

**Communication Strategy for Immigrants Integration
Case: The Finnish Post and Logistics Union (PAU)**

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<p>The title of your thesis Communication Strategy for Immigrants Integration Case study: The Finnish Post and Logistics Union (PAU)</p>	<p>Number of pages and appendices 78+ 5</p>
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<p>This study explains the reasons behind immigrant members' low participation in events organized by the Post and Logistics Union (PAU). The need for this study was ignited by the poor turnout of immigrants to the immigrant night organized by PAU on the 7th of April 2010.</p> <p>The study was conducted within a period of 12 months. It started in May 2010 when the proposal was approved by PAU and ended in August 2011. The scope of this study is restricted to Finland's capital area (Helsinki, Espoo and Vantaa), however data collection was not restricted to this region alone.</p> <p>The main objective of the study was to propose a communication strategy which will facilitate immigrants' participation in PAU's organized events and integrate them into the Union.</p> <p>The theoretical framework was based on communications, intercultural communication literature and organizational behaviour models.</p> <p>The study used an interpretivism epistemology which is a phenomenon based paradigm. With case study as research strategy which lead to the collection of quantitative data from Finnish and immigrant members of PAU and qualitative data through structured, semi-structured and in-depth interviews of strategically chosen informants.</p> <p>The result of the research showed that incomplete communication process, lack of interesting topic of discussion during events, and little or no availability of information regarding events are some of the reasons that discourage immigrants from participating in events. Eight themes, which include Motivation, Language, Training (Education), Awareness, Knowledge, Medium, Ignorance and Interesting Topics of Discussion, are considered as factors for providing integration mechanism for the immigrant members and enhance immigrants' participation as well as for helping bridge the gap in the communication process between the Union and its immigrant members.</p>	
<p>Key words Communication, Integration, Labour union, Immigrant, Members.</p>	

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1 Introduction

The important role of Shop Stewards, as the communication bridge between labour unions and members is being questioned by this study conducted in Finland. Shop Stewards are elected members of Trade Unions. They represent Union members in workplaces and hence, they are the bridge and the communication facilitators between Unions and union members.

The study was conducted for the Finnish Post and Logistics Union (PAU), a labour union whose aim is to integrate its immigrant members and to enhance their participation in its organized events and activities.

This study established that the Shop Stewards' role in the communication process is not an effective communication path between labour union and its immigrant members. Other findings are eight themes which are factors that would facilitate the integration of the immigrant members into the labour union. These themes are as follows: Motivation, Language, and Training (Education), Awareness, Knowledge, Medium, Ignorance and Interesting topics (appendix 5).

1.1 Research Background

The poor turnout of immigrants to the immigrant night organized by PAU on the 7th of April 2010 ignited the idea behind this study. Immigrant members of PAU do not participate in PAU's activities. Only 2 or 3 members out of a total of 400 immigrant members attended the event on April 7th, 2010.

Therefore, the request proposal from PAU's office to research communication needs of immigrant workers and to propose concrete measures that could enable a better participation and integration of the foreign members into the union and the activities proposed, and the role of the shop-steward as a facilitator of communication between the immigrant members and the union.

The acceptance and approval of the proposal marked the beginning of the project in May 2010.

1.2 Research objectives and Research Question

The main objective of this study is to find out the reasons behind the lack of involvement of immigrant workers in the PAU's activities, to propose an effective communication strategy and to recommend concrete measures that could facilitate immigrants' participation in PAU's events and therefore, provide a medium for immigrants' integration in the union.

The research questions were formulated based on the objective of the study which is to understand immigrant's lack of involvement in PAU's events, to propose an effective communication strategy and consequently to recommend ways to integrate the immigrants into the Union.

The research problem was to understand the reasons immigrant members of PAU show low participation to events organized for them by the Finnish Post and Logistics Union. Therefore, the primary research question is:

- Why is immigrants' participation in PAU's events low?

The sub question is to suggest solutions to the problem and it is therefore:

- How could PAU improve its communication with the immigrant members to properly integrate them into the Union's activities?

1.3 Scope, Limitations and Obstacles to Research

The scope of this study is limited to Finland and particularly to the capital area (Espoo, Helsinki and Vantaa) where there is a high concentration of immigrants. However, the questionnaire was also sent and data was collected from members of PAU in other parts of the country where fewer immigrant members reside.

This research is also limited to the communication process between PAU and the immigrant members. For the purpose of the study, it became expedient to understand PAU's current communication method with its members, and as such, questionnaires were distributed to both the immigrant and the local members of the Union.

The research limitation has two dimensions. Firstly, due to the case study research strategy, the research is unable to achieve both theoretical and statistical generalization (Yin 1994, 122). The second dimension is viewed from my own point of view. I am an immigrant member of PAU, and as such, the tendency to have emotional involvement in both the data collection and the data analyses stages is very likely. The avoidance of the likelihood of emotional involvement cannot be guaranteed. However, with the initial quantitative approach and a need for a suitable explorative research design that would prevent my own biases and emotional dependency, the phenomenology approach was employed in this study (Groenewald 2004, 2).

In addition, I encountered language related difficulties. Some respondents demanded to be interviewed only in the Finnish language; the call for translational materials and translators became necessary.

Other obstacles encountered are scheduling the interview dates and time since interviewees had strict busy schedules.

1.4 Finnish Post and Logistics Union and Itella Corporation

This section briefly introduces PAU as a labour organization, and Itella the Finnish Logistic company as a business corporation. It also looks at the relationship between PAU and Itella Corporation.

- The Finnish Post and Logistics Union

What is today known as the Finnish Post and Logistics Union is the result of a merger in 2005 of the Postal Workers Union and the Postal Clerical Workers Union both within the postal sector in Finland (Jokela 2005, 498).

The Finnish Post and Logistics Union (PAU) is a labour union that supports and promotes the welfare of workers in the postal, the logistic, the transport, the communication, the money handling, and the security sectors in Finland. It enjoys both active and retired membership strength of over 33,000 of which 400 are foreign origin.

- Itella Corporation

1638 marked the beginning of Itella when the postal service was established in Finland. Finland was then part of the Swedish kingdom. By 1811, Itella became autonomous; it made its first home delivery of letters and newspapers in 1858. By the 1990s, it was already operating as a post and telecommunications state-owned establishment, known as PT Finland until 2007 when it was branded Itella Corporation. (Itella Oyj.)

Itella Corporation is the second largest employer of labour in Finland, with about 30,000 workforces. Itella's business areas are Mail Communication, Information Logistics and Logistics. (Itella annual report 2009.)

- The Relationship of PAU and Itella

Itella is the largest employer of immigrant labour in Finland with between 800 and 1000 immigrant workers (Essandor 22.12.2010). A strong relationship exists between PAU and Itella Corporation since the largest number of members of PAU (90% of its members) work for Itella.

In addition, PAU's national Chief shop steward is a member of the executive board of Itella Corporation (Itella Oyj).

1.5 Importance of the research

As the immigrant population continues to grow in Finland and more immigrants are recruited into the Itella workforce, it becomes increasingly important to reach the immigrant workers and to tell them about the activities of the labour union in general and that of PAU in particular. It is reported that within the Itella group, an estimated 5000 workers are not yet members of PAU (Kinnunen 16.12.2010). Amongst this group of prospective members, is the growing number of immigrant workers.

Although PAU would like and enjoys membership from the immigrant group, it seems that there exist a communication gap between the immigrant members and PAU. And it is this communication gap that this study aims to address and proffer solution to.

While this study is aiming at understanding and bridging the gap in the communication process, it is also providing strategy towards reaching the immigrant workers in Itella who are not yet members of the labour union.

2 Context of the Study: The Labour Union PAU

This chapter introduces the Finnish Post and Logistics Union as a labour organization in Finland. It explains the organization structure, and presents the organization chart of PAU. For the purpose of this study, PAU's organization structure is restricted to the six local chapters in the capital area (Espoo, Helsinki and Vantaa).

This section also discusses membership criteria of PAU and the typical duties of PAU as a labour union. It also enumerates the benefits accrued to PAU's members.

Also, the role of the shop steward as the bridge for communication between the union and the workers is explained.

Finally this chapter ends with a review of the relationship of immigration to the Finnish economy, the immigration into Finland, and the role of immigrants in the Finnish society.

2.1 The Union PAU

The Finnish Postmen Association was established on the 3rd of February 1901 but because Finland was still a grand duchy of the Russian Federation, the Finnish senate refused the approval of the Association's proposed rules and as a result the association could not commence activities. By 1906 the Unions activities commenced. Over the years it has undergone numerous name changes with the same goals and objectives (Jokela 2005, 498.) Today the Union has 86 local chapters (PAU).

The Finnish Post and Logistics Union is an affiliate member for the Central Organization of the Finnish Trade Union SAK (The Finnish trade union movement). PAU has been an affiliate of SAK since 1917, until its abolition and rebirth in 1930 (Valkonen 1989, 30).

With increasing number of foreigners coming to work in the post and logistic sectors in Finland, the Finnish Post and Logistics Union is nowadays involved and interested in getting new immigrant members into its union. But it is much more interested to

have the immigrants who are already members of the union, to participate actively in the union organized events which would help facilitate their integration in the union.

2.2 Organization Chart and Structure

The Finnish post and Logistics Union has 86 local chapters (unions) all over Finland in workplaces. In the capital area (Espoo, Helsinki and Vantaa), there are 6 local unions. (Pöyry 16.12.2010.)

The organization chart of PAU (figure 1) shows the links between the 86 local chapters, the congress, the union council, the executive board and the union office, shop steward and chief shop stewards as well as the Health and Safety Officers.

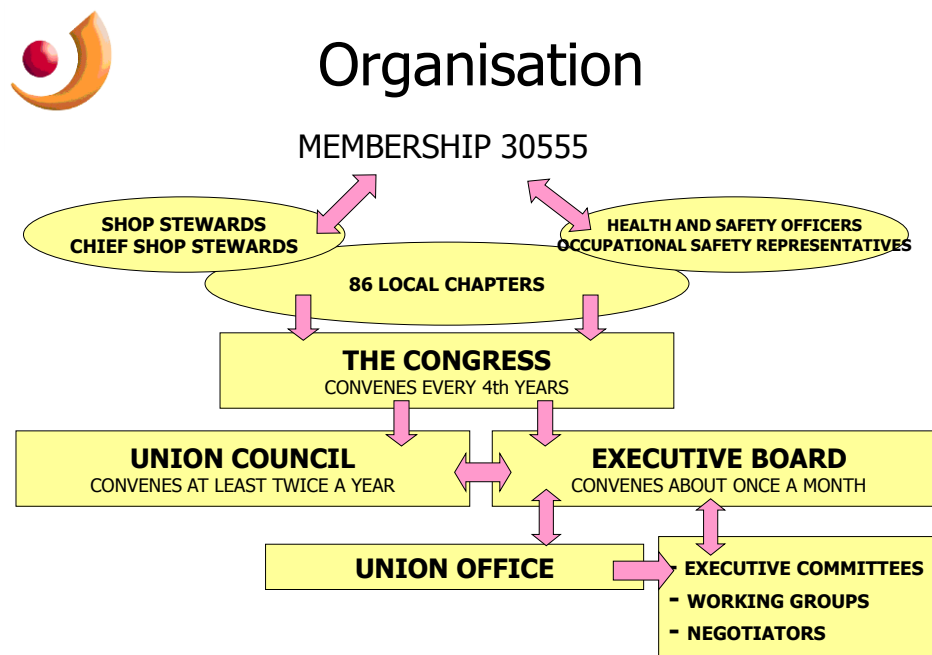


Figure 1. PAU's Organization Chart (PAU)

The congress is made up of representatives elected by members in the local chapters. The congress convenes every 4 years and it is the highest decision making power of the Union. The Union council meets for deliberations at least twice a year, while the Executive Board meets at least once every month. The Executive Board administers the day

to day operations of the union; the executive committees, the working groups and the Union office assist the Executive Board. In the Union office, executive committees and some of the working groups which include the shop stewards and the chief shop stewards negotiate for collective labour agreements with employers. All practical issues which affect the members are taken care of by the network of national and local union officers, these include the chief shop stewards, the shop stewards, occupational safety representatives and health and safety officers. (Administration and Organization of the Finnish Post and Logistic Union.)

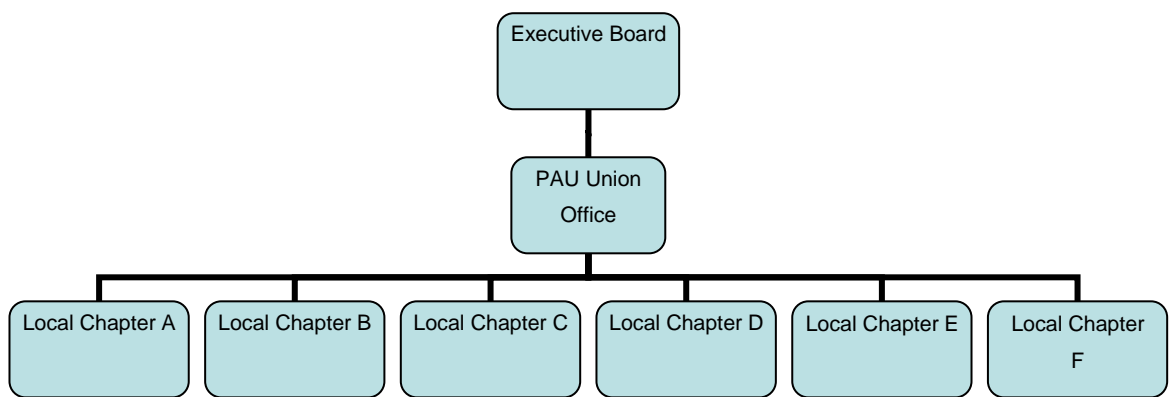


Figure 2. Divisional Structure (PAU Organization)

The Finnish Post and Logistics Union (PAU) maintains a divisional structure with the 86 local chapters. The local chapters are autonomous; each chapter maintains an executive board which comprises of elected members. The executive arm of each chapter is itself the decision making arm of the chapter.

Decision making in PAU is centralized and vertical. Decision is made by PAU's executive board and communicated via the union office to the local chapters through the shop stewards. However, members have effects on the union's decisions through local chapters. Pöyry (16.12.2010), maintains that two times in a year, executives ask for suggestions from the local chapters on ways to improve the union's actions and working conditions.

2.3 Duties of the Finnish Post and Logistics Union (PAU)

The duties of PAU as a labour union are listed below

- Actively involved in negotiations with employers (Itella, G4S cash solutions, Kelpo Kuljetus) for good working condition through collective Labour Agreement. CLA.
- PAU has representatives (shop stewards) in workplaces whose responsibilities are to see to the proper day to day care of employees.
- PAU's representatives in work places are elected by PAU members and in most cases; they are also employees of the company where they represent PAU.
- PAU organises training agreement for its representatives; shop stewards and their deputies as well as for the health and safety representatives.
- Training is provided by the Union's own experts in PAUs training camp in Heimari and by Kiljavanranta (a residential institute for adult education). More than 2,000 training agreement days were used in 2009.
- PAU organizes weekend training for members to educate members about members' right as workers in relation to labour agreement reached with employers.

2.4 Membership and Membership Benefits

Membership into PAU is registered on local levels in the local chapters. Each local chapter has its own executive board which are elected by members in the chapter. These local chapters are located in workplaces and they organise meetings with their members. Chief shop stewards and shop stewards is the key person in the communication channel among the members, the employer at workplaces, and the union office. It should be worthwhile to note that each local union is autonomous and as such is independent of the Union office's activities; however, the union office gives directives to the shop stewards. Shop Steward's duty is to familiarized with new workers at the workplaces, introduce them to PAU and ultimately give them the chance to consider membership into the union. Shop stewards also ensure that employers in workplaces

follow the negotiated agreement. Shop stewards are also expected to be creative in this regards.

Membership into PAU is open to workers whose duties are listed in appendix 3 section C.

The employer must inform the shop stewards of each new employment contract. The shop stewards must be informed of the employee's name and department, the duration of the contract, the working hours and the justification for making a temporary contract, if applicable Collective Labour Agreement, Chapter 2, Section 3, Paragraph 7 (01.10.2007-31.10.2009)

The above mentioned quote explains the role of employers toward recruiting new members for PAU. Should shop stewards be informed of any new employment contract, this should be a medium through which shop stewards could invite new members into the union.

Every member pays membership fee to the union on monthly bases, however, to be entitled to the membership benefits, a new member must be a due paying member for a period not less than 10months. Nevertheless, the current membership fee is 1.38% of the gross income; this fee is subject to tax deduction and it includes the unemployment fund that guarantees members income during unemployment periods.

In general, labour unions' negotiation power is directly related to their membership strength: the more the members, the more the Union's power of negotiation (Wikman 30.12.2010).

Members of PAU enjoy some membership benefits which range from getting legal aid in circumstances where it is necessary, to getting discount on some purchases such as fuel and cruises, Hertz rental cars, accommodation in hostels, some magazines and publications. Other benefits include PAU and SAK (Central Organization of the Finnish Trade union) study grants, union magazine, calendar and diary; members also get holiday benefits and holiday supports. Members are also insured on organization, accident and travel insurances and they also get education and training.

2.5 Immigration in Finland

Globalization increases the need for migration and immigration. In the last few decades, there has been an unprecedented increase in migration, and it doesn't seem that this is about to stop.

Immigration is the process whereby a person or group of persons relocates from his one position to another whereas an immigrant is a person who relocates and changes his habitat. On an international perspective, it is the movement across international borders with the aim of settling temporarily or permanently in a host country.

Because of these movements and re-settlements of migrants, Dumont and Lemaitre (2005, 4) maintains that immigrant population has grown considerably in many countries, they emphasized that the migration of skilled professional from low income regions to higher income regions is necessitating the phenomenon of 'brain drain syndrome'. It is expected that there will be increasing immigrant population in many countries. In addition, other wave of immigration includes the movement of expatriates for work purpose in foreign countries where subsidiaries of Multinational Corporations operate.

Immigration into Finland occurred in the late 19th century. Immigrants from other European countries came to Finland on investment purpose, and consequently this first wave of immigrants contributed immensely to the economic growth of Finland at that time (Tanner 2011).

Compared to other European countries, Finland's foreign population is relatively small. According to Statistic Finland (2010), less than 5% of the total population comprises the immigrants, however, it is estimated that the growth of foreigners entering Finland has increased and will continue to increase. Figure 3 shows the proportion of immigrants to native Finns has increased progressively in the last two decades, between 1990 and 2009; the number has increased greatly to about six times the number from 26,300 in 1990 to 155,700 in 2009 (Statistic Finland 2010).

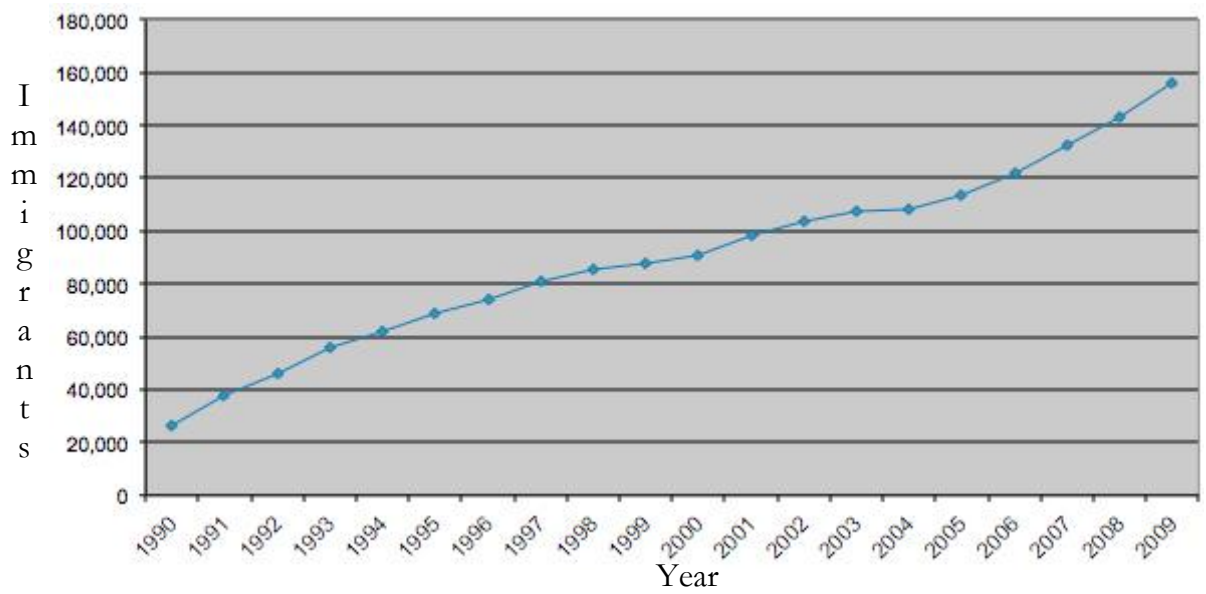


Figure 3 Immigrants' population in Finland (Statistic Finland 2010)

Figure 4 shows that in Finland, Russian speakers represent the largest number of immigrants with an increase of over 27,000 between 1990 and 2009, next is Estonians with 15,000 nationals, followed by emigrants with English as their native language (over 5000).

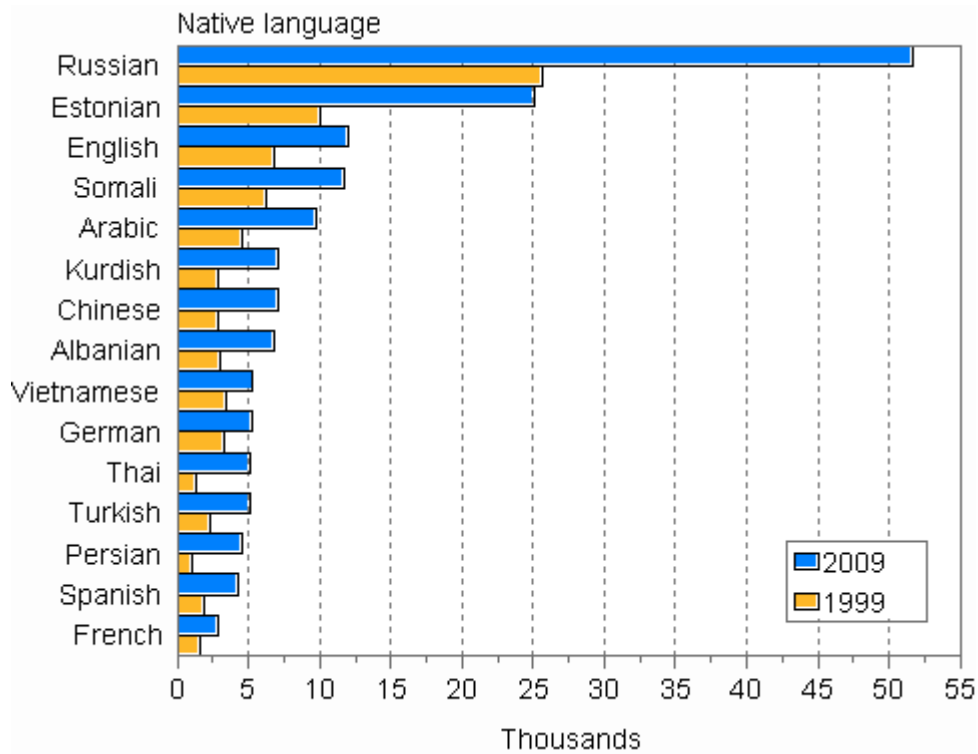


Figure 4. Foreigners in Finland (Population information system, 2010)

- Immigrants and Finns

The perceptions of host nationals towards immigrants guide how they interact with immigrants. Wallenius (2001, 58-63) argues that immigration into Finland is still a challenge to many immigrants outside Finland; many immigrants argue that Finland is cold, with long dark winter, the people, suspicious of and unfriendly to foreigners. Wallenius (2001, 58-63) also maintains that this unfriendly attitude of Finns to foreigners has reduced a bit in recent years when compared to the 1990s when the Finnish economy was beginning to internationalize and Finland was becoming a foreign destination. To many Finns it is hard to distinguish the immigrants from the “refugees”. To this group every immigrant is a refugee and to others, immigrants are all asylum seekers who are here to benefit from the benevolent welfare state. (ibid.)

These perceptions of Finns towards foreigners guide how Finns interact with them, the popular question “where are you from” is a direct indication of these perceptions. For some Finns, this question is not suggestive of rudeness, arrogance or derogation, but to others, it could be otherwise. The Finns in the former category find it difficult to com-

prehend why someone (especially someone from a warm country) would make Finland a destination let alone a place of temporal or permanent residence.

On the other hand, this kind of question in most cases is misunderstood by the immigrants and it sometimes lead to conflict.

- Declining Population

Statistic Finland (2010) reports Finland is amongst the countries with the fastest aging population. This rapid decline of the population is a reflection of reduced birth rate amongst the Finns (Stat. Fin.2010). One of the effects in the ageing of the population will be the country's inability to sustain the present welfare system in the years to come. In order to fill the positions that will be left vacant, as a result of the ageing population, immigrants are needed. Kinnunen (2009, 3) is maintaining that immigrants will also be the ones helping to sustaining the generous Finnish welfare system.

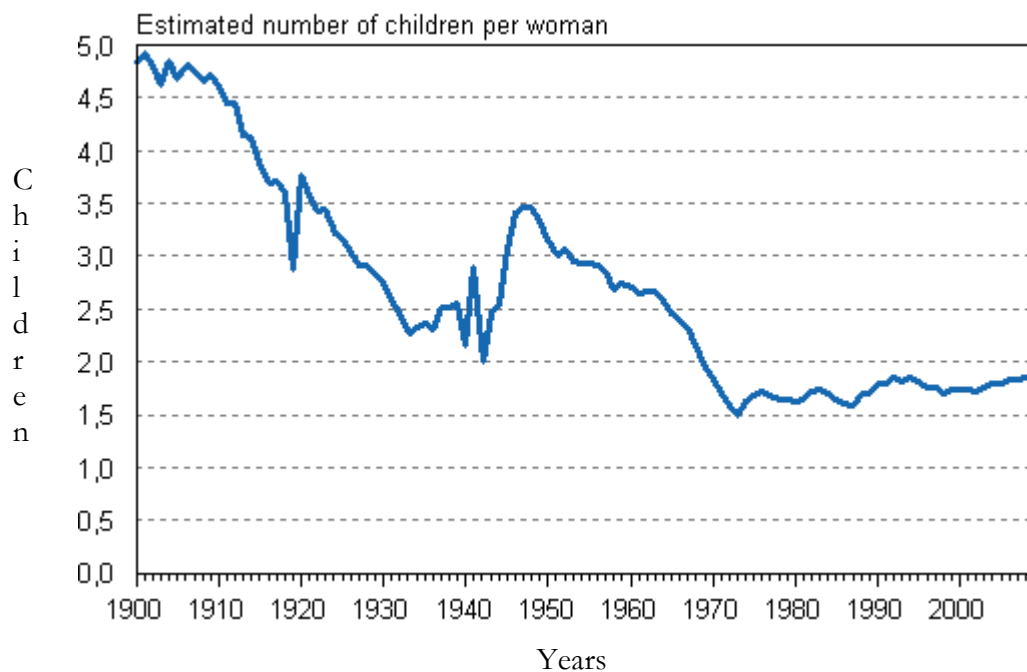


Figure 5. Birth/fertility rate. (Statistics Finland 2010)

- Immigrants' challenges in Finland

Immigrants in different countries are faced with differing challenges while illegal immigrants whose registration in the host country is not documented face even greater challenges as they do not exist officially for governments, and therefore cannot enter the labour market or be a part of the society. For immigrants in host countries, Finland inclusive, the issue of employment and proper integration mechanism seems problematic. While some immigrants must accept jobs that are below their qualification, others are unemployed or under-employed.

Some challenging issues encountered by immigrants are employment and lack of integration into society. But they also seem to meet prejudice, racism or other forms of discrimination or intolerance. Lemaitre (2007, 1-51.), claims that the lack of knowledge of the local language, work experience in the new country, failure to receive credit from work experience from other countries, and lack of recognition of foreign credential are some of the most challenging issues facing immigrants

Racial discrimination and low level knowledge of the host nation's language can be factors contributing to employment difficulties amongst immigrant groups. Reitz (2001, 1-42) argues that for employment discrimination, lack of language proficiency is usually the bases upon which immigrants from certain status and origins are denied employment. However, even after immigrants have proved some level of proficiency in the said language, they are still denied certain employment positions in certain areas.

In workplaces immigrants represent both the minority and the most marginalized group and hence are faced with challenging situations. Guirdham (2005, 19) describes discrimination and harassment as a widespread part of context in workplaces and she emphasizes on the fact that discrimination and harassment are meted on the minority groups in society. Guirdham (2005) also stresses that while there are existing laws geared at prohibiting the discrimination of minorities; it appears that these laws are just not being put in practice.

Whether an immigrant finds himself in a country with similar language and/or cultural difference, the perceptions of host country nationals are usually challenges that such immigrant contend with. Some employers seem to deliberately emphasize the need for language proficiency even in jobs where language skill is not required.

In Finland, the most challenging circumstances for immigrant are the language, racism and proper integration mechanism. Finnish language is not a common language; immigrants complain it is difficult to learn. Mihailas (2007) categorizes Finnish to the Finn-Ugric family of the Uralian group of languages; this leaves Finnish in its own category with little or no similarity to other language group. This therefore poses a challenge for the immigrants

Furthermore, it is claimed that Finns are cold and generally not too friendly towards foreigners; this makes integration much more difficult for immigrants. On the other hand according to Hanna Artes “To have a Finn smile back at you makes your day as a foreigner” (Kinnunen *ibid*).

3 Literature Review

This section discusses the literature review which is relevant to this study and research topic. The literature review introduces communication theories and areas of communication such as principles of communication, styles of communication and the different types of communication.

Two models of the communication process are used to explain the process; the modified Shannon model which is the ecological model of communication process and the contextual model of intercultural communication.

Communication is the lifeblood of all organization and hence barriers to communication with relationship to organization's structure, organization's behaviour and organization's culture alongside their models are discussed.

3.1 Communication

Communication is everywhere, and practically everything an organization or a person does communicates a verbal or non-verbal message intentionally or unintentionally. Communication is the lifeblood of all organizations and it is the means to accessing all vital resources (Van Riel & Fombrun 2007, 1).

Most communication act involves biases, perceptions and preconceived ideologies. When strangers are faced with each other in a particular situation, their communication behaviors are in part determined by a set of communication rules and norms (Berger & Calabrese 1975, 99). This seems to indicate that communication will never be devoid of perceptions and prejudice. However, perceptions and prejudice can be controlled and reduced when each interacting person attempts to predict the most likely alternative actions the other person might take... and select from his own available response alternative those which might be most appropriate to the predicted action of other (Berger & Calabrese 1975, 101).

Sachdeva (2000) maintains that Communication is complete when the mind is happy and uninhibited, and distortion creeps in when the mood is sullen and sad. In my opinion perfect communication is an ideological concept which cannot be achieved, however effective communication can be managed and sustained (Robbin, Judge & Campbell 2010, 288).

Communication therefore, involves what we say, how we say it and how it is perceived by others.

3.2 Principles of communication

Communication involves the transfer, exchange and understanding of meaning, it is a process of back and forth interaction and according to Foulger (2004) communication is the process by which people (Homo sapiens or other intelligent communicators) construct representations of meaning such that other people can interpret those representations as shown in figure 6. Guirdham (2005) describes communication as message exchange between two or more participants which is characterized by the intentional and conscious use of mutual intelligible symbol system.

It is therefore inferred that Communication is incomplete if it only involves the sending of meaning; meaning must be interpreted and acknowledged by the participants through feedbacks when mutual intelligible symbol is used for the process to be complete.

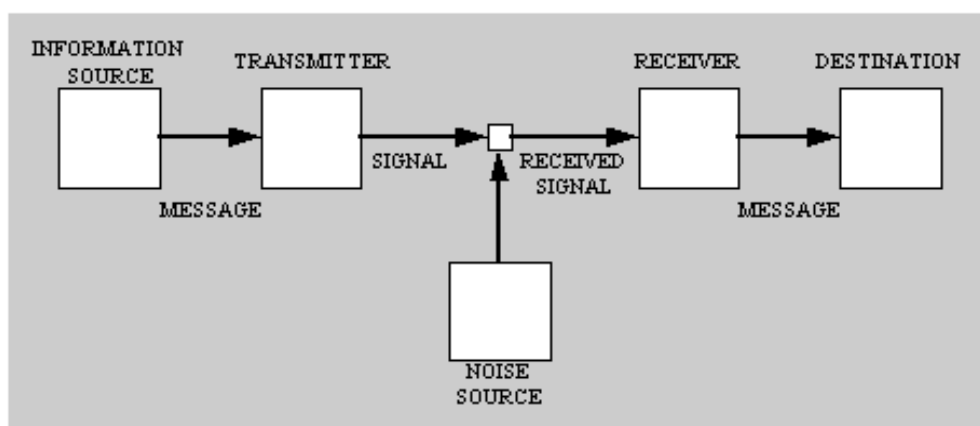


Figure 6. Shannon model of communication process (Foulger 2004)

Shannon and Weaver 1949 Model of Communication, Communication is the transmission and reception of information, they described the communication system as consisting of five functions. There is a source also called the transmitter or encoder, the channel which can be face-to-face or via other media of communication, the noise which refers to interference that can happen between the coder and the receiver or decoder, and feedback. Shannon and Weaver's view of communication had, in a way a mechanistically approach (figure 6). A later definition explains communication as a process by which verbal and non-verbal messages are used to create shared meaning. This definition acknowledges that communication is both a meaning-based creative process, as well as a tool used to exchange information (Frey, Botan & Kreps 2000, 28).

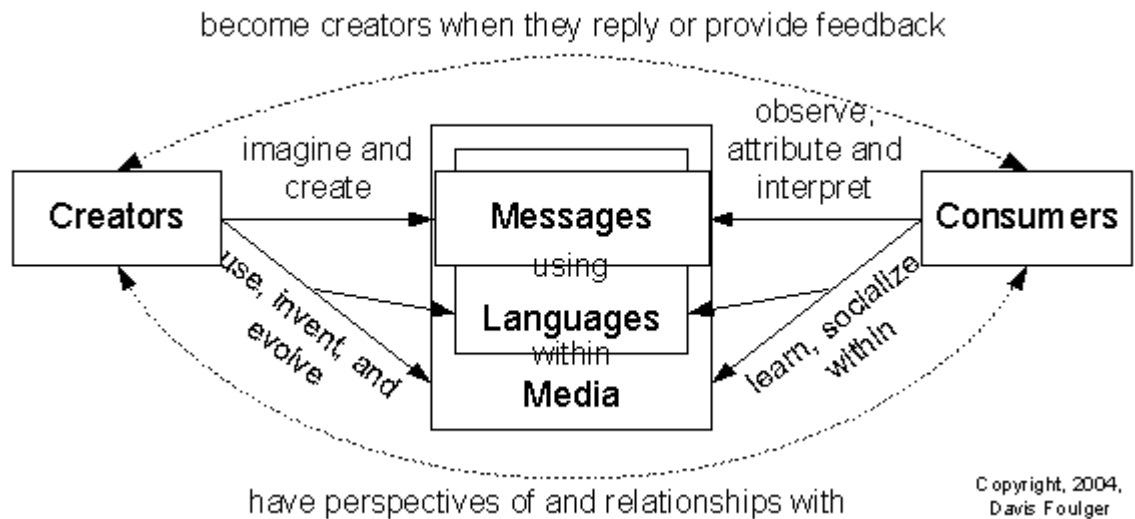


Figure 7. Modified Shannon (ecological) model of communication process (Foulger 2004)

The ecological model of communication is a more detailed model of communication (figure 7). It depicts the interaction of people in relationship with agreed language of communication and in an effective medium through which the language is conveyed. According to Foulger, this ecological model of communication is, in its most fundamental reading, a compact theory of messages and the systems that enable them. Messages are the central feature of the model and the most fundamental product of the interaction of people, language, and media (Foulger 2004). (figure 7 and table 1).

Table 1. Features of an Ecological Model of communication process (derived from figure 7, Foulger 2004)

Components	Features
Messages	Encoded or decoded constructs intended to provide meaning
Creators	Initiators of messages and become consumers when they acknowledge messages
Consumers	Receptors of messages and become creators when they initiate messages
Medium	Must be carefully chosen to provide effective communication channel
Language	Must be agreed on by interacting parties (creators and consumers)

The model, represented in table 1 depicts that communication process is made up of components and these components have features that characterize them for what they represent. For communication to be successful these components must be in harmony: language of construct must be agreeable and understood by the creator and the consumer of messages so also must the medium of transport of messages be effective.

3.2.1 Intercultural communication

The term Intercultural Communication was coined for the first time by Hall in his book the Silent Language published in 1959. And, by consequences, the field of intercultural communication is a fairly new field of study. Historically, intercultural communication study has been associated with several disciplines and it is only since the 1950s that intercultural communication has been evaluated in its own right (Scott & Sherson, 1999).

The first stage of intercultural communication study began in the 1950s mainly with the work of Edward Hall. Hall's earlier interactions with the Hopi and Navajo Indians and especially his work at FSI (Foreign Service Institute) brought to his attention the

problematic nature of intercultural communication (Hart 1996). Hall acknowledges that four fields of studies influenced his work: 1. cultural anthropology, 2. linguistics, 3. ethology, the study of animal behavior by the zoologist Hediger, and (4) Freudian psychoanalytic theory.

Because culture influences the way we communicate, our self-concepts consist of our personal and social identities. Our social identities are derived from our membership in social groups including, but not limited to, our culture, our ethnicity, our gender, our religion, and our age group, to name a few. The degree to which we exert our social identities varies from situation to situation (Gudykunst, 1998, 78).

According to the contextual model of intercultural communication, communication occurs in a variety of contexts, which includes cultural, microcultural, environmental, perceptual and socio-relational context (Neuliep 2005, 25-26). Neuliep (ibid.) used the contextual model to explain what happens when person A and person B from different cultures interact (figure 8).

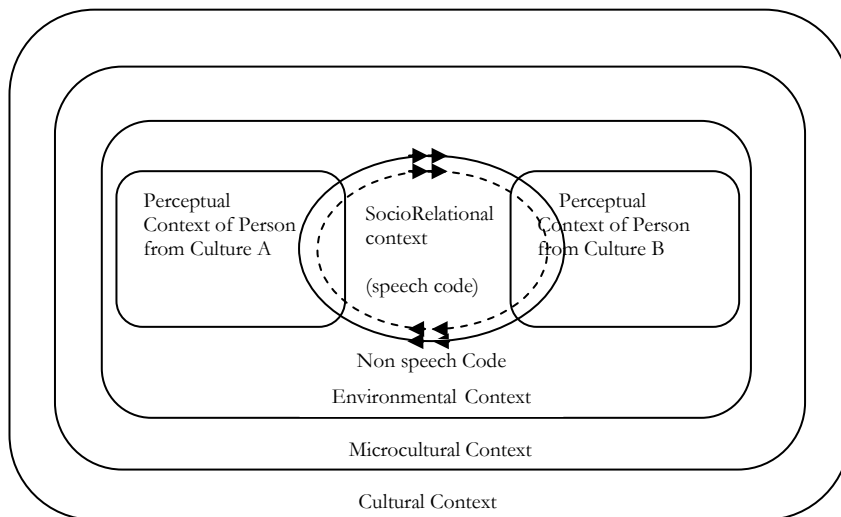


Figure 8. Contextual Model of Intercultural Communication (Neuliep 2005, 25)

According to this model, communication between persons from different cultures is a relational social interaction which occurs within contexts (cultural, microcultural, environmental, perceptual, and socio-relational). The model further explains that each in-

teracting person is individually influenced by his/her assumptions, the environment he finds him/herself and his/her cultural orientation, its explains that all these influences also influence and affect the communication process.

As most of the research and literature concerned with intercultural communication still emanates from Westerners or Western trained scholars, the study methods developed in the West might be biased when discussing other parts of the world.

3.2.2 Organizational Communication

The study of organizational communication is not new, but it has only recently achieved some degree of recognition as a field of academic study. It has largely grown in response to the needs and concerns of business (Baker 2011). The topic of organizational communication is indeed gaining interest, particularly because it is imperative in all dimensions of the organization's performance: externally (with customers, suppliers, governments and other external stakeholders), as well as internally (within the workforce). (Marques 2010)

Effective communication is essential for management. To be successful in today's business environment, companies need to integrate their communications efforts to enhance maximum productivity. Companies today have more arrows in their communications quivers than ever before to get their messages across to varied internal and external constituencies (Argenti 2005, 5).

According to Van Riel & Fombrun, Management communication is a task-related communication and it takes place between the management level of the organization and its internal and external audiences (2007, 15-16).

The internal communication of organizations relates to communication within the organization (employees) while the external communication is some sort of marketing communication to customers and stakeholders. Organizations are tempted to focus more seriously on sustaining and managing their external audiences than their internal

workforce. Meade (2010, 5-9) reiterates that the internal communication of organizations should be viewed as seriously as its externals. The slogan “charity begins at home” should be a concept used by organizations in viewing the internal communication as seriously as the external. Internal communication of any organization should be as healthy as and as effective as the external, and it is deep rooted in organizations’ internal culture (ibid.).

The tendency to focus more on the external audience has made organization to suffer great loss since communication within the organization is compromised. This accounts for employees’ turnover and unnecessary ranchos within organization. To support this view, Walinskas (2011) in his article on management communication emphasizes on the importance of good management communication to employees and the benefits organizations stand to get when good management communication is properly implemented. He further reiterates on three basic rules for management communication which when ignored would result in organization’s nosedive on workers’ productivity. (Walinskas 2011).

Walinskas’ three basic rules for management communication are:

- Tell your employees well in advance
- Give your employees enough information
- Ensure that your messages are congruent.

As much as management maintains steady flow of information within the organization, by telling employees well in advance, information flow still has to be guided with care so as not to make supposedly confidential information available to employee when not needed. According to Hearthfield confusion and mistrust become order of the day when incorrect information is made available to employees beforehand (2011).

Dialogues about organizational communication will continue to amplify in the coming years as workplaces of various natures gravitate toward greater interaction among workers, customers, and other stakeholders from an expanding array of backgrounds (Marques 2010).

3.3 Organization Communication Challenges

Shannon model maintains that communication is not devoid of challenges hence noise being a constituent of the communication process (figure 6). Noise in communication process suggests any alteration to the successful transmission of messages, it describes all the negative influences that affect the back and forth flow of messages.

In this section, the challenges which noise produces in organization's communication relate to perception, culture, language and self. These challenges are described within the context of their influence in the organizations' communication process

Organizational communication addresses how an organization communicates within its structure. Communication challenges appear when constituencies' goals are not met, but also when the knowledge of the spoken language is not adequate.

According to Sachdeva (2000), the challenges of communication can be classified into two factors; 1) Content, and 2) Context.

Content refers to the language of the message, the medium through which the language is passed, the words, the written symbol, and the codes. Context on the other hand mentions tone of the message, expression, body language, eye movement and contact, hand gestures and emotions.

Context and content are both situational and circumstantial and they are greatly influenced by environments (organizations' culture, structures and behaviours). Environmental influence suggests how communication can be maintained and sustained within the organization (environment). An organization represents an environment and this environment has significant impact on communication within it (Neuliep 2005, 25-26).

Because communication is culture and culture is communication, Hall (1959, 1976) suggests that all cultures can be positioned in relation to the styles in which they com-

communicate. High-context cultures are referred as being relational, collectivist, and intuitive. For the individuals belonging to high-context, the importance of the context in communication is far more important than the content. Hence, it is not what is said, but how it is said that matter. On the other hand, low-context cultures are direct, logical, linear and individualist. These individuals rely more on the content in communication. Hence, the interpretation of meaning in communication is greatly influenced by the context

3.3.1 The Concept of Self and Organization

Sachdeva (2000) depicts that when people interact, the individuals tend to focus on 'self'. According to Sachdeva (2000), this self-focusing tendency leads to defensiveness, superiority complex or even inferiority complex. In response to these self focus tendencies, one feels that one is being attacked or that one is more superior to the other person or even, one feels that one is more knowledgeable than the other. This self focusing tendency can lead to misunderstanding in workplaces

Self, according to Sachdeva is expressive in

- the belief that one's culture is better (ethnocentrism) and more superior than others (Hofstede, Hofstede & Minkov. 2010, 387).
- the feeling that one is being attacked (defensiveness)
- the idea that one is more important and more knowledgeable than others.

Self shows up in organizations when executives, managers, and supervisors see themselves as more knowledgeable, important and superior as their subordinates, by virtue of their experiences, their positions, their age, their status and their long career achievements.

Tacit knowledge is acquired from experience and long years of work experience. But, self-acclaimed superiority may feel degrading to subordinates who as a consequence feel intimidated, inadequate and inexperienced. Consequently the work environment is not conducive to taking initiative as workers' motivation is lacking.

3.3.2 Organizational Culture

According to Robbins et al. (2010), organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations.

Organizations' rules and functions are modeled after established norms and practices which are prevalent and embedded within the culture of the organization. Culture is learned and practiced over time; consequently it becomes both habitual and emotional. When culture is practice over time, it is then considered the correct way of thinking about and acting on problems and opportunities facing the organization (McShane & Von Glinow 2003, 448).

Organizational culture represents a common perception the organization's members hold... That doesn't mean, however, that there are no subcultures within any given culture (Robbins et al. 2010). Often, subcultures develop when members encounter problems or in time of organizational change. These subcultures disguise the correct way of doing things and could act as strong resistance to change during organizational change process.

Culture determines 'the how' and 'the method' by which communication is patterned in the organization. The intangibility of culture in an organization (Hermansen & Caron 2003) is, according to Schein (2009), reflective in the outcome expressed in the organization's behaviour which is deep seated in the organization's beliefs, values and assumptions.

According to Schein (2009, 21), the better way to think about culture is to realize that it exists at several levels. Thus organizational culture is demonstrated in organizations' Artifacts, Value, and Underlying assumptions:

- Artifacts are the visible elements of culture. These are the visible features. The outlook of an organization relates to the way the building is structured, the design and decorations of the offices, the locations of the organization's building

and even the dress code of the employees. This characteristic is what constitutes the artifact of organization culture.

- Value deals with the espoused goals, ideals, standards, and moral principles, value makes and gives shape to the visible (artifacts) features of the organization and this is the level of culture that can be measured in the organization through survey questionnaires.
- Underlying assumptions deal with phenomena that remain unexplained when insiders are asked about the values of the organizational culture. Underlying assumptions constitute perception, beliefs and thought deep rooted in the organization that cannot be explained. This level according to Schein (2009, 26) is taken for granted and is the source of organizations' actions and behaviours, Schein further states that to understand this level of culture, the history of the organization has to be studied (Schein 2009, 25).

Organizational culture often reflects the national culture and influences the “way things are done around here”. Individualism-collectivism, low-high uncertainty avoidance, low-high power distance, and masculinity-femininity are dimensions of culture (Hofstede et al. 2010, 33) and each of these dimensions are representatives of the organization; they act out their presence in organizational behaviour.

In a collectivistic organization, group achievement is more important than individual goals, emphasis is on the group rather than on the individual. Success is a collective effort of the group and reward for success is collectively awarded. The reverse is the case in an individualistic culture organization. Collectivistic cultures emphasize goals, needs, and views of ingroup over those of the individual (Gudykunst 1998, 48).

Organizations with a collectivistic culture tend to encourage work in teams, performance is team driven, goals are achieved through collective team work, group achievement is heralded over individual's, individuals in such organizations learn to see achievement as group effort, group effort are rewarded rather than individual effort. In such organizations, knowledge is generated, shared and managed effectively within the groups. This knowledge also translates into knowledge for the organization; communi-

cation becomes both horizontal and vertical, with little or no barriers to the flow of information (Mariotti 2007, 81-94.)

Individuals' behaviours are shaped by the environment they find themselves. In an individualistic minded environment, achievement and success are propagated by individual's effort.

From organization's perspective, it is enough to infer that in an individualistic organization, success/achievement is built on individual's effort. Reward for success is personal, consequently, knowledge is hoarded rather than shared and competitive tendencies are high in such environment because each individual seeks to be rewarded individually for his/her own achievements. According to Jama et al. (2009, 3), some researchers have the view that individualistic environment yields corruption as it entails ruthless competition and selfishness which ultimately leads to individuals alienation from society and even from him/herself.

Notwithstanding, individualism provides a base for individual improvement, growth and freedom which undoubtedly encourages and supports specialization and promotes initiative.

Whatever culture prevails in an organization, the purpose of the organizations is to achieve goals through a collection of both collectivistic and individualistic efforts.

Table 2 Individualistic versus Collectivistic Organizations

Individualistic Organization	Collectivistic Organization
<ol style="list-style-type: none"> 1. Individual effort 2. Individual achievement towards individual growth and goals 3. Competitive mind 4. Information is hoarded for personal growth 5. Enhance specialization and personal development 6. Hinders interaction and interpersonal relationships 7. Limited resources from individual skills. 8. Success is personal effort and individually rewarded. 	<ol style="list-style-type: none"> 1. Group/team effort 2. Group achievement towards individual/ team growth and group goals 3. Team work and team spirit 4. Information is generated and shared amongst members 5. Collective responsibility towards group success 6. Enhances relational competence and growth amongst members 7. Integration of diverse experiences and skills 8. Success is collective and collectively rewarded

3.3.3 Structure and Organization

All organizations have some function to perform, some contribution to make to the environment of which they are part (Mullins 2011, 339), and the author to note. A major determinant of an organization's structure is its culture (ibid., 347).

Organizational structure is not complete without discussion on Hofstede's power distance structure which relates to power inequality and/or equality in organizations. Power distance describes the tendency to accept or not to accept inequality within a society (Hofstede 23.03.2011).

The relationship between organization's culture, communication within organization and the tendency of employees to accept or not to accept inequality of power is reflective in the organization's structure; hence, according to McShane & Von Glinow (2003, 506), organizational structure refers to the division of labour as well as the patterns of

coordination, communication, work flow and formal power that direct organizational activities.

Communication within organization can be hindered, promoted, supported or sustained by organization's structure. Low power distance organization favours horizontal communication pattern as oppose to vertical communication pattern in high power distance settings. Where inequality of power is the setting in an organization, employees and management relationship could be well compromised and as such communication flow from bottom to top is discouraged.

3.3.4 Language and Organization

Language is the most complex form of communication. Language allows the transmission of one's culture and thoughts. It remains the most evident challenge in intercultural interaction especially when a third language is used. Commonality in language is vital for effective communication and lack of it is the cause of distortion in message.

For any organization to effectively communicate with both its internal and external audiences, it must be ready to ask two questions in it, and it must also be willing to answer them: What language and what medium of transmission should be adopted to fulfill a communication strategy of inclusion?

Organization must be ready to define and agree which in the organization language is appropriate for the purpose of communication (table 1). The agreed language must be conveyed to and must be understood by the audiences (Foulger 2004). An adapted or third language is not dependent on the location of the organization, however for effective communication within an organization, the use of the local language is recommended, alongside the organization's adapted or third language. This should be a prerequisite when communicating with unskilled workforce whose mastering of a foreign language is restricted.

However, in the case of PAU, it is necessary to define which adapted or third language(s) could best suit and reach the majority of immigrants. Our language plays an important role in the way we perceive the world. Our language not only labels and distinguishes the environment for us but also structures and guides our thinking patterns (Mullins 2011, 129).

Organizations should also define the most suitable medium for communication in order to reach their audiences (table 1). The medium must be effective, and must grasp the majority of their immigrants.

The effectiveness of any medium is relative to the audience being reached. For example, newsletters written in the English language are not effective to a workforce whose mother tongue is Russian nor does an email written in Finnish language serve the desired purpose for an audience whose mother tongue is English. Neither would a message spoken in Finnish by a Finn reach the desired goal intended for an immigrant who does not understand Finnish.

Krieger & Associates (2002) suggests three means through which organizations could find out what medium is best in communicating with their audiences.

- employee surveys;
- focus group
- analyzing benefits initiatives, enrolment results and/or plan utilization.

However in my opinion, it seems that employees' survey remains the most effective means to reach the audience, provided it believes in the worth of the survey, and understand the language of the survey.

3.3.5 Perception and Organization

The significance of individual differences is particularly apparent when focusing on the process of perception. We all see things in different ways. We all have our own, unique

picture or image of how we see the “real world” and this is a complex and dynamic process (Mullin 2011, 122).

A person’s preconceived view of others affects his ability to listen and to make informed and unbiased judgments. McShane & Von Glinow (2003, 108) emphasize that peoples’ perception influences their beliefs and attitudes. (figure 9).

In a cultural sensitive environment, this influenced beliefs and attitudes is the primary source of communication lapses. The awareness of others’ cultural sensitivities makes room for accurate perception (Guirdham 2005, 218). And consequently this awareness can promote a healthy communication process.

Perception can be a challenge to communication process, but Robbins et al. (2010, 113), maintain that selective perception focuses on what is important, vital and of interest to organization.

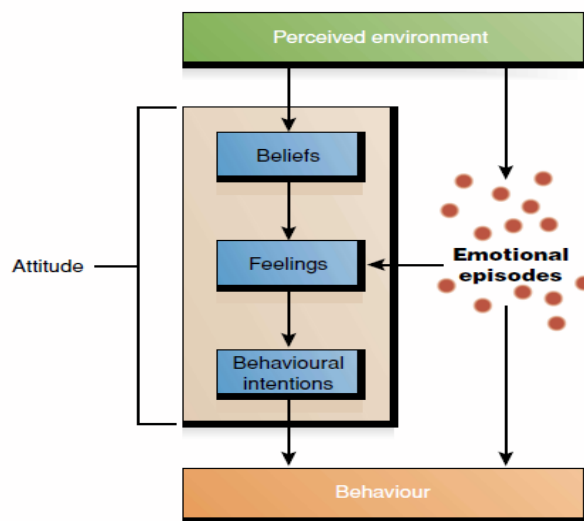


Figure 9. Model of emotions, attitudes and behaviour (McShane & Von Glinow 2003, 108)

The ability of organization to meet future challenges is multiplied by its workforce diversity (Sippola & Smale 2007, 1895 -1916). Organization should be open to innovative idea which is a product of effective and sustainable interaction by the workforce within

the organization thus the concept of Knowledge Creation. To this end a sound, healthy, sustainable and constant interaction should be encouraged within the organization.

3.4 Effective communication

Effective communication helps individuals develop trust and respect for others, foster learning and accomplish goals. Effective communication is the way diverse group of people will be able to understand the issue and make decisions for effective change (Walker et al., 2002.)

No one individual is endowed with the skill to effectively communicate with everyone, however to have a sustainable effective communication, organization's diverse workforce must constantly be exposed to its diverse cultural environment. The key to effective business activity and therefore immense economic benefit (Nueliep 2003, 5), lies in the skill and ability to communicate effectively.

Knowledge creation and knowledge transfer is the continuous communication among the stakeholders; the customer, the customer's customer and the organization (Nonaka, Toyama & Hirata 2008, 107-120). This is a tripartite communication system which facilitates the transfer of gained knowledge. Mariotti (2007, 81-94) in her paper on 'learning to share knowledge in the Italian motor sport industry' reveals how success can be brought about in an organization by the organization's sustainable effective communication with customers and stakeholders. She reveals that knowledge can be generated and transferred (communicated) in the continuous social networking of concerned parties that in the process of knowledge transfer (communication), there is constant interaction amongst parties concerned and hence closer integration and more knowledge generation and transfer. This is the benefit necessitated by constant and consistent effective communication within a collectivistic organization.

3.5 Relevant Concepts

In concluding, the literature illustrates that the following concepts tend to be relevant to this study. “Self”, Perception and Culture, Communication and Intercultural communication as well as organizational culture are concepts which can be applied for the study of PAU organization and diverse workforce. It can be inferred therefore that an organization is a living entity, made up of people and that a diverse workforce can be grouped into the cultural category of collectivism or individualism. In like manner, organizations can also be grouped into individualistic or collectivistic culture, and they also function with the characteristics of the category in which they belong.

4 Conceptual Framework

This section of the study attempts to look at all other aspects of inquiry using the proposed theory of Communication Strategy Through Effective Communication. (CSEC). This proposed theory is necessary to help cement the understanding of the research problem under investigation and to establish the relationship connecting the research problem, the research questions, the research answers and the literature review of the study.

Effective communication encompasses the whole process of communication within the organization (cultural sensitive environment); PAU and its relationship with its immigrant members. Understanding perception from participants point of view is avoiding ineffective communication and thus enhancing effective communication process.

Communication Strategy through Effective Communication (CSEC), is an intermediate and proposed theoretical framework for this study. It is based on communications, intercultural communication literature and organizational behaviour models.

The proposed theory (CSEC) maintains that the knowledge about communication strategy is created within an organization by the interaction of diverse workforce through effective communication necessitated by effective and agreed language of construct of the interaction, and effective medium of communication. Feedback and ‘understanding perception’ of the workforce are tools that provide the mechanism for effective communication. Perception, here has a strong relationship to culture, thus it is influence by it

Knowledge about communication strategy depicts constant and consistent interaction of individuals within the organization (PAU and its immigrants members).

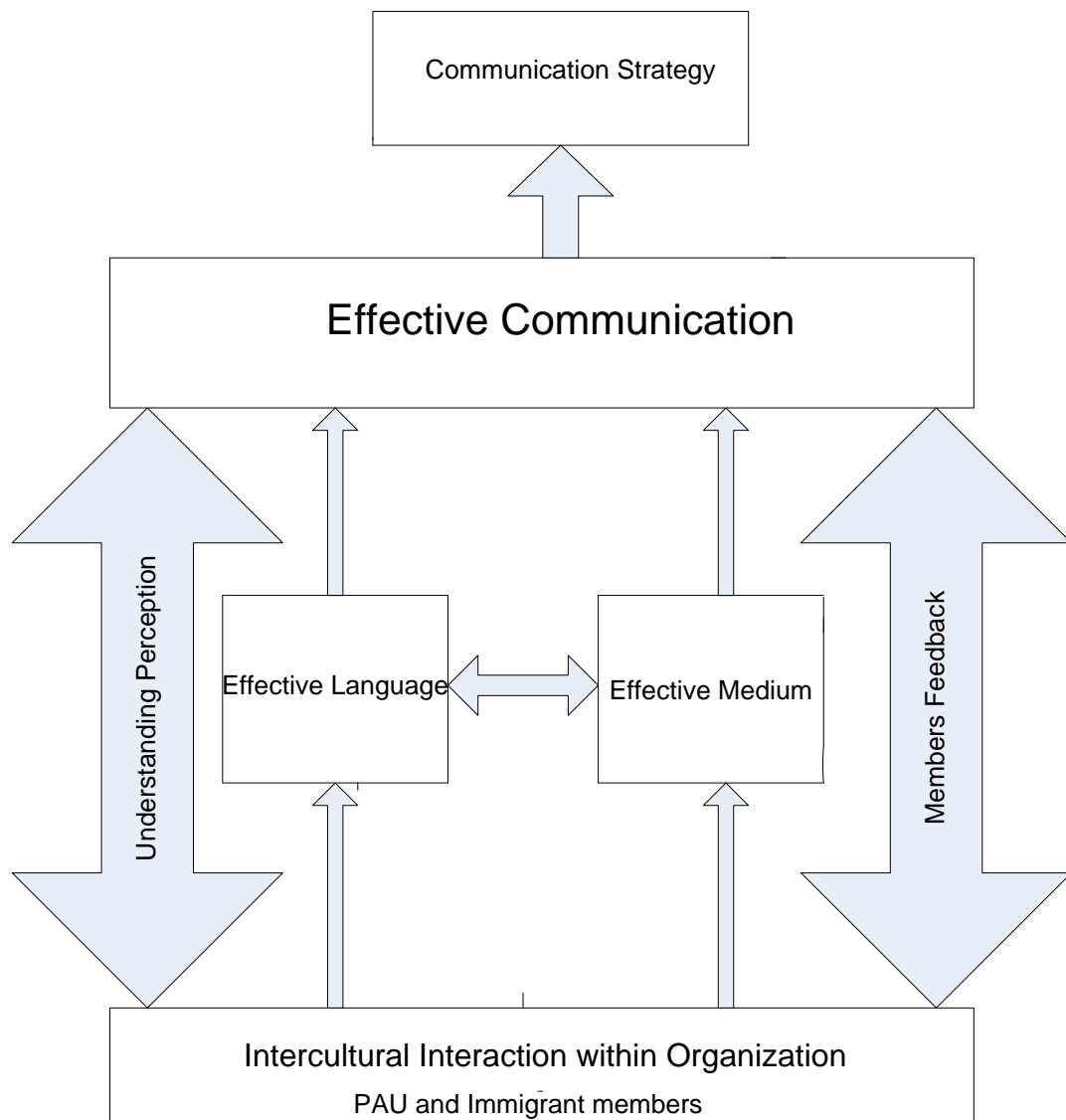


Figure 10 Conceptual Framework

Figure 10 depicts the conceptual framework of this study, the emergence of a communication strategy. Effective communication is a constant interaction of stakeholders (immigrant members and PAU) within a multicultural sensitive environment. The communication strategy of inclusion is established when the language of interaction and the medium of interaction become effective. Thus the effectiveness of language and medium of interactions can be established when selective perception is understood (Robbins et al. 2010, 113) and when feedback from stakeholders is recognized, respected and utilized. Intercultural interaction of stakeholders in this instance is within PAU; the organization and its immigrant members.

It has been established that language of communication, medium of communication and a peoples' perception of others have always been challenging issues in communication. In the model above (figure 10), these elements must be put in their right perspectives for effective communication to be maintained. As PAU and its immigrant community interact, the model depicts commonality in language of interaction and understanding selective perception which is in it culture related.

The eight themes Motivation, Language, Training (Education), Awareness, Knowledge, Medium, Ignorance and Interesting Topics of Discussion are factors which constitute the platform for intercultural interaction which invariable provide the base for immigrants integration into the union.

5 Research Design

In this section of the study, the focus is on the research philosophies (ontology and epistemology) and the research strategy used, it also describes the research methods. In addition, this section gives a plan as to how the findings of the research were reached, Saunders et al. (2007, 131) describe research design as the general plan of how we go about answering the research question(s). De Vaus (2001, 9) argues that “the function of a research design is to ensure that the evidence obtained enables us to answer the initial question as unambiguously as possible” Obtaining relevant evidence entails specifying the type of evidence needed to answer the question.

Every research must stem from one of two research philosophies or a combination of the two: the positivistic and the phenomenological. Groenewald (2004, 2) concludes that “one needs a grasp of a vast range of research methodologies in order to select the most appropriate design or combination of designs, most suitable for a particular study”. Crossan (2003, 46-55) on another occasion notes that while quantitative research methods (positivist philosophies) and qualitative methods (or post-positivist philosophies) are often seen as opposing and polarized views they are frequently used in conjunction.

5.1 Research Philosophy

From the positivistic approach to research, Crossan (2003, 46-55) maintains that ‘Positivist approaches to the social sciences assume things can be studied as hard facts and the relationship between these facts can be established as scientific laws’ “Things” according to Crossan (2003, 46-55) are object in nature. With this school of thought, reality is based entirely on empirical evidence which is investigated through experiment and observation and thus naturally generates statistical information. Positivism believes that a full understanding can be reached only through experiment and observation (Ryan 2006). This is not absolute in social science research hence, the phenomenological approach.

Critics of the positivistic paradigm argue that this paradigm lacks the strength and ability to examine human beings and therefore human behaviour (Crossan 2003, 46-55). Cohen et al. (2008, 21) call the post positivisms 'the anti-positivism' and they maintain that it comprises three schools of thought: the phenomenology, the ethnomethodology and the symbolic interactionism. They further emphasize that a common thread running through the three schools is a concern for phenomenon (Cohen et al. 2008, 21). To elaborate the use of different terminology for the same research philosophy, Lester (1999, 1) discusses that the phenomenological approaches are based on a paradigm of personal knowledge and subjectivity hence the importance of personal interpretation. Interpretation of phenomenon is therefore the other word for phenomenological paradigm which is also described as the interpretive paradigm. Cohen et al. (2008, 21) thus distinguish the positivism (normative) and the anti-positivism (interpretivism, phenomenological, post-positivism) as two research philosophies.

As part of the characteristic of the phenomenological approach, which is interpretive in nature, Lester (1999, 1) further reiterates that, the phenomenological methods are particularly effective at bringing to the fore the experiences and perceptions of individuals from their own perspectives, and therefore at challenging structural or normative (positivistic) assumptions. Thus, adding an interpretive dimension to phenomenological research, enabling it to be used as the basis for practical theory, allowing it to inform, supporting or challenging policy and action.

From the aforementioned argument, it is a conclusive opinion that the positivistic approach is objective in nature, is not a creation of the human mind, and is investigated through experiments and observation. It also follows that the positivistic paradigm is consistent with quantitative methodology. (Cohen et al. 2008, 17.) On the other hand, the other approach is subjective, interpretive in nature, cannot be separated from the individuals involved in the research and is investigated through in-dept interviews of concerned informants, and thus the phenomenon cannot be separated from the individuals. (Groenewald 2004.)

5.2 Research Strategy

Following the main and sub research questions: Why is immigrant participation in PAU's events low? and how could PAU improve its communication with the immigrant members? Yin (1994, 20) propounds and maintains that the best research strategy appropriate for 'why' and 'how' questions is the case study research strategy.

Yin (1994, 13 & 147) also maintains that case study strategy must be consistent with

- An empirical enquiry that investigates contemporary phenomenon within its real-life context.
- Rare and extreme cases and finding other cases is highly unlikely.
- Revelatory case that provides unusual asses for academic research.

Case study strategy was adapted in this study because this study is an empirical enquiry that investigates contemporary phenomenon and the case is revelatory to provide assess to academic research.

5.3 Research Method

The case study strategy employed in this study uses the deductive and the inductive research processes, which conform to quantitative and qualitative methods respectively. These processes are chosen in combination because of their unique complementary advantage (Hyde 2000, 82-89). The application of the mixed method negates the question of the dominance of one process over the other but rather provides a unique blend of the richness of combining the strength of both processes. Crossan (2003, 46-55) argues that both quantitative and qualitative methods are often seen to oppose each other but in reality they are both frequently used in conjunction with one another in research work.

Quantitative method approaches research the tendency to quantify data in order to provide and to generate statistical information. The epistemological position employs the positivism paradigm Ryan (2006, 13) depicts that positivists often come up with

words like facts, figures, statistics, writing, evaluation, objectivities, science and logic when they think about research. Positivist researchers also maintain that there is a single, correct set of procedures for investigating phenomena and presenting findings, based on a scientific model of research, and also that they can reach a full understanding based on experiment and observation (ibid.).

Qualitative method affords to the epistemological position of interpretivism. Interpretive epistemology assumes that knowledge can only be created and understood from the point of view of the individuals who live and work in a particular culture or organization (Hatch 1997). This leads to the believe that there may be many different understandings and interpretations of reality and interpretive epistemology leads us to use methods designed to access the meanings made by others and describe how they come to make those meanings (ibid.). Communication theory acknowledges that our understanding of messages is filtered by experience, perception and knowledge (or lack of it) and therefore objectivity of the interpretation is difficult.

Table 3 Difference between Qualitative and Quantitative Research Methods (Oak Ridge Institute for Science & Development)

Qualitative Methods	Quantitative Methods
Methods include focus groups, in-depth interviews, and reviews	Surveys
Primarily inductive process used to formulate theory	Primarily deductive process used to test pre-specified concepts, constructs, and hypotheses that make up a theory
More subjective: describes a problem or condition from the point of view of those experiencing it	More objective: provides observed effects (interpreted by researchers) of a program on a problem or condition
Text-based	Number-based
More in-depth information on a few cases	Less in-depth but more breadth of information across a large number of cases
Unstructured or semi-structured response options	Fixed response options
No statistical tests	Statistical tests are used for analysis
Can be valid and reliable: largely depends on skill and rigor of the researcher	Can be valid and reliable: largely depends on the measurement device or instrument used
Time expenditure lighter on the planning end and heavier during the analysis phase	Time expenditure heavier on the planning phase and lighter on the analysis phase
Less generalizable	More generalizable

In concluding, this study, maintains the interpretive approach which is phenomenological in nature. Perry & Healy (2000, 118-126) maintain that this is thus consistent with realism that is real but only imperfect and probably apprehensible. In essence, this school of thought examines and probes phenomenon in order to provide understanding and knowledge.

This study uses the interpretivism epistemology to explain the phenomenon. In addition, the methodology maintains a combination of quantitative and qualitative methods Crossan (2003, 46-55) which Saunders et al. (2007, 146) describe as a mixed method research choice. The quantitative process generated the statistical data upon which the qualitative process found its bearing by using structured questionnaires as its data collection technique. The qualitative process used semi structured and in-depth interviews to probe causal effect and this necessitated the understanding of meaning and the mastering of the phenomenon under investigation (Saunders, Lewis & Thornhill 2003, 246-247).

Mixed method was used in this study for two reasons: firstly, to provide confidence that the most important issues are being addressed i.e understanding the reasons immigrant members show low participation in events and how the ailing communication process between PAU and the immigrant members can be resolved and secondly to enable triangulation of the different data collection methods (Saunders et al. 2007, 147).

The mixed method employed in this study is further categorized as the basic sequential mixed design which according to Onwuegbuzie & Burke Johnson (2006, 53) uses collected and analyzed data from one phase of the study (quantitative data) to inform the other phase of the investigation (qualitative data). Here, the data analysis begins before all the data are collected. They further point that the goal of mixed research is not to replace either quantitative or qualitative research but rather to utilize the strength of two or more approaches by combining them in one study (Onwuegbuzie & Burke Johnson 2006, 54). It is further stressed that mixed methods are used to enrich understanding of an experience or issue through confirmation of conclusions, extension of knowledge or by initiating new ways of thinking about the subject of the research (Bazeley, P. 2002, 9).

As a mixed method research (quantitative and qualitative) (Saunders et al. 2007), the phases can be combined and represented in differing proportion (Crossan 2003, 46-

55). In this study the qualitative phase dominates because of the time and the effort put in this phase of the study.

Triangulation in research is the consistent and frequent convergent of findings when different methods of data collection are used in a single study. Bailey-Beckett & Turner (Beckett Advisors) cite that it is the application and combination of more than one research perspective in the study of the same phenomenon.

6 Research Process

This section reviews the implementation of the research. It addresses the data collection methods and data collection process. The quantitative approach grows out of a strong academic tradition that places considerable trust in numbers that represent opinions or concepts (Amaratunga et al. 2001) while qualitative data refers to non-numeric data or data that have not been quantified (Saunders et al. 2007, 470).

The quantitative and the qualitative analyses of the data collected provide the findings that led to recommendations PAU could implement to facilitate the integration of immigrants into the union's organized events.

The research process is made up of four distinct stages:

- A series of meetings with the information officer of the Finnish Post and Logistics Union PAU, to understand the extent of PAU's concern to the low participation of immigrant members to its organized events.
- A questionnaire was prepared and sent to 400 (100 Finnish and 300 immigrant) members of PAU. This provided quantitative data that was analyzed quantitatively to address important issues (Saunders et al. 2007, 147).
- Semi-structured and in-depth interviews of strategically selected 12 informants in PAU who are part of the research problem and semi-structured interviews of an expert on Multiculturalism and Diversity.
- Semi-structured interview of selected immigrant members of PAU who are also part of the research problem.

6.1 Data Collection

Primary data were observations, documented materials, field visits and field notes. Other primary data also include structured surveys (appendix 2), semi structured and in-depth interview (appendix 3) of key PAU officials.

The collection of data through the interviewing process includes semi structured interviews of a multiculturalism and diversity expert in Itella Oyj (appendix 4). The other is convergent interviews of 4 immigrant members of PAU (appendix 3).

A total of 12 interviewees (appendix 1) participated in the interview sessions; 2 face to face group interviews of 2 persons per group, 2 interviews conducted via email, and 6 one on one interview sessions.

Amongst the face to face individual interviews, 5 interviewees denounced the use of tape recorder this includes the 4 immigrant members of PAU.

The questions of the surveys and in-depth interviews were conducted between October 2010 and March 2011. All the face to face interviews were conducted in the offices of the respondents.

6.2 Data Collection Process

This section discusses the data collection processes. It comprises both the quantitative and the qualitative data collection process and concludes with the data analyses methods and process. The quantitative analysis was done with excel spreadsheet while the qualitative research used a coding scheme.

- Quantitative Data Collection Process

For the quantitative investigation, questionnaires (appendix 2) were grafted in both English and Finnish languages. They were sent to 400 respondents (100 Finns and 300 immigrants).

To gain trust from respondents, the questionnaires had an introductory and confidentiality statement printed on the survey (appendix 2).

18% responses were received in total. 47 responses came from the Finnish group out of a total of 100, while 30 responses were received from amongst the immigrant members in a total of 300.

The questions of the survey led to quantitative information which was analyzed using excel spread sheet.

- Qualitative Data Collection Process

The in-depth interviews were semi-structured and they led to qualitative findings. The interview questions were based on the quantitative result findings.

The interview sessions were relaxed, informal and conversations led to further revelations which necessitated further interviews to be conducted. Due to revelation of valid information provided by the in-depth interview, it became necessary to continue the interviews of more respondents, although the initial plan was to interview fewer persons in the qualitative part of the research. All interview questions were guided to provide in depth answers from respondents.

The interviewees (appendix 1) were strategically and carefully selected (information officer, shop stewards, union secretary, organization secretary, health and safety officers, experts on multiculturalism and some immigrant members) they are also part of the research problem under investigation. Moreover, they are knowledgeable in the field under investigation. (Stenbacka 2001, 551-555.)

Interview questions were sent to 5 respondents one day prior to the interview date. This was necessary because of language problems as both the interviewer and interviewee did not master the Finnish and English language well. In addition, 1 respondent required the use of an interpreter during the interviewing session. Prior knowledge of the questions by respondents was not the original intent as the interviewer wanted the questions to be fresh and new to the respondents on the day of the interview.

Of all the interviews conducted, 2 interviews were conducted via email because interviewees demanded that the interview be done in the local language, Finnish. The inter-

viewer's inability to communicate in the local language required the questions to be translated into Finnish and sent by email.

6.3 Quantitative Analysis

Analysis of the quantitative survey is based on the following:

- To find out the reasons behind the lack of involvement of immigrant workers in PAU's activities
- To Find out PAU's current communication process.
- To find out the most important issue that will be addressed in the qualitative process and ultimately help make final recommendations.

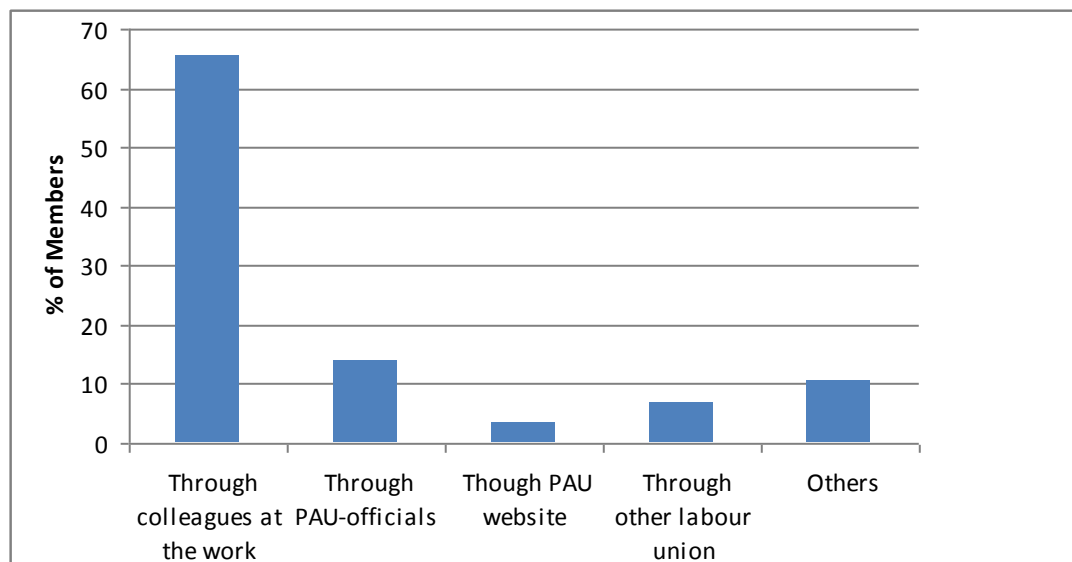


Figure 11. Immigrant members' response to how they found out about PAU

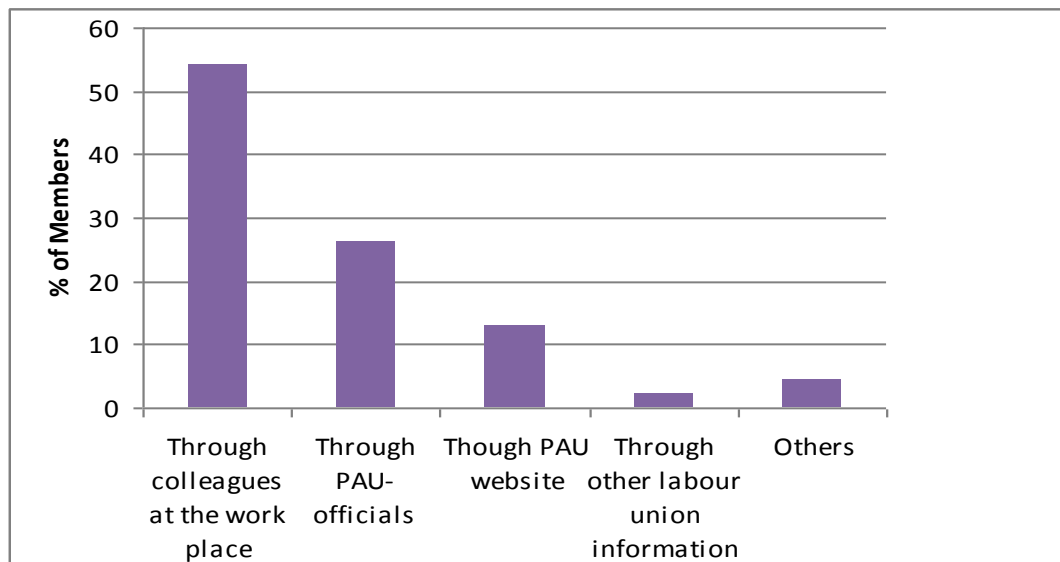


Figure 12. Finnish members' response to how they found out about PAU

From the survey, 66% of the immigrant members attest that they were oblivious of PAU before they joined the union. They learnt about PAU through their colleagues at workplaces. Same goes for the local members where 54% attest having discovered the Finnish Post and Logistics Union from their work colleagues.

14% and 26% of immigrant and local members respectively knew about PAU through PAU officials, that is the Shop stewards at work places (figures 11 & 12).

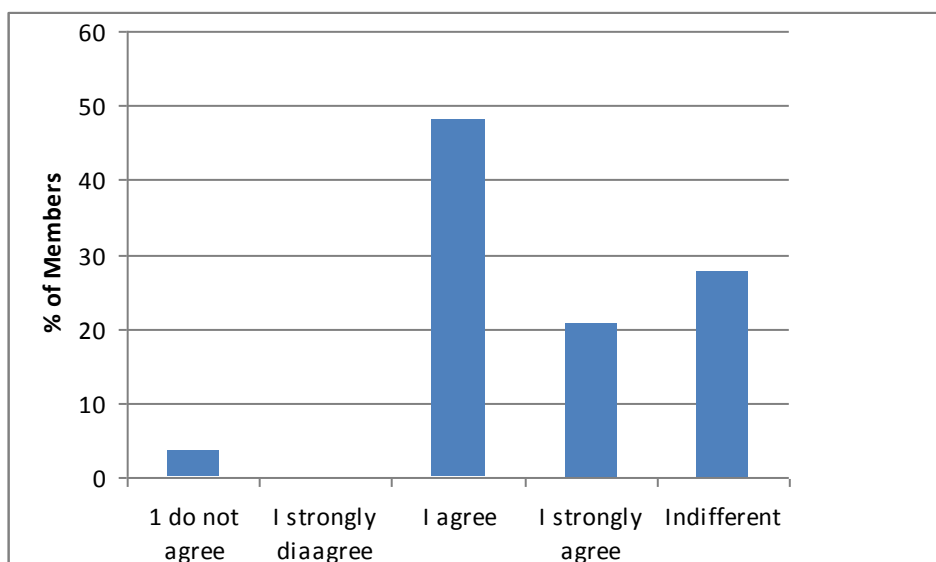


Figure 13. Immigrant members' response to having frequent meetings with PAU

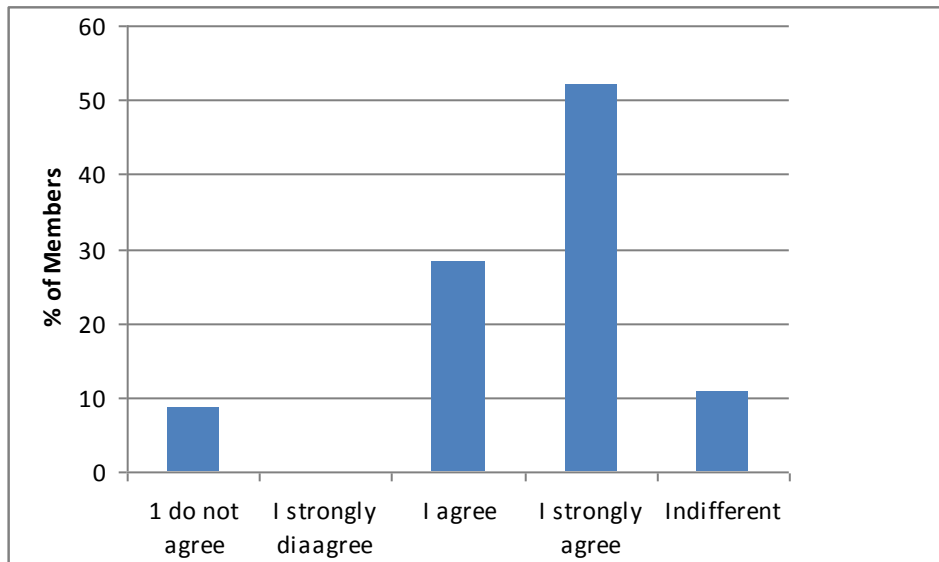


Figure 14. Finnish members' response to having frequent meetings with PAU

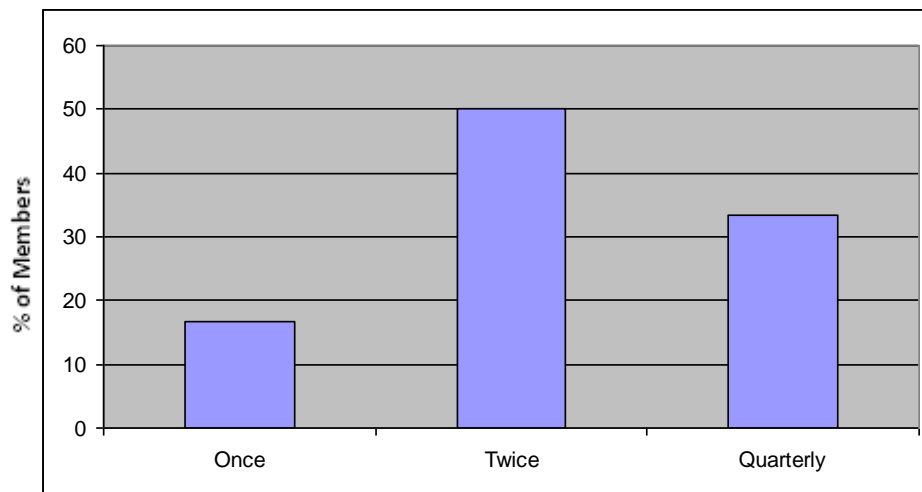


Figure 15. Immigrant members' response on number of meetings to be held annually

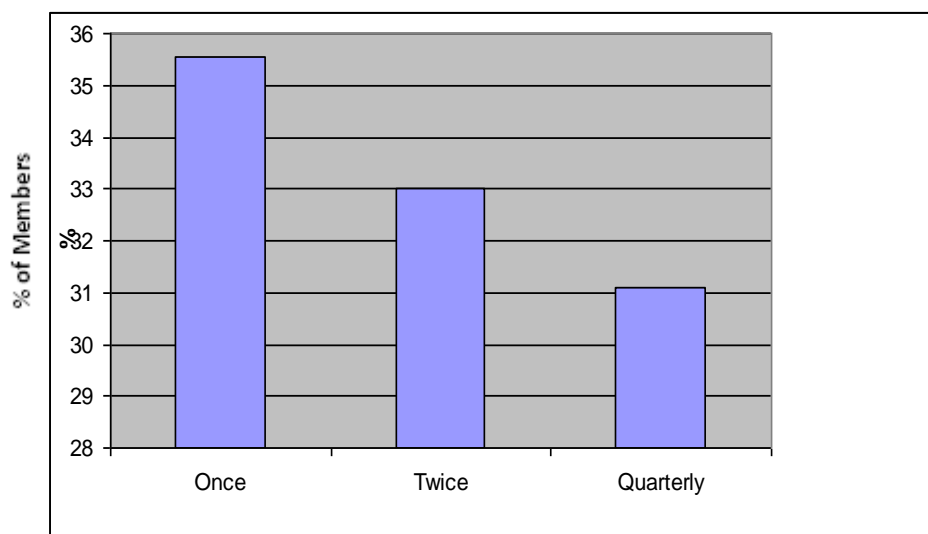


Figure 16 Finnish members' response on number of meetings to be held annually

On whether they would like periodic meetings with PAU, both groups agree to the proposition. 50% of the immigrant group thinks that meetings should be organized twice yearly while 35% from the local group thinks one time a year is ideal, this does not rule out the possibility that some members of both group still think meetings should be organized quarterly, less than 40% affirms to this (figures 13, 14, 15 & 16).

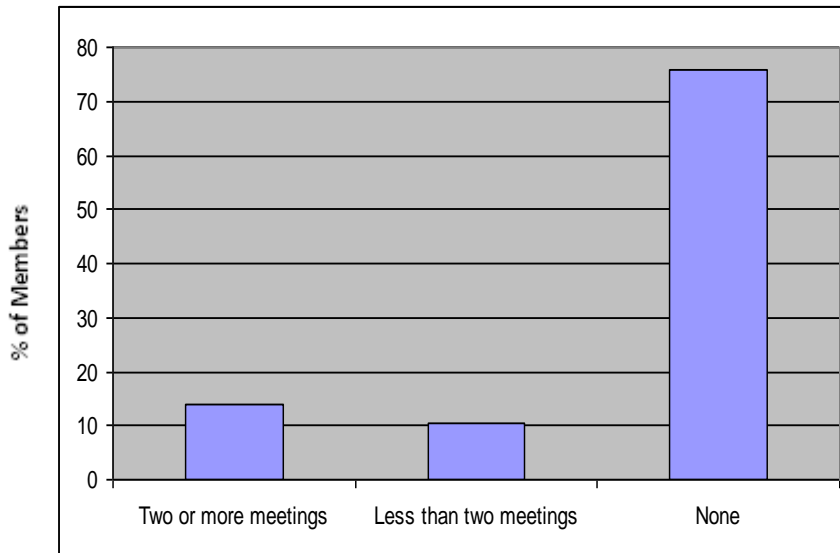


Figure 17. Immigrant members' response on the number of meetings attended in a year

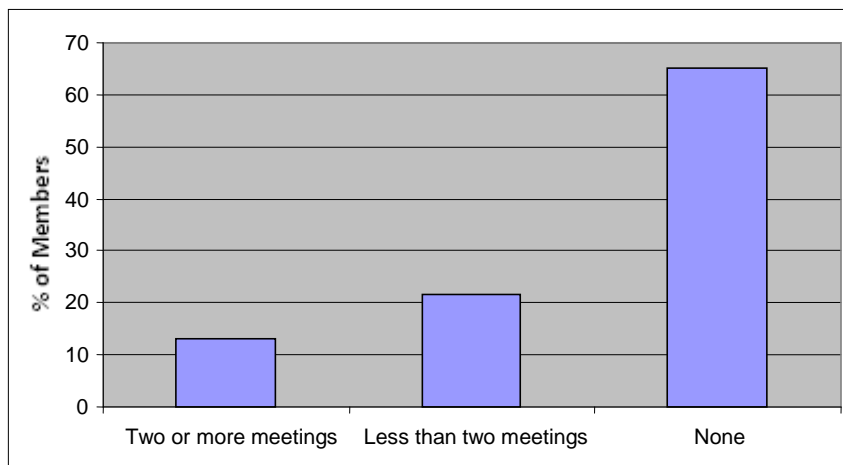


Figure 18. Finnish members' response on number of meetings attended in a year

Result also reveals that more than 50% of the two groups have never had any organized meetings with PAU as a Union. 73% of the immigrant members made this revelation while 65% of the local members agree. See figures. 6a and 6b above

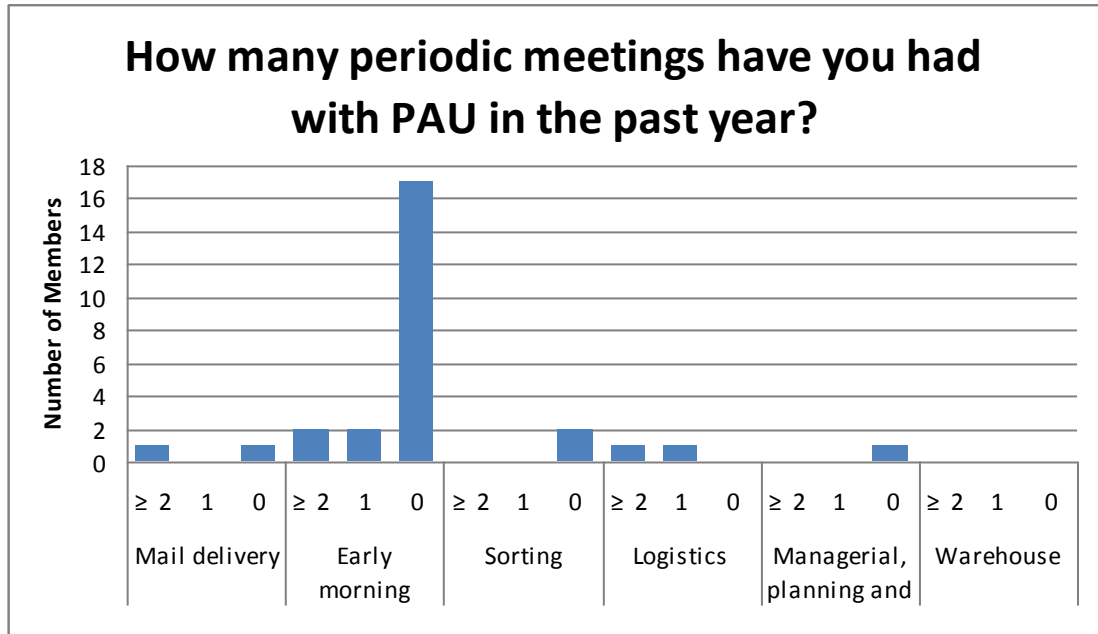


Figure 19. Members' duty and attendance to meetings (Immigrant group)

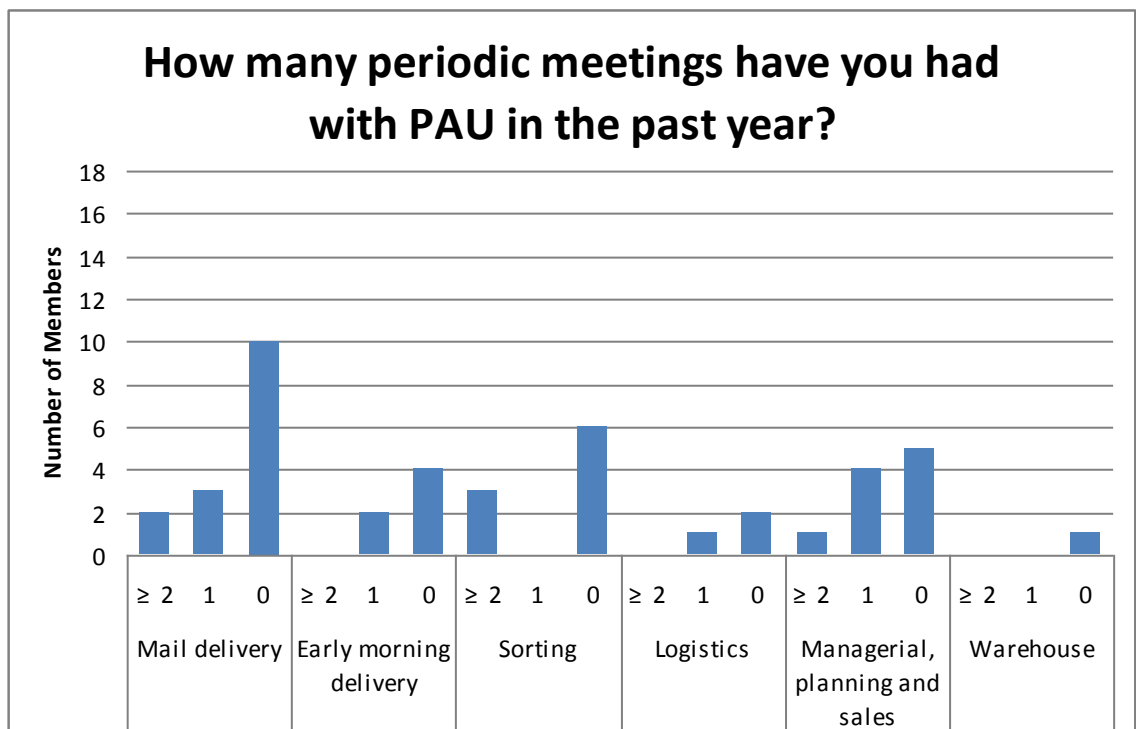


Figure 20. Members' duty and attendance to meetings (Finnish group)

In the analysis members' duty was matched to frequency of attendance to events. Result shows that there is a direct relationship between members' duty and how well they attend events.

These duty places (sorting, early morning newspaper delivery and logistics) are dominated by immigrants and it shows that members from these duty places do not attend events regularly. Members who are mostly affected are those in early morning newspaper delivery amongst the immigrant group (figure 19).

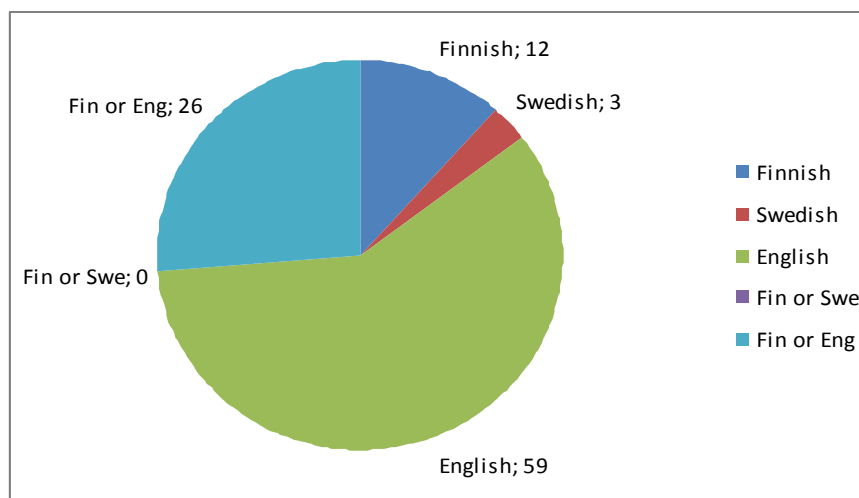


Figure 21. Immigrants preferred language of communication

Irrespective of immigrants' mother tongue, 59% prefer PAU to communicate to them in English language. An insignificant percentage wants the language of communication in Swedish which is the second official language in Finland. 12% want it in Finnish, while 26% and 3% prefer it in Finnish or English and in Swedish respectively.

6.4 Qualitative analyses Process

According to Yin (1994, 103), theoretical proposition which led to the research questions was used as bases for the qualitative analysis of evidence: why do the immigrants members of PAU show low participation in PAU's organized events?

In the qualitative analysis process, coding method was used to enhance categorization of information which led to conclusion (Buber, Gardner, & Richards 2004, 123-137). Coding led to categorization and tabulation of frequency of occurrence of key words (language, shop stewards, Finnish, English, colleagues, workplace, culture, key person, think more clearly, conflict, etc). This necessitated the formation of themes and dimensions (appendix 5). Care was taken to make sure that analysis was done based on data collected, because of the openness of the interviewees and the simplicity of the data collected.

Coding enhanced the reduction of data which was taken through three distinct components of data reduction; data display; and conclusion drawing (Mile & Huberman 1994, 10-11).

Analysis was done manually as care was taken in order not to generate too much volume of data. This was made possible because informants were strategically chosen to provide the right information and since the informants are part of the research problem, they were also allowed to freely provide useful information (Stenbacka 2001, 551-555). In addition, convergent interviewing technique also made it possible to do the analyses manually. The convergent interviewing technique helped to streamline subsequent interviews to provide understanding of meaning (Rao & Perry 2003, 236-247).

To start with the analysis, recorded interviews were first transcribed, the transcribed texts along with field notes were coded to look for pattern, from which categorization and themes were generated.

The content analysis of transcribed text using a list of keywords/phrase like shop stewards, key persons, important, contact person, colleague at workplace, newsletter, magazine and letters to mention a few as they appear in the transcribed text provided a relationship to the context they represent (Hardy & Bryman 2004, 530). The keywords/phrase from every index card (text unit) was restricted to a maximum of 9 (Buber, Gardener & Richards 2004, 123-137).

From field notes and transcribed interview transcript, it was found that two prominent themes (factors) which can negate immigrants' participation in events could be motivation and language. With these two words as the starting code, keywords/phrase from context units (transcribed text) which support or oppose motivation and language were listed, each keyword/phrase could either be in favour or against the themes (motivation and language).

For example, the theme MOTIVATION has the following keywords/phrase (language, time, work shift, family, traveling far, interesting topic, internet) which according to Buber, Gardner & Richards (2004, 123-137) is restricted to a maximum of 9 keywords/phrase to ease the process. Same goes for LANGUAGE which has the following keywords/phrase; shop stewards, important, speak, new worker, joining, union.

These keywords/phrase were taken out of the text units of transcribed text. Each theme is defined by dimension and is supported with some context from the interview transcripts.

The same pattern was followed until eight themes Motivation, Language, Training, Awareness, Knowledge, Medium, Ignorance and Interesting Topics of Discussion were found as factors that could enhance immigrants' integration into PAU and at same time promote their communication process with PAU.

The generation of themes and categorization followed the research problem. That is, the theoretical proposition necessitated the themes formation. The focus on the research problem (the reasons immigrants show low participation to events) and on the conceptual framework of the study made analysis less ambiguous as unnecessary data which did not conform to research problem, aim and objective were discarded.

6.5 Validity and Reliability

Validity and reliability issues are common in quantitative research. They are thus tools of an essentially positivist epistemology (Golafshani 2003, 598). On another hand,

Onwuegbuzie & Burke Johnson (2006, 49) maintain that validity discussions have been common in quantitative research and its importance have long being accepted and documented.

While the discussion of validity and reliability have enjoyed long acceptance in quantitative research, its acceptance in qualitative research raises some arguments. In judging qualitative research, it is argued that rather than use validity and reliability criteria, qualitative research should discuss quality (Stenbacka 2001, 551-555), and trustworthiness (Onwuegbuzie & Burke Johnson 2006, 51) instead. However, Bazeley (2002) maintains that mixed methods is inherently neither more nor less valid than specific approaches to research, she stresses that validity as with any research stems more from the appropriateness, thoroughness and effectiveness with which methods are applied and the care given to thoughtful weighing of the evidence than from the application of a particular set of rules or adherence to an established tradition.

Since this study is dominated by the qualitative phase (Crossan 2003, 46-55), quality (Stenbacka 2001, 551-555) and triangulation are discussed as criteria for judging a good research rather than the issue of validity which is a traditional criteria for judging the positivist research approach (Golafshani, 2003, 599).

The quality, reliability, triangulation, internal and external validity of this research is discussed in details in chapter 10 section 10.1

7 Research Outcomes

This chapter discusses the findings of the research; it provides the answers to the research question; why immigrants show apathy to events organized by PAU. The findings of this research are based on the analyses of the quantitative and the qualitative part.

This section also discusses the relationships between the two parts of the research.

In addition, this section is divided into two; the first part discusses the finding of the quantitative part of the research while the second part discusses the findings of the qualitative part.

This chapter ends with the answer to the question: why immigrants do not attend meetings organized by PAU, and how the communication process between PAU and the immigrant members can be enhanced to provide proper integration into the Union

7.1 Results of the Quantitative analysis

This section discusses the statistical findings of the quantitative analysis and they are described below in subsequent paragraphs.

The statistical analyses from the quantitative survey show that:

Immigrant members of PAU were unaware of PAU's before they join, they became aware of PAU through work colleagues in workplaces, however, it shows that colleagues at workplaces introduced majority of immigrants to PAU (figure 11).

PAU's external communication (marketing communication) through shop steward to its immigrant members is compromised and hence could be improved upon.

Currently, there is no difference in the way PAU communicates with both the local and the immigrant members. Communication method is the same; however this communi-

cation method is not effective towards reaching the immigrant group, especially in terms of getting new immigrant members into the association, hence the marketing communication of PAU could also be improved upon.

The quantitative analyses also show that majority of the immigrant members would want to be communicated in English language. However it still shows that a few immigrant members want to be communicated in Finnish.

The result also shows that immigrant members are willing to have regular and periodic meetings/events with PAU where important and relevant issues could be discussed

Immigrant members' participation in events has significant relationship to their duty, some immigrants in some duty places find it more difficult to participate in events because of the nature of their work and their duty place.

From the quantitative finding, it is apparent that parts of the reasons immigrants members do not attend meetings and participate in events organized by PAU are the following:

- Invitations to meetings were either not sent to immigrant members or they reach members late.
- Invitation is written in a language immigrants do not understand. Immigrants are not well carried along in the communication process, information about events is not understood because of language of construct
- Work shift affects the tendency to attend meeting especially the early morning newspaper deliverers.

To probe these results, the qualitative process established further findings.

7.2 Qualitative findings

The following findings were made from the qualitative analysis:

Shop Stewards are the key persons in the communication path between PAU and members. Shop Stewards are the medium through which information is transmitted and it is through this medium that new members from workplaces are recruited into the union.

However the findings also reveal that this important role of the shop stewards is compromised and it is not effective in reaching the immigrant members. The findings reveal that the communication between PAU and the immigrants is compromised due to this ineffective path.

All immigrant members interviewed affirmed that they became aware of the organization (PAU) through their colleagues at workplaces. "Colleagues at workplaces" thus seems to be an effective component in getting new immigrant members into PAU.

Triangulation in research refers to the use of different data collection techniques within one study in order to ensure that the data are telling you what you think they are telling you (Saunders et al. 2007, 139).

There is however triangulation of data with regards to the shop stewards role in the communication process between PAU and the immigrant members. Both quantitative and qualitative data triangulate in this regards.

Wikman (30.12.2010) explains that Finns understand the importance of membership in trade unions; they naturally become members of trade unions soon after they become employed. However, she further explains that Shop Stewards who are predominantly of Finnish origin could naturally assume that immigrants should also know the importance of joining trade union. When such assumption is strong amongst the shop stewards and within the organization, reaching the immigrants members on these issues becomes compromised because of this underlying assumption.

This finding affirms the Shop Stewards' role in the communication process. It affirms that this role does not match as an effective communication path between the Union and the immigrant members. There is a consistency between the quantitative results and the qualitative findings which inferred this hypothesis.

Therefore, PAU-Immigrants-Shop Steward communication path could be readdressed and made more effective to address these underlying assumptions.

The Union-Shop Steward-Immigrant members' communication path is wide. This wide gap affects the marketing of new immigrant members from workplaces into the union.

From these findings, PAU's current communication path could be represented in the diagram below. (figure 22)

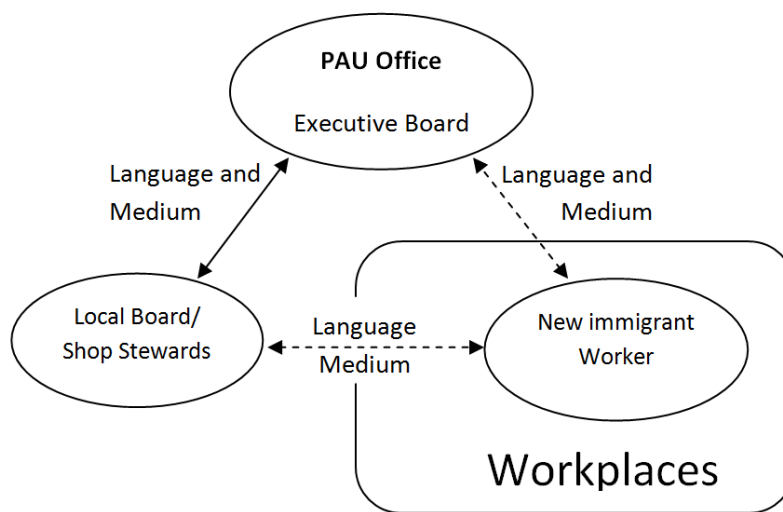


Figure 22. PAU's current model of communication/information flow process

In PAU's current communication process as shown in the figure 22 above, It is established that:

Information flow process is compromised between the Shop Stewards and the new worker (prospective member) at workplace. Communication between immigrants and

PAU office could be discouraged if Shop Stewards-Immigrant information flow process is effective, hence the dotted arrow.

Common language of understanding and most effective medium of information flow is missing between Shop Stewards and Immigrants

Communication only exists between PAU and the immigrant members in the form of newsletter and magazines but the communication process is not complete. For communication to be complete, it must pass through agreed medium, it must be transmitted using a common language of construct and it must include feedback (Foulger, 2004).

The Finnish language used for communication is not understood by the majority of immigrants and therefore there is no feedback, hence low attendance to events. For communication to be complete, feedback must be relayed as an indication that what is transmitted has been understood (Shannon communication process)

7.3 Immigrants' apathy towards PAU

As a research outcome, immigrant members show apathy towards PAU's organized events because

Events and communication of message are organized in Finnish language with little or no translations into other languages that the immigrants can understand. Immigrants maintain that they cannot follow proceedings during meetings because of the language.

Consequently, the Finnish language must be understood by members in order to follow proceedings during meetings. There is absolutely no contention with regard to an alternative language in Finland, but while immigrants' participation is sought in events, efforts could be made to provide the means for such participation. No immigrant can function effectively in a society where barrier in communication exist. It is expedient and important to learn and understand the local language of a state.

Information is not made available to immigrant members in a language that they understand. The union's magazine "REITTI" is sent to all members in Finnish language until recently when a page is dedicated to the English respondents 'Me Jakajat' a magazine for early morning newspaper delivery members recently started writing its editorial in English language. This is a welcome development for this unit of PAU.

Lack of information makes immigrant members feel left out and consequently, they shun meetings.

The lack of interesting topics of discussion is another factor that denies immigrants' participation to events. Discussions that are not targeted at their interest and concerns do not catch their attention.

Immigrant members want to be told about their rights as workers, they want to know how the salary is calculated, they want to know who to contact during conflict at workplaces, they want to know how their holidays are calculated, and above all, they want to know what could possibly threaten their job security in order not to get fired by the employers. These are paramount concerns to immigrant members.

Work shift of members especially members in Early Morning Newspaper Delivery constitute another factor to low participation in events. Work is usually done at night; they work alone, with little or no contact with other colleagues. It becomes more problematic for them when the time scheduled for meetings/events is not conducive. These members in most cases must be in bed sleeping as early at 18:00hours in order to work at night. In this situation, sharing of information is restricted.

Organizing and marketing of events by PAU are not collectively planned and so, the target audience is not properly reached.

8 Proposal

In this section, the eight themes unveiled by the study: Motivation, Language, Training, Awareness, Knowledge, Medium, Ignorance and Interesting Topics of Discussion are introduced in length. These are factors that could facilitate and strategize PAU's communication with the immigrant members; hence they could act as integration mechanism of immigrants (appendix 5). Immigrants' participation in events organized by PAU is the first step that would facilitate their integration into the union.

Individuals are known to move in the direction of what appears important to them. McShane & Von Glinow (2003, 33) maintain that Motivation represents the forces within a person that affects the direction, intensity and persistence of his or her voluntary behaviour.

For example, the motivation to learn a new skill is higher when one realises that learning the new skill will be useful and helpful on the long run, so also, the motivation to get a degree is higher if it is seen as a requirement for speedy career growth.

Immigrants' motivation to participate in PAU's organized events could range from the way information concerning events is disseminated, to the language used in disseminating the information and even to the topics highlighted in the information to be discussed during the events.

Immigrants could be motivated to participate if they are assured that the language of events would be understood, if they know that the topics of discussion are important and if they also know that such topics address their most pressing concerns as workers: discussion such as knowing their rights as workers, knowing how their salaries are calculated, knowing who to contact when there is conflict with employers, knowing how their holiday pay and holidays are calculated, knowing what could constitute treats to job securities. These and more are some of the interesting topic that immigrants might want to know. And these topics of discussion on their own can be enough motivation for immigrants to participate in.

Weekend Trainings organized by PAU is done in Finnish language. This prevents many immigrants from attending. Since PAU's intention is to get immigrant members to participate in the union's activities, the weekend training sessions could be organized and be used as a medium to achieve two goals:

It could be used as a medium to teach immigrant members the Finnish language, it could also be used as a medium through which discussions and trainings concerning immigrants' interests, concerns and needs as mentioned in the previous paragraph are addressed.

This medium could also provide a forum where immigrants could begin to share and generate their own ideas and information; it could become a forum through which creativity is generated. Majority of immigrants in PAU are from collectivistic culture where the goals of families and in-groups take pre-eminence over individual's goals. This forum could become a rendezvous for immigrants from such culture. It could promote and facilitate integration while participating in the union's activities.

Shop Steward's role still remains vital and important as it is through the Shop Stewards that the communication process occurs, however, because of language difference and compromised medium of communication this path is ineffective between the Shop Stewards and the immigrant group. Interviewees' consistently emphasised the shop stewards' role as the key persons in information transmission. However the majority of shop stewards only speak Finnish and the immigrants who are supposed to be reached do not understand Finnish, so this process of communication is compromised and therefore not effective for this purpose.

On the other hand, Shops Stewards' desire to learn and improve their language skills in English or Russian could also use the same weekend training as a mean for language training.

During these training sessions, immigrants are taught the Finnish language and at the same time, they are learning their rights, and other matters of concern affecting them.

In the same token, Shop Stewards' language skill in English or Russian is improved thereby facilitating communication between the Union officials and the immigrant members.

Russian language represents the most spoken language amongst the immigrant members (Nieminen 16.12.2010). There are no key materials for Russian members in Russian. Immigrants must learn Finnish in order to function effectively in Finland, but before the learning process is complete, immigrant could still be reached in the language they understand by providing information in language that immigrants understand.

PAU could promote and maintain the presence of immigrant worker(s) in PAU's Union office as it is obtained in The Service Union United PAM which is also an affiliate union of the Central Organization of the Finnish Trade Union, SAK, and The Federation of Salaried employees PARDIA. The primary duty of such immigrant worker(s) would be to maintain a steady link in communication between PAU and the immigrant members only. The immigrant worker would be responsible for providing awareness campaign for PAU to the immigrant population in general, as well as know your union campaign for immigrants in schools and universities. The 5000 non members in work places still need to be reached and be told about PAU. This is where awareness campaign becomes necessary.

Statistic Finland reports that the immigrant population is a growing one and it will continue to grow in Finland. As a result of this growing immigrant population, PAU should be concern and ready to dedicate specialized person(s) to cater for its immigrant members. This immigrant worker in PAU's office would act as a link between PAU and the immigrant members.

Shop Stewards' duties are vital and important in the transmission of information. And in the recruitment of new members, they are the key persons in the information flow process; however this information flow process could be improved and made more effective towards the immigrant members.

As a consequence of this, a proposed modified information flow process (figure 23 & 24) could be complemented alongside the existing one (figure. 22). By this modified information flow process, new prospective immigrant members are the target to be reached.

The introduction of the ‘key account person’ to complement the important role of Shop Stewards in the recruitment of new members and in the transmission of information should be encouraged. This key account person would complement the role of the shop stewards in the communication flow process for the immigrant group.

The model below describes the connection of the “key account persons” to other key persons in the union’s information flow process.

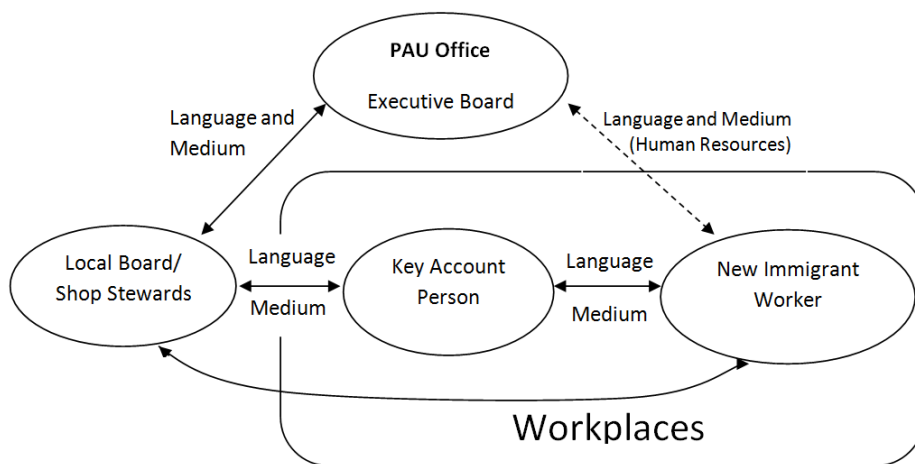


Figure 23. Communication flow process (use of key account person within workplaces) for immigrant group

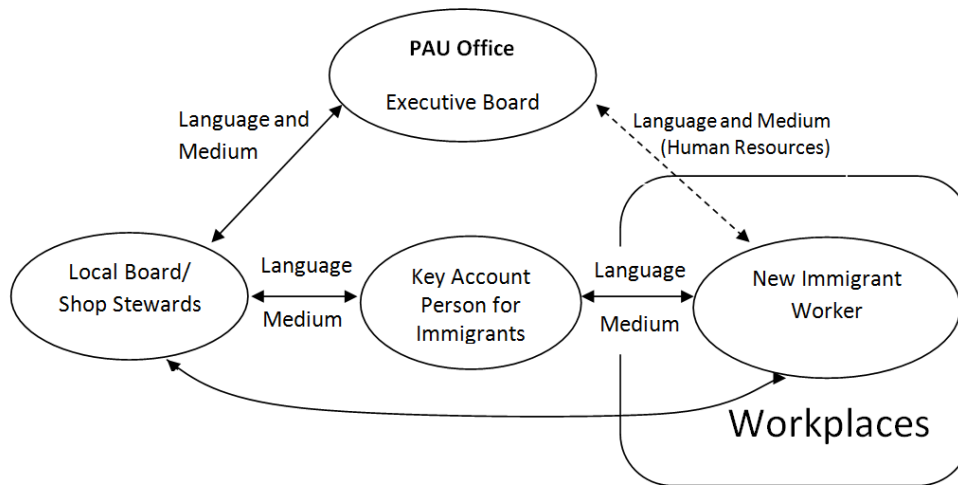


Figure 24. Communication flow process (use of immigrant key account person outside workplaces) for immigrant group

In these models (figures 23 & 24), the key account person(s) is introduced into the communication flow process. The key account person(s) could be colleague(s) within workplace or immigrants outside the workplace whose main task would be to communicate with new immigrant workers and introduce them directly to PAU or to the Shop Stewards.

In these models, language of construct of message is understood and it is transmitted through an effective face to face contact or through other media (flier, newsletter, pamphlet, email, telephone). Ideally if the communication flow process amongst the shop stewards, the key account person and the immigrant is effective, immigrants' constant visits to PAU's office would be restricted only to very special critical circumstances since other matters could be addressed and settled in workplaces.

Another area of importance is cited in the Collective Labour Agreement (CLA), Chapter 2, Section 3 and Paragraph 7. The paragraph describes an effective way through which new workers can be introduced to PAU.

PAU should revisit this paragraph of the Collective Labour Agreement. This paragraph if honoured and respected would facilitate the recruitment of new members into PAU.

The employer must inform the shop stewards of each new employment contract. The shop stewards must be informed of the employee's name and department, the duration of the contract, the working hours and the justification for making a temporary contract, if applicable. Collective Labour Agreement, Chapter 2, Section 3, Paragraph 7 (01.10.2007-31.10.2009)

As a proposition, as employers inform the Shop Stewards of the name and department of new employment, the Shop stewards would inform the key account persons within the same department of the new employee. The key account person within the same department introduces the new employee to PAU through the immigrant worker in PAU office.

In this way new workers are told about PAU and they are also told about the criteria and benefits of becoming a member.

In addition, another way PAU can recruit members is to embark on "Know Your Union Campaigns" in schools and universities. Since majority of PAU's prospective members who have not been reached fall into the category of students (Kinnunen 16.12.2010), this is another avenue through which the students can be reached to tell them about the union. This avenue is external communication (one form of marketing communication), the marketing of prospective student members. And this 'Know Your Union Campaign' could be dedicated as a prime duty of the immigrant worker in PAU' office

Until recently PAU did not maintain a database of members contact details like emails mother tongue, and preferred language of contact. PAU could update its data base. Although this research did not access the best medium of communication, it is open for further investigation, and such investigation will be useful for PAU in its communication process.

Information about issues that affect immigrants is usually not made available to immigrants; immigrants claim that when such information is made available, they are written in language they do not understand. "REITTI" the union's magazine is written in Finnish language, although immigrant members maintained that they receive copies, they also maintained that they usually trash the magazine because it does not benefit

them. Marketing and advertisement of events should be targeted at the right audience concern (Essandor 22.12.2010).

Language still remains the biggest challenge in the integration mechanism, however, important and vital information could be made in the languages that immigrants understand.

Interesting topics of discussion could be included in agenda of meetings; such topic should include issues that affect immigrants, their fears and their concerns. Most especially, immigrants want to know the things that could possibly threaten their job. Immigrants are worse hit in times of economic downturn.

Feedback is very important in order to understand immigrants' concerns, surveys that will reveal immigrants concerns about issues could be done periodically and regularly. Survey could be planned and the right questions should be targeted at the right audience (immigrant). PAU should note that the things that are important to the Finnish members may not necessarily be important to the immigrants; these are the things that properly focused surveys reveal.

As a proposal, regular and periodic surveys could be a part of feedback from immigrant members. Unions in general may be actively involved in negotiations for good working conditions like salary increase or overtime pay. To the immigrant members the issue of job security could be paramount to them rather than salary increase or overtime pay. Of what benefit is increase in pay check if one could ignorantly expose oneself to situations that could threaten one's job?

Regular and periodic member's survey is necessary to reveal such fears and concerns of immigrant members.

9 Implementation Plan

This chapter discusses the implementation of the proposed recommendation to PAU. The implementation of the recommendation has been planned to be executed in phases with time frames attached to each phase. It is planned to run for one year after which feedback would be sought.

Table 4. Schedule of Proposed Recommendations

Phase	Implementations	Period
Phase 1	Update of Immigrants Database	Jan. – March 2012
Phase 2	Commencement of Language Training Sessions	May – Sept. 2012
Phase 3	Introduction of Key Account Persons/ Know Your Union Campaign.	Oct.2012 –Jan. 2013
Phase 4	Feedback	Jan. – Feb. 2013

Phase1. Update of immigrant members’ database. January – March 2012

This phase comprises a complete update of immigrant members’ database. During this phase of members update, PAU commences the update of all immigrant members’ personal information in its data bank. This comprises a complete information base which covers all PAU’s immigrant members.

This database should contain immigrants’ names, addresses, email addresses, mother tongue, preferred language of communication and preferred medium of communication. The preferred language of communication and preferred medium of communication should be a paramount inclusion in PAU database of immigrant members. This data bank of immigrant members’ personal information could also contain other useful information that would enhance quick information flow between PAU and its immigrant members.

The update of immigrant members' database is necessary in order to facilitate quick and easy communication regarding invitation to events and marketing of events. Email could be used to make contacts with immigrants. Invitation to events could be sent via email to members and agenda of meeting could accompany such invitations

Effort must be made to include interesting topic of discussion that would motivate immigrants' interest to attend meetings. Such topics should also be of importance to them.

To be incorporated in this phase is a careful selection of the most effective medium of communication which could best be achieved through employee's survey (Krieger & Associates 2002).

This phase would also include introducing the other activities of the next phase, which would be the training of members in Finnish language and the training of Shop Stewards in English language

Phase2. Commencement of Language Training for Immigrants May – September 2012

This phase comprises language training sessions. Language training would not only be restricted to the immigrant members only, it would also involve the training of Finnish Shop Stewards who desire to improve their English language proficiency. During this period, immigrants are given language training in Finnish. Such training session could be organized to run every fortnight (two times within a month)

This phase encompasses both the Finish language training for immigrants and the English language training for Shop Stewards.

These training sessions would be scheduled as weekend training sessions. As an implementation plan, these training sessions could be done every fortnight with alternating fortnight for each group.

The aim of the training is to enhance productivity with regards to language proficiencies for both the immigrants and the PAU officials (Shop Stewards).

This medium of training could serve as learning medium, networking medium, information sharing medium as well as integrating medium.

The training session could also be used as a medium through which immigrants members are taught their rights as workers, it could also be used as a medium through immigrants are taught how to calculate their salary and how their holidays are also calculated.

This phase will also see the introduction of the concept of the “key account persons”. That is familiarizing the immigrant members with the concept of the ‘key account person’

The objective behind this is to start an integration mechanism for immigrants when they start participating in organized events.

Phase3. Key Account Persons Volunteering/ Know your Union Campaign October – January 2012

As the previous phase of language training continues, and as members begin to understand the concept of the key account persons, it is expected that members could start volunteering to talking about the union at work places. Consequently, interest in the key account concept begins to grow and volunteer will start becoming key account persons in their workplaces. According to Nieminen (16.12.2010) “I think that involving the old members means if the old members are satisfied with the union, if they think it is important, that way they will talk to new workers at the work places”.

On the other hand, volunteers who become key account persons can be compensated in monetary term. This way marketing of the union to other immigrant at workplaces becomes a way of live for the immigrants. Thus integration is further improved.

This phase could also marks the beginning of ‘Know Your Union Campaign’ which could become a yearly campaign in higher institution of learning. This know your union campaign is aimed to help recruit student workers who are prospective members of the PAU. It is discovered that a large number of PAU’s unreached members belong to

the student group (Kinnunen 16.12.2010). This medium could be used to reach these future and prospective student members. The Know Your Union Campaign in schools and universities would target the immigrants' student and could be the responsibility of the immigrant worker(s) in PAU.

Phase 4 Feedback January – February 2013

Feedback is a necessary end to a mean, an inevitable outcome that tests current situation and provides knowledge in the areas that need improvement.

This phase marks taking stock and seeing how well the implementation has fared.

10 Discussion Summary and Conclusion

The purpose for which research is conducted is to inform and to create a new body of knowledge. In this section I attempt to address the quality of this research and to highlight areas which could possibly be future research areas. Finally this section ends with a reflection from my own encounter, my learning process and my position in the research.

Shop stewards bridge the communication gap between unions and members, their role is important in the information flow process in labour unions' communication path, however, this research conducted in Finland has proved that while this bridge is important, it is also being compromised by a number of factors which makes it ineffective in reaching the immigrant members of unions hence the hypothetic statement. A major factor which undermines the important role of the Shop stewards in this information flow process has been found to be language difference and underlying assumption in organizations.

Reasons for immigrants' apathy towards union (PAU) are findings made as a result of the data collected. In analyzing the data collected, the research discovered eight factors: Motivation, Language, Training, Awareness, Knowledge, Medium, Ignorance and Interesting Topics of Discussion that could help proffer solution to immigrants' apathetic attitude towards PAU's organized events

The eight themes Motivation, Language, Training, Awareness, Knowledge, Medium, Ignorance and Interesting Topics of Discussion (appendix 5) are factors that would enhance the participation of immigrants in PAU's organized events. These themes would also help promote integration of immigrant members and as well as help provide effective communication between PAU and the immigrant members.

10.1 Quality of the Research

What constitutes a good qualitative research is not based on standardized criteria of generalization, validity, reliability and carefulness which proponents of quantitative research so much emphasize on (Stenbacka 2001, 551-555).

Most research maintains a mix of both the quantitative and qualitative parts of which this study constitutes. Although this study is a mixed method (quantitative and qualitative), it is mainly dominated by the qualitative part, hence can be argued to have maintained a qualitative stance.

The quality of a quantitative research is compromised where the quality of information which could be gathered through in-depth interviews is sacrificed for numerical figures (Stenbacka 2001, 551-555).

However, the quantitative survey of this study informed the qualitative phase (Onwuegbuzie & Burke Johnson 2006, 53) as triangulation was achieved in the correlation of findings (Shop Stewards role is not effective in the communication path between PAU and the immigrant members) through the multiple sources of data collection

Golafshani (2003, 597-606) concludes that reliability, validity and triangulation, if they are to be relevant research concepts, particularly from the qualitative point of view, have to be redefined in order to reflect the multiple ways of establishing truth. Stenbacka (2001) further argues that reliability issues is irrelevant in judging the quality of qualitative research, however to account for the quality of a qualitative research she further maintains that the researcher's ability to make the whole research process open and visible with regards to data collection and data analysis accounts for the quality of a qualitative research. This has been taken care of in this study, openness and visibility with regards to data collection and data analyses.

However, in this study, time has been taken to make every process open and visible with regards to data collection techniques and the analyses process.

In addition, the internal validity of this qualitative research is achieved because the informants were strategically chosen, the informants are part of the research problem and they were given the opportunity to speak freely to provide understanding of the phenomenon under investigation. (Stenbacka 2001, 551-555.)

Moreover, generalization of the research which is accounted for by external validity could not be achieved due to the case study strategy employed (Yin 1994, 122).

10.2 Future Research

In the course of this research some areas which would need further research work were discovered.

The medium of communication in the context of this study represents the channel through which any form of communication can be passed, it includes, pamphlets, newsletter, email, magazines, face to face contact, colleagues at work place, shop stewards. Medium in this sense could be human or material as the case may be. While this is so, this research did not investigate the different media of communication in details. It lacks the capacity to state which communication medium is the most effective. However, it reveals that shop stewards as a medium in the communication between PAU and members is not effective as a bridge between the Union and the immigrant members. Consequently, further research work is needed to find out which medium is the most effective in the communication process.

In addition, further research is required in order to test the hypothesis that Shop Stewards' role in the communication process does not match as an effective communication path between the Union and the Immigrant members. It needs further testing and verification in future research work.

Moreover, it was discovered that the Early Morning Newspaper Delivery is a marginalized group; more research work is needed to minimize the marginalization of this group in PAU's communication process.

10.3 Reflections

From my personal experience in this study, it would be out of the ordinary if I say this process has not been both challenging and rewarding. As an employee of Itella Oyj, I maintain my membership with the trade Union in question (PAU). This makes my involvement in this research a unique and rare opportunity; it makes me an integral part in the research problem, and it necessitates the opportunity for first hand information during the data collection process. Moreover, I have a Mechanical Engineering background, so understanding the concepts and tradition of the social sciences research discipline was a challenging process of learning which inevitably proved rewarding when the concepts were understood.

In addition, it cannot be argued that the Shop Stewards' role is vital and important in the communication process between Unions and its members and that it is the bridge between these two. But this case study has shown that this same role of the shop stewards does not match as an effective link between the union (PAU) and its immigrant members. Additional complementary measure is proposed to meet and enhance this role in communicating with the immigrant members in question.

'Key Account Person' could be an additional measure to complement this role, involving immigrant workers in PAU's office who would be dedicated to communicating with other immigrants members is another measure that could enhance better communication process with the immigrants group. The one who wears the shoes knows where it pinches the most. Like wise, an immigrant would understand the feelings of fellow immigrants and as such would provide an effective medium between the Union and the immigrants.

Generalizing the findings of case study in research is not always possible. However, in situations where similar case is studied, it is enough to take a cue from other cases. In other words, the findings and recommendations in this study would not be out of the ordinary if it used as a cue in cases with similar settings.

Furthermore, findings and recommendations have been based entirely on the data collected which were analyzed both quantitatively and qualitatively in the different phases of the basic sequential mixed method approached used in this study (Onwuegbuzie & Burke Johnson 2006, 53).

The recommendation made is based on the findings reached by this study; they can be modified to meet current situations in the concerned organization. Since this is a case study investigation, which is specific to an organization, generalizing the findings is discouraged and as such cannot be accepted.

Finally, the ability of organization to meet future challenges and to maximize productivity is multiplied by tapping on the resources of its diverse workforce. Hence the collective inclusion of both the locals and the immigrants in PAU's marketing of activities, in the awareness campaign and in the training sessions. The input of diverse workforce is imperative in maximizing productivity. PAU's openness to innovative idea would be a product of effective and sustainable interaction of the Finnish and immigrant workforce and or members.

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Table 5. Interviewees and Interview Schedules

Respondents/Interviewee	Position and Office	Date and time	Comment
Heidi Nieminen	Union Secretary (PAU)	16.12.2010 13:30-14:15	
Seppo Kinnunen	Organizing Secretary (PAU)	16.12.2010 14:40-16:20	Juha acted as the translator and interpreter and he was also interviewed during the same interview session
Juha Pöyry	Info. Manager (PAU)		
Wilberforce Essandor	HR consultant (Itella Oyj)	22.12.2010 10:30-11:25	Wilberforce is also an expert in Diversity and Multiculturalism. And works in this capacity for Itella
Kari Temonen	Shop Steward (PAU) Early Morning Newspaper Delivery	30.12.2010 13:45:14:50	This interview was conducted in the same

<p>Hannele Wikman</p>	<p>Capital Area News- paper Delivery. Health and Safety Rep. (Itella Oyj)</p>		<p>place and at the same time. It was some sort of a group inter- view session. Each respond- ent shared his/her own opinion of the questions.</p>
<p>Eija Heikkilä</p>	<p>Health and Safety Rep. Helsink-Pasila Postal Logistics Cen- ter, Itella Oyj</p>	<p>Questions sent via emails Answer received via email on:07.02.2011</p>	<p>This interview was done via email. Respond- ents required that the inter- view be con- ducted in Finn- ish language. Researcher's inability to con- duct the inter- view in Finnish resulted in the questions being translated and sent via email.</p>
<p>Jari Pellikka</p>	<p>Shop Steward, Hel- sinki-Pasila, Postal Logistics Center, Itel- la Oyj</p>		

4 immigrant members of PAU who plea unanimous	3 early morning newspaper deliverer and 1 mail sorter	13.03.2011-31.03.2011	Interviewees plea for unanimous
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QUESTIONNAIRE

Dear Respondent,

My name is Charles Chidom and I am a master's student at the HAAGA-HELIA University of Applied science. I am currently doing my final year thesis and research. As part of my master's degree requirement, I am conducting a survey with the Finnish Post and Logistics union PAU.

As part of the effort towards improving the communication between PAU and its members, we are conducting a questionnaire survey. The aim of this research is to uncover what PAU members think about the Union's communication methods. Your responses will be treated with strict confidentiality, and in no way will it be linked to you as a PAU member.

Please circle or tick the appropriate answer below and return this questionnaire back to PAU's office in the enclosed envelop (answer either in Finnish or English). Postage is already paid. Be aware that your address came from the PAU's database.

Please send the answers back until 7th October.

Thank you for your cooperation.

QUESTIONS

SECTION 1: BASIC DATA

1. Gender

- a) Male
- b) Female

2. Age

- a) Under 21 years
- b) 21-30 years
- c) 31-40 years
- d) 41-50 years
- e) 51-60 years
- f) Over 60 years

3. Current Duty place/position

- a) Mail delivery
- b) Early morning news paper delivery
- c) Sorting

- d) Logistics
- e) Warehouse services
- f) Transport
- g) Planning, managerial and sales work

4. Number of working Years

- a) Less than 1 Year
- b) 1-5 years
- c) 6-10 years
- d) 11-20 years
- e) More than 20 years

5. Nationality

- a) Finnish
- b) Others, please state which country _____
- c) Dual Nationality (Finnish + Other)

SECTION 2: COMMUNICATION

Please tick or circle as appropriate

1. How did you find out about PAU to become a member?

- a) Through colleagues at the work place
 - b) Through PAU officials
 - c) Through PAU website
 - d) Through other labour union information/advertisement
 - e) Others (please explain in capital letters)
-

2. How would you rate PAU's internal communication with members?

- a) very poor
- b) poor

- c) fair
- d) good
- e) very good

3. Do you agree to Periodic meetings with PAU?

- a) I do not agree
- b) I strongly disagree
- c) I agree
- d) I strongly agree
- e) Indifferent

4. How many periodic meetings have you had with PAU in the past year?

- a) Two or more meetings
- b) Less than two meetings
- c) None

5. How often would you like periodic meetings to be held yearly?

- a) once
- b) twice
- c) quarterly

Your suggestion: _____

6. What medium of communication would you prefer as a means of communication with PAU

- a) by news letter
- b) by email
- c) person to person
- d) PAUs website
- d) online networking site(Facebook)

Your suggestion _____

7. Which language do you prefer as means of communication?

- a) Finnish
- b) Swedish
- c) English
- d) Either Finnish or Swedish
- e) Either Finnish or English
- f) None of the above

8. What information would you like PAU to provide?

- a) Benefits for joining
- b) Finnish employment legislation
- c) Who to contact in case of conflict with supervisor
- d) Salary legislation or overtime payment
- e) Unemployment benefits
- f) Other: please mention it
here_____

I thank you for taking time to answering.

Hyvä vastaaja,

Nimeni on Charles Chidom. Opiskelen HAAGA-HELIA Ammattikorkeakoulussa IBMA-tutkintoa ja teen lopputyöni Posti- ja logistiikka-alan unioni PAU:n viestinnästä.

Pyrimme parantamaan Posti- ja logistiikka-alan unioni PAU:n ja sen jäsenten välistä viestintää tämän kyselytutkimuksen avulla. Tutkimuksen tavoitteena on selvittää, mitä PAU:n jäsenet ajattelevat liiton viestinnästä.

Vastauksesi käsitellään täysin luottamuksellisesti ja anonyymisti, ts. vastausten perusteella emme yksilöi jäseniä.

Ympyröi tai rastita vastauksesi alla oleviin kysymyksiin ja palauta vastauksesi oheisella palautuskuorella (joko suomeksi tai englanniksi). Postimaksu on puolestasi jo maksettu.

Pyydämme palauttamaan vastaukset 7.10.2010 mennessä.

Olemme saaneet yhteystietosi PAU:n jäsenrekisteristä. Kiitämme yhteistyöstäsi.

PERUSTIEDOT

1. Sukupuoli

- a) mies
- b) nainen

2. Ikä

- a) Alle 21 vuotta

b) 21–30 vuotta

c) 31–40 vuotta

d) 41–50 vuotta

e) 51–60 vuotta

f) Yli 60 vuotta

3. Työpaikka

a) Postinjakelu

b) Sanomalehdenjakelu

c) Käsittely

d) Logistiikka

e) Varastopalvelut

f) Kuljetus

g) Suunnittelu-, myynti- ja esimiestehtävät

..

1. Mistä sait tietoa PAU:n jäsenyydestä?

a) työkavereiden kautta työpaikalla

b) PAU:n edunvalvojien kautta

c) PAU verkkosivujen kautta

d) Muiden ammattiliittojen viestinnän kautta

e) Muuta kautta (täsmennä tarkemmin tähän) _____

2. Arvosanasi PAU:n sisäisestä viestinnästä, ts. viestinnästä jäsenille?

a) erittäin huono

b) huono

c) tyydyttävä

d) hyvä

e) erittäin hyvä

3. Pidätkö PAU:n säännöllisiä jäsenkokouksia tarpeellisena?

- a) En ole samaa mieltä
- b) Olen vahvasti eri mieltä
- c) Olen samaa mieltä
- d) Olen täysin samaa mieltä
- e) Yhdentekevää minulle

4. Kuinka moneen PAU:n kokoukseen/tapaamiseen olet osallistunut viimeisen vuoden aikana?

- a) Kahteen tai useampaan
- b) Alle kahteen
- c) En yhteenkään

5. Kuinka usein haluaisit kokouksia järjestettävän vuoden aikana?

- a) kerran
- b) kaksi kertaa
- c) neljännesvuosittainen

Ehdotukseni: _____

6. Mitä PAU:n viestintäkanavia/välineitä haluaisit mieluiten käyttää?

a) uutiskirjettä/tiedotetta

b) sähköpostia

c) henkilökohtaista viestintää (ihmiseltä ihmiselle)

d) sosiaalista mediaa, esim. Facebook

e) PAU:n kotisivuja/verkkosivuja

f) Muuta, mitä: _____

7. Millä kielellä haluaisit PAU:n viestivän?

a) suomeksi

b) ruotsiksi

c) englanniksi

d) somaliaksi

e) joko suomeksi tai ruotsiksi

f) joko suomeksi tai englanniksi

g) ei millään näistä kielistä

8. Mitä tietoa haluaisit PAU:sta?

a) Jäsenyyden hyödyistä ja muista jäseneduista

b) Suomen työlainsäädännöstä

c) Kuinka toimia työpaikan ristiriitatilanteissa

d) Palkkauksesta, ylitöistä ja muista työaikakorvauksista

b) Työttömyysturvasta

d) Muusta, mistä: _____

Kiitos vastauksistasi!

A. Interview Questions for PAU Officials

1. What are the goals and objectives of PAU as a labour Union?
- 2 What is the medium of communication between PAU and its members, especially with the immigrant members?
- 3 What strategies does PAU use to get new members into its association? And does PAU have different strategies to get new immigrant members into the association?
- 4 Does PAU organize meetings with members? How does PAU do this?
- 5 In your opinion, how would you assess PAU's current communication strategy with the Finnish members and with the immigrant members?
- 6 In the last immigrants' night in April 2010 organized by PAU for the immigrant members (the early morning newspaper delivers), attendance to the event were poor, in your opinion, what do you think was/were the reason(s) for the poor attendance by the members
- 7 Besides Finnish language what other languages does PAU use to communicate with members? And what plans does PAU have in the Future?
- 8 Does PAU have someone dedicated to communicate with current and future immigrant members?
- 9 Membership is the strength of every union? Do you agree with that statement? If so, what plans do you have to involve old members to help attract future new members?
- 10 In your opinion, what is your perception of the needs of PAU's immigrant members?

11 How does PAU plan to reach prospective future immigrant members still working for Itella who are not yet members of the union?

B. Interview Questions for Immigrant members of PAU

1. How did you find out about PAU and why did you join PAU?
2. PAU is interested in involving immigrants like you in its meetings and organized events but PAU thinks immigrants are not interested. How do you think you could be involved in PAU's organized events and meetings?
3. What are your expectations from PAU?

C. Duties typical to PAU members are:

Transportation of Valuable Goods

Experts Task

Vehicular Transport

Supervisory Duties

Administrative and Office Duties

Information Technology Duties

Sales and Customer Services

Postal Delivery

Sorting of Post

Money Counting

Planning and Research

Store men's Duties

Early Morning Newspaper Delivery.

**Table 6 INTERVIEW WITH MULTICULTURALISM AND DIVERSITY
EXPERT IN ITELLA GROUP**

Questions	Answer
<p>According to a survey (the initial quantitative survey) 50% of immigrants members do not attend meeting organized by PAU, In your opinion as an immigration expert working for Itella, what do you think is the reason for this?</p>	<p>“Motivation”</p> <p>“Meetings are conducted in Finnish language and immigrant members do not find it interesting to attend, they feel left out. Members do not read ‘REITTI’ even though they receive it, this is because it is in Finnish</p> <p>My suggestion is that the editorial should at least be written in English language</p> <p>“Lack of Interest, Invitations are not in English, in the last immigrant night, 2 of the attendees came, not because they were invited but because they just stumbled their way into the venue. And they are suppose to be members of PAU”</p> <p>-Marketing of events should be planned more carefully to reach the target group</p> <p>“Communication gap is wide between the immigrants and PAU. This whole thing boils down to language. Language of course should be in Finnish but when you consider that the immigrants are also due paying members effort should be made to reach them in a language they understand. They cannot learn Finish language overnight.</p>

<p>The early morning newspaper deliverers are highly marginalized; they are not readily reached and hence they participate least in meetings organized by PAU. Can you comment on this?</p> <p>What do you think about the PAU-Itella-Immigrant relationship?</p> <p>In your opinion, what readily comes to your mind when you think of this relationship?</p>	<p>Itella is the 2nd biggest employer of labour after Helsinki city in Finland”</p> <p>“It all boils down to the nature of their work; they work at night and sleep in the day. Sometimes, they do not get to meet their supervisors, the only meetings/dealings they have with supervisors are when customers complain about their papers not being delivered. This is when the supervisor calls the worker”</p> <p>-“Itella tries to make it that supervisors arrange meetings with such workers at least once a month: a meeting place where they can talk about their concerns. A lot do not even know about their holiday, about how their salary is calculated. These are issues that supervisors and workers should be concerned with and discuss.</p> <p>“Yes. PAU has done a lot this couple of years but more still need to be done. If you compare now and then (10 years ago) a lot has changed. Workers (some) now know their rights as employees some now understand and know if there are disparities in their pay check.</p> <p>“Itella on the other hand is making the information known to the employees unlike the way it has been in the past. We (Itella) try to reflect multiculturalism and diversity in every facet of the Itella group,</p>
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	<p>we (Itella) have tried to train immigrants to becoming supervisors in work area. Although things have improved, we still hope it will get better and better”</p> <p>“Itella is known to have employed a lot of immigrants, it is a different thing that an employer employs lots of immigrant, another thing is what kind of condition of service is meted on the immigrant. They are issues that have changed in the last couple of years”</p>
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Table 7 Result of qualitative analysis

Themes	Dimension	Keywords or phrase	Evidence from text (content analysis)	Supporting model from conceptual framework
Motivation	Participation in events, meetings and activities	Language, time, work shift, family, traveling far, hobbies, interesting topic, internet.	Attendance to events organized by trade unions has gone down during the last 30 years...The reason is that workers do not find it conducive and convenient to travel far to meetings....Work is tougher now than before..., people are tired, they spend time with their family, their hobbies, the internet, and watch the television” “The event was in the middle of the working week and in the postal centers the working hours are mainly in the evening, and therefore those who were working couldn’t come to the event. Different shifts of the workers are a challenge when organizing events.	Marketing of events, internal and external communication
Language	Agreed language of internal communication	Shop Stewards, important, Speak English, new worker, joining, union, capacity to tell,	“It is important that the Shop Stewards have the capacity to tell new worker about the importance of joining the union” “English and Swedish are the other languages, but still we have very few Shop Stewards who speak English unfortunately that’s true” “Because of the language I think we reach the Finnish members more than the immigrant members, It boils down to language difference. Reaching the immigrant members is obviously less than reaching the Finnish members”	Models: Internal communication, ecological communication process (table 1) Agreed organization’s language, the artifact of organizational culture

Table 7 Result of qualitative Analyses

Themes	Dimension	Keywords or Phrase	Evidence from text (content analysis)	Supporting model from conceptual framework
Training and workshops	Training for immigrants and PAU officers	Language, conflict, ignorance, expectation, work community, Finnish language, immigrants' culture, Finnish language, study	<p>“In order to be able to function in the Finnish Working community...it would be good to know the Finnish culture and study Finnish language”</p> <p>“It would be good for the work community to know something about the culture of the immigrant...”</p> <p>“It would be good for the work community to know something about the culture of the immigrant and about the procedures (operation modes) in his home country. The immigrant gets support from the trustees..... we intend to study spoken English”</p> <p>“It is important that the Shop Stewards have the capacity to tell new worker about the importance of joining the union”</p>	<p>Intercultural interaction in workplaces,</p> <p>Information sharing, information distribution, information transmission: Communication process</p>
Awareness: Public image of PAU	Marketing of PAU to non members PAU's public image	More resources, old members, student, study, young persons, important, image, satisfied, new workers	<p>“And if old member know that we are doing good work... It's a question of our image, if the image is good then our old members will always tell the new workers to come and join us”</p> <p>“Everyday we are working to getting new members, but I</p>	<p>External communication as a form of marketing communication for PAU.</p> <p>Public awareness of organization</p>

Table 7 Results of the qualitative Analyses

Themes	Dimension	Keywords or phrase	Evidence from text (content analysis)	Supporting model from conceptual framework
Knowledge Task	PAU's Concern for improvement towards immigrants: participation	Ignorant, Strategy, think more clearly, together, culture Shop stewards, key persons	<p>think that involving the old member means if the old members are satisfied with the union.....it is important, that way they will be talking to new workers at the work places”</p> <p>“About 5000 workers in Itelle do not belong to PAU.....reason is that lots of them are working part-time, they think they don't need us, the work is not so important to them. It is difficult to get them into PAU. Most of them are young persons who are studying, especially in the mail sorting area in cities where there are schools, they are mainly students</p> <p>“It could be better, we can always be better especially for immigrant member because we do not have any communication strategy on paper, we have not written it down, we know exactly what to do and when to do, we have a certain culture here that we know what we do but we need to think it more clearly together”</p> <p>“We do not know what to do for them, we don't know where they are and what they</p>	<p>Organization culture and organization behaviour</p> <p>How effective is the shop stewards towards immigrant members. Organization culture could stand as resistance to change</p>

Table 7 Results of the qualitative analyses

Themes	Dimension	Keywords or Phrase	Evidence from text (content analysis)	Supporting model from conceptual framework
			<p>doing, the main thing is to get the unemployment thing, if it so happen that they get unemployed, so they can get some payments, but we don't have much information for them, there is nothing special for immigrants, only the information we send. There are no different methods for either the Finnish or Immigrant members, every information is same"</p> <p>"At least we do what we can, we do our best, I do not see how we can do it better. There are local unions all around Finland, 87 in all with 350 shop stewards and those are the contact persons"</p>	<p>Collectivistic versus individualistic organization: group effort towards achieving set goals</p> <p>Organization structure as form of resistance to change</p>
Medium , getting new members, information flow	Channel through which communication flow to members (MED) human and (MED)material	Shop stewards, key persons, important, contact person, Colleague at work, Newsletter, pamphlets, magazines, letters	<p>"the shop stewards are key persons who talk to member, it is the most important"</p> <p>"The most important way is via the Shop Stewards"</p> <p>"I think the most spoken language is Russian.....We do not intend to use Russian as a language of contact in the future....but we would like to have a contact person in Russian "</p>	<p>Shop stewards is not an effective medium towards immigrant members, but organization culture and structure are forms of resistance to change</p> <p>Innovation, use of key persons other than shop stewards to get the immigrants, use of immigrant worker(s) in PAU to reach immigrants members in PAU</p>

Table 7 Results of the qualitative analyses

Themes	Dimension	Keywords or Phrase	Evidence from text (content analysis)	Supporting model from conceptual framework
Ignorance	Lack of information on what to do and how to behave at work places	Salary, holiday, our rights, conflict, organize work shops, Training	<p>“...Kari has done good job with someone who tell his friends at work-place to tell new workers about joining union”</p> <p>“I found out about PAU through colleague at work place”</p> <p>“My friend and I were told about PAU through another colleague at work place, although we have PAU stickers in the office, we did not know what it meant”</p> <p>“PAU should invite us for training work shops on knowing our right, we get newsletter, but we don’t understand them, we pay dues every month but get nothing for it”</p> <p>“I receive letters and magazine in Finnish language, I don’t understand, I discard them in the trash, so I don’t have the information”</p> <p>I do not know how my salary is calculated, my holiday, nobody tells me, not even my boss at work places” I expect such information from PAU, sometimes my salary is not correct, yet I cant complain</p>	<p>Innovation, use of key persons other than shop stewards to get the immigrants, use of immigrant worker(s) in PAU to reach immigrants members in PAU</p> <p>Shop stewards are the key person but they are not effective towards getting immigrant</p> <p>Colleagues at work places are more effective towards the immigrant members</p> <p>Communication exist between PAU and the immigrant members but communication is not complete, lacks feedback</p>

Table 7 Results of the Qualitative Analyses

Themes	Dimension	Keywords or phrase	Evidence from text (content analysis)	Supporting model from conceptual framework
Interesting Topic of discussion		Attend, pay dues, cell groups, creative, feel cheated, own events, Finnish language	“I will attend meetings if there are interesting topic to be discussed, immigrants can even have a cell group within PAU, that way we will have our own events and interesting topics to share Everything is in Finnish language difficult to follow, PAU should be more creative, I feel like I am being cheated, I pay my dues but gets nothing in return”	