

Anh Phung Vuong

**THE INFLUENCE OF CULTURALLY DIVERSIFIED WORKFORCE ON A
COMPANY**

Case company: Globuzzer

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Anh Phung Vuong
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ABSTRACT

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Author: Anh Phung Vuong

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The purpose of this thesis is to gather information on how the multiculturalism affects the workplace environment, in details it is how multiculturalism benefits and challenges an organization, with the support from company Globuzzer. Globuzzer is a developing entrepreneur where the author worked for as an intern. The company is proud of the mission to bring people all around the globe closer by being their friends in their way to explore new cultures of different countries, help them orient their careers, and there are other upcoming projects that are on their way of executing.

The thesis's objective is also to suggest a few recommendations to better enhance the wellbeing of the diverse employees at the workplace, well manage and increase cultural diversity workforce. In another section, the thesis introduces Globuzzer, the current situation of workforce diversity management inside their company, the challenges they face when managing the diversity and how they keep them under control, the direction for further development of managing international workforces. Finally, there would be some suggestions to help them better manage the diversity, as well as to keep the challenges well under their control.

The thesis uses a qualitative data collection method with a deductive approach. The thesis comprises of two main parts, the theoretical part and empirical part. In the data collection process, both primary and secondary sources were used. Primary data were collected from the interviews between the author and the founder and HR manager at Globuzzer, and the secondary data were collected from relevant sources such as books and articles at trusted sources. The theoretical part of the thesis introduces and discusses issues, for instances the inadequacies inside an organization that can be caused by the diversified workforce, key factors to promote diversity at workplace, challenges and benefits of diverse workforce in companies. The empirical part concentrates on analyzing the data gathered from the interviews with Globuzzer founders and will come to the answers for the research questions.

This research has come to a finding that there are always challenges coming along with benefits of every development. Culturally diversified workforces at workplace itself is a development, because it eliminates all the limits between humans and cultures therefore contributes to a better connection of company's staffs and strengthens their consistency with the company. Challenges if well-managed can sometimes turn into opportunities and double the benefits. Last but not least, the thesis also proposes some solutions for better coming through the challenges and increasing the benefits of multicultural workforce in companies and organizations.

Keywords: Workforce diversity, cultural diversity, diversity management

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1 INTRODUCTION

1.1 Background of the thesis

In this age of global integration, the chance for an entrepreneur running without having a multicultural workforce is appropriately low. Broadening the cultural diversity in workforce, unfortunately, has just been concerned and studied recently. Diversity itself is a fortuitous to reach significant success due to its undeniable benefits and also a challenge because harmonizing different cultures is a beautiful but arduous mission. It is beneficial for an organization/entrepreneur to have a wider breadth of perspectives, it portrays a positive image to the public eye, and gives them access to the potential revenue gains from employing people who can contribute different things to the companies they work for. Based on immigration projections, about one in three Americans would be an immigrant or have immigrant parents, compared to one in four today. The ethnic makeup of the country projects to be 46% white, 24% Hispanic, 14% Asian, and 13% Black (D'Vera Cohn 2015, cited 25.11.2021). Multicultural workforce companies are proven to be more successful than homogenous ones, as figures show that inclusive companies are 120% more likely to hit financial goals (Rebecca Fryer 2020, cited 25.11.2021). Highly inclusive organization generate 2.3x more cash flow per employee, 1.4x more revenue, and are 120% more capable of meeting financial targets (Josh Bersin 2019, cited 25.11.2021).

One way of making the operation inside organization ineffective is to make diverse hiring a separate thing, an effective one would assimilate it to every part of its organization's every process. Using diversity as a lens for seeking, recognizing, developing and advancing the talents is considered a smart move of an organization. The recruiters team of each organization should be well educated about hiring a culturally diverse workforce for their company. Their awareness of the importance of the company's diverse population would take a big part in the farther successful development of its organization. "The most effective organizations, in my view, are organizations that don't simply use their diversity in order to have legitimacy with clients but use their diversity to increase the cultural competence of their workforce, writ large." (David Thomas 2011, cited 26.11.2021.)

The relevance of the topic also indicates that diversity has raised some concerns in the recent time but it has not really become a part of a recruiter's mind. As many life science organisations are taking into account the benefits of a diverse workforce, now it is the time of diversity at workplace. With employees working upwards to 35 hours a week, there arise conflicts and the difference in cultures and habits if not well understood, can menace the flame. However, in time of Covid 19, employees now can work from home and coming to the office is optional, therefore, new way of working is adapted: flexible working hours and convenient home-office, worries about conflict of different cultures can reduce within the time. However, we all know that it is just a temporary solution, but it would definitely buy us more time to adjust to the difference and find an effective way to take advantage of the benefits that diversity brings to the working life.

Recent research shows that culturally workforce diversity can be a potential benefit for organizations. Teams with a culturally diverse workforce have shown that they shine much more when given the tasks that requires innovativeness and multiple perspectives. However, besides the benefits that it offers, times to times in many cases, multicultural diversely team can have the problems of misunderstandings and confusions that lead to conflicts. The key to effective multicultural teams is through management. Without an appropriate diversity management, the organization might take on more disadvantages than the potential benefits cultural diversity offers. (Adler & Gunderson 2008, 99-109.)

The thesis was completed with the collaboration from Globuzzer. Globuzzer is an international organization which is open to culturally diversified workforce and happy to employ as well as cooperate with people from every parts of the world. Globuzzer was found with the purpose of becoming a social network for expats around the world that provides trusted and totally free guidance when they come to a new location and want to explore the destination.

1.2 Purpose of the thesis and Research Questions

The primary purpose of the thesis is to scrutinize the benefits as well as the challenges that a diverse workforce brings to the working environment, with a special focus on the effects of it on Globuzzer. The benefits it offers may refer to the effects it has on all parties of the organization on different levels (organizational level, project level and employees level) and the expansion of possibilities in the market, and the challenges may be seen as well as to provide Globuzzer's

management with effective guidelines to manage culturally diversified workforce. The second purpose is to discuss and find the way to optimize the increase of diversity at workplace. The third purpose is to look through and planning a strategy for better managing a culturally diversified workforce. All the mentioned objectives are supposed to support Globuzzer on their way of managing workforce's cultural diversity; therefore the thesis will investigate how diverse the workforce of Globuzzer actually is. The author used to work at Globuzzer as an intern and had a chance to observe the diversity situation at the company. Globuzzer is open to employee of every background, so it is fair to say that they rank high in the diversity scale. Because of the openness to diversity, they need a strategy to manage it effectively.

Due to the facts that the author has observe and for the most important purpose (to help Globuzzer come up with a good plan to manage their diverse workforce), the thesis answers the main research question:

- How will Globuzzer effectively manage their diversified workforce to optimize the benefits of it?

And to back up the main question, the thesis would also answer these following sub questions:

- What are the challenges of the multicultural workforce they are facing right now and the benefits that they receive from it?
- How to increase the diversity and make it a specialty of Globuzzer?

1.3 Structure of the thesis

The thesis commence with the introduction which gives the audience a overall picture of the main topic. Then it moves onto the body which contains of two parts: the theoretical part and empirical part. In the theoretical framework audience can find the related information about the concepts of cultural diversified workforce and cultural diversified workforce management. Following the theoretical part the audience can find the information about the case company that this thesis supports, Globuzzer. In the next part the author will present the empirical part, which describes how this thesis is conducted and the analysis of the collected data. The audience can also find the findings of the research and the validity and reliability in the empirical part of this thesis. And the final part that closes the case will be a brief summary of the completed project. A brief summary of the thesis structure would be presented through this figure below.



FIGURE 1. Structure of the thesis

Chapter 1 of the thesis introducing the background of the thesis, stating the purpose as well as structure of the thesis and also introduces the research questions which will be answered later on in the thesis.

Chapter 2 brings on the first part of the theoretical part of the thesis which consists of two separate parts. This chapter explains the concept of culturally diversified workforce, the viewer are able to find the information about multicultural organizations, the factors to consider when one company decide to adopt and develop their diversified workforce, the possibility as well as the challenges when adopting a diversified workforce.

Chapter 3 is the presentation of the second part of theoretical framework of the thesis, it would introduce the concept of diversity management after giving a brief definition of management in general. Then the author will propose some different approaches to cultural diversity management that are based on the previous study.

Chapter 4 will go in more details about the case company that this thesis concerns. The author will describe how culturally diversified workforce they are adopting and managing, as well as the way they plan to develop it.

Chapter 5 tells some details about the method of approaching the thesis and also describes the process of gathering empirical data and introduces the chosen data collection method in more details.

Chapter 6 presents the conclusion the thesis and after that closes the thesis. In this part the author will answer to the research questions and evaluates and reliability as well as the validity of the research. Finally to close the thesis, the author would give a concrete summarize of the entire thesis and recaps the findings and recommendations.

1.4 Data collection

The thesis' theoretical parts are based on the facts and informations extricated from academic books of the relevant topic and trusted online sources. Data used for this thesis is collected in both two accessible sources: primary and secondary sources. The new information that was collected for the study is called primary data, and this kind of data is gathered from interviews or observations that author performs with participants. Secondary data is data collected from the information that already exists and can be found in internet sources as well as academic books of relevant topic, stories or visual data such as video broadcasts or movies. (Erikson & Kovalainen 2008, 77-78.) In this thesis, the author gathered primary data from interviews with the case company Globuzzer, and collected secondary data from trusted sources as mentioned above.

2 CULTURALLY DIVERSIFIED WORKFORCE AND HOW TO MANAGE IT

2.1 What is culture?

Culture is what defines a human. Two people from two different cultures can have the same character and daily habits, but there is still a factor that tells them apart, that is the culture they belong to. Not only languages, culture will decide each person's own beliefs, perceptions and attitudes towards different aspects of life. The word "culture" means "to cultivate" in Latin, which stems from "colere". The word denotes patterns of activities that belong to a human, such as manners, languages, religion beliefs, morality value, behaviors, etc. According to Hellemans, the term culture is defined as "The sum of the collective representations associated with a particular society" (Hellemans 2017, 18). Culture is an intangible thing that decides the way a person acts or thinks about their surroundings. In the past, the term culture is usually used to avoid long conversation when it comes to the reason why certain groups of people do certain things, nowadays, due to globalization, those groups merge into organization or corporate cultures (Hofstede, 2019).

Cultures can be cuisine, attire, art, music, the way a person speak or behave. Culture can be affected by many factors, these factors are everything that made each person a unique individuals. Such a reason makes multicultural a beauty of life, and enables us to evaluate our own culture when we study about the other's culture and see the precious variety. According to Lott, culture in general is understood to refer to that part of our environment that is constructed by human beings to embody shared learning (Lott 2010, 10).

Workforce diversity is the beauty of corporate culture. It is also a contemporary and much-concerned topic that always keeps abreast of the development of an organization, as the variety of human resources plays a great role in increasing predictably along with the company's reputation. When the company grows larger and stronger, the number of international candidates it attracts rises accordingly. Not only is workplace diversity vital for the employees' well-being at work, but also it would benefit the expansion of an enterprise. We need diversity in our workforce so that we can learn from our own diversity to make ourselves more effective at meeting the needs of our clients. Recently in the big market picture, it is not exaggerated to say that only enterprise that recruits employees regardless of their varying characteristics has a good position in

the marketplace. It is important to have a good strategy for diversity management in order to cultivate organization's sustainable development and utilize the best out of employees.

2.2 The concept of cultural diversity

2.2.1 What is diversity?

Initially, the term diversity was originated in the United States in 1948, after the US President Harry Truman unified the military and signed Executive Order 9981, which desegregated the armed forces and eradicated discrimination "on the basis of race, color, religion or national origin" in the United States. (Executive Order 9981.)

Acceptance and respect are two aspects of diversity. It entails accepting that everyone of us is unique and respecting our differences. Race, ethnicity, gender, sexual orientation, socioeconomic class, age, physical ability, religious views, political convictions, or other ideologies are examples of these. It is the investigation of these disparities in a secure, pleasant, and loving setting. It is about knowing one another and pushing beyond basic tolerance to embrace and celebrate the rich qualities of variety that each human possesses. Having a diversity problem isn't always a bad thing. Organizations make mistakes by doing nothing while they are aware of the problem (negligence). Being in denial about these concerns will not solve them. Inside or outside of the courtroom, ignorance is not bliss. The fundamental question is why we have this problem and if we can take action to repair or improve the situation. For far too long, diversity in the workplace has been linked with multiethnic, multiracial, and multicultural features of the workforce, according to Thomas (1996). Thomas, on the other hand, defines variety as "any form of blend of elements marked by contrasts and similarities."

When examining at the qualities of diversity, suggests that they may be divided into four groups. As seen in the graph below, these four groupings are personality, internal, external, and organizational. The first category is "personality," which refers to an individual's unique qualities, characteristics, and capabilities. Internal relates to gender, race, intellect, and age in the second group. External groups, as contrast to internal groups, are used to explain an individual's culture, religion, and ethnicity. The last group, "organizational," refers to a person's position inside a company (MKoji 2012, 184-191.) Figure 2 presents the characteristics of diversity according to MKoji.



FIGURE 2. Four different groups of diversity characteristics (MKoji 2012, 184-191).

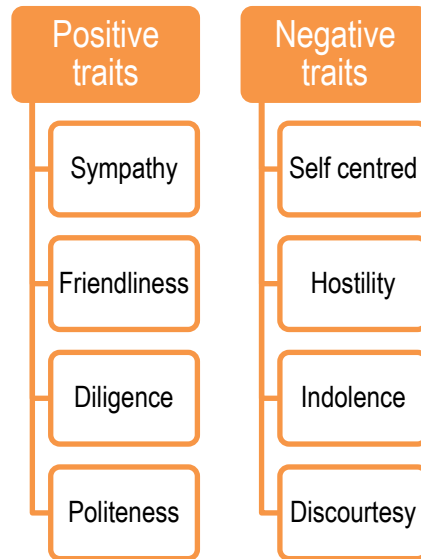
To go deeper in the definition of each groups, we have:

Organizational: These dimensions are momentous or relevant to the organization. Talking about diversity at organizational level, we can relate to some factors such as management status, work field, seniority, union affiliation.

External: These dimensions are personal characteristics which we have some control or influence over. They are some factors such as income, personal and recreational habits, religion, education, work experience, looks, marital status, and geographic location.

Internal: These dimensions are characteristics that have a root on the perceptions as well as expectations and attitudes of each individual towards other people. Some factors included maybe gender, sexual orientation, ethnicity, age, physical ability and race.

Personality: This term refers to the steady collection of features that define a person's identity. There are several sorts of personality qualities that an individual might exhibit. These characteristics might include a person's actions, the behavior they process, and their attitude. Furthermore, personality qualities may be divided into two categories: positive personality traits and negative personality traits. Some of these traits are shown in figure 3.



2.2.1 Definition of cultural diversity

The term cultural diversity refers to the whole of ethnic, racial, and cultural differences, as well as their intersections or co-articulations with gender and sexuality, debates, disputes, and conflicts, as well as conviviality, warmth, and solidarity. It also allows us to comprehend and communicate with different cultures and enables us to construct our cultural identities in and through the media (Siapera 2010, 6-7). It is crucial to understand the difference between cultures as we all are living on the same planet and need to cooperate for many next big things. The lack of knowledge about the other's culture can be a bad sign, especially in the workplace.

This thesis will cover the narrow category-based of the definition of cultural diversity. As the concept of cultural diversity is extremely large, in this thesis, the author will take only the difference in cultural backgrounds as the main field of study.

2.3 Cultural Diversity Management

2.3.1 The importance of management

Management is necessary and crucial in managing organizational diversity (Juneja 2019). As a result, knowing the fundamentals of management is critical in order to manage diversity. In practice, management has one basic purpose: to guide others to a single goal and success. Management is a term that is frequently used to refer to someone who has the authority to make decisions inside a corporation, such as controlling, assessing, and executing projects. Workplaces have changed considerably from what they used to be, and as a result, management theories have emerged (Murugan 2004, 2-3). Modern management theories are not "one-size-fits-all" conceptions, which explains why businesses should be willing to modify their management methods rather than sticking to the old rigorous methods.

All management theories are based on the same fundamental principles and ideas. A manager is required to manage people, procedures, information, and everything else that is going on in the background. Furthermore, a manager is someone who can encourage their employees or discover the finest methods to contribute to operational procedures (Murugan 2004, 2-3). Management, according to Juneja (2019), should guarantee that each employee inside the firm is permitted to contribute to the shared purpose.

2.3.2 Multicultural groups

Globalization has had a significant impact on the world, and countries are now more connected than they have ever been. Immigration continues to rise, and more individuals are opting to widen their horizons by working overseas. The rise of domestic diversity is becoming increasingly apparent. Nowadays, you may encounter people from many ethnic backgrounds by visiting a café or boarding a train. This is the most important reason why diversity is so important to businesses.

The world has been changing significantly ever since due to globalization. Nowadays going overseas, living and start a career is being normalized, and people are more and more inclined to go to another place for more opportunities. As a result, more and more enterprises all over the world were connected more than they have been, and domestic diversity has been increasing more

than ever. (Adler & Gundersen 2008, 129.) Different groups make up the essential structure of organizations. These groupings might be temporary or permanent, and can include several departments, teams, and committees, for example. These organizations' members might differ greatly from one another. Members may have differing cultural perspectives or levels of understanding about the subject at hand. These distinctions may have an impact on the team's productivity. (Adler & Gundersen 2008, 131-132.)

Groups may be categorized into four types based on cultural differences: homogeneous groups, token groups, bicultural groups, and multicultural groups. To begin, homogeneous groups are those in which all members share the same cultural background. Members of these sorts of associations frequently have similar viewpoints and ideals. A group with all Finnish members in a Finnish company is an example for this kind of category. Second, in token groups all but one member comes from the same background, such as a Finnish lawyer in a group of Danish attorneys. Nowadays, companies are increasingly concerned with maximizing the value of the group's token member. These individuals may frequently bring fresh thoughts and ideas to the table. Next to it, bicultural groupings are made up of people from two distinct cultures. These groups operate best when the cultures are evenly represented, such as a 50/50 partnership between Spanish and Italian managers. When bicultural communities contain an unequal number of members from each culture, the culture with the most members is more likely to exert authority over the group. Finally, multicultural groupings, such as United Nations agencies, have people who come from three or more cultural backgrounds. Multicultural organizations may now be geographically dispersed, with members holding virtual meetings from all over the world. These groups have become a valuable resource for organizations seeking diverse viewpoints on projects, and they perform best when all members' cultures are honored. (Adler & Gundersen 2008, 132-133.) Figure 3 summarized the differences between those types of groups.

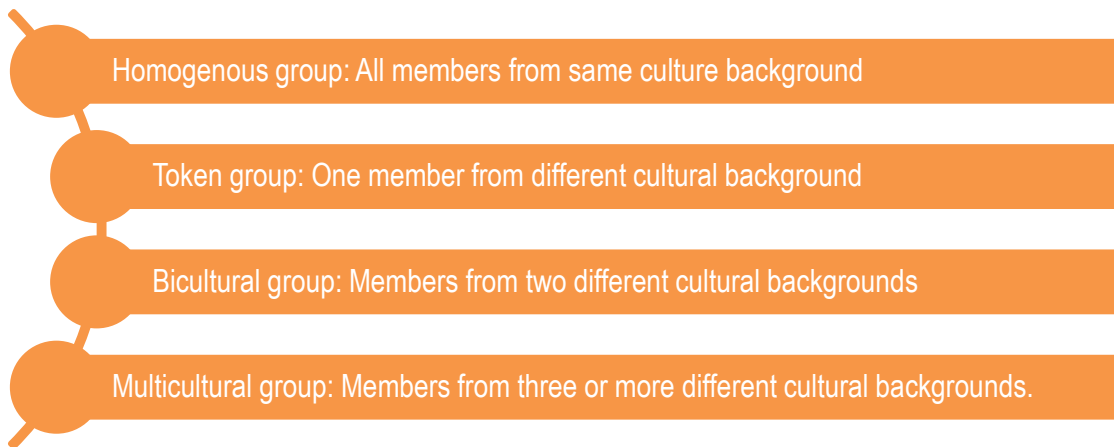


FIGURE 3. Multicultural Groups.

2.3.3 Managing cultural diversity

Managing diversity at workplace is a continuous process that never stops of forming, maintaining and developing an unequivocally pleasant work environment where both similarities and differences are promoted. The similarities connect colleagues more easily and therefore create a harmonious atmosphere, whereas differences stimulate human's brains, be the inspirations for creativeness and contribute to the popularity of the enterprise. Managing the diversity at workplace is to have a strategy to bring out the differences and turn them into the specialty of each organization, therefore encouraging all members to reach and expand their potential, and then optimize their contributions to the organization.

Diversity management refers to organizational initiatives that foster greater inclusion among varied personnel. Furthermore, there should be no favoritism or disfavoritism among the personnel. The goal is to achieve inclusion inside the organization's structure through various particular policies and activities. As the diversity of the workforce grows, firms all over the world are responding by implementing diversity management methods. Diversity management is about intentionally harmonizing the variety of the workplace in order to incorporate and reward all people equally. This is done on the basis of employees' various characteristics and by exploiting organizational diversity, according to Groutsis, which results in improved organizational fairness and better business outcomes. While variety occurs in every business, it may nevertheless be divided into two distinct categories on a wide scale. These are intranational and crossnational management. Intranational diversity aims to enhance the diversity management environment inside a single coun-

try. The fundamental problem in cross-national diversity management is that the host nations and the countries where the personnel live have distinct legislative laws and customs. (Groutsis 2014, 23-46.)

Eurostat (2019)'s figures showed that the differences regarding equal treatment, recruitment, and payment at workplace are still momentous. Diversity management is the action that an organization takes with the purpose of promoting and encouraging the inclusion between workforce without any form of favoring / dis-favoring of employees. Organizational cultures can change fast while national cultures are hard to change. Consequently if national culture fails to promote organization's aims and goals such as diversity management, the organizational culture becomes increasing important. (Gonzalez 2012, 385-405).

Along with the expansion of global citizen variety, the structure and component elements of community have evolved dramatically away from their original position. Multicultural immigration has a significant influence on human beings, particularly on young people, who are the major labour force; they learn new ways of communicating, working, and cohabiting with others. As a result, in order to create and foster a competitive edge, businesses and organizations must devise strategies and directions for effectively using the expanding diversity in their workplace. And thus workplace diversity management was introduced into the workplace, becoming not only necessary for the survival of businesses, but also beneficial to them. According to the Pew Research Center, the United States of America (USA) will no longer have a single racial or ethnic majority by 2055. (Holistica, Vol 9, Issue 2, 2018.) According to some research, approximately 20 million people who are presently working in the United States were born overseas (Holistica Vol 9, Issue 2, 2018). As a result, it is expected that the United States and many other countries will become pluralistic in the near future (Emma, L., 2018).

Witnessing this massive cultural adoption without taking action is likely to be a disadvantage for any company. To ensure that they have a culturally skilled workforce, more and more businesses have begun including diversity into their personnel recruiting. Many studies predict that future workplaces will be made up of different groupings of individuals from all over the world. (Patrick, H.A. and V.R. Kumar 2012.)



FIGURE 4 . Leaders' awareness of importance of workplace diversity management (Connect Team, 2020).

Many organizations currently address the adoption of diversity to foster creativity and openness in the workplace (Dike, P. 2013, 59). Adoption of workplace diversity has become an important corporate strategy to improve organisational management, competitive advantage and maximise profits. (Christian, J., L. W. Porter, and G. Moffitt 2006, 459-466). Amaliyah has researched and pointed out that modern organizations now recognize the critical need to adopt, invest and implement diversity as a corporate strategy for talent management, and the strong connection between corporate mission or vision and the overall performance is unsuspectedly possible. (Amaliyah, A. 2015, 175-182).

In the later part of chapter 3, the author would go deeper into the things that an organization should focus on when managing cultural diversity workforce.

3 CHALLENGES AND OPPORTUNITIES OF CULTURALLY DIVERSITY AT WORKPLACE

3.1 Challenge of culturally diversity at workplace

Culture is not only easily noticeable factors, it could be the way one talks, behaves and thinks, that is why cultural diversity does not necessarily mean just the differences in nationality backgrounds, each company itself is a multicultural organization. That is to say, managing the cultural diversity in workplace especially the ones with employees come from cosmopolitan backgrounds requires big patience and respect towards humanity, it requires both good strategies and deep understanding, since it may decide the survival of an organization. From an organizational standpoint, ethnic diversity is rarely regarded as advantageous. A poll of multinational CEOs indicated that most managers could only articulate the drawbacks of a culturally diverse staff. Less than one-third could conceive of any one benefit it might offer to an organization. (Adler & Gundersen 2008, 101.) There are some threatening that one company/organization better consider in advance, not to hesitate whether they should adopt the multiculturalism, but to carefully draw effective strategies for it.

The difference in culture often raises people's instinct to find other co-workers who share the same background as theirs. This will inevitably affect the amount of mistrust and dislike, even hatred in the workplace, especially when people are inclined to be serious and competitive at workplace. When a company/organization prioritizes and pay high concentration to diversity, there will be an instant deterioration in the trust among employees. This decline in trust has been observed in every group, including those with similar qualities and backgrounds. While this phenomenon often does not result in team isolation, it can nonetheless cause problems with cooperation inside the team or company. Take for example lunch breaks, which is different from coffee breaks. At coffee breaks people tend to be more open and join together in a group of largely diversified backgrounds, but lunch breaks seem to be a more private time which makes people want to gravitate towards others that speak the same language, or at least have nearly similar cultural background. The same nationalities form groups and speak in their own native language, such scenery could easily be mistaken as dislike of other coworkers, and that will increase the amount of mistrust within a workforce.

Another thing that culturally diversity can have quite uncomfortable effect on an organization is the stereotypes mindset about a particular culture. Stereotypes do not necessarily function in a negative way, it can be helpful when we use it to study a person before meeting them, to know what is acceptable and what is not in their culture, however in some cases stereotypes can be the root of serious problems. These stereotypes when go unexamined and become internalized, people will look at the cultural perception first and the person second, usurping individuality. Cultural stereotypes in the workplace can lead to miscommunication, unfair treatment, and impediments to success. It can lead to people making conclusions about coworkers, supervisors, and customers based on little or no knowledge about the individual. It also restricts management's capacity to make the greatest use of their employees' abilities and assist them in developing new ones. Assuming that all Asians are skilled at arithmetic is an example of workplace cultural prejudice. If a manager perceives Khanh as an Asian who is strong with statistics but not with people, he may never be given the opportunity to improve his people skills and may eventually quit the firm due to a lack of possibilities. (Chron Contributor 2021.)

When it comes to culturally diversity, language barriers or communication barriers seem quite an obvious challenge. The communication incorporates the individual's past and the manner in which the employee divides various parts such as personal, professional, and spiritual life. In an environment that includes multicultural backgrounds, it is common for employees to have their own opinions and approaches. In almost situations, one usually has faith that their personal perspective or opinion is correct. That is to say, managing diversity requires a lot of open and honest communication. Language barriers, though seem not much of a problem nowadays since English has become a common language in communication at diversified workplace, may cause some difficulties within the organization. Employees from diverse geographical locations seldom share the same native language, therefore they must rely on their secondary language. Two individuals speaking language that is not their native language causes often confusion due to different meaning of certain words and phrases. In these kind of situations, the probability of misunderstanding increases. (Gilbert 1999, 61-76.) According to Gilbert, when a diversity project is implemented, the number of complaints frequently increases. Gilbert contends that the amount of complaint differs between diverse and non-diverse teams. An exaggerated form of this is an employee who must work in complete silence, whereas another employee on the same team must continually click his/her pen in order to focus. In most circumstances, these discrepancies result in some amount of conflict.

And, maybe sometimes the cost to increase job satisfaction can be quite high, as the process requires. However, nowadays there are a lot of available diversity management programs that one company can consider the size of company and its employees to choose then.

3.2 Benefits of a cultural diversity

It has been proven that a company/organization which has a more diversified workforce operates more effectively and more receive more benefit than the one with a lower score of diversity in most cases. Among those benefits, those which concern all aspects of the organization will be analyzed in this part. There are three categories of benefits that a cultural diversified workforce could bring to an organization: Organizational benefits, project benefits, and employee benefits.

These benefits will help expanding and be beneficial for the business side of an organization. It is believed that the more diversified the workforce of an organization is, the more it attracts candidates from a larger span. There will be a higher possibility that candidates may see a lot more potential for them to work at a place which is open to multiculturalism and makes them feel welcomed and appreciated. Thus, having a diversified workforce would help company make good first impression, and help it gain certain trust from potential candidates. Therefore, it also helps organization gain maximum potential for its workforce. (Leopold & Harris 2009, 129-132.) Furthermore, when thinking of a company that is open to multiculturalism, there is a higher chance that it is socially responsible and has the tendency to offer equal opportunities regardless of cultural background. That will decrease the fear of discrimination, which is a big psychology impediment of potential candidates. Nowadays, these moral obligations have become a significant reason for diversifying an organization's workforce. (Hofhuis, Zee & Otten 2013, 180.) Furthermore, firms with a diversified staff might gather useful information about various markets. By utilizing all of a business's represented cultures and applying the benefits they propose, an organization might potentially enhance interest in their products and services. This has the potential to result in tremendous growth for businesses of all sizes. (Leopold & Harris 2009, 129-132.)

Besides the benefits for business side of an organization, a cultural diversified workforce also offer some benefits for the team and the task at hand. One big advantage that a multicultural team has over the other team is the outstanding capacity of coming up to new innovative ideas. The unique perspectives of diverse teams have enhanced project creativity. Therefore, diverse teams are able to think outside of the box and this often helps the teams avoid groupthink.

*Hofhuis et al.2013, 180). Furthermore, because a diverse workforce has a variety of viewpoints, employees are more receptive to fresh ideas when working on a project. Team members learn to collaborate more effectively and to benefit from each other's uniqueness. This increased openness and diversity of viewpoints can help a team's overall problem-solving skills. (Adler & Gundersen 2008, 102-104.) Overall, a varied workforce allows groups to generate more ideas and outcomes than homogeneous ones. It is up to the organization to decide whether or not to capitalize on the possibilities of a diverse workforce. (Leopold & Harris 2009, 132.)

Last but not least, a cultural diversity also offers benefits for the employees of an organization, undeniable. This covers the advantages that a culturally varied workforce provides to employees. It has the potential to boost workplace flexibility. This is mostly due to the adaptations that businesses must do in order to meet the requirements of a diverse employment base. These modifications include, for example, modified work schedules due to employees' religious convictions or probable parental duties. (Adler & Gundersen 2008, 102.)

3.3 Key factors to promote cultural diversity at workplace

Workplace diversity has an impact on several elements of corporate operations and society life, such as employee supervision, group cohesiveness, and employee and customer service. The wide set of talents and experiences found in a diverse workforce boosts innovation, growth, and creativity, all of which contribute to global corporate competitiveness. The goal of diversity management is to "establish and sustain a good work environment that celebrates individuals' similarities and differences" (Patrick & Kumar, 2012, 5). It aims to get the information and dynamic skills needed to handle such work settings efficiently and effectively. Diversity management allows an organization to see past the complications of diversity and respect the distinctions in individuals that diversity brings about, allowing it to reap the advantages of the greatest possible range of perspectives and experiences. Diversity management aims to encourage acceptance and respect for people' individuality, as well as identification of individual differences due to their uniqueness in the dimensions of diversity. It is the acknowledgement of these different characteristics in an environment via mutual understanding and a purposeful and collective determination to embrace and celebrate the rich and diverse qualities inherent in each individual, rather than simply to tolerate one another. To this purpose, diversity management aims to capture and explore the variability of groups or individuals for the benefit of the group in question and society at large. Given

the predicted benefits of workforce diversity vs the related obstacles, diversity management becomes critical since it tries to adequately mitigate the challenges while harnessing the benefits of a varied workforce to improve efficiency and hence maximize profitability. As a result, diversity management is critical to the performance of companies with varied workforces.

To increase job satisfaction, workplace diversity management can be costly at times. When an organization strives to effectively manage a diverse workforce, it must go through mandatory diversity training in which supervisors, employees, and managers receive lessons on how to interact with employees and clients. In recent years, several diversity management programs have been available for businesses to select from, taking into account the size of the firm and its personnel. Some training programs have significant travel and participation costs. Discrimination on the part of both managers and employees is a substantial disadvantage of working with a diverse workforce. It is possible, but it is a hidden component of a badly managed workplace. When a worker is discriminated against, it undermines his capacity to perform successfully, as well as the sense of equity and poses legal difficulties.

It's a typical occurrence for managers to employ with a "particular" kind in mind. Furthermore, this particular kind is often similar to themselves. This mental level may be useful for fostering comfort, but it is not optimal answer for the issue we are discussing. (Hunt 2015.) When the management starts hiring while thinking of narrowing down to the backgrounds, experiences and the outlooks in their mindset, he will limit the number of solution spaces that can be explored within the team. (Satell 2018). In a non-diverse team, there is typically a lack of invention, yet in a more extreme scenario, the team becomes an echo chamber where underlying prejudices are perceived as normal and even encouraged. In other words, by forming a homogeneous team, the team's innovativeness suffers as a result of the absence of diverse viewpoints.

Diversity management requires far more than simply offering equal job opportunities. Managers must recognize that change comes slowly, but they must continue to support change. Dealing with diversity also necessitates providing a safe environment for managers and employees to communicate. Examples of such environments include social gatherings and business meetings where every member feels at ease and creates a friendly atmosphere in which to speak freely and listen to others. Mentoring programs should be put in place to teach staff how to obtain information. Employees should be provided constructive feedback after they have learned from their failures and have been effective in implementing the lessons learned to attain success.

3.4 Things to consider when managing cultural diversity

When dealing with cultural diversity management, the first and foremost thing that a manager should do is to maintain equilibrium, and to plan a strategy in advance instead of going with the flow. When planning a strategy to better managing cultural diversity, some factors if are paid enough attention may bring the best result. Each manager has his/her own thoughts and directions about what play vital roles in management, however, according to Adler and Gundersen (2008), the following things proved themselves in optimizing the process of managing.

One of the first things to consider is to eliminate the manager's mindset of being afraid to look at candidates and employees without seeing the differences and uniqueness in their cultures. The purpose of this guideline is to encourage managers to see candidates and employees as they are, but at the same time, keep in mind the effect of cultures on them to cultivate the best out of their employees' talents. Sometimes in the working, managers maybe bothered by the fear of being seen as racist or narrow-minded, since pointing out the differences, even with a constructive attitude, may be misunderstood and spread the negative vibes to the team. The cultural blindness should be eliminated, and managers should do it gradually with prepared mentality, so that they stay calm and keep going when facing conflicts and negative attitude. Adler and Gundersen introduced these steps to help managers with making the process easier while still remain the productivity: First is to look right at the existing culture as well as the stereotypes it has. Then try to understand the stereotypes, and make clear of the differences between that and the real characters and manners of the person who is working for the company. In the process of studying the stereotypes, manager can acknowledge the reason why people from different cultures behave in different ways at work. Each culture has their own beauty and the effects it has on a person could be a positive or a negative thing, but what makes a manager success in making the best out of the situation is to optimize the positive, thus the next thing a manager should consider doing is to reflect of the way that each culture can contribute to the bigger benefit - the benefit for the group, or the organization. (Adler & Gundersen 2008, 101.)

Communication is an evitable recipe in maintaining a good relationship, and especially, in a workplace environment of multiculturalism, effective communication has proved that it is a key factor. Giving and receiving feedback is an example of necessary communication, because it is useful for the growth of an individual, as well as the growth of an organization. Feedback can be positive or negative, but first and foremost, it should be a constructive one. Or it can be a neutral

statement that means to give a general observation to inform the feedback recipients that what they did was recognized. A useful and constructive feedback should be given with supportiveness, encouragement and an insightful opinion of the needed change or improvement. The reason why giving and receiving feedback plays a vital role in every workplace environment is also because it can enhance employee engagement, foster and tighten the relationships between workplace colleagues. According to Nonviolent Communication, four ideas needed to be kept in mind when giving feedbacks are Observations, Feelings, Needs, and Requests. (Indeed 2021, cited 16.06.2022.)

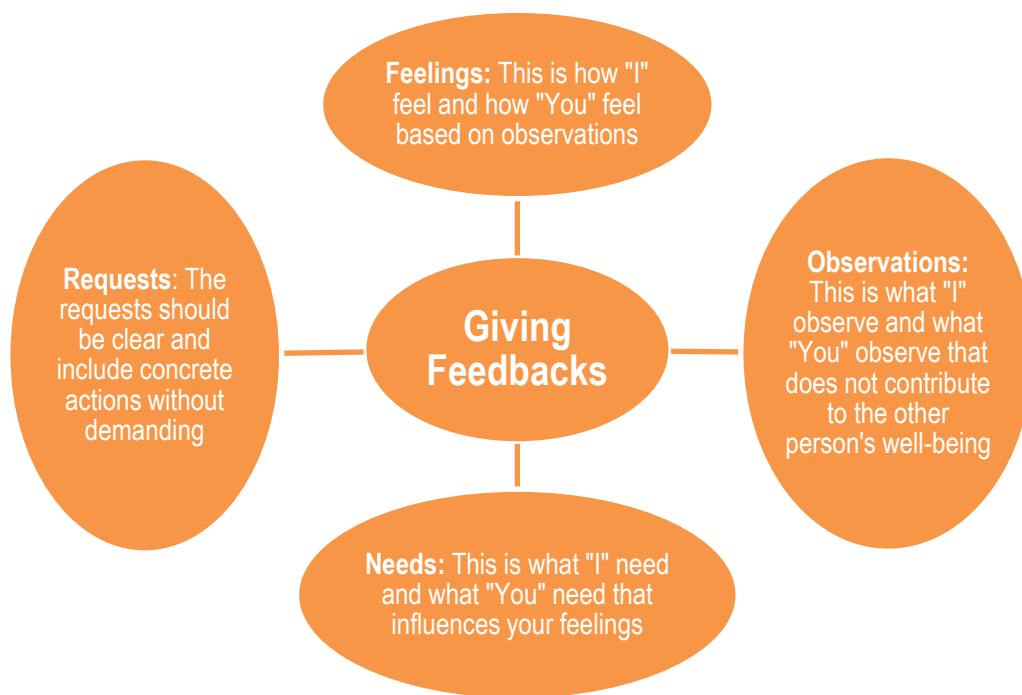


FIGURE 5. Four notes to give feedbacks according to Nonviolent Communication.

Giving and receiving feedbacks are also necessary skills to try to adapt and practice. The two parts are equivalently important as the role of feedback giver and recipient is interchangeable and not necessarily follows a hierarchy order. Table 1 below lists out some of the key points in giving and receiving feedbacks in an effective way.

TABLE 1 Important points in giving and receiving feedbacks at workplace (Indeed Editorial Team 2021, cited 16.06.2022)

Giving Feedbacks	Receiving Feedbacks
<p><i>Be clear of feedback's purpose:</i> It is better to be aware of the result that the giver wants to achieve and provide feedbacks with genuine concern, and the desire to improve their colleagues performance.</p>	<p><i>Actively ask for feedbacks:</i> helps the receiver be more open to the advices. Ask open-ended questions from reliable persons.</p>
<p><i>Concentrate on behavior, not the person:</i> At this stage, try to avoid directly comment at personality, intelligence or other personal identifiers. Focusing on the matters that need discussion is the main point.</p>	<p><i>Be receptive to constructive feedback:</i> It's advisable that the recipients think of the way to change his/her behavior for better results and may ask for suggestions from the givers.</p>
<p><i>Focus on how you feel:</i> The main idea is to mainly address how you feel, what you like and do not like, and try to avoid speaking for others.</p>	<p><i>Give the feedback some time to process:</i> this is an opportunity to track the recipient's progress of improving their perform.</p>
<p><i>Exchanging questions:</i> with the questions brought to the table, it could probably assess the recipient's understanding of the situation and hear about their opinions.</p>	<p><i>Own the mistakes and move forward:</i> It is quite a sensitive time to accept the made mistakes, but it is important to forgive yourself and decide to try a new directions for everything ahead.</p>
<p><i>As soon as possible:</i> Feedback claims its most usefulness when given the earliest after a certain behavior occurs.</p>	<p><i>Be thankful for the feedback:</i> By showing the appreciation towards feedbacks givers, the recipients show that they are changing for the better which is a good sign of farther development for the organization</p>
<p><i>Mind the moment:</i> Avoid giving feedback when emotions are high. Instead try to grab a moment when recipient is open to receive feedback.</p>	

Equal balance of power among members of participation is a sign of healthy relationships both inside and outside of an organization (John, M. 2018, cited 17.06.2022). Especially, at a workplace of multiculturalism, the balancing power is insurance for the productivity. Cultural domination, in any kind of existence, should be eliminated at the commence of any project (Adler & Gundersen 2008, 146). In a critical environment like a workplace, it is rare that everybody sees eyes to eyes all the time, each individual has their own way of seeing a situation, making a decision or consulting an idea. Even at a position of a decision maker or a leader, it is for the best if power is distributed equally and let all the members have their room to speak up their standpoints and opinions. Healthy work means a culture where finding a way to create power-balanced relationships matters. Earning respect may often be as simple as listening with attention, empathy, and consideration for another person's thoughts or insight. It is also critical to balance the manager-employee relationship. Leaders in diverse workforces must stress employee participation in order to exercise power. This can be the key to unlocking the advantages of diversity in many circumstances. (John, M., 2018, cited 17.06.2022.)

After making sure that difference in cultures are recognized, power among members of participants are balanced, and feedbacks as well as constructive comments are given at the right time, managers should keep in mind respect among members in their teams are created. To ensure the smooth running inside a team or a company, there must be a respect between members, and ethnocentric thoughts must be avoided. Every departures of an organization should be equally valued, and the idea of one group be considered the best should be invalidated. Collaboration, homogeneity, and similar goals within work groups can help to decrease biases and improve workplace image and productivity. Supervisors can help by forming groups of members with comparable rank and ensuring that all members are aware of each other's prior accomplishments and skills. (Adler & Gundersen 2008, 146.)

4 QUALITATIVE RESEARCH

4.1 Research methodology

To approach a research, there are usually three different ways: inductive, deductive and abductive approach. In an inductive approach to research, the first thing a researcher does is to collect relevant data to his or her topic of interest, and then later he or she would look for patterns in the data and work to develop a theory that could explain those patterns. In other words, in this inductive approach, the researcher begins with his or her own observations and their particular experiences to develop a more general propositions about those experiences. They move from data to theory, or from specific to general. Deductive approach, would be conducted in a reverse way compared to the inductive approach. The researcher who goes in the deductive way would firstly have a social theory that they are interested in, and then test its implications with data collected later. In other words, they move from general to specific. When following a deductive approach to research, researcher would usually associate with scientific evidences. (Saylor Academy, 19-20.) An abductive research is a combination of both deductive and inductive approach, this would allow researcher to approach their research in a more flexible way. (Eriksson & Kovalainen 2008, 21-23). In this thesis, the author will use deductive approach as her main tool to conduct the research.

About the methods of approaching this thesis, the author applies qualitative method, as answering questions by analysing people's stories, opinions and reactions is her favourite way of solving a matter. Qualitative method, along with quantitative and mixed-methods are the three usual methods used to support the data to answer their research questions. When using qualitative methods, the researcher would focus on the behaviours and the interactions of people and characters involved, under many different situations. This method is usually applied when researcher prefers a more flexible and personal way to do their research, which has the purpose of finding solutions and outcomes after analyzing the data and generally not including a hypothesis in the beginning (Silverman 2011, 4-7). Quantitative method, on the other hand, is often known as a generalizations of data, which mean it focuses mainly on numbers and statistics. A research that applies quantitative method often starts with a hypothesis that needs to be tested. Useful tools in

conducting the method is different kinds of surveys or questionnaires to gather data from the sample. Finally, a mixed method is the way of combining both the mentioned methods above.

4.2 Conducting interviews and data analysis

This section presents the formulation of empirical research conducted for the thesis. The empirical data were collected by interviewing the 1 founder, 1 manager and 6 employees working at Globuzzer. The purpose of the interview was to collect data to test the theory about the benefits as well as the challenges of a multicultural workplace environment that the author had in the beginning. Moreover, the interview also was a discussion with the managers and employees about how they suggest increasing diversified workforce and developing a strategy for managing the diversity. As mentioned previously in the introduction, the qualitative method of approach was applied for conducting this research, and the author found it an ideal method for the study, because the method collects data and information based on people's opinions and experiences. The section first commences with the introduction of the case company – Globuzzer and the company's current situation, and then it will proceed to analyse the results that the author inferred.

4.2.1 About Globuzzer – case Company of this research

Globuzzer was found with the purpose of becoming a social network for expats around the world that provides trusted and totally free guidance when they come to a new location and want to explore the destination; the company is based in Sweden. It provides complete guidance to individuals when relocating to a completely new city. Among forests of mixed information that are bubbling all over the internet, Globuzzer could be described as a one-stop platform that was made for expats and students all around the world to help them to move from one country to another by connecting them with trusted sources like articles, which are written by Globuzzer's content writers team, and the videos that they travel to the exact destination to have the authentic shoots. Also it provides multiple services as website developing, marketing, event managements, galleries. It was established with the help of KTH innovation office at Stockholm, Sweden. The company includes 50 members coming from 15 different countries all over the world and expanding from 2 cities to 18 cities.

When doing internship for the company, the author worked as a community manager at Skillscanner department, the platform founded with the purpose of introducing jobs that requires only English as a working language for foreigners who are living in the Nordic countries including Finland, Denmark, Sweden and Norway. The author then was responsible for interacting with the users on Skillscanner platform, guiding them in their way of finding new opportunities at work. The author has worked with clients from various nationalities and that was a genuine chance for her to observe the differences in cultures, and how their attitudes towards a certain thing vary. At that point employees at Globuzzer in general and in Skillscanner in particular came from multiple countries all around the world too, so the author has worked together, and experienced the multiculturalism at workplace at its best.

Globuzzer is a Sweden-based organization of 29,452 web platform users and about 50 employees and staffs at this point. The company aims at connecting people all over the world, so it has done many things in attempt to make it easier for communication globally. It has created a marketing tool called Time Converter, which helps converting the time between countries to make it easier for communication. Nowadays in the era of globalization, people can live anywhere in the world and have friends across the global, or they can stay in one country, so plenty applications which allow looking up the time difference. Thing that makes Globuzzer' time converter app stands out is a Call-to-act (CTA) button, which links the app to their main company's web page. The main mission of the CTA button is to bring potential users to the main platform of Globuzzer, and then introduce them about the services that they offer. This marketing tool perfectly supports the company in doing their business because Globuzzer is an international company, their staffs as well as users come from all around the world which have are in very different time zone, so this one would smoothen the flow of conversation and speed up communication therefore makes communication more convenient without maximizing participants' effort. The screenshot below shows the appearance of Globuzzer' time converter and the arrow points at the CTA button that direct users immediately to the Globuzzer's home page.

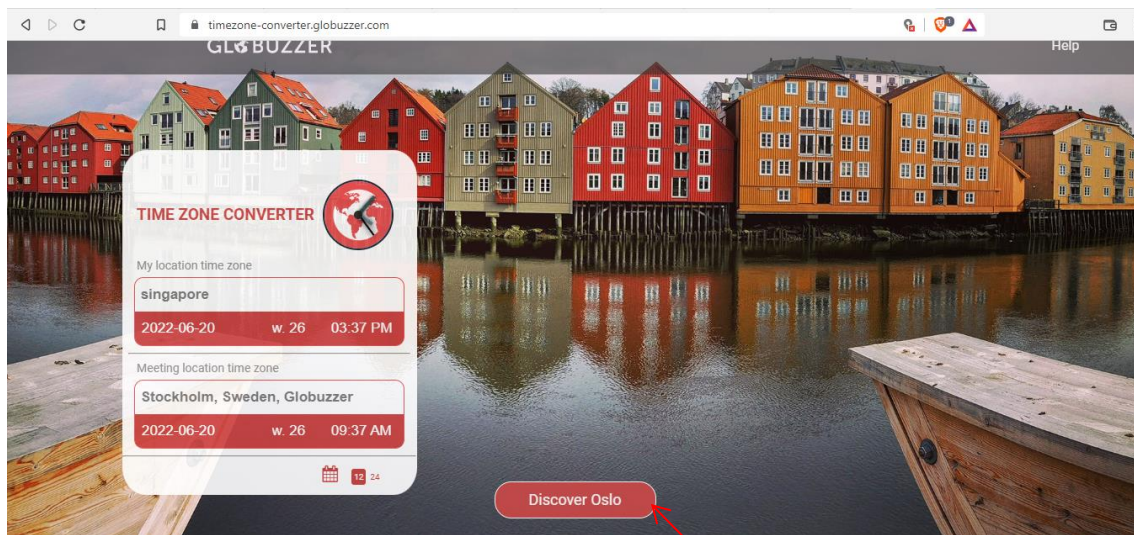


FIGURE 6. The appearance of Globuzzer's time converter and the CTA button, spotlight of this marketing tool.

Globuzzer is an organization of great culturally diversified workforce with approximately 50 employees coming from continents all over the world. The author believes that the managers of the company have run an effective ship of diversity management because according to interview's results, most of the employees feel respected and happy at their work. However, they face some challenges, too. According to the founder of the company, sometimes employees misunderstand the flat-work culture environment that often leads to overusing the lack of hierarchy. Flat-work culture is a working environment where individuals or groups are not ranked one above the other according to status or authority. In other words, a flat organization refers to an organization structure with few or no levels of management between management and staff level employees. The flat organization supervises employees less while promoting their increased involvement in the decision-making process. (Colette, L. 2019, cited 20.06.2022.) And another thing that challenges him is when there is no chemistry between employees from different countries, when people do not understand the references in the stories.

4.2.2 Conducting interview

Interviews are a typical method for gathering qualitative data. Structured, semi-structured, and open-ended interviews are the three primary forms of interviews. Structured interviews adhere to a script that the interviewer has prepared ahead of time. This script follows a clear order and spe-

cial attention has been paid to the phrasing of each question. Therefore, a structured interview offers very little or no flexibility at all. Structured interviews are a good technique to acquire information concerning certain events or themes. The questions of a structured interview are often organized in advance, and often related to how certain events took place or who were involved, for instance. Semi-structured interviews are pre-planned plans of themes and difficulties that the interviewer want to explore. Questions are frequently prepared in advance as well, although the interviewer might change them based on the interviewee's ideas and interests. This gives the interviewer flexibility and enables the researcher to gain new and richer perspectives on the subject. Open-ended interviews can resemble a conversation. The interviewer can prepare some subjects to address, but the interview is primarily based on the interviewee's ideas and thoughts. This sort of interviewing is particularly beneficial when the researcher wants to get a large quantity of information about a subject from the participants' perspectives. The disadvantage of open-ended interviews is that they are not ordered, and the participants' perspectives might vary greatly, making analysis of the data more difficult. (Eriksson & Kovalainen 2008, 80-83.)

To collect data for this research, the author has used semi-structured interviews as the data collection method. Two lists of questions that supports answering the research questions were formed in advance, one for the 2 managers and one for the other 5 employees. The interview questions varied between the interviewees, depending on their relationship with Globuzzer. The lists of questions were forwarded to the interviewees beforehand, so the interviewees had time to prepare what they have to say before the interviews. Since this topic involves the human's behaviours and their experiences, the authors thought that by conducting semi-structured interviews, when she could further develop the questions based on the interviewees' answers, is the optimal way in this case. Originally the list of questions for employees consists of six questions and the list of questions for managers consists of seven questions. To avoid any transference from the author's side, author attempted to keep the questions as straightforward and impartial as possible. Basically, both manager and employees were asked questions concerning their definition of culturally diversified workforce to grasp the area of the thesis, the benefits that they believe it can offer their organization and the challenges that they were facing in the workplace, as well as their experience when working in a multicultural environment. However, some more specific questions related to giving any suggestions to develop the diversity and increasing workforce diversity were designed for the manager, and employees' questions focused more on how a culturally diverse workforce would have an effect on their corporation with Globuzzer. In the big picture, all the questions designed were related to workforce diversity and Globuzzer, and they aimed to cover

all parts of the theory collected for this research. The interview questions were listed in Appendix 1 and 2.

The purpose of this study was to learn about people's perspectives on a culturally diverse workforce at two distinct levels: management and employee. The author believed that the data gathered in this manner would be richer and more beneficial to the case firm. The target group of interviews was chosen at random, with an equal division of gender and cultural backgrounds. 2 managers and 5 employees were able to participate in the interviews. Interviews were all conducted online and face-to-face, because interviews questions were then developed therefore direct verbal interview would make it possible. The language used in the interviews was English, and all the interviews were confident and comfortable conducting the interviews, which indicates that the interviewees are able to function in an international environment, using English as the main language.

4.2.3 Empirical data analysis

The author evaluates the data gathered from the interviews in this section. The author began each interview by questioning the participants about their relationship with Globuzzer and their knowledge of the notion of cultural diversity. The author aimed to ensure that all interviewees could explain the idea broadly, while also emphasizing how the notion had been narrowed in this study. After establishing that participants were knowledgeable enough about cultural diversity to answer interview questions, the author moved on to the main section of the interview. In the following information the author will establish the questions and answers that mainly support solving the thesis problem.

In the first question, the author asked all participants how do they perceive the definition of culturally diversified workforce, or multiculturalism workforce, and in their opinion, is Globuzzer an organization of multiculturalism workforce? With the first part, almost participants defined the concept of cultural diversity similar to the statistics and definition the author mentioned in the beginning of the thesis. All participants perceived that culturally diversity is a broad concept that includes many aspects such as ethnic, regional beliefs, behaviors, racism and sexuality. The author then explained that this thesis will cover the narrow category-based of the definition of cultural diversity. As the concept of cultural diversity is extremely large, in this thesis, the author will take

only the difference in cultural backgrounds as the main field of study. And when asked do they see Globuzzer as an organization of multiculturalism, 100% participants agreed that the cultural background of employees and staffs at Globuzzer is diversified.

Question number 2 asked the participants whether they think cultural diversity important for an organization, what specifically in what aspects. The answers are presented in the table below.

TABLE 2 Answers to question number 2. 'Do you think culturally diversified workforce important for an organization? And in what kind of aspects?'

Participants	Answers
Interviewee 1	Yes, it is important to be a diversified organization, because that would attract more potential candidates in a larger span; and increase creativeness in working.
Interviewee 2	To some extent, cultural diversity is important, but not compulsory.
Interviewee 3	Yes, it is important. It expands the perspectives and makes the company more socially responsible.
Interviewee 4	Yes, it is necessary. Diversity is the most natural thing and that should be included in a company.
Interviewee 5	Yes, cultural diversity is now a universal thing and companies all over the world are adapting it, it is evidently beneficial for the growth of an organization.
Interviewee 6	It depends. Not necessarily important if the organization was founded to just solve a particular problem, and then it would be better to recruit candidates that understand deeply the area that the problem takes place.
Interviewee 7	Yes, it is.

The result shows that 71.4% of participants agree that culturally diversified workforce is important for the development of a company, for the reasons that can be seen from table 2. The other 28.6% agree with the importance of cultural diversity at workplace to some extents, and one of the interviewee said that if the organization is found to especially find a solution for a particular

problem, then it is better to gather people that deeply have knowledge about the area in matter, which relates mainly to homogenous cultural groups.

Question number 3 concerns that the challenges that staffs at Globuzzer facing when working with people from different cultural backgrounds and the way they find to surmount the challenges. Answers to the questions are shown in table 3 below.

TABLE 3. Answer to the question number 3 ‘When working with people of different cultures, are there any challenges that you find? Did you find a way to surmount the challenges?’

Participants	Answers
Interviewee 1	Found it very enjoyable working cross culturally.
Interviewee 2	It is a challenge when people overuse the lack of hierarchy at workplace.
Interviewee 3	Sometimes people overuse their rights because the concept of flat-work culture is still new to them, so when they get to know it, they are not aware of their limit, and it takes quite long time to change their mindset.
Interviewee 4	Of course there are challenges, but overall, the benefits exceed the challenges so they accept that there are always two sides of the problems and choose to concentrate on the benefits.
Interviewee 5	Not really challenging, but it is quite awkward when the lack of chemistry hit the group. For example when unintentionally someone dropped a joke and it is quite offensive in someone’s culture that happened to be in the group
Interviewee 6	Need time to adapt but most of the time they find it comfortable and can easily adapt to difference if necessary.
Interviewee 7	Language barriers sometimes cause misunderstanding. Because English is not their native language so sometimes they use the wrong words or misunderstand the context.

From the table, it shows the diversity even in the way people think of a problem, and the author finds it the true beauty of diversity. According to the participants’ answers, 42.8% found it not too challenging when dealing with working cross culturally. One of them enjoys accessing new cultures because it expands their view of the world, and the other two admit there are challenges but

they choose to concentrate on the benefits, or willing to adapt to the differences. The other 57.2% find it quite challenging, for the problems such as language barriers, misuse and overuse of non-hierarchy work culture, lack of chemistry, and unintentional offensive jokes. The challenges that exist inside Globuzzer quite complies with the theory mentioned previously in the research.

Question 4 is designed with the purpose of asking participants about what benefits they think a culturally diversified workforce can offer an organization. Let's look at table 4 to know the replies of 7 interviewees.

TABLE 4 Answers to the question number 4 'From the previous experiences, what do you think are the benefits that a culturally diversified workforce offer to your company?'

Participants	Answers
Interviewee 1	<ul style="list-style-type: none"> ○ It is relaxing and thrilling to get to know other cultures; actually it decreases the stress at work. ○ It keeps their mind open. ○ Offers a lot of chance to access to new perspectives of an issue. ○ Multiple voice, perspective and personality can boost and encourage think-out-of-box ideas.
Interviewee 2	<ul style="list-style-type: none"> ○ By keeping the workforce diversified, the company is responsible for the society that is getting more and more people entering labour ages.
Interviewee 3	<ul style="list-style-type: none"> ○ It can boost creativity when we need to brainstorm ideas. ○ A varied workplace's diversity of experience, skill, and working techniques can raise problem-solving capacity. ○ I feel that it actually contributes to increased productivity. ○ Foreigner employees have a good attitude towards working, better motivation
Interviewee 4	<ul style="list-style-type: none"> ○ I like the way creativeness was increased; it eases the stress at work by giving us the increase in productivity. ○ It brings an international environment, boosting new ideas, innovation or product development.

Interviewee 5

- Driving innovation and meet customers' need in a new and creative way.
- It helps discover talents beyond nationalities.
- Creates a competitive environment so people will work harder.

Interviewee 6

- It brings fresh and innovative ideas to the group,
- It helps understanding the culture or the ways to do business of foreign markets.
- Provide local market knowledge makes their business more competitive and profitable.

Interviewee 7

- Brings together different skill sets to the table.
 - Creativity is a plus point.
-

Most of the ideas the participants have about cultural diversity's profits are observed from their experiences. All the interviewees agreed that multiculturalism actually is beneficial for their company. From the answers, we can see that almost participants agreed that multiculturalism boosts creativity and helps them conveniently access new perspectives of a matter (71.4%). Furthermore, this often refers to a possibility to grow the market or export products to a specific market by getting local expertise and experiences from a foreign employee. And since an international environment is more competitive, the employees themselves have to invest more effort and thus it helps the personal improvement. One interviewee sees cultural diversity under the prism of social benefit, they find that it helps the company be more socially responsible by offering more jobs for people regarding of their nationalities. And one of the interviewees found it exciting to be in a multiculturalism environment, as it keeps their mind open and boosts the think-out-of-box ideas.

5 ANSWERING RESEARCH QUESTIONS

In this chapter, the author will answer the research questions of the thesis. As mentioned before, this thesis aims at scrutinizing the benefits as well as the challenges that a diverse workforce brings to the working environment, with a special focus on the effects of it on Globuzzer, so this chapter also answers the research question 'How will Globuzzer effectively manage their diversified workforce to optimize the benefits of it?' For further study on this subject at Globuzzer, it depends on whether the managers of the company want to focus on increasing the culturally diversity as they feel that it would offer great benefits for their organization, then the further research could concentrate on the opinions of Globuzzer's managerial level. The research question would be answered in the end of this section, after the author answered the sub questions and provided the arguments that support the research question.

5.1 What are the challenges of the multicultural workforce Globuzzer is facing right now and the benefits that they receive from it?

According to the interviews' results, many challenges as well as benefits of a culturally diversified workforce at Globuzzer were mentioned. The benefits that were agreed the most are the increase in creativity, the convenient way of accessing new perspective coming from various cultures, and the advantage from knowing local markets and becoming more competitive. Moreover, developing multiculturalism also helps expanding the candidates' pool as it attracts more talents coming from all over the world when it creates more trusts to the candidates that it is a multicultural friendly working environment. And by attracting more and more culturally diversified background candidates, the organization has more chance of being socially responsible when it helps fixing the unemployment situation globally. That is a big benefit, not only for the organization but also for the society. The responses from interviews' participants also comply with the benefits that the author mentioned in the theory part, culturally diversified workforce offers benefits for organization to 3 levels: organizational level, employee level and project level. At organization level, cultural diversity workforce helps improves the image of the organization, thus helping the business side of it. At employee level, multiculturalism increased the flexibility at workplace, because of the change that a company must make to fulfil the needs of a diverse employee base. These changes can be flexible working hours, or possible parental obligations. Finally at the project level, it is

evidently beneficial and also be recognized by the majority of employees that cultural diversity will increase the creativeness in tasks at hand, and bringing new perspective in solving problems.

About the challenges, three main challenges that interviewees observed is the misconception of flat-work culture, that leads to the overuse the lack of hierarchy; the lack of chemistry between staffs, and language barriers. These challenges are potentially solvable; however, it requires the corporation of all the parties. But if overcome it, the company can turn the challenges into advantages and tighten the bond between their employees. The challenges mentioned by interviews' participants added into the challenges that the author talked about previously in this thesis. The common challenge that both the thesis and company's staffs agreed is the language barrier, the difficulty in trying to understand what others are trying to say at first. The thesis mentioned also the difficulty in cultural stereotype, in which recruiters or managers look at a person based on their culture but not their character first, and that may put the candidates/employees in wrong position, limit their growth and development. Lastly, the author mentioned that there could be a burst in increasing mistrust and hatred at workplace, when people tend to gravitate to others of the same culture as them and that may make it seem like they do not like others.

5.2 How to increase the diversity and make it a specialty of Globuzzer?

The author had a discussion with Globuzzer's founder to propose some key points in managing cultural diversity at workplace, as well as how to increase it. We had come to a conclusion that if we manage the diversity well, it will shine and become a specialty itself. The first and foremost thing that we had agreed is that the core of diversity is being open. The founder does not put too much concentration and emphasis on being culturally diversified, instead he tries to give a hand to people who need jobs and it automatically attracts more and more people. In other words, he focuses at personality before looking at their background. And so he has done a good job in being socially responsible. He also leads Globuzzer to actively seek for candidates from foreign countries by create jobs that requires English as the main language. Furthermore, he agreed when an organization strives to effectively manage a diverse workforce, it must go through mandatory diversity training in which supervisors, employees, and managers receive lessons on how to interact with employees and clients, not to mention eliminate the discrimination on the part of both managers and employees, which Globuzzer is doing very well. Last but not least, when dealing with diversity, it is necessary to provide a safe environment where leaders and followers can

communicate comfortably without minding their positions, that is also a part where Globuzzer is doing well since the company's culture is a flat-work one. This part includes providing employees constructive feedback at the right time.

5.3 Answering research questions

Research question, the biggest question that this thesis has been conducted to answer, is 'How will Globuzzer effectively manage their diversified workforce to optimize the benefits of it?' To answer this question, the author had collected information from trusted sources such as books and online reliable articles as secondary sources data, and from the participants' responses of interviews as primary sources data. According to the interviewees, the most crucial factor to consider when managing a diverse staff is fostering a friendly workplace. Managers must ensure that new staffs feel valued and that no one feels like an outsider. When dealing with cultural diversity management, the first and foremost thing that a manager should do is to maintain equilibrium, and to plan a strategy in advance instead of going with the flow. According to Globuzzer's managers, company should have common culture rules make people comfortable, and feel appreciated, as well as feel that they are treated equally. The domination of one particular culture should be avoided; however, there should be some exception, if the company find that culture works for the big benefit of the company. Besides, regular meetings and teambuilding meetings are great ways to contribute to the make the relationships among company colleagues more bonding. Furthermore, the managers suggested that policies, regulations and organization's code of conduct will always need to be explained and introduced during the onboarding meetings. Last but not least, managers of the company will always try to give their employees trust and flexibility with control guidelines. The answer of the managers on how to effectively manage the company's cultural diversified workforce to optimize the benefits of it summed up the theory the author introduced at the beginning of this thesis.

6 CONCLUSIONS AND SUMMARY OF THE THESIS

6.1 Concerns about reliability and validity of the thesis

In research, reliability and validity are indispensable aspects. In general, reliability investigates whether a study's conclusions will remain consistent if the same procedures or procedure analysis are employed. Reliability assesses whether the research would produce the same results if conducted by different researchers. Although quantitative research is easy to assess, qualitative research may also assure reliability. The researcher must describe the study procedure in as much detail as feasible. All data analysis methods utilized must be properly documented so that the reader understands them, and the study approach must be well-defined. Furthermore, if interviewing is used as a data collecting strategy, the researcher must verify that all interviews are correctly documented and transcribed. To increase dependability, interview questions should be straightforward and explicit. (Silverman 2011, 360, 364-365.). In the theoretical part, the secondary data is collected from trustful and reliable different sources. For the qualitative research, the author interviewed the founder of Globuzzer and 1 of the company's employee. All the interviewees have all freedom and right to give good observations and valuable ideas about workforce diversity in their companies. The author also explains clearly each question to the interviewees to ensure that all the interviewees understand the interview questions in the same way, thus enhancing the reliability of the result.

Validity evaluates if the findings correspond to what the investigation was designed to discover. Nowadays, there is no limit to anyone who can write, fix an information in the Internet according to their intention, therefore false information keeps bubbling, it may look tempting as it writes what people want to read, but in the end, that is not what people need to know, and Google cannot always check the source of the information. The author of the thesis has used as much objective sources as possible, and carefully paid attention to the sources of information from the beginning of the research. In addition, the interviewees are able to directly give decisions about their workforces, so their experiences and thoughts are exactly what the study looks for. All the information collected from the interviews sufficiently gives sound answers to the research questions. This confirms the validity of the results. In general, validity indicates that the researcher included all findings in the report and did not eliminate anything that they thought was minor. Furthermore, to

ensure authenticity, the author should maintain interview data available for inspection for a certain amount of time. (Silverman 2010, 290).

6.2 Limitation of the thesis

This thesis has some limitations that the author realized after finishing it. First of all, the results could not be applied to any other individual business as the author has limited the range of interview samples to only investigate the opinions of managers and employees of Globuzzer. Secondly, the term of cultural diversity has been limited to include differences in cultural backgrounds, therefore it does not include any other factors such as religious beliefs, or age, gender, political view,... And thirdly, besides qualitative method, this thesis could use quantitative method to gain more perspectives from different companies.

6.3 Summary of the thesis

The primary purpose of the thesis is to scrutinize the benefits as well as the challenges that a diverse workforce brings to the working environment, with a special focus on the effects of it on Globuzzer. Examining the benefits and challenges was to finally discuss and find the way to optimize the increase of diversity at workplace. The author has come up with two sub questions and answered them to support the answer of the research question. Another purpose is to look through and plan a strategy for better managing a culturally diversified workforce. All the mentioned objectives were supposed to support Globuzzer on their way of managing workforce's cultural diversity; therefore the thesis investigated how diverse the workforce of Globuzzer actually is.

In approaching the thesis, the author applied deductive way of research and collected data by qualitative method. Qualitative method focuses on people' behaviour, stories and experiences, and so the author felt that it would greatly support her in conducting this research. The thesis commenced with introducing background of the topic and the problem that it is conducted to solve. The author solved the problem by answering the research question, which is supported by two other sub questions. Structure of the thesis and the way to collect data were also introduced in the first chapter.

Chapter 2 examined the notion of cultural variety and issues associated to it, such as multicultural groups. The author also discussed the primary advantages and disadvantages of a culturally varied workforce, as well as a systems approach to boosting workforce diversity. The author presents specific principles to assist managing a culturally varied workforce in chapter 3, which focused on diversity management. The empirical section of the thesis examined the author's research findings. Following that, the author finished the thesis by answering the research questions posed at the outset and assessing the research's dependability and validity.

Conducting interviews was one of the author's favourite parts when doing the research. 7 participants including the founder of Globuzzer, one manager and 5 other employees were willing to join the interviews and assisted the author in coming to a conclusion of the thesis. The results of the interviews were published in chapter 4 of the thesis where the author analysed the empirical data. Most of the answers from participants complied with the theory collected for this research.

The research lived up to all of its objectives, and Globuzzer, the case company of this thesis, found the results useful for them to develop further their culturally diversity management. The thesis came to a conclusion that there are two sides of a culturally diversified workforce at a workplace environment. It benefits but at the same time, brings some challenges to an organization. The author and the founder of Globuzzer saw eyes to eyes that the challenges are the best opportunities to tighten the bonding relationships among employees, as well as between employees and managers. The thesis theory suggested that potential challenges of multiculturalism can be overcome with efficient diversity management, and that was also agreed by all interviews' participants.

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APPENDICES

Appendix 1 Thesis interview questions for the manager.

1. How do you perceive the concept of cultural diversity? Is Globuzzer now an organization of multiculturalism?
2. When working with people of different cultures, are there any challenges that you find? And did you find a way to surmount those difficulties?
3. Apart from the unpleasantness, what are your favorite things of working with people of different cultures?
4. What do you think should be taken into consideration when dealing with the culturally diversified workforce?
5. How do you suggest to increase the amount of diversity in culture at Globuzzer?
6. From the previous experiences, what do you think are the benefits that a culturally diversified workforce offer to your company?
7. Do you have a special experience from working with persons of different cultures that you still remember?

Appendix 2 Thesis interview questions for the employees.

1. What is your relationship towards Globuzzer? Do you see Globuzzer an organization of diverse cultural?
2. Do you think cultural diversity important for an organization? And in what kind of aspects if it is?
3. When working with people of different cultures, are there any challenges that you find? And did you find a way to surmount those difficulties?

4. Apart from the unpleasantness, what are your favorite things of working with people of different cultures?
5. Is a diversified culture beneficial for an organization? (Could be based on your own experiences or could be what you think)
6. Do you have a special experience from working with persons of different cultures that you still remember?