Creating a multicultural work environment at Fluido Oy

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Abstract

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This thesis studies the case of Fluido Oy. A Finnish company looking to improve the way in which their non-local employees can be integrated into their company culture. This research question is supported by two additional questions: Is the current company culture ready to accept international employees? How to assess the integration level of the non-local employees to the company's international culture?

The conceptual framework for this study is based on five main topics: resourcing and onboarding, company culture for shaping multicultural work environments, management in a multicultural organisation, employee engagement, trust and communication as skills for a multicultural organisation and, the utilizing the Multicultural Organization Development Model (MCOD) as a strategy for creating a fully multicultural company.

Throughout one year, I collected and analysed the related literature and, qualitative and quantitative data from 56 persons across five different countries where Fluido has its offices.

Each of the topics from the framework was used to collect the data mentioned above, and by triangulating the analysis of the results with the available literature, four improvement areas were discovered against which, four development ideas were proposed.

The development ideas are focused on improving the company's multiculturality, focusing on solving the main research question: how to integrate international employees into Fluido's company culture.

The development ideas discussed in this thesis, also include the implementation plan for applying each of them to the company. The proposals are the following: 1) Train managers and employees on how to engage with other cultures and how to manage culturally diverse teams. 2) Transform Fluido into a fully multicultural organisation through Holvino's Multicultural Organization Development Model. 3) Increase cultural sharing activities. And 4) Define and officialise mobility programmes for the company.

| **Keywords** |
| multiculturality, multicultural organisation, international employees, vision, strategy |

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1 Introduction

"The world is getting smaller. As new technologies in social media, transportation, and telecommunications bring us closer together, it's more critical than ever for organizations to recruit, develop, and retain multicultural leaders who can skillfully navigate both the opportunities and challenges of a more connected world" (Soo, 2012).

Fluido is a Nordic systems integrator that focuses on Salesforce.com solutions. It is the only Platinum Consulting Partner for Salesforce in the Nordics, and since its foundation in 2010, it has worked with more than 300 organisations of all sizes and sectors, employing over 200 experts from more than 27 countries (Fluido Oy, 2018)

In a globalised world where mobility is continuously increasing, and people move away from their home countries, companies are having more and more team members from countries other than the ones where the offices are established. This internationalisation of the workforce pushes the organisations to look for better ways for integrating the newcomers, helping them to adapt to how the company works and to its work environment.

It is for this reason that Fluido Oy is looking to improve the way in which the *Fluidians* (how their employees are called) are integrated into the organisation and its very international culture. In the following map, the countries of origin of all the company's personnel as of February 2018 are marked, depicting a broad number of regions where the employees came from (see Figure 1):

Figure 1 - Fluidians' countries of origin in February 2018

In his "What is Organizational Culture and Why Should I Care" article, Watkins (2013) describes company culture from nine different perspectives to provide a holistic view on how important it is for companies. First, he mentions that culture is consistent, and it has observable patterns and habits that people learn and apply through repetition. Second, company culture is formed by monetary and non-monetary incentives. Third, culture is a process of collaborative "sense-making" and understanding of different perspectives and interests. Fourth, company culture provides meaning and history to where people attach through rituals and values. Fifth, it reinforces the right actions and sanctions the wrong ones. Sixth, it protects the organisation from "wrong thinking" and "wrongdoing". Seventh, it is shaped and overlapped by the employees' own cultures and background. Eighth, the company culture varies slightly depending on the business functions and department in the company. And ninth, it is dynamic and constantly shifting. (Watkins, 2013).

The objective of this study is to determine how to efficiently integrate international employees into the company culture of Fluido Oy. For this research, the definition of "integration" will be handled as a mix with and joining a society or a group of people, often changing to suit their way of life, habits, and customs (Cambridge Dictionary, 2017). This definition is meant to avoid confusion as the term can also be used for people moving and settling into a new country despite the fact of having a work placement or not.

The main research question for building a multicultural work environment at Fluido is:

- How can international employees be efficiently integrated into the company culture of Fluido Oy?

Apart from the primary research question, two sub-questions were also designed to understand the current state of the company, and also to provide information on measurements that can be taken in future assessment processes:

- Is the current company culture ready to accept international employees?
- How to assess the current and future integration levels of the non-local employees to the company's international culture?

This thesis is comprised of seven chapters, where previous literature articles and studies in the researched topic are discussed to obtain the main key concepts that served as a guide for designing the data collection. The data collection techniques and the research methods utilised for this thesis come afterwards, there, a broad description and explanation of which methodologies were chosen and why can be found.

The data for this study was collected from participants in 5 different countries, and the analysis of the qualitative and quantitative information can be found in the appendix, while the concrete results are part of chapter four.

Finally, this thesis provides four development proposals and their implementation plans for the company. As they require long implementation timelines and a more extended adaptation and cultural change period, this study describes the implementation of only one of the ideas, while it also includes the implementation plans for all the others.

2 Multicultural Organisations in Context

In 1991 Taylor Cox Jr wrote a paper titled "The Multicultural Organization" where he addressed questions on how to capitalise on the benefits of diversity while minimising the potential costs. Cox also outlined a model that described the required features of a multicultural organisation (Cox 1991, 1). Since then, it has been used as the baseline of many researchers to develop the topic further, and give more light into what multicultural companies are, how to manage them, how to communicate with their employees and most importantly, how to develop it and enhance it.

In the following sub-chapters, discussion from different authors will be categorised according to different business processes, which will be used as part of the conceptual framework that of this thesis.

2.1 Resourcing and Personnel Selection for Creating a Multicultural Environment

The process of creating multicultural work environments starts with resourcing and personnel selection for joining the company. Brimm states that organisations should look at profiles from persons denominated as "global cosmopolitans" who are highly educated professionals that speak more than one language, and who have lived in a country different to the one where they were born, for work or study purposes (Brimm, 2016).

They often have five essential characteristics that help them work through complex situations, making them better equipped than their colleagues who have not been internationalised: for them, change is normal, positive, and it provides them with opportunities as they have to be creative and think outside of the box to adapt and confront with new

situations. They can "reinvent themselves" and experiment with new identities in each situation that comes to them, in the end, they become specialists in aspects related to transitions, they learn quickly, develop new ways of thinking, and take risks that lead them to be self-efficient. (Brimm, 2016).

On the other hand, Brimm considers that the "global cosmopolitans" should not receive any training regarding cultural competences, as they have already developed the skills, opposing Soo, who states that organisations should include multicultural elements into their training programs to build their multicultural talent (Soo, 2012). In my opinion, training is essential to keep the employees updated, skills must evolve along with people and cultures, and I agree with Soo with the fact that in order to build talent, training must be given and not only as a one-time activity.

2.2   Onboarding Employees into a Multicultural Organisation.

The next step in creating a multicultural work environment is the onboarding process, the first real approach that the new employee has to the company and its culture, and which can make a difference in defining the future of the new hire. Onboarding is defined by Black (1991) in Guomundsdóttir et al. (2016) as a synonym for the processes that take place when a new employee starts working, such as how the new employee is introduced to new co-workers, the work environment and the new job (Guomundsdóttir & Lundbergsdóttir 2016, 512).

For this study, it is essential to focus the point of view of the onboarding process to international employees or expatriates who might not be familiarised with the country's and the company's way of working. Studies have proven that the processes for onboarding local employees bring benefits not only for the new employees but also for the organisation, in the form of good satisfaction rates, loyalty towards the company, and in better work performance.

It is vital for employees to be received successfully, especially in the cases of expatriates or other personnel who are living away from home. By successfully receiving them, the newcomers will feel in a safe environment, decreasing significantly the stress caused by starting to work in a new place. As we can see, the primary purpose of an onboarding program is to increase the employee's confidence level, reducing the stress and all the symptoms related to it, it is also possible to decrease the time that the newcomer will need to reach its full capacity, and it will also help to create a positive bond with the company. It has

also been discussed that an effective onboarding includes follow-up sessions after the first few weeks (Guomundsdóttir & Lundbergsdóttir 2016, 512).

As it can be seen from Guomundsdóttir et al.'s research, onboarding is extremely important, and in companies where team members are continually being hired, it is highly recommended to include multicultural training and information about the company's culture and way of working. It is vital to consider that it will be the first step that the employees will be taking into the company's world. It is also crucial to consider cultural differences in this process to make it understandable and less stressful (Guomundsdóttir & Lundbergsdóttir 2016, 515).

2.3   Company Culture for Shaping Multicultural Work Environments

As mentioned in the introduction, company culture is continually shifting while shaping the organisation's processes and actions, a topic that is usually discussed within organisations but where people interfere consciously. Company culture is vital for creating multicultural work environments, and it can be considered as the foundation that will rule how the company is, how its employees are and how it is work there. Osterwalder, et al. defined it as "the formal and informal values, behaviours, and beliefs practised in an organisation" (Osterwader, Pigneur, & Guppta, 2016).

It is crucial for a company to design and create its own culture, in the end, it is this that will engage the employees and help captivate customers improving the sales. Authors like Lee and Osterwalder push for organisations to distinguish themselves by having unique cultures that are not only based in monetary incentives but on the right values and with focus on the right cultural dynamics, allowing the employees to create distinguishing customer experiences (Lee Yohn, 2015).

While Lee states that manager should use marketing principles for creating distinctive company cultures, Osterwalder et al. propose the use of a tool designed by Yves Pigneur and the company Strategyzer called "culture map", which can help organisations design their company culture more systematically. I believe that this is a good way for doing it because it allows people within the company to think about and acknowledge what is what they want, how they want to achieve it, and the tools that they will be using.

Figure 2 - The Culture Map (Osterwalder, 2015)

Pigneur's culture map (see figure 2) allows organisations to think about three essential pieces of the organisational culture: "outcomes, behaviours, and enablers and blockers" (Osterwader, Pigneur, & Guppta, 2016). Outcomes stand for what the company wants to accomplish with its company culture, and it could be used to define a solution for a problem or challenge that could be happening at the moment. Behaviours "are the visible part of the company culture" and they are basically how the organisation want the employees and the leadership to behave at the individual and team levels. Finally, the Enablers and Blockers are the tools used to form the behaviours and outcomes, they "are the formal and informal levers that leaders, teams and individuals can intentionally pull to drive a company's culture" (Osterwader, Pigneur, & Guppta, 2016).

2.4   Management Practices in a Multicultural Organisation

Managers should not only focus on the development of the company culture. The management of a multicultural organisation comprises other topics that are also an essential part of the puzzle that builds multicultural environments. One of them is diversity management

which Kapur et al. define as policies and programmes that the organisation designs voluntarily to improve the inclusion of employees from different backgrounds to structures in the company (both formal and informal) (Kapur & Janakiram 2015, 100). Cited by Kapur et al., (2015), Cox (1991) presents a set of characteristics to classify the organisations in three types based on how diverse they are, and on how much they strive to create multicultural environments. The monolithic organisation, with homogeneous demography and culture, the plural organisation that acknowledges diversity and works to comply with laws and policies, as well as taking measures to prevent discrimination at the workplace, and the multicultural organisation, the guiding star of diversity management. Cox's classifications will be an important part of this study as they will complement the thesis objective, setting a goal of creating a culture that nurtures and values cultural differences in an organisation that is fully integrated both in structure and domain, it is unbiased, and has reduced intergroup conflict (Kapur & Janakiram 2015, 101).

In 1991 Cox wrote a paper called "The Multicultural Organization", where he introduced the three characteristics described above, but he also created a conceptual framework for the analysis of organisational capabilities for effective integration of culturally diverse employees. So far, in 2017, this paper is still cited by authors and researchers as the basis for multicultural research and the understanding of companies in an international environment, proving that even after 26 years, information about this topic has not been updated and no research has been done in such detail as Cox did.

Coming back to Soo's work, he states that multicultural organisational capabilities are becoming a significant source of competitive advantage, like other core elements of business strategy (Soo, 2012). To create the talent that will give the company that competitive advantage, managers should follow specific steps that will facilitate the process:

1. Focus recruiting efforts on bringing diverse, multicultural candidates into the company
2. "Make multicultural experiences an explicit part of career path conversations and performance reviews
3. Build multicultural elements into management training programs
4. Launch structured mobility programs that bring rising managers to different cultures and geographies on both short-term projects and medium-term rotations
5. Integrate multicultural insights into business decisions and strategy." (Soo, 2012).

I believe that these changes can create a positive impact in the company, and they would be a good way for improving or creating multicultural environments. From my experience, exposing employees to international environments will undoubtedly increase their awareness of the topic, improving the company's way of working towards multiculturality.

2.5   Leading and Building Trust in Multicultural Teams

For teams (not only multicultural ones) it is critical to have trust among its members, as this is fundamental for the work environment, and it will allow the work groups to perform in a very efficient way. According to Molinsky, et al. trust is difficult to maintain, but in the case of multicultural teams, it can be especially problematic because communication styles vary across cultures (Molinsky & Gundling, 2016).

In order to build trust, Molinski recommends five actions which I believe are very important for companies who are looking to become multicultural, and also for those who already are: 1. Setting up a multicultural team for success, by giving them access to information, resources, the necessary tools, and stakeholders to perform optimally, also, the teams must be staffed with open-minded and curious members. 2. Leaders must understand the different cultures, language differences and "fault lines" within the team, while also understanding individual personalities. 3. Team leaders must create rules that everyone should stick to independently of the cultural backgrounds, trying to find what works best for all the members. 4. Leaders must build social bonds through social events, pairing partners and introductions to improve the rapport and individual connections, and 5. Addressing conflict immediately by the leaders, who should act as a cultural bridge by understanding multiple cultural perspectives. (Molinsky & Gundling, 2016). I think that these tips are a fundamental part of building trust, which from my point of view is key to the success of any multicultural organisation.

2.6   Communication in multicultural teams

Communication is crucial for building trust within multicultural teams, because of the different ways in which people around the world communicate the information flow might sometimes break. It is crucial for leaders in the organisation to be aware of how the communication is flowing and to understand that some problems may arise. There are common communication problems that Toegel et al. (2016) addressed in their paper and that I consider are essential for this study. First, the way of expressing ideas. It is known that for people in egalitarian countries it is easy to express their ideas in an openly and "unfiltered" manner, people in hierarchical cultures only express them once their superiors have expressed theirs, and other cultures think a lot about their ideas before speaking, leaving them usually with no time to voice their ideas at all. It is also at the moment of expressing ideas that some cultures talk in an orderly manner, waiting for the others to finish, while people from other

cultures typically interrupt or overlap conversations. This can be a big source of conflict, and in order to help solve this problem, leaders in the organisation must make sure to define "clear communication protocols" where everyone can have time to speak freely and without being interrupted. (Toegel & Barsoux, 2016).

The second issue addressed by Toegl, et al. is the way of expressing disagreement, it is considered by the researchers as "a big source of conflict on cross-cultural teams". This comes especially because culturally, people tend to be more emotional, or they value saving face and the group harmony, or they might believe that having a good fight can build trust. An example shown by Toegl, et al. and that I consider important to mention because of the relation to cultures in the company that will be studied is the following: "When people from Latin and Middle Eastern cultures raise their voices, colleagues from more neutral cultures can overestimate the degree of opposition being stated. On the flip side, when people from Asia or Scandinavia use silence and unreceptive body language to convey opposition, the message is often lost on more emotionally expressive peers" (Toegel & Barsoux, 2016). For this problem, the authors recommend to "encourage healthy debate" by spreading the same responsibilities among all the team members, asking them to list pros and cons of the topic being discussed, allowing them to analyse both sides of the problem.

And third, feedback, that can be considered by some as an opportunity to develop personally, and as a form of aggression by those who are not accustomed to listening to criticism. On the other hand, feedback can be given straightforwardly by people coming from less hierarchical cultures, while others coming from very hierarchical places could even consider that it is not part of their role to give feedback. In order to fix this problem, Toegel et al. suggest that leaders must find a "middle-ground" where some can soften their feedback by using positive framing, and others can address the whole team when sending a direct message to one person. This is a way of adapting communication will allow everyone to work efficiently by being more culturally neutral, helping the company and its employees at the same time. (Toegel & Barsoux, 2016).

2.7   The Multicultural Organization Development Model (MCOD)

Cox´s work from 1991 has been mentioned above as one of the most important related to multiculturalism in the organisations, and Evangelina Holvino is another author who based her publications in what Cox wrote. In her paper "Developing Multicultural Organizations – An Application of the Multicultural OD Model" (2014) she discusses about diversity most importantly, she proposes a set of tools to asses where the company is in its multicultural

journey and provides a strategic perspective to lead the companies into being more "diverse, inclusive and equitable". The Multicultural Organization Development Model(MCOD) represents the steps that a company needs to go through in order to move from a monocultural to a multicultural organisation and provides a valuable way for an organisation to accomplish three important steps in such a transformation. First, performing an initial assessment of the company's position on the path of multiculturalism. Second, deciding on the vision of multiculturalism it wants, and third, selecting suitable objectives and processes to support that vision (Holvino 2014, 1). This model is defined by three stages and six phases that the companies traverse while moving toward the multicultural objective as depicted in the following table (see Table 1):

Table 1 - The Multicultural Organization Development Model - Holvino (2014)

THE MULTICULTURAL ORGANIZATION DEVELOPMENT MODEL					
MONOCULTURAL		TRANSITIONAL		MULTICULTURAL	
Exclusionary	Passive Club	Compliance	Positive Action	Redefining	Multicultural
Committed to the dominance, values and norms of one group. Actively excludes in its mission and practices those who are not members of the dominant group.	Actively or passively excludes those who are not members of the dominant group. Includes other members only if they "fit" the dominant norm.	Passively committed to including others without making major changes. Includes only a few members of other groups.	Committed to making a special effort to include others, especially those in designated protected "classes." Tolerates the differences that those others bring.	Actively works to expand its definition of inclusion, diversity and equity. Tries to examine and change practices that may act as barriers to members of non-dominant groups.	Actively includes a diversity of people representing different groups' styles and perspectives. Continuously learns and acts to make the systemic changes required to value, include and be fair to all kinds of people.
Values and promotes the dominant perspective of one group, culture or style.		Seeks to integrate others into systems created under dominant norms.		Values and integrates the perspectives of diverse identities, cultures, styles and groups into the organization's work and systems.	

Assessing the stage and phase of an organisation is not an easy task, as many factors can affect where the company is situated and how its employees envision it. This is why Holvino also developed a matrix (see Table 2) that should be utilised as a tool to analyse, discuss and understand how the organisation is standing. It is built on the structure of an "open system model" which takes inputs from the environment that are then internally transformed into outputs through activities called "organizational dimensions".

Table 2 - Assessment Tool: Indicators of the Stage of Multicultural Organization Development - Holvino (2014)

Organizational Dimension	Monocultural	Transitional	Multicultural
Mission/Purpose	Exclusive Ignores differences Driven by dominant groups	Non-committal Linked with diversity Serves non-dominant groups	Inclusive Complex bottom line, e.g., economic, political, societal
Structure/Roles	Rigid hierarchy Decision making limited to dominants	Hierarchical Limited teams/matrix Glass ceilings	Shared decision making Flat/flexible Wide access
Policies/Procedures	Discriminatory Unwritten rules/word of mouth Lack of transparency	Equal Employment Opportunity/ Affirmative Action Some supportive policies, e.g., partner benefits Performance appraisal	Flexible work arrangements Fair and transparent performance appraisals Score cards
Informal Systems/ Culture/Norms	Open and subtle harassment Homosocial Assimilation	Support groups "Don't ask, don't tell" Accommodation	Multilingual, multicultural symbols/norms Openly confront discrimination
People/Relationships	Homogeneous/tokens Patriarchal Segregated work teams	Minimum numbers Guarded/political relations Tolerance of differences	Utilization of differences Dialogue across diverse groups Organizational learning
Leadership	Charismatic Autocratic Majority representation	Bureaucratic Visionary Token minority representation	Shared/rotating Participatory Equal representation
Environment	Exploitation Opposition to	Limited interaction Response to shifting demographics	Global focus/local action Socially responsible
Products/Services/ Technology	One dimension "Culture neutral"	Targeted/stereotyped markets	Adapts for/creates new markets No stereotyping
Language Use	Monolingual "Standard English" only/no accommodation	Bilingualism tolerated Dominant language use pressure	Fully bi-multilingual Languages rewarded

After this assessment, a more in-depth analysis must be done about the company in order to determine what will its approach be to reach the multicultural organisation stage. "A multicultural organization is one in which the diversity of knowledge and perspectives that different groups bring to the organization shapes its strategy, work, management, operating systems, its core values, and norms for success and members of all groups are treated fairly, are included in decisions that matter, share equitably in the rewards and opportunities

the organization provides, and are represented at all organizational levels and functions. This vision of a multicultural organization derives from three different, but complementary ways in which equality and justice have been studied in organizations to include social, economic-political and societal-environmental" (Holvino 2014, 526).

Change processes in companies, related explicitly to multiculturalism are very complex and require an overall commitment from all the organisation's members, especially the leadership. No one-tool-quick-fix can be applied to any company, and in-depth analyses must be done in order to understand the background and the processes that involve employees and the multiculturality of the business. With all the information gathered, change and strategies can be planned for helping the company move towards a multicultural work environment.

2.8   Conceptual Framework

Based on the articles and authors from the literature review, a conceptual framework has been designed to understand what will be analysed and studied from Fluido Oy. After going through the relevant literature, six main ideas were defined as the most important around the multicultural work environments focus. As an initial step for the definition of the framework, a chart was designed to describe study topics that will be used for the data gathering, analysis, implementation/development, and reporting stages of this thesis.
Each of the topics are based on one or more authors' theories, tools or frameworks.
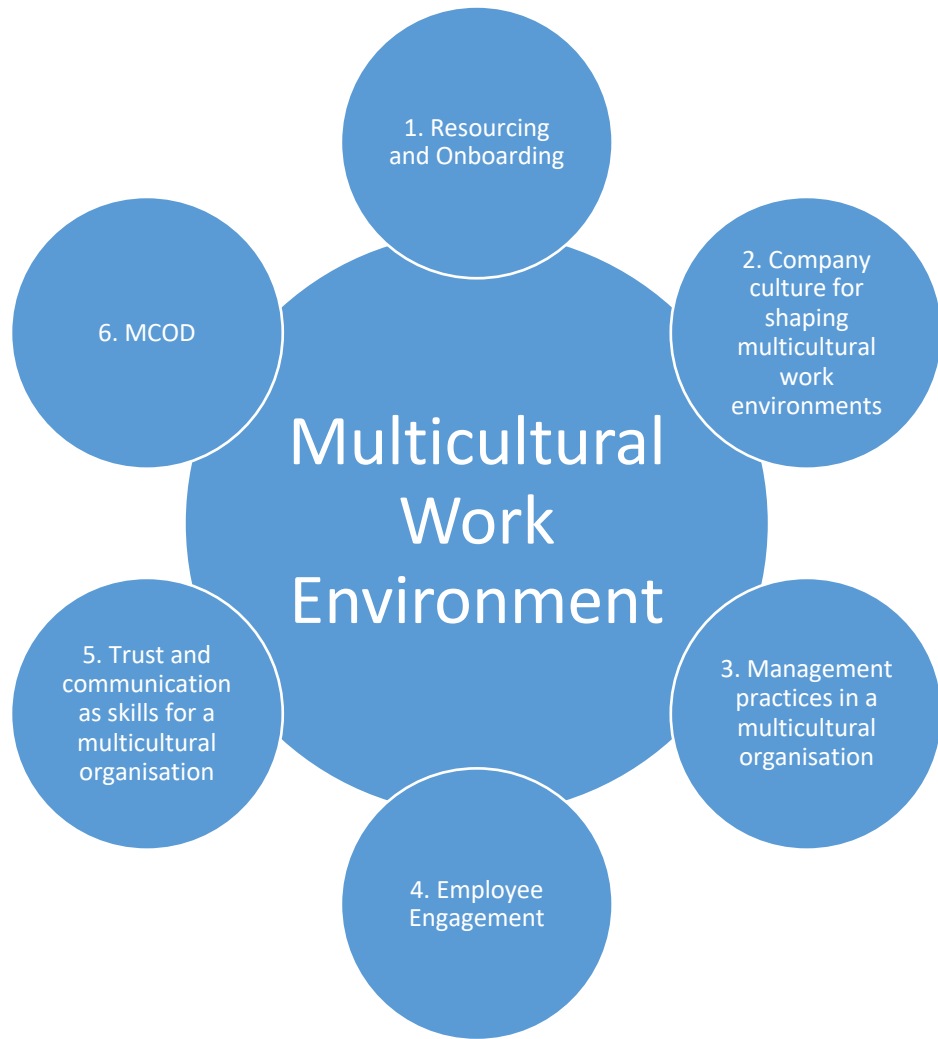
Figure 3 - Conceptual Framework

The diagram shows a central circle labeled "Multicultural Work Environment" surrounded by six circles:

1. Resourcing and Onboarding
2. Company culture for shaping multicultural work environments
3. Management practices in a multicultural organisation
4. Employee Engagement
5. Trust and communication as skills for a multicultural organisation
6. MCOD

3 Methodology

This chapter describes the research strategy and philosophy used for this thesis; then it describes each of the research methods used for collecting the necessary data. On the other hand, it discusses the benefits and risks of the selected approaches and some of the means for mitigating them.

3.1 Research Strategy

The empirical part of this research is based on Saunders et al, 2009 methodology. Specifically, using the "Research Onion" (see Figure 3) for more accurate identification of the methods.
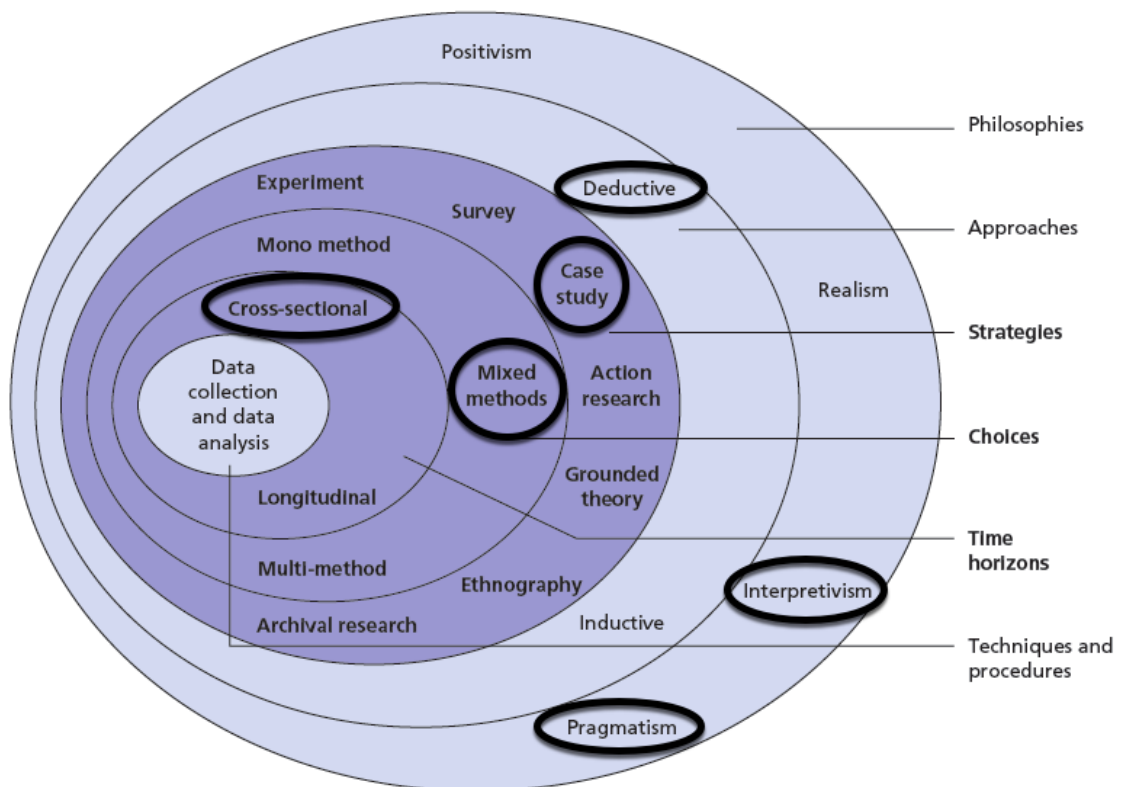
Figure 4 - The Research 'onion' - Saunders, et al. (2007)

The ontology used for this research is Pragmatism, which according to Saunders et al, 2007 argues that the most important determinant of the epistemology, ontology and axiology is the research question. Moreover, if the research question does not suggest unambiguously that either a positivist or interpretivist philosophy is adopted, this confirms the pragmatist's

view that it is entirely possible to work with variations in the epistemology, ontology and axiology. (Saunders, Lewis, & Thornhill 2007, 109)

This study was based on interpretivism as the epistemology, as having an awareness of the social actors and their roles was helpful for obtaining more reliable results. In the end, understanding the positions of the persons within the company and how they feel in them was a key to untangling their integration processes. It is important to note that the epistemology had slight changes according to the question being answered, that is why Pragmatism was chosen.

Following the research onion layers, this study was focused on using a deductive approach, which allowed the researcher to set up a hypothesis based on already existing theories. In this case, based on the already existing studies on multicultural organisations. As mentioned by Yin in Noor's "Case Study: A Strategic Research Methodology" (2008), case studies are empirical inquiries that investigate a contemporary phenomenon in a real-life scenario using multiple sources of evidence (Noor 2008, 1602). Therefore the data collection techniques included interviews and questionnaires, which were then triangulated with the before mentioned theory.

The results from the data collection included quantitative and qualitative data, which was then analysed separately: the qualitative data using tagging and coding techniques, and the quantitative data using charts, matrix tables and statistical formulas. Being then the following layer of the onion mixed method research. Saunders et al. (2007) state that this type of research uses quantitative and qualitative data collection techniques and analysis procedures either simultaneously or one after the other but does not combine them. This means that although this method uses both quantitative and qualitative focuses at the research methods stage, quantitative data are analysed quantitatively, and qualitative data are analysed qualitatively (Saunders, Lewis, & Thornhill 2007, 152).

3.2   Data Collection Methods

This study aims to understand the current state of the company towards a multicultural work environment in order to define, as a next step, activities or organisational changes that can be implemented to better integrate international employees into Fluido. This makes this thesis an exploratory study. According to Saunders et al. (2007), exploratory studies are valuable means of finding out 'what is happening; to seek new insights; to ask questions and to assess phenomena in a new light' (Robson 2002, 59). It is mainly for clarifying the

understanding of a problem, such as being unsure of the precise nature of the problem (Saunders, Lewis, & Thornhill 2007, 139).

In order to find the insights and assess the phenomena affecting multiculturality in the company, two methods were selected for obtaining the data required for this study: semi-structured interviews and self-administered internet-mediated questionnaires.

Saunders et al. (2007) mention that because of the nature of exploratory studies, qualitative data must be obtained and one of the ways of doing it is through interviews as a "non-standardised" research method. According to the authors, there are certain situations where this method can be of advantage for the study. First of all, "the purpose of the research", that especially when executing an exploratory study requires qualitative interviews to be made. Semi-structured interviews can be utilised by the researcher to "probe" answers by guiding the respondents and asking questions that were not in the original plan, in this way the interviewees can build on their responses and add additional data that can be useful for the study. This is especially important when using an interpretivist epistemology. (Saunders, Lewis, & Thornhill 2007, 324).

On the other hand, establishing personal contact is very important when administering semi-structured interviews. Saunders et al. (2007) argue that managers will more likely accept to being interviewed than filling out questionnaires, especially if the theme of the interview is essential and relevant for their area of work (Saunders, Lewis, & Thornhill 2007, 324). I find this very important and relevant as the aim of the interview is to gather as much data as possible while saving time from the interviewee from writing long answers in the questionnaire.

Kahn et al. (1957) in Saunders et al. (2007) describe the interview as a focused discussion between two or more people aiming to gather valid and reliable information relevant to the research questions and objectives (Saunders, Lewis, & Thornhill 2007, 318). However, this discussion may also be flawed, bringing reliability issues to the research, in the end, it is still a discussion between two persons. So, there are external and internal factors influencing the overall communication process.

Three data quality issues regarding interviews are identified by Saunders et al. (2007) in their book: reliability, forms of bias, and validity and generalisability. The first of these coming from the lack of standardization of the questions, especially in qualitative research,

where "reliability is concerned with whether alternative researchers would reveal similar information" (Saunders, Lewis, & Thornhill 2007, 326), but not only this, reliability issues can also be related to the second issue in the list, forms of bias.

The information in an interview (questions or answers) might be biased toward the interviewer side or towards the interviewee. The interviewer bias is related to how the interviewer is acting towards the interview situation where "comments, tone or non-verbal behaviour of the interviewer creates bias in the way that interviewees respond to the questions being asked" (Saunders, Lewis, & Thornhill 2007, 326). On the other hand, the response bias which can be directly related as a reaction to the interviewer bias, or it can also be independent. As Saunders et al (2007) mention, when performing a semi-structured interview, the respondent might feel like the topic is intruding in confidential, sensitive or private matters, resulting in receiving partial or false answers. This can also happen when the interviewee wants to demonstrate a positive image of whatever is being researched.

Finally, generalisability refers to the fact that no generalisations about an entire population should be made when performing qualitative research in a small population and with a small number of cases. Validity refers to how the researcher gained access to the participant's knowledge, and how that knowledge was transferred from the interviewee's own words into the research material (Saunders, Lewis, & Thornhill 2007, 335).

According to Saunders et al. (2007), data quality issues in interviews can be mitigated if the following are considered:

- Reliability
- Preparation
- Level of knowledge
- Level of information supplied to the interviewee
- Appropriateness of location
- Appropriateness of the researcher's appearance at the interview
- Nature of the opening comments to be made when the interview commences
- Approach to questioning
- Nature and impact of the interviewer's behaviour during the interview
- Demonstration of attentive listening skills
- Scope to test understanding
- Approach to recording data

The second method used for collecting data in this research was utilising self-administered internet-mediated questionnaires. This technique was chosen because it would facilitate collecting the data throughout Fluido's five offices, and although some open-ended questions (qualitative) were used, many others were designed to be responded and analysed

quantitatively. According to Witmer et al. (1999) in Saunders et al. (2007) internet- and intranet-mediated questionnaires, specifically those applied through email, offer great control because most users read and respond to their mail at their computer (Saunders, Lewis, & Thornhill 2007, 363). This allowed the Fluidians (employees and managers) to respond to the questionnaires at their own pace and with confidentiality, knowing that the answers given would be anonymous.

The decision for using this type of questionnaire was made with the help of Saunders et al. (2007)'s table "main attributes of questionnaires", where vital information is shown for different attributes, comparing six types of questionnaires. The main factors influencing the decision for selecting internet-mediated questionnaires are shown in the table below (see table 3), where they are also compared to this thesis.

Table 3 - Main attributes of questionnaires - adapted from Saunders et. al (2007)

Attribute	Internet mediated questionnaire	This research
Population's characteristics for which suitable	Computer-literate individuals who can be contacted by email, internet or intranet.	Computer-literate individuals (IT consultants), contacted through the company's intranet
Confidence that right person has responded	High	High
Likelihood of contamination or distortion of the respondent's answer	Low	Low
Size of the sample	Large, can be geographically dispersed	163 at the moment of collecting the data. Distributed in offices across five countries
Likely response rate	30% within organizations	32,5% response rate
Time taken to complete the collection	2-6 weeks from distribution	Four weeks
Data input	Automated	Automated

Saunders et al. (2007) describe two significant risks of using surveys for business research, having different levels of impact depending on the chosen type of questionnaire. The first one is "contamination of the respondents' answers" where the persons replying to the questionnaire might guess the answer when not having enough information to reply accurately,

also known as "uninformed response". Another type of contamination is when the respondents deliberately modify their answers to please the researcher, as they deem them to be "more socially desirable" (Saunders, Lewis, & Thornhill 2007, 365).

The second risk affecting this data collection technique is related to the number of people responding to the questionnaire. The type of survey affects the result directly, as interviewer-administered questionnaires will more likely have a higher number of participants that self-administered ones, where people will on their own open a link and reply if they have the time or if they are willing to.

In order to minimise these risks and ensure the reliability of the data, several actions need to be taken. Contamination can be mitigated by utilizing the internet-mediated questionnaire, as it can be seen in Table 3 and as discussed by Saunders et al. (2007) in a quote cited above, internet-mediated questionnaires offer more control, as the respondents will reply from their computer, usually as a private matter, lowering the contamination risk as much as possible. On the other hand, the way for mitigating the risk associated to people not answering the surveys, the authors mention that interviewer-administered surveys should be applied, increasing the likelihood of response from 30% (in internet-mediated questionnaires) to between 50% and 70%.

The data that was collected using the previously mentioned methods were: the country of origin and cultural background, cultural knowledge of the company, and other questions to understand how the employees are being integrated to the company, what has been their experience and what things could be done to improve the integration process. On the other hand, similar information was obtained from the management team.

Once the analysis was finished, a detailed written report was handed out to The Company. The report showed the results of the research and proposed improvement activities to be implemented for correcting the found issues. A critical step for validating this study consisted of selecting the appropriate population for the research that helped to obtain valid data. On the other hand, data interpretation and conclusions were compared against the theoretical framework.

Finally, it is essential to consider the role of the researcher, which in this case was "insider". I performed the research while being an active employee of the company. According to Brannick and Coghlan (2007) in Saunders et al. (2007), there were some benefits from doing it in this way, as I already knew the everyday jargon, the legitimate and taboo phenomena of what can be discussed and what cannot, what occupies colleagues' minds,

how the informal organisation works and to whom to turn for information. In the critical events and what they mean within the organisation. I was also able to see beyond objectives that are merely window dressing when inquiring, I was able to use the internal jargon, drew on my own experience in asking questions and interviewing, I was able to follow up on replies, and so obtain more precious data. I was also able to participate in discussions or merely observe what is going on without others being necessarily aware of my presence. Moreover, I could participate freely without drawing attention to myself and creating suspicion (Saunders, Lewis, & Thornhill 2007, 292).

4 Data Collection and Analysis

This chapter shows first, the questions applied to both employees and managers, with a short description of what is being analysed from each of the groups. After the questions, an analysis of the results obtained from the surveys and interview will show what was obtained from these data collection exercises, exposing valuable information for determining the development proposals the company.

In order to analyse Fluido's work environment towards multiculturality, primary data needed to be collected from employees and managers. Following Saunders et al, (2007)'s process for designing the surveys and the questions, ideas and prototypes of the surveys were discussed and iterated to improve their reliability and the quality of the answers.

4.1 Questions Asked to Fluido's Employees

For the company's employees, the data was collected through an internet-based structured survey with a mix of open-ended, Likert scale, yes-no, and matrix questions were selected. The questions analysed the Fluidians' opinions and views towards multiculturalism with focus on the six key concepts that are guiding this research. The survey was built utilising the Webropol tool provided by Haaga-Helia and distributed in the company using internal communication channels. For confidentiality reasons the individual survey results will only be available for the company once this thesis is published as it comprises internal/confidential and personal information.

The questions applied in the survey were the following:
1. Country of origin
2. How many languages do you speak?

3. Have you ever lived in a country that is not the one you were born in?
4. Educational level
5. How would you describe Fluido's company culture?
6. In a scale from 1 to 10 where 10 is completely multicultural and 1 is monocultural, how would you rate Fluido?
7. Have you received any cultural competence or integrational training at Fluido? If you have, which type of training was it?
8. Do you consider cultural diversity to be an important part of Fluido?
9. Please rate the following from 1 to 5
    a. My manager/team lead handles cultural differences inside the team correctly
    b. My manager/team lead communicates correctly and manages to "get the message through" when addressing the team
10. Do you believe that there are communication problems in your team? Do you consider them to be because of cultural differences?
11. Have you encountered a communication problem in the company that happened due to cultural differences?
12. Is there anything you would improve in the company regarding the culture? What?
13. MCOD Table (also used in the survey for the managers) (see Table 4)
    a. For each of the following concepts, mark one of the columns according to your point of view regarding multiculturalism in Fluido

Table 4 - MCOD assessment tool from Holvino (2009)

Mission/Purpose	-Exclusive	-No-commitment	-Inclusive
	-Ignores differences	-Linked with diversity	-Actively integrating
Structure/Roles	-Rigid hierarchy	-Hierarchical	-Shared decision making
	-Decision making limited to dominant roles	-Limited teams/matrix	-Flat/flexible
		-Glass ceilings	-Wide access
Policies/Procedures	-Discriminatory	-Equal employment opportunity	-Flexible work arrangements
	-Unwritten rules	-Some supportive policies	-Fair and transparent performance appraisals
	-Lack of transparency	-Performance appraisal	-Score cards
Informal systems /Culture/Norms	-Open and subtle harassment	-Support groups	-Multilingual
	-Homosocial	-Don't ask, don't tell	-Multicultural symbols/norms
			-Openly confront discrimination
People / Relationships	-Homogeneous	-Guarded / political relations	-Utilization of differences
	-Patriarchal	-Tolerance for differences	-Dialogue across diverse groups
	-Segregated work teams		-Organizational learning
Leadership	-Charismatic	-Bureaucratic	-Shared/rotating
	-Autocratic	-Visionary	-Participatory
	-Majority representation	-Minority representation	-Equal representation
Environment	-Exploitation	-Limited interaction	-Global focus / local action
		-Response to shifting demographics	-Socially responsible
Language use	-Monolingual only	-Bilingualism tolerated	-Fully bi-multilingual
		-Dominant language use pressure	-Languages rewarded

4.2   Questions Asked to Fluido's Managers and Team-Leads

For the managers and team leads, the data collection methods were surveys and a structured interview consisting of open-ended questions that required more in-depth answers and some yes-no questions from the employee survey. The surveys analysed the managers' and leads' opinions and views towards multiculturalism and how it is managed in the company with focus on the six key concepts that are guiding this research. The interview was made 1-on-1 in a private soundproof meeting room, it was recorded and later transcribed for their analysis. The recorded person gave her verbal approval for recording and storing the interview.

The questions applied were the following:

1. Country of origin:
2. How many languages do you speak?
3. Have you ever lived in a country that is not the one you were born in?
4. Educational level:
5. What is the company looking for in the candidates that get hired?
6. What is the company expecting from their current employees?
7. What is the company looking for in terms of strategic objectives? (short, mid, long term goals)
8. How are the topics for the bootcamp selected?
9. Are there any cultural and/or educational aspects considered by the company when selecting a candidate?
10. How would you describe Fluido's company culture?
11. How was Fluido's company culture defined? / Are you shaping Fluido's company culture on purpose or with any specific objective?
12. Do you consider diversity to be an important part of Fluido? Why?
13. What is Fluido actively doing to retain and engage their employees?
14. Has the company ever considered any type of cultural competence trainings?
15. Are managers and team leads trained for managing diverse teams? How?
16. Has the company considered mobility programmes to enhance the multicultural (and knowledge) exchange between offices?
17. Is there any multicultural component within the company's current strategy?
18. Trust is one of the values of the company, how do you build trust among the employees?
19. Communication styles change across countries. How does a manager get a message through to when trying to communicate with a multicultural team?
20. Do you believe that there are communication problems in your team? Do you consider them to be because of cultural differences?
21. Have you encountered a communication problem in the company that happened due to cultural differences?
22. Within your team, how do you promote multiculturality? Do you have any special actions for keeping harmony considering the cultural differences?
23. MCOD table (the same assessment tool as in the non-managerial survey)

4.3 Implementation of the Questionnaires and Analysis

As in the sections above, the results of the data analysis from the surveys and interview will be shown in two separate subchapters, in order to separate the information obtained from the employees from the one given by the company's managers. The survey and interview´s detailed analysis are located in Appendix 1 of this thesis, there, the full quantitative and qualitative results, and their question by question breakdown can be consulted. The data were collected from February 16th to March 16th, 2018, and the link for accessing the survey was published several times in the company's internal communication platform (intranet).

4.3.1 Employees

The surveys' initial questions were applied to understand the population's origins, cultural, and educational background, giving an opportunity to understand from a quantitative perspective, the diversity and cultural differences of the persons who responded to the surveys.

The questionnaires were responded by 53 persons (32,5%), out of 163 total Fluidians at the moment of collecting the data, from 14 different countries; the majority was born in Finland (28 persons). As an average, Fluidians speak three languages, have a master's degree and have lived in a country where they were not born. This shows that the population who filled the surveys are highly educated people who have had international exposure and who interact with colleagues from other cultural backgrounds, enriching the company with their differences. These can also be ensured, with a 90% confidence (confidence and margin of error calculations can be found in Appendix 1), about all of Fluido's employees, matching perfectly with Brimm's (2016) description of the "global cosmopolitans" mentioned in the theory review chapter (section 2.1). This is very important for the organisation because it shows that Fluidians have the characteristics needed for building an effective multicultural work environment.

In the survey, Fluidians were asked to describe the company culture and how multicultural the company is, these gave interesting insights for the development of this thesis. The employees described the company culture as positive, open, inclusive and professional, showing that Fluido is a place where people feel comfortable being around many national-

ities, not being discriminated and being able to be themselves. On the other hand, the employees rated Fluido's multiculturality with an average of 8,74 (out of 10), demonstrating that from the employees' perspective, the organisation is highly multicultural, but it also offers opportunities for improvement, discussed further in this analysis.

Another topic considered in the survey and which covered the management concept of this thesis was the one related to training. The study analysed first if the company. Had ever offered any multicultural training, to then continue with learning which types of training would Fluido's employees would like to have, serving as a way for obtaining further development ideas for improving the company's multiculturality.

The questionnaires showed that no multicultural training had ever been offered by the company, but on the other hand, Fluidians were able to write what would they be interested in having as a course. There, 51% of the respondents said that no cultural training was needed because they considered that they already had the necessary skills for being in a multicultural company. Followed by this, 19% of the employees who participated in the survey mentioned that receiving "training on cultural differences" would teach them how the cultures of their colleagues differ from each other, and how that could be used for having better working relationships and improve the success of their projects. A third topic that was also discussed was having cultural events where employees could share information about their countries and cultures. The table below (Table 5) shows the top four topics discussed by the employees in the survey, for the full table, please refer to the appendix of this thesis.

Table 5 – Top 4 types of training that Fluidians would like to receive

Number of Respondents		Training
27	50,9 %	Nothing
10	18,9 %	Cultural differences
5	9,4 %	Cultural events
3	5,7 %	Cultural communication

The last question of the management topic was aimed to understand the view of the employees towards diversity and its importance to Fluido. The results showed that only one person out of fifty-three considered it to be important, showing that even though most of the persons in the company think that diversity is essential, there is still a small group who think that it is not. Considering this, the management team should focus on increasing the already diverse environment at the company, as it is critical for boosting Fluido's success.

The employee engagement section of the questionnaire considered three questions that analysed how integrated were the Fluidians at that moment with the company, measuring how they would contribute to improving multiculturality at the organisation and also discovering if there would be any changes they would do regarding culture. The results showed that the employees have a positive feeling about how the company is doing regarding multiculturality, as only 15 persons said they would change something, while 38 said no. On the other hand, the persons who said they would change something gave interesting insights on what could be done to improve the multiculturality at Fluido. Nine different ideas were proposed, but out of those, two were mentioned the most: Increasing the culture sharing activities and always using English at the office (see table 6).

Table 6 - Top 4 ideas for improving Fluido's multiculturality

Number of Respondents		Ideas
5	33 %	Increase the culture sharing activities
3	20 %	Always use English
1	7 %	Improve change management
1	7 %	Improve the clarity of procedures

As it can be seen from tables 5 and 6, Fluidians are interested in learning about other cultures and willing to share theirs. This shows that the employees are already engaged enough with the company and its culture in such a way that they want to learn from their colleagues, but the fact that people speak the local languages at the office keeps the non-local employees excluded, making them feel left out, and hence reducing their engagement. This is an important improvement area in which the management and the rest of the employees should focus.

As said in the literature review, leading is based on trust and in order to build trust, leaders must understand cultural differences, the problems arising from those differences and the ways of addressing them. So, in order to analyse the cultural differences and how the communication is handled by managers and team leads, the respondents were asked to evaluate from 1 to 5 if their managers handled cultural differences in a professional manner, and they were also asked to evaluate with the same scale is their managers communicated correctly and managed to "get the messages true".

As it can be seen in table 7, both statements received enough points to situate the results in the "agree" level but leaning towards "totally agree". This shows that cultural differences and communication are being well handled by managers and team leads, but it also demonstrates that multicultural environments can be more complicated than they seem to,

and addressing to teams formed by people from different backgrounds requires good skills.

Table 7 - Rating statements (Likert scale)

	Totally disagree	Disagree	Neutral	Agree	Totally agree	Total	Average
My manager/team lead handles cultural differences inside the team in a professional manner.	1	0	6	16	30	53	4.4
My manager/team lead communicates correctly and manages to "get the message through" when addressing the team.	1	1	4	21	26	53	4.32
Total	**2**	**1**	**10**	**37**	**56**	**106**	**4.36**

Drilling down into the communication topic, the questionnaire asked if the employees thought there were any communication problems in their teams, and as the table above showed, only a few people (9 out of 53) considered there were issues, and out of those, only 2 considered that they were because of cultural differences. This means that team leads and managers are most of the times communicating correctly and managing the team's communication in an accurate way.

On the other hand, Fluidians were also asked if they had encountered, at company level (not in their teams), communication problems that were generated because of cultural differences. To this question, 28% answered "yes", comparing to the 4% who answered "yes" at a team level. Showing that when communication is aimed at broader audiences, it is even more challenging to reach the whole group. At Fluido this can be related to the way in which the employees are distributed in the teams, having some diverse teams, and other where the ratio of local to international members is meagre, where international employees struggle to keep open communication with the local employees who tend to speak in the local language.

The final section of the questionnaire focused on Holvino's "Multicultural Organizational Development Model" (Holvino, Developing Multicultural Organizations - An Application of the Multicultural OD Model, 2014) that analyse different aspects from a multicultural organisation, evaluating Fluido's status in its multicultural development path.

Table 8 shows the average results obtained for each of the questions and the average for all of them. The total average was then compared to Holvino's six phases of the multicultural organisation to define Fluido's position in this framework.

Table 8 - MCOD results per question

Question	Average
Structure/Roles	2,9
Policies/Procedures	2,5
Informal systems / Culture / Norms	2,9
People / Relationships	2,8
Leadership	2,5
Environment	2,9
Language use	2,7
Total average	2,7

In order to understand the meaning of the values, it is necessary to assign values to Holvino's framework, where each organisational style holds two different phases (see table 9).

Table 9 - Holvino's MCOD values per phase

Monocultural		Transitional		Multicultural	
Exclusionary	Passive Club	Compliance	Positive Action	Redefining	Multicultural
0 - ,5	,6 - 1,1	1,2 - 1,7	1,8 - 2,3	2,4 - 2,9	3

As it can be seen, Fluido has a clear multicultural organisational style in the "Redefining" phase", not only as a general average but in each of the evaluated dimensions. Holvino defines companies who are in this stage as "actively working to expand its definitions of inclusion, diversity and equity. Trying to examine and change practices that may act as barriers to members of non-dominant groups. Valuing and integrating the perspectives of diverse identities, cultures, styles and group into the organization's work systems" (Holvino, Developing Multicultural Organizations - An Application of the Multicultural OD Model, 2014).

4.3.2 Managers and Team Leads

As mentioned before, a questionnaire was applied to managers and team leads, it had similar questions to the one applied to employees, but it also covered other topics from the conceptual framework. In this case, three managers (one per hierarchical level) answered to this survey, and all of them were born in Finland. The CEO, a member of the management team, and a team lead were asked to complete the survey, as having one

person from each level would serve as a basis to understand how multiculturality is perceived from the managerial roles of the company.

The background information shows that, as with the employees, the average of spoken languages per person is three, while only one of the managers speaks four languages. On the other hand, the three of them had lived abroad, two have a master's degree, and only one has a bachelor's degree as the highest level of studies.

Resourcing was the first topic covered by the questionnaire, there the respondents were asked what the company was looking for in the candidates that get hired. The analysis showed that the most crucial aspect is experience, followed by education and professional backgrounds. This demonstrates that even though the company is currently formed by Brimm's (2016) "global cosmopolitans", the company was not looking those profiles, they were indirectly brought with the mix of experience, education and professional background.

In separate questions, the managers were asked if there was any cultural or educational aspect considered by the company when selecting the candidates. To this, the analysis showed that education was still the focus, followed by fitting the company culture, confirming the statement above. The multicultural backgrounds are not looked for, but they are attracted by the resourcing process.

Continuing the discussion on the company culture, Fluido's managers mentioned that they expect the employees to be close to the company values, while also contributing to the company culture. This shows that the company is not only waiting for the Fluidians to live according to certain standards, but it also expects them to enrich it and improve it continuously. Other important aspects that the company looks for in their current employees are curiosity, dedication and professionalism among others. The following table shows the main characteristics that were mentioned by the managers (see Table 10).

Table 10 - What is the company expecting from their current employees?

	Sum
Company values	2
Contribution to the company culture	2
Dedication	2
Constant improvement	1
Curiosity	1
Drive for success	1
Energy	1

High-quality work	1
Professionalism	1
Respect	1
Sharing	1

On the other hand, the managers were asked to describe Fluido's company culture. "Fun", "open" and "trust" were the main adjective given by the respondents, and when comparing these results with the ones from the employees, these three main topics are also among the most mentioned by the Fluidians. While the importance of the company values and how supportive the company is are also very important, other topics were mentioned by the managers and not by the employees: collaborative, results-driven, and team focused.

In order to understand why employees and managers describe the company culture as they do, it is essential to go back to how this culture was defined. Through an interview with the head of people and culture, the following summary was obtained: "When the company culture was defined, the management team thought and analysed how the company was, based on that, the values created. These values are now following each of the company's actions. The Fluidians follow these values, but they are also taken into consideration during the recruitment process" (Löytty, 2018).

As mentioned before, the company is expecting its employees (and the managers) to contribute to the company culture and shape it forward. The company's managers said that they do actively shape Fluido's culture by pushing for customer-oriented consulting, providing a safe, productive, fun, and positive work environment, and by making Fluido's customers highly successful through the company' services. This goes hand in hand with Lee and Osterwalder who state that organisations must have unique cultures with the right values and focus on the right cultural dynamics that will "allow employees to create distinctive customer experiences" (Lee Yohn, 2015)

As a final question for understanding Fluido's company culture and its multiculturality, the managers were asked if they considered diversity to be important for Fluido, to which two persons replied "yes", and one said "no". Showing that most persons within Fluido are aware of its diversity and the benefits that come with it. Connecting this question with the topic that was analysed next, as it is important for managers to assimilate the importance of diversity in an organisation. As mentioned above, Soo states that multicultural organisational capabilities are becoming a competitive advantage, but they must be built among others, from making multicultural experiences an explicit within the company (Soo,

2012). This means that managers should recognise the benefits of diversity for the company and its employees.

At the moment of collecting the data, Fluido's strategic objectives were focused on two main ideas, growth and international expansion. The multicultural topic might not have been mentioned, but the company growth in an international environment will bring an increase in employees from different origins, while in parallel, the company will expand its cultural knowledge, not only through its new resources but by entering new markets and establishing relationships with new customers. However, when asked if the company's current strategy included any multicultural component, all the managers replied as "no". This is an important finding because despite Fluido being so diverse, the topic has not been considered as part of the company's strategy.

Employee engagement is a critical component in a multicultural work environment, starting from the onboarding (called boot camp) process of the new Fluidians. The respondents outlined six main benefits of the boot camp, being "introduction to Fluido" the main one because it shows the new hires how to work in the company, how Fluido works, what are its values and how it is to work with Salesforce, the CRM platform that Fluido gives consulting in. As it can be seen in the figure below (see figure 4), the managers already see several benefits from the onboarding sessions, but multiculturality is still missing. According to Guomundsdóttir et al., it is highly recommended to include multicultural training and information about the company's culture as it will be the first step that the employees will be taking into the company's world. Being very important to consider cultural differences in the process, in order to make it understandable and less stressful (Guomundsdóttir & Lundbergsdóttir, 2016).
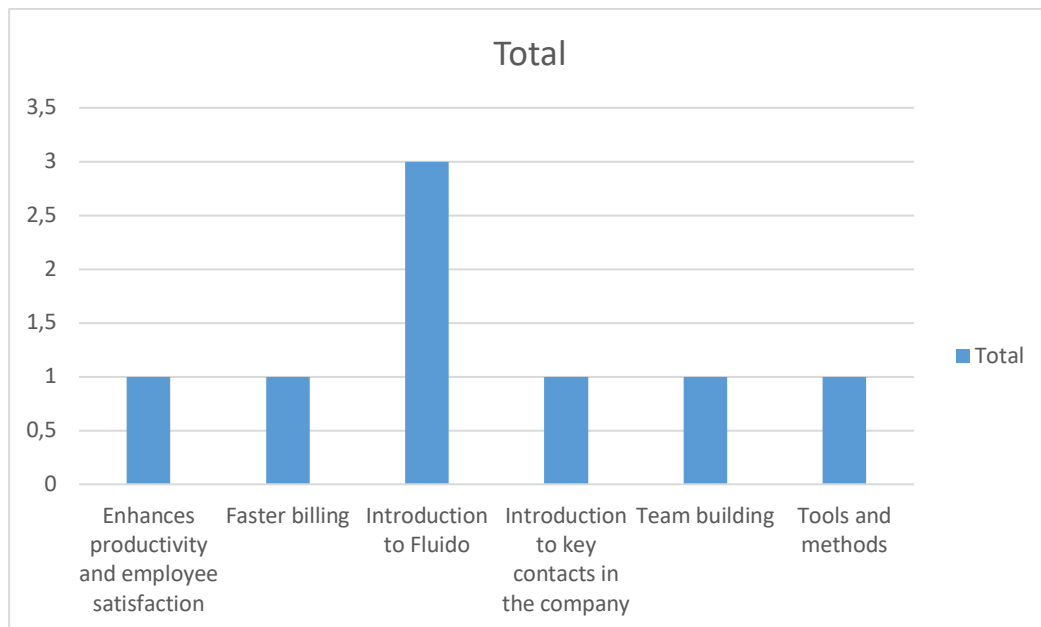
Figure 5 - What is the value of the boot camp?

In order to keep the employees engaged and committed to the company, Fluido has de-fined a series of actions and perks, being this, one of the most substantial areas of the company. It is not only the salaries but all the activities around the company culture that make Fluido such an exciting place to work in. The main activities that were mentioned by the managers were continuous education, career opportunities, the opportunity to get cer-tified in Salesforce, and offering interesting projects to work in.

Continuous education was mentioned as the main component in the organisation's en-gagement efforts, but when asked if cultural competence training had ever been considered for being offered to the employees, two of the managers replied "no", and one replied "yes". It was then clarified by the respondent, saying that training on "how to engage with other cultures" had been considered by the management, but never applied, opening an excellent development opportunity for the company to work on.

Another way to maintain a high employee engagement is through mobility programmes, allowing employees to enhance the multicultural exchange between offices. Fluido does not have any official programme, but mobility is fully supported and encouraged by the or-ganisation, being the employee the person in charge of starting the discussion.

Mobility programmes, current employees with different backgrounds, and new employees coming from various parts of the world require leadership that is ready and prepared to in-teract in a multicultural environment. Currently, Fluido is not training any of the persons who hold managerial positions to manage diverse teams, and so far, the respondents said

that it has only been done empirically, giving another development opportunity for the company.

As mentioned before, building trust is vital for successful multicultural teams and work environments, and one of Fluido's values is trust. The managers identified eleven actions that they deem essential for building trust within the company, which for instance gets translated into a suitable atmosphere for all the employees.

1. The first action is the boot camps, that teach the new employees the company values (and trust among those), as the corporate website says "we believe that trust creates more trust" (Fluido Oy, 2018), creating, in the end, a safe place to work.
2. The next action is less tangible, but it creates a significant impact, and it is bringing trust to everyday life, which means trusting the employees not only on paper but actually doing it.
3. The third action is still related to trust as a value, and it is "trusting top-down" which means that trust comes from all levels in the company, starting from the CEO, as a company cannot build trust if its head is not trusted.
4. The following action is to focus on all the company values, not just in trust, inviting the current and new employees to embrace them in all the activities they perform.
5. The next is to have "face time" between managers and employees as another source of trust by bonding and eliminating any barriers that could culturally come from hierarchy levels.
6. An action that was considered as very important by the respondents was "defining the meaning of trust", as trust has different meanings in different cultures, Fluido explains trust to everyone from the company perspective, leaving no place for misunderstandings or errors.
7. Repetition is the following action, and the managers use it for building trust by always mentioning the values and living by them is one of the best ways for the employees to remember them and act by them.
8. Trust is also built by allowing the Fluidians to be self-managed. Having the freedom to work without being monitored or checked brings trust because the company is giving them the responsibility of doing their work without any micromanagement.
9. Understanding what trust is for other cultures is also very important, and managers must understand what it is and how it is seen from their team members' perspective. The managers pointed out that this was an excellent method for trust building.
10. The company has offices in countries with different languages, and where English is not the local tongue. It is for this reason that at company-wide everyone should communicate in English. This brings down communication barriers, opening everyone to the same channels.
11. Finally, teamwork is also one of Fluido's significant actions for building trust, as collaboration helps Fluidians to know each other, and having the opportunity to work with different people from different teams helps to strengthen the bonds within the company.

Another critical part of leadership and trust-building is communication, especially in multicultural environments, where cultural backgrounds have an impact on how people express and listen. In order to "get their message through" to all their team members, Fluido's

managers identified three different tactics that have helped them succeed in their positions. Being consistent with what is communicated and with the communication protocols in the team, being sincere with their feedback and all their communication, and repeating the information in order to reach all the members and make sure everything is understood. In this way, Toegel et al.'s (2016) three communication problems (eliciting ideas, surfacing disagreement and giving feedback) are covered and mitigated.

Even when following these techniques, the managers also believe that there are communication problems in their teams caused by cultural differences. In the end, some cultures might be very different from others in the way in which they see the communication process, but managers should keep learning and improving the way in which they communicate with their team. On the other hand, the managers also believe that these types of communication problems caused by cultural differences are also happening at company level, as employees interact with Fluidians from other offices, some additional barriers are added, such as communicating through online tools and not in person.

The last question from the survey that analysed leadership asked the managers how they promote multiculturality within their teams, and if they have any particular actions to keep the harmony considering all the cultures in their teams. To this question, all of the respondents said that nothing is done, and only one mentioned that some actions were done in the past. Creating another opportunity for the company to improve their work environment.

The final section of the managers' questionnaire was focused on the "Multicultural Organizational Development Model" (Holvino, 2014). As above, the managers were asked to rate specific phrases from 1 to 3, where each of the values had different descriptions per phrase. The following table shows the average results per question and a total average for all the questions (see Table 11). The final value was compared to Holvino's six phases to define the company's position in the evaluation tool.

Table 11 - MCOD Results per question

Question	Average	Range
Mission/Purpose	3,0	0-3
Structure/Roles	2,7	0-3
Policies/Procedures	2,0	0-3
Informal systems / Culture / Norms	3,0	0-3
People / Relationships	2,7	0-3
Leadership	1,7	0-3
Environment	3,0	0-3

Language use	2,7	0-3
Total average	**2,6**	**0-3**

In order to give meaning to these averages, it was necessary to assign values to Holvino's framework, where each organisational style holds two different phases (see Table 12).

Table 12 - Holvino's MCOD values per phase (2009)

Monocultural		Transitional		Multicultural	
Exclusionary	Passive Club	Compliance	Positive Action	Redefining	Multicultural
0 - ,5	,6 - 1,1	1,2 - 1,7	1,8 - 2,3	2,4 - 2,9	3

As it can be seen from above, the managers' responses to the MCOD model correspond to the one given by the employees, just with a ,1% difference, still situating the company in the "redefining phase", as it has already been mentioned, companies who are in this stage are "actively working to expand its definition of inclusion, diversity and equity. Trying to examine and change practices that may act as barriers to members of non-dominant groups. Valuing and integrating the perspectives of diverse identities, cultures, styles and groups into the organization's work and systems" (Holvino 2014, 519).

5   Designing Fluido's Multicultural Change

The results from the analysis in the previous chapter were clear in showing that Fluido already has a multicultural work environment, and it just needs to be improved to integrate international employees efficiently into the company culture. Based on this, four proposals were designed for enhancing the company's multiculturality:

1. Train managers and employees on how to engage with other cultures and how to manage culturally diverse teams.
2. Transform Fluido into a fully multicultural organisation through Holvino's (2014) Multicultural Organization Development Model (MCOD).
3. Increase cultural sharing activities.
4. Define and officialise mobility programmes for the company.

Because cultural changes and measurements to assess the status of them need to be done throughout a more extended period, this thesis only includes the implementation of

one of these development ideas. On the other hand, it devises the description and re-quirements for implementing and developing each of the recommended ideas listed above.

5.1 Training Fluidians on Engaging and Managing Diverse Teams

In "The Multicultural Organization" (1991), Cox states that two of the most common and successful tools for creating a multicultural organisation are "training and orientation pro-grams" which can be grouped in awareness building or skill building. Awareness refers to discussing diversity, diversity at the workplace, and activities to make the employees think about cultural issues to raise "their self-awareness". Skill building gives detailed infor-mation on norms and rules of different cultures and groups, and how these have an im-pact on the organisation (Cox T. H. 1991, 40). He also states that "people exposed to even the most rudimentary form of training on cultural diversity are significantly more likely to recognize the impact of cultural diversity on work behaviour and to identify the potential advantages of cultural heterogeneity in organizations" (Cox T. H. 1991, 40).

As it was just seen, training is a critical part for converting a plural organisation into a mul-ticultural one, and by combining the already growing need from the employees and managers for these types of training with a correctly built training program, the positive change potential in the company is maximised.

The Human Resource management online program from the University of Minnesota Li-braries Publishing outlines a 10-step framework for designing a training program (University of Minnesota Libraries Publishing, 2018). These steps can be also be followed for developing Fluido's training programmes from employees and managers. I adapted the framework into a template where information for each of the stages can be entered, in or-der to quickly obtain the information needed for designing each of the required training (see Table 13).

Table 13 – Adaptation of the Training Program Development Model (University of Minnesota Libraries Publishing, 2018)

	Employees' Training	Managers' Training
Assess-ment	Considered in the Results chapter of this Thesis	Considered in the Results chapter of this Thesis

Learning Objective	Cultural congruence: "assimilation of workers from a variety of cultures into a common corporate culture", and cultural differentiation: "maintaining one's own culture while recognizing the value that other cultures bring to the company (Chebium, 2015)	Managing/valuing diversity (MVD) (Cox T. H., 1991) for improving the company's pluralism, ensuring that minority cultures can influence in the organisation's norms and values. On the other hand, the MVD will also help to reduce intercultural conflicts
Learning Style	Mixing auditory, visual and kinaesthetic through taught workshops with visual materials and activities to be performed by all the participants	Mixing auditory, visual and kinaesthetic through taught workshops with visual materials and activities to be performed by all the participants
Delivery Mode	- On-the-job coaching done by assigned mentors (or employees with enough experience) within the company - Open workshops where a training specialist will deliver the required knowledge and lead the activities	- On-the-job coaching done by assigned mentors within the company - Open workshops where a training specialist will deliver the knowledge and lead the activities
Budget	Assigned by Fluido's management	Assigned by Fluido's management
Delivery Style	Presentation, interactive activities, brainstorming and breakout discussions	Presentation, interactive activities, brainstorming and breakout discussions
Audience	All Fluidians	Managers and team leads
Content Development	Provided by the training delivery company. Must consider the learning objectives mentioned above.	Provided by the training delivery company. Must consider the learning objectives mentioned above.
Timelines	All employees must attend the training within six months since its implementation.	All managers and team leads must attend the training session within three months since its implementation.

Commu-nication of Train-ing	Training will be communicated in Fluido's internal communication channels and at the weekly team meetings.	Training will be communicated in the team leads' communication channel and recurring meetings.
Measur-ing Effec-tiveness	The training and its effectiveness will be evaluated with Kirkpatrick's four-level model (Kirkpatrick Partners, 2018) where the immediate impact will be analysed after the training, and the behavioural changes in the company will be analysed in short and medium-term studies (Mindtools, 2018).	The training and its effectiveness will be evaluated with Kirkpatrick's four-level model (Kirkpatrick Partners, 2018) where the immediate impact will be analysed after the training, and the behavioural changes in the company will be analysed in short and medium-term studies (Mindtools, 2018).

Based on this information, two steps must be followed by the company:

1. Selecting the organisation that will provide the training, an example of this can be "AAC Global" which has offices in three (AAC Global, 2018) of the five countries where Fluido is located.

2. Selecting in-house mentors with enough multicultural experience to coach other employees and managers. These mentors should have a "global cosmopolitan" (Brimm, 2016) profile, as this will make it easier for them to understand the challenges that others are facing while using their own experience and way of thinking to provide guidance and support.

5.2 Transforming Fluido Into a Fully Multicultural Organisation Through Holvino's (2014) Multicultural Organization Development Model (MCOD)

The survey results showed that Fluido is currently situated in the "redefining" phase of Holvino's (2014) MCOD model, this means that the company is already in its way to becoming multicultural, but additional efforts can be made in order to become "fully multicultural". This is the most complex of the development ideas discussed in this study, as it will affect key areas of the organisation such as its vision, the way in which the leadership operates, the way in which language is used at the company, and the way in which all groups are culturally integrated. In this way, Fluido will be taking a step forward to improve

its work environment. The objective is not to change the already successful company culture, but to improve it in benefit of all the employees. A driving phrase for this change can be obtained from the company's core values: "Friends don't let friends down" (Fluido Oy, 2018).

The first step into Fluido's path towards multiculturality starts with the "MCOD change model" (Holvino, 2014). Holvino proposes five strategic questions that will guide the company's development towards its goal. In order to give the right answers to them, the management team needs to allocate time to discuss on them. As it can be seen from Table 14, Holvino also provides important information on how each of the answers must be given, in order to serve as a guide for the internal discussion that must happen in the organisation.

Table 14 - Strategic Questions for Multicultural Organization Change (Holvino 2014, 530)

Strategic Questions	Multicultural Organisation
What is the overall purpose of change?	- Integrate all groups - Ongoing learning - Alignment - Social responsibility
What are the change goals?	- Guarantee access to all levels/groups - Shared decision making - Integrate diversity in all - Transform organisational culture
Which are the change interventions?	- Scorecards and multilevel accountability - Flexible work structures - Large group interventions to learn "best practices."
What are the values guiding the change?	- Complex bottom line - Performance and learning - Equality
What are the constituencies for change?	- Multicultural coalitions - Broad/multilevel leadership - Cross-stakeholder collaborations

After answering the questions from the table, and with the help of the obtained answers, the management team must develop a vision of the new multicultural Fluido, considering the following three aspects given by Holvino (2014). First, the company's strategy, work, management, operating systems, core values, and norms for success must be shaped by the "diversity of knowledge and perspectives" that people from different backgrounds bring to the company. Second, all groups in the company must be treated fairly, must be included in important decisions and have an equitable share in the rewards and opportunities that the organisation provides. And third, the company's vision for a multicultural

Fluido must have one of the following components (see figure 5): diversity and inclusion (social justice), workplace democracy (economic and political justice), or corporate responsibility (societal and environmental justice).
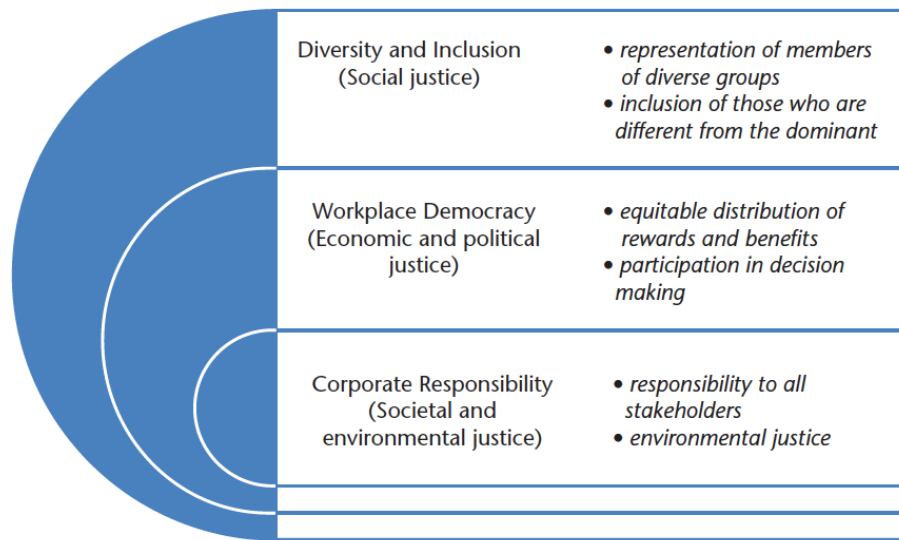

Figure 6 - Three Approaches to Equality and Justice in Organizations (Holvino 2014, 527)

In my opinion, Fluido should focus on the diversity and inclusion component. Brazzel states that social justice in organisational development should create "systems that provide inclusion, equity, access, and opportunity for all people" (Brazzel 2007, 16). And this, according to Holvino (2014) means that all efforts done in this area will address issues such as equal access to opportunities and representation. It is important to note that the "leadership" dimension of the MCOD model was the one with the lowest score overall (considering employees and managers' responses), and this is where "participatory leadership and equal representation" is measured.

Once the multicultural vision and perspective have been created and identified, the organisation must start working on what aspects of the company need to change; then they need to implement those changes based on the original vision and perspective. Kotter (1995), Methews (2009), Galbraith (2018) and Aguirre et al. (2014) agree that change processes within organisations are very complex, and they usually find resistance in the people affected by the change (Mathews 2009, 9) (Kotter 1995, 66) (Aguirre & Alpern 2014, 5), and this means that companies must find a way for overcoming this challenge, and the best way according to Kotter (1995) and Aguirre et. al (2014) is through empowering others to act or involving every layer in the change.

A good way of involving the employees in the change and making them part of it is through the use of the "Collaborative Story Craft" method. This allows a "story mediator" to hear from the employees what is their personal story and their story in the company, finding common topics that unite the actors in the change process. Once the topic is identified, the mediator will design metaphors that will then be presented to the participants, who will later decide which of those metaphors they are identified with (in the personal and professional context). Finally, with the use of the metaphor and the help of the story mediator, the participant employees will build their future story of change, helping the company decide and see how the stakeholders see the change, how they see themselves in the change process, who leads the change and the directions of the company and the change (Cleland Silva & Fonseca Silva, Forthcoming). This is a perfect way for not only communicating the change to the employees but for making them an active part on building and transforming the company further.

Once the designed change is finally applied, its effectiveness can be measured in the medium term by utilising the same questionnaires that were applied for this thesis.

5.3   Increasing Cultural Sharing Activities

Another way for improving employee integration and building a stronger multicultural company culture is by increasing the cultural sharing events that are already happening at Fluido. As the results from the data collection show, this is something that is highly appreciated by the employees, helping improve cultural awareness and understanding of other backgrounds. Cox discusses these types of social events as an essential tool for creating a multicultural organisation, and they must happen as company-sponsored social events. These do not require much planning, other than setting dates and schedules that are suitable for most of the employees, what is important is that both the activities and locations will foster multiculturalism only when sensitivity to the workforce is considered (Cox T. H. 1991, 44).

A great example of these are the "Fluido International Evenings" which have been organised for two consecutive years, during summer, at the Helsinki office. The first time it was organised, there were several country presentations, and people took traditional home food made from their own countries for sharing with others. The event was a big success, and as mentioned above, it created a positive impact on most of the employees.

As this was one of the most important findings from the data collection, I discussed with Fluido's Head of People and Culture about organising another international evening. The event was organised and advertised by the company's people and culture team, having an excellent response outcome:

- Attendance of around 25 people.
- Presentations from India, Russia, Finland, Vietnam and Iran.
- Food from Italy, India, Russia, Vietnam, Slovakia and Finland.

The overall feedback from the event was positive, as people had a very good time while singing traditional songs and learning from other cultures and places. When asked about this event's impact on Fluido's multicultural environment and what she thought about it, the company's coordinator of people and culture said the following:

> "I think that the International evening is a very nice event for people to learn more about each other, and about the culture of their colleagues from a different angle. It is also an event when people from other countries can embrace their ethnical identity. I think that in the workplace, because equality is respected, everyone tends to fit in the group. However, during this kind of event, people are encouraged to present the ethnical difference, present their traditions and be a little bit more curious about each other" (Ngo, 2018)

As it can be seen from the response above and from the data collection phase, these types of events motivate employees to share their culture and values with others, enhancing Fluido's culture and promoting multiculturality within the company.

The outcome of this event and its feedback, the survey results, and the experience from last year's event make the perfect base for recommending the implementation of this event on a bi-annual basis. In this way everyone would have an opportunity to share information about their cultural backgrounds, also giving the possibility to new employees to participate and integrate safely and quickly, while also sharing information about their home countries.

5.4   Defining and Officialising Mobility Programmes for the Company

In a recent study by PwC, it was shown that allowing employees to move to offices in other countries is beneficial for both their careers and for driving business success. On the other hand, having "employee exchange programs" where employees would voluntarily

move to another office (as self-initiated expatriates (Andersen, Bergdolt, Margenfeld, & Dickmann 2014, 2295)) does not just allows them to live their company's work culture, it also allows them to know and interact with other cultures, while also allowing others to learn about the moving person's one (Bellis, 2016).

Soo also discusses mobility programs but focusing on encouraging rising managers into discovering different cultures and geographies, ensuring that "multicultural leadership development is embedded throughout an organisation's talent management process" (Soo, 2012).

As it can be seen from the above authors, employee mobility programs are very beneficial for the organisations, and that is the reason why Fluido must officialise its plans for encouraging employees to work at its other locations. To accomplish this, the company must create an "employee exchange program" and develop it. The example of Rhino Foods can be used to obtain the necessary steps.

First, criteria must be outlined to determine what an employee needs to be able to apply. These criteria need to be established by the management team, involving representatives from all of Fluido's offices. Second, the new program must be communicated to the employees, doubts should be discussed, and ideas should be accepted from them too, this will help reinforce the project views that might have been voided. Third, once the program starts and the first employees travel to other locations, contact must be kept with them from their originating office to address any concerns they might have. At the end of the exchange, the returning employees must share their experiences (professional and cultural) with other, in order to enrich the other employees' knowledge and promote the program (Adapted from Miller, 2017).

6 Assessing Quality, Validity, Reliability, and the Role of the Researcher

This chapter discusses a fundamental part of the study, as it covers its credibility, quality controls, ethical issues and the way in which I performed the research. Throughout the subchapters, I answered the main questions given by Miles et al. (1994) and Saunders et al. (2007) to assess each of the necessary aspects for ensuring the value of this thesis and its credibility.

6.1 Validity

According to Miles et al. (1994), some questions must be answered in order to verify the validity of the research and its results to make sure that they are credible and make sense. On the other hand, Saunders et al. (2007) describe validity as the concern to whether the findings are really to what they appear to be about (Saunders, Lewis, & Thornhill, 2007). In order to assess this study's internal and external validity, Miles et al.'s (1994) questions were answered as follows:

1. How context-rich and meaningful ("thick") are the descriptions?
   The descriptions in this study are thick and explanatory, and they rely on published theories and researches from various authors. On the other hand, a large amount of data was analysed and explained in chapter 4 of this thesis and the appendix.
2. Did triangulation among complementary methods and data sources produce generally converging conclusions?
   Triangulating qualitative and quantitative data from employee and managerial sources made it possible to find similar responses and trends, allowing find clear conclusions for this study.
3. Are the presented data well linked to the categories of prior or emerging theory?
   All the gathered data followed the theoretical framework and topics depicted in the first chapters of this study. The results were also analysed against the theoretical framework.
4. Are the findings internally coherent; are concepts systematically related?
   Yes, as mentioned in the question above, all the data was gathered according to the theoretical framework's key concepts, then analysed against it, and the development ideas based on those theories too.
5. Are areas of uncertainty identified?
   As it has been mentioned in this study, cultural backgrounds are an essential part of every person's identity; these differences make the way in which each person replied to the questionnaire uncertain. The detailed analysis showed that some questions might have confused a small number of participants.
6. Was negative evidence sought for?
   Both positive and negative evidence was considered in this study, and both were analysed in detail for obtaining the conclusions.
7. Are the characteristics of the original sample of persons, settings, processes (etc.) fully described enough to permit adequate comparison with other samples?
   Yes, all the detailed information of the sample can be found in the detailed analysis in the appendix.
8. Is the sample theoretically diverse enough to encourage broader applicability?
   The Company's operations in other countries and the nationalities of its employees allowed to have the diversity that might be translated to applying the results in other organisations. As mentioned before, a detailed description of the sample can be found in the appendix.
9. Do the findings include enough "thick description" for readers to assess the potential transferability, appropriateness for their settings?
   Yes, a very detailed description of the findings can be found in appendix 1 of this thesis. On the other hand, the results chapter of this thesis shows the main findings obtained from the analysis.
10. Are the findings congruent with, connected to, or confirmatory of prior theory?
    Yes, the findings are congruent and connected to the theories present in the theoretical framework of this study.

11. Does the report suggest settings where the findings could fruitfully be tested further?
Yes, development ideas, their implementation steps and theory around them can be found in chapter 5, in this way Fluido can use this study as an instruction manual for implementing and testing.
12. Have the findings been replicated in other studies to assess their robustness? If not, could replication efforts be mounted easily?
Findings have not been replicated, but it is possible to compare the findings with case studies from other companies and authors as this study is be based on already created frameworks and theories. On the other hand, this thesis also describes how the data was gathered and analysed, and what steps need to be followed to implement the changes found in the results.

6.2 Reliability

Reliability serves as a quality control check, verifying if the process of the study is consistent, reasonably stable over time and across researchers and methods (Miles & Huberman 1994, 278). As above, several questions were answered in order to test and verify the study's reliability:

1. Are the research questions clear, and are the features of the study design congruent with them?
The research questions are clear and scoped to what the company needs, and the study design was made according to Saunders et al.'s (2011) research onion methodology.
2. Is the researcher's role and status within the site explicitly described?
The researcher's role as an employee in Fluido is described in chapter 6 of this study.
3. Were data collected across the full range of appropriate settings, times, respondents, and so on suggested by the research questions?
The data was collected from the respondents in Fluido's different locations according to Saunders et al.'s (2007) methodology for internet-mediated questionnaires and interviews.
4. Were any forms of peer or colleague review in place?
The process of this study was reviewed and commented by a person in Fluido's management team, and by the thesis Tutor as well.

6.3 Ethical Issues and the Role of the Researcher

As the data for this research heavily relies on personal information such as ethnic/cultural background, personal values, the persons feelings towards the company and how they interact with it, it is important to highlight the ethical issues that might arise.

First of all, it is important to mention to my role as a researcher for this study was "internal", as I am an employee of Fluido where the study was done. Taking my role into consideration

and Saunders et al.'s principles for ethical research, I took special care on selecting a data collection tool that would allow to easily anonymize the information, while on the other hand, I did not have any personal contact with any of the employees for applying pressure on my colleagues to participate. All the communication was done by using the company's internal communication channels directed to all the employees, and not as personal messages.

Regarding the data collection, the steps taken for guaranteeing an ethical process were the following: First, the privacy of the participants, their information and the information provided by them were considered a critical issue, where Local and European laws must be followed to protect the persons taking part of the research. Then, as mentioned above, the information given by them was considered as confidential, and no personal data was collected from the participants to increase the anonymity of the responses, and each of the replies was coded with consecutive numbers that were assigned as the questionnaires were filled from Fluido's different locations.

Second, all participants answered the questionnaires and interview voluntarily, as the link was posted in the company's internal communication channel, and only those who decided to participate gave their information. The anonymity of their replies also allowed the participants to express their feelings, as questionnaires were filled with their computers and without interaction with me. Finally, the effects of the data and the results will not pose any risk for the participants, as all the information was gathered together and analysed as a total and not individually. It is essential to mention that this research seeks to avoid any harm to its participants, following the non-maleficence principal.

7   Conclusion

To close this thesis, the conclusion chapter is divided into three sections. The first one discusses the research objective and what was found during the research. The second shows the development ideas to address the discovered improvement areas. And finally, the last subchapter depicts my learning and personal conclusions from the development of this study.

7.1 Objectives and Findings

Building a multicultural work environment through the integration of international employees to Fluido's company culture is a complex process, and it requires the consideration of 6 main components.

1. Resourcing and onboarding
2. Company culture
3. Management at the company
4. Employee engagement
5. Building trust and communicating correctly
6. Having a vision of how the company should be from a multicultural perspective and considering it in the company's strategic decisions.

In Fluido's case, the analysis of the data collected from managers and employees showed that the company is already a multicultural organisation, but it has space for improvement, which will give the persons in it the needed tools for facilitating the integrations of newcomers into the company culture at any of the company's offices.

The improvement areas found at the company were the following. First, no training is offered to increase the cultural awareness and sensitivity of the employees, and the interaction of persons from different cultural backgrounds may sometimes cause friction during work assignments. On the other hand, team leads and managers, head teams with a broad array of countries of origin. In their case, no training has been offered to learn how to manage such diversity in their teams.

Second, the company has sometimes organised cultural sharing activities such as the "Fluido cultural evening", but this has not been recurring, losing an excellent chance for increasing the integrations and cultural knowledge of its employees.

Third, employees are allowed to move and work from any of Fluido's other offices, but there is no official program at the company promoting the mobility of their employees, missing the possibility to lead from others and their cultures, while also missing the opportunity to share their knowledge and culture.

And fourth, the company's strategy and values were not initially thought to consider any multicultural component, and even though the company is multicultural, the management lacks a stated vision on where to steer towards the organisation's multiculturality.

7.2   Further Suggestions

In order to address these four areas, the thesis provides development recommendations for the company to implement. These recommendations are based on a triangulation of the theoretical framework in chapter two with the analysis of the data collection found in the appendix of this study. Company culture changes at a slow pace and measuring those changes and their impact to the organisation would have required a long time for this study, that is the reason why as part of the development ideas, I have included the steps for implementing and measuring these changes in the company. The proposals for improving Fluido's multiculturality are four, and they are directly addressing the areas above.

Train managers and employees on how to engage with other cultures and how to manage culturally diverse teams. The study found that training is a critical part for converting a plural organisation into a multicultural one, and by combining the already growing need from the employees and managers for cultural training with a correctly built learning program, the positive change potential in the company can be maximised.

Increase cultural sharing activities. The study found that these types of events promote multiculturality and enhance the way in which all the organisation's members learn about others' backgrounds, sensitising them on the way others are and work while stretching the informal relationships between the employees. Increasing the integration of not only newcomers but of the persons that have been at the company for a longer time.

Define and officialise mobility programmes for the company. It found and discussed that mobility programmes in organisations help to improve the bonds teaching/learning between employees, as they have the chance to visit offices in other countries who live by other cultures.

Transform Fluido into a fully multicultural organisation through Holvino's (2014) Multicultural Organization Development Model (MCOD). This is the most complex of the development ideas, as it involves a more significant change effort first from the management team and later from the employees. In order to build a fully multicultural work environment, organisations need a clear vision of how to do it. To achieve this, Fluido needs to analyse and reflect on what they want and how they want to achieve it regarding multiculturality, but as with every change process, it is crucial to involve the employees, who can contribute with their perspective and points of view

In order to test the implementation of one of these ideas, an "international evening" event was organised at the company, showing an important response from the employees and managers who presented information about several countries and prepared food from their places of origin. The feedback obtained from this event was very positive, and it showed that the data collected from the surveys was correct. The employees appreciate these events as they enrich the company culture and the bonds among the company's personnel.

7.3   My learning and conclusions from this study

The development of this thesis gave me a lot of lessons learned and a significant number of things I would have liked to consider during this whole project. First of all, writing a thesis a is a very complex process, and it required me to have a sharp mind and energy for doing it, in the beginning, I thought that it would be similar as managing IBMA's evening courses after a full-time job, "just go home and write!". However, it is not like that at all, there are sometimes where the job is extenuating, and you do not have the mind or energy to invest into the project, or sometimes you try to avoid doing it by finding "more interesting things to do", but knowing it is still there. I know I could have finished it faster if I would have put more time in it, and that is something I would change when doing a similar project again.

Another learning came from project planning. I work as an IT project manager in my professional life, and I just thought that this type of project could be managed similarly. From a particular perspective, it is, it requires planning and execution, or even sprints. However, managing the project schedule and its main resource (me) was the most challenging part. I started with a very optimistic plan, thinking that I would complete the whole thesis from beginning to end in just half a year, but as my work life evolved, my schedule did too and I did not manage to meet the planned schedule several times. However, once I was reaching the end, the best solution was to have a hard deadline from my tutor, thanks for that! Then I worked enough for meeting the project plan.

Following the project plan, is the actual project itself. When doing a thesis for a company and analysing data from employees, things move very quickly. Employees change, the company evolves and grows, and the collected data remains static. In the case of this project, the headcount grew a lot since the beginning of the thesis, and then, a couple of weeks before finalising the project, the company got acquired by a global company. From

my perspective, this thesis will give Fluido's management a good idea on what can be done to improve the way of working after the acquisition.

Collecting data is laborious and time-consuming, especially when you are not personally approaching the employees but only using the company's communication channel. Communicating the need for data in a compelling was is very important, as people are usually very busy and they do not want to spend much time by filling a questionnaire. Another lesson from this is that people need to be reminded about filling the questionnaires, every time I posted a reminder, I was getting an increased number of replies.

Finally, it is very important to consider from the beginning of the project (the thesis plan) what type of changes might come. In my case, I did not consider that the development ideas would require a long time for measuring the results, and that is why only one of them was implemented as a testing tool. I would anyway like to make them all happen because I believe this is something needed in the company.

I did learn a lot, and this project gave me not only the academic skills for performing this type of research again. It also allowed me to observe my workplace from an entirely different perspective, now I understand why things and communication happen the way they do, why people act the way they do, and how this can be used to improve the way in which we all work together. I believe that without Fluido's flexibility, the Fluidians being so eager to help me, and the management being so open to supporting me, this would not have been a successful thesis. Thanks for opening the company to me!

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Appendices

Appendix 1 – Analysis

The analysis of the results was done first by describing the population and its general characteristics, followed by the analysis of information corresponding to this research's concepts and objectives, and the correlations between them. All of these grouped under the same topics as the conceptual framework. Employees' survey responses were analysed first, followed by the survey applied to the management and team leads.

Employees

The population of employees at the moment of collecting the data was 163 persons, with a sample size of 53, and a confidence level of 90%, the margin of error for these results is 9%. The analysis of the results is grouped by concepts from the conceptual framework, and the resourcing and onboarding topic is only included in the in the questions for managers and team leads.

General data from the respondents

1. Country of origin
   The responses to this survey were made by a total of 53 persons representing 14 different countries, equivalent to 52% of Fluido's employee's countries of origin. As it can be seen from the chart below (see Figure 6), the majority of the persons (53,8%) answering this survey marked Finland as their country of origin.
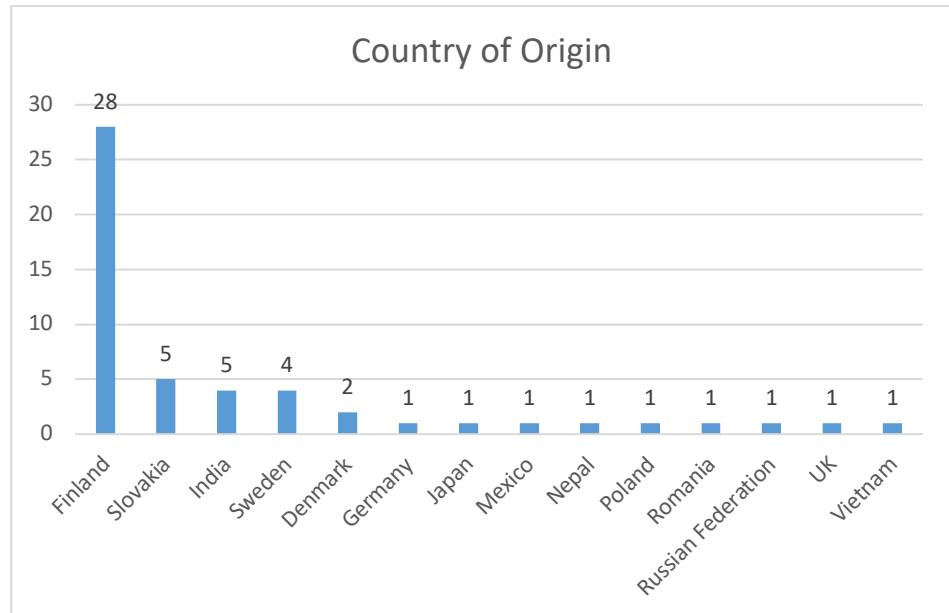
Figure 7 - Fluidians' countries of origin

2. Number of languages spoken

   Out of the 53 respondents, 23 persons (43,4%) speak 3 languages, 13 (24,5%) speak 2 languages, 10 (18,9%) speak 4 languages, 3 (5,7%) speak 5 languages, 3 (5,7%) speak more than 5 languages and only 1 person (1,9%) speaks one language (see Figure 7).
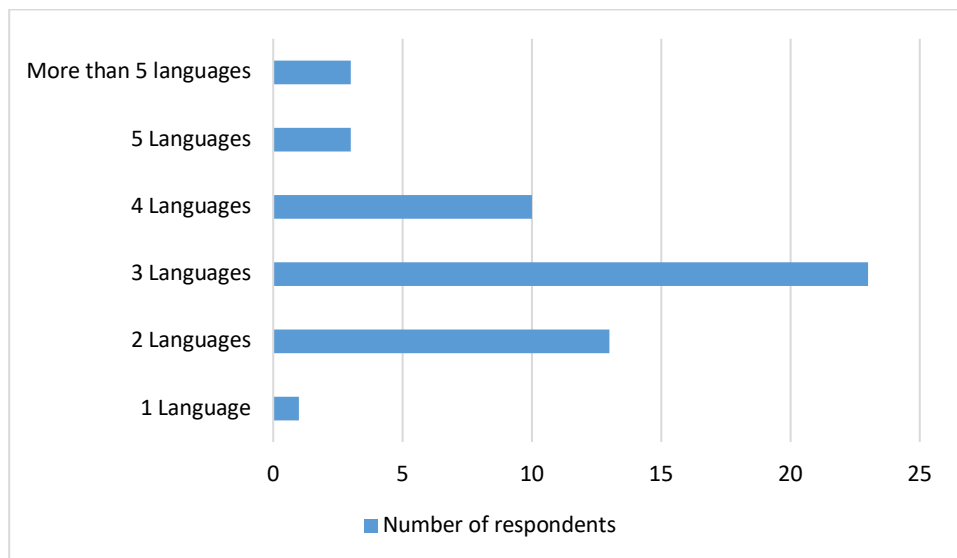
Figure 8 - Fluidians' number of spoken languages

3. Persons who have lived in a country that is not the one where they were born

   43 Fluidians (81,1%) have lived in a country where they were not born, while 10 (18,9%) have only lived in their country of origin (See Figure 8).
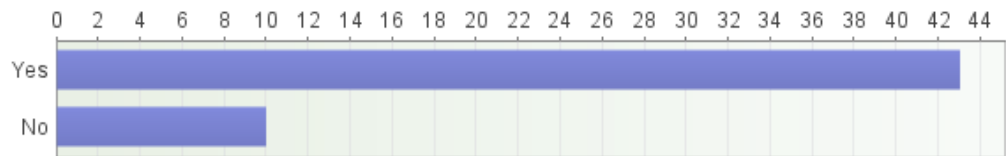
Figure 9 - Fluidians who have lived abroad

4. Educational level

As it can be seen in the graph below, the majority of the respondents (33 or 62,3%) hold a Master's degree, 17 (32,1%) have a Bachelor's degree, 2 (3,8%) have high school or equivalent, and 1 (1,9%) has a PhD (see Figure 9).
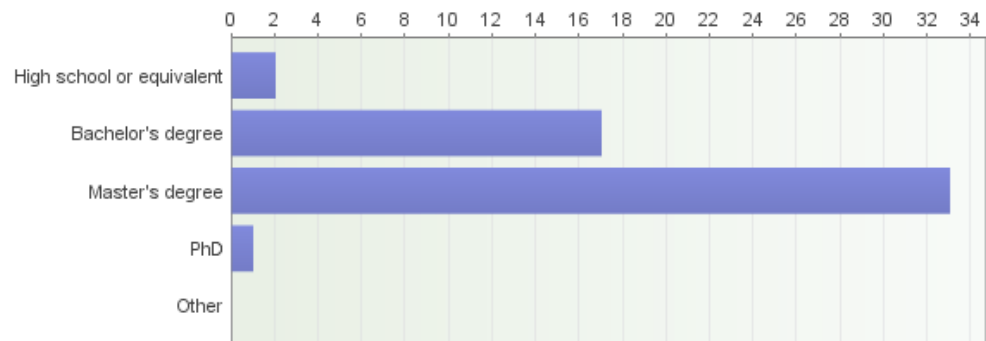
Figure 10 - Fludians' educational level

The educational level of Fluido's employees has a positive correlation with the languages they speak. With a correlation coefficient (R) of .34 and P-value of .01, the higher the school level of an employee means that the person would speak a higher amount of languages.

Company Culture

5. Describing Fluido's company culture

The results for this question revealed that most of the employees would describe the culture as positive, open and inclusive, but not forgetting professional (see Figure 10). Showing that Fluido is a place where people feel comfortable of being around many other nationalities, not being discriminated and being able to be themselves. This can also be proven by the results of question 6:
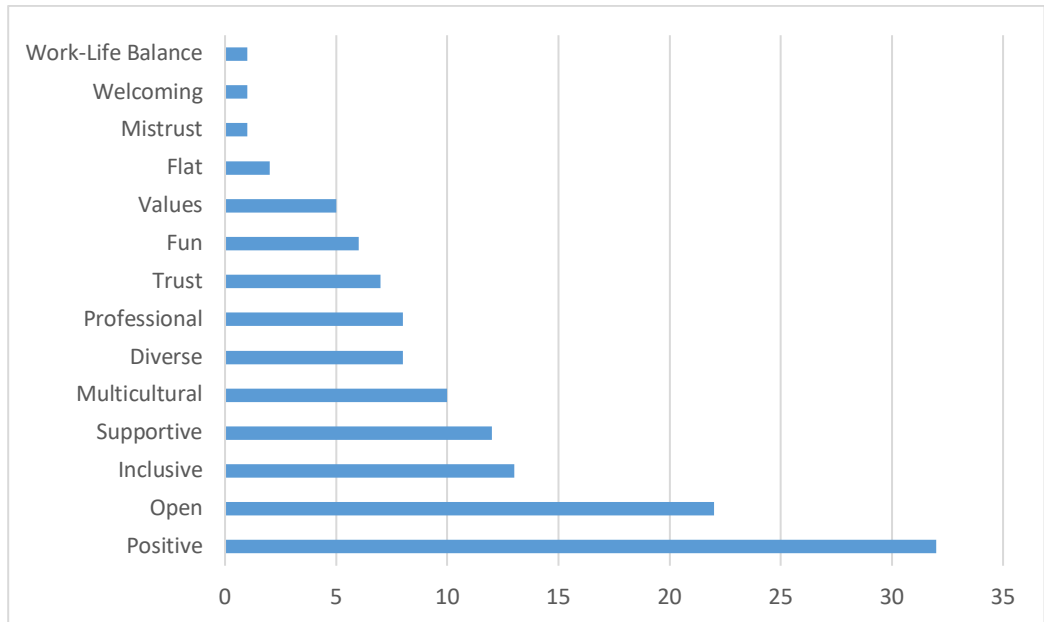
Figure 11 - Fluidians' description of the company culture

6. Rating Fluido's multiculturality

Out of 53 respondents who rated the company's multiculturality in a level from 1 to 10, the average was 8,74. With a median of 9 and a standard deviation of 0,98, it is clear that the Fluidians rated the company's multiculturality as high (see Table 15).

Table 15 - How Fluidians' rate the company's multiculturality

	1	2	3	4	5	6	7	8	9	10		Total	Average
Monocultural	0	0	0	0	0	1	3	19	16	14	Multicultural	53	8.74

Management

7. Cultural competence training

When asked if they had received any cultural competence training, 49 fluidians responded "no", and three responded "yes". The positive answers can be attributed to a mistake from the respondents, as the management later confirmed during the interview that there has never been any cultural training in the company (See Figure 11).
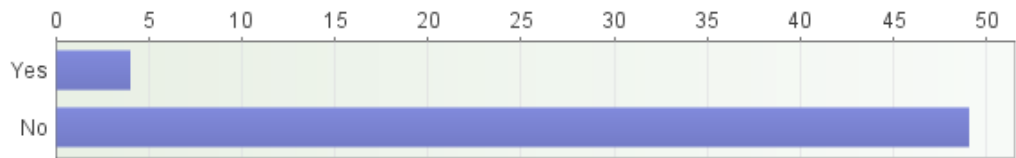
Figure 12 - Fluidians who have received cultural competence training by the company

An interesting result came in the next question, where the employees were able to write what type of cultural training they would like to have if they have not received any yet.

8. Cultural training that the employees would like to have

After doing a qualitative analysis of the 53 responses by tagging the main concepts described by the employees, ten main ideas came to light. As it can be seen in the table below (see Table 16), 51% per cent of the respondents said that they do not require any cultural training because they consider that they have the necessary skills to be in a multicultural company. The other part gave different options, being "training on cultural differences" the most discussed, where Fluidians mentioned an interest in knowing how the cultures of the persons in the company differ from each other's and how they could use this for having a better understanding and improving the way of working. Followed by having cultural events where employees could participate in sharing information about their countries of origin.

Table 16 – What training would Fluidians like to receive.

Number of Respondents		Training
27	50,9 %	Nothing
10	18,9 %	Cultural differences
5	9,4 %	Cultural events
3	5,7 %	Cultural communication
2	3,8 %	Finnish
2	3,8 %	Have received training, didn't explain what
1	1,9 %	About the country where we live
1	1,9 %	Body language
1	1,9 %	Management training
1	1,9 %	Received training at boot camp

9. Cultural diversity as an important part of Fluido

Out of 53 respondents, only one person (1,9%) said that cultural diversity is not an important part of Fluido (See figure 12). This means that while most of the employees consider this to be important for the company, the management should focus on keeping or increasing the already diverse environment in the company as it a key booster for the success that the company is having.
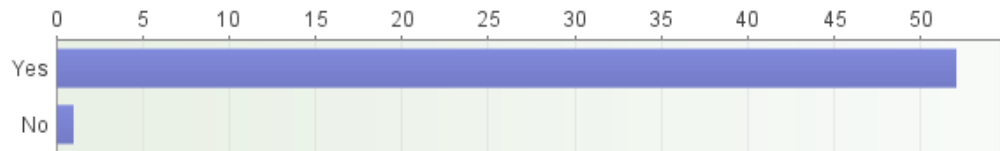

Figure 13 - Is cultural diversity an important part of Fluido?

Employee Engagement

10. Would Fluidians improve anything in the company regarding the culture?

In this question, the 53 respondents had a slightly more balanced opinion, as 15 said "yes" and 38 said "no" (see Figure 13). It is still pointing towards no change, as the cultural training question showed. Indicating that the employees are happy with how the company is but also demonstrates that people are interested in influencing how the culture is in the company, as it can be seen in the analysis from question 15.
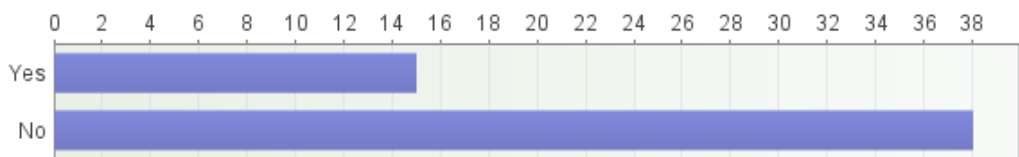
Figure 14 - Is there anything you would improve in the company regarding the culture?

11. What would the Fluidians change in the company regarding the culture

Based on question 14, it was asked from the Fluidians to write what they would improve in the company. 18 persons responded, and out of those, three were persons that responded "no" in question 14, so they were excluded from the analysis. The results obtained by tagging show nine ideas discussed by 15 employees (see Table 17):

Table 17 – Ideas for improving the culture at Fluido

Number of Respondents		Ideas
5	33 %	Increase the culture sharing activities
3	20 %	Always use English
1	7 %	Improve change management
1	7 %	Improve the clarity of procedures
1	7 %	Define what builds trust for each culture
1	7 %	Finnish culture lessons
1	7 %	Increase the number of non-Nordic staff
1	7 %	Norwegian culture
1	7 %	Training

As it can be seen from the table above, 33% of the respondents would have cultural sharing events, which can be connected to the analysis from question 8 where this same idea was also discussed. It is also important to note the idea following the first one: The non-local employees feel like they are left out from conversations when the rest are speaking the local language, which reduces employee engagement and integration.

12. How do Fluidians promote multiculturality, and how they contribute to Fluido's culture.

This question was not mandatory, and thus, only 35 respondents answered it, but it gave interesting insights on how the employees deal with multiculturality in the company. Through a tagging analysis, nine main concepts were discovered, focusing most of the actions (58%) in being open to others, showing interest, and respecting what people have to say, where they come from and how they are. This being followed by considering equality the central value behind a successful multicultural environment, applying it to their everyday lives (see Table 18).

Table 18 - How do you promote multiculturality? Or how do you contribute to the Fluido culture?

Number of Respondents		How
22	58 %	Being open and showing interest in others
7	18 %	Equality
2	5 %	Attending cultural events
2	5 %	Equality
1	3 %	Flexible work
1	3 %	Nothing
1	3 %	Telling about my culture
1	3 %	Fluido values
1	3 %	Speaking English

Leadership

13. Handling cultural differences professionally in a team and communicating correctly to a multicultural team.

    Respondents were asked to evaluate if their manager or team lead handles cultural differences professionally inside the team, and employees were able to reply by utilising a Likert scale where they would mark how much they agreed or disagreed with the question (see Table 8). 53 Fluidians responded with an average of 4,4 (out of 5), being this a positive value as most of the people (57%) completely agreed that cultural differences were correctly handled, while 30% agreed (with a value of 4). It is important to note that only one person (2%) completely disagreed with the statement being evaluated.

    On the other hand, the employees were asked to evaluate a second phrase stating that the manager communicates correctly to the team "getting the message through" (see Table 19). In this case, the average was slightly lower (4,32 out of 5), having 26 persons who totally agreed, and 21 who agreed. Showing that communication in a multicultural environment is not an easy process, and it is common to have issues when addressing teams formed by people from different backgrounds.

Table 19 - Rating statements (Likert scale)

	Totally disagree	Disagree	Neutral	Agree	Totally agree	Total	Average
My manager/team lead handles cultural differences inside the team in a professional manner.	1	0	6	16	30	53	4.4
My manager/team lead communicates correctly and manages to "get the message through" when addressing the team.	1	1	4	21	26	53	4.32
Total	**2**	**1**	**10**	**37**	**56**	**106**	**4.36**

14. Communication problems inside Fluido's teams

Relating to the second part of question 10, the employees were asked if they be-lieved that there are communication problems in their teams. Out of 53 respondents, 44 (83%) answered "No", and 9 (17%) answered "Yes" (see Figure 14), which shows that communication is usually handled correctly within Fluido's teams
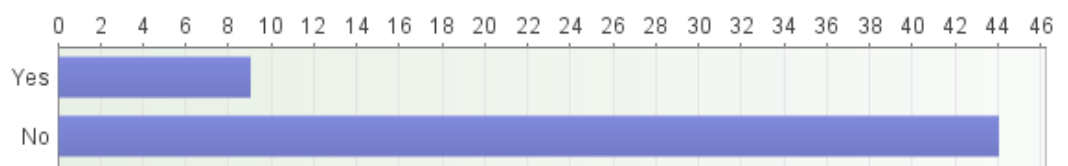
Figure 15- Do you believe that there are communication problems in your team?

15. Are the problems above related to cultural differences?

The nine respondents who answered "Yes" to the question above were asked to evaluate if the communication problems they have had in their teams were related to cultural differences, to which only two answered "Yes". With this, it can be deduced that out of 53 Fluidians, only 4% have encountered issues related to cul-tural differences in communication among their teams (see Figure 15), meaning that (as question 10 already showed) team leads are most of the times communicating correctly and managing the team's communication in an accurate way.
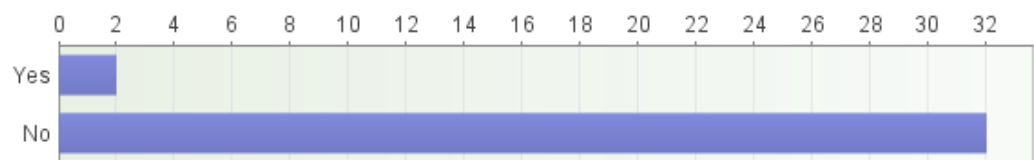

Figure 16 - If yes, do you consider them to be because of cultural differences?

16. Communication problems in the company

Fluido's employees were also asked to answer if they have encountered communi-cation problems within the company (and not only within their teams). And to this,

28% answered yes, showing a big difference against the 4% who are having problems in their teams (see Figure 16). This result can be related to the way in which team are distributed, having some very diverse teams, and some others where the ratio of local to international employees is very low. In those cases, international employees struggle to keep an open communication when the local Fluidians speak the local language, creating a barrier for the rest.
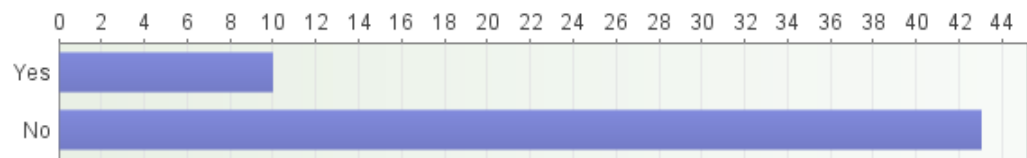

Figure 17 - Have you encountered a communication problem in the company that happened due to cultural differences?

MCOD

The final section of the employee questionnaire was focused on the "Multicultural Organization Development Model" (Holvino, 2014). There, the Fluidians were asked to rate specific phrases from 1 to 3, where each of the values had different descriptions per phrase (as it can be seen in section 4.1). With this model, it is possible to evaluate Fluido's current status in its multicultural development path, being this an important feedback tool for the management team. The following table shows the average results per question and a total average for all the questions (see Table 20). This final value can then be compared to Holvino's six phases to define the company's position in this evaluation tool. These questions were answered by 51 respondents.

Table 20 - MCOD results per question

Question	Average
Structure/Roles	2,9
Policies/Procedures	2,5
Informal systems / Culture / Norms	2,9
People / Relationships	2,8
Leadership	2,5
Environment	2,9
Language use	2,7
Total average	**2,7**

In order to understand what these averages mean, it is necessary to assign values to Holvino's framework, where each organisational style holds two different phases (see Table 21):

Table 21 - Holvino's MCOD values per phase (2009)

Monocultural		Transitional		Multicultural	
Exclusionary	Passive Club	Compliance	Positive Action	Redefining	Multicultural
0 - ,5	,6 - 1,1	1,2 - 1,7	1,8 - 2,3	2,4 - 2,9	3

As it can be seen, Fluido has a clear multicultural organisational style in the "Redefining" phase, not only as a general average but in each of the evaluated dimensions. Holvino defines companies who are in this stage as "actively working to expand its definition of inclusion, diversity and equity. Trying to examine and change practices that may act as barriers to members of non-dominant groups. Valuing and integrating the perspectives of diverse identities, cultures, styles and groups into the organisation's work and systems" (Holvino, Developing Multicultural Organizations - An Application of the Multicultural OD Model, 2014).

Managers and team-leads

For this group, three persons were selected: the CEO, one person from the management team and one from the team leads, in order to have one sample per management level in the company. This would serve as a benchmark against the employees, having a comparison point for most of the questions. Also, the questionnaires were slightly different, in order to get additional information to complete the thesis' theoretical framework.

General data from the respondents

1. Country of origin
   As mentioned above, the responses to this survey were done by a total of 3 managers from Fluido, 100% of them were born in Finland.

2. Number of languages spoken
   Out of three respondents, two (66,7%) speak three languages, and one (33,3%) speaks four languages (see Figure 17).
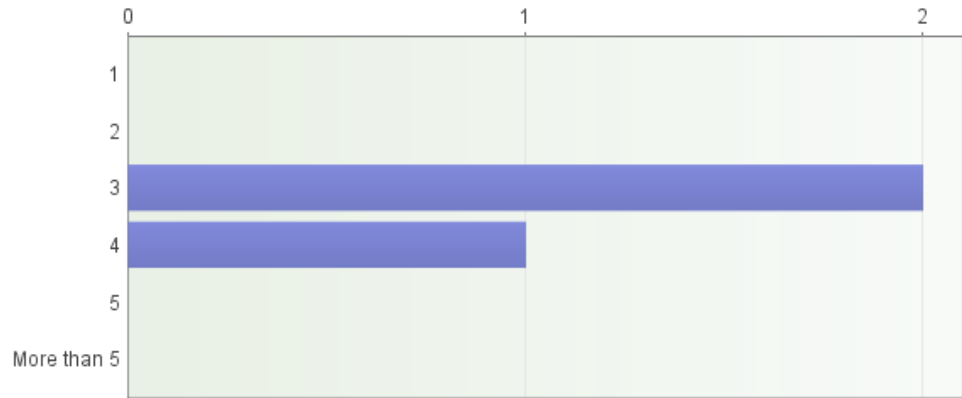
Figure 18 - Languages spoken by managers

3. Persons who have lived in a country that is not the one where they were born

    Out of this sample, 100% of the managers have lived abroad at one point in their lives (see Figure 18).

Figure 19 - Persons who have lived in a country that is not the one where they were born

4. Educational level

    Two of the respondents (66,7%) hold a Master's degree, while only one holds a Bachelor's degree (33,3%) (see Figure 19). Once again, as it happened with the employees' questionnaires, there is a positive correlation between the educational level and the number of spoken languages, being more favourable for the company to have people with higher educational degrees, as this brings more languages and a larger multicultural intelligence.
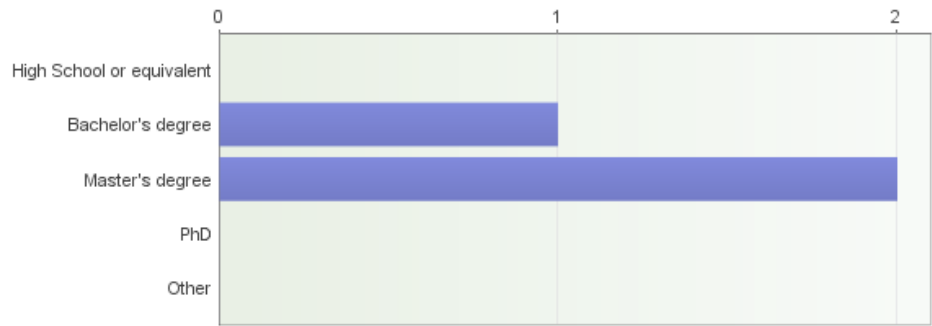
Figure 20 - Managers' number of spoken languages

Resourcing

5. What is the company looking for in the candidates that get hired?

Respondents were asked to reply in an open text form on what is the company looking for in candidates when hiring them. Through a tagging analysis of their answers, 11 topics were discovered (see Table 22). One of them was repeated (Experience), but the rest are closely related around the education and professional background topics. It is also important to note that not all the focus is on the education and experience, but the company also focuses on other things such as curiosity, respect and a fit to the company's values.

Table 22 - What is the company looking for in the candidates that get hired?

Topic	Sum
Curiosity	1
Customer oriented mindset	1
Educational background	1
Energy	1
English skills	1
Experience	2
Potential	1
Respect	1
Salesforce experience	1
Spirit	1
Value fit	1

6. Are there any cultural and/or educational aspects considered by the company when selecting a candidate?

   Managers were asked to reply a yes/no question. Asking if there are any cultural and/or educational aspects that are taken into consideration when selecting a candidate. To this, 100% of the respondents replied "yes", confirming that the topics above, from question 6 are true (see Figure 20).

Figure 21 - Are there any cultural and/or educational aspects considered by the company when selecting a candidate?

7. What are the cultural and/or educational aspects considered?

   Through a tagging analysis of the three open text answers given by the respondents, nine different topics were obtained (see Table 23), in this case only one was repeated (education), the rest are related to the company culture and the background of the employees.

Table 23 - Are there any cultural and/or educational aspects considered by the company when selecting a candidate? If yes what?

If yes, what?	Sum
Culture Fit	1
Education	2
Education	1
Good mix	1
No cultural aspects	1
Technical capability	1
Visas	1
Work history	1

Company Culture

8. What is the company expecting from their current employees?

   Through a tagging analysis of the open text answers from Fluido's managers' sample, 11 keywords were identified (see Table 24), three of them were mentioned by

two managers: the company values, contribution to the company culture and dedication, being these the main focus. The rest are related to the way of working and their interaction with Fluido's company culture:

Table 24 - What is the company expecting from their current employees?

	Sum
Company values	2
Constant improvement	1
Contribution to the company culture	2
Curiosity	1
Dedication	2
Drive for success	1
Energy	1
High-quality work	1
Professionalism	1
Respect	1
Sharing	1

9. How would you describe Fluido's company culture?
    After a tagging analysis of the open text answers given by the respondents, eight topics were discovered (see Table 25), where "fun, "open", and "trust" were the main ones:

Table 25 - Managers description of Fluido's company culture

Description	Sum
Collaborative	1
Company values	1
Driving for results	1
Fun	2
Open	2
Supportive	1
Team	1
Trust	2

Comparing these results with the ones obtained from the employees' surveys, it can be shown that the three main topics are also among the most mentioned by the Fluidians (see Figure 21). While the importance of the company values and

how supportive the company is are also very important, other topics were mentioned by the manages and not by the employees: collaborative, results-driven, and team focused.
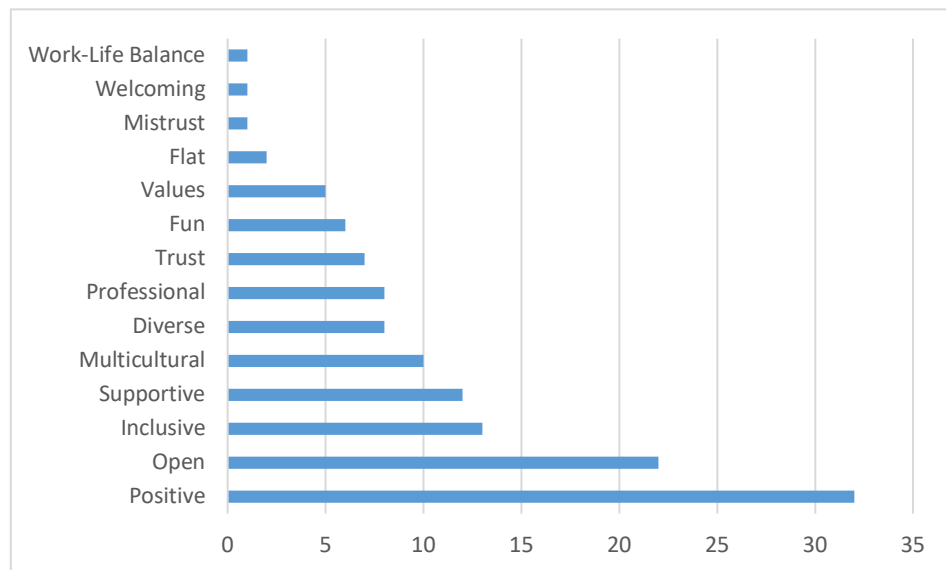

Figure 22 – Managers' description of the company culture

10. How was Fluido's company culture defined?
    This question helped the interviewer understand how the current organisational culture emerged, and why it has been such an important part of the company. For this question, instead of performing a tagging analysis, a summary of the responses is given, in order to maintain most of the information:
    When the company culture was defined, the management team thought and analysed how the company was, based on that, the values were defined. These values are now following each of the company's actions. They are followed by the Fluidians, and also taken into consideration during the recruitment process.

11. Are you shaping Fluido's company culture on purpose or with any specific objective?
    To this question, the three respondents answered positively, stating that they are indeed shaping the company's culture on purpose. Through a tagging analysis five different objectives were identified as they are applied by the managers at Fluido:

    - Pushing for customer-oriented consulting
    - Constantly shaping the culture and the resources around it.
    - Providing a safe, productive and fun environment.
    - Providing a positive work environment
    - Making Fluido's customers highly successful through the company's services.

12. Do you consider diversity to be an important part of Fluido?

Out of three respondents, two persons (66,7%) consider that diversity is an essential part of the company, while only one (33,3%) considers it is not. When comparing it to the results obtained from the employees' survey, it can be seen that also only one person (1,9%) considered that diversity is an integral part of the company (See Figure 22). This shows that the majority of the person within Fluido are aware of its diversity and the benefits that are part of it.
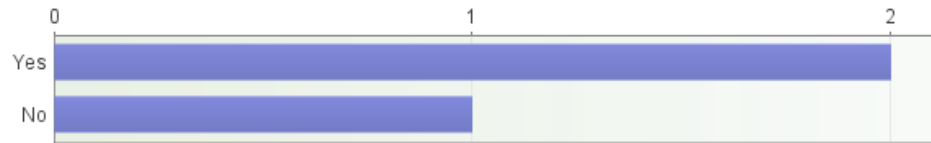
Figure 23 - Do you consider diversity to be an important part of Fluido?

Management

13. What is the company looking for in terms of strategic objectives?

Through a tagging analysis from the three responses, twelve different objectives were obtained (see Figure 23), and although they were not categorised by the respondents in terms (short, mid or long), two of the objectives are related to increasing Fluido's multiculturality: growth and international expansion. The multicultural topic might not have been mentioned, but company growth in an international environment will bring an increase in employees from different origins, while in parallel, the company will expand its cultural knowledge, not only through its new resources but by entering new markets and establishing relationships with new customers.
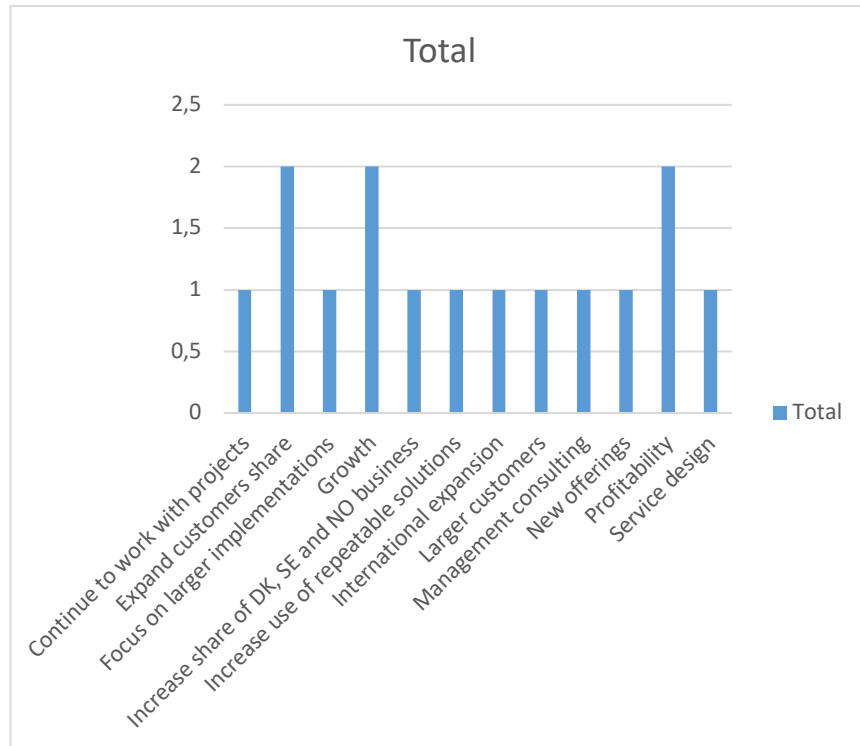
Figure 24 - What is the company looking for in terms of strategic objectives?

14. Is there any multicultural component within the company's current strategy?
    This answer was replied by the three managers as "no". This is important because, despite Fluido's current multiculturality, and how the company culture has turned towards a more diverse environment, it has never been part of the company's strategy.

Employee Engagement

15. What is the value of the boot camp?
    By analysing the managers' responses to this question through tagging, six different benefits were outlined (see Figure 24). Being the introduction to Fluido the only one mentioned by the three respondents and hence the most important. It shows the new employees how to work in the company, how the company works, what are the main aspects of Fluido, its values and how it is to work with Salesforce.

    As it can be seen in the chart below, there are five other topics that were discussed: enhanced productivity and employee satisfaction, faster billing (employees start working on customer projects faster after the boot camp), introduction to key contacts in the company, team building (all the new employees

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finish the sessions knowing their other new colleagues and having done a small internal project together), delivery of tools and methods for working in Fluido.
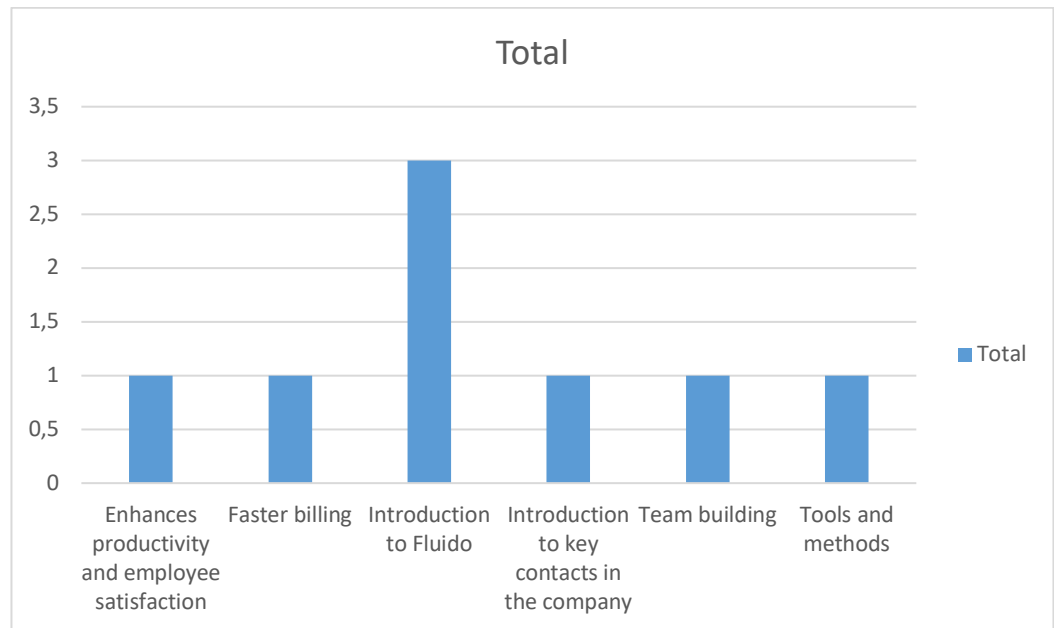

Figure 25 - What is the value of the boot camp?

16. What is Fluido actively doing to retain and engage their employees?

For this question, the three respondents gave a large number of activities that the company is following to retain and engage the Fluidians, being this area one of the strongest ones for the company. Through a tagging analysis, fourteen actions were identified (see Figure 25), showing that continuous education, certification opportunities for the employees, career opportunities, and interesting projects are the principal ones maintaining the employees engaged with the company. As it can be seen below, there are many perks and benefits for the people working at the company, not only the salaries but the managers promote their staff's careers by pushing them to get Salesforce certifications (paid by the company), making them more valuable for the consulting market.
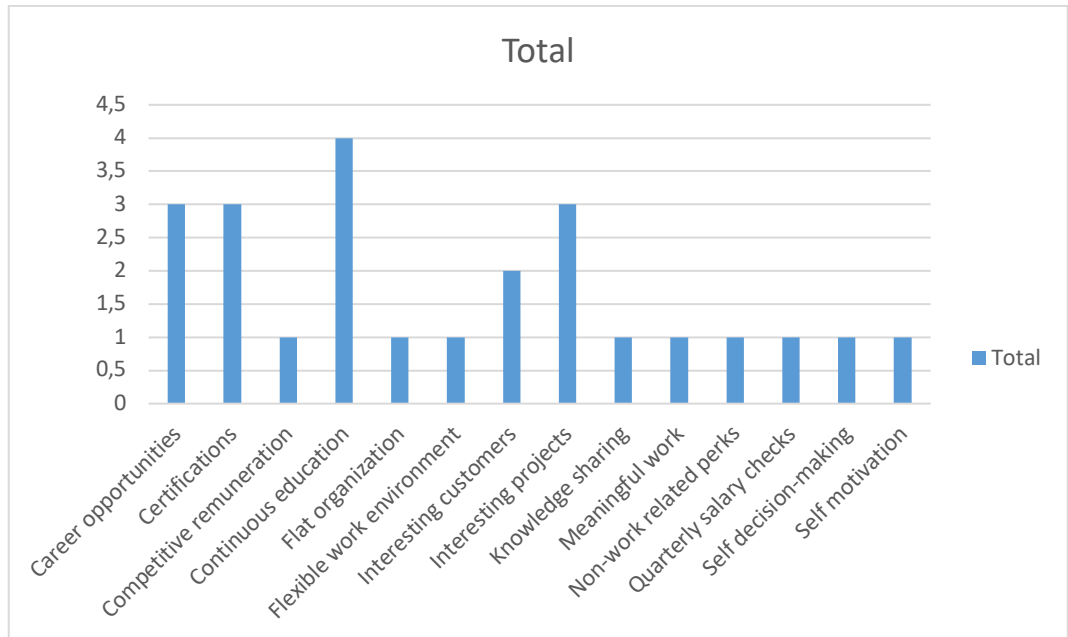
Figure 26 - What is Fluido actively doing to retain and engage their employees?

17. Has the company ever considered any type of cultural competence trainings?
Out of three respondents, two of them (66,7%) replied that the company had not considered any cultural training for the employees, while only one answered that some training had been contemplated (see Figure 26).
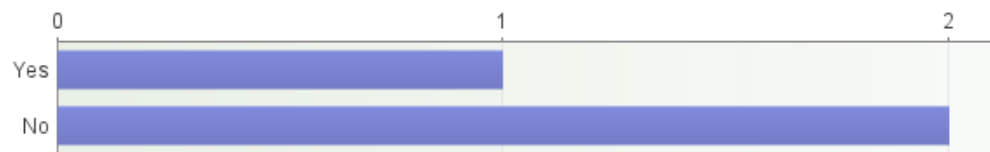

Figure 27 - Has the company ever considered any type of cultural competence trainings?

18. If some multicultural training had been considered, which one was it?
Even though this question was only meant for the persons replying "yes" to the previous one, two respondents replied to it. One of them wrote the word "nothing" which makes sense, as the second respondent replied that "how to engage with other cultures" has been a topic considered by the management, although it has never been applied. As this answered corresponded to the one saying "yes" in the previous question, "nothing" reply in this question can be disregarded.

19. Has the company considered mobility programmes to enhance multicultural (and knowledge) exchange between offices?

To this question, the three of the responding managers replied that there is mobility within the company, but there are no official programmes. The employees are responsible for initiating the discussion, and they are always free to move around the company's offices. It is important to mention that the company is currently supporting its employees' mobility and it is also encouraging them to move.

Leadership

20. Are managers and team leads trained for managing diverse teams?

    This question was answered as "no" by all of the respondents, meaning that team management at a multicultural level is only done empirically by the lead and without any additional skillset provided by the company. The following answer in the questionnaire asked the respondents to mention the training in case that the company has given some, but no one replied it as no training has been provided.

21. Trust is one of the values of the company, how do you build trust among the employees?

    Through a tagging analysis applied to the written answers given by two of the managers and the interview done to the third, eleven ideas were identified as important actions generating trust within the company:

    a. Bootcamps – holding these sessions show the new employees the company values, from which one of them is "we trust", and as the company mentions in its website "we believe that trust creates more trust" (Fluido Oy, 2018)
    b. Bringing trust to everyday life – not only having it on paper but actually trusting their employees.
    c. Trusting "top-down" (leading by example) - meaning that trust comes from all levels in the company, especially starting from the CEO, a company cannot build trust if its head is not trustworthy.
    d. Company values – as mentioned before in the boot camp, living by the company values is essential for Fluido, not only for the newcomers but also for the current and old employees, as all need to embrace the values.
    e. Facetime – having face time manager-employee is another source of trust, as this can be used for bonding and for eliminating any barriers that could culturally come from hierarchy levels.
    f. Meaning of trust – the interviewee mentioned that trust means different things in different cultures, that is why in Fluido trust is explained to everyone from the company's perspective.
    g. Repetition – the managers also use repetition for building trust, as always mentioning the values and living by them is considered in the company as one of the best ways to make the employees remember and act with it.
    h. Self-management – is considered by the management as an important topic, as giving the employees the freedom to work without being monitored or checked brings trust. Basically, the company is trusting them to do their work without any micromanagement.

i. Understanding of trust changes per culture – it is also important for the managers to understand what trust is and how it is seen in other cultures, in order to understand their team members. This was mentioned as an excellent tool for trust building.

j. Using English – the company has its offices in countries with different languages and where English is not the local language. It is for this reason that at company level everyone should communicate English. This (as the face time action) also brings down communication barriers, opening everyone to the same channels.

k. Working together – teamwork and collaboration are also considered to be excellent tools for building trust, as knowing each other and having the opportunity to work with different people strengthens the bonds in the company.

22. Communication styles change across countries. How does a manager get a message through when trying to communicate with a multicultural team?

Through a tagging analysis of the three respondents, four different ideas were identified as the main way in which managers at Fluido communicate with their multicultural teams (see Figure 27). All of them were only mentioned once, so they receive equal importance in the communication methods.
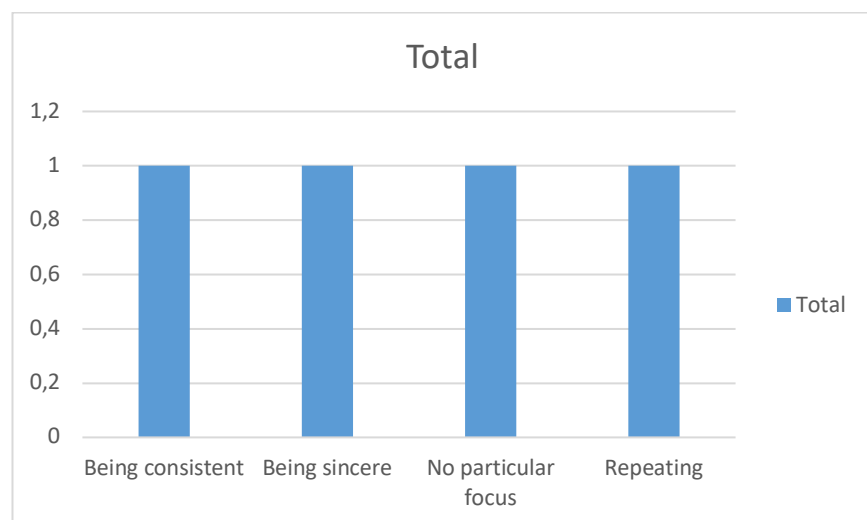

Figure 28 - Communication styles change across countries. How does a manager get a message through to when trying to communicate with a multicultural team?

23. Do you believe there are communication problems in your team?

To this question, two managers (66,7%) responded "yes" and only responded "no", showing that, as communication is never perfect, there are indeed problems when communicating within teams in the company (see Figure 28)
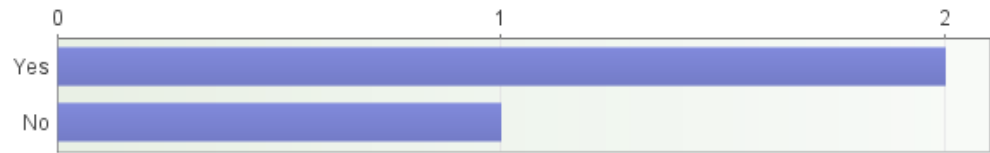
Figure 29 - Do you believe there are communication problems in your team?

24. If yes, do you consider them to be because of cultural differences?

From the two respondents who gave a positive answer in the previous question, one answered "yes", confirming that the communication problems in that team are because of culture, while the second manager answered "no."

25. Have you encountered a communication problem in the company that happened due to cultural differences?

Out of three respondents, two (66,7%) have encountered communication problems in the company caused by cultural differences, while only one has not encountered such problems (see figure 29).
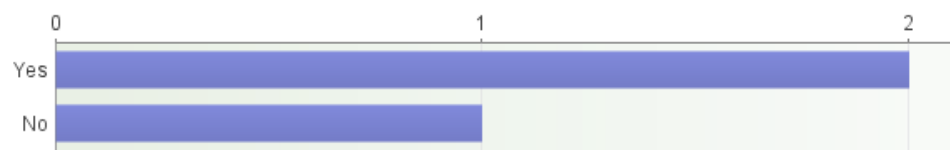

Figure 30 - Have you encountered a communication problem in the company that happened due to cultural differences?

26. Within your team, how do you promote multiculturality? Do you have any special actions for keeping harmony considering the cultural differences?

Through a tagging analysis of the answers given by the three respondents, it was concluded that none of the managers is currently performing any activities to promote multiculturality, although one of them mentioned that some actions were done in the past (see figure 30).
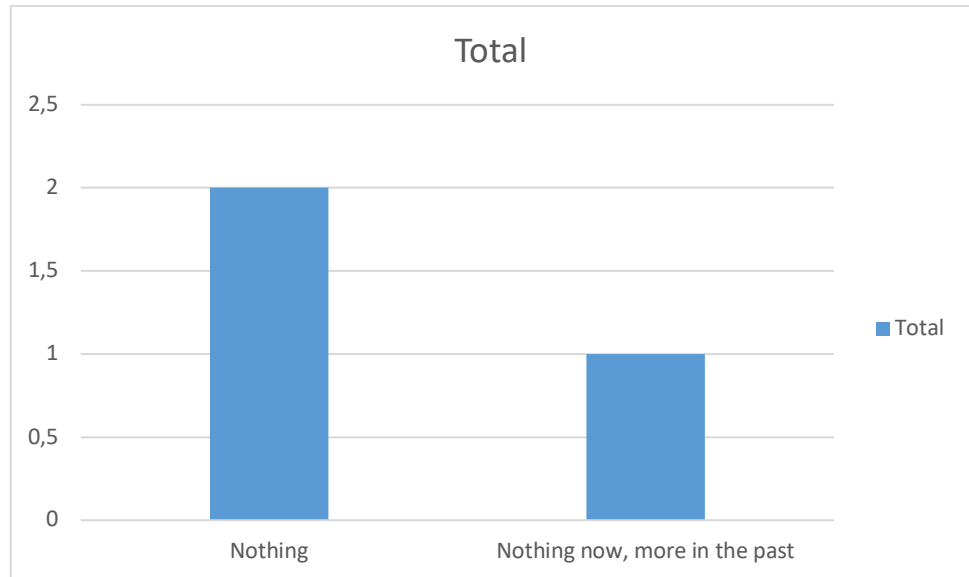
Figure 31 - Within your team, how do you promote multiculturality?

MCOD

27. The final section of the managers' questionnaire (as with the employees') was focused on the "Multicultural Organization Development Model" (Holvino, 2014). As above, managers were asked to rate specific phrases from 1 to 3, where each of the values had different descriptions per phrase. The following table shows the average results per question and a total average for all the questions (see Table 26). This final value can then be compared to Holvino's six phases to define the company's position in this evaluation tool.

Table 26 - MCOD Results per question

Question	Average
Mission/Purpose	3,0
Structure/Roles	2,7
Policies/Procedures	2,0
Informal systems / Culture / Norms	3,0
People / Relationships	2,7
Leadership	1,7
Environment	3,0
Language use	3,7
Total average	**2,6**

In order to understand what these averages mean, it is necessary to assign values to Holvino's framework, where each organisational style holds two different phases (see Table 27):

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Table 27 - Holvino's MCOD values per phase (2009)

Monocultural		Transitional		Multicultural	
Exclusionary	Passive Club	Compliance	Positive Action	Redefining	Multicultural
0 - ,5	,6 - 1,1	1,2 - 1,7	1,8 - 2,3	2,4 - 2,9	3

As it can be seen above, the managers' responses to the MCOD model correspond to the ones given by the employees, just with a ,1% difference, which still situates the company in the "Redefining" phase, which as it has already been mentioned, companies who are in this stage are "actively working to expand its definition of inclusion, diversity and equity. Trying to examine and change practices that may act as barriers to members of non-dominant groups. Valuing and integrating the perspectives of diverse identities, cultures, styles and groups into the organization's work and systems" (Holvino 2014, 1).