



Exploring a Multicultural Workplace

- Challenges and Issues

Carla Salovaara

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Salovaara, Carla

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Abstract

In today's world, having a mixture of many cultures and backgrounds in a workplace is not a surprise. The purpose of this paper is to explore a multicultural workplace and to find out the answer to the questions; What are the challenges and issues the employees are facing and how they are dealing with it?

To answer the research questions, the researcher used qualitative methods, interviews were conducted with five respondents chosen due to their knowledge and experience of the topic as well as their availability. The questions were open-ended, and from the core questions, the researcher asked follow-up questions to challenge the participants to expand and explain their answers.

The findings showed varied insights, the answers varied from one person to another, the participants replied to the questions according to their experiences. The investigation identifies and discovers obstacles that hinder the multicultural workplace in having a peaceful and friendly environment. The most common factor is the lack of common language and lack of knowledge with regards to unfamiliar cultures. The findings also show that showing kindness and respect for one another and understanding each other's origin is the key to avoid conflict in a multicultural workplace.

In the end, directing and focusing on the barriers that contribute to conflict in the multicultural workplace should be given priority, and the solutions as to how these barriers can be abolished.

Keywords/tags (subjects)

Multiculturalism, Workplace, Culture, Migration, Immigrant, Interculturalism

Miscellaneous (Confidential information)

There is no confidential information included.

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1 Introduction

Both employers and employees are important assets of a company. The organization benefits when the two assets have a healthy and strong relationship. The company thrives and grows when the workers share common interests and bonds as if they are not just co-workers but rather friends. But is it possible to work in peace if the workers come from diverse backgrounds, with distinct cultures and upbringing? How challenging can it be? Can problems be resolved without jeopardizing the belief of others; the minorities and the majority?

It is not a surprise that it is a human nature to move from one place to another, to look for a better life; the colloquial saying dated from long time ago is still applied to present which is “the grass is always greener on the other side” and for some, to seek for security, because of the ongoing security crises in some part of the world . The early ancestors dated back moved from one place to another to find food. Because of these and a few more reasons, migration has been a global phenomenon since it started ages ago.

One of the explanations what Anthropologists believe on the reason of early migration is climate change. (Joyce, 2012) As climate controlled almost everything, from the environment and everything in it such as food and all living organism, humans way of avoiding it is to find a new haven to continue to live without compromising what they have.

According to the Cambridge University Press & Assessment (n.d.), migration is a mode of travelling to a new place or country by an individual to find employment and reside in that new place or country either temporary or permanent. This act of moving from one place to another results in multiculturalism. When people move from one place to another, to a certain country, their culture is being carried out; their beliefs and traditions travel with them, the attitude towards life and others which were instilled in them from the very beginning cannot be left out, therefore multiculturalism is being formed on the other side of the fence where they went.

Finland's situation is no different with other countries, based on the data of Migration data portal (2025), has 514 400 migrants (roughly 0.17% of the international migrants around the globe) in mid of 2024, and 9.2 of Finland's total population. The last update from Migration portal for the working age migrants was January of 2021 in which 80.7% of 386 100 are of working ages of 20-64 years old, although it was not mentioned whether all 80.7% are of working status as of the given year.

A multicultural environment can benefit the company as well as the individual, particularly in the tourism and hospitality sector. When a worker is exposed to a different culture they tend to adjust and tolerate the situation to increase the probability of working and cooperating with the co-workers. But for some organizations it can impact a lot in a negative way, especially when misunderstanding is always on the way.

Multiculturalism did not have a good start, the fact that discrimination and racism were present in the society back centuries ago, where skin color, cultural background, belief, and country of origin were being judged by others. In today's world, although there are still situations wherein racial violence against specific groups are still happening, some organizations are not tolerating their employees in doing so.

This paper will focus on workers with diverse backgrounds, coming from diverse cultures who are working in a multicultural environment in and out of their own countries. The purpose of this thesis is to concentrate on dealing with the usual challenges and issues the multicultural organization is facing.

The range of this thesis is limited to conducting an interview with the chosen multicultural workers, as well as gathering additional information from reliable literary sources such as books, articles, and journals, and from online sources.

1.1 Research Question, Objective, and Motivation

Research Question

Jansen (2023) cited that a research question is the fundamental question or set of inquiries in which the study will find and answer to. It directs the issue and question which the author plans to solve and gives an answer to at the end of the research.

Based on the research objective, the main research inquiries which were formulated for this study are as follows:

1. What are the challenges and issues that multicultural workers are facing?
2. How do workers deal with challenges and issues in a multicultural workplace?

To address these questions, the researcher conducted interviews with people of divergent backgrounds who are working or who worked in a multicultural environment. The questionnaire has an open-ended question to ask directly to five (5) participants. The respondents were encouraged to have an in-depth answer.

Objective

Stewart (n.d.) defined research objectives in an article in atlasti.com as an outline summary of what the research aims to accomplish or realize in a clear and brief manner. The objective helps the researcher to have organized thought and stay focused in the direction of the study.

In view of the core research questions the objective of the study is to explore a multicultural workplace with the task of examining and discovering what the challenges are and issues the workers are encountering at the premises and investigate on how the multicultural workers are dealing with it through interview. With knowledge of the core questions, it can be of great help for future research and research to continue digging for more answers and going to different perspective for further breakthroughs.

On the side note, the researcher aims to gain perspective on managing a multicultural work environment to apply in the future career in the field of tourism and hospitality field.

Motivation

The author's motivation came from own experience in working in the field of tourism and hospitality wherein the workers are from diverse cultures and nationalities. As an individual with direct experience and professional knowledge, it drove the author's curiosity to dig deeper into the subject matter. The researcher expected to gain more knowledge in the field that can be of use in the future career.

2 Literature Review

2.1 Multiculturalism in a Nutshell

Multiculturalism has been a phenomenon wherein the attendance of various cultures occurs in the same space. The presence of diverse cultures in a certain workplace makes it multicultural. A result of combining numerous cultures is the rising of multiculturalism. (Live Web Tutors (n.d.) To attain a high degree of cultural diversity multiculturalism is the answer. (European Center for Populism Studies, n.d.)

Numerous studies have attempted to explain the concept of multiculturalism, for example Wodak (2015), Giddens (2006), and Barry (2001). Wodak (2015) mentioned that the theory of

multiculturalism included reconciliation, lenience, respect, mutuality, and universalism, and was expected to bring about intercultural community.

Another author in the name of Giddens (2006), defined multiculturalism as the side-by-side existence of various cultures in one society, as well as the laws and customs that support this coexistence. To foster social harmony and avoid conflict, multiculturalism entails both active engagement with and tolerance for cultural diversity.

In an online article written by Longley (2024), he mentioned that at the local and national levels, the society's response to the variation of cultures is identified as multiculturalism, he also stated that it (multiculturalism) resulted when several cultures are calmly together, people and its civilization advances from greater diversity.

Almost thirty years ago Rosado (1996) pointed out that multiculturalism as a structure of values and beliefs recognizes and compliments the presence of all various clusters in a society or organization, shows and gives importance to the differences of their culture, and promotes and that within an inclusive cultural framework that empowers everyone in the society or organization permits their continuing contributions.

Barry (2001) noted that multiculturalism wears down a common national culture and triggers social division because individuals strongly identify with their cultural heritage. People's pride on their origin and cultural background is no surprise.

Three Models of Multiculturalism

Hanberger's (2010) models of Multiculturalism assumes three main concepts. These models are cultural assimilation, cultural amalgamation, and cultural coexistence.

In 1998, Avruch stated in his book that culture is made up of regulated, acquired, or generated product of experiences, such as pictures or codes and their understandings passed down from generation to generation, from individuals or groups. (Avruch, 1998)

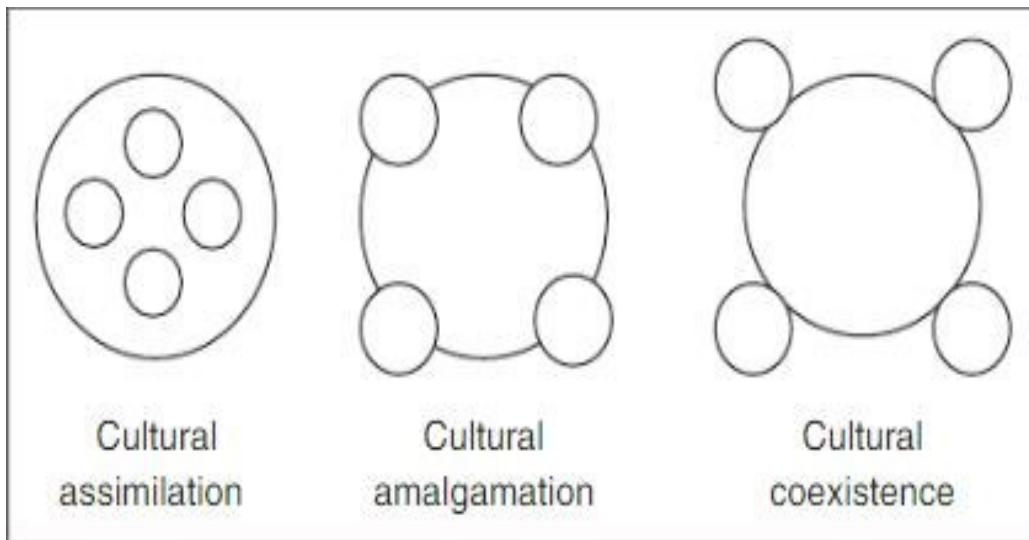


Figure 1 Hanberger's Three Models of Multiculturalism

Cultural assimilation is where the minority culture group merged inside the majority culture group of the society in a gradual manner. The second is the cultural amalgamation which includes specific values where both majority and minority cultures recognize, it is the process of mixing cultural and ethnic groups and patterns collectively. Lastly is the cultural coexistence model, where there is insignificant integration, a procedure that permits or grants the minority cultures to strengthen without being integrated into the majority culture. (Hanberger, 2010, p. 181.)

Hanberger (2010) added that, "These models or ideal types can be used in many ways. They can be used to assess what model of multiculturalism a policy or programme is based on or promotes." (p.183)

Multiculturalism vs Interculturalism

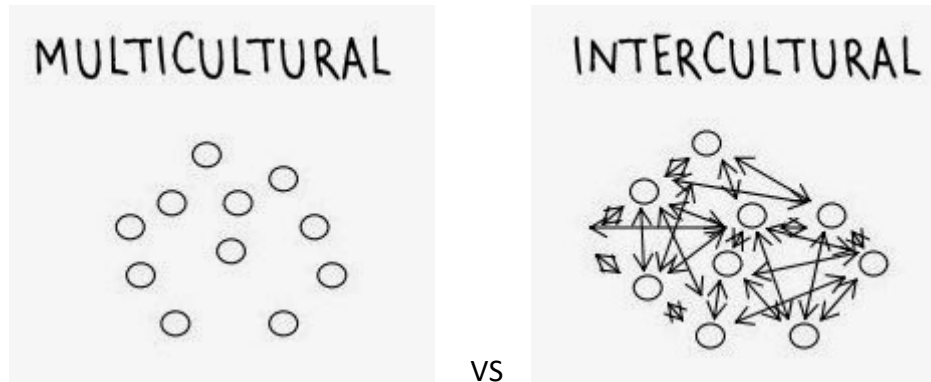


Figure 2 From Multicultural to Intercultural: Evolution or Spectrum of Engagement. (Nina Simon)

A multiculturalism approach distinguishes and respects minority cultural needs, honouring divergence from majority views and customs, and presenting minorities the option to preserve their cultural beliefs by adapting laws, rules, and regulations. This involves opposing with the idea that smaller groups should abandon their unique cultural practices and beliefs to adopt the country's dominant culture.

On one hand, interculturalism promotes cultural diversity, which is needed to use appropriate cultural accommodations, interculturalism gives emphasis on social inclusion and integration, which is defined as a reciprocal progression in which majority and minorities accommodate one another. (Barrett, 2013, p. 23) Interculturalism focuses on addressing the structural political, economic, and social drawbacks and imbalances that minority groups frequently face.

Multiculturalism and interculturalism share numerous similarities. In short, interculturalism expands on the principles of multiculturalism. (Barrett 2013)

According to Barrett (2013), interculturalism encourages cultural diversity, which is needed to use suitable cultural accommodations, it gives importance on social inclusion and integration, which is defined as a mutual process in which majority and minorities accommodate one another.

Interculturalism focuses on addressing the structural political, economic, and social obstacles and imbalances that minority groups often face.

In a multicultural environment although people live in one community as neighbors, they do not need to interact with one another, on one side, interculturalism has a practice of sharing and exchanging ideas which helps to develop their deep relationship and believes that nothing should be change because learning comes from both sides.

According to Migration data portal (2025), at mid-2024 there are 304 million international migrants around the globe, a 3.7 % of the world's population, over 50% of which are migrant workers, ranking to the first is the United States of America with 52.4 million migrants or 1.7 % of the total international migrant. These migrant workers contributed a lot to having a multicultural workplace in a certain country.

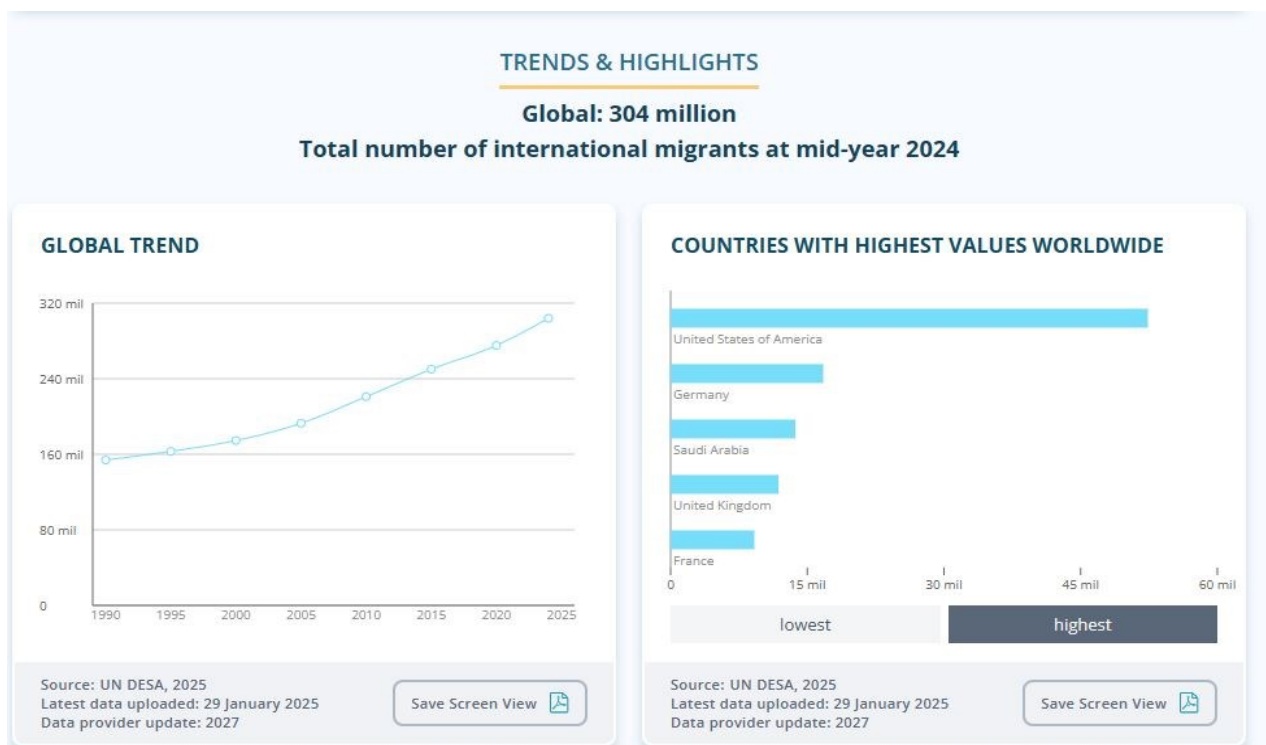


Figure 3 Total number of international migrants at mid-year 2024

An immigrant according to European Commission (n.d.), is a foreign national who belongs from other nationality and enters a state with the goal of staying there for more than a year.

2.2 Theoretical Framework

Benefits of Multiculturalism

As a result of economic globalization, people throughout the world seek permanent or temporary residency in a certain place of their choice, therefore it is safe to say that multiculturalism manifested as an amalgamation of various backgrounds in works and communities. Innovation and creativity are the two known benefits of multiculturalism. Culture is just one of many important aspects that contribute to the complex psychosocial processes of creativity and invention. (Westwood & Low, 2003) Creativity can be described as the ability to utilize human beings' imagination to generate something new. Culture on the other hand, according to White (2022), is a behaviour distinctive to humans, and it involves the beliefs of the individual.

Through the existence of multiculturalism people from various backgrounds are given a chance to gain more knowledge about other cultures. This can result to having an attitude to tolerate, accept, and acknowledge another group, even if it is their first time to encounter it. Being exposed to different culture other than their own makes their view of the world in general augmented, for example, a certain person's discovery of other cultures food, habit, music, traditions and more. Acquiring inputs from people of different backgrounds could gain benefits in such a way that a new idea from another mind with a different viewpoint can be added or compared to what is on the table already. Multiculturalism is tool that permits an exchange of ideas and how things should be done other than yours.

When individuals limit themselves to a single culture, it restricts their capacity to update and make revision and take risky move in comparison to those exposed to various cultures. When people from diverse backgrounds collaborate to address a problem, they are more likely to find a solution and come to a mutual agreement.

Challenges of Multiculturalism

Challenges are part of everyday life; to cope up with its difficulties, it involves a will power and strength. Twelve years later, Nye (2007) reported four challenges of multiculturalism namely, “They are Specific, They are Temporary and Liable to Change, They have Tensions Built into Them, and They are not always Peaceful and ‘Disruptions’ are Sometimes Unavoidable.” (pp.116-118)

One is, They are Specific: Concepts of multiculturalism is different from each other depending on the history of that certain culture or country. Then, They are Temporary and Liable to Change: Nothing is constant. Changes, adjustments, and improvements are inevitable, now everything is working as it should be and tomorrow nothing is working at all. Another is They have Tensions Built into Them: Diversity is now a thing everywhere in the world, therefore there are an increase in differences in every individual in a society, these differences must be given respect and equal importance to avoid the buildup of tensions. And lastly, They are not always Peaceful and Disruptions are Sometimes Unavoidable. As mentioned, tension in a multicultural society happens, therefore having a calm and diplomatic environment is hindered most of the time, and the idea of multiculturalism is not to prevent conflict but to make the conflict manageable.

According to Ahirai (n.d.), conflicts occurs when there are challenges may it be language or communication barrier, and misunderstandings between groups. In most of the cases, comprehension is the cause of conflict even at home when a certain word is used in a context of a different understanding.

Today's difficulty is between embracing cultural diversity and warranting that it does not erode the unity required for a successful and functional society. The promise of multiculturalism runs the risk of becoming a source of conflict rather than the cornerstone of a prosperous, cohesive country in the absence of this equilibrium. (Jones, 2024)

Challenges in a Multicultural Workplace

According to Wahocho (2024), the workplace is a particular setting where an execution of duties was being done so as the responsibilities that have been delegated to them by their employer or organization. Depending on the nature of the work, this environment might range from interior office buildings to outdoor construction sites.

Having a multicultural working environment is not only looking to its benefits but also the challenges. Most of the time, human being finds it difficult and risky to collaborate with other people even from their own circle, therefore, what more if that person is coming from different background. But if conflict between people from different groups could be avoided, most probably creativity and innovation are possible. But if one group thinks they are important and special than the other, the conflict will arise, and challenges will start. The disagreement on situations between parties and ignorance of what is happening can result to conflict, not to mention the rumours and offensive words that can lead to an absence of reception which can result to culture clashes, labelling and discrimination. (Seyed-Mahmoud, 2004)

To date there are number of recent studies (e.g. Knap Stefaniuk and Sowa-Behtane,2023) which have shown that the challenges of working in a multicultural workplace primarily involve communication issues, knowledge in culture, and shortcomings in the effective operation of culturally diverse groups. These challenges stem from negative attitudes toward collaboration with colleagues in the same team, difficulties in managing conflicts within the team, and the dynamics of intercultural relationships, these challenges are crucial considerations for managers overseeing culturally diverse teams. Having a team that is multicultural brings its own set of challenges. In collaborating with individuals from various backgrounds, team members need to understand the importance of effective communication to enhance their skills and their contributions during decision-making processes. (Wagner, 2002)

Benefits of a Multicultural Workplace

Multiculturalism unites people from many backgrounds and cultures in the workplace. As Leonard, (2019) states: “an organization should aim for a varied organizational culture regardless of whether its personnel are from different nations or backgrounds because it offers many benefits.”

A multicultural company is more capable of quickly adjusting to changes and is more versatile. By choosing to have a multicultural workplace, organizations are looking forward in a path of finding skilled applicants through reaching out to new audiences, the company attracts multicultural talents. Organizations which tend to limit their hiring intention to just what is around the corner limits themselves to having a multitalented employee. For example, studies shows that women often demonstrate greater endurance and resilience when it comes to adapting to change compared to men, and men have abilities that women do not possess. Furthermore, individuals who are multilingual tend to exhibit a significantly unique way of thinking than those who only communicate in the dominant language.

Having a multicultural workforce can help a substantial number in marketing and promotion of the services and products throughout various cultures and nations, in this case the company’s competitive edge is in advantageous position, it can help boost the organization’s sales and market value.

Managing a Multicultural Workplace

Multicultural workforces are growing in popularity in the business sector. Not all companies with this feature will be successful unless the talents will be of use effectively. (Hammond & Kleiner, 1992)

Management can take certain actions to ensure that cultural differences do not hinder productivity. This is a crucial issue to reflect because multicultural program plans would be pointless without it. It seems reasonable that, diversity issues should be made public. However, not all positive action is the answer, recognizing individual differences in the workplace and

ignoring them can be harmful. Policies and procedures that promote discrimination and eliminate unfairness are another area that might be examined. The organization's human resources department is the first place to look for regarding the needed information. (Hammond & Kleiner, 1992)

It is not enough to just manage the employees; organizations must know how to effectively lead them as well. Companies should do more than simply attending to the workers' needs and work to promote the growth of the smaller or minority group, especially in their line of work, and issues particularly related to their development.

There are many ways that multiculturalism in the company be handled, training programs such as team building that incorporate skills development, lectures, discussions, and role-playing can be beneficial for both management and staff. The realizations in training programs must be evaluated. Surveys and focus groups should be used to follow up on all of this, and it should be made clear that leaders will be held entirely accountable for their actions and compensated for valuing and respecting the diversity of the company's procedures. (Hammond & Kleiner, 1992)

Another way to manage a multicultural work environment is through cultural mentoring, SONJIA (1990) Briefly stated that, cultural mentoring is a practice which gives a friendly and wise advice, and this method is existing from ages ago. SONJIA (1990), mentioned that in some cultures, the people with more experience and knowledge play a crucial role in mentoring those with less experience, particularly when the newer age group need to make decisions about their careers. And she also stated that because these two parties are frequently associated, this connection usually arises and grows spontaneously.

In addition to fostering talent, mentoring emphasizes longer-term growth and occurs in non-hierarchical relationships. A mentor should ideally be a leader from a different division. Companies, self-driven programs, and mentor groups are some of the ways that mentoring can be provided. (Willems & Smet, 2007).

3 Multiculturalism in Finland

Finland has 514 400 international immigrants based on the data obtained from The Global Migration Data Portal (2024), it is 9.2 percent of the country's total population which is 5,639,600 according to Statistic Finland (2025).

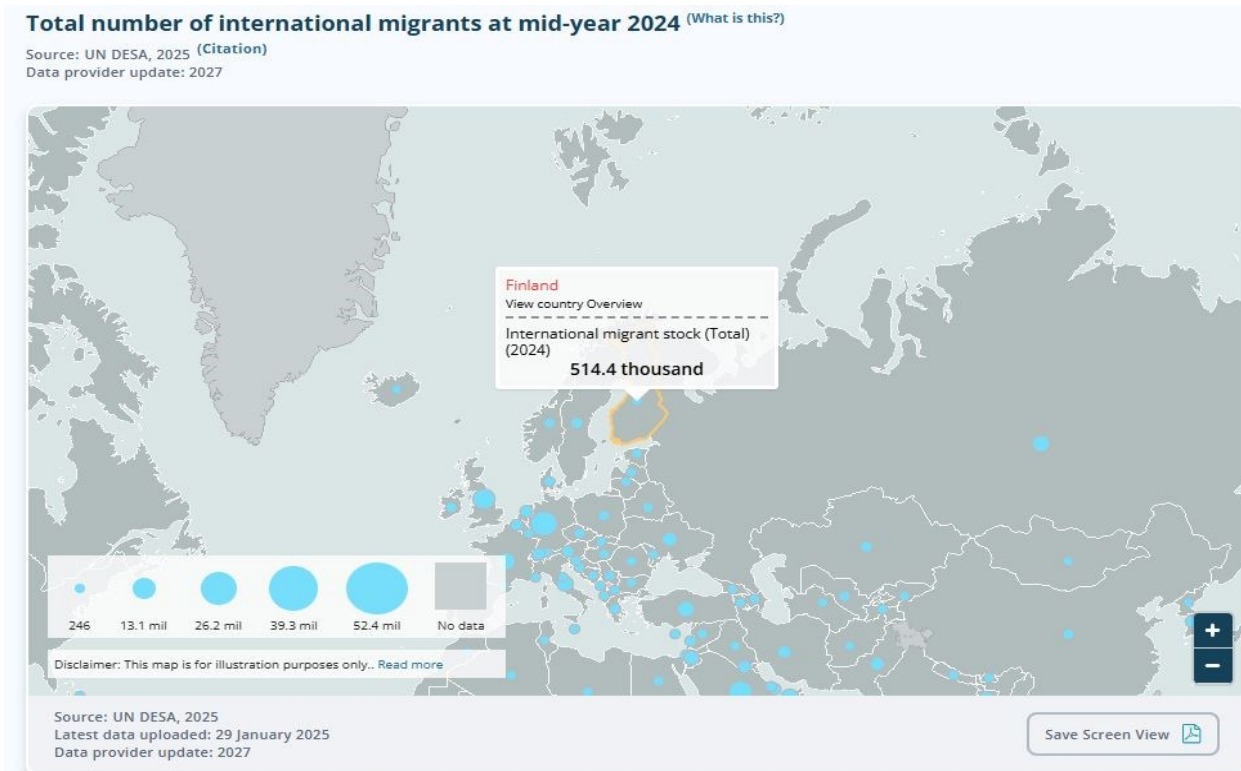


Figure 4 Total number of international migrants in Finland at mid-year 2024

In view of these numbers, it is definite that Finland knows the issues when talking about multiculturalism. The government of Finland in 2003 proclaimed “multiculturalism and the needs of different language groups will be taken into account” during the making of national policy. (Queen’s University, n.d.) The university website mentioned that in 2007 Finland’s government stated that “Finland belongs to everyone, regardless of place of residence, life situation, mother tongue, or ethnic background” and made a commitment to promote multiculturalism. (Queen’s University, n.d.) Immigration is the key to Finland’s labor shortage, and it is the means to support the country’s economic growth.

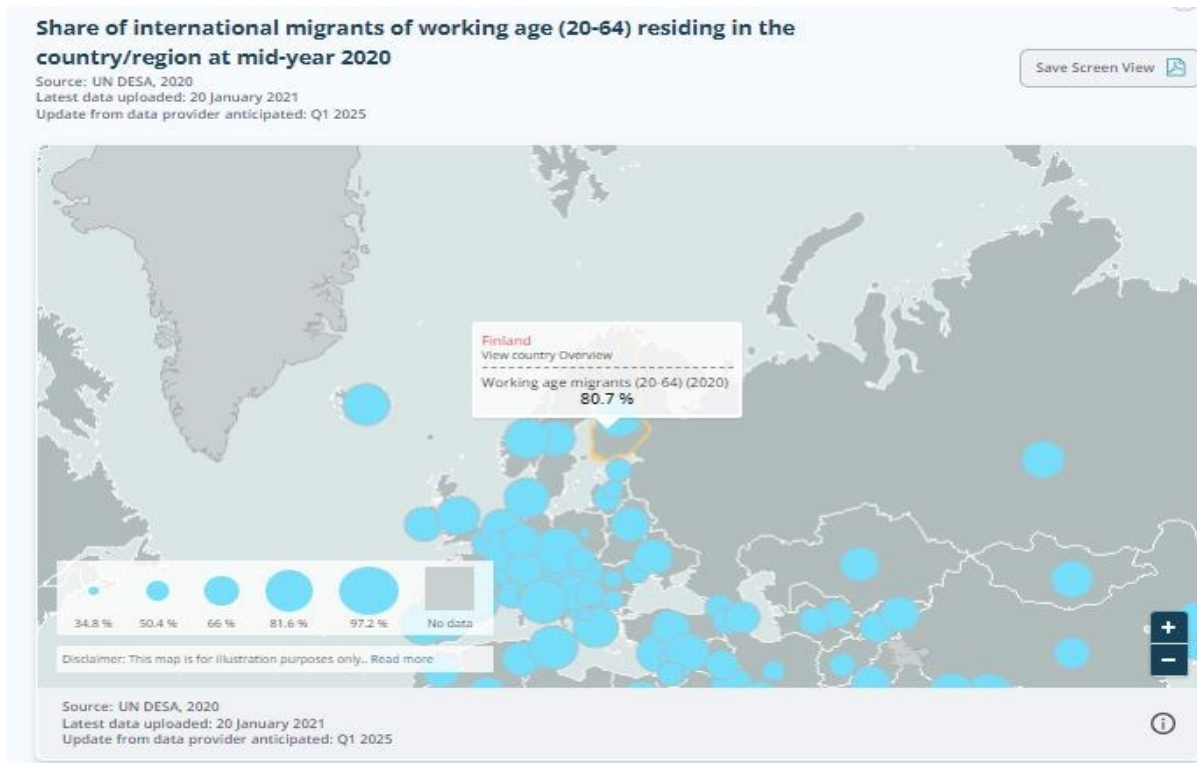


Figure 5 Share of international migrants of working age (20-64 years old) residing in Finland at mid-year 2020.

Based on the data obtained in Statistics Finland (n.d.), in 73 236 immigrants the largest group are coming from Russia due to the current conflict and family ties. While India, Philippines, China, and Sri Lank are the cause of employment and education search and for some, to improve the standard of living.

As we all know, Finland is getting increasingly multicultural, people migrating into the country with varied reasons, some for-family ties, for security and some merely for work. Therefore, having people with different ethnicities, race, language, and culture is not a surprise in the workplace, and that workers (both local and migrants) are experiencing the advantages and disadvantages of being in a multicultural working environment and as well as facing challenges and dealing with the issues related to it every now and then. In every organization, focusing on differences of workers may it be race, color, or culture impact negatively to the growth not just of the company but of the people as well.

The International Organization for Migration, (n.d.), stated that it appears that when people move from their regular place of dwelling to a new spot, either within the same place or outside the said territory, is known as migration.

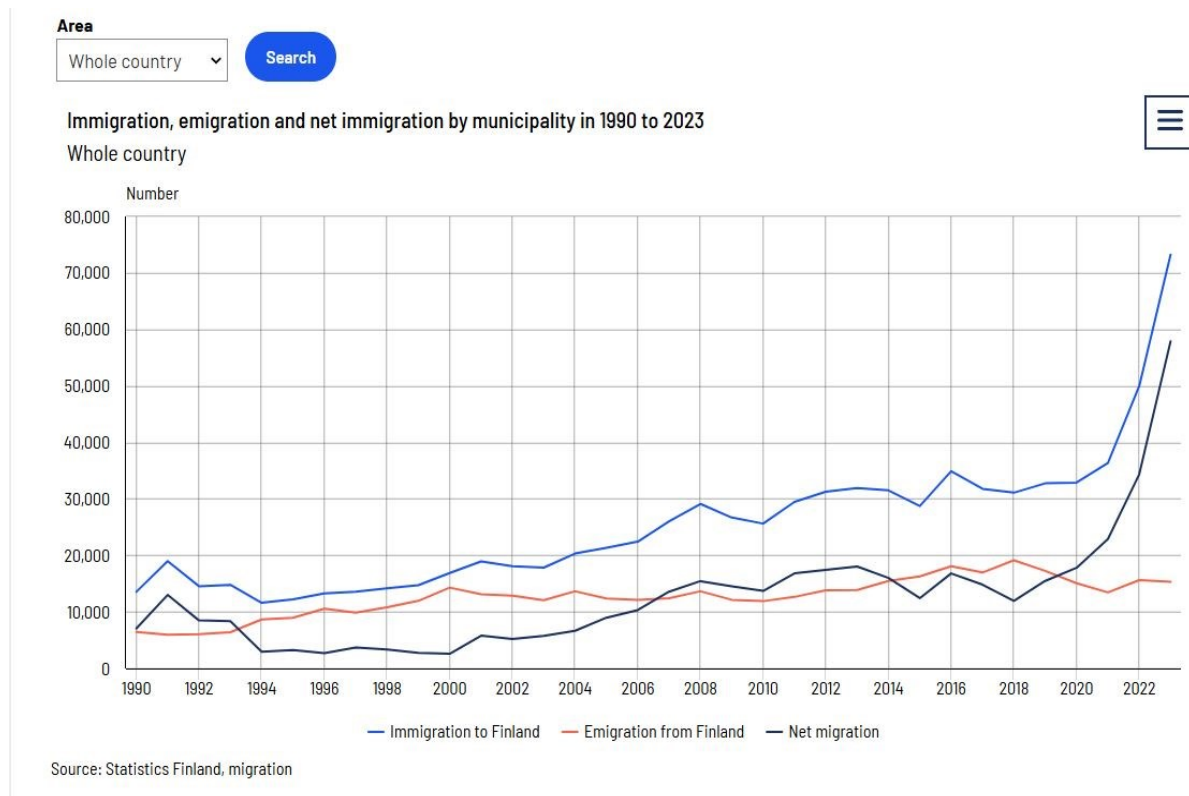


Figure 6 Immigration, emigration and net immigration by municipality in 1990 to 2023

Finland's battle with racism and discrimination among multicultural group has not been fully fought, therefore, up to this date the Finnish government led by the Prime Minister's Office is still tackling issues of multiculturalism with the commitment to impose "Equality and non-discrimination at work", to find "Measures promoting diversity and equality at work", "Combating racist harassment and violence", and "Measures to combat anti-Semitism in Finland" (Finnish Government, Prime Minister's Office, 2024). The government has been vocal in speaking on behalf of the minority groups on fostering multiculturalism in different sectors with the help of a few non-government organizations. In some companies, flyers and posters are posted on bulletin

boards which narrate about how to act in a multicultural workplace and what are the consequences when a person violates the rights of the coworker.

Suomi.fi (n.d.) posted in their page that Finnish companies employ people from different nationalities and ethnic group who speaks different languages. It also emphasized that the company with employees who speak varied languages has great advantage, because of the industrialization and globalization organizations are connected worldwide. The culture and upbringing of every individual may have a great contribution in terms of thoughts, beliefs, and competences. It was also mentioned that multiculturalism may improve a company's image because multicultural workers are attracted to diverse cultural working environments. (Suomi.fi, n.d.)

Finnish government agency is encouraging the employers to promote and to have a multicultural working background by pointing out its benefits.

Suomi.fi also cited what to consider when building a multicultural workplace. Having staff that are capable of handling people from diverse backgrounds is important, ensuring that communication is clear to avoid hazards, educating the workers about their rights, responsibilities, and their duties. The agency refers to fairness and equality as well.

According to Robins (2025), language is a standard method to which a human being expresses themselves may be spoken, written or signal, in their social group or own culture. To communicate, release emotions, express oneself are among the roles and functions of language. Language should not be a hindrance in working in a multicultural environment, Suomi.fi in their website that companies should use the language that is easy to understand by all, if English is the common language therefore it is the one to be use in internal communication and there should be a support to develop the language for all.

4 Implementation

4.1 Qualitative Method

The research was conducted and executed using the qualitative method, a ready questionnaire to guide the interview were carefully prepared and used.

Dawson (2019) pointed out that the key basis that guide research is the method. In this paper, the researcher used qualitative methods to gather data which analyzed the behaviors, experiences, and views of the participants. In a journal written by Lim (2024), it was specified that qualitative method is a constructive or interpretative approach that intends to disclose the answers to five WH questions and H (what, why, when, where, who and how) by not using numerical figures but relatively by analyzing the social behaviors and relations by stressing the complexity and richness of the context to comprehend and realized the phenomena.

4.2 Data Collection and Description

The sample consisted of five (5) contributors answered questions related to working in a multicultural workplace, through semi-structured interview, which is combinations of close-and open-ended questions and followed normally by how and why type of questions (Adams, 2015) plus the when, where, what and who if needed.

The researcher chose the semi-structured interview to have a flexible context, some pre-determined questions were written in advance. Although the main questions were penned, the researcher can adjust the interview based on the response of the interviewee. The researcher had the chance to ask follow-up questions and had an open-ended discussion with the participant. Directive statements were visible along with the core questions, which can be useful to dig deeper into the topic or query the interviewer wanted to have an answer.

The researcher used a non-probability sampling technique. This practice is a non-random selection grounded by the suitability, convenience and availability of the participant which then resulted in collecting the data easily (McCombes, 2023). The researcher chose respondents who are working and who worked in a multicultural workplace but from different professions. One of the conditions

is that they must be of different nationalities and the work experience in the mentioned workplace is over five years. There were participants who are of the same nationality but one is working outside of the country of origin and one is being in the country where the respondent came from.

Respondents replied to the questions according to their experiences from working in a multicultural workplace with multicultural workforce. The questions focused on finding out the workers' difficulties or challenges in working in a multicultural organization and how they managed to cope with the obstacles and barriers that hinder the possibility of having a successful multicultural working environment with the workers coming from divergent backgrounds and understanding. For the researcher to maintain the quality of the responses, reliable and decent questions were produced based on the research questions that were yielded from the beginning of the research process. The interview questions were written in a way that the participants comprehend and grasp the meaning and idea easily using words that are not complicated and obscured and the questions that are direct to the point and unequivocal. Although the questions were straightforward and candid, the follow-up inquiries were inevitable and certain for the researcher to gain more perspective from the respondents. The researcher anticipated some of the follow-up questions that might come up based on the response of the participants. It was not enough that the respondents answered to the "what questions" only but rather the researcher continued to a "why or how questions" to have more basis and to gather more information on the topic.

The researcher has opted to send the interview questionnaire earlier to the participants for them to read in advance and have an idea of what the questions will be, in this view, the researcher offered the respondent the chance to see what the questions are before they agree to take part in the interview. The questionnaire sent was not the actual questions, although it is almost the same, but the structures were different; the idea is for the respondents to not to lose spontaneity and for the researcher to not lose the ability to ask to follow up questions during the actual interview.

A cover letter was attached to the questionnaire to give the respondents the idea and purpose of the interview and the background of the interviewer, who in this case is the researcher. Several participants were from outside of Finland therefore online interviews were conducted.

The interview took place between 1st of April until the 16th of April. The average duration of the interview is 50 minutes, the researcher designed the question so that the interview is from 40 to 60 minutes. The interview was conducted in two diverse ways, face-to-face and online which is through zoom. Prior to starting the interview, a small talk was expected to make the environment comfortable and to have a smooth and easy flow of interview between the respondents and the researcher.

With the previously established and written semi-structure questions, the respondents were encouraged to explain and expand their perspective and thoughts about working in a multicultural environment.

The interview questions were sorted into four parts, the first part has few questions on the background information such as the name (which is optional) of the respondents to understand the profile and the grounds on the responses. Questions such as age, nationality, profession, and length of service in the workplace were asked and some follow-up questions were thrown out about what type of company the respondent is working with and for how long the worker has been rendering the service.

In this part, it allows the researcher to have a grasp on the respondent's working experience in the multicultural environment with multicultural people. The next was about their experience at work. It tackled the problems and challenges the participants faced and are still facing working in the multicultural workplace and where these challenges were rooted. And then there were the respondents' reactions and responses to the challenges and issues they are facing and the ones they had previously. The researcher also gave follow-up questions as to what the result of their response to those challenges were, how do they react and how does other people from other cultures react. The next part was to find the respondent's understanding and knowledge about multicultural workplace and how important it is for them.

The researcher also gains some perspective on the questions posted regarding the importance of having a multicultural workforce and how other cultures perceive multicultural working environment. There was also a follow-up question as to how successful the company or organization they are working with is in promoting multiculturalism.

As mentioned earlier, the author used qualitative methods to gather qualitative data. The National Library of Medicine (n.d.) defined qualitative data as data that does not represent evidence and views through numbers. It is collected frequently from focus groups and interview transcripts, personal journals, open-ended survey answers, documents and even interpretations of photos and videos, and from observations. This type of data pertains to almost any data that is not numbers. To make it straightforward, the information is not measured using scale or calculation materials, nor analyzing using mathematical investigation.

4.3 Data Analysis

The researcher used thematic analysis to examine the gathered data. This qualitative research method involves patterns or themes' identification and analysis. (Perenara-Wilkinson, 2025) In using thematic analysis, it helps the researcher to perceive the experiences, views, and beliefs of an individual.

According to Braun and Clarke (2012) the method distinguishes, consolidate, and illustrate and clarify the themes from the set of data gathered. This method is useful for the researcher in observing and to have sensible thought by identifying commonalities in the way the topic is talked about.

Braun and Clarke (2012) outlined the six-stage how to do thematic analysis process.

The six stages are as follows:

1. *Familiarizing yourself with the data*

In this step the researcher gets to know and engage with the information by reading and summarizing, just read without taking notes, absorb every detail, then afterwards write.

2. *Generating initial codes*

This step allows the researcher to break the gathered data into smaller pieces, looking particularly at every detail and label them, giving them codes.

3. *Generating initial themes*

After labeling and coding, produce or create a theme. The researcher must create an argument as to why it was understood and constructed that way. In thematic analysis a theme is the fundamental shaping idea. Themes are the ideas that show the researcher the bigger picture.

4. *Reviewing themes*

The researcher's task is to review and improve the themes, find the relationship between each other, and look at bigger pictures. It is important to realize that the whole idea makes sense.

5. *Defining and naming the themes*

The researcher needs to make sure that the themes are visibly defined, obviously labels and plainly and briefly describe.

6. Writing up

The researcher writes a description of all the themes generated. This includes the reporting and final interpretation of the gathered information.

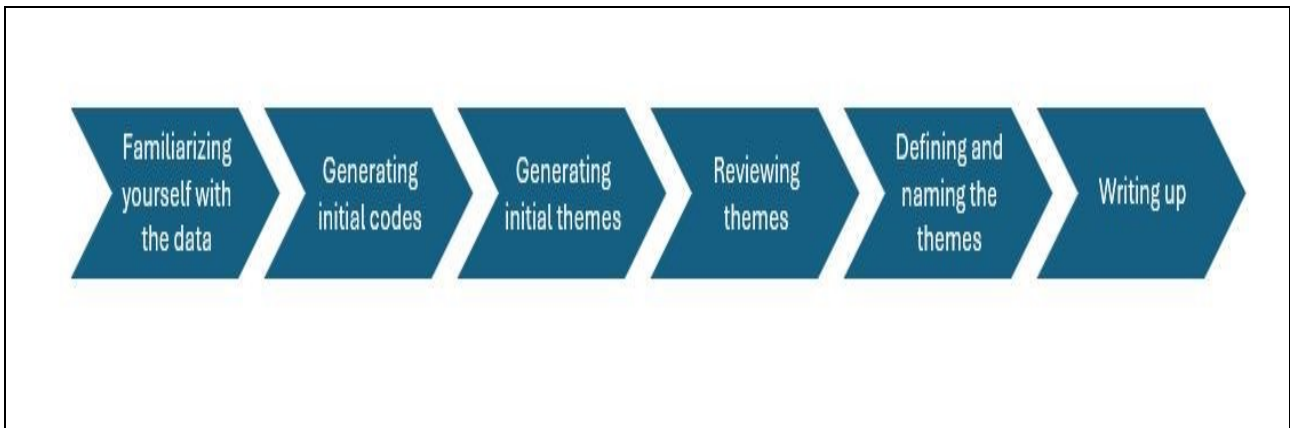


Figure 7 Thematic Analysis (Braun & Clarke, 2019)

4.4 Reliability and Ethical Consideration

Prior to the start of the interview, the researcher provided the participants the relevant information on why the research is being conducted, the researcher gave the participants the idea on what the research is about.

In following the ethical principle, the researcher asked for the respondents' consent to record the conversation electronically and made sure to keep confidentiality, the sole purpose of the recorded interview is for the researcher to listen to the interview when in doubt of what to write in the research. The researcher asked the questions and wrote down the responses accurately and carefully based on the respondents' response.

Throughout the transcription stage, maintaining the original responses were closely monitored and made sure. Preventing and avoiding inappropriate statements is important for the researcher,

therefore it has given focus too. Disturbing and sensitive questions that might raise discomfort and embarrassment to the respondent were avoided one of It was also made to the point that the researcher asked the permission of the respondents whether a specific answer or word is suitable and appropriate to write or not.

The respondents were given autonomy and assistance in giving their responses during the interview. The respondents were given the respect they deserve during the process and given the right to continue or withdraw at any point without pressure. Fair treatment for every participant was given without any bias and discrimination. To guarantee confidentiality, the respondents' personal identities and information were kept, such as names and actual workplace.

“Any research must be conducted with consideration for the participants' respect regardless of age, sex, race, religion, political beliefs and lifestyle or any other significant difference between such persons and the researchers themselves” (Mirza, et al., 2023, p 442)

The researcher carefully chose sources such as academic journals, books, publications, official government and non-government websites, reports such as statistics which has relevance to the topic of the research. Reference list and in-text citations were written in APA-style. Aside from citing and referencing, after analysing the resources to maintain its original essence and to prevent plagiarism, the author paraphrased the sentences carefully and precisely.

A thorough examination of the JAMK's ethical guidelines was conducted by the author. During the process an extensive data management plan was also generated and sensibly addressed and observed to warrant appropriate handling of data and to not or at least abate jeopardizing data storage and usage.

5 Findings and Analysis

Respondents' Demographics

The researcher sought five (5) participants in which two (2) are male and three (3) are female. The respondents were from different nationalities. A Finnish national (code FM) who has been working as a manufacturing technical support specialist in different countries, such as Brazil, United States of America, Mexico, Malaysia and China for almost twenty (20) years and has been working in a multicultural company in Finland after that, working in multicultural setting for twenty-six (26) years. A female teacher (code FT) who has been working in Finland for 17 years, her tasks vary on her contract, in some schools she is hired as an assistant teacher, in few, she is a lead teacher. The third is an Indian female (code FC) whose been working in a cruise ship as a restaurant host for ten (10) years before coming to Finland to work as a chef for nearly three (3) years. An English teacher from Australia (code ETA) is the fourth respondent, she has been working in China for nineteen (19) years. And lastly a customer service male worker (code CSM) from Finland who is working as a meeting and conference host in a hotel in Finland for seven (7) years. The respondents agreed to have their gender, age, country of origin, years of experience and work designation to be written but have their names confidential therefore codes were generated for reference. The researcher gave the respondents the freedom to choose whether to have their name be published or not.

Table 1 Demographic of the Respondents

Gender	Age	Country of Origin	Years of Work Experience	Designation at Work
Male	52	Finland	26	Manufacturing Technical Support Specialist
Female	49	Philippines	17	Teacher
Male	51	Finland	7	Meeting and Conferences Host
Female	45	India	13	Chef and restaurant host
Female	48	Australia	19	Teacher

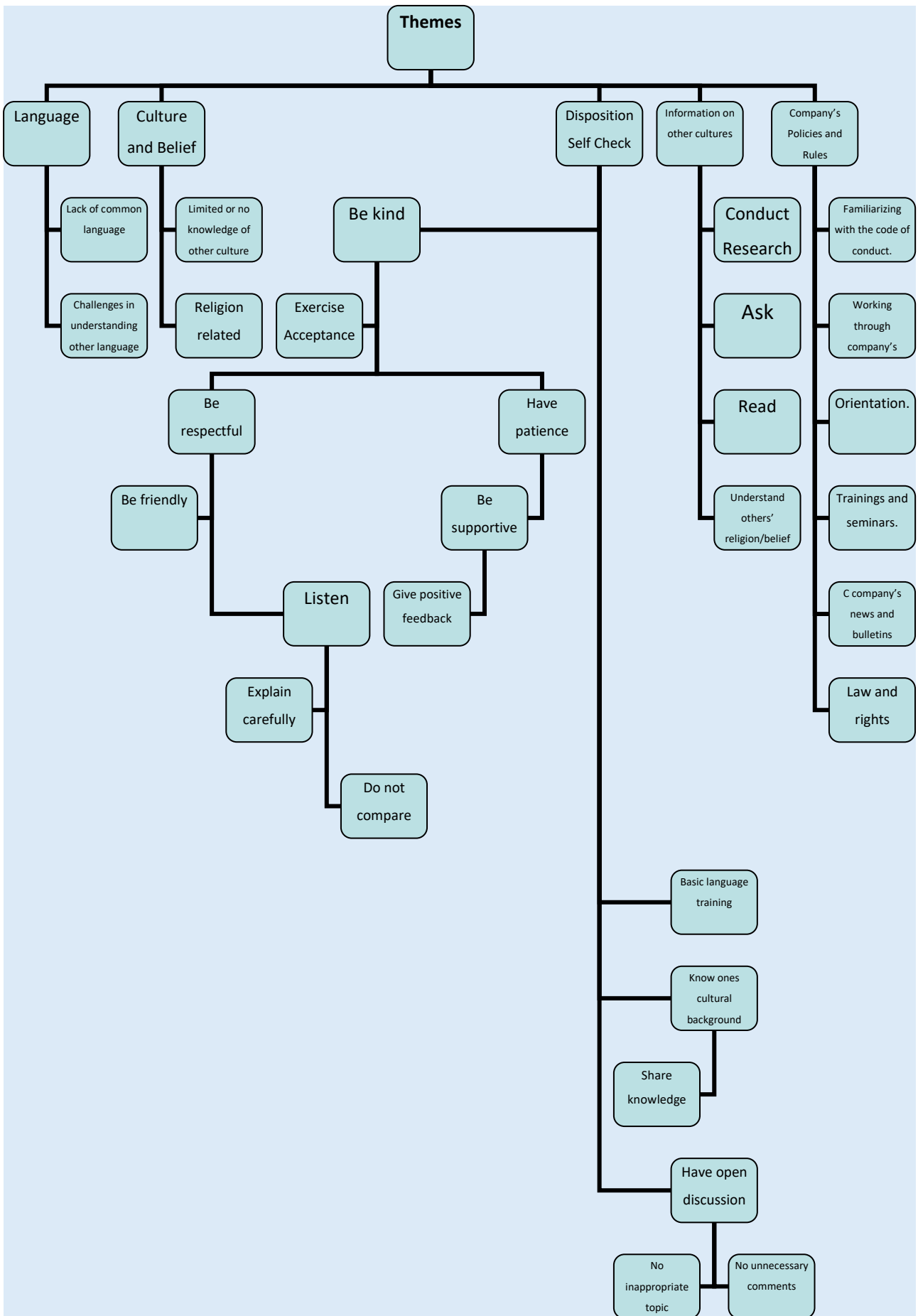


Figure 8 Significant Themes and Descriptions

The researchers' findings were organized into themes as shown in the above figure, to further expand the analysis and to provide thorough understanding and interpretation of the respondents' perception of multicultural workplace issues and experiences. Each of the themes functions as the basis for supporting the objective of the study and finding answers to the research question aimed at resolving by the researcher. Furthermore, the detailed and thorough consideration and examination of the gathered data with significant and appropriate insights and perceptions were analyzed and discussed.

Table 2 Interview's Compelling Statements

	Respondents' Statement	Generated Theme
A	<p>"Lack of common language"</p> <p>"Challenges are mainly in communication and lack of common language."</p> <p>"Communication is the barriers most of the time."</p> <p>"Others misinterpret what others said."</p>	Language
B	<p>"Misunderstanding rooted from some religion related topic."</p> <p>"Lack of understanding of other culture"</p> <p>"Having limited or no understanding of other culture."</p>	Culture
C	<p>"Everything starts from general culture which includes acceptance."</p>	

	<p>“Know one’s cultural background.”</p> <p>“Understanding one’s origin.”</p> <p>“Listening is the key”</p> <p>“Share knowledge”</p> <p>“Exercise patience and tolerance”</p> <p>“Be friendly to them, be supportive, be friendly, be kind.”</p> <p>“Be friendly, give positive feedback when necessary.”</p> <p>“Be kind and respectful.”</p> <p>“Explain things more carefully.”</p> <p>“Avoid comparison”</p> <p>“We have open discussions as soon as possible”</p> <p>“Avoid inappropriate topics.”</p> <p>“Be respectful to others in all situations.”</p> <p>“To have a respectful atmosphere.”</p> <p>“Avoid giving unnecessary comments.</p>	<p>Attitude Self-Check</p>
D	<p>“Learning other culture by reading and asking questions.”</p> <p>“Conduct your own study about other culture.”</p> <p>“Ones religion needs to be understood.”</p>	<p>Information on other culture</p>
E	<p>“Attending the orientation”</p> <p>“Familiarizing with the code of conduct.”</p> <p>“Get familiar with law, your responsibilities and your rights.”</p> <p>“Working through company’s value.”</p>	<p>Company’s policies and rules</p>

The researcher chose cautiously the thematic subjects to be used as the background for the collection and organization of the important data gathered during the interview. The approach is important in having a more systematic and organized explanation and understanding of the data as well as making the findings simple and precise.

The compelling statements generated from the interview were evaluated and therefore given themes which include language, culture, behavior self-check, information on other cultures and company policies and rules.

The themes were named based on how the researcher understands and interprets the respondents' responses.

1. "Language" simply means the way the workers communicate.
2. "Culture" is the background of the workers.
3. "Attitude self-check" means the characteristics or attitude the worker must possess to be able to understand and have a good relationship with other workers.
4. "Information on other culture" is the knowledge a worker has about the other workers in the organization they belong to.
5. "Company's policies and rules" is simply the laws of the organization which the workers must obey to be able to work with others smoothly.

These five (5) themes are the responses which the researcher gathered from the respondents that answers to the research questions as to "the conflict or difficulties or challenges" and "solutions or how to deal or cope".

Theme A: Language

When asked about their challenges in working in multicultural workplace, one of the respondents' responses is regarding language. It was obvious that working in a multicultural environment's struggle is understanding the language may it be sign or spoken. Both local and migrant workers expressed their woes on this matter.

Effective communication is a key to success in business. It is a glue that holds everything and everyone together; from management to workers, it helps everyone to share their ideas, to connect; having bonds and ties, to follow everyone's achievements and progress and to give and receive beneficial feedback.

Respondent with the code FT said that *"Challenges are mainly in communication and lack of common language,"* indicating that truly, language is one of the main barriers that hinders a positive communication between workers. Majority of the respondents have pointed out that not having a common language to use in the workplace is one of the substantial barriers that hinders in having a smooth sailing working environment. How can communication be successful if communicators are at a different understanding, people do not have grasp of what others are talking about?

When there is clear and concise communication, the goals are clearly passed on, and the team realizes what the targets are. With the challenges in communication, the use of common language must be given emphasis, it must be treated of high importance, even just the basic knowledge to avoid constant misunderstanding. However, the participants stated that there was little support given by the organization with regards to language training or in some cases none. Most of them were neither happy nor satisfied with how the organization handles language or communication problems in the workplace.

The respondents mentioned that without the common language misunderstanding arises. Most of the cases are because one worker misinterpreted what the other worker delivered, or that the delivery itself is not understandable. *"Others misinterpret what others said"* (code FC). With this,

other bigger concerns can arise and cause more chaos. It is not just how the other worker speaks but how the other worker understands or interprets what has been said.

Clear communication with understandable language reduces confusion and enhances favorable output and productivity. Herewith, expectations are met. Regardless of whether the company is small or big, just starting or a booming organization already, the way people at work communicate can substantially affect working relationships, the values of the organization and production turnout. "Having even basic language training" learn the language of the host country as much as possible, even the considerably basic, which is enough that a person can survive the everyday working environment.

Language, may it be verbal or non-verbal can vary significantly depending on the culture.

To sum up, having a clear, precise, and plausible common language by all being used in the workplace with multicultural assets is an especially valuable tool to have a better understanding and relationship.

Theme B: Culture

The profound interview gives a perception from the respondents that it is noticeable that having different culture is one culprit in having misunderstanding in a multicultural workplace. Not just having a different culture but not having an understanding in each of the cultures present in the workplace makes it difficult to work together.

One of the respondents said that one of the factors that cause misunderstandings or even conflict is: *"Having limited or no understanding of other culture"* (code FM)

It is important the people have cultural awareness. Human beings must understand that not every person will do things in the same way others do, for example, what other people eat, how other people communicate, and how other people execute tasks. It is vital that people are conscious and sensitive about the issue of cultural differences or having a multicultural world so that conflict will be avoided. Understanding other cultures allows people to be respectful of others, especially at

work, on how others do things based on their cultural background. Having knowledge about other cultures has impacted positively on the workers' capability to function at work.

On one note, a respondent pointed out religion, a belief which is an idea a certain person accepts as being constant and absolute. Few respondents mentioned religion as one of the factors that contribute to difficulties and sometimes conflict at work.

The interviewee said that *"Misunderstanding rooted from some religion related topic"* (code CSM). Some people hold on to their religious beliefs and do not accept other's opinion or idea with regards to some topic about religion, but then they will insist on their own belief to others, pointing out that theirs is the best and real. Having different beliefs can result in misunderstandings among co-workers, may it be small or big organizations and it can even precede discrimination on religious affiliations.

To many people, religion is the basis of their identity, of their cultural attributes. These attributes can affect deeply their intents, how they see things, and their attitude towards work, for example to the workplace and coworkers.

To sum up, each of the workers must learn and study each other's cultural background to be able to have a grasp of their co-workers to avoid conflict or misunderstanding.

Theme C: Attitude Self-Check

The in-depth interview revealed a positive attitude towards one another as one of the common factors contributing to having a smooth and peaceful multicultural workplace. Even if there is a lack of common language or is a culture understanding, if attitude is at its worst towards each other the possibility of having a peaceful environment is unachievable.

The interviewees' response as to how they cope with the challenges in a multicultural environment focuses deeply on the attitude towards each other. Code CSM emphasized that *"Everything starts from general culture which includes acceptance."* People should accept each

other without judgement, may it be race, color, education, belief, and preferences. To be able to do that coworkers must *“know one’s cultural background and understand one’s origin”* (code FT).

At work it is inevitable to have misunderstandings, but code FM said that in their organization since most of the workers have different culture they must *“Explain things more carefully”* and that most of the time workers *“Exercise patience and tolerance”* with each other. Some people understand things easily but to some especially when there is a difference in language and culture it takes a while for them to grasp the context of what the thing is all about.

“We have open discussions as soon as possible” this is what code CMS mentioned in the interview, it was also added that during the discussion *“Listening is the key”* and that they *“Share knowledge.”* Listening with understanding and without judgement and giving each other something they know to be able to work in harmony.

“Avoid inappropriate topics” and *“Avoid giving unnecessary comments.”*

according to code ETA is what they practice in the workplace especially topics related to religion and political views. *“Avoid comparison”* according to code FA, people are born differently, raised and cultured in different manner, therefor comparing person A to person B ad vice versa is not going to help at any point.

“Be friendly to them, be supportive, be friendly, be kind, be respectful to others in all situations,” kindness goes a long way, positive attitude attributes to success. People are going through something in their lives that only they know and when other people show kindness, show positivity, especially at work, the ease of working starts to kick in.

“Be friendly, give positive feedback, when necessary,” recognizing and appreciating team members’ efforts motivates and encourage workers to do better, not just from the management side but also from coworkers who happen to be there working side by side with other coworkers.

To sum up, attitude toward others is one of the most important things to consider and examine and to give a focus. It is important that aside from understanding other people's background the person itself knows their own.

Theme D: Information on other cultures

Why is learning about other cultures necessary especially in the multicultural environment? One reason is that it promotes understanding. A lot of problems were caused by misunderstanding, and it is evident in the multicultural world. Studying and discovering unfamiliar cultures facilitates people's understanding of why others do things the way they do.

According to code ETA "*Learning other culture by reading and asking questions*" is the key to get informed about coworker's cultural background, if the person has little knowledge or no information at all, asking politely is one solution.

Code FM said that "*Conduct your own study about other culture.*" Nowadays, looking for information is quite easy, there are a lot of reliable online resources that teach others about other cultures, majority of people have access to the internet, if not then books are still on hand.

With these valid suggestions other people will be updated about their coworkers' cultural background and will be able to adopt or adjust to it. And it is important that when coming to work or to live in another country a person must have knowledge and understanding about its culture.

When it comes to the topic of religion code FT said that "*Ones religion needs to be understood.*" To some people religion is the core of their life, which is why they are practicing more seriously than others. But religion should not be a topic to start with, especially at work. People should not interfere with the religious beliefs of others, there should be respect and boundaries when it comes to it. One should not question how the other is practicing their faith.

To sum up, other cultures can be looked up hastily with the presence of the internet which is one click away. Each worker should be curious and eager to have knowledge and understanding about one another's culture to foster multiculturalism in the workplace.

Theme E: Company's Policies and Rules

Respondents highlighted the importance of being aware on the organization's policies and rules. Policies and rules are a crucial element of any organization. These are the drivers that keep the company from swerving and avoiding the path to complete chaos.

Before diving into the work, worker must make sure that *"Attending the orientation"* is to be given a priority and should *"Get familiar with law, your responsibilities and your rights"* (code CSM). With this, knowing where the worker is supposed to be at in the company has an assurance.

Code FM mentioned that *"Familiarizing with the code of conduct"* should one of the workers must do before and during the tenure. In every organization, the code of conduct guarantees that workers are treated equally and with honor. But then workers must be *"Working through company's value"* (Code FM). Aside from knowing the code of conduct of the organization the worker must recognize and must focus on the company's core values, with this the workers will have an idea of the company's principle that guides them every step of the way. When something is confusing, it goes back to checking the core values.

To sum up, when a new worker joins the organization, it is necessary that the worker get familiarized with the culture of the organization. This is gained through knowing the clear instructions and attending the training and seminars offered by the organization.

6 Discussion

The point of this research is to acquire a comprehensive and wide-ranging understanding of the difficulties a worker encounters with co-workers from distinct cultural backgrounds and upbringing and how does the worker is able to cope with those problems without causing as much tension with each other as possible. Up to this very moment people coming from divergent backgrounds who tried their luck and risked their future in venturing to another unknown land are still facing the reality of discrimination and stereotypical behavior in the work environment with a

multicultural workforce. Looking down on other ethnic or minority groups and having a superiority complex are still existing and present in the modern world due to political and religious issues and differences.

The findings of this research identified barriers that hinder peaceful and smooth working environment in a multicultural workplace, which includes language differences and culture misinformation. Some if not all the companies endured and tolerated such sets of behaviors with regards to culture, some either encourage or discourage the idea because of lack or no knowledge about it. People should consider and continue to learn and understand other cultures because nowadays the world is becoming more multicultural than before. Having awareness about other cultures allows people to have significant and appropriate connections and collaborations with one another. People must understand that there are topics to avoid, that there are limitations to being coworkers.

In view of these hindrances the researcher identified solutions in coping with the difficulties that include checking own attitude towards coworkers, looking up and learning information about other cultures and being aware of the organization's policies and rules and practicing and committing on it. It is a person's attitude towards other people and things around it, it is the bearings what a person exhibits concerning other people or situations. Positive work attitude is fundamental, there are many reasons a person must endeavor to have positive disposition.

The sole purpose of the investigation, which was to explore the challenges and the approaches to cope with the challenges confronted, was achieved by facilitating the in-depth interviews of the participants, and with participants willingness to share their experiences regarding the given topic and participate in the long process.

With the study's main findings being the lack of common language and lack of understanding and information about other cultures creates a great barrier and unexpected challenges in having a peaceful and successful multicultural environment, which in the end leads to more conflict and misunderstanding of workers. These obstacles greatly affect the overall performance of the workers and negatively impact on their own personality and identity at work. It also affects their

performance at work and results in the decline of productivity and success of the organization or the company.

The respondents suggested that multiculturalism is necessary and important for companies or organizations to be able to create more ideas that can boost the company's success and push the business forward. Informative training and seminars regarding distinct cultures are one of the solutions that workers must consider attending to if not a personal study or research, integration into the new society's culture is also a key to knowing the host country's culture and what abouts. Language training is a terrific way to be able to communicate and understand one another especially when common language does not exist. Being educated on language and culture is not enough, one must elicit an attitude that compromises each other, be kind because kindness goes a long way, respect and accept each other's background.

Another way to solve the mentioned conflict is through asking, finding information needed directly from the source using unoffensive and carefully chosen words. It is another way to open a communication tunnel between coworkers. Not talking about religion is also emphasized by the respondents, everyone should respect one's belief.

Based on the responses gathered from the five (5) respondents whose ages are between 45-55 and with over 7 years of experience working in a multicultural cultural environment, a multicultural workplace has many significant advantages, however the presence of challenges and difficulties are visible such as language barriers, communication misunderstanding and lack of knowledge about other cultures and beliefs. Embracing and celebrating the differences between cultures can develop and increase inclusivity and unity at work. Accepting one another whether the person belongs to the majority, or the minority group is the major key to minimizing if not to avoid the clashes and conflicts in the workplace that has multiple cultures and beliefs. Acceptance promotes not just acknowledgement but unity and peace within the environment. Understanding various cultures through communication with the use of common language can influence the means and the development of learning the differences between other cultures. One must always remember that no one is superior to the other, especially when it comes to culture, beliefs and tradition. Respect and kindness are one clear key to fostering understanding each other and to

having mutual recognition. Allowing multiculturalism to grow and prosper in the organization can lead to a more innovative and productive working environment.

Working with people from distinct cultures can indeed be a very enriching and exciting experience, it permits people to realize and have knowledge of other's views, practices, and beliefs.

Organizations should encourage their workers to appreciate and respect one another regardless of their culture.

On the side note, the paper acknowledges that the research has some limitations, such as the researcher's use of accessible samples that in the end might affect the significance in real life. In this case the result may not be relevant to every situation or circumstance. This research could not represent the entire population since the contributors were chosen because of their accessibility and availability rather than arbitrary.

Another is, when there are many subjects or respondents, the narrative inquiries are not feasible and not practical, in this case the researcher has few numbers of subjects that is enough in conducting this type of inquiry. The researcher gathers extensive information and as boundless as possible to fully understand the content and context of the responses from the partakers, in view of this, the analysis was slow but thorough.

The study also finds out that the respondents suggested that multiculturalism and having a multicultural workplace and workforce is needed in companies. The workers suggested that to be able to have a positive working environment even with people from different backgrounds and understandings as well as origin, language and cultural barriers must be limited if not eliminated, it can be achieved by being open in studying the culture and language and posing a positive attitude towards others. On the lighter note, the respondents were confident to say that the organization they belong to are successful in promoting and implementing rules and regulation with regards to working in a multicultural environment.

7 Limitation and Recommendation

There are few limitations to this research. The author chose samples based on availability and accessibility, therefore there might be a significant effect in real life. The result might not be relevant and applicable to all or other people and their conditions, however, to some it is possible. Therefore, this paper could not represent the entire population of people working in the multicultural working environment.

On the other hand, in this paper, the researcher has enough number of respondents which is five (5) and belonging to different background and orientation as well as having different working experiences in and out of the country, that fills the narrative of the outcome to conduct the inquiry type needed. In the end the researcher collects enough information and limitless possibilities to completely comprehend the responses of the interviewee. The analysis took a while, but the process was coherent.

Referring to the barriers that cause challenges in having a successful multicultural workplace, the management should make clear to the workers the policies and rules the company is implementing regarding multiculturalism. Organizations need to have rules and policies as well as accommodation and acceptance of different beliefs to guarantee that all workers are respectful of each other. Workers must have obeyed these rules and policies to the best of their knowledge.

For the workers, consider accommodating and accepting other cultures and avoid stereotyping, to do so try to get acquainted with coworkers and share knowledge and experiences regarding multiculturalism, and get to know coworkers individually. One important thing is to consider having different and improved communication styles, not just the language but the way you deliver the words and the way you understand other people's ways.

There is so much more to be done, because of the changing world and changing viewpoint of every individual, future researchers can look at the other perspectives. One proposal for future researchers is to go in another direction such as the management, with this the readers will be having another perspective.

8 Conclusion

This study concludes that language and culture are the most immediate challenges in a multicultural workplace. Having cultural awareness and cultural sensitivity are good attitudes that each worker must possess as well as understanding other people's cultural norms to have a respectful, peaceful, and successful collaboration in a multicultural environment.

While the scope of the study is limited to workers of multicultural workplace, the result offers a proposal to management to design a working environment that gives value to multiculturalism which supports workers from distinct backgrounds.

Multiculturalism should be honored and celebrated to foster mutual respect and understanding.

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Appendices

Appendix 1. Cover Letter

Dear _____,

I am writing this letter to ask your permission to participate in my one- on- one interview to gather information and data regarding my thesis topic.

I am a bachelor's degree Student at Jyväskylä University of Applied Sciences (JAMK), taking up bachelor's degree Programme in Tourism Management and conducting research on the "Challenges and Issues in Multicultural Workplace." I am confident that you are one of the resource persons in this topic since you have long and incredible experience working in the field.

Please spare me your precious time by allowing me to conduct and interview at your convenient date and time. I can assure you a complete confidentiality on the information you will provide.

I attached a copy of the questionnaire for your reference.

Please feel free to contact me if you have any questions.

Thank You.

Best Regards,

Carla Salovaara

Mobile number: 0456121043

Email Address: carla.salovaara@gmail.com

Appendix 2. Interview Questionnaire

INTERVIEW QUESTIONNAIRE

Please state your name, if possible, would you like me to include your name in the paper?

How old are you?

What is your gender preference if you don't mind me asking?

What is your nationality?

How long have you been working in a Multicultural Company?

What is your position or designation at Work?

Please tell me about your experience working in a multicultural environment.

- What are cultural practices available or visible in your company? How do you stay informed?

Please share your experience when you had to be on task with team members from distinct cultural backgrounds.

- Please tell me about a situation when you had to learn and understand a new culture to successfully collaborate with a coworker.
- Discuss a situation where you helped a coworker understand a cultural difference.
- How do you create and shape connections and relations with coworkers from unfamiliar cultural backgrounds?

Please tell your experience with regards to challenges in your workplace.

- What are the usual conflicts you encounter when working in a multicultural environment? What kind of difficulties do you come across with working in a multicultural environment?
- How do you deal with clashes and tensions which begin from cultural misunderstandings?
- How do you cope with the difficulties in the workplace with your coworkers from different backgrounds?

Please tell me a situation where you had to solve a cultural tension at work.

- Please give an example of how you adjusted your work style to adapt to cultural differences; a situation when you shifted your style of working to work more effectively to your coworker from a different background.

- How do you react and respond to feedback from coworkers who have unfamiliar cultural views? Tell how you responded to an insensitive comment.

- How do you show respect and give value to the distinct backgrounds of your coworkers?

Tell why you think multiculturalism is vital in the workplace. Will you say that the organization you belong is successful in having a multicultural environment? Why?