefit from effective management of cultural diversity. But it does include all stakeholders and the society.

Table 2.1 Unites and their benefits

Units	Benefits
Enterprise	The enterprise benefits from reduction in absenteeism of employee's turnover and gains off the best talent.
Economy	Increase in efficiency, creativity and participation of human capital.
Administration	The stability of employment and pleasant working environment.
Employees	Learning and improvement of skills, sponsorship of promotion and development to advance in their profession.
Consumers	Effective management of cultural diversity promotes the image and social accountability of the company towards the consumers.
Society	Creating and supporting an environment that allows employees to coordinate the profession and private lives makes the society to benefit from diverse cultures.

Source: From EIMD (2003)

2.5. Conceptual framework

Relating to theories cited above in integrating employees' cultures in an organisational culture, the authors have formulated the below model which is initiated from Hofstede's cultural dimensions model. The main characteristics of the below model in figure 2.1 is the key idea of Hofstede's (2001) national cultural dimensions which include Power-distance, Individualism vs. collectivism, and Masculinity versus Femininity. These dimensions are important to understand how national cultures affect organizational culture among workforce. They also enable personnel of an organization to understand the way people of certain cultures think and act. This framework is our point of focus in the study since these dimensions have direct impact on people behaviour which can be easily identified by others. These dimensions will aid MNCs to have a broad knowledge of diverse cultures which will enable them to incorporate employees' cultures in forming the organisational culture if they want to and choose to.

Figure 2.1 Conceptual framework: Cultural integration and its impact on company's business activities.
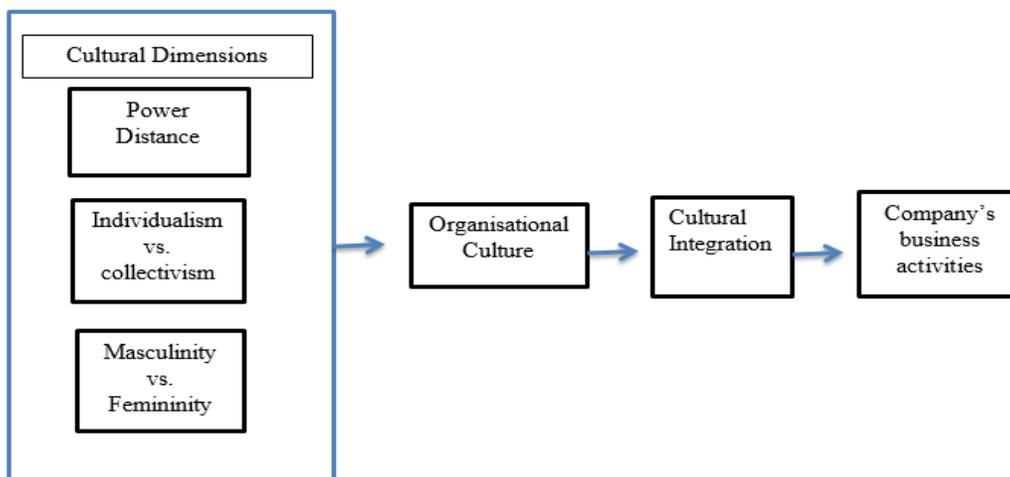
Source: Initiated from Hofstede's cultural dimensions' model, (own construction)

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The first elements in figure 2.1 are the dimensions from the model of the cultural studies of Hofstede (2001). These dimensions represent and illustrate the cultural diversity of employees, based on their cultural background. The authors prefer to consider these dimension in an organizational cultural study because, Scheffknecht (2011) refers to organisational culture as a given fact from which national cultural differences are realised. Also, Hofstede (2001) clearly states that national cultures are given facts, rooted in values for organisation management. And the attitude towards organisational culture is in a way partly affected by national cultural elements (Hofstede, 2001). Hofstede (2001) argues that culture is inherited in people and it can be transmitted into organisations. Considering these statements, the authors resulted in referring to the above dimensions as the cultural elements of the heterogeneous employees of a MNC. As the above dimensions influence the behaviour of people from diverse culture (Hofstede, 2001), acknowledging and integrating them into an organisational culture may yield a successful and/or negative impact on the daily business activities of an organisation and its employees; as employees are the main human resources of the organisations.

The second set of element is the organizational culture. In order to avoid misunderstanding, it is necessary for employees of a MNC to understand why they are different from each other and how do their differences affect the success of the organization. This can be done by an organization creating a culture that will enable employees to observe their diverse cultural values under one umbrella (Scheffknecht, 2011). Next is the third element, which is the integration of diverse cultural attributes in forming an organisational culture. It illustrates the possibility of diverse cultural adaptation in a MNC. Understanding different cultures is essential for working productively together in a MNC. Therefore, integration of diverse cultures enables a MNC to create a flexible and dynamic

working environment that aids employees to exhibit behaviour that will promote the success of the organisation (Ralston et al., 2007). The last but not least, is the element of, the impact of cultural integration on the success of the organization daily business activities. This element illustrates that, organisational culture has a great impact on the organisation business activities, process, performance and employees. The overall organisational goal can be achieved if its employees generally feel happy with the working environment. And feel that their presence is been appreciated by others and that they have the same values and norms as a culture in the organisation (Cox, 1991).

Table 2.2 below presents a summary of the main theories considered in carrying out the study. This table highlights the major theories that are discussed. It shows a clear picture about the existing theories relating to the topic under review.

Table 2.2 Mainstream theories

Authors	Concept	Theory	Idea
Trompenaars & Hampden-Turner, (1997)	Corporate Culture	- Family - Eiffel Tower - Guided Missile - Incubator	They classify four corporate cultures which are built on national culture dimensions
Deshpandé & Farley, (2004)	Organisational culture	- Competitive/ market culture - Entrepreneurial/ adhocracy culture - Consensual/clan culture - Bureaucratic/ hierarchy culture.	Describes ways in which organisations are structured with the positioning of bosses in the organisation.

Martin (1992	Social scientific perspective on organisational culture	- Integration, - Differentiation - Fragmentation	Discusses how firms could integrate diverse cultures into the organisational culture.
Hofstede (2001)	Cultural Dimensions	- Power Distance - Individualism vs. Collective - Masculinity vs. Femininity	Cultural dimensions which influence people's behaviour the most, regardless of where they find themselves in the world
(Ghoshal & Bartlett, 1990) point of view	MNCs	Inter-organisation theory	Views MNCs as an internally differentiated network inter-organisationally

Source: Own Construction

Chapter 3: Methodology

Having presented the discussion on MNCs, organisational culture and the different cultural dimensions that influence people the most when interacting within MNCs, this section of the work presents the methods employed to gather data necessary to fulfil the aim of the study. The outline involves discussion of the research approach, the case selection and measurement instrument, then the collection of data, the analysis process and the reliability and validity of the work.

3.1. Research Approach

Two research approaches, inductive and deductive are often used. The deductive approach begins with developing a theory or a conceptual framework and a design of a research strategy with the intention of testing the theory through the use of collected data. The inductive research approach on the other hand is applicable when the theory is deduced from the result of the data analysis (Saunders, Lewis, & Thornhill, 2009). This method which Sandelowski (2000) refers to as mixed-method increases the scope of analytical power in a study. Considering that this study is built on different existing theories which were used in a real life case after collecting data, the authors therefore used an inductive research approach. Also, an inductive approach is used in this study because according to Saunders et al. (2009) a study that uses this approach revolves finding answers to particular RQs formulated at the start of a research study.

The two research techniques to choose from when collecting data are qualitative and quantitative (Saunders et al., 2009). For this study, interviews were conducted to collect primary data (Malhotra, 2009) with top level managers. Saunders et al. (2009) argue, is an effective way to gather information pertinent to a study. Also interview questions were mailed to operational staff due to time constraints. But

open-ended and face-to-face interviews with management staff were conducted. This enabled the authors to get management's views and also gave the opportunity to confirm the information obtained from operational staff. Face to face interviews are ideal but the authors of this study resolved to send interview questions to operational staff by email for time convenience.

The time for conducting this study was limited and email interviews are effective in cases where accessibility to the respondent is constraint and time is limited (Pollock, 2004). Email interviews are great in the case of this study because due to the fact that the respondents only had time for a face-to-face interview at a far date close to submission of this work. The questions were sent to the interviewees by email and they were able to answer the questions at their convenience (Opdenakker, 2006). These enabled the authors gain time and still obtain the data needed for the study ahead of time. Research designs can be exploratory/explorative or conclusive (Saunders et al., 2009). An exploratory study sets out to investigate a problem with the aim to produce final and conclusive suggestions to the research problem. A conclusive research design on the other hand going by its name aims to provide final and concluding answers to RQs. This study is exploratory as it aims to come up with only conclusive suggestions to earlier formulated RQs (Saunders et al., 2009).

3.2. Case Study, case selection and measurement instrument
According to Yin (2003) case studies are renowned for empirical studies which deal with real life situations. This argument contributes to the choice of a case study for this research. Yin (2003) states that case studies are helpful at developing existing theories and can give a detail and in-depth understanding of a phenomenon. Vissak (2010, p. 371) postulates that "Case studies do not necessarily have to rely on earlier literature or existing empirical evidence." This

is to clarify that even though the phenomenon of a study might be less known, a case study approach could be conveniently used to build upon such theories. The characteristics the authors had in mind when selecting the case, was that the company must be a MNC with subsidiaries in at least one other country; which is in correspondence to Ghoshal & Bartlett's (1990) characteristics of a MNC. The next was that the company must have foreign employees. The authors also needed a company they could easily go to and from for interviews since they had limited funds to travel out of Sweden. The measurement instrument used in conducting this study was interview guides and questionnaires which according to Saunders et al. (2009) is a good way of gathering primary data. The reason for choosing interviews guides and questionnaires is that as Voss et al. (2002) argue, structured interviews which often are backed by unstructured interviews are the primary source for data compilation in a case study research.

Another motivation behind the choice for interviews is that, Kvale (1996) noted that interviews play a key part in retrieving data from interviewees on a subject of interest. This is so because interviews are effective ways to obtain information that is directly relevant to a subject matter (Saunders et al., 2009) permitting people to give a certain picture of a topic that has previously not been well investigated (Arksey & Knight, 1999). To acquire the necessary information required for this study, 14 employees were interviewed from Sandvik AB, 2 were managerial staff and the rest were operational staff. In this work, semi-structured interviews are used. These type of interviews are also referred to by Yin (2003) and Patton (2002) as open-ended or standardised open-ended interviews. These kinds of interviews are ideal for our research type as they give us the opportunity to structure the questions following at our discretion which will enable us achieve

the aim of our study. It is open ended implying that it also gives room for questions that were not pre-thought of, but are necessary in achieving the aim of the study to be asked in the course of the interview process (Yin, 2003). The interview questions used in this study are shown in the appendix below.

3.3. Interview Questions Formulation, data collection and selection of respondents

In this work, two research questions were formulated to enable the aim of the study to be achieved. The interview question formulation process began by breaking down the main two research questions into direct and easy multiple questions to facilitate communication and ease understanding during the interview process. The questions were categorised into different smaller sections starting with general questions about the interviewees and then preceded to questions pertinent to the study of this paper. In the next chapter of this work, the data is presented in the same manner in which they were collected. Zikmund, Babin, Carr & Griffin (2009) argue that data for a study could either be gathered by people or by machines. In the case of humans, interviews and observations are used while in the case of machines scanner or web-based surveys are used Zikmund, Babin, Carr & Griffin (2009). For this study, the authors collected the data via semi-structured interviews.

The data was gathered by the authors via interview with both foreign and national workers as well as management and operational staff. The reason for the selection of both nationals and non-nationals was to have a picture of what national and foreign workers think. That is, if the both groups feel the same about the company actions. Considering that Sandvik AB is a MNC, to fulfil the aim and purpose of

this study, all the authors were concerned about was for the operational staff respondents be presently working in Sandvik AB. What department the respondent work in was not of major interest, since the department has little or no influence on the information required to achieve the aim of this study.

When it came to the management staff, one of the respondents should be from the Human Resource department to give a clearer picture of whether or not Sandvik AB plans and incorporate workers culture into their organisational culture. Two respondents were from the diversity and inclusion department: one was the manager in charge for Sweden and the other is the global diversity and inclusion manager for the entire Sandvik Company. Below are tables of the different persons that were interviewed, the department they work in and how long the interview process lasted, as well as the date and time of the interview.

Table 3.1 Managerial staff: face to face interviews

No	Respondent's Task position	Years of Experience in Sandvik	Sex	Nationality	Date of the interview 2015	Interview Duration
1	Sandvik Manager Talent & Performance Management Sweden	3 years	F	Swedish	Nov 20	1 hour
2	Global Manager Culture & Change	3.3 years	F	Swedish	Nov 27	45 Minutes

Source: Own construction

Table 3.2 Operational staff: responses via email

| No.	Respondents' Task/position	Years of experience in Sandvik	Sex	Nationality	Data collection date
1	Quality & EHS Coordinator	15 years	M	Swedish	25-11-2015
2	Global project manager	12 years	M	Swedish	25-11-2015
3	Product Developer	8 years	M	Indian	26-11-2015
4	Research Engineer	5 years	M	Indian	20-11-2015
5	HR Business Partner, Diversity & Inclusion Expert.	5 years	F	Swedish	26-11-2015
6	R & D Engineer	5 years	M	Swedish	25-11-2015
7	Product Developer	5 years	M	Cameroonian	23-11-2015
8	Mechanical Design Engineer/ Project leaders	3 years	M	Indian	25-11-2015
9	Mechanical Design Engineer and Project leader	3 years	F	Swedish	25-11-2015
10	Laboratory Engineer	3 years	F	Polish	16-11-2015
11	R & D Engineer	1 year	M	Burundian	27-11-2015
12	Lab officer	3 months	M	Swedish	30-11-2015

Source: Own construction

3.3.1. Empirical findings analysis process

Analysing data necessitate a high level of creativity so as to present the information in a comprehensive and meaningful category (Hoepfl, 1997). Once the data for this study was collected the authors continued with transcribing the data to break down the collected data into smaller units (Gray, 2004) and reducing the information which discloses the elements necessary in answering the research questions. This reduction of data process began at the transcription stage where the authors aimed at identifying related information from the various interviews. This was done by summarising the data collected to its simplest and most condensed form possible so as to present it in a manner that facilitate understanding (Saunders, et al., 2009).

As rightfully stated by Gary (2004), the process of analysing data also involves reducing the large amount of data collected during the interview process. This procedure of reducing data Saunders et al. (2009, p. 503) argues "includes summarising and simplifying the data gathered or selectively focusing on some parts of this collected data with the aim of the process being to reduce and transform the collected data". To obtain a successful reduction/condensation process, the authors of this study made frequent reference to the research questions, which were the guide for developing the interview questions used in collecting the empirical data. As Patton, (2002) rightfully posits, different guidelines exist for analysing data for a qualitative study but the one to adopt will depend on the kind of study conducted. In analysing the empirical findings in this work, the authors started by understanding, transcribing, categorising, identifying, and interpreting the data as it is shown in figure 3.1 below.

Figure 3.1 Data Analysis process.
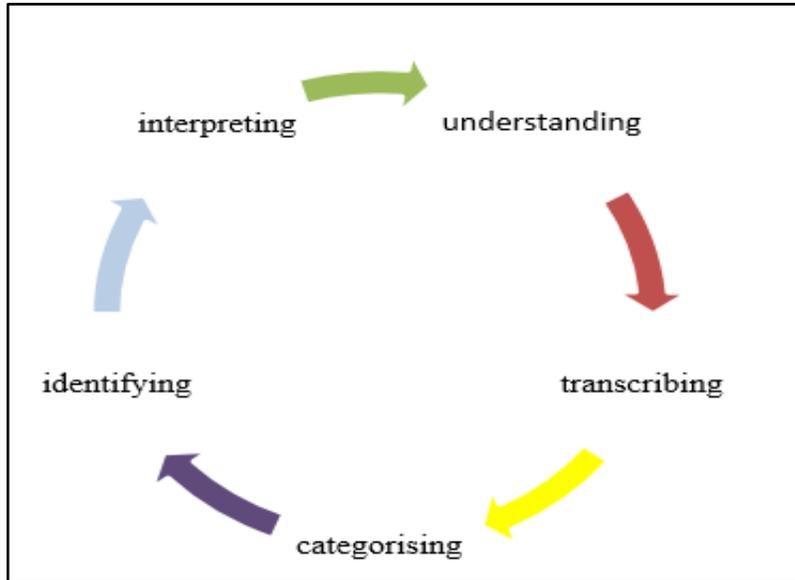
Source: own construction

3.3.2. Understanding the empirical findings

In order to understand the interview, Taylor-Powell & Renner (2003) recommends listening to the recorded interview carefully so as to understand and pick out every necessary data required for a qualitative method. Once the interview was over, the authors proceeded later on the same day of the interview to begin transcribing the recorded data while the interview process was still fresh in their minds.

3.3.3. Transcribing

This process began after the recorded data was listened to and understood. Next the authors moved to writing down the information gathered from the interviews in the same words of the respondents. In doing the transcription, focus was paid

on information that was deemed important in answering the research questions (Saunders et al., 2009). By focusing on just information that was necessary for answering the research questions, this process joined two steps into one: summarising and condensing. This according to Saunders et al. (2009 p.491) is a course that "involves condensing the meaning of large amounts of text into fewer words".

3.3.4. Categorising empirical findings

In categorising the data obtained from Sandvik AB for this study, the authors did so by presenting the data with the research questions and the different dimensions of culture in mind. In the course of doing so, additional information were discovered which initially were not planned on being collected but that were eventually found to be helpful for answering the research questions. Since the categorisation was done with a predetermined structure and a listed number of themes in mind, it therefore corresponds to what Taylor-Powell & Renner (2003) refers to as present categorisation.

3.3.5. Data Relationship identification and Interpretation

At this stage, all the data from the 14 different interviewees were interpreted and then the authors moved to grouping them into similar opinions so as to aid analysis and facilitate reading and understanding. These steps presented above are those that were employed in presenting the empirical data for this work. This steps as Taylor-Powell & Renner (2003) rightfully puts it, is the process whereby sense, meaning and significance is ascribed to data analysis. In the process of this interpretation, the researchers kept making reference to the empirical findings gathered at the interviews. This step requires going back and forth to the data, while adding to it the author's thoughts, ideas and perspective (Patton, 2002).

3.4. Evaluation of qualitative study

Different expressions and terms have been used in the evaluation of quantitative and qualitative research. In this study validity and reliability are used. Considering that it is a qualitative study we therefore refer to the qualitative research viewpoint of validity and reliability which focuses on the extent of precision, credibility and transferability of a study (Patton, 2002). These characteristics set the basis for evaluating this study or any other qualitative study.

3.4.1 Validity and Reliability

To ensure reliability of this study, the authors paid particular attention to the process of data collection because as Saunders et al., (2009, p.156) posits, the reliability of a study denotes "the extent to which data collection approach or analysis process, will generate consistent findings." The aim of reliability therefore is warranting that the results of one study will be almost the same, if conducted by a different researcher under the same conditions and circumstances (Yin, 2003). Another word used to refer to reliability by Yin (2003) is trustworthiness. In this work the reliability which is a synonym to reliability in qualitative research is used. As for validity of this research, Saunders et al., (2009) considers it as the extent to which the findings of a study portray what they appear to be about. Flint (1997, p. 201) defines validity as "a hierarchy of procedures to ensure that what we conclude from a study can be stated with some confidence (i.e., the conclusion is valid)." Yin (2003) in his own study, he refers to validity as both internal and external or generalizability of a result.

To ensure reliability and validity of this work the authors started by making sure that the case company is a MNC and that all the interviewees are workers presently working within this MNC. Thereafter, the respondents were randomly

selected from every department of Sandvik AB. This simple attention helps to avoid what Saunders, et al., (2009) terms participant error. Some of the respondents in this study have worked within Sandvik for over 15 years. This longevity of working within Sandvik for over a long period of time also gives them a good mastery of Sandvik's culture thus increasing the reliability of the data collected for this study.

Another way in which the authors ensured reliability and validity of this study was make sure that the same standardised questions were used throughout the interview process. The quality of an interview increases the reliability of a research (Flick, 2009). Flick (2009, p. 386) argues that "the quality of recording and documenting data becomes a central basis for assessing their reliability and that of succeeding interpretations". Therefore, a recorder was used during the managerial interview process. This enabled the authors not to miss out on any detailed information that would later on be necessary in the analysis since writing the responses down manually will require hurrying. This hurrying could lead to leaving out vital data, and causing distraction from properly focusing on the interview.

Sandvik is a Global Company with English as its corporate/working language. English is the language that both parties (respondents and the authors of this work) could speak and understand better; therefore it was used in the interviews. Both parties were comfortable communicating in it, thus increasing the reliability of the collected data. Even though the interviewees were comfortable with communicating in English, English is still not the first language of them. The

transcribed data was sent to some of the respondents for a review just to make sure that the information written down was actually what they intended to deliver. They confirmed that the transcribed information was well understood.

As already seen above conducting the interview in English also ensured the validity of this study. Mindful of the fact that the validity of a study can be influenced by both the participants and observer's error/bias which often occurs at the interview process (Saunders et al., 2009). We made sure that the interview questions formulated from the research questions were correctly done and were relevant to the aim of study, so as to ensure validity and generalizability of the research findings. Recording also increased validity of the results.

Chapter 4: Empirical Findings

In this section of the work, information obtained from the case company through interviews is presented. The data from the managerial respondents have been transcribed and the information from the respondents, which include both managerial and operational staff were grouped into units of similar information to facilitate understanding for the readers. The interviews were conducted with fourteen employees of Sandvik AB Sandviken, Sweden. Two of whom are managerial staffs and the remaining twelve are operational staffs. Table 3.1 and Table 3.2 above illustrate their various positions and years of experience as well as the days on which the data was collected. Eight of the interviewees are Swedish, four males, four females. The others are foreign employees; One Polish female, three Indians all males, one male Burundian, and one Cameroonian man. The information obtained has been grouped into like groups of similar information so as to present the elements important in answering the research questions.

4.1. The Organisational Culture of Sandvik AB

The interview result showed that Sandvik Company is a global company with a culture that concentrate on customer focus, innovation, fair play and passion to win. Customer focus means constantly striving to exceed customers' expectations and enable them to excel in their business. Innovation implies having the courage of turning powerful ideas into purposeful solutions. Fair play is about conducting business in a sustainable and responsible manner and passion to win relates to being passionate about making the company number one in all of the countries where it is established.

Sandvik AB, in Sweden being the mother company has its own internal culture that is growth oriented, employees' safety, new thinking, but retaining a traditional mind-set, that is business oriented which is inherited from its founders making it a historical company. As for its cultural values and code of conduct, it seeks to be flexible and agile, truly global, technology leader, and exceptional people. Sandvik AB, culture also focus on the group performance-based culture, having the right competent employees for the right job and promote internal career paths through employee training. The culture embraces diversity and inclusion, and provides opportunity for talent development. According to the respondents, Sandvik's culture encourages diversity because it places the company in an advantageous position thus making it a technical leader in the world. Until recently, Sandvik was not that diverse as one of the managerial respondents lamented.

''Being a global company we saw the need to be more diverse so as to see the world through many eyes and minds. The desire to be more diverse is actually still very young and Sandvik aims to continue in this path. Young because Sandvik only introduced this idea of diversity in 2012.''

Even with the above statement, during the interview it was found out that there are teams that comprise basically of all Suedes. This according to a managerial respondent happened as a coincidence. That aside, Sandvik still believes that a highly diverse team is ideal. She added that diversity is not that easy to achieve if they do not have the ability to recruit. This limitation has affected the diversity of teams, thus compelling them to maintain the present work team until they have the chance to recruit. The path of diversity Sandvik believes in, is a never ending

process and it knows that change is the only constant. Even though change is hard to achieve according to one of the managerial respondents, Sandvik believes that to be a market leader it must be willing to change and be more integrating.

4.2. The Power Structure of Sandvik AB

The respondents have diverged opinions on the power structure of Sandvik AB, in Sweden. Several respondents found Sandvik AB, organizational culture to be ranked with a very high pyramid of many bosses at the top and middle levels of the organisation, where the white collars are placed in a "landscape". This culture is considered to be a "grandfather principle" that continues to exist from generation to generation. On the other hand, others think that there are several levels of top management but flat and open organisation on the local/low level. They commented that, the ordering structure of Sandvik is pretty flat in a way as they can easily reach out to their immediate and direct bosses. The diverged opinions are based on the positions and influences the respondents have in the organisation.

The organisational structure of Sandvik AB consists of more Swedish managers. And the relationship between the employees and their immediate bosses is cordial at the low level, though there are situations where employees distance themselves from the bosses because of language barriers. As most of the managers are Swedes, they tend to speak more Swedish at the workplace despite the official language of the company been English. Sandvik workforce comprise many nationals, the only barrier at the low level is the language. Sometimes managers feel comfortable having discussion in their local language (Swedish in this case), so other nationals who do not understand Swedish tend not to be comfortable. Ideally English should be the main language for communication as Sandvik is a Global company.

For decision making, there are too many bosses at the top but few are allowed to take important decisions. There is delegation at the low level and managers are allowed to take decisions on their own in cases of emergency. Managers most of the times have the discretion to act on their own without consulting anyone. In a normal situation, the amount of funds required or involved in the execution of the project will determine if a manager needs to consult with supervisors or not before taking decision.

4.3. Teamwork versus Individual work in Sandvik AB

The interview result showed that Sandvik AB is a company that encourages group performance as most of the works are executed on project bases. It also shows that the workforce is engaged in working as a group which is essential to achieve a strong group performance culture. Sandvik AB focuses on a group performance-based culture, having the right competent employees for the right job and promotes internal career paths through employee training. Sandvik believes that group work with a diverse workforce is more innovative even though it is time consuming. The company prefers teamwork because answers to difficult problems turn out to be right with a diverse way of thinking. Sandvik encourages teamwork whenever the need arises. Even if not working on the same project or team, Sandvik believes in seeking other people who may not be with the team opinions on an assignment in order to get a second opinion when necessary. Also, teamwork is most glaring in offices and administrative works as they entail projects.

The company encourages teamwork though there are occasions that require working alone. Its culture accommodates other factors like individual works and contributions that may tend to help promote the success of the company. Employees may like the group spirit but feel that they need some time off to

concentrate alone. Certain decisions of working alone are taken by individuals depending on their positions and work situations. There are certain departments like R&D and factory workers whose jobs require more concentration, sequential, little and or less frequent team works. They think that team work takes longer to achieve results and answers to questions. As such the respondents made us to understand that sometimes they work alone depending on what they tend to work with and the type of job to be done. For smaller project employees can work individually but for bigger ones more people are involved. There are departments where employees prefer working alone despite that the work may require group work. They feel that working in a group is difficult as members of the team may have different ways of working and thinking about how projects should be executed. For this reason, they prefer to work alone. But the most prevailing one will depend on which part of the company they work.

4.4. Cultural traits of Sandvik AB

The answers from the respondents showed that Sandvik as a global company has a culture with a passion to win, for this reason the company maintains a strong performance culture. It concentrates more on being the best in the industry, and eventually among its competitors globally. In order to be the best, the company focuses on gaining the business advantages that enable it to have a leading market position.

Sandvik AB in Sweden has an internal culture of giving award and bonus to individual employees and teams, based on best performance and competency. For this reason, every employee tries to do his/her best in order to be one of those that will be appreciated and rewarded with award and bonus. One of the managerial respondents considers Sandvik AB to be a place where everyone could feel that

he/she can contribute and able to do the best regardless of whom he/she is. It is a place where everyone can make a carrier, feel welcome and the leaders and managers are able to bring out the best employees out of the rest. On this note, she said,

"It is important to recognise the best employees because, this is what is needed so as to be an innovative global company and be one of the best. If employees don't feel that they are part of the company and feel that they put in their best and feel appreciated, then they cannot be motivated to work effectively enabling the company to be at its best. The company is also proud to be one of the oldest existing Swedish companies."

Considering gender equality, the interviews revealed that at Sandvik the percentage of men is higher than that of women globally. With a percentage of 19.4% for women and 80.6% for men and of this percentage, very few women hold managerial positions. For Sandvik AB in Sweden, the number of employees constitutes 22% of women and 78% of men. As a result, there have been situations where the company sets out for recruitment with the gender of the candidate they want in. This is done not out of discrimination but with hope to raise the number of women in management positions as well as in the organisation. They have also instituted a leadership program for women whereby newly graduated female students from universities are given the chance to get into Sandvik via this program. This program has been halted and postponed for the meantime.

According to information obtained, even with the inequality rate of men versus female within this company, it was interesting to know that all of the managerial staffs in the Human Resource department are women. Notwithstanding, Sandvik prefers a mixed workforce constituting of both male and female employees.

4.5. Cultural integration and its impact on Sandvik AB business activities.

According to the respondents, Sandvik AB in Sweden has recently undergone changes. A new "code of conduct" has been put in place and its implementation is on-going. In the new "code of conduct", diversity and inclusion has been included and it is the main focus of the organisation at the moment. This is because diversity and inclusion are important parts of the personnel strategy that will enable the company to achieve its vision and mission efficiently. Diversity is about personal and cultural differences as well as the differences in work and life experiences. Inclusion is an approach which enables all employees to contribute in line with their full potential and take advantage of their skills in the daily business activities. Diversity and inclusion means respecting and aiding employees' personalities and cultural differences. The recruitment of employees with diverse cultural backgrounds is relevant to the success of the company as it tends to be more innovative.

Sandvik AB in Sandviken, Sweden has created a working environment where every employee can have the feeling of being part and parcel of the company. And that their input in the company is highly appreciated regardless of where they are from. To achieve its inclusion goal, Sandvik in 2012 created a new office for diversity and inclusion because the company saw the need and the benefits that accrue to a more diverse team. As a result, Sandvik is conscious of the cultures and values of its employees and is working towards meeting the ones that can be conveniently met. One example is that Sandvik has hired a spiritual counsellor (a priest) who works 50% to cater to the needs of Christian employees whenever they feel the desire to talk to a spiritual guide. In the same light, Sandvik has planned to also hire a Muslim Imam to assist Muslim employees. This is one of the ways of incorporating the different employees' cultures into the organisational culture. The company has in place a program where every employee has to be trained to follow the new code of conduct. There is an on-going talent and

awareness programs for all employees. Some talent programs are only for women and awareness training for all, starting with managers. The aim of the training is to increase the awareness of gender equality among female employees and diversity and inclusion for all employees to know the benefits of diverse inputs in the success of the company.

According to one of the managerial respondent, before the time of the new code of conduct, most employees felt excluded and had faced some form of harassment. She related harassment to the United Nation's definition which includes intimidation, partiality, and hostile with an offensive work environment. Although most employees prefer maintaining their job, the working environment has not been conducive for several of them. As it has come to the notice of the hierarchical personnel, the company has integrated a special department of diversity and inclusion to help overcome this challenge. The company intends to eradicate harassment at the workplace and consider all employees values of impartiality, integrity, and discretion should govern all aspects of conduct at work. Employees should treat one another with courtesy and respect regardless of their cultural backgrounds.

The answers from the respondents have also indicated that cultural integration has a great impact on the overall performance of the company. Cultural integration creates a pleasant working environment that encourages quality improvement on job performance of the teamwork. It can influence job performance, employees' job satisfaction and give a good image of the organisation. According to the respondents, when organisation being mindful of their values, makes them feel motivated and appreciated making them to be involved in their job; thus leading to efficiency and effectiveness. It allows more fun and inspiration; i.e. knowledge can be gained from one another in a team regardless of who they are, and where

they came from. Furthermore, it leads to exposure; working with high competent heterogeneous team where all of them feel part of the group, they can learn and improve their skills. When employees with diverse skills feel appreciated, difficult technical problems can be solved.

It was interesting to know that, although all of the respondents are proud to be working with Sandvik AB in Sweden, several of them are not satisfied about certain aspects of the company. For this reason they commented that the company should make certain improvement in responding to the fulfilment of the job requirement. Requirements like increments in employees' salaries, effective flow of communication, speed at which the job is to be done, more insight on how management is working, to enable them to understand why some decisions are made. Management should recognise every employee in the organisation. This is necessary as together they can make wonders. Management should also slowdown in the organisational changes they always carry out. Job satisfaction is a reflection of employees' expectations of the job in line with the reality of the work environment.

According to one of the managerial respondents, diversify teamwork has a positive impact on the success of the company that tends to be more creative and innovative; thus placing it at a good market position, which will reduce cost and will maximise the allocation of resources. Also, a diverse team with flexibility in solving problems. As such, the respondents believe that continue effort towards diversity and inclusion is a requirement for succeeding in globalising a business with a good image.

A summary of this chapter is presented in table 4.1 below. It presents the main findings from the case study company Sandvik AB, with the primary data obtained directly from the interviewees during the interviews. This table gives the

readers a clear picture of the respondents' answers to the research questions. The questions are presented in the appendix below.

Table 4.1 Summary of findings

Sandvik AB organisational Culture	- Globally: Customer focus, innovative, fair play and passion to win. - Locally: growth oriented employee safety and new thinking. - Seeks to be flexible, agile, truly global, exceptional people and a technology leader.
The power structure of Sandvik	- High pyramid with many levels of bosses at the top and middle level. - White collars are placed in a landscape giving rise to the "grandfather principle. - Flat and open organisation on the low level and easy to reach out to immediate bosses. Cordial subordinate/boss relationship.
Team vs individual work	- Group performance based culture. - Encourages and seeks second party's opinion on assignments. - Also allows working alone at some point for certain task.

Cultural traits of Sandvik	- Strives to be the best in the industry with its passion to win value. - Compensates employees individually based on best performance. - Encourages everyone to contribute and be part of the organisation. - Leaders work to bring out the best in people giving room for career advancement. - Uneven distribution of male vs. female with a 78:22 ratios.
Cultural integration & its impact on the organisation activities	- New code of conduct involving employees more and more attention to diversity and inclusion. - Created a new office for diversity and inclusion in 2012. - Sandvik has created a working environment that makes employees feel as part of the organisation and their contributions are highly appreciated. - Hired a spiritual counsellor (a priest) to cater to the needs of Christian employees and has planned to hire a Muslim Imam to cater to the muslin employees. - Recruitment of diverse employees with different cultural background is relevant to the success of the organization. - Sandvik believes that cultural integration can influence job performance, job satisfaction and gives a good image of the organisation.

Source: Own construction

Chapter 5: Analysis of Empirical findings

In this section the data is analysed with relevant theories that relate to the information gathered. The findings are analysed in line with the literature of different researchers that are presented and discussed in the previous chapters.

The empirical data obtained from various respondents, agreed with some of Hofstede's dimensions but diverged at some points for the dimensions that are considered in this study. The case company in this study is a Swedish company. Notwithstanding, the culture of the host country does not entirely match with the organisational culture of Sandvik AB. Being a Swedish company located and operating in Sweden, the organisational culture and values of the company could be similar to the national culture of Sweden (Lindholm, 2000). Lindholm (2000) states that, organisational culture can be influenced by the national culture of the host country. It is not exactly so in this case. The company endeavours to respect the rules and regulations of Sweden while doing business. Sandvik is influenced by the Swedish culture but this has not disrupted or derailed the company from developing and maintaining its own internal organisational culture. Being a MNC with employees from different cultural backgrounds, it encourages other cultures in order to respect and aid all of the employees' personalities and cultural differences in recent times.

5.1. The Culture of Sandvik AB

Sandvik organisational culture on a global scale is business orientated. As a MNC its culture proved to be business oriented with direct focus on business advantages that can enable the company to maintain its position as a technological leader within the industry and become innovative. This is in line with Deshpande & Farley's (2004) organisational classification of Competitive also referred to as Market culture. On the other hand, its culture can be seen as the one Deshpande

and Farley consider as entrepreneurial/adhocracy culture in which the organisation focuses on innovation and undertaking risk value. It can also be in relation to Blocker et al., (2011) theory of organization dealing with high level of market orientation and proactive innovation.

Sandvik AB, in Sweden has instituted a department of diversity and inclusion to facilitate the process of focusing on its internal operation. With the intention to create a diverse friendly environment through the implementation of policies that integrate every member of the organisation as stated by Mckay, Avery & Morris (2009). If in due course the company fully implements its newly adopted organisational culture which seeks to pay attention to its employees from diverse cultures, then the culture will be considered integrative relating to Martin's' (1992) organisational cultural theory of Integration.

In the same lane, the company recently implemented organisational culture meets the characteristics of three of Trompenaars & Hampden-Turner's (1997) classifications; Eiffel-Tower, Guided Missile and Family corporate cultures. This is because the empirical findings indicate that employees have their job descriptions which they work by and most of the relationships between subordinates and their senior bosses are mostly professional, which seems to be Eiffel-Tower culture. It can be considered as Guided missile because most of the works in Sandvik are done by professionals undertaking a project as a team. And Family culture because it is flat and open that, employees can easily reach out to immediate bosses at the low level. There are situations where employees pull back and work alone when a function requires complete concentration and focus. This can reflect our mind to Brewer and Chen's (2007) theory which states that people from individualistic societies tend to work alone, while those from collectivistic society may prefer team work.

5.2. Power Distance

From the interview, the organisational structure of Sandvik seems to be hierarchical with several levels of bosses at the top (vertically) but flat and open at the low level (horizontally). Also, the power distance between subordinates and their bosses are big or small depending on whether it is a direct boss and subordinate relationship or not. For this reason, it can be seen as an organisation structure with two types of cultures.

At the top or vertically it can be said to fall into one of Deshpande & Farley's (2004) classifications of being a bureaucratic/hierarchical culture that possesses a formal structure with clear order levels of management. Again, vertically the organisation stands out to be very hierarchical with the white collars placed in a "landscape" manner. This culture according to employees is referred to as the continuation of the "grandfather principle". From these findings there is uneven distribution of power at Sandvik of which the employees are aware of and have accepted it that way. This is in line with Robert et al., (2000) and Hofstede (2001) classifications of high power distance whereby the less powerful of an institution know and accept the uneven distribution of power within that institution/organisation.

On the other hand, horizontally, Sandvik is flat at the low level, which can be related to Koerner & Fujiwara's (2000) theory which reveals that organisations with low power distance have a flat hierarchical structure and bosses consider subordinates to be part of the team. This flatness at the low level in Sandvik horizontally fits Koerner & Fujiwara (2000) indication of low power distance. Also, some respondents affirmed to have a very cordial relationship with their bosses and that they are able to share ideas on office projects. This indicates that Sandvik fits into Hofstede's (2001) findings which postulate that in low power distance superiors regard subordinates as part of a team and consider their

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opinions in making decisions. Most horizontal relationships between bosses and their subordinates at Sandvik indicate a flat hierarchical system and cordial interaction. This could further be supported by the statements made by Koerner & Fujiwara (2000) and Hofstede (2001), which relate to low power distance. The presence of diverge opinions on how the respondents view or perceive Sandvik is quite understandable because as Trompenaars & Hampden-Turner (1997) state that it is hard to find an organisation characterised by completely one culture. Most often, it is a blend of two or three cultures/dimensions. Considering that Sandvik is highly diverse, this explains the high degree of divergent views on the power structure.

5.3. Individualism vs. Collectivism

Sandvik as a company tends to support both team and individual work. For this reason, it's culture is a mix of both collectivism and individualism dimensions of Hofstede's (2011) cultural study. Trompenaars & Hampden-Turner (1997) argue, there is no perfect organisation with uniquely one dimension of culture. Considering this statement, it can be seen that Sandvik AB, is doing so in order to incorporate its different employees´ cultures under one roof as is stated by Martin's (1992) organisational theory of Integration.

Sandvik being a MNC has employees from various backgrounds who have the culture of doing things alone which can be considered as individualism. Being a Swedish company, according to Hofstede's classification of national cultures, Sweden scored high on individualism with an index of 71 on individualism dimension. Sandvik encourages individual work in order to respect each individual's needs that will enable him/her to be motivated and feel like part of the company. This indication from the interview fit with Martin's (1992) integration theory which is one of the ways he discusses on how firms integrate

employees into their organisational culture. Letting employees withdraw themselves at some point along the line to exercise functions that necessitate focus and individual concentration, makes them feel that their needs and desires are being taken care of. It is also important to indicate here that an employee who desires an occasional freedom from time to time does not mean they are against teamwork.

Sandvik passionate about group or team work (collectivism), does not correspond with Hofstede's classification of national cultures on Sweden. The company encourages collectivism in order to inspire the relationship among team members to be technically creative and innovative. The promotion of teamwork in a diverse company like Sandvik sometimes leads to disagreements. This relates to one of the classifications of Martin's (1992) theory of organisation culture. Differentiation which indicates that MNCs comprise sub-cultural differences which sometimes can lead to conflicts of interest due to different cultural values (Martin, 1992). This is evident at Sandvik where some employees find it hard to work in a team.

The data gathered showed that Sandvik has in place a religious guide hired to assist employees with their spiritual needs corresponds to Trompenaars & Hampden-Turner's (1997) findings. This relates paying attention to workers' religious wellbeing to individualism and communitarianism. Whereby communitarian communities turn to worship together as a community whereas individualistic worship individually. Considering that our case company advocates collectivism, this could explain why they have a spiritual counsellor who caters for the needs of its workers.

5.4. Masculinity vs. Femininity

The interview revealed that Sandvik AB has a masculine value culture, as it stands to be highly recognized in the industry with advancement and challenges in it technology and innovative process. Sandvik can be referred to as a masculine culture because the main focus of the company is to be the best in the industry among the rest of its competitors, thus generating high earning in order to maximise profit. Sandvik's tradition of recognising and rewarding the best employee also indicates masculinity. These findings are different from Hofstede's (2001) national culture classification on masculinity for Sweden. In Hofstede's ranking, Sweden scores low with an index of 5 on the masculinity dimension. This means that Sweden is a feminine country. Being a Swedish company, one would immediately expect Sandvik to score low in the masculinity index and be characterised more by feminine values. Notwithstanding, being a global company could also explain why it stands out as being masculine. Also, the unequal gender distribution of more men (Kanter, 1993) within the company could also be a highlight for the reason why Sandvik identifies more with the masculine value.

As far as gender is concerned, the responses from the interview indicate that Sandvik AB in Sweden presently has a 22:78 of women versus men percentage in their gender distribution. This implies more men than women giving rise to Kanter's (1993) theory of majorities versus minorities work groups in organisations. Its present employees count makes it a skewed group according to Kanter's (1993) classification which is an imbalance group with women as minority and men as majority. Notwithstanding, Sandvik is aware of balance groups 60:40 or 50:50 distributions of majority versus minority of its workforce distribution and is working towards achieving that. The reason for this is, Sandvik

believes that women have a different kind of management, experience and style of thinking that often differs from that of men. This way of thinking agrees with Fregidou-Malama's (2005) study conducted on cooperatives which discusses the need to balance the power between men and women in organisations.

5.5. Cultural Integration and its Impact on organisation business activities.

Sandvik AB has undergone changes with a new code of conduct aiming to focus more on its internal operations. This is done in order to overcome the challenges it faces in its daily business activities. This indication from the interviews could fit Schein's (2010) study, which states that organisations are developing a culture to cope with their problems or challenges. The challenges of internally integrating its employees and externally adapting to the society can also be in line with Mckay, Avery & Morris's (2009) concept of managing cultural diversity through the implementation of policies that integrate every member of the organisation. Sandvik AB intention to focus more on its internal operation, has led to an integration of a diversity and conclusion department. The primary aim of this department, according to a respondent, is to oversee the internal life experience of all its employees at the workplace. It helps in overcoming certain challenges like partiality, hostile, and offensive work environment. This confirms the observation made by Noon & Ogbonna (2001) that diversity management offers a new challenge in tackling the issues of equity, discrimination and injustice at the workplace.

Sandvik AB has realised and recognised the importance of an effective management of diversity as a personnel strategy which is in line with Agocs & Burr's (1996) statement that an organisation that effectively manages its diversity

tends to enhance its performance through its human capital. The recruitment of employees with diverse cultural background supports Badaracco's (1991) study on globalisation which relates to firms hiring other nationals to work in different countries.

The recent creation of a satisfying work environment where every employee can feel part and parcel of the organisation by Sandvik AB, is in line with Mckay, Avery & Morris's (2009) concept of cultural diversity that confirms the relevance of firms creating a diverse friendly environment. It could also be in relation to what Mavin & Girling (2000) measure in their study that forming a positive diverse working environment shows a strong positive job performance and career attitudes. An effective integration of an organization diverse human capital creates a more satisfying work environment (Mavin and Girling, 2000). Sandvik AB, initiation of training programs for its employees can be referred to Larsson & Lubatkin's (2001) statement relating to cultural integration which includes a balance of an organisation sponsored socialization activities, such as introduction programs, training, retreats, and celebrations. By hiring a spiritual counsellor to cater for the employees' spiritual needs is in conformity with Iles, (1995) observation that, an organization stands to benefit a competitive advantage in attracting employees by seeking to meet different cultural and religious demands.

The respondents confirmed that cultural integration has a great impact on the overall performance of Sandvik AB's business activities. This can be in line with Solomon & Schork's (2003) statement that an organisation focusing on the differences that cultural diversity brings, improve its innovation, customer relations, productivity, and corporate speed and agility. Another statement by a respondent that diverse teamwork has positive impact on the success of the

company and tends to be more creative and innovative; can be supported by EMID's (2003) observation, that an organization aims to increase the level of efficiency, competitiveness and the necessary innovation by effectively integrating its diverse human capital. Placing them at a good market position can further be supported by Iles (1995) confirming that understanding of diverse market through diverse employees can lead to satisfying customers' preference. It gives better customer service which can lead to client satisfaction and strong customer relationship as stated by Mavin & Girling, (2000). Thus, cultural integration can influence group's performance (Swanson 2002), a satisfying work environment (Mavin & Girling, 2000) and give a good image of the organisation (Maxwell et al., 2001; Mavin & Girling, 2000) to the employees as well as customers. These observations Sandvik AB, Sweden has perfectly fit in.

Also, the comments by the respondents that, they feel motivated, when the organisation is mindful of their values which is in line with Mavin & Girling's (2000) study indicating that, when the talents of employees are fully utilized, they feel better value. They can learn and improve their skills can be referred to Mavin & Girling's (2000) study, that a positive diversify working environment is strongly related to the presence of positive job performance and career attitudes. The respondents lamented that, they are proud to be working with a renowned company like Sandvik AB. Even with the afore statement, they recommend that Sandvik AB should fulfil certain job requirement like effective communication. This supports Agocs & Burr (1996) postulation that an organisation can enhance its performance through its human capital, thereby avoiding major barriers in communication.

In relation to the mainstream theories discussed in chapter 2, Table 5.1 below is formulated to show the summary of the empirical findings with focus on what different scholar have presented on culture studies in regards to the case company Sandvik AB.

Table 5.1 Summary of Analysis supporting theories

Findings	Theory	Supports (Yes) or (No)
Business oriented with focus on being a technological leader. Innovation focus.	Adhocracy and Competitive/Market Deshpande & Farley (2004)	Yes
Sandvik AB, in Sweden seeks to pay attention to its employees.	Theory of Integration (Martin, 1992)	Yes
Relationship between subordinates and senior bosses professional.	Eiffel-Tower culture (Trompenaars & Hampden-Turner,1997)	Yes
Work done by professionals undertaking a project as a team.	Guided Missile culture (Trompenaars & Hampden-Turner,1997)	Yes

Flat and open organisation at the low level and employees easily reach out to immediate bosses.	Family culture (Trompenaars & Hampden-Turner,1997)	Yes
Low level organization Horizontally	Low Power distance (Hofstede, 2001)	Yes
Hierarchical company vertically at the top and middle level	Bureaucratic/Hierarchical culture (Deshpande & Farley, 2004)	Yes
Uneven distribution of power at Sandvik.	High Power distance (Hofstede, 2001)	Yes
Sandvik encourages team work.	Sweden high index of Individualism (Hofstede, 20	No

Landslide distribution of female versus male with a ratio of 22:78	Theory of Minority versus Majority Theory of balance group Kanter (1993)	Yes No
Elements of a masculine culture are more visible	Sweden as a feminine country Hofstede (2001)	No
The case company characteristics more of an Eiffel-Tower, guided missile and Family corporate cultures	Sweden scores the highest for incubators (Trompenaars & Hampden-Turner, 1997)	No

Source: Own Construction

Chapter 6: Conclusion

The findings gathered from the interviews conducted with the case company, Sandvik AB in Sweden have been presented above. The focus was that of answering the two research questions formulated at the start of this work as a guide in achieving the aim of this study. This chapter now presents a summary of the answers to the two research questions, the conclusions, implications of the study, critical reflection and recommendations.

6.1. Answering the Research Questions

RQ1: Do MNCs incorporate foreign employees' cultures into their organisational cultures?

In this study, it has been found that, MNCs do incorporate the different employees' cultures into their organisational cultures. When creating organisational cultures, MNCs consider their diverse employees' cultural backgrounds by formulating working environments where every member feels part and parcel of a whole. Every member sees himself or herself in a cultural setting that aims to recognise his or her identity. MNCs do so to overcome the numerous challenges they faced in communicating and working with the heterogeneous employees in carrying out their daily business activities. Thus, considering a language that every employee can understand and speak. Creating and implementing policies that integrate every member of the organisations. And respecting every member's personality and cultural identity.

Also, the study identified that, the case company Sandvik AB has gone as far as creating a department to personally cater for diversity within the organisation. New code of conduct has being adopted to make workers more involved. This can be a justification that elements of employees' cultures present in the organisation

cultures of MNCs are not premeditated and a decision arrived upon for them to be included into their organizational cultures but MNCs are mindful of employees' cultures when forming their organisational cultures.

RQ2: What is the impact of incorporating foreign employees' cultures into the organisational cultures of MNCs?

Conducting the study, it was found that, Multinational corporations that meet different cultural demands stand to benefit and enjoy competitive advantages in attracting talented employees and potential customers. Also, MNCs that incorporate their diverse employees' cultures into their organisational cultures have positive impact on job performance and career attitudes. Employees perform to the best of their abilities when they feel that their presence and contributions are appreciated by others in organisations. As a result, the organizations stand to benefit by achieving their visions and missions with the contribution of their heterogeneous workforce. Also, an effective cultural integration has a positive impact on the daily business activities of the organizations and it gives a good image of the organisations both to their employees and the public at large. Thus, cultural integration can influence job performance, employees' job satisfaction and gives a good image of the organisation.

6.2. Theoretical, Managerial and Social Implications

Theoretically, this study has carefully reviewed existing theories on MNCs organisational/corporate cultures and the impact of cultural integration on organisations daily business activities. This information together with the empirical data gathered from the case company Sandvik AB contributes to existing studies by stating that: MNCs are developing cultures to cope with their problems or challenges, the challenge of internally integrating their employees and externally adapting to the societies. They manage cultural diversity through

the implementation of policies that integrate every member of the organisations. MNCs do create a satisfactory working environment for their heterogeneous employees. They do so by providing the needs of the diverse employees' cultural values. Indeed, they are mindful of the different employees' values and want to make them feel as a part of the organisations. Employees are given the opportunity to contribute ideas as well as partake in projects which make them feel part of the companies. The encouragement of this gesture by MNCs leave their employees feeling satisfied thus motivating them to be more indulged into the companies' aims, and work towards the achievement of the organisations' goals.

The managerial implication of this study is that, it has focused on investigating if organisations incorporate the different employees' cultures in their organisational cultures and the impact of doing so on the organisations daily business activities. There are many studies that have been done on organisational cultures but this one contributes managerially in that it offers MNCs the benefits that accrue to their organisations when they recognise the diverse cultural backgrounds of their employees and get more foreign employees involved and contribute in their organisational practices. This study acts as a wakeup call not only to Sandvik managers but to all managers of MNCs. Managers should not only be buried in the idea of their companies being successful and stand out as the market leaders but should also pay attention to the internal operations of their organizations by identifying the personal challenges employees encounter in performing their job functions. Managers should create venues for dialogue between employees and the companies. This will give both parties the opportunity to hear each other's

worries and at the same time explanations to be made. These are important because as found in this study, when the cultural identities of employees are respected and their involvements in the company's activities are appreciated, they feel motivated to work for both their benefit and that of the organisation.

Socially, Sandvik is paying great attention to diversity and inclusion. This is great for the society because, as employees feel included in the activities of the organisation, it leaves them happy thus creating a happy group of citizens within the country. In diversity there is strength. As Sandvik continuous to incorporate employees' cultures, it promotes diversity which in turn helps in building a beautiful and stronger society. Also, the recognition of Sandvik AB success in diversity and inclusion by the Swedish Leading Management Magazine "Manager" is an example for other MNCs. Its implementation of diversity and inclusion programmes has created an environment that enables employees to correlate their profession and private lives which the society tends to benefit with the input of people from diverse cultural backgrounds.

6.3. Critical Reflection and Suggestion for Future Studies
In conducting this study, it was realised that the importance of cultural diversity, and cultural integration cannot be over emphasised. Homogenous groups can only survive in a stable environment/market where there is no competition. As soon as the market becomes fierce and competitive, then a heterogeneous workforce is what is needed for organisations to discern the needs of the market from different angles. It is not easy for MNCs to incorporate elements of a thousand plus workforce members into one. But with a little effort the most common ones across the companies can be incorporated. This leads to a pleasant working environment where employees feel that their presence and contributions are being recognised and appreciated by their fellow employees and the organisations.

Also, conducting the study, it was found that most of the respondents were Swedes. This may have influenced the result of this study. The authors therefore recommend further studies that will take into consideration more foreign workers. In this study only one MNC is used, it is of interest for scholars to examine in future studies the topic under review in relation to several organisations. It would be more interesting if several multinational corporations are considered in a quantitative method. A qualitative research approach is used in conducting the study. This method limits the sample size and possibly the generalizability of the study to other MNCs out of Sweden. To expand its generalizability, this same study could be conducted using a quantitative research approach. Even though this study uses a qualitative approach, it is highly valid and can be the bases for future studies because the sample size meets the recommended number of respondents for a qualitative study thus making it valid. The MNC used as case study here is a market leader within the engineering industry operating in over 150 countries.

Furthermore, this study does not elaborate on how an organisation can retain its organisational culture and still include the cultural characteristics of its heterogeneous workforce that are beneficial to the organisation and its employees. This gap will be a great gap to be investigated and filled by future studies

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Appendix

1: Interview questions for employees

1. Please state your nationality, gender, position you occupy and how long you have worked in Sandvik.

2. Answer:

3. If you could describe your corporate/organizational culture in four words, what words would you use?

4. Answer:

5. Does Sandvik have a written down set of cultural values? If yes... please state some.

6. Answer:

7. What are the values Sandvik seeks more to uphold i.e. what are the leading attributes of your company? Kindly state some and explain what you know about them.

8. Answer:

9. What is the core value of Sandvik's culture which you feel should never change? Kindly state it and explain your thoughts.

10. Answer:

11. If one of the local newspapers around had to write an article about Sandvik's culture, what would be the things that would be intolerable not to include?

12. Answer:

13. Do you work in group or individually? B) Which do you prefer? C) Which one does your company encourage? Explain the reasons why if you know.

14. Answer:

15. If in group… does the group comprise of other nationals? If yes, please state them.

16. Answer:

17. As an individual, how do you feel working with people from different cultural background? If good, why? If bad why? If indifferent why

18. Answer:

19. Is your boss male or female - a Swedish, another national or from your home country? Answer:

20. What can you say about the relationship between your boss and you? Is it cordial or strictly professional? Please explain. U can explain with the level of power distance between you both.
Answer:

21. What do you like about working for Sandvik, Sweden? Do you like the group spirit or prefer working alone? Why?

22. Answer:

23. What is it about Sandvik as an organization that you would like to see an improvement in? Answer:

24. Do you feel like your persona values and culture is present in the Sandvik culture in anyway? If yes, how? If no, why?

25. Answer:

26. How are offices laid out? Do bosses and managerial staffs share the same building, floor and or offices with operational level staff? If yes, any ideas why or why not?

27. Answer:

28. How would you describe the hierarchical system of Sandvik? Please kindly explain your thoughts.
Answer:

2: Interview questions for managers

1. Could you please tell us your nationality, age and what position you presently occupy? How long have you been working with Sandvik?

2. If you could describe your corporate/organizational culture in four words, what words would you use?

3. Does Sandvik have a written down set of cultural values?

4. What are the values Sandvik seeks more to uphold i.e. what are the leading attributes of   your company?

5. What is the core value of Sandvik's culture which you feel should never change?

6. What do you personally love about the culture in Sandvik?

7. If one of the local newspapers around had to write an article about Sandvik's culture, what would be the issues that you think would be intolerable / not to include?

8. Are there complains that employees make about the company's culture?

9. What makes someone a good employee?

10. Do you think foreign employees' cultures are incorporated into the Sandvik culture? If yes, what are the advantages and disadvantages?

11. How often do you and others work in teams or collaboratively?

12. What are the characteristics of the best boss you have here in Sandvik?

13. Does Sandvik prefer male or female managers?

14. Does Sandvik allow managers to perform their jobs independently?

15. Does Sandvik allow managers to take decision individually in case of emergency?

16. Does Sandvik employ foreigners at managerial level? If yes…. Why?

17. When employing foreigners, does Sandvik take into consideration their cultural background? If yes ……Why?

18. What are the challenges Sandvik faces in working with people from diverse cultures?

19. How does Sandvik overcome these challenges?

20. What is it about Sandvik as an organization that you would like to see an improvement in?