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The Impact of Multicultural Working Environment on Employees at Workplaces

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This is study was conducted to investigate how cultural diversity affects employees at workplaces. Advantages and disadvantages were compared to examine which one has the most impact on workers and its effects on organizations and how organizations can relate to its customers.

The study was carried out using a quantitative research approach, questionnaires were distributed to respondents to fill in, a total of forty respondents could answer the questionnaire. Previous articles on multiculturalism were reviewed during the writing process of this thesis. The results from the study is presented using graphs and bar chart in percentages.

The result showed that, it is difficult to have multicultural setting but when good programs and activities are initiated by organizations, it can to be a source of benefit to the same organization. Ssome of the employees feel they are not treated the same way as an employee with different cultural background. Majority of the respondent think training programs must be held to promote diversity at work places, companies can do better to improve cultural diversity environment setting.

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1   INTRODUCTION

Every organization needs to convey to clients that it wants to be responsive to its culture, in likewise manner, employees want to feel that their working environment is friendly even though there might be cultural differences. Many organizations focus on strategies to reach out to the larger demographic of stakeholders, including culturally and linguistically diverse clients and customers. This assist at improving the multicultural environment in that company. Meeting the challenges of multicultural issues, organizations must have effective communications and collaborations among the various segment to address this problem. There is a direct relationship between the quantity and the quality of services an organization delivers and the ability of that organization to provide a just working environment for all its employees. For an organization to be multicultural, it must reflect the contributions and interests of diverse cultural and social groups in its mission, operations and in its services.

There should also be an action on commitment to eradicate social oppression in all forms within organizations including members of diverse cultural and social groups as full participants, especially in decisions that would help shape the organization. This makes considering this topic very important. Having a multicultural working environment can have a great impact on every organization be-cause when employees are exposed to a different situations and culture at where they work, they are more likely to practice tolerance and the possibility of them cooperating and working together increases. And when there is the focus on promoting multicultural management, it will aid the organization to reach out effectively to various segments of clients or customers and use individual employees' different skills to achieve the goals and objectives of the company. For some businesses if the expertise is lacking, managers might choose to assign specific personnel to develop an understanding of the traditions of that country to help them to effectively adapt in a host of situations.

Some companies and organizations have seen the benefits of multiculturalism and therefore are combining management techniques with ethics and cultural training

since the underlying values for different countries would vary from one region to the next. There has also been emphasis on creating universal standards (Nelson 2012). Augmenting whose traditions with these new standards has trans-formed the views on the ethnic inside various societies. As a results co-worker from various cultures work effectively with each other and see how they contribute to the success of the firm.

1.1 Research Problem and Objectives

The aim of this research is to examine the importance of having a multicultural working environment in organizations, having a work environment with employees who are diverse in culture. This will involve going into a research which will include examining research questions on respondents who work in organizations where there is diversity with regards to their fellow employees who are of different backgrounds and how well the company where they are employed practices diversity with regards to their training programs, incentives and other pro-visions made by the heads of the organization who have diversity when it comes to their workers.

The main research problem is to examine whether having a multicultural working environment at workplaces has a positive or a negative impact on employees, a major challenge for multicultural management is the different cultural beliefs and traditions that are embraced by various segments of employees which can lead to internal challenges that can hinder the overall performance.

What makes the topic, The Impact of Multicultural working environment on Employees in Organizations worth to research. In every organization, if cultural values are not well represented and others try to impose their beliefs on other employees, this can lead to misunderstanding and resentment. This research includes finding out whether having a multicultural environment is worth the effort

or it can be overlooked as something that would not have positive impact on the development of an organization.

The second research problem is to find out how multicultural working environment affects productivity in organizations. It involves a research on the negative and the positive impacts of having multicultural environment. It is important to make findings on this because inadequate mentoring and guidance in this regard could cause a company to have low productivity. As a result, there must be regular improvement in ways to effectively manage a diverse workforce as the world advances.

2 LITERATURE REVIEW

This section of the research deals with factors to be taken into consideration when adopting a diverse working force.

2.1 Factors to Consider when Adopting a Diverse Workforce

If multiculturalism is focused on to be instituted in a work force, first there must be the assurance of effective communication. When there is good communication, it brings good collaboration among the different sectors in the organization when different issues regarding cultural differences must be ad-dressed, this would see to it that there is adequate comprehension and ac-acceptance of the cultural beliefs of the other employees.

Also, there should be adequate training for employees on how to learn about cultural differences to promote mutual understanding which can aid in the promotion of a conducive working environment. This eventually would result in having an organization which can easily adapt to changes and can easily deal with issues that confront employees. This can Lead to the adaptation of a common characteristics which at a greater rate to be accepted by workers whose different beliefs are respected and is instituted as part of the organizations culture.

There should be on adaptation of a common set of values. Several businesses try to have a general incorporation of ideas with clearly defined customs in a specific region together with the already existing customs of the organizations customs. There should be the awareness of individuals` own values.

Motivation is one area to also look at in the case of trying to adopt multicultural-ism in a working force. One must be aware of the needs of their employees who come from different background, the things that would motivate an employee from

one culture would not be the same that would stimulate another employee from a different culture.

"For instance in some cultures, they have the inclination to work and study in groups than working alone (Wilson 2001), Lucas, et al (2000) explain that "collectivist cultures, social behavior may be motivated by norms and responsibilities rather than by the desire for fun and enjoyment.(page.458), In a similar sense Wilson (2001) also says that, in a collectivistic cultures, the general desire comes more from personal satisfaction and competition between individuals. Taking note of these differences is important when you are dealing with employees in a multicultural setting.

Language is also a factor because this is our main means of communication, and at the same time one of the most essential obstacles and the cause of issues in cross-cultural communication.

2.2 Effective Management in a Multicultural Work Environment

When work diversity is not managed well, it could have an adverse effect on the productivity and fulfillment regards to employees. And when employees feel that they are all valued members of the companies they work for, it gives them more motivation, unfortunately most minority group in a company usually feel less valued than most of the groups due to sometimes the oversimplified idea of a person or a thing which can simple to said to be stereotyping and also prejudice and ethnocentrism.

Some consequences of not effectively managing a diverse working force could be the restraining of employee's abilities and motivation which could in effect lead to a reduced working performance, any organization when the importance of diversity at work is neglected conflicts and disagreement can easily occur.

Also, organization is important when it comes to having an effective management of multiculturalism in a workforce since this can aid and help in building mutual respect between employees and their fellow workers. Workers can have different mindsets and opinions but with proper organization these differences can be accepted. (Castaneda, M. E., & Bateh, J. (2013).

The issue of career development in terms of promoting multicultural employees including giving of enough chance to improve new skills that they have and also in areas they want to succeed. There should also be an affirmative action program that is putting into place procedures and rules to ensure that applicants who are qualified get equal opportunities when it comes to hiring, promotion and other chances that comes with the work and employment.

There should also be activeness when it comes to recruitment and hiring of individuals from different cultural backgrounds which can help bring new ideas in the organization. A company would also end up having different shades of talents in the business when it focuses on diversity during recruitment. After jobs have been settled for individual's equal opportunities to employees, when they deserve it.

Management practices, in this case the leaders in the organization should know how they handle management practices in a more effective manner by paying equal attention to all employees despite their cultural background and taking them seriously. Support should be giving to workers with the inclusion of an effective communication with all employees. (Wilcox, D. A., & McCray, J. Y. (2005).

Value of diverse work group should be considered, by putting up organizations that pays attention and recognizes that diversity is an important aspect when it comes to doing business and having diversity can promote new ideas being created and

brought into the organization. If multiculturalism can be effectively managed it can also depend on factors like creating awareness, when there is the value of each other and when managers are given the power and are able to learn about the ad-vantages and the disadvantages of diversity this leads to the motivation being found in the betterment of aspects of business such as productivity and customer relations (Bendick et al., 2001.)

If there is the need for the existence of an effective multiculturalism then there is certainly the need in the changes of mindsets, attitudes, behaviors and organizational structures together with culture, regulations and power relations Kirton and Greene, 2005 Lorbiecki, 2001; Litvin, 2002; [13] Dass and Parker, 1999; [28] Kandola and Fullerton, 1998; [54] Tayeb, 1996;

Long term employee involvement is also very essential, but what does this term mean; it simply the means that each employee in the organization is viewed as a special human being, not just as a machine, and as a result each employee is involved in helping the company to reach its goals and to succeed. This can be regarded as a new empowerment-based method for organizational development. (Iverson, K. (2000).

2.2.1 Advantages

Diversity in work places has very good impact on every organization, since most organizations are becoming multicultural and diverse in sex, race and nationality and this brings considerable gain to the company. (Cox, T., Jr. (1991). This includes:

Improvement in decision making: Often new ideas are mostly incorporated which assists workers to deal with problems and issues from different angles. Most times individuals feel more comfortable with those who share the same ideology with them, but sometimes similarities can hinder the exchange of different ideas suggestions.

Greater creativity and innovation: Creativity can be explained as the use of imagination to create something new, creativity thrives on diversity. When people get themselves exposed to only one culture it hinders their ability to invent and to be adventurous compared to those who are exposed to different cultures. When individuals from different background come together to deal with an issue, they are most likely to get it solved and reach a common solution.

There is no superiority of one group over the other when it comes to generating new ideas and no one can predict who will come up with the next big idea. (Seyed-Mahmoud Aghazadeh. (2004) Variety in cultures can bring an accurate and deep understanding of issues to the table, it is only human beings who can bring and create ideas, so the more diverse the company the greater chances there is of creating new ideas.

A multicultural company is in a better position to easily adapt to change and is more flexible. For instance, females are more likely to have a much higher en-durance and tolerance to adapt to change than males, additionally individuals who can speak more than one language have a higher level to differ strikingly in thinking than those who only speak the common language (White, 1999, p.477)

A greater successful marketing to several and different customers

There is an increase in keeping the most skilled employees (Seyed-Mahmoud Aghazadeh. (2004). Organizations have more possibility of gaining competitive advantage since they are able to promote and market their services and products within different cultures and countries. When an organization is multicultural it can go through and widen their sales and market with the idea of political economic, social and legal environment.

It is to the advantage of the company if there are workers who can negotiate and speaking the language of some other country and is a valuable as-set. For example, there is the incidence of Chevrolet encounter with a situation in Latin America, where they manufactured a car which was named Nova. They advertised the car and at the beginning they couldn't comprehend why the market wasn't booming in the Latin communities. (Seyed-Mahmoud Aghazadeh. (2004). With time they learnt that the meaning of nova in the Spanish communities meant does not go. This is something which could have been avoided if they were a bit of multiculturalism. There have been several cases of this cultural blindness, which wouldn't have occurred if it was a culturally diverse one (Dibbie 2001)

Exhibit 3
Diversity-management strategy: a model

Valuing Diversity in the Workplace

Culture — Opportunity — Leadership

Organization-wide Image
- Organization fosters mutual respect
- Organization fosters sense of belonging
- Differences are accepted
- Corporate-wide diversity-training program

Concern for Equality
- Equal respect for minority and majority group
- Equal performance expectations for minority and majority group
- Equal rewards for minority and majority group
- Equal pay and income
- Valuing diversity

Career Development
- Promotion of multicultural employees
- Opportunity for development of new skills
- Preference to minorities in promotion
- Access to top-management positions

Hiring Practices
- Active recruitment and hiring of multicultural employees
- Equal opportunities for minorities
- Affirmative action program

Management Practices
- Take all employees seriously
- Recognize the capabilities of all employees
- Support all employees
- Communicate effectively with all employees
- Value a diverse work group
- Respect the cultural beliefs and needs of employees
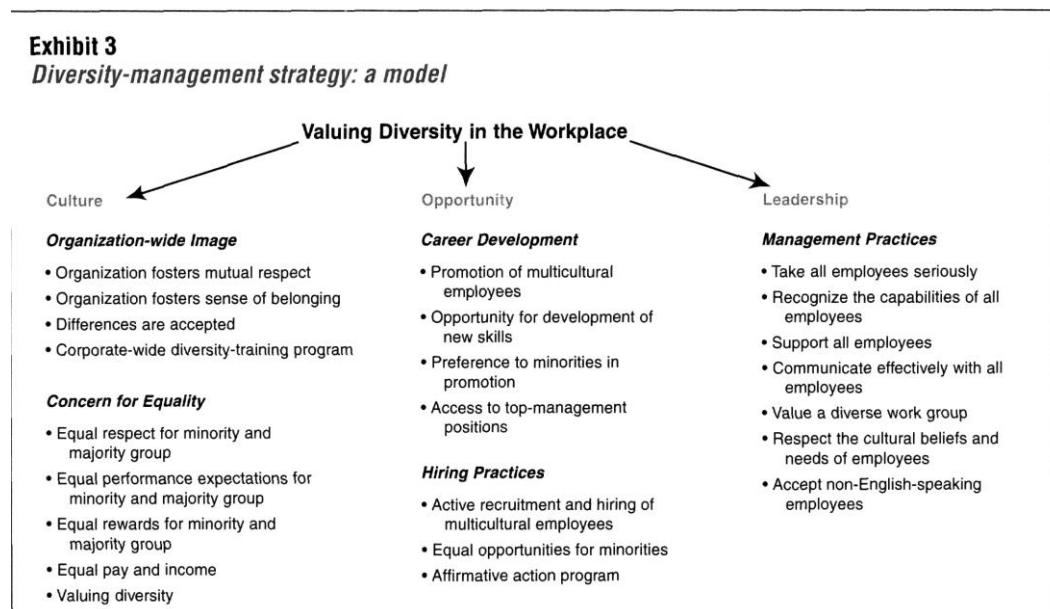- Accept non-English-speaking employees

Figure 1. Diversity management strategy: a model

2.2.2 Disadvantages

A workforce being multicultural has a lot of advantages in a company but also have a few disadvantages. And most people feel vulnerable or at risk working with people of different culture.

One cons that can be discussed about is the cost that is involved in training. This increase sprouts from the cost that comes with programs, lectures seminars that is provided to promote diversity in the company. Employees are trained on pro-grams on how to embrace the ideas and thoughts of other cultures and also how to treat conflicts and prejudice in a civil way

Another negative aspect could be the occurrence of reverse discrimination and this can come from affirmative action policies which are the actions which favors those who suffer from discrimination. The claim by white males being un-fairly treated is a reverse discrimination which they also state that they are the same and much experienced for a position, but have been passed over for the minority to get that position on the job (Bunner, 2003). This could result in lawsuits and a sense of dismiss. (Seyed-Mahmoud Aghazadeh. (2004)

A third disadvantage is the rise in the increase of conflits. Serious arguments could come about when two or more people who do not agree on a situation and if there is ignorance on both party's conflicts can easily arise. Especially when there is the speaking about others in a derogatory way and this can lead to a lack of acceptance which can all end up in culture clashes, stereotyping and ethnocentrism. If things like conflicts could be well controlled then creativity no doubt will be successful. If one party starts feeling more special than the other conflicts then come up. And when managers go ahead to put up or encourage competitive goals. (Seyed-Mahmoud Aghazadeh. (2004)

There is also the possibility of the rise in turnover and workers absenting themselves from work when there is diversity. According to research the rate of turnover for black Americans in the United States is forty percent more than that of the white folks. Another finding is also that a person who is not part of the inner group is more likely to go out of a company (White, 1999, p.479, flextime scheduling)

Diversity can be mismanaged and this have a bad impact on productivity and employee satisfaction. There is management when a group is prevented to the access of certain privileges or there is unequal treatment, this can lower the abilities of the workers and bring down motivation. Job performance can re-duce drastically as a result, there would be no corporation in the company and employees would fail to recognize their potential.

2.3 Required Tools for Managing a Diverse Workforce

Moreover, multicultural workforces are becoming more widespread in the world of business. Not all businesses with this feature are bound to succeed if they are not able to make good use of the talent available to them and at the same regard the essence of the variety that they have. (Hammond, T. R., & Kleiner, B. H. 1992)

Organizations should make it their target not just to manage their workers but also know how to properly lead them. They should do more than just taking care of the needs of the employees and the goal of encouraging the increase of the smaller or minority group particularly in their employment. Matters especially concerning with moving social level to a higher level known as the upward mobility (Hammond, T. R., & Kleiner, B. H. (1992).

For culture differences not to stand in the way of productivity there are steps that could be taken by the highest ranking of executives, and this is an important is-sue to be considered because without it any plans of multicultural program me would be futile. First the issue of diversity should be made open, Affirmative action could

not always be the solution, but the acknowledgment of differences in the working environment, not paying attention to individual differences could be destructive as said by experts it will equal the same results if too much stress is placed on this issue. (Hammond, T. R., & Kleiner, B. H. (1992).

Another area that could be looked at are the policies and procedures that encourages discrimination and to weed out any kind of bias. The human resource re-sources department of the organization is the place that can first be checked with regards to their procedures. (Hammond, T. R., & Kleiner, B. H. 1992)

The Anti-discrimination legislation which is "Title VII of the Civil Rights Act of 1964 has aided to do away with discrimination and bias from the forms of job application. (Hammond, T. R., & Kleiner, B. H. (1992). Other areas of the organizations such as the operations, marketing and sales and finance departments all need evaluation.

Workers could be asked some questions either as a group or in person as to what the organization or company can do to help them and this must do with conduct assessment, this could include supervisors and managers. The aim of this is to bring out the difficulties that the work groups are facing in the company. (Hammond, T. R., & Kleiner, B. H. (1992)

Training programs for both management and employees can be helpful, and this should include skills building, lectures, discussion and role playing and at the end the accomplishments of the training programs should be able to be assessed. And all this should be followed up with surveys, focus groups and it must be clear that managers would be fully responsible for their actions and rewarded for giving respect and value to the diversity in the company. (Hammond, T. R., & Kleiner, B. H. (1992).

2.3.1 Cultural Mentoring as a tool for Managing Workforce

Cultural mentoring can be defined as the process of giving wise and friendly advice this has been used for centuries. In certain cultures, those who have more knowledge and experience have an essential role in coaching those with very less experience especially when the younger ones have professional decisions to make. And in most situation this connection comes and develops naturally as there is frequent association between these two parties. (SONJIA, P. R. (1990).

Some companies put into place planned mentoring to raise the possibility of those who are not so likely to be involved in natural mentoring. Issues which are associated with planning and designing planned mentoring programs makes retention better and to increase cross-cultural comprehension. (SONJIA, P. R. (1990)

Natural mentoring stresses on the needs of both the mentors and those being taught, but in the case of planned to mentor the role is broadened and addresses the needs of the company. Effective mentoring has aided people in companies to progress in terms of social, political and economic affairs. (SONJIA, P. R. (1990).

Mentoring can also help to bring out talent, it focuses more on longer-term developments, which also takes place in non-hierarchal relationship. A mentor is ideally someone who leads who is from another division. Mentoring can come in the forms of the company, self -driven, programs and mentor groups. (Willems, H., & Smet, M. (2007).

There is a gap between who a coach is and who a mentor is, when these distinctions are not realized the aim to build a successful mentoring culture would ne unsuccessful. A mentor could come the most experienced person in the organization and it's not about bringing in theories which are external, but sharing the experience

and knowledge which built from within the organization, various challenges and the different cultures of the company. (Willems, H., & Smet, M. (2007).

When talking about mentoring it is also essential to pay attention to the mentors, the responsibility of a mentor comes in different ways. Some can be given in the form advice through career alongside with an experienced peer advisor. Mentoring can also be made up of workers who are qualified who take up the responsibility for the betterment of co-workers who have less experience (Billett, S. (2003).

In some cases of mentoring it can be based on the improvement of skills, it could have different goals and methods. (Billett, S. (2003). Mentoring can bring many benefits to a comply particularly that of a diverse workforce these could include an increased productivity, performance among employees becoming better, improvement in employee commitment, the enhancement of organizational culture and managers will be encouraged to take on more challenges (Mathews, P. (2006)

Mentoring has an essential aspect to play in talent development and there is a wider range of possible development such as coaching performance, on the job experience etc. Mentoring can sometimes be subtle, that could be the fact that it is not publicly recognized, and member might not even be aware of the process until their attention is brought to it. (Belle, R. R. (1997).

The presence of the mentors can be inside the company or external, but mentors being internal could have a better advantage over being external in terms of the provision of company resources. Internal mentors can be easily reached com-pared with external mentors. (Belle, R. R. (1997).

And then we come to the effect and influences that mentoring has, there exists the internal and external influences. The internal mentoring aims at interpersonal influences and the external on how the power in the organization is increased. These forms of power have a connection meaning that external influence on the company can have a bearing on interpersonal influences and vice versa. (Belle, R. R. (1997).

Diversified mentoring should be set apart from other work relationships in the company. Relationships regarding mentoring are special in that it aims particularly at inter-and intra-organizational power. Mentors have the responsibility to train protégés for job advancements like promotions, assigning them to clear but challenging tasks. (Belle, R. R. (1997).

How well a protégé performs would reflect how competent the mentor is which will at the end affect his or her standing and status, reputation and the possibility of him being trusted and believed in the company. In diversified mentoring the relationship involves people or individuals from different backgrounds and as a result there might be differences in the extent to which identification is reached in the relationship. (Belle, R. R. (1997).

Employees who are of the same power related group have greater chances of identifying to each other because of similar experiences, identification is very essential when it comes to the success of the process of mentoring relationships. The outcomes of mentoring relationships can be worthwhile, most importantly protégés are more likely to get more promotions, and they have an increased income, better career satisfaction and mobility. (Belle, R. R. (1997).

Possible advantages could be also job satisfaction and fulfillment, increase des job performance, internal satisfaction. Compared with non-protégés who have lower

promotions, and less income may encounter job related stress, role stress and even burn out. (Belle, R. R. (1997).

2.4 Effects of Cultural Diversity

Examining the effects that cultural diversity has, there are several factors that can be considered, one of these factors is how it affects social integration and this term can be defined as how people get attracted to a group and how satisfied they are with the other group members, as well as communication among group members (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010)

And this brings together how well there is trust, unity and cohesion between employees and most research study conducted shows that diversity reduces cohesion and trust in a group. The development of culture is to make social integration easy within that culture, and when there is more than one culture, this social integration lessens and more likely to end in disagreement. (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010).

Lower satisfaction in the company is another influence cultural diversity can have on employees. Satisfaction can be defined as the adequate feeling of a sense of fulfilment. When it comes to satisfaction in a diversified group the outcome is generally not desirable. Communication between people from similar culture and background proves to be more satisfying that is according to similarity-attraction theory (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010)

Employees are likely to be more satisfied when the operation in their work set-ting is smooth, and people have the perception that in this case diversity effects the groups' dynamics negatively as well as the efficiency in the group. And aspects like identification within the group are part of satisfaction that can be affected when

working across culture. (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010)

Taking into consideration cross-national and intra-national diversity, effects of differences in culture is bound be more compared to the situation where members are from the same country who are familiar with the same values and beliefs. There could also be language and communication barrier, and with differences in opinions, values behavioral norms and style of communication and interaction misunderstandings can easily arise. (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010).

Complexity of tasks is another fact that diversity can affect, when there is a task to be undertaken it becomes more complex since there is less structured, few routine and needing a higher interconnection. When a task is complicated opportunities for process gain which is through divergence would increase. To sum all up the more a task is complex the more the diversity of culture will be related to an increase in creativity. (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010).

In every group or organization, the more the size increases difficulties become abundant which includes communication, coordination becomes more difficult as well. Bigger teams can have an advantage in terms of the containing of re-sources for example time, expertise, energy and financial resources, it is also noted and easier to reach the conclusion that when the group is large the quality of performance and productivity is less. Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010).

Variables that has to be managed in the company increases if the size of the group is large. The bigger the size of the group, the more the diversity of culture will result in an increased disagreement and conflict, with this mind we can also make mention

of team tenure and this is the time allotted for teams to spend together, which has an essential effect on the progress of the team. (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010)

The more a team spends time together the processes in the team becomes spontaneous. This can aid in reducing conflicts. This can have a disadvantage because if how the group undertakes activities become automatic then creativity is less or reduced and in diversity time allows shift in the teams focus.

In a culturally diversified group time is allowed to bring into existence common identity, which helps to improve performance, Cultural diversity can therefore be linked with fewer conflicts in the company or group in teams with less creativity in teams which has a long tenure than that of the short teamsStahl, G., Maznev-ski, M. L., Voigt, A., & Jonsen, K. (2010).

2.5 Having a Networking Experience

Networking is seen by scholars to be the characters that emphasize on the goal of developing relationships that assist people to progress in their careers and some can say that there should be a limit to those who are not in the boundaries of the direct chain of an individual's command. (Gibson, C., Hardy, Jay H., I.,II, & Buckley, M. R. (2014).

At times the standard of one's network could have an impact on the success they have on their career much more than the abilities, the skills and the knowledge they possess, popularly said that "it's not what you know it's who you know". There is the need then to help individual to improve their networks, companies initiate conferences which are professional to aid and enable to have communications with new websites and people and this can be of enormous help (Gibson, C., Hardy, Jay H., I.,II, & Buckley, M. R. (2014).

Mentoring and networking share something in common when it comes to the social interactions in the company. We can have the situation where an employee in the organization goes to a fellow worker who has more skills and experience as to how to deal best with the situation, during this process interpersonal relationship id enhanced. In this case the worker who gives the advice becomes the mentor and the one who finds the advice turns out to be the networking.

In the company the mentor could be the one who supervises, mentoring targets the relationship between the mentor and the protégée whilst in networking the attention is more on the protégé or the on receiving the advice. To put everything together it can be said that all kind so f mentoring behaviors could be a form of networking. (Gibson, C., Hardy, Jay H., I.,II, & Buckley, M. R. (2014).

In an organization, most importantly that of a diverse one, networking becomes needed and as a result has to be mastered, with this done the managers of the company are able to discover the need and challenges of the company and be able to know the possible solution in future .And to be able to master networking properly even in a company where there is diversity, the identification of your target market that is being able to know the products and services that when made available could aid individuals in your objective market ,this goes into being able to know which companies which your own target market is related to since most of your market possibility will be related to similar organizations. (Finley, D. C. (2008).

Managers must make sure to have real interest in the organization they are running together with the employees despite their difference in culture and way of doing things but in this case, networking is not powerful enough to bring togetherness in the company. If the networking is the only motivator in the company it would not have a positive influence on efforts put in networking. Finley, D. C. (2008).

Wanting to be noticed by your target market there should be an active interest by the managers in the company and this would automatically push you to show interest in your employees by this way good relationships would be created and trust in the company would be initiated. (Finley, D. C. (2008).

In networking individuals find others who have similar interest as they have and as a result stay in touch and connected, this becomes more advantageous when individuals can share common interests learn from each other and be able to talk about work opportunities. Networking is also a way to force other to market on your behalf. And all networking can be different, in that others require more effort to be put in than others also when it comes to keeping and improving it. Finley, D. C. (2008).

The key to maintaining these networks in the company is to keep connection with contacts and try as much as possible not to lose them. The simplest form of networking that can be created could be face to face, even meeting at lunch, when there are large conferences, having encounter with old friends. Finley, D. C. (2008).

2.6 Reasons for Diversity Management in Organizations

In a diversified organization there are is the combination of people of different identities and culture who exists in the same culture system and therefore needs management, culture is a complex topic to comprehend when it comes to re-search business. Cultural diversity is a key to the success of global businesses. (Oya, A. S. (2006)

Asking why, cultural diversity has a stronger meaning and aspect when it comes to businesses and can have an influence on multicultural companies' as a result

cultural diversity should be considered and managed well and effectively. Organizations which are bigger in size vigorously look for new answers to get quality loyal customers and good satisfaction and when diversity in managed in an efficient way this can be a success. (Popescu, S., & Rusko, R. (2012)

Individuals in the organization can have the environment where they can improve fully when the diversity that exists in the company is managed, Knowledge about how best human resources can be made use of in terms of the reduction of staff turnover, there is an enthusiastic workforce and improvement of recruitment process. (Cassell, C., & Biswas, R. (2000).

2.6.1 Development of talent Showcase

Talent is an experience or a skill that someone has that is worth emulating, talent showcase can then be said to be the situation where an individual's skills or positive qualities are encouraged and showed to the advantage of others. (Pruis, E. (2011). For both big and smaller companies, talent is something that has come to be of greater importance to their survival and livelihood.

When the talent in the organization is well showcased the right individuals, who will be needed to replace those in executive positions in times where there is the need of vacation of jobs can easily be found in or outside the company. Positively companies have begun giving support to talent and this has yielded positive results. (Pruis, E. (2011)

Most importantly talent should be sustainable not short lived if it can prove to be fully beneficial to the company. Managers should that see to it that talent which are found in the company becomes a continuous process. (Pruis, E. (2011).

Talent should be genuine if it can be sustainable, individuals can have sustainable talents when it is something they have passion for and love to do and at the sometime be able to strengthen itself even if there is no support from others. (Pruis,

E. (2011). There are some key questions that companies can list down to help them develop what we call "talent" policy and these could include:

1. What motivates the company to select employees as being talented? is it based on average performance over a certain number of years
2. What measures does the company put in place to connect talents to jobs and other initiatives?
3. Which human resource tool sets apart the development of talent, is there a feedback system which is based on major roles and jobs in the company?
4. Does the company make use of the adaptation of talent development approach which is directed to the different generations of employees?
5. And then which of the human resource system gives support to the talent developments available in the company for example system that aid in assessment like the ERP system and SAP?

In the process of talent development, the human resource department has the tendency of getting more budget if they can attract more talent development programs which will pull more funding when the company is supported in that way and there should be corporation with the right individuals who have had previous selection in the past. (Pruis, E. (2011).

Recruiting the right individual despite the nationalities that they might come from and this needs the right strategy and after a successful recruitment the company should continue with a regular talent review, since this will help pro-mote talent development. And the combining of these two helps to bring out the company's need for a productive talent showcase. (Pruis, E. (2011).

There are some important decisions that must be made to establish the right process of talent development;

- ➢ The type of integrated talent management process that has an agreement to be used, and this should focus on the fact that all the important departments in the company work in unity as close as possible. Making sure that there a clearly stated agreement on decisions like recruitment, learning and developments, benefits and compensation, career management and development.

- ➢ There should be the situation where the main career paths and developments should be clearly mapped out and this should include all major groups in the company.

- ➢ Try to decide on the return on investment and the impact of how talent management can be measured, whether it will be done by the human resource department, an external party or some other department in the company.

- ➢ The organization must know and be accountable of where their talent management lies, if it's human resource department who have the responsibility to execute this action or another section of the company.

With talent showcase, role models also come into play because in addition to an employee having the required skills it would be greatly important for them to have someone they can look up to or be able to observe a more skilled co-worker. (Pruis, E. (2011). By observing employees with talents are able study and learn what works best and this helps them to improve on the already skills they have leading to them making changes on what they think they haven't done right. (Pruis, E. (2011).

Talent should therefore take in all places during the work time, because mentoring also can be done through coaching during working hours (Pruis, E. (2011). This can be combined with talents programs, and organizing net-working programs to enhance the talents in the organization.

Talent should contribute and promote certain aspect of the organization such as its innovation, growth, specialization, diversification and most importantly its success and survival as a company. (Pruis, E. (2011). The amount and the level of capabilities which is expected from employees depends solely (Tansley, C. (2011).

Corporate social responsibility can also be an element that can help in the dealings with decision making which is involving in talent management, and this should motivate organizations to make for themselves a good name in terms of how they support social responsibility in the society. (Vaiman, V., Scullion, H., & Collings, D. (2012).

2.6.2 Differences in the Needs and wants of Customers

Customer needs and wants cannot all be met in the same way, to deliver customer service with quality customer needs, experience and satisfaction should be enhanced continuously. Satisfying customers need is not the only thing that can aid you in retaining them, when there are employees from different backgrounds the different needs of customers are better dealt with. (Schneider, B., & Bowen, D. E. (1999). The attention should be on the emotions of customers rather than just how satisfied or dissatisfied they are, this may lead to the better comprehension of the changes in customer behavior and their loyalty.

Customer needs can mold their behavior as customers, the outcome which are desired results of expectations is obtaining what one expects from an encounter in a service rendered to them as customers. And failing to meet the needs of customers as a company can lead to customer disappointments and can lead to the outrage of customers. Schneider, B., & Bowen, D. E. (1999).

When customer's different needs are met, they are satisfied and the chances of them repurchasing again increases and this would result in an increase in essential areas in the company in terms of promotion, price, product and place, customers ask for

service or purchase to improve their wellbeing. (Innis, D. E., & La Londe, B.,J. (1994).

When it comes to trying to meet customer needs there is first the issue of trying to serve customers by defining who particularly the customer is, what their needs and wants are and trying as much as possible to deal with customer complaints which are not appropriate.

When it comes to ensuring the provision of customer needs, they need to pay attention to how they interact with the customers, if the company is made of employees from different countries then it is easier to of the emotional needs of the customers. For example, customers calling the company as a result of them having problems with products or identified theft, in this case the customers need reassurance with solutions to their problems. (Trask, B. (2008).

This can have a more effective result if the customer's different needs are being taken care of even in terms of their differences in culture, in this case measuring real customer experiences which can effect be based on the transactional behavior they have experienced, satisfaction surveys and real-time feedback. (Trask, B. (2008). This can give the company the right to get a deeper understanding as to what the customers are thinking of the company`s ability to meet their needs in their own perspective.

3   TEAM PERFORMANCES IN MULTICULTURALISM

Team performance has been developed by many researchers into different wide areas, which includes a measure of team effectiveness that is being able to succeed in the target of project goals. There is some situation that can cause a measure of confusion in a team and in most cases if the team is a diverse and when

communication is not effective then it could have bad results on the group as a team and lead to low performance (Wickramasinghe, V., & Nandula, S. (2015)

When there is disruption in team work then members start to distant themselves from each other and there is no existence of cooperation so as to finish projects on time. The essence of relationship management should be realized since this would help to promote oneness in the team and provide an environment where each team member is able to work comfortably (Wickramasinghe, V., & Nandu-la, S. (2015)

There is an advantage of a team being diverse it can at the same time improve working performance. And even with a team work that is being done by individuals from diverse backgrounds, trust can be a building block that can contribute to an effective team process and performance and eventually lead to progress in the team. There is also an increase in the willingness of team members to work cooperatively because they trust each other (Mach, M., & Baruch, Y. (2015)

The existence of a proper human resources policy can awaken a team environment that is supportive and this goes hand in hand with training programs being developed that would educate team members on topics about diversity, and that would enlighten them on the advantages of being diverse in a group and for them to know the fact that each member of the group has an essential ideas to offer. (Russo, M. (2012).

Team leaders have essential parts to play in controlling activities in the team both internally and externally. This relates to project teams also, usually a project team is made up of a network of distributed individuals who work as a team but have equal goals. At the same time resources and other work-related ideas are shared. If there is an increased level of team performance it results high effectiveness of the of the team

3.1 Difficulties to Have a Multicultural Team

There are times when a team can be virtual in addition to being diverse in culture, in virtual teams employees are spread as a group in different locations and mostly communicating by means of technology to accomplish their task such as by telephone or through the internet or even using email, some companies can employ this method for several reasons for instance it could allow teams to work even if they are dispersed around the globe without the high cost of having physical contact.

Having a team that is virtual and multicultural at the same time can come with its own difficulties, working together with individuals from different background has the requirement that each team member must know how good communication amongst themselves have to improve the skills and the contribution each member makes to the team when it comes to decision making. (Wagner, K. H. (2002).

When a team is diverse there can be advantages but at the same time there can be complications especially when the actions one member goes against the aim and objectives of the team and when there is the sense of difference that comes up in the team, difficulties that might arise could be task related, since members can see things from a different perspective based on their cultural background and what they are used to. (Wagner, K. H. (2002).

3.2 Effective Approaches to Resolve Conflicts

There can be conflicts arising in multicultural teams but these conflicts can be managed when certain measures are put into place. (Hansen, R. S. (2006). More importantly team members must be aware and be educated about the essence of team work, the outcome of researches has revealed the fact that way of thinking by worker, as to the importance of team work is closely related to how effective the team becomes. Also, employers should create an atmosphere that would allow

employees to that they are involved in each team work as a group and this cohesion can be achieved through team building exercises. (Hansen, R. S. (2006).

Team building involves the ability to put together individual into an effort that is unified. This will teach employees to learn how to better in how they communicate with each other, help in clarification of goals and ambitions and learn how to resolve conflicts and misunderstanding when they arise. Also, at the end workers would know how to improve and build their moral, dependability on each other and how to be flexible when dealing with one another. Hansen, R. S. (2006). And activities that would arouse group interactions.

Talking about roles in the team also work load giving to employees should be within their limits and the goals of these workloads should be clear and specified. Too much workload can result in attitude being negative and the possibility of this increases especially when there are cultural differences existing in the group. Conflicts can be managed and controlled but before that there must be an acknowledgement of the disagreement at hand.

There is the possibility that issues can be ignored especially when it seems trivial, but trivial issues can develop into bigger issues when not attended to immediately, it is essential to discuss as a team the advantages these conflicts can have on the team and the impact it can have on team performance. There should be an agreement amongst the team members to solve the disagreement at hand and team members being willing to put their different options and thoughts aside for the mean time. Conflicts at the end can be solve if team members discuss and communicate openly about their ideas no matter how different their culture is, and this can help team members feel at with each other.

4 RESEARCH METHODOLOGY

This chapter is going to throw more light on the type of research methods that were used during this thesis. Research methods is made up of all the samples and data collected to find solutions to a problem. The word research can be defined as an analytical and methodical search for important and new information on a selected topic and in this course research methodology can be explained as how a research is to be performed. Information gotten has been collected from different articles and data. The goal of carrying out this research is to:

1. Find out new facts
2. To confirm new facts
3. Test and confirm essential facts
4. To examine the process or an event.
5. To come out with new solutions to problems
6. And to succeed in dealing with problems.

4.1 Research design

Research design can be explained as a detailed proposal for a study, which offers an overall supporting structure of data collected Leedy (1997:195). Macmillan and Schumacher (2001:166) explains it as a plan that can be used to choose research sites, subjects and collect data to find answers about the re-search questions.

4.1.1 Quantitative Research Design

Van der Merwe (1996) explained quantitative research as the kind of research which deals with numbers, making conclusions about facts showing the relationships between numbers and variables.

The procedure that is used in quantitative research involves choosing individuals from a study population in an unprejudiced manner. The participants receive a set of questionnaires which conform to a standard which is used to test decide in advance the results about to the connection between variables.

4.2 Analysis and Discussion of Results

The facts and analysis that has been gathered from the questionnaires that were sent to respondents, numerical data has been collected and put together and the results of this analysis will then be presented in the form of charts with percentages and tables. The questionnaires were distributed mainly to individuals in a working environment where there are employees from different cultures working in the same. This included individuals who are either working full time or part time, outside of Finland and in Finland.

A total of 70 questionnaires were shared and out of that number a total of 41 answered those questionnaires and the remaining questionnaires were not responded to. Google forms was used in the distribution process and the analysis will be showed in tables and charts and in percentages and will be put into comparison with the aim and research questions. The gender of the respondents has not been specified during the research.

4.2.1 How Individual feels a sense of Belonging at Workplace

Respondents 'view and perception about how often they feel a sense of belonging in their place of employment as shown in **Figure 2**.

How often do you feel that there is a sense of belonging at where you are employed?
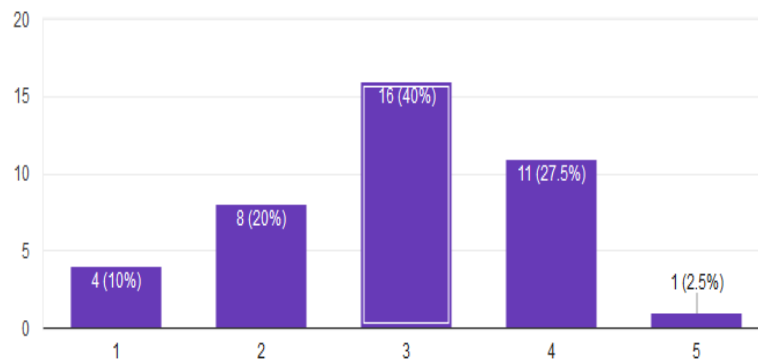
40 responses

Figure 2. How Often Respondent feel a sense of belonging at work

Figure 2 is a bar chart which shows the degree to which the individual respondent feels a sense of belonging in their work places. A scale of 1-5 was given to respondents to select from and at the end the outcome was 10% choosing 1 as their scale, 20% choosing 2 as their scale, 40% selecting 3 as their scale, 27.5% choosing 4 as their scale and finally 2.5 % having 5 as their choice of scale. This clearly shows that most respondents selected 3 which means that the larger number had a neutral stand on how much they felt a sense of belonging in their places of employment and quiet a lower number were satisfied with how much they felt a sense of belonging in their work places. If there has been a case where a respondent found himself or herself in a position where he or she felt their differences with a coworker was not accepted due to cultural difference.

The distribution of respondents as to feeling their difference with a coworker was not accepted due to cultural differences presented in **Figure 3**.
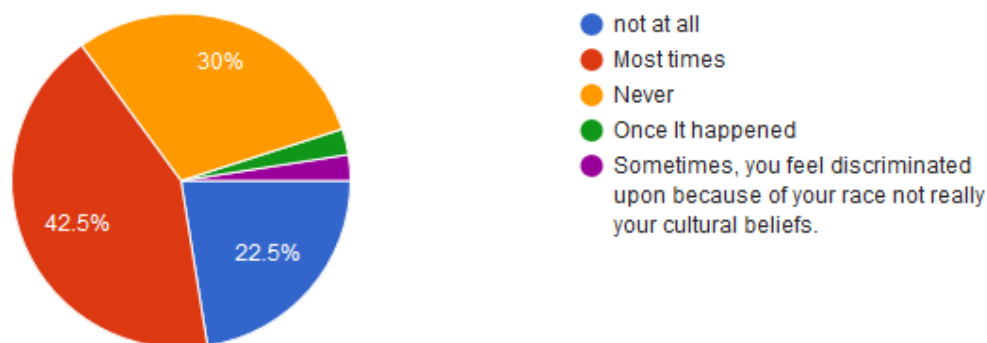

Figure 3. Differences not accepted due to cultural differences

This figure 3 above shows how the respondents feel about how they are treated when it comes to the differences they have with co-workers who they have cultural differences with. The larger number of correspondents which amounted to 42.5% felt their opinions with a coworker due to cultural differences have been rejected but this has not happened always but most times. Then 30% of the respondents felts they have never had their opinions accepted because it was an idea which did not match that of a colleague with a different cultural background and 22.5% shared a similar thought about the idea about the subject. One and half percent of the correspondents felt that this incident has happened just once in the work place, which is practically a small number and the same number felt they have been discriminated against because of their race. This shows how much differences are not accepted due to cultural differences.

 4.2.2 Training Projects that aids in the encouragement of diversity

The respondents view on how much training project is incorporated at workplaces to improve diversity is shown in the chart below.
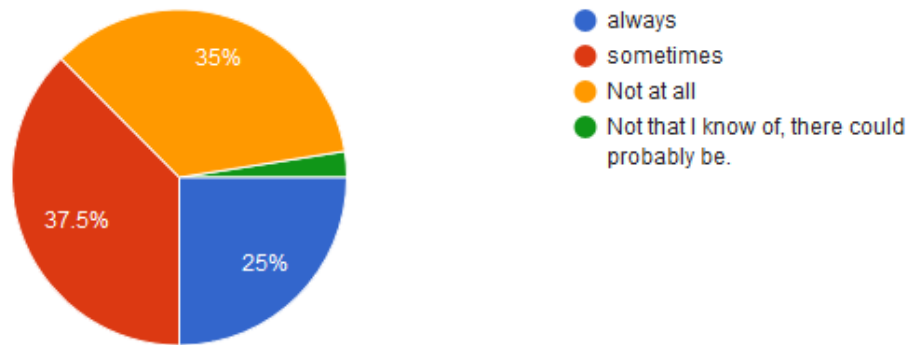

Figure 4. Respondent on training project for promotion of diversity

After the analysis of this part is it was 37.5% said that training projects are sometimes organized at their place of work which was the highest percentage and second to that was 35% of the respondents saying that training projects to promote diversity are not organized at all places where they have been employed. And then 25% said they have been programs like that always being put together and organized for them in their workplaces to promote diversity. A total of 1(2.5%) said that hasn't been anything like of that sought, that they know or are aware of. We can therefore conclude that training projects are put in place by employees on some level but not fully or not in every organization but some companies.

4.2.3 Level of income for every employee (equal or unequal)

Respondents' views on the income they receive as whether they are equal among employees is displayed below in **Figure 5.**
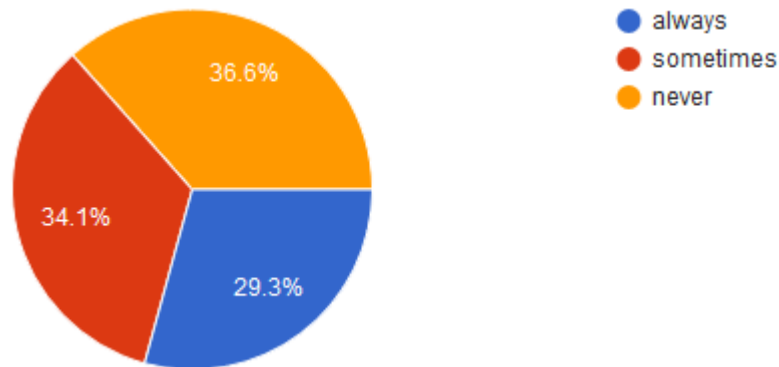

Figure 5. Equality of income among employees

According to the figures 34.1% of the respondents said that they have not always felt an equality in the income received after work is done, just sometimes. Then 36.6% which was the highest percentage felt that income is never equal for every employee. 29.3% said they have always received equal payment compared to their fellow workers. This really shows that there is a high possibility that employees feel discriminated against when it comes to the receivable income or pay among their fellow workers.

4.2.4 Chances of employees to develop new skills

This is the results of the respondents' perception about the chances they must improve their skills as portrayed in **Figure 6**.
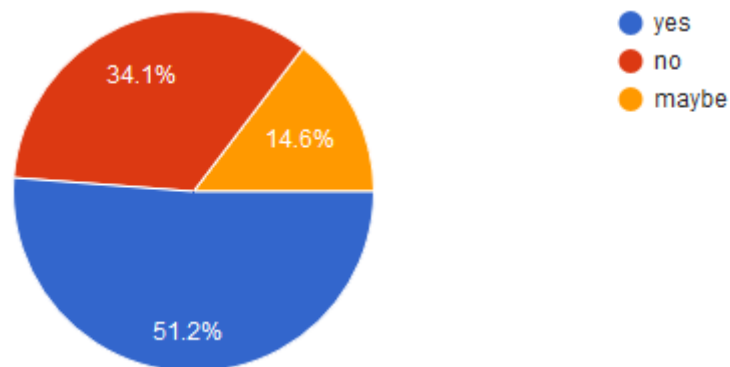

Figure 6. Perception on chances to improve skills

51.2% said they have had the chance to develop their skills, this was the highest percentage among the other alternative options, and then 34.1% they have no chance at all to improve their skills. The smallest percentage 14.6% felt they might have had the chance to make the skills they have better. This gives a positive outlook in total meaning that at least a higher number of employees feel they have a chance to improve their skills which is a good thing.

4.2.5 Differences of rewards for the minority and majority group

The chart below shows if the rewards for the majority is different from that of the minority as shown in **Figure 7**.
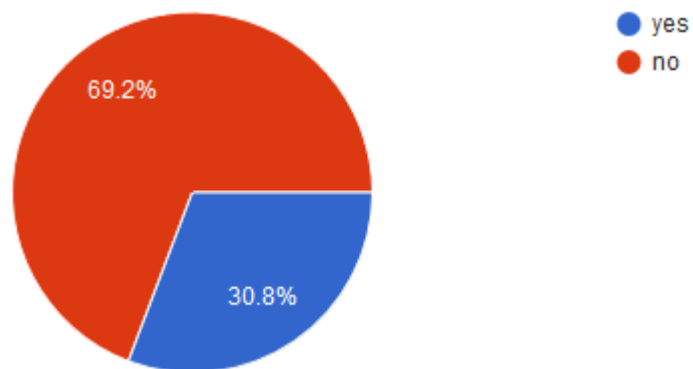

Figure 7. Rewards for majority and minority

In this category the highest percentage which was 69.2% which meant that the rewards for the majority and the minority group considered different but the same. However, 30.8% of the respondents' felt that rewards were different for the two.

4.2.6 The Degree of Discrimination Especially in the Case of Minority

Figure 8 points out and shows how much discrimination is experienced especially when it comes to the promotion of the minority group
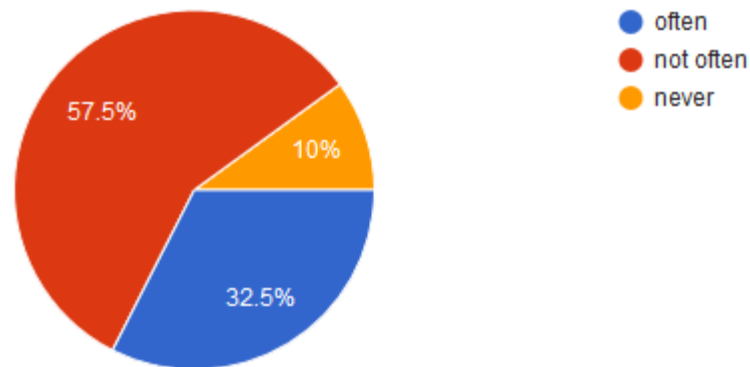

Figure 8. Promotion for the minority

In this series of questionnaires there was a total of 57.5% saying that the case of discrimination when it came to the minority group in terms of promotion did not often occur in their place of employment however 32.5% of the respondents agreed to the fact that this has often happened as they have been working. Quite a small number agreed that there has never been an occasion where they felt dis-criminated against in their place of employment and that was about 10%. This shows that there are greater chances that the minority group may sometimes face discrimination when it comes to being promoted in their workplaces.

4.2.7 Respect for Cultural Beliefs as a Foreigner

The chart below shows how much workers who are foreigners have their beliefs being respected at their places of employment.
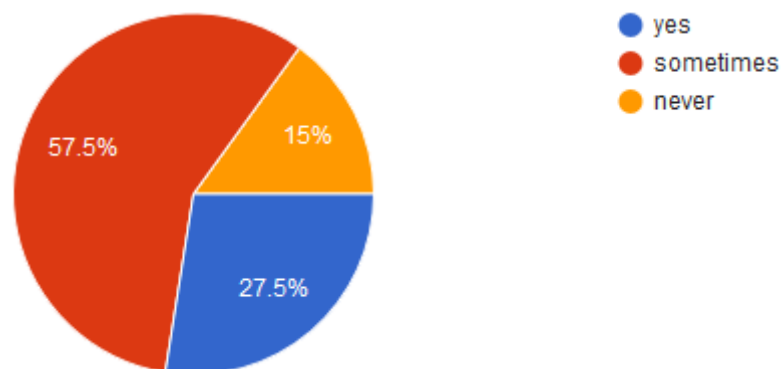

Figure 9. Respect for cultural beliefs as foreigners

In this 57.5 % felt that there has been respect for their cultural beliefs as foreigners but this has not always been the case (only) Then 27.5% feel they have totally been disrespected for their cultural beliefs as foreigners. This shows that in multicultural setting a foreigner's cultural beliefs gas the possibility of being disrespected at some point if not always.

4.2.8 Organizations Capabilities to Promote Mutual Respect.

Below is a chart that shows the response of how much respect is promoted within the multicultural setting
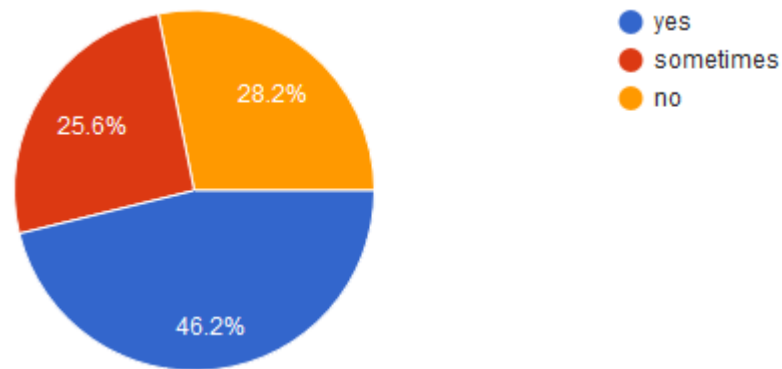

Figure 10. Respect shown within the multicultural setting

From the analysis on the chart it can clearly be seen from the percentage that a larger group of the respondents felt that respect is being promoted within the multicultural setting and then a total of 25.6% thought that this happens a couple of times which was the lowest according to the chart and then finally 28.2% had the feeling that there is no promotion of respect at all within the multicultural setting. This tells that employees have work to do when it comes to helping employees have respect amongst themselves in a working environment where there is multiculturalism.

4.2.9 Recruitment of Employees from Different Cultures.

The chart below shows the distribution focusing on the opinions of respondents if there is recruitment of employees from English speaking countries.
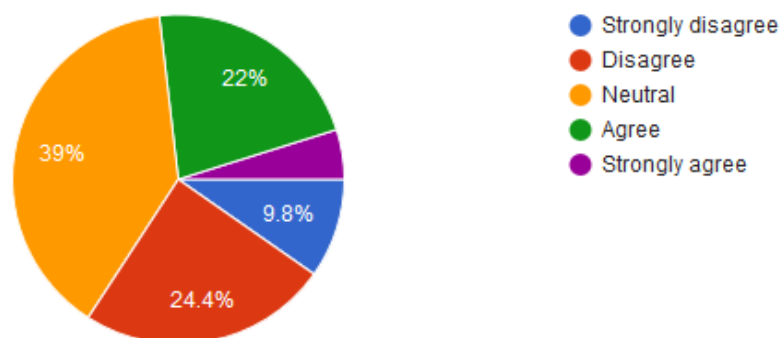

Figure 11. Recruitment of employees from different cultures

The chart shows that 39% of the respondents thought had a neutral stand as to whether there was recruitment of people from different cultural background especially English-speaking countries. Second to that number was the respondents who disagreed to the idea that, totaling 24.4% being 10 out of the total number.22% agreed to this meaning that they have colleagues who have been employed from a different culture being an English-speaking country, also being 9 respondents in number. Two out of the respondents strongly agreed to this fact which was 4.9% and then 9.8 % of the respondents strongly disagreed on this, which was 4 out of the totally number. This brought out the fact that recruitment of employees from different cultural backgrounds to some point is adopted by organizations if not in all cases.

4.2.10 Promotion of Respect Within the Multicultural Setting

The promotion of respect by organizations within the multicultural setting is displayed as shown in **Figure 12.**
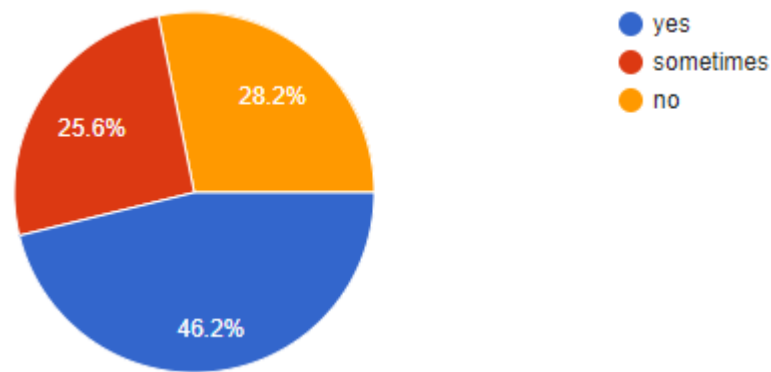

Figure 12. Promotion of respect in multicultural setting

As shown in **Figure 12**, 46.2% of the respondents agreed to the fact that mutual respect is encouraged in their places of employment, which was 18 individuals in number and then we had 28.2% having no as their option meaning that mutual respect is not promoted at all in the organization where they are employed which was 11 respondents in total and the lowest number which was 10 respondents saying that mutual respect is promoted in their workplaces but only on certain occasions b not always. This was 25.6% in total and, this shows that on a larger scale organization are trying their possible best to promote mutual respect in their multicultural setting, but they might not succeed always.

4.3 Reliability and Validity of the Study

Reliability can be explained as the act of ascertaining the coherency of a score another way you can put it is when you want to ensure that the results of the find-

ings and when there is the continuity of outcome of results then you can say that the information is reliable in terms of the validity the results should measure up to what it is required.

Taking into consideration the validity of a research, it brings out how well the research measures up to what is expected and the extent to which it shows the reality of what it is said to depict.

5   Research Findings

From the information retrieved from this research and in the search of information it can be of use to have noticed that diversity is important in every organization this is because when companies have a variety of strategies and ideas it will help the company to tackle different challenges in the right way and this as a result will help to increase productivity.

Teamwork is also a great plus to every organization as usually production goes faster when there is cooperation between team members because everyone can bring different ideas to effectively solve a problem at the best solution available and this can be done in a short period of time.

Diversity at a workplace can also help to increase and the promote the growth of workers, this is because there is the possibility of them to get exposure to different cultures, ideas and the right perspective of the culture of their coworkers and the more time employees of different culture spend together they are to break the cultural barriers they have concerning each other's culture. When employees in a company are culturally diverse then they able to also communicate well with the different cultures of customers that the company must deal with in a diverse way as possible.

As seen in the outcome of the research, the high number felt that there is diversity training for them in their work places and this is something that should be encouraged in every organization with some culturally diversified employees because cultural mentoring aids both the older staff and the new ones to be able to understand diversity better and to be able to explain more to new workers employed in the organization during orientation. And this will help the employees to realize their own potentials in the right direction.

5 .1 Conclusions and Recommendation

The research was meant to find out if diversity or multiculturalism has negative or positive impact on employees and with the research work done it goes on both sides that is there could be both advantages and disadvantages when it comes to diversity in a work place. It was noted that majority of the respondents felt there was some sought of training program put in place in their places of employment to promote diversity. It can be recommended that employers can do a better job in instituting training project by interviewing people, or even conducting survey to gather information of what things to be done better including how communication can be improved.

Also, the clear objective of why diversity training programs are being organized should be stated and made clear, this would aid in preventing misunderstand about the occupation and if this is succeeded at this would help to manage well the diversity in terms of culture present in the organization. If there is any work-shop that is needed to be executed it can be done at team meetings or even event organized by the company. During this the focus should be more on helping to improve communication among working colleagues. Companies can also try to evaluate how well they are able to manage diversity by having a survey conducted to accesses how well employees feel they are being treated com-pared to their other colleagues from different culture in terms of salary payment, incentives and other things with regards to their work in the company. And with regards to future studies

it can be centered on the restrictions that was encountered during the research findings.

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APPENDICES

APPENDIX 1.

QUESTINNAIRE

1.How often do you feel that there is a sense of belonging at where you are employed?

1.From a scale 1-5

2.Has there been a case where you found yourself in a position where you felt your differences with a co worker was not accepted due to cultural differences?

   I.   Always
  II.   Sometimes
 III.   Not at all

3. Do you have any training programs at your work place that helps promote diversity?

   I.   Always
  II.   Sometimes
 III.   Not at all

4.Are rewards for both the minority and majority different?

   I.   Yes
  II.   No

5. Are income and pay equal for every employee?

   I.   Always
  II.   Sometimes
 III.   Never

6.Do you have a chance as an employee to develop new skills

   I.   Yes

  II.   No

III.   Maybe

7.Is discrimination felt when it comes to promotion in the case of the minority?

   I.   Often

  II.   Not often

III.   Never

8.If a foreigner do you feel like there is respect for your cultural beliefs?

   I.   Yes

  II.   Sometimes

III.   Never

9, Are recruitment of employees from different culture effective especially from English speaking countries?

   I.   Strongly agree

  II.   Disagree

III.   Neutral

IV.   Agree

 V.   Strongly agree

10. Does the organization where you are employed promote mutual respect within the multicultural setting?

   I.   Yes

  II.   Sometimes

III.   no