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Organizational Conflict and Socialization Processes in Healthcare

A case study of intercultural organizational conflict and socialization processes in healthcare

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Abstract

As the World is becoming more and more globalized, organizational members not only have to do their jobs, but also take factors such as interculture and language barriers into consideration on a daily basis. All of this may at times lead to workplace conflicts. This study concerns intercultural organizational conflict in relation to organizational socialization. The research questions are, to what extent organizational conflict in healthcare can be related to cultural backgrounds, and to what extend organizational members in healthcare feel integrated into the organization. In order to answer these questions a case study at a major Swedish organization in the healthcare-sector was conducted. 80 permanent employees working at Attendo answered a questionnaire that lay as ground for the study. Results from this study indicate that conflicts among Attendo personnel to a high degree are related to intercultural factors. The results furthermore indicate that the Swedish employees to a higher extent consider language to be a contributing factor to these conflicts whereas the non-Swedish employees to a higher degree consider cultural differences to be the cause. Furthermore, great differences between the two groups have been found when it comes to feeling integrated into the organization. Whereas the majority of the Swedish employees feel integrated into the organization, a large part of the non-Swedish employees does not feel this to be the case. As almost 35% of the non-Swedish employees do not feel integrated into the organization, and thus might feel separated and isolated, we draw the conclusion that there is a connection between this lack of organizational socialization among the non-Swedish employees and the high rate of intercultural organizational conflict at Attendo.

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1. Introduction

During the past decades workplaces have transformed from being rather homogeneous to being vast collections of people with different cultural backgrounds. Nowadays, organizational members not only have to do their jobs, but also take factors such as inter-culture and language barriers into consideration on a daily basis. All of this may at times lead to workplace conflicts, which are conflicts taking place at workplaces. These conflicts may arise due to specific aspects of the environment, the structure of the organization, different fusions and merges, and most importantly for this study; different cultural factors, among many other possible things. Typical features of conflicts of this kind are the breakdown of communication between manager and employee, between a commander and his troops, or between a superior and a subordinate. What is typical of this is the often hostile dysfunctional competition between work centres, peers, or social groups trying to get their opinions heard.

Communication is both the cause and solution for conflict at workplaces, and understanding and knowledge how to communicate effectively can lead to happier organizational staff-members and more productive working environments. However, the absence of conflict may lead to apathy and stagnation within organizations. Avruch (1998: 42), for instance, argues that conflict can present opportunities for growth and development. Conflict can furthermore stimulate new ideas and add healthy competition to an organization. Nonetheless, unresolved conflicts can result in behaviours such as emotional and physical withdrawal, resignation, aggression, and even violence. In the US for instance, over one million workers are assaulted in the workplace each year (Ramsay, 2001).

The workplace environment is a breeding ground for conflicts due to group dynamics and the close relationship and interdependency between employees. Conflict can thus be seen as a clash of values, perceptions, and goals and is considered to be a common occurrence at workplaces. An important factor to take into consideration is the degree of interdependence and close relationships between co-workers. There are different degrees of interdependency between co-workers in different professional areas which can be a contributing factor when it comes to the degree of conflict. If working as a data programmer you are not as dependent on your co-workers as a surgeon performing an operation. Even though there may be different views on conflict and group dynamics most people agree that conflict is a very natural and common phenomenon at workplaces and organizations.

Moreover, add ethnicity and language barriers to the equation on organizational conflict and one is somewhat near to the complexity that permeates many organizations in today's globalized world. Due to today's rapid globalization many organizations and workplaces are assembles of people from various different cultures. As these people come from cultures with different world views, values, assumptions, expectations, verbal and non-verbal habits, and interaction scripts that influence the conflict process, this may lead to communication barriers which ultimately lead to tensions and

conflicts. Different orientations towards conflict management styles are yet another challenge when dealing with intercultural conflicts. Cultural misunderstandings can be individual, personal, cultural, and social and are often characterized by ambiguity. If taking Ting-Toomey's (1982) perspective on *conflict and culture* as conflict as a communication process and culture as a system of symbols and meanings, it is possible to view conflict as embedded in the normative system of culture. In this view, conflict is seen as functional when maintaining the norms and values of the culture, when adding stability to the system, and when taking place in a normative heterogeneous culture where individual opinions and viewpoints are respected. Otherwise, it is dysfunctional (Ting-Toomey, 1982). However, much research, such as Brannen & Salks (1994), shows that cultural differences in team performance do not necessarily hinder effective team work, but instead can enrich workplaces and increase productivity. They conclude that differences do not create team conflicts, rather the organizational context and individual members' responses to cultural norms mediate differences (Brennan & Salks, in Claire, Halverson, Aqeel Tirmizi 2008: 7). Research on this subject emphasizes three important factors when dealing with multicultural team groups: first, that certain types of diversity affect team process and performance more than other differences, second, team members' responses to diversity, and third, the type of task and the level of interdependence.

As the vast globalization proceeds and the societies and organizations of today are getting more and more intercultural, an understanding of competent conflict management in multicultural organizations is of great importance. This holds especially truth when it comes to the health care-profession. Research shows that conflicts are much more common in health care than in many other professions and this goes for intercultural conflict as well. As an immigrant working in the healthcare service not only you have to adapt to the national culture to which you are new, but also to adapt to organizational cultures and all that entails. Another important factor which may contribute to the high rate of conflict is the homogeneity in this profession. In the US today, 85% working in the nursing profession is female (Christman, 2003). Even though there may at times be difficulties, misunderstandings and conflicts that can be related to intercultural factors on the part of healthcare staff when communicating with patients and patients' relatives with different cultural backgrounds there is also a complexity within staff forces that most often consist of nurses and nurse's aides from many different cultures. Just this complexity is the main focus of this study which has as an aim to investigate to what extent conflicts between co-workers in healthcare services can be related to intercultural factors and how cultures are integrated into intercultural workplaces.

2. Theoretical background

During the last decades the issues organizational conflict and intercultural conflict have been brought to the agenda and managers and organizational leaders have started to understand the importance of knowledge how to manage organizational and intercultural conflict. There has been much research done regarding both organizational conflict as well as intercultural conflict by pioneers such as Ting-Toomey, Oetzel, Gudykunst, Thomas, etc. However, even though there is much research on intercultural and organizational conflict, as well as conflict in organizations there is not as much research done in the area of intercultural conflicts in healthcare. An explanation to this may be that this is not as big of a problem elsewhere as it is in Swedish healthcare. In the US, 85% of the working force within healthcare consists of white women and only 5% of immigrants whereas in Sweden the percentage of immigrants working in healthcare is almost six times as big (Christman, 2003). Today, Sweden has become a multi-cultural nation with a high population of immigrants, 14% (www.scb.se). A large part of these immigrants ends up in the healthcare sector to which they have to adapt and assimilate.

2.1 Organizational socialization and organizational culture

A specific kind of assimilation important to this study is **organizational socialization** which refers to the behavioural and cognitive processes by which individuals join, become integrated, and exit organizations (Jablin & Krone 1987: 712). Since our world is becoming more and more globalized people tend to change workplaces more frequently than during past times. Due to this, it becomes important and vital to better understand the processes through which individuals and organizations adapt to each other. To understand these processes of organizational adaption and assimilation, one first has to understand the concept of organizational culture.

As national culture refers to shared values, norms, beliefs, and practices, **organizational culture** refers to: *'the total of an organization's values, language, traditions, customs, and sacred cows – those few things present in an institution that are not open to discussion or change'* (Marquis & Huston 2009: 278). So, in this sense organizational culture is the culture to which you have to adapt when entering a new organization. As this process of organizational assimilation is very complex with many pitfalls, the situation may be even trickier if you are new to the culture in which the organization is located. Not only are you supposed to adapt to the culture in which you live but also adapt to the organizational culture to which you are trying to fit. This path towards acceptance of the organization may at times lead to oppositions and conflicts.

Research by Wooten and Crane (2003: 1) states that: *'healthcare organizations have lagged behind trends evident in corporate America that demonstrate how investments in organization culture translate into high performance'*. Research in this area also points towards the importance of

recognizing organizational subcultures within the major organization. As these subcultures shape perceptions, attitudes, and belief and influence how their members approach particular roles and responsibilities within the organization, it is essential for managers to identify these subcultures and to do whatever it takes to create shared values and norms. According to Wooten and Crane, the ultimate responsibility for nurturing the corporate culture lies on the organizational leaders. Research by Pinkerton (in Marquis and Huston, 2009) emphasizes the possible benefits and motivations of using storytelling[1] in order to create a shared organizational culture. Since much of an organization's culture is not assessable to many employees, especially in the lower layers of employees, it is often related by others. In this way, much of the information and organizational culture becomes modified and altered.

According to *the shared governance model* which is a idealistic organizational structure developed in the mid 80's as an alternative to the traditional bureaucratic organizational structure, a major leadership role is to assist subordinates in understanding the organization's culture, aside from just creating a constructive organizational culture. The aim of shared governance is the empowerment of employees within the decision-making system. In healthcare organizations, shared governance empowers the decision makers, and this empowerment is directed at increasing nurses' control over nursing practices (Marquis & Huston 2009: 280).

During the past decades a number of scholars such as Bowes & Goodnow, Louis, Van Maanen & Schein, Jablin & Krone, Mayers & Oetzel, etc. have attempted to better understand these processes of organizational integration and socialization by developing theories that explain the socialization process. A variety of models have been proposed to enhance and develop our understanding of the socialization process. According to phase-models, this process of assimilation can be subdivided into different phases of socialization, which are **anticipatory socialization** which refers to the socialization that occurs before entry into the organization, the **encounter phase** which refers to the sense making stage that occurs when a new employee enters the organization, and finally the **metamorphosis phase** which refers to the state reached at the completion of the socialization process (Miller, 2009: 121-122). However, a model proposed by Joblin (2001) includes a fourth stage, **disagreement or exit**, to refer to the state when individuals leave organizations.

Another important factor to this issue is to understand the content of organizational socialization, and not to just consider the socialization process over time. For instance, Loui's model distinguishes between role-related information and information about the organizational culture both which must be grasped during the socialization process. Recently, Myers & Oetzel have proposed a model comprising the different processes involved in organizational socialization which considers the various issues newcomers must cope with when entering a new organization (Miller, 2009). The processes involved in this model are:

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[1]

- Developing a familiarity with others

- Acculturating, or learning the culture of the organization

- Feeling recognized by others

- Becoming involved in the organization

- Developing job competency

- Role negotiation

Schein's (Cooper, 2000) standpoint on this subject is that organizational socialization refers to the processes by which new organizational members learn the value systems, norms, and behavioural patterns of the organization. However, this does not include all learning, only those values, norms, and patterns which are considered important seen from the organization's point of view. According to Schein's (Cooper, 2000) research, these values, norms, and behavioural patterns usually involve

- The goals of the organization

- The preferred means by which these goals should be attained

- The basic responsibilities of the member in the role which is being granted to him by the organization

- The behavioural patterns which are required for effective performance in the role

- A set of rules of principles which pertain to the maintenance and integrity of the identity of the organization

Schein's (Cooper, 2000) research points to the notion that the speed and effectiveness of socialization to the organization determines the loyalty, commitment, productivity, and turnover on the part of the employee. So, in this sense the effectiveness of an organization depends on its ability to socialise new members. According to Schein, (Cooper, 2000) an important function of organizational socialization is to built commitment and loyalty to the organization. He argues that this is accomplished by the organization investing a large amount of time and effort in the new member, and in this way build up expectation of being repaid with loyalty, hard work, and rapid learning. Another strategy would be to get the new member to make a series of small behavioural commitments to the organization which can only be justified by him/her through acceptance and incorporation of organizational values (Schein in Cooper, 2000: 226).

2.2 Conflict at the workplace

Webster (in Gatlin, et al. 2008) defines conflict as: '*sharp disagreements of oppositional of interests or ideas'*. Research in this area shows that when conflict occurs in the workplace it can lead to reduction in productivity, reduction in morale, and confrontations that can have serious implications both on a personal as well as on an organizational level. Putnam and (in Miller, 2008: 150) define organizational conflict as: '*the interaction of interdependent people who perceive opposition of goals, aims, and values, and who see the other party as potentially interfering with the realization of these goals'*. Reynolds and Kalish (in Gatlin, et al. 2008) argue that managers spent up to 25 per cent of their time on resolving workplace conflicts. This affects the productivity of both managers as well as employees and may have long-term impacts on organizational performance. Thus, conflict is a challenge facing both employers as well as employees.

Robbins (2010) defines organizational conflict as: '*a process that begins when one party perceives that another party has negatively affected or is about to negatively affect something the first party cares about '.* According to his model on conflict, conflicts' potential for productivity can be valued as low, medium, or high. The gist of his model is that conflict is natural and occurs in all organizations, but on different levels. He furthermore argues that it does not have to be negative or counterproductive. If dealt with in the right way organizational conflict can instead be productive. According to Robbins, it depends on how you view the tension that gets created and what you do with it.

Research shows that conflicts within organizations may take place at a variety of levels such as; the interpersonal level, the intergroup conflict level, and the interorganizational conflict level. Organizational conflicts at the interpersonal level refer to conflicts between individuals working in the same organization. Organizational conflicts at the intergroup level refer to conflicts between groups, work teams, departments, etc. within the same organization. Organizational conflicts at the interorganizational level refer to conflicts between two or more organizations.

Organizational conflict at the interpersonal level is the field to which most research has been assigned and there are many methods and models for managing organizational conflict. One of the most well-known and used model is Thoma's conflict grid which builds on Blake and Mouton's Managerial Grid[2] and is used as a way to explore different styles and strategies people tend to use in interpersonal conflicts (See model below).

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[2] Using narratives about the organization in orientation, meetings, and performance review (Marquis& Huston 2009, 279)
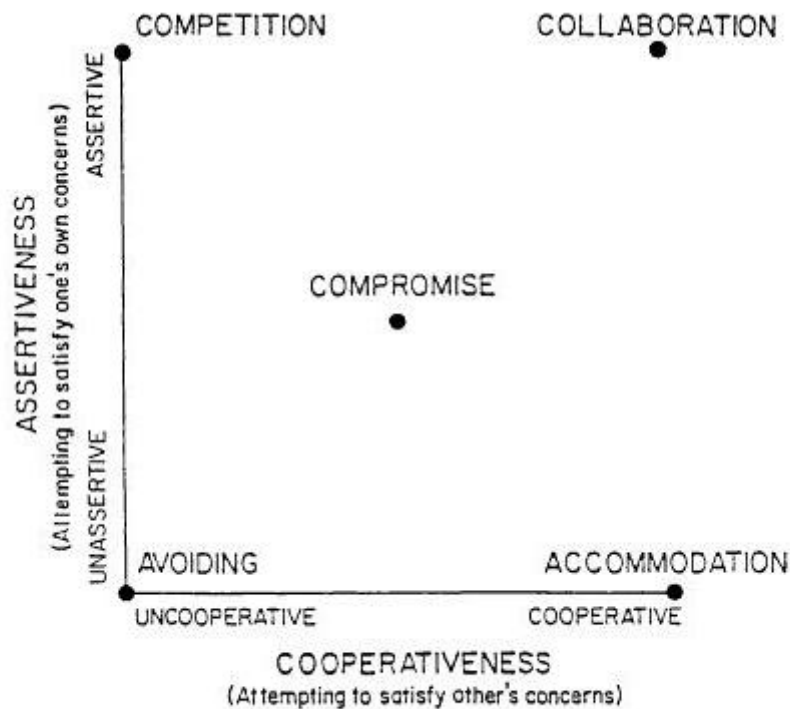
Figure 1. Two-dimensional taxonomy of conflict handling modes (adapted from Thomas and Kilman, 1974, p. 11). Copyright, Xicom, Inc. Adapted by permission

Figure 1: Taxonomy of conflict handling modes

2.3 Bell's & Hall's causes

Throughout the years several conflict resolution methods have emerged. These conflict resolution techniques both differ and share common characteristics and may be combined in order to achieve the best results. According to most methods, the first step when it comes to solving the conflict is to identify the problem and then to identify what caused the problem. According to Bell's research on this subject, there are six reasons for conflict at the workplace: conflicting needs, conflicting styles, conflicting perceptions, conflicting goals, conflicting pressures, and conflicting roles. Furthermore, Brett Hall (in Gatlin, et al. 2008) argues for two additional causes of conflict in the workplace which are different personal values and unpredictable policies. (See below)

Cause 1. Conflicting Needs

Whenever workers compete for scarce resources, recognition, and power in the company's "pecking order", conflict can occur. Since everyone requires a share of the resources (office space, supplies, the boss's time, or the budget fund) to complete their jobs (Hart, in Gatlin, et al. 2008), it should

come as no surprise when the "have-nots" gripe and plot against the "haves" (Bell, in Gatlin, et al. 2008).

Cause 2. Conflicting Styles

Because individuals are individuals, they differ in the way they approach people and problems. Associates need to understand their own style and learn how to accept conflicting styles. Personality tests, such as Myers-Briggs Personality Type Inventory (MBTI), can help people explore their instinctive personality styles (Bell, in Gatlin, et al. 2008). An example of conflicting styles would be where one worker works best in a very structured environment while another worker works best in an unstructured environment. These two workers could easily drive each other crazy if they constantly work in conflict with one another and do not learn to accept one another's work style.

Cause 3. Conflicting Perceptions

Just as two or more workers can have conflicting styles, they can also have conflicting perceptions. They may view the same incident in dramatically different ways. Bell (in Gatlin, et al. 2008) gives an example of what might happen if a new administrative assistant were hired in the organization. One associate might see the new hire as an advantage (one more set of hands to get the job done), while another associate might see the same new hire as an insult (a clear message that the current associates are not performing adequately).

Memos, performance reviews, company rumors, hallway comments, and client feedback are sources for conflicting perceptions. What was meant gets lost in a firestorm of responses to perceived wrongs (Bell, 2002). Resentment and conflict can also occur when one department is viewed as more valuable to the organization than others (Hart, in Gatlin, et al. 2008).

Cause 4. Conflicting Goals

Associates may have different viewpoints about an incident, plan, or goal. Problems in the workplace can occur when associates are responsible for different duties in achieving the same goal. Take for instance the scenario of a patient being admitted to a hospital. The business office is responsible for documenting financial information and getting paid, whereas the nursing staff is responsible for the patient's physical assessment and immediate admission. Both objectives are important and necessary, but may cause conflict (Bell (in Gatlin, et al. 2008).

Cause 5. Conflicting Pressures

Conflicting pressures can occur when two or more associates or departments are responsible for separate actions with the same deadline. For example, Manager A needs Associate A to complete a report by 3:00 p.m., which is the same deadline that Associate B needs Associate A to have a machine fixed. In addition, Manager B (who does not know the machine is broken) now wants

Associate B to use the unbeknownst broken machine before 3:00 p.m. What is the best solution? The extent to which we depend on each other to complete our work can contribute greatly to conflict (Hart, in Gatlin, et al. 2008).

Cause 6. Conflicting Roles

Conflicting roles can occur when an associate is asked to perform a function that is outside his job requirements or expertise or another associate is assigned to perform the same job. This situation can contribute to power struggles for territory. This causes intentional or unintentional aggressive or passive-aggressive (sabotage) behavior. Everyone has experienced situations where associates have wielded their power in inappropriate ways.

Cause 7. Different Personal Values

Conflict can be caused by differing personal values. Segregation in the workplace leads to gossiping, suspicion, and ultimately, conflict (Hart, in Gatlin, et al. 2008). Associates need to learn to accept diversity in the workplace and to work as a team.

Cause 8. Unpredictable Policies

Whenever company policies are changed, inconsistently applied, or non-existent, misunderstandings are likely to occur. Associates need to know and understand company rules and policies; they should not have to guess. Otherwise, unpredictable things can occur such as associates dressing inappropriately or giving out wrong information. The absence of clear policies or policies that are constantly changing can create an environment of uncertainty and conflict (Hart, in Gatlin, et al. 2008).

2.4 Conflict in healthcare

In nursing environments this issue on conflict has become more and more important as research points toward the fact that conflict among nurses often result in dissatisfaction and turn-over in the organization. A study conducted in the American healthcare (the *American Journal of Maternal/Child Nursing* (March/April 2005)) shows that the cost of replacing a speciality nurse is 156 per cent of annual salary (http://www.mediationworks.com/mti/certconf/healthcare.htm). So, by resolving the conflict and thus keeping the staff-force intact is very economically beneficial for the organization. Most researchers in this specific area agree that conflict is a multidimensional construct with both positive and negative effects, and that possible contributing factors are individual characteristics alongside with interpersonal and organizational factors.

Marshall & Robson (2003) argue that the major factor contributing to the high level of conflict among and between healthcare professionals is fear. Fear for being blamed and punished for making a

mistake and thus being seen as incompetent leads to anxiety and mistrust. This anxiety and mistrust lead to failures in communication which can reduce collaboration and teamwork within groups and organizations. Marshall & Robson (2003) propose a number of characteristics in the healthcare system that contribute to the high level of misunderstandings and disputes which are:

- Healthcare is a classic example of a complex adaptive system (CAS). Such systems are prone to generate errors on a regular basis; they are also capable of achieving innovation if the correct conditions are created.
- Within healthcare, misunderstandings and conflict usually involve several distinct parties and occur at multiple levels at the same time.
- The healthcare system involves the wide disparity of know-ledge, power and control experienced by the various players. While most conflicts involve some disparity between parties, it is unusual for this to be as markedly institutionalized, as is the case in healthcare.
- The ethnic diversity of both consumers and providers of healthcare services in many communities is striking and can generate potential barriers to helping parties create solutions.
- Strong gender inequities remain in healthcare in terms of the services offered to patients, the research done, opportunities for staff and the diversity (or lack thereof) within provider groups.
- Healthcare involves people interacting with other people to repair and preserve the health and personal integrity of patients. Often this involves issues about which people may have strongly held personal or religious values that may seem to be, and often are, irreconcilable.

These factors make healthcare environments especially prone vulnerable to conflict.

2.5 Intercultural conflict

As the world as we know it is getting more and more intercultural, there has been extensive research done in this area of **intercultural conflict** and **intercultural conflict in organizations** in recent decades. Even though not all intercultural conflicts can be traced back to cultural ignorance or misunderstanding this is often the case when it comes to intercultural conflicts in the workplace. The study of intercultural conflict is about the study of conflicts that evolves because of cultural group differences, and to get the necessary knowledge and skills to manage conflicts and differences constructively. Ting- Toomey & Oetzel (2001) have proposed a culture-based situational conflict model which attempts to understand the logic that motivates actions by cultural-others by understanding the larger cultural grounding and situational features that influence the use of various conflict styles and facework behaviours (Ting-Toomey, Oetzel 2001:29-30) (see model below).
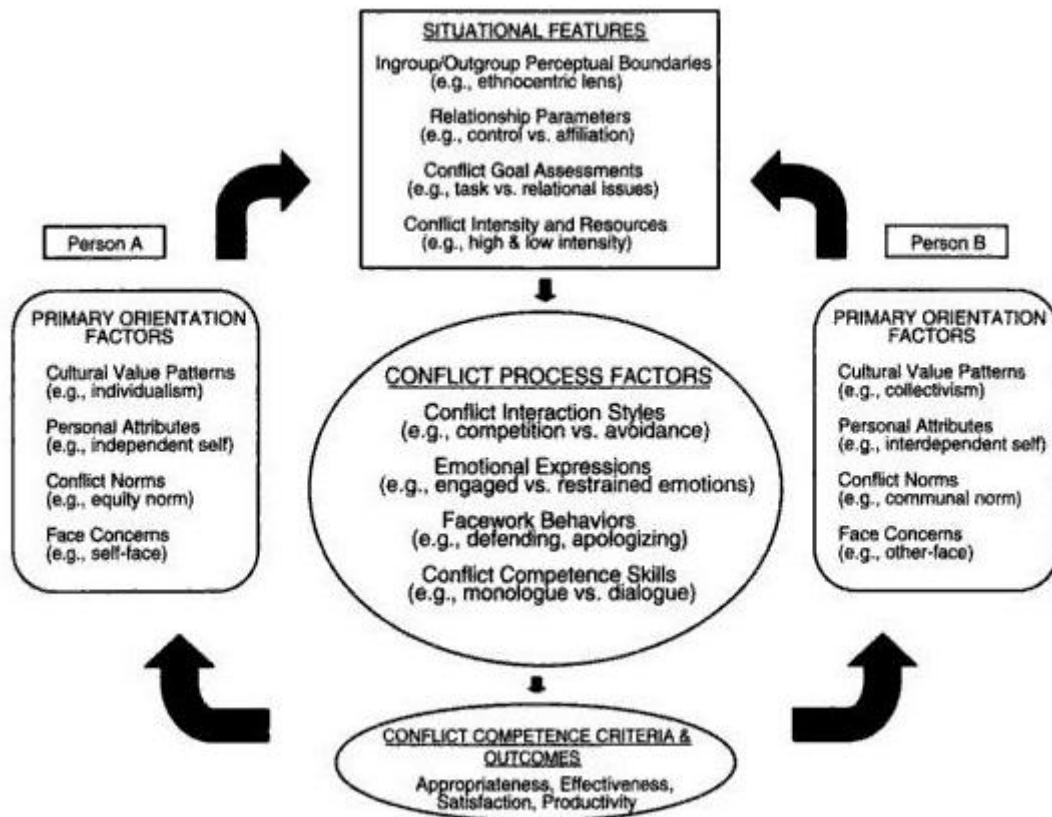
Figure 2: Ting-Toomey's culture-based conflict model

As the causes for intercultural conflict often stem in oppositional cultural values that give rise to different ideals that determine how conflict of this kind ought to be managed, a major framework has been used as a base and template for many intercultural researchers. This frame-work is Hofstede's (2010) cultural dimensions, which are: Power Distance Index, Individualism, Masculinity, Uncertainty Avoidance Index, and Long-term Orientation (see these dimensions in more detail below).

- **Power Distance Index (PDI):** the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally.

- **Individualism (IDV)**: the degree to which individuals are integrated into groups.

- **Masculinity (MAS):** refers to the distribution of roles between the genders.

- **Uncertainty Avoidance Index (UAI):** deals with a society's tolerance for uncertainty and ambiguity. It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations.

- **Long-Term Orientation (LTO):** deals with Virtue regardless of Truth. Values associated with Long Term Orientation are thrift and perseverance; values associated with Short Term Orientation are respect for tradition, fulfilling social obligations, and protecting one's 'face'.

An important factor when it comes to intercultural conflict in organizations is conflict norms, which are "prescriptive standards that we apply to assess culturally "reasonable" or "unreasonable" behaviours in a conflict situation" (Ting-Toomey & Oetzel 2001:34). Previous research, such as Leung & Iwawaki (in Ting-Toomey & Oetzel 2001), points towards the importance of this concept in intercultural conflict. Research by Leung shows that in in-group conflict individualistic cultures tend to apply the equality norm whereas collectivistic cultures tend to apply the command norm in order to save the harmony of the group. Violations of these cultural norms may ultimately lead to intercultural conflicts. However, we may not even be aware that we have violated the expectations of the cultural group.

2.6 Definitions

Culture: a learned set of shared interpretations about beliefs, values, norms, and social practices, which affect the behaviours of relatively large groups of people.

Organizational culture: the personality of the organization which comprises the assumptions, values, norms, and artefacts of organizational members and their behaviours.

Conflict: a state of unresolved difference between two individuals, an individual and a group, or two groups.

Organizational conflict: a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together.

Intercultural conflict: conflict between people from different cultures.

Dysfunctional Conflict: when conflict disrupts, hinders job performance, and upsets personal psychological functioning.

Functional Conflict: from an interactionist perspective conflict can be responsive and innovative aiding in creativity and viability. Determines if conflict achieves goals or undermines them.

Organizational assimilation: the process by which individuals move from "outsider" to full membership in an organization.

Organizational socialization: a process through which a new employee learns to adapt to an organizational culture.

Organizational culture: the personality of the organization which comprises the assumptions, values, norms, and artefacts of organizational members and their behaviours.

3. Purpose & Research questions

3.1 Purpose

The purpose with the study is to investigate the employees view on to what extent conflicts between co-workers in healthcare services can be related to intercultural factors, and how cultures are integrated into intercultural workplaces. In order to achieve this, a case study was conducted at Attendo (see Material, part 4.1). As mentioned above, workplaces are historically filled with conflicts and there are several factors that can influence conflicts to arise at a workplace. The fact that workplaces are becoming more and more intercultural is one of them. Due to the extensive globalization of today more and more workplaces are becoming intercultural to a greater extent than just a few years ago. This leads to a greater need for knowledge about the assimilation processes involved at intercultural workplaces, and also the need for knowledge about conflicts related to this interculturalization.

3.2 Research questions

In this study the purpose is to search for answers to the questions:

- To what extent can conflicts among Attendo personnel be related to intercultural factors according to the employees?

- To what extent do the personnel at Attendo feel integrated into the organization?

These general questions were broken down into smaller questions which were easier to work with. But first, these questions needed to be defined and made clear. The first question presented above concerns intercultural factors. These factors include, but are not limited to, language, different views and values, and religion. Bell's (2002) cause number seven (see theoretical background) is closely connected to this. According to this cause "Conflict can be caused by differing personal values…" For this study we argue that these differences in values are due to cultural differences. Bell's (2002) cause number three is also of interest when it comes to cultural differences. It concerns the differences in people's perceptions of conflict. The views people have on things are often directly connected to the culture from which they come.

Conflict can, as noted in the background, be both functional and dysfunctional. A secondary goal of the first question above would then be to investigate whether the conflicts in the chosen workplace are functional or dysfunctional. This would then give an idea of whether the conflicts at the workplace can be related to intercultural factors or not. Another important factor that can create conflict is language differences (see for example Seul, 1999) and whether they are functional or not. This leads us to the secondary questions which relate to the first question. These are:

- Is the perceived cause for these conflicts language issues or cultural differences?
- Are these conflicts viewed as functional or dysfunctional? Do these views on conflict and functionality correspond between the majority culture and minority cultures?

The second question concerns in what ways cultures are integrated into workplaces, and whether there are any differences between Swedish and non-Swedish employees at Attendo regarding the ways of working and functioning within the organizational setting. In this study, 'ways of working and functioning within the organizational setting' refer to preferences for working in groups or not, to following guidelines and rules or not, whether you feel inhibited when working with colleagues from other cultures, etc. The cultures of immigrants can be very similar to that of the host culture or they can differ greatly. Naturally, immigrants from cultures similar to that of host cultures are more easily integrated into these cultures than those from cultures that differ. People from host cultures are usually majority in most situations. Investigating to what extent people from host cultures and immigrants are integrated into the workplace would generate answers to the second question presented below:

- Are there any differences between the majority and minority cultures regarding their view on integration into Attendo?

   -To what extent does the majority culture feel integrated into the organization?

   -To what extent do the minority cultures feel integrated into the organization?

- Are there any discernable differences between the two groups regarding the ways of working and functioning within the organizational setting?

As mentioned above, this study concerns assimilation of people into organizations. Not only does it concern assimilation but also organizational and intercultural issues, as well as conflicts that arise in the organization during the assimilation processes. It is only the interpersonal and intergroup levels of organizational conflict that is relevant to this study. This is due to the fact that it is conflict between different co-workers and between groups of co-workers that are interesting with respect to the field of study. A focus on conflict between organizations would lead away from the subject at

hand; the assimilation process of immigrants and of minority groups into an organization, and was therefore excluded in this study. One can differentiate between national cultures and organizational cultures. In this study the focus is on both of these. To conclude, the purpose of this study is to answer the following questions:

Main

- To what extent can conflicts among Attendo personnel be related to intercultural factors according to the employees?

- To what extent do the personnel at Attendo feel integrated into the organization?

Secondary

- Is the perceived cause for these conflicts language issues or cultural differences?

- Are the conflicts viewed as functional or dysfunctional? Do these views on conflict and functionality correspond between the majority culture and minority cultures?
- Are there any differences between the majority and minority cultures regarding their view on integration into Attendo?

  -To what extent does the majority culture feel integrated into the organization?

  -To what extent do the minority cultures feel integrated into the organization?

- Are there any discernable differences between the two groups regarding the ways of working and functioning within the organizational setting?

Null-hypotheses

Furthermore, in this study we statistically analyse the following hypotheses:

- There are no differences between how much Swedish and Non-Swedish employees are involved in conflicts at Attendo

- There are no differences in the views Swedish and non-Swedish employees have on the reasons and causes for conflict at workplace

- There are no differences between Swedish and non-Swedish employees regarding their problems with communicating with other colleagues

- There are no differences in the views Swedish and non-Swedish employees have on conflict when it comes to functionality and dysfunctionality

- There are no differences between the two groups regarding their preferences for working in groups or not

- There are no differences between Swedish and Non-Swedish employees in follow organizational guide lines and rules

- There are no differences in the ways Swedish and non-Swedish employees view critique from colleagues.

- There are no differences between Swedish and non-Swedish employees when it comes to feeling integrated into the organization

- There are no differences between Swedish and non-Swedish employees when it comes to finding it mentally/emotionally difficult communicating with people from other cultures

4. Material & Method

4.1 Material

Attendo care is a major Swedish Corporation within the private health care-sector and is the leading supplier of health care and care services to elderly and functional disordered. This study is conducted at three service homes in the Attendo-concern, and all the participants in this study are permanent employees at either one of these homes. Within health care, Attendo offers four different kinds of services; home-help services, service homes, care houses, and own arrangements. It is Service homes which are in focus in this study. These service homes consist of eight wards located at four levels. These homes accommodate patients in need of more basic care as well as patients suffering from dementia. Each home accommodates approximately 75 patients, and has approximately 35 permanent employees working there. All of these homes used for this study are located in Gothenburg. The employees at these homes work in close groups most of the time.

4.2 Method

In this study, several methods of data collection were used. The three service homes that are part of this study were analysed separately. However, these studies were conducted in parallel. The quantitative data that was derived from the major part of the participants was collected using questionnaires. The more qualitative data, on the other hand, was collected using a combination of fixed -and open ended questions.

4.2.1 Interviews

As mentioned above, qualitative interviews were conducted. The reason for this was to collect information from the three unit-managers and from a small group of employees. The reason for interviewing the unit-managers was to get insight into the organization, and to get more background information for the questionnaire. During the work process, a number of 'casual', unstructured interviews also contributed to the end result. This communication with the region-manager, the unit-managers, and the employees made cooperation possible. It also generated knowledge about the organization. The casual interviews were conducted as a sort of pilot study in order to test our questions and to get direct feedback from a small part of the 'respondents-to-be'.

Interviewing was a good method for getting information in the initial phase of the research. As stated in Kvale (1996:84): *'The very virtue of qualitative interviews is their openness'*. This openness made it possible to create questions that otherwise would not have been thought of. An advantage with

speaking to the respondents before letting them answer a questionnaire is that one is able to ask follow-up questions, and to really dig deep to see whether the person being interviewed really have understood the questions. Gillham (2000 a: 5) states that: *'…we should note here that careful semi-structured interviewing prior to the questionnaire being constructed can mean that most of the probable answers are identified'*. This, he argues, is a good way of getting to know the respondents when using open questions and to avoid some of the eventual pitfalls.

4.2.2 Questionnaire

Questionnaire is a good method to use when it is impossible to take too much time from the respondents (Gillham, 2000 a). For the respondents to the questionnaire in this project, this was certainly the case. Questionnaire is a good method for collecting data in this case, because it allows the respondents to *'complete the questionnaire when it suites them'* (Gillham, 2000 a: 6).The respondents could take it with them and answer when possible. Another advantage, other than the time aspect, is the possibility for anonymous answers (Gillham, 2000 b: 11). This is very important in studies of this kind which concerns conflicts and other sensitive matters (for more information about anonymity in the study see 4.2.5 Ethical considerations below).

These technical terms can be very important to be aware of in order to be able to ask questions in such a way that the respondents understand and feel that the questionnaire has credibility (Dillman, et al., 2009:80). It is also important for the respondents to understand and answer the questions in a correct way, since there is no possibility to correct them after they have been handed in (Dörnyei, 2009:11). This is something that can be avoided with an interview that precedes the questionnaire, since it allows insight in the ways respondents think about and react to it. A pilot study was also conducted in order to allow for a better understanding of the respondents. This was handed out to seven people that were not connected to Attendo in any way. They all work in different companies, the only thing they have in common is their experience from working in groups. This trait was deemed necessary in order for them to be able to give relevant answers in the questionnaire.

The questionnaire was conducted during a span of two weeks. It was handed out personally, and each and every one of the questionnaires was answered in the presence of a researcher. This enabled the employees to ask questions that arose during the time the questionnaire was filled in.

During the pilot study, the concepts of functionality and dysfunctionality had to be explained to the respondents more than once. These concepts were therefore explained to the respondents each time they answered a questionnaire.

The questionnaire consists of 19 open and closed-ended questions (see Appendixes). Most questions were constructed to allow for quantitative results. But since it is a mixed method questionnaire, it enabled qualitative results as well. Many of the questions have an "Extra comments" field to allow for comments and input from the respondents in addition to the regular answers. The use of quantitative and qualitative methods (mixed methods) in health care studies has been debated many

times. Sale et al. (2002) mention the possibility to combine them for complementary purposes, which is exactly what the aim was in this study.

Since all homes are located in Sweden, and all the respondents speak Swedish and not English, the questionnaire was presented in Swedish to allow all of the respondents to understand it. All questionnaires were hand distributed to all of the respondents, or in some cases to the unit-manager, due to practical reasons as lack of internet access at the workplaces.

4.2.3 Design of questions

The questions were designed with the research questions in mind. Nearly half of the questions concerns integration into the organization while the rest is about conflict connected to intercultural differences. However, there are a few questions concerning other things. One question in the questionnaire concerns the heritage of the respondents in order to allow for a differentiation between answers from Swedish and non-Swedish employees. In this study, 'Swedish' is defined as people born in Sweden and 'non-Swedish' is defined as people not born in Sweden. This means that even those who have lived in Sweden for several years, but who were born in another country, were considered as non-Swedish. The questionnaire starts with a question concerning intercultural training. This was to enable insight into whether the respondents themselves felt the need for intercultural training and if they have acquired such training before from the organization.

4.2.4 Statistical analysis

Four statistical methods have been used to analyse the data: the Mann-Whitney test, the Fisher's exact Test, and the Chi-square 2by2 and 2byk tests. The Mann-Whitney was used when comparing two independent variables and when investigating the tendency for observations in one group to exceed the ones on the other group. Fischer's exact test was used when comparing two nominal-scaled variables and the goal was to find out whether there was any significance in the association between these two. Chi-square tests were used when comparing ordinal-scaled variables with, and without order. It was used when the variables only had two values as well as when it had more (2by2 and 2byk respectively).

All quantitative results and statistics derived from the questionnaire were then analysed using the tests described above. The qualitative data was analysed and compared to the theoretical background, as well as to other results in the field of research. The results from the tests were compared to the null-hypotheses and they were then rejected or kept accordingly.

4.2.5 Ethical considerations

Due to the importance of keeping research ethical, informed consent has been used during the whole research process. All the respondents, all the interviewees, and anyone else involved in the study were provided with all the information necessary for the research to be ethical. This includes

information about the aim of the study and what the results will be used for. The participants were also informed that the participation was voluntary and that all personal information was to be treated anonymously and not given to third part (for complete briefing text see Appendixes).

4.2.6 Participation and research group

The research group consists of the majority of employees at the three Attendo service homes, and therefore, no selection was required. The majority of the respondents is women and all the participants are between the age of 19 and 65. Furthermore, 28, 8% of the respondents were born elsewhere than Sweden, and was thus counted as non-Swedish employees in this study. Consequently, 61, 2% of the respondents were born in Sweden and were therefore counted as Swedish employees. There are approximately 100 employees distributed over the three homes. We received answers from 80 of these. Some employees could not be reached due to different working shifts, maternity leaves, sick leaves, etc.

4.2.7 Evaluation of methods

The mixed-method approach with questionnaires and interviews we used for this study proved to be the best option for this kind of research. The pilot study in combination with casual interviews with employees before the actual study furthermore proved to work as a good basis for the construction of the questionnaire. In the cases where there was information missing, those answers were disregarded.

It could have been interesting to use focus groups in which people could have discussed the questions used in the study. This is a good way to generate more qualitative data which could have given a better understanding of the results. It could also have been interesting to use the focus group approach as a method for data collection in parallel with the questionnaires to enable for discussions about the workplace and the different issues. However, despite its advantages it is very time-consuming and would have been hard to use in this study, especially with regards to fact that this study comprises 80 full-time employees and that this would have taken up too much of their time. Time and lack of financial resources are often problematic issues when conducting studies of this kind. Another method that could have yielded interesting data is observations. Observations would have given data of a more objective kind, and could have allowed for another point of view. Considering the statistical analysis, it would have been interesting to perform a Factor analysis on the data to maybe get a better picture of the respondents and their answers. This was however, not possible due to lack of time.

We will now move on to present our findings. In the following chapter the results for each question will be presented. The key concepts to this study are organizational integration and intercultural conflict at the workplace.

5. Results from Statistical Analysis

The findings presented below are all based on the before mentioned study. The findings are presented with figures showing the percentages calculated from the answers to the questionnaires, and text that explaining the figures. They are divided into Swedish respondents and non-Swedish respondents (foreigners) to make for an easier comparison. The figures are presented in the same order as the relevant questions in the questionnaire (see Appendixes).

The figure below (figure 3) is a summary of all the p-values that are the results from the different statistical analyses conducted. We have used a 95% confidence interval. Thereby, all p-values lower than 0.05 indicate that the result is significant, which leads to a rejection of the null-hypothesis connected to the analysis. By studying the figure below one can easily conclude that five analyses did not result in a significant p-value, whereas the other five did.

Test and question	p-score
Mann-Whitney test on question 4:	p=0.06
Chi-square test on question 5:	p=0.547
Chi-square test on question 6:	p=0.457
Fisher's exact test on question 7:	p=0.006
Chi-square test on question 8:	p=0.454
Chi-square test on question 10:	p=0.047
Chi-square test on question 12:	p=0.027
Fisher's exact test on question 13:	p=0.022
Fisher's exact Test on question 14:	p=0.021
Fisher's exact Test on question 15:	p=0.381

Figure 3: Summary of all p-scores in the rapport

Figure 4: Gender of employees' in Attendo, divided by culture (question 1)

The figures above show that 96, 3% of the employees in this study are women whereas only 3, 8% are men. There are three Attendo employees in this study that are men, two of which are from Sweden and one from another culture.

Culture

Swedish   **non-Swedish**

☐ Yes
■ No

5,45%

94,55%

13,04%

86,96%
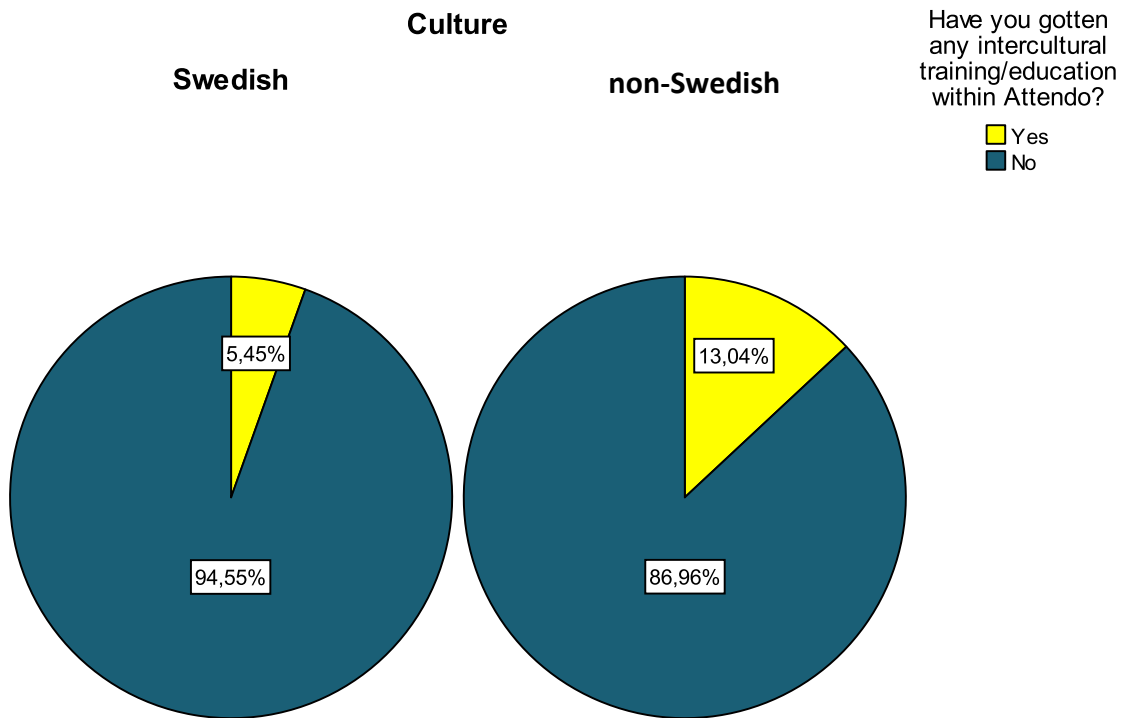
Figure 5: Employees' views on received intercultural training (question 2)

The figures above show that 92, 4% of the total amount of respondents have not had any intercultural training/education within Attendo, whereas only 7, 6% have. Calculated as a percentage there is a slight difference between the two groups as 13,% of the non-Swedish employees have had intercultural training within Attendo whereas only 5, 4% of the Swedish employees have.

Culture

Swedish   **non-Swedish**

If not, would you like to get it?

■ Yes
□ No
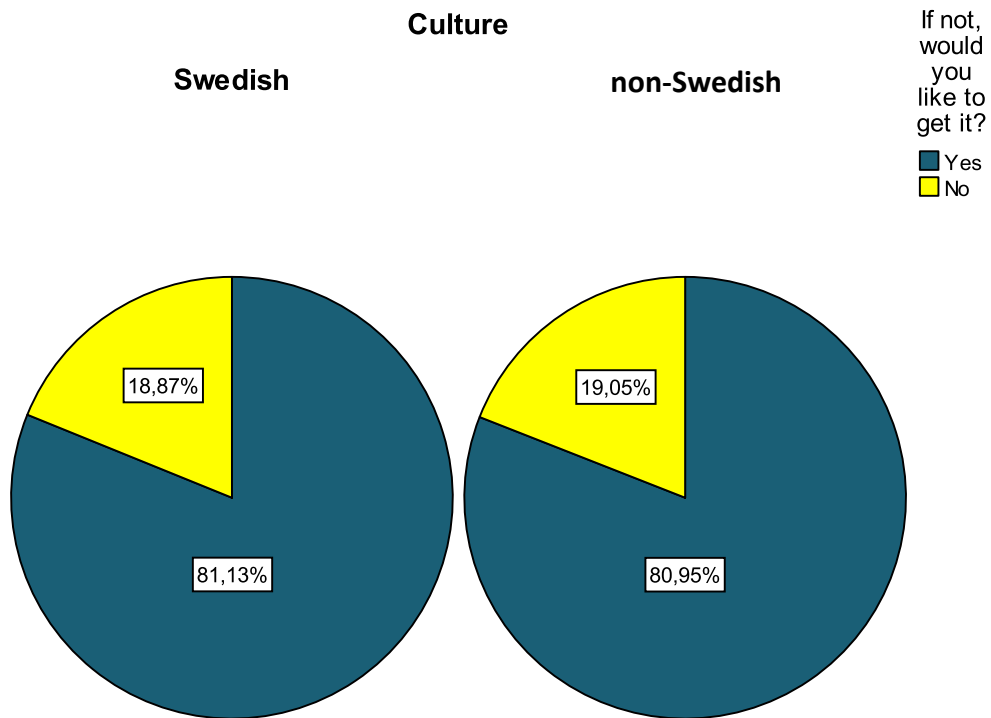
Figure 6: Employees' wish for intercultural training, divided by culture (question 3)

The figures above show that there are similar opinions on this question, as 79, 6% of the Swedish employees respectively 81% of the non-Swedish employees answered yes. Consequently, 20, 4% of the Swedish employees and 19% of the non-Swedish employees answered no to this question.
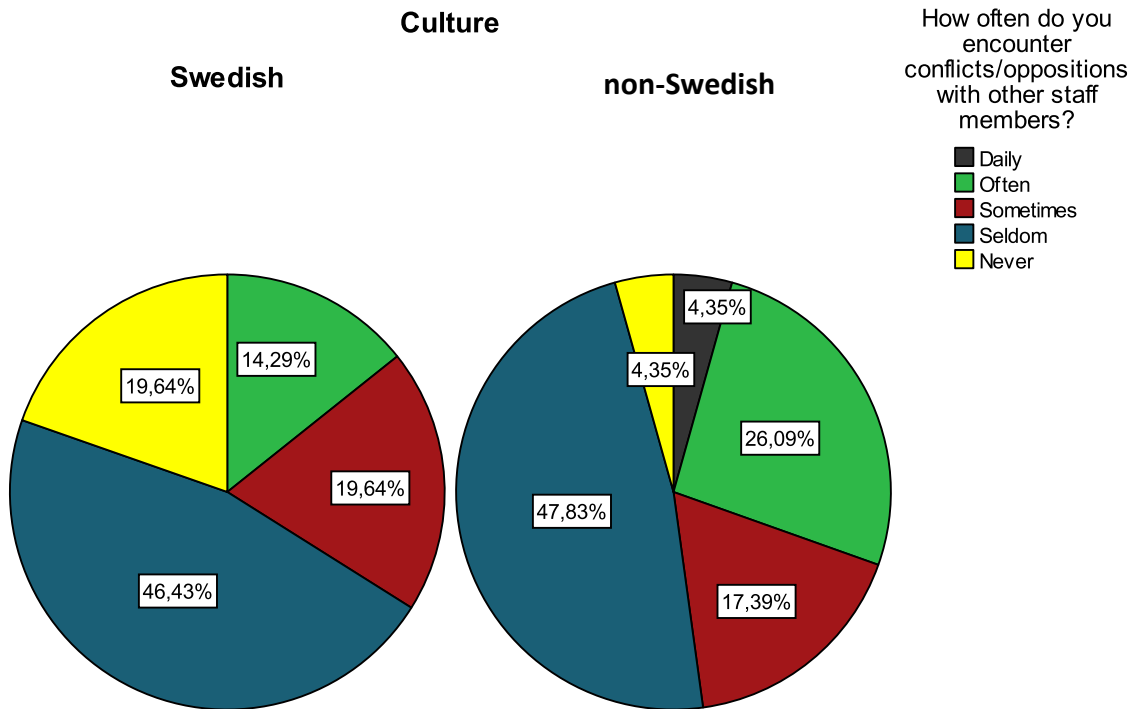
Figure 7: Employees' views on multitude of conflict (question 4)

The figures above show that the majority of the respondents get into conflicts with colleagues seldom, as 46, 3% of the total amount of respondents chose the alternative seldom to this question. The two groups answered rather similar in regard of this alternative, as 45, 6% of the Swedish employees and 47, 8% of the non-Swedish employees chose this option. The distribution of answers regarding option 2 and 3 is rather similar as well, as 15, 8% of the Swedish employees chose option *often* and 19, 3% *sometimes*. In a similar way 26, 1% of the non-Swedish employees chose options *often* and 17, 4 % chose *sometimes.* However, there is a major difference regarding the option *never*, as 19, 3% of the Swedish employees chose this option and only 4, 3% of the non-Swedish employees did.

A Mann-Whitney test on the variables 'Culture' and 'How often do you end up in conflicts with other employees?' did not display a significant value (p=0.06, see table 5). Thereby, one cannot cast away the Null- hypothesis (There are no differences between how much Swedish and Non-Swedish employees are involved in conflicts at Attendo).

Culture

Swedish   **non-Swedish**

Why do you think
these
conflicts/oppositions
occur?

☐ Culture
☐ Language
☐ Combination
☐ Other
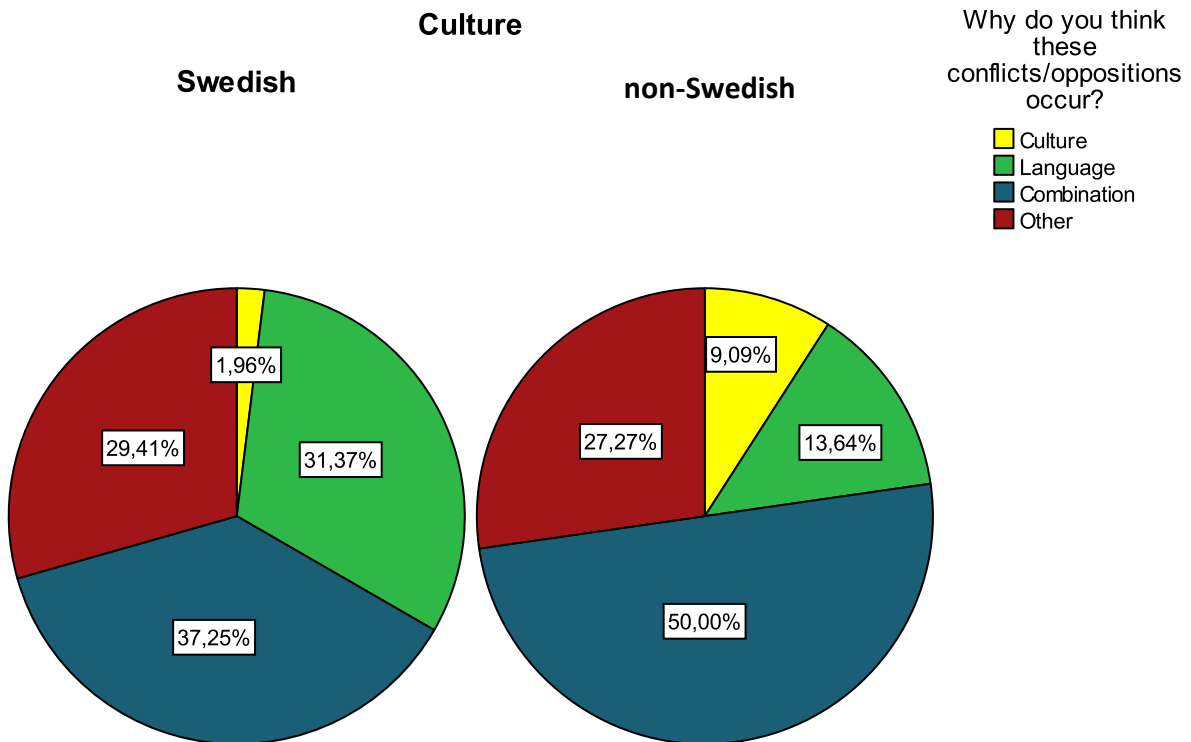
Figure 8: Employees' views on reasons for conflict (question 5)

The figures above show that there are rather different opinions about what causes these conflicts. Whereas a total of 30, 8 % considers these conflicts to be caused by language issues, only 13, 6% of the non-Swedish employees believe this to be the case. Furthermore, a total of 50% of the non-Swedish employees chose the alternative *combination* whereas only 38, 5% of the Swedish employees did. Regarding the alternative *other* the distribution is similar between the two groups, as 28, 8% of the Swedish employees respectively 27, 3% of the non-Swedish employees chose this alternative.

We have merged the results from the 'Culture' -value with the results from the 'Other' -value due to there being too few results to allow for a Chi-square test. The Chi-square test then displayed no significant value (p=0.547, see table 8) which makes a rejection of the Null-hypothesis impossible (There are no differences in the views Swedish and non-Swedish employees have on the reasons and causes for conflict at workplace).

Culture

Swedish   **non-Swedish**

■ Yes
□ No

41,07%   58,93%   52,17%   47,83%
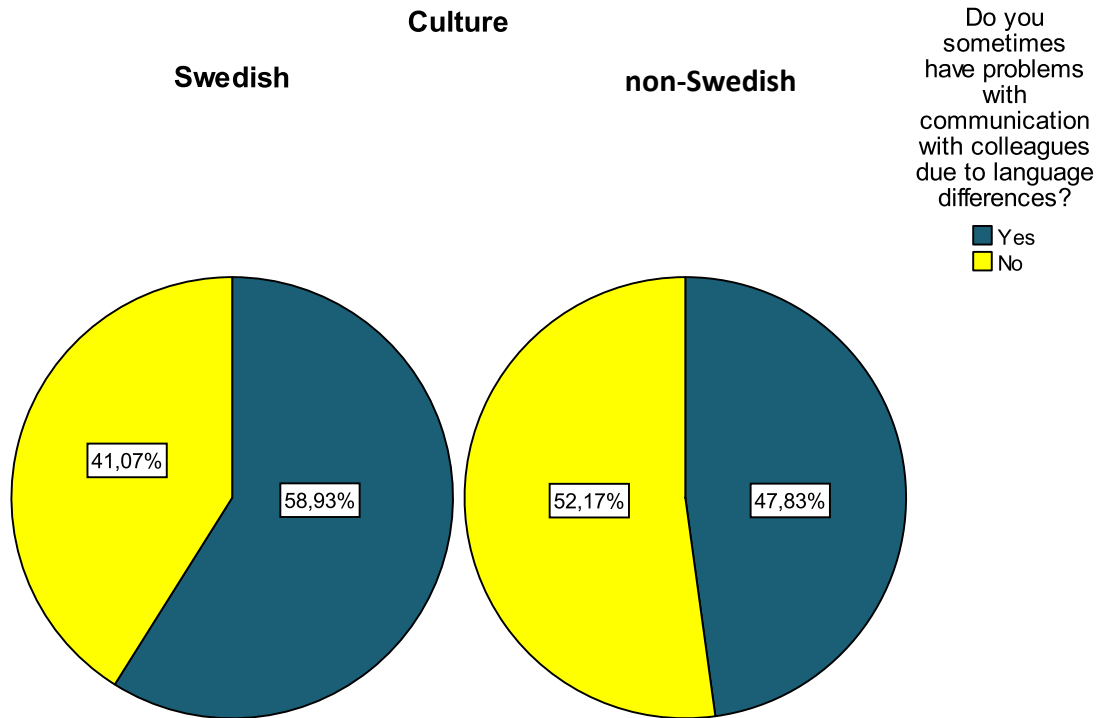
Figure 9: Employees' views on language differences (question 6)

The figures above show that 56, 3% of the Attendo employees overall feel that they sometimes have problems with communicating with colleagues due to language differences. However, there is somewhat of a difference between the two groups on this issue. Whereas 59, 6% of the Swedish employees answered that they sometimes have difficulties with communicating with colleagues due to language differences, the equivalent number for the non-Swedish employees on this question was 47, 8%.

A Fisher's exact test for the variables 'Culture' and 'Do you have problems with communicating with colleagues due to language differences?' was carried out. This test shows no significant connection between the two (p=0.457, see table 10). Thereby, the null hypothesis cannot be rejected (There are no differences between Swedish and non-Swedish employees regarding their problems with communicating with other colleagues).

Culture

Swedish **non-Swedish**
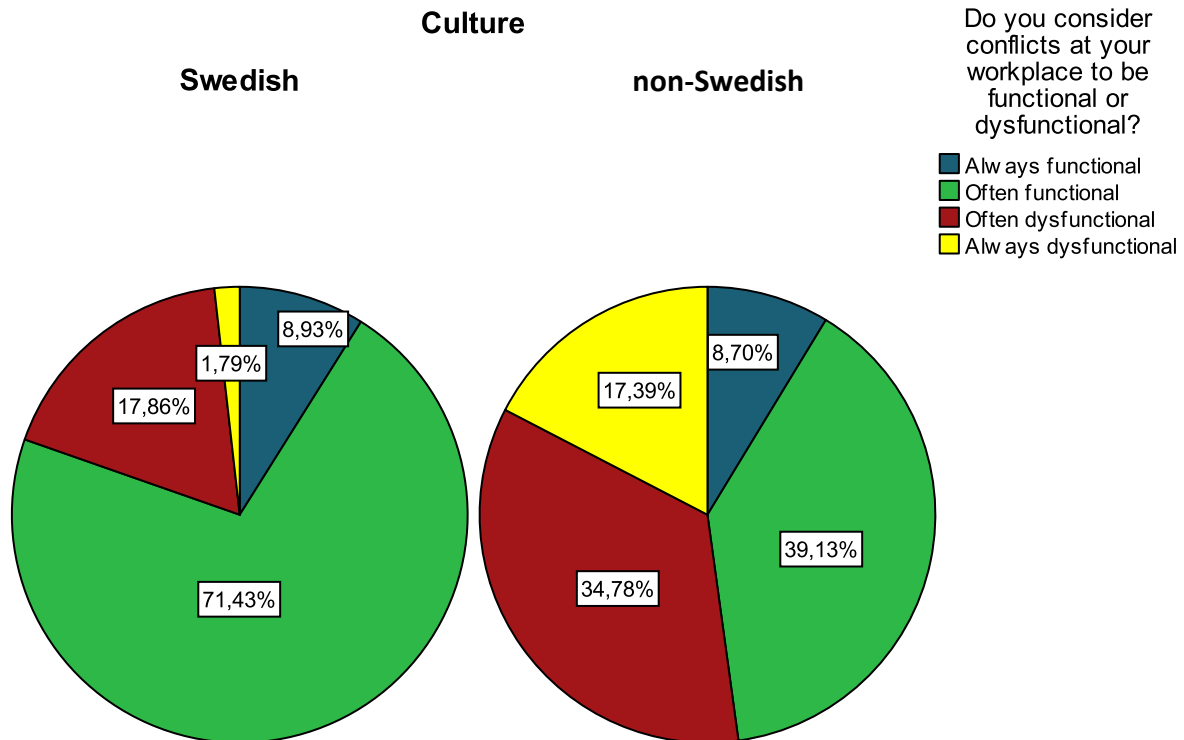
Figure 10: Employees' views on functionality in conflict (question 7)

The figures above show that there are very opposing opinions on this issue. Regarding the alternative *always functional* there is a consensus between the two groups. However, whereas a total of 71, 9% of the Swedish employees consider conflicts at the workplace often to be functional, only 34, 8% of the non-Swedish employees consider this to be the case. There is also a division on the alternative *often dysfunctional*, as 34, 8% of the non-Swedish employees respectively only 17, 5% of the Swedish employees consider conflicts at the workplace often to be dysfunctional. Furthermore, whereas 17, 4 % of the non-Swedish employees consider conflicts at the workplace always to be dysfunctional only 1, 8% of the Swedish employees considers this to be the case.

A Chi-square test was carried out, but since 50% of the cells had a count that was lower than 5, the values 'Always functional' had to be merged with 'Often functional' and corresponding for 'Always dysfunctional' with 'Often functional'. Then a Fishers exact test was made with the new values. The test showed significant values (p=0.006, see table 29) and thereby the Null hypothesis can be rejected (There are no differences in the views Swedish and non-Swedish employees have on conflict when it comes to functionality and dysfunctionality).

Culture

Swedish

non-Swedish

Do you consider
yourself to have more
conflicts with
colleagues from other
national cultures
compared to
colleagues from your
own culture?

■ Other national cultures
■ Same amount of conflicts
disregarding culture
□ Ow n national culture

12,96%

22,22%

64,81%

4,76%

28,57%

66,67%
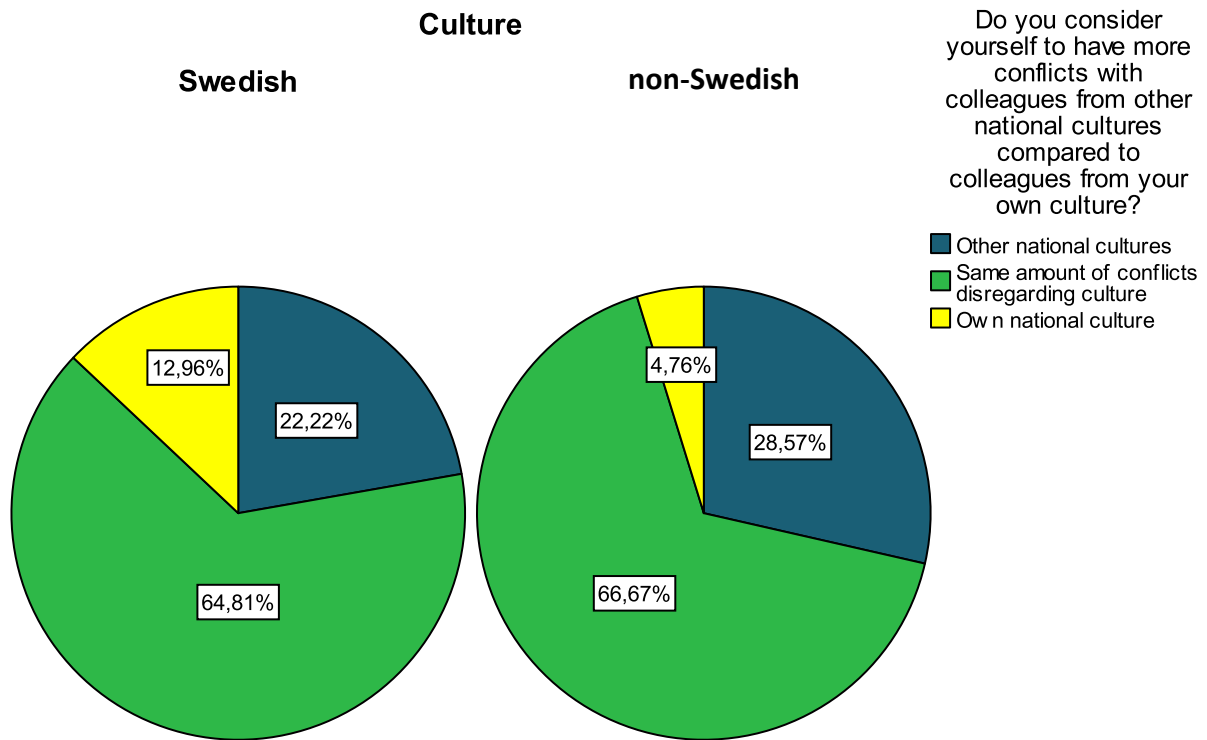
Figure 11: Employees' views on conflicts with regards to culture (question 8)

The figures above show that there are rather similar opinions on this issue, especially with regard to alternative two. 65, 5% of the Swedish employees and 66, 7% of the non-Swedish employees answered that they have the same amount of conflicts with colleagues regardless of culture. 21, 8% of the Swedish and 28, 6% of the non-Swedish employees answered that they have more conflicts with colleagues from other national cultures. There is, however, somewhat of a difference regarding the last alternative. Whereas 12, 7% of the Swedish employees answered that they have more conflicts with colleagues from their own national culture, only 4, 8% of the non-Swedish employees chose this option.

A Chi-square test displayed no significant difference between the variables (p=0.545, see table 14). Thereby the Null hypothesis could not be rejected (There are no differences between Swedish and non-Swedish employees regarding their problems with communicating with other colleagues).

Culture

Swedish   **non-Swedish**

Do you feel
insecure/restricted
when meeting
colleagues with
other cultural
backgrounds?

☐ Yes
☐ No

10,71%

89,29%

17,39%

82,61%
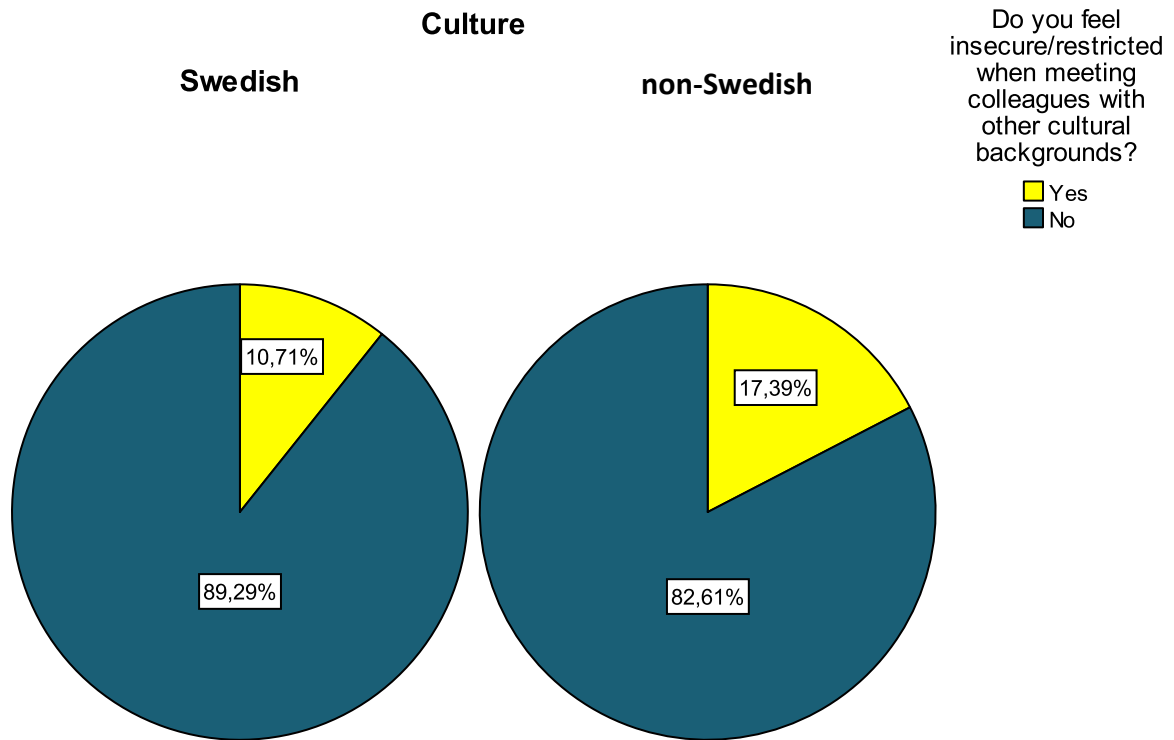
Figure 12: Employees' views on feelings when meeting colleagues from other cultures (question 9)

The figures above show that 89, 5% of the Swedish employees and 82, 6% of the non-Swedish employees answered that they do not feel insecure and restricted when meeting colleagues from other cultures. Consequently, 10, 5% of the Swedish employees and 17, 4% of the non-Swedish employees answered yes to this question.

Culture

Swedish　　　　　　　　　　　　　　**non-Swedish**

Do you prefer
working
independently
or in group?

■ By myself
■ In a group
□ Both
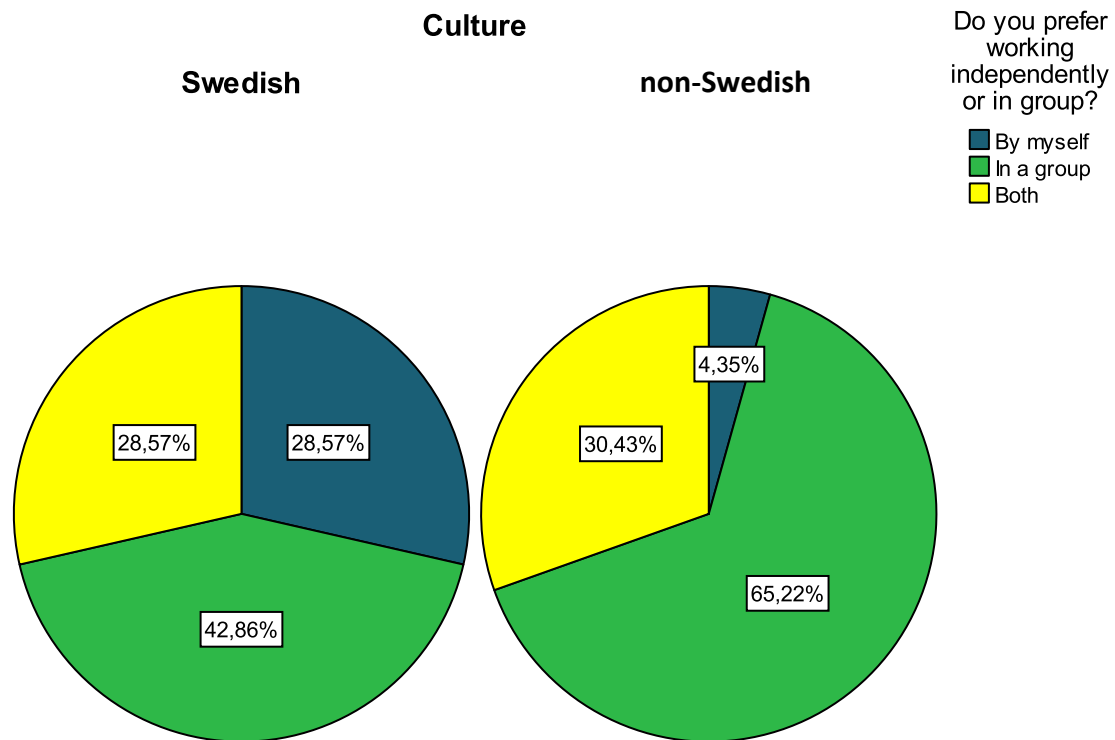
Figure 13: Employees' views on working preferences with regards to groupwork (question 10)

The figures above show that there is somewhat of a similar distribution of answers regarding the third alternative. 28, 1% of the Swedish employees and 30, 4% of the non-Swedish employees answered both. However, regarding the two other options the distribution is divided. Whereas a total of 29, 8% of the Swedish employees answered that they prefer to work independently, 65, 2% of the non-Swedish employees answered that they prefer to work in groups. Consequently, 4, 3% of the non-Swedish employees answered that they prefer to work independently, and 42, 1% of the Swedish employees answered that they prefer to work in groups.

The Chi-square test shows significant values (p=0.047, see table 17) when comparing Swedes and non-Swedes concerning their preferences for working in groups. Thereby the Null hypothesis (There are no differences between the two groups regarding their preferences for working in groups or not) can be rejected.

Culture

Swedish   **non-Swedish**

With which colleagues
do you prefer to work?

■ Collegues from ow n culture
■ Doesn't matter
■ Collegues from other culture
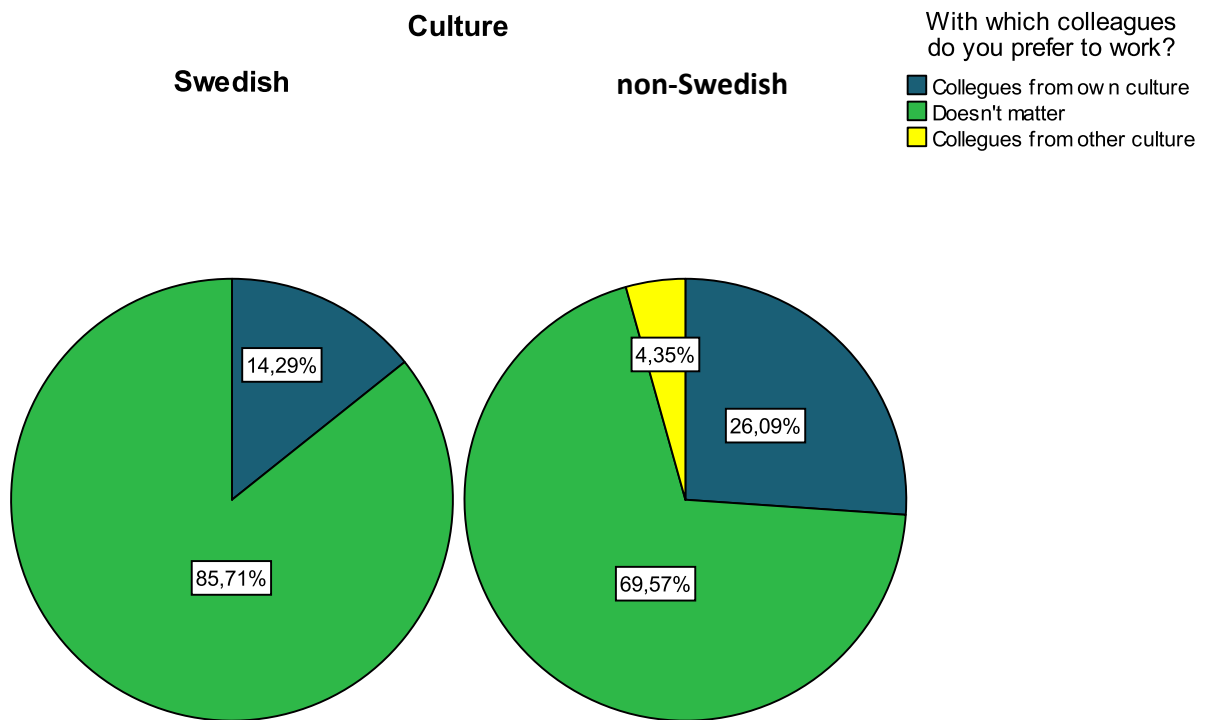
Figure 14: Employees' preferences for colleagues' cultural backgrounds (question 11)

The figures above show that the majority of the Attendo employees feel that it does not matter with whom you work in regard of cultural background, as 81, 3% of the total amount of respondents chose this alterative. However, the table shows that there are differences between the two groups, and that the non-Swedish employees to a higher degree prefer to work with colleagues from their own culture. 26, 1% of the non-Swedish respondents answered that they prefer to work with colleagues from their own culture whereas only 14% of the Swedish respondents feel this to be the case.
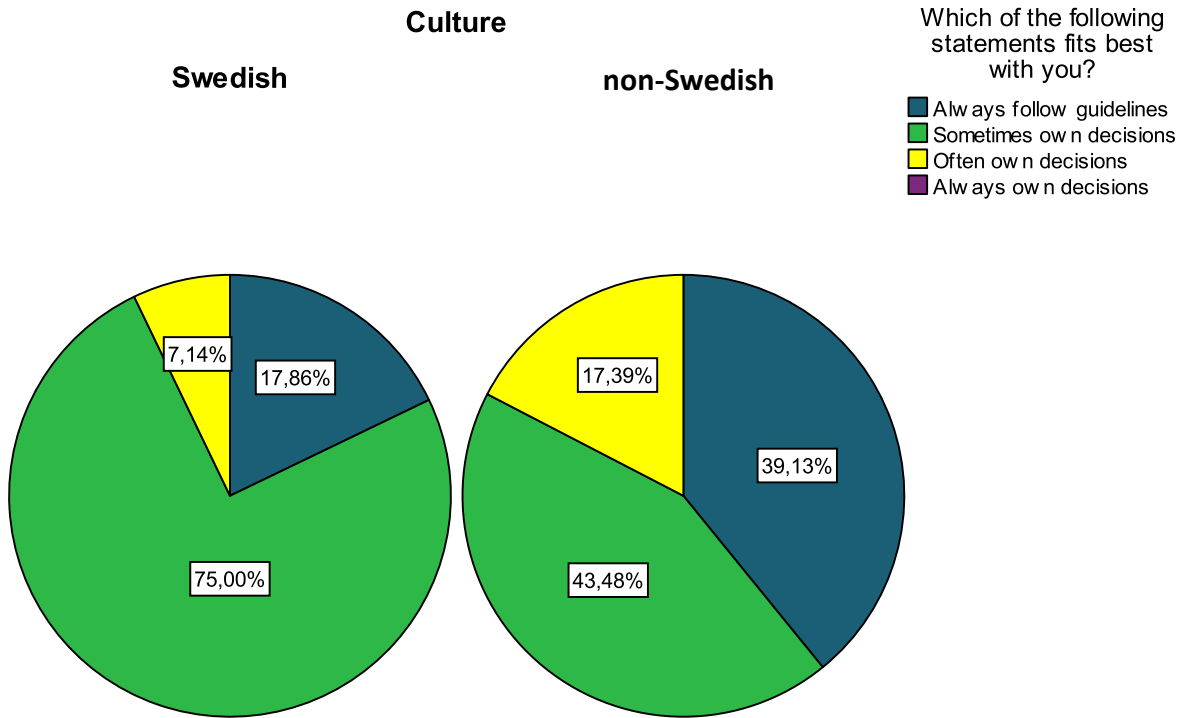
Figure 15: Employees' views on following guidelines (question 12)

The figures above show that there are major differences between the two groups regarding following organizational guidelines. Whereas 17, 5% of the Swedish employees answered that they always follow Attendo's guidelines, a total of 39, 1% of the non-Swedish employees chose this alterative. As the majority of the total amount of respondents answered that they sometimes make own decisions depending on the situation, there is a major division between the two groups on this issue. Whereas 43, 5% of the non-Swedish employees answered that they sometimes make own decisions depending on the situation, 75, 4% of the Swedish employees chose this alternative as a best fit. There is also a difference regarding the last alternative, as 17, 4% of the non-Swedish employees answered that they often make own decisions. The number for the Swedish employees on the same question was only 7%.

A Chi-square test on the variables 'Culture' and 'Which of the following best apply to you?' shows that there is significance in the Chi-square test (p=0.027, see table 20). Thereby the Null hypothesis (There are no differences between Swedish and Non-Swedish employees in follow organizational guide lines and rules) can be rejected.

Culture

Swedish   **non-Swedish**

Do you consider it
possible for critique from
colleagues to be
constructive?

■ Critique can be constructive
□ Critique is alw ays bad
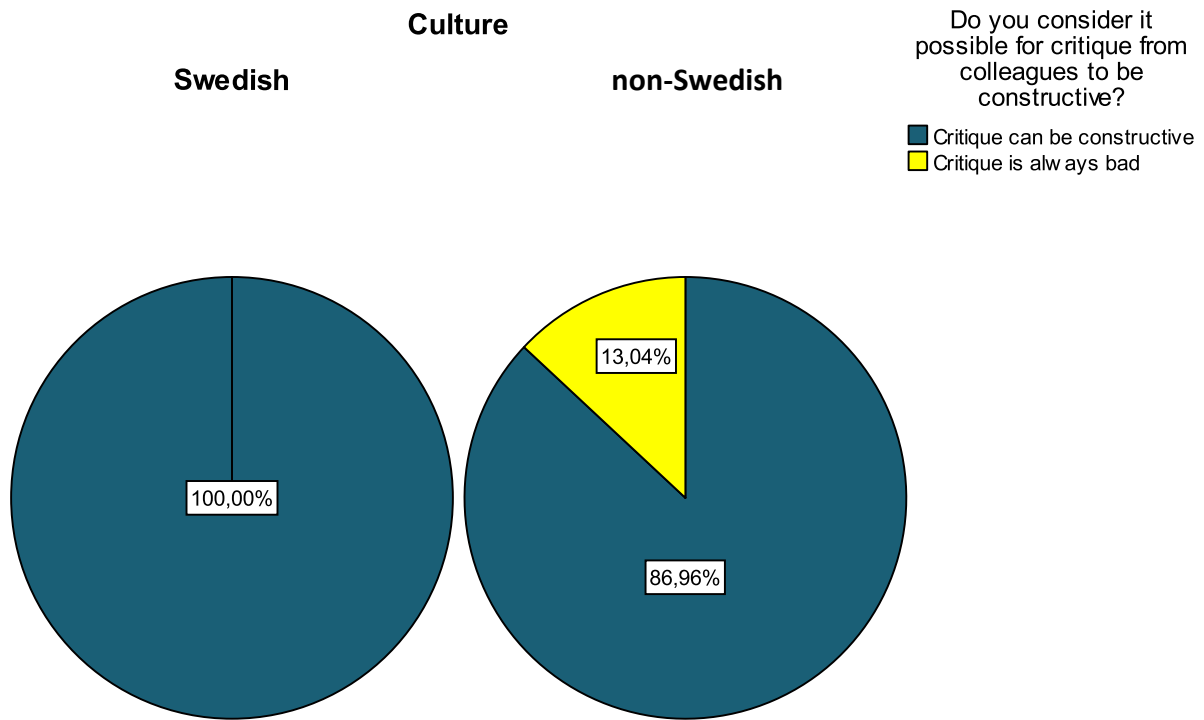
Figure 16: Employees' views on the constructiveness of critique from colleagues (question 13)

The figures above show that the total amount of respondents consider critique from colleagues to be constructive. However, as a 100% of the Swedish employees answered that critique can be constructive, 87% of the non-Swedish employees answered that they consider this to be the case, and 13% that critique is always bad.

A Fisher's exact test displayed a significant value (p=0.022, see table 23), which allows for a rejection of the Null-hypothesis (There are no differences in the ways Swedish and non-Swedish employees view critique from colleagues).

Culture

Swedish   **non-Swedish**

Do you consider yourself to be integrated in the organisation?

■ Yes
□ No

10,91%

89,09%

34,78%

65,22%
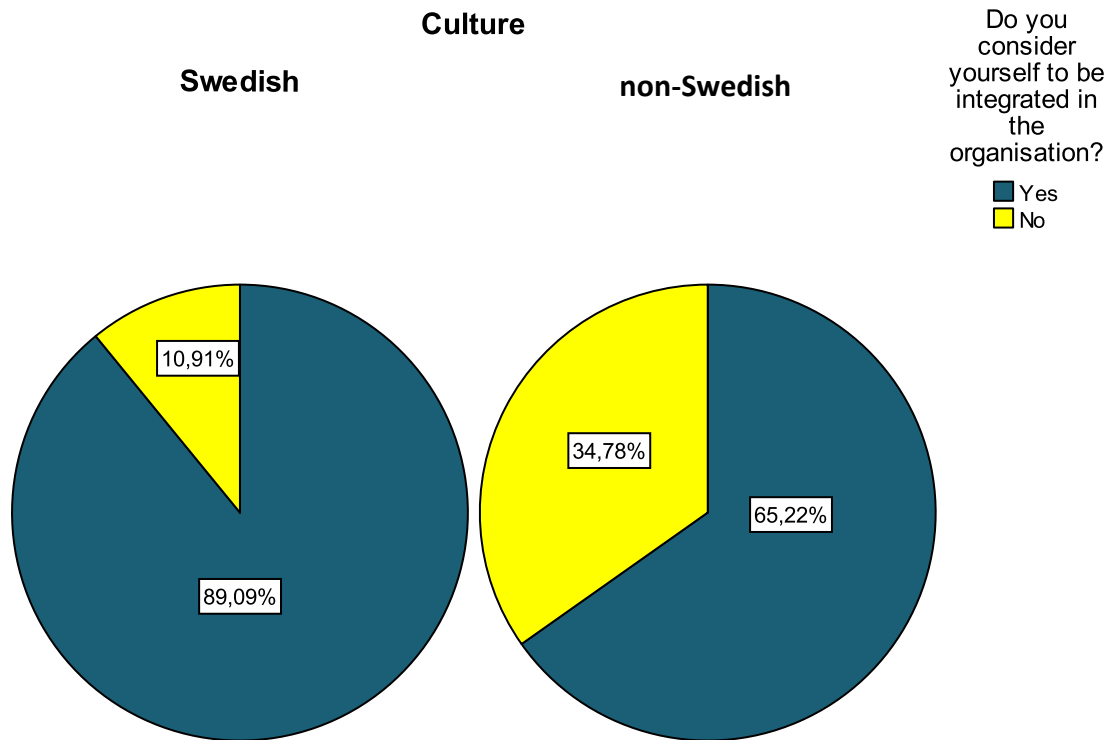
Figure 17: Employees' feelings of being integrated into the organization (question 14)

The figures above show that there is a significant difference between the two groups on this issue. Whereas 89, 1% of the Swedish employees answered that they feel integrated into the organization, 34, 8% of the non-Swedish employees answered that they do not. Consequently, only 65, 2% of the non-Swedish employees answered that they do feel integrated into the organization and 10, 9% of the Swedish employees that they do not. Regarding those employees not feeling integrated into the organization (34, 8%) almost 80% comes from the Arab world.

A Fisher's exact test on the variables "Culture" and "Do you consider yourself to be integrated in the organization?" resulted in a significant value (p=0.021, see table 25) which means that the Null-hypothesis (There are no differences between Swedish and non-Swedish employees when it comes to feeling integrated into the organization) can be rejected.

Culture

Swedish

non-Swedish

Do you considerer it to be mentally and emotionally difficult communicating with colleagues from different cultures?

☐ Yes
☐ No

20,00%

80,00%

30,43%

69,57%
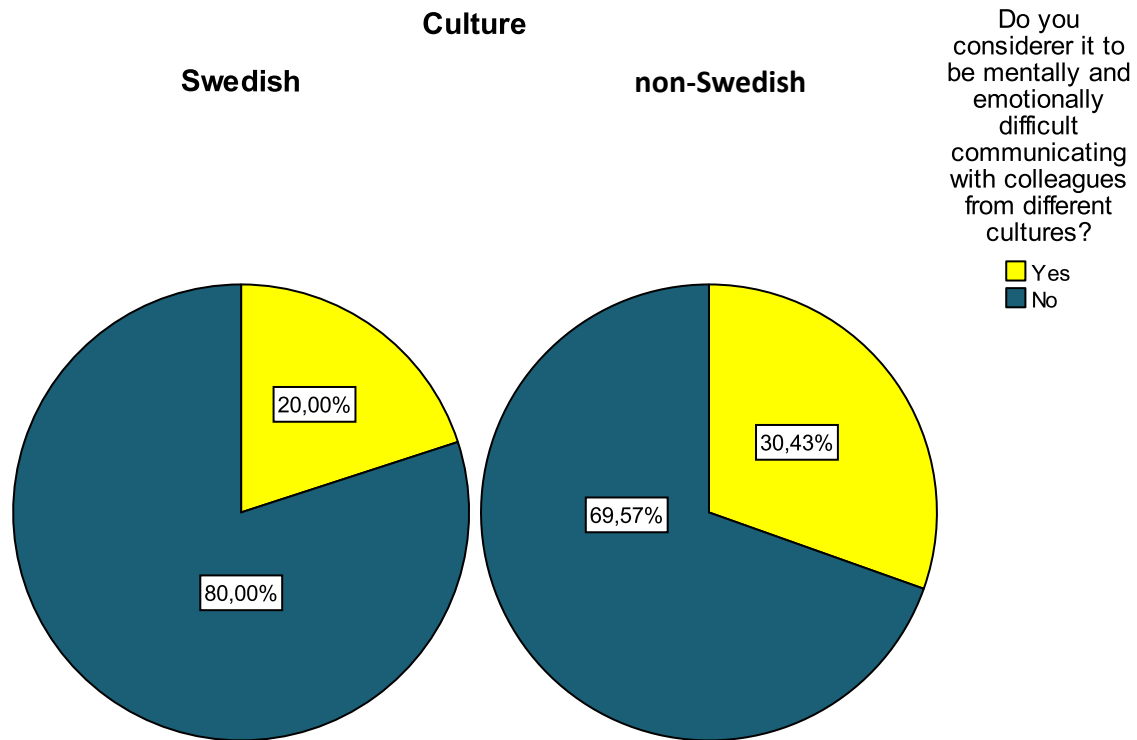
Figure 18: Employees' feelings of difficulty in communicating with colleagues from different cultures (question 15)

The figures above show that the non-Swedish employees to a somewhat higher degree feel that it is mentally and emotionally difficult communicating with people from other cultures. As 30, 4% of the non-Swedish employees answered yes to this question 20% of the Swedish employees felt this to be the case.

A Fisher's exact Test shows no significant values (p=0.381, see table 27) and therefore the Null-hypothesis (There are no differences between the Swedish and non-Swedish employees when it comes to finding it mentally/emotionally difficult communicating with people from other cultures) cannot be rejected.

Culture

Swedish   **non-Swedish**

Do you
feel
empathy
for people
from
different
cultures?

■ Yes
□ No

9,09%

21,74%

90,91%   78,26%
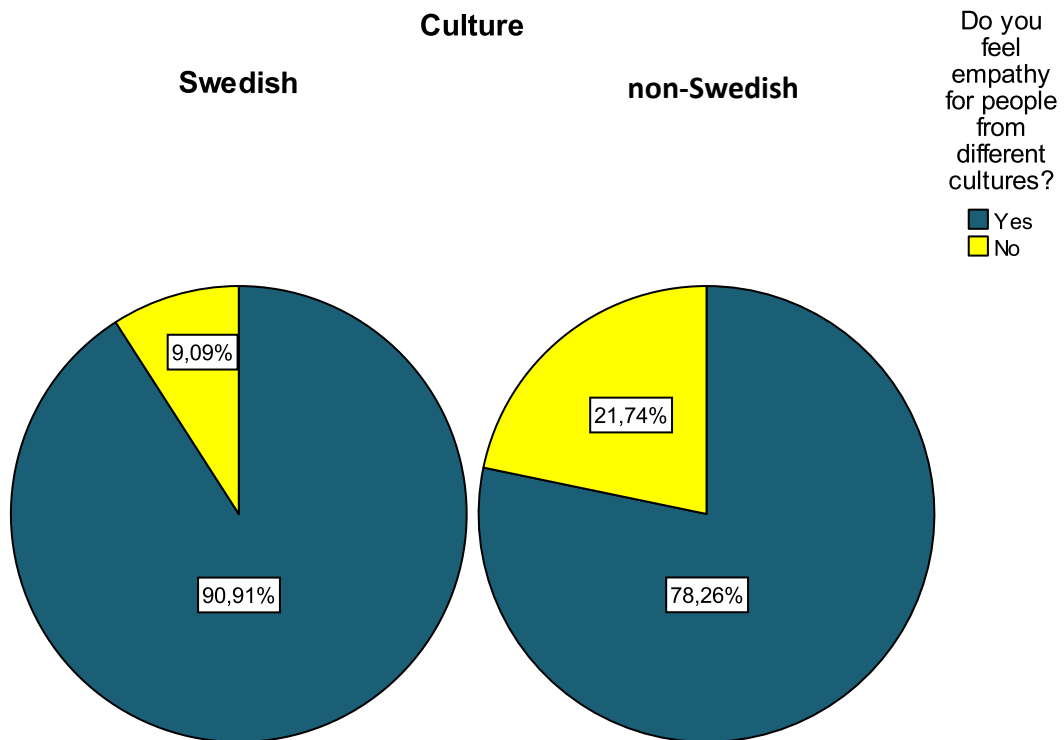
Figure 19: Employees' feelings of empathy for colleagues from different cultures (question 16)

The figures above show that the majority of the Attendo employees feel empathy for people from other cultures. However, there is somewhat of a difference between the two groups as 90, 9% of the Swedish employees and 78, 3% of the non-Swedish answered yes to this question. Consequently, 21, 7% of the non-Swedish employees and 9, 1% of the Swedish employees answered that they do not feel empathy for people from other cultures.

6. Discussion

In this study, two main aspects were in focus. The one major aspect was to what extent organizational conflicts at three workplaces in the Attendo concern can be related to intercultural factors. The other main focus was to what extend the employees at these workplaces feel integrated into the organization.

- To what extent can conflicts among Attendo personnel be related to intercultural factors?

To be able to answer to what extent conflicts in this organization can be related to intercultural factors we first needed to examine to what extent conflicts occur in this organization regardless of cultural background. This investigation points toward the notion that conflicts between colleagues do occur in this organization, however to different degrees. It was only 15% of the respondents who considered conflicts at these workplaces to be absent. These numbers seem to correspond with previous research in this area, such as Robbin's (2010), that poses that conflict at the workplace is natural and occurs in all organizations.

This study furthermore indicates that there are differences between the Swedish and non-Swedish employees regarding this issue. This study indicates that there is a tendency for non-Swedish employees in this organization to consider themselves to be in conflict with colleagues more often. According to figure 7, 26, 1% of the non-Swedish employees consider themselves to be in conflict with colleagues often and only 4, 3% never. On the contrary, figure 7 shows that 15, 8% of the Swedish employees consider themselves to be in conflict with colleagues often and 19, 3% never. Although the statistics on this question did not display any significant values (0.06), there can still be differences when it comes to how often the employees in Attendo think they are involved in conflict. The big difference in percentages between Swedish and non-Swedish respondents (see figure 7) can thereby indicate something. The p-value was very close to significant, and the differences in the percentages can clearly be seen. Therefore, there can still be a possibility that there is a difference that could have been discovered with a larger sample-group for example.

However, this study shows that there are rather similar opinions about the question whether you have more conflicts with employees from other cultures or not. The majority of both groups do not regard ethnicity to be an important factor concerning organizational conflict.

- Are these conflicts caused by language issues or cultural differences?

Regarding the causes for these oppositions and conflicts a majority of the total amount of respondents (71, 2%) considerers these conflicts to be caused by either culture or language issues or a combination of both, and 28, 8% considerer other issues to be the cause (see figure 8).The majority of both groups considerers language or a combination of language and culture to be the best explanation. However, there is a discrepancy on this issue when comparing the two groups regarding these two options. Whereas 30, 8% of the Swedish employees considerer language alone to be the

main reason for these conflicts, only 13, 6% of the non-Swedish employees considerer this to be the case. A possible explanation to this may be that the non-Swedish employees at Attendo may be more aware of cultural differences and its possible implications on personal relationships. However, as we investigated whether the employees at Attendo feel that they have difficulties with communicating with colleagues due to language differences, a Chi-Square test for the variables *'culture'* and *'...problems with communicating...'* showed no significant connection between the two (p=0.457). Thereby, the null hypothesis (there are no difference between Swedish and non-Swedish employees at Attendo regarding their problems with communicating with other colleagues) could not be rejected.

These results indicate that a great part of the conflicts among the employees at these three Attendo-workplaces are related to intercultural factors. Over 71% of the employees at these Attendo-homes consider conflicts at these workplaces to occur due to culture -and language issues. It furthermore seems as if the Swedish employees have more problems with language issues as opposed to the non-Swedish employees who to a larger extent believe culture to play a vital role when it comes to organizational conflicts at Attendo.

- Are the conflicts viewed as functional or dysfunctional? Do these views on conflict and functionality correspond between the majority culture and minority cultures?

Regarding the issue of how you view and frame conflicts, this study point toward significant differences between the two groups. Whereas 80, 7% of the Swedish employees in this study consider conflicts at the workplace to always/often be functional, the corresponding number for the non-Swedish employees is only 47, 8%. Consequently, only 19, 3% of the Swedish employees and a total of 52, 2% of the non-Swedish consider conflict at the workplace often/always to be dysfunctional. The fact that the Chi-square test displayed a significant value (p=0.005) indicates that there are significant connections between the culture of a respondent and how he/she perceives conflict at the workplace. If one counts the frequency of the answers, it appears that the Swedish employees at Attendo to a higher degree consider conflicts at the workplace to be functional whereas the non-Swedish employees do not. This goes in accordance with previous research such as Hammer (2005) that points toward big differences in the handling and framing of conflict between different cultures. An explanation to these opposing views on conflict may be that the majority of the non-Swedish employees at Attendo come from the Arab World, which is considered to comprise highly collectivistic-oriented cultures, as well as other collectivistic cultures such as; Latin America, West Africa, and China. Hammer (2005: 680) states that *'Individualism and collectivism […] are posited to be central for distinguishing cultural values between a number of culture groups and are hypothesized to account for differences in intercultural communication and conflict styles'*. For instance, research by Trubinsky (1991) suggests that members of individualistic cultures, such as Sweden, tend to prefer direct conflict and more solution-oriented communication styles whereas members of collectivist cultures tend to prefer obliging and conflict-avoidance styles. Obliging -and conflict-avoidance styles tend to emphasize the value for passive compliance and for maintaining relational harmony whereas direct conflict and more solution-oriented communication styles tend to

emphasize possibilities for getting passed the conflict. Thus, we suggest that the majority of the non-Swedish employees at Attendo consider organizational conflict to be dysfunctional because the majority of the non-Swedish employees come from highly collectivistic cultures, and thus prefer to avoid conflict. On the other hand, as the Swedish employees come from a highly individualistic culture, they tend to prefer to solve conflicts in a more direct manner, and in this way make something positive out of it.

On the question whether you consider it mentally and emotionally difficult communicating with colleagues from other cultures, the two groups had rather similar opinions. This study indicates that the non-Swedish employees to a somewhat higher degree feel that it is mentally and emotionally difficult communicating with people from other cultures, as 30, 4% of the non-Swedish and 20% of the Swedish employees feel this to be the case. However, a Fisher's Exact Test showed no significant value (p=0.381), and therefore the Null-hypothesis could not be rejected. Regarding the issue of empathy for people from different cultures the two groups had similar opinions, and considered themselves to have empathy for people from other cultures.

- To what extent do the personnel at Attendo feel integrated into the organization?

The fact that there is a tendency for the non-Swedish employees in this organization to consider themselves to be in conflict with colleagues more often than the Swedish employees may furthermore be related to the fact that the non-Swedish employees in this study to a lesser degree feel integrated into the organization, and thereby may feel more vulnerable and separated from the group. As 89,1% of the Swedish employees in this study consider themselves to be integrated into the organization, only 65, 2% of the non-Swedish employees consider this to be the case. This goes in accordance with a Fisher's Test conducted on this question which turned out to point toward significant differences between the two groups. These results points toward a division between the two groups regarding the issue of feeling integrated. Regarding those employees not feeling integrated into the organization (34, 8%) almost 80% comes from the Arab world. Research, such as Hart's (in Gatlin, et al. 2008), points to the fact that segregation in the workplace leads to gossiping, suspicion, and ultimately, conflict. Colleagues need to learn to accept diversity in the workplace and to work as a team. Other research, such as Cooper's (2000), states that organizational members not conforming to the organizational values and norms may turn his/her energies toward defeating its goals. This lack of organizational socialization may ultimately lead to conflicts both within the group as well as between different groups.

On the issue on critique from colleagues and whether this critique can be positive or always negative, a Fisher's exact test displayed a significant value (p=0.022), which allows for a rejection of our Null-hypothesis. One can therefore say that there is a significant difference in the way the two groups view critique. However, calculated as a percentage the difference seems greater than if counting the actual numbers. Even though the difference-percentage is 13, this only translates into 3 respondents answering that critique is always bad. This is due to fact that a 100% of the Swedish employees in this study consider critique to be constructive. So, even though the Fisher's exact test gave a significant

result it would be too bold to draw any general conclusions from this test. Nonetheless, if one would acknowledge the small trend that can be observed one could argue that the non-Swedish employees to a lesser degree feel that critique is constructive.

- Are there any discernable differences between the two groups regarding the ways of working and functioning within the organizational setting?

Regarding the question to what extent you follow organizational guidelines and rules we found major differences between the two groups. Whereas a total of 39, 1% of the non-Swedish employees consider themselves to always follow organizational guidelines and rules, the corresponding number for the Swedish employees is only 17, 5%. A total of 75, 4% of the Swedish employees consider themselves sometimes to take own decisions depending on the situation whereas only 43, 5% of the non-Swedish employees feel this to be the case. A chi-square test furthermore showed significance values regarding this question as well.However, if looking at the count for the question (question 12, see table 19), one can observe that the count for the two groups are rather similar. Most of the respondents have answered that they sometimes make their own decisions, none have answered that they always follow their own decision, and only some have answered that they always follow organizational guidelines. This goes for both of the groups. Even though the statistics displayed a significant p-value (0.027) there are still many similarities when looking at the data. Nonetheless, we would still argue that there are differences between the two groups considering their habits of following organizational guidelines.

This study also points toward the notion that there are differences between the two groups in this study regarding preferences for working in groups or not. Whereas 65, 2% of the non-Swedish employees answered that they prefer to work in groups, the corresponding number for the Swedish employees is 29, 8%. Moreover, as 29, 8% of the Swedish employees answered that they prefer to work individually, only 4, 3% of the non-Swedish employees considerer this to be the case. A Chi-square test showed significant values regarding this issue as well (p=0.047). However, as the p-value for this question is very close to being not significant, one should be careful to draw too much conclusions from this. Nonetheless, if one takes a closer look at the count for the question (see figure 16), one can see the big differences between the two groups. One should take into account that there are big differences when it comes to the size of the groups and that this can have affected the result here. However, since the statistical analysis displayed a significant result and the count displayed such great differences, we argue that there are differences when it comes to preferences for working in groups or not between Swedish and non-Swedish employees at Attendo.

An explanation to these differences may be linked to Hofstede's individualistic-collectivistic and uncertainty avoidance -dimensions. As a large part of the non-Swedish employees come from the Arab World, these results go in accordance with Hofstede's IDV -and UAI dimensions, which rank the

Arab World at 38 on the IDV-dimension and 68 on the UAV-dimension. The Swedish culture, on the other hand, ranks 80 on the IDV-dimension and 35 on the UAI-dimension. Thus, this means that people from cultures with a low IDV- and high UAI ranking to a high degree would strive to be integrated into groups and strictly follow rules and regulations whereas the opposite would be expected for people from cultures with a high IDV-and low UAV-ranking, such as Sweden.

The combination of these two scores on the UIA -and IVA -dimensions for the Arab World hypothetically gives us a large group of non-Swedish employees that are highly rule-oriented with laws, rules, regulations, while long-term commitment and loyalty to the 'group' is paramount. However, the arguable question here is what group you feel loyalty and commitment to. If adhering relentlessly to Hofstede's collectivism-dimension, the non-Swedish employees, if assimilated, ought to feel loyalty and commitment to the 'big group' or family, and would thus feel integrated into the organization. As our results point to the fact that this is not the case in regards of the non-Swedish employees, and that in fact a large part of the non-Swedish employees stemming from the Arab world does not feel integrated into Attendo, points us to the conclusion that there is a lack of organizational socialization among the non-Swedish employees at these three workplaces, then especially with regards to employees stemming from the Arab world. An explanation to this may be organizational subcultures within the major organization, to which you feel loyalty and commitment, as opposed to the major organization. Research by Wooten & Crane (2003) points toward the importance of recognizing organizational subcultures within the major organization, as these subcultures shape perceptions, attitudes, and beliefs and influence how their members approach particular roles and responsibilities within the organization. It is essential for managers to identify these subcultures and to do whatever it takes to create shared values and norms. As research, such as Schein's (in Cooper, 2000), points to the notion that the speed and effectiveness of socialization to the organization determines the loyalty, commitment, and productivity of the employee, and in this way the effectiveness of an organization, it is crucial for an organization to socialize its members. This becomes especially important when it comes to multi-cultural organizations, such as Attendo.

7. Conclusions

7.1 Conclusions

The present study explored the relation between perception of integration in organization and conflict at intercultural workplaces. The results from this study indicate that a major part of the conflicts at these workplaces are considered to stem from cultural differences. As the Swedish employees to a high degree consider language to be a contributing factor to these conflicts, the non-Swedish employees to a high degree consider cultural differences to be the cause. It was furthermore indicated that these two groups have very different views on organizational conflict and whether they are functional or dysfunctional. Whereas the majority of the Swedish employees tends to see conflicts with colleagues as functional and in the long run to contribute to a better working environment, the majority of the non-Swedish employees tends to see conflict with colleagues as dysfunctional.

Results from this study also indicate that there are differences between the two groups regarding ways of working. Whereas the non-Swedish employees in this study to a high degree prefer to work in groups and tend to follow organizational guidelines and rules inexorably, this study showed opposing findings for the Swedish employees. We found that the Swedish employees in this study to a high degree prefer to work individually and are much more prone to make decisions of their own if the situation calls for it. This study furthermore points to great differences between the two groups when it comes to feeling integrated into the organization. Whereas the majority of the Swedish employees feel integrated into the organization, a large part of the non-Swedish employees stemming from the Arab world does not feel this to be the case.

To conclude, as results from this study indicate that a large part of the non-Swedish employees do not feel integrated into the organization, and that there are very opposing views on conflict and its functionality at the workplace, we draw the conclusion that there is a correlation between the lack of organizational integration, cultural background, and the high rate of conflict in these three workplaces.

7.2 Suggestions for Future Research

A suggestion for further research could be to differentiate between the different homes within Attendo to see if there are any differences not just between different cultures but also between different workplaces within the same organization. Moreover, as we counted anyone not born in Sweden to belong to the non-Swedish employee-group, it could be interesting to differentiate between the different cultures that we counted as non-Swedes. However, this would be a very

complex undertaking since Attendo has employees stemming from at least 30 different cultures, all of which differ in size. Another future study that would be of interest could include different methodologies where one could observe the actual behaviors of the informants. Another future study could be to distinguish between issues of integration in society and integration in organization, and check if these are different and if they have different effects on intercultural communication and harmony at work.

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Appendices

Questionnaire

The questionnaire used for this case study at Attendo (for translations of the questions see tables in results).

Hej,

Vi heter Carl Österberg och Tony Lorentsson. Vi studerar kommunikation här i Göteborg och skriver för tillfället vårt examensarbete vid Göteborgs universitet. Arbetet berör ämnena kulturskillnader, personalkonflikt och integrering inom organizationer. För att kunna genomföra detta behöver vi samla in information från ett antal olika äldreboenden. Därför vänder vi oss nu till Er för er medverkan. Resultatet från denna enkät kommer att ligga till grund för vår studie.

Deltagande är frivilligt och undersökningen kommer att genomföras anonymt. Inga uppgifter kommer att lämnas till tredje part, utan kommer att användas enbart i forskningssyfte i vårt arbete. Ni kommer naturligtvis att få ta del av resultatet när detta blivit sammanställt. Vi bjuder på fika och skulle bli mycket tacksamma om Du kan ta de cirka fem minuter det tar att svara på denna enkät medan du fikar.

Vi tackar på förhand för er medverkan! ☺☺

Kön

[ ] Kvinna   [ ] Man

Har du fått någon interkulturell träning/utbildning inom Attendo? *(Med interkulturell träning/utbildning menar vi utbildning som ämnar ge ökad förståelse och kulturell medvetenhet för andra kulturer).*

[ ] Ja   [ ]Nej

Om inte, skulle du vilja ha det?

49

[ ] Ja   [ ] Nej

Övriga kommentarer...

…...

Hur ofta hamnar du i konflikter/motsättningar med andra i personalen? *(Enligt vår definition är du i en konflikt när du uppfattar att dina mål och åsikter inte överensstämmer med en kollegas).*

[ ] Dagligen

[ ] Ofta 2-3/vecka

[ ] Ibland 2-3 ggr/månad

[ ] Sällan mindre än 2-3ggr/månad

[ ] Aldrig

Varför tror du att dessa konflikter/motsättningar uppstår? (*Kryssa för de svar du tycker passar in som förklaring eller skriv en egen anledning. Det är tillåtet att kryssa för mer än ett svar).*

[ ] Kulturella (kulturkrock)

[ ] Språkliga

[ ] Kombination av de två ovanstående

[ ] Om annat, ge exempel_____

Anser du att du ibland har problem att kommunicera med kollegor på grund av språkliga skillnader mellan er?

[ ] Ja   [ ] Nej

Anser du att konflikter på din arbetsplats är funktionella eller dysfunktionella? *(Alltså om de leder till någonting bra eller till någonting dåligt).*

[ ] Jag anser att konflikter på arbetsplatsen alltid är funktionella

[ ] jag anser att konflikter på arbetsplatsen oftast är funktionella

[ ] jag anser att konflikter på arbetsplatsen oftast är dysfunktionella

[ ] jag anser att konflikter på arbetsplatsen alltid är dysfunktionella

Anser du att du har mer konflikter med kollegor från andra nationella kulturer jämfört med kollegor från din egna nationella kultur?

[ ] Jag har flest konflikter med kollegor från andra nationella kulturer

[ ] Jag har ungefär samma antal konflikter med kollegor oavsett nationell kultur

[ ] Jag har flest konflikter med kollegor från min egen nationella kultur

Övriga kommentarer...

………

Känner du dig osäker/hämmad vid möten med kollegor från andra kulturer?

[ ] Ja   [ ] Nej

Om Ja, varför tror du att du gör det?

………

………

Föredrar du att arbeta självständigt eller i grupp?

[ ] Självständigt

[ ] I grupp

Vilka kollegor föredrar du helst att arbeta med?

[ ] Jag föredrar helst att arbeta med kollegor från den egna kulturen

[ ] Det spelar ingen roll

[ ] Jag föredrar helst att arbeta med kollegor från andra kulturer

Vilket av följande stämmer bäst överens med dig?

[ ] Jag följer alltid Attendos riktlinjer till punkt och pricka

[ ] Jag tar stundtals egna beslut beroende på situation

[ ] Jag tar ofta egna beslut och frångår Attendos riktlinjer

[ ] Jag tar alltid egna beslut och frångår Attendos riktlinjer

Anser du att kritik som du får från kollegor kan vara konstruktiv?

[ ] Ja, kritik kan vara konstruktivt i vissa situationer

[ ] Nej, kritik är alltid dåligt

Övriga kommentarer...

…..

Anser du dig vara integrerad i organizationen? (A*tt du är en del av organizationen).*

[ ] Ja, jag anser mig vara integrerad i organizationen

[ ] Nej, jag anser mig inte vara integrerad i organizationen

Övriga kommentarer..

…..

Anser att det är mentalt och känslomässigt svårt att kommunicera med människor från andra kulturer på din arbetsplats?

[ ] Ja   [ ] Nej

Övriga kommentarer..

…..

Känner du empati för människor från andra kulturer?

[ ] Ja   [ ] Nej

Övriga kommentarer..

…..

I vilket land är du född?

…..

Med vilken nationell kultur identifierar du dig främst med? *(Anser du dig vara svensk, iransk, bosnisk, etc.).*

…………………………………………………………………………………..

Vi vill återigen passa på att påminna om att denna enkät är fullständigt anonym och att inga uppgifter kommer att lämnas till tredje part, utan kommer att användas enbart i forskningssyfte.

Vi återkommer med de sammanställda resultaten om några veckor.

Tack återigen för att du svarade på våra frågor. Vi är mycket tacksamma för ditt deltagande!

Statistic tables

			Culture		Total	
			Swedish	Foreigner	Total
Gender	Woman	Count	55	22	77
		% within Culture	96,5%	95,7%	96,3%
	Man	Count	2	1	3
		% within Culture	3,5%	4,3%	3,8%
Total		Count	57	23	80
		% within Culture	100,0%	100,0%	100,0%

(Table 1)

			Culture		Total
			Swedish	Foreigner	Total
Have you received any intercultural training/education within Attendo?	Yes	Count	3	3	6
		% within Culture	5,4%	13,0%	7,6%
	No	Count	53	20	73
		% within Culture	94,6%	87,0%	92,4%
Total		Count	56	23	79
		% within Culture	100,0%	100,0%	100,0%

(Table 2)

			Culture		Total
			Swedish	Foreigner	
If no, would you like to have it?	Yes	Count	43	17	60
		% within Culture	79,6%	81,0%	80,0%
	No	Count	11	4	15
		% within Culture	20,4%	19,0%	20,0%
Total		Count	54	21	75
		% within Culture	100,0%	100,0%	100,0%

(Table 3)

			Culture		Total
			Swedish	Foreigner	
How often do you consider yourself to be in conflict with other colleagues?	Daily	Count	0	1	1
		% within Culture	,0%	4,3%	1,3%
	Often	Count	9	6	15
		% within Culture	15,8%	26,1%	18,8%
	Sometimes	Count	11	4	15
		% within Culture	19,3%	17,4%	18,8%
	Seldom	Count	26	11	37
		% within Culture	45,6%	47,8%	46,3%
	Never	Count	11	1	12
		% within Culture	19,3%	4,3%	15,0%
Total		Count	57	23	80

			Culture		
			Swedish	Foreigner	Total
How often do you consider yourself to be in conflict with other colleagues?	Daily	Count	0	1	1
		% within Culture	,0%	4,3%	1,3%
	Often	Count	9	6	15
		% within Culture	15,8%	26,1%	18,8%
	Sometimes	Count	11	4	15
		% within Culture	19,3%	17,4%	18,8%
	Seldom	Count	26	11	37
		% within Culture	45,6%	47,8%	46,3%
	Never	Count	11	1	12
		% within Culture	19,3%	4,3%	15,0%
Total		Count	57	23	80
		% within Culture	100,0%	100,0%	100,0%

(Table 4)

	Hur ofta hamnar du i konflikter/motsätt ningar med andra i personalen
Mann-Whitney U	480,500
Wilcoxon W	756,500
Z	-1,879

Asymp. Sig. (2-tailed)	,060

(Table 5)

			Culture		
			Swedish	Foreigner	Total
Why do you think these conflicts arise?	Culture	Count	1	2	3
		% within Culture	1,9%	9,1%	4,1%
	Language	Count	16	3	19
		% within Culture	30,8%	13,6%	25,7%
	Combination	Count	20	11	31
		% within Culture	38,5%	50,0%	41,9%
	Other	Count	15	6	21
		% within Culture	28,8%	27,3%	28,4%
Total		Count	52	22	74
		% within Culture	100,0%	100,0%	100,0%

(Table 6)

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,814[a]	1	,367		
Continuity Correction[b]	,427	1	,514		
Likelihood Ratio	,811	1	,368		
Fisher's Exact Test				,457	,256
Linear-by-Linear Association	,804	1	,370		
N of Valid Cases	79				

(Table 7)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1,206[a]	2	,547
Likelihood Ratio	1,216	2	,544
Linear-by-Linear Association	,185	1	,667
N of Valid Cases	73		

(Table 8, Chi-square test on variables Culture and Why do you think these conflicts arise?)

			Culture		Total
			Swedish	Foreigner	
Do you sometimes have problems with communication with colleagues due to language differences?	Yes	Count	34	11	45
		% within Culture	59,6%	47,8%	56,3%
	No	Count	23	12	35
		% within Culture	40,4%	52,2%	43,8%
Total		Count	57	23	80
		% within Culture	100,0%	100,0%	100,0%

(Table 9)

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	,814[a]	1	,367	,457	,256	
Continuity Correction[b]	,427	1	,514			
Likelyhood Ratio	,811	1	,368	,457	,256	
Fisher's Exact Test				,457	,256	
Linear-by-Linear Association	,804[c]	1	,370	,457	,256	,131
N of Valid Cases	79					

(Table 10)

			Culture		Total
			Swedish	Foreigner	
Do you consider conflicts at your workplace to be functional or dysfunctional?	Always functional	Count	5	2	7
		% within Culture	8,8%	8,7%	8,8%
	Often functional	Count	41	9	50
		% within Culture	71,9%	39,1%	62,5%
	Often dysfunctional	Count	10	8	18
		% within Culture	17,5%	34,8%	22,5%
	Always dysfunctional	Count	1	4	5
		% within Culture	1,8%	17,4%	6,3%
Total		Count	57	23	80
		% within Culture	100,0%	100,0%	100,0%

(Table 11)

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	8,360[a]	1	,004	,006	,005	
Continuity Correction[b]	6,858	1	,009			
Likelihood Ratio	7,973	1	,005	,006	,005	
Fisher's Exact Test				,006	,005	
Linear-by-Linear Association	8,255[c]	1	,004	,006	,005	,004
N of Valid Cases	79					

(Table 12)

			Culture		Total
			Swedish	Foreigner	Total
Do you consider yourself to have more conflicts with colleagues from other national cultures compared to colleagues from your own culture?	Other national cultures	Count	12	6	18
		% within Culture	21,8%	28,6%	23,7%
	Same amount of conflicts disregarding culture	Count	36	14	50
		% within Culture	65,5%	66,7%	65,8%
	Own national culture	Count	7	1	8
		% within Culture	12,7%	4,8%	10,5%
Total		Count	55	21	76
		% within Culture	100,0%	100,0%	100,0%

(Table 13)

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1,215[a]	2	,545
Likelihood Ratio	1,370	2	,504
Linear-by-Linear Association	,960	1	,327
N of Valid Cases	75		

(Table 14)

			Culture		Total
			Swedish	Foreigner	
Do you feel insecure/restricted when meeting colleagues with other cultural backgrounds?	Yes	Count	6	4	10
		% within Culture	10,5%	17,4%	12,5%
	No	Count	51	19	70
		% within Culture	89,5%	82,6%	87,5%
Total		Count	57	23	80
		% within Culture	100,0%	100,0%	100,0%

(Table 15)

			Culture		
			Swedish	Foreigner	Total
Do you prefer working independently or in group?	By myself	Count	17	1	18
		% within Culture	29,8%	4,3%	22,5%
	In a group	Count	24	15	39
		% within Culture	42,1%	65,2%	48,8%
	Both	Count	16	7	23
		% within Culture	28,1%	30,4%	28,8%
Total		Count	57	23	80
		% within Culture	100,0%	100,0%	100,0%

(Table 16)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6,116[a]	2	,047
Likelihood Ratio	7,457	2	,024
Linear-by-Linear Association	2,188	1	,139
N of Valid Cases	79		

(Table 17)

			Culture		Total
			Swedish	Foreigner	
Which colleagues do you prefer to work With?	Collegues from own culture	Count	8	6	14
		% within Culture	14,0%	26,1%	17,5%
	Doesn't matter	Count	49	16	65
		% within Culture	86,0%	69,6%	81,3%
	Collegues from other culture	Count	0	1	1
		% within Culture	,0%	4,3%	1,3%
Total		Count	57	23	80
		% within Culture	100,0%	100,0%	100,0%

(Table 18)

			Culture		Total
			Swedish	Foreigner	
Which of the following statements fits best with you?	Always follow guidelines	Count	10	9	19
		% within Culture	17,5%	39,1%	23,8%
	Sometimes own decisions	Count	43	10	53
		% within Culture	75,4%	43,5%	66,3%
	Often own decisions	Count	4	4	8
		% within Culture	7,0%	17,4%	10,0%
Total		Count	57	23	80
		% within Culture	100,0%	100,0%	100,0%

(Table 19)

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7,220[a]	2	,027
Likelihood Ratio	7,010	2	,030
Linear-by-Linear Association	,607	1	,436
N of Valid Cases	79		

(Table 20)

			Culture		Total
			Swedish	Foreigner	
Do you consider it possible for critique from colleagues to be constructive?	Critique can be constructive	Count	57	20	77
		% within Culture	100,0%	87,0%	96,3%
	Critique is always bad	Count	0	3	3
		% within Culture	,0%	13,0%	3,8%
Total		Count	57	23	80
		% within Culture	100,0%	100,0%	100,0%

(Table 21)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7,220[a]	2	,027
Likelihood Ratio	7,010	2	,030
Linear-by-Linear Association	,607	1	,436
N of Valid Cases	79		

(Table 22)

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	7,593[a]	1	,006	,022	,022	
Continuity Correction[b]	4,442	1	,035			
Likelihood Ratio	7,698	1	,006	,022	,022	
Fisher's Exact Test				,022	,022	
Linear-by-Linear Association	7,497[c]	1	,006	,022	,022	,022
N of Valid Cases	79					

(Table 23)

			Culture		
			Swedish	Foreigner	Total
Do you consider yourself to be integrated into the organization?	Yes	Count	49	15	64
		% within Culture	89,1%	65,2%	82,1%
	No	Count	6	8	14
		% within Culture	10,9%	34,8%	17,9%
Total		Count	55	23	78
		% within Culture	100,0%	100,0%	100,0%

(Table 24)

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	6,276[a]	1	,012	,021	,017	
Continuity Correction[b]	4,760	1	,029			
Likelihood Ratio	5,789	1	,016	,021	,017	
Fisher's Exact Test				,021	,017	
Linear-by-Linear Association	6,196[c]	1	,013	,021	,017	,014
N of Valid Cases	78					

(Table 25)

			Culture		
			Swedish	Foreigner	Total
Do you find it mentally and emotionally challenging to communicate with people from other cultures?	Yes	Count	11	7	18
		% within Culture	20,0%	30,4%	23,1%
	No	Count	44	16	60
		% within Culture	80,0%	69,6%	76,9%
Total		Count	55	23	78
		% within Culture	100,0%	100,0%	100,0%

(Table 26)

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	,995[a]	1	,319	,381	,238	
Continuity Correction[b]	,494	1	,482			
Likelihood Ratio	,960	1	,327	,381	,238	
Fisher's Exact Test				,381	,238	
Linear-by-Linear Association	,982[c]	1	,322	,381	,238	,138
N of Valid Cases	78					

(Table 27)

			Culture		Total
			Swedish	Foreigner	
Do you feel empathy for people from different cultures?	Yes	Count	50	18	68
		% within Culture	90,9%	78,3%	87,2%
	No	Count	5	5	10
		% within Culture	9,1%	21,7%	12,8%
Total		Count	55	23	78
		% within Culture	100,0%	100,0%	100,0%

(Table 28)

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	8,360[a]	1	,004	,006	,005	
Continuity Correction[b]	6,858	1	,009			
Likelihood Ratio	7,973	1	,005	,006	,005	
Fisher's Exact Test				,006	,005	
Linear-by-Linear Association	8,255[c]	1	,004	,006	,005	,004
N of Valid Cases	79					

(Table 29)