Challenges in Multicultural Organizations and Leading Strategies

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ABSTRACT

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For the achievement of globalization all around the world, there is a dire need of multiculturalism in our society and as we are progressing toward it, we are facing many difficulties regarding diversity in an organization. People in such organizations feel threatened and uncomfortable about their ethnicities. But as we progress into the 21st century we cannot overlook the importance of diversity.

This thesis is based on the study of challenges that are faced by people in an organization, who are of diverse backgrounds. In this thesis all possible challenges that they can face are highlighted. Not just what they are facing but also the problems that management faces due to a diverse workforce working under them. The purpose was not just to study these challenges but also to look for possible strategies that could help to overcome such problems.

In this research mixed methodology approach was used, as both quantitative and qualitative methods were applied. For the research purpose different reports were analyzed and previous studies were used for gaining the knowledge. A questionnaire was used to ask about the problems faced by workers in multicultural organizations. 20 participants were given the questionnaire and then asked about those questions individually. It was kind of a one-on-one interview where they also told us about the possible strategies that they suggested about certain problems or certain policies that they were uncomfortable with.

Participants were divided into two groups of Individuals and management. They both replied to the questions according to their experiences. There were some queries to which both parties replied very differently and it was clear that even in this day and time we are still facing things like racism and stereotypical behavior in our work environment. Some specific cultures have a superiority complex and ethnicities look down on other due to religious and political differences. Participants suggested that multiculturalism was needed in today's Organization so all we can do is to arrange such activities that can bring employees together. Workshops can be held, seminars can be organized, outdoor activities can also play their role.

Keywords- Multicultural Organizations, Diverse workforce, ethnicities, strategies
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1 INTRODUCTION

Today at the verge of globalization, challenges related to multicultural organizations are growing day by day. The purpose behind writing this thesis is to address the challenges faced by individuals as well as management of such organizations. Every day we are getting a step closer to make this world a single entity, we are collaborating in every field of life. Now a day there is no such thing as “unreachable”. Every notable organization in this world has multicultural personnel. But it will be thoughtless to say that there are no barriers for people of diverse ethnicities working under the same roof.

Multicultural organizations

The idea of corporation was formed in 1600 BC with the formation of British East India Company. Where they combined their wealth and strategies and started business in different parts of Asia. They acquire help of local people and became the first ever multicultural corporation. A corporation is considered to be multicultural where people of different backgrounds, different cultures and ethnicities can play their part freely, they can achieve their own goals keeping in mind the benefits of organization. A multicultural organization hires people from diverse backgrounds and offers them equal opportunity for contribution and development. The trend is consistent with demographic changes in economically developed western countries. According to the Thomson Reuters D&I Index, Accenture PLC, Novartis AG, and Medtronic PLC are the world’s most wide-ranging and diverse companies. A multicultural organization exhibits an absence of discrimination and bigotry towards people of any race, religion, gender, age, ethnicity, sexual orientation, or physical limitation.

Need of Multiculturalism

A multicultural workforce is seen necessary for any business that is considering going global. a blog for Hult International Business School notes that "As national politics and discourse seem to grow more inward-looking and divisive across America and Europe, successful businesses must continue to think inclusively and globally,". Another one says "Embracing cultural diversity in the workplace is an important first step for businesses that want to be competitive
on an international scale." Globalization requires multiculturalism in organizations because only through hiring people from different ethnicities, they will be able to understand that diversity in employees attracts a better talent pool. On the other hand if a company or an organization want to start a business in any other country, of entirely different culture. They will be able to communicate with the locals in much better way through their own employees of that ethnicity.

In any multicultural organization it is very important to understand different cultures that are involved in the company in any way. We can safely say that culture is actually something that defines us. It actually teaches us that what are our boundaries, and what is acceptable to us and what is not. So by understanding any culture it is easier to understand people associated to that culture.
2 PROBLEM STATEMENT

All arguments on importance and significance of Multiculturalism in an Organization aside, we cannot overlook the challenges faced by an individual or management of such companies. Any person working in an organization that is in a foreign land can face different problems, which include communication barriers, time difference, currency exchange, religion, weather condition etc. Same goes for the management or the corporation that is dealing with personnel associated to different races and ethnicities.

We have learned that Multiculturalism is not an accessory but necessity for Globalization. But still we face difficulties in such companies and organizations. It is hard for foreigners to settle in an environment that is not comfortable and it is far more difficult for the management to handle such uncomfortable employees. This results in lack of performance and presentation.

Multiculturalism always happens when a company or a business needs to go beyond its native boundaries related to a country. In modern world due to technology ease we have seen companies grow their businesses in a rapid way. And due to expansion a common hit that most of the company’s faces is related to Multiculturalism and in the form of diversity, Most of the organizations took this a challenge and by using modern social techniques overcome this issue with ease.

In a today world service industry is increasing gradually as compare to production sector. And companies working across the boundaries required active communication, and employees related to different cultures and norms. Policies related to work ethics also involve diversification in cultures too.

Purpose of this thesis is to find out the most common challenges and difficulties faced in any multicultural organization and to observe best strategies that can be applied to mitigate those complications.
3 LITERATURE REVIEW

Benefits and challenges of multiculturalism in different companies and organizations have been under observation for several decades now. So far we have learned about its importance and effects that it may cause. Some of the previous researches have been proved very effective in analyzing multiculturalism. Several research papers have been published in this aspect, many scholars and intellectuals have dedicated their time to analyze multiculturalism. A lot of research has been done in this field, regarding the importance of an environment that includes people from different ethnicities. People have addressed this topic in different ways. Some people have discovered the problems and difficulties that people have been facing in this kind of organization. Some educationists have also highlighted the importance of having multicultural organization to promote Globalization. Some of the researches in this matter are discussed as follows:

3.1 Previous researches

➢ Nina Matikainen, Working in Multicultural Environment

The paper deals with workforces who are working in a multicultural atmosphere. Entire idea was based on the employee’s point of view: what kind of complications they might face while working in a diverse environment, what affects their job inspiration, performance, and the level of satisfaction in their job. The author emphasizes on globalization, that how globalization has always been a subject of discussion, and there are a lot of things that the organization has to consider when thinking about going global. In short, globalization means the increased flexibility of goods, labor, wealth, and expertise. Day by day the world is becoming a global village so understanding of other cultures is important. Familiarizing one with the different features of the target market (language, history, religion) is important in order to best assist the market.

In this paper, culture was defined, and it was highlighted that how it affects our character: culture forms our thinking, performance, and communication in more
way than one. Another culture that affects our day-to-day activities is organizational culture. Organizational culture is presented, and how it affects the employee and teams at large, especially when the organizational culture differs greatly from one’s own national culture. Just like subcultures exist in civilizations, they also occur in organizations. It is important for the leaders to take into consideration these cultures as well. Leadership is explained, and different leadership strategies are presented along with multicultural leadership policies. Just as people vary as individuals, they also differ as leaders. Also, every work team requires different things from a decent leader, and therefore defining it is impossible. The most important characteristic of a good leader is to be able to identify all signified cultures in the work team, and take those into thought in one’s leadership style. Changing one’s management style is difficult, if not impossible, and therefore one should remember that it is not only the work team that needs a right kind of leader, but also the leader needs the right kind of group to manage. The benefits and challenges of multicultural teams, as well as how to manage them properly, have always been a matter of interest to the managers.

In this paper the author has discussed that, a theory has previously suggested that job motivation, job performance, and satisfaction in a job, all go hand in hand. However, the latest studies have shown that this is not accurately the case and therefore, it is important for the organization to identify this and view each of these variables individually instead of as a big group.

A Dutch researcher Geert Hofstede has done one of the most famous studies about culture. His theory about the five determinants was briefly explained in the paper. A research was led to find out what it is really like to work in a multicultural setting. The questionnaire was distributed consisting of five parts, Personal Information, Culture and Organization, Leadership, Working in a Multicultural Environment, and Motivation and Job Satisfaction. (Matikainen, 2005)

➢ Kerlyn Ohenewa Gyebi, The impact of multicultural environment on employees at workplaces

This study was led to inspect how cultural variety affects employees at
workplaces. Advantages and disadvantages were related to study which one has the most impact on workers and its effects on organizations and how organizations can relate to its clients.

The study was carried out using a quantitative research, questionnaires were circulated to respondents to fill in, a total of forty respondents answered the questionnaire. Previous papers on multiculturalism were studied during the writing process of this thesis. The results from the study were presented using graphs and chart in ratios.

The result showed that, it is difficult to have multicultural workplace but when good platforms and activities are started by organizations, it can to be a source of profit to the same organization. Some of the employees felt that they were not treated the same way as an employee with different cultural background. Majority of the respondent think drill programs must be held to encourage diversity at work place, companies can do better to recover cultural variety environment setting. (Gyebi, 2018)

➢ Ankita Saxena, Workforce Diversity: A Key to Improve Productivity

Workforce variety means resemblances and differences among employees in terms of background, age, cultural physical abilities and disabilities, religion, gender, race, and sexual orientation. No two humans are identical. People are different in not only gender, culture, race, social and mental characteristics but also in their standpoints and partialities. Society had differentiated on these features for centuries. Variety makes the work force diverse. In current situation, employing diversified workforce is a requirement for every organization but to accomplish such diversified staff is also a big challenge for management. This paper critically examines the workforce range and its impact on efficiency of an organization. The researcher after examining the literature and various research papers, determined that workforce diversity is forte for any organization but people still stick to their opinions related to caste, religion etc and so consider diversity as a difficulty but if managed properly, can rise the productivity. (Sexena, 2014)

➢ Priscilla Dike, The impact of workplace diversity on organizations
The topic of this paper is workplace diversity. The study is led to discover how companies accomplish workforce diversity and its costs to the company’s survival as well as examine how companies’ deal with trials that comes with personnel from diverse cultural backgrounds. The research therefore answers the question ‘Has workplace diversity contributed to organizational accomplishment’. Because diversity covers a wide range of human qualities and abilities, the study is limited to the required tools for dealing workplace diversity, benefits and drawbacks of handling a diverse workforce. Five companies in Finland and Ghana have been considered in order to obtain answers to the question that is being focused on.

To gather the required data for this thesis, the author has mostly used the existing material that comprises Human Resource Management studies. Qualitative research method has been used to gather and examine the data on the companies. To answer the research question as well as get practical and appropriate information on each company, the author conducted an interview on three of the companies, and gathered information on the internet on two of the Companies.

The result shows that workplace diversity plays an effective part in some companies. However, insufficient mentoring and leadership could cause a company low productivity. For this reason there must be steady improvement in ways to effectively manage a diverse workforce as the world keeps evolving.

In the conclusion, the results of the thesis were showed, which states that workplace diversity has contributed to more output but some issues such as differential treatment could hinder its successful application and hence company success. Big companies are more passionate about expanding their workforce and see its implementation as a norm and continuously struggle to improve diversity management, whereas small companies see it as a choice and evitable when they feel it a burden or cannot effectively manage it. (Dike, 2013)
Faridah Awang, Zailani Shafie, Ryan Pearl, The multicultural organizations: Perceptions of diversity challenges and initiatives

This research inspected the insights of media relation specialists regarding diversity tasks and initiatives in the workplace. The study focused on the presence of discrimination in the workplace, discrimination against specific groups, initiatives that companies have taken to accomplish diversity, and actions taken to address minority and diversity issues according to media relations specialists in Fortune 500 companies in the Midwest of the United States. It was concluded that a large group of respondents have observed or perceived discrimination and it is mainly directed to females, employees that are LGBT, and/or minorities. Moreover, most organizations charted have taken actions to manage variety and that companies try to recruit minorities. It is recommended that management obligate to diversity programs and implements them in companies facing discrimination problems. Training should also be incorporated in educational institutions. (Faridah Awang)

Martyn Barrett, Interculturalism and multiculturalism; similarities and differences

The necessity for intercultural discussion and understanding has been a constant apprehension for the Council of Europe for obvious reasons. Europe has always been culturally diverse and one of the main challenges fronting the Organization since it was created in 1949 in the wake of the Second World War has been to foster unity while conserving diversity. The European Cultural Convention of 1954 recognized that in order for Europeans to live together in peace, they must be familiar with, respect, admire and accept the culture of other societies. The opening of membership of the Council of Europe to eastern European countries that followed the fall of the Berlin Wall in 1989 also put the defense of the cultures of European cultural minorities and the integration of migrants on the list of urgencies.

Over the past decade, in a new environment of globalization and migration movements, the Council of Europe has often referred to a “new context” or “times of change” to emphasize the urgent need for active intercultural discussion. This advancement of inter-culturalism has always been linked first and foremost to education: meaningful intercultural dialogue cannot exist if
people are not prepared for it.

In the face of such common political support for inter-culturalism and recognition of it as a vital factor of democratic society, how can one explain the growing discussion, both in European societies and globally, about the importance of multiculturalism and the disapproval by a number of eminent political leaders who have stated that it has been a failure? Clearly there must be some confusion about the meaning of the two terms and the relationship between them, and perhaps an inclination to simplify the issues involved. Author is therefore predominantly pleased that the Council of Europe has been asked to support the publication of this book, which, through the contributions of numerous experts, many of whom have already worked closely with the Council of Europe, suggests a journey into the various forms of multiculturalism, across countries and across time. It gives clarifications about the links between multiculturalism and inter-culturalism, their resemblances and their differences, which, as Martyn Barrett says in his introductory chapter, are “far from clear cut”.

In providing a better understanding of the ideas, the book also sheds light on the strategies conducted in Council of Europe member states and beyond to participate migrant’s societies and accommodate diversity. It explains the barriers stopping efficient intercultural dialogue that still happen in European societies, sets out the disapprovals of inter-culturalism and highlights the vital role of education in enabling people of different backgrounds to live together in an independent and harmonious manner (Barret, 2013)

➢ Rebecca Mbuh DeLancey, Employees’ Perceptions of Multiculturalism and Diversity in Multinational Corporations

In a constantly varying global business environment, multiculturalism and variety are becoming important conversation topics for multinational companies. Moreover, these topics have observed increased attention as globalization is touching all facets of the economy. This paper presents conclusions of a study of multiculturalism and diversity in multinational corporations (MNCs) in Singapore. Outcomes of a survey about understanding employees’ perceptions of multiculturalism and diversity are emphasized, understanding employees’ opinions of the connection between
multiculturalism and productivity, and identifying perceptions of benefits or challenges of these features in the workplace. One hundred sixty-four workers of MNCs in Singapore were selected for this study. The questionnaire method of data collection was used and theories were examined using the chi square, cross-tabulations, coefficient of correlations, and relapse analysis methods. The findings revealed a strong relationship between employees’ perceptions of a multicultural and diverse workforce and individual and organizational productivity. Additionally, an organizational culture encourages diversity and employee involvement as well as generates a sense of ownership and accountability. It is important for the management of a successful, diverse, and happy workplace. The findings suggest that executives of MNCs need to be proactive in their method to addressing multiculturalism and diversity. (MbuhDelancey, 2013)

➢ Mary G. Trefry 2006, A Double-Edged Sword: Organizational Culture in Multicultural Organizations

The main point clarified in this paper is that having an organizational culture has the potential for even greater impact in multicultural organizations than monocultural ones because an organization’s culture can strengthen both the pros and the cons of worker cultural diversity, thus indirectly affects organizational performance, organizational learning and competitive benefit. The norms underlying this argument and relationships among variables that contribute to the influence are explored in this paper, along with practical organizational implications. (Mary G, 2006)

➢ Coşkun DOĞAN, The Importance of Multiculturalism in Community Interpreting

Multiculturalism is one of the significances of globalization and huge expansion in communication technology in the last century. Multiculturalism enables people to live their originality deliberately and without approval of the other cultures. In this sense, multiculturalism is a cultural prosperity for living together. Moreover, for people who have different cultures living together makes it essential to find a way of intercultural communication. Multiculturalism, which is the basis of diversity in every sense, is also a must for social diversity and its entrance and credit. Moving from this thought, clarification, a social
phenomenon between different languages and cultures has an irrefutable function. The function of community interpreting which is frequently mentioned in the last years and intercultural communicative mediation is multilayered. The community interpreter has to know the foreign language or languages, the cultures they belong to, their social structures, world considerations and value verdicts. Multiculturalism needs social and cultural diversity. In this sense, a community interpreter has to apply every culture’s requirements equally besides the interpreting procedure. In multicultural civilizations formed by different cultures, “community interpreting” plays a key role in living together in harmony and common limitations. Community interpreting has a mission on conciliation and adaptation of different cultures and cultural morals. Language differ people from other living things is a cultural communication instrument as well. Community Interpreting is to help social structures who needs to compromise in the sense of multiculturalism and with distinguishing their cultural background helps them to facilitate their own knowledges. This study will examine the need of Community Interpreting which has become more and more important in recent days, in order for communities with varied cultures to continue their harmonious coexistence and to maintain their suitable presence in the content of multiculturalism away from struggles. (Dogan, 2017)

➢ Shafaat Hussain, Managing Communication Challenges in Multicultural Organizations

Multicultural organizations are the cores of various cultures addressing from around the world. Managing communication trials in culturally varied global teams is indeed a superhuman task. Effective communication in multicultural establishments is similar to a human neural network; and once it fails the entire system gets dysfunctional. In a multicultural organization, communication is a influential instrument through which information is swapped; trust is built; and productive relationship is upheld. This paper primarily reviews the writings on the concept of multicultural organizations. The second section deals with the available chances for communication in a multicultural arrangement. The third part discusses the various scopes of communication in a multicultural organization. The fourth section argues the possible tasks of communication in a multicultural organization. And, the final section offers the ways, how
multicultural organizations can accomplish their communication encounters. (Hussain, 2005)

➢ **Senem Besler, Hakan Sezerel**

**Strategic Diversity Management Initiatives: A Descriptive Study**

This paper presents a brief literature on affirmative action, diversity management and equal work chance concepts perspectives, and explores how diversity management takes place in the hotel industry through websites of the largest hotel groups in Turkey. Recent tactical human resources strategies have reoriented from addressing the average employee typecast to the employee with expanded assistances, backgrounds, cultural abilities and the effects of globalization identities, organization are confronted with the challenge of distinguishing and managing diversity. In the study, diversity related human resource management statements and diversity management statements within the given literature are taken into justification and understood. Statistics suggests that regarding preceding studies, the biggest hotels groups in Turkey generally do not connect with the internal and external stakeholders about diversity-related issues. Out of 15 entities, only one organization with domestic-based wealth has mentioned statements and all the foreign capital organizations have in their websites, but not in Turkish. (Senem Besler, 2012)

➢ **Linda Erkkilä**, **Internal Communication Issues in a Multinational Company: Logonet Group**

Multinational companies face many problems while working with staffs who work in multiple countries. One much studied subject are the cultural variances among multinational team members. This thesis was written as a case study method to Logonet Group. Logonet Group’s facilities contain contract design and manufacturing, promotional stock collections, work wear design and manufacturing, and symbol and patch manufacturing.

The topic for this study arose while the researcher was interning in the US office. She noticed some inside communication issues that were disturbing the company’s performance. After speaking with people in the case company’s head office, the researcher was able to emphasis on the subject of communication problems. The main purpose of this thesis was to assist
the organization of Logonet Group in understanding why communication problems in the company were happening.

The researcher introduces theory that is mainly focused on communication problems that global virtual teams often face. A stress is placed on Cultural Dimensions by Geert Hofstede and a cultural study by the consulting firm Benna Oy. The experimental data for this thesis was gathered through qualitative and quantitative research obtained through a survey which was conducted for all Logonet Group’s office employees. Through the survey, the office workers evaluated the current internal communication flow and glitches, and they offered their thoughts and suggestions for improving the communication procedure.

The results of the survey were examined based upon the study that was explored in the theoretical part of the thesis. After an analysis of the survey, the researcher offers proposals which the company can use for their purposes to the degree to which they believe necessary. Only the academic portion of this thesis is included in the public version as this thesis includes material which is covered under a confidentiality contract. (Erkilla, 2010)

➢ Harriet Rizk, CULTURAL CHALLENGES FOR EXPATRIATE MANAGERS OPERATING WITHIN PROJECTS CASE STUDY: JVC LIMITED, LOMÉ PROJECT

The fast growing paces of the market today is also increasing globalization. When globalization comes into play, cultural encounters arise for those who are stepping out into the global arena. Emigrants have become a common aspect in corporations today. Therefore, cultural challenges tend to arise for expatriates employed within projects. The main purpose of this thesis is to offer a guideline by which emigrants can follow upon entering, working and future determinations for projects. The case study helps deliver insight into projects and the cultural encounters that go along.

JVC Limited is a Ghanaian company that specifies in engineering and
taking on key construction projects in West of Africa. West Africa has a richness of minerals and energy potentials. A power plant project called The Lomé project, was brought forward by a Scandinavian client to be subcontracted by JVC Limited. The thesis looked into the basics of project management and how does cross-cultural communication; cultural dimensions, cultural interaction and expatriate management play a vigorous role.

This thesis took a qualitative approach of research. The research was based on meetings with highly reputable expatriates in the Lomé project. Present literature is used to reveal studies on expatriates in project management and cross-cultural matters. The theoretical outline and research was analyzed and a conclusion was formed to the research question presented. (Rizk, 2013)

➢ Le, Nguyen Khanh Yen, MULTICULTURAL LEADERSHIP STRATEGIES

This proposition aims at reviewing multicultural leadership strategies which are used by the team leaders in an Anonymous Company of Poland. Also, this thesis examines how these strategies are applied in daily management to avoid cultural battles.

The study used logical approach with the support of qualitative research method. Secondary data was collected from reliable books, articles and Internet websites although primary data was collected through observations and interviews. The literature outline of this thesis is based on Mäkilouko (2003)’s multicultural strategies. They are designed in viewpoint of small group performance and leadership. Therefore, this thesis addresses exclusively the multicultural strategy in a small group or team rather than company or human resource management.

Additionally, the thesis also presents multicultural capabilities which are considered to be important in diversity management. It is settled that there are two kinds of strategies used in Company: Cultural Ethnocentrism and Cultural
Synergy. Based on the findings, references are provided with the purpose of refining multicultural performance in the company. (Le, 2015)

3.2 Defining culture

What culture actually means is the visible and invisible values and principles that serve as a basis of people’s conducts and are exceptional to each society. It is shared by all or most of the members of the social group and is often tried to pass on to next generation of the society. Another definition of culture is that it is the system of shared beliefs, values, customs, behaviors, and artifacts that the members of society use to survive with the world and with one another, and that are conveyed from generation to generation through learning.” Although one may say that culture is transmitted from generation to generation, it is important to remember that culture isn’t transmitted at birth; the child learns the culture through communication with other people and thus learns the ground rules of social behavior. (Matikainen, 2005)

One thing that should be kept in mind is that people have always fashioned their own cultures and cultures themselves never stop evolving. People need some common understanding and skills about certain critical issues, such as language and culture, for human contact. To be in a group, people must agree on the customs of the group. This is basically of how cultures are molded, although in reality, it is not as simple as that. (Erkilla, 2010)

The idea of culture can be sometimes somewhat unclear. Although cultures have been studied for decades now, it is still difficult to describe culture in just one word. Many people define culture as the surroundings they live in and associate things like language, history and habits with culture. Though, culture is a lot more than that, it can also be stated that culture is a patterned way of acting, thinking, and communicating. This means that every culture has its own way of communicating with its followers, which also in a way guides their behavior towards their own culture, but also towards other cultures. This is easily spotted as when groups of individuals from different cultures are associated, the communication and behavior tends to vary from group to group. (Erkilla, 2010)
Considering the globalization that is occurring all around us, we can safely say that being thoughtful and being sensitive to the differences of cultures and people from various countries is important for accomplishment in the international marketplace. Geert Hofstede, a Dutch cultural anthropologist who studied the effect of difference of cultural on business behavior, called culture the 'software of the mind'. It is so natural that if one never has to think about it, and one only becomes aware of the differences when encountering people of other cultures. Schell and Solomon explain that businesses cannot be parted from people and their cultural backgrounds. Understanding the culture creates reliability and goodwill, inspires the workforce, and helps to manage the employees better.

**Culture’s Functions in an Organization**

There are four basic functions, which culture performs in an organization. Functions are:

- to create peculiarity from one organization to others,
- to deliver sense of individuality,
- to enable the generation of commitment to something larger than one's individual self-interest,
- to improve social system stability, and to guide and shapes the attitudes and conduct of the workers. (Matikainen, 2005)

### 3.3 Organizational culture

The associates of an organization are powerfully impacted by the organization’s culture. The members and their adaptation influence the organization’s appearance of itself, which is then communicated to its community. The people associated with the organization can either accept or reject its culture; they can imitate and/or alter it, or become frustrated and/or leave the organization.

The organizational culture is very expected to stay the same if the organization doesn’t experience any key changes. Organizational culture can be preserved by giving employees a set of similar experiences. Procedures that can be introduced is “ensure that those, who are hired fit in with the culture, reward
those who support it and castigate those who challenge it”. These procedures can be categorized as 1) the selection process, 2) performance evaluation criteria, 3) training and career development activities, and 4) promotion. Three forces that play an important part in sustaining culture are selection, top management, and socialization. More importance is placed on socialization as it ultimately determines whether or not the person is a suitable member of the organization. (Erkilla, 2010)

The goal of selection process should be to categorize and employ individuals that possess the awareness, skills, and abilities to perform the appointed job. The managers should seek and find the best candidate with these skills and ability to adjust to the organizational culture. “Selection, therefore, becomes a two-way street, allowing employer or candidate to annul a partnership if there appears to be a mismatch. In this way, the selection process withstands an organization’s culture by selecting out those people who might attack or challenge its core values.”

It is needless to say that the influence top management has on their own employees and also on organizational culture, cannot be denied. The way that the top management behaves, the values they support, their views about management, individuality and other established customs are quickly embraced by the other members of the organization. (Dogan, 2017)
3.4 Multiculturalism

Multiculturalism means co-existence of diverse cultures, where culture includes racial or religious groups and is established in customary behaviors, cultural assumptions and values, patterns of thinking, and communicative styles. Cultural diversity has been present in between our societies for a very long time. In Ancient Greece, there were numerous small regions with different customs, civilizations, dialects and identities, for example, those from Aetolia, Locris, Doris and Epirus. Similarly, in the Ottoman Empire, Muslims were the majority, but there were also Christians, Jews, pagan Arabs, and other religious groups. Now in the 21st century, societies remain culturally varied, with most countries having a combination of individuals from different races, linguistic backgrounds, religious associations, and so forth. Modern political theorists have labeled this phenomenon of the cohabitation of different cultures in the same geographical space as multiculturalism. (Dogan, 2017)

The notion of workplace diversity might differ from company to company according to the guidelines and plans that have been stipulated for a specific purpose and also the meaning a company gives to it and how it is often operated. No one wants to pay a company for facilities and not get value of his money. A company that would hire a diverse workforce aims to improve its efficiency and revenue. If considering adopting a diverse workforce, some important factors and traits needs to be taken into account, which are following:

- Type of the Company
- Organizational culture of the Company
- Company Location

When work diversity is not managed properly, it could have a contrary effect on the productivity and contentment regards to employees. And when personnel feel that they are all valued members of the companies that they are working for, it gives them more enthusiasm but unfortunately most minority group in a company usually feel less valued than most of the groups that are in abundance, due to sometimes the over simplified idea of a person or a thing
which can be simply said to be typecasting and also prejudice and ethnocentrism. (Mishra, 2014)

Some consequences of not effectively managing a diverse environment of working place could be the limiting of employee’s capabilities and enthusiasm which could in fact lead to a reduced working performance. In any organization, when the importance of diversity at work is neglected, conflicts and difference can easily happen. (Barret, 2013)

A multicultural team can be defined as two or more individuals with different ethnic background, interrelating and interdependent, who have come together to achieve a particular goal. Research has shown that charms of leading, inspiring, communicating, decision making, scheduling, organizing, and staffing vary among all countries of the world. So, finding a way to cope with these differences is a vital question for many managers. It is definite that cultural diversity can be a huge advantage for the company to progress, but to adapt to it isn’t always a piece of cake. In general, multicultural teams can be divided into three types: first one, token teams, that have only one member from another culture; secondly, bicultural teams that consist of two cultures; and lastly multicultural teams that have members from three or more cultures. (Ab, 2010)

The European Union (EU) is a very decent example of multicultural organizational structure. Today, the EU consists of 28 member countries, each of which has their own culture, ethnicity and national identity. Alfred Adler states that in order for the multicultural teams to perform most effectively, they need to identify and integrate all cultures represented. This means that the team must recognize the diversity in order to benefit from it in a best conceivable way. Cultural diversity in work teams can either be a positive thing, or a negative thing; mainly depends on how efficiently the members of the team can work together. Adler also stated that “multicultural teams have the potential to achieve higher productivity than homogeneous teams, but they also risk experiencing greater losses due to faulty process.” (Sotshangane, 2002)
Cultural diversity allows increased brainstorming in the groups; meaning that they have more standpoints to analyze any given situation. The down side is that multicultural teams also face greater difficulty in weighing these standpoints, which can affect very strongly on their efficiency. This is because people find it difficult to see, comprehend and act on situations in similar ways. Members of multicultural teams also experience more work-related pressure, partly because they feel that they are not always understood in the right way, and explaining their views and notions over and over again is exasperating. Decision-making is also more difficult in multicultural teams. Furthermore, multicultural teams face lower levels of consistency than homogeneous teams.

Multiculturalism in a company can be viewed as advantageous or disadvantageous depending upon the goals and manifesto of that company. We have to keep in mind all of the pros and cons.

### 3.5 Advantages of diverse workforce

Diversity in any work places has very good effect on an organization, since most organizations are becoming multicultural and diverse in gender, race and ethnic group and this brings significant gain to the company. This includes,

- Improvement in decision making; often new ideas are mostly incorporated which assists employees to deal with problems and issues from different perspectives. Most times people feel more comfortable with those who share the same thought with them, but sometimes similarities can obstruct the exchange of different ideas and suggestions.
- Greater imagination and revolution: Imagination can be explained as the use of thoughts to create something new, creativity thrives on diversity. When people get themselves open to only one culture it hinders their ability to invent and to be adventurous paralleled 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 solution.
There is no such thing as superiority of one group over the other when it comes to creating new ideas and no one can foretell who will come up with the next big idea. Variety in cultures can bring an exact and deep understanding of issues to the table, it is only human beings who can fetch and produce ideas, so the more diverse the company the greater chances there are of creating new ideas. A multicultural company is in a better situation to easily adjust to change and at the same time is more flexible. For example, females are more likely to have a higher stamina and tolerance to adapt to change than males; moreover 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. There is an increase in keeping the most skilled employees, organizations have more opportunity of gaining competitive advantage since they are able to promote and advertise 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 surroundings. (Dike, 2013)

It is to the advantage of the company if there are employees who can negotiate and speak the language of some other country and are a treasured asset. For example, there is the occurrence of Chevrolet encounter with a situation in Latin America, where they manufactured a car which was named Nova, they advertised the car and in the start they couldn’t understand why the market wasn’t flourishing in the Latin communities. 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 multiculturalized. There have been several such cases of this cultural blindness, which wouldn’t have occurred if it was a culturally diverse one, they will be discussed later. Creativeness rises in multicultural teams, which allows efficiency to achieve higher levels. Brainstorming is more effective, because as soon as one idea is excluded, another one is offered. This is possible because of the different ways of thinking within the group. The fact that decision-making takes a lot of time doesn’t essentially mean that it is a bad thing. Instead, because of all the time spent on making a decision and having every team member’s approval, also gives them more time to brainstorm and look for possible mistakes. (Gyebi, 2018)
Another thing that has to be taken into consideration is that when managing multicultural teams the management style is of crucial importance. It is very much up to the manager, whether or not the multicultural teams are operative or not. Every group needs a good leader, and somebody to guide them through. The importance of a good leader is even more important on multicultural teams, because the diversities within the group can create problems if not properly managed. (Sogancilar, 2018)

An organization's success depends upon its ability to embrace diversity and realize the benefits. When companies vigorously assess their handling of workplace diversity issues, develop and implement diversity plans, multiple paybacks are noted such as:

- Diversity encourages revolution and efficiency and creates a world class culture that can beat the competition.
- A multicultural organization is appropriate to serve a diverse external clientele in a more increasingly global market. Such organizations have a better understanding of the requirements of the lawful, political, social, economic and cultural environments of foreign nations.
- In research-oriented and hi-tech diligences, the broad base of talents generated by a gender-and ethnic- diverse organization becomes a priceless advantage. Creativity flourishes on diversity.
- Multicultural organizations are found to be better a when it comes to problem solving, possess better ability to extract expanded meanings, and are more likely to display multiple viewpoints and explanations in dealing with complex issues.
- Organizations employing a diverse workforce can supply a diversity of solutions to problems in service, finding, and provision of resources.
  - Employees from diverse experiences bring individual talents in suggesting ideas that are flexible in adapting to changing markets and customer demands.
  - A diverse pool of skills and experiences such as languages, cultural understanding allows a company to provide service to customers on a global basis. (Sexena, 2014)
A diverse environment of workplace that feels comfortable communicating varying points of view provides a larger group of ideas and experiences.

3.6 Disadvantages of diverse workforce

A workforce being multicultural has a lot of advantages in a company but also have a few drawbacks. A lot of people feel vulnerable or at risk while working with people of different cultures. One con that can be argued about is the cost that is involved in training. This increase sprouts from the cost that comes with programs, lectures and seminars that are provided to encourage diversity in the company. Workers are qualified on programs on how to clinch the ideas and thoughts of other cultures and also how to treat clashes and prejudice in a civil way.

Another harmful aspect could be the happening of reverse judgement and this can come from affirmative action policies, which are the actions that favor those people who are suffering from discrimination. For example, the claim by white males of being unfairly 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. This could result in legal actions and a sense of dismiss. (Dike, 2013)

Another disadvantage and most common is the rise in the increase of clashes. Serious arguments could come about when two or more people who do not agree on a situation and especially if there is ignorance on both party’s conflicts can easily arise. Especially when there is the speaking about others in an insulting way and this can lead to a lack of acceptance which can all end up in culture clashes, typecasting and ethnocentrism. If such conflicts could be well-ordered 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. (Gyebi, 2018)

There is also the chance of the rise in turnover and workers absenting themselves from work when there is diversity. According to a research the rate of turnover for African Americans in the United States is forty percent more
than that of the Caucasians. Another finding is also that a person who is not part of the inner group is more likely to go out of a company.

Diversity can also be mishandled and this has a bad effect on output and employee satisfaction. There is lack in management when a group is prohibited to the access of certain rights or there is unequal treatment, this can lower the abilities of the workers and bring down enthusiasm. Job performances can reduce radically as a result, there would be no creativity in the company and employees would fail to distinguish their own potential. (Sogancilar, 2018)

It is only natural for people to feel more comfortable when they are around their fellow citizens. They find it stress-free to communicate with each other, and also trust one another simply. Distrust is a common problem in diverse work teams. It doesn’t mean that people don’t essentially like people with different cultural background, but it is more subject to the unintended cross-cultural misconception. Another thing that people sometimes fail to do is to remember that every person is always an individual and that people shouldn’t be typecast according to their background. Stereotyping is a huge problem in multicultural teams. The stereotyping is not usually based on good or bad kind of way, but rather on higher culture, lower culture sort of way. This separation is usually done totally subconsciously. For instance, people around the world consider that Americans must be a lot wittier and smarter and better educated than their Indian colleagues. This assumption is merely based on a fact, that because India isn’t as well developed as the United States, the Indian experts surely can’t be as good on what they do as the Americans are. This type of thinking can be deceitful in organizations and it can result in exacerbated relationships within the team. Needless to say, cohesiveness will suffer, when there is negative atmosphere within the group.
4 COMPANY CASES

We can define an organization as a public establishment that is intended to serve a specific purpose. Organization is a social unit of people that is organized and managed to meet a specific need or to chase collective goals. The relationship between every different activity and the members of every organization is determined by its management structure that shows how they are connected. A good management structure should be able to effectively assign different parts and responsibilities to staffs and members, enabling them to successfully carry out the different responsibilities. Organizations are further subdivided into different levels, ranging from top management staff to subordinates.

For the sake of this research work, two world famous companies have been focused on to attain their views on workplace diversity and to determine the degree at which they agree or disagree to the research question. These companies are Ford Motors Company, Coca-Cola Company.

4.1 Ford Motors

The information gathered about Ford Motors Company is completely based on online sources that are already available to the public. Most of the information was gathered from the company’s official website. The purpose of the data collected is to get thorough information of the company’s workplace diversity contribution, and the impact it has had on the company’s accomplishments and success.

Ford Motor Company is a reliable company, which was assimilated on 6 June 1903, and focuses on developing and engineering of varieties of vehicles that deliver an outstanding value to their customers globally without changing their product policy regardless of the country in which they are operating. The company has more than 100 plants in different countries like United States, Brazil, Thailand, South Africa, and more than twenty other countries. It employs over 400,000 people all over the world. In the history of Ford Motors, their diverse workforces have fashioned a variety of products that has massively contributed to its accomplishment. Ford has been one of the world leaders in
workplace diversity and insertion, which has since persisted the key business policy of the company. Diversity could be found in each and every level of the company’s processes, from the boardroom to the design studio, from the plant floors to the manufacturing center, their diversity makes them a superior and successful company. (Dike, 2013)

4.2 Coca-Cola

All the data collected about Coca Cola Company is based on online sources that is already available to the public. Most of the information was gathered from the company’s website and published articles in that matter. The purpose of the information gathered is to get detailed information of the company’s office diversity participation, and the impact it has had on the company’s activities and success as well as examines other challenges that the company has faced with respect to office diversity.

Coca–Cola Company is a multinational company, with its operations situated in most parts of the world. The company manufactures non-alcoholic beverages and delivers them in wholesale and in retail outlets. The company has it’s headquarter located in Atlanta, Georgia in the United States of America. In 1889, the original inventor of Coca-Cola sold the company to Asi Griggs Candler. Currently, the company is offering More than 500 brands currently and its operations are scattered in over 200 countries worldwide and employs about. (Dike, 2013)

The global diversity mission of the Coca-Cola Company is to be recognized for their leadership in diversity, presence and equality in all areas of its workplace, including the staff and business in general. Coca-Cola sees diversity as the core of their business and always struggles to create a working environment that provides equal chances and access to material. As a global business, the company clinches the multicultural world in the work environment and the market place, and continues to work to develop its journey of diversity. In view of this, the company has received several awards to distinguish their good work. Coca-Cola was ranked the 38th of the top 50 diversity and Inclusion companies for 2013. (Dike, 2013)
5 CHALLENGES FOR EMPLOYEES

In a Multicultural Organization the people who are most vulnerable to the situation are the employees facing it. Employees who have come together form different parts of the world, with different backgrounds, with different code of ethics, have to work with each other and set aside their differences. The company has many benefits as it is, but these individuals have to face many hardships in such an environment. Most of these challenges are due to communication problems, for example language barrier, cultural shock, attitude toward conflict resolution and non-verbal language.

5.1 Language Barrier

Most common problem found in Multicultural Organization is Language barrier as employees have more probabilities of meeting and dealing with the people of other languages. There is no contradicting the fact that English is the dialect of the modern financial world; and it has become an official standard language for business all over the world; but, because of this many non-English speakers can be ignored and unrewarding because of their ineffectiveness to communicate and understand English, and thus deliver what they want to say. Even sometimes, there are probabilities that the managers take a backseat as they are unable to convey their message sideways. (Hussain, 2005)

5.2 Stereotyping

Stereotyping is the conception that we have about a certain set of people and their culture, value conclusions, overestimation or over-exaggerations. These typecasts are the main reasons for difference of sentiments about the differing culture and leads to miscommunication. The popular examples of such typecasts are: Spanish people are ill-tempered and prejudiced; British are business men; Japanese are forward-looking, Chinese people make work their faith, Swiss people like precision, and Brazilians are always late. All these thoughts are stereotypes against a country and its people, which can negatively affect the working environment or future staffs. Because of such already-made beliefs, an employer can exhibit biasness and make a mistake in hiring and firing process.
5.3 Cultural Relativism

Another problem faced by employees in a Multicultural Organization is Cultural Relativism also known as Ethnocentrism. We can define Ethnocentrism as a cultural superiority complex: excusing that one’s own culture or group behavior is progressive compared to all the other groups. It is an arrogance wherein one’s own cultural experience inadvertently makes us to feel that our culture is unique. This feeling further increases the level of the anxiety, which in turn affects the efficiency of the working culture. The staff of Multicultural Organizations faces a lot of issues due to ethnocentrism. Ethnocentrism hampers with collaboration to other cultures and proves to be a barrier of communication. International employees need cultural understanding of local conditions to increase competence and efficiency. Cultural relativism is the faith where one compares the ideals and manners of target cultures and measures them against the customs of what’s inappropriate and what’s right. This becomes a problem when one supposes that cultural medians, customs and ethnicities are not right if they diverge from those of the other culture.

5.4 Conflict Resolution Approach

Approach toward conflict play a dynamic role for the working environment, particularly in the team work. The different beliefs of the world decide clashes in the different ways. For example, the people of United States like to solve it openly, and face-to-face; whereas, for Easterners, they like to resolve the conflicts quietly or silently. Such diverse approach towards conflicts can be very hard for some people to handle. (Hussain, 2005)

5.5 Task Competition Approach

Westerners undertake one assignment at a time, and they are distinctive; whereas, the Asians and African accomplish many tasks at a time, and they are more into team work. Distinctive cultures like United States and France are more self-centered and accentuate mostly on their individual goals. People from individualistic cultures tend to think only of their personal goals. They stress on their accomplishments in job or private wealth and aim up to reach more and/or a better job position. As compared to that, collectivistic cultures have a great importance on groups and think more in terms of "we" rather than “I". For
collectivists, coherence and loyalty is very important and is always maintained and conflict is avoided. In China, it is out of the question to strike down someone's view in public. One has to do that in a more reserved and personal atmosphere to protect a person from the embarrassment to lose face. In collectivistic cultures, a direct clash is always sidestepped. Such terminologies or phrases are used which define a disagreement or negative statement instead of saying a clear no. The association between employer and employee or business partners is based on mainly reliance, coordination, and a deep understanding of ethical values.

5.6 Cultural Shock

Cultural shock means the unintentional encounter of an employee with some unknown and unpredicted cultural exercise. When employees around the world enter another nation or land, they tend to experience cultural shock, which is the hesitancy and confusion caused by encountering a different culture. They may not be familiar with how to act, may fear losing face and self-confidence, or may become emotionally disappointed. Some individuals separate themselves, while a few even give up. Cultural shock is practically universal, which happens even on relocation from one advance nation to another. (Gyebi, 2018)

6 CHALLENGES FOR MANAGEMENT

Global leadership is the implementation of inspiration involving efficiently understanding important differences between people that affect the accomplishment of such inspiration. Global leadership includes an inclusive construction that enlightens one’s thinking about an organization’s characteristics and the people who embrace it. Thus, it is commonly understood that global leaders are required to work with people of other cultures as colleagues. In addition to valuing variances in customs concerning how work is completed, a global leader should be aware of differences in others’ cultures, inspiring beliefs, and important behavior systems. Ultimately, global leaders must be able to work with people, while understanding personal and external challenges faced, including encounter management, while working together toward the achievement of mutual goals. (Maranga, 2015)
6.1 Personal challenges

Leaders must get global experience to learn the expressive magnitudes of working in different cultures and with different attitudes. At the same time, they must uphold a helpful network at home to evade losing out in promotions after returning from overseas. For example, when American leaders go overseas, they are out of the political system in the home office, which lessens their forecasts of climbing the corporate ladder. On the other hand, the Japanese treat recurring expatriates as contaminated by their international experience. Another example finds that Europeans are more comfortable with international experience because they believe they are engrossed in a multicultural environment from birth.

6.2 External challenges

Global leaders and managers face many encounters on a day-to-day basis. In addition to contradictory challenges, global leadership causes certain external elements that specific leaders are not able to control or handle easily. This issue arises when the world becomes more consistent and dependent on various sources which may be controlled by others in different countries, with different cultures, and with differing views. In core, the world has become more global, with knowledge about trades being able to travel at fast speed across continents and without filter. It is when countries and cultures have to work together for the improvement of the whole world. (Sogancilar, 2018)

6.3 Transformative challenges

Some experts examined the association between psychological well-being and transformational leadership. One of them found that management-by-exception and permissive behaviors negatively affected employee mental well-being by reducing trust in the manager. While researchers did not make their assumptions clear, they used valid thinking and made rational inferences. Others asserted that leaders’ primary transformative mission was to use a variety of mechanisms to improve follower motivation, confidence, and presentation. One such mechanism was to influence passion. These researchers claimed that, in the business challenges ahead, leading from the head and the heart would be vital. Leaders and followers would have to bring
the whole personal idea of who they were, to work, because anything less would be inadequate. Workers today have a need to feel appreciated, respected, advanced, and cared for. In essence, both their inner feelings and effort have to matter in order to effectively drive their performance and accomplishment. As such, leaders have to create a culture in which employee determinations and passions can flourish in corporation with skills and values.

6.4 Conflict resolution

Concerning conflict resolution, an unbiased understanding of the roles of organizers versus supervisors in global leadership is provided. However, researchers provided no support for their generalizations concerning conflict resolution and global leaders, the use of technology for addressing confusions in a business environment and enhancing leadership capabilities, and the effect of technology on leadership efficiency. According to an expert, the purpose of both accepting and understanding values and the conflicts they generate, plus having the aptitude to resolve problems and variances in groups, cultures, and organizations, was to build high performance organizations. A high-performance organization attained superior results through its shared image, cohesiveness, and clear policy within a sustaining workplace environment. As global leaders, organizers encourage participatory decision making. It should therefore be recognized that the world is too complex, distances too vast, and cultures too diverse for one person, no matter how talented, to lead as a controller in a top-down manner.

6.5 Cultural expectations and differences

In a collective society, a good team player is anticipated to help or jump in and achieve the task for the teammate, who has ignored to perform a task to conditions. In an individualistic society, a good team player is expected to focus on that team player’s area of concern and, therefore, would notify that colleague how that teammate was affecting this team player’s area of obligation. Likewise, distinguishing differences between members of a multicultural team could help a company take advantage of variety in thought and knowledge. Cultural diversity brings a wider range of potential solutions to multifaceted technical and structural issues and may open up some noteworthy specialized markets. For example, foreign-trained employees could play a
valuable role in cooperating with clients and prospects of similar backgrounds, whether they are located in or outside of their country of origin. (Sogancilar, 2018)

7 METHODOLOGY OF RESEARCH

This chapter will throw some light on the type of research methods that were used during this thesis. Research methods are made up of all the illustrations and statistics collected to find answers to a problem. The word research can be defined as an analytical search for important and new material on a designated topic and in this course research methodology can be explained as how a research is to be performed. Information contracted has been collected from different articles and research papers.

The mixed methodology approach was applied in this study. The mixed methods method is considered as research that contains elements of both qualitative and quantitative approaches. Data was collected through questionnaires, face-to-face method was suitable. The study used the qualitative approach in answering the research questions. Quantitative techniques were used to analyze the data. Frequencies and percentages were used to describe the qualitative data and it was shown in form of pie-chart.

Research can be well-defined as implementing an investigation to obtain an additional knowledge or idea to add to current understanding and information of a particular topic. Moreover it is described that research could also be seen as an activity that contributes into producing a new impression or knowledge. This piece of knowledge is said to be new because the theories used in the findings and explanation of the research might be different from the current material or literature. The process for this study has involved a blend of research, synthesis and analysis. In answering the research questions, the research work is based on primary and secondary source of information.

The concept of workplace diversity is a survey that involves much more survey and explanation to the respondent in order to give him a clearer view of its presence. Therefore, in descriptive study, semi-structured interview is adopted
in order to understand the relationships between the various points raised in the notion. Secondly, the qualitative research method is used to enable the author analyze the result in explanatory and particular way. The secondary research method was conducted through surfing the Internet, books and other relevant academic reports to attain applicable information for this thesis work.

The questions focused on finding out the company’s point of view on workplace diversity, the main challenges that are being faced in managing a multicultural staff and other relevant questions regarding the company’s operations, company culture and its policies in the said matter. A discussion session was held in which a complete group interview was conducted. The questions set for the interview were expressed in way to make it easy for the interviewee to read and understanding. In order for the participants to have an enough time to read and review the interview questions, it was sent to the company beforehand. Some measures was put in place to overcome interview bias, and also questions that were more particular and sensitive were put on the later part of the questionnaire so that the interviewee will have much time to access the company culture and company’s activities before giving his thought or view. This served as a very good way to determine the reliability and legitimacy of the information.

While conducting the interview, each and every question was asked personally, every response was noted down. Not just in the way of agree and disagree but every person was solely asked about the reasoning for his point of view. People who were disagreeing to specific matters were not just asked about the reasons but they were also asked to pitch in the ideas they have to overcome such problems.

Two groups were interviewed for the questionnaire, employees and the employers. This grouping was meant for the purpose of different point of views. So that both type of workers can pitch in their ideas and inform us about the problems they have faced or have seen people under them facing. Both points of views were important as they are two sides of a coin in an Organization.

Two groups were characterized as individuals and Management. Individuals were employees who had worked in a Multicultural Organization for some time and have their experience in it. They were supposed to answer question that
were related to them or workers around them. They expressed their views about the behavior of other ethnicities to them or about the company policies for the security of rights of such minorities.

The other group was management; they were the employers or the managing staff who have specific number of employees in their team. They were responsible for a multicultural workforce. They were asked questions related to the problems they have faced while leading such a diverse team. They were asked about the positive and negative impacts of a diversified workforce on an Organization. They were also asked about the policies that their respective companies have for the safety of rights of minority.

8 QUESTIONNAIRE

The questionnaire method is one of the most extensively used data collection procedure in the survey approach. In order to safeguard the quality of the answer for the research question, the researcher has to produce a good questionnaire as he only has one chance to collect the data.

There are two types of questionnaires that can be used for the primary data collection: open-ended questionnaire and closed questionnaire. Open-ended questions can be considered as more appropriate in qualitative research method as they can capture the specificity of a certain situation. They enable the participants to give the answers as much as they wish. So we can say that they are used for examining more complex issues. The closed questionnaire is based on the Likert scale. Likert scale is a five point scale that allow individuals to express how much they agree or disagree with a particular statement.

In this particular thesis, questionnaire was categorized into four parts. The first part was based on the background questions which were designed to better understand profiles of the interviewees and the reasoning behind their answers. In addition to their basic profile, name, age, they were asked about the types of companies they have worked for and for what amount of time. This allowed us to understand their experiences in multicultural organizations.
The second part of the questionnaire was to search the importance of multiculturalism on viewpoints of the interviewees. This part aimed at studying which multicultural strategy and management tools are beneficial for the workers in a multicultural company and how much they treasure the importance of such organization. All questions were linked to the theory and the literature.

Third part of the questionnaire was solely about the individual working in a multicultural environment. They were asked about the problems that they have faced or they have observed about other ethnicities. They were asked if they have any requirements that they need the respective company to fulfill. They were asked about biasness to specific cultures and religions.

Fourth and last part of the questionnaire was for the management. It was for the people who were responsible for a certain number of people working under them. These employers were the most experienced ones and have experienced all types of cultures under them. They were asked about the behavior of certain people and about the complexes that they might develop while working in a multicultural Organization. They were also asked about the effect of multicultural team on an organization.
9 RESULTS

Very first thing asked in the questionnaire was about the age group of the participant. Age group is one of the most important point of anyone’s thinking capability. People from different age groups think differently. Ones who are in their early twenties are more passionate and zealous in their projects and workings. Whereas over certain years of time, people gain more experience and start thinking more objectively. So I tried to gain point of view of a person from every ethnicity and every age group.

FIGURE 1. Chart showing the percentage of participant’s different age groups

Out of 20 participants more than half were above 25, few of them were in their early twenties whereas 2 of them were above 35. As I have tried to compensate all the ages so we can get point of view from every aspect. It can be seen from the above shown Figure 01, that most of the participants were aged between 25 and 35. So we can make this hypothesis that they must have worked in different environments for almost 3 to 7 years. They must have encountered people from other ethnicities and they must have had their experiences with other cultures.

So the next thing asked about was about their experience in a Multicultural Organization. They were asked about the number of years they have worked for such Organization. All the participants were working in a multicultural environment at the time of this survey. They were also asked if they have worked in such an Organization before and for how many years. These
participants belong to kinds, employer and employee, as we needed both types of responses. Some of them had both kinds of experiences in different Organizations.

![Pie chart showing the percentage of participant's experience in years](image)

**FIGURE 2.** Chart showing the percentage of participant’s experience in years

Figure 02 shows that out of 20 participants there were 10% who were just starting their career; it was a new thing for them to work in a multicultural environment they were learning a new thing about other cultures every day. 10% had experience of almost 2 years, some of them were a little restless and some were now comfortable. Others have experience of 3 or more years. They were very comfortable about their surroundings and have understood about dos and don’ts of a multicultural environment.

After the formal introduction of participants, they were asked a couple of questions about the importance of Multiculturalism in modern day and age, about problems one can face as an employee, and as an employer. These questions and statistics of their respective responses are as follows.

1. **We need multicultural organizations for Globalization**

The very first question asked was about need and importance of Multicultural Organizations for Globalization. In this day and age no one can deny the importance of Multiculturalism. Especially in Europe that is literally considered is one big country. People from one country are free to go and settle in any part of Europe they want. So was observed in the survey.

It is visible in the pie chart that all the participants agree to the importance of the need of Multicultural Organizations. So not even one disagreed to this need, 18
out of 20 agreed to this, but only 2 participants were neutral about it. They were from the same cultural background as of the Organization and they Multicultural environment was not really effecting them in any way.

![FIGURE 3. Result proportions for the need of multicultural organizations for globalization](image)

2. **Through multiculturalism we can learn about other cultures**

Second thing they were asked about was if they learn about other cultures or not, while working in a Multicultural Organization. Because in an environment where people of different ethnicities are spending a huge amount of time, are sure to learn about other cultures and teach about their own cultures. For example in Europe people tend to shake hands when meet each other whereas most of Asians bow to each other. After spending some time people even change their greeting styles. Most often adopted thing from other cultures is, food. Mannerism, clothing, festivals are also among few things that people adopt from other cultures.
FIGURE 4. Result proportions for opinion of learning different cultures through multicultural organization

Again 90% of people agreed with this that they were learning about different cultures by this experience of Multicultural Organization. And the same 10% people responded neutrally to this question. Because they were not interacting a lot with other cultures so they were not learning anything from them.

3. Multiculturalism is beneficial for business growth and organizational development

Next question was more professional in nature. Participants were asked to answer according to their previous experiences, about the effect of Multiculturalism on business growth and development of an Organization. They were supposed to keep in mind about the progress or retraction that a company has faced, solely depending on Multiculturalism.
70% of the participants agreed that Multiculturalism is very beneficial for progress and growth of any Organization. According to their previous experiences it has always been beneficial to have a diverse cultural environment. As they can all pour in their suggestions about any query, they can all give their own narratives about any problem. Once again there was no disagreement but 30% of contestants stayed neutral about it. The reason again was having no such experience that includes the importance of diversity in environment.

4. Lack of cultural diversity can stop the possibilities of evolution in an organization

Evolution is one of the most important concepts of modern day. Every single thing in this world is considered to be the result of evolution. It is famously quoted by Darwin that, for survival, it is very important for one to be adaptable to the change. So the participants were asked about their views on the evolution of an organization. They were asked about the impact of cultural diversity on the evolution or if lack of diversity can affect the evolution in an Organization.

![Pie chart showing proportions for evolution of organization due to diversity](image)

FIGURE 6. Proportion showing results for stop of organizational evolution due to lack of diversity

40% of the participant agreed that cultural diversity is needed for evolution of an Organization, and that if environment is not diverse enough there is a strong
possibility of that Organization to face the consequences. Whereas 30% stayed neutral about it, but the important thing was that almost 30% people disagreed with this concept. They did not consider cultural diversity to be the key point for evolution. This could be the case in departments where culture does not play any role in working environment.

5. Multicultural organizations need to consider all the different cultures they have

Now the important thing about Multicultural Organizations is that if they are considering all the Cultures equally or are they being partial about being impartial. As it can be considered that some cultures can be very open and broad minded towards the cultures that are more resembling to themselves whereas they can be narrow minded towards the others. So the question was that, if the organization is needed to be fair to all the cultures and if they should not be biased about being diverse.

![FIGURE 7. Result proportions showing need for an organization to consider all the culture they have.](image)

60% of the employees agreed that all the cultures should be considered equally in an Organization. 20% again stood neutral and did not give any opinion about this matter. But 20% of the participants did not agree to the equality of cultures. It was seen that some people were more drawn towards the concept of preferring only European cultures and other cultures, such as Asian, Indian and American to be overlooked in an Organization. This could be due to recent
financial and economic crisis rising in Europe. And people think that it is more important to accommodate their own neighbors than helping out nations from the other end of the world.

6. **Multiculturalism leads to positive sense of competition among the workforce**

Multiculturalism leads to a sense of competition among the workers, but the question is that either the competition in taken positively or not. Because competition cannot be considered positive and constructive every time. Sometimes it leads to some sense of jealousy and envy. Because some employees might consider others as threat to their own career, if someone has better abilities to show in a certain department. For example Asians are considered to be very good in Mathematics and Germans are considered most hardworking. So people who are lacking in mathematics can consider an Asian to be a threat for them.

More than half of the participants agreed that Multicultural Environment is giving them healthy opportunity to evolve and a constructive sense of competition, which is very important and much needed for growth, not just for them but also for the Organization. 10% stayed neutral and did not give any opinion, whereas 25% of the people showed their discomfort about this kind of competition, which showed that either they were threatened by some stereotypes about other cultures or they were not satisfied by some of their co-workers, belonging to a different ethnicity. This type of opinion can be resolved by conducting more workshops on this matter and by organizing some activities that could bring those employees together.

![Figure 8: Percentage of opinions regarding positive sense of competition due to multiculturalism](image-url)
7. People of different backgrounds bring different and innovative ideas

It is very expected that people with different backgrounds face different obstacles, even if the obstacles are similar; everyone has a different approach to overcome those obstacles. Similarly, if people of different backgrounds are on a project together or if they are working in a team, all can share their own perspectives about any undergoing project. And if they are to start a new project, they can pitch in their ideas, keeping in mind their own personal backgrounds. Hence, we can safely say that people of different backgrounds bring different and innovative ideas.

As expected, the results of this question were very positive. Except for just 2 participants, everyone agreed that people of different ethnicities give different ideas. 3 participants stayed neutral about it and 75% showed their approval to this query. For the 2 people who disagreed, were the ones who believed in “too many cooks spoil the broth” theory. When asked exclusively, they told that they were not against multiculturalism but when it comes to a specific project, sometimes it is hard to cope with so many different kinds of ideas.

![FIGURE 9. Results showing that Multiculturalism leads to innovative ideas](image)

8. Cultural diversity improves the image of an organization among other organizations and institutes
As a country we are moving forward to multiculturalism and Globalization. Companies and Organizations that support diversity are seemed to be tolerant of all races and creeds. And this kind of behavior improves the image of that company among all other industries, because it shows that certain company is not only un-biased, but also willing to take a chance for betterment of world. And they are doing their part in making this world a Global Village.

![Figure 10](image.png)

FIGURE 10. Results showing that Multiculturalism improves image of organization

65% of the partakers completely agreed to this point that image of their company were way better than any of the homogenous companies out there. 25% stayed neutral about it. But 10% of the participants disagreed to this idea. They were more about productivity of any company. When asked, they said that most of the time companies are compared with their results and productivity. So if a competitive is giving better results even being homogenous than diversity is not that important.

9. **Government appreciates multiculturalism and diversity in organizations**

Not just other organizations but now in this time and era every country and the governing authorities want to excel in all the field of life and they too are willing to take a chance. So, such organizations that are totally homogenous without any good reason are frowned upon by their Government in some countries. Our question was if that is the case in their country and if it is right or not.
This question had very interesting outcome. There were all kinds of mixed reviews about it. 30% contestants disagreed to the statement, 30% stayed neutral and did not give any feedback whereas 40% agreed to it. This statement had the highest percentage of disagreement, which had many reasons. Out of 6 people who disagreed, everyone has their own reason for this. Some of them stated that Government is impartial about it and have nothing to say about being diverse or homogenous. Whereas some stated that they are obligated by the government to be un-biased and tolerant, but there is no special compliment for that.

10. Organizations with diverse environment gets along well with pressure groups

After Government appreciation and competition with other Organizations, the next important thing is Pressure Groups. One of the very important functions of Pressure Group is to promote the interests of minority, not just this but these kinds of groups are like watch dogs of Government. They keep in check that if Organizations are being un-biased about hiring other ethnicities. So Multicultural Organizations stay on the good side of such pressure Groups.
Once again, the reviews were very mixed; all kinds of responses were received. 55% people who participated in this survey agreed with us that such Organizations are always on the good sides of pressure groups. 25% people stayed neutral to this question. Whereas 20% of the people did not agree to this concept, they stated that as some pressure groups appreciate Multiculturalism in working environment, there are some groups that are more rigid ethnic interest groups. So, if they are getting appreciated from some groups, others are not so happy about giving jobs and opportunities to the foreigners where our own people are doing lowest-paid jobs.

Next part of the questionnaire was specifically for the individuals or employees. Questions asked in this part were not to be taken universally. All the participants were supposed to answer themselves about their own respective companies and about their own experiences. All the participants in this survey were in considerably good posts. They had their less or more experience in Multinational Company.

11. **My organization is very diverse in cultures**

First question in this part was rather an easy and obvious one. They were asked if they consider their own Organization to be Multicultural. Keeping in mind that companies that only hire other ethnicities for lowest-paying jobs cannot be considered as Multicultural. For being diverse and Multicultural, Organizations
have to give everyone an equal chance to excel in their field of interest, regardless of their creed and color.

![Graph showing the results for working in diverse organizations.](image)

**FIGURE 13. Results for working in diverse organization**

This was a pleasant experience to know that 70% of the participants had diverse Organizations. The participants themselves were from different ethnicities so receiving this feedback meant that they were totally comfortable in their respective Organizations. 20% remain neutral, whereas 10% disagreed to this and consider their Organizations to be biased. They suggested that their particular Organization can still do much better for being diverse. They didn’t call their Organizations “not-diverse” but less diverse in particular.

### 12. Multiculturalism is very appreciated in our company

Being a diverse company is one thing but appreciating diverseness is whole another thing. Next thing asked was that if diversity is appreciated in their Organization or not. Appreciating diversity can also be taken as biasness towards minorities and people may not like the concept. But as we are moving forward towards Globalization it is something we need. But what was asked from the participants was that if other ethnicities are appreciated here.

As shown in the Figure 14, 70% of the employees agreed. This was a very positive response and the individuals seem quite satisfied about their respective company, as they were appreciating other ethnicities and they were encouraging growth of other cultures in the company. 20% of them stayed neutral and 10% gave negative response. They stated that Diversity was not
encouraged enough. They put in some suggestions to inspire other cultures and to attract other ethnicities to apply in their company. Most of the suggestions were to target a specific ethnicity by celebrating their cultural days etc.

![FIGURE 14](image)

**FIGURE 14.** Different opinions for appreciation of diversity in an organization

13. In our organization we celebrate different cultural events happening all around the world

Next, they were asked if they celebrate other festivals and cultural events in their company. Most of the Organizations celebrate New Year and Christmas or a few more festivals. But to attract other cultures there is a dire need to celebrate their festivals and Occasions. Such occasions make them feel more at comfort and ease. For example, other than Christmas, Eid and Hanukkah can be celebrated for other Abrahamic religions. Diwali can be celebrated for attracting Indian employees. Chinese New Year is also very famous among Asian cultures. These kinds of tactics are good for keeping the environment of Multicultural Organization healthy.

This query had the most disappointing response, as 60% of the individuals disagreed that other cultures were being celebrated in their company. 30% remained neutral and only 10% agreed to it. They also mentioned that the celebrations were not official but they all just get together and celebrate with their superiors. As it was mentioned previously that other cultures can be attracted by celebrating their occasions so we can say that it can bring a huge change if we start officially celebrating other cultures.
14. I am a highly motivated worker due to vast variety of cultures in my organization

The participants were then asked more personal questions about their own work inspiration. As it was discussed earlier that people from diverse backgrounds can give a sense of competition, it solely depends on the individual to take it in a good and positive way or not. Participants were then asked if they feel more motivated and enthusiastic by seeing other ethnicities working together with them. And what kind of impression they were getting from other cultures.

FIGURE 16. Result proportions for the motivation of workers due to different cultures
Half of the employees were giving good vibes about it. They agreed that with the presence of other cultures they feel more motivated and passionate towards their work. And the diversity has brought huge amount of healthy competition in their company. 25% disagreed, as they felt that the competition was bringing more negative impact than positive. And with sense of competition there was also a sense of envy and jealousy. This kind of feeling can be reduced by holding different workshops.

15. In my organization we don’t have any kind of communication problem

A huge reason for distance between individuals of different ethnicities is communication problem. If there is any kind of difficulty while communicating with others, people will get annoyed and irritated. So next they were asked about communication gap between them. If they are not having clear communication, there is huge chance of misunderstandings arising between employees. It can be due to various reasons; most important thing is language barrier. For overcoming that, most companies have official language and even organize language workshops. Another reason for communication gap could be the environment of the company, and how much the individual from another culture feels comfortable in conveying his problems and issues.

![Figure 17. No communication problem due to multiculturalism](image)

16 out of 20 participants were happy about their communication level with their superiors and their co-workers. They seem happy about the environment of the company and they were very comfortable in it. 10% stayed neutral while 10% gave negative opinion and they were not happy about communication gap.
between them and other co-workers. Problem was both with the language and atmosphere, where they did not feel comfortable. They stated that better language can solve the atmosphere problem as well.

16. **My culture is equally appreciated like any other in my organization**

Now comes the issue of being partial about being impartial or we can say selective-equality. They were asked if they feel that their own culture is being equally appreciated like other cultures. Or are they facing any kind of biasness. It is very common to be found among people that they can show tolerance to some ethnicities and they can’t be that patient to others. But this kind of behavior on official level is very dangerous and it can be highly effective to the reputation of the company.

![Diagram of survey results](image)

**FIGURE 18. Results for opinion of “every culture is equally appreciated”**

For half the population, their Organizations were very considerate and were appreciating them on every level. But almost 20% felt uneasy about it. They were not happy about the situation. Another thing considered was a specific ethnicity felt that they were not being treated equally like other foreigners. This was a point to ponder on higher levels that a specific race was being ignored, when it came to equality and un-biasness.

17. **All employees are payed equally and according to their designation, without any cultural prejudice**

It is very common thought all over the world that some races are assigned to jobs, mostly least-paying jobs. And this issue needs to be addressed on official
levels. This was asked from the participants, that if they feel the same and, in their Organization, if all employees are treated equally. One of the most common debates now a day is equal-pay. Not just in case of gender but also race and creed, we need to acknowledge the importance of fairness is compensation. They were asked that if culture or background of employees was affecting their pay instead of their hard work and competence.

Results of this issue were very overwhelming. 80% of the contestants strongly agreed to this statement that they were payed according to their intelligence, their working capability and their designation. They emphasized that culture and race have nothing to do with the compensation of their hard work. 10% stayed neutral and 10% disagreed to this issue. They denied that they were being payed according to their skill-set. They said that culture does have its effects when it comes to the pay.

18. I would prefer to work for a homogenous organization as compared to a multicultural one

Even if all the attributes are covered, if all the vital steps are taken for appreciating multiculturalism, it is still not in the comfort-zone of some people to work along with other ethnicities. We may call them introverts. To minimize this concept, we need to spread awareness about the possibilities that can be brought along with diversified Organizations. Participants were asked about their comfort level, when it comes to working in a Multicultural environment. They were asked about the boundaries they have drawn for themselves and if
they would prefer to work in a homogenous organization over a Multicultural one.

![Pie chart showing preferences]

FIGURE 20. Different opinion for “Homogeneous working environment vs. multicultural”

12 out of 20 participants denied that they would ever prefer a homogenous environment over a multicultural. They stated that they were as comfortable in the diverse environment as any other. 20% did not give any suggestion whereas 20% agreed to giving homogenous culture a priority. They considered that same background and same roots bring a lot more comfort. There is more experience in Multicultural environment but there is more ease in homogenous environment.

19. Some cultures are considered inferior in my organization

This time participants were asked upfront that if they feel that some cultures are considered inferior in their Organization. Not just they were asked about their own culture but also any other ethnicity that they have seen being prejudiced in their environment. This question got a very positive response. 100% of the participants agreed that there was no such prejudice in their Organization. And no one was being treated unfairly.
I am completely comfortable here, and don't feel any kind of racism against my culture and religion

To finish it all up with the employees, they were all asked in a nut shell that they did not feel any kind of pressure regarding any of their ethnic features. Other than culture and background, religion is something that connects and unties people. They were asked if they feel any kind of discomfort about performing their religious duties. Most important thing is that employee should be completely comfortable in the said environment so he can give his best and perform in a stress free environment.
When asked about personal experience, 80% of the participants responded positively. They were totally comfortable about their culture and religion. They did not feel any pressure in work environment and were performing without being pressured about being an outsider. 15% stayed neutral whereas 1 person responded negatively. When asked, he said that more than ethnicity, religion sometimes seems to be a problem. And sometimes people seem to be rigid about religions, but he never had been targeted about anything. It can be assumed that some people prefer to not follow any religion in workplace or stay quiet about it. This kind of behavior makes people; who want to perform religious activities; think that they are being on the spot light.

Next part was asked from the management, about their employees. That what kind of behavior they have observed under them in a multicultural department. Management was supposed to answer according to their personal experience. They were asked questions both about their employees and their company policies.

21. We deal with different cultures in addition to our organizational culture

Some Organizations have an official culture and they don’t turn from it. Some companies deal with the different ethnicities that are working in the company in addition to the Organizational Culture. Management was asked if they have to deal with different cultures or they have just an Organizational culture to cover all the necessities.

![Figure 23. Organizational cultures and sub-cultures](image)
Management stayed quiet neutral about this question. 60% of people did not respond where 20% agreed and 20% disagreed, which implies that almost half of the companies out their support subcultures in addition to the Organizational culture and other half solely depends on Organizational culture. Both pros and cons were stated, and the decision was based on the needs of their company.

22. It is easier to manage a homogenous organization as compared to a multicultural one

After taking employees point of view it was concluded that more than half the participants were comfortable in multicultural organizations. Now it was time for the management to pour in their experiences about dealing with such environment. As we know that, heavy lies that head that wear the crown, so Management surely has to deal with problems occurring in a Multicultural Organization, problems that do not occur in a homogenous environment.

![Figure 24](image)

FIGURE 24. Opinions for homogenous is better to manage than multicultural organization

As expected, the response of management was different from the employees. As half of the management agreed that dealing with a homogenous environment was way easier than multicultural one. 20% stayed neutral and 30% disagreed to the statement. They found both environments similar when it came to solve inter-departmental problems. They pointed out that there are some problems that do not occur in Multicultural organization, one of them is traditional or cultural holidays. As people of same culture would take the day off whereas in multicultural organizations, they can have alternate offs so the
company can keep working whole year without burdening its employees. People who agreed to the statement gave several reasons, that included language barrier, employees’ discomfort, and some even pointed out stereotypical behaviors.

23. Some employees consider themselves “superior” on basis of their culture

Keeping in mind the things pointed out by the management, they were asked that if some employees consider themselves superior to others. We noticed earlier that employees disagreed to it and denied this inferiority-superiority complex. But as it can be seen that management has to handle things in an entirely different way their point of view was very important.

Interestingly, every single person pours in his opinion and their experience. More than half stated that people do act superior, due to their race and creed. They stated that it was quiet often to see that some employees consider themselves to be better than others, solely depending on their ethnic background. Even if they don’t act racist towards other cultures, they do make it clear on several occasions that they are better than others. This is where stereotypes kick in and people start behaving differently. And sometimes it is the reverse psychology. For example, it is a stereotype that Asians are good at mathematics. Sometimes people look down on Asians who are not interested in Mathematics and sometimes Asians look down on others that they are superior when it comes to mathematics.

This kind of problem can be illuminated by educating them about equality on the very root level. To completely get rid of such things is only possible in the perfect world. But seminars can be conducted to reduce such problems
FIGURE 25. Result proportions for having superiority due to culture

24. Management has to deal with every employee differently, according to their culture

Management was asked that what kind of behavior employees expect from them. Do they expect to be treated according to their own culture or if there are some people who want to be treated according to their own ethnic background, as it was seen that people do act superior in work environment or if they deal everyone according to the Organizational culture.

Whole management unanimously disagreed to this statement. As it is not hard to consider that if management is supposed to deal everyone according to their own culture then it would be a real piece of work for them. Most importantly this kind of office environment will kill the entire purpose of a Multicultural Organization. Every single individual will live and work in his own little world, there would be no progress, no versatility and no competition. There would be no Global Village, such environment would be difficult to handle, and it will have no benefits at all.
FIGURE 26. Result proportions showing that management has to deal employees with respect to their cultures

25. Multiculturalism has played a huge part in progress of our organization

Most important thing for any organization is its progress. Every step management take is for the betterment and development of the organization itself. No one makes a deal or start a project that goes against the organization itself. That is basically the first and foremost rule of any company to make its progress a priority. Management was asked if the diversity has played any role in the development of their Organization. If it has, then what type of role it was? It can be seen that diversity has been proved to be beneficial in most cases, but it has its down sides too. Mixed reviews were received, 60% agreed that Multiculturalism has a positive effect on the growth of a company, as every aspect can be seen from several different dimensions. Different types of people bring in different ideas and experiences. But 25% people totally disagreed; they did not think that progress has anything to do with diversity. Some people even think that it has somewhat negative effect. Again, it was “too many cooks spoil the broth” approach.
26. Multiculturalism may cause some conflicts in an organization

Contrary to the previous questions, participants were then asked if they think that diversity can cause conflicts or problems in an Organization. Just as Multicultural environment can bring in different ideas, it can also bring some clashes and struggles along with it. It was noticed in the previous question that a lot of people related to the managing staff, think that multiculturalism is not always as beneficial as considered. Even if it has its values and advantages, it can be really hard to control. Due to these reasons, sometimes management doesn’t consider it to be worth it.

Half of the managerial staff agreed to the statement that diversity has been the reason of conflicts in their respective departments. 40% disagreed to it, and
stated that such conflicts are common to occur in homogenous environment as well and that multiculturalism has nothing to do with it. It is to be considered that what kind of conflicts can be occurred exclusively due to diverse environment and what can be the issues that can arise in multicultural environment.

Issues in such environment arise mainly due to stereotypes and superiority complex in some cultures. One very important reason behind such conflicts is religious and political views. For example, if Irish and English people are working in same environment, conflicts can arise. Same goes for Indian and Pakistanis and several others. Similarly, religion can cause some conflicts, and people can think that they are being pushed back due to religious reasons.

27. A fair workplace includes people from every race and every creed

After discussing all the pros and cons of a Multicultural environment, progress that can be attained by an Organization and conflicts that can occur due to diversity, management was asked about the fairness of employment in any Organization. They were asked that if they believe that diversity brings opportunity, does it mean that other races and creeds should be given more chance. Or if they consider multiculturalism to be the root of conflicts, they should try to keep the environment homogenous. They were asked if a fair workplace means that everyone should be given equal chance, without considering their background.

![Figure 29: Fair workplace is diverse in culture](image.png)
Management unanimously agreed that fairness should not be compromised and there should be no prejudice in work environment. They also agreed that conflicts should be dealt with properly instead of not hiring other cultures. Any hiring procedure can only be fair if it does not depend on appearance of the employee but only on the skills and intelligence. An unbiased system will never judge an employee on race or on creed.

28. Employees of different backgrounds are encouraged to apply for higher positions

After discussing the problems that can occur in a multicultural environment, management was asked about the company policies in this manner. They were asked about the steps they are taking for the encouragement of diversity in work environment. Because another important thing that people have pointed out is that due to company policy, people of different ethnic groups are hired but there is no chance of personal or career-oriented growth, as they are less likely to get a promotion. Management was asked if they would encourage a deserving employee of a diverse background to apply for higher post.

![Pie chart showing employee responses to encouragement for higher positions.](image)

**FIGURE 30.** Results elaborating that employees of different cultures are encouraged

70% members of managerial staff agreed that they would always encourage a foreigner to apply for higher and better posts. They assured that every foreigner in their team is as welcomed as any other person. But surprisingly 20% of the staff did not agree to this statement. They, very confidently stated that fairness mean that background should not be considered and employees should be
treated equally. So as important as it is to encourage diversity, we cannot ignore the importance of fairness for the local population.

29. Company's policies strongly discourage any type of discrimination

Managers were then asked about overall policies of the company, regarding discrimination. It can include any type of discrimination, gender-based, racial-based or religion-based. They were asked if their respective company has any kind of policy to fight such matters. What is their stance if any such case is raised? And how do they cope with such matters? If anyone is asked that if they discourage discrimination, obviously they will say agree. But having laws and policies to cope with such issues is entirely another issue. So, management was actually asked if they have policies to discourage discrimination officially, if they conduct seminars and workshops for reducing such issues.

60% people assured that their respective companies have firm policies about any kind of discrimination. And if anyone is found doing such thing or passing such remarks, is taken accountable for it. Most of them were certain that they have zero-tolerance policy for prejudice. But 30% of the participants denied of having any such policies, they said that such things are frowned upon but there are no hard and fast rules to tackle such problems. This was an eye-opening thing to be heard, because now when multiculturalism is being respected and valued everywhere, there should also be some steps taken for safety and security of all the ethnicities.

![Figure 31: Percentage of opinions showing that discrimination is strongly discouraged](image)

FIGURE 31. Percentage of opinions showing that discrimination is strongly discouraged
30. At this company, employees appreciate others whose race/ethnicity is different from their own

At the very end, all the ethnicities were asked to summarize their personal experiences and view, especially views of their companies. What kind of behavior other ethnicities face in their company? Are they appreciated or discouraged?

Finally, 60% of the participants agreed that environment of their company was very hospitable and comfortable for all the ethnicities and that there is no such thing as discrimination. But 20% were not satisfied with the policies their companies had. They stated that their companies have adopted policies related to human rights but there is no such law to secure the rights of other ethnicities working under their roof.

FIGURE 32. Result proportions for opinion that “employees do not discriminate each other”

10 CONCLUSION

This research was meant to find out that if diversity or multiculturalism in an Organization has negative or positive impact on employees and employers and what types of problems are faced by both parties. After the research work is done it goes on both sides that are there could be both benefits and drawbacks when it comes to diversity in a work place. It was noted that majority of the respondents were happy about the work place diversity. But some of the
employees felt that there was some sought of training program needed to be put 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 should be organized, should be stated and made clear, this would aid in averting misunderstand about the occupation and if this is succeeded it would be a great step forward towards Globalization. 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 emphasis should be more on helping to improve communication among working colleagues and to minimize the stereotypical behavior and images. Establishments can also try to evaluate how well they are able to manage diversity by having a survey conducted to accesses how well workers feel that they are being treated as compared to their other colleagues from different culture in terms of salary payment, incentives and other things with regards to their work in the company.

While conducting the discussion some employees pitched in the ideas about seminars and workshops that could be conducted in the workplace. Other than seminars, indoor and outdoor mutual activities could be a good sport to enhance the importance of multiculturalism. Another important thing was to instill importance of equality among the workers. Every single person agreed to the importance of equal pay, regardless of gender or ethnicity.
11 LIST OF REFERENCES
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APPENDIX

QUESTIONNAIRE

I am master’s Student, department of Management Sciences at Tampere University of Applied Sciences and conducting a research to know “Challenges That May Occur In Multicultural Organization, And What Leading Strategies Can Be Applied”. Kindly spare your precious time by filling this Questionnaire. I assure you complete confidentiality of information provided by you.

Thank You.

Age:

• 20 or below
• 21-25
• 26-30
• 31-35
• Above 35

Experience:

• Less than a Year
• 2 years
• 3 years
• 4 years
• Above 4 years

Additional Information

• I am from _______________ (nationality)
• I have been living in Finland for ________ years.
• I have worked in multicultural company, for ________ years.
• Name of company/s
  1.___________________2.___________________3.__________________

Kindly encircle the most suitable option from ‘Strongly Agree’ to ‘Strongly Disagree’
PART II (NEED OF MULTICULTURAL ENVIRONMENT)

1. We need multicultural organizations for Globalization.  
   a  b  c  d  e

2. Through multiculturalism we can learn about other cultures.  
   a  b  c  d  e

3. Multiculturalism is beneficial for business growth and organizational development.  
   a  b  c  d  e

4. Lack of cultural diversity can stop the possibilities of evolution in an organization.  
   a  b  c  d  e

5. Multicultural organizations need to consider all the different cultures they have.  
   a  b  c  d  e

6. Multiculturalism leads to positive sense of competition among the workforce.  
   a  b  c  d  e

7. People of different backgrounds bring different and innovative ideas.  
   a  b  c  d  e

8. Cultural diversity improves the image of an organization among other organizations and institutes.  
   a  b  c  d  e

   a  b  c  d  e

10. Organizations with diverse environment gets along well with pressure groups.  
    a  b  c  d  e
PART III (CHALLENGES FOR INDIVIDUALS)

1. My organization is very diverse in cultures    a    b    c    d    e

2. Multiculturalism is very appreciated in our company
   a    b    c    d    e

3. In our organization we celebrate different cultural events happening all around the world.    a    b    c    d    e

4. I am a highly motivated worker due to vast variety of cultures in my organization    a    b    c    d    e

5. In my organization we don't have any kind of communication problem.    a    b    c    d    e

6. My culture is equally appreciated like any other in my organization    a    b    c    d    e

7. All employees are payed equally and according to their designation, without any cultural prejudice.    a    b    c    d    e

8. I would prefer to work for a homogenous organization as compared to a multicultural one.    a    b    c    d    e

9. Some cultures are considered inferior in my organization    a    b    c    d    e

10. I am completely comfortable here, and don't feel any kind of racism against my culture and religion    a    b    c    d    e
PART IV (CHALLENGES FOR MANAGEMENT)

1. We deal with different cultures in addition to our organizational culture.
2. It is easier to manage a homogenous organization as compared to a multicultural one.
3. Some employees consider themselves “superior” on basis of their culture.
4. Management has to deal with every employee differently, according to their culture.
5. Multiculturalism has played a huge part in progress of our organization.
6. Multiculturalism may cause some conflicts in an organization.
7. A Fair workplace includes people from every race and every creed.
8. *Employees of different backgrounds are encouraged to apply for higher positions.*
10. *At this company, employees appreciate others whose race/ethnicity is different from their own.*