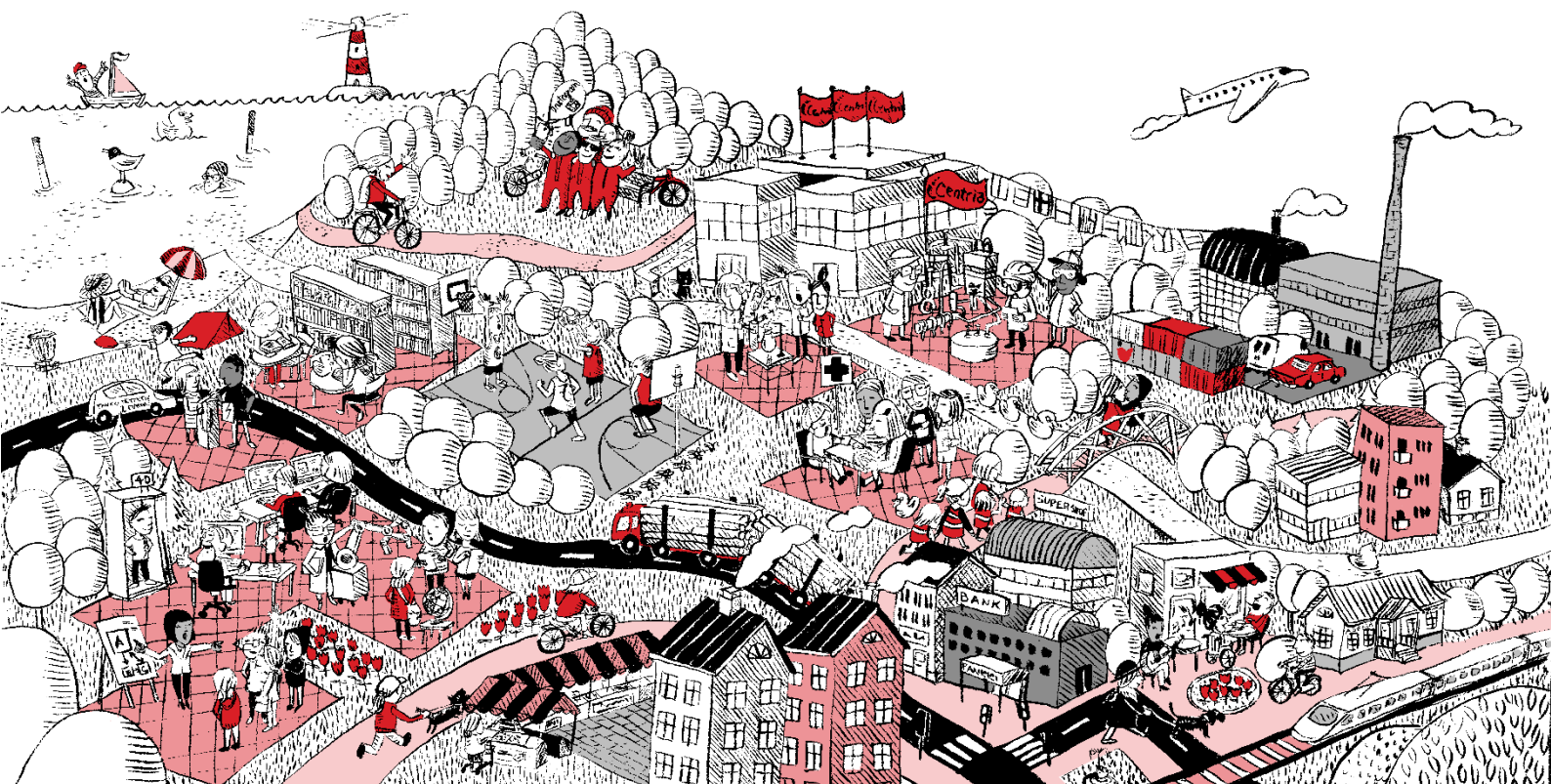Etiosa Omoregie

ORGANIZATIONAL BEHAVIOR IN A MULTICULTURAL WORK SETTING

Pet Food Company Oy Mush Ltd.

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The purpose of the study was to determine the factors that influence employee organizational behavior in a multicultural work setting and how they impact the overall organizational behaviour of the company; case study is Oy Mush Ltd a pet food company. The research explored different variables from both individual and environmental aspects that influence employees' organizational behaviour. These variables were grouped into two dimensions; human and organizational dimensions and thus, were examined in these regards as relates to the organization.

A semi-structure interview research method was adopted, and the respondents were all employees of Oy Mush Ltd being the case company under study. The total number of respondents of the semi-structured interview were 5 employees with different job descriptions and positions in the company. The research questions were developed by the researcher first into different themes from which the research questions emerged. A first -hand research analysis was first presented by the researcher from which the result of the study was later presented.

The findings of the research revealed and affirmed that there are other contributing factors to the organizational behavior of employees with multicultural backgrounds aside their cultural differences. Though the research primarily focused on the organizational behavior in a multicultural work setting highlighting the cultural diversity as the major point of interest, there was a discovery that diversity amongst employees was not the biggest problem.

ABSTRACT

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1   INTRODUCTION

The topic for this thesis is the organizational behavior in a multicultural working environment or work setting using the pet food company Oy Mush Ltd as a case study. This research will try to cover major aspects such as individual differences and perception, demographic and cultural diversity, managing stress and emotions, individual attitudes and behaviors, communication, conflicts and negotiations, managing teams and groups etc. All these will be put into perspective because they have a direct effect on the organizational behavioral wellbeing and understanding them will help a great deal to have an overall healthy working environment.

The background of this research is born out of the fact that I have worked in a multicultural working environment for years and in all these years, I have watched and observed how my employers have struggled to understand and come to terms with some of our individual behaviors and attitudes as relates to our cultural diversity. This has been a bit of a problem in the overall work force and even more profound in the various working units or departments as conflicts do sometimes arise from short meetings as a result of misunderstandings brought about by wrong judgments. The aim of this research therefore is that, having come from a different culture as well, I feel there is a need to educate and expose myself and others to the understanding and acknowledgement of the work ethics and behavior of the Finnish people and make them understand every other culture represented in the organization better.

The primary aim of this thesis is basically to foster a better multicultural link and bond in the organization by creating a better working environment through better understanding of individual differences and perceptions, attitudes, and behaviors. The objectives of the study will be to identify the main cultural differences in the workforce of Oy Mush Ltd, create a bridge between these cultural differences for better understanding, ascertain the impact of these differences on the overall performance of the company and to investigate the direct effect of these differences on the organizational behavior of the workers.

These objectives will be achieved through studying the theories in major organizational behavior literature, journals and articles from which recommendations will be given. Answers will also be given to research questions such as, what is organizational behavior, what factors instigate organizational behavior? What is the most effective communication method in a multicultural organizational environment? How can conflicts be managed effectively, how can a motivational working environment be designed. How to make smaller units or teams of multicultural backgrounds etc.The main content of the research

will entail issues and topics dealing with organizational behavior both from an individual and team perspective and from a multicultural standpoint. A personal timetable will be created to make sure the developmental process progresses in the right direction and the various tasks to ensure this will be laid out and followed judiciously. Tasks such as interviews with the employers and a representative from every culture represented will be carried out. The kind of communication method used in the organization will be accessed compared with the most acceptable method gotten from the research. Conflicts and negotiations approaches will also be analyzed. Most suitable motivational approaches will also be investigated, and decision-making methods will be considered as well. Different cultural power play and work politics are key factors that will also be researched.

2   ORGANIZATIONAL BEHAVIOR

Having a limited understanding of the term 'Organizational behavior' reflects a limited understanding of one of the major attributes of forces that affects one personally, and that influences the community and culture wherein we live, and which evolves the world around us. Our everyday lifestyle is being affected by organizations, everything ranging from working, sleeping, relaxing, studying, dressing, waking, travelling, eating etc. The study of organizational behavior is very vital and has direct impact for employees, managers and even employers who in their course of businesses interact with other organizations whether they are small to medium enterprises or large and international. (Buchanan & Huczynski 2017, 6.)

2.1 Brief history of organizational behavior

Organizational behavior can be dated back to the late 1950s when it was first used by Fritz Roethlisberger and it gave a more insight than mere human interactions. The term behavioral sciences were first used to characterize a Ford Foundation research programme at Harvard in the year 1950, and later in 1957 the Human Relations Group at Harvard (previously the Mayo Group) became the organizational behavior group. It is said that in the year 1962, organizational behavior became an official subject at Harvard and Roethlisberger was the first area head (Buchanan & Huczynski 2017, 6-7).

In the course of researching organizational behavior, one will come across different aspects such as organizational theory, industrial sociology and psychology, organizational psychology, organizational analysis, organizational studies. These areas sort of emphasize only segmented aspects and thereby do not give a profound analysis of the whole package. For instance, organizational theory and industrial sociology highlight more on macro-level studies of groups and organizations. Industrial and organizational psychology pinpoints on behavior on an individual level. Organizational analysis depicts more on practice than theory. Organizational studies are a term that talks about the broadening of the different factors and concepts which this field now acknowledges. But in any case, organizational behavior is ultimately viewed as the term that envelops all these other aspects despite the argument from certain researchers (Buchanan & Huczynski 2017, 7.)

2.2 Definition and meaning of organizational behavior

Before going ahead to define or investigate the meaning of organizational behavior, I feel it will be worthwhile to consider the core terms that make up the phrase 'organizational behavior'. First is the word organization, what is an organization and how do the word behavior come into play with organization? Organization can be said to be a social arrangement for achieving controlled performance in pursuit of collective goals. Then the question, do organizations behave? And the answer is no because only people are said to behave. But note that the same people said to 'behave' make up an organization.

To define organizational behavior, we must look at it from the different views of renowned researchers in order to have a wider perspective of what it really means. Robbins and Judge (2012) defined organizational behavior thus 'Organizational behavior is a field of study that investigates the impact individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness. This simply means that, it is an area of study with behavioral knowledge which studies the behaviors in organizations from three dimensions; individuals, groups and structure. The knowledge gained is therefore used to make the organization more effective. In conclusion, it is the study of what people do in an organization and the effect of their behavior on the organization's performance (Robbins & Judge 2012, 28.)

Another researcher ascertains that an organization is only as good as the people that are working therein. And in other to remain relevant in the increasingly dynamic, global and competitive business environment, there is a great need for the in-depth understanding of the effective management of human resource which is made up by these individuals. Therefore, he sees organizational behavior as the study of the behavior of people within an organizational setting. He goes ahead to say that it involves the understanding, prediction and control of human behavior (Mullins 2010, 3.)

Notwithstanding, there is a definition or explanation I find rather interesting and, in this case, the researchers look at organizational behavior from social scientific disciplines. He talks about the subject regarding identity, freedom and insecurity, power and inequality using elements such as sociology, psychology, politics and economics respectively. According to him, sociology studies human behavior regarding social, political and economic factors affecting it which in turn are produced and reproduced by it. Psychology deals with people's behavior and thinking. Politics concentrates on the struggle to rule i.e political power and societal influence. While economics inspects the way, wealth is generated and distributed (Knights, Willmott & Brewis 2012, 7.)

To sum up all the definitions and explanations given about organizational behavior, is to state that organizational behavior is the study of the structure and management of organizations, their environments, and the actions and interactions of their individual members and groups (Buchanan & Huczynski 2017, 6). Below is figure 1 which helps to analyze the organizational behavioral framework of an organization.
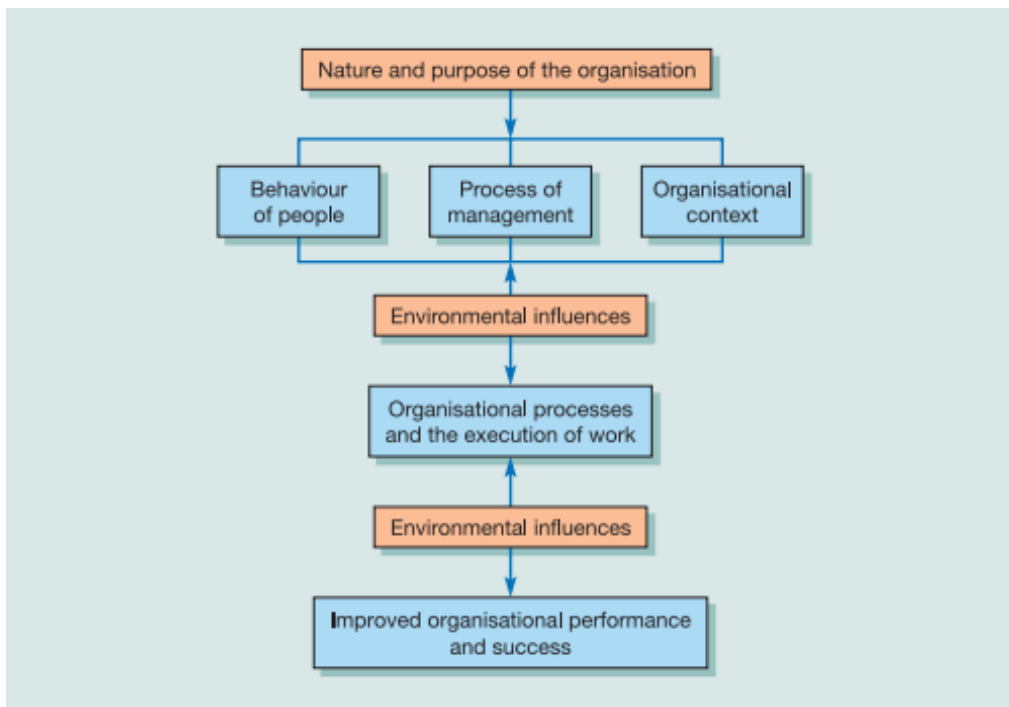
FIGURE 1. Organizational behavior; a convenient framework of analysis (Mullins 2010, 6).

2.3 Organizational behavior terrain

As we already know, organizations operate within a wide context and therefore their activities are influenced by a lot of factors. And in order to explain the behaviors in organizations, here is a field map to help with the understanding of this concept. It is called the 'PESTLE analysis which talks about the **P**olitical, **E**conomic, **S**ocial, **T**echnological, **L**egal and **E**cological factors that affect the organization and the individuals in it.

FIGURE 2. A Field map of the organizational behavior terrain (Buchanan & Huczynski 2017, 14).

This field map or model illustrated in figure 2 above is very important as it helps to give a general overview and guide as to how the outcome of an organization is achieved. As can be seen, there are two outcomes which are organizational effectiveness and quality of working life. The factors that bring about those outcomes are the individual factors, group factors, management and organization factors and leadership factors. It is also argued that the organization's past also influences their present and so organizational behaviors need to be analyzed with reference to their past (Buchanan & Huczynski 2017, 14.)

3   THE HUMAN DIMENSION

In this chapter, some key ideas and contributions that affect the individual members of an organization will be analyzed. The individual and group factors in the PESTLE Model will be expatiated for clarity and better understanding.

When an individual is employed into an organization, there is usually a form of contract that stipulates what they are required to do, for who and sometimes for how long and what the individual will get as reward by way of salary, holidays and other benefits as it applies. The contract is not a determinant of the series of event that come into place at the workplace. Therefore, there can be a huge disparity regarding the quantity and quality of our work due to our experiences and attitudes and the relationship we have with our colleagues (Knights & Willmott 2007, 43).

3.1 Individual Learning Process

Due to the rapidly growing work knowledge and constant upgrading global technology which causes unpredictable changes in today's business world, the ability to learn and to continue learning is very essential for individuals. The rate at which technologies develop makes the skills and knowledge required for today's work obsolete or of lesser value tomorrow. Therefore, individual learning ability has a big role to play in their job security and career and organizations also tend to consider this factor in employment and individual performance. And despite the importance of employing individuals with the right skills and knowledge, it is also very important to make sure these skills are constantly up to date. Now learning is the process of acquiring knowledge through experience which leads to a lasting change in behavior and it is said that knowledge is power. In the business world, knowledge brings about competitive advantage which depicts knowing how to make rapid changes and innovation to products and services based on the changing customers' needs. The question as to how we learn, how we come to know what we know and to do what we can do are contained in psychology (Buchanan & Huczynski 2017, 146, 147).

3.2 Personality

An organization is made up of individual members and these individuals are the integral part of the organization behavior. In whichever way the individual behaves, either in isolation or as a member of a

team due to external forces from the environment, if the individual needs and the demands of the organization are not in line then there will be a conflict of interest. Therefore, the management of any organization has a big role to play in the incorporation of the individual and the organization in other to have a satisfactory working environment for the individuals which in turn will help attain the goals of the organization (Mullins 2010, 6).

Now what is personality and why is the study of an individual personality relevant in understanding organizational behavior? Personality can be defined as 'the dynamic organizations within the individual of those psychophysical systems that determine his unique adjustments to his environment.'' It can also be thought of as the overall ways in which an individual reacts and interacts with others and often individual personalities are described in regards of the measurable traits they exhibit. Researchers have made efforts to identify the primary traits that determine the individual behavior and came up with a long list which made it difficult to generalize. But two of these identifiers stood out which are the Myer-Briggs Type Indicator and the Big Five Model (Robbins & Judge 2012, 89-90.)
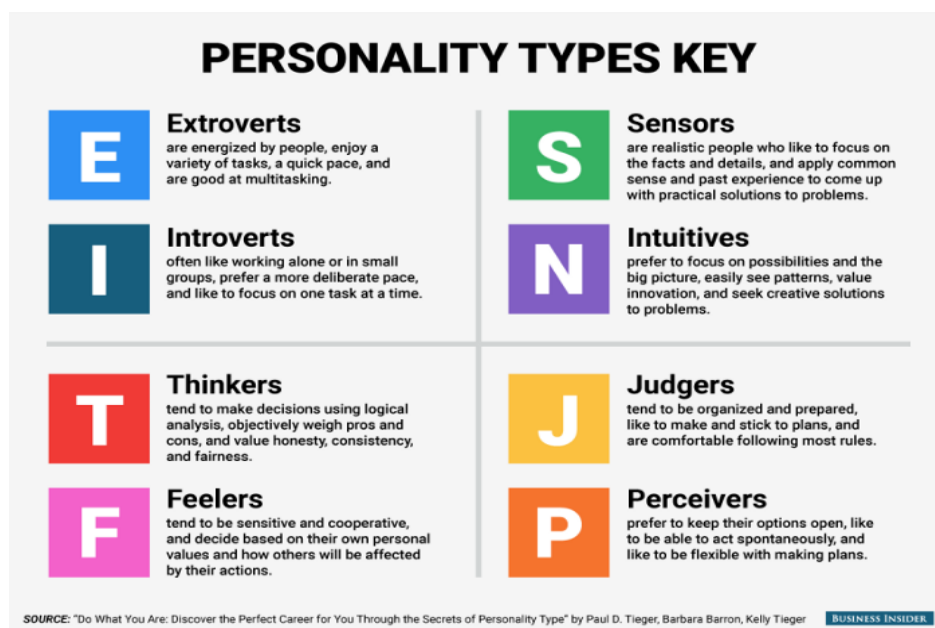
FIGURE 3. Personality types key (Tieger, Barron & Tieger 2014).
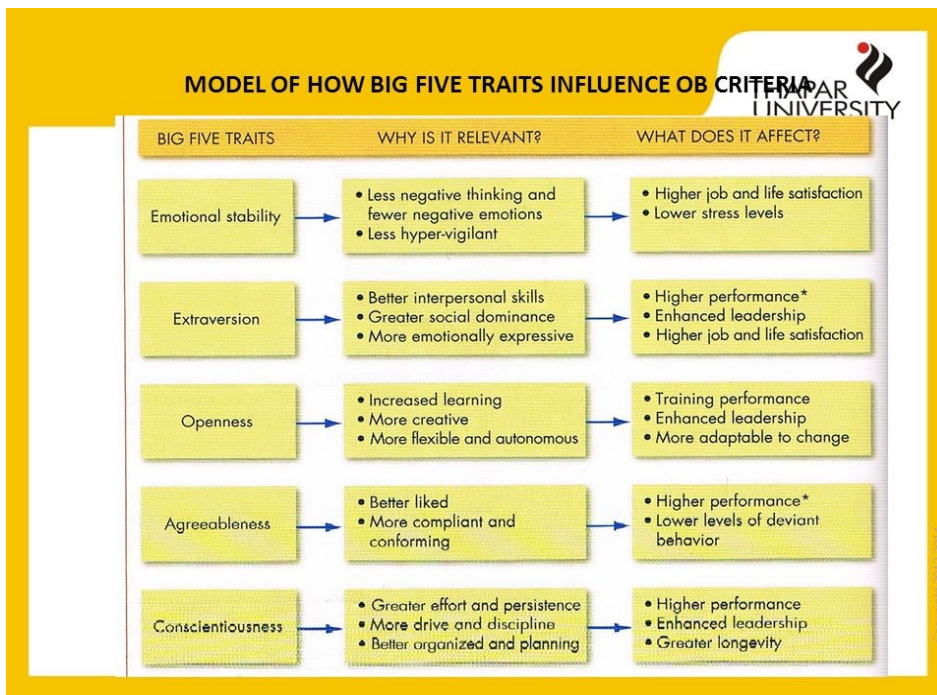
FIGURE 4. Model of how Big Five model Traits influence Organizational Behavior (Costa & Macrae 2013, 2014).

Figure 3 and 4 above illustrate how personality types and the big five model traits which are the emotional stability, extraversion, openness agreeableness and conscientiousness impart on the organizational behavior of individuals.

3.3 Perception

In understanding the perception of any individual, the sensory basis must be considered, and it is also very essential to know that our sensory systems have limits because we cannot attend to everything around us. This limitation therefore makes us selective in our attention and perception. As humans, there is the constant urge to search for meaning and understanding in our environment. Individual present situation, emotional state and experiences of the same or a similar event helps to categorize and organize the sensory information. That is why we react immediately by either action or speech to certain information and choose to just assimilate and park some information. This also shows that there is an inevitable relationship between perception and memory processes (Mullins 2010, 209-210).

The study of perception is very important because it clearly sets social science and natural science apart. Perception dictates how we read meanings, interprets, value and aims at our actions. How we perceive ourselves, our social and physical environment determines our actions which rub off on our individual behavior due to factors like reason, motive, intention, purpose and desire. Natural scientists usually do

not have difficulties regarding how to perceive because for them, there is reality to observe and study but the social scientists' views reality often as what people perceive it to be. Perception is therefore seen as the dynamic psychological process responsible for attending to, organizing and interpreting sensory data (Buchanan & Huczynski 2017, 250).

3.4 Communication

The importance of communication cannot be overemphasized as it is used to share meaning between individuals, groups or organizations. Communication is the only means with which information and ideas are conveyed. But for communication to be effective, it has to be beyond just sharing meaning, the meaning must also be understood. Active communication is essential to the success of any organization, but it is particularly critical when there is a real risk of your message getting "lost in translation." In many international organizations, English is the de facto language of business. But more than just the language you speak, it's *how* you convey your message that's important (Robbins & Judge 2012, 188).

The study of communication is an underlying factor in the understanding of organizational behavior for many reasons: Proper communication affects individual careers and organizational performance; Individuals seldom work alone, and there is the need for constant interaction between managers and other people; There has always been communication gap in many organizations; Effective cross-cultural communication helps in understanding the norms and expectations of others; There is a radical change of how, what and when we communicate due to new technology. Every activity that takes place in an organization involves communication, from hiring to training of staffs to giving feedbacks, purchasing supplies, solving problems, dealing with customers, deciding strategies etc. Issues such as hierarchy, power and status differences, job design, nature of employment, rules and physical layouts are factors that affect effective communication (Buchanan & Huczynski 2017, 213).

How can communication be improved since it's so important to the overall effectiveness of an organization? Well, it has a lot to do with emotional - social intelligence which is the ability to understand the thoughts of others and to manage our relationships accordingly. Being able to feel what others fell and read what's happening in complex social settings. It should be noted that even with the modern communication technologies available, personal interactions or face to face (F2F) are still of great importance and the figure below put these into perspective. An illustration is given in figure 5 below:

Intrapersonal	How well one views oneself and is aware of oneself, one's independence and assertiveness, and one's sense of self-actualization	Self Regard Emotional Self-Awareness Assertiveness Independence Self-Actualization
Interpersonal	One's ability to empathize, sense of social responsibility, and ability to relate to others on a personal level	Empathy Social responsibility Interpersonal Relationship
Stress Management	One's stress tolerance and ability to control impulses	Stress Tolerance Impulse Control
Adaptability	One's ability to test one's sense of reality, one's flexibility, and one's sense of ability in problem solving	Reality-Testing Flexibility Problem Solving
General Mood	One's sense of happiness and optimism	Optimism Happiness

Based on Bar-On (1997)

FIGURE 5. Emotional-social intelligence domains (Bar-On 1997).

3.5 Motivation

Motivation is geared out towards answering the question as to why people do what they do, why they behave in a way. Motivation can be said to be the direction and persistence of action. It defines the very essence why individuals choose a certain way of action over other options and continue with that chosen action during difficulties and problematic situations and often over a long period. In reviewing motivational theories, there are four basic characteristics that explain the definition of motivation. The first is that motivation is an individual phenomenon; motivation is usually intentional; motivation is multifaceted and the last is that the idea behind motivational theories is to predict behavior. A concrete definition of motivation was given by the chartered management institute which states thus 'Motivation is the creation of stimuli, incentives and working environments that enable people to perform to the best of their ability. The heart of motivation is to give people what they really want most from work. In return managers should expect more in the form of productivity, quality and service' (Mullins 2010, 253).

For any organization to be effective in terms of performance, it must have a motivated workforce. And to know what motivates an individual in any organization, we must know their motives as these are key factors to their behavior. In other to achieve this, some employee motivation theories must be analyzed. And one of the best-known theories in this regard is the Abraham Maslow's hierarchy of needs which highlights the hierarchy of five needs that exists within every human being.

FIGURE 6. Maslow's hierarchy of five needs (Maslow 1954).

According to the figure above, to motivate an individual there must be an understanding of the level of hierarchy in which that person is currently on and then focus on satisfying the needs at or above that level. It should also be noted that no need can be fully satisfied but when substantially fulfilled, it no longer motivates. Therefore, as each need gets satisfied to a substantial level, the next need becomes more motivating (Robbins & Judge 2012, 123.)

4   THE ORGANIZATIONAL DIMENSION

In this chapter, we will be looking at the organizational behavior from the organizational perspective itself i.e its structure, management, and leadership processes. As it is well known, various organizations have different structures based on how they operate and what they do and a whole lot of other factors and the structure an organization chooses has a way of affecting the attitudes and attitudes of employees. Organizational structures state how jobs are designed, fractioned and coordinated. Whenever an organization is designing their structure, it is very essential that they consider and address six vital elements which are; work specialization, departmentalization, chain of command, span of control, centralization and decentralization, and formalization (Robbins & Judge 2012, 257).

FIGURE 7. Key design questions and answers for designing the proper organizational structure (Robbins 2005).

The aforementioned figure 7 serves as a guide for organization to know and understand how they can properly structure themselves.

4.1 Environment and Work Design

It is no news that the business environment in today's world has become very volatile, uncertain, complex and ambiguous (VUCA) and for organizations to meet up with their competitors, they have to be up and doing in reacting to environmental changes. It is inevitable for any organization not to interact with the outside world i.e its environment. There are new trends and developments cropping up every now and then in their environment. If any organization wants to be effective, perform in optimal proportion and ultimately survive, it has to respond to these changes appropriately and adequately. Hence the study of organizational environment is very crucial because environmental issues, trends and events outside the confines of the organization influence internal decisions and behaviors. Environmental uncertainty is an underlying factor that affects most organizations, and this is the degree of unpredictable turbulence and change in the political, economic, social, technological, legal and ecological context in which an organization operates (Buchanan & Huczynski 2017, 40, 42).

It is evident that individuals in an organization have different skills and for organizations to make the most efficient use of their skills, they introduce work specialization. Work specialization is essential in harnessing the core values of an employee and improving them through repetition. From the organizations view, it is time effective and also less costly to get and train workers to do specific and repetitive tasks especially in highly complicated operations. This method worked very efficiently for the first half of the twentieth century as it was a yardstick for high performance. But its side effect started to surface in the 1960s in the form of boredom, fatigue, stress, low productivity, poor quality, increased absenteeism and high turnover when it seemed carried too far. Organizations found better ways of increasing efficiency by enlarging rather than narrowing the range of work tasks (Robbins & Judge 2012, 258).

Work design in an organization helps to maintain a balance between higher levels of organizational functions, and the specialization and concern for staffs at the operational level. Two of the management theories that show the impact of the organizational work design are highlighted in figure 8 below:

FIGURE 8. Differences between Fordism and Taylorism (Taylor 1911).

4.2 Leadership

Leadership is a subject that cannot be overlooked when talking about organizations and it doesn't matter the type of organizations. For effectiveness of any organization of any kind, be it a political party, an army or a multinational corporation, leadership is very crucial. It is therefore no surprise that leadership is a subject of great interest to many both individuals and organizations. Leadership is a discourse that can be seen in different ways and interpreted in various forms. So various meanings have cropped, one of which is that it is the process of influencing the activities of an organized group in its efforts toward goal setting and goal achievement. Another definition of leadership uses three components which are first, interpersonal process – a attempt for an individual to influence the behavior of others. Secondly is the social context – a situation where the influenced group or members are subordinates or followers. Lastly, goal achievement which is a great prerequisite for effective leadership operation (Buchanan & Huczynski 2017, 598.)

In simple terms, leadership can be thought of as getting others to follow or getting people to do things willingly or in a more specifically, making decisions with the use of authority. Since leadership has been

viewed as a behavioral category, organizations have now placed more emphasis on the importance and hence their leadership style. The way and pattern in which leadership functions and is carried out and the manager's typical behavior towards members of the group sums up the leadership style of an organization. The leadership style managers adopt in an organization has an indirect effect on the willingness and motivation of subordinates and a direct effect on their efficiency. Leadership styles have been simplified into three-fold which are: **Authoritarian (autocratic) style** – decision making, policies, goal setting, work tasks and relationships, control, punishments are all made by the manager alone. The manager is at the center of power and interactions within the group. **Democratic style –** the decision making, determination of policy, implementation of systems and procedures is a group affair. The manager is more part of a team and leadership responsibilities are shared. **Laissez-faire (genuine) style** – this is a style of leadership where members have freedom of action because the power has been given to them. The manager allows them to do as they think best and does not interfere but makes his presence available when help is needed (Mullins 2010, 380-381).

4.3 Decision Making

At one point or the other in any organization, decisions must be made about almost everything regarding the direction to go and these decisions are made based on either challenges or a necessitated process for effectiveness. It must be noted that before organizations can make good decisions, they must first understand the decision-making errors people commit. There are generally three established constructs every individual or organization uses in decision making. There is the rational decision making which uses a six-step rational decision-making model thus; define the problem, identify the decision criteria, allocate weights to the criteria, develop the alternatives, evaluate the alternatives, select the best alternative. Secondly there is the bounded rationality which is a way of seeking satisfactory and enough solutions and not an optimal solution because of the complexity of fitting into the rational decision-making model. Lastly, is the intuition decision making which is born out of emotions and outside conscious thought. It is usually very fast and not rational but also not necessarily wrong (Robbins & Judge 2012, 111-113).

When studying how organizations make decisions, it is worthwhile to see the organization as a system that requires good information and channels of communication for an effective decision making. And in doing so the center of interest is on managerial decision-making and organizations process and use of information in decision-making. The ability for a management of an organization to respond to internal and external changes directly impacts its effectiveness. These responses usually come in the form of

simplifying of goals and objectives, identifying of problems and finding and executing solutions. There are many decision-making points in an organization, and this is because it is regarded as an information processing web. A proper understanding of how organizations make decisions have a direct impact on the understanding of the organizational behavior (Mullins 2010, 59).

4.4 Conflict Management

Conflict is something that cannot be eliminated in our everyday lives. It happens between individuals, groups and departments within an organization. Several factors contribute to the occurrence of conflicts in an organization. These ranges from disagreements about the work design and how they should be carried out, management bonuses and workers' salaries and some relational issues. Conflicts come in different forms such as personal confrontation, power tussle and politics, certain leadership styles and decision-making processes, organizational changes. Conflicts arise from perception by those involved and it's usually a state of mind. It is said to be a process that begins when one party senses that another party has or is about to affect what they care about negatively. It can involve managers, shareholders, departments, and groups when there is a clash of interest and values regarding issues like dividends, manager bonuses and employee wage levels (Buchanan & Huczynski 2017, 702).

Now conflicts can be eliminated or reduced to the barest minimum in an organization. But the management of the organization will have to introduce conflict resolution approaches to reduce or eliminate them and adjusting the mechanism to prevent them from happening in the future. There are five conflict resolution approaches with two features as its fundamental principles; the assertive or unassertive nature of the parties involved in pursuing their interest and the cooperative or uncooperative attributes each party has towards satisfying the interest of the other (Buchanan & Huczynski 2017, 713). Below is figure 9 showcasing the five conflict resolution approaches:

FIGURE 9. Conflict resolution approaches compared (Buchanan & Huczynski 2017, 714).

4.5 Power and Politics

In today's world, power and politics are words that are regarded as dirty and talking about power and political behavior is not that simple. Under this heading, emphasis will be given on how power defines a group's goals and how the group's resources are distributed among its members. The influence of group members with good political skills and how they utilize their power over resources in their favor will also be considered. First let's look at what power means; it is the measure that someone must influence the behavior of another so that the influenced acts in conformity to the wishes of the influencer. It therefore means that power is a capacity or potential because someone with power might decide not to make use of it. And one key factor of power is the fact that it is a function of dependence. The greater the dependence of the one being influenced is on the influencer, the greater the influencer's power in the relationship (Robbins & Judge 2012, 224).

Popular opinion is that power corrupts and that politics both organizational and general are full of deceits, manipulations, backstabbing and all that. But what is also worthy of note is that, organizational leaders and managers without power and who do not know how to play the politics of their organizations

can hardly be effective. Even though power and politics can be destructive, they can also be resources for solving problems, driving change and generating agreement. Let organizations not only be a place where decisions are based on evidence and reason, geared towards efficiency and effectiveness but also, as political systems where decisions are made by influence tactics with the interests of individuals or groups being promoted. Power and politics are interwoven because before the effect of power can be fully achieved, political tactics has to be used. Politics can therefore be referred to as power in action and there has been an argument that lack of political skill can lead to organization or management lack of success (Buchanan & Huczynski 2017, 737.)

5 OY MUSH LTD

Mush Oy was a Finnish family-owned business founded in 2004 but became a part of Snellman Group in 2011. In 2020, turnover was EUR 13 million and the workforce amounts to almost 70 people in Finland and Sweden (Mushbarf 2020).

5.1 Introducing Oy Mush Ltd

Mush produces BARF pet food with only pure, Finnish meat ingredients. The company is the biggest BARF product manufacturer and one of the largest producers of raw frozen dog food in the Nordic countries and a forerunner in BARF feeding in Finland. Mush major sales are in Finland with 55% but also exports and sell their products to Sweden 38%, Germany, Norway and Denmark 8%.

FIGURE 10. Mush stand at one of the Fair (Oy Mush Ltd 2018).

Their mission aims at providing cats and dogs with their ancestry diet. For cats this means raw meat, bones and organs. For dogs this means raw meat, bones, organs and some vegetables. Mush Vaisto and

Vaisto cat & kitten are the raw complete meals for cats and dogs of all ages and life stages. Their products are free from all grains, soy, rice, potatoes, wheat etc. and contain no preservatives. They are so easy to use and with portion that absolutely no previous knowledge of raw feeding is necessary. Same goes for their dried snacks and treats which only contain high-quality Finnish meat that is dried to a crisp perfection called Mush Vainu. It is a revolutionary Finnish dry treat series and the variety includes eight delicious and healthy treat options for jaws of all sizes– for dogs and cats of all ages. All Vainu products are made from Finnish ingredients in Finland– completely without additives and fungicides (Mushbarf 2018.)

5.2 Mush Personnel Framework

Mush is one of the majorly known multicultural organizations in the Ostrobothnia region in Finland. Even though some others have now followed suite, Mush Oy was one of the forerunners to realize the benefits of having a multicultural workforce and did not hold back in making it happen. Mush has a total of 70 staff, 62 of which work with the Mush factory in Finland and 8 with Fodax (a subsidiary in Sweden). In production, marketing and production management, there are 25 staff from 6 different countries; Finland (12), Sweden (8), Ghana (1), Ethiopia (1), and Nepal (3). In production there are 45 staff from 8 different countries; Finland (10), Nepal (12), Bangladesh (3), India (2), Ghana (4), Nigeria (8), Sweden (5) and Cameroon (1). From the above, it is seen that in production, 90% of Mush employees are immigrants from different ethnic and cultural backgrounds. Some of the benefits Mush as an organization has derived as a result of her multicultural workforce are; increase in the organization's public image especially from the local community and immigrants, knowledge, skills and experience transfer from different cultures and diversified opinions and ideas to be utilized.

5.3 Organizational culture in Mush Oy

Just as individuals in an organization are different and exhibit different behavior, so are organizations different in their overall behavior otherwise classified as their culture. Organizational culture is often referred to as the personality of an organization and sometimes called the corporate culture. Even though it is difficult to precisely measure, it exists and widely recognized by the employees in an organization. Just as our traditional cultures dictate the dos and the don'ts of our actions towards one another and outsiders, organizational culture also control how members of the organization should behave. Organizational culture has a lot of role to play in employees' attitude and behavior. It is a system of shared

values between the individuals in an organization that differentiates it from other organizations (Robbins & Judge 2012, 274-275.)

Although organizational culture has been a controversial topic, it is a concept with different meanings and therefore difficult to give a precise meaning or definition. Most times people are not conscious of the pervasive nature of organizational culture, but it influences their behaviors and actions. The most simplistic way of defining organizational culture is that it is 'how things are done around here'. A more detailed definition is 'the collection of traditions, values, policies, beliefs, and attitudes that constitute a pervasive context for everything we do and think in an organization'. These attributes determine how employees think, feel and act towards others inside and outside the organization (Mullins 2010, 739.)

Mush as an organization has been able to establish its culture through a system of management authority. In this way the employees have come to accept the cultural values of the organization and thereby increase the power and authority of management in the following ways: employees have identified with Mush and have accepted its rules seeing them as the right thing to do, they have internalized the Mush values because they believe they are right and they are motivated to achieve the Mush objectives.

In order to make the Mush culture work, the management had to go through various channels because of the individual cultures and behaviors represented in the organization. These channels are language, decision making process, and motivation and responsibility roles.

5.3.1 Language

Mush as an organization was first a Finnish family owned business when it started and because just a few family members worked there, the language used was their dialect which is Swedish. But as it began to grow and more hands were needed, the need to employ outside the family became necessary and hence the employment of both Finnish indigenes and immigrants. And as we know, active communication is essential to the success of any business venture, but it is particularly critical when there is a real risk of your message getting "lost in translation."

Due to the fact that few of the immigrants employed could barely speak Swedish, there was a need to use an internal language that will be understood by all and that was English which later became the official language of the organization. Nevertheless, employees are encouraged to study and take Swedish and Finnish language courses which are regularly organized by the head company Snellman. But more than just the language used, it's *how* the message is conveyed that is more important. And above all,

Mush as an organization has mastered and understood the importance of the subtle non-verbal communication between cultures which they believe can be equally crucial in international dealings.

5.3.2 Workplace Etiquette

Due to the presence of different employees especially immigrants in the organization, some workplace etiquette has to be established and communicated effectively. For instance, the formality of address is a big consideration when dealing with colleagues and business partners from different countries. Do they prefer titles and surnames or are being on first-name basis acceptable? In Mush, it was made clear that the latter is preferable and should be used. The issue of punctuality can also be different between cultures present in an organization. Different ideas of what constitutes being "on time" most times lead to misunderstandings or negative cultural perceptions. The punctuality culture had to be set straight for every employee to understand and obey.

Along with differences in etiquette, come differences in attitude, particularly towards things like workplace confrontation, rules and regulations, and assumed working hours. While some may consider working long hours a sign of commitment and achievement, others may consider these extra hours a demonstration of a lack of efficiency or the reprioritization of essential family or personal time. To solve these problems, Mush has opted to tailor out a company motto that says, 'develop a workplace where people would like to be and are able to develop'. And employees are constantly reminded to work on an open feedback culture where they demand and encourage workers to give and take both constructive and positive feedback.

5.3.3 Motivation

The management of Mush Oy has devised a method of motivating its employees especially in areas pertaining to skills, efficiency and training. Regarding skills, there is no generalization and people are not placed in nationality groups but based on what they are good at. Based on research, one of the best ways to motivate workers and make them improve in their tasks is to put them in areas where they are most comfortable when planning work tasks. This factor drives efficiency on the part of the workers and increases the organization's performance.

Efficiency of workers is one area that the company does not overlook. Workers are rewarded based on their skills and efficiency in form of promotions and bonuses. Workers are promoted to various positions based on their skills required for the work without any discrimination. The work environment gives hope to workers to achieve their dreams based on their potentials. Production workers have been promoted to

play different roles including production manager, production planner, supply chain planner, departmental heads, resource planner, data analyst and order handling for export. Mush workers are also motivated by allowing them take part in regular trainings and seminars e.g the annual global leadership summit (GLS). They are also encouraged to take part in Finnish and Swedish language courses.

5.3.4   Problem Solving Strategy

It is a clear fact that no organization can operate in a totally problem free scenario and Mush Oy is not an exception. But the key is the ability and acceleration in which problems are solved before it overwhelms the organization and causes serious damages. Even though some of these problems cannot be totally avoided, when the necessary measures are put in place quite a lot of them can be prevented. Mush as an organization has done quite well in terms of problems prevention. One of the strategies is regular coaching at the various departments and periodic coaching in the organization. The organization has adopted a very simple and well written textbook as its guide for problem solving in all areas and has made this available to employees especially the managers and supervisors.

Coaching is very essential in an organization, but the method of coaching is most vital because the wrong kind of coaching can cause more problems rather than solving them. Many times, in some organizations, managers rebuke their employees when they make mistakes and they tell their employees exactly how to solve their problems. But unfortunately, this approach does not improve the employee's commitment or performance. It mostly results in conflicts and power struggle rather than collaborating and achieving the target together. This is mostly because the managers do not come in agreement on what a coaching approach means in practice (Ahlström 2012, 57-58.)

Mush deal with problems at departmental levels because there is the belief that it is best to start at the root of the problem and deal with the root cause. Considering this, in 2015 Mush initiated a weekly line developmental meeting where the focus was on small improvements and finding solutions to existing problems in the various lines. The workers in a line can discuss a particular problem per meeting and come up with a possible solution at the end of the meeting through brainstorming. And a basic tool is provided as a background to help the workers find the solution to the problems at hand. This basic tool is the cause and effect analysis tool also known as the fish bone guide as prescribed in the organization's manual 'Best in the World'.
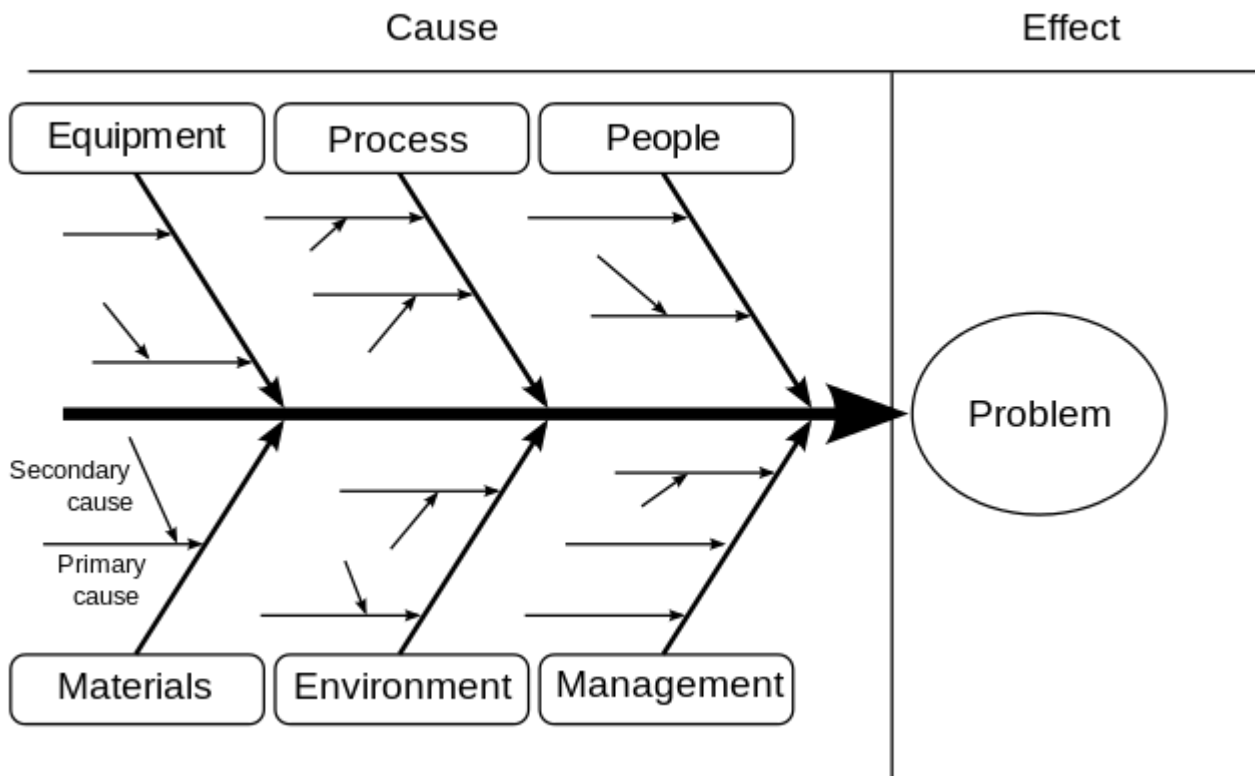
FIGURE 11. Cause and analysis tool or Fishbone guide (Ishikawa 1990).

The explanation of the process as to how figure 11 is utilized is as follows:

1st step - What is the root cause of the problem and what is our target?

2nd step – Everyone writes down what they believe is the answer on separate post-it notes.

3rd step - similar post-in notes answers are grouped to the same fishbone branch.

4th step – After post-it notes are posted, a simple heading is given to every branch

5th step – Everyone gives a total of 3 votes on the different branches of the fishbone

6th step – the branch with the highest strokes receives the most attention and should be tackled first

7th step – Everyone comes up with suggestions on how to improve the area with the highest votes

At the end of the process, the most agreed solution is adopted, and a fixable deadline is set to actualize it and if necessary, someone to be responsible in making sure it is duly followed.

5.3.5 Hierarchy/Leadership Strategy

Mush as an organization recognizes the role of leadership in actualizing its goals and objectives and therefore the management has placed some personnel in that capacity in various departments. The need for strong leadership and management in every organization cannot be overemphasized because it is vital for optimal effectiveness. Apart from the top leaders of the organization like the chief executive

officer and others in that category, Mush has always had a tradition of elevating staff to vacant or newly created positions if they see the potential in such a staff. The management also makes sure they equip any elevated staff with the right training and education besides his/her own competence.

Mush believes in what the Toyota way to lean leadership teaches which states that there is much to be learned from a failure that's if the true failures and their root causes are identified and understood. And in terms of selecting leaders in the various lines or departments, the leaders must develop themselves to a certain level before the management will give them the responsibility to develop others in line with the goals and objectives of the company (Liker & Convis 2012, 30).

6   RESEARCH METHODOLOGY

This chapter illustrates the methods in which this research study is being carried out and it explains the stage to stage analysis of the whole process. Lewis, Saunders & Thornhill (2003) state that research methodology is a structured means of investigation aimed at identifying variables and their relationship to one another and this is basically used for the purpose of gathering data for the research hypotheses to be tested by the researcher or provide answers to the research questions.

Now a research methodology highlights or pinpoints the major areas regarding research study and those areas are shown in figure 12 below. According to Lewis et al. (2003), there are three forms of research methodologies; qualitative, quantitative or mixed method research.
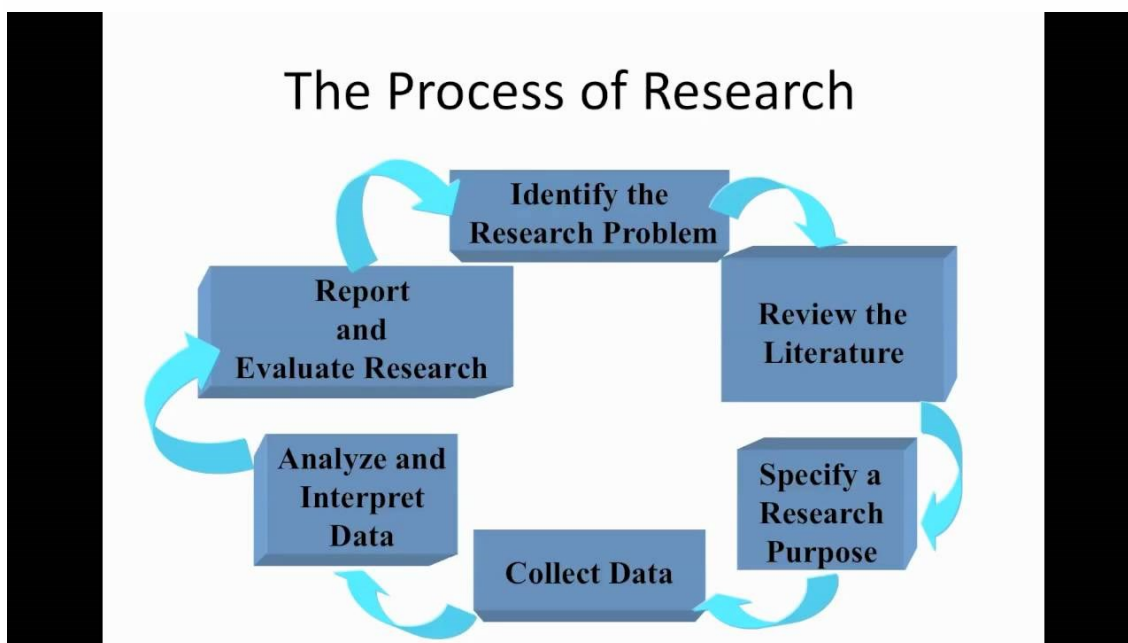
FIGURE 12. The Research Process (Quinlan & Babin 2011, 177).

6.1 Restatement of the Research Objectives and Questions

At this stage, I feel it is worthwhile to reinstate the primary aim of this thesis and that is; to foster a better multicultural link and bond in the organization by creating a better working environment through better understanding of individual differences and perceptions, attitudes and behaviors. This therefore will lead to the objectives which are stated as follows: to identify the main cultural differences in the workforce

of Mush Oy, to create a bridge between these cultural differences for better understanding, to ascertain the impact of these differences on the overall performance of the company and to investigate the direct effect of these differences on the organizational behavior of the workers.

Haven reiterated the objectives, the following research questions surfaced; What is organizational behavior, what factors instigate organizational behavior? What is the most effective communication method in a multicultural organizational environment? How can conflicts be managed effectively, how can a motivational working environment be designed? How to make smaller units or teams of multicultural backgrounds etc.

6.2 Research Designs and Methods

Research design can be referred to as the way and manner of seeking enquiries; a way of identifying the possible types of data and evidence needed for answering the research questions. This implies that the data collected, or the theories used are not the only ones that are in line with our views or supports our beliefs but those that gives the possibilities for various alternative measures of finding answers to the research questions. What this means is that, there can be an application of different data collection types and methods in different research design types, despite your knowledge of the fact that some methods are more used or more affiliated to certain types of design. It is therefore advisable that one should not decide on the method to put in use in a research until haven developed the rough research idea further (Eriksson & Kovalainen 2011, 26.)

Research designs as it is often expected, provide the basis for the collection and analysis of data. And often, the choice of the research design shows the preferences given to the range of elements of the research process. Some of which could be; showcasing casual relationships between variables, extending to larger groups of individuals rather than just the target group, understanding behavior and its meaning in its core social frame of reference. and having an overtime recognition of social experience and their interdependence.

There is usually a misconception between research designs and research methods. While research designs are the framework that guides the execution of a research method and the analysis of data, a research method is the technique for collecting data and involves a specific process like a self-completion questionnaire or a structured interview schedule or participatory observation. A typical example of a research design is a case study which portrays a detailed analysis of a specific case either inform of as community, organization, or person (Bryman & Bell 2011, 40 – 41.)

6.2.1 Qualitative Research

Qualitative research is a research technique that utilizes the emphasis of words rather than the collection and analysis of data. Bryman (2015) argues that this research method is broadly inductivist, constructionist and interpretivist, even though many qualitative researchers do not always agree to these three characteristics. This research method is said to be used when straight descriptions are required for a desired occurrence. Lewis, Saunders & Thornhill (2003) also brought to the fore, that a qualitative research design is a non-numerical method which helps for the purpose of description, interpretation, verification and evaluation. The qualitative research method is more advantageous when dealing with a focus group since it captures the observations of a specific area of interest in a liberal, non-threatening atmosphere.

6.2.2 Quantitative Research

The quantitative research method is a research strategy that has been very dominant in carrying out social researches until the mid-1970s when its dominance began to slightly decrease when qualitative research method began to gain prominence (Bryman 2015, 148). This research technique is employed when dealing with data gathering or data analysis procedure that uses numerical data (Brians, Willnat, Manheim & Rich 2011). Many researchers are of the opinion that even though the quantitative research method have the advantages of replication, direct comparison of results and can even be used for large samples, it is narrowly focused, structural bias, lacks context and quite superficial.

6.2.3 Mixed Method Research

Mixed methods research is a methodology for conducting research that involves collecting, analyzing, and interpreting quantitative and qualitative data in a single study or in a series of studies that investigate the same underlying phenomenon. This approach to research is described as the combination of both qualitative and quantitative research approach for purposes of having a better understanding than either of each alone (Brians et al. 2011; Lewis et al. 2003)

6.3 Research Design and Methodology adopted for this Research

The study adopts the qualitative research method because of the sensitivity of the topic to be researched and in doing so, it uses the semi-structured type of interview. This method is the most appropriate because the researcher wants more flexibility and room for more important information while conducting the interview. Aside these factors, there are also some other reasons for choosing this research strategy and they are as follows; Interviews are usually an explanatory activity, data are gathered in a real life and natural setting and they are often rich, complex, descriptive and extensive. The main research instruments are the beings involved and lastly the design of the study sometimes broadens or narrows the focus in the process (Wellington & Szczerbinski 2007, 73.)

This research employs the use of both primary and secondary data and even though the primary data were more prioritized, the information obtained from sources like journals, online publications, company documents etc which forms the secondary data were also well utilized. Secondary data also known as secondhand data can be said to be a modified version of the primary data by someone, but it is worth knowing that it saves a lot of time and resources to search the information on same kinds of topics (Lewis et al. 2003).

In order to get more reliable and useful information, the researcher will also engage in personal contacts with employees and carry out semi-structured interviews to draw a concrete conclusion for the research. A simple method used in achieving this was to form an interview guide and an interview schedule. The first step was to formulate a set of key questions which was intended to be followed in the interview, then classify and group the ideas and questions which can be referred to as 'categories of inquiry'.

After grouping and categorizing these questions, the researcher then selects before transferring the categories of inquiry onto a new sheet of papers which then forms the interview guide. The next step is to make an interview schedule by converting all the ideas into meaningful questions for the target interviewees. This was done by choice of language leaving out jargons and utilizing proper phrasing, this in turn gave the questions meaning and made them free from ambiguity. Another consideration to bear in mind is to be sure the questions were arranged in a sequential manner whereby the simple, closed questions were placed first while the more complicated open questions that provoke more thought and time come towards the end (Wellington & Szczerbinski 2007, 62).

6.4 Ethical Consideration

For moral and ethical behavior, due and proper processes have been followed in the course of this research. It is very essential that the procedure of a survey be outlined and all those participating in the survey be pre-informed of the possible harm (Lewis et al. 2003). It should be made a point of duty to inform the respondents about the aims and objectives of the study as well as the procedure of the research. There was also the flexibility in the part of the respondents to either participate or decline in the survey. The participation of the respondents was solely on voluntary basis. The privacy and confidentiality of every respondents in the research was strictly maintained and all individuals that participated were reassured and the researcher ensured none of their personal information were identified in the research.

6.5 Research Limitations

Despite the argument that this method of research is best suited for this study because according to Wellington & Szczerbinski (2007), 'interviews are often said to reach the parts which other methods cannot reach'. There are certainly still some limitations in using the interview as a research method and one of the major ones is the sample group. Due to the nature of interviews, it is almost impossible to have a very large sample group.

Another limitation encountered in the research was the fear of a bias result because of the social involvement during some of the interviews. It is very important to establish a good rapport with the interviewees in other for clarity and simplicity. Limitations in the research could also have come in from the disparity over the meaning of some terms in the interview questions. One would agree that no matter the level of avoidance of ambiguity in research questions, different respondents have varying ways of understanding and can impart on their answers (Wellington & Szczerbinski 2007, 63).

7   RESEARCH ANALYSIS

This chapter seeks to analyze the results of the findings of the data from the interviews conducted by the researcher. The data are analyzed in line with the research objectives and there is the use of notetaking and tape recording together in order to improve the accuracy and quality of data/ evidence.

7.1 Key Informants

Wellington & Szczerbinski (2007) describe a key informant as a person who is a key figure in a piece of qualitative research. It is essential to identify the key informants in any research and they can range from one person to several persons depending on the case study or focus group of the research. In the case of this research, the key informants are the Chief Operating Officer of Mush Oy, the Human resource / production manager, key members of the sales/ marketing teams and lastly a couple of production workers from different departments of the company.

As earlier highlighted, in order to fully understand why employees, behave the way they do in any organization, it is important to survey it from both the human dimension and the organizational dimension. It is worth noting that organizations are made up of different people and these people are of different personality types and their traits inadvertently impart on the organization they are part of. This becomes even more evident when these people are from different cultural backgrounds. In order to get a more divergent yet factual results from the respondents, five key informants were targeted using three different classifications. The first is their continent/ national of origin, the second criteria are their job position/ description and lastly their work department in the organization.

These classifications were deemed necessary because different continents/ nationalities tend to have a peculiar culture which imparts on the way they view things and act in business or other sectors. The job position/ description of any employee can also shape how an individual behave/ motivate themselves in an organization especially when it comes to decision making. It is also proven that employees working in different departments can have varying perceptions about certain issues in an organization such as effective communication pattern between them and other department due to some factors.

7.2 Research Questions

The semi- structured interview questions are based on two major categories which are the human and the organizational dimension also referred to as the intrinsic and extrinsic factors. These categories are further broken down into various themes as follows:

Human Dimension (Intrinsic)	Organizational Dimension (Extrinsic)
Personality	Environment/ Work designs
Motivation	Leadership style
Individual learning Process	Decision making process
Communication	Conflict management

FIGURE13. Research question themes.

Like most research, the research questions formulated for this research might just be provisional at the initial stage as what will be discovered in the field might generate new questions, revise the original ones and even make some of the questions irrelevant. The research questions are listed into different themes after brainstorming by the researcher and he then explores which ones are broader in scope and the ones that flow from them (Saldana, Leavy & Beretvas 2011, 71).

A tape recorder is always recommended for any interview and will be made use of and obviously, the respondent's permission will be sorted. Another point of duty will be to explain to the respondents of how useful and important their responses will be for the actualization of the right results if they initially refuse. Some of the key advantages of using a tape recorder are as follows; It is the only possible means to get a complete account of the interview, it helps the interviewer to concentrate better and not interrupt the flow by not having to write things down, helps to avoid writing things down which can obstruct the interviewee, tape recording affords the interviewer the possibility to listen to the interview as much as possible and notes key information (Gillham 2000, 69.)

The questions asked will be aimed at finding out how these factors influence and imparts the general organizational behavior. After the findings, recommendations will be made on how to improve on the potentially positive ones and eradicate or at least reduce the unbeneficial ones to the barest minimum.

7.3 Research Analysis

The research report is outrightly based on the semi-structured interview conducted and is specifically gotten from the thoughts and expressions of the respondents. The respondents could freely express themselves using the eight themes mentioned in the research questions as guidelines. There will be possibilities to throw in prompts during the interview for more clarity of purpose.

The respondents hold different job positions/ descriptions and were chosen from different departments with different cultural backgrounds. For the course of this report, the respondents will be referred to as respondents 1-5 as part of the responsibility towards the respondents of ensuring their confidentiality and avoidance of any harm to them. The respondents are also assured that they will not be identified in the research publication (Durand & Chantler 2014, 54).

Starting with personality, respondent 1 thinks personality is a combination of cultural upbringing, where you are raised, what kind of education and background of where you come from. He went ahead to say that his personality was already shaped before he moved to Finland. He sees himself as a team player and a facilitator who tries to give input to many different things rather than be decisive in one or a few things. He also feels he has a personality that sort of fits in different groups in the organization and this has helped him a lot because his role in the organization requires that. He can then say he is more of a mediator in any team he finds himself.

Respondent 2 sees himself as someone who likes to work with people that understands the dynamism of people. He prefers and appreciates a workplace where mistakes by individuals are not blown up but rather seen as a team mistake and handled as a team and not point fingers. He like to have a bit of humor in the workplace which makes the environment more relaxed and friendly even though the humor should not take the place or affect the pace of the tasks. He also believes in mutual understanding amongst team members which will enable people know where to draw the line. He accepted the fact that he is not perfect and as such allow for some level of imperfections from other team members but always try to see what he can do to get on with them.

Respondent 3 thinks that although culture has a lot to play in the personality of individuals, personality is built more on experience. He believes the personal culture or personal history employees bring to an organization has greater impact on how the organization works and develop than for example looking at what country employees come from and what race they belong. His kind of personality brings a different kind of setup to the way of working in an organization than others He is the type that tries not to put

people in personality groups because he believes everyone tend to behave in different ways in different situation, so he doesn't like putting people in a box. He went further to say that he is more of an opportunist as he likes jumping on new opportunities and quick to act and speak. He also said he likes problem solving and a little bit unstructured because of his swiftness to situations most times.

Respondent 4 thinks he is a team player and he is always willing to help others to accomplish their task even if he must leave his own tasks and push it forward or stay overtime. He feels it's something that has always been his passion to help and support others no matter what is at stake. He also sees himself as a loyal employee and one that is always focused on the main things by taking his job seriously in the organization. He thinks his weakness is perhaps his inability to manage conflicts because he stays mute in conflicting situations even if he feels he sometimes needs to speak up to clear the air.

Respondent 5 says he is a very easy-going person, he likes to mingle with people from different cultural backgrounds and can easily adapt to new situations as they arise. He believes some of his strengths are good communication skills, a good team player that can adjust himself to the objectives of any team he finds himself. He went ahead to say that one of this greatest weakness is the ability to say no even when it is to his own detriment.

In the issue of motivation, respondent 1 says his main source of motivation is personal i.e its more from within. He says that since the organization is still quite small, it feels like everyone is required to chip in ideas at some point and this gives him the extra stride to be a better professional in what he does in the organization. He enjoys analyzing numbers and gets fascinated when new business development opportunities are being discussed. One factor that demotivates him sometimes is the fact that as an immigrant, there is most times the issue of personal uncertainty considering the environment, and this maybe can stand in the way of his optimum productivity.

Respondent 2 stated that he is well motivated when the necessary tools needed for the days job are readily available and when everybody does what is required of them, the environment is conducive, having a good and understanding team with a common goal. Sometimes getting compliments from superiors can also be very motivating for him and constructive criticism can also boost his motivation. While on the flip side, negative feedback when not properly given can demoralize him and affect his efficiency.

Respondent 3 says he is more motivated in his work when there are great signs of progress in whatever task or responsibility he is carrying out. And he is also very motivated when he gets a lot of freedom in

strategic tasks because he believes there must be flexibility and opportunities to have a little bit of entrepreneurial thinking. The possibility to develop people and new business ideas, fix problems and see that there is great improvement and be opportunistic are huge drivers for him.

Respondent 4 feels one of his greatest daily motivations is the great team he works with in the organization even though he can also work alone sometimes. When he sees good results from a very hard work is also one great source of motivation to him and being commended for the hard work as well. One thing that can bring down his motivation is when he continually works on something with no results or no closure and if he oversees a task and the problems just keep reoccurring.

Respondent 5 believes his major source of motivation is somewhat internal. Not necessarily based on benefits but the satisfaction that comes from achieving success drives him more in his daily routine. Another source of motivation according to him is when he has good team to work with, a team where everybody knows what is expected of them and tries to put in their best. He stated that he is quiet sensitive to negative attitudes towards work from team members and that demotivates him a lot.

While putting the individual learning process into perspective, respondent 1 says he believes in the rule in which you look at where you were, where you are right now and where you want to be. And if you can define where you want to be, then you start to look for ways to become what you want to be. Since his goal is to become more of a business analysist rather than just be a sales analysist, he learns by self-education and through experiences. He also learns more by trying to understand the purpose and process of things then the system becomes clearer to him and he can also anticipate outcomes.

Respondent 2 stated that he is the type that prefers learning by doing while been directed and corrected if need be. For him he believes the makeup of the team matters while learning because learning can be fun when the team makes the environment relaxing to learn. When you know your team are not there to highlight or look out for your faults or errors because as a novice or learner, you are banned to make some silly mistakes. But the way and manner your mistakes are received and treated can affect one's learning process as it will dictate whether you will continue to learn or withdraw.

Respondent 3 says he learns more by experience and trying to be more open-minded because to understand people and new tasks, we must learn day by day by experience and have an open-minded way of thinking. His ability to learn faster and better is at its peak when he is given the liberty to freely think, ponder and research about ongoing tasks.

Respondent 4 think he learns more through observations and reading before carrying out a task. He also learns a lot by visiting and talking to organizations or people that have probably done similar tasks he is to engage with.

Respondent 5 says he likes to explore, and he believes in the saying that practice makes one perfect and so he prefers to be practically involved in a task and not just theoretical learning. He feels he learns better under little or no supervision because he believes that once the general requirements or targets are set up, he can work without strict supervision to achieve the desired result. And there aren't any real criteria for him to work faster or better than the fact that the more he does anything, the better he becomes in it.

Talking about communication, respondent 1 says because of the kind of team members he has and works with, he had to find a better way to communicate in the group. Even though his job is to work with numbers and by nature all he needs to do is to show them, adjusting to the needs of the team would always make him explain a bit differently. He thinks communication is more effective when both parties understand each other and when what is communicated meets the needs of both parties and everyone.

Respondent 2 reiterated the importance of communication by stating that it is like an oil which is used to oil the wheels of relationships or association and he believes in the saying that your words could either make or mar. Despite the various means of communication, the channel of communication in giving an information is sometimes a problem because there have been cases of assumptions when information is given to an individual. Good communication for him can promote work efficiency and lack of it can give room for errors and can be very expensive because communication is key.

Respondent 3 thinks communication is inevitable but also quite difficult because he often gets signals about the level of communication in the organization and his thought is that there is need to communicate more. He believes one of the ways to measure the communication level of an organization is by checking if everyone in the organization sees the target and the strategic goals of the organization. Good communication for him should be able to draw the picture of the future in an organization and the leaders should be able to use communication to bring everyone there.

Respondent 4 believes that communication is very important and its more important for it to be both ways but sometimes it feels the organization have it one way. He thinks when the management decides, it shouldn't go down as an order but the workers on the floor should have an input since it affects them more. He also believes certain things must have a time frame with more discussions in a group and others must have the input of those it directly affects.

Respondent 5 sees communication as very essential as well because whatever is happening needs to be communicated in other to clear doubts, conflicts and confusion. He says communication and motivation sometimes intertwine in the sense that when an employee has the accurate and vital information that is needed to carry out a task, it can motivate the employee and remove of the feeling of been neglected. He also feels that communication can be considered too much when a supervisor or a team leader tries to give so much command or orders to his team members instead of allowing them to use their initiative sometimes.

When asked about the environment/ work designs, respondent 1 says he really likes the working environment/ design because even though he has his job description, but he also has the freedom to look at things about work that could be relevant to the next team meeting and look at opportunities. The people in the organization also make the working environment a good place for him to work since there are colleagues from the same culture and other immigrants, he finds common ground and dialogue with. He says he can summarize by saying the environment gives you the feeling that you matter.

Respondent 2 says work environment consists of both the human elements and the tools or materials that employees needs to work with. He said the human elements are very vital because aside from robots, most machines still need to be operated by these human elements and this is where the work team comes to play. He agrees that the multicultural environment of the work force is a plus because if the cross fertilization of ideas is properly harnessed then it can impact positively on the overall performance of the organization. The work design for him is working quiet well as everyone seem to know what is expected of them and doing the same. One of the main issues he sees as a concern is the workspace because sometimes some workers have to wait for others to go through to their own tasks and secondly some work areas put some physical strain on those working in that area mostly because of positioning.

Respondent 3 says he feels there have been employees in the organization that have not really been able to perform in their utmost capacities because the leader has not always understood the importance of structure and clear task lists. He said he loves to come to work and work as a team and trust that the task will get done by the team and will never mind not really having clear responsibilities in the task. He likes the freedom that exist in the working environment of the organization where no employee is restricted from highlighting or bringing ideas that may pop up while carrying out a task. However, he thinks not having clear job descriptions many times creates confusion and brings down motivation when employees are not sure of what is required of them.

Respondent 4 likes the proximity that exists in the organization i.e close relationships amongst employees and the fact that it's easy to approach the foreman and discuss work issues. He believes this impact positively on his daily work routine but an area that impact negatively is that it is easier to discuss with some workers than others. One major thing the respondent thinks should change about the working environment is the size of the building, there is the feeling of lack of space to work with.

Respondent 5 says what he likes most about his working environment is the presence of the multicultural backgrounds which has made it a good place for him to learn. The major impact he thinks the work environment has on his daily routine is that it teaches him to relate well with people and to accept and appreciate the different cultures of the different employees. He personally believes it has opened his mind and changed his perceptions and mentality of first impression about people. A few of the things that he thinks need to change in his working environment is the extensive repairs of certain machines by the management because workers try to manage these machines all the time. Another thing he said needs to improve is fast or quick communication; this often hinder employees from giving their absolute best as most information gets to the employees at the execution stage.

In regard to the leadership style, respondent 1 says the leadership creates a comfort zone for everyone to feel important. He further says it's probably like that because of the initial structure of the organization when he was employed where they all started with the bosses on the floor. The leadership gives employees the ease required for them to develop and work efficiently. The hierarchy in leadership started to appear after the organization was bought over by Snellman group and they are mostly observable when issues of big strategy decisions like huge investment surface but the day to day operational matters are still quite informal.

Respondent 2 believes the leadership style of the organization has been good but there is still room for improvements. He says instructions given by the leaders should be given in an unequivocal manner i.e it should be very clear, and the environment should be provided to make the instructions work. He went ahead to say that they should always try to explain their policies better to the employees to avoid misconceptions and confusion.

Respondent 3 feels the leadership style of the organization has sort of been very informal perhaps because of how the organization started i.e as a family business. But he expects that since the organization has been growing through the years, there is need for more structure in leadership and a hierarchy way of thinking. This he thinks will create better flow in the daily operational framework of the organization as everyone doesn't have to be in the middle of every task, but clear structure will show who does what.

Another feedback was that the organization should engage the kind of a leadership style that will make employees see where they are headed and most importantly lead by example.

Respondent 4 said he has observed recently that there has been a shift from leaders telling what to do all the time due to perhaps the fact that the leader knows what to do but not how to do it. He also sees that some of the leaders are a bit more forward and some are behind and one major reason is the issue of trust. The leadership seems to be on the same path nowadays which has resulted to more questioning and probing of ideas. The leadership style also avails employees the freedom to carry out their responsibilities in any way they feel more comfortable if they follow the standard set out for the task. He thinks one area which could be improved in the leadership style is clear layout of expectations from the employees and more frequent information to employees about the organization overall performance. Also, the leaders should prioritize the safety of the work environment more to make employees feel more relaxed and comfortable in the workplace.

Respondent 5 opted to speak specifically about the leadership style of his direct foreman which he says he likes because he avails him the freedom to operate and discuss the results with him if need be. This he says suits him better since he is the type that likes to work with little or no supervision in an organization. The only feedback he thinks he can give is for improvement on giving appropriate information to workers as at when due.

While putting the decision making process into consideration, respondent 1 says he considers the decision-making process in the organization to be more of an all-inclusive type most of the time. The decision-making processes in the organization he thinks has been a fair one as he has been involved in discussions, he really felt he shouldn't be part of. The organization have different teams/ groups with the responsibilities of meeting different decisive needs and employees that are mostly directly affected with whatever decisions to be made are somehow incorporated in the team or their ideas or suggestions are somewhat considered.

Respondent 2 says even though the organization try their best in the decision-making process, however there are still areas lacking. He feels the employees are not carried along in the process well enough but rather the organization in some cases tend to speak for the employees which he thinks is not the best. Employees should be included in certain decisions that impacts on them either directly or through consultation before arriving at a final decision. He gave an example that for instance if a decision is to be made about the timing and volume of a task, it is essential to involve the employees working with the task.

Respondent 3 highlighted the fact that because the company had over the years been a small and family company, the decision-making process has been quite reliant on just a few or even in some cases one person. It has not been easy to transit from that mindset to having delegations in decision-making even if there have been delegations for responsibilities. He thinks it is not enough to delegate people for responsibilities but not delegate the right to take decisions about it. One of the major areas he thinks the decision-making process of the organization must improve on is for leaders to back up their delegates with authority. But overall, he believes decision making on the right levels in a growing organization is something that needs to be worked on and properly managed.

Respondent 4 stated that he wishes that all departments gets an annual budget with a spending limit stipulated by the leader board to develop their departments. He also believes that the type of decision also plays a role in the way the decision is made, for instance decisions about building a new factory or changing the films because of bad packages on a line can be made in different ways. The major/ big decisions are made in the leader board, but smaller decisions should involve the employees the decisions impact on directly at least.

Respondent 5 really expressed his dissatisfaction regarding the decision-making process of the organization. He says there is a great feeling of irrelevance or rather less importance when it comes to decision making in the organization. The decision just comes like an order or information most times and everyone needs to abide and carry it out. He thinks that before a certain decision must be made that impacts directly on an employee or a team, at least there should be some sort of discussions and explanations in the future.

Lastly when it came to conflicts management, respondent 1 believes there is not enough experience about the understanding of the different cultures even though the organization acknowledges it but cannot really pinpoint the differences exactly and what impact the differences have on people or the way they can behave in different situations. He says the most common way the organization has resolved conflicts is to try to calm things down and give it time to cool off. Then try to find common grounds and not putting blames on anyone in any conflict situation. According to him, big conflicts are resolved by the HR department of the mother company which is Snellman. But the overall idea in resolving conflicts in the organization is to find a common ground and not to hurt anybody.

Respondent 2 says he thinks one of the ways conflicts usually arise in the organization is when the different cultural internalized values sometimes unconsciously come to play. But the employees have

always been matured enough to put them under control and try to work with the rules and regulations of the organization. Others causes of conflicts have been from misinformation, not getting the right information or assumptions and dissatisfaction about work schedules. He says he thinks the organization has put measures like instructing employees to try to resolve conflicts amongst the team without necessarily involving the leaders. There is a general feeling by employees that they are being heard and this makes conflict resolution a lot easier.

Respondent 3 thinks as an organization, structure and daring to be honest is very vital and that is one thing that should continuously be worked on. He stated that one of the major ways conflicts usually arise in the organization is through challenging of each other's opinions or ideas and this has been because of the different mindset of employees. Some see that as an attack on their person, others may take it that their ideas are probably not good enough and then accept the criticism while a few will take it as a challenge and try all the possibility to presents facts to convince the team of their idea's credibility. One thing that becomes evident most times is that there is still lack of trust amongst some of the employees. But one way the organization has been able to deal with these is to encourage open conversations and early discussions to avoid prolonged bitterness or anger and thereby reducing the workplace conflicts to the barest minimum.

Respondent 4 acknowledges that it is very vital to talk about big ideas and give resounding suggestion, but it is most vital to not only talk but listen as well to others opinion and realize that your ideas might not be perfect. But one way the organization has dealt with these kinds of conflicts when they arise is to make sure it is solved in the room before they escalate by trying to find a common ground. The organization has now tried to make the areas of responsibilities clearer and therefore making sure that employees talk more to each other instead of always going to the boss. The organization has also put some measures in place to reduce conflicts by creating an avenue for the key employees and supervisors to have monthly discussions with the boss.

Respondent 5 says even though there hasn't been a lot of conflicts in recent times but one thing that is certain is that in every environment, at a point in time there might be conflicts. But he thinks over the years, with better understanding of each other and respects for people's views, culture and values, conflicts have reduced to the barest minimum. The conflict management or resolution measures of the organization are not documented or even official and there has been no form of intervention to stop conflicts from arising, but employees have always had a way of naturally resolving these conflicts through discussions and tendering of personal apologies when necessary.

7.4 Findings

The research used eight themes categorized into two major dimensions to examine the organizational behavior in a multicultural work setup. It could be deduced that these themes which are personality, motivation, individual learning process, communication, working environment/ work designs, leadership style, decision-making process and conflict management amongst a host of others has a great impact on the behavior of employees in an organization. The following paragraphs will highlight the impact of the themes on the general organizational behavior of Oy Mush Ltd.

From the research carried out, the employees in the organization perceive themselves as different personalities with different characteristics even though sometimes their personality types cut across each other. Using one of the most well established yet simple typologies of personality types to categorize them, it was seen that they are either of the type A or type B personality types (Smith, Farmer, Yellowley & Smith 2012, 39). It was also realized from the research that the personality of the employees has a lot to do with their Patterns of thinking, feeling and potential acting. There was also the presence of emotional intelligence which had a lot to do with aptitude that evidently affected their other abilities by either facilitating or interfering with them.

Another key revelation from the research was the determinants of their personalities. The factors that directly or indirectly influence their individual behavior and those determinants were as follows: biological factors, cultural factors, family factors, social factors, and situational factors. The biological factors are things like heredity and the brain are important parts of this factor and it refers to inherent features like temperament, reflexes and energy level of an individual which directly impact on his individual behavior and inevitably on the organization where he works. Also, the cultural factors were also key as employees were deeply rooted to certain traditional practices, norms, customs, procedures of where they come from. The family factor was seen to have shaped some of the individual personalities as those with kids showed a calmer and more subtle personality than the single employees. Since most of the employees are immigrants, the social factor of trying to reorganize and extend their socialization skills to their working place which entails good relationships, cooperation, coordination, and interaction with other employees in the organization. Lastly the situation factors also showed signs of impact even though personality is regarded as always stable and consistent in different situations. But one thing that was sure is that some personality could predict behavior (Hiriyappa 2008, 50-52.)

In the case of motivation of employees in the organization, a couple of things were discovered. Despite identifying one motivating factor that was common across board for all or most of the employees, there

were different other factors or elements that were paramount to the employees for their utmost performance at work. First the respondents seem to all derive motivation from having good team members to work with and from a sense of fulfillment or satisfaction seeing the success of their achievements as a team. This has made the ample desire for success consistently high and given the employees the confidence to face any challenge in their workspace. Another determinant of the employee's motivation was having the right tools and equipment readily available to work with when needed and these tools are not just the machineries but also information.

Since work motivation is an energetic force which emanates from both within and outside an individual and influences his behavior towards work and to determine its form, direction, intensity and duration, it was observed that factors such as human relations, vision and personality of employees have a lot of play in their motivation (Hiriyappa 2008, 144-145). Another very motivating factor that was observed while interviewing the respondents, was getting of complications or commendation by the management occasionally especially after a huge fit is being achieved by employees in certain department or the organization. Now on the flip side, it was also found out that a couple of the employees acknowledged the fact that constructive criticisms and well-articulated negative feedbacks can also spur their motivation to do better and improve in their tasks.

From the responses gathered from the interview, it was clearly revealed that the employee's individual learning process has a direct impact on their behavior in the organization. Before stating these facts, lets reiterate the meaning of learning in order to give a clear understanding of its importance to the study of organizational behavior. Learning can be any relatively permanent shift in behavior brought about by direct or indirect experiences. It can lead to long term changes in behavior potential and behavior potential according to behaviorists, describe the possible behavior of an individual although not actual in a given situation in order to achieve a goal (Hiriyappa 2008, 97.)

The factors that determine their learning processes were not any different from the popular determinants of learning of any other kinds of individuals or employees in a different work setting. Determinants like motives which can also be referred to drives were the sort of energizers of their behavior and often springs them to action. Another criterion that stood out for them to learn better is having a working environment conducive for improving in their learning which translates to clear definition of work goals and less supervision. They also need more liberty and freedom to explore, observe and experience things in the workplace to enhance their learning skills.

A well-known fact is that communication is a very vital element in the study of organizational behavior because it is the process of passing information from one person to the other. So, for communication to take effect, there must be an information to be passed and two or more people involved in the process, a sender, and a receiver. Communication is said to be effective when the information passed is understood the way the sender expects the receiver to understand it. Now communication serves a lot of purposes in an organization and an effective communication or lack of it has a lot of impart on the organizational behavior of the employees and the organization in general. The lack of proper communication in the management of an organization makes things like planning, organizing, leading, and controlling very difficult as these things can only function with good communication. Communication also helps with maintaining and developing interpersonal relations and good team relations (Subba 2010, 178-179).

Analyzing the communication level of the organization in view, there were some good aspects and certain aspects that need improvement when it comes to communication. The interpersonal and team communication was quiet on a good scale as the employees seem to have created good relationships in their various teams through consistent communication. It was clear that they didn't just do this by discussing only work-related issues but also personal matters which has resulted to better understanding of each other in the workplace. But one area the respondents really expressed their displeasures about was the timing and sometimes channels of communication from the management. It was evident that most information needed for their job either came little late or got to them through the wrong channel which they didn't really appreciate. This they felt really hamper their effectiveness in their tasks and sometimes make them spend extra hours and efforts in what should have been quite easy for them.

In terms of the organizational environment, the organizational structure i.e the way the organization forms their task system and manages how employees coordinate their actions and use resources to achieve organizational goals was studied. A good organizational environment should be able to control the means used to motivate employees to achieve organizational goals. A work environment should be structured in a way that there is quick response to problems of coordination and motivation which can be problems from the work environment, technology, or even human aspects (Aswathappa 2009, 457 - 459.)

Based on the findings, the freedom of expression and diversity of the human resources present in the organization are the most favorite for most of the employees especially the immigrants. Despite the potential problems that diversity usually causes, there has been mutual understanding and cordial relationships amongst the multicultural work force of the organization. This has also led to the change of perceptions and mentality in most of the employees and as such made them more receptive to people of

different cultures even outside the working environment. But one area where there seems to be concern for some of the respondents, was structure in terms of clear tasks/ job descriptions by the management as some of them feel there are has always been an overlap in this regard. This they claim affects their effectiveness when carrying out a task.

It is very clear that one of the most important components of an organization is its human resources and its success depends on how well the human resources are utilized. Leadership is all about influencing the activities of an individual or a group or persons towards the achievement of a goal and the survival of an organization depends on effective leadership. Considering the leadership style, the researcher gathered from the respondents that because the organization started off as a small family business, there is the transfer of that family bond feeling amongst employees. This has translated the leadership style into a comfortable and an informal one for the employees which gives them some sense of ease.

It can therefore be concluded from the findings that the leadership style of the organization is partly participative and free reign or laissez fair style. It has some democratic, consultative and ideographic and completely autocratic free elements. The decentralization of decision making power is quite evident accompanied with a great level of freedom for employees to perform once the policy programs and the limitations of actions are determined by the leaders (Karthick 2009, 125). The respondents however sometimes need more instruction clarity and better explanations of policies, organization overall performance.

While putting the decision-making process of the organization into perspective, it was discovered that there were mixed feelings concerning the matter amongst the employees as gathered from the respondents. Some of the employees were very satisfied with the process while others were completely dissatisfied and there were also some rather at the middle of the divide. Decision-making involves the selection of the best from among the alternative solutions under a given circumstance and it's the core of planning. For planning to be effective, there must be identification of the issue, collection of information and data, analysis of these data and generating or developing of necessary inputs to derive alternative solutions. These processes most often require the inputs from employees especially those directly involved with the issue identified. This means that most often it should be an all-inclusive process by either seeking for employee's opinions directly or asking for a representative from them.

It was discovered that the mixed feelings in this regard were based on the reports from employees from different sections. It was discovered that those handling managerial matters felt included enough and the floor workers otherwise known as the production workers felt neglected while the line supervisors were

the ones in between. But notwithstanding, the equating factor in this regard would be to involve those directly affected no matter their level or job description in the organization.

It will not be wrong for anyone to think that an organization with multicultural employees will tend to have more conflicts in the workplace. But how the organization can bring the conflicts to the barest minimum and eventually turn this weakness into strength for its benefit is something they should seek to achieve. In view of this, the major causes of conflicts in the organization as discovered from the research are when the different cultural internalized values sometimes unconsciously come to play according to one of the respondents. Another cause was lack of enough experience of the different cultures in the organization by the leaders even though they are knowledgeable about these cultures to a certain extent. Some other causes of conflict have been misinformation which then causes misunderstanding, confusion and assumptions and thereby raising trust issues amongst employees. Displeasures from changes in work schedules and challenging each other's opinions and ideas have also sometimes resulted in conflicts amongst employees.

But the respondents also confirmed that these conflicts have never be blown out of proportion as the employees have been matured enough to put themselves to check whenever necessary to avoid major damage. They also affirmed that the organization haven't had to step into settling most of the conflicts that arise because they have been encouraged to always resolve issues on the floor when it arises and only when they cannot it be reported to the leaders. There are not documented measures of conflict management or resolution in the organization but somehow the workers have always managed to find common grounds in conflict situations and make sure nobody is hurt in the process.

7.5 Reliability and Validity

It is very essential that a researcher performs a reliability and validity check on their research work no matter the research method being applied. There are many reasons why a reliability and validity check should be carried out on a research, one of which is to determine the originality or authenticity of the research work. This is of great significance to the integrity of the researcher and for those the research is intended otherwise known as the case study.

The concept of reliability is something that is quite difficult to achieve because it assumes attaining the same result while conducting the same research more than once. Reliability is therefore said to the extent to which a research can come up with the same findings where it to be conducted on a later date or with a different sample of subjects. Reliability can only be certain if the model is taken from natural sciences,

and a repeated research can produce the same or identical result when the experimental conditions are properly controlled which in this case cannot be (Veal 2006, 41.)

However, the reliability though cannot be fully guaranteed, but can be trusted to an extent because of the first-hand information and responses gotten from the respondents who are actual players in the organization in view. Let me quickly reiterate that the research is a qualitative study of the organizational behavior in a multicultural work setting using Mush Oy (a pet food company) as a case study. The respondents are all employees of the said organization with working experience ranging from 5 years to the onset of the organization which is 2004. Their job descriptions and positions in the organization are equally different which makes them have diverse knowledge and perspective about the various themes of discussion.

Validity is also a hard task to accomplish when dealing with this kind of a research which seeks to investigate behavioral attitude. So, in this case, the researcher greatly relies on the responses from the respondents. Validity as opposed to reliability is said to be the extent to which the information gathered by the researcher truly reflects the phenomenon being studied (Veal 2006, 41). Therefore, the validity of this research is in the way the research was being carried out which embodies the identification of the issue, generating and developing the themes that should be researched, acquiring findings and concluding by giving recommendations. The number of respondents and their different multicultural backgrounds coupled with their various responsibilities in the organization is something that can add up to the validity of this research.

7.6 Recommendations

It is very imperative that a researcher gives proper recommendations after presenting and analyzing the findings gotten from a research. Therefore, the recommendations of this research will be given in line with the objectives of the research and will therefore focus on what the organization need to improve on and how it can benefit positively from the multicultural resources available to them.

The recommendations to the subject matter will be offered from two major perspectives which is believed if fully understood and applied, will benefit the organization and improve their overall performance. But first, the surge in globalization has made exposures and interactions between different cultures inevitable and it should be known that these intercultural encounters can either create opportunities or threats. Therefore, recommendations will be given on how intercultural relations in an organization can produce opportunities and eliminate threats or at least reduce them to the barest minimum.

The first recommendation is for the organization to engage in intercultural competence training either formally or informally. It was discovered from the findings that the organization admitted to having the knowledge of the different cultures present but not having enough experience on how to totally manage the impact of these cultures positively. This is very vital because intercultural competence is the developmental process of identifying one's own cultural pattern, acknowledging the patterns of others and eventually learning to adapt across cultures. From the definition, it is clear that intercultural competence is not just a static state of quality rather a process of effective and appropriate action and communication.

Intercultural competence is imminent in an organization that want to increase the positive impacts of its intercultural workforce because it embodies intercultural interactions and communications. Organizations cannot do without interactions and communication, and how effective and appropriate intercultural interactions will be depends on the development of attitudes, knowledge and skills embedded in interaction competence. The first step of intercultural competence development is learning about other cultures and this is a continuous process of a lifetime especially for organizations with multicultural workforce. Another step of action is learning to do which is a very productive aspect of intercultural competence development because it is said that while learning to do, people act on the existing knowledge and skills and also gain more knowledge and skill in the process. There is even a UNESCO proposed conceptual framework of intercultural competence which sees it as a needful response to the confrontation of present-day globalization, and an avenue to achieve unity-in-diversity as well as unity beyond diversity. Intercultural competence being a means of intercultural interactions, can be said to be having the adequate relevant knowledge, holding receptive attitudes, as well as having the required skills to tap both knowledge and attitudes when interacting with people from different cultures (Kenon & Palsole 2019, 286 – 287.)

Another major perspective that will be recommended, is for the organization is to change management. Please note that this does not imply changing the management personnel, but rather changing the management methods and processes. From the findings, it was observed that the displeasure in certain areas such as the decision-making process and the leadership style of the organization. These two core areas are very essential to the effective running and functioning of the organization, so the researcher has decided to recommend a management change from the perspective of the leaders. The productivity of any organization depends largely on the manner in which the leaders operate within the organization. This is so because leadership entails the structuring, planning and guiding a situation such that a common goal can be achieved by all the team members in a minimum time and with less efforts.

The leadership style adopted by an organization can also determine the success of the organization, therefore it is very important for the leaders to choose a style that will help them achieve the goals of the organization. There is the belief that the employees will adopt either positive or negative attitudes towards their work based on the leadership behavior they perceive from their superiors i.e whether they are supportive or harmful to their sense of personal worth and expectation. The organization should observe that leadership has to do with human activity, and everything changes overtime, the organization should understand that there is need for the necessary effort to navigate through the changes that will constantly occur. In order to do this, it should be understood that no single leadership style is sufficient enough to effectively run an organization, rather a combination of leadership styles should be adopted and used appropriately to meet the different situational demands. The elements attributed to a thriving organizations are productivity, job satisfaction, understanding and cooperation and interpersonal relationships and they are directly dependent on the extent to which the leadership style of the management of the organization can influence the working environment to achieve the set goals of the organization.

It can therefore be recommended that the leaders of the organization learn how to best relate with the members of the organization especially with the presence of the diverse cultures. They should also be very sensitive to their opinions and also try to develop social skills in working with them while being competent in all areas of their responsibilities (Kenon & Palsole 2019, 3 - 4). It is believed that if these two broad areas recommended are properly adopted and managed by the organization, it will be able to function well in its daily operations and thereby increase its effectiveness and employee's performances overtime. These recommendations can also help the organization influence, improve and develop the different hidden skills in their employees needed for more efficiency in their various workstations or department. Note that these recommendations cover the various themes that were researched during the interview and they embody the solutions needed for the problems discovered in the process.

8   CONCLUSIONS AND DISCUSSION

Before concluding this thesis, the researcher will first and foremost like to reiterate the aim of this research and that is to foster a better multicultural link and bond in the organization by creating a better working environment through better understanding of individual differences and perceptions, attitudes, and behaviors. In the course of the research, a qualitative research method was used to answer some research questions which helped to come up with findings based on which the researcher gave recommendations for improvement and development. Primary and secondary resources were also utilized by the researcher in other to reduce the limitation of research and possibly increase its reliability and validity.

In conclusion, it can be affirmed that there are a lot of other contributing factors to the organizational behavior of employees with multicultural backgrounds aside their cultural differences. Though this research primarily focused on the organizational behavior in a multicultural work setting highlighting the cultural diversity as the major point of interest, there was a discovery that diversity amongst employees is not the biggest problem. Patricia Digh, co-author of global literacies states "some companies are figuring out that culture is not an obstacle to overcome. It is not something to manage, value, or appreciate— it's a resource and a lever to increase performance in the marketplace." (Lieberman, Simons & Berardo 2003, 1).

The need for diversity in the workforce of organizations is gradually becoming a trend and a business asset because of the demand for new customer-focused products, the desire of organizations to get into global markets and the need to harness talented employees. Organizations are beginning to realize that diversity can add value to their team or department and that they can only succeed if they are able to manage the three basic elements that sustains any business, which are the financial, human and material resources. That profits alone can no longer keep an organization but factors like employee satisfaction, environmental discrimination, leadership style, and many other critical people and environmental factors that influences the employee's behavior can either make a company flourish or fall, no matter the profitability of the organization (Lieberman et al. 2003, 3.)

One of the major objectives that was highlighted while conducting this research was the need for the organization in question to gain the adequate knowledge and experience on how to exploit and manage their multicultural resources. One key factor was the fact that they know how important and beneficial it could be for the overall performance of the organization but do not know how to put these readily

available resources to better use. Therefore, it will be a good idea to reemphasize the need for the leaders of Oy Mush Ltd to engage in intercultural competence practices which involve proper and effective intercultural interactions and communications and also give a serious consideration to the change of management style in other to meet their objectives. It will be recommended that if any further related research is to be carried out using this same organization as a case study, the researcher should use this current research as part of their literature review. The researcher could also focus on studying the control measures of the organizational factors that influences the employee's behaviors rather than trying to research the causes or reasons for their behavior.

Lastly, let it be acknowledged that writing a thesis with a topic of this nature is always not easy because organizational behavior is a very broad topic and quite different depending on whether one is writing on social science or other science fields. But nevertheless, it is believed that this research is of great validity and reliability considering how it was carried out. The results of this research can be trusted because of the method utilized which is the semi-structured interview, where those directly involved were actually interviewed in order to get first-hand and authentic answers to the research questions.

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Semi-structured interview themes

Research Questions

The semi- structured interview questions were based on two major categories which is the human and the organizational dimension also referred to as the intrinsic and extrinsic factors. These categories are further broken down into various themes as follows:

Human Dimension (Intrinsic)	Organizational Dimension (Extrinsic)
Personality • How Would you describe your personality? • How does your Personality affect your work? • What are your strengths/ weaknesses when working in a team?	**Environment/ Work designs** • What do you like most about your work environment/ design? • How does your work environment / design impact on your work/ daily routine? • What are the things that need to change about your work environment/ design?
Motivation • What would you say motivates you more in a workplace? • How do you motivate yourself to do better at work? • What other factors can easily demotivate you at work?	**Leadership style** • How well can you rate the leadership style of your organization? • What are the impacts of the leadership style on your work? • What are your feedbacks concerning the leadership style of your organization?

Individual learning process	**Decision making process**
- How best you do learn new things? - How do your learning ability stride when it comes to learning by experience/ doing or being supervised? - What criterial are necessary for you to learn faster and better?	- What do you think about the decision-making process of your organization? - How do the organization involve employees in decision making? - What are the major platforms of decision making in the organization?
Communication	**Conflict management**
- Is communication essential to you in a workplace and why is that? - How does communication affect your efficiency/ total output at work? - When is communication considered too much / too little for you?	- What can you say about conflict management / resolution in your organization? - How do conflicts usually arise and how are they solved? - What measures has the organization put in place to reduce workplace conflicts to the barest minimum?