ARCADA

Diversity at Workplaces

Case study: Employees' perception of Inclusion at Workplaces in Finland

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Abstract:

The aim of the study was to conduct a research on diversity, with the main focus on inclusion. It analyzes the phenomena of inclusiveness at workplaces in Finland from the point of view of employees' of foreign background. The purpose of the study is to give an in- view and deeper understanding on how included foreign employees feel in Finnish organizations and that there is an emerging need for a diverse workforce. It was the researcher's own interest to discuss why foreigners still feel often excluded in companies. It was the curiosity to find out the reasons behind it and solutions to change it in the future. "How are foreigners included in workplaces in Finland"– was the main research question this entire study followed. The study consists of a clear structure of five leading chapters and the theoretical framework introduces and compares both, diversity and inclusion, and also creates the lead for the findings part. This research is a qualitative study and empirical data has been collected from electronic interviewing and web questionnaire(s). Limitations of the study occur. Perceptions and opinions lead the findings of the study, one focus group was selected (employees) and the participant number was narrowed. The topic itself is of sensitivity and high confidentiality has been guaranteed for participants by not mentioning any personal data or employers' names. The findings of this study are of high variation but a top four of clear challenges of inclusion in Finnish organizations were discovered (Finnish culture and manner /Finnish language proficiency /company's unawareness on how diverse and inclusive workforce supports business/ salary). The conclusion of the study presents that i.e. foreigners are not completely included, but awareness is created and foreigners matter to companies' success equivalent to Finns though there are challenges inside diverse teams, with little or no knowledge of inclusion in organizations. Further, it has been discovered that development opportunities are not equally given to Finnish and foreign workers.

Keywords:	Inclusion, Diversity, Employee, Workplace, Foreigner, Diversity Management, Workforce Diversity, Working Environment, Finns, Culture, Language, Organization
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FOREWORD

1   INTRODUCTION

Working with people from different cultures in an effective manner means to adapt to differences, such as their cultures, their geography or religion. Employees and managers alike need to adapt their style of working, which is not always easy. Balancing the interests of the organization with their responsibilities is a challenge. Since 2000, there have been a number of studies and journals published on diversity in organizations which dealt with foremost race or gender diversity. Diversity has been and is still a touchy topic for many people and only a few people feel comfortable in public discussions about diversity when it comes to the topic of i.e. race. People's feelings get hurt and many feel misunderstood and misread. Diversity is a topic of difficulty and complexity (Robbins S. P et al, 2012:30-32; Brief, A.P et al, 2008:1-5; Auerbach, C. F. & Silverstein L.B., 2003:13).

This study is of personal interest of the author. It investigates the phenomena of inclusion at workplaces with the help of a qualitative research method and electronic interviewing. The main literature reviews for this study were chosen from diversity and inclusion theories. It is limited to the point of view of employees only and carried out with a limited number of interviewees. The author herself has solid experience in working in Finland for years, as a foreigner* and believes in making a difference through diversity and inclusion is essential for any company in future, also in Finland.

Diversity is all about who we are, how we think and how we express the values that we believe in. Because inclusion arises from a diverse workforce in organizations, this study shows how internal traits at workplaces shape people's behaviors and the way how people at work can engage with the world around them.

Foreigner(s): An individual with origin outside of Finland also named Non- Finn or person from another country or foreign language speaker. Origin, language and ethical background may differ to Finnish citizens.

1.1 Statement of the problem

The term diversity is commonly limited to groups like: age, gender, religion, race, ethnic background and sexual orientation and many people think this is all what diversity is about, whereby this word goes far beyond these areas. At workplaces, diversity refers also to the personality type and for example to the learning style of the individual (Kothari, C.R 2004:2-3).

This study discusses today's myth and concerns why foreigners are not easily integrated in companies in Finland. Do foreigners have the opinion that they are included or excluded at workplaces in Finland? Which are their motivations shadowing their opinions? The personal experience of the author shows that despite sufficient Finnish language skills, very little employers in Finland still neither like to hire foreigners to their organizations, nor include foreigners easily to their teams. The author herself, experienced the reality and feeling of exclusion, no matter how long one resides in Finland or how well one masters the Finnish language.

The topic of diversity and inclusion is even today expressed as *hot topic. Intentionally, international companies are trying more and more to ensure they have a diverse working environment and actively practice inclusion. This is to attract talented workers and to create job satisfaction and belongingness. In Finland, the topic has been recently in the news and major distresses have been expressed on why foreigners do not stay working in Finland. Foreigners interviewed named examples like Finns should open up more towards foreigners and foreign cultures in general; foreigners do not get employed because of not sufficient language skills; employers in Finland see enthusiasm of the foreign applicant but cannot hire them as to them not knowing Finnish language is a big issue. Additionally, foreigners revealed it is important to know the right people to get jobs, have a study background in Finland or simply luck. "Nowhere work can be found in their own branch and they end up cleaning. I know that many are unemployed because of the language, they have high education and sit at home and cannot find a job. Both men and women cannot find jobs without the language" (Talouselämä 2018:28).

It was stated that Finland needs good leadership, openness and more tolerance to work-places, to mention only a few. (Talouselämä 2018:26-30)

Hot Topic: it defines a subject that a lot of people are discussing, especially one that causes a lot of disagreement. (ldoceonline, 2019)

1.2 Background, need and aim of the study

This study covers the subject of how diverse workforce is included in companies in Fin-land. Teams with co-workers of diverse backgrounds are always complex, but their di-verse backgrounds may bring essential success to any organization. The study's main aims are analyzing inclusion and in particular social inclusion at workplaces. Social in-clusion is bound to the workplace being responsible for integrating diverse individuals and the phenomena of making these individuals feeling included. Foreigners should not be left out because of diverse and different demographic characteristics (gender, age, race, sexual orientation etc.) compared to co-workers. Making such diverse employees feeling included, it is the phenomena this research aims to study. (Kothari, C.R 2004: 2-3)

The need of the study is to give an in-view and deeper understanding of how included foreign employees feel currently in Finnish organizations. The goal is also to make a study to create awareness that there is a need for a diverse workforce regardless of the company size or industry. Every employer should listen to its employees notably and this is why this study focuses on inclusion from the point of view of employees, not managers, not team leaders and not CEO's or higher management, as many researches before carried out.

The purpose of this study is to analyze the phenomena of inclusiveness at workplaces in Finland from the point of view of employees with foreign background compared to

Finnish workforce. It is to gain familiarity with this phenomenon and to also get new insights. It is aimed to portrait characteristics of a particular group of people and also to determine the frequency in which something occurs and which is associated with something else. (Kothari, C.R. 2004: 2-3).

This study aims to analyze workplace cultures and it aims to make suggestions on why diversity and working together with diverse people is crucial for a company's success in the future. What is it that makes workforce diverse? And how included do workers in Finland feel in organizations? It is a matter of fact that numerous studies have been conducted on diversity during the past. However, this study is focused on diversity and on finding out if it is just a myth or still relevant that foreigners are not getting easily integrated in companies in Finland? What are the issues behind this? Is it the language barrier, despite knowing Finnish fluently? Do foreigners feel included or excluded when it comes to their ideas being heard, and opinions taken into consideration? Also, is it the organization and working culture itself which is not inclusive enough or is it the foreign employees' personality and characteristics? Do employees with foreign origin in Finland feel left out or even not treated with respect at their workplace?

This study is very useful for employers and employees alike in organizations in Finland. It is aimed to make employers aware why an inclusive working environment is essential for both foreigners and Finnish workforces and that inclusiveness is essential for personal wellbeing and long-term success of the company.

1.3 Research questions

Through this study, the author will attempt to find answers to the following research question:
- o Main research question: How are foreigners included in workplaces in Finland?
- o How are organizations in Finland dealing with including foreigners? (positive/ negative aspects)

o   What do Finns (Finnish citizens) think about this? Are foreigners and Finns in-
cluded differently at work in Finland?

1.4 Structure of the Thesis

This thesis consists of five chapters which are listed below:

1 Chapter - Introduction

2 Chapter - Theoretical Framework

3 Chapter - Methodology and Data

4 Chapter – Findings and Reflections of Finns and of the author

5 Chapter - Conclusion, Recommendations and Limitations

Chapter 1: the introduction consists of the background, aim and need of the study and states the research problem. In this chapter, topics covered are the main research question(s), the structure of the thesis and introductory the statistics on foreign language speakers in Finland today.

Chapter 2: the theoretical framework consists of scientific material collected on the topic of diversity and inclusion. Here, the key literature includes material from paper books, e-books, scientific articles, scientific journals and other online sources. It starts with defining diversity but also introduces the reader to in-depth material on diversity at workplaces, the social identity theory as well as teamwork, cultural diversity and performance. The chapter continues with defining inclusion and introduces the reader to defining inclusive working environment and optimal distinctiveness theory. This chapter ends with stating the difference between both, diversity and inclusion and lists the main barriers of in- groups and out- groups and fitting-in into a diverse and inclusive working environment.

Chapter 3: the methodology and data part introduces the method used to carry out the study as well as how the data is collected and how it was analyzed. In this chapter, em-

phasize is put on the data collection process, the electronic interviewing and on the data analysis process, as well as background information on participants is defined.

Chapter 4: the findings present the research data on the study of employees' perception of inclusion at workplaces in Finland. This part of the study takes the reader instantly back to the theoretical framework in Chapter 2. Findings are applied in reference to the main concepts of diversity and inclusion. Besides, barriers and challenges are revealed. Results are also presented from the point of view of Finns about diversity and inclusion at work and also from the point of view of the author.

Chapter 5: the conclusion, recommendations and limitations section familiarizes the reader with a short summary on the key findings and states future research propositions. At last, key limitations of the study are pointed out.

1.5 Statistics on Foreign language speakers in Finland

How many foreigner language speakers are there living in Finland at the moment? Statistics claim that Finland has a total population of 5,517,919 in 2018, from which the number of foreign language speakers has increased during the past five years, by a total of 102,678 persons. During 2018 the biggest increase in growth of population in municipalities was seen in Vantaa, Helsinki and Espoo. In Helsinki, foreign language speakers were stated to be a total of three-quarters of the population growth in the Helsinki region. By last year, a total of 391 746 persons speaking a foreign language were counted living permanently in Finland, whereby the biggest number of them lived in Uusimaa region (13 percent) compared to South Ostrobothnia (2 percent). These foreign language speakers include Russians (over 79, 225) with a vast majority, followed by Estonians (49, 691) and Arabic speakers (29, 462). (Statistics Finland, 2019)

In 2018, Vantaa with 19 percent and Helsinki with 16 percent, were the densest populated cities were foreign language speakers were living. See figure 1 and figure 2 below,

which show the change in population by native language as well as what is the highest native language spoken in 2018. (Statistics Finland, 2019)
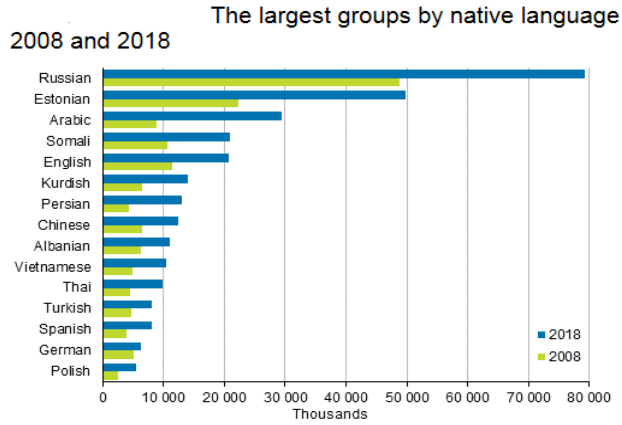
Figure 1: The largest Groups in Finland by Native Language in 2018 (source: Statistics Finland, 2019)
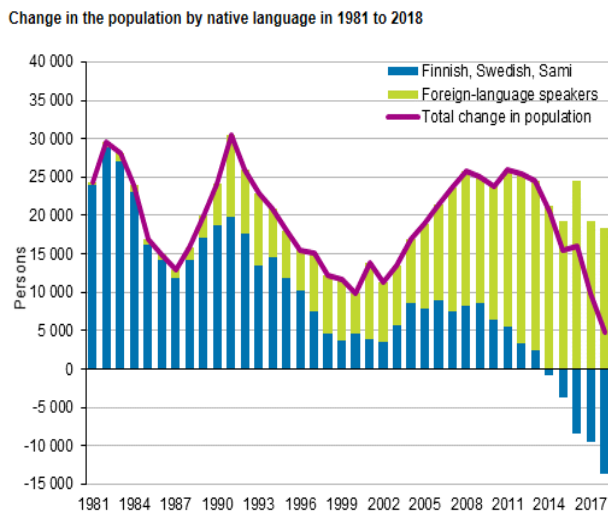
Figure 2: Change in population by native language in 1981 to 2018 (source: Statistics Finland, 2019)

2   THEORETICAL FRAMEWORK

The theoretical part of this study will examine the main characteristics of diversity and inclusion. It clarifies definition of terms and analyses the concepts of workplace and workforce diversity as well as the most important theories and methods associated with diversity and inclusion. It also points out similarities and differences of both terms. It is the theoretical part which builds the ground for chapter four and five.

2.1   Diversity

2.1.1   Defining Diversity

Diversity is commonly defined as the term relating to differences among people such as race, pigmentation, gender, age, nationality, religion, political affiliation, sexual orientation, to mention but a few. Definitions however may vary greatly. In organizations, diversity is all about the creation of a culture where each worker can contribute to the organization. It often is a question of competencies and beliefs starting inside the company to create a diverse working environment, which than reflects on the business outside as well. Mor Barak (2005), said about understanding diversity "I propose an Image from the art world – the painter's palette. Like colors, when people are forced to blend in and give up their unique characteristics, the result is a dull gray. Allowed to display their true colors, they shine brightly and together create an inspiring work of art". (Wrench, J. et al 2007:3; Schmidt, P. 2004:148-151)

2.1.2   Workplace and Workforce Diversity

A company culture in organizations may differ, but it shows how things are done internally and what is important in a company culture. Culture strengthens organizational commitment and may increase the consistency of employee behavior. Diversity plays a

key role when it comes to working in teams at workplaces in any organization. Despite supporting differences in organizations, there are also barriers which diversity may cause at workplaces, as newcomers have to accept the organization's core cultural values, which might not be easy for them at first. To some extent, diverse behaviors and unique strengths could decrease or even vanish with diverse people trying to adapt to strong existing company organizational cultures. According to the organizational behavior researches of Stephen P. Robbins and Timothy A. Judge (2012), "Strong cultures can also be liabilities when they support institutional bias or became insensitive to people who are different". (Robbins, S.P. & Judge, T.A, 2012:246)

Workplace diversity can be also defined as to which extend non- majority members will affect an organization's workforce at different organizational levels. Race, ethnicity and gender may differ from the organization's location. It can be often divided into surface -level diversity and/or deep-level diversity, see both definitions highlighted in figure 3. (Mills Helms, J. et al, 2006:297)

Surface-level diversity

"observable demographic or psychological differences in people"

Deep-level diversity

"differences in the psychological characteristics of employees, including personalities, beliefs, values, and attitudes"

Figure 3: Definition of Surface-level & Deep- level Diversity (own creation from source: Principles of Management, 2019)

Workforce diversity is the challenge organizations face in adapting to people who are different. From women or men, racial and ethnic groups, individuals with diverse abilities, as well as different age and sexual orientation, all describes workforce diversity. Managing a diverse workforce as such has been ever since a global problem. Organizations might face difficulties in how to treat diverse workforce employees alike and also how to influence on differences within groups for competitiveness. Not to overlook as well how organizations should recognize individual and cultural differences and espe-

cially from awareness to political correctness, workforce diversity is challenging. (Robbins, S.P. & Judge, T.A, 2012:31-33).

Building diverse workforce groups is essential because these groups are said to be much more powerful than non-diverse groups, as mentioned in Figure 4. Firstly, for example it is known that they will reach, attract and keep a wider range of customers, which is essential for the success of any business. Secondly, it is researched that they will challenge the status quo, which means that teams with diverse opinions challenge "business as usual", will debate and in example also consider other alternatives. Thirdly, diverse teams can develop and reach more easily breakthroughs as diverse opinions stimulate creativity and are innovative. At last, the problem solving aspect should not be left out. Diverse teams are said to solve problems much more effectively as they are able to foresee obstacles, make solid predictions and also find creative solutions. In conclusion, diverse teams reach more customers. (Harvard Mangement Mentor, 2019)

Figure 4: Four Reasons why Diverse Teams are powerful (source: Harvard Management Mentor, 2019)

2.1.3 Social Identity Theory

As previously mentioned, diversity is a term describing a range of differences (cultural, religious, language, dress code etc.) and different characteristics between a selected group of people. Diversity characteristics seem to vary from country to country. At workplaces, diversity refers to special categories that have a positive or negative effect on employment outcomes. Since each culture and nation has its own unique characteristics, the understanding of the cultural context of these categories is the essential.

At a workplace, the link between diversity and inclusion is of high importance. Already back in the 1970's and 1980's, Billig and Tajfel as well as Brewer and Wilder (2008) researched that people tend to categorize themselves in demographic characteristics. By doing this, people seem to not only validate their very own social security by showing attachment to members of their own category, but also seem to be able to communicate much more easily and with more empathy, in comparison to people of other social groups. It is researched that in fact social identity connects diverse characteristics and creates the perception and feeling of inclusion and the belonging to a specific identity group. (Human Service Organizations – Administration in Social Work, 2008)

In spite of this, defining social identity theory goes back to 1979. Then Henri Tajfel stated social identity theory as for being a person's sense of who they are, based on their group and their group membership. For him, groups were defined as i.e. social class, family, football teams and other, which people belonged too and which were an essential source of pride and self-esteem and which give a person a sense of social identity. In other words, belonging to such a group gives the sense of belonging to a social world. Hereby, enhancing the status of the group is essential for increasing a person's self-image. Groups are therefore categorizing persons socially into "them" (out- group) and "us" (in- group). Tajfel and the theory state that "in-group will discriminate against the out- group to enhance their self- image" and also that stereotyping is a normal cognitive process where however people tend to exaggerate firstly the differences between groups and secondly the similarities of things in the same group. In conclusion, Tajfel long ago explored that social categorization is one of the main explanation for prejudice attitudes

("them" and "us") which leads to in-groups and out- groups" categorization. (Simply Psychology, 2019; Hatch, J.M. & Schultz, M., 2004:33-47)

Research also states that i.e. demographics have a big impact on people's perception of feeling included especially in Western cultures. In example researches claim that employees outside the so called "corporate mainstream", i.e. women or members of specific ethic minority groups, are more likely to feel excluded from workplace interactions and other opportunities but also in example older employees might have a much higher level of feeling included than others. (Human Service Organizations – Administration in Social Work, 2008)

Referring back to Tajfel's definition, social identity theory researches questions such as the relationship of the individual to the group and its intergroup conflicts. It is said that social identity theory forms the grounds for the motivation of intergroup behaviors, such as groups like or dislike each other, because it serves their interest to do so. Some also identify social identity theory with instrumental explanation, which means it tries to explain i.e. discrimination and it tries to also identify the paradoxical responses of minority and other subordinate groups. People can belong to more than one group. However, evaluating others as us" and "them" includes three mental processes, Social Categorization, Social Identification and Social Comparison where group membership is the leading issue. For definitions of each process, please see figure 5. (Capozza, D., & Brown, R., 2000:1-4; Simply Psychology, 2019; Hatch, M. J. & Schultz, M., 2004)

Social Categorization	*Social Identification*	*Social Comparison*
means categorizing people and ourselves in order to understand the social environment, so that one can assign people to categories that tell more about us and them. By defining people's behaviors, it allows to categorize them into groups.	means people adopt the identity of a group they categorize themselves to. It is said that people will create emotional significance to this particular group or groups and their self-esteem will knowledgeably grow with such group membership.	means comparing our group to other groups. It is the final stage of the mental process after categorization and identification and if wanting to remain a high self-esteem the persons group they belong to needs to compare favorably with other groups.

Figure 5: The Mental Processes evaluating others by Tajfel & Turner (1979) (own creation from source Simply Psychology, 2019)

At last, social identity theory as such builds the basis for creating the optimal distinctiveness theory (ODT) (see point 2.2.3), which is an extended version of it, including assumptions of social identity theory. In summary, social identity theory describes the psychological basis of in- and out- group and membership bias and a person's sense of who they are based on the group membership. Optimal distinctiveness theory (ODT) on the other hand takes it to a deeper level and analyses in-group and out-group differences between social groups and situations as well as the need for optimal distinctiveness. (Optimal Distinctiveness Theory, 2018)

2.1.4 Teamwork, Cultural Diversity and performance

Diversity plays a key role when it comes to working in teams at workplaces. Most teams include individuals with different skills and knowledge but also with different personalities, genders, ages, educations, functional specializations and experiences. Those diverse characteristics are said to be essential for completing tasks effectively in a team. Despite the possibility of higher conflicts and lower beneficence, as varied in positions, a diverse team or so-called heterogeneous team is said to perform more effectively than homogeneous teams. Research also underlines the fact that despite possible conflicts, creativity will be stimulated as side effect and with-it decision making in teams will be improved. (Robbins, S.P. & Judge, T.A, 2012:149-150)

Cultural Diversity or so called group demography, in other words rational and national differences also interfere with team work and team process. A team consisting of culturally diverse people (heterogeneous groups) at work is more likely to benefit from a variety of viewpoints. However, negatively it might have underperforming side effects when i.e. newly formed, as learning processes might be of longer period than for homogeneous teams. (Robbins, S.P. & Judge, T.A, 2012:150)

Nevertheless, what effect does team diversity have on team performance? From delivering different points of views and perspectives, diversity should be a good thing for teams of diverse cultures. It is essential for team members to communicate knowledge and to communicate on where they have a lack of knowledge. For this, also the leader-

ship of diverse teams plays a key role. Successful diverse teams at workplaces consist of a team leader who provides inspirational common goals. Organizational demography states that i.e. different ages or date of joining the organization should help to predict turnovers. It is said, the higher the difference in experiences, the more challenging the communication of team, but the higher the turnover. (Robbins, S.P. & Judge, T.A, 2012: 153)

Diversity in groups also appears to raise various conflicts in comparison to non-diverse groups (homogeneous groups), especially in the beginning. However, in the long run, researches show that heterogeneous groups may perform better, if getting over conflicts. This is simply due to the fact that diverse characteristics (nationality, race, gender etc.) may provide opportunities for solving problems in different and in unique ways as attitudes, values and opinions differ. In fact, behaviors in diverse teams differ and i.e. information might be shared to a larger intent, groups might deliberate longer, which can lead to fewer factual errors in evidence discussions. Moreover, group or team members might be generally more open-minded to view and to accept different opinions, to mention but a few positive side effects of diversity in groups. The impact of cultural diversity in groups varies and is not easy to conclude if looking on it from a short-term perspective only. Though, according to Stephen P. Robbins and Timothy A. Judge (2012) diverse groups might perform better at work in the long-run. (Robbins, S.P. & Judge, T.A, 2012: 144)

2.2 Inclusion

2.2.1 Defining Inclusion

"Policies alone are not enough to build an inclusive workplace, and inclusion shouldn't be a box-ticking exercise." (Inclusive Employers, 2019)

According to various studies before, the meaning of inclusion is not always clear. Yet, according to Bernardo M. Ferdman (2013) inclusion can be defined as the fact how well organizations and their members fully connect with, engage, and utilize people across all types of differences. Inclusion and diversity are often seen as the very same, but it is knowingly researched that inclusion specifies what we do, whereby diversity is more about when people are valued and appreciated as themselves and are integrated as such, with their complete range of differences and similarities from each other. Inclusion is the way of working with diversity, because it is seen as process and practice for organizations and their workforce groups to take advantage of diversity. It is also widely argued that is inclusion may only be a psychological experience. (Ferdman, B.M. & Deane, B.R., 2013:4-5)

When it comes to finding a more clear definition for Inclusion, Brewer's optical distinctiveness theory (ODT) (see 2.2.3) is the term to look at. Optical distinctiveness theory (ODT) describes inclusion from the point of view of employee's in the work group and with it the importance of both belongingness and uniqueness. Inclusion and especially social inclusion at work is associated with the workplaces responsibility to ensure to integrate diverse individuals with making them feel included. Inclusion at workplaces means not leaving employees left out because of diverse characteristics such as gender, race, age, sexual orientation, to mention but a few. (Journal of Management JOM, 2011)

Employers should know that including diverse workforce and that mixing employees, will make any workplace unique. Inclusive teams in organizations are meant to be formed to avoid putting people to boxes. Inclusion at workplaces means accepting a variety of diverse characteristics, learning and including it as such. It is more about being considerate on how employees work together on a daily base, and it is less about the meaning of treating all people alike. An ideal inclusive workplace shall look like in figure 6 below. (Inclusive Employers, 2019)

In an inclusive workplace:

- There is a welcoming workplace culture where everyone is treated with respect and dignity and everyone feels valued.
- Policies are in place concerning equality and human rights, working conditions, dignity at work, employee welfare and fair recruitment and procurement practices.
- Members of staff at all levels are aware of the inclusive values of the organisation and are actively consulted and involved in policy development.
- The workforce is representative of the local community or customers (or if not, under-represented groups are encouraged to apply).

- All employees are encouraged to develop and progress, and any barriers faced by specific groups are identified and action taken to address them.
- Unnecessary hierarchies and occupational segregation, where groups of employees are congregated into certain areas, are discouraged.
- The organisation is aware of any potential tensions within the workplace, and takes action to anticipate and address them.
- Inclusive strategies are fully supported and promoted by senior staff.

Figure 6: Creating an Inclusive Workplace – What does an Inclusive Workplace look like? (source: Equality and Human Rights Commission Guidance, 2019)

In example, an inclusive workplace demonstrates a welcoming workplace culture where everyone is valued and treated with respect and dignity. It shall encourage employees to develop and progress, barrier shall be identified and actions taken. There are no hierarchies or other group segregation and policies are in place concerning equality and human rights. In the ideal inclusive workplace also all members of the organization are aware of the inclusive values and inclusive strategies are supported and promoted by senior staff. (Equality and Human Rights Commission Guidance, 2019)

2.2.2 Inclusive Working Environment and its Framework

"It is not enough to hire diverse talent". (Harvard Management Mentor, 2019)

Knowingly, diverse workforce is seen as a big plus to any organization. Yet, the focus shall be on inclusion and not on diversity only. To benefit to the fullest from diversity at teams at work places, a company has to be aware of the fact that an inclusive working environment will need to be created for the diverse workforce. An "inclusive working

environment" is acknowledging and supporting differences rather than pressuring people to fit in and people shall feel i.e. treated with respect and fairness (see figure 7).

> ☑ **They are treated with respect and fairness.**
>
> ☑ **The unique life experience, opinions, and ideas they bring to the group are valuable.**
>
> ☑ **They belong within the team and are not "outsiders."**
>
> ☑ **They can be their "true selves" at work. For instance, a Muslim can talk about a friend in his mosque community, and a gay man can bring his partner to a company party.**

Figure 7: How people feel in an Inclusive Working environment (source: Harvard Manage Mentor, 2019)

Will uniqueness provide opportunities for improved group performance? Will an individual be an accepted member of the group and the group values the unique characteristic? Shore & Randel & Chung & Dean & Ehrhart & Singh (2011) argued about it and the fact of high and low belongingness (see figure 8).

	Low Belongingness	High Belongingness
Low Value in Uniqueness	**Exclusion** Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.	**Assimilation** Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.
High Value in Uniqueness	**Differentiation** Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/ organization success.	**Inclusion** Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.

Figure 8: Hypothesized inclusion framework (source: reprinted from Shore et al. 2011, Journal of Management JOM, 2011)

This framework of inclusion (see figure 8) describes well how uniqueness and belongingness create feelings of inclusion. Knowingly, uniqueness will create opportunities for i.e. an improved group performance. The inclusion cell (see figure 8) describes a unique

individual who is an accepted member of the group. The individual reaches high value in uniqueness and high belongingness as the group values the individual's unique characteristics. On the opposite, there is the low- belongingness and low- uniqueness, which are called exclusion (see figure 8). Here, the individual is not treated as an insider at work and his or her unique characteristics are not valued in the group. There may be however other groups or individuals who are considered as insiders. The assimilation cell in figure 8 with high- belongingness and low value in uniqueness describes situations where the unique individual is treated as an insider when i.e. conforming dominant norms. These are often individuals who have undesirable characteristics and may or may not tell them to their group. The differentiation cell in figure 8, includes individuals who are low on belongingness but high on uniqueness. These individuals are commonly said to be more creative as they long for a high need in uniqueness. (Journal of Management JOM, 2011:1266-1267)

2.2.3 Optimal Distinctiveness Theory (ODT)

"We believe this tension between belongingness and uniqueness is an underlying theme in the inclusion literature as well as in some of the diversity literature that is focused on the individual within the group." (Journal of Management JOM, 2011:1264)

The optimal distinctive theory or ODT (see figure 9), is a social psychological theory which describes the understanding of in- group and out- group differences with the goal of optimal belongingness and uniqueness, following the need for individual satisfaction. It explores the human need for validation. Dr. Marilynn Brewer, who first proposed the theory in 1991 and later deepened it in 2003, claims that it analyses the individual satisfaction of needs within a group setting and emphasizes the importance of an optimal balance of inclusion and distinctiveness within and between different social groups and/or situations. (Journal of Management JOM, 2011:1264; The optimal distinctiveness model, 2019)
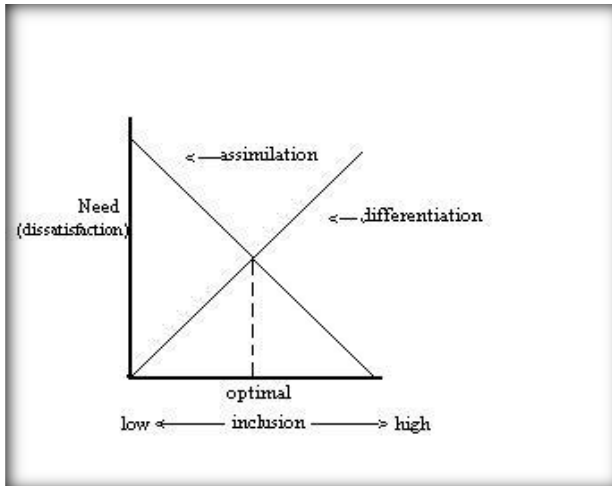
Figure 9: Optimal Distinctiveness Theory (ODT). (source: The optimal distinctiveness model, 2019)

Ever since 1989, the role and the identification of in- groups and out- groups have been in the spot light of various literatures. Herby social categories have been identified and results clearly showed that people might get attached mostly to those groups they have common connections with. Identification also means a person can identify the personal component that defines them as individual. Brewer (1991), states that optimal distinctiveness theory (ODT) describes the tensions in connection with "human needs for validation and similarity to others". It also emphasizes the urge for uniqueness and so-called individuation (on the other). He also analyzed that people are in need to balance these two, to feel included to groups, but nevertheless acceptance in form of longing to belong to those groups has a major impact. There is no doubt that individual connection with other people prevents isolation and avoids exclusion. An individual who is feeling accepted, is more likely to have positive characteristics, is loyal, cooperative and trustworthy to others. (Journal of Management JOM, 2011:1264)

Snyder & Fromkin (1980) found out that if a group member is seen as too similar, they might be categorized as interchangeable and the need for "uniqueness" (being yourself) fades. Activating this need, people start to compare themselves to others with or outside the group and according to Pickett, Bonner, and Coleman in 2002, people tend to identify themselves with groups as soon as they can feel the need for satisfaction and with it feel they belong to the group and are seen by others as unique individuals. Belongingness and uniqueness are as equally important when it comes to ODT. Both might vary,

depending on the individual him/herself and on the context and need, and with it the social identity. (Journal of Management JOM, 2011:1264)

2.3 Diversity and Inclusion (D&I) compared

For decades diversity and inclusion have been said to be bounded together and named D&I. People see the terms as the very same thing. However, diversity is named to be the more explored term, whereby inclusion often stays in the shadow. It is a fact that also researchers and companies alike focus foremost on diversity, but less on inclusion. Inclusion has been ever since an unknown territory for researchers and companies alike. Already Ferdman (2013) expressed the need for a much more conceptual and practical intelligibility in how to define inclusion and how it can be fertilized in organizations. Assumption testing was seen as one key to get clarification. (Ferdman, B.M. & Deane, B.R., 2013:4-5)

Diversity and Inclusion are not the same, however they are connected as "Diversity is the fact of life in work groups and organizations and inclusion is grounded in what we do with that diversity when we value and appreciate people because of and not in spite of their differences and their similarities". Inclusion refers to creating working environments to make people feel valued and appreciated as who they are and despite any of their differences. Inclusion is not the same as diversity but it is the way of working with diversity, diverse people, and diverse cultures at workplaces. (Ferdman, B.M. & Deane, B.R., 2013:4-5)

Inclusion compared to diversity is not happening overnight or can be implemented fast in organizations. It is a much more complex process, because people are asked to change behaviors and this normally requires adjustment to the organizational systems and processes. A company's commitment, culture and resources are tested toughly when focusing on inclusion. The fact that inclusion as term compared to diversity is widely misunderstood, also the author herself, when collecting material and when talk-

ing to people, noticed how unknown the term inclusion is. Some refer to inclusion as i.e. to "inclusion across differences". (Ferdman, B.M. & Deane, B.R., 2013:4-5)

2.4 Diverse and inclusive workplace environments – Barriers and Challenges

During the last decades workplaces have changed and so have the behaviors of groups or individuals in organizations. Individuals have the same prejudices at work than they have outside work and discrimination has been a hot topic associated with workforce diversity in many countries. This is where diversity management comes into place. Diversity Management according to Derek Rollins (2008) is "a systematic approach aimed at promoting the positive image of workforce diversity, which usually involves steps to affect the composition of a workforce so that it reflects the degree of diversity in a wider society." (Rollins, D. 2008:60)

What is it that keeps employees not feeling included? According to Harvard Management Mentor Business Reviews (2019) it can be for example that the employees' have preferences for being around others most like themselves. It is stated that one reason could also be that employees have an urge to mask their differences simply to "fit- in" and at last even managers of diverse teams may unknowingly stereotype minority employees, which may cause limitations in employee contribution and could hinder team performance. (Harvard Management Mentor, 2019)

2.4.1 In- groups and Out-groups

Firstly at any workplace so called "in- groups and out- groups" might knowingly or unknowingly exist, which makes creating an inclusive environment never easy. It is normal that people feel more comfortable and prefer the company of others who are i.e.

same race, same nationality, speak the same language or even are of same religion. With these common grounds it is said that individuals trust more each other, cooperate with each other more willingly and also feel more comfortable with each other at a workplace. "In-groups" are named larger groups of people, who are the ones who have same values, attitudes and beliefs, but can in many cases feel left out when it comes to their "voices" being heard. (Harvard Management Mentor, 2019)

In comparison, in any company, there may be a minority group with certain ethnical or cultural belongings. Or it may be an individual which is uniquely doing a job of another group of people (i.e. a women in a male-dominated branch) or even different age groups mixed together at work (younger vs. older). This sort of group is named "out- groups". Knowingly in- groups and out- groups are in direct connection with the Social Identity Theory (see point 2.1.3), which was defined by Taifel in 1979 as "a person's sense of who they are based on their group membership(s)". He already put emphasize on groups, which give people a sense of belonging to a social world. According to him, social categorization is one explanation for prejudices attitudes, which he claims leads to in and out groups. (Simply Psychology, 2019; Harvard Management Mentor, 2019)

2.4.2 Fitting- In

The second most common barrier and challenge to an inclusive working environment is the fact that people feel not accepted by others, by their co-workers and to correct these individuals might fake their true identities to get accepted by others. These situations may cause a problematic situation for the company and possibly the workplace team may lose strength. These changes listed below in figure 10, are what a diverse employee might face, who aims to fit in to a workplace. Appearance, affiliation, advocacy and association could be a type of change the individually goes through to fit –in. Examples maybe change of hair looks, not talking about personal family issues, not personally admitting they belong or favor a group or not revealing sexual orientation. (Harvard Management Mentor, 2019)

Type of change	Description	Example
Appearance	Individuals alter their clothes, mannerisms, hairstyles, etc.	An African woman may straighten her hair to deemphasize her race.
Affiliation	Individuals avoid behaviors widely associated with their identities.	A mother might avoid talking about her children because she does not want colleagues to think that she is not committed to her career.
Advocacy	Individuals avoid defending a group with which they are affiliated.	A veteran might not comment on a denigrating joke about the military for fear of seeming too aggressive.
Association	Individuals avoid contact with other members of their identity group.	A gay man might not bring his partner to a social gathering at work.

Figure 10: The range of changes diverse employees may be making to fit in (source: Harvard Management Mentor, 2019)

3   METHODOLOGY AND DATA

In this chapter, the research method and data collection for conducting the study is explained. Here, also background information on interview participants is provided. The empirical part (findings) of this study was conducted entirely as a qualitative research. It is a research that involves analyzing and interpreting texts and interviews to discover patterns of a phenomenon, which made it possible to collect and analyze data from interviews. (Auerbach, C. F. & Silverstein L.B., 2003:13)

3.1　Research Method

3.1.1　Qualitative research approach

A qualitative research is defined as "Go to People" approach, which produces descriptive data in form of people's spoken and written data as well as from observations. (Colwell, 2006) It enables to carry out a method where other methods fail. With a qualitative research one looks for evidence and theory. In other words, it is a collection of data that is open to interpretation (i.e. from attitudes or opinions). One common technique, used for this study, is a descriptive research technique. It can be also explained as "a research with determines the statues or state of the art of a phenomenon such as examining process through surveys, and/ or case studies". (Colwell, R. 2006:6; Gillham, B. 2000:10)

As for the study following the qualitative research approach, a limited number of interviews were conducted with the assisting technique of questionnaires. The qualitative data collected formed the ground for behavior, as why and how data is collected. It was aimed to investigate aspects of a people's feelings and motivation, people's attitudes, people's beliefs and other intentions towards inclusion at workplaces in Finland. Finding out why people think a certain way and what is it that motivates the reason behind their answers was the aim. (Kothari, C.R. 2004:3)

In this, like in any qualitative research, "facts do not speak for themselves – someone has to speak for them" (Gillham, 2000) and the study follows a case. A case can be defined in various ways i.e. as a group of individuals, an institution, but also multiple cases. It is a study which investigates these "cases" to answer with multiple sources of evidence, the main research question(s). (Gillham, B., 2000:10)

For this study the case are foreign employees and the evidence is aimed to find out on how they percept their own inclusion at workplaces in Finland. It is also aimed to gain new knowledge of the phenomena of inclusion. Creating new knowledge is a main characteristic of a case study. For me as the researcher, all evidence was of some signif-

icant value for conducting this study and viewing the "case" from inside out. This was to gain an inside on people's different perspectives, which was essential. With an open mind, the theory that was the base for the case study is referred to, at all stages in the empirical part when collecting or looking for data as well as for analyzing the key data. (Gillham, B., 2000:10).

3.2 Data collection

Data collection methods may vary from study to study. The methods commonly used by researchers are defined as the following:

- Documents - using written, online, achieved and visual materials as basis
- Interviews - questioning or discussing issues with the study sample
- Observations - collecting data through watching or engaging in activities
- Questionnaires – gathering information through written questions
- mixed methodologies – combining approaches (Blaxter, L., et al., 2010:184)

For this study, the main method of collecting the primary data for the empirical part (including attitudes, awareness, knowledge and behaviors) was the procedure of "communication" (Stevens, 2006). It includes various direct approaches of asking questions of respondents either by personal interview, telephone survey or mail questionnaire. The communication method is the most common approach to collect research data and with it mail surveying, which has been used for this study in an altered way. For this study, the data was collected with electronic interviewing (Stevens, R.E., et al., 2006:287- 293)

3.2.1 Electronic interviewing (electronic surveying), questionnaires and sampling

"An online survey is a faster, easier, less expensive, automated data input saving method, which is said to have a much higher response rate than face-to face interviews." (Explorable, 2019)

To start with, mail surveying is a data collection method where research questionnaires are send to potential respondents, often along with a cover letter, completion instructions, self-addressed stamped return envelope, to mention but a few. In most cases, with mail surveying there is no personal interaction with the respondents. (Stevens, 2006) "Internet surveys make it easy for respondents to manufacture fictional social realities without anyone knowing the difference". (Stevens, R.E., et al., 2006: 287- 293; Fontana, A., & Prokos, A.H., 2016:108)

For this study the principle of mail surveying method was used but in a different way. The method was modified to a more modern one, the technique of Electronic Surveying or also called Electronic interviewing. It was used with the help of upgraded software technology for interviewing such as online survey databases already existing. (Stevens, R.E., et al., 2006:287- 293; Fontana, A., & Prokos, A.H., 2016:108)

In other words, email questionnaires were sent out to participants including a web link to answer ten questions online. Each participant was informed beforehand on the background of the study, aim of the questionnaire, confidentiality and deadline for returning the survey. This guaranteed i.e. the high answer return rate and also the interaction to a certain point with the interviewees', which would be otherwise seen as very difficult when conducting mail surveys in the original way. Sending out email questionnaires are a very popular method for collecting research material as it can cover a large amount of aspects in one questionnaire and generally allows a wide distribution, with no or low costs. Also, this method made it possible to ask complex questions. Lack of response are said to be the main problem conducting a mail questionnaire. For this research, this problem was irrelevant as a response rate of 100 percent was achieved. (Stevens, R.E., et al., 2006:287- 293; Fontana, A., & Prokos, A.H., 2016:108)

The format of this survey interview guide (see Appendices 1 and 2) followed the principle of a structured interview. It enabled to ask all respondents the same questions with a limited set of response categories. Also open- end questions were used. It included a professional structure with ten clear questions, a specific design to ease the filling in, a variety of checkboxes as well as comment fields for the respondents to add text freely. It

was effortless to fill in and the average time spent to answer was from 15 to 24 minutes. A test questionnaire had been sent out to two test participants prior to this to test the quality of the questions. A mailing list of participants was provided. Also a second questionnaire with additional questions had been sent out to get further data on the topic. All data was collected during March 26[th,] 2019 until April 14th, 2019.

Sampling is a procedure to select a limited number of units from the population, in order to describe this population." (Saris, 2014) As this research was to find out how foreigners are included in workplaces in Finland, the questionnaire was foremost addressed to this particular group of participants, the foreigners working in Finland. Because it is rather easy to reach any group of participants via email questionnaire, a second additional questionnaire was sent to selected participants working in Finland. (Saris, W.E, et al, 2014:4-12)

3.3 Data Analysis

Data collection is a vital part of the research process and so is data interpretation. What do interviewees mean and feel, what patterns emerged and how can the empirical data be differentiated and sorted smartly? With the help of an analyzing process the data analysis and data interpretation can be carried out systematically. (Ereaut G. 2002: 53:55)

Data analyzing creates solutions for researchers on how to make sense of i.e. questionnaire replies and how to understand results. In this study the electronic responses received from the questionnaire are the data used for the empirical study. The data was provided in form of free text answers, graphs and numerical data. From that data, the author re-read the answers multiple times and systematically split them into a structured way, into sub themes (and also positive and negative aspects) for the findings part. Answers were divided into the topic of inclusion and diversity. Identical and irrelevant data has been eliminated. The purpose of this was to look only for the responses which can refer back to the theoretical framework in Chapter 2. (Dovetail, 2019)

3.3.1 Themes and categorization

"Open- ended questions are more difficult to code since it needs human expertise to determine if one response is equivalent to another." (Explorable, 2019)

To make most usage of the data and to guarantee accuracy, the responses were analyzed using thematic analysis approach. The questionnaire was taken as a document with alterable answers on the topic, which became quotations in the empirical part. In other words, the answers of all participants were filtered in two themes (diversity and inclusion) and compared thoroughly to avoid repetition. Significantly, the quotations added in the findings and throughout the entire study, have been somewhat re-written to guarantee confidentiality of the participants. The views of the author herself to the respondents' answers shadow the empirical study. (Dovetail, 2019)

As a matter of fact, the interview questions were formed with the help of the literature reviewed and coded into sub-categories reflecting back on the theoretical framework. This made it easy to categorize data collected into themes and sub- categories. In example, question 1 -3 as well as question 5 (see Appendix 1), refer already to the topic inclusion. In comparison i.e. question 4 and question 6 (see Appendix 1), refer however to diversity at work. With the support of the survey software used, the answers were also coded automatically and data was visualized in bar charts as well as answers were summarized in percentages and numbers. This also made it unproblematic to filter the data for inclusion methodically and i.e. find out that 5 out of 11 (majority) interviewees think they fit-in/ belong to their workplace not best (10/10) but second best (9/10) (see table 1). It was to take advantage of the data validation principle, to i.e. count responses on the themes and to sub-categorize respondents into groups (i.e. foreigners and Finns or negative and positive and neutral).

On a Scale from 1-10 (1 = worst 10=best), How much do you think you "Fit-In/Belong" to at your workplace. Why?
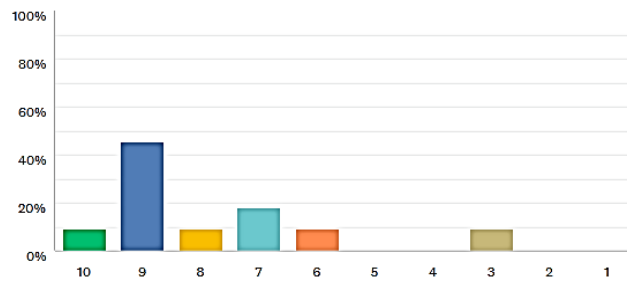
ANSWER CHOICES	RESPONSES	
10	9.09%	1
9	45.45%	5
8	9.09%	1
7	18.18%	2
6	9.09%	1
5	0.00%	0
4	0.00%	0
3	9.09%	1
2	0.00%	0
1	0.00%	0
TOTAL		11

Table 1: Participants answer to: "Fitting- in at workplaces (source: Survey Monkey, 2019)

To filter the data received from free format comments with no trouble, the author used also sub- categories on "what is positive data" and "what is negative data" on the topic. With it, i.e. barriers and challenges on inclusive and diverse workplaces (see point 4.3.) could be observed. It was to find answers to the top research questions. Through sub-categorization, the questions on "why people think this is positive" and "why people think this negative" were retained. Combining the answers originated from the categories and sub-categories, made the findings certain and avoided misinterpretation of data.

3.3.2 Background information on participants

Conducting the survey included a group of 11 individual participants who voluntary answered an online survey questionnaire containing ten questions. The questionnaire was kept entirely anonymous, but a small number of demographic questions were asked. Sampling the audience, the author chose six foreign participants living and working in Finland and four Finnish participants living and working in Finland. To separate and compare the participants, demographic questions have been asked from each participant at the end of the questionnaire in form of multiple choice and open text questions. Hereby, age, gender, nationality and working language have been asked. Besides, the interviewees were asked if they currently work with foreigners and if so with how many, as well as in what industry the company is operating in. Please find the complete interview questions attached in Appendix 1. Two foreigners answered also a questionnaire of 5 additional questions (see Appendix 2).

Firstly, the answers showed (see figure 11) that all foreign participants can indeed use English at their workplaces. However, their native language, only two participants could use at work, which are of German and English origin. The Finnish participants can either use their mother tongue or sometimes only English. The participant's vast majority gender was female and is of age 28 to 38 years old followed closely by the ages of 38 to 50.

Participant's Nationalities	Working Language(s) at the company
Finnish	English, Finnish
Nepalese	Finnish, English
Swedish-Finnish	Finnish, Swedish, English
English	English
Swedish- Finnish	Finnish, Swedish, English
German	German, English, Swedish, Finnish
Finnish	English, Swedish
Philippines	English
Finnish	Finnish
Finnish	Finnish

German	English
Swedish	Swedish, English
French	English, Finnish, Swedish

Figure 11: Summary of Participant's 1- 11 Nationalities and Working Language (own source creation from interview)

Secondly, answers revealed that the number of foreign employees is very low in the participants companies in Finland. It may vary from none to only 10 foreign colleagues at the same working place or team. However, the majority said it is only three foreign employees in total in their organization presently (see table 2).
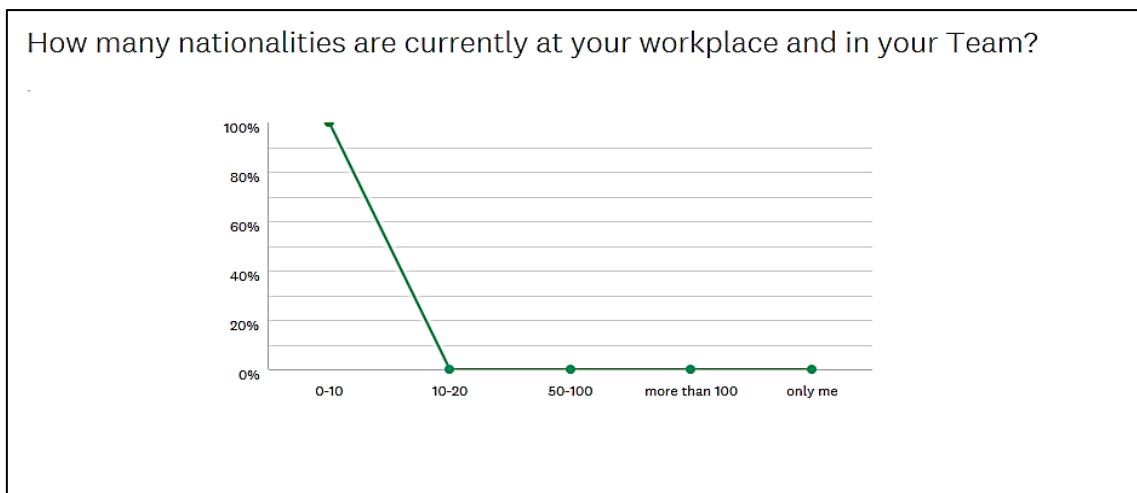
Table 2: Participants answer to: "Nationalities at the participants' workplace" (source: Survey Monkey, 2019)

Thirdly, the answers displayed the company industry of the participant. Most of the participants work in the Accounting, Banking, Finance, and Insurance Industry, followed by Travel, Airline, Hotel, Logistics, followed by Technology, IT, Consulting, Service, Retail, Food, Restaurant, Engineering, Manufacturing and other. No interviewee was working in Sales, Marketing or Advertising (see table 3).
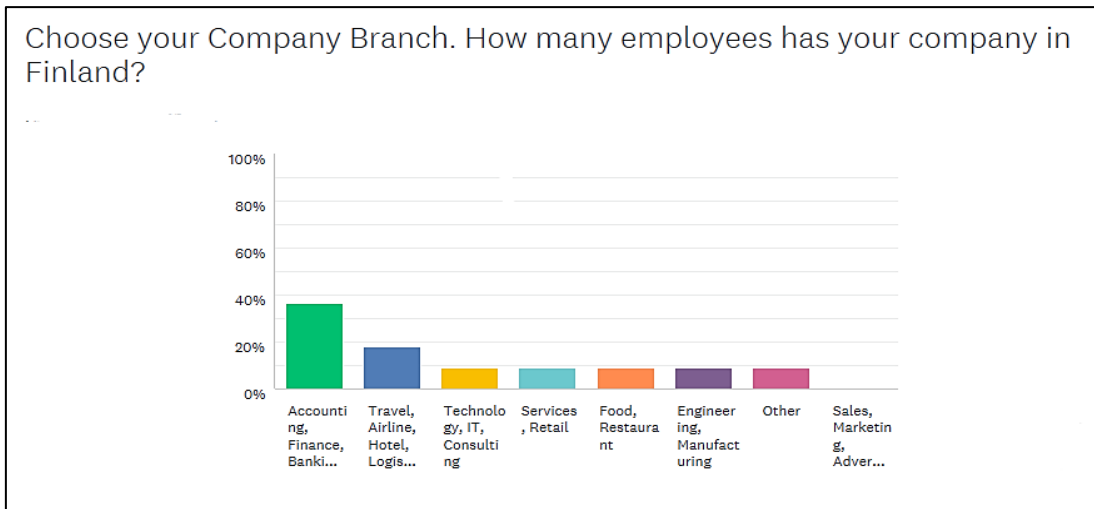
Table 3: Participants answer to: "Company Branch of participants" (source: Survey Monkey, 2019)

The last and concluding background question asked from participants was about the size of their organization in Finland and amount of employees in total in Finland. The smallest organization has six employees and the biggest organization a few 100 employees up to 130 employees. The biggest group of participants however works with 15 to 30 people and it was a clear majority that said their workplace consists of an average number of 20 plus workers in Finland.

4   FINDINGS

The following two chapters, four and five, will demonstrate the key findings based on these three research questions stated before, which built the base for this study. In the empirical part, it is aimed to give a clear understanding of "are employees feeling included in sample companies and / or are they feeling excluded", because of their diverse (foreign) background(s)?

- o   How are foreigners included in workplaces in Finland?
- o   How are organizations in Finland dealing with including foreigners? (positive/ negative aspects)

o What do Finns (Finnish citizens) think about this? Are foreigners and Finns included differently at work in Finland?

In this chapter the findings are discussed on diversity and inclusion, looking back on both theoretical frameworks as such. However the stress is put on interpreting the "sense of inclusion". To conclude this chapter, challenges are stated and the outlook of Finns on the study topic is briefly summarized.

4.1 Diversity at workplaces in Finland from employees' perspective

4.1.1 Workplace and workforce diversity from employees' perspective

"Diversity is valuable asset, which is not yet understood. (Participant 1, 2019)
"Diverse people bring diverse ideas and create innovation." (Participant 2, 2019)

The main results of workplace and workforce diversity show that today first and foremost employees are aware diversity exists within their organization and within their direct teams they are working in. It shows that companies in Finland knowingly have already employed foreigners, some even several and they seem to generally value diversity. Foreign and Finnish employees are of the opinion that their overall working environment and also the working culture are currently very open at their workplaces.

Despite of workforce diversity being "the challenge organizations face in adapting people who are different" (Mills Helms, 2006), from women or men, racial and ethnic groups, individuals with diverse abilities, as well as different ages and sexual orientation, it all describes workforce diversity. With it, the fact that managing diverse workforce has been ever since a global problem" (Mills Helms, 2006) the majority of participants thought otherwise. For them, working in international organizations in Finland, is easy as they might have already a diversity of people around them on a daily base. Their experiences are positive and i.e. they said not ever to be judged because of their foreign

mother tongue. The global companies they work in also seem to provide equal opportunities for every employee regardless of their diverse backgrounds (race, origin, color, gender etc.). However one downside was researched, that the company has a number of foreign employees but still fluent Finnish is required from them as their company language is Finnish. (Mills Helms, J., et al, 2006:297)

The study also emerged that one organization has already a more developed understanding of diversity as the participant stated "We have an ethical guidebook that was signed 100% in our company (Participant 3, 2019). This guidebook has a statement of equal working environment for everyone". In other words organizations have noticed the challenge they face in adapting and by inventing ethical guidebooks and other policy handbooks, they ensure to adapt to characteristics of people who are different. With it they set rules on how to manage foreign workforce in organizations effectively. (Participant 3 et al., 2019)

Employees acknowledged that diversity from their point of view indeed gives a special character to their organization and they see diversity simply as a plus and emphasized their opinion with the statement "the more the merrier". At last, no one commented on the problem solving aspect of diversity and the fact that diverse teams are said to solve problems much more effectively, as they foresee obstacles, can easier make predictions and tend to find more creative solutions. (Participant 3 et. al., 2019)

4.1.2 Teamwork, cultural diversity and performance and profitability enhancements' from employee's perspective

"It brings different kinds of working methods, but I'm not sure if profitability rises as such?" (Participant 4, 2019)

According to Robbins and Judge (2012) diversity should be a performance enhancer and diverse people i.e. with different demographics should assist the organization to predict turnover. These authors were of the opinion that the more diverse the experience of an

employee, the more challenging the communication but the higher the turnover. By the authors reckoning, opinions differ much about this, no matter if foreigner or Finn in an organization in Finland. It is a matter of fact that Finns think it depends on the situation and on what are the other variables. They cannot really say if diversity affects the performance and profitability, despite favoring diversity. Finns admitted they perhaps have just not looked for the proof that diversity has a single effect on both performance and profitability. Considering other opinions on that, some companies in Finland may have already realized diversity is a key investor for success. They see diversity as a strength, which gives the organization (and its customers) extra added value and competitive advantage. Employees' opinions are listed and compared below in figure 12 (Robbins, S.P. & Judge, T.A 2012:153)

Strongly Agree- Why?	Agree- Why?	Neither agree nor disagree-Why
I think this is also something that my company has realized as well. In my company they see diversity as strength and it gives the company (and its customers) added value and a competitive advantage.	Following the saying "the more the merrier", I think this is just a plus; diversity gives character for a workplace.	I cannot say that diversity as such affects the performance and profitability one way or another. All depends on the situation and what are other variables. I find myself favoring diversity, however but I have not least so far seen (or really looked for) a proof that diversity as a single thing has such an impact.
I strongly agree that multi-cultural backgrounds in a work environment can be beneficial for a company profitability and overall team motivation.	I agree, diverse people bring diverse ideas and create innovation	I think it brings different kinds of working methods, but I'm not sure if profitability rises as such.
I think diversity is a valuable asset, which is not yet understood.	I think diverse knowledge is always an advantage. It brings various ideas and opinions on the table. However, it should be harmonized to match the company's values as well	

From my perspective, as a global business we rely on diversity of culture and thought to deliver on our goals.		
I think it is extremely important to have people from different backgrounds working together. Therefore, I strongly agree with the statement.		
I think that every employee matters to a company's productivity		

Figure 12: Opinions on diversity being a profitability enhancer"? (own source creation from electronic interview)

"Diversity leads to profitability", so many authors stated in the past. The participants of this survey were asked to comment on how they feel about is "Diversity is a performance enhancer too and generates higher profitability for a company?" In most cases, the employees strongly agreed (54, 55 percent) and three respondents said they agreed it to be a performance enhancer (27, 27 percent) which creates profitability. Only two respondents' people were unsure and said they neither agree nor disagree (18, 18 percent). It clearly shows that the employees are aware that working in diverse teams is a big plus, but when it comes to profitability the opinions are vague. Employees themselves seem not to fully understand how diversity boosts profitability as such as some believe every employee matters when it comes to enhancing profitability. (See figure 13)

"Diversity is a performance enhancer too and generates higher profitability for a company", how do you feel about this statement?

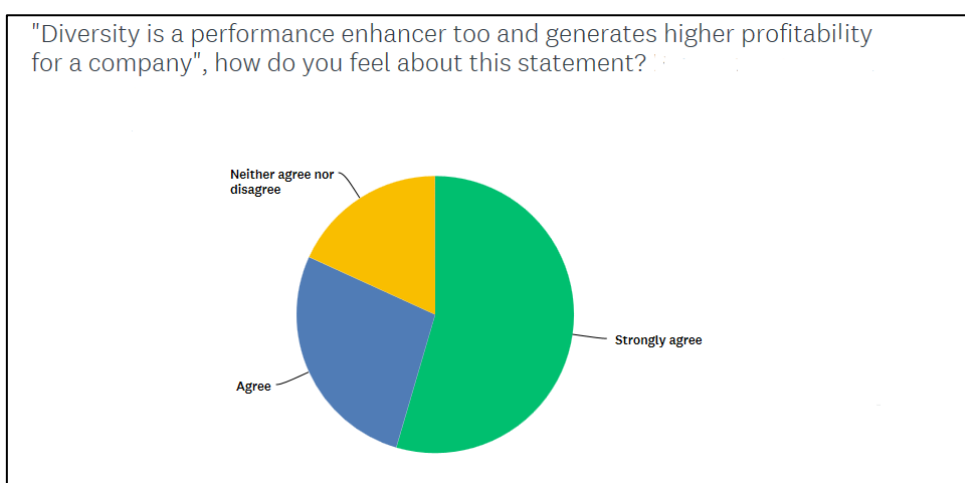- Neither agree nor disagree
- Strongly agree
- Agree

Figure 13: Participants opinions on diversity being a profitability enhancer – a graphic demonstration. (source: Survey Monkey, 2019

From the employees' pointy of view, it seems that diversity and diverse knowledge is an advantage, brings new ideas, a variety of opinions but employees still think diverse knowledge should be better harmonized to match the company's values. In the end, the foreign employees are of the opinion that every employee matters equally to a company's productivity and success. They believe it is extremely important to have people from different backgrounds working together to boost performance and profitability in an organization.

Foreign employees in Finland also agree on the fact that diverse teamwork is a valuable asset for an organization, but unfortunately not yet fully understood. According to Robbins & Judge (2012) "Despite possible conflicts, creativity will be stimulated as side effect and with-it decision making in teams will be improved." Diversity in teams is of importance as there are many working industries which demand close teamwork. Therefore it is very important to cooperate as a team in every section. Hereby exclusion of employees is out of question, as the product or service will suffer otherwise. (Robbins, S.P. & Judge, T.A 2012:149-150)

4.1.3 An inclusive working environment

"We work based on strong collaboration. My manager and co-workers listen and respect any opinions and ideas I present." (Participant 5, 2019)

Ferdman B.M (2013) said that inclusion is the fact how well organizations and their members fully connect with, engage and utilize across all types of differences. In Finland, people think that integrating naturally to their teams and not being discriminated from any workplace interactions, because of a different nationality or mother tongue, describes an inclusive working environment. Companies in Finland are generally interested in their employees' opinion and wellbeing, so Finns and foreigners emphasized. In example opinions are asked of all staff in meetings, processes are adapted and yearly online satisfactory surveys (often named "the voice of employees" questionnaires) are

used. However there are exceptions. It is depending on the situation and inclusion at workplaces in Finland. It is not always about foreigner and Finn, but also about problems in people chemistry. Voices of employees might not be heard and feelings hurt and in many cases employees find it not very easy, nor common to talk about difficult issues when it comes to co-workers, team leaders or other. (Ferdman, B.M. & Deane, B.R., 2013:4)

Inclusiveness is also very important to build up a stable working environment as it is equally important to make all team members a part of the team and the whole company. If inclusiveness fails, the result is reflected negatively to the customer, product or service of the company. Therefore it is extremely important to "feel as a part of my own team" (Participant 7, 2019). Generally speaking, the bigger the number of foreign and Finnish respondents agreed upon supervisors doing all they can to integrate their employees, their opinions and suggestions. Foreign employees also felt that their managers and colleagues listen and respect opinions they present. (Participant 7, 2019)

Do you think your company creates an Inclusive Working Environment for diverse (i.e Foreign) employees?

ANSWER CHOICES	RESPONSES
Yes	72.73%
No	27.27%
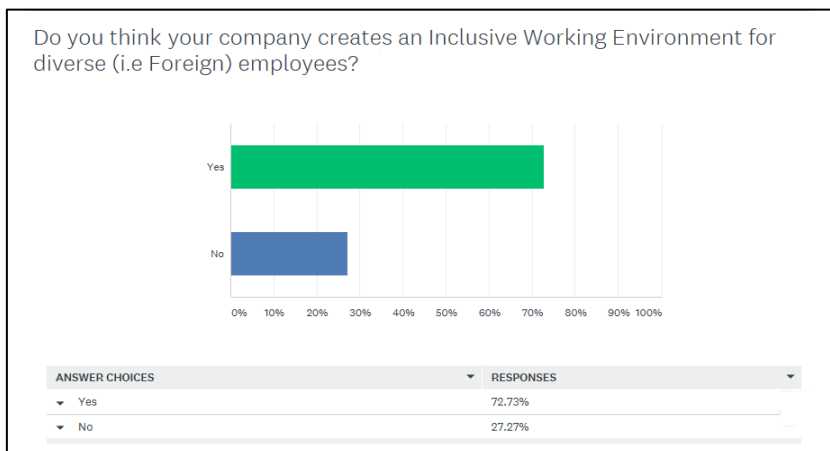
Table 4: Participants answers to: "creating an inclusive working environment". (source: Survey Monkey, 2019)

It is the focus on inclusion rather than diversity, companies should concentrate on. On the one hand foreign employees positively emphasized that in their organization feeling included is not a problem "My clients are located across the Nordics and I work closely with my colleagues in the respective locations" (Participant 8, 2019). I have never felt that being a foreigner is an issue both internally and externally. English is the primary mode of communication". (Participant 10, 2019) On the other hand, Finnish employees'

negatively stated that there is no such feeling of inclusion between the employees in the same company i.e. Nordics, Europe or Americas, from being one company, cooperation is very little and the workers in Finland are in a vast majority Finnish. Also, working environments were told they could be a bit more relaxed, open and friendly to guarantee inclusion on all levels, however work ethics are met. (Participant 8 &10, 2019)

Summarizing, the highest number of respondents (see table 4, above) positively replied that their company creates an inclusive working environment for foreign employees. A smaller number is of the opinion that the company they presently work for is not creating an inclusive working environment for diverse workers. The positive and negative reasons behind the respondents' answers are summarized below in figure 12.

Positive Reasons why:

☑ The company values diversity and has already several foreigners employed

☑ The company has an overall working environment where culture which is very open

☑ The company branch is a branch where teamwork is highly important, therefore it demands cooperation in every section and exclusion is not an option (product will suffer otherwise)

☑ The company is an international working place, which includes diverse staff which is never judged for being a foreigner or having another mother tongue

☑ The company is a global company, providing equal opportunities to everyone regardless of race, color, sex, gender etc.

☑ The company has an 100% signed ethical guidebook, which states an equal working environment for everyone

☑ The company language in Finland is English and there are several foreign employees employed

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Negative reasons why and neither/nor:

☒ In company X it is the language barrier of Finnish and generally there seem to be still a lack of jobs in the Finnish market for non-Finnish speakers despite the fact that most of the international jobs do not require Finnish language

☒ The company language is Finnish, without fluent spoken knowledge of Finnish language you are not seen as a fully integrated employee and member of staff

☒ The company does not understand what including diverse workforce means.

☒ The company has currently foreigners employed but fluent Finnish spoken and written is needed as the main working language is Finnish

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What else can a company do to make a foreigner feel included? A good example was given that a feeling of high belonging and high inclusiveness develops by using simply English language and making sure all, also the foreigner, understand equally. And also translations are provided directly by the boss to the foreign employee, was emphasized to be cooperative and very motivating for the foreign employee and for their job performance.

4.1.4 Social identity theory, optimal distinctiveness theory (ODT), and in- groups/out- groups from employees' perspective

"I like and appreciate all my colleagues' highly but I would like to work in a more diverse and international setting". (Participant 3, 2019)
"I can be my person, and nobody judges me and my working matters." (Participant 11, 2019)

Starting with social identity theory, the basis of optimal distinctiveness theory (ODT) and in- groups and out- groups, which describes according to Tajfel the psychological grounds of in- and out- group and membership, interviewees, did not overall categorize themselves as members of social groups at work. For those foreigners with little or no Finnish language skills, they are fully aware that unless one speaks fluent Finnish, one is not seen as fully integrated employee or member of staff and with it automatically categorized socially into a group of difference to Finns. It does not have to be an out- group as people can belong to many groups, but it is a fact to them that language barrier prevents a person from integrating themselves with your fellow peers at work.

After the language barrier, it was said that the most concerns to socially identify themselves were concerning the educational and professional background. In other words, foreigners felt people are categorized automatically into groups on base of education and professional background, instead of the actual treatment of "what can you really currently do at your job" and how well they excel at daily tasks. Despite these facts, it

became also visible that some foreigners see no limitations of being socially identified to groups as at their workplace, they can i.e. decide freely on dress codes and are not judges on a base of that and also their individual personalities are seen as an actual asset at their work.

Continuing with the optimal distinctiveness theory (ODT) and the directly connected in-groups and out- groups, Brewer classified well a theory which understands in and out-groups and its differences. He already in 1991 acknowledged that people tend to get more easily attached to groups of people they feel they have a connection with or things in common. At workplaces this is no different, Taifel in 1979 emphasized that "a person's sense of who they are based on their group membership(s) already stressed emphasize on that groups give the people a sense of belonging to a social world", which means in and out-groups exist. This applies to Finnish work environments as well, workers (Finns and foreigners) feel happier belonging to a group and not to be an outsider as such, in particular in company or staff events. Neither foreigners nor Finns have commented in details on are they belonging to groups, nor to what sort of group or what big effect this has on inclusion for them. Answers were very much limited to the general opinions on feeling of belongingness, when it comes to the first interview guide sent out. (Journal of Management JOM, 2011:1264)

Because Brewer (1991) described an "optimal identity" as the one identity that "satisfies the need for inclusion within the in-group" as well as "the need for distinctiveness between the in-group and out-groups", the second groups of interviewees were asked how they feel about in-groups and out-groups at work and do they belong to a certain group. Analysis showed that at many workplaces in Finland, foreign employees felt currently belonging to an in-group as there are many other foreigners at their workplace, but also emphasized that this was not always the case in their working careers in Finland. (Journal of Management JOM, 2011:1264)

Findings showed that i.e. foreigners work for a company which provides equal opportunities to everyone regardless race, color or gender. However, it seems that even in larger Finnish organizations, foreign workers can be put into completely Finnish working teams. The majority of times, foreigners felt that working in Finnish teams made them

feel more as a part of out-groups than in-groups and the author can only agree. The feeling of belongingness and therefore inclusiveness is rather low in such teams and the fear of becoming an outsider is real. But this does not always have to be of negative decent. Including a foreigner into Finnish teams, is a high level of showing you are treated and accepted as one of them. Nevertheless, having a friendly relation at work with colleagues is of utmost importance for employees. Only the minority of foreigners interviewed however felt excluded, belonging to the out-group at work and gave rather strong arguments i.e. "I feel excluded many times 'cos I'm not originally from Finland. I feel it discriminates me for no real reason and my opinion does not matter. Everybody is equal at work and should be treated as such." (Participant 4, 2019)

4.1.5 Fitting –in from employees perspective

"I feel high belongingness, but once again this is limited to my current employer." (Participant 5, 2019)

Foreigners in Finland argued that some companies are determined to provide support in form of i.e. offering to pay language courses that prepare for getting Finnish citizenships or extra certification. However a course for foreigners to learn Finnish was never supported. Fitting-in to workplaces is never easy and people often change or need to adapt to ways of working. Yet it seems that the majority of foreigners currently are working in diverse teams and colleagues are pleasant to work with. The fitting –in at work is well and the getting along with co-workers is equally good. The feeling of belonging to an in-group, foreigners said to make them generally feel more accepted and valued as such, at work. By including employees alike at work, the motivation rises and the feeling of satisfaction and appreciation is created. It is one reason that employees have been working for several years in organizations. If the company and head of the company values the employee itself and his or her skills and knowledge and/or even offers promotion to higher positions, the employee feels highly appreciated.

4.2 Diverse and inclusive workplace environments – Barriers and Challenges from employees' perspective

 "Most of the Finnish people in my organization still prefer to communicate in Finnish, especially the older generation." (Participant 6, 2019)

Robbins et al (2012: 150) already acknowledged that a team of culturally diverse people has benefits and drawbacks. In other words viewpoints might be versatile but learning processes of such teams might also be longer to adapt compared to homogeneous teams. (Robbins, S.P. & Judge, T.A, 2012: 150). Diversity is important as it is seen as a global demographic certainty that implicates i.e. talent at workplaces and with it the process of including diverse people. Inclusion is seen as a positive way how to engage talent at workplaces and to reduce common barriers. Feeling you do not belong to the in-group or feeling not accepted nor fit-in at work, are said to be the most common failures for an inclusive working environment. (Robbins, S.P. & Judge, T.A, 2012:150)

The top four major challenges of diverse teams were said to be the Finnish culture and manners (top one), the Barrier of Finnish language proficiency (top two), the company's unawareness on how diverse and inclusive workforce supports business objects (top three) and the salary (top four), see figure 15.
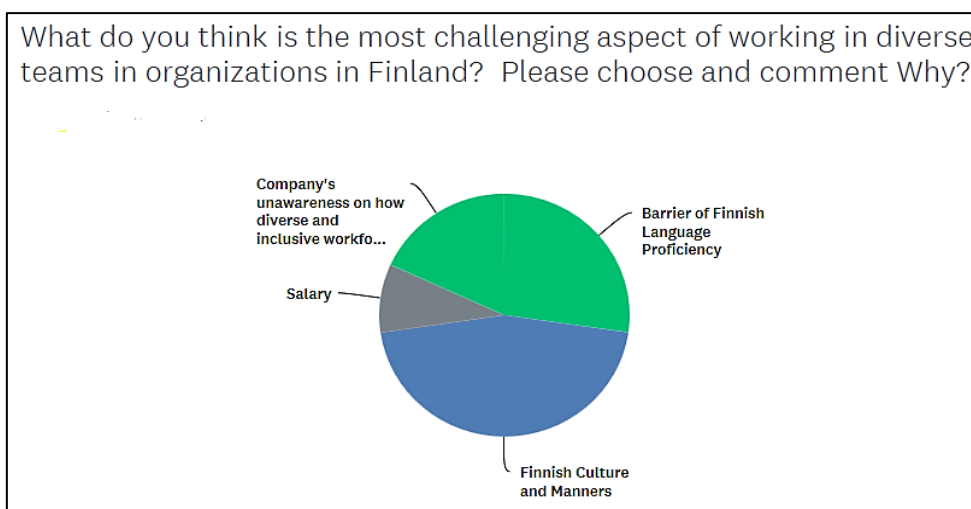

Figure 15: Participants answers to "… the most challenging aspect of working in diverse teams in organizations in Finland" (source: Survey Monkey, 2019)

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Firstly, the majority of the interviewees agreed on the Finnish culture and manners being the biggest challenge. According to them Finnish culture is hostile towards other cultures and prejudices exist. Foreigners were in the opinion that Finns have a personal wall and somewhat have prejudice about foreigners at work. It still today seems Finns are not used to being multicultural at work place, compared to other countries with high foreign workforce (i.e. Germany, France, Spain etc.). But also Finns and foreigners alike agreed on the culture and working manners being of major challenges in workplaces in Finland. They described that both are very different in Finland as in any other cultures. The working moral, working habits, people's characters vary and therefore barriers arise. Unpleasantly described, foreigners in working places in Finland may feel that Finns in general, highly generalized, are not socially as capable as people from other cultures, which might lead to awkward moments. "It is also important to remember that the attitude towards diversity very much is lead from the top of the company." The employees' came to the conclusion that cultural barriers exists to some extend and for foreigners it may make it more challenging to feel accepted and fitting- in. (Participant 10, 2019)

Secondly, the greater number of foreign employees said that the barrier of Finnish language proficiency is the biggest challenge. "Unless you speak fluent Finnish you are not seen as a fully integrated and included employee and member of staff" (Participant 1, 2019). It is a matter of fact that most of the Finnish people still prefer to communicate in Finnish, naming especially the elder generation. Foreigners feel their lack of Finnish language knowledge excludes them tremendously at their workplace. They fear they are not fully accepted in the Finnish society and expressed that in many jobs foreigners are hired only to foreign teams, to low income teams. Additionally, foreign and Finnish employees argue about when most of the employees in a workplace are Finnish, might it not be just natural to prefer i.e. Finnish over English? Foreigners who manage the Finnish language proficiently argued that despite speaking Finnish fluently, they always notice a barrier when not talking it in the same way as their mother tongue. And also Finns agreed, despite finding it difficult to answer, that jobs which require Finnish language skills could be hard if you are not native. " (Participant 1, 2019)

Thirdly, the Company's unawareness on how diverse and inclusive workforce supports business objects was seen as objection. The interviewees' opinions were not stated on why is this so, any further.

Fourthly and lastly, a challenge was mentioned by foreigners working in Finland about salary and also promotion. Equality when it comes to salary, benefits and promotion seems to be of a hidden but big issue for diverse employees. Foreigners know that Finns unfortunately are a bit preferred with salaries. Concern and feelings were expressed that foreigners need to work twice as hard to get promoted and doubt that if this happens at all and the starting salary is often below average for foreigners. Finns and foreigners do not receive same pay for same jobs, which the author personally agrees to. In Finland there also seems to be a strong trend of outsourcing work that Finns do not want, i.e. cleaning jobs. "During my working time the office cleaners have been almost always foreigners" (Participant 2, 2019).

4.3 Reflections of Finns about diversity and inclusion

"Everybody sees the world from a different place." (Quora, 2018)

Studying the responses of the Finnish participants in this study clearly created trickiness for the author. Finns favor diversity, but replies compared to foreigners were very limited when it comes to diversity and inclusion and expressing their point of view. Most of the Finnish participants seem to work in entire Finnish speaking teams or their team consists of only one or two foreign employees. Therefore the author cannot describe very detailed opinions of Finns, but can refer back to three main issues which were mentioned.

Similar to their foreign colleagues, Finns were in the opinion that their company values foreigners but the language barrier between the co-workers prevents communication and this seems to be a big problem in multiple situations at work. Besides, they sense a high equality for foreigners in each of their companies and believe that co-workers and man-

agers alike are aware of diversity and inclusion. On whether their company understands the significance of it fully, opinions were different. Finns think about diversity as performance enhancer and that it depends on the situation and on what are the other variables. They cannot clearly say that diversity is or is not responsible for performance and, or profitability. Finns admitted they have not looked for proof of it either.

4.4 Reflections of the author on the findings

From the authors point of view the study topic and findings were of high interest. Despite the fact that opinions are different, the author finds it important to also point out her personal view on the findings.

About the language requirements for foreigners, Finland is a country were almost everyone, any ages speaks fluent English. Therefore, the author believes company language can be Finnish and English simultaneously and no one needs to feel excluded. Despite speaking Finnish fluently, the author herself noticed not to be treated the same way than Finnish people. "I can say people switch to English when hearing the slightest accent in the language or I myself switch to English to avoid awkward moments." Additionally, the author recognized herself that some Finns appreciate highly foreigners who made the effort to learn this so called "difficult" language, but the majority of employers in Finland do not even consider hiring foreigners with no or little Finnish language skills. Foreigners, have to take on jobs which are often too easy, too one- sided and very much different from educational and working background. The author, the interviewees both Finns and foreigners, all agree that today, in any international companies language and culture barriers should not be an issue

About the fact that diverse teams are said to have higher problem solving skills and more creative solution finding capabilities, the author agrees only to some extent. In any workplace, colleagues have different working backgrounds and life experiences. Therefore the author does think, that also Finnish only working teams can have very creative

solutions, if being heard, and this does not necessary has anything to do with diversity. In the authors opinion i.e. in meetings she attends one can have a very different point of view, but from her point of you, she trusts it to be because of her diverse working background compared to her colleagues. The author would not say nor judge that her Finnish colleague's problem solving skills are less creative than her own.

About the importance of having diverse workforce in Finnish companies, the author fully agrees with the employees' finding that different backgrounds working together will boost performance and profitability in an organization. The author also thinks that for example foreign language speakers can gain overnight success with providing service excellence in their own language. The author herself has experienced that, with winning additional business for a company because of the simple fact of having the same mother tongue in common with the other business owner.

About the social identity theory in practice, the author thinks that formation of groups between natives and foreigners is very common, not only in Finland. The author herself, being the only foreigner in the working team, interacts often socially more with people of more interest in foreign manners and cultures, and with those of international working background, compared to others. The author does not think she belongs to an out-group for being the only foreigner at work, but she also does not think either, she belongs to a full 100 percent to an in- group. The author thinks that competition between employees but also personal attitude and motivation are main factors when choosing groups. May it be Finns or foreigners at work or the young and elderly. People chemistry and how well one can adapt to a person's way of working is of importance likewise. This applies to diverse teams as well. In summary, the author is of the opinion that social identity theory, optimal distinctiveness theory ODT or in-groups and out- groups are rather demanding to separate for analyzing inclusion.

About the challenge of Finnish culture and manners, the author herself agrees with the interviewees that challenges may vary from company to industry and even to where the company is located. The author agrees to the employees' conclusion that cultural barriers exists to some extend and for foreigners it may make it more challenging to feel accepted and to fit in. Finnish culture is a straight- forward one, no small talk, and for-

eigners might get the impression they are not appreciated, when it actually is not the case. Same to any other culture, Finns have own manners and habits, which have to be taken into consideration.

From the author's point of view, it is the underestimation of skills diverse people in organizations face daily. A fellow teacher of foreign background, told the author years ago: "Once a foreigner, always a foreigner – as a foreigner in Finland you will never be considerate for higher positions and if so, you must have done something very much right. I myself would have moved away long ago if my spouse would not have been living in Finland." (Anonymous, 2016)

About the challenge of salaries, the author thinks the difference in salaries between foreigners and Finns is a recent problem in organizations. The author is of the opinion that foreigners (not generalizing all) always work harder for less pay but Finns (not generalizing all) receive the promotion faster. For the author, equality when it comes to pay and promotion and bonuses and raises, remains a challenge in Finland. During the authors working career, despite higher education, more language knowledge, working experience from manager positions and other, she from her point of view got much lower pay than her Finnish colleagues doing the same job. The author however knows how hard it is to get jobs as a foreigner in Finland, so there was no other choice than taking the low pay and trying to fit in, ignoring the information of the salary of co-workers.

About the general unawareness of diversity and inclusion, the author agrees and also believes that Finns as such think they know but are actually uninformed of inclusion and how difficult it is for many foreigners to fit in into organizations in Finland. The one's who lived and worked themselves abroad are definite exception.

5   CONCLUSION, RECOMMENDATIONS AND LIMITATIONS

The aim of the study was to find out how organizations in Finland include foreign employees at their workplaces and in particular the focus was put on how today workplace and workplace diversity and inclusive working environments work. It discussed as well the barriers and challenges for diversity and inclusion at workplaces in Finland.

To summarize the final outcome of this research, it shows that the awareness for inclusion at workplaces in Finland exists but it could be increased in some points. Constructively however, foreigners feel included at their workplaces to some extend and diversity has been noticed by their employers. Awareness is created, co-workers might be of foreign decent already, and ethical guidebooks for diversity may exist as well. Also companies provide equality i.e. in terms of opportunities for the foreigner within the organization. Positively seen as well, seeing diversity as profitability and performance enhancer was said to exist as no matter if foreigner or Finn, both matter to the companies and to the companies' success as such. Inclusiveness in working environments is something what foreigners and Finns value tremendously in organizations. Inclusiveness avoids discrimination, stresses the interest of companies in each and every employee with listening and acknowledging opinions, creates a feeling of fitting-in and belongingness to in-groups at work. A friendly relation with your co-workers is the key for foreigners at workplaces in Finland. Making it possible to also use other languages at work in Finland is highly appreciated by foreigners as well.

Like in any research where there are positive outcomes, there are also negative ones. In fact, inclusion is not always about a foreigner or Finn as such. A failure of inclusion at workplaces and making employees feeling excluded could also go back to i.e. the lack of chemistry of people working together. Competitiveness and jealousy could play a major role in this as well and could be up for future research. Because inclusion is of utmost importance when working in teams, it is essential to focus on what and how could a company improve it.

The first and main point for improving on how to create inclusion at workplaces for foreigners shall be to establish a clear and shared understanding among colleagues from all levels on what diversity and inclusion actually refers to. To avoid misunderstandings trainings could be implemented internally to make sure the message is communicated equally to all employees. An employee survey could be the first point to find out the knowledge and gaps on inclusion at the company. After that, external sources in form of consultants or companies specialized in inclusion could be hired to i.e. implement further trainings and to assist the company in creating the inclusive working environment.

The second major point is to make clear from the company's perspective on the context of diversity and how including diverse workforce can support business. Hereby the focus should lay on the future. People might use different terms to express diversity and inclusion but as long as the company is aware that including the foreign employee can be described as i.e. employee engagement, barriers reduction, finding new talent etc., it is easier to understand in all levels in the organization.

The third major point is for foreign employees to develop cultural competence and the employees themselves should leverage own involvement in etc. form of dialogues. This creates awareness of inclusion at all times. In other words speaking up and making the voices heard avoids exclusion and reduces tense working environments as such.

The fourth major point is that companies should understand that the inclusion of foreigners should be seen as "effort" for the organization and society, because diverse teams are said to be more creative and innovative. Performance is said to rise in diverse companies and team formation is stronger. Foreigners are said to be more hardworking, so the company should make the effort to foremost hire foreigners to organizations. Also, to make the effort to provide paid Finnish language courses for them, to avoid language barriers and to include them to projects with other foreign partner offices or take advantage of their mother tongue for translations or customer service tasks. They shall make sure that there are i.e. no differentiations between pay, bonuses and promotions for foreigners compared to Finns. Also the effort should be made to analyze profitability and performance i.e. by measuring sales tasks from Finnish teams and compare them to diverse teams to provide proof of all, also foreign employees matter to any organization.

Recognizing unique talents and making an effort to develop skills further (trainings, job rotations etc.), is the key for high motivation and feeling of belongingness as such.

The fifth and concluding point for improving inclusion in the future is to develop equality for foreign and Finnish employees. In general in Finland, people have high prejudices towards foreigners at work and the culture is hostile towards people of other origin. Changing peoples' minds and way of working is challenging. However by i.e. implementing processes or creating so called "Ethical Rules", the company ensures a high level of equality, also towards the foreign employee. Change agents could be consulted and i.e. I am in the opinion that if companies could hire staff from partner offices for a temporary time period, the knowledge exchange and Finnish culture barriers vanish fast and equality is integrated in the company. Also job rotation between offices could be one step for Finns to be more open to foreign cultures and at the same time for foreigners to feel more included.

Lastly and additionally it should be said that optimal distinctive theory and with it the in- groups and out- groups categorization is one way of defining inclusion at workplaces but this is not all. There is so much more such as i.e. respect cultures, manners and foremost any company in Finland shall respect each and every employee as individual and the chemistry between employees and with it the companies' responsibility to balance such groups well, is the key for successful inclusion. In the end, no matter being a Finn or foreigner, the desire to stand out and competition is human as it means achieving goals and feeling accepted and belongingness, because only a happy worker is a good worker.

5.1 Recommendations for future research

For future studies, the author strongly recommends to look on the topic of inclusion at workplaces from the perspective of managers and company leaders. This may create an even higher awareness of diversity and inclusion simultaneously. The author also recommends extending this study to a much larger one, a quantitative research. With it the

amount of interviewees could exceed 100 plus and participants chosen widely in Finland and throughout different companies of different company sizes.

Also, considering comparing foreigners working in different Nordic countries could be of need (i.e. Finland vs Sweden or vs Norway and Denmark).

Future research may include also a deeper look into the "unique value" of diverse employees and i.e. focusing on the practice that promotes the satisfaction of belongingness and unique needs. Herby also inclusion from point of view of psychology or organizational behaviors may be researched in future. Also referring back to the Business Ethics Survey (2019) which thoroughly analyzed and compared Finland, Sweden's and Norway's right and wrong behaviors at workplaces contributing to building an ethical culture and ethical working environment?, could be also extended to a behavioral analysis on inclusion. (Ratsula, N., et al., 2019:2- 37)

The author also admits that comparing inclusiveness to different groups and different nations is a perfect way to get a deeper understanding of the topic. This means the study could be enlarged to inclusion at work from i.e. Danish workers in Finland compared to German workers in Finland, to mention but one example. (Ratsula, N., et al., 2019: 2-37)

Last but not least, future studies on inclusion could include the aspects of profitability and job motivation. Exploring the phenomena how people from multi-cultural backgrounds can be beneficial for a company's profitability and overall team motivation and what real lifetime facts and proof companies have acknowledged about it. Undeniably, inclusion is a research topic which offers vast possibilities for future research in many ways.

5.2 Limitations of the study

"Inclusion is a very interesting topic. If I would be this honest at my workplace, I would be unfortunately punished." (Participant 9, 2019)

Inclusion and Inclusiveness at workplaces is still an unknown field for employees and employers alike, which makes it difficult to generalize all different characteristics and aspects of it. Like any other study, this study has its limitations. Diversity exists in any company but awareness remains fairly unknown in many companies. This study focuses on one group only, the employees and how they perceive inclusion at workplaces in Finland.

Face –to face- interviewing was not chosen due to time limitations in study completion. The data collection of electronic interviewing was chosen instead of face-to face interviews and the number of interviewees was limited. The thought behind having questionnaires instead was more enhanced. The topic of inclusion is sensitive and could be interpreted as very personal, even embarrassing for interviewees. The fact that the respondents could fill in the questionnaire at discretion, the answers were much more thoughtful, personal and more extensive. (Saris, W.E. & Gallhofer, I. N., 2014: 4-12), (Stevens R. E., et al, 2006: 289)

Furthermore, this was a study on the general perception of foreign employees at workplaces and is not limited to a specific company or job position as such. The study focuses on the interviewees' perception of inclusion only. Perception is defined as a psychological process which is subjective as people perceive similar things differently (Perception Vs. Reality in the Workplace, 2019). Therefore it has to be taken into consideration that perceptions may vary and employees may perceive matters related to inclusion very much differently from what it actually is in reality. Each interviewee's perception of inclusion is created depending on their own personality, their communication to co-workers as well as their overall workplace environment around them. Because of these reasons, this study shall neither be generalized to all foreign employees nor all organizations in Finland. (Perception Vs. Reality in the Workplace, 2019)

Moreover, this is a very general approach on inclusion and on how foreigners feel being included at their current work. This topic is said to be rather sensitive and the author is aware that not all of the opinions could be expressed from foreigners' point of view. Finnish employees were included to a very limited number likewise. To keep confiden-

tiality on personal data high, neither interviewee's individual data (except Nationality) nor company's name is given in this study. The participants numbering has been done randomly throughout the study. Quotations of participants have been likewise re-written.

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APPENDIX 1: INTERVIEW QUESTIONNAI 1

_____

Diversity at Work – The Practice of Inclusion at Workplaces in Finland

* 1. Do you think your company creates an Inclusive Working Environment for diverse
(i.e Foreign) employees? Please comment briefly.

○ Yes

○ No

Why (please specify):

[   ]

* 2. Do you feel treated fair and with respect at your workplace and does your opinion
matter? Please comment Why?

○ Always

○ Usually

○ Sometimes

○ Rarely

○ Never

Why (please specify):

[   ]

* 3. Can you be yourself at your workplace? Do you feel confi-
dent your personal characteristics (race, gender, age, manners, religion, sexual orienta-
tion, background) are accepted by co-workers and Managers? Please comment briefly
on your answer.

○ Extremely confident

○ Very confident

○ Somewhat confident

○   Not so confident

○   Not at all confident

Briefly comment: _____

* 4. "Diversity is a performance enhancer too and generates higher profitability for a company", how do you feel about this statement? Please comment on your answer.

○   Strongly agree

○   Agree

○   Neither agree nor disagree

○   Disagree

○   Strongly disagree

Please comment:
_____

* 5. On a Scale from 1-10 (1 = worst 10=best), How much do you think you "Fit-In/Belong" to at your workplace. Why?

[▼]

Why (please comment):
_____

* 6. What do you think is the most challenging aspect of working in diverse teams in organizations in Finland? Please choose and comment Why?

○   Barrier of Finnish Language Proficiency

○   Finnish Culture and Manners

○   Size of the company

○   Colleagues

○   Manager, Team Leader, CEO

○ Not Fitting In / Not Feeling Accepted/ Feeling as an Outsider

○ Job Tasks

○ Working Experiences & Expertise of Branch

○ Promotion

○ Salary

○ Company's unawareness on how diverse and inclusive workforce supports business objects

Why (please specify briefly):

[   ]

* 7. How many nationalities are currently at your workplace and in your Team?

○ 0-10

○ 10-20

○ 50-100

○ more than 100

○ only me

In your Team (please write the number)?:

[   ]

* 8. Please state your Age and type your gender.

○ 18-28

○ 28-38

○ 38-50

○ over 50

Gender (Male/Female), please state:

* 9. What is your Nationality and working language(s) at your company?

* 10. Choose your Company Branch. How many employees' has your company in Finland?

○ Accounting, Finance, Banking, Insurance

○ Technology, IT, Consulting

○ Sales, Marketing, Advertising

○ Services, Retail

○ Food, Restaurant

○ Travel, Airline, Hotel, Logistics

○ Engineering, Manufacturing

○ Other

Number of employees in your company in Finland (please specify and/or type a number):

APPENDIX 2: INTERVIEW QUESTIONNAIRE 2 (ADDITIONAL)

Diversity at work - Employees' perception of inclusion at workplaces in Finland - Part 2 - additional Questions!

1. How do you feel as foreigner about in-groups and out-groups at work? Do you belong to a certain group of people? (i.e. foreigners and Finns) Please comment briefly!

2. Do you feel happier and more satisfied at your job because you belong to a group? Why / Why not?

3. Do you feel high- or low belongingness at your workplace? What does you company do to include foreigners at work? Please comment.

4. From your own experiences, why do you think foreigners working in Finland still sense being excluded and treated differently despite i.e. fluency in Finnish and living in Finland a long time? Comment shortly.

5. Other comments or experiences, examples you want to share on diversity and inclusion in Finland?

Thank you for participating!