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Democracy and cultural diversity

How the power of cultural diversity creates a better workplace in Europe?

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Abstract

Globalization has developed workplaces that contain a mixture of people with different cultural backgrounds. Managing a culturally diverse workplace can be challenging and strategies for managing require constant improvements and adaptations in order to have a successful work environment.

The purpose of this thesis is to highlight and gain a deeper understanding of how the power of cultural diversity creates a better workplace in Europe. To reach this purpose I have investigated the benefits and the problems of a culturally diverse workplace as well as the best strategies and improvements for managing a culturally diverse workplace. The thesis has a qualitative approach and empirical data collected are based on interviews with experts from the leadership positions of two culturally diverse workplaces in Europe: Open Skåne presenting the private sector and the Faculty of Humanities and Theology at Lund University presenting the public sector. Participants in both cases were diverse in age, gender and cultural background. The study also indicates that workplaces can lack good strategies for communication and participation among the employees, which highlights the need for organizations to set strategies in order to develop an inclusive workplace based on mutual, cultural understanding. Nonetheless, the main result of the study showed that the power of cultural diversity creates a better workplace and clearly cancel out the problems.

The final findings from this study is the importance of organizing workshops and trainings to actively promote and then ripe the benefits of a culturally diverse workplace. More specifically, these activities have shown to contribute to decrease prejudices and more in general discrimination in the workplace, thus creating an inclusive environment with tolerance, acceptance and recognition among the employees. An example of the best practice in this area is to increase employees' knowledge and awareness about cultural diversity, to share experiences and ideas among the employees and create an even better workplace.

Key words: cultural diversity, benefits, problems, strategies, improvements, culturally diverse workplaces, Europe.

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1   Introduction

The first part of this chapter is previous research. More specifically it will cover the explanation of culture as well as cultural diversity. Additionally, I present the purpose of the research project together with the research questions and the theoretical framework.

1.1   Previous research

Today's leading French social scientist Pierre Bourdieu argues that culture includes values, beliefs, traditions, and language and meditates practices by gathering individuals and groups to institutionalized hierarchies. Whenever in the form of objects, systems, institutions or dispositions, culture demonstrates power relations (Swartz 1997, p. 1). Furthermore, Bourdieu states that power addresses significant topic relations between culture, action and social relations (Swartz 1997, p. 6).

According to Dutch social psychologist Hofstede Geert (1997), culture is the collective programming of the mind that makes a difference among the members of one group or category of people, one from another. He sees culture as a collective phenomenon that is connected to diverse collectives. With every collective there is a wide range of individuals. (Hofstede Greet, Hofstede Gert Jan, Minkov Michael 2010, p. 6). Usually, the term culture is used in various ways, such as for society or ethnic groups, nations as well as organizations. Culture in workplaces consists of practices of how people perceive what is going on in their organizational environment (Hofstede Greet, Hofstede Gert Jan, Minkov Michael 2010, p. 8). He also states that culture is learned, not inherited and it does not develop from one's genes. On the contrary, it develops from one's social environment. Additionally, culture ought to be determined according to human nature and individual's personality. When it comes to personality it can be explained through general aspects of human life and the ways in which individuals express themselves, how they move, in what way and how the problems are solved, the way they think, how their critics are planned and expended as well as their function. If we go deeper into the culture, Hofstede argues that cultural distinctions manifest themselves through symbols, heroes, rituals, and values (Hofstede Greet, Hofstede Gert Jan, Minkov Michael 2010, p. 8-9).
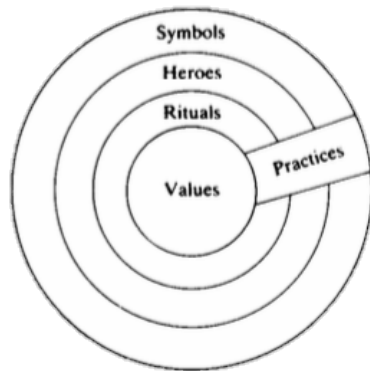
Source: *Hofstede Greet, Hofstede Gert Jan, Minkov Michael 2010, p. 8*

These cultural elements (values, rituals, heroes and symbols) can be subsumed under the name practices. Additionally, Hofstede claims that the values play the key role and that values are for instance among the first things that children learn, so due to this, values are the core of culture. Symbols are words, pictures or objects that have a certain meaning that is only recognized by those who share the culture. Heroes are people, alive or dead, imaginary or real, and those who have characteristics that are highly prized in culture and who serve as models for behavior. Rituals are collective activities, considered as socially significant and needed. The examples of rituals are respecting and greeting other people, religious and social celebrations and rituals (Hofstede Greet, Hofstede Gert Jan, Minkov Michael 2010, p. 8).

Hofstede (1977) also found six dimensions into organizational cultures: Power distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Femininity, Long/Short Term Orientation, and Indulgence/Restraint (Hofstede 1997, p. 1-4). The first dimension, Power distance is defined as the term of how less powerful members of organizations and institutions accept and except the fact that power is shared unequally within their workplace. There is also small and large power distance (Hofstede 2011, p. 9). The second dimension- Uncertainty Avoidance is not the same as risk avoidance. It actually demonstrates to what extent a culture programs its members to feel comfortable or maybe uncomfortable in unstructured situations. Additionally, unstructured situations are surprising, unknown and diverse from usual situations (Hofstede 2011, p. 10). The third dimension, Individualism versus Collectivism is more as societal characteristic, not as an individual characteristic in the context to which people are integrated into groups in one society. Individualists are those that find cultures in which link between individuals are loose and they think that everyone is expected to look after him and his family. On the other hand, collectivist refers to cultures where people from birth are integrated into strong and united groups. These groups are usually extended families that protect them in exchange for certain loyalty **(**Hofstede 2011, p. 11). The fourth dimension is Masculinity versus Femininity and this dimension refers to a disposal of values among genders, which is quite a significant issue for one society. Another dimension Long-term and Short-term orientation have been identified in a study

comparing students from 23 countries. According to this study, principles that were found were dedication, prudence, having a sense of shame and ordering relationships by status. Nevertheless, in long-term values, they are opposite and there was more respect for tradition, personal steadiness and stability as well as equal social obligations (Hofstede 2011, p. 10). The last dimension is Indulgence versus Restraint and it is quite distinctive from the other five dimensions but known as a happiness research. Indulgence refers to a society that allows quite free enjoyment of natural and basic human desires connected to having fun and enjoying life. Restraint determines a society that controls fulfillment of needs and balances it by means of rigorous norms (Hofstede 2011, p. 9-16).

An American anthropologist Edward T. Hall (1976), made a division of cultures in ways of communicating, into high and low-context cultures. Edward T. Hall (1990) states that culture is communication and there are three parts of the communication process: words, material things, and behavior. Words are intermediate of politics, diplomacy and business while material things are common indicators of power and status. Behavior provides an evaluation on how other people feel and it consists techniques for avoiding conflicts. While studying these three parts of the communication process, Hall came to recognize and understand an extensive unexplored area of people's certain awareness, a "silent language" usually transferred without thinking (Edward T. Hall 1990, p. 3). Additionally, what people do is often more significant than what they say. He defines culture as the way of life of a people, the value of their patterns, attitudes, learned behavior and material things. The silent language consists of a wide range of developmental approaches, practices and solutions to problems that have their roots in the shared experiences of ordinary people and not in the elevated ideas of philosophers. In accordance with one director of a project on cross-cultural relations, understanding the silent language implements insights into the underlying principles that shape our lives (Edward T. Hall 1990, p. 3).

1.2   Purpose and research questions

According to a Turkish-born British sociologist and professor of Human Resource Management at Brunel Business School Mustafa F. Özbilgin 2009 an intercultural challenge for any type of organizational, societal and managerial structure is negotiation among diverse cultures and their daily side-by-side coexistence. This is due to the fact of globalization, fluctuation of persons and goods, general migration, and fast-spreading technology. The main problem in the culturally diverse workplaces today is to manage diversity and deal with cultural differences between employees. The reason for this is the lack of practice and diversity management. Usually, people are treated according to their country of origin, culture or religion, instead of their personality, knowledge and experience. (Özbilgin 2009, p. 289-297).

In addition, functional cultural diversity is one of the societal problems of today's job market, thus making it an interesting and valuable topic of research. The purpose of the thesis is to show how the power of cultural diversity creates a better workplace by comparing and analyzing how it is dealt in two workplaces in Europe. In the specific, the thesis looks into practices and policies related to cultural diversity highlighting benefits, problems, opportunities and best practices from case studies in Skåne, Sweden. My main research question is thus: How the power of cultural diversity creates a better workplace?

In order to operationalize the main research question, by analyzing and comparing the case studies, I intend to further address the following working questions with the help of an extensive literature:

1. What are the benefits of a cultural diverse workplace?
2. What are the problems of a cultural diverse workplace?
3. What are the strategies and best improvements employed in a cultural diverse workplace?

The significance of the first working question is that by analyzing what the benefits of culturally diverse workplace are we can find out how and in what way the power of cultural diversity creates a better workplace. With the second question we can see what are the problems when it comes to culturally diverse workplaces, because it is an obvious fact that there are always problems to certain extent facing a workplace that is culturally diverse. Additionally, whenever there are the problems, there have to be solutions or improvements as well and this is the reason for the third question. With the third working question we can find out how to solve these problems and what are the best strategies and improvements of culturally diverse workplace.

In order to answer the main research question and three working questions, I will use empirical data based on two European cases, which includes one private and one public sector as well as an extensive literature.

The thesis proceeds as follows. After introducing previous research, purpose and research questions, including theoretical framework (Chapter 1), literature review (Chapter 2), and methodology (Chapter 3) I will give an overview of two European cases (Chapter 4). Chapter 5 presents empirical data. In Chapter 6, I analyze and compare the data. The last chapter 7 summarizes the findings from the interviews, addresses the main research question, presents the most important study from the research as well as discusses implications for the future research.

1.3 Theory

The theory that best supports cultural differences at workplace is the theory of Social integration provided and explained by professor Vida Beresnevièiûtë at Institute for Social Research at Vilnius (Beresnevièiûtë 2003, p. 96). The advantage of social integration context is because it focuses on diverse social dimensions that are significant in the progression of culturally diverse groups. On the theoretic aspect, social integration demonstrates assumptions by which people are bound to each other in the certain social space. Furthermore, it indicates the relations between the individuals and how do they accept social rules (Beresnevièiûtë 2003, p. 97). Social integration refers to the concept and forms of stability of social relations and the balance between diverse social groups. In a deeper sense, the term integration is usually used in order to describe establishments that regulate connections of diverse aspects into the certain community or system (Beresnevièiûtë 2003, p. 97). The term is also important because it determines to promote the cooperation among diverse groups. The notion of integrity is significant in other theoretical contexts including solidarity and correspondence. Taking in consideration the establishment of social integration theory for cultural diverse groups, cultural matters of diversity as well as cultural relations among people and diverse groups are taken into account in the theory of integration (Beresnevièiûtë 2003, p. 98). The generally applied variables of social integration is the knowledge of the skills that are diverse and rate individuals regarding the culturally diverse groups. Due to this, certain groups that have different cultural backgrounds are sometimes excluded from systems and networks that provide power. What is important is how cultural diversity will be treated in the future and how it will affect social mobility and participation at the workplace. The outcome of the successful integration of different cultural groups is full social participation (Beresnevièiûtë 2003, p. 99-100). Moreover, the participation is considered as flexible concept, so it can have an outcome, not only for the individuals but also for the workplaces, organizations and institutions. Social participation can be described as one of the dimensions of social integration and it is needed for the production of social life in general. Another dimension of social integration is a sense of satisfaction and belonging. When people participate in social life and workplace, they get involved in certain social relations that contain grounds for successful satisfaction and strategies. Nevertheless, the lack of participation among diverse groups in different situations of social life may cause social exclusion (Vida Beresnevièiûtë 2003, p. 96-107). Finally, the theory of social integration best improves the issues of cultural diversity not only at workplaces, but also in social life and participation and satisfaction are significant segments if we aim to have an inclusive workplace instead of exclusion and this is one of the reasons why did I decide for this theory.

According to a Turkish-born British sociologist and professor of Human Resource Management at Brunel Business School Mustafa F. Özbilgin (2009), there is macro and micro level of analysis of workplace diversity. A position that does not include social justice and economic rationales for workplace diversity are power and context. Some approaches argue that power is an essential concept to workplace diversity (Özbilgin 2009, p. 75). The

concept of diversity without power led to a lack and conception of variables in organizational research in status effects, personality differences, and functional background. This can be argued as one of the main challenges of a cultural diverse workplace. The theory that best addresses this challenge is a theory constructed of Western academic theory Cultural diversity that each workplace should adopt in their organizational and societal strategies. Cultural diversity is argued to be the practice of a different cultural lifestyle, sustaining the principles of diversity. (Özbilgin 2009, p. 75-79).

Another theory by Mustafa Özbilgin (2009) is Cosmopolitanism that determines for the world citizen, the person who is not subject to so-called constructions as difference or diversity (Özbilgin 2009, p. 289). I decided for this theory because Cosmopolitanism inspires cultural diversity and mixtures, even when he or she rejects nationalism and nation-state narrative in media. However, the best way to avoid the lack of democracy in cultural differences in the workplaces is that all debates on diversity, equality and inclusion ought to start with the person as an individual, without stating his or her background, values and culture and that is a development of both, his own interests and his environment (Özbilgin 2009, p. 290-292). Another fact is that managers in the department of human resources should interview individuals with the priority of personhood as the main point in order to see the person first and later the possible contribution of the person to the workforce. The most significant priority of every organization and company should be a focus on the human factor. Engaging and understanding the human factor is predominant for a prospering organizational culture. The merging points of cultural diversity can be taken into account by a focused diversity management program. Additionally, this theory can be employed when it comes to the benefits of cultural diverse workplace. The intercultural dialogue and the concept of personhood should be one of the main priorities (Özbilgin 2009, p. 289-297). Another theory for the improvement of culturally diverse workplaces according to Charles Taylor (1992) is the concept of tolerance and recognition. In order to have an inclusive workplace, better communication and equal opportunities, there has to be a tolerance, acceptance, and recognition of cultural diversity, not only in the workplaces, but also in the society in general (Taylor, p. 25-63). Concerning this, I personally think that this theory is great for the improvement and for the best strategies when it comes to workplaces that are culturally diverse.

2   Literature review

In this chapter, I will discuss each working questions according to the literature review findings. Firstly, there will be described what are the benefits of a culturally diverse workplaces, which outlines the first working question. Secondly, I will describe the problems of culturally diverse workplaces. Last, but not the least there will be provided an explanation of what are the strategies and best improvements employed in a culturally diverse workplace?

According to a professor and founding director of the Institute for Diversity and Inclusiveness at San Diego State University (SDSU) Lynn M. Shore, culture is defined as characteristic ways of thinking, feeling, and behaving shared between members of an identifiable group (Shore, Lynn M., 2009, p. 124). The global dimension of todays' economy favors mobility and international cooperation; now more than ever, employers and employees require the ability to work in a culturally diverse environment. This enhanced exchange and mobility present opportunities as much as challenges in workplaces: expanding and taking advantage of the culturally diverse workplace has become a significant issue for leadership today. Since managing cultural diversity is an important workplace challenge, leaders must learn and improve their skills for understanding and developing such a workplace. Leaders and supervisor have to learn to teach themselves and other employees to value cultural diversity in customers and associates so that everyone is treated equally (Shore, Lynn M., 2009, p. 126).

Polish professor Barbara Mazur states that cultural diversity is treated crucially and estimated to become even more crucial in the upcoming years, and expected to be growing in the majority of countries. Organizations have to focus on cultural diversity and try to find ways to become more comprehensive because cultural diversity can lead to ambitious advantages and much better productivity. Valuing and managing cultural diversity is fundamental for an efficient management, which can enhance workplace capacity (Mazur 2010, p. 5).

Cultural diversity is described as the representation of one social system of people with different cultural backgrounds, significance, and affiliations. From the side of laboratory setting studies, cultural diversity in the workplace enhances the effectiveness within work groups. At the culturally diverse workplaces, employees will communicate with each other quite often and in a wide range of ways, because they will share worldviews and united culture that results from shared perceptions and society attachments. (Mazur 2010, p. 8).

2.1 What are the benefits of a culturally diverse workplaces?

The workplaces of today's century are changing considerably, especially within the influence of higher education and effects of globalization. University and administrators that work on high-powered academic and senior positions are different in culture, age and gender. University and worker's responsibilities, training, skills and tasks that they have in diverse departments are changing due to cultural differences. Moreover, global and domestic companies aim to design products and services for different customers and establish that there are outcomes for different stakeholders. If they aim to do so, there has to be an understanding of the significance of cultural diverse workforce and participation within the workplace (Okoro, Ephraim A. and Melvin C, 2012, p. 60-61). The theory that confirms this is the theory of Social integration and the purpose of participation in order to have a better communication and an effective business.

With the influence of globalization and knowledge economy, workplaces will be successful only to the extent that they are able to inspire and embrace workforce cultural diversity. (Okoro, Ephraim A. and Melvin C. Washington 2012, p. 59). One of the advantages of cultural diverse workplaces is that the companies that are encouraging cultural diversity is because cultural diversity is a positive motivational tool that can attract and retain the best employees as well as increase the level of organizational competitiveness (Okoro, Ephraim A. and Melvin C. Washington 2012, p. 59). Cultural diversity can affect productivity and performance as well as undermine the overall goal business performance. For instance, because of new ideas, communications, and creativity, thus, these employees that are similar to their customers will be able to easier identify the certain problems faced by their customers. Furthermore, they will be able to come up with ideas for new products that best satisfy people from different cultural backgrounds. The theory that the best inspires this is the theory by Cosmopolitanism, as this theory inspires cultural diversity and mixtures in the workplaces.

Nevertheless, philosophers in business administration Velma McCuiston and Barbara Ross Wooldridge (2004, p. 74) state that, the most evident measurable benefits are: improved bottom line, competitive advantage, superior business performance, employee satisfaction and loyalty, strengthened the relationship with culturally diverse communities and attracting the best and the brightest candidates.

1. *Improved bottom line.* According to a 2001 survey by the Society for Human Resource Management and Fortune magazine (SHRM, 2001), diversity drives prosperity companies bottom line, while helping them to manage a competitive boundary (McCuiston 2004, p. 73). The survey was sent to 839 human resource professionals at Fortune 1000 companies as well as to the organizations on Fortune's list of the 100 best US companies. The question was to indicate how diversity initiatives have affected 20 different issues giving an account to the bottom line. The number of respondents was 87 where 79 percent of the participants responded that

the top five positive outcomes on the bottom line were improving corporate culture. While 77 percent of the participant responded that diversity efforts help to recruit new employees and 52 percent that it enhances a relationship with clients. On the other hand, the respondents on higher retention of employees and decreasing complaints and litigation were 41 percent. (See table 1)

2. *Competitive advantage.* The priority of very competitive workplace today is the recruitment of people with diverse cultural backgrounds who can share common ideas, approach to business and set of values (McCuiston 2004, p. 74). Additionally, human resource professionals agree, as they believe that cultural diversity drives help the workplace to keep competitive advantage via enhancing corporate culture, improving employee morale, higher retention of workers and in an easier way recruit new employees.

3. *Superior business performance.* The third benefit of cultural diversity is superior business performance. Cultural diversity corresponds with superior business performance in worker profits, market share, productivity, net operating, shareholder value and total assets. Moreover, cultural diversity drives performance and creativity, while equal skilled teams will outperform (McCuiston 2004, p. 75).

4. *Attract the best and the brightest.* Promoting diversity attracts talented workers. Also, the top candidates will work for the companies that recruit often through different programs for culturally diverse students, affiliations with cultural diverse organizations and active campaigns on job sites also aimed at candidates with the diverse cultural background (McCuiston 2004, p. 75).

5. *Employee satisfaction and loyalty.* Consideration of cultural diversity raises loyalty and satisfaction of employees. Workplaces with good track records of equitable opportunities will easier recruit and retain talented people. However, if these talented employees with diverse cultural background see that there is no one who looks like them has ever made in a leadership position, they will conclude that not all employees are equal and they would go elsewhere for upgrading. Equal opportunities and employee satisfaction should be the most important for an organization (McCuiston 2004, p. 75- 76).

6. *The cost of ignoring cultural diversity.* If cultural diversity is not a priority, it can lead to the greatest loss of the company as well as the loss of potential business with new customers in enhanced markets. It is an obvious fact that customers who are confirming progressively loyal to companies that understand their needs and their culture. In order to better understand different culture and needs of customers, there has to be diverse cultural workers (McCuiston 2004, p. 76).

Table 1 How diversity initiatives have impacted the bottom line

Initiative	% responding $n = 87$
Improves corporate culture	79
Improves recruitment of new employees	77
Improves client relations	52
Higher retention of employees	41
Decreased complaints and litigation	41
Enables the organization to move into emerging markets	37
Positively affects profitability indirectly	32
Increases productivity	32
Positively affects profitability	28
Maximizes brand identity	23
Has not impacted bottom line	7
Increased complaints and litigation	1
Negatively affects profitability	0
Lower retention of employees	0
Impedes the organization from moving into emerging markets	0
Deteriorates client relations	0
Deteriorates corporate culture	0
Hinders recruitment of new employees	0
Negatively affects profitability indirectly	0
Decreases productivity	0
Detracts from brand identity	0
Other	0

Source: McCuiston 2004 (SHRM)

2.2 What are the problems of culturally diverse workplaces?

If we talk about problems of culturally diverse workplaces at the global level, successful management is among the most significant global problems faced by corporate leaders, human resource managers, and management consultants (Michalle E. Mor Barak 2014, p. 2). Worker migration and cultural diversity continue to dramatically change the balance among the workforce. There is an increasing demand for equal rights for these diverse workers. According to Dean's Professor of Social Work and Business Michalle Mor Barak (2014), equality at work is another important challenge. Workplaces have to remove barriers to full participation traditionally excluding groups such as cultural minorities. These organizations need to overcome economic and social tensions between majority and minority groups in order to become an inclusive workplace. The theory that best address this problem is the theory provided in the first chapter by Taylor (1992) the concept of tolerance, acceptance and recognition. In addition to diverse cultures, there is also a problem of language situation that can contribute to the exclusion of different groups from leadership positions in the workplaces and create a barricade to job opportunities and promotions. Another problem is derived from social identity and similarity-attraction patterns, which leads that individuals have a preference for their own group (Shore, Lynn M. 2009, p. 124).

There is also a wide range of problems regarding the achieving involvement through a commitment to diversity. One of the main problems is that leaders need to accomplish the balance between human needs of groups with diverse cultural backgrounds and business goal (McCuiston 2004, p. 76). They must focus on the significance of business policies, practices and decisions on the cultural diverse human fundamental, the bottom line and the law. Managers face a wide range of problems in order to cultivate this balance, such as leadership, workplace authority, mentoring, work-life balance and new work compositions (McCuiston 2004, p. 77). Identifying top people management issues, leadership is the most important issue today.

Despite the leadership as a problem, another problem is having people from diverse cultures to agree on a single work integrity. In addition to the influence of culture on accomplishing a single work integrity, manager leaders need to address distinctions such as age, education, language, as well as business and personal experiences (McCuiston 2004, p. 76).

The third problem that McCuiston (2004) states are workplace authority. It is quite challenging conceiving professional agreement and understanding between people from the different country of origin and cultural traditions who have distinctive views about workplace authority.

The next problem is trust and commitment as in today's culturally diverse workforce, managers could face different generations of employees at the same time, subsisting of seniors returning to the workplace and younger generations. Different lifestyles, goals, work styles, needs and requirements of these diverse age employees attempt challenges to achieving commitment and building trust (McCuiston 2004, p. 77).

New work structures can be considered as the fifth problem. According to this, knowing how to bring people from diverse backgrounds and from various parts of the globe together to collaborate in new work structures, such as strategic e-business and virtual teams is quite a problem. The teams that cooperate in a virtual world where they communicate electronically may never meet in person. At the same time, there is a complexity and comfort with technological communication that produces certain limits to considerate and accord decision making (McCuiston 2004, p. 77).

The last problem according to McCuiston (2004) is work-life balance. It is challenging for managers of a different workforce to establish strategies that support their organizations and their employees. The expanded numbers of single parents and dual-career families require that workplaces establish methods that strengthen a culture in which people are satisfied and happy about being competent to meet the requirements of their work, responsibilities and interests outside of their work (McCuiston 2004, p. 78).

In the ever-changing cultural environment, tolerance, participation and good communication are considerably important. The theory of Social integration and the theory of tolerance, acceptance and recognition by Taylor confirm this statement. Okoro, Ephraim A. and Melvin C (2012) state that managing cultural diversity is more than just acknowledging distinctions in people. They even noted that it is significant that business managers are able to adapt to

very fast changing responsibilities and work relationships. Culturally diverse workplaces are facing a majority of problems in communication, skills, traditions, experiences, backgrounds, attitudes toward work and all these can affect communication in the company (Okoro, Ephraim A. and Melvin C, 2012, p. 59). Another problem is related to the coexisting with the partners in business and the community. Supervisors and managers face the problems of creating harmony among the workers as well as motivating them, because it is always difficult to find a good way in doing so as there are so many different employees (Okoro, Ephraim A. and Melvin C, 2012, p. 60). Additionally, managers might face failure due to the workers' productivity, their negative behaviors and attitudes that serve as barricades to an impressive organizational cultural diversity. In order to be an effective organization in interacting and managing across cultural barriers, workplaces need to be sharpen to the values of tolerance, recognizing, appreciating, respecting and understanding cultural and human differences (Okoro, Ephraim A. and Melvin C, 2012, p. 60).

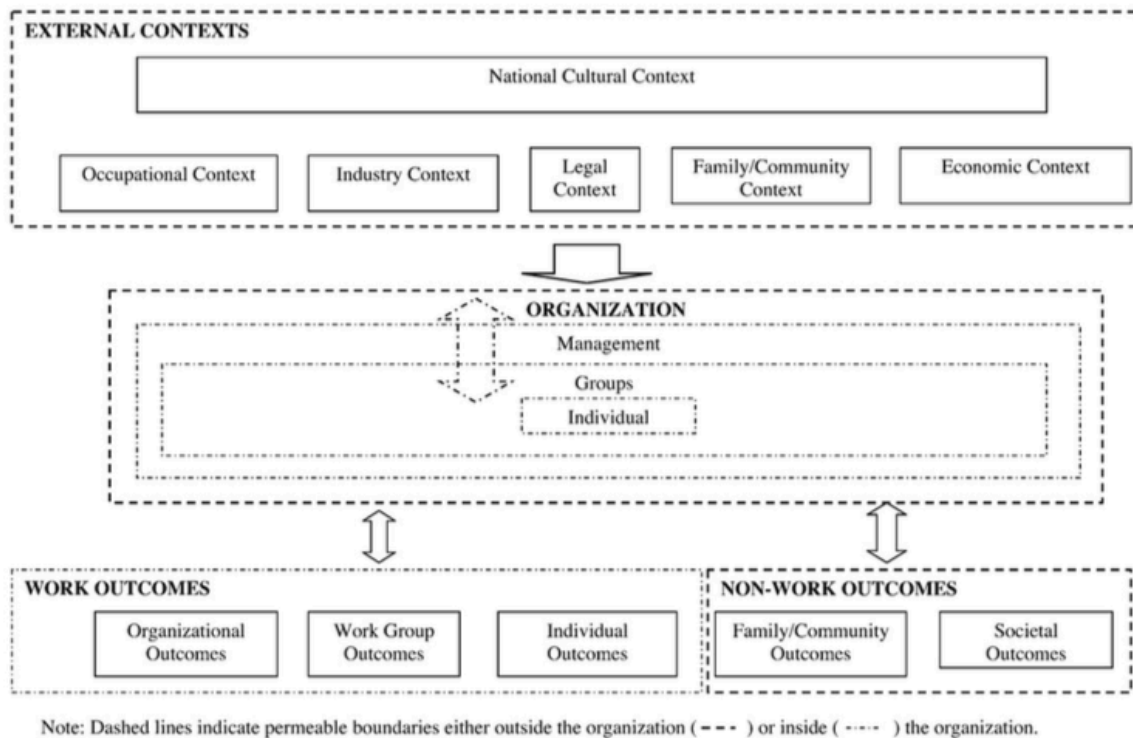## 2.3   What are the strategies and best improvements employed in a culturally diverse workplace?

An abundance of research has been conducted in order to identify critical areas of successful strategies to lead cultural diverse workplace. The areas that have been identified for strategy implementation and establishment are recruitment, public relations, selection of candidates, advertising, communications, training, mentoring, career development and benefits including recognition and rewards for employees. In order to address both human resources and business issues, the cultural diversity initiatives need to go forward, estimate progress and effectiveness and encourage management accountability and commitment. According to McCuiston (2004, p. 77), there are four noticeable strategies for the improvement of the cultural diverse workplaces. The first one is a balance among the workforce with noticeable cultural diversity in the workplace. The second is leadership accountability and engagement, where cultural diversity drives business aspirations. The third one is work environment as a significant factor for the profit of involvement and cultural diversity. The last one is the bottom-line impact and stakeholder established by profitability, customer satisfaction, and investment (McCuiston 2004, p. 78),

One of the improvements would be having leadership positions at every level and in every function of an organization. These managers will need to focus on listening, experimenting, learning, coaching, cultivating new managers and networking with each other. The aim for leadership improvement should be the focus on the progress of leaders of culturally diverse backgrounds, appearing in a new generation of culturally diverse professionals (McCuiston 2004, p. 76-77). An effective leadership in culturally diverse workplaces is more knowledge base which raises the awareness of the differences in the workforce. There has to be identified resources that can strengthen and advance the quality of life for people from different cultural backgrounds as well as an open communication with other about cultural

diversity and strategies which will empower managers to distribute as change agents to expand the prosperity of a culturally diverse organization or company.

Another recommendation for improving cultural diversity issues at the workplaces are intercultural communication workshops and trainings for both employees and their leaders (Okoro, Ephraim A. and Melvin C 2012 p 61). The effects of cultural diversity are well described according to Shore, Lynn M. 2009 in the figure of integrative model of cultural diversity.

Figure 2 Integrative model of cultural diversity

Note: Dashed lines indicate permeable boundaries either outside the organization (– – –) or inside (····) the organization.

Source: Shore, Lynn M. 2009, p. 128

From the figure above we can clarify aspects of context that influence cultural diversity within and outside an organization. The contextual elements inside and outside the organization may affect the impact and prevalence of cultural diversity. Some external contexts are the national culture as the main, then there are occupational, industry, legal, family and community as well as economic context in which the workplace and its employees are embedded. Each of these contexts may have different influences for organizations, management, groups and individuals. Internal organizational contextual influences include organizational strategy, human resources practices and culture. Moreover, it depends on the size of the company, there may be various diverse individuals and groups that regulate the extent to which the employees are diverse and if cultural diversity has positive, negative or maybe neutral consequences. Another theme where cultural diversity is measured in a wide range of ways, that contribute to inside and outside the organization. Cultural diversity has been studied at different levels, that include

individual within the organization, individual within the work group, and individual in the management group. There has also been described various work outcomes. The first outcome inside the organization refers to the organizational outcomes, which mean equal employment opportunities, at the individual level, work group performance and firm performance. Non-work or outcomes outside the organization are family and community outcomes as well as societal outcomes. Society can also change as the result of increased contact among diverse people provided in work settings and associated learning opportunities (Shore, Lynn M. 2009, p. 127-129).

Organizations need to move from limited ways of thinking to establishment of integrative model and practical cultural diversity that will help the leaders to create systems in which cultural diverse individuals are able to prosper, and help their organizations doing the same. In order to improve today's workplaces, we need to move forward and change our originating examples which are emphasizing discrimination and negative effects, to explore cultural diversity from a more positive and productive point of view (Shore, Lynn M. 2009, p. 127-129). Besides, the organizational success with the aid of cultural diversity, there has to be more focus on management and control possibility and opportunity, Also, there has to be more questions on the employee treatment and satisfaction, what they want others to know about them and would they would like to change in order to create more productive and effective organizational context with culturally diverse employees (Shore, Lynn M. 2009, p. 127-129). Another suggestion for the improvement is more focus on individual's personhood, knowledge, experiences, skills and ideas as a priority instead of focusing mainly where he or she comes from and what is his or her country of origin. When recruiting people, managers should pay attention on human factor and what outcomes will that person bring to the organization because he or she is what he or she is. The theory by Cosmopolitanism confirms this statement, as personhood should be one of the main priorities.

3 Methodology

In the previous chapters, the literature review related to three working questions were presented. In this chapter will be presented the structure on how we collect and analyze data to find the answers to the main research question. The first part of the chapter is describing the method as well as a research strategy. The final part of the chapter is data collection method and the quality standards as well as an interview guide.

The research design I employ in the thesis is qualitative research methods in the form of expert, face-to-face interviews. Additionally, qualitative research aims to integrate, present and gather data from a wide range of sources of information as part of the study (Yin, 2011, p. 9). According to Paul S. Gray, John B. Williamson, David A. Karp and John R. Dalphin 2007, researchers can gather data from subjects through self-administrated questionnaires, or face-to-face interviews. All these approaches allow the same choices for the data to be gathered. What is valuable is the standard of personal contact that is adopted in obtaining all data. Concerning face-to-face interviews, they are considered as the best data-gathering technique for survey research, so this is the main reason for the decision to conduct interviews. Another reason is because face-to-face interviews allow the researcher to gather data from a much larger percentage of those sampled rather than with self-administrated questionnaires (Grey, Williamson 2007, p. 128). The presence of an interviewer can also improve the quality of responses from each subject and if the participant does not understand a question, the interviewer can provide a better explanation of it. The third reason for conducting interviews is also if the interviewer does not understand an answer can easily ask the participant to clarify it. When it comes to the theory, Social integration theory was confirmed in both cases as well as the theory of tolerance, acceptance and recognition by Taylor.

According to an American social scientist Yin, Robert K., (2011 p. 4) qualitative research focuses on a specific group of people and enables a researcher to conduct in-depth studies about a wide range of topics. A qualitative approach thus allows me to deeply describe and analyze the puzzle of cultural diversity in the workplace, digging deeper into the role of policies, practices and experiences within the case studies. In the specific, the expert interviews target key, leading positions involved in human resources in two different cases representing the private and public sector.

The choice of the case studies is dictated by both pragmatically relevant reasons. The choice of Open Skåne is dictated by my experience as an intern during the last semester, where I gained practical and theoretical knowledge about cultural diversity in workplaces. In addition, I carried interviews on the topic, gathering material I can use within the scope of this thesis. Moreover, I was involved in the think tank Women and leadership - How can

women express leadership in society. The Faculty of Humanities and Theology at Lund University is a natural choice; as a student of this institution I have the opportunity to interview relevant experts presenting, at the same time, a public sector perspective. Following the multiple case approaches of Yin (1994, p. 14), I pursue a comparative approach, which allows to better test the validity and generalization opportunity of my research questions.

When it comes to the type of case study, there are also several types of the case study, such as exploratory, explanatory and descriptive (Yin 2003 p. 9). The two case studies, Faculty of Humanities and Theology of Lund University and Open Skåne fall both into the interconnected exploratory and explanatory categories. The expert interviews attempt to explain practices of cultural diversity as well as explore what are new and innovative approaches. Questions on the challenges faced, stories of success and failure, best practices, organizational policies are an example of area investigated within the realm of cultural diversity in the workplace. Additionally, the thesis looks into the role of leadership and explores how experts are engaged in addressing challenges.

The research project is based on six expert interviews. The experts were selected from the leadership positions and they are involved in addressing or improving the issues of cultural diversity in the society or in the workplace. Participants for the both cases were diverse in age, gender, and cultural background. The choice of selection of the participants was based on the agreement with Open Skåne and the think tank that I worked on: Women and leadership. While the participants from the public sector have been chosen according to the agreement and suggestion from my supervisor. In my opinion, interviewing people from managerial positions was the best choice, thus, they are in the leading positions when it comes to cultural diversity challenges. In order to maintain a high level of ethics and respect of privacy, the experts are informed on the purpose of the thesis, all data gathered through the interviews is anonymous and eventual recordings will be deleted after the thesis defense. In addition, to further enhance the ethical aspects of the research, quotes and statements used in-text were sent to the interviewees for approval.

3.1   Interview guide

Case one: Open Skåne

1. **What are the main problems facing Malmo and Skåne, in terms of integration?**
2. **How have these problems impacted you personally?**
3. **What is needed to constructively address these problems?**
4. **In what ways are you currently engaged in addressing these problems, or would like to be?**

5. **In what ways do you think the cultural dialogue and workshops can play an important role in improving the cultural diversity issues in workplaces?**

❖ **Case two: Faculty of Humanities and Theology**
   1. **What are the main problems facing the faculty?**
   2. **How have these problems affected your department?**
   3. **What is needed to address these problems?**
   4. **In what ways are you currently engaged in addressing these problems, or would like to be?**
   5. **Additional question: Do you see cultural diversity as a positive outcome or as a problem?**
   6. **Did you consider cultural workshops, seminars or lectures as a significant factor in improving the cultural diversity issues in your department?**

As shown in the interview guide above, the questions are similar, but adjusted to the both cases. For instance, for the first case: Open Skåne the first question consists the problems in Malmö and Skåne, while in the second case: The Faculty, the question is what are the problems facing the faculty. Also, the second question differs because in the first case the question is how did these problems affect person personally and in the second case is how did these problems affect the department. Concerning this, one may say that the questions are compatible as for the first case we aim to find out the problems facing the society in general and how did these problems have personal impact on the person as well as how they are engaged in addressing the problems and what can be done to improve the current situation. Gaining deeper knowledge and understanding of the people's personal views and opinions in the private sector, we can see if there are the same problems in the private and in the public sector. Moreover, knowing what can be done to improve cultural diversity issues and if people from both sectors are already engaged in addressing these problems, gives us a better view on what are the strategies and best practices employed in a culturally diverse workplace in Skåne.

4   Case studies

In this chapter, the reader will get a better understanding of the project Open Skåne and how it can be significant in the improvement of cultural diversity at the Faculty of Humanities and Theology. The chapter will start with introducing Open Skåne as well as Lund University and the Faculty of Humanities and Theology.

4.1   Case one: Open Skåne

The idea about Open Skåne started in December 2009 when the bishop of the diocese of Lund Dr. Antje Jackelén attended a conference in Melbourne, Australia that was hosted by Parliament of the World's Religions. A year after that, the Council for Parliament of the World's Religions (CPWR) proposed the possible involvement in the project on social cohesion about the city of Malmö and Region of Scania. In 2010, Region Skane, Malmö City, and Lund Missionary Society allocated funds for a feasibility study for Social Cohesion in Skåne. In 2012, 102 interviews were conducted and five think thanks presented in the report of Social Cohesion in Malmö or Skåne. After the feasibility study and interviews, the conference has been held between representatives of political and religious communities and universities discussing the possibility of creating a formation to enable the work and continuation of the project. On 24th February in 2016, the project was named the Initiative for Social Cohesion in Skåne Foundation. In autumn, in the same year the board of directors changed the name of the project to Open Skåne. When the project started the daily work was led by a project manager, consultant Aldo Iskra. During the think tanks, Natacha López was engaged in the interviews and Maiwor Nilsson was taking the notes. The Initiative for Social Cohesion in Skåne Foundation is co-founded by Lund Diocese, Malmö Muslim Network and Network of Jewish Communities in Skåne. Region Skåne and Malmö City Council also support it, which are place on the Board as well as academic guarantor with a place on the Board Lund University and Malmö University.

The foundation of Open Skåne also found an inspiration in the influence of globalization and the importance of people from different cultural, social, religious and ethnic backgrounds in order to accomplish stronger social cohesion in Skåne. Within the influence of globalization, there are complex challenges that are facing regional and local society. Due to this, the Initiative for Social Cohesion in Skåne Foundation aims to address these challenges in new ways of thinking and cross-border cooperation, which are significant for all inhabitants that live in Skåne. Besides the think tanks, other ways in which they are addressing these challenges are through various meetings, workshops, conferences, debates, personal or group conversations and dialogues as well as religious and cultural festivals.

Open Skåne believes that everyone's voice should be heard and through these meetings they people have a chance for that. For Open Skåne dialogue is the most important and for them, all people can contribute to an open Skåne. Cultural diversity is enriching and empowering and every person is unique and should be treated equally. Due to this, cultural diversity is significant for a stronger social integration and it can be only manifested through the respect for differences among people. The project also aims to study the integration and challenges not only for Skåne but also for many European cities. Open Skåne has been involved in various think tanks, such as:

- The story of Malmö affects us. How do we affect the story?
- Welfare work on religious grounds in Malmö - today and tomorrow
- Internal and external security in a troubled Malmö. How do we get the feeling of trust and confidence to spread?
- The willingness to give - can it get Malmö to grow?
- The interview responses! - How can the religious communities contribute to a positive social climate?

The think tanks were conducted in collaboration with partners with diverse missions and roles in society. The purpose is to get diverse perspectives and the opportunity to develop new and existing networks.

The plans for 2016- 2018

One of the plans is Open World Café as a program for meeting people of diverse social, religious and cultural affiliations. Open World Café would be a great event for people that have just moved as well as for refugees to learn their Swedish and about Swedish society. The project is funded by the City of Malmö, who took the decision on aid in December 2015.

With Open World Café, Open Skåne wants to offer these people the opportunity to:

• Learning Swedish and being a part of Malmö's social, cultural and religious communities

• Listening and informing themselves about how Swedish society works

• Speaking and telling about their history and their culture and bringing back stories of Malmö, Skåne and Sweden.

4.2   Case two: Faculty of Humanities and Literature

The Faculties of Humanities and Theology is one of the faculties at Lund University. Lund University has a long history of almost 350 years and it was founded in 1666. The goal of the university is to have the highest quality in education, innovation, research and interaction with society. The university is also welcoming meeting place for new ideas. It is a university that with the influence diversity and stable environments for education, research, and innovation.

When it comes to the employment at Lund University, the university aims to offer all employees personal improvement and career establishment during the time that they work at the university. The university provides its workers' with opportunities to broaden their knowledge and skills. Also, new employees have an opportunity to attend an event called a Welcome day that is organized twice a year at the University. When attending this event, all employees can learn more about the University as a whole and get a chance to listen to inspirational talks by employees that already work there. During the event, they can also learn more about the vision, goals, history, education, innovation and research at the University. The key factor of the vision and values of the University is the communicative leadership. In order to improve leadership, the University provides a number of leadership training courses with various focuses for both new employees and experienced managers. All employees can apply for the courses that are organized specifically for the staff training. Each year there are more than 1000 participants in these courses. Besides, the courses in leadership, there is offered Swedish language course at various levels for the non-Swedish employees that can be beneficial for both professional and personal life in Sweden.

The Faculties of Humanities and Theology are represented by Academic Assemble and consists of the academic staff of which are professors, lectures, and Ph.D. research fellows. When it comes to the issues of diversity and equal opportunities, the faculty is actively engaged in line with Swedish legislation, the objectives and the strategic policy of Lund University. The work of the Faculty is based on the assertion that diversity, equality and equal opportunities no matter gender or different cultural, social, religious or ethnic background it develops the quality of teaching and research. There are many different ways to ensure diversity and equal opportunities within the Faculties of Humanities and Theology. One of the ways is the active publication of data on the significance of different opportunities offered by diversity and its reflecting development on teaching and research. A great example that the Faculty promotes and supports diversity is that when recruiting the staff and students, it aims to reverse the diversity of society as a whole. They offer career guidance to enhance the disposal among the gender and to promote another type of equality. Furthermore, equality is a significant factor in regulating salaries. Diversity and gender perspectives are a natural part of teaching and research that are offered for the professional establishment. Additionally, this affects the practice and the content of teaching and learning in higher education. Gender perspectives structure an inherent analytical category in the courses, research projects, and programs offer by the Faculties. Cultural diversity at the faculties can be determined as the set of new ideas, thoughts and people. Different cultures and language studies that exist at the faculties bring advantages to meet the goals of cultural diversity and having new ideas and people.

5 Empirical data

In this chapter the collected data from the interviews conducted at Open Skåne and at the Faculty of Humanities and Theology at Lund University will be presented.

The think tank that I have been working on is Women and leadership and how women can express leadership in society. Always before the interviews we would send an invitation, stating the name of the person that we would like to interview. The invitation would be written in the following words:

> Dear Sir/Madam…
>
> Given your involvement in issues related to women and gender, we at Open Skåne believe that you can provide valuable input on the challenges and opportunities of diversity in Skåne Your experiences, ideas and contacts play an important role in a society with strong social integration. We would like to meet you for a 30 minutes' interview. The questions we will ask in the interview will be sent to you for in advance. Replies from you and other women will be the basis for think tanks in the context of the Foundation Initiative for Social Integration in Skåne's activities targeted at women. Particular issues we plan to address women and leadership, women and religion, and women and the immigration experience. More about the initiative can be found in the attached file. We hope that you will be willing to participate this in this important project that will help us improve the social cohesion of our region. Please suggest a convenient time and place for the interview. When the date, time, and place are agreed we always send the questions for the interview one week before the scheduled interview.

5.1 Open Skåne: interviews

The interviews were conducted with Women in leadership positions that have or can have influence on cultural diversity improvement.

1. What are the main problems facing Malmo and Skåne, in terms of integration?

Respondent one:

The job and the language situation are two most important problems. People do not have jobs and they cannot integrate by knowing the language. The problem is to allow people to learn Swedish and create job opportunities.

Respondent two:

One of the main problems is the development of social integration of ethnic Swedes and those who fall out of that ethnicity, migrants and newcomers. Another problem is the lack of social integration between migrant women and Swedish women.

Respondent three:

Our social system, terms, policies, laws, as well as politics. It does not fit the refugees today. The system has to change dramatically. Also, racism among people and that is knowledge and lack of curiosity. We need to be much more open. Another problem is a high step to get in a work labor today as well as to find an apartment for example.

2. **How have these problems impacted you personally?**

Respondent one:

After her job, she sees unemployed people hanging in the streets. It worries her a lot. It is not good for a society.

Respondent two:

It is impossible to get a job. That is the biggest impact. It is difficult to make Swedish friends. Sweden is an open country but to certain extent.

Respondent three:

First of all, it affects everywhere, no matter where you live in Malmö. It affects her in her professional life how she sees how workplaces are developing or not developing. When it comes to her private life, she has always been engaged in these issues and she lives in Malmö because of cultural diversity, because all kinds of diversity. We develop as people better and we get more creative and interested if there is diversity and everything goes more naturally.

3. **What is needed to constructively address these problems?**

Respondent one:

We need to address them in completely new ways that have been done before. We need to

be quicker, agile, more open for new ways of thinking, more prompt to make quick decisions.

Respondent two:

Workshops, training and initiatives are what are needed. There is a lack of dialogue and a lack of understanding. If there is a proper dialogue, different groups of women would empower each other, so we need more participation in the society.

Respondent three:

We are in a desperate need to redesign our service, to be more customer oriented, people oriented and citizen oriented. It has to be much more new service design and more innovation around the social system and we need to be much more tolerant.

4. **In what ways are your currently engaged in addressing these problems, or would like to be?**

Respondent one:

She got engaged as coordinator in Refugees welcome to Malmö. Helping people who have been here in Malmö for a long time and giving them a job.

Respondent two:

The respondent tries to address overall stereotype issues about Africa through different associations and through the term papers. All term papers have gender dynamics in it.

Respondent three:

She has been a mentor for people especially for young immigrant women in Malmö. She has been part of starting a lot of projects as well as her engagement in Open Skåne project. Since one month now she has two Syrian women, mother and daughter.

5. **In what ways do you think the cultural dialogue and workshops can play an important role in improving the cultural diversity issues in workplaces?**

Respondent one:

Every individual learns new things and adapts new ideas in completely different bases. Due to this we need workshops and different activities that are organized for instance by Open Skåne. It would definitely have a positive outcome for the workplace in general.

Respondent two:

Definitely more dialogue, more efforts to resolve the gaps between different cultures, to include more people in the workshops. There should be bigger meetings, like open forums and debates.

Respondent three:

It is important to have a dialogue, because if we do not have the dialogue, we cannot address these issues. That is what is needed now when we are talking about changing the social system. It is always good to share, share experiences, to see similarities instead of differences. It is really important having decisions among different cultures. These kind of workshops will definitely create a better work environment.

5.2   The Faculties of Humanities and Theology: interviews

The interviews were conducted with employees from the Faculties of Humanities and Theology that already work with the issues of cultural diversity or have an influence on it when it comes to the improvement of cultural diversity issues.

1. **What are the main problems facing the faculty?**

Respondent 1: The first problem is teaching and financing the teaching. The second one is the employability issues.

Respondent 2: One of the problems is not related to the cultural diversity, but it is more related to the working load, such as teachers and administrators. The biggest problem for cultural diversity is definitely the language, because Lund University aims to be international, but at the Faculty of Humanities and Theology there are not for instance all documents in English. Another challenge is attracting employees and students from different cultural backgrounds to come to the Faculty.

Respondent 3: The first one is the problem to make students of the Faculty to work full time when it comes to studying. Humanities in Swedish society is not qualified as the Faculty of Medicine for instance. Another problem is to raise the evaluation of the Faculty and to have more interesting programs and create new courses.

2. **How have these problems affected your department?**

Respondent 1: The actual teaching and financing is not the part of his job, but he can see that employees would benefit of more teaching and that master students coming to study here expected more teaching. The question of employability, he tries to encourage the students and inform them and also speak to the employees would they know about these students.

Respondent 2: There is not enough focus on English language. Also because employees and students coming from other countries feel some kind fall behind and they are not able to show their competences.

Respondent 3: It affected in economical way, because they do not have enough funding and also low status for the Faculty.

3. **What is needed to address these problems?**

Respondent 1: When it comes to teaching it is about the funding and finance system, because they do not get enough money as other faculties.

Respondent 2: The problem of the language can easily be addressed if they decide to solve. It is more about letting the Faculty have more competences in English and get experiences of teaching in English, talking in English. It can be also great to go abroad of exchange teaching and all documents should be equally in Swedish and English.

Respondent 3: It is to make students to work enough. We need to have more workshops and seminars where we can learn from each other, because in these workshops the students and employees would have an opportunity to learn more about each other and about different cultures. However, in order to have more lectures, and seminars we need more money.

4. **In what ways are you currently engaged in addressing these problems, or would like to be?**

Respondent one: He is not directly involved in it, but he sometimes takes a part at the meetings of the board of department. He does seminars for careers and tries to keep in touch with employees outside university.

Respondent two: In her position, she works with the teachers and the institutions in order to help them, facilitate, discussions about the quality of teaching and education. Working on cultural diversity require different strategies. One of the really good ways is to make cultural diversity at the central part and have a cultural diversity as an essential tool for quality. We also have to make people from different cultural backgrounds to feel like at home here.

Respondent three: They already have workshops that aim to create pedagogical tools to make student to study more. It would be great to have more examinations, not only one examination per semester. The Faculty needs to create new courses and new programs adjustable for today´s situation, for instance course about Immigration. It must be easier to create it. Professors need to have much more freedom in deciding.

5. **Additional question: Do you see cultural diversity as a positive outcome or as a problem?**

Respondent one: He sees it as a both. For instance, master students from other countries if they want to stay and work in Sweden they have to know the language, qualified and less qualified. They have to accept the cultural things such as fika[1]. This can be seen as a problem, trying to adapt. On the other hand, it is an asset for the organization to have people from different cultural backgrounds, because of different opinions, ideas and it is valuable.

Respondent two: It is definitely a positive thing, because having students and employees from different cultural backgrounds is increasing coexistence and cooperation. Mixing the groups is really important not only for the Faculty, but for the entire University in general.

Respondent three: Cultural diversity is great because if the Faculty of Humanities and Theology has more students from different countries and cultures it will be worth more. This is due to the fact, that if these students traveled to Sweden, to study exactly to Lund University at that specific Faculty, that can raise the values of the Faculty. It is the same for employees with diverse cultural backgrounds, because they can always bring something new and improve the department.

6. **Did you consider cultural workshops, seminars or lectures as a significant factor in improving the cultural diversity issues in your department?**

Respondent one: They could be really helpful. Some departments even have these kind of workshops, such as social events where introduce foreign students with Swedish culture. It is also good because they will have a chance to integrate with Swedish students or employees and to learn Swedish.

Respondent two: They have never done something like that but cultural workshops can improve better understanding of cultural diversity and to understand more of Sweden and

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[1] Fika is a concept in Swedish culture with the basic meaning "to have coffee", often accompanied with pastries or sandwiches (Henderson, Helene 2005).

Lund University and possibility of learning Swedish.

Respondent three: These kind of workshops can be valuable, because Swedish students will meet students from different cultures and countries that can be beneficial for both.

6　Data analysis

In this chapter the collected data from Open Skåne and the Faculties of Humanities will be analyzed and compared. The chapter will start with analyzing the first case of Open Skåne. Accordingly, the second case will be analyzed and compared with the first case.

6.1　Case one: Open Skåne

To begin with the problems facing Malmö and Swedish society in terms of integration. According to the first and third participant, the main problem is to find a job and to learn Swedish while for the second participant the main problems are the lack of integration between Swedish people and newcomers. Concerning this, one may say that the lack of integration can influence on creating the job opportunities and learn the language.

These problems impacted them personally is related their professional life because they see a lot of unemployed people, which means that it is difficult to find a job, as the second participant said that it is impossible to get a job.

What is needed to address these problems is that we need new ways of addressing them, more dialogue through for instance workshops, more innovation, and new service. According to the second and third participant, we need more participation in the society and more tolerance. These confirm the theory of Social integration and the participation because the outcome of the successful integration in the society is the participation in full. When it comes to tolerance, the theory of tolerance and acceptance by Taylor confirms this.

All participants are already engaged in addressing or improving these problems. The first participant helps people finding jobs and helps immigrants and newcomers to integrate. The second is engaged though the writing different articles about Africa while the third also helps immigrants as offering the accommodation in her house.

Cultural workshops and seminars are seen as a positive thing by all participants. Moreover, they said that cultural workshops can improve the gaps between different cultures, share different experiences and have more dialogue as well as create a better workplace.

6.2　Case two: The Faculties of Humanities and Theology

The main problems for the faculties are related to working load, the English language, as well as that faculty, do not have enough funding. As we can see from here is that no one mentions cultural diversity as one of the problems.

These problems affected the department in the terms of employability, English language, as the majority of documents and lectures are in Swedish and in an economical way.

One of the ways to address these problems to have more funding, to have more documents in English equally as in Swedish, to have more workshops and seminars to learn more about different cultures.

Concerning their engagement in improving these problems are seminars for careers, quality of teaching with more teachers with different cultural backgrounds and should be more new courses and programs.

An additional question was asked when it comes to the cultural diversity if it is a positive thing or a problem. All respondents agreed that cultural diversity is a positive thing for the workplace, because of different ideas, increasing cooperation among students and professors, because of bringing something new, improving the faculty and it because of the valuation of the faculties. However, the first respondent sees the cultural diversity as a both. He states that can be a challenge because of accepting different cultures, as not every individual can adjust or accept different culture.

Cultural workshops are seen as a great outcome for not only employees but also for international professors and students, as they would have an opportunity to integrate more with Swedish people and learn the Swedish language. Finally, they would have a chance to understand better cultural diversity and learn more about Sweden and Swedish culture, exchange of knowledge and ideas.

6.3   Comparison of the studies

One may say that there is a quite huge difference between academic and non-academic environment, as the participants from Open Skåne were much more open and they did not take it for granted to talk about problems that society faces nowadays. However, participants from the Faculty were talking more about the issues when it comes to teaching and financing at their department. The second participant from Open Skåne said that there is a lack of development of social integration between Swedish people and other people, which means that some Swedish people do not accept people from another background. Additionally, this can be seen as a huge problem for society. The third participant from Open Skåne even said openly that one of the problems is racism among people and that is knowledge and lack of

curiosity. Even from the first question we can see how they freely talk about the problems. While the participants from the Faculty did not even mention not even cultural differences, but none of the differences as one of the problems. Which means that they have never thought about cultural diversity as a problem, but that still does not mean that cultural diversity is not a problem.

Taking in consideration that the Center for Languages and Literature is a part of the Faculty of Humanities and Theology, it is considered as one of the diverse workplaces at Lund University. Concerning this, if there is culturally diverse workforce, there has to be at least one problem. Even though abundance of workers would say that cultural diversity is positive and beneficial for the workplace, that does not really mean that they think in that way. It can be also seen from the answers for the second question and that problems that affected the department are usually related to the finance problem and lack of funding. Only one participant said that the English language is one of the problems that affects the faculty. In my personal view, this can be a big problem, especially for international students and employees with the cultural diverse background. If there is not enough focus on English, they would have to learn Swedish if they plan to stay and work at the University. Due to this, the Faculty organizes several Swedish courses for foreign academics, and courses in Swedish as second language etc. These courses have a lot of applicants, both students and employees.

On the other hand, the participants from Open Skåne openly said that the main problem that impacted them is the lack of employment. It can be also connected if they have a different cultural background as the girl from Africa has. This can be one of the reasons why it is so difficult for her to find a job in Sweden and she did not want to hide it. She said that it is almost impossible to find a job.

The third question was the only question where participants from both cases answered that the best way to address or improve the problems is to have more dialogue, participation, workshops, and seminar. Concerning the language issue, the second respondent from the Faculty said that all documents should be equally in Swedish and English which means that all employees and students should have equal rights and accesses no matter if they are Swedish or have some other cultural background.

If we are to compare the fourth question of their engagement in addressing the problems that they have, all participants from Open Skåne are already engaged in improving these problems. One of the participants that have Swedish background has even accepted two Syrian women in order to help them. Another helps newcomers to find a job, which is a great

thing to do and if would every person that has leadership position would try to do something like this, we might not have the lack of employability. There are so many things that we can at least try to do, but not everyone wants to. From all participants from the Faculty only the second one mentioned cultural diversity and how it is a beneficial tool for quality and that everyone should feel like at home. In my point of view, it is definitely an essential tool of quality, because if the Faculty has an abundance of international students and employees with the different cultural background it will be qualified and appreciated more.

However, working on cultural diversity requires different strategies. This can be confirmed with their answers for the fifth question and the way how do they see cultural diversity. For all of them, cultural diversity is a positive thing for workplaces and according to the third participant, we develop as people better and we get more creative and interested if there is a cultural diversity and everything goes more naturally. Having culturally diverse workers it can raise the values of the Faculty and bring a lot of valuable things, as new ideas, innovations and improvements. Only one participant said that cultural diversity can be seen as an outcome and as a problem, as for instance having fika at work, which is a Swedish thing. The respondent stated that not all employees will accept the fika, but he thinks that it is a great thing to have, and at that fika people can integrate and change the knowledge and ideas. This additional question was not asked the participants from Open Skåne because from the beginning of the interview they were open, so it was not difficult to conclude that they think that cultural diversity is beneficial and create a better workplace, as all of them are involved in improving the issues of the same. The last question was answered in a similar way for both cases as all respondents had positive impressions and opinions that cultural workshops and seminars will be a great benefit where people will interact with each other, learn more about Swedish culture and even Swedish language. In the comparative studies, problems related to cultural diversity were not fully confirmed, due to the fact that participants from the Faculty were not that open and did not consider cultural diversity as a problem which still does not mean that there are not challenges related cultural diversity. On the contrary, strategies and the best improvements were confirmed, as all participants stated that cultural workshops would be quite beneficial to use as one of the strategies for the improvement.

7   Conclusions

The last chapter summarizes the findings from the empirical data, addresses the main research question, presents the most important results from the research as well as implications for the future research.

The purpose of the research has been to investigate how the power of cultural diversity creates a better workplace. To achieve this objective, empirical data was collected within two European cases. The first case, Open Skåne in the private sector and the second case, the Faculty of Humanities and Theology in the public sector. In order to gain a deeper understanding on how the power of cultural diversity creates a better workplace I aimed to address what the benefits and problems of culturally diverse workplaces are, as well as what the best strategies and improvements are when it comes to addressing the problems of culturally diverse workplaces. The main conclusions are based on the literature and on the empirical data.

7.1   Summary of findings from the empirical data

Concerning the interviews, what is needed to address the problems is that we need new ways of addressing them, more dialogue through for instance workshops, more innovation, participation and cooperation. According to the second and third participant from the private sector Open Skåne, we need more participation and more tolerance in the society. The theory of Social integration and the participation confirms the answers from the participants, because the outcome of the successful integration in the society is the participation in full. When it comes to tolerance, the theory that confirms this is the theory of tolerance, acceptance and recognition by Taylor. All these mentioned improvements are essential for sustaining a healthy work environment that encourages an eminent performance and workforce engagement.

For the participants from the private sector, cultural diversity creates a better workplace in the way that we develop better as people and we get more creative and interested if there is a cultural diversity and everything goes more naturally. Participants from Open Skåne were asked to identify the main problems facing today's society and the participants from the Faculty of Humanities and Theology were asked to identify problems facing their department. The resulting key theme for both cases was that the main problems are languages both Swedish and English, the development of social integration, accepting other cultures, employment situation, and quality of teaching. The way how these problems have impacted the participants from Open Skåne personally is: unemployment, difficulty making Swedish friends, learning the Swedish language and lack of development in workplaces. While the problems impacted the department of Humanities and Theology in terms of teaching,

financing, employability, and insufficient focus on the English language. The best ways to address these problems for participants from Open Skåne are completely new ways of decision making, more workshops and training, more dialogue between culturally diverse groups, more tolerance, and participation. Participants from the Faculty answered that there has to be more funding, more focus on the English language equal to the focus on the Swedish language, more workshops, and seminars where they can learn from each other as well as learning about different cultures. All participants from Open Skåne are already engaged in addressing the problems as one of them helps people finding a job, another addresses stereotypes about Africa and the third one works as a mentor for young immigrant women and she also accommodates them in her house. The participants from the Faculty are engaged in different ways, for instance organizing seminars for careers for students, offering qualitative teaching and education and they would also like to have new courses and programs at the Faculty. An additional question was asked the participants from the Faculty if cultural diversity has benefits or problem for the workplaces. Two of three participants said that cultural diversity is a great and positive thing because having students and employees from different cultural backgrounds would increase coexistence and cooperation as well as the values of the Faculty. However, the first participant stated that cultural diversity can be seen as a benefit and as a problem at the same time, for instance it can be a problem for a foreigner in Sweden accepting the different cultures and learning the Swedish language. On the other hand, the benefit can be having different ideas, opinions, knowledge and experiences which is really valuable. Finally, participants from both cases agreed that cultural workshops and training would be quite valuable and beneficial and they would bring a better understanding of diverse cultures and involve more integration. Furthermore, with these kind of workshops, there would be more participation, more efforts in resolving the gaps between different cultures and we would have more dialogue and shared experiences, knowledge and ideas.

7.2   Main conclusions to research question

The thesis aims to answer the question: How the power of cultural diversity creates a better workplace?

According to an extensive literature and two case studies on the private and public sectors in Europe, we found out that the power of cultural diversity creates a better workplace in the following:

- Employees at culturally diverse workplaces share diverse experiences, opinions, ideas and knowledge
- Cultural diversity in the workplaces creates a better environment, enriches the workers' engagement which is significant to building a better business
- Cultural diversity within the workplace prepares employees to become good citizens in an increasing and complex global society

- Cultural diversity enhances organizational productivity
- It increases organizational effectiveness and efficiency
- Enhances creativity and innovation
- Attracts and retains employees with valuable skills
- Raises profits of the workplace
- Strengthens customer relationships and improves service
- Increases client satisfaction
- Enhances coexistence and cooperation among people

With an expanding mobility of the workforce, workplaces are facing diverse work environment. Having such an environment, it is important to manage it in an effective way and make sure that a cultural diversity is a significant goal of an organization in order to establish that the right competencies and combination of skills are available at the workplace (Okoro, Ephraim A. and Melvin C, 2012, p. 59-60). Based on the interviews and literature, we can conclude that the power of cultural diversity creates a better workplace in various ways. Moreover, it does not only have a positive outcome for the workplace, but also for the people working is such an environment. It is an obvious fact that every culturally diverse workplace can be facing problems and that the best strategies and improvements for solving these problems are cultural workshops and trainings. It is clear that all theories have been confirmed from the literature as theories of tolerance and recognition by CharlesTaylor, Social integration theory and participation by Vida Beresnevièiûtë and the theory of Cosmopolitanism by Mustafa Özbilgin. Nevertheless, the cultural diversity issues can be ignored as for instance it is at the Faculty of Humanities and Theology. One may say that it was ignored, or they were just not that open to talk about that.

7.3   The most important results

One of the main findings of the study is the importance of organizing workshops and trainings to actively promote and then ripe the benefits of a culturally diverse workplace. Furthermore, these activities have shown to contribute to decrease prejudices and more in general discrimination in the workplace, thus creating an inclusive environment with tolerance, acceptance and recognition among the employees. An example of the best practice in this area is to increase employees' knowledge and awareness about cultural diversity, share experiences and ideas among the employees. The project Open Skåne can be significant when it comes to improving the cultural issues at the diverse workplaces. There is also an idea of a possible think tank on Cultural diversity at the workplaces and conducting interviews in some of the international workplaces. After interviews at the Faculty of Humanities and Theology at Lund University, I came up with some other ideas where Open Skåne can play an important role.

The first idea would be that Open Skåne could organize workshops for the companies. The name of these workshops could be Cultural Awareness Workshops. These kinds of workshops should be arranged for clients working internationally. The workshop can be

organized for teams or even for individuals in need of personal coaching about the specific country and more general information about cultural awareness. Open Skåne should be an example of applying cultural analysis in the business world. It should also recruit a consultant that has good knowledge of the culture of the country where it is going, having a workshop or consulting. After each workshop or training session, there should be a survey conducted, in order to see if the participants found the information useful and if the presentation was good enough and what should be improved.

Another idea is Cross-cultural training and education to companies operating in the local market, as well as workshops for entire teams in Sweden. Here Open Skåne can again organize individual or group meetings in its office or in the offices of the companies. Attending the cross-cultural training employees could learn more about the working culture, what the benefits of cultural diversity are and how to tackle the issues when it comes to the cultural diversity at their workplaces.

The last idea would be the workshop or course named for instance The Swedish Living Course. This can be the one-day course for expatriates living and working in Sweden, and not only for them also for people that have been living in Sweden for a long time, but did not have an opportunity to improve the Swedish language and to integrate. They would have a chance to learn more about the Swedish history, culture, mentality, "do's and dont's" and unwritten rules at work as well as in private life.

To conclude, the power of cultural diversity creates a better workplace in Europe and the best strategies and improvements is the organization of cultural workshops in order to create an inclusive workplace full of participation, tolerance, acceptance and recognition between employees, as indicated in the theory of Social integration by Vida and the theory of tolerance by Taylor.

7.4   Implications for further research

During the research in this thesis, I have found some interesting areas within cultural diversity that would be interesting to carry future research on. I recommend further studying by:

- Preforming similar research, instead of researching only European case studies, we should research cultural diversity in an Asian and a European workplace
- Investigating when the workplaces or organizations are considered as a culturally diverse one
- Conducting the same research on a larger sample of companies. For instance, instead of a case study, it is preferable to conduct multiple case studies
- Preforming a similar research, but in specific industries. Additionally, conducting multiple case studies with companies within the same industry
- Preforming a similar research on only private companies

- Investigating whether cultural workshops would be valuable and beneficial for not only culturally diverse workplaces, but also for small businesses
- Researching on how management of culturally diverse workplaces differs between cultures and nations. This can be done within multiple case studies on, for instance, a European and an American firm

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