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# Enhancement of Work Orientation in Multicultural Work Community

Case: Company X

Business Economics  
2020

## ABSTRACT

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This thesis is made for an International organization in Finland where a large-scale of diversity is working. The objectives of this thesis were to focus on the enhancement of work orientation in a multicultural work community. In addition, to help this specific multicultural division to enhance its communication and help managers and local workers to have a better understanding of oncoming workers who have foreign backgrounds. Providing some solutions for enhancement in work orientation are crucial for this specific division since results would ease the workflow of a multicultural work community. It is also desirable to let the organization know which bottom lines are causing these challenges in work orientation.

The theoretical framework of this thesis presents basic theories and how they are connected to this research. Theories include immigration and their work employment in Finland, multiculturalism in work community and significance and benefits of work orientation. the research was carried out as qualitative research since the process of observation, record keeping, and theme interview methods are used. These methods are used to answer the head question, along with sub-questions to provide an enhancement in work orientation.

According to the results of this research, the main problems were the ignorance of the background of new foreign recruits, time and language used and keeping work orientation up to date. By utilizing the methods of qualitative research, the researcher is able to scoop an extensive, versatile and informative answers from different perspectives and to form a precise solution for the enhancement of work orientation in multicultural work community. Follow-up research could be done in the same work community in a specific division, or in other work communities as well by taking into account if enhancement proposal in work orientation has been taken noted.

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Keywords                      Enhancement, Work orientation, Multicultural, Communication

## TIIVISTELMÄ

|                    |  |
|--------------------|--|
| Tekijä             | Joram Mustajärvi   |
| Opinnäytetyön nimi | Työperehdytyksen kohentaminen monikulttuurisessa työyhteisössä |
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Tämä opinnäytetyö koskee kansainvälistä organisaatiota Suomessa, jossa työskentelee henkilökuntaa useista eri kansallisuuksista. Työ keskittyy perehdyttämisen kehittämiseen monikulttuurisessa työyhteisössä. Lisäksi työn tavoitteena on auttaa alkuperältään paikallista henkilökuntaa sekä esimiehiä kehittämään perehdytystä viestinnän avulla ja ymmärtämään paremmin tulevia maahanmuuttajataustaisia työntekijöitä.

Monikulttuuriselle organisaatiolle on ratkaisevaa tarjota ratkaisuja perehdyttämisen parantamiseksi, jotta työ säilyisi sujuvana. On myös toivottavaa, että organisaatio tietää, mitkä seikat aiheuttavat haasteita. Teoreettinen viitekehys sisältää teoriaa perehdyttämisen ja viestinnän kehittämisestä sekä monikulttuurisen työyhteisön johtamisesta ja maahanmuuttajien työllistymisestä Suomessa.

Tutkimus on kvalitatiivinen, sillä siinä käytetään menetelminä yksilöhaastattelua, tapaustutkimusta, kohderyhmätutkimusta sekä aiempien tutkimusten tarkastelua. Näiden metodien on tarkoitus vastata yhteen päätutkimuskysymykseen ja sen alakysymyksiin. Tutkimuksen tulokset osoittivat positiivisia vaikutuksia työyhteisöön. Erilaisten lähestymistapojen tavoitteena on parantaa perehdyttämistä monikulttuurisessa työyhteisössä.

Tutkimuksessa kävi ilmi, että suurimmat ongelmat liittyivät ulkomaalaistaustaisten työntekijöiden taustojen ignooraamiiseen, vähäiset ajalliset ja kielelliset resurssit sekä perehdytysmateriaalin pitäminen ajankohtaisena. Hyödyntämällä laadullisen tutkimuksen menetelmiä tutkijan on mahdollista etsiä laajoja, monipuolisia ja informatiivisia vastauksi, tarkastella niitä eri näkökulmista ja muodostaa näin ratkaisuja monikulttuurisen työyhteisön perehdyttämisen kehittämiseksi.

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Avainsanat

Kohennus, Työperehdytys, Monikulttuurisuus, Viestintä

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# 1 INTRODUCTION

The world is becoming more and more multicultural than ever as a result of globalization, incremental immigration, and advanced technology. People tend to move from their own country to another for the sake of work, family or degree program, which is more advance than their own country for example, and where they will face different challenges. Due to this globalization and its resulting immigration, the number of multicultural work communities in Finland is constantly increasing. In order to stay involved in the progressive multicultural world, organizations and work communities have to be able to meet the challenges and strengths of multicultural work communities may bring.

## 1.1 Research Background and Objectives

The research will be conducted in an international organization located in Vaasa; Finland where a staff of a large-scale diversity is working. Any person who is from a different country and working in a foreign organization will face some challenges in the work community concerning working culture, communication barriers, and differences in work lifestyle. Therefore, managers' leadership skills and local workers' collaboration skills will be tested in these types of situations. In addition, the research explores how the multicultural work community in this specific division should be managed in such a way that the relationship between managers, local workers, and immigrant workers would be as efficient and the communication flows as smoothly as possible. Communication and understanding each other's differences would be the key.

This research presents how a multicultural work community can enhance its work orientation in the specific multicultural division, with the help of functional communication between managers, local workers, and foreign workers. In addition, to help the managers and local workers in this specific division to have a better understanding of people who have immigrant backgrounds to ease the workflow in their division and to create a better multicultural work community. The main ob-

jective of this research is to enhance the work orientation in a certain multicultural division, and in addition, to guide managers and local workers to improve their way of communication and understanding with people who have different backgrounds, such as culture and work ethics.

## 1.2 Research Questions and Limitations

It is crucial for the multicultural organization to provide some solution how to improve the work orientation to ease the workflow of a multicultural work community. It is also desirable to let the organization know which bottom line is causing the challenges in work orientation. Not only managers and local workers face these challenges, but also immigrant workers, since they will come across a different work culture and working life. In addition, providing an enhancement of work orientation would make the communication more easily. This research will be focusing on answering the questions below, starting with the head question along with the questions, which are related to the head topic:

- How can this specific division enhance its work orientation and communication in a multicultural work community?
  - How should managers and local workers confront immigrant workers during work orientation?
  - What kind of challenges do the managers and local workers encounter with a new foreign recruit in work orientation? In communication?
  - How can these challenges be reduced from the perspective of a manager and a local worker?
  - How does communication work best in multicultural work community?

Firstly, work orientation is a process for providing new workers with important information about their upcoming workplace, equipment, payment, and work tasks. New workers in this specific division are introduced to their new colleagues

during work orientation, which sets them up for success and unify them into the organization culture.

Since multiculturalism is an extensive concept and the pros and cons it brings, the research will be limited and concentrated on the enhancement of work orientation in this specific division of multicultural work community. For this research, the following limits will be presented: enhancement of work orientation in the specific division. In addition, improving communication in work community by anticipating the challenges of foreign workers may bring to work.

### **1.3 Structure of the Thesis**

In the first chapter, the background and purpose will be presented. The background and purpose include research objectives, research questions, and its limitations. The background part examines the reasoning of the research and why the case is being searched. The research objective part describes what is being studied and what solutions are provided. The research questions present the challenges of work orientation in the multicultural work community, not only from the perspective of managers and local workers but from the perspective of foreign workers as well. Limitations of the research will be presented in the research limitations subchapter. The research questions will also be introduced in chapter two. The second chapter defines the importance of this research.

The theoretical framework starts in the second chapter to forth. Firstly, in the second chapter immigration and their employment in Finland will be presented. The meaning of immigration and the concept of an immigrant will be introduced thoroughly. Statistics of the immigration region by region will be presented as well. Since immigration in Finland has increased substantially in the past years, statistics of immigration will be explained thoroughly. Employment of immigrants and their reasonings will be expressed in the third chapter, along with the challenges and benefits it brings to the company. In addition, supporting an immigrant at work will be introduced.

The third chapter contains the second subject that will be studied, which is the impact of multiculturalism in the work community. The third chapter will start by introducing the meaning of culture and will be explained thoroughly as well since culture is a large-scale concept. Therefore, the formation of culture will be explained by using Hofstede's cultural layers of manifestation, the onion model. In addition, since a specific company's division in Finland will be examined, it is important to explain the work culture in this specific division's workplace. The benefits and challenges in multiculturalism in the work community will be presented in this chapter as well. Also, how to become a member of the work community from the perspective of an immigrant will be presented.

The fourth chapter is the third and last subject that will be studied, which is the significance and benefits of work orientation. In this chapter, the meaning of work orientation will be explained, and how does work orientation influence the future of a new worker, especially when one is a foreigner. The role of the managers plays a huge part in the work orientation since the things, and what goals they set, and how they respond and act in challenging situations are strongly reflected in the values and behavior of the rest of the work community. Also, the guidance and openness of the work community towards immigrants will be presented, since they have also a huge part of a role in the work orientation of foreign workers. The work orientation of a foreign worker will be presented thoroughly as well. In addition, the company's specific division's work orientation plans and program, which is being studied, will be presented at the end.

In the fifth chapter, empirical research will be introduced along with data collection methods that are going to be used in this research. In addition, theoretical research will be explained thoroughly and what does it consist of. The theoretical framework provides the scientific basis for this research and demonstrates the existence of the phenomenon under the investigation. The research methodology will be introduced in this chapter as well. In this chapter research methodology describes collected and analyzed data of this research. The implementation of the research is reviewed in this chapter which will be explained thoroughly. Furthermore, the reliability of the research will be presented.

In chapter six, research results which include the process of observation and ethnographic research, record keeping and theme interviews which include the result of questionnaires and one-on-one interviews of managers, local workers who acted as work orientation instructors and foreign workers will be presented. The meaning of the process of observation and ethnographic research, record keeping, and theme interviews will be explained thoroughly in this chapter, and how the researcher has utilized these methods. Theme interview consists of two methods, which are providing a questionnaire to interviewees and a follow-up one-on-one interview.

Conclusions will be presented in chapter seven. The research result will be analyzed in relation to the research questions. The research questions will be answered throughout the thesis. In addition, enhancement proposition about the work orientation and communication of concerned multicultural work community will be presented. The objective of this research was to find answers to the research's sub-questions, which are "*How should managers and local workers confront immigrant workers during work orientation?*", "*What kind of challenges do the managers and local workers encounter with a new foreign recruit in work orientation and communication?*", "*How can these challenges be reduced in the perspective of a manager and local worker?*", and "*How does communication work best in a multicultural work community?*". By answering these sub-questions, the researcher will be able to provide the answer to the main question, which was "*How can this specific division enhance its work orientation and communication in multicultural work community?*".

## **2 IMMIGRATION AND THEIR EMPLOYMENT IN FINLAND**

According to last year's statistics, more immigrants applied for a residence permit based on work or study. According to the Finnish Immigration Service, the number of applications for work-based residence permits increased significantly from the previous years. A total of 10,805 first residence permit applications were made based on the work. In that year of 2017 applications were 8,650. (Finnish Immigration Service 2020.) The statistics of 2019 about immigration will be updated in April 2020. The statistics of 2019 about immigration will be updated in April 2020. (Statistics Finland 2020.)

### **2.1 Immigration in a Nutshell**

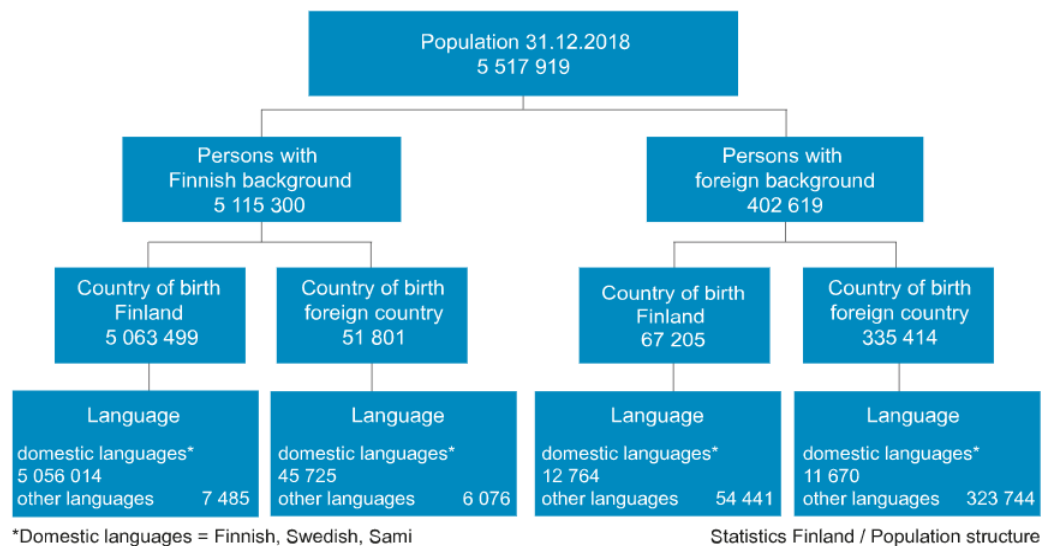
The term "immigrant" generally refers to a foreigner whose purpose is to move to a country for a long period of time. In addition, the term of immigrant cannot be unequivocally explained. Immigrants are defined by language, nationality or country of origin, for example. Immigrants are defined in different contexts with different concepts. Immigrants have many reasons to move from their origin country to another, such as work, family relationships, refugees or returning to their birth country also known as return migration. (Väestöliitto 2020.)

The term of an immigrant is also used to refer to other immigrants consisting of other people, such as refugees. However, statistics are only recorded only to those registered as immigrants in a specific home country. The requirement of registration is a residence permit valid for at least one year. Refugees are classified who have come to Finland as contingent refugees from refugee camps as asylum seekers on their own initiative. The definition of the word refugee is a condition on a well-founded fear of being persecuted in one's own birth country, for example, due to the reason of one's race. People who are called refugees are people who are granted asylum somewhere in a country or stated as refugees at the office of the United Nations high commissioner for refugees. Also stated to be refugee's family

members can also receive refugee status. A contingent refugee is called to those people, who are granted with both refugee status at the office of the United Nations high commissioner for refugees and an entry permit based on as a contingent refugee. (Hämäläinen, 2010., 2-3.)

## 2.2 Population of Immigrants by Region

The population with an immigrant background can be investigated in statistics in many different ways. Statistics of Finland publish annual statistics on the population-based on citizenship, country of birth, language, and the newer origin classification. The size of the target group varies based on which of these backgrounds' variables are included in the examination. Different groups like foreign citizens and people born abroad are also partly overlapping. (Statistics Finland 2020.) Statistics Finland (2020.) presents in figure 1 below the population by origin, country of birth and language in Finland in the year of 2018.

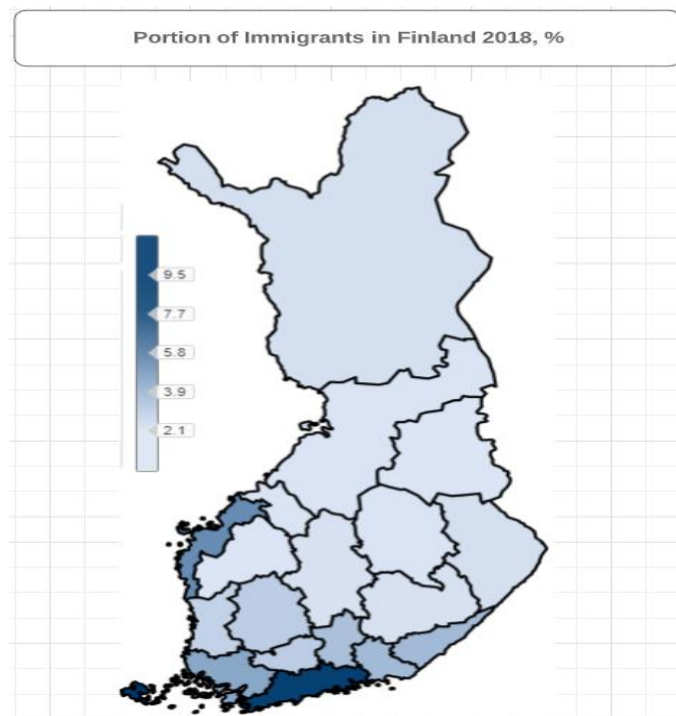


**Figure 1.** Population by origin, country of birth and language 2018.

For example, people who speak Russian may include citizens of Estonia, Russia and other countries, recipients of Finnish citizenship (former citizenship Russian,

for example) and children born in Finland to Russian parents, whose native language at birth is reported as Russian. (Statistics Finland 2020.)

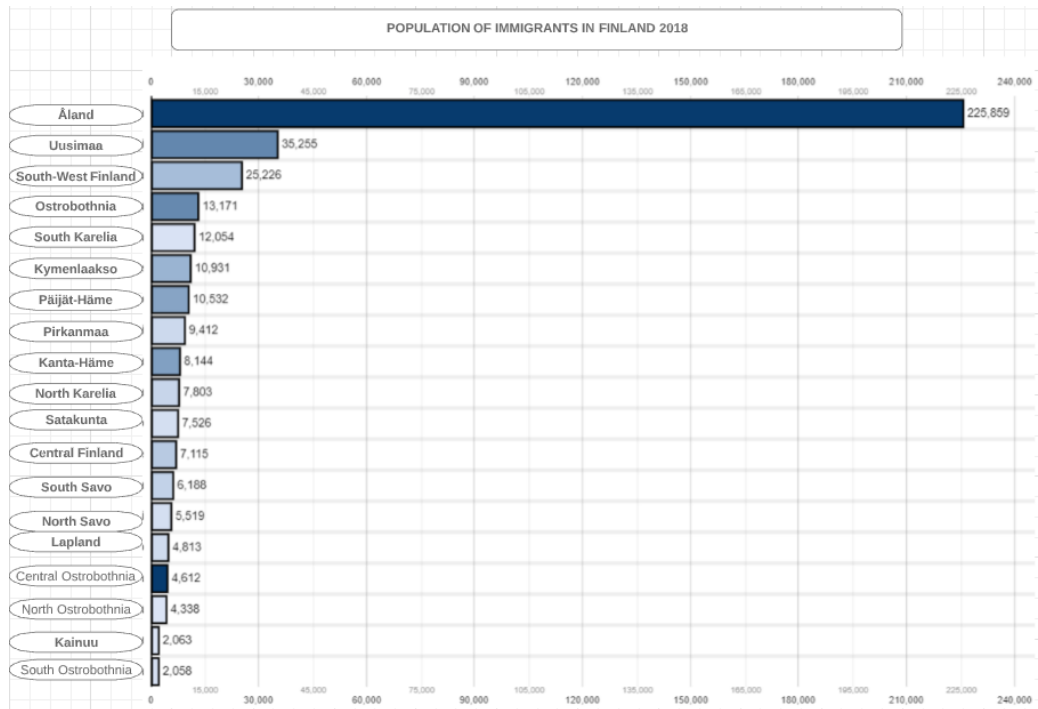
Earlier, when there have only been few immigrants in Finland, the focus in the investigation has been on foreign citizens. However, it is insufficient to use merely foreign citizenship as an individual variable to describe the population with an immigrant background, as many people with foreign backgrounds receive Finnish citizenship after living in the country for some years. (Statistics Finland 2020.)



**Figure 2.** The portion of immigrants in Finland 2018.

The distribution of people, who have immigrant backgrounds varies by region within Finland. Statistics Finland (2020.) examines the following figure above about the regional distribution of the immigrant population by origin variable. Figure 2 shows the percentage of people who have immigrant backgrounds

around in Finland. Figure 2 shows that the darker the region gets, the more immigrant people there is, which means the higher the percentage.

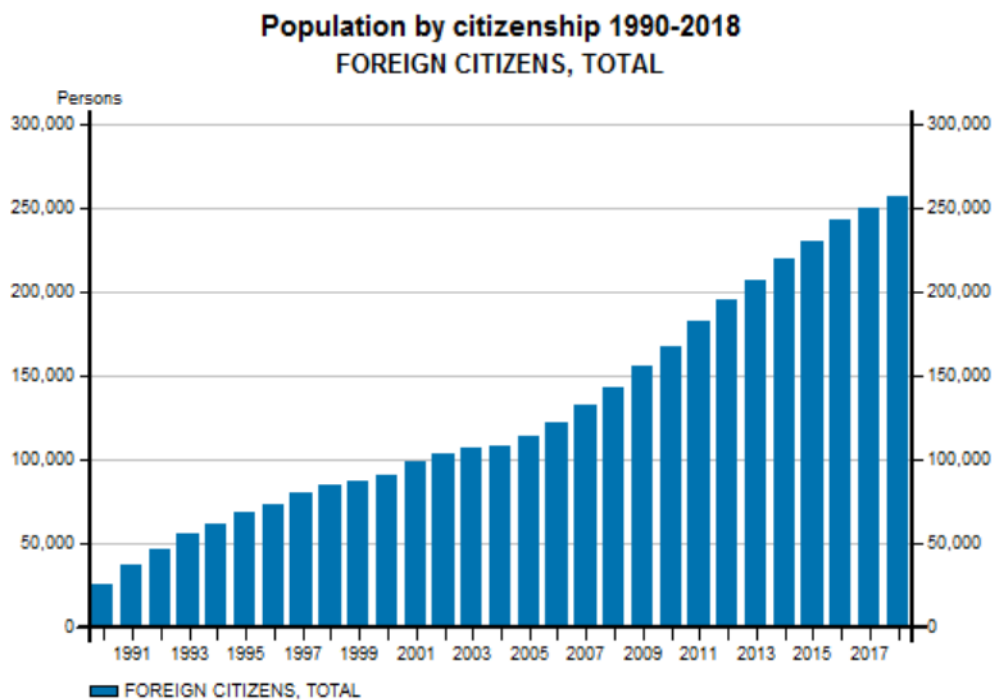


**Figure 3:** The population of Immigrants 2018.

In 2018, as the Statics Finland (2020.) presents in figure 3, 402,619 or 7 percent of the Finnish population has a foreign background. The Åland Islands, which has 15.5 percent and Uusimaa, which has 13.5 percent of foreigners, had clearly more foreigners than the average people living in the region. More than half of the foreigners lived in Uusimaa. Also, Ostrobothnia and Southwest Finland have a slighter higher proportion of foreigners than the whole region on average. Relatively, the smallest portion of foreigners is located in South Ostrobothnia, which has 2.3 percent.

If the population is examined region by region, in 2018 the proportion of foreigners was high, especially in many municipalities, The Åland Islands, metropolitan

area, Korsnäs, Närpiö, and Turku. In these municipalities, the share of foreigners from the area's population ranges change from 10 percent to 21.5 percent. Similarly, the share of foreigners is below 1 percent in about 20 municipalities. Helsinki has the largest number of foreigners, whereas one-quarter of the total population with foreign background. (Statistics Finland 2020.)



**Figure 4.** The population of foreign citizens 1990-2018.

Statistics Finland (2020.) presents in figure 4 presents the population of foreign citizens in total from the year 1990 to 2018. According to Statistics Finland (2020.), the population of immigration will be updated in April 2020. Especially in the 1990s, the first destination of immigration to Finland was Helsinki, whereas foreigners have to apply to be able to move to the rest of the metropolitan area. Re-settlement of refugees and the growth of immigration have increased the foreign population of other parts of the region. In the past years, the migration of immigrant populations living elsewhere in Finland to Uusimaa has been quite lively.

### 2.3 Employment Paths of Immigrants

According to Neuvonen research (2015, 39-42.), internship and on-the-job learning have been a key factor in the employment of the immigrants. Through an internship, one can get support and help of networking, career advancement, display of skills and employment. In employment various types of training and teachings in the things needed in work life and encouragement and help to find internships have been significant. Training and educations have provided important knowledge and skills in working life. The key to immigrant employment includes officials from the TE-service office, internship, on-the-job tutors and educators at the schools. With friends and peer support have an influence on the employment of immigrants.

Immigrants' employment opportunities in the Nordic countries are influenced by the home country, country of education, social networks, and length of stay on the country. Immigrants' labor market supportive issues are domestic and current cultural similarity, high level of education, entering a country at a young age, social capital, language skills, and personal qualities. (Vartia etc. 2007, 38.)

There is some contradictory information on how immigrants find work. One research shows that the contacts made through Finnish friends and employment agency services have helped to the best job. According to another research, immigrant' ethnic friends and relatives and informal, social contacts are the best way to find work. There are also obstacles to the employment of immigrants, which are companies' high unemployment, competition for works and disrespect for work experience abroad. Also, limited study and employment certificates, lack of language skills, employer's prejudice about the lack of language skills and weakness in work morale and religious beliefs are the obstacles to the employment of immigrants. (Vartia etc. 2007, 39.)

Immigrants' resources, changes in work-life and ethnicity of work-life influence the impact of the position of immigrants in the labor market. Important resources at work are language skills, professional skills, cultural competences, and social skills. Cultural competences are important in getting a job and advancing in the

company. In order for a worker to join the work community, one must behave according to the workplace culture. (Forsander etc. 2001, 63-64.)

In the following sub-chapters, the employment of immigrants from a different perspective will be presented. The sub-chapters describe the challenges and benefits of the employment of immigrants and what methods are used to support their employment.

### **2.3.1 Challenges and Benefits of Employment**

Employment is important for the wellbeing of individuals and society. Employment is influenced by both external and internal causes. External factors are, for example, the living environment and the internal factors are the person's background, for example, education and home country. (Matikainen etc. 2013, 221.)

According to Pikkarainen's research (2005, 66-67.), language skills are one of the major factors influencing the employment of immigrants. Especially in Finland, one needs to speak the language fluently enough to be successful at work. Proficiency in Swedish and English is also important and has a positive impact on employment. In addition, writing and reading skills is an important skill that promotes employment, as, without this skill, it is not easy to learn a new language. Reading and writing skills have an impact on access to further education. Other employment-related factors that have emerged in the research include education, cultural awareness, activity, and social networking.

Social networking can make it a lot easier to find a job when one has just moved to the country, as in many cases jobs are looking for workers in an informal way. Official routes along the way of employment become easier when work experience and language skill increases. (Karinen 2011, 26.) In addition, the prevailing work situation, luck and the length of residence in Finland are important. Also, training previous work experience knowledge and the ability to work with others affect employment. The research also pointed out that immigrant backgrounds can sometimes have a negative effect on employment. For example, a person's name

can influence employment, without even being called for a job interview. (Pikkarainen 2005, 67-68.)

According to Karinen (2011, 25-29.), employment can be promoted when one has an educational background, skills, competences, and other skills. In order to be employed, a worker must have knowledge and professional skills the workplace is looking for. Guidance and counseling are also a facilitator of employment, as it helps in reintegration into society. These kinds of services can be obtained for different reasons. Employment is also enhanced by its support procedures which are also provided to local workers. Immigrants are therefore employed best through-out employment's support procedures. The procedures include training programs, getting to know the workplace, work orientation and language learning that eases up employment. Various internships are a good way to learn Finnish culture and language.

According to Karinen (2011, 19-24.), the challenges of employment of immigrants may be, for example, the unfamiliarity with Finnish working life, such as differences in work cultures and difficulties in identifying the education and work experiences needed. Also, lack of knowledge in enhancing the employment situation and lack of language skills can be a challenge for employment. In the eyes of immigrants, education, lack of language skills and lack of experience are the particular challenges. Employing an immigrant may cause some challenges from the perspective of the employer. These challenges include, for example, employer's bad behavior, inoperative various channels in employment, excessive expectations of employee's skills, attitude problems and limited resources of work orientation and training of new employees. Finnish society obstacles may also influence and hamper the employment of immigrants. These obstacles include, for example, insufficiency in Finnish language teaching, inaccessibility of immigrants and very limited resources for service supporting the employment of immigrants.

Immigrants often find themselves in low-paid jobs in the service industry and industrial sector, which require less training or education. Therefore, most immigrants are employed in cleaning and sales jobs. In particular, the number of clean-

ers has doubled in 2006 and 2010. Occupational groups in which immigrants are usually employed are so-called entrance professions. Entrance professions are those professions that immigrants are easily employed. In these professions, good language skills or professional skills are not particularly required. Entrance professions help to develop immigrants to acquire language skills and competencies that will help them to move into a job that is relevant in their education, skills, and interest. (Martikainen etc. 2013, 222-225.)

### **2.3.2 Supporting an Immigrant Worker**

Integration refers to the combined in the integration of immigrants and native people which is a powerful two-way process. The process is therefore strong since those who seek integration have to adapt to culturally diverse reality, that is constantly changing. The integration process is a two-way process as both society and immigrants are responsible for the integration process. In other words, not only to integrate immigrants but also to build an inclusive environment, where the immigrants and indigenous people can safely exchange experiences of equal value. The goal of integration is mutual adaption, which requires efforts on both sides. (Heikkilä, Danker, Gomez, Emilio, McLaughlin & Reubsæet 2011, 18.)

Integration, or adaptation to a new country is a slow process. It is important for an immigrant to be given some time, to be understood and to be encouraged to adapt. In the early stages of adaptation, studying the Finnish language can be very challenging and many practices may differ from their own country. Employment is closely related to adaptation. Employment is hampered by lack of language skills, as the employers often want to hire Finnish- or even Swedish -speaking workers if involves a bit of cooperation with other people. If an immigrant is employed, life will become easier with routine and social relationships. (Ihalainen & Kettunen 2015, 90-91)

Immigrants' success at work and adaptation to their work can be promoted by good managerial skills, openness, and open-mindedness in the work community, support from colleagues and work orientation. Getting feedback regularly from the manager and local workers are also important. Language skills are not always the most important thing but based on the experience allows one to work successfully without a clear common language. There are methods to understand one another without using a common language, for example, by using pictures. It is important to give immigrant clear instructions and questions must be asked on both sides. (Työterveyslaitos 2013.)

### **3 THE IMPACT OF MULTICULTURALISM IN WORK COMMUNITY**

There are many different people, groups, and nations in the world, where opposition become apparent. All of the people, groups, and nations think, feel and behave differently. The pattern of behavior is learned during life, much of it in early childhood when one learns and assimilates more easily. Thought-, emotion- and behavior patterns establish in one's mind, it is very difficult to unlearn them. These different patterns form a culture. Culture is learned from a social environment, not inherited in genes. Culture regulates how different feelings and perceptions are handled and how these are expressed. (Hofstede 1993, 18-21)

Multiculturalism is a concept that emphasizes the characteristics of different cultures, especially when they interact with one another in a specific area, such as states for example. Every cultural group has its own religion, language, convictions, family life, different ways of living or even cooking and compile its regimen. For various life events, such as funerals, births, marriages, or celebrations vary by cultural groups. Multiculturalism can be classified as a positive interaction between these different cultures and mutual tolerance in one national state. (Vassel 2011, 20-21.)

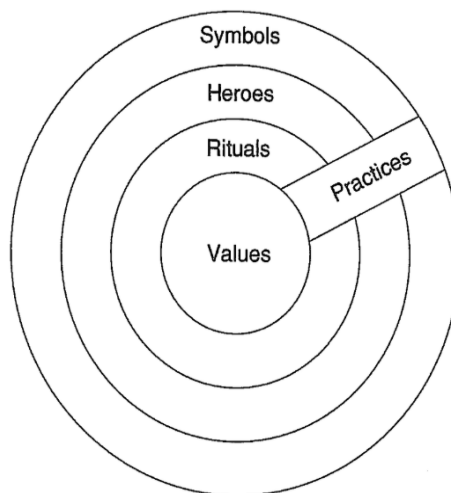
#### **3.1 Formation of Culture**

Culture is formed by different layers. These different layers of culture can be:

- Home country layer
- Regional, ethnic or linguistic layer
- Gender layer
- Generation layer
- A social class that depends on access to education and occupation
- A company where one is working in

In today's society, these different layers of culture may bring conflict with one another, example religious values may struggle with the values of generations. (Hofstede 1993, 27-28.)

Hofstede (1993, 24.) presents the manifestation of culture can be described by the following pattern below:



**Figure 5.** Onion model: Culture's layers of manifestation.

In figure 1, the symbols represent the things closest to the surface while the values are the deepest essence of culture.

*Symbols* include words, gestures, pictures, and objects. These meanings are recognized by belonging to the same culture: a professional language for example. Symbols are easily reproduced, but also easily disappear, therefore symbols belong to the outermost layer. (Hofstede 1993.)

*Heroes* are highly respected in some cultures and thus act as behaviors. Heroes can also be alive or dead, imagination or real characters, or even cartoon characters. (Hofstede 1993.)

*Rituals* can be greetings, honoring, social or religious ceremonies. In some cultures, rituals can be a huge part of everyday life and are respected for their own sake. (Hofstede 1993.)

The above layers are placed under practices, meaning that the outer layer is noticeable to the outsider, but the meaning of these layers transpires only to those who are familiar or studied them. (Hofstede 1993.)

*Values* are the core of the culture. Values are learned subconsciously and are common tendencies. They guide people's behavior in different situations and what is considered important. (Hofstede 1993.)

### **3.2 Work Culture in Finland**

Finland is a country of short-range power, meaning that Finland is perceived as equal. Finland is also having a low hierarchy, equal rights, and the manager is perceived as approachable and can often be called by the first name. Power is decentralized and the managers trust their subordinates. Workers expect to be part of the work community. In Finland, the misuse of power is unacceptable. Communication in the Finnish work community is direct and participatory. (Hofstede Centre 2017.)

In the measure of individuality, Finland ranks as an individualistic society. This means that Finland is very independent and cares only for close relatives and not for large communities. In the work community between the worker and manager, the relationship is based on the common interest. Payment and promotions are based on accomplishments, not relationships. (Hofstede Centre 2017.)

Finland is classified as a feminine country. It means that the people work for their subsistence and great competition is not experienced. Managers or leaders strive for unanimity, equality, and solidarity in their work communities. Conflicts are resolved by negotiating and by doing compromises. Well-being and flexibility are emphasized in the work community. An efficient manager or leader makes decisions through participation and supports the subordinates. In addition, Finland seeks to avoid uncertainty since, in uncertain countries, a variety of rules and laws are maintained. In the cultures time is money, and accuracy and punctuality are

common standards. Safety issues are considered very important. (Hofstede Centre 2017.)

In terms of the time span of thinking, the rank of Finland is placed low. A truthful mindset guides decision about the future. If truthful information is not enough to make a decision, one will usually stick to the old one. Family businesses are common. (Hofstede Centre 2017.)

Also, Finland is ranked slightly more than half-way on the welfare indicator, which means it is becoming more expensive when one invests in welfare. Spare time plays an important role and one is ready to invest in its quality. This may be reflected in high alcohol consumption and overweight. (Hofstede Centre 2017.)

### **3.3 Challenges and Benefits of Multiculturalism**

Intercultural conflicts can easily arise in the multicultural work community. These conflicts may affect the work atmosphere and well-being. The fewer cultural differences come forth, the more clearly the personnel are introduced. The work community should have a clear rule and the result of misunderstanding should be treated as openly as possible. In most cases, the manager plays a key role in avoiding these conflicts. Listening, respecting and work orientation are important attributes of a manager. (Company X's internal homepage 2020.)

#### **3.3.1 Challenges**

Many of the challenges and problems situations in multicultural work communities result from different cultural attitudes, prejudices and lack of understanding of another culture that is foreign to itself. (Sippola 2005, 90.) One often naturally seeks the same and like-minded people, and belonging to a majority group is perceived as safe, for example, through cohesiveness and acceptance. Finland has long been a very homogenous country and, in some work communities, has be-

come accustomed only to the majority culture, when can lead to misunderstanding and discrimination, either consciously or unknowingly. (Lahti 2008, 26.) How sensitive a person can encounter problems in a foreign culture can depend on the reason, how one defines a person's identity and self-image in relation to others. If one feels its own culture different from others, it may increase the negative and discriminative way of thinking about foreign cultures. On the other hand, intercultural clashes can also result from protecting one's own cultural perceptions and self-image. One wants to defend its values and if one feels being questioned by a foreign culture. (Browayes & Price 2011, 347.)

### **3.3.2 Benefits**

Although a multicultural work community brings challenges, it also brings many benefits. In order to turn the challenges of multiculturalism into benefits, it is important to understand what cultural differences exist and why. On the other hand, working in a multicultural work community also increases knowledge and understanding of cultures, which called cultural competence. (Arila, Toivanen, Väänänen, Bergbom, Yli-Kaitala & Koskinen, 2013.) In the previous paragraph, where the challenges of multiculturalism is presented, the same may reflect in a positive way in the work community. New perspectives, approaches, and international know-how increase the innovativeness of the work community and problem-solving skills. This enhances the decision-making and productivity of the work community in return. (Lahti 2014, 56-60.) In an open work community where one can accept different views and tolerate them, is an improvement in the work environment. A pleasant work environment has an impact on well-being, work satisfaction, and motivation, in which reduced the turnover of the employees. (Sippola, Leponiemi & Suutari 2006, 16.) Workers' permanence can also be influenced by a positive image of the employer, who is taking responsibility for multicultural society and advocates ethical actions. (Lahti 2014, 57.)

Thus, multiculturalism can cause a circle at best, where it's positive effects nourish each other in the workplace and in the attribution of well-being. In addition to these circumstances, multiculturalism has been stated to have positive effects e.g. in the development of customer service and in reaching new markets. In contrary to what has been previously stated, the differences between languages pose different challenges, but they can also be used to serve a diverse customer base and improving quality. Language skills and international experience can also make it easier to reach new multicultural customer groups. (Sippola, Leponiemi & Suutari 2006, 16.)

Multiculturalism is seen to have several positive effects, especially with the work community, but at the same time, it creates significant competitiveness for the company. In order to realize the benefits of multiculturalism in the company, challenges need to be turned into opportunities. (Company X's internal homepage 2020.)

### **3.3.3 Becoming a Member of the Work Community**

In a good work community, communication is effective, the work atmosphere is encouraging and supportive, and the objective of the work is clear, and the workers are allowed to develop their skills. In this functional work community, it is easier for an immigrant to become a part of the work community. There is a knowledge in the work community where attitudes are valuable to people with different cultures, which is easier to become a part of. In a multicultural work community, whereas the content of work is guided, it has been identified to improve the affiliation and job satisfaction of the work community. Also, the information provided by indigenous people can facilitate the success of the working life of an immigrant.

## **4 SIGNIFICANCE AND BENEFITS OF WORK ORIENTATION**

Every company is constantly trying to figure out how to enhance and improve its operation. One of the biggest ways to improve a company's outcome and profit earning capacity is to improve its personnel. With systematical and efficient work orientation can directly influence a company's outcome and productivity growth. It is important to maintain the skills of the personnel and to constantly increase their skills in changing situations. If not, bad orientation shows immediately in the short term. Therefore, work orientation is of great importance to the efficiency and profitability of a company. (Grönfors 2010, 123.)

The significance of work orientation can be examined from many different angles. Work orientation can be examined in the perspective of manager, worker and workplace. The more careful and well-planned the work orientation is, the more there is for everyone in work community to benefit. (Lepistö 2004, 56-57.)

### *In the perspective of a worker*

The worker benefits from the work orientation in the following way:

- Uncertainty and tension are reduced
- Adapting to the work community is easier and quicker
- One learns how to do the job right from the start
- The knowledge and skills of the worker are uncovered
- The worker's motivation increases with work
- Learning the job will become easier and skills will develop faster
- Learn faster to work individually
- Accidents in work are reduced (Lepistö 2004, 56.)

*In the perspective of a manager*

The manager benefits from the work orientation in the following ways:

- Getting to know the new employee better and faster
- Accidents at work and absence are reduced
- The new worker learns to do the job right away
- The time of the manager is preserved
- Cooperation will improve
- The beginning of cooperation is formed. (Lepistö 2004, 57.)

*In the perspective of the workplace*

The workplace benefits from the work orientation in the following ways:

- The result and quality of work will improve
- Incidents and absence are reduced
- The number of deficit decreases
- The turnover of worker decreases
- A positive attitude towards the company and work is created
- Expense savings are achieved by facilitating the maintenance of the tools and machines
- Raw materials and supplies are used wisely
- The image of the company is improved. (Lepistö 2004, 57.)

#### **4.1 The Influence of Work Orientation**

Work orientation and work guidance have an undeniable impact on work performance, well-being at work, work motivation and work safety. These are one of the most important training in the workplace, which has a wide-ranging impact on the company's results and development. (Lepistö 2004, 56.) Work orientation and work guidance support each other. Together they form a long-term education.

Well-managed work orientation also helps the worker's independent initiative and active desire to develop at work. In addition, it motivates the workers to develop themselves and their work community. (Lepistö 1998, 5.)

Successful work orientation and work guidance provide a platform for working and work collaboration. Thanks to successful work orientation and work guidance the new worker is able to quickly acquire and absorb new knowledge and skills that needed to execute the work. With a good work orientation plan, the worker is able to work promptly and independently. (Kangas & Hämäläinen 2007, 4.)

Assessing the benefits of successful work orientation and work guidance is almost impossible to accomplish. Savings from work well-being, work motivation, and commitment of the company are undisputable but difficult to calculate. However, an estimation can be done out of them. The turnover of workers and reduced absences bring the greatest saving to the company. (Company X's internal information)

Work orientation also works as a competitive advantage for the company. Motivated and knowledgeable personnel can bring added value to the company, which will help afterward to compete in the tough business world. Nowadays, the culture of service and technology are constantly changing. Competitive advantage comes from the continuous development of the company's personnel and adapting to changes as well as the desire of personnel to improve all the time. (Halonen 2001, 49.)

#### **4.1.1 The Role and Interaction of the Manager**

The most important role of a manager in a multicultural work community is to act as an example and to lead the rest of the work community. The manager's way of doing and saying has a huge influence on to work community's thinking and action, as often even understood. (Lahti 2014, 214-215.) The things that managers value and consider important, and how they prioritize things, and what goals they set, and how they respond and act in challenging situations, for example, are

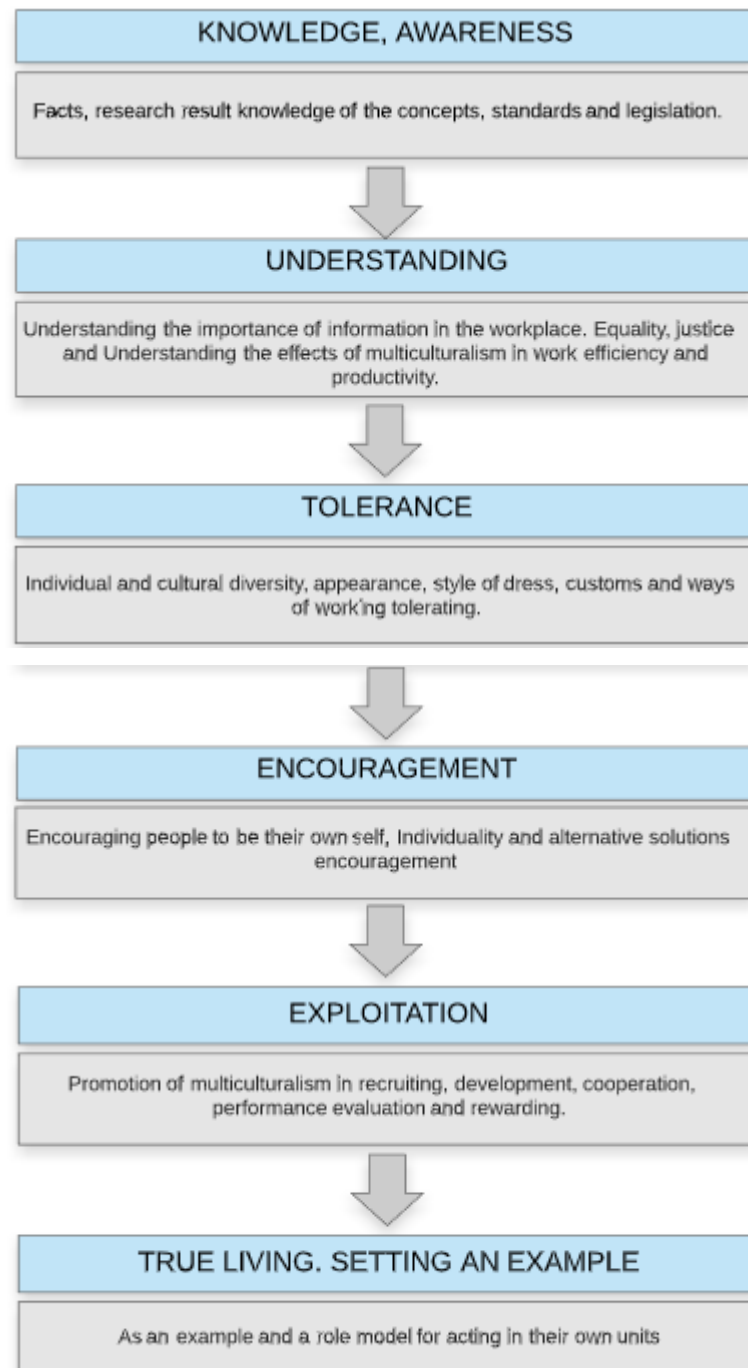
strongly reflected in the values and behavior of the rest of the work community. (Browaeys & Price 2011, 175.)

Nobody is actually born to be a leader or a manager in a multicultural work community, but one can study and learn. A manager can develop their leadership and multiculturalism skills through a variety of training and literature that will excel in the knowledge and general understanding of what leadership and multiculturalism are and how it is managed. In the end, learning is the best done through concrete work in a multicultural work environment and the skills and experience gained from it are not comparable from the book one has learned. (Lahti 2014, 215.)

Multicultural leadership and learning begin first at the individual level, so the manager's own knowledge, awareness, understanding, and attitude towards multiculturalism. As a result, the manager slowly transfers his own skills as part of the company's operations, goals, and values of the work community through interaction, collaboration and through the manager's example. (Lahti 2008, 121-122.)

Managing a multicultural work community emphasizes the concrete nature of the manager's presence, which is seeing, hearing and listening. In order for the managers to be able to transfer their skills according to the figure 2 below, to work community skills, attitudes, and the multicultural development of the company, they must physically act as a role model for the rest of the community. This means, for example, the way the manager speaks, greets or looks at the members of the work community. The manager's own behavior and treatment of workers play a significant role in whether the manager puts workers at the same level or not, or does the manager show values of some workers than others. In addition to the manager's own verbal or non-verbal interaction sets an example for the other members of the work community and is very important also to remember to listen to them, which makes the managers more approachable. This makes it a lot easier for the manager to enter the level of the workers, which makes them feel easier to confront managers and talk about challenging issues. (Lahti 2008, 119-120.)

Multicultural learning and leadership are seen as a process consisting of different phases. The design below Figure 2 presents how Lahti (2008, 122.) views these different phases of learning.



**Figure 6.** Developmental phases of multicultural learning.

As informed earlier about managing multiculturalism, the role of communication and interaction is central in leading a multicultural work community. One of the most important features of a successful manager is good communication, and especially versatility and interaction skills. For example, communication may be more formal in the form of written rules than including daily casual encounters with the member of the work community. Especially, in the absence of a common language, to ensure that the message is understood, it is noticeable to use a variety of means of communication and interaction and to ensure that these are consistent with each other. When working in a multicultural work community and multilingual working environment, the importance of non-verbal communication often empathizes. Non-verbal communication includes different expressions, gestures, tone of voice, sighs, gazes, do's and don'ts. When one does not understand all the importance of linguistic communication, one does many interpretations, such as how one speaks and behaves. This is where cultural differences bring their own challenges to communication since the importance of non-verbal communication can be also culturespecific. (Lahti 2014, 119-122.)

In Finnish culture, one does not come too close when talking to a stranger but for example, in business meetings only physical touching can be a mere handshake. And again, in some cultures, it is typical to speak close to one's face and touch others, for example, on the shoulder. Thus, a representative of a foreign culture may even feel the Finnish conversation a bit dull and feel that the other part is not interested to have a conversation at all. That is why, multicultural interaction skills, situational sensitiveness, and cultural awareness are the qualities of a good manager, which facilitated by openness and open-mindedness. (Lahti 2014, 156-159.)

#### **4.1.2 Guidance of Work Community Towards Foreign Workers**

According to the Finnish Institute of Occupational Health research (2013), functional leadership, equality treatment, and comprehensive work orientation is an important factor in becoming one with work community for immigrants. A work

community's positive attitude towards immigrants facilitate the openness in the work community, guidance from colleagues and the fact that conflicts are being resolved. It is also possible that one's own activity influences on becoming a part of the work community. (Airila, Toivanen, Väänänen, Berghom, Yli-Kaitala & Koskinen 2013.)

In the workplace, whereas immigrant people are working, it is really important to understand the differences may occur in culture, such as ways of communication and interpreting situations. By understanding the differences, may facilitate the interaction in the work community. A foreign worker may have some difficulties approaching colleagues, for example, due to a lack of language skills, therefore encouragement and support to have a conversation will be needed. This is why it is very noticeable for the work community to have an encouraging atmosphere so that immigrant workers can easily interact and express their own ideas at work. (Airila, Toivanen, Väänänen, Berghom, Yli-Kaitala & Koskinen 2013.)

## **4.2 Work Orientation of a Foreign Worker**

Work orientation means all the procedure that helps new recruitment to learn about the workplace, work manners, people and expectations of work. (Company X's internal homepage 2020.)

Work orientation ensures that the workplace produces quality products and services. One of the most important tasks of work orientation is to prevent accidents and to minimize oncoming mistakes at work. In addition, to reduce one's workload. In work orientation foreign workers or not, the purpose is to introduce the work, general policies, and guidelines. Also, the basics of the employment relationships, such as contract of employment, working hours and the workplace must be reviewed. The worker is guided with the information of the organization's internal and external contacts and where to get help in any situation. The worker will be informed of the content of the work, the quality requirements and the right

tools. The worker's current knowledge and skills, as well as training needs, should be also be mapped. (Company X's internal homepage 2020.)

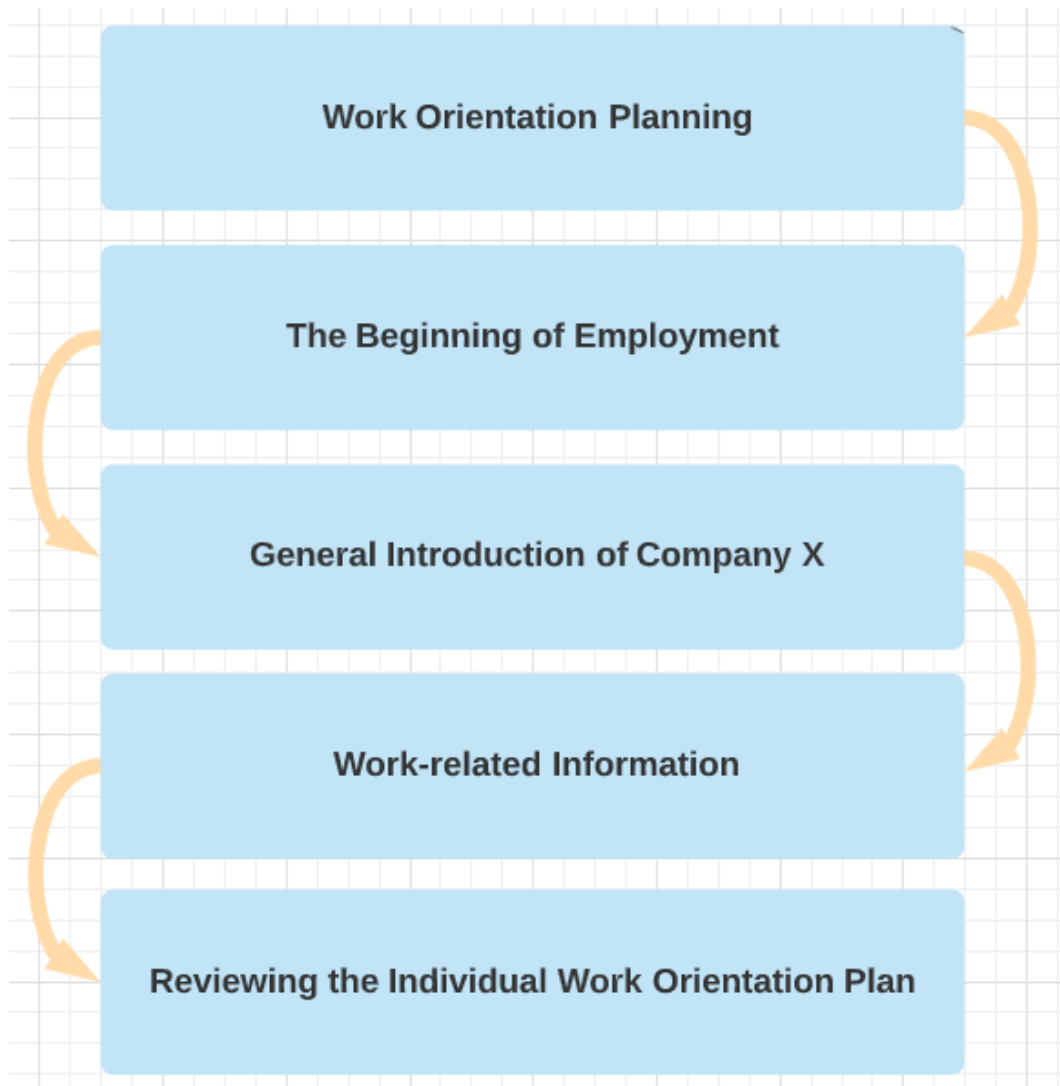
The Finnish Employment Contract Law requires that a new worker is to be introduced to the work and work community. It is the responsibility of the manager to provide work orientation. A foreign worker who is coming from a different cultural background or country requires slightly different guidance than local Finnish workers. It is important for such an individual to be opened up to the cultural habits and interactions of the work community. The work community can also be introduced to encounter foreign cultures. (Työturvallisuuskeskus 2020; Company X's internal homepage 2020.)

The manager plays a key role in the work orientation, even though the manager can delegate the orientation tasks to others. The manager shall distribute the tasks equally and make the decision and the treatment transparently. The manager's job is to make sure that the orientation is functional and work requirements are reasonable. There must be clear rules and procedures about who is orienting and what in the workplace. The manager should monitor the progress of work orientation and completion. If there are some needs for improvement in work orientation, the manager should take a look at them. (Company X's internal homepage 2020.)

### **4.3 Company X's Work Orientation Procedure**

This multicultural work community division, the first few months of the on-coming employee is affected crucially by his or her motivation and future career in this division. Introducing a new employee requires a systematic approach to work orientation provided by the company. When a foreign or immigrant workers move to Finland, they will be informed in advance about general information about Finland. Every manager or leader is responsible for introducing new recruitments to work community and work orientation. (Company X's internal homepage 2020.)

In this specific division, which is being studied, has its own work orientation material. The manager's work orientation plan consists of the following steps below as figure 7 represents:



**Figure 7.** Work Orientation Plan of The Manager.

At first, the manager picks up the new employee from the lobby or gate of the company, in this case, in the lobby of this specific division. The new employee will be introduced to the work community, future colleagues and workplace. After introducing the department, the manager reviews working time issues between the new employee. The new employee will be familiarized with his or her work environment, work description, responsibilities, work goals and work quality. The

manager also guides the employee with the right ergonomics, specific rules of the department and occupational safety. The manager ensures that the employee completes the necessary training and courses, which is done before doing the work tasks. Once all required work orientation practices and training are completed, work orientation form has to be signed or specific training that the new employee has completed should be written in the work orientation form, the new employee will then inform to the manager the finish of the training and will then sign the company's Code of Conduct. The completion of work orientation is hard to point out since it depends on the contract of employment since the new employee could be just a trainee or has worked in the same company but different divisions or adapt to the work. In addition, even a trainee, which works for six months in this specific division, can continue as a summer trainee worker and new work responsibility is provided, which leads to another work orientation. (Company X internal homepage 2020.)

## 5 EMPIRICAL RESEARCH

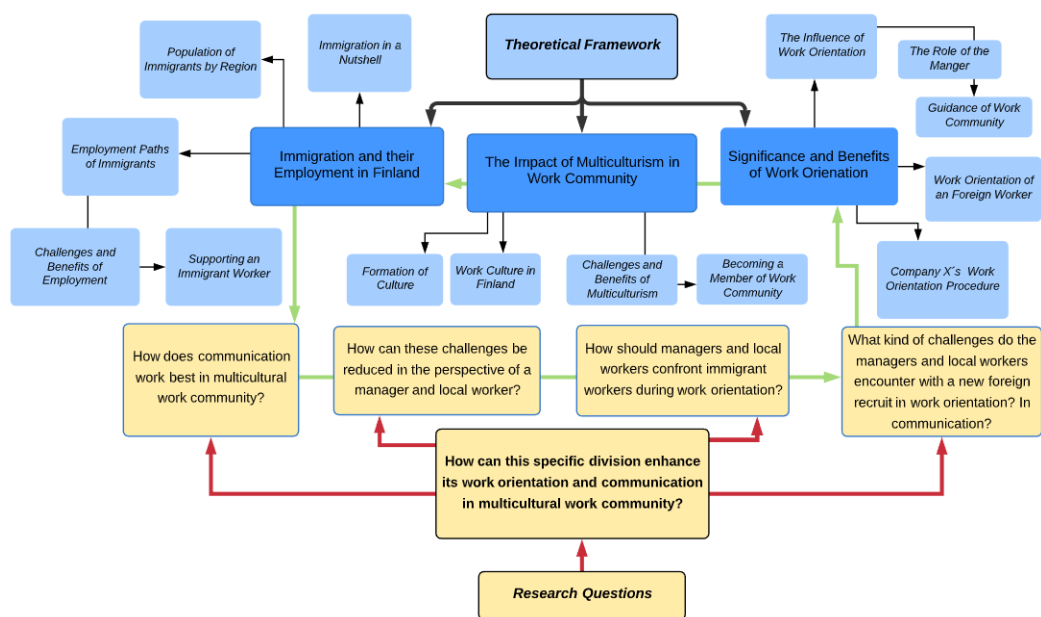
This chapter introduces the theoretical framework of the research and presents the research's data collection method used in the research. The implantation and reliability of this research will be presented thoroughly in this chapter as well.

### 5.1 Theoretical Framework

The empirical research is based on a theoretical framework that provides the basis for the research. The theoretical framework consists of the previous research, phenomena and similar topics of the research, and articles related to the topic of the research in question. The theoretical framework uses already existing information from previous studies that can be valuable in research in question. With the help of the theoretical part, the explored phenomenon under the study can be understood better. (Kananen 2015, 112-114.)

The theoretical framework provides the scientific basis for this research and demonstrates the existence of the phenomenon under investigation. The theoretical framework of this research is made up of the topics closely related to the research topic, the enhancement of work orientation in multicultural work community and to provide an insight to managers and local workers on how to improve their way of communication in the multicultural work community.

In the 5th chapter, research is presented and pieced together in three main chapters as presented in figure 8 below, which are *immigration and their employment in Finland*, *the impact of multiculturalism in the work community*, and *the significance and benefits of work orientation*..



**Figure 8.** Theoretical Framework.

The first main chapter, which is chapter two, presents the meaning of immigration, the population of immigrants by region and their employment path in Finland. In addition, the chapter represents the challenges and benefits of employment, also how to support an immigrant worker in the work community, who has a different background. It is important to present the background of immigration and employment in Finland since the multiculturalism in the workplace starts with immigrants or foreign workers. This chapter is essential for the reader to understand the topic of the work, and hence its significance. Without the background of immigration presented in this chapter, the implementation of the entire study would be isolated.

The second main chapter, which is chapter three, presents the impact of multiculturalism in the work community. In this chapter, the manifestation of culture is presented, along with the work culture in Finland, and the challenges and benefits of multiculturalism. Also, becoming a member of the work community is presented in this chapter as well. Theories of this chapter lead the reader to understand the once foreign workers have come to the workplace, there are challenges and benefits may occur while working with them. Learning, understanding and accepting the differences, for example work ethics and culture, of one another may create a

better, open and positive work community, which also leads to a better outcome for the company. In addition, the openness and accepting work community could ease the communication between the relation between the managers, local workers, and new foreign recruitments, which also lead to an easier work orientation, which will be presented in the last main chapter

The last main chapter of theory, which is chapter four, presents the significance and benefits of work orientation, along with the role of the manager and guidance of work community towards foreign or immigrant workers, since they would be playing the most important role in work orientation of new foreign recruitments, especially managers. The work orientation of foreign workers will be presented in this chapter as well and this specific division's work orientation procedures will be examined.

The main chapters can be described as a process. If an organization wants to enhance its work orientation in a multicultural work community and its communication to ease the workflow of the workplace, firstly the background of the new foreign recruitment must be interpreted, since once the foreigner gets the job, the workplace will become more multicultural. As chapter three presents, multiculturalism in work community can have a positive or negative effect depending on how multiculturalism is handled. Once the new foreign recruitment is employed, work orientation will start eventually. Chapter three and four will open up what things must be considered and understood at first before going through work orientation.

### **5.1.1 Research Methodology and Data Collection Methods**

Scientific research is based on problem-solving and it is divided into two types of research: theoretical and empirical research. In theoretical research, information is retrieved from already existing researches, whereas in empirical research, research is focused on the base of theoretical research's already improved researches. In empirical research, research can be tested, whether any hypothesis based on theo-

ry is fulfilled or not. Empirical research can also focus on investigating the causes of a particular phenomenon or behavior or to search for an answer on how to fulfill the research. The objective and research problem of the research can have an influence on choosing a research methodology. The research operation of empirical research can be divided into two types of research: qualitative and quantitative research. (Heikkilä, 1998) Qualitative research seeks to understand the phenomenon of the study, whereas quantitative research seeks to generalize the phenomenon of the study. (Kananen 2012, 37.)

Empirical research will be fulfilled by analyzing the information of work orientation which the organization has already provided. In this thesis, research method is qualitative since process of observation -, record keeping -, and theme interview method will be used.

### **5.1.2 Qualitative Research**

There have been several attempts to define qualitative research in the social sciences and to determine where or not it can be or should be differentiated from something called quantitative research. There is no consensus on these questions and researchers should not be surprised by this, because qualitative research does not represent a unified set of techniques or philosophies and has grown out a wide range of intellectual and disciplinary traditions. (Mason 1996, 3.)

In qualitative research method, the focus is not on generalizing the research results to large numbers, but to limited and well-considered samples, which is analyzed as precise as possible. In addition, qualitative research -method research problem can change as the research progresses and it is natural for the already gathered information to guide the research. More information can be collected, and research can be analyzed simultaneously. (Heikkilä 1998, 16; Kananen 2010, 50.)

Qualitative research is best suited to situations where there is no prior knowledge or a deeper understanding of the phenomenon, or a more accurate description is wanted of the phenomenon. Qualitative research can be used to make theories, hypotheses, and assumptions about how the phenomenon actually works. Qualitative research is often preferred over quantitative research. The reason for this is that some things cannot be described with figures. These things may include people's attitudes and attitudes toward different things. Qualitative research is also more flexible than quantitative research since qualitative research gives the researcher more opportunity and freedom from falling into a dead end. (Kananen 2015, 70-71.)

Qualitative research consists of plenty of methods that will provide the researcher to approach the study a lot easier. Process of observation -, record keeping -, and theme interview will be used in research. This will be the tools, which will guide the researcher to implement the research and to find answers in the enhancement of work orientation.

The first method, Process of observation, which is also known as qualitative observation, is a process of research that uses subjective methods to collect information. The qualitative observation is the most used to equate quality differences. Qualitative observation is divided into five major sensory organs and their functioning: sight, smell, touch, taste, and hearing. One of the processes of observations, which will be used in this thesis is ethnographic research, which is the most in-depth observational method that studies people in their occurring environment, such as current working place. This research method aims to understand the cultures, challenges, motivations, and settings that occur. Not only information from interviews and discussions will be gathered, but the interviewer will also have the opportunity to experience the natural settings first hands. (Bhat 2020.)

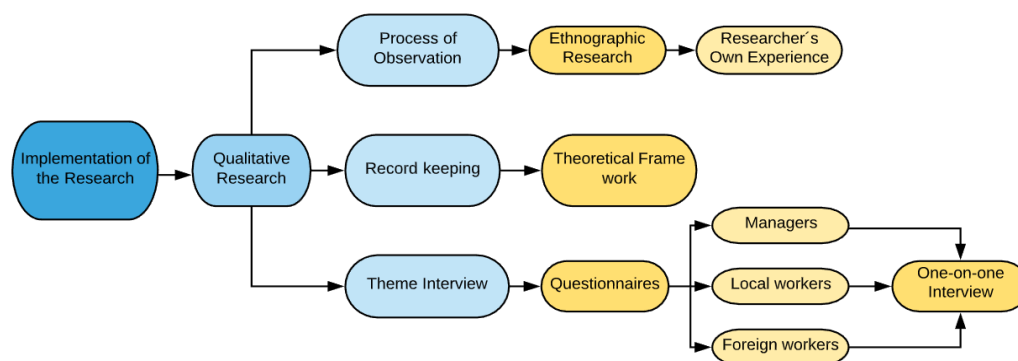
The second method, which is record keeping is a method, makes use of the already existing trustworthy documents and similar sources of information as the data source. This method is similar to going to a library, where researcher can go

gather some relevant information from books and other reference material that can likely be used in the research, which is exactly being done. (Bhat 2020.)

The third method, which will be utilized is the theme interview. Two processes of the theme interview, which will be used in this research is a questionnaire and a one-on-one interview. In the questionnaire, the researcher can ask some questions to the interviewees that are related to the study to find out some answers to proceed with the research. Once the questionnaires are answered, the researcher can proceed with a one-on-one interview. A one-on-one interview is conducting in-depth interviews, which is one of the most commonly used qualitative research methods. The goal is to have a pure conversation and create opportunities to gather details in depth from the respondent. In a one-on-one interview, the more experienced the researcher is, the more information he will get. If not, follow up questions will help to gather more information. A one-on-one interview can be face to face or, by email, or by a phone, which will be used in the research. (Bhat 2020.)

## **5.2 Implementation of the Research**

This research is carried out as qualitative research, as the phenomenon under investigation has not yet been studied in the target company, therefore there is no previous knowledge regarding the subject. The qualitative approach was chosen for this research since it has more flexible and various methods like the process of observation -, record keeping -, and theme interview method, than quantitative research. These methods are explained thoroughly in the previous chapter. In figure 9 is presented the implementation of the research, following by the methods which will be used to fulfill the objectives of the research.



**Figure 9.** Implementation of the Research.

Observation is used to analyze and compare interview results. The observation - method used in this study is participatory observation, which is also known as ethnographic research since the researcher is present in the study itself. The researcher recognizes that this phenomenon has been part of the work since the 2018 of October. Therefore, the researcher's working experience will be used in this study as well. In addition, the researcher is seeking confirmation of the researcher's own working experience from people, colleagues, who are also working in the same division. The researcher's own observation is used, as the researcher has worked in the same specific multicultural division with the managers and local workers, which will be interviewed since 2018 of October.

Record keeping will be the second method which will be used since it helps the researcher to make use of the reliable already existing theories from books, documents and similar sources of information that can be used in the study, for example, chapter two, three and four are from already existing theories from books and documents which carry the theories and platform of the study. In addition, questions from the questionnaire for managers, local workers, and foreign workers are made from already existing theories, and to see if these theories keep its place and can be trusted with the answers provided interviewees.

Theme interview will be used and utilized as the third method to implement the study. In the theme interview, the study examines the result of the questionnaires, which had been provided to look up to before the one-on-one interview with the managers, local workers, and foreign workers. The questions in the questionnaires

were precisely meant for specific interviewees, in other words, questions that are meant for managers are only meant for them, questions for local workers as a work orientation instructor are only meant for them and questions for foreign workers are only meant for them. This procedure is done to scoop an extensive, versatile and informative answers from different perspectives and to form a precise solution for an enhancement of work orientation in the multi-cultural work community, which is the objective of the interview. The questions are formed and linked from the theoretical framework, which was from previous studies, and from research questions, wherefrom answers are being researched for to provide a solution for enhancement since the main objective of this thesis is to provide some enhancement ideas of work orientation in the multicultural work community.

Six interviewees were chosen for this research, which are managers (manager A and B), local workers who have acted as a work orientation instructor (work orientation instructor A and B), and foreign workers (foreign workers A and B), which one has just started working and the other one who has long work experience in this specific multicultural division, were chosen for this research. The selection of interviewees is done with the purpose of gathering as extensive, versatile and informative answers as possible for the researcher to gather all the needed information to provide a solution of enhancing the work orientation of this specific division. In addition, interviewees are selected on the basis of their level of expertise and work experience in order to provide the most reliable and useful information to this specific division.

In the questionnaires, managers, work orientation instructors and foreign workers are asked to rate from one to five (questions 1-15 for managers, 1-14 for work orientation instructors and 1-20 for foreign workers), as shown in questionnaire forms below/ in attachments 1 to 3, about the importance of foreigners' background before employment, multiculturalism in work community and about the current work orientation program of this specific division. Interviewers are given the opportunity to write their thoughts and opinions freely about the importance of foreigners' background, multiculturalism in the work community and about the current work orientation program and these enhancements at the end of questionnaire

forms. In addition, interviewees are asked what the best solution would be to answer the research questions and if they could provide suggestions for improvement. Interviewees are asked about their opinion on the current situation of work orientation as well.

Once questionnaires are answered and checked, the researcher will proceed with a semi-structured interview. The semi-structured interview proceeds by asking all the interviewees the same or roughly the same question in the same order or in a different order, like in a theme interview. However, the answers would be a bit different due to their level of expertise, work experience, and work title. According to Hirsjärvi and Hurme (2001, 47.), in partially structured and partly open interviews, the formality lies between a fully structured form interview and a theme interview. In practice, semi-structured interviews are sometimes referred to as a theme interview, and if specific questions about certain topics are asked, it may not necessarily use the same questions with all interviewees. A theme interview would work well in this research since interviewees have different work titles and expertise, therefore different answers from different perspectives will be provided, which will help the researcher a lot to receive extensive, versatile and informative answers. The researcher can proceed with a one-on-one interview to go through the answers with the interviewees. At this phase, the researcher has the chance to ask and receive more detailed and better answers, if needed. The objective of the questionnaire and one-on-one interview is to reveal as plenty of points of view as possible to reach out to the goals of the thesis, which is to provide solutions to the enhancement of work orientation.

### **5.3 Reliability of the Research**

When assessing the reliability of qualitative research, a large number of different concepts must be taken into account. Determining reliability cannot be used as such as concepts of reliability and validity, that are used in quantitative research when reliability is being determined. The speculation of the reliability of qualitative research includes five different research reliability criteria. These criteria are

re-liability/truthfulness, transferability/applicability, dependency, insurability, and saturation. (Kananen 2015, 352.)

The reliability of research means that the research results correspond to the phenomenon itself, in other words, research results correspond to the truth. In order to assess truthfulness, the study must have sufficiently precise documentation for external review. Based on the data contained in reliable research, others should come to the same results and conclusions if the research should be repeated. (Kananen 2015, 353.) The reliability of this research can be demonstrated by the fact that the theories presented in the theoretical framework are consistent with the results of this study. In the theory section, enhancing work orientation was found to be vital to new recruits' performance, specifically for foreign recruits, which directly responded to the findings of the study on what ignorance of their background and unfunctional communication could lead to.

Qualitative research does not seek to generalize the phenomenon that was the subject of the research, but rather to understand it and to look for the causes of the phenomenon. Transferability is the most significant factor that distinguishes qualitative research from quantitative research. Transferability is always in the responsibility of the transferrer in qualitative research, but the researcher can influence this by including detailed information about the baseline situation of the researcher's assumptions about the phenomenon. (Kananen 2015, 253.) At the outset of this study, it was recognized that enhancing the work orientation of this multicultural work community can mean understanding the background of new recruits, foreign or local, before hiring which leads to reducing the problems and challenges in work orientation that may come into existence with the help of functional communication in work community and enhance them.

The dependence of research can be demonstrated by correctly leading the research results from the data used for the study. If other than the researcher reaches the same result, the researcher's interpretation can be considered correct. (Kananen 2015, 353.) The theoretical framework of the research explored the background of foreign workers and their employment in Finland, the impact of multiculturalism

and the significance and benefits of work orientation in the multicultural work community. According to the research result, the enhancement of work orientation in a multicultural work community can be fulfilled. Also, the unanimity of the interviewers about enhancing the work orientation of this specific division strongly demonstrates the reliability of the study.

The easiest way to ensure the reliability of the research is to have the person concerned to read the research and its material, which in this case, foreign workers, local workers who specialize as work orientation instructor and managers to have the most large-scale, versatile and informative perspective to enhance the work orientation of this specific multicultural work community. If the informants, which are the people concerning the study, agree with the researcher and confirm the interpretation and results of the research, the research can be recognized to be reliable. The study can also be confirmed by triangulation. This refers to information collected from various sources to support the allegations contained in the research. (Kananen 2015, 354.)

One of the most important tools for ensuring the reliability of research is saturation. In the case of qualitative research, a saturation of data means that new interviews are conducted as long as they produce new information for the research. When the answers begin to repeat themselves, the saturation point is reached. Depending on how the research problem is set, saturation can be achieved even after a few observation units. Sometimes it can take up to twelve to fifteen observation units to achieve this. Therefore, saturation could not be achieved by locating the problems. Saturation was achieved with the help of two or more interviewees in the interview, as both mentioned the same problems. Saturation was also partially achieved between all interview groups. (Kananen 2015, 355.) In the addition of providing some enhancement of work orientation, to know where the challenges of work orientation are originated, and by filtering the answers of interviewees the researcher can fulfill the objectives of the research.

## **6 RESEARCH RESULTS**

This chapter reviews the result of the methods used in this research, which are the process of observation, ethnographic research, record keeping, and theme interviews which consists of questionnaires and one-on-one interviews. In addition, the researcher's own expertise, work experience, and observation will be utilized in this research. A summary of research results is presented in the end of this chapter.

### **6.1 Process of Observation and Ethnographic Research Results**

The first method used that has been utilized is the process of observation. The process of observation is divided into five major sensory organs and their functioning: sight, smell, touch, taste, and hearing. Since the researcher has worked in this specific division since 2018, the researcher has experienced the topics which are being researched for in the sense of hearing and seeing. Therefore, the researcher has been present in the study, and with the researcher's own expertise, work experience and observation can be exploited. The researcher has utilized ethnographic research as well, which is the most in-depth observational method that studies the people in their occurring environment, in this case in this specific division's workplace.

According to the researcher's own observational experience, understanding the background of a new foreign recruit is important before getting introduced to work orientation. It is also true that one can understand and get to know new recruits at the same time while being instructed with work orientation. However, having the knowledge, or even a little, in advance about, for example, the culture, religion or language culture of the new foreign recruit, can expedite and help the process of work orientation. Also, by having the knowledge in advance can create an easier path to create a conversation which leads to fluent communication and introducing new foreign recruits to the community can be done effortlessly.

According to the researcher, as a work orientation instructor and a colleague, a foreign worker who is coming from a different cultural background requires slightly different guidance than local workers. Therefore, it is important to introduce new foreign workers to the cultural habits and interactions of the work community. Becoming a member of the work community is easy since work community is accepting and welcomes new recruits with openness, acceptance and there is a knowledge in the work community whereas attitudes are valuable to people with different cultures.

The guidance and openness of local workers toward new foreign workers are important as well. Local workers have a huge part of a role in the work orientation of foreign workers, which demands openness and communication. In addition, local workers, who act as a work orientation instructor, get to know the new foreign workers better and faster. Therefore, the beginning of cooperation is formed. One cooperation is formed, only then one can fully say the work relationship and cooperation between work instructors and local or foreign workers is magnificent or not, according to the researcher.

The researcher believes that there are no intercultural conflicts happening in this specific division. The work community has a clear rule that if there was a result of misunderstanding or conflicts, it is treated as openly as possible. In most cases, the manager plays a key role in avoiding these conflicts with the help of functional communication. The work community is aware that the community increases knowledge and understanding of cultures, which called cultural competence. New perspectives, approaches, and international know-how increase the innovativeness of the work community and problem-solving skills.

According to the researcher's observational research and own working experience, being a work orientation instructor can be challenging if the instructor has no idea about the new foreign recruits' background and how to confront them. Therefore, it is important to have even a little knowledge or information about the background of new recruits to make them feel welcome and at ease. "At the very least, confronting new foreign recruits with an open mind is important if there

would be no time to do some research about their background, for example, language backgrounds, etc.” Once new recruits feel welcome and at ease, communication will become easier, which leads to better work relationships and introducing new foreign recruits to work orientation may flow fluently. Also, the researcher believes that providing positive and constructive feedback can boost the performance of a new worker, even the ones that have been working longer.

According to the researcher’s observational research and own working experience, division’s work orientation program which supposed to provide all the knowledge and information, and to guide new recruits to their oncoming work task is only "quite functional". Work orientation could be more updated and not so extensive. Work orientation should be divided into more pieces so that new recruits could only learn all the specific knowledge needed for their own work. In addition, the accessibility of work orientation -program, password, and the tools need-ed for example, should be arranged in advance before new recruits start working. It has been seen that new recruits had to wait for accessibility for at least two or three weeks to be able to start, which might slow the drive and motivation of new recruits for waiting too long. Additionally, the worst part could be seeing this specific division of being unprepared of employing workers which could give the wrong picture of the company in the perspective of new recruits.

Overall, being a work orientation instructor of foreign or local workers is not that challenging, according to the researcher. The more careful, successful and well-planned the work orientation program and communication between foreign and local workers is, the more there is for everyone in the work community to benefit.

## **6.2 Record Keeping Results**

The second method that will be used is the record keeping method. Record keeping method is utilized since it helped the researcher to make use of trustworthy already existing researches and theories from books, documents and similar resources of information. Chapters two, three and four, which are the theoretical

framework of the research, are from already existing researchers and theories from books and documents that research has been used, for example. In addition, questions from questionnaires are chosen from already existing theories, since the researcher wanted to see if these theories can be trusted, keep its place and apply to the answers provided by the interviewees.

According to the researcher, record keeping method was relevant since It helped to proceed smoothly throughout the research. Furthermore, the researcher utilized already existing researchers from books and documents to create questions to questionnaires that will help to accomplish the objectives of this research. The questions in the questionnaires are explained thoroughly in the next sub-chapter.

### **6.3 Theme Interview Results: Questionnaires and One-on-One Interview**

This chapter reviews the results of the theme interviews. The questions in the questionnaires and the answers from the one-on-one interview will be explained thoroughly and answers provided by the managers, local workers who act as work orientation instructor and foreign worker in the specific division will be presented one by one.

Questionnaires are made for managers, local workers who act as work orientation instructors, and foreign workers to see and understand their perspective on current work orientation -programs in their work community in a specific division. Not only the researcher found some enhancement in work orientation, but in communication and in the current relationship between managers, local workers and foreign workers as well, which could lead to a better work community. In addition, the answers that are provided in these questionnaires helped the researcher to provide an enhancement in work orientation, which will be taken into consideration in the future.

As mentioned in the previous chapter, by utilizing reliable and already existing researches and theories, the theoretical framework of this research, the researcher was able to make up some questions in the questionnaires that helped to accom-

plish the objectives of this research, which was to provide some enhancement in work orientation and to ease the workflow of this multicultural division in the help of understanding and open-minded work community and functional communication between the managers, local workers, and foreign workers.

In one-on-one interviews, the researcher has the possibility to question the answers provided by interviewees and to ask additional specific questions regarding enhancements of work orientation in this specific division that comes into mind. In one-on-one interviews, the researcher can proceed by having a face to face conversation, by phone or by email, which is used in this research.

### **6.3.1 Result of Managers' Questionnaires**

Two of the interviewees were managers, which will be categorized as manager A and B. Manager A, female, has been working as a manager for six and a half years but has been working in this specific division for eleven years and nineteen years of work experience in the company. Manager B, male, has been working as a manager for a couple of years and has been working in this specific division for seven years.

According to the managers of this specific division, manager A and B, understanding the background of the new foreign recruits is important before hiring, since having knowledge about the new foreign worker's background, previous education, wherefrom or language skills, for example, may ease the procedure of introducing foreign recruits to the work community. Therefore, managers in question do not find introducing both foreign workers and local workers challenging at all. One of the managers, manager B agrees, with the researcher that foreign workers need a slightly different guidance than local workers, since it is important for such individual to be introduced to the cultural habits and interactions of the work community. The other manager, manager A, agrees in some content, who appreciates and dears the person itself, more than the background.

Managers think that work orientation and guidance have an undeniable impact on work performance, well-being at work, work motivation and work safety. The more careful and well-planned the work orientation is, the more there is for the community to benefit. However, only manager B thinks that this specific division has a functional work orientation - program for new recruits. Manager A thinks that the work orientation -program needs some enhancement at general level. Both managers think that with successful work orientation and work guidance, the new workers are able to quickly acquire and absorb new knowledge and skills that needed to execute the work. Additionally, managers will get to know new workers in no time.

According to the managers of this specific division, one of the most important features of a successful manager is good communication, and especially versatility and interaction skills. Furthermore, the duties of a manager include guiding new recruits with the right ergonomics, specific rules of the department and occupational safety. Also, ensuring and preventing accidents and minimizing oncoming mistakes at work with functional work orientation is important. Both managers believe that the most important role of a manager in a multicultural work community is to act as an example and to lead the rest of the work community. Both managers agree with the researcher that giving constructive and positive feedback to the employees can enhance their work performance that can lead to having the right amount of confidence. Also, foreign workers' success at work and adaption can be promoted by good managerial skills, openness, and open-mindedness in the work community and support from employees and functional work orientation.

Manager A thinks that the relationship between managers, local workers, and foreign workers are just average. Manager B disagrees and thinks to have a magnificent relationship between them. The reason for this is that manager A who thinks having an average relationship with the employees has different work tasks, therefore cooperating and communicating with the employees is less than manager B who sits, communicates and cooperating in the same division office with the employees on daily basis. Therefore, manager B finds guiding new workers, foreign

or local, and communicating with the employees easier and less challenging than manager A who has different opinion about communicating and co-operation between managers and employees. Otherwise, both would have a magnificent relationship between them.

According to both managers, working in a multicultural work community increases knowledge and understanding of cultures. New perspectives, approaches, and international know-how increase the innovativeness of the work community and problem-solving skills. Also, there are no intercultural conflicts happening in their multicultural division. The work community has a rule, and the result of misunderstanding is treated as openly as possible. In most cases, the manager must step up immediately in avoiding these conflicts.

According to manager A, there is no difference between local and immigrant workers when confronting them during work orientation. Manager A already sees the possibility of a career's success in a person before hiring. Manager A is not concentrating much on the background of the immigrant worker, not even with the local ones. Manager A thinks that: "The person itself is more important than the background." According to manager B confronting immigrant workers with open mind during work orientation is the most important.

The challenges manager A wonders when encountering new recruits, foreign or not, in work orientation is that if the used language in work orientation is clear enough for them to understand and to proceed. Work orientation -programs are usually in English, however, if it is understandable enough. Also, if the language used to communicate in the work community is clear enough. However, manager A has not faced too much problem with this aspect, since manager A finds it very important that applicants have fluent English skills before hiring. It is one of the requirements manager A values. Manager B also find language skills set of applicants important, since it can reduce the challenges of confronting new recruits in work orientation, especially in communication. According to both managers, one of the challenges could be the lack of knowledge of foreigner's backgrounds and miscommunication.

Manager B thinks that miscommunication can lead to challenges, or when assuming something that might be incorrect from the perspective of a foreign worker since there is no earlier knowledge with the foreign worker's background. Furthermore, some of the work orientation -programs are in Finnish, therefore if the recruit has no experience with the Finnish language, it might create some challenges for new recruits as well. In addition, it is recommendable if new recruits, including foreign recruits, is able to speak and learn Finnish since dependable to whom to ask and speak, not everyone in this specific division can speak English fluently, so communicating in Finnish is important as well. Manager A thinks that humor is something, which can cause harm if one does not understand the background of the people, in general. Therefore, before humoring around, one must remember what good sense of humor is and what is not.

Manager A wishes to spend more time enhancing work orientation -program, in general. Manager A finds understanding the globalization and what does it mean for this specific division in Finland necessary. Manager A is hoping as well that everyone in this specific division, not only managers, thinks what one can do and provides to team spirit, how to make joining the new team easier and how one could be more eager to know some features from different cultures. In addition, being open-minded instead of being scared to confront other cultures. According to manager A, language skills are only one aspect when thinking about diversity. In this specific division, diversity and inclusion are the topics that will become more familiar for everyone in the future. It will influence people's life more when this specific division has more people to work with, who have an immigrant background. Manager B thinks that it would be important to have a high level of IT support for the new recruits, local or foreign ones before start working. This is something manager B is wishing for to be done differently with work orientation in this specific division.

### 6.3.2 Result of Work Orientation Instructors' Questionnaires

Two of the interviewees were employees of this specific division who also specialized as work orientation instructors, work orientation instructor A and B. Work orientation instructor A, male, has been working in this specific division for five years. Work orientation instructor B, female, has been working for three and a half years.

According to the work orientation instructors of this specific division, understanding the background of a new foreign or local recruit, is important before hiring, since having some information about their backgrounds like previous education, language, or even hobbies, for example, can make confrontation a lot easier. Knowing the background of new recruits can make them feel at ease by having the right conversation about their interests, sports for example, and may lead them to have a positive and friendlier approach not only to work for the community but to work orientation as well. Introducing new recruits, foreign or not, to work community become easier as well.

Both work orientation instructors think that foreign workers require a slightly different approach and guidance than local Finnish workers as well. Both instructors think that it is important to be introduced to the cultural habits and interactions of the work community. Not only the guidance and openness of work orientation instructors but the whole work community is very important for foreign workers since everyone in the work community can guide and teach them the work culture of Finnish people. Local workers, including work orientation instructors, have a huge part of a role in the work orientation of foreign workers which demands openness and communication. In addition, they would get to know new workers better and faster, which leads to the formation of cooperation and work relationship.

According to both work orientation instructors, work orientation and work guidance have a huge impact on one's work performance, well-being and work safety at work and work motivation. The more careful and well-planned the work orientation is, the more there is for everyone to benefit since it would reduce the time

used in work orientation and can reduce the work burden of work orientation instructors. Both work orientation instructors believe that, as a colleague as well, that their work consists of making sure that work orientation is functional and monitoring the progress of new recruits from the start until the end. Furthermore, to ensure and prevent accidents and to minimize oncoming mistakes at work with functional work orientation and the right guidance. Also, guiding new recruits with right ergonomics, specific rules of the department and occupational safety. Work orientation instructors also believe that giving constructive and positive feedback not only to new recruits but to the other colleagues as well, will enhance their work performance.

Both work orientation instructors think that the current work orientation -program for new recruits, which will provide them all the knowledge, information and their oncoming work tasks need definitely a lot of improvements. According to work orientation instructor A, there should be more time reserved for new recruits to learn and proceed with work orientation, since having enough time to learn can make new recruits more confident on their oncoming work, work independently right away and as efficiently as possible. According to work orientation instructor B, there should be a more accurate and clearer way to teach new workers, foreign or locals. Instruction must be updated and a step-by-step procedure for both work orientation instructors and new recruits is recommendable to ease the process of instructing new recruits to work orientation.

Both work orientation instructors believe in having a magnificent work relationship between local or foreign workers. Cooperation between the workers in this specific division works proficiently. Work orientation instructor A believes that new foreign workers should be treated without any prejudice, but still, have to consider that having a different background may affect that things cannot be said or told as they would say for local workers. According to work orientation instructor A, the easiest way to handle work orientation is to get to know new recruits first, foreign or local workers. After creating a better acquaintance with new recruits, it becomes easier to understand each other's strengths and weaknesses, and usually, it also brakes prejudices. Work orientation instructor B believes that con-

fronting and treating everyone as equals is important, foreign or not, also during work orientation. Understanding the background helps to confront people who have different cultures. According to work orientation instructor B, being patient and ready to always provide help in different situations are important. In addition, depending on the background, some people need more feedback to know if they are doing good or not. Confronting is a lot easier if one gets to know the person first. In addition, cultural differences have to keep in mind.

Both of work orientation instructors believe that there are no intercultural going on in this specific division as well. If there would be one, the matter is treated as openly and as quick as possible. In most cases, managers should be ready to step up in avoiding these conflicts. Working in a multicultural work community increases cultural knowledge and its understanding which leads to having a new perspective and approaches to help in international challenges that may come across.

Both of work orientation instructors find guiding new foreign recruits somewhat challenging. According to work orientation A, there might be a misunderstanding of having a different language background. Finnish sentences can have different meanings which are clear for Finnish people but may not be clear enough for people who have different mother language. According to work orientation instructor A, one should always take the initiative to inform immediately if things are informed or expressed incorrectly. In addition, to encourage new workers, foreign or not, to always ask for additional information or re-explain if things are expressed unclearly. Work orientation instructor B has not faced any of these challenges so far. If there would be language barrier problems, it may cause some issues in understanding one another. One way to reduce these challenges is to understand the perspective and habits of another person. More importantly, understanding of cultural differences. Also, being open-minded, tolerant, always ready to help and guide, and last but not the least, being interested in the other person's matter can reduce these challenges.

For work orientation enhancements, both work orientation instructors wish to have updated work orientation -programs for new recruits. In addition, providing enough time for new recruits to go through work orientation will definitely reduce the work tasks of work orientation instructors in the future. Also, having an updated work orientation -program will build confidence to new recruits, and to work more independently and efficiently which increase work motivation and satisfactory.

### **6.3.3 Result of Foreign Workers' Questionnaires**

Two of the interviewees were workers, who have foreign backgrounds, and which one has been working longer than the other in this specific division. Foreign worker A, female, who was born and raised in China and has been living in Finland for fourteen years and been working in this specific division for ten years. Foreign worker B, male, who was from Somalia and has been living in Finland for fifteen years and has been working in this specific division for just over a year.

Both foreign workers have experienced being welcomed satisfyingly to the work community, therefore both think that the atmosphere in this specific division is a very accepting, open and welcoming environment. According to foreign worker A, the people are sharing the knowledge not only the work culture of the work community but about Finland as well and ready to provide support willingly. The difference in the work community could be the willingness to help one another, since in China, once one has gone through work orientation, asking from colleagues is not taken as a positive thing since it slows the pace of the work of another worker. According to foreign worker A, respect and appreciation are important elements in this specific division.

Foreign worker A did not feel any shocking difference in work culture between China and Finland, also with people since foreign A has been open-minded to easily adapt to a new working environment. According to foreign worker A, it is also

a part of own responsibility to understand and respect the local culture, not only expecting others to change their mind.

According to foreign worker B, managers are significantly less respected in this specific division compared to Somalia, for example, managers can be openly and publicly criticized without serious consequences either in the work office or in the diner in this specific division. Not many would dare to attempt this in my home country. Foreign worker B adds that in Somalia, managers hold, and exercise absolute power of decision and they never consult their subordinates about a decision, let alone delegate anything of virtually any significance to their subordinates. Also, in Somalia, the hierarchical and social gap between the supervisor and the subordinates is smaller. Witnessing firsthand that kind of interactions, that was formerly beyond foreign worker B's imagination. Furthermore, while the work community's mentality was welcoming, warm and joyful, it was shocking that some of the foreign worker B's colleagues did not only have a sense of loyalty for the company but instead, they openly expressed their lack of loyalty and dislike towards the company. However, the first thought of foreign worker B was that the most distinct differences between Somalia and Finnish worker were the high degrees of freedom and responsibility in the work environment of this division.

According to foreign workers, both had enough guidance before started working in this specific division. Both workers have been provided with proper equipment, technology, and tool to proceed to work independently. Both adds that the work community of this specific division has been very supportive and accepting towards foreign workers. The openness and open-mindedness of other workers made it easier for foreign workers A and B to be a part of this work community.

Both managers and local workers who specialized as work orientation instructors took care of foreign worker A's work orientation. Therefore, the working relationship between the managers, local workers, and foreign worker A is rated as very functional. Also, both managers and local workers have introduced and supported foreign worker A well with work orientation, but managers took care of the work

orientation of foreign worker A from the start until the end, and local workers acted as moral support. Work orientation situation differs from foreign worker B since only local workers took care of work orientation and not both managers and local workers. Therefore, the work relationship and communication between local workers and foreign worker B is higher than managers, since local workers who acted as work orientation instructor took care of work orientation from the beginning until the end than with managers. However, managers acted as moral support and they did participate enough with work orientation of foreign worker B.

According to foreign workers A and B, both are getting enough positive and constructive feedback from their work orientation instructors. Differences in work titles also play a big role in work orientation. The participation and guidelines of managers and local workers are proficient, according to foreign workers A and B. However, communication needs some improvements, not only between new recruits and their work orientation but the whole division, specifically speaking, between the managers and work community.

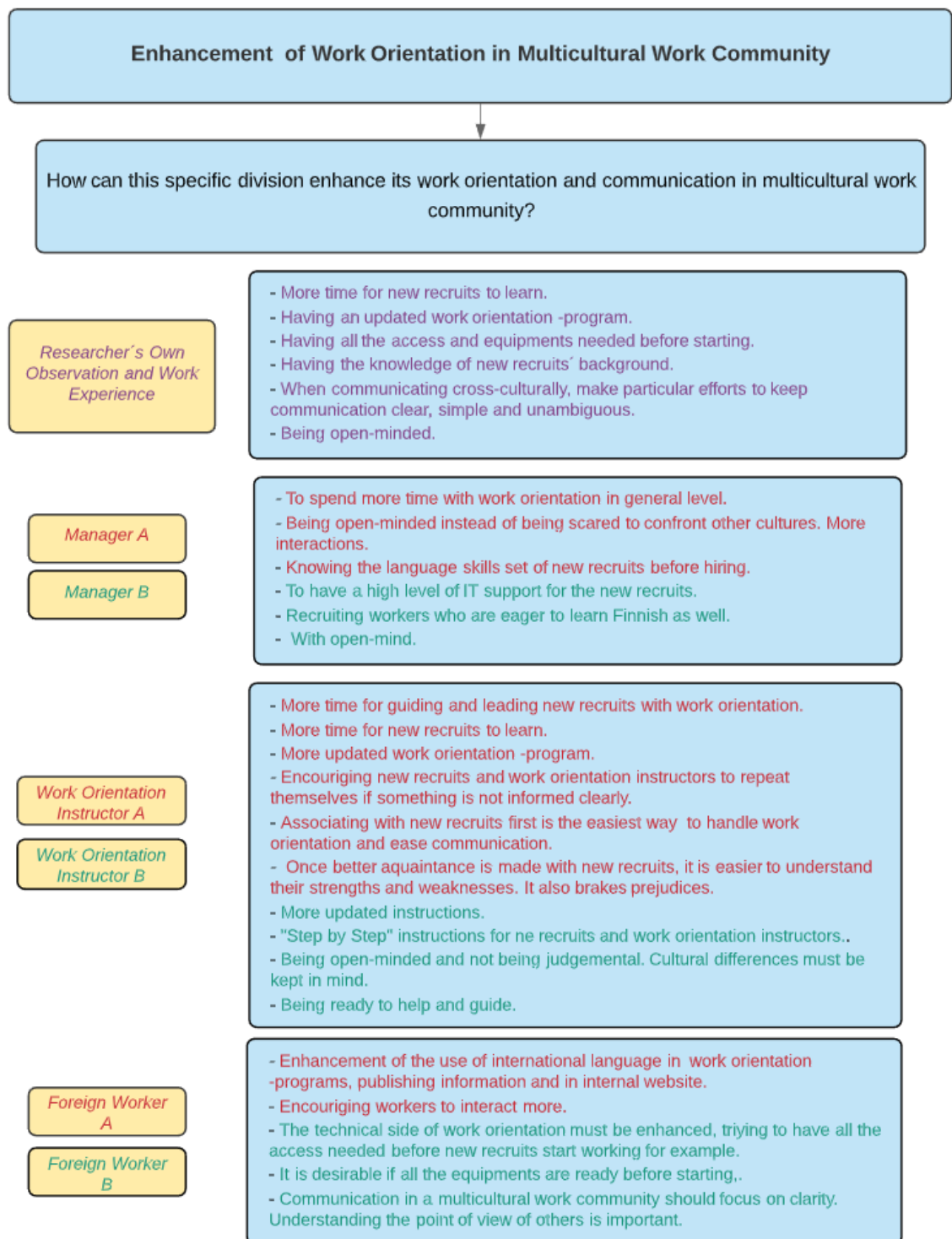
Despite the proficient support and guidelines of managers and local workers, the work orientation -program itself needs some enhancement, according to foreign workers A and B. Foreign worker A thinks that as an international company and multicultural work community, the use of international language like English in publishing information for example on the internal website should be used more. Since currently, most of the portals, information is published in the local language and it limited foreign workers to get more understanding of work orientation. Some other companies in Finland are doing better in this perspective. In addition, foreign worker A feels like there are limited opportunities in career development as a foreigner and hopes that foreign workers can have some improvement in considering the acceptance of foreign worker in more positions in this company.

According to foreign worker B, even though work orientation went well, the work community knew beforehand the background of foreign worker B and work orientation instructors were professional, friendly and reassuring, enhancement must be done with the technical side of work orientation in this specific division. Foreign

worker B thinks that it took painfully long enough to get access to work orientation -program and tools that are needed, which leads to eagerness, decrease in motivation and drive to work. In addition, the lack of initiative and the time it takes to fix something beforehand must be reduced to enhance the workflow of the community.

According to foreign worker A, not only the language of work orientation -program that needs enhancement, for more language options for example, but also in the internal information portal needs some enhancements as well. Secondly, not only foreign workers but also local workers should be encouraged to be more active to communicate, more events to enhance the bond of the work community for example. On the other hand, Foreign worker A thinks the local workers should be also provided more opportunities to try different positions in multicultural roles of responsibility so that more workers can get a better understanding of the whole work community in a global company.

According to foreign worker B, communication in a multicultural work community should focus on emphasizing clarity first and foremost. To have one's message received loud and clear, and in the intended context, especially in multicultural communities, one must plan on how to communicate first to suit not only in the ears and eyes of the native Finns but also to adapt it. Keeping in mind the needs of a more diverse audience, which the locals are part of.



**Figure 10.** Summary of Research Results.

## 7 CONCLUSIONS

The purpose of this chapter is to present the conclusions drawn from the research result. The research results are analyzed in relation to the research questions. In addition, at the end of the chapter, the enhancements of work orientation and multicultural communications provided to the target company, specifically to a certain multicultural division and the proposal for further research will be presented in this chapter.

The objective of this research was to find answers to the research's head questions which was "*How can this specific division enhance its work orientation and communication in multicultural work community?*". Four sub-questions were selected to answer the head questions, which were "*How should managers and local workers confront immigrant workers during work orientation?*", "*What kind of challenges do the managers and local workers encounter with a new foreign recruit in work orientation and communication?*", "*How can these challenges be reduced in the perspective of a manager and local worker?*", and "*How does communication work best in multicultural work community?*". Also, the objective was to find out the answers using theory compiled from various reliable sources and questionnaires derived from theories. Previous researches were found to be correct as the results of the questionnaires and interviews corresponded.

The modern business world is constantly changing. Technology is constantly evolving, ways of working, multiculturalism, work community's behavior, and people's values are constantly evolving as well. Skilled workers, foreign or not, have become one of the most important competitive advantages for a company, not only in this specific company but mostly. In companies where a foreign worker is going to be working and is already working, multiculturalism should also be considered in work orientation.

Work orientation is part of human resource management. When a new person enters a company, he or she needs specific information about the work tasks, but also the work culture and atmosphere of the company, in other words, the way the company operates and practices. Also, knowing the background, culture specifi-

cally, of new recruits should be taken into consideration in a work orientation. It could be illustrated, for example through teamwork, games, and videos that go through practice situations and commonplaces of clashes between cultures.

The objectives of work orientation are to get the new recruit guided and trained in the ways of this specific division's work community as quickly and efficiently as possible, commit to the company, and to get to know oncoming colleagues and to work independently in no time. In addition, to create a positive attitude to take a stand in the work community for the new worker, to get familiar with work, to shorten learning time and to create functional cooperation between managers, local workers, and new recruits. Functional work orientation takes note of the new worker's skills and strives to utilize them as much as possible during the work orientation process. According to the results of questionnaires and one-on-one interviews, managers, work orientation instructors and, foreign workers agree with the researcher.

Previous researchers have found that poorly managed work orientation would be linked to high employee turnover. The quality of work orientation is crucial in the first few months of new recruits as they have a significant impact on a person's subsequent commitment. It has been said that work orientation is a two-step process. It gives a lot of information to the new worker, but also the company can learn during the work orientation process.

Successful work orientation process starts with recruitment and continues until the new recruit becomes an independent and effective member of the work community. Guiding new recruits is much faster if the work orientation process is well-planned and implemented. Therefore, this specific division should enhance its work systematic work orientation -program that is easy to modify and to answer to individual needs. Functional work orientation increases new recruits' work motivation and satisfaction, reduces the turnover and loss rate of the company, also reduces the number of absenteeism and accidents and failures at work, increases the quality of work success and as the result, earnings are increased and comfort at work. In addition, with the help of functional communication, work orientation

can be accomplished fluently and with less time used. Summarily, the more well-planned work orientation and functional communication is the more there is for everyone to benefit.

The observation of the researcher and the answers from questionnaires supported each other well. The same shortcomings and praises toward work orientation, communication in work community and work relationship between managers, local workers, and foreign workers were strongly highlighted in observation results as well as in the questionnaire results.

The answers from the questionnaires and one-on-one interview revealed the shortcomings in current work orientation in this specific division and enhancement propositions have been taken noted. In addition, the researcher's own observation and work experience provided some precise enhancement in work orientation as well. The observation of the researcher and results of the questionnaires showed that the biggest gap in knowledge for managers and local workers who acted as work orientation instructor were the uncertainty of new recruits' background, especially when they have a foreign background. New recruits' background include previous work history, educations, skill sets, culture, religion, language backgrounds and so on. Knowing the background of new recruits can definitely ease the communication between new recruits, local workers and managers and introducing oneself to another would go smoothly, since in new recruits' perspective, having the knowledge of being checked initiatively or having the feeling of getting known before start working creates a feeling of relief. In managers' and work orientation instructors' perspective, understanding foreign workers' background would only make things a lot easier in terms of work orientation and getting to know new recruits, which can lead to better communication between managers, local workers, and new foreign recruits and which lead to creating a high level of cooperation and satisfaction in the work community.

## 7.1 Enhancement of Work Orientation in this Specific Division

To answer the head question of this research, which was “*How can this specific division enhance its work orientation and communication in multicultural work community?*”, firstly, the researcher must find some answers about “*How should managers and local workers confront immigrant workers during work orientation?*”.

Firstly, with the help of functional work orientation, the new worker should also meet and get to know their work environment and their future colleagues in the work community as much as possible. In the planning of work orientation and work guidance, the individual needs of the new worker, language skills, education, and previous work experience should be taken into consideration. Work orientation and work guidance should be organized and implanted based on the circumstances and needs of the new recruit. It is very important that work orientation is systematic, high quality and effective in order to make it possible for new recruits to tap into their work as quickly as possible. Getting to know what the work tasks consist is important, and if the new recruit does not communicate in Finnish at all, this specific division could use visual or plain language or international language materials for work orientation. In plain language, the guidance and information to learn have been edited and simple that new recruits can understand despite not having fluent Finnish. In addition, a lot of pictures, including videos could be used in work orientation, since it would be a good solution to increase understanding, not only for foreign recruits but to local recruits as well. It is essential in work orientation that new workers understand and know what to expect and what responsibilities are set in relation to their own work.

Work orientation is very important, especially for the new recruit who is from another culture. In addition, getting feedback and having enough guidance during work orientation is important for the person who has a foreign background and different cultures when starting to work in a new environment. Confronting new foreign workers with open-mindedness and openness are the easiest way to ap-

proach people who have foreign background during work orientation. After being familiar with them, understanding the strengths and weaknesses of each individual become easier.

Secondly, to answer the head questions, answering these sub-questions “What kind of challenges do the managers and local workers encounter with a new foreign recruit in work orientation and communication?” and “How can these challenges be reduced in the perspective of managers and local workers? are important. All interviewees felt that multiculturalism brings both benefits, but some challenges as well to the work community. One of the biggest challenges was differences in language, which have emerged in questionnaires and one-on-one interviews since during work orientation, it is important for both work orientation instructors and new recruits to understand each other. As presented in the research result, understanding the background of new recruit is important, since knowing the background may provide a lot of information about know-how and skills set of new recruit, language skills for example, which can lead to easier communication, or even interests of new recruit, which can lead to having the same interest that can ease confrontation and communication as well. Also, challenges can also appear in the work orientation -program itself. According to the results of the questionnaire, work orientation might be too extensive for new recruits, foreign or local recruits, with just little bit of a time.

To reduce these challenges, it is just important to know the background of new recruits, foreign or not, since the information the managers and local workers who acted as work orientation instructor get by knowing the background of new recruits help a lot not only in the process of work orientation but in guiding them to a new work environment would be a lot easier. In addition, knowing the background can lead to a better communication which helps and reduce the time used in work orientation. Also, to minimize these challenges, employing new workers with qualified language skills, especially in English, would ease work orientation process. The interviewees are hoping to have an updated work orientation for not only new recruits but also to work orientation instructors. Furthermore, more time is needed during work orientation for new recruits to grasp all the information

needed to their work and the work orientation instructors wish to have more accurate and clearer way to guide new recruits with work orientation and to work community. Additionally, step-by-step instruction for both work orientation instructors and new recruits is recommendable to ease the process of guiding new recruits to work orientation. The more careful and well-planned the work orientation is, the more there is for everyone in work community to benefit.

Guiding new workers to the work community is important but guiding the work community to a more culturally diverse work community is also very essential. Bi-directional work orientation is an effective way to train and guide the work community to multiculturalism. Bidirectional work orientation is the work community's guidance to cultural diversity and its purpose is to take into account the worker as well as training an already existing community to a more diverse work community. Therefore, it is important for managers to encourage the work community to be tolerant, open-minded and righteous in order to have a comfortable, welcoming and respectful atmosphere in the workplace. Not only the managers should be able to break prejudices but also the whole fellow colleagues in this specific division. Also, work the community should be more encouraged to face diversity and not to fear differences.

## **7.2 Recommendations to Enhance Multicultural Communication**

To answer the head question of this research, answers must be collected first from the last and final sub-question, which was “*How does communication work best in multicultural work community?*”, specifically speaking in this division. Based on the answers from questionnaires and one-on-one interviews, the work orientation -program of this specific division is functional. The first thing that should be considered is the language used in the work orientation -program and internal information on the website. Using an international language, English, helps foreign recruits to have a better understanding, which would help them to proceed efficiently in their oncoming work and in general. One must consider that not everyone in this specific division speak the Finnish language, therefore one must think

internationally and widely when speaking in the multicultural work community. However, having a conversation one-on-one is different.

According to a one-on-one interview, foreign workers A and B can understand Finnish sentences slightly but trying to communicate in Finnish is much harder even though foreign worker A has been living for 10 years and foreign worker B has been living in Finland for fifteen years. One must remember that when communicating with foreign workers, one should take into consideration that foreign workers may have difficulty in understanding either spoken or written messages, even when they have good Finnish skills. Especially if understanding the message requires Finnish culture or for example knowledge of the workplace's way of working, thus lack of the necessary information could complicate the understanding of foreign worker.

There may be significant differences between cultures in conversation situations. In the Finnish culture, we are used to having a conversation straightforwardly and in the work community only work issues are discussed, nothing more nothing less, depending on the openness of the work community. However, workers from China and Somalia, prefer and appreciate if there are personal matters involved, for example, family matters. It is believed that these cultures can create and develop a privilege friendship relationship, which leads to easier communication and cooperation. For example, one's expressions, gestures, dress, personal area and use of sounds or tone of voice while communicating could promote understanding or complicate the conversation. Misunderstanding can arise from both sides by misinterpreting each other in nonverbal communication, in their culture based on their meanings.

When providing guidance to a foreign worker in the work orientation, it would be necessary for work orientation instructors to reflect on their own way of speaking and writing, since a person, which Finnish is not his or her mother language could interpret or may not understand the context immediately, for example, fast way of talking of another, too difficult words or expressions. Relevant in guiding a foreign worker is that work orientation instructors strive for a clear and direct verbal

statements. If instructions or feedback are unclear, not only new recruits but also work orientation instructors should be encouraged to ask and find out whether the instructions or feedbacks are properly understood to ensure mutual understanding.

Intercultural communication skills are learnable. Efficient and functional communication promotes successful interaction and getting used to the way how people communicate. Managers and work colleagues should be able to step into the foreign worker's shoes and be empathic. According to the result of the questionnaires, to enhance communication in this specific division, encouraging the work community to be more communicative with foreign workers will only provide a positive stance to this work specific division. There are intercultural differences in verbal and non-verbal communication. Successful cooperation requires functional communication, not only in this specific division, but in other companies as well.

Managers in this specific division set an example for the whole work community, therefore managers play a key role in showing others how to interact with foreign workers. However, managers should encourage the whole work community to interact with foreign workers. It would be recommendable to encourage the whole work community to interact and socialize with foreign workers since it would lead to eliminating prejudices and getting to know each other better, which creates a better work relationship. Also, managers of this specific division should watch for signs of possible exclusion and discrimination. It is important to address conflicts as soon as possible before conflicts lead to harm and difficulties. To address these conflicts, managers should find out first the background of the problem and views of all involved. If there would be conflicts in the future in this specific division, listening carefully and asking specific questions will help in resolving and preventing conflicts. Managers may ask workers to tell their own perspective about the conflicts to make sure it is right and understood on both sides. In addition, managers should use as clear and simple communication as possible for both foreign and local workers to fully understand.

### **7.3 Follow-up Research**

Follow-up research could be done and proceeded as qualitative or quantitative research. Follow-up research proposal could be this type of research as well, but more extended since in this study, only one work community in a specific division is researched for and only six people including two managers, two work orientation instructors, and two foreign workers are interviewed, therefore the results cannot be generalized.

Case research can be done more broadly and multiple work communities in this specific division can be targeted regarding the functionality of work orientation and communication, multiculturalism and internal work relationship in work communities. Follow-up research could be done in the same work community in this specific division as well to study if enhancement proposition in work orientation has been taken noted and fulfilled. In addition, to study if the enhancement proposition in communication to ease the workflow of this specific work community has been taken into consideration.

According to the research result, the proposition of enhancements in work orientation is unlikely to be the only solution to answer research questions. Raising the level of work orientation and changing the attitudes towards learning-seeking workers could bring the necessary change not only in this specific work community but to other work communities in this specific division as well. Organizing more training and enhancing the guidance of work orientation will definitely help not only new recruits but also already working personnel to gain more essential skills.

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## ATTACHMENTS

### ATTACHEMENT 1: Questionnaire for Managers.

#### Enhancement of Work Orientation in Multicultural Work Community

#### Case: Company X

This questionnaire is made to understand and see the perspective of managers about the work orientation in their work community in a specific division. Not only we may find some enhancement in work orientation, but in communication and in current relationship between managers, local workers and foreign workers as well, which leads to a better work community. In addition, the answers that will be provided in this questionnaire will help me with my research to provide an enhancement in work orientation, which will be taken into consideration in the future.

Thank you in advance for answering!

Age: \_\_\_\_\_

Gender: \_\_\_\_\_

How long have you been working as a manager? \_\_\_\_\_

How long have you been working in this specific division? \_\_\_\_\_

|                       |                        |                 |         |                    |
|-----------------------|------------------------|-----------------|---------|--------------------|
| I completely disagree | I agree to some extent | I agree somehow | I agree | I definitely agree |
| 1                     | 2                      | 3               | 4       | 5                  |

Please circle your answer.

1. Understanding the background of new foreign recruits is important before hiring.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

2. Introducing and supporting a foreign worker to work community is easy.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

3. Introducing a foreign worker is as easy as introducing local worker in the work community.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

4. A foreign worker who is coming from a different cultural background or country requires slightly different guidance than local Finnish workers. It is important for such individual to be opened up to the cultural habits and interactions of the work community.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

5. Work orientation and work guidance have an undeniable impact on work performance, well-being at work, work motivation and work safety. The more careful and well-planned work orientation is, the more there is for everyone in the work community to benefit. I believe we have functional work orientation -programs for new recruits.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

6. Thanks to successful work orientation and work guidance, the new worker is able to quickly acquire and absorb the knowledge and skills needed to execute the work. In addition, will get to know the new worker better and faster. The beginning of cooperation is formed.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

7. One of the most important features of a successful manager is good communication, and especially versatility and interaction skills.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

8. The manager should also guide the recruit with the right ergonomics, specific rules of the department and occupational safety. Ensuring and preventing accidents and minimizing oncoming mistakes at work with functional work orientation is important.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

9. The most important role of a manager in a multicultural work community is to act as an example and to lead the rest of the work community. In addition, I believe giving constructive and positive feedback to my employees will enhance their work performance.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

10. Foreign/Immigrant workers' success at work and adaptation can be promoted by good managerial skills, openness, and open-mindedness in the work community, support from colleagues and work orientation.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

11. I have a magnificent work relationship with my employees, local or foreign workers. Cooperation with them is proficient.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

12. There are no intercultural conflicts happening in our multicultural division. The work community has a clear rule, and the result of misunderstanding is treated as openly as possible. In most cases, the manager plays a key role in avoiding these conflicts.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

13. Working in a multicultural work community increases knowledge and understanding of cultures, which called cultural competence. New perspectives, approaches, and international know-how increase the innovativeness of the work community and problem-solving skills.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

14. As a manager, I do not find guiding a new recruit who has a foreign background challenging at all.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

15. Communication between myself and foreign recruit works fluently. I do not find it challenging at all.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

Please write your thoughts.

16. As a manager, how should I confront foreign/immigrant workers during work orientation?

17. What kind of challenges do I encounter with new foreign recruitment in work orientation? In communication?

18. How can these challenges be reduced in my perspective as a manager?

19. As a manager, is there something I would wish to be done differently with work orientation in our work community? Enhancements?

## ATTACHEMENT 2: Questionnaire for Work Orientation Instructors.

## Enhancement of Work Orientation in Multicultural Work Community

## Case: Organization X

This questionnaire is made to understand and see the perspective of local workers, as a work orientation instructor, about the work orientation in their work community in a specific division. Not only we may find some enhancement in work orientation, but in communication and in the current relationship between managers, local workers and foreign workers as well, which leads to a better work community. In addition, the answers that will be provided in this questionnaire will help me with my research to provide an enhancement in work orientation, which will be taken into consideration in the future. Thank you in advance for answering!

Age: \_\_\_\_\_

Gender: \_\_\_\_\_

How long have you been working in this specific division? \_\_\_\_\_

|                       |                        |                 |         |                    |
|-----------------------|------------------------|-----------------|---------|--------------------|
| I completely disagree | I agree to some extent | I agree somehow | I agree | I definitely agree |
| 1                     | 2                      | 3               | 4       | 5                  |

Please circle your answer.

1. Understanding the background of new foreign recruitment is important before hiring.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

2. Introducing and supporting a foreign worker to work community is easy.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

3. Introducing a foreign worker is as easy as introducing local worker in the work community.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
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4. A foreign worker who is coming from a different cultural background or country requires slightly different guidance than local Finnish workers. It is important for such an individual to be introduced to the cultural habits and interactions of the work community.

|   |   |   |   |   |
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| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

5. Work orientation and work guidance have an undeniable impact on work performance, well-being at work, work motivation and work safety. The more careful and well-planned the work orientation is, the more there is for everyone in the work community to benefit.

|   |   |   |   |   |
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| 1 | 2 | 3 | 4 | 5 |
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6. As a work orientation instructor and as a colleague, my work is to make sure that work orientation is functional, monitor the progress of new recruits and its completion. In addition, to ensure and prevent accidents and to minimize oncoming mistakes at work with functional work orientation.

|   |   |   |   |   |
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| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

7. The guidance and openness of local workers to new foreign workers is important. Local workers have a huge part of a role in the work orientation of foreign worker which demands openness and communication. In addition, local workers get to know the new worker better and faster. The beginning of cooperation is formed.

|   |   |   |   |   |
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| 1 | 2 | 3 | 4 | 5 |
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8. As a work orientation instructor and as a colleague, I should also guide new recruits with the right ergonomics, specific rules of the department and occupational safety. Also, I believe giving constructive and positive feedback to my colleagues will enhance their work performance.

|   |   |   |   |   |
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| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

9. I believe, we have functional work orientation -programs for new recruits, which will provide them all the knowledge and information, and guide them to their oncoming work tasks.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

10. I have a magnificent work relationship with my local or foreign workers. Cooperation with them is proficient.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

11. There are no intercultural conflicts happening in our multicultural division. The work community has a clear rule, and the result of misunderstanding is treated as openly as possible. In most cases, the manager plays a key role in avoiding these conflicts.

|   |   |   |   |   |
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| 1 | 2 | 3 | 4 | 5 |
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12. Working in a multicultural work community increases knowledge and understanding of cultures, which called cultural competence. New perspectives, approaches, and international know-how increase the innovativeness of the work community and problem-solving skills.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
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13. Being a work orientation instructor of an individual who has a foreign background is not challenging at all.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

14. Communication between myself and foreign recruit works fluently. I do not find it challenging at all.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

Please write your thoughts.

15. As a work orientation instructor and as a colleague, how should I confront foreign/immigrant workers during work orientation?

16. What kind of challenges do I encounter with new foreign recruitment in work orientation? In communication?

17. How can these challenges be reduced, from the perspective of work orientation instructor and as a colleague?

18. As a work orientation instructor and as a colleague, is there something I would wish to be done differently with work orientation in our work community? Enhancements?

## ATTACHEMENT 3: Questionnaire for Foreign Workers.

## Enhancement of Work Orientation in Multicultural Work Community

## Case: Company X

This questionnaire is made to understand and see the perspective of foreign workers about the work orientation in their work community in a specific division. Not only we may find some enhancement in work orientation, but in communication and in the current relationship between managers, local workers and foreign workers as well, which leads to a better work community. In addition, the answers that will be provided in this questionnaire will help me with my research to provide an enhancement in work orientation, which will be taken into consideration in the future. Thank you in advance for answering!

Age: \_\_\_\_\_

Gender: \_\_\_\_\_

Where did you come from? \_\_\_\_\_

How long have you been living in Finland? \_\_\_\_\_

How long have you been working in this specific division? \_\_\_\_\_

| Needs a lot of improvement | Need some improvement | Slightly good / well | Very good / well | No improvement needed |
|----------------------------|-----------------------|----------------------|------------------|-----------------------|
| 1                          | 2                     | 3                    | 4                | 5                     |

Please circle your answer.

1. How well were you welcomed to the work community?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

2. How would you describe the atmosphere in this specific division when you started working?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
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3. Did you get enough support when you started working in this specific division?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
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4. Has this specific division provided you proper equipment to work? Technology? Support?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
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5. How would you rate the acceptance of the work community in your specific division?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

6. Who was taking care of your work orientation?

|          |               |      |
|----------|---------------|------|
| Managers | Local workers | Both |
|----------|---------------|------|

7. How well did your managers support and introduce you with work orientation?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

8. Did your manager participate enough with your work orientation?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

9. How well would you rate your work relationship between you and your manager?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

10. Did you get enough guidelines on what your manager was expecting from you and how the job needs to be done?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

11. How well did your local colleagues support and introduce you with work orientation?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

12. Did your local colleagues participate enough with your work orientation?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

13. How well would you rate your work relationship between you and your local workers?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

14. How well have you been guided and introduced in work orientation?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

15. What is your current opinion on the work orientation -program in your work community?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

16. Does the work orientation well-planned enough to give you confidence and make you feel at ease while working?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

17. Are you getting enough positive or constructive feedback from your managers and local workers?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

18. How well does the communication work in your work community?

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

19. Communication skills of the manager make work orientation easier to approach and to learn.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

20. Communication skills of local workers make work orientation easier to approach and to learn.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

What were your first thoughts about the working environment in this specific division compared to your home country? Please write your answer shortly.

Did you feel some kind of culture shock after moving to Finland? At work? If yes, please explain shortly what kind of differences.

21. Is there something you would wish to be done differently with work orientation in your work community? Improvements? Please write down your thoughts.

22. How does communication work best in a multicultural work community?