Cultural diversity in organizations

A study on the view and management on cultural diversity

Authors: Dhakshayene Holmgren
          Anneli Jonsson

Supervisor: Maj- Britt Johansson- Lindfors
ABSTRACT

Cultural diversity is a subject that has been getting growing attention not just internationally but also in Sweden in the 21st century. The globalization of economies and the migration has dramatically increased opportunities while also affecting organizations in a manner that it requires it to be more open and accommodative towards a heterogeneous working environment. Unfortunately, many companies do not see the advantages that cultural diversity could bring and how a well-managed cultural diversity could essentially achieve competitive edge in the market. Therefore, there is little to be found regarding how organizations today view and manage a culturally diverse workforce, especially in a Swedish working environment. The lack of this type of research in a Swedish context creates a possible research gap and leads to this study in investigating the organizations in Västerbotten and their view and management of cultural diversity. Thus the research question: How do Swedish organizations view and manage cultural diversity?

In order to gain insights into this question, previous research has been investigated and some main theories have been selected. Through this, it has been found that cultural diversity is a complex subject that can bring both positive and negative effects to an organization. These are in turn affecting how cultural diversity is viewed by that organization. Furthermore, this view affects how cultural diversity is managed, and the management in turn affects the result this concept brings to the company. This in turn has been represented in a theoretical model representing the relationship between these concepts. The main theory that is used throughout the study and in analyzing the empirical data is Adler’s approaches to answer the research question.

This study takes view of interpretivism and constructionism as its philosophical stance. This has led to the choice of conducting a qualitative research approach with mixed method that is a combination of both the deductive and inductive way of collecting data. The research is conducted through multiple case study design with semi-structured interviews as the way of gaining empirical data. These interviews have been conducted on seven organizations within Västerbotten that represents different types of industries within this region.

As it is shown in this study, the cultural diversity is viewed in a positive way and managed to achieve synergy within the organizations in Västerbotten. The firms believe that in order to develop and gain competitive advantage, they need to accommodate cultural diversity and create an atmosphere that is open and flexible. Still, most of the firms lack the holistic view as they fail to articulate diversity at the strategic level and consequently in all dimensions of the organization. In addition, the study has also identified different influential factors of cultural diversity, such as the geographical location, organizational culture, cultural diversity leading to cultural diversity, customers’ diversity and managers’ perspectives affects the existence of cultural diversity within an organization. These findings have been presented in the developed analytical model in the conclusion.

KEYWORDS:
Cultural diversity, Effects of cultural diversity, views on cultural diversity, managing cultural diversity.
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1. INTRODUCTION

This chapter will introduce the topic and the research question of this paper. This consist of the illustration on problem background highlighting the importance and the relevance of the subject matter at this point of time. Further the research gap and the research question of the study is introduced and motivated along with the purpose of the study and the theoretical and practical implication of it. Eventually the section ends with the discussion on demarcation of the study and presenting structure of the whole thesis.

1.1 BACKGROUND

Cultural diversity is a growing phenomenon that has increased attention and importance in the 21st century. There are major facts and trends that maneuver this in the beginning of this century, the first being the globalization of economies with rise of Asia, where in the next 30 years 50 percent of the world’s GDP is expected to be represented; the second trend is the involvement of international teams as a key driving force of innovations; the third being the critical concerns of this century such as global warming, pandemic diseases, terrorism and weapons which has a global effect; finally the fourth being the changes in demographics via globalization and international trade accelerated international migration and diversity across borders (Stewart, 2007, p.9). One of the critical impacts of migration and globalization is the “dramatic increase in the opportunity and need to interact with people” who are diverse in culture (Thomas & Inkson, 2009). Europe with its shift in workforce, economic and political changes within the European Union has paved way to highly mobile and diverse society living and working within the European economic area (Allwood et al., 2007, p.18). It’s fast becoming a fact of life where intercultural interactions take place regardless of an individual’s interest in acquaintance of another person from a culturally different background. In these instances the situation demands day to day interactions at work, social or in educational institutions (Allwood et al., 2007, p.18). Thus the thinking has changed on cultural diversity from being a “melting pot” to “multiculturalism”, accepting it as an essential part of a society (Parvis, 2003, p.37). These inferences the fact that organizations will increasingly require internationally accomplished work force and it goes without saying that their ability to manage the cultural diversity plays a major role in their success in the future (Stewart, 2007, p.9; Parvis, 2003, p.37).

Sweden is a country with diverse population that has multi-lingual and ethnic groups as its inhabitants. The cultural diversity in Sweden is often perceived as “a societal fact”, as in a country “it consist of citizens/inhabitants with different cultural backgrounds” (Roth & Hertzberg, 2010, p. 6). Such perception accepts the fact that the country has inhabitants from multicultural background, as opposed to it being cherished of it multi-cultural presence and considering it as a vital resources. However, this is not at all a surprising fact for a country that separated its church (Lutheran church) from its state only in year 2000 (Roth & Hertzberg, 2010, p.6). As this country has been secular only in the beginning of the year 2000, it could easily be understood as reason for the country’s failure to appreciate its multi-cultural presence. Regardless, the awareness is increasing on the potential opportunities and benefits that could be utilized from different cultural presence in the country. According to the Statistics Central Bureau (SCB) the current population in Sweden comprises of 9.5 million out of which 1.4 million are foreign born, that being the 15% of the total population (SCB, 2012). At the same time 1.9
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million of the populations in Sweden (20% of the total population) have foreign background (people who are foreign born or native born with two foreign born parents) (SCB, 2012). A big issue that has been in focus in Sweden for a long time is the high number of people with non-Swedish backgrounds that are unemployed (SCB, 2012). Statistics shows that the percentage of workers among people with non-Swedish backgrounds has decreased since 2001 (Svenskt näringsliv, 2009). 57% men and 53% women were employed by 2010 which is lower than the percent from 2008 which showed an employment rate of 60% of the men and 55% of the women. The numbers for 2010 were however a little higher than 2009 where 55% of the men and 51% of the women were employed (Svenskt näringsliv, 2009). However, the number of people with non-Swedish backgrounds among workers have increased from 2009 to 2010 with 0.5 percentages for women and 0.6 percentages for men (Svenskt näringsliv, 2009). This is a small but steady increase that occurs from year to year, as the number of people in Sweden today with non-Swedish background increases (Frisk, 2013). The number of workers with non-Swedish backgrounds increases in most industries today: These people are very important for the working environment in Sweden and some industries would even have to shut down without them (Frisk, 2013).

Establishments of institutions such as Cultural Diversity Consultants in 2003 and Multicultural Centrum in the 1980s are other examples emphasizing the cultural integration and management of the differences in Sweden, where they are strategically creating programs and networks to integrate people beyond their cultural differences (Hamde, 2008, p.87). The cultural diversity is experienced and managed at individual, social and at professional level increasingly in this country. This has also increased the attention and discussions on diversity in general in Sweden (Fagerlind & Ekelov, 2001), especially within the organizational settings that unfolds and is also viewed as a strategic resource (Hamde, 2008, p.87). Further an organization is an arena where “social construction of diversity uncovers the interaction between the various elements and mechanisms of working life which transcends traditional borders between labor market, work environment and work organization” (De loss Reyes, 2001, p. 19).

Expansion and intense globalization requires not just countries’ but also organizations’ capability to be more open and accommodative to a heterogeneous working environment. It needs to be noticed that regardless of whether it’s international or domestic, cultural diversity does influence how organization perform (Adler, 1997, p.97). Thus globalization of trade and culture in combination with the increasingly expanding diverse workforce is an effective skill set to excel in organizational performance. An organization that effectively manages its cultural diversity succeeds with the well-deserved competitive edge while others lack (Stevens & Ogunji, 2011, p.529). Differences in people’s values, attitudes and behavior that are grounded from diverse culture influence how managerial events are viewed in an organization (Adler, 1997, p.39). Still it needs to be asked whether the organizations take note of these differences in culture and benefit from it. Managing the diverse cultures in an organization plays an essential role in achieving competitive edge in its market (Kundu, 2001, p.2). This emphasizes on the importance of a firm’s ability to deal and absorb the benefits from cultural diversity towards the wealth of the organization which is a key requirement for survival not just at a domestic level but even in the international settings. Thus “to manage effectively in a global or a domestic multicultural environment, we need to recognize the differences and learn to use them to our advantage, rather
than either attempting to ignore them or simply allowing them to cause problems” (Adler, 1997, p.63). Hence managing the cultural diversity constructively in a firm is of growing concern.

1.2 IDENTIFIED RESEARCH GAP

It could be seen from the previous discussion that the cultural diversity (CD) is an increasingly important phenomena. Other researchers also points to the fact that more studies within the field of diversity, from an organizational perspective, are needed today (De los Reyes, 2000 p. 34). Much research has been done on students’ attitudes towards cultural diversity which shows that this phenomenon is clearly up and coming (e.g. Elmeroth, 2009; Woods et al., 2011). However, organizations themselves do not always consider the advantages of cultural diversity as critical enough to be acknowledged in their daily managerial operations (Kundu, 2001, p.3). According to Adler (1997, p.63) it is not unusual that cultural differences are being ignored rather than used and is often seen as something that will not be beneficial (Adler, 1997, p. 98). From this it can be assumed that some organizations are missing an opportunity to acknowledge cultural diversity and gain advantages through it. Adler (1997) further stresses that recognizing differences and turning them into advantages, instead of allowing them to cause problems, is a necessity in effective management in global as well as domestic multicultural environments (Adler, 1997 p. 63).

Culture in general is a concept that has gotten much attention in the last couple of years and much research has been done on culture in different contexts and purposes. Much important research has been made about how cultures differ and how it could be measured. Hofstede (1991), Lewis (2000) and Trompenaars (1993) are examples of this. Furthermore, cultural diversity in organizations has become more common today (Kundu, 2001, p.1), with the increase in the globalization more companies operate internationally. However, cultural diversity can have both positive and negative effects on an organization (eg Adler, 1997, p. 100) and there are lot of theories and solutions discussed about how to make a culturally diverse workforce work. For example, acknowledging differences in work style preferences and personal needs has been discussed (Bartz et al, 1990), as well as monitoring recruitment techniques and include diversity management in business objectives, mission and vision (Kandola and Fullerton, 1994). The importance of having the concept of managing diversity embraced by top managers has also been stressed as important (Bartz et al, 1990). However, surprisingly little is to be found regarding how organizations today view and manage a culturally diverse workforce. This is especially evident in the area of the Swedish working environment. Because of this we can see that the lack of this type of research in a Swedish context creates an possible area to study. Therefore it should be interesting to conduct a research in order to investigate how it is represented in reality. As this being the basis together with the lack of studies on this area from an organizational point of view, a research question and the purpose of the research has been developed below.

**How do Swedish organizations view and manage cultural diversity?**

The major concepts addressed in this research question and the interpretations of them are discussed on the following manner. As in culturally diverse it is referred to the presence of
different cultures within the organization. In addition the view the organization takes on the concept of cultural diversity would also be evaluated. Workforce would include the group of employees in an organization that work with each other on an assignment basis or in an overall purpose basis, either in person or remotely. Management is referred to managing cultural diversity in an organization towards its long term progress. These concepts are further developed and defined in the theoretical chapter below.

1.3 Purpose and Contributions of the Study

It could be established from the previous discussion that a study on cultural diversity in an organizational scenario and how its managed within, is of importance at this point of time. Thus the purpose of this study is to investigate how organizations in Sweden today manage cultural diversity. The authors intend to do this through investigating organizations in Västerbotten and how they view the subject of cultural diversity. Furthermore the authors also want to see if and how their management practices include culturally diversity as well as their perceived results of having it. Through this study it is intended to get a better picture of the cultural diversity in a Swedish work environment and how it's viewed and managed. It is also the authors intent to, in the end of the research, give recommendations for Swedish organizations how to manage cultural diversity and be prepared to utilize this growing trend of a diverse cultural market.

Due to the research gap identified above, this thesis will match the need for more information within the area of managing cultural diversity within Swedish organizations. Moreover, this could give a practical contribution to organizations in Västerbotten in the terms of recommendations of how to develop managerial strategies for cultural diversity. This could decrease potential problems that organizations might see when considering having a culturally diverse workforce. In addition the finding of this research would further provide the theoretical contribution on topic in relation to Swedish firms in Västerbotten.

1.4 Demarcations

The study does not consider all aspects of cultural diversity but only limiting to the organizational perspective. Further the view on the cultural diversity is considered only from an organizational perspective but not from the employees or other various related perspectives. Management on the other hand is limited to the organization's overall ways of managing cultural diversity and not specific to any departments within the organization. Furthermore, how the organizations manage cultural diversity relates to the intentional actions of the subject and does not include unconscious treatment of cultural diversity. Similarly the study is to be conducted but limited to the Västerbotten region in Sweden and to organizations that have more than 45 employees in total. Regardless, the types of organization do vary in terms of the nature of the business, products and the customers they serve. The interviews will be conducted with people whom are represented at the managerial level in these organizations.
1.5 **STRUCTURE OF THE THESIS**

The thesis layout is presented diagrammatically in Figure 1 to illustrate the structure in which this research is conducted.

![Diagram of Thesis Structure]

Figure 1: Thesis layout

The first chapter consist of the introduction to the topic which includes the research question, purpose of the study along with demarcation and practical contribution. After that the literature review is presented with facts from the literature reviewed on the topic, defining and elaborating on the relevant concepts of this research. This is followed by the research method applied to gather primary data for research, being a qualitative research to be conducted to examine the organizational reasoning behind management of cultural diversity. This chapter will also present the authors approach to knowledge and research. Consequently the empirical data would be presented in chapter four along with analysis of the data in chapter five and conclusion with recommendations in chapter six. This last chapter will additionally highlight limitations and implications for future research.
2. LITERATURE REVIEW

In order to better understand and develop a theoretical perspective on the topic of the research question some research about the subject of cultural diversity has been made. This section will start with definitions of the subject and include national culture as a part of it. Further on the question of how culture affects organizations as well as how it can create conflicts in organization is will touched upon. This will show the conditions organizations are facing when dealing with cultural diversity. In the next section of the literature the theories behind the management of cultural diversity is reviewed in terms of the different popular views that exist in the academic world. After this it will be started with the discussion on the necessity of managing the cultural diversity in an organization and eventually this will lead to different views taken on this subject matter by various academics. Though the views are quite diverse and dispersed, the focus is based on one specific approach that would become the base of the theory on managing cultural diversity.

As a result of this the theoretical chapter consists of a review of different theories emerged from the relevant literature of the topic of this thesis. These theories include cultural diversity, cultures in organizations, management of the cultural diversity and finally an analytical model that would summarize the literature review of this chapter.

2.1 CULTURAL DIVERSITY

In the first section of this chapter different definitions of diversity will be discussed and it is explained that the subject could be divided into two dimensions; the primary and the secondary. Cultural diversity is further categorized as a primary dimension based on the different definitions of culture that is found. From these different definitions the authors state their own definition of cultural diversity and national culture that will be followed throughout this paper. In connection to this, how cultural diversity could affect organizations will be presented in terms of how it can be beneficial in certain situations and problematic in other, both in terms of difficulties but also through conflicts. This part ends with discussing organizational culture in relation to cultural diversity.

2.1.1 DIVERSITY

Diversity is a frequently used concept today, partly because it is a wide concept that could mean many things. Diversity is a contested term and there are many different definitions of the concept, some that are very broad (Nkomo & Taylor, 1999 p. 88). Many people only refer diversity to race and ethnicity but the concept includes much more today (Stevens & Ogunji, 2011 p. 532). Some researchers even describe diversity as broad as all differences that people have as individuals (Nkomo & Taylor, 1999 p. 88). Parvis is one of them and he emphasizes also that diversity exists in every society and every workplace (Parvis, 2003, p. 37). He continues to explain diversity to include culture and ethnicity as well as difference in physical abilities/qualities, languages, class, religious beliefs, sexual orientation and gender identity (Parvis, 2003 p. 37). According to Parvis, diversity brings great benefits that enrich our lives in many ways (Parvis, 2003, p. 37).
It is identified that diversity is a complex concept (Nkomo & Taylor, 1999 p. 101) which might be difficult to grasp because of its wide definitions. In order to gain more structure to this concept the authors are further going to view diversity through Loden and Rosener’s (1991) division of the concept into two categories; primary dimensions and secondary dimensions. They explain the primary dimensions as the unchangeable differences that are inborn and have an important impact on our development in early socialization as well as for our ongoing life (Loden & Rosener, 1991, p. 18). These would include age, gender, ethnicity, physical features, race and sexual orientation. The secondary dimensions are explained as things that can be changed, such as education, geographic location, income, marital status and religious beliefs. Loden and Rosener emphasize that these two dimensions are both very important to how people relate to others and see the world (Loden & Rosener (1991, p. 18).

Nkomo and Taylor define diversity as “a mixture of people with different group identities within the same social system” (Nkomo & Taylor, 1999 p. 89) which is also the definition that is used in this paper in order to include the wide perspective of diversity. As stated earlier in this paper, intercultural interactions have grown to be frequently occurring in organizations today and cultural diversity is because of this of great importance for organizations to acknowledge. Now that definition of diversity is selected, the next step will be the concept of cultural diversity. In order to answer the research question of how firms view and manage culturally diversity, a wider understanding of this concept will furthermore be need.

2.1.2 Discussion on Cultural Diversity

In understanding the concept of cultural diversity the authors start the discussion by defining what culture is. Since culture is a popular subject there are many definitions of culture which represent the complexity of the phenomena and it can, in the same way as in the explanation of diversity, be seen many wide definitions of the concept.

According to Varner and Beamer (2011) “Culture explains how people make sense of their world” (Varner & Beamer, 2011 p.4). It could be said that any individual will be submitted to a natural part of a learning process from their early childhood which forms the basis as to how everything is interpreted. Hence it could be stated that culture can be described as the way of life of a group of people (Seymen 2006, p. 300) and that is shared by all or almost all members of some social group (Seymen 2006, p. 299). This definition is much in line with Geert Hofstede’s view on culture. He is a popular anthropologist and sees culture as the “software of the mind” that separates members of different groups from each other (Hofstede, 1991, p. 180). This software, or mental programming, is based on the social environments where people grew up and developed their life experiences (Hofstede, 1991, p. 4, 180). To further narrow down what culture is and where it comes from, Kluckhohn and Kroeber say that “the essential core of culture consists of traditional (ie historically derived and selected) ideas and especially their attached values” (Kluckhohn & Kroeber, 1952, p. 35). This is in turn passed on from one generation to the next (Samovar et al. 2009, p. 36). Furthermore, culture consists of explicit and implicit patterns (Kluckhohn, 1951, p. 88) and includes customs, morals and laws that shapes behavior and affects how the world is viewed (Adler, 1997, p. 15).

When these statements are compared to Loden and Rosener’s theory about primary and secondary dimensions of diversity (Loden & Rosener, 1991, p. 18) as explained in the previous
section about diversity, the conclusion can be made that cultural diversity can be categorized as a part of a person’s primary dimensions. This can be argued since culture is a type of diversity that is difficult to change and is important for a person’s development in early socialization as well as ongoing life which according to Loden and Rosner are characteristics to primary diversity (1991, p. 18). This is however a difficult concept to categorize since culture also seems to be something that is developed over a period of time rather than something immediate and constant, like for example physical features and age that are typical primary dimensions of diversity. This ambiguity problematizes the concept of culture further but for this paper culture is however categorized in the primary dimension. The reasoning for this is that the authors chose to see culture as something that can’t be entirely changed or chosen. Moreover, culture is according to the theories something inherited and is based on the place where people grew up which is more consistent with Loden and Rosner’s primary dimension (1991, p. 18).

The different definitions of culture stated previously have all in common a relatively wide view of culture with more or less abstract characteristics. It can from these be concluded that culture is a way of regarding and living life that is shared by members of a social group and that is passed on to people from the previous generation. More specific, culture consists of ways to behave and value aspects in life and is derived from the social environment where people grew up. With the concept of culture defined cultural diversity could more easily be explained. As previously discussed, due to globalization and labor migration the presence of diversity in society and in organizations has accelerated the process cultural diversity further. Therefore it is evident that cultural diversity is becoming an unavoidable factor in these areas. In defining this complex concept of cultural diversity Cox (1993, p. 6) is referred to: “the representation, in one social system, of people with distinctly different group affiliations of cultural significance” (Cox, 1993, p. 6). From this cultural diversity it could be interpreted as the presence of different cultures within a social system, which differ in values, norms and behavior. From the chosen definition of diversity as a mixture of people with different group identities within the same social system, the chosen definition of cultural diversity can be included as one of these group identities; one with cultural significance.

People express their culture through the values they possess about life and the world around them which in turn affects their reasoning in what behaviors suits to certain situations (Adler, 1997 p. 15). Therefore, people of different cultures can be different from each other in many ways. Adler and Gundersen (2008, p. 22) discusses and further explains Kluckhohn and Strodtbeck’s six orientations that describe the cultural orientation of societies (Kluckhohn and Strodtbeck, 1961, p. 11) where each dimension reflects a value that has behavioral and attitudinal implications (Adler and Gundersen, 2008, p. 22). The first dimension is people’s qualities as individuals which answers the question of “Who am I?”. The second dimension is people’s relationship to nature and the world that further explains the question of “How do I see the world?”. Furthermore, the relationship to other people represents the third dimension that answers the question of “How do I relate to other people?” and the fourth dimension is peoples’ primary type of activity; “What do I do?”. The last two dimensions regards the orientation of space and time and answers the question of “How do I use space and time?” (Adler and Gundersen, 2008, p. 22 based on Kluckhohn and Strodtbeck, 1961). These six dimensions shows the complex impact that
culture have on individuals and further suggest that this is a difficult aspect to ignore when dealing with culturally diversity.

National culture is a part of cultural diversity and is defined by Hofstede as “the collective programming of the mind acquired by growing up in a particular country” (Hofstede, 1991, p. 262). In his research on IBM-companies national culture explained more differences in a workplace than professional role, gender or ethnicity did (Hofstede 1980). This research has become very important within the area of cultures which have made Hofstede to an important researcher along with Richard D Lewis (1997) and Trompenaars (1993). These researchers go deeply into the subject of national cultures and create different dimensions and categories within it. These will however not be discussed in the study as the purpose is not to see differences or similarities between national cultures but rather to use the concept of national diversity in order to evaluate cultural diversity within organizations. Furthermore, Hofstede’s definition of national culture will be used as based on which country the person grew up in. At the same time SCB’s definition will also further be included; “People with foreign background are defined as people who are born abroad, or domestic born people with two parents who are born abroad” (SCB, 2013, our own translation from Swedish). This definition will be used since there is a difference in culture between native Swedish people and Swedish people with foreign born parents (SCB, Demografiska rapporter, 2013). To summarize it, other national cultures that are represented in Sweden would be consider, as well as the Swedish nationalities with foreign background as part of the chosen definition of national culture in order to examine the topic of this study.

When further proceeding to connect these definitions to organizational contexts, the concept of cultural diversity will be used. The reason to this is since more of the theories regarding this concerns cultural diversity than national culture; hence the authors believe that this way would benefit the study more. Since, as mentioned, national culture is a part of cultural diversity, this will still indirectly be considered hereafter. Before moving on to describing cultural diversity in the environment of organizations a short description of Västerbotten will be made in order to better understand the cultural diversity in this region.

2.1.3 Cultural diversity in Västerbotten
Sweden is divided in 21 counties (län) where Västerbotten is the second biggest in Sweden, in a geographical sense, and has 255 000 inhabitants. The county consists of 1/8 of the area in Sweden but only 2,8% of the population in Sweden lives in Västerbotten (Länsstyrelsen Västerbotten, 2013). The county is 500 kilometers wide (Länsstyrelsen Västerbotten, 2013) where one percent consists of inhabited land. The other part consists of forests, water, agricultural land, grasslands, open moors and mountains. Forests furthermore represent 56% of the area (Regionsfakta, 2013). Västerbotten has 260 217 inhabitants measured in 2012. From these are 20 922 people born abroad and 3 760 are born in Västerbotten with two parents who are born abroad (SCB, 2013). From this it can be calculated that more than 9% of the inhabitants in Västerbotten are culturally diverse people through the chosen definition. The number of immigrants has in several years contributed to a growth in Västerbotten (Länsstyrelsen Västerbotten, 2013). The total number of immigrants in Västerbotten during 2012 was 2 317 people (SCB, 2013). There are three cities in the county of Västerbotten which are Skellefteå, Lycksele and Umeå which is the biggest city with approximately 110 000 inhabitants (Västerbotten turism, 2013). Umeå is situated 640 kilometers from Stockholm (Avstånd, 2013). The city had an unemployment rate of
3.2% in 2012 (regionsfakta.com, 2013) and have 48.9 inhabitants per square kilometers (Länsstyrelsen Västerbotten, 2013). From this it can be concluded that the county of Västerbotten is big geographically but has few inhabitants in regards to this with a small part of the area being inhabited. Furthermore in regards to the number of culturally diverse people, Västerbotten is ranked on the 17th place among the 21 counties of Sweden (SCB, 2013) (See Appendix 3). However, despite its remote presence to the southern part of Sweden, Västerbotten has a yearly increase in cultural diversity (SCB, 2013). Hence it would be interesting to study the Swedish organizations that represent this region in terms of its cultural diversity in relation to the topic.

2.1.4 CULTURES IN ORGANIZATIONS

Cultural diversity is very important to organizations that have adopted global strategies (Adler, 1997, p. 125). When doing business internationally or with multicultural teams it is important to understand other cultures and, as stated in the beginning of this paper, that this is a growing issue today. Organizations’ interest in understanding cultural diversity can be depending on the organizational culture.

Organizational culture is an abstract concept with many different definitions (Barney, 1986, p. 657). It is however often explained as “a complex set of values, beliefs, assumptions, and symbols that define the way in which a firm conducts its business” (Barney, 1986, p. 657). This explanation has many similarities to the concept of culture as described earlier. Hofstede explains organizational culture as “the collective programming of the mind which distinguishes the members of one organization from another” (Hofstede, 1991, p. 180) which is much like his definition of culture but here in a collective form. This shows that culture has many similarities with organizational culture which can indicate that an organization’s culture can affect the company in many ways, just as an individual’s culture affects the person through for example behavior and morals. Every social unit that has a shared history have developed a culture (Schein, 2010, p. 17) which develops as a group of people tries to cope with their surroundings (Trice & Beyer 1993 p. 4).

Organizational culture also consists of unspoken guidelines and taken for granted values as well as collective memories and ideologies (Cameron & Quinn, 2006, p. 16). Organizational culture shows the “shoulds” and “oughts” in the organization (Veiga et al., 2000, p. 541). From the different definitions stated above it can be assumed that organizational culture could have an impact in how a company works with cultural diversity. For example are organizations with inclusive cultures (that in all procedures embraces diversity) more likely than others to benefit from cultural diversity (Scott, 2011, p. 736). This also works in reverse since cultural diversity will have impacts on the organization (Scott, 2011, p. 736). This clearly shows that cultural diversity and organizational culture have impact on each other. Thus this subject will be integrated into the literature on the approaches to manage cultural diversity in the upcoming discussion later on.

Since culture affects people's’ behavior, values and customs, as stated above, people of different cultures work in different ways in business situations. This can be seen through different approaches to punctuality (Lewis, 1997, p. 47), conflicts (Hofstede, 1991, p. 92), structure (Hofstede, 1991, p. 120-121) and different relations to authority (Hofstede, 1991, p. 35) and difference in how people see work in relation to their life (Hofstede, 1991, p. 93). This type of
diversity can because of this have big impacts in organizations that have culturally diverse people.

It can also be seen that groups work in different ways depending on their cultural diversity (Jehn et al., 1999 p. 743). There are some clear advantages and disadvantages to a cultural mixture in a group. Research has shown that culturally heterogeneous groups and culturally homogeneous groups have advantages over the other in different contexts (Ely & Thomas, 2001, p. 234; Thomas, 1991 p. 257-258). Homogenous groups have in Thomas’ study (1991) shown to have higher performance in five different tested situations than heterogeneous groups did (Thomas, 1991 p. 242). Thomas showed that homogeneous groups are more effective in situations with a complex context where heterogeneous groups fall short due perception- and attribution differences as well as communication issues (Thomas, 1991 p. 257). Since members of heterogeneous groups have different experiences and backgrounds they have potential to generate more diverse solutions to problems and therefore achieve higher quality results due to greater creativity (Thomas, 1991 p. 257-258; McLeod et al., 1996, p. 257). However, conflicts arise easier in heterogeneous groups (Jehn et al., 1991, p. 750) but they can be more productive and creative in the long run with more generated ideas (McLeod et al., 1996, p. 257). From this it can be seen that no one of these groups is superior to the other. This is further supported by Hewstone et al., who says that heterogeneous groups tend to be either the most or the least effective team while homogeneous groups tend to be average (Hewstone et al., 2001 p. 83- 84). It could however be assumed that a company could benefit from using both types of groups in different situations (Thomas, 1991 p. 257-258; McLeod et al., 1996, p. 257) in order to create the highest benefits as possible.

People often see cultural diversity as something that won’t benefit their organization, although it can bring many positive outcomes (Adler, 1997, p. 98). However, creating positive outcomes from cultural diversity might not always be easy. One aspect of cultural diversity is cultural conflicts, the unintended conflicts which often occur when people from different cultures meet (Hofstede, p. 208). These conflicts can arise both in interaction with a several people which are all from different cultures or between a foreign person and a native person. The latter occurs since the two persons in the interaction are going through different curves of emotions when encountering the new culture which often creates a clash (Hofstede p. 210-211). Conflicts between people of different cultures can also be explained by the fact that people often prefer working with others who are similar to themselves which they feel more comfortable with (Jehn et al., 1999, p. 743). The dissimilarity in values, background and experience that heterogeneous groups have can more easily create conflicts (Jehn et al., 1999, p. 743). Cultural differences can create obstacles to teams, which might be subtle and difficult to identify before they cause a problem (Brett et al., 2006, p. 86).

In a situation with cultural conflict, it is important that managers recognize the underlying causes to the cultural conflicts and intervene in a manner that is suitable for the situation (Brett et al., 2006, p. 86). The key to handle cultural conflicts is communication and active listening (Parvis, 2003, p. 38). Research has shown that people often see language as the cause of problems in situations with cultural diversity (Adler, 1983, p. 353). Even if people can communicate with each other, people of different cultures could have different meanings to the same words or different ways of expressing the same things. This could for example be salient through different
ways of using silence or different views of the truth (Lewis, 1996, p. 16, 19). For a culturally diverse group to work, it is reasonable to assume that everyone involved in the situation should be able to handle the common language well, at the same time as the corporate language should be suitable for everybody involved. Sweden has proved to be the best country, with another mother tongue, at speaking English (Education First, 2012). Therefore, Swedish companies could be well equipped for cultural diversity. However, it is also important to learn about different cultures in order to recognize cross cultural issues (Parvis, 2003, p. 38). The main focus here should lie on the aspects that characterize the host culture and the cultures coming in to the company (Parvis, 2003, p. 38). To minimize the risk of cultural mistakes, the knowledge about other cultures is an important step, along with wanting to understand the culture and implementing the knowledge (Varner & Beamer, 2011, p. 9). Unfortunately, people are often unaware of the differences between cultures if they haven’t themselves left their home country or in other ways come in contact with people from other cultures. That is when they become aware of the uniqueness and dynamics of other cultures as well as their own (Adler, 1997, p. 32). Varner and Beamer (2011) state that many international business failures arise because of a situation where someone do not understand the reasons why people think or value the way they do (Varner & Beamer, 2011 p. 5). This could also be an issue in Swedish organizations since diversity is a fairly new concept in those environments that started to grow big in the 1990s. At this point diversity became a popular focus both in private and in public sectors with introduction to legislations on working life, the emerging of consultants and training programs in diversity (Fägerlind & Ekelöf, 2001, p. 6). This might in turn affect how Swedish organizations today view cultural diversity.

2.2 MANAGING CULTURAL DIVERSITY

This section begins by exploring the term of managing cultural diversity by discussing the necessity of the subject and the general managerial point of view on cultural diversity in an organization. Consequently the discussion leads to identifying different dimensions or views on how cultural diversity is viewed and managed from several researchers on this topic. This discussion will provide the study with the wide perspectives that exist on this topic and will help to eventually arrive at the chosen theory for this study.

2.2.1 A GENERAL PICTURE OF MANAGING CULTURAL DIVERSITY

Globalization and international presence of an organization fueled by various operational motivations has implications on performance and the management of broad cultural diversity (Palich & Gomez-Mejia, 1999, p.589). This emphasizes the fact that cultural diversity is becoming an increasingly common phenomenon (Appelbaum et al., 1998, p.212). It is indeed a crucial challenge of this century and a concern for domestic as well as the international organizations to manage the difference in culture effectively (Palich & Gomez-Mejia, 1999, p.602). Green et al. states that “managing diversity involves a departure from collective views of groups of people to valuing individual differences and talent in the workplace” (Green et al. 2002, p.2), which also shows that this subject is more than simply recognizing the differences in humans and their values in an organization. Organizations that constitute of different cultures should build itself by acknowledging different values of the employees and incorporate it in all dimensions of its system (Kundu, 2001, p.2). It is observed that if the concept of cultural
diversity is intrinsic in an organization’s value system the firms tend to create diversity friendly environment through the implementation of policies that integrates every member of the organization (McKay et al., 2009, p.775). Similarly such firms identify diversity as an asset and utilize towards the progress of the organization and the employees in meeting the needs of its end user (McKay et al., 2009, p. 769).

As previously discussed different individual perceptions are affected by different cultural conditioning and people react differently to a situation than people from similar cultures, hence “cultural diversity breeds divergent reactions” (Adler, 1997, p.25; Punnett, 1995, p.67). According to Adler (2008, p.99) very few managers consider culture having any effects on the daily activities of an organization, let alone recognizing the difference in culture within its operational territory. This is often identified as the cultural blindness, which is the tendency to ignore the cultural differences or just not being aware of them (Kalyanpur, 1998, p.318). Cultural blindness is a common factor among most managers and organizations, although recognition of any cultural difference is also often considered primitive and rude (Adler and Gundersen, 2008, p.100). As Adler and Gundersen (2008, p.101) states, managers who recognize diversity are accused of being “prejudiced, racist and unprofessional” and they are being encouraged to view individuals only for their professional skills. Eventually it could be stated that cultural blindness often could be caused either by not seeing the difference at all or by them not being recognized due to negative connotations that it may have. Hence attention given to the cultural difference often has conflicting views and results. Similarly this may project, as people are being more alike than different and lead to “assuming, imagining, and actually perceiving similarity when differences exist” (Adler and Gundersen, 2008, p.81, 82). Nevertheless this paradoxical disposition does create a dilemma in most organizations as to address the challenges of cultural blindness and manage it well enough to encompass it into its system. Neglecting or rejecting the cultural differences leads to unproductive working environment which restricts the firm from exploiting its untapped opportunities of its diverse cultural workforce (Adler and Gundersen, 2008, p.101). Still it needs to be emphasized that the identification of these differences also helps to exclude or reduce the conflicts that arise out of cultural diversity and exploit it in favor of the firm (Adler and Gundersen, 2008, p.101). Thus “to manage effectively in a global or a domestic multicultural environment, we need to recognize the differences and learn to use them to our advantage, rather than either attempting to ignore them or simply allowing them to cause problems” (Adler, 1997, p.63).

The senior management hence should drive the process of the management of diversity as a “holistic institutional management strategy” (Gwele, 2009, p.9) to effectively manage cultural diversity. Gwele (2009, p.9) further stated that the “significance of strategically positioning diversity management as part of the institution’s strategic direction cannot be overemphasized”. Therefore strategy plays a key role in assimilating and positioning diversity at a higher level of an organization’s long term direction. Strategy is defined as the “direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resource and competences with the aim of fulfilling stakeholder expectations, or simply a long term direction of an organization (Johnson et al., 2008, p.3). Chandler (1962, p.13) defines strategy as “determination of the basic long-term goals and objective of an enterprise, and the adoption of course of action and the allocation of resources necessary for carrying out these goals”. It could more simply be defined as a long term direction of an organization
(Johnson et al., 2008, p.3). According to Johnson et al. (2008, p.196) “culture is, in effect, an unintended driver of strategy”. Clegg et. al., (2011, p.135) states that the “Strategic importance of cultures resides in their pervasive impact on how organizational members makes sense of opportunities and challenges, how they deal with problems and how they discuss them”. Culture is undoubtedly an influential but unseen powerful factor that has an impact on how the workforce interprets the activities in its organizational environment.

If culture is an unintended driver of the strategy that actually defines the long term direction of an organization, as stated earlier, its influence most definitely needs to be identified and managed effectively. Johnson et al. (2008, p.56) further states that understanding cultural perspectives helps the firm to recognize its opportunities and restrictions that they face in forming their future strategy. Cultural diversity becomes more crucial as firms expand its “perspective, strategy, tactics or approach and try to reposition its strategy or organization” (Adler and Gundersen, 2008, p.17). Essentially these types process require firms to think out of the box and come up with new and innovative perspectives, away from their usual working practices. At the same time it is also necessary to incorporate diversity at the strategic level to recognize and manage it accordingly to the extent that it is translated into action and viewed as a critical aspect of an organization. Hence a well-managed diversity creates and enhances synergy by increasing creativity, flexibility, solve complex problems, and improve company’s reach towards its culturally different clienteles (Hayles, 1982, p. 28). As a next step view and its influence on managing cultural diversity needs to be evaluated to explore the effects it has on creating a synergistic environment within the organization.

2.2.2 LITERATURE REVIEW ON MANAGING CULTURAL DIVERSITY

There are numerous of conceptualizations of managing cultural diversity that exist in the literature. Presence of cultural diversity in an organization is seen as an increase of the level of creativity, in depth analysis of issues, improved decision making, flexibility, innovation along with diversity in point of view, approaches, and business practices (Adler & Gundersen, 2008, p. 56; Stevens et. al., 2011, p.529; Cox & Blake, 1991, p.46). Diverse cultural origination is even seen as something that assures advantageous outcome in an organization (Williams & O’Reilly, 1998, p. 67). However, cultural diversity also tends to create conflicts, miscommunication, misunderstanding, increased tension, and lack of cohesion, commitment has negative effects on the organization performance (Glick et. al., 1993, p.177, Adler and Gundersen, 2008, p. 25). Hence the basic views differ in how organizations see the advantages and disadvantages of cultural diversity in their day to day operation. Similarly the views on cultural diversity and effective management of an organization’s workforce are dispersed and make it difficult to find a common accepted method or a model cultural diversity management (Dadfar and Gustavsson, 1992, p.82). The dominant reason being the contrasting views taken by different authors on this topic, as some seem to consider the cultural diversity as beneficial and some view it as a source of problem which is hard to manage (Seymen, 2006, p.301). This obviously affects how cultural diversity is viewed upon and managed in organization.

2.2.2.1 FIVE DIMENSIONS OF MANAGING CULTURAL DIVERSITY
The following discussion leads its way on assessing the previous literature on how cultural diversity is systematically managed, which is adopted from Seymen’s (2006, p.296-315) literature review on cultural diversity management. There are five views of different clusters of authors that have been identified by Seymen (2006, p.296-315) according to how they view cultural diversity and manage in an organization. Some authors believe that cultural diversity is a tool for competitive advantage (dimension 1). Another group of them state that the advantages of the cultural diversity should be enhanced while the disadvantage is minimized (dimension 2). While the dimension 3 suggest that the diversity should be amalgamated into as a homogeneous organizational culture, whereas the dimension 4 suggest universalism instead of multiculturalism and dimension 5 views that cultural diversity is a human resource function. Therefore as part of reviewing the previous literature on the management of cultural diversity the following dimension are presented and discussed in brief before we argue for the perspective we have chosen for the study.

Dimension 1 Cultural diversity as a competitive advantage:
The cluster that sees cultural diversity as being advantages believe that the diverse workforce could contribute to potential competitive advantage to the organization (Seymen, 2006, p.301). Consequently the advantages of cultural diversity are affiliated to high performing organizations (Dadfar and Gustavsson, 1992, p. 85). The researchers also proves that the performance of the organization excel more in a heterogeneous environment than in a homogeneous environment (Seymen, 2006, p.302). In creating a heterogeneous organization the major aim of increasing the culture diversity is to dominate pluralism for single-culture and ethno-relativitiy for ethno-centralism (Daft 2003, p.26). “Ethno-relativity is accepting the fact that members of subcultures and dominant culture are equal while Pluralism is embracing various subcultures of an organization” (Ludlum 2012, p. 78-79). Together, these two perspectives will get the members of the organization to feel part of the organization instead of being ignored, thus it increases their participation and job satisfaction and makes them dedicated and motivated (Cox, 1994, p. 76). Herbig and Genestre (1997, p.6-8) states that advantages of having culturally diverse workforce would bring long term corporate competitive advantage, basing his argument on implementing and combining the diversity into organizational culture and leading to cultural synergy.

Dimension 2 Cultural diversity as both positive and negative:
This view regards both positive and negatives aspects of the cultural diversity an organization separately, where the advantages are highlighted and disadvantage are minimized (Adler and Gundersen, 2008; Peppas, 2001; Dessler, 1998). The nature of the impact of the diversity is dedicated to the type of diversity rather than the diversity itself (Bhadury et. al., 2000, p.145), and the management of cultural diversity is positively correlated to the organizational performance (Dadfar and Gustavsson, 1992, p. 85). A mismanaged diversity would create psychological stress and ultimately failure and an ineffective labor force (Montaglani & Giacalone, 1998, p.1-9). The literature also states that the need for integration increases as the cultural diversity of the members of the organization increase, (Harung & Harung, 1995, p. 11; Lawrence & Lorsch, 1967, p.15). When an organization encourages explicit expression of diversity a well- managed integration is an important necessity. The highlight of this view compared to the previous is that the disadvantages of the cultural diversity deserve as much consideration as the benefits. The practice of viewing cultural diversity as a difficulty rather than as a source of competitive advantage needs to be changed (Higgs, 1996, p.40).
Dimension 3 Cultural diversity dominated by organizational culture:
The management of cultural diversity is viewed as a creation of a common culture where difference in culture in the organization is not felt but emphasized as on working on common cultural identity in achieving the organizational goals (Kidger, 2002, p.70). As stated by Person (1999, p. 35) cultures could be manipulated to create a desired dominant culture that is “both coherent in itself and dominant over other subculture”, where the dominant culture being the powerful organizational culture. An organizational culture is a base for understanding the diverse workforce that integrates organization globally, creating corporate dependence via similarities in cultural spirit, behavior, and image with commonly shared values (Ng et. al., 2003, p.46; Seymen, 2006, p.303). “Organizational culture is very different from national culture since the former is only temporary in the process of being an organization member and the latter is permanent due to its being a member of a nation” (Seymen, 2006, p.305). This in turn means that the employee values cannot be changed and they are more constant compared to a dominant but temporary organizational culture. Accordingly the organization could emphasize it through the process of recruitment of the employees to fit the collective organizational culture as individual’s values cannot be changed (Moreland et. al., 2001, p.97). Eventually this may lead to organizations emphasizing its organizational culture instead of encouraging cultural diversity within its system.

Dimension 4 Universal culture instead of cultural diversity:
This view stresses on developing universally cultural values in a firm rather than a “single or common or dominant culture” (Seymen, 2006, p.306). This concept is related to Trompenaars’ theory of “universalism” within a culture, which is adopted where people believe that some rules and laws can be identified and applied to everyone everywhere (Trompenaars, 1993). Similarly the universalism in commerce is used as agreements contracts and complete appropriateness to the legal perspective where standards are dominant (Luthans et al., 1995, p. 6-11). Therefore this view highlights on the on creation of values above cultures for the members of the organization from diverse cultures to fit the principles of universalism. This universalistic value tend to be created in one county and not necessarily accepted or applicable in another country which is a point that needs to be noted (Seymen, 2006, p.306)

Dimension 5 Cultural diversity as a human resource program and its strategy:
This view delegates the responsibility of managing diversity to the human resource departments and its modern management techniques (Seymen, 2006, p.307). It stresses on the importance of providing the multicultural workforce with in-service training program and motivational pre-departure preparation program (Peppas, 2001, p.62). It states that the managers of diverse cultural workforce need to implement variable management, organizational behavior techniques to “harmonies” the differences to achieve a common objective (Wright and Noe, 1996, p.75).

It could be concluded that various factors contribute toward diversity in culture in firms and this exposure also contributes towards viewing its impact on a positive and negative manner in an organization. After a closer look at each of the highlighted dimension it is hard to select one specific dimension that is suitable for the study. As the views are spread and versatile, so are the impacts on the organization and its managerial aspects. The fourth dimension, universalism could
be criticized as one cultural model developed in one country is not necessarily valid in other
countries (Seymen, 2006, p. 306), thus defeats the purpose of the concept. Because of this critique
this dimension is excluded further on in this paper. Furthermore, the purpose of the study does
not focus on the divisional level from a human resource management perspective, but strive to
investigate an overall organizational level on the topic. Thus dimension five does not apply well
either. The first three dimensions are well represented in the Adler (1983) model in managing
the cultural diversity (Seymen, 2006, p. 306). This model provides with an insight in the different
views on cultural diversity within organizations as well as how it is managed as a response to
this. There are several models that include cultural diversity but this one has been selected since it
incorporates both view and management together. Therefore this approach suits this study well,
which leads to the decision that Adler’s model of three approaches to cultural diversity (2008, p.
107) is used as the major theoretical base to continue the study. This model further provides the
study with valid tool to analyze the empirical study and arrive at a solution to the research
question in a clear and constructive manner in comparison to various other dispersed models on
this topic.

2.2.3 Adler’s Approaches to Managing Cultural Diversity
As discussed previously, there are several approaches and views on how an organizational
diversity in culture should be managed. The approach that will be focused on and analyzed the
empirical data with is Adler’s (1983) three approaches in managing cultural diversity. The study
that was conducted in Montreal organizational development has identified three different types of
organizational views of the impact of cultural diversity on the organization as well as strategies
that are most probably followed to manage the diversity within the organization (2008, p. 107).
Her study has identified parochial, ethnocentric and synergistic types of organization and the
strategies accordingly being to ignore, minimize or manage the difference in culture. Hence in
this study we treat these different types of organizations as different views the organization take
in managing the cultural diversity. The strategies that are often implemented are based on the
firm’s view and capability to recognize the cultural diversity and its advantages and
three managerial views and the relevant strategies that are implemented to manage cultural
diversity are addressed below. The summary of these concepts and its consequences are
highlighted in table 1.

Parochial - Ignore differences
Parochial organizations and managers of such type believe that the “world is viewed solely
through one’s own eyes and perspective” (Adler and Gundersen, 2008, p. 14) and do not accept
that cultural differences has any impact, can offer any significant opportunities or has any
consequences on an organization. The core of this strategy is that managers do not recognize the
cultural diversity or it impact in the organization, instead they believe that “our way is the only
way” to organize and manage a firm. Thus the difference in culture is ignored and irrelevant in
this approach but identified as one of the very common view in organizations (Adler and
Gundersen, 2008, p. 107). The consequence of such assumption and the strategy being, it hinders
the management from enhancing the opportunities that arise out of cultural diversity and reducing
its negative impact on the organization.
Ethnocentric - *Minimize differences*

The ethnocentric organization and managers “view of things in which one’s own group is the center of everything and all others are scaled and reacted with reference to it” (Anderson, 1983, p.). Major assumption on this strategy is that the managers do recognize the difference in culture but not at positively but as the source of problem. Managers believe that “our way is the best way” and regard others way of doing things as inferior to their way of management (Adler and Gundersen, 2008, p. 107). Since they do not believe in the positive impact of cultural difference, their strategy is to reduce the sources and effects of cultural diversity within the organization. As oppose to the previous strategy in ignoring diversity, this strategy recognizes it and goes to the extent of minimizing the cultural differences in the organization to reduce potential issues or clashes. Eventually such strategies would enforce and create relatively a culturally homogeneous environment, or try to promote the dominant culture and change the behavioral patterns of the employees to fit in toward it (Adler and Gundersen, 2008, p. 107). Just as in the previous strategy ethnocentric organizations also loses the possibilities of benefiting from its diverse cultures of its employees by minimizing cultural diversity and avoid organization’s predicament.

Synergistic - *Manage differences*

This approach identifies and sees the concept of cultural diversity and its impact as both potentially positive and negative and manages it effectively in favor of the organization (Adler and Gundersen, 2008, p. 107). This type of organization with synergistic approach believes that “our way and their way differ but neither is inherently superior to the other” and manages the cultural differences (Adler and Gundersen, 2008, p. 107). Compared to the previous strategies the synergistic approach “manage the impacts of cultural diversity rather than manage the diversity itself” (Adler and Gundersen, 2008, p. 107). It is essential to emphasis that the managers don’t avoid the issues by reducing the diversity in culture but reduce its negative impact by managing it effectively. Similar belief and practice influences the organization to combine best of different cultures and invent unique approaches within its managerial scenario. These organizations are known to train their employees in recognizing cultural differences and use them towards the organization’s benefit (Adler and Gundersen, 2008, p. 109). The strategy therefore recognizes and enhances the positive impact of cultural diversity and continually manages the disadvantages instead of it being ignored or reduce the diversity in culture altogether.

<table>
<thead>
<tr>
<th>Type of organization</th>
<th>Perceived impact of culture</th>
<th>Strategy</th>
<th>Likely consequence</th>
<th>Frequency of the type of strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parochial</td>
<td>No impact</td>
<td>Ignore differences</td>
<td>Problem occurs but they are not attributed to cultural diversity</td>
<td>Very common</td>
</tr>
<tr>
<td>“our way is the only way”</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethnocentric</td>
<td>Negative impact</td>
<td>Minimize differences</td>
<td>Problems are avoided by reducing diversity by</td>
<td>Common</td>
</tr>
<tr>
<td>“Our way is best”</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 1, Managing cultural diversity, adopted from Adler and Gundersen (2008, p.108)

<table>
<thead>
<tr>
<th>Synergistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘Leveraging our ways and their ways may work best’</td>
</tr>
<tr>
<td>Potential negative and positive impacts</td>
</tr>
<tr>
<td>Manage differences</td>
</tr>
<tr>
<td>Benefits of the diversity is recognized and problems that arise out of it are managed</td>
</tr>
<tr>
<td>Less common</td>
</tr>
</tbody>
</table>

In summarizing these approaches, it could be stated that when the organization does not believe that cultural diversity would have any effect on the organization they tend to ignore it. This leads an organization to lose the opportunity to manage the impacts of the cultural diversity towards its benefit. At the same time, if impact is assumed to be negative by an organization, strategy would be implemented to minimize or avoid cultural diversity. Similarly if they view the impact to be both positive and negative, the organization would have strategies in place to manage the advantages and disadvantages of the cultural diversity.

If the previously discussed three theoretical dimensions about managing cultural diversity are related to Adler’s model, it is identified that Adler’s approach (1983) actually incorporate similar views. In addition to the views as discussed she has also arrived at strategies that are usually followed by these views. Consequently this also adds value to this study in analyzing the research question. Therefore the model indirectly emphasizes on the fact, that a well-managed cultural diversity could contribute towards competitive advantage as stated in dimension one. At the same time it also helps to enhance the positive effects of cultural diversity while minimizing the negatives effects as discussed in dimension two. Similarly if an organization tend to have a dominant organizational cultures they would either view their practices as “Our way is best” and restrict cultural diversity by avoiding diversity or see it as “our way is the only way” and ignore the cultural diversity altogether. Hence there is no further need to stress the fact that the three popular dimensions of the literature on managing cultural diversity is well represented in Adler’s model (Adler, 1983) and suitable for this study.

It can furthermore be seen that the way of managing cultural diversity affects if a company will benefit from the opportunities that cultural diversity brings or not. From Adler’s three approaches of managing cultural diversity (Adler, 1983), it have been identified that parochial and ethnocentric organizations often hinder the opportunities to benefit from cultural diversity while a synergistic approach could enhance the positive impact of cultural diversity and manage the disadvantages. Therefore, management of cultural diversity plays a big role in which outcomes having a cultural diverse workforce can bring the organization as well as how the results of it is perceived.

The differences that diversity brings could benefit organizations in many ways if it is managed well. One of the greatest benefits cultural diversity brings organizations is the multiple perspectives (Adler, 1997, p. 100). Other advantages are the different interpretations as well as a
greater openness to new ideas which in turn lead to increasing creativity, flexibility and problem solving skills (Adler, 1997, p. 100). There are however some difficulties that can arise in organizations that do not manage diversity well. These difficulties could for example be racism, sexism and ageism which would bring an organization great loss in innovative potential (Parvis, 2003, p. 37). When a manager fails to manage its cultural diversity well, it constrains the organization from expanding and sustaining its competitive advantage as it being the core of its survival in the long term (Stevens et al., 2011, p.529). Cultural diversity could increase ambiguity, complexity and confusion which will lead to miscommunications and difficulties in reaching agreements (Adler, 1997, p. 100). Therefore the authors further stress the importance that cultural diversity in an organization is managed well in order to gain its benefits; otherwise it could lead to unfavorable outcomes (Hewstone et al., 2001, p. 83-84).

When studying organization’s management of cultural diversity it would be interesting to also see the perceived results of having cultural diversity within the organization. This will tell us more about how the organization view cultural diversity as well how they manage it since this will lead to the perceived results. The authors furthermore believe from the theories presented in this chapter, that these dimensions are connected which will be further explained below where a model is developed to summarize this chapter.

2.2.4 LITERATURE REVIEW SUMMARY
This section is drafted to provide the reader with a better understanding of all the theories reviewed in this chapter. Hence the authors have linked and summarized all the major concepts discussed in this chapter and eventually created a framework that represents the deliberation as well as summarize the major concepts. The framework will be applied to the empirical data in the analysis chapter of this paper in order to connect the theories to guide the collection and analysis of the findings from this study.

In the literature review is was concluded that diversity is a wide concept which could be explained as the differences that individuals have. These could further be divided into primary and secondary dimensions of diversity where cultural diversity is a part of a person’s primary dimension. Cultural diversity is furthermore explained as the presence of different cultures within a social system, which differ in values, norms and behavior. Culture affects individuals in a complex and extensive way which can affect how the concept of cultural diversity can be viewed from an organization. Cultural diversity in an organization consists of difference in individual perspectives, groups’ behavior and organizational culture. Cultural diversity can affect organizations in both positive and negative ways and it could be seen that both heterogeneous groups and homogeneous groups have strengths but in different situations. Conflicts are however more likely to arise in heterogeneous groups due to the difference in individuals’ behavior and values. These conflicts can create obstacles to teams, which might be difficult to see before they cause a problem, thus will eventually have unfavorable effects on the organizational performance. Communication, listening and an interest in understanding different cultures are keys to avoid problems due to cultural differences. At the same time this highlights the fact that cultural diversity needs to be managed.
Managing diversity involves acknowledging different values and behaviors of the employees and accommodates it in to all the dimensions of the organization in contributing towards long term growth and competitive advantage. Unfortunately most managers often fail to see or recognize it either because of cultural blindness or simply because they think that it is not relevant or has any effect on the organization. Similarly the view organization has on the impact of cultural diversity affect how it’s managed within its system. Various factors contribute towards the diversity in culture and similarly it also has various impacts in the organization. It is proved to create favorable and unfavorable effects on the organization and in managing these impact would result on enhancing the positive effects while trying to reduce the negative. Eventually this would either encourage or discourage cultural diversity and its integration into the system of an organization. The outcome of cultural diversity is therefore depending on the management of it.

The concept of cultural diversity is as complex as the view most organization have on this concept, making it harder to narrow down to any specific view or way of managing cultural diversity in a successful way. Still the study has Adler’s model as a base the interview guide and analysis on, since it encompasses both views and common strategies to manage cultural diversity.

This has been summarized in figure 2 highlighting the major concepts discussed in the theoretical review. Cultural diversity is represented in the larger layer of the circle indicating the very existence of it within an organizational workforce. The inner second layer represents the view on cultural diversity that exists within the company. This affects the management of cultural diversity which is shown by the third layer. Furthermore, this layer affects the very core of the model which is the perceived result of managing a culturally diverse workforce that the people at the organizations experience.

![Figure 2: Theoretical model](image)

### 2.2.5 DISCUSSION ON LITERATURE REVIEW
Most of the theories on the subject of cultural diversity within organizations brings up positive outcomes and negative outcomes. It further implies that how these are managed affects which one of these are enhanced. However, for the management of cultural diversity to have positive outcomes, the people that are involved need to participate a great deal in making the situation work. The individual factor is an aspect that is missing from the theories that are found about cultural diversity. If everybody involved in an organization are determined in the belief that “my way is the best way” it is difficult to manage the situation to create positive outcomes. To clarify, management is not the only thing that will make the effects of cultural diversity better, the individuals involved will have to participate too. In the same way, the outcomes on cultural diversity are greatly dependent on individuals. People will have different approaches to situations and different behaviors even though they share the same culture. Therefore, the individual factor is an important aspect in managing cultural diversity that is not to be forgotten.

Theories on cultural diversity states that creativity is high within heterogeneous groups and the communication works better in homogeneous groups in an working environment can be challenged. As the theories indicates that the only things that decides how culturally diverse groups perform are how they are managed and if the assignment they are given fits heterogeneous groups. This could be questioned and argued that individuals’ cooperation plays a bigger role in these situations than what the theories indicate. More creativity does not come automatically in a group with different cultures and communication can depend greatly on individuals’ knowledge in languages. Therefore it is argued that the situation is more complex than that. In addition to this the theories also fail to see the effects of other internal and external environmental factors of an organization on the concept of cultural diversity and on its effects.

As any model, Adler’s theory has its limitations too. As stated before, the empirical study supports leads to identifying the relationship between organizational view of the impact of cultural diversity in an organization and possible strategies to manage them. At the same time the suggested strategies are typically consequence of the view taken and Adler fails further discuss to prove the relationship between the view and the related strategy itself. As the study is conducted in Canada within only two diverse cultures such as French speakers and the English, in way limits the diversity as such since only two cultures are represented and within them the diversity is very small compared to other contrasting cultures around the world.

Evidently, some parts of the literature review could be criticized. However it is argued that they despite this critique are still valid and will contribute to the study. The criticism furthermore is not so strong that it will decrease the value that these parts give to the literature review. However an open mind will be kept in analyzing the empirical data and relating to the concepts of the theoretical discussion.
3. RESEARCH METHODOLOGY

This chapter will provide with an explanation of how the research has been conducted and which choices that has been made along the way. This is done by firstly stating the view on knowledge that the study is based on and which approaches the authors implement. Secondly, a practical side of the method will be presented where the collection as well as the processing of the gathered empirical data is explained.

3.1 THEORETICAL METHODOLOGY

The theoretical section of the methodology will include the choice of study and the author’s preconceptions. Furthermore the philosophical stance of the research will be presented along with approach and design. This is done in order to explain the view on knowledge that the paper is characterized by and the choices made in connection to this.

3.1.1 CHOICE OF THE SUBJECT & PRECONCEPTIONS

Cultural diversity was chosen as a topic for this study since it is an important and often occurring question today in the Swedish society. However, this is currently a growing topic worldwide, as stated in the background chapter of this paper. The issue came to the authors mind when they realized how many foreign born people in Umeå, and in Sweden in general, are facing difficulties in finding jobs.

Many well educated people are handed less complex jobs that do not match their level of education or previous experiences from their home countries. With a growing situation of people traveling to other countries and companies that expand globally, the national boundaries decrease and multiculturalism increases in many societies today. From this fact the authors found it very interesting to see whether organizations kept up with this change and acclimatized to this growing trend. This lead to the discussion on how organizations handle cultural diversity within the organizations. The question was not just to see if the Swedish organizations in Västerbotten have employed other nationalities at all but the issue that caught the authors’ main attention was how the companies manage cultural diversity, if they do at all. This also connects to their view of the subject, if it is something to avoid or something that creates benefits. The authors have through their education been taught the many advantages of cultural diversity and they thought that it would therefore be interesting to see if organizations share this view, and how they manage it. Further discussion and literature search also made the authors realize the lack of study and direct material availability on the topic. Furthermore the importance and relevance of this study in a highly escalated globalization lead to finalizing the current topic.

Preconception often is created through past experience and course of events that has emerged over period of time. The preconceived notion behind this study is influenced by the authors’ educational background, experience and different cultural background. All individuals are part of the social reality and there is a major difference on how it’s interpreted and reflected over the world and its events. The origin of the authors’ cultures is from occidental and oriental parts of the world which essentially contribute towards the observation and interpretation of this study. The educational backgrounds of the authors are grounded in different countries such as in
Sweden and Sri Lanka. Nevertheless it has been adapted to the Swedish system eventually at the master’s level, this in turn has influence on the study all throughout this research. The primary preconceptions of the authors are connected to the authors personal experiences developed through difference in cultures, travel and societal influences which has a major effect on their individual preconceptions. On a secondary level preconceptions are conditioned and modified through knowledge obtained via lectures, text books, scientific articles and other related sources from Umeå School of Business and Economics and previous educational knowledge from Sweden and Sri Lanka. Cultural curiosity created by coming from countries of vast difference in culture and the exposure to the Swedish culture add to the purpose. This indeed was beneficial in analyzing the Swedish firms’ point of view on this topic as an independent observer. Consequently it also helps the authors to remain objective and independent during the course of this research process. Further the authors were not only keen in understanding the topic in depth but also considered it to be a useful knowledge to gain when entering a professional multicultural world. This is of greater value for the future as the authors are keen in working in an international environment.

3.1.2 PHILOSOPHICAL STANCE

Any research is grounded on some underlying philosophical assumptions on what constitutes an authentic research and the choice of method that would gain the necessarily knowledge in the effort to answer the specific research question (Raadschelders, 2011, p.918). Hence the philosophy of a research is connected to the sources and development of knowledge in understanding the phenomena of the world, thus guides the research in forming the research strategy, data collection and analysis (Holden & Lynch, 2004, p.397). The major philosophical approaches consist of the epistemology focuses on what we know and ontological nature of the reality, as such takes the subjective and objective approaches to research (Holden & Lynch, 2004, p.398; Raadschelders, 2011, p.918). In this study, in order to critically grasp the interrelationship of the core components of the topic and solving the research question, position of an interpretive approach with constructionist concerns is taken. The complex nature of the topic necessitates embracing the subjective meaning and interpretations behind cultural diversity in an organizational context.

The core of interpretivism as part of epistemology requires the researcher to interpret the subjective meaning of a social action (Bryman & Bell, 2011, p. 16-17), instead of the objective view as in positivism, which emphasizes on natural scientific research methods that focuses on measurable facts to study social reality (Bryman & Bell 2003, p. 26- 27). Interpretivism clearly separates from positivism and focuses on social science and the subjective interpretation of social actions rather than the human behavior (Bryman & Bell 2003, p 29). In the ontological approach constructionism believes that the social phenomenon and its substance are created by the social actors via interactions and are constantly in revision (Bryman & Bell, 2011, p. 21-22), whereas objectivism states the independent existence of the social phenomena and its meaning away from the social actors (Bryman & Bell, 2011, p. 21).

The positivistic approach in applying the natural science methods to the study of social reality in the study restricts the authors from reflecting the hidden meaning of the concepts of the topic, nor can the meanings from the social actors be separated as in the objectivism if a deeper understand of the topic and its concepts is to be acquired. The study examines the topic in an organizational
context that is made and carried out by people via human interactions. This means that the results from this research can’t be separated and might be affected by the respondents’ interpretation of the concept of cultural diversity and the interactions that takes place in such scenario. Nevertheless positivistic objectivism also constrained in its ability to explore the context of the respondent’s answers. Therefore it does not suit the purpose of this study as the opinion is that everything can’t be measured objectively in a scientific matter and the research question requires a more subjective and interpretive approach to the subject matter. In turn this justifies the choice of interpretivism constructionism view on this study to reach critical observations on the topic.

Further “Instead of culture being seen as an external reality that acts on and constraints people, it can be taken to be an emergent reality in a continuous state of constructions and reconstruction” (Bryman & Bell, 2011, p. 21). Thus culture is created, revised and interpreted by people every day as previously discussed. Similarly the ever evolving process of culture affects emerging reality of cultural diversity, complicating its relationship with other concepts of the topic. As this paper strives to achieve a holistic view of the chosen topic and to focus on understanding this complex relationship, interpretivist constructionist view is an appropriate choice. Thus the topic could only be conceived by understanding the interpreted meaning of these concepts and the social actors that create them. In order to apprehend this relationship, the authors rather take the interpretive meaning of the social action which is being continuously recreated to arrive at a causal explanation of its course and effects. This would add value by presenting the interpretations and the phenomena determined by context and the inter-subjective meaning of individuals’ opinion regarding a firm’s status on cultural diversity and the management of it.

3.1.3 Research approach

Research can be conducted through a qualitative approach or a quantitative approach. These two approaches are suitable in different situations depending on the nature of the research and the type of question that needs to be answered. The authors believe that a qualitative approach is more suitable for this research and therefore that is what is used in this study. This approach is chosen based on the focus to reach a higher grade of understanding of the research subject but also in order to get more closeness to the respondent, which is reached through qualitative studies (Bryman & Bell 2003, p. 322, Silverman, 2006, p.19). A quantitative research is more appropriate in studies that require statistics and more structure while a qualitative study generates more qualitative data with less focus on quantity (Bryman & Bell 2003, p. 40). This study will through a qualitative study generate wider data with more understanding of the human interactions within the area of the study (Bryman & Bell 2003, p. 323). This is suitable since the research area focuses on finding out the view in which firms see cultural diversity and how they manage it. The qualitative approach will help to find out about how cultural diversity is viewed and give a further understanding of the subject and the situational factors involved in a better way than quantitative approach would. Therefore extensive data could be generated from the respondents through a qualitative study. The management of cultural diversity will in the same way require more human interactions and could require more extensive deliberation in order to answer the question. However, a quantitative approach would provide with a result from a higher number of respondents (Silverman, 2006, p.19) and would therefore give a more accurate picture of how most companies in Umeå regard this subject. It could also be easier to find respondents to a study with this approach since a qualitative study requires more time from the respondent with
could be a problem for many companies. However, a quantitative approach would give less thorough answers and more focus on numbers. By a qualitative approach more focus could be put on the words in the responses (Bryman & Bell 2003, p. 591) as well as the respondents body language (Silverman, 2006, p. 19) and ask follow-up questions in order to make the respondent to elaborate if necessary. From this discussion about the pros and cons to qualitative and quantitative research it is concluded that a qualitative approach is the best choice for this study.

Furthermore, the approach in this study will have a mixture of inductive and deductive elements. This is believed to be most suitable to this research since the authors would like to conduct the interviews with knowledge about previously done research and their theories as well as to be open the possibility to make new theories from this research. Conducting the study with knowledge about previous research within the area of cultural diversity and management, in order to study if this represents the reality, will give the research deductive elements (Bryman & Bell 2003, p. 23). This knowledge has served as a guideline to the interview questions in this study. However, since the authors are also in the empirical research open to new theories that can be generated through the result, the study will also have inductive elements (Bryman & Bell 2003, p. 25, Solberg & Solberg, 2006, p. 179). Inductive approaches are characterized by the situation where generalizable conclusions are made from observations. However, these two approaches seem to be more or less incorporated to each other which could mean that a mix between inductive and deductive approaches is common. The authors still however, regard the research as a mix of the two approaches for the reasons mentioned above. There are furthermore elements in both the deductive and the inductive approach that can be questioned. Inductive research can be criticized as the generalizations from observed cases might not represent future situations (Solberg & Solberg, 2006, p. 114). Furthermore, the deductive approach is characterized by hypotheses that are either confirmed or rejected (Bryman & Bell 2003, p. 23). Hypotheses will not be included in the research since that is characteristic for a quantitative approach (Bryman & Bell 2003, p. 25) which were discussed before. This further supports the choice of using a mix of these approaches in order to reach the best solution for this study.

The intent to conduct the research with a background from current theories and the openness to finding new information to the theoretical area makes the research both deductive and inductive. As per the philosophical stance a qualitative study with a mixed approach would reveal the inherent pattern within an organizations’ cultural diversity and how it interprets the social realities when managing it. This would enrich the findings by arriving at transferable inferences by making sense of the complex interactive relationship of these concepts.

3.1.4 RESEARCH DESIGN
The following paragraph will concern the arguments about the research design. This will be the frame for the gathering of empirical data and the analysis of it. The research design will furthermore show which choices the authors have made and what they prioritize (Bryman & Bell 2003, p. 47). There are five different types of research design that can be used for the study. These are experimental design, cross sectional design, longitudinal design, case study design and comparative design (Bryman & Bell 2003, p. 47). From these a multiple case study have been chosen for the reasons that will now be discussed. Longitudinal design is commonly used to map changes (Solberg & Solberg, 2006, p 128-129). Therefore the research is made more than once in
order to recognize these changes. This is however costly and time consuming and not very common in within business economies (Bryman & Bell 2003, p. 70). Since the focus is to see how the situation is today and not looking for a development, this design is not suitable for the study. Experimental design is also unusual in business economy studies since it is difficult to create good levels of control when studying behavior in business organizations (Bryman & Bell 2003, p. 54). This design can therefore be disregarded as well. Furthermore, cross sectional design is a method to gather data from more than one case in order to find connections and patterns between variables (Bryman & Bell 2003, p. 65). This could suit the research but this design focuses a lot on variations and is usually connected to quantitative studies which are conducted by surveys (Bryman & Bell 2003, p. 65-66).

Case study design in its detailed study of a situation (Bryman & Bell 2003, p. 71) would fit this study if the number of cases were multiple. The comparative design focuses mainly on comparing two or more situations by using identical methods (Bryman & Bell 2003, p. 74-75). The goal is however not necessarily to compare different situations but to research them separately to increase the understanding of the subject. However, if a qualitative approach is put to the comparative design, a multiple case study will be developed (Bryman & Bell 2003, p. 77, Bryman 2012, p. 74). This would be suitable for the study since it gives a more detailed research of multiple cases (Bryman & Bell 2003, p. 71, 77). In analyzing the multiple cases in detail, the common behavioral trend within the selected cases could be observed and linked. The research design will further add value to the study by allowing the authors to explore the complexed concepts of the topic in detail and compare results across different organizations involved. This is essential as the findings will provide the study with the variations and similarities that exist between organizations and establish a causal relationship between the variables. The intensity of this type of study is also an appropriate choice to gather data and arrive at a complete picture on how cultural diversity is viewed and managed, will strengthen this study and gain more knowledge on the topic. Furthermore, multiple case studies are becoming more common today and are argued to be of great use and that it improves theory building (Bryman 2012, p. 74). In addition multiple case study not only falls perfectly in line with the scientific ideology but also ideal to apply the qualitative research methods to conduct semi structured interviews and observe the participants in their organization bounded setting.
3.2 PRACTICAL METHODOLOGY

The practical section of the methodology presents the practical choices that were made throughout the research. This explains how the research was conducted, why certain decisions were made as well as how empirical data was collected, handled and used.

3.2.1 CASE SELECTION

This research has been chosen to be conducted from an organizational perspective. This is most suitable in the authors opinion since the research question regards management and asks how culturally diverse workforces are managed within firms. This means that the authors want to find out more information from the inside of the organizations and thus is an organizational perspective best suited for this study. Cultural diversity is, as mentioned in the theoretical chapter, a complex situation which can bring both positive and negative results to an organization. These different results vary widely and depend on both the type of organization as well as how it is managed. Cultural diversity is not clearly set to be of benefit for a specific industry or position but can rather benefit an organization in many different ways and areas. Therefore it would be interesting to research how cultural diversity is managed in diverse industries where cultural diverse people have different roles and would therefore bring different benefits and difficulties to the company. It could also be interesting to see how cultural diversity is managed in a specific type of organization but with a wider range of organizations the authors hope to find how the working society in Västerbotten deal with culturally diverse people. The result might show a wide difference between companies and how they see cultural diversity or it might show similarities between them. Since the authors have no intent to study a certain industry or compare industries to each other they believe that a wide range of different organizations will contribute with a broader view of the companies in Västerbotten. Therefore a convenience sampling has been chosen for the research. Bryman and Bell (2011, p.190, 191) defined it as “convenience sample is one that is simply available to the researcher by virtue of its accessibility” and further states that it is common method in the field of business and management. Therefore selections of the cases are based on the level of accessibility and in matching the criteria set in the theoretical background. Regardless it is needed to ensure that this choice of method might not be a guaranteed representation of the population and arrive at transferable finding in this study. This is highlighted by Bryman and Bell (2011, p.190) that even if the finding are interesting, this sampling strategy may make it harder to generalize, as the authors do not know of what population this sample is representative. Even though this method of sampling can have some weaknesses, it was the one that allowed the authors to gather the data within the restricted time and financial constraints to gather needed information.

To choose the organizations to study, it has been argued that bigger companies with more employees are more likely to have more opportunity to be exposed and to encounter cultural diversity on a daily basis. Therefore companies with five or less employees have consciously been opted out since it could be believed that they would have an especially strict selection of employees and where the employee turnover might be small. With bigger companies organizations with a more developed human resource section and clearer employee- practices could be found. Hence firms with 45 or more full time employees have been chosen. Seven big organizations in Västerbotten were selected, which are of different types. None of these
companies have been studied by the authors to check on whether or not cultural diversity exists within them. Thus the authors have kept an open mind in selecting the companies, without the selection being affected by what is hoped to be found. It can be argued that this way of selection could affect the amount and the quality of the information that is collected if the companies do not have much cultural diversity within their organization. However the fact that the organizations’ view of cultural diversity could affect the presence of it at the companies is a bigger aspect to consider. Furthermore the authors argue that organizations still have a view of cultural diversity even if it does not exist in the organization. In the same way the company could have different management styles towards this in these situations. The lack of cultural diversity could even be a result of the management of it. Therefore companies have been chosen regardless of their amount of cultural diversity within the organization in order to provide with an unbiased view of how organizations in Västerbotten view and manages cultural diversity. The selection has furthermore been conducted through a convenience sample where big companies with a head office or major part of the organization based in Västerbotten have been selected. The convenience sampling was furthermore executed in finding the organizations through Google and websites that listed big companies in Västerbotten, such as allabolag.se and the website of Umeå Kommun. The organizations that the authors ended up interviewing were Norrmejerier, Komatsu, Umiren, SCA Obbola, Umetrics, Indexator and Iksu. This selection is believed to have contributed with a mix of type of organization as well as a width in the number of employees as well as a mix in international operations.

The respondents in these organizations have been chosen to be providing with as accurate information on the topic as possible. Therefore respondents from managerial positions have prioritized, preferably with an overall responsibility. It was the authors hope that these respondents would give a better view of the organizations practices within the field of cultural diversity within their firm. Among the respondents that were interviewed four of them has been the CEO/ president of the company, one has been the general manager and the last two were human resource manager and international marketing manager. Therefore all the respondents had some kind of managerial position within the organization which made them able to give a good view of the organizations practices.

3.2.2 Data collection
The primary data from the study was collected through interviews with the selected respondents. This choice also falls in line with the study’s philosophical stance and with the research approach and design. Furthermore, this method persuades the participants to express their view on the topic in depth and helps to collect as much information as possible. An interview is a conversation that has a purpose and a set agenda over what should be addressed (Ruane, 2005, p.149). The choice of using interviews for the research was made in order to retrieve extensive information on the research, which in turn will provide a wider knowledge and understanding on the topic. The use of interview as a form of collecting information specifically suits the qualitative approach in this paper and this will bring a more extensive result than surveys would do. In interviews the respondents provide a wider explanation on the questions than surveys would. Furthermore the possibility to ask follow-up questions in this approach enables the researchers to clarify and gain further information. Focus groups could have been used as a way of collecting empirical data but more accurate information could be provided when the respondents have more privacy in the interview and the answers could be biased if other people were present for the interviews.
Furthermore the focus group is best suitable for studies where discussions are a part of the empirical data collection. Since the research question is more focused on finding out the way the organizations are managing cultural diversity and their own view of it, the choice of conducting interviews is the most suitable method for this study.

In conducting the interviews, a semi structured interview model is chosen to facilitate an in depth understanding of the topic and to collect complex data on views and management of cultural diversity. Leech (2002, p. 665) states that “It is a style that is often used in elite interviewing, as it provides with detail, depth and insider’s perspective”. Semi structured interviews is when the researchers have an interview guide with set questions but they could change the order of these or ask follow-up questions to the respondents’ answers (Bryman & Bell, 2003, p. 363). This in turn has less errors, more accurate and less probability of losing data compared to the than self-completion questionnaire (Bryman & Bell, 2011, p. 233, 234). When conducting semi structured interviews the focus lies on the respondent’s own opinions in what is important and how he or she interprets the questions (Bryman & Bell, 2003, p. 363). This is suitable when the study requires gaining the respondent’s genuine understanding on the topic within the social setting of an organization where they tend to share common attributes. In the interviews the respondent were able to express his or her own themes within the area of cultural diversity which is something that semi structured interviews allow. This has made the interviews different to each other and allowed the authors to be more flexible to find out more about the companies’ situations and ways of operating. In effect the interviewer’s flexibility is necessary to ask question in relation to the topic the interviewee is focused on (May, 2001, p.113). In studies with multiple cases some extent of structure is required in order for the researchers to be able to compare the cases to each other (Bryman & Bell, 2003, p. 366). The structure of the semi structured interviews could provide the study with a better comparison between the companies, yet it was still not too structured to hinder the research from gaining as much information as possible from these organizations regarding on this subject.

3.2.2.1 Development of the Interview Guide

The interview guide has been developed in order to keep a structure to the interviews to some extent and develop questions in order to answer the research question. This will also make it easier to compare different organizations’ results to each other. The questions have been developed in order to have a clear connection to the theories without indicating to the respondents exactly what the interview is aiming for. However it needs to be mentions that all the theories are not represented in the questions but only the ones that are directly related to the research question and the analytical model. Furthermore, advice about constructions of interview guides have been used when the questions were developed, for example from Bryman and Bell (2003, p. 369, 371). To collect quality data and increase the credibility of the study, certain principles have been followed. The development of this interview guide focused on asking the questions that are open ended and will make the respondent explain the situation at the company level, rather than respond shortly. Further semi-structured interview question should be in accordance with a specific topic or subject area (Saunders & Thornhill, 2003, p.343). The questions are formulated in line with the analytical model of the thesis with non-leading questions as not to influence the respondent’s answers. This will provide the study with more quality and reliable information from the questions. These types of questions are furthermore in line with the study’s philosophical stance of an interpretive approach with constructionist concerns. Open questions

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that explain situations are furthermore in line with the qualitative approach for the study. In addition, the major concept of the study was defined for the respondents to avoid any misunderstanding. The language used are formulated by keeping in mind its relevance and comprehensibility on behalf of the participants.

The beginning of the interview guide consists of information that the interviewees are to be informed in the beginning of every interview explaining the nature and the objective of the interview. The question on the background information was to gain knowledge about the respondents’ responsibilities and the length of the time associated with the firm they represent. This also helps to understand the exact role of the respondent in the firm and his or her managerial responsibility in managing the workforce. The rest of the questions gradually follows the analytical model and has a logical flow in retrieving information on the respondents’ and the firms’ view on the topic. The details of the questions and its justification could be found as an attachment in Appendix 2 of this thesis.

As recommended by Bryman and Bell (2005, p. 191) a pilot study was conducted in order to test the interview guide and how respondents interpreted the questions and responded to the way of asking them. This pilot study was conducted on a person who is independent and has experiences in managing employees as well as handling multicultural situations. The pilot study was recorded, as a regular interview would have been, in order to give a better possibility to analyze the answers and the reactions that the respondent gave us. After this was conducted some of the questions were revised on the interview guide in order to clarify it further in the areas where unclarity from the respondent interpretation was discovered. These questions and the changes could be seen in the interview guide in Appendix 2. A pilot study also gives an indication of the whole picture that the researchers will gain from the interview (Bryman & Bell 2005, p. 191) which was found to be satisfactional. Furthermore it gave an approximate picture of the time that the interviews would take and further helped to prepare certain amount of follow-up questions in order to gain as much information as possible during the duration of the interview with the respondents. Conclusively the interview guide is well formulated to fit the purpose of the study and gain in depth on how cultural diversity is viewed and managed in the Swedish organizations.

3.2.2.2 INTERVIEW PROCESS
The requests for interviews were made through e-mail directly to the person whom the study would benefit from an interview. This is in consideration to the respondent’s the convenience to read through the email in their own time and reply. The email detailed the purpose of the study and requesting the receiver’s participation on a 45 minute interview. The detail of the email sent could be found on Appendix 1 as an attachment. Furthermore, the interviews were planned through e-mail and additional questions after the interviews were in some cases also made through e-mail.

The interviews were about 45 minutes long and they were held face to face at a convenient location of the respondent. Most often these were held at the relevant organization interviewed, except from Indexator whose interview was conducted in Umeå University. One disadvantage of the face to face interview is that the presence of the interviewer may persuade the participant to respond in a desirable manner towards the questions (Bryman & Bell, 2011, p. 206). This factor was hard to monitor but none of the respondents appeared to have constrained themselves or
hidden their point of view on cultural diversity but equally discussed the pros and cons of all the relevant factors that affect this concept. If the presence of the authors had an affect on the information received, it was not big enough to affect the finding of this study in any major way. Still this presence provided with the opportunity to build a good relationship between the interviewer and the interviewees. Both authors took turn on conducting the interviews and took notes in all the interviews. This provided the opportunity to for both authors to not only to gain facts but also to observe the participants’ body language, discomforts or puzzlements during the interviews. Though only one author was in charge of an interview at a time, the passive interviewer often participated during the interview to develop a question or to clarify a point. This in turn enhanced the findings to be further detailed and represent both the author’s input in the collection of the primary data. This strategy can give both advantages and disadvantages, where an advantage is the fact that the passive interviewer can administer the whole process of the interview and intervene in case of issues. However, the presence of two interviewers can also make the respondent uncomfortable (Bechhofer et. al., 1984, p.97, 98). Still none of the participants expressed discomfort and this way of interviewing did not hinder any of the interviewees or the two way discussion that took place in all the interviews. Hence this strategy has complemented the study in a very positive manner. The interviews were started by presenting the authors of the study and the topic concerned as well as it was expressed in detail that the interview is entirely voluntarily. Further the respondents were offered the opportunity to be anonymous and their consent to have the interview recorded was asked for. The recorded information largely contributed to formulate the empirical findings of this study without leaving any doubts on what was discussed during the interview.

3.2.2.3 ACCESS AND LOSS
Access refers to the researcher’s ability to obtain access to information and data in the research process. This essentially refers to the ability to access during the conduct of an interview. Thus it is within the number of organizations that has been contacted for this study not all of them agreed to an interview. Eleven companies was contacted from which seven agreed to be interviewed. One did not answer while three answered that they did not have time to meet in the nearest following weeks. Since the time for the study was limited the companies could not compromise a time with these people farther ahead. Furthermore, the person contacted at Norrmejerier, the CEO, also turned down the request for an interview but suggested that their HR-manager was contacted instead and consequently the authors got the opportunity to interview him. Though he was not the primary choice of a participant at this organization, still was able to gain good information and even a different perspective on the topic from human resource point of view and thus was suitable to answer the interview guide. Furthermore the interview with the sales and marketing manager at Komatsu who were in the same way in a suitable position to answer the questions. The fact that the respondents have had different job titles has worked to the advantage of the study. Because of this the received information of the subject of cultural diversity within their organizations from different point of views but still not too different that it will affect the credibility of the answers but provide an overall organizational perspective. This is argued since it is believed that the respondents that were met with were all at a higher managerial level and had clear insight on the topic of cultural diversity within their respective organizations.
3.2.2.4 Secondary data

In addition to the primary data, secondary sources have played a critical role in enhancing the quality of this study. This in addition this has been the source of new knowledge on which the theoretical background of this study grounded on. In order to gather information on the subject area of cultural diversity and previous research done about the subject various sources were used. The scientific articles used in this study were found by the use of keywords and combinations between these to find suitable articles from Business Source Premier through university library, books and other online sources. Some of these keywords were; culture, managing culture, culture in organizations, cultural strategies, multiculturalism, cultural diversity and diversity in organizations. Such access has largely contributed towards this paper’s in building a good foundation on the study and the literature review. Adler’s research and finding is one of the major contributions in this study. She is a well- respected professor of organizational behavior and cross- cultural management who is a pioneer in the area of international organizational behavior (Adler, 1997 p. ix and the cover). Swedish Statistic Bureau (SCB) is another source of statistics that supported the study all throughout this paper during the discussion of cultural diversity in Sweden. Additionally in collecting the primary data, number of secondary sources was used to learn more about the organization participated in the interview beforehand. The company websites helped to prepare for each interview, while being aware of the fact that the information available in these websites is biased to the respective firms. Some of the references used in the theoretical chapter can be argued to be outdated. However believe that these theories are still valid since the explanation of cultural diversity and its effects is a subject that is not depending on the time nor is fast changeable as for example technology is. Another reason to why these references are valid are the fact that they still today are used and referred to by today’s researchers in the area of cultural diversity. This means that researchers today also see these theories as still valid.

3.2.3 Data analysis

After transcribing the recorded interviews these were combined with the notes made during the interview in order to formulate the empirical findings of each organization. In order to reduce the misinterpretation the information was transcribed closely in relation to each of the interview conducted. This has subsequently facilitated the authors to organize the empirical data in a way that contributes toward the analysis (Heritage, 1984, p.238). At the end of the empirical chapter all the findings are briefed in short to summarize the whole chapter. The gained empirical data was analyzed with the theories gathered and described in the theoretical chapter. As discussed the recordings of the interviews contribute to the credibility of the study since errors in memorizing and misunderstandings are minimized. The recordings were furthermore only used to conduct the empirical and analysis chapter. Furthermore, no one else than the authors have had access to these interviews. Still it needs to be pointed out that some respondents were quite repetitive in the answers and did go off the topic during the discussion. Therefore the empirical chapter does not reflect all that is stated and discussed but everything that is relevant and gave new insights on the topic is included. This choice is supported by Bryman and Bell (2003, p. 381) who states that it is worth listening to the interviews a few times and transcribe the relevant information than including it all. The gathered data was then analyzed all throughout the interpretation of the respondents’ view on cultural diversity as well as how they explained that they managed the concept. The authors acknowledge that this research is investigating how the respondents say that they view, act or would act which could be different from the reality. It is hereby emphasized that
this should be kept in mind when reading the analysis. Furthermore, this analysis is based on the theories and the analytical model designed in the beginning of this study. The analysis consists of two parts, first the companies that participated in the study were analyzed separately and subsequently together in a comparative way. The comparative analysis chapter in turn is structured and analyzed reflecting the analytical model and the major theories discussed in chapter 2. This analysis furthermore leads to concluding the study with developing the analytical model and recommending management and theoretical implication as a contribution of this research.

3.2.4 Reliability of the Thesis

In qualitative studies an evaluation of the reliability of a research is argued to be different from a quantitative study (Bryman & Bell, 2011, p. 411). This could furthermore be made from credibility, transferability and dependability as well as confirmability (Bell & Bryman, 2003, s. 306). It will further be the base for some of the arguments about the reliability of this research below.

Firstly it can be stated that throughout the study choices have been made to conduct the research in ways that are suitable for the research question. The organizations have, from the convenience sample, been selected in order to give the study suitable facts that are consistent with the purpose of the study. Since the purpose of the research does not focus on a specific industry, several different organizations have been considered suitable. From the organizations that were selected, in the manner explained earlier, the respondents that have been contacted have been selected in terms of whether they have a position that makes them the right person to answer the questions, something that is important to consider in a study (Grønmo 2006, s. 126). This in turn contributed to the ability to state the information as trustworthy (Grønmo, 2006, s. 126).

Qualitative research is sometimes criticized to be too subjective and that it can easily be affected by the interviewers own thoughts and opinions about what is interesting (Bryman & Bell, 2003 p. 318). This study could be facing this issue since a semi structured interview approach is used which gives the authors the possibility to ask follow-up questions that are not necessarily planned ahead. However, critique can be made about the unplanned questions to be affected by the relationship between the respondent and the interviewer as well as by the interviewers own interests (Bryman & Bell 2003, p. 318-319). This could mean that the result that is represented in the findings is influenced by the respondents’ way of seeing the truth. This issue would lead to the fact that the research could be difficult to replicate (Bryman & Bell, 2003 p. 319). Furthermore, this risk is minimized through making sure to give the respondents the same opportunity to give their picture of their situation and ask them the questions in more or less the same way. This will strengthen the confirmability of this study. Furthermore the authors have as far as possible both participated in the interview in order to get two points of views in the interpretation from the interviews. In this way they have both had the possibility to ask follow-up questions which further decreases the risk of something being missed or forgotten. These follow-up questions have to some extent been similar in the interviews with the different companies in order to increase the transferability of the study. However they have also been dependent on the answers that the respondents gave, in order to reach accurate information about the separate companies. This is of importance since respondents easily can talk beyond the subject which makes it important for the interviewers to stick to what is important (Grønmo, 2006, s. 126).
will furthermore strengthen the dependability and credibility in the research through making sure that the research has been conducted in the right way. Furthermore this fact has also decreased the risk of the researchers own opinions being identified as the truth and therefore the result became more accurate. Another support for accuracy is the fact that the interviews were recorded in order to get as a correct outcome from the interviews as possible. Furthermore the credibility can be questioned through the fact that transcriptions of the interviews have not been presented to the respondents (Bryman & Bell, 2005, p. 307). This has however been a conscious choice of that reason that it would open up to changes and reconstructions from the respondents’ side. In these cases the results would become less accurate from spontaneous answers. If the respondents were given the chance to change their statements the answers would be affected by thoughts about the interview that had come up in retrospect. This could mean that the end result from the interviews would be more biased towards the “right things to say” rather than the spontaneous answer to how things are in the organization.

Regarding transferability, it can be seen that the study could be used in many different situations since a big range of different companies are used. Therefore this research is not limited to a specific industry or situation and has a wide transferability. Furthermore, the transferability is affected by the number of respondents which means that the transferability would be greater if more respondents were participating. However, the number of organizations in the study can still be seen are sufficient for showing the situation in Västerbotten today.

3.2.5 Ethical Consideration
Ethical issues in research relates to how the respondents were treated during the research and activities which the researchers should or not engage in their relations with the respondents (Bryman & Bell, 2011, p.122). It is usually defined as the codes and conducts within which every researcher should conduct the research. According to Diener and Crandall (1978, p. 15) the four common ethical principles includes; whether there is harm to participants, lack of given consent, whether there is an invasion of privacy and any involvement of deception in a research. The most critical and obligatory aspect is to respect and protect the interest of the research participants, as such maximize potential benefits and minimize the potential risk at every step of the way (Iijima, et. al., 2011, p.536). During the conduct of this study all the major ethical concerns are thoroughly addressed and followed by the authors. Initially the participants were contacted via email by informing the background of the research and requesting an interview. In some instance the interview guide was sent to the respondent in advance at their request so they had the knowledge of what questions would be asked during the interview. The interviews itself were conducted at the participants office or their selected venues, as such made them very comfortable to participate. At the start of every interview all the participants were informed of and given the choice to refuse to answer any questions that they were not comfortable with or if they wanted any question clarified during process. Similarly there were given the choice of being anonymous and the authors received the full consent on recording the interview for this study. Though all the participants gave their consent to disclose their identity, the names of the participants are not mentioned in this study in order to keep their privacy. This was a morally decision by the authors since the respondents did not know how their answers would be analyzed in the study. The interview itself was conducted without any deception and invasion of privacy on behalf of the participants, hence none of the participants were deceived into taking part in this research and were fully aware of the study and its purpose. Likewise the participants are aware of their identity.
and the information shared being disclosed in this thesis. In addition potential risk of any corporate influence on research is non-existent as the authors are solely associated with the Umeå University. All third party materials that have been used in this thesis are properly acknowledged and referenced. Similarly the authors have strictly followed all the required guidelines of the thesis manual to avoid plagiarism on every step of the way.
4. EMPIRICAL FINDINGS

The data collected through the interviews conducted with the organizations are presented in this chapter. The findings are presented under similar subtitle in each organization for the convenience of comparing the data in the analysis chapter. The data is divided in each company under the following sub headings, company background and cultural diversity: consist of company background and the presence of cultural diversity in the firm; Firm’s view on cultural diversity: expresses the organization view; effects of cultural diversity: identifies the firm’s perceived effects of diversity that leads to identifying their specific approach in managing it; managing cultural diversity: described the firm’s current practices of managing the effects that it addressed in the interview. Furthermore, the company background section is also derived from the interviews with some few exceptions. Even though the interview guide does not include a question about the company, all respondents described their organization for us at some point or another. All these sub division directly or indirectly represent the analytical model of this study and the finding are organized accordingly.

4.1 INTERVIEW WITH IKSU

4.1.1 COMPANY BACKGROUND AND CULTURAL DIVERSITY

Iksu is essentially a sports association that was grounded in 1959. It was started by students but is today an open non-profit organization which means that everybody can become a member of the company. The sports association owns a joint-stock company that is called Iksu hälsa AB. This company operates other parts of the organization like for example rehabilitation and recreation and to some extend café and conference. Everything that is not free of value-added tax is handled in this joint-stock company. The sports association together with the joint-stock company operates three facilities; Iksu sport, Iksu spa and Iksu plus. Iksu sport is the biggest on approximately 22 000 m², which is regarded as the biggest in northern Europe. Iksu totally has 22 000 members and everybody with an Iksu card is a member of Iksu. There are about 70 people working at Iksu (both the association and the joint-stock company together) which include the permanent employed staff with 50% or more employment rate. In addition to this Iksu have many hourly employees and remunerated leaders who are working as instructors or in reception as Iksu have long opening hours. These people are about 200 more in addition to the 70 permanent employees. Iksu furthermore have 16 sections that include much voluntary work. The association and the joint-stock company together have a turnover of over 100 million Swedish crowns.

In this organization the interview has been conducted with the CEO for the joint-stock company and sports director for the association. She has worked at Iksu for three years and was recruited to this position. She has the main responsibility and responds to two boards of directors (one for the association and one for the joint-stock company). The respondent has furthermore eight leaders who report to her and together they set the strategic plans and work with the budget for the company. She furthermore leads and delegates work and is active on a very general level. Iksu does not have many different nationalities in their group of permanent employees but there are more in the group of hourly employees. She do not know how many people they employ with different cultural backgrounds but guesses that they have around 10% within the group of leaders and instructors but less in the other positions and where it exists there are mainly people from the
Nordic countries. The respondent explains further that Iksu have one board member from Wales and one from Finland.

4.1.2 The firm’s view on cultural diversity

The respondent explains that Iksu has many members and customers who have other cultural backgrounds. She continues to explain that all of them are not exchange students from the university. “From our 22 000 members, about 6-7 000 are students. The rest are residents of Umeå, and many of those that live in Umeå have culturally diverse backgrounds”. She also explains that they have occasional visitors of which some are culturally diverse. The respondent says that they do not have any statistics on the origin of their members but this is how she experiences the situation.

According to the respondent it is a given that Iksu should have leaders and instructors from different countries since they have members from different countries. Therefore it is good to have leaders that can speak other languages. “That is really our clear and expressed policy, that we should have male/ female, short/ long, older/ younger, thin/ thick. We should have every type of people so that you see yourself in us. You should not only see young 22 year olds in fit bodies but we have on purpose recruited people that do not have this appearance.” The respondent continues to explain that this is also something that they focus on when they advertise in brochures and online. Also the clothing should vary so people “do not feel that they have to look in a certain way to be welcome here”. This has in many years been an expressed focus for Iksu.”We even recruit group instructors that are older than 50, it is great if we find any”. The respondent concludes that they want to hire people that are not just different in culture but it could also be that they look different, and emphasize that it is all because that everybody should feel welcome at Iksu which should also show in reality when they get there. “Sometimes we change the language in the lectures to English when the instructor notices that there are many people from different countries.”

The respondent experience that they would like to have more cultural diversity within the organization but it is not easy to find. “We do not disregard people but rather we would like to see more people with cultural diversity to apply for jobs here.” She says that this might be easier to find in the future since the city is growing. Furthermore the industry does attract many different people. “It doesn’t matter where you are from, Iksu can be fun anyway. Therefore it is an easy industry”.

4.1.3 Effects of cultural diversity

The respondent explains that Iksu is working together with other companies within the industry in other countries. Here she sees that it is very clear that they benefit a lot from each other for example with shared experiences. These are mainly cooperation within the Nordic countries but they also make visits to other places around the world for example in the USA, Italy and Spain. However they only have continually contact with companies in Finland, Norway and Sweden and to some extent Denmark. The contact with these companies is through a voluntarily cooperation with. “We do not compete with each other since we are located at different places and that is a reason to why we can benefit from each other without having to be afraid of business ideas being stolen.” She talks about the inspiration meetings they sometimes have in different places. “When
we meet and bring our instructors there is a very multicultural situation.” “I would say that we then have nationalities from all around the world. Which is an incredible joy and inspiration”.

Regarding the effects of cultural diversity the respondent says that “I am of the opinion that it contributes with many positive things. You develop and get many new impulses from other directions while you get very narrow point of views if you only have one kind”. She continues to explain that you will develop through sharing experiences. the respondent explains that in the interview “I do easily include the topic of other things than culture, like age and gender and everything but I think it is the same thing, that in a workforce you benefit a lot from being different, generally”.

The respondent thinks that cultural diversity brings positive things and when she is asked if Iksu have experienced any challenges or negative aspects she simply says “No, not that I know of”. Further on in the interview she says “the only situation when experience that we encounter a problem is when we have visitors from different cultures that require that we adjust certain things that we do not have any possibility to do. For example could Muslim women want to be in the pool and asks us to hang drapes for the windows”. That is when these cultural differences are noticeable but that doesn’t make a difference, according to the respondent. Usually it contributes with positive things. the respondent further explains that some people do not want to be in the sauna without swimming suits which is a rule that they can’t change since it can be cancerous. “That is some specific situations that can be tricky to handle and explain”. She explains that Iksu handle this though explaining that they cannot do anything about it but they could try to find different solutions for the problem. This could for example be that you can try to find other types of clothing to use in the sauna. However these situations are very rare.

4.1.4 MANAGING THE CULTURAL DIVERSITY

The respondent explains that the language could be something that you need to adapt when you have multicultural encounters. She says that it is harder and requires more effort than when you can speak your own language. “But that works. It might be tough for people to give lectures in English but that is not a big problem”. Other than that there are not many things that needs to be managed. “To some extent the food but otherwise it is very simple”.

When asked about how Iksu makes sure to benefit from cultural diversity the respondent hesitates and says that the meetings they have with companies from other countries are arranged in that way that you will benefit from each other and that you will have a mix from different concepts to choose from and try. “That is how it is stimulated, to show what exists and that you can choose from it.” She says that it is the same way locally regarding Iksu’s own employees. Sometimes they also bring in inspirational leaders to Umeå. “It is always exiting to meet people from other countries; we try to have knowledge about the environment around us and what others do. Therefore it is very natural that you look for people from other countries that can something that you want to spread further and inspire”.

When asked about how Iksu relate to the fact that people from different countries are used to do things differently the respondent answers “in their profession that is what we are looking for. When it comes to social rules nothing is different. I have not experienced a situation that is difficult regarding that but it is a social interaction that needs to work in the ways that it does here. You cannot come here and turn the place around, which people don’t do either”. the
respondent have not seen a need to adjust policies and procedures to cultural diversity. However they do have policies and guidelines for recruitment of people from different categories for the reason that everybody should feel welcome at Iksu. That is something that people learn when they start working at Iksu. The respondent sees the outcome of cultural diversity to be one reason to their success. “I think that it is one of the reasons to why we have grown to be so big because many people come here”. “I think you can see in our entrance that there is every kind of people there. You also hear many different languages.”

4.2 Indexator

4.2.1 Company Background and Cultural Diversity

The company was founded in 1967 and located in Vindeln. Indexator is the world leading manufacturer of rotators that is a hydraulic motor which permit to rotate and harvest from the ground. The company produces rotators for forestry machinery, general cargo, materials handling and recycling equipment (Indexator, 2013). The respondent is the President of Indexator, rotator systems, and has been part of the firm for 18 years with one year in the current position. Thus he is responsible for the whole company. Indexator in total has 225 employees and the rotator system that he is in charge for has 118 employee currently working. The firm sells in 40 countries around the world wide, hence 75%-80% of the incomes come from exports and the rest in the domestic market. Currently the cultural diversity is represented by less than 5 people within the organization and but the company has several international sales offices through its sister company.

4.2.2 The Firm’s View on Cultural Diversity

The firms’ lack of cultural diversity within the organization is because most of the employees are from the surroundings of Vindeln, where not too many other nationalities live. Most of the white collar lives in Umeå. Instances when other countries reach the organization are often for the reason of representing the firm in foreign markets. In recognizing the fact that different cultures do things different, the respondent stated that the firm needs to “realize that it is the situation and it is natural and nothing that we bother about”. He further stated that it just not the difference in national culture but also could be “personal or business cultures”.

The policies and procedures of the organization include in newly created Indexator philosophy with series of seminars to implement it. This includes how they view leadership, set of priorities and principles, employeeship, long term commitment, constant development, gender equality and cultural equality. Company culture is very important for the success of the organization in the long run. It also makes people value work and increase job satisfaction and create a positive culture. Still the firm would prefer to attract more women and has participated in the Vinnova project to increase the equality. Hence Indexator conducted workshops, trained supervisors and employees, changed its culture, changed its advertising on recruitment and pictures on the wall and reached the goal of double the number of women in the workshop. It has eventually won the gender equality award last year. Still they ended up losing their jobs when recession hit, still they were recruited back when the organization is back on track.
4.2.3 Effects of Cultural Diversity

Cultural diversity affects the company in many ways and gives a “positive injection” for the company. If the firm wants to develop and be global the firm has to “accommodate cultural diversity”.

A major challenge of diversity is that it’s hard to “communicate due to language problem” and it can also be that “we think differently though not on a daily basis”. Most often its issues in delivery, technology or price negotiations etc. “People in different cultures act differently due to their personal differences, company culture and country culture” or it could just be a blend of everything. He further stated “even Swedish companies could be different sometimes and act strange” and it could be the opposite in a foreign culture. In looking at the difference in management and decision making” “Sweden is more decentralized than expecting the top management to make decisions” in a centralized operation. There are also differences in sense of “timekeeping” in different countries. Other differences such as exclusivity in product supply, attitude towards technology, how people value steel and iron and value of smart technology are part of business cultures that is “quite conservative compared to Scandinavia”. Scandinavia values smart compact technology than Northern America and some part of Europe, hence very “open to new technology”.

Though the firm is not very culturally diverse at the moment, in the long run it needs to be open on how to get the right competence in the organization and eventually more diverse by opening up other branches. Still the respondent stated that it is not a necessity today as the organization has adequate sourcing from the local market. Nevertheless it might not work in the long term as they need to be in par with the tempo of the big players in their product development and have people with similar skills.

4.2.4 Managing the Cultural Diversity

The challenges that are brought by cultural diversity are often managed through communication between relevant parties involved. Sometimes the “customers can be very rude and unfair with their criticism”. In these instances it affects the organization in a negative manner, still stressed that it all depends on the problem and the atmosphere. “You can’t handle every problem in the same way” but it is important to be prepared. If there is a difference in opinion, “people have to explain their position, reason for its happening and how they intend to take care of it”. Most often the solution can bring very “positive outcomes out of conflicts” if it is handled professionally. Customer might be unfair but “we might have done something wrong as well”. In even the negative atmosphere within the organization due to their issues in international diversity, the respondent often gets involved, “too much emotions or anger in the office and you need to calm them down and make them think more rational”. This creates positive outcomes if the problems are handled well could create lot of potential and come out higher in quality. “Problem is not always bad just because it’s challenging and you learn something from it”. “It could be that the customer has a point and we need to improve our processes and how we do things”.

The outcome of the cultural diversity has made the “people and the organization to become more open minded and flexible”. A reason to why Indexator’s philosophy was introduced, trained and
maintained the view and values is because they “see it as an asset”. He agreed that during their process of planning and implementing the strategic activities in the organization, cultural diversity does not have a focus but still “it can be part of a problem and it could be looked into in the future”. As part of the “Indexator philosophy this concept could be expanded to attract people from other countries to increase the competence, but so far it has not been”. Priorities are currently more concentrated on strategic activities than cultural diversity.

4.3 KOMATSU FOREST

4.3.1 COMPANY BACKGROUND AND CULTURAL DIVERSITY

The firm was established in 1961 and the head office is located in Umeå and currently owned by Komatsu Ltd Japan. The firm manufactures and sells forestry machinery that is highly specialized in mechanized logging around the world (Komatsu Forest, 2011). It has in total 1300 number of employees out of which 1000 of them are present internationally with the knowledge of the local language and culture as such representing different nationalities in Komatsu. At the Swedish base the firm has cultural diversity at the management level with the CEO and the Controller from Japan, few other nationalities at the factory and assembly line level. The total number of culturally diverse employees at the local level is estimated to be less than five. The International Marketing Manager of the firm and have been a part of Komatsu for 32 years. He is in charge of the global marketing and manages all the firms’ direct sales offices in major forestry focused countries around the world. This also means that his responsibility is more international in managing the cultural diverse workforce than local.

4.3.2 THE FIRM’S VIEW ON CULTURAL DIVERSITY

The respondent related to the view that culturally diverse people work in a different ways, being that it might be the “correct way of doing it in their culture”. He still emphasized on the attitude of compromise as being “give and take from both ends” between different cultures. At the same time he emphasized on the fact that travelling and moving out of the bubble helps people to think broad instead of being culturally blind. As such Komatsu would have been different if they have not gone overseas, they would not have faced many challenges and would have been less flexible. This has even influenced the traditional Swedish attitude of working only between 8-5, hence the global attitude is speeded all through the organization and “It opens up everybody to be global”.

Komatsu’s policies are essentially highlights positivity in attitude, no discrimination on sex and color etc. He further highlighted that they would prefer to have more gender equality in their firm as the firm has more men than women. The procedures on meeting deadlines needs to be stressed on following the Swedish and the Japanese way of meeting it on time instead of leaving space for delays in specific culture. Still the respondent stated that it can never be achieved to perfection but hope to achieve a closer deal. “As such everybody needs to follow some rules” in terms of whom the management is and what is expected of them.

4.3.3 EFFECTS OF CULTURAL DIVERSITY

According to the respondent “Language is the major challenge” as everybody are not familiar or comfortable in English. Communication hence becomes an issue and creates miscommunication,
though he states that “It could be culture but mainly it’s the language”. There is also the difference culture between the operations and head office in terms of the approach to work, where “Cultural difference in terms of Brazilians working in Brazil who know the conditions better and has hands on experience in the field than the Head office based in Umeå”. It was stated as challenging to guide and work in these different scenarios and in turn affects how the organization operates and accommodates the difference in culture around the world within the forestry industry. Another challenge is the sense of time perceived in getting things done, which is being different from Swedish way. “Swedish tend to be very organized and use to doing everything on time and it is a problem when it does not work according to the planned schedule in other countries”. Thus the major difference being the expectations on the sense of time on when the work is to be done creates conflicts.

In terms of the effects of cultural diversity the respondent refused to agree that the cultural diversity is a “Disadvantage but more as a challenge”. He preferred to state as being more difficult and challenging than as a disadvantage. It was seen to bring “mixture of point of views” that creates broader view for the firm and contribute towards “development and make it more interesting” than having any negative effects on the firm. The respondent stated that firms “need to be aware of cultural diversity and learn how to handle it”. The positive side of it is the “different point of views” that diversity brings in. He further stressed that people can’t assume that everybody thinks the same way and a company needs to be open and should have a global point of view and learn from different cultures.

4.3.4 MANAGING THE CULTURAL DIVERSITY

“The management should know that the company is working in a global industry and should have a global attitude”. The respondent further states that the firm would not be “popular” if they are to impose and think “Swedish is the correct way of doing things”. The firm currently has Japanese style of management with Swedish workforce in Sweden. Stressed that” awareness of the difference” is necessary in managing it. The respondent highlighted that “managing diversity should add value by adding different views and creating synergy instead of influencing them to be one”. He stated that the well managed cultural diversity “creates competitive edge”. Never impose the “management way of doing things” still he stated it cannot be totally diverse either. It’s important to manage these differences instead of opposing them, as he stated “Don’t fight them”. As Komatsu is under Japanese management there are certain procedures needs to adopt according to their rules such as reporting etc. Still he emphasized that the operations are more flexible to accommodate cultural diversity than at a management level. The respondent further established that in managing cultural diversity a firm could either “Skip it, work with it, fight with it or accept it”. At the same time he also stated that its “hard to get some structure” on how it should be managed. Still said no firms should “fight” cultural diversity and it should never be considered as being “One plus one is one”. It’s not acceptable as firms might miss a lot of things and loose the possibilities to see it from different angles and background. Hence the firms need to make use of the differences instead of “fight it or streamline it”. Thus in managing cultural diversity the firms should “take the best and skip the rest” while managing it to be successful. The outcome of cultural diversity has bought the firm development and expansion in various markets for the organization. New markets also make the firm learn more and adjust towards it. This creates more possibilities to develop as an organization, which also affects and develops all the levels of the organization and necessitates the growth and adaptation.
4.4 NORRMEJERIER

4.4.1 COMPANY BACKGROUND AND CULTURAL DIVERSITY
Norrmejerier is an economic union who is owned by milk producers in Västerbotten, Norrbotten and Ångermanland. The company collect, process and market milk-based products. Their focus is to pay as much as they can for the milk that they get from their members which is what they are compared on with other dairy companies. Therefore it is the shareholders who have the main decision making responsibility. The members chose a board of directors who chose the managers who chose a CEO. The respondent for the interview is the HR manager and therefore also a part of the management team. He works with recruitment as the representative of the employer and also with making sure that the people in the company develops in a good way. He explain that the focus lies on strategic issues, consulting issues as well as service for the employees but a lot focus goes to development of competences and skills. The respondent has worked within the company since 1994 and was recruited to the job he has today. He has also worked as a HR manager at other companies before he started at Norrmejerier. Norrmejerier have around 490 full time employees and about 100 temporary workers. the respondent estimates the number of cultural diverse employees to be around 15–20 people within the annual workers. Most of these are working in the production but they have also had managers from other Nordic companies. A small number of Norrmejerier’s income comes from export to other countries, about 3% is the estimation that the respondent gives us. The main export goes to the Nordic countries.

4.4.2 THE FIRM’S VIEW ON CULTURAL DIVERSITY
The respondent explains that the reason to why they have a cultural diversity within the workforce is because they were seen as the best people for the positions they were looking to fill. “I cannot say that we search especially for people from other national cultures but we gladly recruit them but that is another thing”. The respondent explains that it is better to have diversity not only in culture but also with men and women as well as with people with some kind of disability and that their business should represent the Swedish society regarding this. Norrmejerier have an equality treatment plan which they do not want to call a policy but it is created to encourage diversity. This include that you create conditions for different people to work at the company even though you have a handicap, are from a different culture and regardless of whether you are male or female, and young or old.

When different ways of doing things in different cultures are discussed the respondent explains that within the factory, that cannot be tolerated. Since they conduct business within the food industry there are very strict rules and regulations to be followed regardless of which country you are from. Within the management position it is important to learn from each other but when you deal with a product you have to follow a recipe, you cannot improvise when you produce a product. “Otherwise it is a learning process; we do not think we know best”.

The respondent says that he saw a name of a worker in Luleå that seemed to have a Spanish last name. He further discusses that cultural diversity might feed more cultural diversity; the person knows someone and brings other people from similar places. the respondent thinks that cultural diversity will increase within Norrmejerier in the future even though it is not a clear strategy. The
reason according to the respondent is because cultural diversity is increasing in the society when people travel more and meet more people across borders. This is rewarding but not necessarily always better, the respondent continues, but you will always learn something.

4.4.3 EFFECTS OF CULTURAL DIVERSITY ON ORGANIZATION

The respondent explain that he thinks cultural diversity within Norrmejerier has a big effect on the company. The language does according to the respondent not become an issue. Since they are dealing with food you have to have great knowledge in Swedish in order to follow the rules. There is no tolerance for errors since you could really hurt people when it comes to food. Norrmejerier have for example made formula for babies where things just can’t go wrong.

The respondent explains the differences that Norrmejerier sometimes encounters when having a cultural diverse workforce; “The people that we bring into the company, in the cases where I have met them, now I generalize, but there are harder demands that you should do your part (göra rätt för sig). This could create a conflict”. He continues to explain this with a situation where an employee with a different cultural background is pushing the Swedish co-worker to the extent that he thinks she is irritating while she thinks he is lazy.

When the respondent is asked about when they had managers from Finland he explain that it worked well, “that part is more straight communication and more… everything I say becomes generalizations but from our side much more dialogue and much more satisfaction”. When it comes to other countries Norrmejerier exports some to USA but very little. There are different cultures there and the respondent mention the legal differences where you have to be very careful not to get sued. There are differences in culture in that sense that you are very polite in USA and say nice things but that is not necessarily connected to the intent to make a deal.

4.4.4 MANAGING THE CULTURAL DIVERSITY

“I think personally that it contributes, peoples’ different ways of seeing things”. The respondent explain that you will gain from cultural diversity generally if you are prepared for it. However it is not enough to just hire culturally diverse people. He explains that you need to create a good climate in your company which he emphases several times during the interview. This is done through being open and tolerant. Norrmejerier have a program that they call “att verka och leva” that is a long term approach where you learn that people have different views and one is not more true than another. The respondent explains this through stating “there is no truth, only perception”. If you are curious and open minded you could learn from others’ views and interpretations. It all comes down to your openness and attitude. The theories are not difficult, many people understand this but there is another thing to do it. Furthermore both the people at the company and the cultural diverse person need to have an open approach. “If someone says something that you do not agree of, instead to say ‘That is stupid’, you say ‘How interesting, Since you are a wise person you obviously understand something that I do not’. To understand why people see things differently both of the parties need to be open, that is when an interaction is created. “First you should try to understand, rather than get understood. The problem is that usually both parties try to get understood first, at the same time. And then it won’t work”.

Conflicts that arise in these situations are solved by talking to people. It is a good idea to ask “what is good, what is not and what do you think that the other person would say about you?”
and after that an agreement is made to how the behavior could be changed in order to approach each other differently. It needs to be managed. “People focus a lot on being satisfied today but if you are satisfied you do not necessarily make things happen”. By this the respondent means that if you are satisfied and relaxed, you will eventually become dissatisfied because the world is changing. You have to correct things and live in the now and try to understand the world, otherwise you become dissatisfied. This is something that is necessary within Norrmejerier.

Norrmejerier have generally had a good outcome from having culturally diverse employees. This will according to the respondent bring different views to the company. “If I am willing to listen and to take in information then synergies will be created and one plus one does no longer equal two but can become three, four or five. Because if you have an idea that you think is good and I have one that I think is just as good, then it might develop a third thing when we put these together”. He further explains that this is not compromising, it is diversity. The respondent further states that this also regards young people and old people and male and female. “I do not want to agree with the statement that men are from March and women from Venus but when you do, that becomes the truth and I do not believe in that. I rather search for similarities than differences”.

When the respondent is asked about the result that cultural diversity has given Norrmejerier he explains that he haven’t thought about it and there are no visible data that shows it. Personally, the respondent thinks it is rewarding and states that “if you want to do something that drives us forward, your own picture is not enough, you need to include others and if you can include many then that is the best”. However that is assumed that you have a suitable approach for it, you do not get things without giving.

4.5 SCA Obbola

4.5.1 Company background and cultural diversity

SCA Obbola is a part of the SCA group. This mill works within the business area of forest products which accounts for about 20% of the SCA business. There are more or less only Swedish industries within forest products today. There are different divisions within this area; the pulp division that produces pulp for market and the publication paper division that produces newsprint and printing grades for magazines and advertisements. SCA Obbola work within a third division which is kraftliner, and they are producing the raw material for corrugated boards and boxes, more specifically the outer layer paper of corrugated boards. SCA is also the second biggest saw mill company in Sweden as yet another division. About 80% of the products from SCA are exported, therefore a big part of their employees today are salespeople.

The respondent from this company is the CEO at SCA in Obbola. He describes his position as being overall responsible for everything in the company. He has worked at the company for more than 20 years. He estimates their number of employees to 300 and the number of employees with cultural diversity as less than ten, if you count Finnish people. There are about 20 people working with SCA Obbola products outside of Sweden. SCA has sales companies in Germany, the UK, France, Italy, Benelux and the Nordic countries but they do also have agents that are working in other countries like for example Turkey, Spain and some of the eastern European countries where SCA is not as well represented.
4.5.2 THE FIRM’S VIEW ON CULTURAL DIVERSITY

Because of the low number of employees with culturally diverse backgrounds, the respondent explains that he doesn’t think that cultural diversity is represented at all in his company. The respondent also reflects over the concept of cultural diversity; “if someone comes here from 60 kilometers east of Obbola, from western Finland, it is not as easy to consider him as a foreigner of another country. “They are talking fluently Swedish and they are very Swedish. They have kept more of the Swedish culture than we have.”

The reason to the low number of cultural diverse people in SCA Obbola depends on the low number of employee turnover, according to the respondent. He says that they only have around 1-2 percent turnover which means that they do not take onboard many new employees each year. The people they hire tend to stay for a long time and therefore there is not a big opportunity to get new people since few new positions open up. When the respondent is asked why they have culturally diverse employees, he says that they have been best qualified for the job. He also explains that there is a law in Sweden that says that if you have a foreign applicant for a job and a Swedish applicant that is just as good, you cannot chose the Swedish person because of the culture. That rule also applies to male and female workers; the group that is least represented as long as the requirements for the job are there. Furthermore, the respondent states that there are the skills that determines who gets the position. “Here you might need school and training with could be something that people who go here might not have or it might not be their first choice for education”.

The respondent hesitates when he get the question about the outcome that cultural diversity has brought the company and say that he haven’t reflected about that so much. However, he says that he has learned a lot by dealing with different cultures. Regarding cultural diversity in SCA Obbola in the future, the respondent says that it depends on the area since they employ people from the local area close to the mill. “There might be some special jobs that we have to recruit from a bigger area. For example my position and other management positions since there are less selection to choose from in Umeå.”

4.5.3 EFFECTS OF CULTURAL DIVERSITY

The respondent experiences that they sometimes have cultural challenges with the salespeople in the different countries where they have sales companies. “You can see that the cultures are very different in all those countries that we have represented. You have to take different approaches to customers and also to the SCA people, you can see big differences between Nordic countries and Italy. It is as far as it is geographically”. He explains that this has affected the organization in that way that they have to make compromises and need to understand why people behave different in different situations and in different countries. He tells an example that if you tell an Italian to do something and they accept it, it might still not be done in three months but if you tell a Scandinavian to do something it is done by tomorrow. They will further explain what they have done and what the problem was and how it is solved or what needs to be solved further and plan for it.

The respondent explains that different sales teams get the same instructions but do things differently, “you have to be aware of implementing this in some countries is one process and in
another it is a different process”. He says that there are noticeable differences between the cultures in for example Spain and Italy. “They start working a different time, they go home from work a different time and they have a different lunch approach so that is the way they do there. They work in that culture.” If they come to Sweden to visit then they adopt to the Swedish ways, however they usually have a specific schedule when they come here.

The respondent thinks that the situations that cultural diversity encounters create in the organization are positive “because it is real life and you have to learn to deal with it”. He explains that it would be stupid to only think in your box and only see problems in selling to other countries since 80% of SCAs products are exported. “Then of course I could say that we close the mill and we don’t have anything to do anymore and we close this business.” The respondent explains that it is difficult to compromise internally in the mill. He tells about one example where a woman from another nationality wanted to compromise her working hours. “If you are working as an engineer and you are working a lot, have a lot of planning and is responsible of how you are working. You don’t have to be depended on your team when you are working but if you are working in the mill you have the team to work with. Working times for example are something that you can’t compromise.”

4.5.4 MANAGING THE CULTURAL DIVERSITY

Even though SCA Obbola does not have much cultural diversity in their workforce they do focus on the issue within the company. They have a sustainability policy and a code of conduct that is a push from the top managers at SCA. Culture diversity is big within the whole company, for example it is more represented in Germany, and it is an important question. The code of conducts tells people how to treat people and take care of the neighbors around you and how to work with suppliers, for example when it comes to bribery. In this situation SCA have a zero tolerance policy but the respondent also explains that there is a range between doing illegal things and do things by the book as we do in Sweden. Therefore you have to adapt to cultural differences.

The respondent explains that they do not compromise with their employees from other cultural background because that would not be possible. “I wouldn’t see any possibilities to use different approaches depending on if your background is from another country. If you are in a team here you have to do it the same way as the others in the team does.” Sometimes people from different countries get together and these situations can according to the respondent create much frustration, not only for them as managers but also for the colleagues in other regions where people do things differently than how they are told. He continues to explain a difficulty when it comes to customers who get different treatments or benefits in different countries. “Of that you can be sure, if we have customers that are treated in certain ways and we have the same company in the UK as well and we treat them in a different way, you can be sure that they want all the advantages that the company has made in one country.” The respondent says that “it can sometimes be a very long process and some issues are never ending. We can’t give a rebate in the company because those in the UK are provided service where they do not have to pay for transport and such thing so then we have to be very firm and say ‘No, it’s different’.” He explains that they cannot offer the same product to all countries since they do not have the capacity and they need to make a choice of where they can make the best money. In these cases you need to be firm when you cannot compromise.
4.6 UMETRICS

4.6.1 COMPANY BACKGROUND AND CULTURAL DIVERSITY
Umetrics was founded in 1987 in Umeå University, expanded in Sweden and Internationally. It develops software for design of experiments and multivariate data analysis, and serves large biopharmaceutical companies around the world. In 2006 it was taken over by an American firm and has the main head office there. The Swedish head office is still located in Umeå along with an office in Malmö with sales offices located around the globe. Essentially their transactions are Business to Business. In total the firm has 50 employees with 20-25% of other nationalities whom are all located in their international offices. Umetrics has 15% of its income from Sweden and the 85% is international. As a General Manager (GM) the respondent had the overall responsibility of the firm with 7 years in the firm within which 4 years in the current position. The respondent is responsible both for international and local offices in terms of managing it.

4.6.2 THE FIRM’S VIEW ON CULTURAL DIVERSITY
The organization’s presence of cultural diversity is due to the reason of recruiting the “best people for the job”. In addition the national connections are considered to be an advantage when being located in a foreign office. Working in different countries the firm has “come to respect the differences in how to do business and interactions” in different cultures. Still the fact that people work differently in different cultures “it is not even in the firm’s agenda as its ingrained” into the organization, as such considered it “seldom as a problem”. Similarly a company which works only with Swedish customers would have issues working in Umetrics dealing with culturally diverse working habits due to its diversity.

“Through cross cultural understanding is the key for everything”. If the company hadn’t been global the aspect of cultural diversity might not have happen in their firm. The respondent related it to the “daily interactions and experience” that contribute towards diverse thinking. Still he stated that “We are male dominated business” due to the technicality of the job and other reasons. Thus it is positive that women apply in for a job. This is also established in terms of the geographical location Umeå is in the middle of nowhere with much less option and competition for the firm compared to their Malmö branch due to its proximity to other European countries which provides more challenging environment for people who are working there. While the job rotations is less in Umeå as choices are less for the staff to move around compared to the Malmö region. Still the respondent did state that the employee turnover is very small with more long term commitment to organization in Sweden than in America. As the organization is small it requires that the firm is more diverse with global exposure compared to other big firms in Umeå.

When Umetrics open office in Japan their ideal candidate would be “a Japanese person who lives in Sweden or a Swedish person who lives in Japan”. The understanding of both the cultures is necessary to bridge it and accelerates the understanding. “Experience of two different cultures and knowledge is a key for us” as having one is good but the combination is perfect for the work the organization does. “Combinations of cultures is the key to success for an organization with ambition today”. In terms of the owners being Americans the firm faces very few issues and when it happens it is most often differences in attitudes. American systems have very “territorial or departmentalized and hierarchical” thinking, where cross departmental intervention is discouraged compared to the Swedish open system. The respondent stated that “Sweden’s
success abroad could be the reason that we are open and not regress on titles” while he highlighted that it is important to choose the right partner and the firm has grown a lot through that. Sometimes it is for “cultural differences and application of the software”. Pharma-biotech has its own cultures and other industries have its own business culture which is very difficult to reach or understand the “pain of the customers” which is a big challenge.

The firm’s policies and procedures are highly technical. The respondent said that it’s difficult to say if cultural diversity is integrated into it and they “never thought about it”. As such the policies and procedures are very product oriented and represented to reflect the international standards and professionalism. Still the employees are “fairly broad minded” due to interactions in other cultures.

4.6.3 Effects of Cultural Diversity

The firm’s 20 years of global exposure to other cultures, languages and nationalities, has affected the firm in terms of very good understanding of “differences in cultures and attitudes” which is stated as the “base of the firm’s success”. Most of the staff has more than 15 years of experience in dealing with cultural diversity through travel and interaction, which is the “only way to learn and respect other cultures” compared to what you can learn from textbooks.

As the firm’s workforce has a heavy academic background which is technical in nature, it “creates similar fundamental values regardless of where they come from”, thus creates less problems. This also facilitates English as the common language in this trade around the world. Most often the challenges are in terms of different language scripts or alphabets that the software has difficulties in understanding. The organization’s most meetings and presentations are conducted in English due to its international presence. It is established that cultural diversity provides “diverse angles and the firm enjoys having multi-cultural influx as it also provides variety, positive challenges and job satisfaction leading to less staff turnover”. The firm hence facilitates very low repetitive but high diverse jobs because of cultural diversity.

At the same time the firm tries to achieve the diverse point of view from the new recruits before they get absorbed into the organizational ways of doing thing. New employees often keep a low profile as they are new to the organization and within 6 months they tend to start thinking the way the company does as nobody would listen to them. Thus Umetrics usually have a chat with them after two months and ask “where they see the problem?” The respondent further stated that “they tend to see the problem that we don’t realize” as they observe it from different angle.

4.6.4 Managing the Cultural Diversity

The respondent often stated that “empathy” is important in understanding and managing cultural diversity. Though the firm is highly technical, it all comes down to people buying from people and “trust” plays a major role in all these business dealings. Even perceiving that the Swedish neighbors have similar cultures is often wrong since they tend to differ more than it is expected to be. As such in being empathetic the respondent recommends to keep an “open mind” and “respect not to trample in”. His several years of international experience and being subjected to various “cultural problems” were further stated as an advantage to be empathetic in dealing with cultural diversity. Still working with the culturally diverse environment is expressed as a “challenge but not in a negative way”. As the respondent’s employees operate remote and meet
them only twice a year, it creates challenges in understanding and managing them. The firm is supportive and “very aware and respect the possible differences” in their workforce, which works in favor towards the organization in providing them with greater advantage than many other firms in “adjusting” towards it. Still similar challenges can arise locally as well and it all depends on the problem in hand.

In terms of the outcome of the cultural diversity within Umetrics is that it offers a challenging “versatile working environment”. The firm needs to work with different countries in different time zones on a single day. It has made the firm a more “open organization” and has “broaden the horizon” as the positive outcomes of the cultural diversity. He still said that he wouldn’t say “negative but challenges” of managing people remote and sometimes it is harder to “understand their problem and why it is a problem”. In that case he needs to investigate through communication and figure out “what is creating the pain” and resolve it instead of judging the person responsible. As a GM the respondent knows everybody personally and has frequent chats with the employees to see “where they see problems and things that have not been addressed” and later weighing out to identify how to process these issues in the organization.

Thus the organization has an open door policy where everybody is welcome to come in person and discuss issues and criticisms. At the same time all the recognitions are announced in public to encourage and motivate. “Having an open atmosphere and focusing on solutions, avoid the repetition of mistakes rather than punishing the responsible” is basic policy of the organization.

4.7 UMIREN STÄD AB

4.7.1 COMPANY BACKGROUND AND CULTURAL DIVERSITY
Umiren is one of the biggest cleaning companies in Umeå that works both towards companies and private customers. They have 49 full time employees but 60 employees totally including temporary workers. Of these they have twelve employees with a cultural diverse background.

At this company the interview has been conducted with the CEO as well as one of the owners of the company at 50%. The other 50% is owned by her sister, Eva Sehlstedt, who is also active in the company. The company also has one manager, three work leaders and one vice president. the respondent’s position requires a general perspective of the whole business. She is responsible for the budgets and the overall economy in the organization but also with the working environment at Umiren and the employees. She has been working at Umiren since 1996 and became the CEO in 2001.

4.7.2 THE FIRM’S VIEW ON CULTURAL DIVERSITY
The respondent explains that they have for a very long time had cultural diversity in their organization and that it has been growing bigger over the years. “It often happens that if someone starts to work here the person knows someone so it is easier to come into the company that way.” She emphasizes that it is important for Umiren to be an equal company. “Our work should be characterized by good ethics, moral and equality. We should have a workforce with a mix of experience, age, gender and origin”. These attitudes are also included in the company policy. the respondent tells about the equality plan that Umiren has. She also explains about that the
diversity within Umiren should represent the society. Cultural diversity is also integrated in the employee policy at Umiren. “For us it is a given to integrate this in our routines. Our company needs culturally diversity in order to work.”

Umiren values diversity in their employees and the respondent says that it is necessary. “We work at our customers places during daytime when their organizations are in action. We need to fit in at many places which creates a big importance to be able to match employees with customers. Therefore we need diversity in experience, age and origin.” She explains that when a position like for example a work leader gets available they will evaluate the possibilities to hire someone with a culturally diverse background in order to reach a mixture of people in these positions too. “Many diverse people are applying for jobs here so it is only natural.” She continues to explain that the reason that they strive towards this is because “it says so in our equality plan. We believe in diversity because our workplace should mirror the society.”

4.7.3 Effects of Cultural Diversity
According to the respondent cultural diversity affects the organization in a positive way. She says that people can learn a lot from each other which becomes a natural part in the workplace without it being forced onto people. She is interested in the question about integration of culturally diverse people in society and says that this works better in the organization if you have both colleagues who are in the same situation but also Swedish co-workers. “I think diversity affects organizations positively. We need to learn more about other cultures in our cooperation”.

When the respondent is asked about the effects that cultural diversity brings she describes a common situation where the culturally diverse people are very protective of their job and do not see it as something that you move on from. This results in a small employee turnover within this group. She continues to explain that this in turn lead to customer satisfaction as well as safety. This fact also leads to an improved economy since recruitment and introduction of new employees costs money. This is a big reason to why the respondent believes that cultural diversity affects organizations in positive ways but she also talks about the difference in views that comes from diversity. “If you only hire a certain type of people that you see yourself in, if you have challenges it is harder. It is not always good for a company to have everyone thinking in the same ways, you need many different ways of seeing things and here the cultural diversity could be an advantage.”

She also explains the opportunity for people to learn from each other and therefore Umiren tries to create workgroups that have a mix in diversity. “In a workplace it is important that you do not only have a group of friends but that you have maybe someone who is older with more experience and someone younger so you can learn from each other and develop an understanding of each other. Generally it is good to create a mix.” She continues to say that there might be a risk with only a group of friends as employees at the same customer since they can decide to go traveling together for example and that everybody quits at the same time. It is good but to keep someone with experience from the place.

4.7.4 Managing the Cultural Diversity
When the question is asked about the different ways of doing things that can exist between people of diverse cultures, the respondent explains that the company has clear routines and
instructions. “We have to deliver according to the agreements that we have with our customers. There is not much room to do things in different ways therefore that has not been a problem”. Many people with different cultural backgrounds apply for a job at Umiren but they require that the candidates can read, speak and understand Swedish. This is because of a requirement from their customers. Umiren are working at companies during their working hours so that can create a situation where you need to be able to communicate. “Some people say: but can’t you work when the customers are not there? But cleaning services are today more or less always made during the days when the organizations are active. We do not want to hide this job and do it during the nights for example. We want to be able to clean during the day like any other job.”

Still, the respondent explains that the language barrier could be a negative effect of the cultural diversity within the company. This can sometimes result in big misunderstandings. This has taught the respondent and her co-workers to be very clear and correct in interaction with culturally diverse people. “You need to understand that it might depend on yourself, that you haven’t been clear enough.” Sometime it might be that a request from a customer goes directly to an employee and if they do not understand it well, it could create problems. At Umiren they manage these situations through “doing it again and do it right, learn from your mistakes. Do not only send people away with a piece of paper but follow them to the customer and show them.” However, the respondent thinks that the overall outcome of having cultural diversity in Umiren has been very good.

4.8 Resume of the Empirical Results

The findings of the empirical data and the discussion are summarized in the following grid to provide an overall brief in table 2 below. The titles of the column represents the names of the firms participated in the study and the rows represent the titles discussed under each company. This in turn represents the analytical model of this study in a detail sense. Cultural diversity, views, management and the perceived results which are represented in the effects of the cultural diversity are discussed in detail by each participant. This is formed for the purpose of facilitating easy reading and to better comprehend the empirical data as well as to help the analysis chapter in terms identifying the major facts highlighted by the participants. The different rows represent the titles from the presentation of the results from the interview in order to make a better connection in the chapter. Furthermore in the title of the spread of cultural diversity within the organization, the word “domestic” refers to diversity in the local level, at the company that is investigated. Moreover, the numbers of culturally diverse employees at the company is an approximation calculated from the respondents’ estimation of this number or percentage.
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<th>Position</th>
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<td>Firm existence</td>
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<td>Number of culturally diverse employees</td>
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<td>View on cultural diversity</td>
<td>Only positive impact to the organization</td>
<td>Positively open minded and accommodate cultural diversity.</td>
<td>Positive and be aware of the differences.</td>
<td>Positive impact where you learn from each other if you have a suitable environment</td>
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<td>Positive and highly ingrained in to the organization.</td>
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<td>approaches to work can cause conflicts. You learn from cultural diversities</td>
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<td>for the business. Different ways of acting and different expectations can create conflicts</td>
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<td>point of views, learn to respect other cultures, diverse challenging working environment, job satisfaction and commitment</td>
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<td>language barrier can create misunderstandings. Positive for matching people to customers</td>
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<th>Managining Cultural Diversity</th>
<th>No need to manage.</th>
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<td></td>
<td>Manage through communication.</td>
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<td></td>
<td>Manage to create synergy and not to impose Swedish way of doing things.</td>
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<td></td>
<td>Understand and create and open atmosphere to manage.</td>
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<td>Say “No, it is different”</td>
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<td></td>
<td>Empathy, open mind, respects the difference, open atmosphere in managing cultural diversity.</td>
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<td>Clarity in communication</td>
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Table 2. Summary of the empirical findings
5. ANALYTICAL DISCUSSION

In this chapter the authors analyze the findings from the empirical research. This will furthermore be conducted in two parts. Firstly, the empirical findings from the companies will be analyzed separately in order to reach an in depth understanding of each company. This will furthermore contribute to the second part of the analysis where the companies are compared to each other in relation to the different parts of the literature review that was developed in the theoretical chapter. Furthermore, the insight gained from the analysis will in turn be used not only to answer the research question of how companies in Sweden view and manage cultural diversity, but also to develop the theoretical model accordingly.

5.1 COMPANY ANALYSIS

In this section the companies will be analyzed one by one in order to reach more insight in their organizations. As seen in the empirical chapter, some organizations have much cultural diversity and some have much less. Every organization does however have a view on this aspect as well as some way of managing it. In this section Adler’s approaches (1983) will be mainly used in analyzing these aspects for each company. This is done in order to identify factors that could contribute towards the comparative analysis of the following chapter. In addition to this other major theories will be used in order to reach in depth understanding of their companies’ statements in connection to the research question.

5.1.1 IKSU

Iksu has cultural diversity within the company to some extent and there are more culturally diverse people that are temporary workers than who are permanent employees. There are many types of positions at Iksu where cultural diverse people could work and they have two diverse people in the board of directors. It is therefore evident that cultural diverse employees are not concentrated in a specific part of the organization. However, it could be questioned that Iksu truly benefits from the different views that cultural diversity can bring from those culturally diverse people that are not a part of the board of directors where decisions are made. The reason of having cultural diversity seems to be more to have the diversity for show. “That is really our clear and expressed policy, that we should have male/ female, short/ long, older/ younger, thin/ thick. We should have every type of people so that you see yourself in us”. This argument leads to in the fact that more people should want to come to Iksu. This is a recurring aspect during the interview. the respondent however also mentions other positive outcomes of cultural diversity; “I am of the opinion that it contributes with many positive things. You develop and get many new impulses from other directions while you get very narrow point of views if you only have one kind”. However the bigger part of the discussion is about having diversity so diverse customers will visit Iksu, “Everybody should feel welcome at Iksu”.

On the other hand, Iksu have interactions with gyms in other countries in order for them to benefit from the each other. Therefore it can be identified that Iksu sees the positive outcomes of cultural diversity to be different views and experiences that you can learn from. The respondent also mentions that it is good to have instructors that speak other languages. It was however seen in the theoretical chapter that cultural diversity could bring much more to a company than what
Iksu is seeing (Adler, 1997, p. 100). One of the negative aspects that Iksu sees from cultural diversity is furthermore that you have to speak English with each other which not everybody is comfortable with. Furthermore miscommunication was not an issue that Iksu have experienced from interactions with people from different countries. The second negative aspect of cultural diversity that they see is that people expect different things in a gym. This is furthermore something that the respondent does not think affects Iksu since they cannot do anything about it.

It is evident from the interview that Iksu sees the positive things that cultural diversity can bring their organization when the respondent states that “You learn from others. Therefore it is very natural that you look for people from other countries that can something that you want to spread further and inspire”. This indicates that Iksu fits into the synergistic approach (Adler, 1983) to cultural diversity. However, little indication has been found that Iksu sees cultural diversity as something that needs to be managed. They do not have specific procedures for it and they do not manage cultural diversity in any specific way. This contradicts the characteristics for a synergistic approach and the fact that Iksu do not think that cultural diversity could have any negative effects on the organization means that the company has similarities with the parochial approach (Adler, 1983). Furthermore this is clear since Iksu does not seem to see the differences that culturally diverse people can have. “When it comes to social rules nothing is different.” However, Iksu do not share the Parochial approach’s way of seeing that “our way is the only way” (Adler, 1983) since they believe that they can learn from others. Furthermore the respondent from Iksu explains that they do not encounter any challenges from cultural diversity which further could indicate that Iksu has not had any reason to manage cultural diversity and see it as something that can bring negative consequences if not handled well. That means that they are not ignoring the differences but rather are oblivious to the fact that cultural diversity also brings challenges either from not having experienced any challenges but more likely, due to their long existence and cultural diversity, the challenges are not identified. It can therefore be stated that Iksu does not recognize some of the differences that cultural diversity brings. The company sees that it is an advantage in the professional level but not that it affects the socialization and interactions. It is therefore more likely that Iksu is culture blind. These indications from the interviews fit with the definition of cultural blindness as described in the theoretical chapter by Adler (2008, p. 100). This could further be supported by Adler’s statement that cultural blind companies are: “assuming, imagining, and actually perceiving similarity when differences exist” (Adler and Gundersen, 2008, p.81, 82). This furthermore fits into the interview that Iksu gave and would give support for the situation where they do not identify the challenges they are given. Since it is difficult to put this company in any of Adler’s three approaches (1983) it will instead be stated that Iksu has cultural blindness in their organization.

The respondent talks a lot about other types of diversities in the interview. “I do easily include the topic of other things than culture, like age and gender and everything but I think it is the same thing, that in a workforce you benefit a lot from being different, generally”. The fact that she sees cultural diversity as any other diversity could also explain the lack of management of it since she does not indicate that cultural diversity needs to be managed more than diversity in for example age. Iksu furthermore thinks that cultural diversity has been a part of their success and they want to have a bigger degree of cultural diversity within the company and the respondent thinks that this could be easier to find in the future since Umeå is expanding. Even though she states in the
beginning of the interview that many inhabitants in Umeå are culturally diverse she thinks that
the location has something to do with the number of culturally diverse employees in Iksu.

5.1.2 INDEXATOR
The cultural diversity within the organization is much small compared to the number of
employees that the firm has. The lack of other national presence in the organization was related to
the fact of Indexator being located in small town which does not have such variety of
international labor force. Most of the exposure the firm has on cultural diversity arises out of its
exposure to the international market through selling in 40 countries. Naturally the core of its
incomes is from its international sales, as such operating in culturally diverse market on a daily
basis. Though Indexator deals in a very diverse international market, the firm as such does not
have a big cultural diversity that is big enough to affect the organization. The firm also feels that
its content with the available human resources as it is “not a necessity today” to have more
culturally diverse staff. Therefore it has largely a homogeneous human resource and believes that
there is no immediate need for local cultural diversity. Though the respondent agreed that “it
might not work in the long term” as the firm expands more they need diverse competence to keep
up with its large global players.

Similarly the firm views positively while maintaining an open mind in general towards the
cultural diversity and its effects on the firm could be expressed by the respondent’s comment as a
“positive injection”. It does relate to the fact that if they intent to be successful and develop in the
global market they need to “accommodate cultural diversity”. At the same time he also stated that
the difference in culture is “… natural but nothing that we bother about”, as it being indifferent or
being ignored. This is a view that is expressed by Adler (2008, p.101) as the cultural blindness,
and more in term had the attitude of recognizing the differences would have negative
connotations on the statement. Still the firm does not ignore the cultural difference as per the
parochial view either (Adler, 1983), as they recognize the major challenges as language,
difference in thinking, sense of time keeping and the view towards technology and how people do
business. Thus the organization also further recognizes the difference in individuality,
management style, company culture and national culture. Regardless he still highlighted that
“even Swedish companies could be different sometimes and act strange”, this states that the
respondent didn’t want to be perceived as rude or address the differences negatively.

In managing the challenges the respondent emphasized that “You can’t handle every problem in
the same way” and recommended good communication as an essential tool. In the case of any
difference in opinion, “people have to explain their position, reason for its happening and how
they intend to take care of it”. He further accentuated that rational thinking has to be reinforced in
the instance when cultural differences creates negative atmosphere within the organization.
Similarly the firm believes in “positive outcomes out of conflicts” and consequently high quality
of work if it’s managed professionally. Also agreed that international cultural differences have
persuaded the organization and its people to be more open minded and flexible. Then again it
could be highlighted that the firm follow seem to have the synergistic view from the Adler’s
(1983) approach in managing cultural diversity. They do identify the differences and try to
manage it by minimizing the challenges as in the synergistic approach. Though recognizing the
fact that cultural diversity creates open minded and flexible organization but fails to integrate or
enhance its positive effects of cultural diversity like most other organization participated. Still it
does not have the attitude of avoiding cultural diversity either as they income largely depend on its international market but seem not to integrate it to get a synergetic effect.

Equally the firm’s policies and procedures include a set of principles on employeeship, gender and cultural equality. Nevertheless the firm’s priority is more on having a gender equal working environment than a cultural diverse one. Nevertheless he did highlight the fact that their current strategic activities do not have cultural diversity as a focus but something that could be looked into in the near future and integrate into the Indexator philosophy and attract more culturally diverse competence.

5.1.3 Komatsu Forest

This firm is quite a highly diverse with Japanese management and 75% of its labor force located internationally in diverse cultures around the world. The organization accepts the people from different cultures work differently and expressed it as it could be the “correct way of doing it in their culture”. Stressed that people should compromise and “give and take from both ends” when dealing with cultural differences. Respondent even agreed that the firm wouldn’t have such diversity if they have not gone international and that travel abroad “opens up everybody to be global”. Adler (1997, p. 32) highlights the same in stating that only when people travel outside their home countries, do they become aware of the uniqueness and dynamics of other cultures as well as their own.

The firm believes cultural diversity brings “different point of views”, “development and make it more interesting” and “creates competitive edge” for the organization. The respondent refuses to see that diversity in a negative sense, and stated that it is “not a disadvantage but more as a challenge”, more a difficulty and never a disadvantage. In term of the challenges he recognize language, difference in operational and top management work approach, difference in conceiving time in getting things done are factors that creates problem when it does not “…work according to the planned schedule in other countries” leads to conflicts. Thus it could be interpreted that this firm clearly identifies the positive and the challenges cultural diversity has on the organization. Stressed that” awareness of the difference” is necessary in managing it. Likewise insisted that “people can’t assume that everybody thinks the same way and a company needs to be open and should have a global point of view and learn from different cultures”.

Critical point that was made in managing diversity he stated “managing diversity should add value by adding different views and creating synergy instead of influencing them to be one”. Thus it’s important to manage these differences instead of opposing them, as he stated “Don’t flight them”. According to the respondent in managing cultural diversity a firm could either “Skip it, work with it, fight with it or accept it”. Thus firms need to make use of the differences instead of “fight it or streamline it” and should never to consider “One plus one is one” but should create synergy within the firm. This falls directly in line with the Adler’s (1983) synergistic approach in identifying the both the effects and managing it well enough to achieve synergy within the organization. Considerably then belief that firms should never impose the “management way of doing things” or think “Swedish is the correct way of doing things” should be avoided. As such the firm is against imposing the dominant organizational culture as discussed by Person (1999, p. 35) as “both coherent in itself and dominant over other subculture” but try to integrate other approaches as they tend to have the more hands experience than the office in
Umeå. Hence the firm thrives in being not having a dominant organizational culture over other culture could be stressed that they don’t believe in “our way is the only way” of managing diversity. The outcome of cultural diversity has bought the firm development and expansion in various markets and more possibilities to develop as an organization at all the levels and necessitates the growth and adaptation.

Komatsu’s policies are essentially highlights positivity in attitude, no discrimination on sex and color but expressed the need to have a more gender equality in their firm as the firm has more men than women. Though the firm is culturally diverse it still has not integrated it in to the organizational system as an intrinsic part of it. The organization does represent “The management should know that the company is working in a global industry and should have a global attitude” in dealing with cultural diversity.

5.1.4 NORRMEJERIER

Norrmejerier sees both positive and negative effects of cultural diversity but many of them are positive. The respondent talked much about how you can learn from each other and that if you are open to diversity “one plus one does no longer equal two but can become three, four or five”. This attitude is also shown when he says “we do not think we know best”. This shows that Norrmejerier does not have Adlers’ (1983) second approach of ethnocentrism; our way is the best way. The company does instead seem to have an open approach that they can be taught by other cultures. It can therefore be concluded that Norrmejerier uses the synergistic approach where there can be both positive and negative effects of cultural diversity (Adler, 1983). This is also indicated when the respondent says that you need to try to understand before you try to get understood. This shows that they rather focus on understand the differences and evaluate new ways rather than force their way onto people with cultural diversity. This is furthermore not a problem but a given according to him: “this is not compromising, it is diversity.”

However the respondent seems to be careful when he talks about the effects of cultural diversity and he is careful not to generalize. Even though Norrmejerier uses the synergistic dimension of Adler’s theory, this carefulness indicates that he might also be scared of being rude and seen as prejudiced if he talks about differences between people of different cultures, as Adler (2008, p 101) suggests in the theory chapter. The respondent explained that “I rather search for similarities than differences” which could support his uncomfortableness in this subject.

A big focus in the interview was the importance to create an open environment for cultural diversity where you welcome new people and listen and learn from them. The respondent states that you will gain from cultural diversity if you are prepared for it. This indicates further that Norrmejeriers view on cultural diversity is that it could be positive but it does not come automatically. This further indicates that Norrmejerier have management strategies for cultural diversity that they believe are important for the situation. These management strategies are mainly talking to people and understand differences.

5.1.5 SCA

SCA is a big company in Umeå with a lot of employees. However, the cultural diversity within the workforce is very low. The respondent connects this to the place where the mill is situated. It is however stated that Västerbotten contains of a big number of culturally diverse people which
almost represent 10% of the population (SCB, 2013) while the percentage of culturally diverse people within SCA Obbola only accounts for 3% as the most. This shows that there is a gap between the employees at SCA Obbola and the society in Västerbotten and Umeå regarding cultural diversity. However, the respondent also states that not many people of cultural diversity applies for jobs at their organization and they do not employ many new people due to their low employee turnover. This is in turn something that could explain their small presence of cultural diversity.

The cultural diversity regarding the contact between salespeople and customers from other countries are more prominent at SCA Obbola. When the respondent is asked whether the cultural diversity is positive or negative his answer is directly that it is positive. Furthermore his explanation of it is that “I think it is positive because it is real life and you have to learn to deal with it.” The positive contributions that cultural diversity brings to the company never comes up during the interview. Instead many challenges are explained and he says that it can create a lot of frustration. This fact indicates that SCA Obbola has a more ethnocentric approach where cultural diversity only creates problems.

The respondent at SCA still acknowledges the differences that cultural diversity brings which can be identified in his explanation of the major differences in culture that they encounter with their sales companies in other countries. An example of this is his statement “You have to take different approaches to customers and also to the SCA people,” which says that SCA Obbola does not implement the parochial approach to cultural diversity where differences are ignored. The way that the challenges from cultural diversity are managed is explained that you have to be firm and say no when people expect things that are not in their culture. This also indicates that the company uses the ethnocentric approach (Adler, 1983) and tries to minimize the differences rather than benefit from them, like for example use this situations as advice for different products or services.

It can be seen from the empirical findings that the respondent do not think that cultural diversity is represented at all in his company due to the low number of employees with culturally diverse backgrounds. From this statement it can be concluded that the respondent connects cultural diversity within the organizational ways to the number of culturally diverse people employed. According to us, even a small number of cultural diversity can make a big difference and create advantages for a company but the cultural diversity that does exists at SCA Obbola is not emphasized at all. This does not indicate a welcoming attitude for cultural diversity. Even though the respondent acknowledges that there are positive things that can come from culturally diverse encounters the most of his talk regards cultural diversity as a problem. Statements like “that is life” and “you have to deal with it” suggest that this is a challenge. Furthermore, the respondent describes more than once that 80% of SCA product are exported and because of that it would “be stupid” if they did not want contact with other countries. This statement also shows that cultural diversity is a problem that you have to go through rather than something you gain from in itself.

When the respondent talks about Finnish people he questions the fact that they are seen as foreigners because of the small distance and non existing language barrier. This indicates that he connects language and distance to culture, but it can, as stated in the theory chapter, include much more, such as customs, morals and laws (Adler, 1997, p. 15). This indicates that the complexity of cultural diversity might be bigger than some organizations think. Even though SCA Obbola
does not have a big cultural diversity they have policies for it that are given to them from the headquarters. This shows that they have some sort of management of cultural diversity even though it is not regarded as something that affects the mill.

5.1.6 Umiren

Umiren is a company that has a lot of cultural diversity in their organization and they also have a lot of thought in the management of it. It is evident that Umiren takes on a responsible role in integrating culturally diverse people in the Swedish society. This is to them an important part but they also seem to see that cultural diversity within the company brings positive consequences to the organization. “It is not always good for a company to have everyone thinking in the same ways, you need many different ways of seeing things and here the cultural diversity could be an advantage. It can furthermore be concluded that Umiren has the synergistic approach of Adlers three dimensions (Adler, 1983). This is evident since the respondent talks about both negative and positive consequences of the cultural diversity and it is clear that they implement strategies and ways to manage the situation in order to get it to work well. This management contains clarity in order to avoid misunderstandings. “You need to understand that it might depend on yourself, that you haven’t been clear enough.” Furthermore Umiren show positive attitudes towards understanding cultural diversity; “We need to learn more about other cultures in our cooperation” and the respondent states that “you can learn from each other and develop an understanding of each other.” Therefore, the parochial approach where differences are ignored can be excluded, as well as the ethnocentric approach with the attitude that differences are a source of problems and should be minimized.

In the case of Umiren it is identified that the advantages of cultural diversity to some extent lie in the diversity itself and that the company represents the diversity outside the organization as the respondent tells us; “we believe in diversity since our workplace should represent our society”. She further implies that Umiren wants to be a company that welcomes diversity; “our work should be characterized by good ethics, moral and equality”. However, the respondent also stated that diversity is needed in the organization since they need to connect employees with customers in good ways. She however see that other dimensions of diversity are important as well; “we should have a workforce with a mix of experience, age, gender and origin”. Umiren is to some extent searching for cultural diversity rather than getting diversity automatically through regular recruitment procedures. The respondent explains that they will evaluate the possibilities to hire someone with a culturally diverse background for a work leader position. However, she explains this by because “many diverse people are applying for jobs here so it is only natural.”

Umiren is convinced that cultural diversity generates positive outcomes but considering their management of this situation the impression is created that culturally diverse people rather integrate to the Swedish way than contribute with new insights to the organization. This became clear to when the respondent were asked about how they relate to the fact that culturally diverse people are used to do things differently. The respondent answered that “is not much room to do things in different ways therefore that has not been a problem.” This shows that she directly connect different ways of doing things to something that would cause a problem rather than an advantage. At the same time she states that “the company needs cultural diversity in order to work” which indicates that they see cultural diversity as crucial and which brings something
special to the organization. It is stated that Umiren sees cultural diversity as something important in the development of the company’s equality plan and employee policies. According to the respondent Umiren has always has for a long time had cultural diversity which can be one of the reasons to the well-developed policies and routines.

5.1.7 UMETRICS
This software firm is more diverse for being a small firm compared to the other bigger firm participated in the study. It has an American management with 25% of the work force consist of other nationalities and 85% of its income is from the international market. This cultural diversity occurred more as part of the growth and as stated recruiting “best people for the job”, as national connects are considered to be an advantage. The international experience has also taught the firm to “respect the differences in how to do business and interactions”. The cultural differences as express “it is not even in the firm’s agenda as its ingrained” in to the organization and considered it “seldom as a problem”.

Due to the firm’s 20 years of global exposure to other cultures, languages and nationalities, has affected the firm in term of very good understanding of “differences in cultures and attitudes”, “Open mind” and “respect not to trample in” which is stated as the “base of the firm’s success”. Hence the firm’s “daily interactions and experience” has contributed towards diverse thinking and states that “Experience of two different cultures and knowledge is the key for us”. Further if the employee represents Swedish and another national culture is just what they look for in international recruitment as the “Combination of culture is key to success for organization with ambition today”. Additionally the firm takes time to achieve the diverse point of view from the new recruits before they get absorbed into the organizational ways of doing thing as “they tend to see the problem that we don’t realize” as they observe it from different angle. This is another critical factor that shows the firm’s intention to immerse an individual’s diverse perspective before their adaptation to the popular organizational culture. According to Moreland et. al. (2001, p.97) that firms could recruit employees who fit the collective organizational culture to accommodate its dominance instead this firm seem to introduce diversity and still tries its best to identify individual perspective while acknowledging the fact the people could brainwashed to the organization’s way of doing things. In addition the “diverse angles and the firm enjoys having multi-cultural influx as it also provides variety, positive challenges and job satisfaction leading to less staff turnover”. The firm emphasized that they have very low repetitive but high diversity jobs because of cultural diversity. It needs to be highlighted that this firm highly integrated and relates cultural diversity in major aspects of its daily operation such as recruitment, job satisfaction, staff turnover, diverse working environment etc.

In respondent stated that “empathy” is important in understanding and managing cultural diversity of which he gained through several years of international experience and being subjected to various “cultural problems”. Therefore the diversity is managed through organization’s open door policy where everybody is welcome to come in person and discuss the issues and criticisms. The major challenge it sees is the management of the employees operate remote create challenges in understanding and managing them as its harder to “understand their problem and why it is a problem”. He also sees their Americans counterparts it’s the differences in attitudes as American systems have very “territorial or departmentalized and hierarchical”.
Still working with the culturally diverse environment is expressed as a “Challenge but not on a negative way”. Just as the other this respondent also does not want to express the effect of cultural diversity as being negative. Another challenge being the firm’s big clients in Pharma-biotech industry having its own cultures, which is very difficult to reach or understand the pain of the customers which is a big challenge. Regardless the firm’s heavy academic background and technical nature in its workforce “creates similar fundamental values regardless of where they come from”, thus creates less problems. This was also based as a reason for not identifying language as being an issue as English is used as the common language in this trade around the world. The outcome of cultural diversity is the offers a challenging “versatile working environment” and working work with different countries in different time has made the firm more “open organization” and “broaden the horizon”.

Thus this organization has the typical synergistic view from the Adler’s (1983) approach in managing cultural diversity and identifies and sees the concept of cultural diversity and its impact as both potentially positive and negative and manages it effectively in favor of the organization. Where the manager does not avoid the issues by reducing the diversity in culture but reduce its negative impact by managing it effectively. Still it is not well integrated in to it policies. As stated the firm’s policies and procedures are highly technical and that it’s difficult to say if cultural diversity is integrated into it and they “never thought about it”. As such the policies and procedures are very product oriented and represented to reflect the international standards and professionalism. Just as the other firm stated that “We are male dominated business” due to the technicality of the job and prefer more female represented. Expressed that “Having an open atmosphere and focusing on solutions, avoid the repetition of mistakes rather than punishing the responsible” is basic policy of the organization.

5.1.8 Resume of the Company Analysis
In addition to other theories the company analysis from the Adler’s view is presented in the following table 3. Hence this grid is a developed from the table 2 in the previous chapter in empirical chapter. The factors that have contributed to the analytical model of this study have been analyzed from the view of the Adler’s approaches to conclude on how each firm view and manage cultural diversity. This summary would highlight the approached that are practice in these Västerbotten firms and contribute to the following chapter on the comparative analysis. The detailed analysis and discussion of the below listed Adler’s approaches in relation to the companies, will be addressed in detail in the following chapter under the comparative analysis.

<table>
<thead>
<tr>
<th>Position</th>
<th>Indexator - Rotetor</th>
<th>Komatsu</th>
<th>Norrmjèrér</th>
<th>SCA</th>
<th>Umetrics</th>
<th>Umiren</th>
<th>Iksu</th>
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</tr>
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<td>Syner-gistic</td>
<td>Syner-gistic</td>
<td>Cultural blind</td>
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Table 3. Summary of the company analysis

5.2 COMPARATIVE ANALYSIS

After gained insight in the organizations separately, the analysis will further continue in a comparative way in order to identify similarities and dissimilarities that connects or separates the organizations. This will be done through identifying critical factors that contribute towards the different parts of the theoretical model. Consequently, this will provide further insight in finding solutions to answer the research question and develop the theoretical model.

![Figure 2. The theoretical model as developed in the theoretical chapter](image-url)
5.2.1 CULTURAL DIVERSITY IN THE ORGANIZATIONS

All the firms that participated in this study have culturally diverse work force within the organizations. The ratio of culturally diverse employees against the Swedish population representation in companies is dependent on various factors that affect the firm. One such factor identified is the firm’s success and strength in the international market and its exposure there since this will lead to more interaction with culturally diverse people. In firms such as Komatsu and Umetrics the diversity is big compared to the total number of employees and interestingly these two firms also have foreign top management as such Japanese and American management. In the case of Indexator and SCA where the local diversity is very small, their only culturally diverse exposure is through their international ventures, as these firms’ 75 – 80% of the incomes is through exports. Out of the domestic market focused firms such as Norrmejerier and Umiren, Umiren has more culturally diverse employees in comparison to Norrmejerier.

The common observation that arrived at from this is that all these firms are internationally culturally diverse because they need people in other countries with knowledge on the local culture, language and the local market as well as knowledge to penetrate and be successful in those markets. Nevertheless finding also lead to the discovery that these companies seem to have concentrated their culturally diverse employees at the factory or low skill jobs in their Swedish office except the two firms that are owned by foreign firms. Even at Umiren, the cleaning low skilled level employees are culturally diverse and no diversity were represented at the management level in this firm. Thus it could be noticed that the cultural diversity in Västerbotten’s domestic offices are much underrepresented, and when they are represented they are most often established either at a blue collar level and/or in their international offices. Similarly the respondents do state that at the diversity is very low in their domestic offices and not big enough to affect the organization in any way. According to Adler (1997, p. 98) people often see cultural diversity as something that won’t benefit their organization, although it can bring many positive outcomes. In this study most firms’ domestic diversity is too low, and represented at a lower level of the organizational hierarchy, to have any effect on the organization, unless the company is owned by foreign firm. As the respondents stated, the blue collar jobs often should not or does not have any room to do things differently as the procedures are standardized and rarely allowed to vary. Hence most organization don’t benefit from its current small group of heterogeneity at the domestic level not do they utilize its potential to generate more diverse solutions to problems to achieve higher quality results and creativity (Thomas, 1991 p. 257-258; McLeod et al., 1996, p. 257). Therefore though the firms are culturally diverse, most often these firms tend to have a homogeneous working environment at the domestic level with ineffective presence of diversity unless otherwise the diversity is represented at the top level by the foreign management or by the international offices, where its influence is high.

Organizational culture is another critical factor that was often highlighted in relation to cultural diversity. All organizations acknowledge the big differences that cultures can have and states that it can create challenges. However, some people have also explained that organizational cultures can be just as different, sometimes more different, than national culture can be. As stated in the theoretical chapter organizational culture is “a complex set of values, beliefs, assumptions, and symbols that define the way in which a firm conducts its business” (Barney, 1986, p. 657). From the interviews it is supported that organizational culture can indeed be a very complex issue that
affects how business is conducted. Furthermore it is assumed in the theoretical chapter that organizational culture can have an impact in how a company works with cultural diversity. Indexator stated in the interview that different companies in Sweden could act strange while it is easier to interact with some foreign company. From this it could be seen that it is likely that an organizational culture can affect how the company deals with people from other cultures, as well as people in general.

From the different information generated from the interviews, some characteristics for strong organizational cultures regarding cultural diversity can be identified. Umiren has an organizational culture that is very open to different cultures. From the theoretical chapter it was identified that organizational culture consists of unspoken guidelines and taken for granted values (Cameron & Quinn, 2006, p. 16) and that every social unit that has a shared history have developed a culture (Schein, 2010, p. 17). It was learnt from the interview with Umiren that cultural diversity has for very long been a part of the organization and it is well represented in the organization’s policies. The respondent at Umiren said “for us it is a given to integrate this in our routines. Our company needs culturally diversity in order to work” which further implies that an openness towards cultural diversity is a part of their organizational culture. Also the company Umetrics is highly affected by the cultural diversity in their operation. This could be identified through the fact that most of the staff has more than 15 years of experience in dealing with cultural diversity and that most of the company’s meetings and presentations are conducted in English due to its international presence. The respondent at the company further explains that they are “very aware and respect the possible differences” that cultural diversity brings. Since it can be seen in the theories that organizational culture consists of “shoulds” and “oughts” in the organization (Veiga et al., 2000, p. 541) cultural diversity can be identified in Umetrics organizational culture, since it is a part of how the company is. Another important insight is that the firm also realizes that they need to accommodate diverse point of view of the new recruits before they get absorbed into the organizational ways of doing things. Similarly Komatsu believes that firms should never impose the “management way of doing things” or think “Swedish is the correct way of doing things”. This was discussed by Person (1999, p. 35) as “both coherent in itself and dominant over other subculture”. Hence firms are aware that the organizational culture could be dominant enough to impose itself on other subcultures of the organization. Still only two out of the seven firms brought it up in their discussion and seems to taken precautions to incorporate diversity against the influence of its organizational culture. On the other hand Indexator states the relationship between organizational culture and how business is conducted “People in different cultures act differently due to their personal differences, company culture and country culture”. All the firms in general do state that organizational culture plays a role in how the company deals with culturally diverse situations.

Geographical location of Västerbotten was another factor discussed in relation to cultural diversity in an organization is one of the new finding of this study. The lack of cultural diversity in the Swedish domestic office of the organization is dedicated to the lack of diversity within the labor market in the surrounding area of the firms. This fact could be supported by the SCB statistics, where it ranks Västerbotten being on the 17th place among the 21 counties of Sweden regarding the amount of cultural diverse population (SCB, 2013) (See Appendix 3). Therefore diversity in culture is underrepresented in this county of Sweden, Still this does not mean that it does not exist. Another reason being the exposure to different culture is less in the north of
Sweden compared to the south. Umetrics actually compared the offices in Umeå and Malmö and established that the geographical location of Umeå is in the middle of nowhere with very little option and competition for the firm compared to their Malmö branch due to its proximity to other European countries provides more challenging environment for people who are working there. As such the job rotations are less in Umeå, as choices are less for the staff to move around in comparison to the Malmö region. Hence it could be stated that the geographical location of Västerbotten and the diversity that is represented in this region might be a reason that it is not reflected in the domestic side of the organizations. Still as the statistics have proved it as it on a high increase in just last few years (SCB, 2013). This also mean that the choices are not limited in this region as in the past to recruit culturally diverse workforce in these organizations. Nevertheless the increase in job satisfaction and commitment of the employees would have a reverse effect on the opportunity for new recruitment from the increasingly culturally diverse population of Västerbotten. Thus it all depends on to what extent all these firms in the future concentrate on increasing the heterogeneity of their workforce instead of the homogeneity.

Another finding that came out of this study is that diversity within the firm’s customers was considered as a reason for diversity within the organization. Though the study was based on the cultural diversity of the employees most of the organizations referred to their customer diversity as one of the major factor for cultural diversity being represented within the organization. Iksu stated, “We should have every type of people so that you see yourself in us and do not feel that they have to look in a certain way to be welcome here”, Umiren felt that “We need to fit in at many places (work) which creates a big importance to be able to match employees with customers”, SCA on the other hand stated “You have to take different approaches to customers and also to the SCA people”. Hence it could be highlighted as one of the discovery of this research, where the reason for cultural diversity is due to the fact that the companies need to represent the diversity within the customers or market they are in. In addition Indexator and Komatsu felt that it’s hard to “communicate due to language problem” and on the other hand Umetrics stated that ideal recruit for their Japanese office would be “A Japanese person who live in Sweden or a Swedish person live in Japan”. Therefore the issue of cultural diversity in their international customer bases are often resolved by recruiting people who represent the difference in culture, language etc, and eventually influences the firms to become more culturally diverse.

5.2.1.1 Effects of Cultural Diversity
Many respondents have mentioned the language barriers as a source of challenges when having contact with other countries. Research has shown that people often see language as the cause of problems in situations with cultural diversity (Adler, 1983, p. 353). The respondent at Komatsu states that language is the major challenge in his communication with other countries since everybody is not comfortable with speaking English which could lead to misunderstandings. Umiren that on the other hand have more contact with cultural diversity internally have also had issues due to the language barrier. Both organizations seem to manage this through being very clear in the communication. Parvis (2003, p. 38) highlights that the key to handle cultural conflicts is through good communication and active listening. Norrmejerier and Umiren further mentioned that they gave clear requirements to speak Swedish to their employees which is explained as a necessity in order for them to be able to do their job. In the theoretical chapter it was shown that Sweden is a top country when it comes to speaking English (Education First,
and therefore it was discussed that the language might not be an issue when it comes to interaction with culturally diverse people. However, an identification of the acceptance of English communication cannot be seen in these organizations internally. None of the organizations that were talked to, who has contact with other countries, have expressed an unwillingness to speak English. This might however depend on the interaction being on other turfs than the organization’s where it cannot be expected that Swedish is a well known language. However, this shows that this often is a question of situational factors rather than of the ability to speak English.

The discussions of the presence of cultural diversity in organizations have led to reflections about whether cultural diversity leads to more cultural diversity. This was another observation that was not part of the study but crucial in increasing the diversity within the organization. The respondent at Norrmejerier mentioned this as a possibility and the respondent Umiren stated it as one of the reasons to why their cultural diversity has grown bigger throughout the years. She says that “it often happens that if someone starts to work here knows someone, so it is easier to come into the company that way.” This could explain the fact that the authors in this study have talked to organizations with fairly little cultural diversity internally despite their long presence on the market, for example SCA and Indexator. It can be assumed that when cultural diversity starts to be incorporated in an organization it will start to grow by itself without much effort from the management.

5.2.1.2 COMMITMENT
In the empirical findings there are support for the theories that explains that people from different cultures work in different ways in business situations. From the interviews stories have been told about differences in punctuality, structure and relations to authority which are consistent to the theories used in the theoretical chapter (Lewis, 1997, p.47, Hofstede, 1991, p. 35, 120-121). New information have however been received of what cultural diversity can bring a company. Both Norrmejerier and Umiren have experiences positive things from cultural diversity that have not been found in the theories. Norrmejerier is in this group experiencing an increase in the importance of doing your part in the organization (att göra rätt för sig). Umiren experience an increase in dedication to the job among culturally diverse employees, which leads to a lower turnover within this group. Umetrics on the other hand stated that cultural diversity brings diverse angles and the firm enjoys having multi-cultural influx as it also provides variety, positive challenges and job satisfaction leading to less staff turnover. These findings contribute to the theories in this subject but also support the statement of cultural diversity being a complex subject. From this it can furthermore be assumed that cultural diversity benefits the companies in very different and various ways in each organization and furthermore could give more and different effects on a company than the ones that have been acknowledged in this study.

5.2.2 VIEW ON CULTURAL DIVERSITY
All companies that have been interviewed expressed positive view on cultural diversity. Most often cultural diversity was expressed as a “positive injection”, “different point of views”,

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“people and the organization become more open minded and flexible”, “cultural diversity is essential if an organization want to be globalised” etc. When further discussing this it has been found a great difference between company’s views on cultural diversity and how it affects their company. SCA is the company who saw the most problems with cultural diversity and the two companies that in the most extensive way made sure to gain from cultural diversity were Norrmejerier and Umetrics. Furthermore it could be noted that cultural diversity could be more difficult to benefit from in manufacturing industries, where teams are big and rules are strict. When asked about how the company relate to the fact that that people from different cultures are used to do things in different ways, almost every company related the answer to compromising and that that is rarely possible. Most companies fail to connect this situation to knowledge sharing and which in that way could bring benefits to the company in terms of new ways to see things. Only Umetrics and Norrmejerier see this as an opportunity. Umetrics also have a procedure to ask new employees what they think of how things are done in the company, whether there are things that seems wrong or that just are different. This shows that Umetrics is taking advantage of cultural diversity whereas many of the other organizations in this study misses this opportunity by integrating cultural diverse people into their ways of doing things instead, regardless of if they are having a big cultural diversity or a small.

One reason for missing the opportunity to benefit of cultural diversity is the state of cultural blindness which is considered to be the tendency to ignore the cultural differences or just not being aware of them (Kalyanpur, 1998, p.318). Though most of the firms that participated in this study did recognize the difference in culturally diversity, few equally did tried to emphasis that the differences can occur due to various reasons and not necessarily due to cultural differences. According to Adler (2008, p.100 & 101) though cultural blindness is a common factor among most managers the recognition of any cultural difference is also often considered primitive, prejudiced, unprofessional and rude, consequently they are being encouraged to view individuals only for their professional skills. Indexator stated that the difference in culture is “…natural but nothing that we bother about” and “even Swedish companies could be different sometimes and act strange”, while relating to their international customer bases. Similarly Iksu believes “…cultural differences are noticeable but that doesn’t make a difference”, when cultural diversity exist within their customers. This in turn could be related to view of Adler (2008, p.101) as the cultural blindness, the attitude of recognizing the differences would have negative connotations on the statement. Therefore few of the managers of the Swedish organization seem to share the common view on seeing or stating the differences more indifferently in a manner of being polite and not to be rude towards t another culture or them being different. This in turn could be related to the fact the some of the managers though being pro cultural diversity but tend not to identify the difference. It could be stated that cultural blindness often could be caused not just by seeing the difference at all but also by not being recognizing due to negative connotations that its associated with. It could be seen that the manager are caught up in this paradoxical disposition by not recognizing the differences, which stops the organization from utilizing diverse influx of views and opportunities the differences bring.
Every organization that were talked to have in their responses started to talk about other types of diversity too. Gender equality was an issue that all companies that participated in the interviews had policies for. Indexator was the organization that were most focused on this aspect with conducted workshops, trained supervisors and new advertising on recruitment, among other things, won the gender equality award. SCA is regarding recruitment focused on the minority groups as long as the requirements for the job are met, an example here is made in gender diversity. The focus on gender issues in the organizations could be explained by the fact that the interest in this subject has in recent years increased in focus in Sweden. The increase of the issue has both regarded women’s power and influence in working life as well as society (De los Reyes, 2001, p. 24) and could therefore explain why the discussion of gender is a big focus in the organizations that have been interviewed in this study. When analyzing this aspect it was noticed that a big part of the chosen organizations could be regarded as male- dominant industries with industry production and techniques, which seemed to be the view of many of the respondents. This can affect the fact that so many of the companies in the study strived towards gender equality in their workplace. It would therefore have been interesting to see if this focus is different in more equal or female- dominant industries.

However, there was not only gender diversity that the respondents talked about. Norrmejerier values diversity in culture and gender as well as in disability. The respondent from the company explains that this requires that you create good conditions for all people regardless of cultural background, gender, handicap or age. He further states that this mix should represent the Swedish society. It can be identified that Umiren shares this opinion since the respondent from this company said “we should have a workforce with a mix of experience, age, gender and origin”. These types of differences are some of those that Parvis describes to be included in diversity (Parvis, 2003, p. 37). The findings that many companies include these in their organization could support Parvis’ statement that diversity brings great benefits (Parvis, 2003, p. 37). However, most of the reasons to diversity that have been found in the study has been described as “it says so in our equality plan” (Umiren) or “our company should represent the society” (Umiren and Norrmejerier) which rather indicates a feeling of that the company should include diversity for the greater good rather than because it benefits the organization. However, it can be concluded that many organizations that are managing cultural diversity also have strategies for handling gender diversity, disabilities and ages. This might indicate that the focus on equality rarely exists only in one dimension but includes policies to welcome many kinds of diversity.

5.2.2.1 Adler’s Approaches to Managing Cultural Diversity

As opposo to Adler (2008, p.99) view that very few managers consider culture having any effects on the daily activities of an organization, almost all the Swedish firms participated did identify the effects such as both positive and negative/challenges of cultural diversity. The empirical finding and the previous discussion on analysis highlights the advantages and challenges of cultural diversity, hence all the participants except one are aware of these two effects. This underlines the fact that these organizations manage the impact or effect of the cultural diversity rather than managing the diversity itself as highlighted as Adler (2008, p. 107) states. According to Komatsu differences should be managed instead of being opposed at, as he stated “Don’t fight them”. He further expressed that in managing cultural diversity a firm could either “Skip it, work with it, fight with it or accept it”. He stressed the fact of never to impose the “management way
of doing things” or even think “Swedish is the correct way of doing things” but it’s important to manage these differences instead. Hence Norrmejerier and Komatsu in similar to most other organization shared the view on creating synergy through diverse point of views in the organization. As such it falls directly in line with the Adler’s (1983) synergistic approach in identifying both the effects and managing it well enough to achieve synergy within the organization. Accordingly the parochial approach does not fit any organization due to the fact that none of the organization considers “our way is the only way” towards cultural diversity. None of firms believed in ignoring the consequence of the cultural diversity either instead they always try to manage its effects in one way or the other.

Five out of seven firms seemingly practices synergistic approach but not all in the detail sense of Adlers’s (2008, p.108) definition of “Leveraging our ways and their ways may work best”. If the synergistic approach is in practice the firms should therefore recognizes and enhances the positive impact of cultural diversity and continually manage the disadvantages instead of it being ignored or reduced altogether. Though most organization seem to be good in identifying the advantages and minimizing the negative effects of the challenges, most often the firms fail to enhance or integrate the benefits with its organization. Similarly the firm that has an ethnocentric approach does not necessarily state that “our way is the best way” but fail to highlight the benefits in detail and stressed the problems and challenges of cultural diversity instead. The statements of this firm implied cultural diversity to be more of a burden than as a benefit. Consequently the organization did not have any indication on avoiding diversity in future but neither was there any hint of any positive increase of cultural diversity.

One company has been difficult to place in any of Adler’s dimensions. Iksu is, as discussed in the company analysis, neither is parochial, ethnocentric or synergistic. It was argued that they are rather cultural blind because of how they do not identify the challenges that cultural diversity can bring, rather they only see positive differences in the professional level. Because of this the suitability of the three approaches by Adler can be discussed. According to Adler (1983) the parochial approach includes an indifferent view of the effects of cultural diversity, ethnocentric includes a negative view and the synergistic approach comprises of both negative and positive effects. When put this way, there is evident that the three approaches create a gap in the views; there are no approach that includes companies that only see positive effects on cultural diversity. Therefore it is now suggested that a fourth approach could be included in Adler’s model. This is the positive ethnocentric approach where companies do not see any negative effects of cultural diversity, only positive effects. Therefore the negative effects are accordingly not managed. This approach would further fit into the situation of Iksu that were stated earlier to be colour blind. This will furthermore put this company in Adler’s model as well. The new approach and the gap it fills are further illustrated in the table below.

<table>
<thead>
<tr>
<th>Approach</th>
<th>Parochial</th>
<th>Ethnocentric</th>
<th>Positive Ethnocentric</th>
<th>Synergistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>View</td>
<td>Indifferent</td>
<td>Negative</td>
<td>Positive</td>
<td>Negative and Positive</td>
</tr>
</tbody>
</table>

Table 4. Positive ethnocentric approach in connection to Adler’s model.
Furthermore, it is acknowledged that this new approach is based on only one company from the empirical findings. However, it is still stated that this model could be revised to include other types of organizations into Adler’s model. The empirical background for this statement is thin but indicates a need for the model to be developed. It is moreover suggested that this situation is further studied empirically in order to clearly state the gap in Adler’s model.

Out of the firms that practice Synergistic approach that were interviewed have cultural diversity incorporated as an equality plan than as in improving cultural diversity. Interestingly the presence of these has had no or little connection to how cultural diversity is represented in the company. An example of this is SCA who has a sustainability policy and a code of conduct from their top managers, Norrmejerier and Umetrics have structured procedures of how to create an open environment for employees. This shows that regardless of the size of the cultural diversity presence many organizations open to cultural diversity within itself. This could depend on the attention that cultural diversity has been given during the last couple of years (Fägerlind & Ekelöf, 2001), as stated in the introduction. Nevertheless all firms in general fail to take a holistic point of view on cultural diversity and integrate it into all dimensions of the organization. Gwele (2009, p.9) points out that most often none of the senior management drive the process of the management of diversity has a “holistic institutional management strategy”. He further states “significance of strategically positioning diversity management as part of the institution's strategic direction cannot be overemphasized” (Gwele, 2009, p.9). It could be notice that none of the firms had incorporated cultural diversity deeply into its system to the extent that is reflected in its strategic direction that position it as a priority. As such the miss on the opportunity to innovate and think out of the box, away from their usual homogeneous working practices. As stated by McKay et. al. (2009) When has cultural diversity is intrinsic in a firm’s value system, it tend to create diversity friendly environment through policies where every member is integrated within its system. Due to lack of such organizational holistic view, they fail to articulate diversity at the strategic level to the extent that it is translated into action and viewed as a critical aspect of an organization.

5.2.3 MANAGING CULTURAL DIVERSITY
The organizations’ often tend to manage cultural diversity with an open attitude. The common view on the subject matter is that the organizations should have “global attitude”; “open mind”; “respect”, “empathy”, “awareness of the difference” when it comes to managing cultural diversity and “see it as an asset”. They also recognize that each problem is unique and it cannot be handled on similar manner, which in turn supports Adler (1997, p.25) further emphasizing the fact that “cultural diversity breeds divergent reactions”. According to Varner and Beamer (2011, p. 4) “Culture explains how people make sense of their world”. Hence different individual perceptions are affected by different cultural conditioning and react differently to a situation as people from similar cultures. In handling these difference Indexator stated that “people have to explain their position, reason for its happening and how they intent to take care of it”, as such emphasized detail communication as being one of the important aspect of it all. Equally Komatsu states that “managing diversity should add value by adding different views and creating synergy instead of influencing them to be one”, which is reflected by Green et al. (2002, p.2) in defining it as “managing diversity involves a departure from collective views of groups of people to valuing
individual differences and talent in the workplace”. There most of the managers interviewed do think along this line and reach beyond recognizing the differences in the employees and identify the different perspective and benefits the diversity brings. This could be seen from the facts that Umetrics has systems in place to retrieve the diverse point of view at the initial stage of a new recruit as well as along the rest of the period of employment. Whereas Norrmjerier has implemented program that they call “att verka och leva” as an approach to learn diverse views of people within the firm. Similarly these two firms in addition have an open door policy where they stressed on being non judgmental on managing the challenges and having an open approach instead. Umetrics states “Having an open atmosphere and focusing on solutions, avoid the repetition of mistakes rather than punishing the responsible”. This is opinion is seconded by Norrmjerier, that just recruitment of culturally diverse employees is not adequate enough but creating a compatible climate is necessary in managing it.

Most organization accentuated the importance of open global attitude along with good communication and appreciating the diverse individual views through openness and judgment free atmosphere to cultivate and manage cultural diversity. Another discovery through the finding is that the manager’s view and openmindedness towards cultural diversity plays a major role on how cultural diversity is treated in an organization. The participants were from various managerial positions such as Human Resources, CEO, General Manager and International Marketing Manager. The above addressed firms and their managers were quite detail in comparison to the other two managers in their discussion on how cultural diversity should be managed. This is quite often reflected all throughout the interviews within all the participants. The managers who honestly believe in diversity tend to highlight on the benefits and see the positive side of the disadvantages cultural diversity has on the organization. On the contrary even though the other managers stated that its positive to have a culturally diverse workforce, they tend to circle around the problems and difficulties more and fail to recognize or expand on the positive effects that they stated at the beginning. Thus in addition to the organization’s view on the topic, even the managers’ view is essential in cultivating a sustainably culturally diverse atmosphere.

5.2.4 PERCEIVED RESULT

When the respondents have been asked about the outcome of cultural diversity in their organization the responses have been very positive. However these positive outcomes have been expressed in very different ways.

The respondent at Indexator states that cultural diversity has made people at their organization more open minded and flexible. He describes that problems such as conflicts can bring very positive outcomes and a lot of potential if they are handled professionally. This could furthermore create higher quality as the conflicts or problems could be created out of something that needs to be improved. As was stated in the theoretical chapter, which one of Adler’s three dimensions (Adler and Gundersen, 2008, p.108) that a company have effects if the company will benefit from cultural diversity or not. It could be concluded that parochial and ethnocentric organizations often hinder the opportunities to benefit from cultural diversity while a synergistic approach could enhance the positive impact of cultural diversity and manage the disadvantages. Indexator is here a clear example of the synergistic approach where the outcome of cultural diversity could create
benefits if it is managed in a good way. This could be identified as the respondent says that the problems requires a professional handling in order to be beneficial.

Furthermore Komatsu sees another outcome from cultural diversity which is their development and expansion in various markets. This leads to more knowledge and adjustment which in turn creates more possibilities to develop and grow. This furthermore supports the theory that states that cultural diversity could bring many benefits to companies (Adler, 1997, p. 98-100). The respondent at Norrmejerier agreed that cultural diversity is rewarding if you have a suitable approach for it. However, he was hesitating when he got the question about what outcome cultural diversity has given the company and said that he have not thought about it and he does not have any numbers that shows the outcome. This response was interesting compared to the clear opinion that this company has about the benefits of diversity. He is, as stated before, convinced that one plus one could become three, four or five if you are open for it. The response on this question is the same for SCA where the respondent hesitates and says that he haven’t reflected about it. However, he learned a lot by dealing with different cultures. Since a more ethnocentric approach towards cultural diversity in SCA have been identified, the fact that the company do not know how the outcome from this have been, does not create a big surprise. The company could still be benefitting from cultural diversity but since they are not identifying the positive effects of it, it might be hard to see the results. Norrmejerier on the other hand have a clear synergistic approach to cultural diversity which further makes the authors question the fact that the respondent from this company had a hard time answering the question. The respondent at Umertrics describes that the outcome from having cultural diversity is a versatile working environment which have “broaden the horizon” and has made Umetrics a more “open organization”. Umiren has on the other hand had outcomes of cultural diversity that affects the company financially. This is explained through the lower employee turnover that the cultural diversity brings. According to the respondent at Umiren this also increases the employee satisfaction and brings a higher safety.

From these different answers it can be concluded that the cultural diversity has brought many positive outcomes to most of the organizations that have been talked to. The very versatile and multiple ways that these outcomes are showing is a surprising fact for a study of seven organizations. The many positive outcomes are also surprising compared to the small size of diversity that many of the organizations in this study have.
6. CONCLUSION AND RECOMMENDATIONS

This chapter will conclude the findings that were analyzed in the section above. It will furthermore be resulting in a developed model from the theoretical chapter which explains the major results of the study. Based on this, suggestions for organizations will be made in terms of the managerial implications of this study which are followed by the theoretical implications. Finally a connection back to the reliability of the study will be made and the chapter will end with suggestions for further research.

6.1 CONCLUSION

The research question of this study was: How do Swedish organizations view and manage cultural diversity? In this study it has been found that most companies in Västerbotten view cultural diversity in a positive manner and manage it to attain synergy in their organizations. In general most of the firms are open minded and maintain a global attitude towards cultural diversity. The firms believe that in order to develop and gain competitive advantage, they need to accommodate cultural diversity and create an atmosphere that is open and flexible. Similarly the firms emphasize on the fact that the diversity brings influx of different point of views and equally provide the opportunity to learn from different cultures. This in turn leads to respecting the differences through cross cultural understanding as it being a critical factor for the Swedish firms to be successful internationally. Management of the cultural diversity is often practiced through recognizing the differences in the employees’ views, perspective and work towards creating values that and synergy towards the organization. Most organizations accentuated on the importance of communication and appreciating the diverse individual views and eventually motivating themselves to create an open and judgment free atmosphere that cultivates and manages diversity. Still most of the firms lack the holistic view as they fail to articulate diversity at the strategic level and consequently in all dimensions of the organization. This is shown since most companies do not have integrated cultural diversity well into the organization policy and procedures to represent diversity well within itself. Hence the lack of holistic institutional management strategy leads to the fact that it is still not fully transcend into its actions and profiling itself as a culturally diverse organization. Thus the firms do not have systems to translate the diversity focused strategic process into action and view it as a critical aspect of an organization.

Cultural diversity has brought many positive outcomes to most of the organizations as discussed. These have been shown in very versatile and multiple ways. The findings that the study has arrived at are quite profound compared to the small size of diversity that many of the organizations in this study have. All the companies interviewed have concentrated their cultural diverse employees at the factory or low skill jobs except the two organizations that are owned by a foreign firm. Since there is less possibility for the underrepresented staff at factory level to affect the management of the organization, the cultural diversity within these firms affect the organization at a very low extent which eventually creates a homogeneous companies at the domestic office in Sweden compared to their international offices. Moreover, the lack of cultural diversity at domestic offices is explained by the lack of diversity in the labor market within the geographical location. Thus the location of Västerbotten could be a reason as to why there is little
diversity in organizations, since the area consists of fewer culturally diverse people than many other counties in Sweden.

New findings of this study further shows that cultural diversity is currently represented tends to create more cultural diversity in the company. As the currently diverse workforce tends to introduce more diverse employees and starts to be incorporated in an organization it will start to grow by itself without much effort from the management. At the same time cultural diversity in turn creates more commitment to the company as the results show. The reason for this is that culturally diverse employees tend to be more dedicated and responsibility while bringing variety and positive challenges that leads to job satisfaction that in turn leads to less staff turnover. Similarly the cultural diversity is affected by how a firm’s customer base is diverse. The need to have culturally diverse employees increases when the customers of a firm are diverse. Therefore cultural diversity often takes a natural process of strengthening itself within an organization through growth and commitment. Still there are other factors that could affect its presence and its integration within the organization.

The manager’s view and openness towards cultural diversity is an important factor that plays a major role on how cultural diversity is treated in an organization is another realization of this study. Managers that believe in diversity tend to highlight more on the advantages even while discussing the challenges that comes along while the ones that don’t tend to stress on the challenges. Indications have also been seen that organizational cultures affects how a company deals with cultural diversity and that organizational cultures can be just as different and dominant over sub cultures within the organizations. This could either encourage or suppresses cultural diversity in an organization. In concluding this discussion it needs to be highlighted that the above addressed findings influence the presence of cultural diversity in an organization. The finding of this study is hence accommodated into the newly developed analytical model in figure 3 that is initially designed in the theoretical framework. The developed model represents an extra outer layer that represents the above identified influential factors. The identified influential factors have quite an essential effect on whether the cultural diversity is further motivated or discouraged in an organization. Eventually this would affect the rest of the layers in the circle leading to different perceived results, as previously expressed.
In addition to above stated findings, this research has also shown that cultural blindness is an existing state for several managers in the organizations that were studied. This is shown through them seeing or stating that the differences does not exist, which is done either in order to be polite or because the managers see the situation this way. Cultural blindness was shown in companies that stated to be pro cultural diversity but then did not identify the differences. It is further to be stated that cultural blindness could consist of the situation where differences are not seen at all but also where only negative aspects of the differences are not recognized, which was the case in this research. For the companies that did identify challenges, the language barrier has often been mentioned as a source of challenges in encounters with culturally diverse people. This have in some cases lead to bigger misunderstandings and is furthermore managed through being clear and direct in interactions with cultural diversity. Furthermore, the gender subject has been a recurring part of the interviews. This has shown to be a part of diversity that all companies are discussing to some degree which shows that gender is a common subject among organizations in Sweden today. Through the research Adler’s model of different approaches on how organizations view cultural diversity was used. However a gap was identified in this model and the authors developed the positive ethnocentric approach that furthermore was used to explain one of the situations in the empirical results.

It could be concluded that cultural diversity is a growing phenomena within the organizations in Västerbotten. The effects of the cultural diversity does vary depending how diverse the workforce is and where its located, as in whether it’s in their domestic office in Sweden or in their international offices around the world. If the international offices are disregarded, most often firms have only very few numbers of diverse employees in their domestic offices, by which it more or less creates a homogeneous working environment. Often the diversity is located in jobs that do not provide much flexibility and lack of culturally diverse presence in the managerial
level of the organization. This in turn was not the case in organizations that are owned by a foreign top management or has international offices creating quite heterogeneous working environment. Though all the firms view cultural diversity positively and manage to create synergy, the context of the topic does vary depending on whether the proportion of the diversity is located at an international or domestic level of the Swedish organization. Due to an ongoing increase in diversity in Västerbotten most of these firms would have more diversity in their domestic offices and has the right view and managerial style to integrate it within their organization. Their international experience and broad global view is most probably an advantage in this case. Regardless all these firms need to integrate diversity at their managerial level and in their strategic direction of the organization as they are trying to do with gender equality at the moment. This would create a more holistic institutional management strategy that fully transcends diversity into all dimensions of the organization and profiles the organization as culturally diverse. As a next step all these firms need to make cultural diversity as an intrinsic part of the organizational value system and identify it as an asset to utilize it towards the progress of the organization.

6.2 Managerial Implications

From the study companies are recommend to include culturally diverse people in their organization. It can be seen that there are some challenges that this could bring companies but the benefits are higher than the problems if challenges are managed well. For companies with cultural diversity within the organization, the importance of acknowledging that there are both challenges and benefits in having cultural diversity should be emphasized as well as the fact that good management of these will highlight the positive outcomes. In managing diversity it is equally important to enhance and integrate benefits of diversity while trying to minimize the challenges of it. Furthermore the authors want to state that it is important to see the differences in culture while treating them equally. It is also of importance to be very claire in communication in order to avoid misunderstandings. What is more important is however to include people with culturally diverse background in discussions of how things are conducted in order to benefit from their different experiences and ways of seeing things. This could be done though implementing an open door policy at the company. This benefits could be increased though including cultural diversity at the managerial level and not just on factory level. It is a necessity to created an holistic approach to cultural diversity where its integrated at all levels and dimensions of the organization. This will in turn make the company more heterogeneous.

6.3 Theoretical Implications

Out of the finding from this study we have identified that most of the cultural diversity exists more at the blue collar level than at the white collar level in domestic Swedish organizations that are not owned by a foreign management. In addition to previous theories, more positive effects of cultural diversity has been identified in terms of cultural diversity leading to higher job dedication and commitment. This has been identified from both the culturally diverse employees and from their co workers which in turn leads to lower turnover. Furthermore it has also been shown that culturally diverse employees tend to have stronger feelings to “do your part” for the organization (att göra rätt för sig). From the above mentioned results, it can be concluded that this
study has contributed with more knowledge of organizations’ views on cultural diversity has gained more insights into the Swedish firms in Västerbotten in relation to cultural diversity and how its managed.

6.4 RELIABILITY OF THE STUDY IN RETROSPECT

These results do according to the reliability discussion in the methodology chapter respond to credibility, transferability and dependability as well as confirmability. As stated in that section, the recording of the interviews and the presence of two interviewers add to the dependability of this study. This has been reached through the fact that the authors have throughout this study made sure to conduct every part in an as objective way as possible in order make sure that the research is conducted in the right way and have not been affected by the authors own thoughts and interests. This has been managed much through the fact that two people have been asking questions for the interview and analyzed the results. Furthermore the authors also believe that the careful choices and clear motivations for all selections made in this thesis also contribute to the dependability of this thesis. Furthermore it was stated in the methodology chapter that the confirmability was strengthen through the fact that there were two authors that decreased the subjectivity of the interpretations of the interviews and minimized the impact that personal opinions could have had on the study. In retrospect it can be concluded that the empirical findings and the analysis of these have been made in an as objective way as possible and is not characterized by subjective opinions.

This research has further shown credibility through thoroughly shown that the information used is the accurate information gained from the respondents and used in such ways that its genuineness is kept throughout the end. Choices have furthermore been made in order to keep a morally correct approach towards the respondents. Due to the choice of conducting a qualitative study and using a convenience sample the transferability and generalizability of this study is limited. Therefore, the results and the developed model does not have as big support as it would have had with a quantitative study. However, this thesis is not inapplicable since it still regards an in depth research organizations in Västerbotten and their view and management of cultural diversity. Regarding transferability, it is the authors believe that this thesis could provide new information to several situations since the research topic as well as the researched area is very broad. The fact that the research has not been conducted on one single industry makes the result transferable to several types of organizations. The different industries could however also be a weakness for this study since that means that the respondents have many different conditions and ways of conducting their businesses. There are for example more positions for blue collar jobs in Indexator and SCA than in Umetrics and Iksu and therefore the inclusion of cultural diverse employees at higher levels might be easier in the two latter companies than in the factories due to the characteristics of the positions. As mentioned in the analysis, it could be more difficult for factories to benefit from cultural diversity since the teams usually are big and rules are strict and the gap between blue color and white color positions might be bigger in terms of the characteristics of the jobs. Therefore it might be easier for Umetrics to include cultural diversity in decision making processes than it is for SCA. Because of this it is important to bear in mind that the conditions of the different industries are different which could affect the results from the interviews.
As stated in the methodology chapter, a different result could have been reached if the organizations in this study were chosen from their amount of cultural diversity within the company. However, this would have made the study biased towards a more positive view of cultural diversity since the organizations have chosen to have a culturally diverse workforce or cooperation. Some of the organizations studied in this research have a relatively low degree of cultural diversity but the information gained from these are still relevant and has provided this research with interesting and new information. It should however be stated that these companies’ statement of their view of cultural diversity could be different to how they would act if they had a bigger amount of cultural diversity within their organization. This is a possibility that should be considered when reading our results. Furthermore the authors want to emphasize further that that this research is investigating how the respondents say that they view, act or would act which could be different from the reality. Furthermore some of the respondents in this research have had different positions, though all in a managerial place of the company. The responses from these people have not shown any difference due to their position but rather a personal difference in interest and opinion in the subject. Overall, the choice of companies that were conducted through a convenience sampling has naturally to some extent affected the results from the research. The possibility stands that the results would have been different with other organizations but since the approach of the study is not quantitative to generalize, the results have still provided with an insight in how organizations in Sweden view and manage cultural diversity.

6.5 Further research

It would be useful to research the relationship between managers’ view on cultural diversity and its influence on management of cultural diversity in a Swedish organization. As the relationship is identified to be quite strong between these two factors, further research would provide further insights into the influence it has on cultural diversity. The reason and the causes of no representation or poor representation in terms of equality instead needs to be further studied, as the Swedish organizations are quite focused on gender equality. Similarly the relationship between the positive and negative effects of cultural diversity needs to be studies in relation to which national cultures represented in the organization. Consequently, it could be investigated whether that result is consistent with Hofstede and Lewis’ models on national cultures. Furthermore it is suggested that the suitability of Adler’s model is further research in order to investigate the need of the Positive Ethnocentric approach. This study has encountered the possibility of cultural diversity to grow of itself within a company when it starts to be incorporated internally. Further studies could include this possible phenomenon to see the outcome in reality.
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Hi _______

Request for interview

Our names are Dhakshy and Anneli,

We are two Master students from Umeå school of business who are currently writing our thesis about cultural diversity in the context of organizations that are based in Umeå.

We believe that your firm would contribute well toward our study since you are one of the largest companies in Umeå. Thus we contact you at ___ because we think it would be very interesting and useful to gain further knowledge from an interview with you.

We would be very thankful if you could take time to meet us for 45 minutes to answer some questions. Our research is done in English but if you prefer the interview can be held in Swedish too.

Please write back to us with the time and place that suits you and we will do our best to make it work. The earliest appointment after the 5th of May is much appreciated.

Thank you for the opportunity and we hope to hear from you soon!!

Best Regards
Dhakshy and Anneli
APPENDIX 2

Interview guide

* Our study is about...
* The results will be used...
* The participation is optional
* Do you want to be anonymous?
* Is it ok if we record this interview?

Cultural diversity: “By cultural diversity we mean other nationalities than Swedish nationality, as well as Swedish people who are born in Sweden but have foreign born parents”.

Background information
(These questions are meant to establish the reliability of the person’s answers. Is the person in a suitable position to answer our questions?)

a) State the name of the organization and the respondent that we are meeting

b) What are your general tasks in your position/ in what way do you work with managing the workforce/ employees?

c) How long have you worked at the company? How long have you had this position?

d) How many people are working in your organization?

View, cultural diversity and management

1. How is cultural diversity represented in your organization? (Open question. This is the base of our interview. It is asked in order to establish if they have a cultural diversity and their view on it).

2. How many people do you have with different cultural backgrounds? (Closed question. This question is to establish the level of diversity within the organization).

3. What is the reason that you have culturally diverse employees? (Open question. This question will tell us the reason for their cultural diversity. We would like to see whether the cultural diversity is an intentional or unintentional occurrence in their organization).

4. What do you think about cultural diversity and how does it affect you organization? (Open question. This should answer the question of how the organizations views cultural diversity and if they see that it brings negative or positive effects to their organization. This could...
establish which of Adler’s view they fit into. This question was modified after the pilot study from being two different questions to become one. This was done since we experienced that the respondent gave us very similar answer in both questions).

5. How do you manage the positive and negative effects that you mentioned? (Open question. This tells us if they see cultural diversity as something that needs to be managed or that it doesn’t need attention. Depending on the answer to question 4 this question will let us see how the positive effects are enhanced and/or the negative are minimized in their management practices).

6. How do your organization relate to the fact that people from diverse cultures might be used to do things in different ways? (Open question. This tells us if the organization welcomes different opinions and ways to do things or if they expect culturally diverse people to change their ways to the Swedish way/ the organizations way. This question will be directly connected to Adler’s dimensions of: Our way is the only way/ our way is the best way/ or we can benefit from each other’s experiences).

7. How is cultural diversity integrated into your organization's policies and procedures? (Open question. Here we would like to see how the cultural diversity is intrinsic within the systems of the organization and how it is managed).

8. What kind of outcome do you think managing the cultural diverse workforce has provided your organization? (Open question. This will tell us how the respondent perceives the result of having a cultural diverse workforce. This question was modified after the pilot study from asking about result to ask about outcome. This was done since we experienced that the respondent connected outcome more to the positive or negative end result, as we were looking for).
## APPENDIX 3

**Number of people with foreign and swedish background in counties**

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People with foreign background are defined as people who are born abroad, or born in Sweden with two parents who are born abroad. People with swedish background are defined as people who are born in Sweden with two parents who are born in Sweden or one parent who are born in Sweden and one who are born abroad.

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