

**The lived experiences and discourses of
African Americans working in multinational
organisations in the United States of America
and abroad.**

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Confidential

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Declaration

I declare that this is my own true work and all contributions have been accurately referenced.

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The Documents were concluded at the Nottingham Trent University over a period of five years from 2007 to 2012.

Document 1

How companies can become more diverse, and use that diversity to improve performance?

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Chapter 1: Introduction

What is diversity and how does one know if a corporation has too little diversity, or enough diversity? Every organization has its own unique culture or value set, and most organizations don't consciously try to create a certain culture. The culture of the organization is typically created unconsciously, based on the values of the top management or the founders of an organization. Through various literatures it has also been suggested that corporate culture consists of how the company interacts with ethical issues and the environment in which individuals work in. Hansen (2007) suggests/ describes corporate culture "as the personality of an organization, or simply as "how things are done around here." Is the writer is assuming in this statement that, "just because things are done a certain way at a company, doesn't necessarily mean that it's the right way? When taking in all factors concerning corporate culture, one underlying theme has been overlooked by many of today's firms, and that theme is, "diversity. And if diversity is truly needed in an organization." Many career experts are also increasingly talking about the importance of employee-employer fit, in terms of culture, with the idea that how well the employee "fits" the culture can make the differences. Statements such as the previous one are true to some degree, but for the purpose of this research I will focus on my strategic question, and that is, "how can companies become more diverse, and use that diversity to improve performance."

I strongly believe that, since it is safe to say that not everyone in any particular corporate setting is from identical backgrounds, then it would be equally safe to say that a company that proclaims to have a strong diversity presence, does not necessary have a strong corporate policy, or a plan on diversity that's attuned to match their company's ever changing environment. Many business professional believe that though diversity is not inscribed in many organizations corporate culture, it can be found and defined by the unique personality or character, and includes such elements as core values and beliefs, corporate ethics, and

rules of behavior: An organizations corporate culture can also express its diversity stance in the company's mission statement and other communications, in the architectural style or interior décor of offices, by what people wear to work, by how people address each other, and everyday conversation by various employees in the organization. Without being too radical and deviating from the topic; all of the following qualities described above are good in their own rights, however, it is a known fact that people from different ethnic backgrounds dress, behave, communicate/ address, and have different taste compared to their majority nation co-workers. What might be really important, is how companies attract and maintain those minorities hired, and also to enable those same minorities with the rights and privileges and rights as their co-national employees. This is too included, but not limited to defined equality advancement within the company.

Background

In the past I have found that the minorities (in any given culture) are faced with situations where, they liked their jobs (actual work), wanted to get along with the people in their office environment, but some how or another ended up leaving the job; somehow they stay in the same career field (just a different company). This was perceived by me, as an individual(s) in search of a place to fit in, because the lack of diversity at their previous employer, where there was either one of a few minorities in that company, or managements lack of understand towards diverse groups; which in turn may have made the individual feel that the company's diversity policy/ beliefs was not suitable for them; which may be the result of the organization not taking diversity policy into a more serious consideration.

A growing trend that appears to be taking place in today's business world, firms are more willing to hire minorities, and this method has yielded great results from a financial standpoint, but simply hiring minorities and saying that one's firm is culturally diverse is not

enough in today's changing world. Rope (2006) believes that minorities and women face a great many obstacles that may not be faced by other members of the workforce. The method of just hiring minorities isn't enough, and firms need to place more emphasis on hiring and retaining minorities, which can be done by focusing on the racial attitudes of its current employee's. Roper's conclusion (2006) supported the views of (Branham, 2005), in which he believes that this can be achieved through "talent assessment" which is to include minorities and women. This can be viewed as one possible solution in helping change firms diversity policy. As a minority, I believe there is obstacles that minority's face (that's not seen by national co-workers), and that more emphasis need to be placed on the retaining of firm's minority employee's. Problems that I find with the current literature, is that there is a growing consensus that the problems surrounding corporate culture deals mainly with environmental elements such as furniture and style of dress, but this is not the case, there is so much more; things like, racial attitude and perception of minorities who are not of that national society.

Below is an example of how management and its employees differ in view of internationalization of minorities within their respective companies. These two perspectives case studies are actual events that where taken from my personal experiences while working at both companies and were looked at previously before I started writing about the current research topic. While working at the respective companies:

1. It was from the perspective of a minority living and working in the USA.
2. It was from the perspective of a minority living and working in a foreign country (Denmark).

Background case studies:

Novo Nordisk (Background case study 1)

From a Danish perspective, the company Novo Nordisk located in Denmark was looked at. Novo Nordisk has a leading position within areas such as haemostatic

management, growth hormone therapy and hormone replacement therapy. With headquarters in Denmark, Novo Nordisk employs approximately 23,600 full-time employees in 79 countries, and markets its products in 179 countries. Novo Nordisk's perspective on corporate culture seems to be intact, as viewed by upper management. Steps are being taken to accommodate foreign internationals working at the company (this includes, Danish citizens who are of Middle Eastern descent).

- From the perspective of Lars Reben Sørensen (Danish National) – CFO, he believed that Novo Nordisk “is years head of most multi-national companies, and the company had taken great strides in helping employees adapt to Danish lifestyle in Denmark.” He does however, “see room for improvement in the areas of communication and understanding between National and International employees” (introductory course for new employees, 16-April-2007).
- From the perspective of Paul Brown (Non-Danish National), Biostatistics Non-clinic-Clinical Group D, he believes that the company (Novo Nordisk), while taking strides to improve communication through language has increased within the company, but still feels that the company has not, and is unwilling to devote proper resources for its international employees: “if it was, then why do so many non-Danish employees feel so out of place all the time?” (Personal interview 07-Feb-2007)

Deloitte's (Background case study 2)

Deloitte & Touche Tohmatsu is an organization of member firms around the world devoted to client service excellence. Member firms offer services in audit, tax, consulting and financial advisory. With access to the intellectual capital of approximately 135,000 people worldwide, member firms focus on client service through a global strategy executed locally in nearly 140 countries. Deloitte (at the time of research was being conducted) trying to implement new strategies to attract and retain minorities in their Princeton, NJ office, located in the U.S.A. Deloitte is already an established international company, by many of today's standards, and is poised to remain one of the Big Accounting firms in the world.

- From the perspective of Louis Duncan Jr., (African American) - Former 1st Yr. Senior at Deloitte, "I had always felt a sense of uneasiness, distrust, and like I was not really wanted, or not part of the team; like I was there to fulfill some kind of quota. All the while, I was being told, I was part of a team" (Interviewed on 12-03-2004).

- From the perspective of Fernando Gonzalez (Hispanic American) – Former 2nd yr Manager at Deloitte, “I joined Deloitte, because at the interview, I was told that they have a corporate culture that is extremely diverse and that a person with my kind of outgoing personality would fit right in. It’s not to say that I have not made friends with some of my white co-workers, but usually the number of friends I have made are limited to only 2-3, out of 100 co-workers, in a 3 year span (Interviewed on 08-04-2004).” Shortly after I interviewed Louis Duncan Jr., and Fernando Gonzalez, both left the company to seek opportunities elsewhere.

In the previous examples, both firms appeared to be structured to handle the growing diversity changes that were taking place within their respected organizations. However, my interpretation led me to believe that there was a huge neglect on racial attitudes within the corporate environment. It is important that more extensive research into firm’s corporate culture, takes place, and is centered on racial attitudes within the organizational structure and the growing issue of diversity; how companies can become more diverse, and use that diversity to improve performance. Recent articles suggest that minorities in today’s work force feel like they are still being treated unfairly, despite ongoing changes in firm’s corporate culture/ environment. “One of the greatest challenges for minorities and women is being granted access to resources, knowledge, and support to complete their roles in the organization” Roper (2006). (Douglas George & George Yancey, 2004) support the view that “America's position on cultural diversity remains largely unreported, and virtually neglected in the research on racial attitudes” presented by (Downey 2000).” Based on the examples presented in the background case, I was able to at least make one interpretation, and that was - “that while upper-management might believe that their organization does indeed have a diverse corporate culture, this is not the case, as stated by the minorities working for their respective organizations at the time of the interview.

For the purposes of this research I will be focusing on - The work environment, employee interaction between minorities/ non-minorities, the degree of competition in the office (if any), and different attitudes associated towards minorities by national Swedish co-

workers and their minorities' co-workers. With this research, I am attempting to find answers surrounding the following question, "how can companies become more diverse, and use that diversity to improve performance."

Objectives and Purpose

Over the last decade has diversity within major corporations changed significantly to ensure that minorities are treated equally in hiring, promotions, pay, and other beneficial related activities in the work environment? The general consensus among minorities is that various countries have made great strides in the area of diversity, such as the United Kingdom, Ireland, Canada; and these countries have come further in the areas of diversity than many expected from countries like the U.S.A in their treatment of minorities within the organization structure. Still does race still plays an important part in an organization's corporate culture, and does that corporate culture today still not favor minorities in hiring, promotion and other beneficial related activities, and that corporate culture? My strategic question for this research is "how can companies become more diverse, and use that diversity to improve performance." Some other questions that follow my strategic question are:

1. What are the attitudes of minorities in corporate environments?
2. Is there a significant relationship between how minorities are treated in the work Environments, than their counterpart non-minorities?

The goal of this research study is to examine the social difficulties, as well as, the racial attitudes that minorities might face within the corporate environment, and to explore what stereotypes still exist about different cultures in organizations today, and also to be able to:

1. Discover what will corporations have to do to include/ integrate more minorities into their corporate culture?
2. Understand the causes or effects of changing existing corporate cultures.
3. Provide a new interpretation of diversity in the corporate environment at SEMC.
4. Understand/ see if diversity at SEMC results equal/ means success, or unsuccessful corporate environment.

Justification

Sony Ericsson Mobile Communication - is a global provider of mobile multimedia devices, including feature-rich phones, accessories and PC cards. The products combine powerful technology with innovative applications for mobile imaging, music, communications and entertainment. The net result is that Sony Ericsson is an enticing brand that creates compelling business opportunities for mobile operators and desirable, fun products for end users Sony Ericsson Mobile Communications was established in 2001 by telecommunications leader Ericsson and consumer electronics powerhouse Sony Corporation. The company is owned equally by Ericsson and Sony and announced its first joint products in March 2002. Sony Ericsson, a 50:50 joint venture of Sony Corporation, and Telefonaktiebolaget LM Ericsson, was established in October 2001. Sony Ericsson's mission is to establish Sony Ericsson as the most attractive and innovative global brand in the mobile handset industry.

Within the mobile communication industry, there exist a few giants, such as Nokia & Motorola. Then there exist its competitors: Sony Ericsson Mobile Communication, LG, & Samsung who look to overthrow the current leaders. For the purposes of this research I will be looking into Sony Ericsson Mobile Communication diversity policy and also looking into what departments/ areas have the greatest diversity staff, and what areas have the least. The purpose of this research will be to identify what are the opportunities and issues of having a multicultural diversity at Sony Ericsson Mobile Communication, and also look into if diversity is really need at the company. Some of the visible opportunities of having a multicultural diversity at Sony Ericsson Mobile Communication are:

- Greater pool of talents and skills
- Broader perspective
- Richness of ideas
- More creativity and innovation
- Learn from others
- Share and use other's points of view

- Motivation for employees

Some of the visible issues of having a multicultural diversity at Sony Ericsson Mobile

Communication are:

- National psychology and characteristics frequently interfere
- Poor communication/wrong interpretation
- Partners don't always realize or accept skills of other partners
- Increased risk of personality conflicts
- Trust and commitment
- Closed to new ideas not conforming to one's culture
- Complexity of processes
- Lack of consensus

From an organizational standpoint, many of SEMC employees have adapted the saying, "if it isn't broken, then don't fix it." Meaning, that if a company is already yielding high performance then what does it matter if there is little or no diversity within the organization? Realistically, even I question, if diversity needed in every organization, and if diversity is the key to an organization becoming more efficient? Most importantly does diversity work? I will set out to prove, or disprove these questions in the research that I will perform. I will perform case studies from 4 different situations in which I will travel around with employees from SEMC, conducting business audits. I shall indulge in the day to day events, experiences, conversations, and views in an attempt to better understand the Swedish mentality towards other minorities. These case studies will take me to the following places:

- Sweden
- Hong Kong
- Singapore (if possible)
- Russia
- Hungary (if possible)

Also, my team will consist of all Swedish nationals except myself. Here are the individual roles of the group: *Note: that some members of the group will not be on every audit and groups might change.*

- Derrick Ross (Lead Auditor)
- Sara Brandt (Lead Auditor) – Mary Jane
- Mia Hagstrom (Business Analysis) – Mecia Jensen
- Peter Salbro (Technical Auditor) – Richard Spare
- Emma Ganns (Business Analysis) – Kellie Fields
- Karen Ahltin (Business Analysis) – Barbara Loaf
- Nina Mohlin (Head of Business Planning & Control) – Nia Long

The reasoning why this case study into SEMC is needed, is because I sincerely feel that while none of my co-workers are racist in any type of fashion, I do believe that there are stereotypes that play on them in every day life, and that these existing stereotypes help fuel discriminatory issues within the company. I also believe that the research is necessary, because I do believe most, if not all the employees, here at SEMC are oblivious to the diversity policy in place.

Chapter 2: Research Questions & Design

The topic that I am proposing will review the analysis of a social situation, or the identification of a problem within today's firms (SEMC in Lund, Sweden), and focus on corporate diversity and minorities, and looks at "How well diversity is looked at by SEMC, and if there is a real need for diversity within the company. The research will also look at the company's diversity strategy to see if it is being practiced, or taken seriously here in Lund, Sweden. The research will challenge firms (SEMC) and its employees to focus on how the company(s) may change the way they view corporate culture, and interaction with employees to make better efforts for minorities within the company to fit into the corporate culture more smoothly, but also more sustainable.

Methodology

This research will follow the interpretive research methodology, which will explore the range of views that the native Swedish employees have/ take towards diversity within SEMC. The research will explore the employees here at SEMC, and interpret the company's diversity/ hiring policy to see if SEMC and its employees view diversity as just hiring a specific group of non-native Swedish employees, or do they take in to consideration other groups such as: women, the elderly, and disable challenged groups as well.

Possible research questions for document 3

- 1. Do the people at SEMC express a need for diversity?*

Currently at SEMC (Sweden) there seems to be no growing need, or concern for diversity. While the company views itself as an international company with affiliates in various countries such as, Brazil, Mexico, UK, U.S.A, and China, in my view, many of the employees in Lund, Sweden are just completely oblivious to the notion of diversity.

Note: I spoke with one employee here at SEMC about the subject matter, but her response was, “*is it really need here?*”

2. *Is there a lack of understanding towards different cultures by management?*

This question might be the easiest of all the research questions to answer, because there are comical comments made about different cultures every day by members of the management team, either during lunch, or over morning coffee, and within SEMC in Lund, there seems to be no one holding punches. The question, however, is a considered to be a very serious one in the notion that often, how management converse amongst one another, is often seen as an indication of the different views of society, and their understanding of different culture.

3. *Do the stereotypes of an employee’s culture lead to employees becoming socially disassociated?*

How important is it? Many of stimulants of bullying & discrimination stem from societies impending stereotypes; this according to Harvey and Allard (2005), the media continues to perpetuate stereotypes through the mass media to shape our culture and subculture. This is an important question, because stereotypes can lead to an employee being isolated from the norm, and eventually lead to bullying and discrimination with a department.

Type of Research for Document 3

For the purposes of document 3, the type of research that I will use the qualitative methodology approach, which involves a phenomenological perspective whereby I aim to document, understand, evaluate, and report the meaning of events from a minority perspective here is at SEMC. The reasons why I have chosen the use of qualitative methodologies for document 3 versus other methods currently available, is because I want to use a method in which I am in a position to better interpret the experiences of the native

Swedish employees and construct a factual reality around what it really means to have diversity is here at SEMC, and the actual views of its current employees.

Research method for Document 3

The research method that I will be taking will be Discourse Analysis, in which I will be acting as an involved covert participant observer. I will take an Interpretive approach to this method and use “dairies and shadowing,” as my main projective technique. I chose this projective technique, because I am considered a new employee here at SEMC (started Nov 5, 2007), and I am not in a privileged position yet at the company despite my current managerial position as the Lead Auditor for the Global Customer Service depart. As a participant observer, I will document daily event starting at the beginning of January 14, 2008 and concluding my documentary/ investigation the week of April 14, 2008. I have documented events, discussions, and feelings in an event to try to understand my Swedish colleagues and their belief system towards diversity within SEMC, and also to analysis different stereotypes, and gauge if the discriminatory factors are being practiced within the company. These interpretations will be backed with factual events from my journeys with my Swedish colleagues. I will also document and collect necessary evidence to help explain and prove my interpretations of the situations as they unfold. Not only will I be taking events from the planned visits to different SEMC regions, but I will also be documenting events, discussions, and feelings here at the SEMC in Lund, Sweden in order to give a better interpretation to the overall research.

Possible research question to be answered in Document 4?

1. How diverse is the company (Sony Ericsson Mobile Communication) compared with its competitors (Nokia, LG, Samsung, & Motorola)?

This particular question will lead me into collecting various statistical data from SEMC competitors, and see how well they are performing in accordance to their diversity policy/

strategy. When looking into the “*institutionalism theory*,” it will be interesting to see if SEMC follows suit with its competitor, or not.

2. Is there a stronger diverse mix in different departments at Sony Ericsson Mobile Communication?

Originally this was one of the first questions asked by myself when I put together the strategic question for this research project. I think it is significant in that, by finding out if other departments within the organization are stronger than other as a direct result of a greater diversity influence, then I think that it will help me go a long way in figuring out my strategic question.

Type of Research for Document 4

For the purposes of document 4, the type of research that I will use the quantitative methodology approach, in which I will examine, analysis, and interpret records of information pertaining to statistical data of minorities at SEMC in Lund, Sweden, and also SEMC diversity policies. This will be for the purpose of discovering underlying meanings and patterns of relationships, including classifications of types of phenomena and entities, in a manner that does not involve mathematical models.

Possible research question to be looked at in Document 5?

1. What factors have to be in place for minorities to experience good social interaction with within the work environment?

This particular question will attempt to look at what factors need to be in place in the areas of (Management of Diversity, Corporate Culture, and Bullying/ Discrimination) in order for both minority and national co-workers to co-exist with one another in the work place, and become a true diverse environment?

2. Is social disassociation a result from: Management Diversity, an Incomplete Corporate Culture, or Bullying/ Discrimination, or does it happens as a result of all 3 sub-categories?

I am hypothesizing that social disassociation is the overall outcome from the three sub-categories listed above in the question 2. More importantly, I want to look at, if one of the following sub-categories (Management of Diversity, Corporate Culture, and Bullying/ Discrimination), were fixed/resolved at some point in the time of employment, then will the outcome prevent minority employees from being socially disassociated?

3. *Does diversity deliver?*

Well this question is the actual question that I am aiming for. It's a good question in that, while I believe diversity should be implemented in every organizational structure. I do not conform to hiring individuals just for the sake of fulfilling a mandated quota.

Type of Research for Document 5

At this stage I have chosen to use the qualitative methodology approach for document 5. The reasons why I have chosen the use of qualitative methodologies for document 5 versus other methods currently available, is because I believe that the quantitative information that I will look at in document 4 will somehow be tainted. In the past I have seen such statistical data on corporate diversity (background case study 1&2) and found it to be unreliable when in this types of environment. Also, while doing my case study here at SEMC, I have seen and heard presentations hailing how culturally diverse the company is, however, I my current interpretation is that the information being distributed at employee meetings, is actually misleading to what is really taking place here at SEMC.

Chapter 3: Literature Overview

Mapping

With the general growth of minorities in the corporate work environment, and many more expecting to graduate universities in the coming years, it is hardly surprising that the relationship between minorities and their non-national co-workers strive to achieve new heights of diversity within the organization, in hopes of bringing upon different types of corporate culture in today's firms. These individuals (minorities) will be in search of a place to fit in, mainly in part because, currently there is the lack of understanding between current employers and its minority employees, and it is believed that racial attitudes have been drastically overlooked by current scholars, and experts when looking diversity. This is probably due to many firms lack of diversity in top management positions in many company, or because of current managements lack of understand towards their diverse group (if applicable), which in turn may make minority employees feel that the company's corporate culture/ diversity strategy is not suitable for them; which can often result from a company's corporate diversity policy not being taken seriously into practice, or maybe corporate is ignoring the current racial attitudes of society. However, University Degli Studi Di Trento (2006) supported the views that there are those who think that the lack of public recognition for minorities and protection of cultural rights compromises the very idea of equality and justice by (e.g.: Fraser 1995, Kymlicka 1995 and 2001, Parekh 2000, Schmidtke 2002, Tully 1995). For the purposes of this research, equality and justice is comprised from having recognition from minorities and the protection of their cultural rights, and this extends to beyond the corporate environment.

Can minorities' coming out of university look forward to a hard life ahead of them if they pursue a career in the corporate environment? Or, is it because many of the world's largest companies are not use to, or committed to the ideal of having an equal diverse

company population? University Degli Studi Di Trento (2006) supported the views of “The *Foulard* affair” in France - that highlighted dramatically how unprepared social and political institutions are to accommodate cultural difference in practice by (Galeotti 2002; Saas 2001). The results stemming from these unprepared corporations/ institutions can escalate to culture clashes with co-workers, discrimination lawsuits, wrongful firing of an employee, and ultimately bad reputations for the company as a whole. To illustrate this point, I looked at the Coca-Cola case of 1998 and how discrimination against African-American employees regarding promotions, work assignments, etc., was neglected. According to one of the plaintiffs in the lawsuit filed against Coca-Cola, Greg Clark, he said the following, “that he would never have sued had he felt that his concerns were taken seriously: They ignored me, ignored me, ignored me, to the point where I felt that I had no other recourse,” Ropers conclusion of (Harrington, 2000, p.188). The result was a record settlement against Coca-Cola for \$192.5 million. One might conclude that if Coca Cola had looked more closely at its diversity policy and implemented best practices, the issues resolving around discrimination could have been avoided.

Many minorities in the corporate environment may leave these corporations in search for something a little more simply and a lot more diverse? Then again, many minorities might be looking for a place where they feel they can work in peace and not have to feeling of being "left out, or judged" by their other national co-workers; in other words, minorities might be looking for a company whose diversity policies are either fully practiced, or is taken seriously. These are some of the reasons why the current research is being looked into and why I want to conduct more extensive research into the diversity & racial attitudes in firms today. Equitable access and confident use of services are indicators of integration of migrants into the life of the wider society (Gravel and Legault 1996; Schmacke 2002). The health-care system is an excellent example for investigating the social and political responses to claims of cultural diversity in the public realm, and the ways, if any, in which these institutions can

gain support and respect from citizens with various cultural and ethnic backgrounds. One of the research questions that I am attempting to answer more in-depth deals with, if employee's feel that they have a sense of equality in the work force, then can firms, in turn, reap greater benefits than previously seen.

According to Harvey and Allard (2005), "the media continues to perpetuate stereotypes through the mass media to shape our culture and subculture. While continuing this practice of polarization through stereotyping, this belief system about minorities is further cemented into the cognitive structures of those very members who are part of the organization." This statement is one of the actual research questions that I will attempt to answer in Document 3 of this research project. Unlike many of their national co-workers, minorities have a more difficult time fitting into roles at corporations. Is this because minorities feel that their national co-workers cannot relate to the day-to-day problems that minorities have, or understand the type's backgrounds minorities are from, or quite simply, are uninterested in the same types of activities that minorities are into? Is there another reason why minorities have such a difficult time fitting into these types of roles? Do most minorities have the mentality that "the national co-workers overall racial attitude is negative?" All these questions/ feelings may come from the lack of minorities in key positions, and a lack of unchanged diversity policy and practices. Maybe if more firms were to adopt better diversity practices and policies that allows for minorities to fit in better, then maybe there would be greater promotions of minorities in key positions, and thus we would see a very gradual change in the firm's performance.

Another example of a stereotype is one concerning whites as suggested by Cose (1997) and Sigall (1971), where both suggest that "the stereotype about whites is that they are viewed as more positive and the view of minorities as being negative than those of whites are." While viewing the stereotypes of minorities, specifically Blacks, Asians, and Hispanics,

Roper's (2006) views supported the views of Smith (1990), which suggested that the view of whites as it pertains to the level of intelligence of minorities, view them as less intelligent and have a poor work ethic. While stereotypes will always exist, I'm suggesting that many minorities attitudes are driven by a cause & effect theory, brought on by their major national co-workers. One can often see examples of this when looking at refugees born a foreign country: many national citizens, do not view them as being of that apart of that social masses/ structure. For the purpose of this research, however, I will be only looking at the patterns/ racial attitudes within the corporate structure revolving around diversity.

Some studies, however, have taken a different approach to this research topic surrounding corporate culture, by looking and focusing on human resource management and the hiring of its employees, "the only way to maintain a competitive advantage is through human and organizational resources" (Barney, 1991; Lado, Boyd & Wright, 1992). While looking into one of the key areas within the hiring process, it will ultimately fall upon the how management perceives its minority culture, the racial attitudes of those hiring the employees, and how well others on the job embraces it office diversity. Otherwise, issues will always arrive such as the *adaptation process*, whereas the minority opinions are often never heard, so they choose to either stay at a company and try to adapt to the situation around them (to keep their jobs and be quiet about working conditions/ atmosphere), only later on to seek employment elsewhere. The other alternative for the employee might be to leave the company and move to a new one, where he/ she "can fit in." When looking into this kind of research, it's just as important to look at how non-minorities view the work environment, and also, if they feel like they themselves are not contributing to help minorities fit into corporate culture.

Practical & Ethical Issues

Ethical Concerns

There are no foreseeable ethic concerns, except that I am taking the role of a covert participant observer and many (if found out), may see this research as spying and my take offense to it. However, I have communicated my research to SEMC and the employees involved: this however, was done at the inconvenient time when I filed a discrimination suit against SEMC. There was no breach of confidentiality; SEMC and I parted ways with no further demands from either side. The names in personal journal have been changed to conceal the identities of the employees involved. I have a signed contract that states that SEMC cannot make any further demands from me and the same goes for me. There was NO such agreement signed, or communicated in terms of the research that was conducted while working for the company. Therefore, I am free to continue with my research as I see fit, with no legal ramifications.

Potential Problems

The only foreseeable problem might be in the area of time. Documenting everyday events might prove to be more challenging than I originally anticipate. Also, requesting statistical data may also arise problems, in that one might question my motives for wanting such information, and thereby blowing my covert position within the company.

Timetable

I have come up with a tentative timetable for the duration of the research project over the following 3 years. The timetable is as follows:

- **Year 1**
 1. Document 1 – Submit February 2008
 2. Document 2 – Submit September 2008
 3. Dairies and Shadowing (for Document 3)

- a. Discourse Analysis, in which I will be acting as an involved covert participant observer at SEMC.
 - b. Document daily event starting at the beginning of January 14, 2008 and concluding my documentary/ investigation the week of April 14, 2008.
 - c. Travel to and document events from my travels to SEMC SL, and regional areas in Sweden, Canada, and Hong Kong using the “dairies and shadow” technique. During the months of January, February, and March 2008.
- **Year 2**
 - 1. Document 3 – Submit March 2009
 - a. Analyses and interpret findings from Investigation (Oct – Dec 2008)
 - b. Write and submit document 3 (2009)
 - 2. Document 4 – Submit October 2009
 - a. Gather statistical information, and information on SEMC diversity policy (Nov – Dec 2008).
 - b. Analyses and interpret statistical information 2009.
 - c. Write and submit document 4 (2009)
 - **Year 3**
 - 3. Document 5 – Submission Date September 2010
 - a. Build upon work done in Documents 3 & 4 (2009).
 - b. Update critical literature review (Oct – Dec 2009)
 - c. Analysis and discuss all empirical material
 - d. Conclusion: write and submit document 5 (2010)
 - 4. Document 6 – Submission Date September 2010
 - a. Reflection on Research process (continuous).
 - b. Write and submit document 6 (2010)

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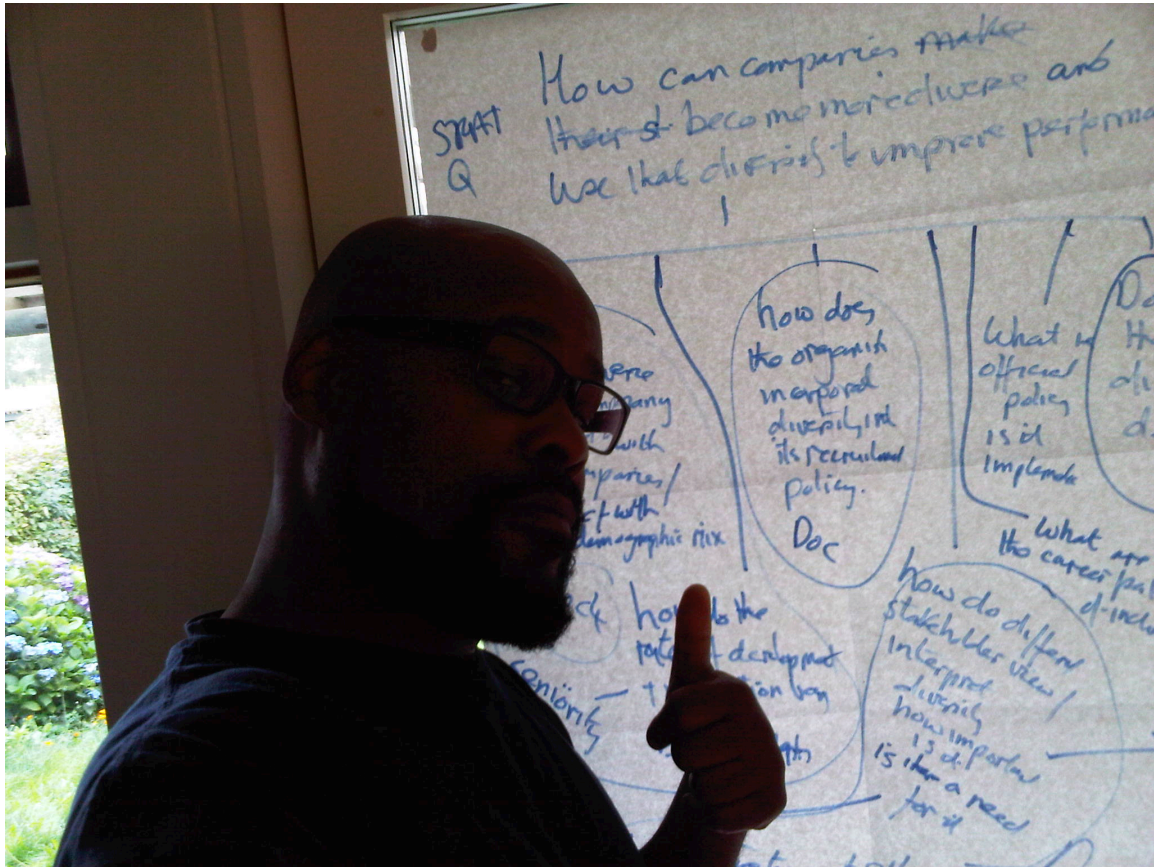
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Glossary

- **Discrimination:** unfair treatment of a person or group on the basis of prejudice racism.
- **Minority(s) groups:** those groups currently marginalized and disadvantaged in the workplace, such as women, people of colour, and people with disabilities. Most research on minority groups has been directed at issues between black-white relations and gender; the applicability of these theories to a multi-ethnic context remains unclear.
- **Multicultural organisation:** an organisation committed (action as well as words) to a diverse representation throughout all levels; sensitive to maintaining an open, supportive, and responsive environment; work toward purposefully including elements of diverse cultures in its on-going operations; carefully monitors organisational policies and practises to the goals of equal access and opportunity; and authentic in responding to changing policies and practises that block cultural diversity (Sue and Constantine, 2005, p. 223).
- **Ontology:** a theory of the nature of social entities.
- **Qualitative research:** emphasizes word rather than quantification in the collection and analysis of data.
- **Quantitative research:** usually emphasizes quantification in the collection and analysis of data.
- **Sense making:** defined as the intentional process of interpreting the interpersonal and interactive facets of organisational life and assigning meaning to past events.
- **Social disassociation:** social exclusion from a person or group of individuals (see social exclusion).
- **Social interaction:** interaction between another person and group of people.

Appendix A: Cohort 9 Photos



Document 2

Analyzing causes of social disassociation towards minority groups: And if these issues effects & shape organizational culture.

Dr. Derrick Ross

**Doctor of Business Administration
June 2009**

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Chapter 1: Introduction

As companies experience the need for change; underlying themes such as *management of diversity, organizational culture, inappropriate behavior of individuals such as bullying & discrimination*”, and *social interaction & disassociation* start to become more relevant in factoring in a more definitive definition of the term ‘organizational diversity.’ Broadly defined diversity is the presence of a wide range of variation in competences, ability, and skill under discussion. This definition does not include the feelings and beliefs of individuals in a group environment, nor does it explain how those variations will react to one another in a continual everyday work environment. One possible explanation for why people take this broad definition maybe because in today’s organizational culture, diversity is viewed as a resource to be managed as depicted by Harvey and Allard (2005), Cox and Blake (1991), and Wright, Ferris, et al (1995). If society is to adapt to the increasing diversity within, then a more restricted definition of diversity may be needed, which emphasizes the feelings and attitudes of the minority group. One of the main interests of this research is to investigate the relationship between home national employees (HNE) and ethnic minorities working in today’s modern organization.

The research in this dissertation also focuses on the problem of social integration of minority groups in the workforce, and the extent that organizations recognize the problem (or not), try to do something concerning the problem (or not), and what solutions are effective (if any). Within the academic literature of social integration there exist possible gaps that have yet to be fully discussed in the area of social disassociation/ exclusion. The literature makes very little acknowledgement of the existing problem as it relates to the organizational work environment in Scandinavia. However, even more notable are the responses by businesses to the cultural change in their environment, and what steps are being considered to ensure that their particular organization remains in tune with the world around them. Also, how will

these new changes and challenges be presented to shape and grow their organizations as a whole?

The issues stated above seemingly bring a need for more understanding of key terms such as, diversity, organizational culture, work environment, and employee unity. However one key issue is identified in document 1, and that is the issue of social interaction within the work environment. The issue of social interaction forces this research to review management of diversity, organizational culture, bullying & discrimination, and social disassociation/exclusion, and to briefly touch on some notable areas that might surround the area of diversity, such as HR policies.

The research in this dissertation will also focus on possible consequences faced by employers' who disregard, or incessantly ignore the ever-changing social order and work environment around them. A case study was conducted in Scandinavia, a country with a particular demographic make up where the majority of people living in the country are either Swedish born citizens and has a low number of minority population (under 15%). As such, the findings in this research may not be true when examining other countries. Document one presented different views of the work environment as seen through the eyes of managers and employees in the dissimilar background of two multinational companies in Scandinavia. It appears that in their cases, the views of management and its employees are significantly different from one another Ross, (2008).

Identifying main themes and questions

The main themes and questions for the dissertation were presented in document one. Below is an overview of those themes and questions:

Management of diversity

- Is there a lack of understanding towards different cultures by management within non-diverse regions such as Scandinavia? Also, is this possible lack of understanding specific/ centralized to certain companies and countries?
 - Management's interaction between one another is often seen as an indication of the different views of society, and their understanding of different cultures.
- In companies today, are there enough managers from diverse backgrounds within non-diverse regions such as Scandinavia?
- How good are managers in regions like Scandinavia at managing work environments that have a diverse background?

Organizational culture

- What factors have to be in place for minorities to experience good social interaction within the work environment?
 - What key factors need to be in place in the areas of (management of diversity, organizational culture, and prevention of bullying & discrimination in order for both minority and HNE to co-exist with one another in the work place, to produce efficiency, work productively, to increase profitability and morale?

Social disassociation/ exclusion

- What impacts do the following factors have on the degree of social inclusion or exclusion:
 - Management's attempts to manage diversity.
 - Completeness or incompleteness of organizational culture.
 - Individual's propensity to discriminate or bully.

Diversity

- Does diversity deliver on increasing productivity and financials? And does diversity help promote a better work environment?
 - This question is what the researcher is aiming for. It's a good question in that, while the researcher believes diversity should be implemented in every organizational structure. The researcher does not agree with hiring individuals just for the sake of fulfilling a mandated quota.

Literature review objective

The objective for the literature review will be to build on the research questions asked in document one, as well as, present critical interpretation and understanding of the subject matter of organizational social interaction, as it pertains to organizational diversity. This will be achieved by reviewing relevant literature in the areas of social interaction/ disassociation with the work environment. The literature review will also analyze other possible relevant themes such as management of diversity, organizational culture, and bullying & discrimination, as well as, the underlying theme of organizational diversity.

Through the reviews of the various literatures by writers in the area of diversity such as, Miller, Katz, & Rowe, the literature review will center on the theme of organizational diversity and what theories were presented in the past, but also current theories suggested in this field of study. The literature review will also argue why social interaction/ disassociation is an important facet of the main theme of organizational diversity: and will imply that there are other related themes such as: *organizational culture, management of diversity, and bullying & discrimination* that are a significant factor in the minority groups' everyday work lifestyle. This will also suggest that a combination of such causes can explain the outcomes of minority groups becoming socially involved or socially excluded from their work environment.

The literature on organizational diversity (Cox and Blake (1991), and Wright, et al (1995)) state little convincing evidence that the characteristic of social interaction/ exclusion is seen as a key theme, or vital part of the organizational diversity. Based on the findings of my participant observation at Sunny Mobile Communication (SMC) located in Lund, Sweden Ross, (2008) there seems to be some suggestion that social interaction/ disassociation is one of the, if not, the concluding step in a minority being discriminated against unjustly in the

workplace. This can include, but not be limited to, being bullied without reason, or terminated from the workplace without grounds, but may just include not being included in conversation & social activities. The case study also suggests that there is a lack of managerial awareness of diversity issues within the organization, and its growing diverse cultures.

While it can be disputed, the suggestion of my participation observation in SMC, that the decision making and “behaviors of individuals such as, bullying & discrimination” are essentially a direct/ indirect correlation with an organization and its culture that is located primarily in a region where minority employees are underrepresented like Scandinavian. However, one can make a case about management’s attitude towards diversity issues, and how serious they determined the issue of diversity to be within the organization.

Identifying the Literature relevant to the research

There are a number of researchers who have written specifically on the subject of the organizational diversity such as Miller, Katz, & Rowe (2002). Many of the writings consider minorities and their significant roles within organizations. Others give ideas on bringing cultures together to create a unique organizational culture such as Taggart (2007), Benschop (2001), and Gonzales (1999). More importantly, writers also give a glimpse into roles of management in addressing existing, as well as, future obstacles to diversity as suggested by Ibarra (1993); Roberson and Stevens (2006); and Simons and Pelled (1999).

When examining books that have been written to help today’s managers improve their skills in leading their respective organizations, there have been suggestions that more training is needed to understand organizational diversity. For example, diversity training, it is suggested that this type of training will help to develop managers’ understanding of their

work environment better (André 1995) and Laroche & Shanley (1999). These texts appear to break the tasks down in various ways and provide specific strategies and techniques aimed at enhancing productivity while improving return on investment. The management of diversity literature is presented to coincide with the overall topic of organizational diversity, and will help establish if there has been focus in the past, or recently on social disassociation/ exclusion within the organizational environment, and management perception/ understanding of social disassociation/ exclusion. Smith (2007) also defines what approaches are being considered for making the work environment more diverse, at the same time making sure that productivity and improving return on investments still remains high. Looking into the management of diversity literature will give a comparison between the importance of social disassociation/ exclusion and that of return on investment.

When looking at the literature on bullying & discrimination there exists a predicament, because the terms are complex notions. There are many definitions of the words themselves, and basis for using the terms are scrutinized by Greenwald, McGhee, & Schwartz (1998), and Steele (1997). Are there racial, genders, as well as cultural types of discrimination, and different levels of bullying that range from light, to mild, to strong? Also, the literature on bullying & discrimination is not straightforward. For example: there are various permutations of these concepts applied in the business environment as identified by Murphy, Steele, & Gross (2007). These different permutations are discussed later on in the document. Still, the underlying theme of bullying & discrimination as it relates to the research into organizational diversity in this dissertation, is the decision making and behaviors of individuals and the possible causes/ outcomes of bullying that minority groups might face while working in an organizational environment.

The review of these two literatures could possibly help assess the reasons why there exists an appearance of, or possible lack of, organizational diversity within many corporate environments. Also, if these causes/ reasons are a result of additional themes underneath the main topic of organizational diversity, or a direct result of having diversity in the work environment: and if the outcomes will eventually lead to other underlying themes such as social interaction, or disassociation at the workplace.

Reading through the literature, there often seems to be a consistent theme emerging that organizational culture in association with the layout of an office environment, will produce efficiency, productivity, and profitability. This concept has, at times, often been viewed as leaving out key items such as morale and the feeling and attitudes of its employees. However, the organizational culture literature could help better define the overall theme of organizational diversity, by allowing the research to focus.

Finally, the theme of social disassociation/ exclusion literature could help to better understand the focal theme of organizational diversity, by attempting to understand the behavior and attitudes of individuals in the workplace. Social interaction or disassociation is the focal point of this dissertation, and figure 1.1 (See **Appendix**) provisionally identifies some of the factors that may contribute to minority employees being socially included, or excluded. This dissertation hypothesizes that social interaction/ disassociation both result from negative/ positive outcome from specific themes, presented in figure 1.1

Chapter 2: Mapping the Literature

In this section I will present an overview of the relevant literature and justify my choice of literature that will be in the review for document 2.

Summary of Document 1

Document one provided accounts of minorities facing discrimination within their respective organizations. These accounts also focused on the minority groups' feelings and attitudes that were reportedly being ignored by management within that particular organizational structure. There were also key points that attempted to link how minority groups were being treated in the work environment, to managements' understanding of different cultures, and to the organizational culture within the work environment. Document one also suggested that the effects of managements' lack understanding of organizational diversity and organizational culture were causes/ reasons for bullying and discrimination towards minority groups within the work environment. Also, examples were given of how outcomes of these continual events could lead minorities in the workplace to become socially disassociated/ excluded with other employees in the workplace.

Document one also discussed out The *Foulard* affair in France to suggest that management's decision to not integrate diversity into an institutions organizational culture, can create an incomplete organizational culture, and further points to structural damage within the work environment that leads to toleration of things such as maltreatment, bigotry, and social disassociation. Document one suggested that many of the stimuli of bullying & discrimination stem from societies implied stereotypes; According to Harvey and Allard (2005), the media continues to perpetuate stereotypes through the mass media that shape our culture and subculture.

Harvey and Allard's belief about the perpetuated stereotypes through mass media were consistent with The *Foulard* affair's implications about how unprepared social and political institutions are to accommodate cultural difference. These stereotypes produce negative beliefs in society, to a certain extent that any positive attributes in relation to a particular culture were completely destabilized. In the literature review in document two however, there will be an attempt to further link the possible causes of bullying and discrimination with social disassociation/ exclusion within the work environment. See appendix for mapping of possible themes surrounding the main theme of diversity.

Selecting Key themes of literature

When starting the literature review, a suggestion arises as to 'whether organizations maybe in need of developing a more formal and concise structure to the approach of managing and incorporating diversity within their respective organizations and structure that acknowledges their minority groups and HNE as one body.' The main theme of organizational diversity will focus on the social interaction & disassociation within an organization, attempting to represent a unique approach to the subject matter; centering on the workplace environment. The research will also, look at strategies that management has in place to deal with responses to employee perception in the workplace, and what types of individuals are being positioned as racist - that directly implicate institutional racism, or racial discrimination (Case & Hemmings, 2005).

A key theme of this approach will be the attempt to identify management's possible lack of / aversion to understanding its minority population. Also, to look at the dissimilarities that exists, such as: gender, age, race and disability. It is recognized by this researcher, that there are writers that will argue about the immediate benefits, as well as, obstacles that organizations face when arguing for an enhanced diversity presence and camaraderie.

However, a suggestion by this researcher, that maybe there is there is still a need for additional research exploring social interaction & disassociation in relation to organizational diversity in today's firms.

Though all of the areas in figure (1.2) will be relevant, for the purposes of this dissertation, the following themes are selected because they are relevant to the hypothesis presented by this dissertation. The hypothesis is that social interaction/ disassociation are possible results from negative/ positive outcome from themes, presented in figure 1.2 more precisely, that they are a possible links/ results from management of diversity, decision making and behaviors of individual such as bullying & discrimination, and organizational culture themes that are centered around organizational diversity.

- ***Management of diversity***

The research into this area will compare, contrast, and differentiate writers such as Kandola & Fullerton, (1994), who suggest that organizations can manage diversity effectively. Also, it will look at such writers as Morrison & Lapid-Bogda, (1994), which suggest that if diversity is to succeed in an organization, executives need to overcome their own discomfort about the sensitive issues involved.

- ***Organizational Culture***

The research consider writers such as Ruvolo (2007), who suggest that maintaining an appropriate organizational culture is critical to the success of any change initiative. Also, writers such as Smith (2007) who insist that inclusive culture, pay equity, and good organizational culture could result in higher employee retention. The relevance of Smith (2007) suggestion is that maybe retention of one's job could be seen as social inclusion. These are a few dynamics that will be reviewed and analyzed in this research.

- ***Bullying & Discrimination)***

The bullying & discrimination theme was chosen over other choices in (figure 1.2) such as HR Polices, because the research is attempting to assess what are the causes of minorities becoming socially interactive, or disassociated in the work environment. There are different approaches/ theories in the area of bullying & discrimination within the area

of organizational diversity that is currently being looked at by other researchers in the field. In this research, there is an implication that decisions made by management and how the organization structures its corporate culture that lead to HNE both working productively, and being socially interactive with, the minority groups in the organization. One possible outcome of this scenario is that it can lead HNE to bullying and discrimination and becoming social disassociated from the minority employees in the organization.

The research will also reflect on writers such as Zeidner (2008), who suggests that workplace bullying is worse than sexual harassment. This research will also take into consideration views such as, Money Management (2008), which suggests offensive humor is hard to avoid due to the growing attunement of employees to cultural diversity. This suggestion, could relate to the types of perceptions that (Case & Hemmings, 2005) relate to and how they can influence attitudes in the work place. Maybe the suggestion is that many people are accustomed to making offensive humor outside workplace, and it's hard to differentiate the boundaries of work life and ones personal life. These are a few dynamics that will be reviewed and analyzed this research.

- ***Social Interaction/ Disassociation***

The research will compare, contrast, and differentiate writers that offer advice about acquiring sensitivity to cultural differences in order to avoid making mistakes in social interactions during business meetings as suggested by Laroche and Shanley (1999). However, in this research, the views into social interaction & disassociation will barrel deeper into everyday interaction between employees, instead of random business meetings as suggested by Laroche and Shanley (1999) in hope to find out the causes inherited with social interaction & disassociation.

Chapter 3: Management of Diversity

The management of diversity theme will view different perspectives on organizational culture, to ensure that it is suitable for everyone, not just HNE. This will also include, examining that productivity and improving return on investments still remains high, and keeping in line with maintaining a fair and equally work environment. (Andre' 1995) argues that managers skilled at running an effective intercultural team and mentoring women and minorities are increasingly likely to advance managerial effectiveness and promotions. However, others like Laroche and Shanley (1999) argue that there is little or no evidence of managers creating a diverse atmosphere, in an organizational culture that benefits everyone. Writers such as Cox and Blake (1991) only focus on the competitive advantage part of diversity. This happens because writers are assuming that organizational diversity can only be looked at as a product, or tool to maximize profits. However, creating an organizational culture that is continually changing to incorporate diverse cultures may be an imperative initial step into managing all employees, while at the same time allowing the organization to be seen as one entity, as argued by (Andre' 1995).

The idea of managing a group of individuals only adds to the decisive nature in the organizational structure; in that, it allows limits to be set on by a meticulous group. It also, gives precedence to theories such as the theory that 'women and minorities face a "glass ceiling" that limits their advancement toward top management in organizations' presented by (Morrison and Von Glinow (1990) who looked at the views of U.S. society almost two decades ago. Morrison and Von Glinow view still have some significance and that management's stance on diversity should be one that eliminates limits to promotion & development in a corporation. This is in order to help individuals feel that "the sky is the limit" and maintain a positive attitude when going to work everyday. Thus, ensuring that productivity and improving return on investments still remains high.

This research also argues that when managing all employees, it is imperative that management not show signs that a minority population exists within the organization. In that, inside the organization all employees should be viewed as employees without reference to color, religion, gender, or functional ability. Morrison and Von Glinow (1990) also concluded that achieving diversity in management requires action, and that senior managers can help move women and minorities out of secondary or threshold management posts by giving them opportunities to take such challenging assignments in the mainstream of the organization and to reinforce their authority in those assignments. Women and minorities should be given opportunities to undergo assignments in the mainstream of the organization and to reinforce their authority in those assignments. However, it will be counterproductive if these assignments are given purely to satisfy, or prove a point within the organization. With respect to women and minority groups, it can be argued that these assignments should only be given unless they are deserved: meaning that there is fair and just merit for warranting such an assignment. In stating such a comment as this, there is a realization on the behalf of this research, that intervention procedures that are in place at an organization are not always fair and just, such as: recruitment and selection, evaluation, career development, and promotion.

Roberson and Kulik (2007), describe that in a work environment, the relevance of stereotypes for performance can also be signaled and reinforced by the diversity (or the lack of diversity) of people who are currently performing the job. Connect Roberson and Kulik (2007) argument with the following case study:

**2008 DBA: Diversity Case Study performed at Sunny
Mobile Communication (SMC) located in Lund, Sweden (Jan-Mar 2008)**

“I sometimes feel like it’s easier to discriminate, or subconsciously discriminate against someone when they look different. Often I found myself in situations where my errors were significantly overstated/ magnified because I was the only minority in the group. I feel that many HNE feel like it’s easier to shift the blame to someone who does not have the same characteristics, belief, and values as their own. – This can often lead to a minority within the organization being wrongfully being discriminated against, and sometimes the person who is initiating the discrimination is unaware of their own actions Ross (2008).”

The idea of changing management’s perception towards its minority population, as Roberson and Kulik (2007) stated, points out the need for management not only to manage diversity, but also, in theory eliminate the concept of diversity. This can be achieved by making sure every employee is seen as an individual person since diversity is an unavoidable facet of organizational life, which has to be dealt with at one time or another.

It’s possible that when individuals are labeled as minorities within an organization, stereotypes could be created that can follow minority employees and differentiate them from other groups of people. Also, perception that management has towards its minority employees i.e., as an employee, or a minority/ diversity; could set the overall outcome on how the average minority person is perceived and treated within that organization. This could be seen as leading to a complete organizational culture, which is suited for all employees no matter the age, race, culture, belief, and possibly prevent potential discriminations by HNE, possibly lead to minorities becoming more socially interactive?

Both managers and scholars view the topic of organizational diversity as extremely popular. This could be because of many things such as: equal opportunity laws, and the suggestions that diversity in most organizations is increasing. Over time there is speculation that diversity will infiltrate through management and executive ranks sooner, rather than

later. Generally speaking, there are many articles today that discuss and theorize about such speculations and understanding organization diversity such as: ‘Steps to diversity don’t always follow easy path’ by Gonzales (1999); ‘Measuring individual differences in implicit cognition’ by Greenwald, McGhee & Schwartz (1998); ‘Demographic Diversity, Conflict and work group outcomes: An intervening process theory’ by Pelled (1996) in *Business Source Premier* and *Journal of Personality and Social Psychology*. However, there are also possible underlying themes that exist to consider ways to ‘understand how to manage diversity within the workplace.’

Simons and Pelled (1999) ignores issues such as understanding minorities, and instead, attempt to categorize the use of minorities as resources by reflecting upon the beliefs that ‘the manager's challenge is to somehow maximize the payoffs and minimize the liabilities of this new resource.’ If Simons and Pelled agree with concept of managing its minority employees, then how does management view HNE? And does management want diversity to stay with the organization for the short-term, or long-term? These types of questions, stemming from such writings, could possibly be seen as limiting diversity, rather than expanding it with organizations. Coincidentally, if minorities only view themselves as short-term assets, then there could be no incentives to want to stay with, or even join companies for long periods.

Milliken and Martins (1996) noted from a literature review that observable differences such as color types are more likely to evoke biased or stereotyping responses than are less-observable aspects of diversity. Also, that many of the problem-solving enhancement effects of diversity frequently emerge from the less-observable types that represent differences of perspectives and skills. With respect to this statement, management should take steps to understand its minority population; the same steps and procedures it would use

to identify with and collaborate with its HNE. All employees are considered to be resources of an organization; however, the categorizing of humans within the organization will only further proceed to alienate minority groups.

Earlier in this literature review, it was stated that the idea of hiring minorities for the sake of fulfilling a quota, or to inexplicitly say, “we have a diverse work environment will be counterproductive unless such a positions are deserved and warranted.” Pelled (1996) discusses that ‘job-relatedness is the extent to which a type of diversity is the basis for diverse perspectives or information about a group's task. Job-relatedness is an important term in this research because it determines whether a particular type of diversity constitutes an increase in the group's total pool of task-related skills, information and perspectives. The magnitude of this pool, in turn, represents a potential for more thoughtful or creative decision-making. This can be seen as an ideal scenario for hiring minorities, and thus, will allow management to manage its employees versus its minority/ diverse population.

Although studies such as Pelled (1996) have been helpful in suggesting some situations or conditions that employees might categorize as ‘diversity related’ it is arguable that some writers have relied too heavily on research designs that may not capture the full range of such situations. Furthermore, some writers offer limited insight into how respondents understand and store interpretations of diversity-related episodes as suggested by Roberson and Stevens (2006). Also, these ‘interpretations of diversity’ can lead management to envision an environment for an organization that is not accurately portrayed to its employees or realized by the social environment outside the organization. An example of such an interpretation was given in document one of this research by a CFO and employee at a Scandinavian based company:

- From the perspective of Lars Rebieen Sørensen (Danish National) – CFO, he believed that Nono Nord “is years head of most multi-national companies, and the company had taking great strides in helping employees adapt to Danish lifestyle in Denmark.” He does however, “see room for improvement in the areas of communication and understand between HNE and minority employees” (introductory course for new employees, 16-April-2007).
- From the perspective of Paul Brown (Non-Danish National), Biostatistics Non-clinic-Clinical Group D, he believes that the company (Nono Nord), while taking strides to improve communication through language has increased within the company, but still feels that the company has not, and is unwilling to devote proper resources for its non-HNE: “if it was, then why do so many non-Danish employees feel so out of place all the time?” (Personal interview 07-Feb-2007)

In the two examples above, managements envisioned environment was not one that was seen, or realized by all employees working for the company at the time. Also, there was a perceived perception within the company that non-HNE were out of place within the organization. Roberson and Stevens inversely suggest to better understand and store interpretations of diversity-related matters.

It is seen by this researcher that many of today’s organizational managers might not take a realistic approach to the organizations diversity needs as suggested by Gonzales (1999). Management may assume that a few minorities spread out over the organizational chart/ departments can be called diversity. This can also be seen as bad sense making on management’s behalf. Thus, as cited by Roberson and Stevens (2006) *sense-making* is defined as this intentional process of interpreting the interpersonal and interactive facets of organizational life and assigning meaning to past events (Weick, 1995). There is also a suggestion (at least in Scandinavia) that management has shown a possible lack of understanding towards the growing population within its society and the ever-changing demographics. This provides further evidence to research on social networks, which suggests that people who are demographically similar may have stronger interpersonal connections than do people who are demographically dissimilar (Ibarra, 1993, 1995). Such an example can be seen in the following case study:

**2008 DBA: Diversity Case Study performed at SMC located in Lund, Sweden
(14-Jan-2008)**

“I honestly believe that the employees and the management team here in Lund, Sweden are oblivious to the notion of diversity and therefore would not necessarily know how to respond to such research tools like surveys and focus groups. This intuition has directed me to perform this case study and to let my research at SMC to be covert. I feel like this is the best way to perform the case study research here at SMC, because often, I have found myself bringing up the topic of diversity and culture at previous organizations, and in turn, HNE have not taken kindly to the conversation. As most of the time, HNE become insulted, as if one is directly calling them a racist (by bringing up the conversation), a term that most of, if not all people in the corporate would will/ would like to disassociate themselves from Ross (2008).”

The task of moving beyond diversity issues in the workforce could continually drag on, unless management takes a pragmatic approach to the perceptions of both HNE and minority employees. Also, interpreting the interpersonal and interactive facets of organizational life and assigning meaning to past events as documented by (Weick, 1995) could possibly reduce circumstances such as bullying & discrimination if management confronts the issues rather than putting the past behind an organization. Over time this could lead to better social interaction between all employees, and less social disassociation?

As stated earlier, there are various writings’ in the area of management of diversity that focus on how to manage diversity such as Mandell and Kohier-Gray (1990); and Cox and Blake (1991) while also emphasizing ways to boost productivity and improve return on investments. In addition, the current research offered, encourages the notion of minorities being managed as a tool for diversity, which is often suggested by writings such as Cox and Blake (1991), and Wright, Ferris, Hiller, and Kroll (1995).

Additionally, the work in the area of management of diversity presented in this dissertation will also examine the possible flaws in the areas of training, understanding, and false perceptions by management concerning the areas of organizational diversity. This will

help make a possible argument that diversity training does not help to fully remedy the problems faced with diversity to include: social perceptions, stereotypes, and the issue of employees becoming socially interactive, or disassociated. The research in this dissertation will attempt to add to the current research in the areas of management of diversity, by implying such possible repercussions of not fully understanding organizational diversity on management's behalf. It will also attempt to infuse the theme of socially disassociation that is seen a resulting failure of not fully understanding diversity issues within the organization.

Gonzales (1999) states that, 'the leadership/ management needs to take the time to be educated about diversity. Through better understanding, leaders may then become committed to diversity. We cannot expect people to be committed to diversity when they don't understand what they are committing to. This understanding should enable better help for the prevention of minority employees from becoming socially disassociated in the organization and can improve social interaction within and outside of the organization structure amongst all employees.

Benschop (2001) supports the view that diversity can also affect the processes and patterns of communication within and outside the group (Cox, 1993). The view of Benschop can be seen in business areas such as auditing: where employees are place on teams, and usually have daily interaction inside the office, and while away on audit engagements (some engagements can range from 1 week to a month). It is also viewed by this researcher that this social understanding of diversity can also help improve communication within the organization and allow for the work environment to become increasingly socially interactive, as opposed to social disassociated. Benschop (2001) also supported another view of Cox (1993) that, 'communication within the diverse group may be more formal and less frequent than in homogeneous groups, and therefore less effective.' Scanty formal office

communication within the organization does not/ should not constitute as social interaction within the work environment. Such an example is presented in the following case study:

2008 DBA: Diversity Case Study performed at SMC located in Lund, Sweden (14-Feb-2008, Day 23)

“Sometimes I wish that my managers and colleagues were from different backgrounds, because then it would be nice to go to work. This is an ongoing problem in every job that I have been at; with the exception of PricewaterhouseCoopers in London. There always seems to be some kind of social divide, and if the minority says something about it, then I’m the crazy one. I believe that my colleagues love the idea of diversity, but in actuality – do not really care for it. The worst part about the whole situation here at SMC in Lund, Sweden is that there isn’t enough diversity: so it’s not like I can go and hang out with anyone. Swedish people (at SMC), while are capable of speaking English, will only engage in minimum dialogue with a non-HNE who can’t articulate the language. I’ve been here at the company for only about 4 months and already I feel like the pressure and strains for being the one of the only few minorities, and this is a direct result from SMC lack of diversity Ross (2008).”

There was an article in Ivey Business Journal that provided information on the efforts of BMO Financial Group to promote cultural diversity in its workforce. Where Taggart (2007) reported that one of the reasons why BMO have been so successful in driving equity, diversity, and now cultural competency within their organization has been because of the unwavering support of their executive leadership. Where the President, and CEO Bill Downe, were making a very clear link between the diversity and cultural competency of their workforce and BMO’s financial success in the marketplace. Building a culturally competent organization is not simply about being in compliance with legislation. More importantly, it is about making an experiential shift in values, attitudes and behaviors that will result in a fully engaged workforce creating lasting customer/ employee relationships. The concept of the organization shifting its values, attitudes, and behaviors provided evidence of an organizational attempting to understand its diverse population, and in doing so, addressed the issues of social disassociation circuitously to prevent future occurrences.

Chapter 4: Organizational Culture

Review and critique relevant work

As stated earlier in this dissertation, the organizational culture theme was chosen to examine different approaches/ theories in the area of organizational culture that are currently being looked at by various researchers in the field such as Holmes and Marsden (1996, p. 26). Their collective belief is that, “organizational culture impacts significantly on an organization, its employees’ behavior and motivations and, ultimately, that organization’s financial performance.” The researcher of this dissertation supports Holmes and Marsden views, and will attempt to echo such views in the future.

This dissertation expresses that while again agreeing with Holmes and Marsden is assertion that organizational culture can ultimately play a huge factor on an organizations financial performance, there is also need state the benefits to financial performance with an organization culture that adapts to social change. Another argument presented in this dissertation was that ‘there a lack of understanding towards different cultures by management.’ While writers such as Subramaniam and Ashkanasy (2001, p. 36) suggest that “managers’ perceptions of the OC (organizational culture) existing in their workplace are key determinants of their work attitudes (and) managers ’decisions and behavior at work.” This research will attempt to clarify if the perception of management towards its diverse organizational culture is a consequence of managements understanding of its minority workforce population, or life long personal perceptions that where carried over from previous jobs, or developed over time.

In addition, I will analyze and examine possible reasons why there might be neglect on management's behalf of minority population with respects to organizational culture/ HR management and the overall hiring process. The organizational culture theme will also, look at as a possible result of the lack of transformation within the organizational culture; and examine what role the minority population play within the organization culture. Stated simply in terms of corporate culture identity, and if improving productivity and return on investments are justified reasons for changing organizational culture.

Management/ HR can impact on organizational culture through the recruitment and selection of new employees, either to fill existing gaps within the workplace or to initiate change to existing norms and culture of the workplace by (Crumpacker & Crumpacker 2007). This concept by Crumpacker & Crumpacker appears to be an initial first step in what Holmes and Marsden (1996, p.26) collective belief in that 'organizational culture impacts significantly on an organization.' However, some adjustments is needed in Crumpacker & Crumpacker theory, in that, first and foremost these changes would need to start in the company's HR department as they are like to recruit individuals for staff and managerial positions. Then management would have to support the direction that the HR department is supporting towards diversity and implement it accordingly to its staff.

As Chow (2002, p. 351) points out, perceptions of organizational culture may differ across different levels in the organization, with evidence that CEOs may view organizational practices, particularly those involving human relations, more positively than other functional or operational levels of management (Hansen and Kahnweiler, 1997). Consequently, this suggests that there is a need to examine perceptions of organizational culture held by employees to present an unconventional viewpoint on culture to that of upper management/

HR, and operational management. Also, there is a need to evaluate the extent of unity or reliability of perceptions of organizational culture across a diverse organizational workforce.

While there are writers who have an entirely different view of what company culture is and what accolades are associated with the term corporate culture such as Chow (2002), Hansen and Kahnweiler (1997), and Crumpacker & Crumpacker (2007). There remain a number of writers such as (Bzdega, 2008) who simply define corporate culture as a form of benefit that is given to employees by top management within the company. In a recent newspaper article Bzdega (2008) discusses the company culture of KPMG LLP in Des Moines, Iowa (USA). He states that KPMG LLP describes the company culture as having: ‘values open and honest communication, mutual respect and having fun.’ Top manager Tom Garton went further to express that KPMG LLP has ‘perks that strive to attract and retain the best talent.’ The article then went on to describe the many perks for working KPMG LLP. However, there was no mention of attracting and maintaining a diverse environment, or how KPMG’s organizational culture was ever changing to compensate an increasingly diverse work environment. There was focus on minorities feeling cast aside by their respective organizations even with the benefit of having many company perks:

From the perspective of Fernando Gonzalez (Hispanic American) – Former 2nd yr Manager at Deloitte, “I joined Deloitte, because at the interview, I was told that they have a corporate culture that is extremely diverse and that a person with my kind of outgoing personality would fit right in. It’s not to say that I have not made friends with some of my white co-workers, but usually the number of friends I have made are limited to only 2-3, out of 100 co-workers, in a 3 year span (Interviewed on 08-04-2004).” Shortly after I interviewed Louis Duncan Jr., and Fernando Gonzalez, both left the company to seek opportunities elsewhere. (See further details in document 1)

There is growing evidence that there still exist the possibility that companies such as KPMG, and the top management within the company, are ignoring the minority population with the workforce and not adapting the corporate culture to fulfill their needs and interest.

Drawing from the idea and themes that are relevant to work

Within this dissertation there is another hypothesis that ‘having a organizational culture that doesn’t take minority employees into consideration will trigger social disassociation/ exclusion when noticed by minorities within the organization, or realized by the population outside of the work environment.’ It is also hypothesized within this research that a possible consequence of a deficient organization culture will be that minority employees could probably start to experience occurrences of bullying and discrimination orchestrated by HNE. Which directly makes the assumption that there is a disregard to behavior of its HNE base from management perspective: ultimately resulting in negative outcomes for both the organization and the minority employees. It is also theorized that the organizational culture will gradually start to work against the minority population and job discrimination will start to take effect in the form of social disassociation/ exclusion, micromanaging, or alienating minorities from the workplace.

Writers such as, Fassinger (2008), talks about the building of an organizational culture by obtaining the perception of college students before entering the corporate workforce. Fassinger states that, ‘the assessment that students of color more readily compromise their career aspirations because of perceived barriers to educational and occupational access, entry, and success, as well as inadequate psychological resources (i.e., coping ability) for managing career barriers presented by (Fouad & Byars-Winston, 2005; Rojewski, 2005). Fassinger (2008) also goes on to writes that ‘even when students of color manage to overcome educational disadvantage, they are likely to encounter discrimination in job selection and hiring:

Experimental analogue studies using fictional job candidate resumes have been particularly illuminating in examining selection bias, revealing, for example, that applications of candidates with African American names receive less response from potential employers than those of candidates with White names (see Worthington, 2005).

Motivation and commitment will be affected by the extent to which management can align personal identity and image with that of the organization, by their perceptions of justice and fairness both in general and in terms of how performance is rewarded, and by their impressions concerning the attitude of top management, (Collier and Esteban 2007). The perception of justice and fairness illustrated by (Collier and Esteban 2007) suggests that beneficial gains within the organization will no longer take precedence within the corporate environment: Instead attitudes towards management will have a higher value. The suggestion that management would need to improve its social, or communication skills to understanding diversity and better understand and treatment of its minority population is also apparent within this research.

There are those writers such as Sopow (2007) who stated, that what creates trust in an organization is shared values, predictability, open communication, technical competence, honesty and consistency. Those are also the traits that develop and emerge from a company's history and experiences that together combine to form culture Sopow (2007) is generally expressing similar belief to those of (Collier and Esteban 2007). With the exception that Sopow (2007) is expressing that there are certain, beneficial qualities, or attributes that already exist with the organization to form as a basis for a better corporate culture. (Collier and Esteban 2007), suggest that the history within such organizations are incomplete, and therefore, need to be realigned and committed to justice and fairness. As stated by (Collier and Esteban 2007), distinctions have to be made on whether organizational culture can change, or will it simply constitute a rehash of the existing organizational culture. If this organizational culture is rehashed, then the distinction can come with existing beliefs and negative tones still attached. Schoonmaker (2006) believes that just like the individual, companies often perceive themselves differently from what they actually are. This perception

presented by Schoonmaker (2006), will have to be addressed overtime, as companies take on the task of integrating more cultures into its organization.

Chapter 5: Bullying & Discrimination

Review and critique relevant to work

The purpose in this section is to examine different perspectives on bullying & discrimination within an organization that is currently being looked at by various researchers in the field such as Steele (1997), Murphy, Steele, & Gross (2007), and Greenwald, McGhee, & Schwartz (1998). Their collective belief is that institutionalized racism and unconscious prejudice in organizational culture impacts significantly on an organization, its employee's behavior, motivations, and ultimately, that organization's financial performance. I also, would like to express/ analyze possible options to eliminating such behaviors within the organization culture. While at the same time continually analyze possibilities of an organization still maintaining high levels of financial performance with the elimination of these unconscious prejudices toward minorities in the workforce.

Zapf & Gross (2001), believe that 'bullying signifies an unsolved social conflict having reached a high level of escalation and an increased imbalance of power.' However, if this text by Zapf & Gross (2001) was taken as is, then many careers may be underdeveloped, because of uncertainties of antagonistic work environments. (Croteau, Bieschke, Fassinger, & Manning, 2008) suggest that this type of underdevelopment confines career opportunities and contributing to the problem of occupational segregation.

In addition, a growing body of evidence points to a more indirect effect of individual and institutionalized racism, expressed as implicit bias toward people of color (Greenwald, McGhee, & Schwartz, 1998) and internalized by the targets themselves through stereotype threat (Steele, 1997). Inherent or unconscious bias refers to the idea that commonly held mind-sets toward certain groups result in differential educational and workplace actions (e.g., expectations, performance evaluations) that disadvantage the preferred groups (Greenwald,

McGhee, & Schwartz, 1998). Stereotype threat therefore has been associated as an important underlying problem in particular populations (minorities groups) and organizational infrastructures (i.e., business finance, medical, and legal). Also, researchers such as Murphy, Steele, & Gross (2007) are beginning to expose the processes of hyper-vigilance, social disassociation, and depressed motivation that account for an organizations hindering effects on performance, and employees social status within the organization. Possibly in time, managers could view the concept of stereotyping individuals as discriminatory action. This was looked at earlier in the document by Roberson and Kulik (2007), when collectively they described that in a work environment, the relevance of stereotypes for performance can also be signaled and reinforced by the diversity (or the lack of diversity) of people who are currently performing the job.

Still more important, is that researchers such as Good, Aronson, & Inzlicht (2003) are finding that interventions aimed at reducing stereotyping can be quite successful in reversing negative outcomes. However, a different view is that individual discrimination is simply a materialization of socially held stereotypes and preconceived notions. Furthermore, not only are members of targeted groups utterly aware of these collective negative attitudes, but also there has been research that indicates that heightened realization of marginal status, and fear of being judged according to stereotypes of one's social identity group, actually impedes successful performance and achievement (Steele, 1997). Therefore, as suggested throughout this dissertation, is a call for better understanding on the part of upper management towards its ever-growing diverse work environment. To counter act these social stereotypes that might exist within the organization work environment, and therefore taken steps to preventing, or eliminating possible situations where social disassociation can be allowed to manifest.

In recent years, Hauge, Skogstad, & Einarsen (2007), proposed that there are relationship between stressful work environments and bullying. They argue that bullies' perception of the work environment did not differ significantly from those of other employees. However, if bullies and non-bullies share the same environments, then it is hard to see how stressful environment can be a cause of bullying. In addition, Hauge, Skogstad, & Einarsen (2007) state that bullying is particularly prevalent in situations where the immediate supervisor avoids intervening in and managing such stressful situations.

Heames, Harvey, and Treadway (2006), conclusion on organizational cultures that tolerate bullying and harassment (i.e. the group culture, the organizational standards or norms of behavior, the lack of leadership relative to the standards for interaction between group members), supports the view of (Einarsen, 1999). This behavior of bullying will only take place if the offender feels he/she has the blessing, support, or at least the implicit permission by his/her superiors and other co-workers to behave in this manner. It was stated earlier within this dissertation, it was suggested that 'as a possible consequence of a deficient organization culture, minority employees may start to experience occurrences of bullying and discrimination orchestrated by HNE explicitly/ or inexplicitly, and managements' explicitly/ or inexplicitly disregard to the decision making and behavior of its HNE base: possibly resulting in negative outcomes for both the organization and the minority employees.' This idea is further demonstrated by the following case study example:

2008 DBA: Diversity Case Study performed at SMC located in Lund, Sweden (16-Feb-2008, Day 3)

"I remember an incident where Mecia Jensen and Nia Long were making fun of two oriental Asian employees speaking in their native language, and Mia laughed and said to Nia, "Ping, Pong, Ping" and Nia, the head boss of the whole department, just thought that it was the funniest thing. That made me think that maybe people here really don't care much for other cultures, but one thing is clear, and that is they (national people at SMC) would rather you learn more about their culture than others. There were a lot of stereotypes that my Swedish colleagues had about the African American community, and some of the local minorities in Sweden. These consisted of the types of foods minorities at (which I thought was ridiculous from an American

standpoint), to the types of cars African Americans drive, to the British and their eating habits, even stranger is that one employee who was given out all the stereotypes about England, had never once visited the country.

The existence of unconscious discrimination and efforts to counter it, form the basis of much of the diversity training occurring in contemporary educational institutions and workplaces. Including applied psychology training programs, where students are taught to recognize, monitor, and/or eliminate their biases to prevent unintentional harm to clients (Worthington, 2005). However, in line with Einarsen (1999) and Heames, Harvey, Treadway (2006) these practices don't seem to be disappearing within organizational cultures, and appear to have a lingering presence. This can be evidenced by the large amount of bullying cases in the legal system today. Workplace bullying is a common and constantly reoccurring phenomenon in most organizations.

Drawing from the idea and themes that are relevant to work

Possible outcomes of bullying can vary from lower job satisfaction to psychological and psychosomatic health complaints, chronic diseases or even suicide (Kivimäki 2000, Mikkelsen and Einarsen 2002, Meek 2004) This raises possible situations where outcomes of bullying can lead to the escalation of organizational problems and conflicts, and thus weakening the organizational culture of an organization and increasing employee turnover. The intervention of diversity training is therefore seen as being directly associated with the risk factor of workplace bullying. Sheehan (1999) makes clear that companies and organizations, facing a continuous changing market are required to make continuous changes in order to enhance their competitiveness. These changes can create different organizational problems, which can be the reason for disagreement between employees at work. An example of this can be seen in the following case study:

**2008 DBA: Diversity Case Study performed at Sunny
Mobile Communication (SMC) located in Lund, Sweden (Jan-Mar 2008)**

Mary Jane is still showing a reluctance to speak with me this afternoon, probably because our serious disagreement at lunch earlier today. Mary Jane continually insisted and stereotype Americans who walk the group was eating: Julie made common that most Americans are obese and over weight. I rejected that idea and explain to Julie that, that particular statement is a misconception towards Americans, and therefore is a stereotype. Mary Jane exhibited anger when I said this comment to Julie and said, "it's not a stereotype, it's a fact." Mary Jane believes that since she lived in the states for a couple of months, but she knows how Americans are, which I find totally false. She makes it out to be that there are no over weight, Swedish people.

The possible lack of, or improper, training, poor leadership and ineffective managerial and communication skills can escalate these potential problems. Zapf (1999) investigated the organization problems as a risk factor for workplace bullying and concluded that victims were more likely to believe that the organization was at fault. Figure 1.1 (See **Appendix**) in this dissertation illustrated one possible scenario that hypothesized that, if management exhibited a lack understanding towards its diverse environment, then that would encourage a poor organizational culture. With possible outcomes of poor organizational culture, this would give way to HNE exhibiting and influencing continuous act of poor decision-making and behavior of towards minority groups. Therefore, this would constitute as workplace bullying and discrimination, with the final outcome resulting in the social disassociation/exclusion of HNE from the minority group.

Moayed, et al (2006) conclude that there is lack of research investigating the characteristics of bullies, and that more studies need to be carried out to standardize the definition and assessment of workplace bullying so results can be applicable across different cultures and professions. This research will test the proposition that organizational culture may fail to prevent bullying, but it does not necessarily create the bullying personality in the first place, however, it may encourage it.

The society in which people grow up and live is another possible variable in forming a distinct organizational environment. Hutchinson, et al (2005) write that bullying behavior can be hidden behind a "protective cover" of apparent organizational legitimacy, and reports that there are bullies working in concert to harm targets through increasing stress, verbal abuse, isolation, harassment, threats, and intimidation while, concurrently, denying targets access to justice and due process. This research will focus on the theme of isolation within the workplace (Hutchinson, et al 2005).

However, managements' shift towards accepting a more diverse environment, or atmosphere, may lead to a period of uncertainty during the restructuring the organizational culture. During periods of change and uncertainty, bullies may act opportunistically, and callously to further their own intentions within the organization. Change has been recognized by (Hutchinson, et al 2005) as a vehicle for opportunism, empire building, and violence and links have been drawn between workplace bullying and organizational change. Unfortunately, these types of arguments have a tendency to portray this outcome as an unintended consequence rather than a conscious choice on the part of perpetrators.

Restructuring has been identified as a catalyst that provokes misguided or pressured managers to back bullying/ discrimination on minorities and other co-workers in the name of efficiency. This belief is somehow seen as a way to give managers a free pass of ignorance for the most part, managers working at the maximum value of their proficiency and competencies. These free passes of ignorance can be seen to be the explanation for managers who tolerate workplace bullying against minority groups and turn blind eyes to possible decision making and behavior of HNE. While workplace abuse is widespread and the human and financial toll is high, leaders can take steps to build workplaces where demeaning behavior isn't tolerate Sutton (2007).

Chapter 6: Social Interaction & Disassociation

Review and critique relevant to work

The objective of the social interaction & disassociation theme is to gather and analyze work/ evidence of social interaction within organization structures to better understand possible causes of social disassociation/ exclusion within the work environment. It's also to determine if these actions are randomly generated on the behalf of the HNE, or if it generated as another by-product of bullying/ discrimination.

Fassinger (2008) states that occupational entry does not necessarily lead to success for people of color, as they continue to experience obvious barriers to tenure and advancement; indeed, a large body of research has documented extensive race-related stressors in the workplace (Worthington, 2005). The possible causes of social disassociation within the work environment can be seen as a four step process created possible by: (1) managements lack of understanding towards its diverse/ minority group population, (2) from this lack of knowledge on managements behalf towards minority groups, management then adheres, or conforms to an organizational culture that it is therefore suited/ setup for HNE within that demographic. Also Zapf (1999) concluded that victims were more likely to believe that the organization was at fault for organizational workplace bullying/ discrimination. (3) Bullying and discrimination practices become more apparent within the work environment, causing increased levels of stress, and high employee turnover. (4) With the possible inclusion of bullying and discrimination, management working at the maximum value of their proficiency and competencies are given a "free pass of ignorance" by the organization to tolerate workplace bullying against minority groups and turn blind eyes to possible decision making and behavior of HNE.

Fassinger (2008) also writes that the difficulties of exclusion, isolation, and lack of encouragement are exacerbated for black women, who face the combined effects of sexism and racism in schools and workplaces, (Betz, 2005; Fassinger, 2002, 2005). With the visible toleration of bullying and discrimination, social disassociation/ exclusion start to have an increasingly stronger impact within certain minority groups such as woman.

Exclusionary behaviors may take many forms, including giving another individual the silent treatment, being shunned, intentionally ignoring another co-worker, and outright rejection (Leary, 2001). Writers such as Hitlan, Clifton, & DeSoto (2006) drawing on previous organizational and social-psychological research (e.g., Duffy, Ganster, & Pagon, 2002; Gruter & Masters, 1986; Wilhams, 2001), define workplace ostracism as the exclusion, rejection, or ignoring of an individual (or group) by another individual (or group) that, hinders one's ability to establish or maintain positive interpersonal relationships, work-related success, or favorable reputation within one's place of work. However, in this research the term of social disassociation will be used to coincide with the term exclusion. This definition also correlates to workplace bullying/ discrimination, however, for the purposes of this research social disassociation/ exclusion are seen as more severe forms of bullying/ discrimination.

Also, the current research focuses on bully/ discrimination practices that are directed mainly towards minority (race & gender) groups within the organizational environment. Hitlan, Clifton, & DeSoto (2006) hypothesized that gender will moderate the impact of exclusion on psychological well-being. Greater exclusion will be related to lower levels of psychological well-being and this relationship is expected to be stronger for males than for females. And that the intensions of socially disassociating these minorities remains by the

HNE, in that, the same degree of intensity is exhibited to both men and women, with a light increase only being towards women of a different culture, or race.

The perceptions, of both minority groups and that of the HNE as to whether the causes of social disassociation were part of common bullying/ discrimination practices, or whether was it a was to pass over the bullying/ discrimination process and use tactics, are hard to provide evidence for. First and perhaps most obviously, is that someone who has been excluded is not likely to view the perpetrators of exclusion as realistic sources of positive social contact. The psychological pain associated with social exclusion can serve as an intense form of punishment as viewed by Maner et al (2007). These different forms of social disassociation can range from coworkers giving another coworker the silent treatment, coworkers shutting you out of their conversations, or simple supervisors not replying to your requests/questions within a reasonable period of time.

2008 DBA: Diversity Case Study performed at SMC located in Lund, Sweden (25-Feb-2008, Day 10)

“Back in the office in Sweden, and I can honestly say that I feel sad being here. I view my fellow co-workers differently than before, and I do not expect things to get better anytime soon. I think that the most frustrating part. When you see and recognize a problem before other, you know that change will come, but you probably won’t be around to see it. Sara Brandt (2nd lead Auditor) continues to socialize excessively with other Swedish co-workers, however, manages to avoid contact with me. Not so much as a simple, “hello.” What’s ironic is that we are partners in the audit department, the only lead auditors (within SMC GCS department) assigned to rebuild the audit department/ process together – and she chooses to avoid the other out of what appears to be racial differences.

Maner et al (2007) report that if minorities, or individuals that are excluded, they do not respond favorably to the perpetrators of exclusion. If anything, the opposite is likely to be the case. Excluded individuals may perceive perpetrators of exclusion in a hostile light, may avoid them, and may even be inclined to lash out against those people. Fassinger (2008) writes that, particularly difficult for people of color are exclusion from information and support networks (e.g., access to higher status individuals who could support advancement)

as well as a lack of mentors and role models (particularly those with shared racial/ethnic status) and the pressures and isolation of tokenism.

Drawing from the idea and themes that are relevant to work

When looking into the theme of social interaction & disassociation, there exists a distinct realization that there are likely to be individual differences in the tendency to view/label some HNE unjustly as either racist, or part of the social problem that exist within the organization. Even though most people within the organization view the incursion of minorities in the organization with a positive and optimistic attitude; there are some people - especially those who constantly fear the change of the social environment outside the organization, who may feel obsolete in their value system, and therefore they see making social interaction more as a task than a common professional etiquette. As a result, social interaction on the behalf of such an individual could possibly incite further social harm than good. Maner, DeWall, Baumeister, Schaller, (2007) agreed with the view of Maddux, Norton, & Leary, (1988) that, individuals or minority groups who are normally apprehensive, others will view them less kindly and often have strong negative expectations about even minimal social interactions.

Consequently, those minority groups who anticipate negative social evaluation tend not to pursue social encounters for fear that they will bring significant distress (Heimberg, Lebowitz, Hope, & Schneier, 1995). This is also agreed by Maner, DeWall, Baumeister, & Schaller (2007). Such individuals, therefore, may be apt to generalize from a single instance of rejection to other potential partners, leading them to view even positive co-workers as a basis of further alienation, rather than as starting place of new association to a particular group. There is indeed evidence that suggests minorities who have endured a social hardships, such as social disassociation, and rejection while at work, sometimes act in

response against those who have rejected them as seen by Buckley et al., (2004.), and agreed with by Maner et al., (2007).

2008 DBA: Diversity Case Study performed at SMC located in Lund, Sweden (23-Jan-2008, Day 8)

“For dinner everyone agreed in the taxi to go their separate ways. Late, Julie Whether called me and said that, "the group was going to this mall and she asked me if I wanted her to pick something for me.” She also apologized too, because the group basically surprised her, and caught her downstairs in the lobby of the hotel and asked her to go out to dinner. I felt angry, only because no one had even considered asking me if I wanted to go. And the only reason why I think that they asked Linda was because they had to go past her in the lobby (so they were basically trying to sneak off without Linda, or I noticing). I remember that often-Swedish national are similar to the Danish, in that they like to only be around people who are able to speak the language. While being on this first audit with the group, it is apparent that there is overwhelming evidence that even though they are able to speak English fluently, they would prefer not to. And that means avoiding situations where they know they will have to speak English. Basically, if you r not talking directly talking to one of my co-workers, and there are three people in the room (including myself), then the other two will speak Swedish.

Fassinger (2008) determined that acculturation and language barriers (particularly for immigrants) also impede job access and entry. These types of barriers were seen in the example above. While the access to the job at SMC was already seen as a forgone conclusion to both minority groups in the scenario above, there was evidence of denial into the organizational culture by the HNE at SMC. The social exclusion of the two minorities in the case study shows further evidence of distancing strategies on behalf of the (Swedish) HNE at SMC, as a result of these strategies, the (Swedish) HNE succeeded in creating an environment where the minority groups felt socially disassociated from the overall department group.

These types of situations, can give way to minority groups questioning the organization culture, and this will have a direct impact on the perception of management’s leadership of all its employees, in relationship to what can be perceived as tolerable bullying/discrimination actions by HNE. The reasoning fits with evidence that social exclusion can

lead people to behave aggressively and not more favorably toward individuals with whom no face-to-face interaction is expected Twenge, Baumeister, Tice, & Stucke (2001). As seen by Sue (2008), the perception that organizational entities that fail to successfully implement diversity into the very structures of their policies, programs, and practices may become irrelevant to their constituencies and will have difficulty competing and surviving.

However, equally important is that part of the make-up of HNE socially disassociating minority groups has to deal with make-up of the social structure within the community in which they live. Oliver and Wong (2003), express that:

‘It is important to bear in mind, however, that these differences are also relative to the racial composition of the metropolitan area. The effects of neighborhood racial isolation are greatest for people in more diverse metropolitan areas, however, points out that at the metropolitan level, diversity corresponds with more racial stereotyping and feelings of competition.’ With that, Oliver and Wong (2003) suggest that groups of people who live in a more racially diverse setting, are deemed to show less, or no negative aggressions towards other races.

This is probably due in part because when dealing, or living in a diverse area, many of the negative stereotypes, or perceptions are debunked, and put aside as cultural myths. The opposite can be said, however, that if a society is less diversified, then many of the national residence will/ can perceive those same stereotypes as true: in which the possibly outcome will be to bring these perceptions into the organization on a daily basis, and therefore, creating an uneasy work environment with the inclusion of minority, or other diverse groups.

There are articles that suggest the notion of social disassociation within the organizational environment is non-existent and that such classifications are indeed fueled by people’s own perceptions of that society. Blanc (1998) suggests ‘integration and exclusion usually refer to the notions of ‘in and out’ groups, and to the famous opposition: ‘we’ and

'they'. Implicitly, integration refers to mainstream society and exclusion to outsiders and minorities at the margins, and that mainstream groups do not constitute society as a whole. Minorities are not necessarily at the periphery of society, although they may experience different forms of social integration.

This research currently being conducted in this dissertation challenges this notion, that says, while mainstream groups do not constitute society as a whole, there exist minority groups because of the mainstream view, and everyone is not seen as equals within a given social environment. Blanc (1998) goes on to state that, 'a human being totally excluded from society makes no sense, however, minority groups have been, and continue to be excluded from key aspects of society, such as education, employment, and even healthcare. (Worthington, Flores, & Navarro, 2005) believes that these exclusions can come in the forms of unfair testing for minority groups and other inequalities such as (e.g., lack of culturally fair, linguistically accessible assessment instruments. This is also seen in the following example:

2008 DBA: Diversity Case Study performed at SMC located in Lund, Sweden (24-Jan-2008, Day 9 (afternoon))

"The train ride home was pretty difficult, because I basically did not have anyone to talk to, and to compound matters, my group had 2 stops in between, and I was sitting next to Mary Jane. Needless to say, that there was absolutely no dialog/ conversation between us, and Richard Spare and I engaged in comical conversation/ healthy every once and a while. Mecia Jensen did talk occasionally, but nothing equal to how she and Mary Jane and Richard Spare conversed. While speaking with Richard Spare, we engaged in a conversation, concerning friends in Sweden. Peter confirmed my beliefs by saying that, "many Swedes would rather only engage with others who are able to speak Swedish." When I asked him, 'why', he explained that he really didn't know why, he just knew that was how things were. He (Peter) also explained and expressed how difficult it was for Americans and outsiders to make friends in Sweden because of the language difficulties. I thoughts about this and tried to apply this logic to what is an apparent drift between Mary Jane and me; this concept did not apply. I have met racist people of all facades (i.e., black, white, Hispanic, European, and Italian), and I would categorize Mary Jane in such a category.

While it is believed by this research that social disassociation can be induced into the organization surreptitiously by employees and management; the evidence from the case study, that the perception of this type of discrimination falls on the perception of the individual accused, and the victims that are associated with the act. In the experiences that were presented in the findings of 2008 DBA: Diversity Case Study performed at SMC located in Lund, Sweden, the victim perceived another HNE actions as racist, and viewed the HNE actions as knowledgeable in doing so.

However, such acts continued throughout the case study, and were classified as bullying on the part of the HNE. Whether the HNE accused of these actions deem them as discriminatory is debatable. Writers such as, Robinson (2008) explains that, 'blacks and whites are likely to differ substantially in how they conceive of and define discrimination. While many whites expect evidence of discrimination to be explicit, and assume that people are colorblind when such evidence is lacking, many blacks perceive bias to be prevalent and primarily implicit.' Given that the circumstance in which interracial contact encourages racial acceptance, it may simply be that simple social contact can lead to increased broadmindedness among whites, blacks, and Latinos (and other minority groups). It is also quite likely that employees of integrated organizations' are more likely to participate in integrated public relations that can often provide the ideal conditions for interracial contact and may deteriorate negative racial attitudes.

However, that the real challenge is to come to a more positive commitment from managers and the organization to the contest the process of social disassociation within the work environment. The belief of this dissertation has always been that is the duty of upper management to compile and inject diverse values within branches of the organizational

structure, and make sure that all employees have a more concise understands of the different cultures around them.

Chapter 7: Drawing the main theme

Drawing from the main theme of this dissertation, there were key questions that were presented in document one that formed a basis of the research such as:

1. Is there a lack of understanding towards different cultures by management?
2. What factors have to be in place for minorities to experience good social interaction with within the work environment?
3. Is social disassociation a result from: management diversity, an incomplete organizational culture, or inappropriate behaviors such as bullying & discrimination, or does it happen as a result of all 3 sub-categories?
4. Does diversity deliver?

While there were some questions that were able to be answered based on the literature, there was also collaboration between the literature and evidence based on the 2008 DBA: Diversity Case Study performed at SMC located in Lund, Sweden to formulate theoretical proposition to the questions being asked in document one. Question one asks, if there is a lack of understanding towards different cultures by management? And after reviewing the literature, this research would have to conclude that there is a lack of understanding, however, since the term of diversity is seen by this research as evolving, so is the understanding of different cultures by management. Question two asks, what factors have to be in place for minorities to experience good social interaction with within the work environment? After reviewing the past and current literature, it is determined by this research that this question cannot be answered, because of the difficulty of how the question is phrased. Robinson (2008) stated it correctly when he wrote, 'blacks and whites are likely to differ substantially in how they conceive of and define discrimination. Question three asks, is social disassociation a result from: management diversity, an incomplete organizational culture, or inappropriate behaviors bullying & discrimination, or does it happen as a result of all 3 sub-categories?

What themes emerge and what conclusions can be drawn?

The main theme that surfaced as a result from the review of the literature, is that social interaction. It was determined by the researcher that the theme of social interaction, is seen more as a normal human reaction of individuals meetings within a given area. However, the theme of social disassociation is seen by the researcher as a reaction, of internal conflict within specific individuals, and therefore can create possible disturbances in the natural order of human interaction. When this research was first initiated, there was a need to find the causes of discriminatory behavior towards minority groups within the organizational structure. It is also the view of this researcher that social interaction is a given outcome when employees are employed within an organization. However, it is not a given circumstance that individuals will be socially disassociation from other co-workers in an organization. In doing the literature review, there was a lack of literature surrounding the specific theme of social disassociation, and therefore, a concise definition is only given from a psychological perspective and not from a business/ organizational perspective.

Another theme that emerged was that of ‘social exclusion:’ which according to (Eisenberger, Lieberman, & Williams, 2003; MacDonald & Leary, 2005) can be defined, as ‘social exclusion precipitates a psychological state that resembles physical pain.’ This definition drives, or resembles that of social disassociation, as the act of socially disassociating one’s self from a specific group can result in a psychological state that resembles pain. This resemblance of pain is caused by the act of being socially disassociated/ excluded from a group, therefore constitutes discrimination (discriminatory or abusive behavior towards members of another race). There was also evidence that pointed to management’s involvement in the act of social disassociation/ exclusion, in that there was little to no evidence of management’s intervention into this psychological abuse done in the work office.

Since there is a lack of evidence to support the idea of social disassociation/ exclusions being seen as a form of bullying, or considered a separate act, or form of discrimination, the researcher suggests that these actions are entwined with the theme of organizational culture. Within the conceptual frame of this research, there was suggestion made of management creating a workable environment is part of management's strategy. The next steps were to coincide with the creation of an organizational culture that is supposedly favorable and supported by fellow minority employees. However, if the practices of an organizational culture are perceived as allowing, or tolerate actions of social disassociation/ exclusion; then there is reason to suggest that such views are supported by top management and intentionally integrated into an organization culture.

Such practices towards minority groups are often based upon the shared belief of HNE and management, of unfounded stereotypes of these minorities (groups), which stem from the neighborhoods, or social atmosphere's in which these employees reside. Documented previously in this dissertation, was the view of Oliver and Wong (2003) who suggested that groups of people who live in a more racially diverse setting, are deemed to show less, or no negative aggressions towards other races. However, without sufficient supporting evidence into the specific term, of social disassociation, there can be no convincing conclusion. Still, it is suggested by this research, that more substantial research into the subject matter take place in future events.

What are the major similarities and differences between the various writers?

In doing this literature review, there were some major similarities between writers such as Taylor & Blake (1991), Mandel & Kohier-Gray (1990), and Wright; Ferris; Hiller; & Kroll (1995) that suggested, or indirectly implied that diversity should be used, or managed just like any other resource within the organization. Within the shared ideology of these

writers, none really touch on the human aspect of diversity. These writers more or less did not convey the human aspect on the subject of diversity, and almost implied a non-existent individual who was void of emotional attachment, and resistant to all forms of physical and psychological pain with the organization. However, later writers suggested that there should be more conceptual understanding on the subject matter of diversity; instead of the suggestion of using tried conventional ways of managing the social change of diversifying an organization, such writers included Milliken & Martin (1996), Laroche & Shanley (1999), and Simons & Pelled (1999).

On the subject matter of diversity, the focus changed from managing diversity, to conceptual understanding of diversity and making sense (Pelled 1996), to taking proactive steps to acquire diverse individuals within the organization, as suggested by Gonzales (1999). These advances were seen to be significantly huge strides in the evolutionary process of diversifying organizations to be more closely adapted to the situational change that was appearing outside the walls of the organization. However, ‘that hiring someone for the sake of having diversity, does not, and should not constitute having a diverse workplace. With this type of perception writers then directed their collective attention towards stereotypes that were being presented in the organization atmosphere, as a result of the situational change towards diversity, as suggested by Steele (1997).

With the injection of stereotypes and cultural myths about minority groups within the case study; this brought about conflicts that were appearing throughout the organization between HNE and minority groups, as suggested by Zapf & Gross (2001). Later, other writers focused on these perceptions and stereotypes centering on workplace diversity, such as Sabramanian & Ashkanasy (2001), and then later focused on moving and looking beyond diversity, as suggested by writer Taggart (2007). There are also more writers who are looking

to piece together workplace diversity such as Fassinger (2008), and writers who are focused on attracting and retaining diverse work environments, as suggest by Smith (2007).

Overall, there appeared to be a radical attempt to understanding the term diversity, however, over the years, there was a significant, and gradual evolution of the meaning and understanding of the term diversity. The evolutionary steps have been identified within the literature being reviewed for this dissertation, and have gone from managing diversity, to perceptions of minority groups, to understanding these perceptions, to attracting more diverse groups, to positioning individuals in key roles within the organization. The term diversity appears to have an evolutionary aspect to the meaning, in that will consist to have such a context, until a day/ time occurs when such labels are not longer to need, or need explanations.

Significant questions which emerged

The research into diversity, with the main focal theme of social disassociation being the key component of the conceptual framework, there began to emerge significant questions adjacent to the theme of social disassociation that could form a basis for further investigation, such as the following:

1. Is social disassociation a form of bullying, or is it to be considered a separate act of/ or form of discrimination?

It was recognized by Hitlan, Clifton, & DeSoto (2006) that there are perceived dangers to the psychological health of minority groups within the organization as a result of the effect of social exclusion. These acts of social disassociation/ exclusion are made even more complicated by the devious tactics of distancing strategies; as described by Case & Hemmings (2005), and the perceptual segregation, as written by Robinson (2008) that are apparently directed to individuals and minority groups within the organizational environment.

It was then considered by this research that bullying has its own terminology which defined by fellow researchers and writer accordingly, and the act of being social disassociated/excluded falls into its own distinct category under discriminatory act, a category that need further investigation.

2. Can management's determine the organization culture, or is organizational culture a collaboration of top management and its employees.

While examining the literature on management of diversity and organization culture, the question of how management is able to determine the outcomes of an organizational culture was identified by this research and given consideration. Roberson & Stevens (2006) wrote about the making sense of diversity with the organizational workplace in a deliberate attempt to understand managements understanding of its diverse culture, and Collier & Esteban (2007) talked about the social responsibility of the organization and the commitment of its employees, to emphasize which individuals should be held accountable for actions taken while in the work environment. All of the writers mentioned above attempted to understand the organizational culture, and place some type authoritative responsibility to the negative actions that take place within the organization.

The literature review led to the conclusion that it was management's decisions that shaped and formed an organizations formal culture. Also, that it was managements' responsibility to interrupt actions that can be classified as discriminatory by certain individuals within the organization. However during the research, it was found that there is indeed collaboration between management and its employees concerning discriminatory actions, in that, writers such as Robinson (2008) explained that, 'blacks and whites are likely to differ substantially in how they conceive of and define discrimination. While many whites expect evidence of discrimination to be explicit, and assume that people are colorblind when such evidence is lacking, many blacks perceive bias to be prevalent and primarily implicit.

Sopow (2007), wrote about the impact of culture and climate on change within an organization, and identified situations where people of another race/ culture/gender/color, are possibly faced with more cultural barrier than expected due to perceptual change within the organization. This idea of culture and climate change within the organization affects both management and its employees, as such, helps management turn a blind eye to possible discriminatory acts that might take place as a result of this culture and climate change. As seen by Hutchinson, M., Vickers, M.H., Jackson, D., & Wilkes, L. (2005), this culture/ climate change can be possibly used as a vehicle for opportunism, empire building, and violence and links have been drawn between workplace bullying and organizational change.

Chapter 8: Conclusion

Organizations in this day and age are particularly sensitive to the subject matter of diversity - as they must be - to social demographic, organizational politics, organizational change and development. With society continuously changing to incorporate individuals of all different background (cultures, races, beliefs...etc.), many organizations appear to be taking a strategic perspective with respects to incorporating diversity within their respective organizations. However, with increased competition amongst many organizations, there exist demands to now hire the best-qualified individual, without the regards to ethnicity, gender, culture, religious beliefs, and to maintain high productivity and increase financials at the same time. These demands are then met with a list of challenges that the incorporation of diversity brings to the organization.

The hypothesis of this dissertation is that management's lack of understanding of its minority employees could possibly lead an organization to develop an organizational culture apt only for the HNE. Therefore, as a possible consequence of a deficient organization culture, minority employees may start to experience bullying and discrimination orchestrated by HNE explicitly/ or inexplicitly, and management may explicitly/ or inexplicitly disregards these actions. With bullying & discrimination behavior from the HNE base group, this can possibly result in negative outcomes for both the organization and the minority employees. One of the objectives of the management of diversity theme of my research will be to find a link (if any) between management's possible lack of understanding of its minority culture, their neglect of being socially informed about the minority population outside the work office, and how these possible correlations link to the incident of social disassociation in this research.

While reviewing the literature, there were two main questions that were presented in document one of this dissertation, and have maintained their validity throughout this dissertation. Question three asks, is social disassociation a result from: management diversity, an incomplete organizational culture, or inappropriate behaviors such as bullying & discrimination, or does it happen as a result of all 3 sub-categories? From the review of the literature, it is believed that social disassociation towards minority groups can indeed be a result from management's (appropriate/inappropriate) decision, and these decisions therefore, give direction to how organizational cultures are created and shaped.

As stated earlier in this research, social disassociation is seen as a reaction, of internal conflict within specific individuals, and therefore can create possible disturbances in the natural order of human interaction. When this research was first initiated, there was a need to find the causes of discriminatory behavior towards minority groups within the organizational structure and determine the causes of inappropriate decisions made by management, and the organization. Also, to identify that poorly conceived organizational cultures could guide many HNE workers to inappropriate behaviors such as bullying & discrimination towards minority groups. It is the belief of this research that poor decisions by management towards diversity can indeed lead to the social disassociation of minority groups, and adversely. Management who take to the time to understand and attempt to fully incorporate diversity into their respective organizations can say the opposite.

Looking ahead to documents 3, 4, & 5, there are many questions materials that still need to be reviewed and analyzed by the researcher. Document 3 will report on the 2008 DBA: Diversity Case Study performed at SMC located that took place in Lund, Sweden, and review and analyze the materials from the case study, and focus on the issue/ theme of social

disassociation, while taking into consideration the literature reviewed and analyzed in the previous documentation.

Also, document 3 will take a closer look at the significant questions that emerged in document 2, and investigate their significance to situations that are found when analyzing the 2008 DBA: Diversity Case Study performed at SMC that took place in Lund, Sweden. This can include looking at, or touching on such issues as: having written HR policies and procedures in place covering all aspects of the employee/ organization relationship is generally accepted. However, it is suggested by Fassinger (2008), that there are organizations with an extensive, if not elaborate set of policies and procedures that no one has seen or read, let alone followed. Yet, some say that these policies and procedures are used to enforce penalties to its employees, (McConnell, 2005). It may be necessary to look at hiring policies and assess whether more emphasis should be given to the HR policies – particularly in the area of organizational diversity within the organization.

The HR policies theme could also help assess whether diversity policies are being taken into consideration when seeking new employees within the organization, and if the minority groups within that society are being given the same opportunities of obtaining employment as the national jobseekers of that geographical area. Henderson, (1994) writes that ‘diversity problems exist in some form in all organizations--private and public.’ Now whether this is brought on by cultural, gender, or another form of discrimination is in itself still considered a good topic of discussion. However, this research is focused on the problems that are associated with diversity in the work environment, such as the issue of social interaction/ disassociation.

Another theme that could possibly help determining the severity of social interaction/ disassociation problems within the organization is an *organizational integration* theme. This literature could possibly help focus on how organizations are helping their diverse/ minority population adjust to, or adapt to their new corporate surroundings in which they seek employment. It can also help identify if these employees are being developed to either remain with the company in the short term, or the long-term status. This influences the theme of organizational diversity in that, how an employee progresses through an institution (business) is often seen as a direct correlation of the company's commitment to upholding its diversity policies. There is often another correlation that views employee's ascension up the hierarchal scale, to the perceived job satisfaction/ happiness within the organization.

Within the last decade, the theme of *knowledge management* has increasingly changed the way businesses are operated and managed throughout the world. As continuing challenges are placed on business organizations in these fast-changing times, decision makers are utilizing a wide range of information systems to improve their decisions. The *knowledge management* literature could possibly help assess top and lower managements knowledge of different cultures within the organization, and evaluate their differential treatments (if any) towards the minority groups in an ever-changing workforce.

Other themes that could focus around organizational diversity are themes like *reverse racism, affirmative action, positive discrimination, and even reverse discrimination*. Often these themes can provide a good source of information when looking at literature centering on organizational diversity. When viewing the theme of *reverse discrimination* as a working definition we can say that *reverse discrimination* is giving special or preferred treatment to persons who are members of racial, religious, ethnic group, or a sex against whose membership generally unjust discrimination was or is being practiced (Gross, 1977). Out of

the many negative themes associated with organizational culture, *reverse discrimination* could possibly be looked upon to discover what challenges organizations take on in the current work environment. It can also view the perceptions of minority groups entering these institutions, such as predefined expectations, possible grudges towards national groups, and if discrimination at a previous employer was a factor in their perception. This literature could also help discover if many of the bullying & discrimination accusations are a result of HNE workers' decision making and behavior towards minority groups, if it is predefined perceptions by minority groups that are instigating the actions of workplace bullying & discrimination, or if both sides are at fault.

Document 4, will present a piece of survey based on one of the research questions presented in this dissertation, or an issue that was identified in either of the first three documents, from within the research topic, which could suitably be investigated using survey based research methods. Finally, the thesis of this research will be presented in document 5 to build upon the work done in the previous documentations

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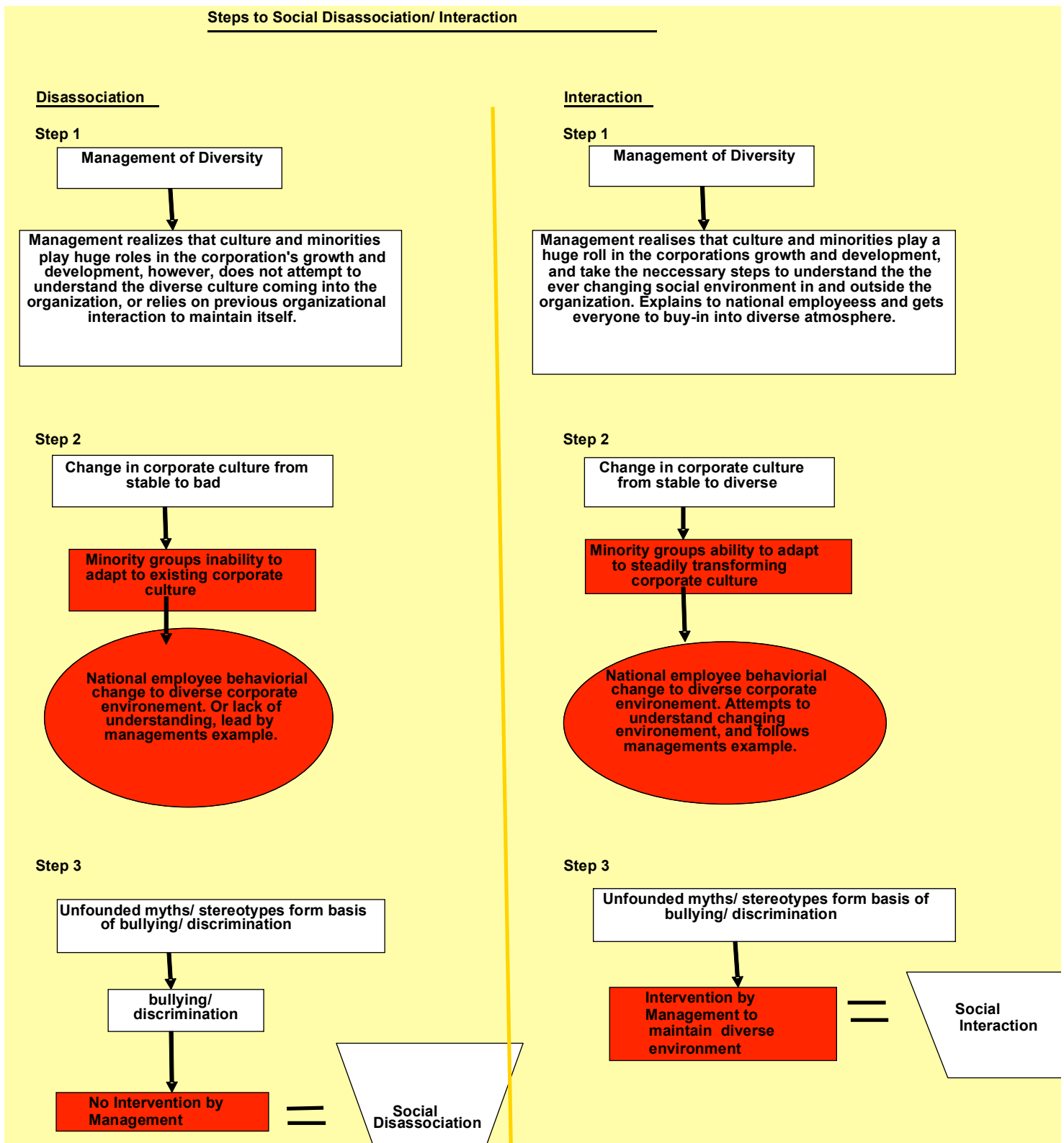
Glossary:

1. **Minority(s) groups** - For the purposes of this research, "minority(s)" populations include two groups currently marginalized and disadvantaged in the workplace: women, people of color, and people with disabilities. Most of this research has been directed at issues between black-white relations and gender, the applicability of these theories to a multiethnic context remains unclear.
2. **Discrimination** - unfair treatment of a person or group on the basis of prejudice racism: discriminatory or abusive behavior towards members of another race Online: http://www.google.com/url?sa=X&start=0&oi=define&q=http://wordnet.princeton.edu/perl/webwn%3Fs%3Ddiscrimination&usg=AFQjCNF7g8dLmLFjCW_qrMz4owkfGI2WSg (10-May-2008)
3. **Multicultural organization** – We take the definition of (Sue & Constantine, 2005, p. 223) to define a multicultural organization as committed (action as well as words) to diverse representation throughout all levels, sensitive to maintaining an open, supportive, and responsive environment, working toward and purposefully including elements of diverse cultures in its ongoing operations, carefully monitoring organizational policies and practices to the goals of equal access and opportunity, and authentic in responding to changing policies and practices that block cultural diversity.
4. **Social interaction** – interaction between another person/ or group of people
5. **Social disassociation** – social exclusion from a person/ or group of individuals (see social exclusion
6. **Social exclusion** - evidence suggests that social exclusion precipitates a psychological state that resembles physical pain (Eisenberger, Lieberman, & Williams, 2003; MacDonald & Leary, 2005).
7. **HNE** - Employee of one group that are similar in characteristic such as, nationality, language, and culture.
8. **Sense Making** - is defined as this intentional process of interpreting the interpersonal and interactive facets of organizational life and assigning meaning to past events
9. **Job-Relatedness** - is the extent to which a type of diversity is the basis for diverse perspectives or information about a group's task.
10. **Bullying/ Mobbing** - A wide range of definitions used by different researchers is provided by Einarsen (2000). In this paper, workplace bullying can be defined as: Prolonged and repeated hostile behaviors conducted by at least one person toward one or more individuals when they are unable to resolve their workplace conflicts in non hostile manners and can cause health problems for victims and affect their performance.

Appendix A

Figure 1.1

Steps to Social Disassociation/ Interaction



Appendix B: Figure 1.1, Explanation

Figure 1.1 illustrates how interaction within the organization between minority groups and HNE are dictated by management, and also attempts to illustrate workers compromise their values & beliefs to keep job.

Step 1: illustrates management's decision to either make relevant efforts to understand and support its different culture within the organization, or to rely on the previous organizational culture/ atmosphere to maintain itself with the infusion of a more diverse workplace.

Step 2: illustrates the decisions made by management in step 1 to either embrace, or ignore the change environment by depicting if corporate culture is either presumed good or bad. This is depicted by illustrating if minority groups are able to adapt to a steadily changing organizational culture, or their inability to adapt to an existing organizational culture. Also in step 2, the illustration of HNE decision to understand, or ignore the diversity change is exemplified by management's reaction to the organizational change, and infusion of diversity.

Step 3: follows the outcomes exemplified in step 2, with the addition of unfounded myths/ stereotypes that are often presented when there is change in the organizational environment, and a diverse atmosphere. Step 3 allows, or forms a basis for bullying/ discrimination to form within the work environment in which comments and jokes start to become more relevant and bullying and discrimination takes form, leading to either no intervention on the behalf of management to maintain the work environment., or as illustrated in the social interaction section, managements intervention is key to help maintain a diverse work environment and in which examples how possibly the HNE harbor personal discriminations, but will not display emotions outright, or act on them, because it has been expressed by top management that the company is going to be a diverse environment and racially free and cultural discriminations will not be tolerated. The conclusion of figure 1.1 ends with either minority groups either becoming social disassociation from their respective jobs, in which case possible outcomes

can include minority groups leaving the company, either through their own doing, or the pressure that was relevant while being employed. However, another likely outcome which is illustrated in figure 1.1, is that both national and minority groups become socially interactive with one another in the organization, and possibly improve production and output.

Document 3

How did issues of social association or disassociation influence the achievement of organizational diversity objectives: The reflection of one minority's experience.

Dr. Derrick Ross

**Doctor of Business Administration
October 2009**

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Abstract

This paper critically reviews some themes and methods within qualitative research and adopts an ethnographic approach to study a multinational mobile communications organization located in Lund, Sweden (Sunny mobile communications). Advantages and disadvantages are discussed. In particular, the struggles between initializing a diverse work environment and incorporating minorities in the workplace. The paper also talks about confronting pre-stereotypes against minorities, and issues of discrimination centering on social disassociation/ exclusion. The researcher does make references to the language difference and communication with minority co-workers while employed at the organization; the acts that are followed by these communications, and makes an attempt to interpret the feelings of the host national employees (HNE) at the modern multinational organization (MNO) towards having a diverse work environment.

This paper is an interpretative study of a sub-department (business auditing) located within another key department of global customer service at the multinational organization in Lund, Sweden, and its employee's views of the issue centering on diversity. The paper also offers a reflective account to examine the experience of the writer in order to better understand events that have taken place while employed at the organization. The reflective accounts touch on the psychological state of an employee that is/has lost his/her job as a result of being discriminated against in the form of social disassociation.

Chapter 1: Introduction

The purpose of this paper is to present an ethnographic piece of research writing. It has been written to contribute to the understanding of the way host national employees (HNE) in modern multinational organizations (MNO) conduct themselves and make sense of the inclusion of minority groups within the organization, and if these issues effects & shape the achievement of organizational diversity.

The paper is also a piece of qualitative, interpretive research that is based on the researcher's experience as department manager/ and an ethnic minority in a MNO in which HNE and women dominate. This paper also draws on literature concerned with organizational diversity and social disassociation to provide an analysis of issues of diversity within a MNO. (Alvesson, 2003) writes that it is rare that academics study the "lived realities of" their own organizations, e.g. their own universities, or rather the more delimited settings in which they are active, such as organizational departments, research groups, committees or interactions with students. Notable reasoning for such a statement presented by Alvesson, being that it is often complicated to study something a person is heavily involved in. It could also be that the expectations of those marked for study, to experience occasions of distrust. This will be discussed in more detail within the methodology section.

As a piece of participant observation research, the paper draws upon the research traditions of:

- a.) Ethnography and covert participant observer.
- b.) The reflexive approach.
- c.) Interpretive research & sense making.

As a piece of covert ethnography, the research raises issues of research ethics, and the issues of the researcher infusing personal feelings or interpretations into the work environment in which he/ she was involved in. According to Bryman (2004, p. 294) there

exist two distinct forms of ethnography, overt versus covert. Where the researcher negotiates access to organizations (overt), or assume the role of covert: in other words, not to disclose the fact that they are a researcher. In the research that was/being conducted, the researcher has explored and executed the research/ findings by having direct contact and daily activities with the employees at the MNO, and observed participants covertly, rather than the setting of a focus group, or personal interviews.

In the research being presented, the researcher had already established top security access before the research began. However, the researcher did not inform MNO as to when research on the organization began. Instead, the researcher assumed the role of the ethnographer as a complete participant that is described by Bryman (2004, p. 301), a fully functioning member of a social setting and his or her true identity is not known to members. This particular action was due to not wanting the appearance, or suspicion of people viewing the researcher as an instrument of top management. The researcher had already started observing participants before the start of his research program, and kept notes and other documents in his personal diary while employed at Sunny Mobile Communications as the Co-Lead Auditor in the Global Customer Service (GCS) department.

Also, since the researcher was already seen as a complete participant, detachment towards the organizations was not possible. This will be looked at more closely in the methodology section. The researcher will then introduce and explore the idea of writing ethnography and elaborate on its possibilities and difficulties.

Studying how an organization functions with the inclusion of an unknown catalyst may, of course, be carried out in a variety of ways. Much of the research work has addressed rather personal, as well as, impersonal aspects of organizations. At a certain level of thought,

acts, practices, relations, feelings and cognitions are totally lost to the benefit of the connection of variables. In the research, the researcher has attempted to minimize subjective feelings that are not relevant to the research.

Taking the standpoint of the reflective researcher, the research attention centers around the researcher's personal perspective of what "actually" goes on in MNO's: how people act, interact, talk and accomplish task, and their personal belief systems towards minority groups, and the idea of diversity. For the researcher, the understanding of organizations calls for a considerable amount of "micro-anchoring". This is typically understood as implying a reflexive research approach that is also about surfacing and challenging the researcher's assumptions, ideas, and habits of thought. Normally reflexive research approach means that the researcher tries to get relatively "close" to the meanings, ideas, and social practices of a group of people that the researcher is approaching. This is often seen in geographical terms as a movement when a researcher, initially at a distance, is coming closer and closer the lived realities of other people. McNiff, Lomax, & Whitehead (1996, p.89) believes that the purpose of the reflexive research is to better understand the experience by the examiner. McNiff, Lomax, & Whitehead also believes that the reflexive research could also be quite creative, containing new ways of viewing experience that were too tentative to make public. This will be discussed more in-depth later in the paper within the analysis and findings section.

Overview of MNO and researcher (At the time when research was first being conducted at SMC)

My name is Derrick Ross; I am an African American male, at the time the the observation began I was 29 years of age, is originally from the United States of America. At the time of the case study, I was working for MNO, located in Lund, Sweden - Sunny Mobile Communication (SMC), and also living with my family in the nearby city. I was hired by

SMC in late October 2007, and started to work for the company in November 2007 to be the lead business auditor for the Global Customer Service (GCS) department in Sweden. I am not an auditor in the traditional sense; I audit service contracts between MNO's, and the service locations that it has entered into agreement with. I was also hired under contract with the company to work for 18 months beginning in November 2007. I have been with the company for a little over two months as of today. Even though I was hired for an 18-month contract, the general consensus/ agreement was that I am to stay with the company beyond the contract expiration date, the short-term contract was a way to get me into the company. I am unsure if this will come true, just because of past experiences from working with international Scandinavian firms. I previously worked in Denmark for a pharmaceutical company called Nono Nord, where I was culturally discriminated against (see attachment) and was forced to leave the company. Even after an internal company investigation, in which the MNO proved no wrongdoing on the parts of its managers: even after being told by my manager that my contract would not be extended because of cultural difference (as personally stated by him).

The reason why I believe this research has academic significant, and will hold some value, is because while at the MNO in Denmark, I was placed in a similar situation where I was the only minority within my department, and was the only individual without the characteristics of the local people in that particular country. Sometimes it's easier to discriminate, or subconsciously discriminate against someone when they look different. Also, SMC is in close proximity to the area where I worked in Denmark (about 1hr, 20 minutes apart). Often I have found myself in situations where my errors were significantly overstated or magnified because I was the only minority in the group. I felt in the past, that many HNE's feel it's easier to shift the blame to someone who does not have the same characteristics as themselves, or the same belief system, value system, and the same can be

said regarding gender. This can often lead to individuals being wrongly discriminated against, and sometimes the person doing a discriminatory act is often unaware of their actions.

The researcher's audit team at the MNO consisted of all Swedish HNE except me, and all were women. The team was comprised of nine employees, seven of which are HNE, and one British citizen, and myself. The team's makeup consisted of all women with the exception of two males, me included. As the Co-Lead business auditor, I along with Mary Jane was in charge of planning, performing, directing, and managing the audit teams consisting of the individuals listed above. Even though I was joint leader of the department, I had out ranked my Swedish colleague through experience, and was told when I accepted the position at SMC, that I have the final word on all decisions, and that the department was mine.

Chapter 2: Research Objective

Referring back to Document 1 & 2

Some key points in document one focused on fundamental accounts in which minorities faced discrimination within their respective organizations. These accounts also focused on the minority groups' feelings and attitudes that were apparently being ignored by management within that organizational structure. There were key points that linked how minority groups were being treated in the work environment, to management's understanding of different cultures, and to the organizational culture within the work environment. It was suggested at the end of document one that maybe if more firms were to adopt better diversity practices and policies that allow minorities to fit in better, then maybe there would be greater promotions of minorities to key positions; thus seeing a very gradual change in the firm's performance. However, it was concluded that the examples given in document one could lead minorities in the workplace to become socially disassociated/ excluded with other employees in the workplace.

The key points in document two looked at the fundamental accounts in document one, in which minorities faced discrimination within their respective organizations, and built on the research questions asked in document one. Document two also presented a critical interpretation and understanding on the subject matter of organizational social interaction, as it pertains to organizational diversity. This was accomplished by reviewing the relevant literature in the areas of social interaction/ disassociation & exclusion within the work environment. The literature reviews also analyzed possible relevant themes such as management of diversity, organizational culture, and bullying & discrimination, as well as, the underlying theme of organizational diversity. Document two concluded that there could be other possible areas to focus on within document three such as reverse racism, HR

policies, and knowledge management as it pertains to organizational diversity and the issues of social disassociation/ exclusion.

Research Question for document 3

The research into diversity, with the main focal theme of social disassociation being the key component of the conceptual framework, there began to emerge significant questions connected to the theme of social disassociation that could form a basis for further investigation, such as the following:

1. Is social disassociation seen as a form of bullying, or is it to be considered a separate act of/ or form of discrimination?

While analyzing the literature on bullying & discrimination in document two, concepts started to emerge as to whether being socially disassociated/ excluded from a group was seen as bullying, or as another form of discrimination. Recognized by Hitlan, Clifton, & DeSoto (2006) were perceived dangers in the psychological health of minority groups within the organization as a result of the affects of social exclusion. These acts of social disassociation/ exclusion are given even more complications due to devious tactics, as described by Case & Hemmings (2005), and the perceptual segregation, as written about by Robinson (2008) that is apparently directed to individuals and minority groups within the organizational environment. It was then considered by this researcher that bullying has its own terminology which defined by fellow researchers and writer accordingly, and the act of being social disassociated/ excluded falls into its own distinct category under discriminatory act, a category that need further investigation.

2. Can managers determine and control organizational culture, or is organizational culture built on management's perception?

While examining the literature on management of diversity and organization culture, the concept of how management is able to determine the outcomes of an organizational culture was identified by this research and given consideration. Roberson & Stevens (2006) wrote about making sense of diversity with the organizational workplace in a deliberate attempt to understand management's understanding of its diverse culture. Also, Collier & Esteban (2007) talked about the social responsibility of the organization and the commitment of its employees, to emphasize which individuals should be held accountable for actions taken while in the work environment. All of the writer's mentions above attempted to understand the organizational culture, and place some type authoritative responsibility to the negative actions that take place within the organization.

In the conceptual framework of this dissertation, it was established that it was management's decisions that shaped and formed an organizations organizational culture. Also, that it was management's responsibility to either interrupt actions that can be classified as discriminatory by certain individuals within the organization. However during the research, it was found that there is indeed collusion between management and its employees concerning behavioral actions, in that, writers such as Robinson (2008) explained that, blacks and whites are likely to differ substantially in how they conceive of and define discrimination. While many whites expect evidence of discrimination to be explicit, and assume that people are colorblind when such evidence is lacking, many blacks perceive bias to be prevalent and primarily implicit.

Sopow (2007), wrote about the impact of culture and climate on change within an organization, and identified situations where people of another race/ culture/gender/color, are possibly faced with more cultural barriers than expected due to perceptual change within the organization. This idea of culture and climate change within the organization affects both

management and its employees, as such, helps management turn a blind eye to possible discriminatory acts that might take place as a result of this culture and climate change. Hutchinson, etc. (2005) sees this culture/ climate change as a possible vehicle for opportunism, empire building, and violence and links have been drawn between workplace bullying and organizational change.

Research Design

This paper details the results of a research project conducted between January and February 2008, which is focused on the organizational culture of a MNO in Sweden. The original goal of this research was to observe the accounts of the working lives of the people in the GCS department of SMC in Sweden, and report back on any instances, feelings, or beliefs of negative attitudes towards the concept of diversity within the organization. Baker, (2002) stated that through direct observation one avoids the possibility of distortion that may arise when people are asked to report their own behaviour. One may also detect actions that have become so habitual or integrated into other behavioural patterns that the individual is unaware of them and so does not report them when asked what they did or how they would do something. However, Bryman (2001) interprets the idea of observation as a research technique has been largely displaced by the more fashionable concept of ethnography.

The process of recording the data at the MNO located in Sweden involved the researcher to be immersed in the everyday activities of the organization, so that observations can be made, while the members of the GCS audit department being studied was unaware. (Baker, 2002) explained, the main difference between simple observation and ethnography is the extent to which the researcher becomes involved in the object of their research. While observers may be thought of as external to the events they are observing and so detached and objective, ethnographers are closely involved in the subject matter they are studying and, as a

result, may acquire more information and greater understanding at the risk of losing some of their objectivity. This view by Baker was taken unknowingly, and what started off as an detached observation of a particular group; turned into ethnography as described by Bryman.

The original research design involved a three-phase data collection strategy that is presented below:

1. Discourse Analysis, in which I (the researcher) would be acting as an involved covert participant observer at MNO.
2. Document daily event starting at the beginning of January 14, 2008 and concluding my documentary/ investigation the week of April 14, 2008.
3. Travel to and document events from my travels to other MNO regional areas in Sweden, Canada, and Hong Kong using the “dairies and shadow” technique: during the months of January, February, and March 2008.

The individuals that were to be examined, were that of GCS department, which included three business analysts, two technicians, one co- lead auditor, the head of business and planning, and a manager for the warrantees and claims division: all which were HNE, except one. Although the observation was supposed to look into the issue of diversity within the organization, later findings uncovered deep issues of discrimination: particularly focusing on/centering workplace bullying and practices of social disassociation.

There were particular difficulties associated with covertly observing employees within the GSC department in one’s non-native culture, and these difficulties are worth a brief reflection here. The need for self-reflexivity is necessary; to confront the smallest amount of what could be perceived as deep-seated discrimination in the ethnographic relationship between the researcher’s interactions with the HNE at a MNO (see Overview of MNO and researcher). Since the researcher’s background is that of a Westerner in Europe, but also a native African American male in an all Swedish female department. In simple

terms, the researchers' most significant difficulty was that of the language, and closely followed by the cultural difference.

All the employees within SMC were supposed to be able to speak fluent English, as stated in SMC job description, however, the HNE chose to speak their native Swedish language most of the time, and only reverting to English if confronted directly. Even when in meetings, the HNE would converse in their native language, regardless of whether the researcher was in the room, and only chose to speak English, if directly approached. Events such as this took place frequently while observation at SMC was taking place. Despite company policy to speak English all the time if someone in the room could not speak, or understand the native language. As a pre-conclusion, the researcher is confident that the data collected is sufficiently robust to generate a case study that is plausible and authoritative.

Chapter 3: Selection of Methodology

Philosophy

The goal of the researcher in this document three is to deconstruct the process of designing, implementing, and assessing the office behaviors and attitudes of employees on qualitative methods at a HNE located in Sweden, using a case study provided by the researcher. The goal in this document three differs from that of the previous documents in which the researchers' primary focus was centered on the issue of social disassociation/exclusion. Whereas the researcher looked at possible ways of understanding managements decision making, and the organization as a whole. However, in this document the researcher's reflection of what took place at SMC focused on four themes: (1) autobiographical accounts – as told by the subject in the case study, and the influences that contributed on researchers' beliefs throughout the events, (2) iteration of the language difference and communication with non-HNE – the acts that were followed by the communication, (3) analyses of the speech of employees while at work, and (4) implications for preparing future research.

The philosophical reasoning for taking such an approach is due to all four themes relating to and tying into on another. The autobiographical accounts that are reflected, gives the perspective of a minority being in the everyday lived reality at an MNO. According to Martin (1992, p.5) organizational research has often been criticized for its managerial bias and more recently, for the way it reflects the vested interest of whites and men. Martin also goes on state her belief that lower-ranking employees, women, and /or minorities have not been sought, deeply understood, or fully incorporated into theories of organizations. By reflecting on the researchers' belief at the time of the case study, it is believed by the researcher that greater understanding can be achieved from the standpoint of a minority

working in an MNO. Also, these understandings can somehow be incorporated into future theories of organizations.

When looking at the iteration of the language difference and communication with non-HNE, Schneider (2002) writes that if multinational corporations use multiple languages, translations of strategies add another potential for cultural misunderstanding. Such cultural misunderstanding was evident in the case study being presented in document three, as the researcher was employed as Lead Auditor at SMC. However, there are more potential topics that could be discussed under this particular theme, such as the ambiguity the organization caused by making the researcher the joint lead auditor, although stating that the researcher was really in charge behind closed doors. This scenario could seem to indicate that the organization had already anticipated that a minority leader might have difficulty in the cultural context. This particular topic will not be discussed in document three; however, it is considered a focal point for document five.

Schneider also writes that although two cultures might agree on a lexical categorization, the language translation or denotation of identities and behaviors that describe an event, and the connotation or affective meaning of these identities and behaviors might still differ. In the analysis and finding section of this document, the researcher discusses whether management can control organizational culture; however, the topic is only touched on briefly and only pertains to the case study being analyzed. Schneider also states that, in today's international markets, problems typically arise if international corporations develop behavior strategies locally and then try to implement them globally. With this statement in mind, analyzing the quotations from employees while working at the MNO will help the researcher speak on the topic of 'official culture' what management strategically announces and the one that exists day to day 'unofficial culture.' While this topic is described in document three's analysis and finding section, it will be looked at even further in document

five. The three themes described above will not only help the researcher in tie in events in this current document, but as stated earlier, will be key focal point leading into document five.

As the researcher, I have taken the standpoint, or view of the interpretist social researcher within the case study done at SMC. There is no attempt at a definitive truth in the case study done at SMC; however, the research is attempting to gain a better understanding of how the HNE's at a MNO responded to/ interacted with the inclusion of minorities in the work environment. The research also examines if HNE workers view of diversity is centralized only on the idea of race, culture, belief, or if their view diversity is placed on skill-set needed by the organization. To borrow the phrase from Clifford Geertz (1983), the "trick is to figure out what the devil they (the members of the community) think they are up to. And no one knows this better than they do themselves; hence the passion to swim in the stream of their experience." The type of knowledge of that can be obtained from this type of research is one that can draw lines between perception and reality in terms of discrimination, and how HNE employees view inclusions of minorities. Smart (1998) writes that, interpretive ethnography aims to chart the network of shared meaning that constitutes reality within a community. To this extent this research aims to study the different ways in which the ethnographer and the locals made sense of the situations that took place during the time at SMC in different ways.

Participant research & ethnography

Churchill Jr. (2005) writes that any researcher doing in-depth participant observation struggles with how accurate and balanced the report is because he or she is at some level a member of the group being studied. Some possible reasons for not studying the setting in which one is active, is because others may view the perspective as unspeakable. However, the

perspective is relevant and the ethnographer's perspective should not be taken for granted. (Wolcott, 1999, pg 33) writes that participant observation in ethnography is best described as a way to hang around, talk to folks, and try to get a sense of what is going on. Pragmatic as this statement is, Wolcott's statement generally holds true and sheds simplistic light on to Churchill's description of participant observation. In that the participant observer is being integrated into that particular environment and as the observer becomes more immersed, the more he/she has to strike a balance in the research. This is due because in time, the observer/research starts to become part of the situation, and adds to the climate being developed.

For the research being conducted, the standpoint of the researcher is that individual attachment should not automatically rule out an inquiry, because it can also be seen as a resource as much as a liability. Thoughts about organizational allegiance do come up, because many organizations require that employees do not expose private conditions that may lead to, or be an excuse for, disciplinarian actions and subordination to convention on proper behavior which are taken for granted. The ethnographer too is a collaborator in that he or she participates with and observes subjects in order to inhabit the psychic and physical terrain of the subject. Churchill (2005) agreed with (Duneier 1999) that extending the ethnographic collaboration, the participant observer may ask the subject to review the ethnographic account and provide a more truthful rendering of events (Duneier 1999, pp. 333–357).

You want to go there with your mind as open as possible. You want to be surprised and you want to let yourself be surprised, and you want to put yourself where you can be as surprised as possible, and then you wonder what it is like, how does it hang together, what is the picture, and that should be your stimulus to intellectual work analysis. (Sperschneider, 2000, p. 54)

Of special concern, were problems arising from participant observation research in one's own society and in close knit groups where everyone, including myself (the researcher), was regarded as either part of a problem, or part of a solution, but never afforded

the benefit to be exclusive to the situation. Churchill Jr. (2005) states, that an extreme positivist might claim that any effort to acquire social data with techniques, like participant observation is unscientific and therefore inaccurate. In a limited way, this may be correct. But the ethnographer does not aim for pure scientific accuracy. Rather, he or she hopes to at best capture major aspects of the social structure of the group he or she is studying while acknowledging that further study is needed to get closer to the group's reality. Churchill Jr. (2005) also acknowledges and sides with Herbert Blumer's argument that qualitative work is not only an accurate means to get at the social structure of groups but perhaps is more accurate than the quantitative approach.

Ethnography is looked upon by this researcher as sophisticated, that involves more than just interviewing, first-hand experiences – having "been there" – offer a deeper level of understanding and a stronger authority-base than sending out questionnaires and listening to people's "stories" in interview situations. Van Maanen, (1995) writes that ethnography's positive characteristic seems to attract many people with diverse opinions. Sometimes people emphasize two major elements of ethnography: the process of fieldwork and the writing of a text.

Ethnographies have some clear advantages. Observations of naturally occurring events avoid – or, more usually, reduces – the researcher's dependence of the accounts of respondents. The researcher may discover aspects which interviewees may be unaware of or which, for other reasons, they find difficult to articulate. Interviews or less formal, more spontaneous talks between researcher and informants are almost always an important complement to this method. Without the accounts of the people being studied, it is very difficult to say something about the meanings of and ideas guiding particular behaviors' and practices.

Some disadvantages that are associated with ethnographies include them being time-consuming, often personally tiresome and stressful to carry out. The method of "hanging around" involves a lot of dead time. Since the researcher was already employed within his respected company, the notion of "dead time" did not apply towards the situation. Ethnographies are too ineffective for most research purposes (Wolcott, 1995). A somewhat more general problem concerns cultural studies in general as much as ethnography as a specific method. When studying "exotic" groups there is the risk that the researcher "goes native", i.e. becomes caught in details and local understanding without being able to say something systematic of wider theoretical interest. The opposite problem concerns the problem for a representative of one culture to fully or even adequately understand another one.

On the whole, students of organizational culture within one's own national context suffer from a lack of imagination making it possible to accomplish studies not caught up in the taken-for-granted assumptions and ideas that are broadly shared between the researcher and the researched (Alvesson, 1993). Too much of organizational life is often too familiar. An example would be academics studying other academics, as one can see this can be an especially tough problem. In addition to these methodological problems, one can also raise doubts of an ontological nature, debating the assumptions of the existence of stable feelings, thoughts, ideas and meanings and confront these with the idea of being indirectly constituted in social interaction.

Chapter 4: Research Method

Research Strategy

In looking at the different research methods for document three, the researcher looked at various research methods in order to best interpret the events, discussions, and feelings described by participants working at MNO's. Research methods such as: ontological position – constructionism, epistemological – interpretism, and discourse analysis will be discussed, as well as, intended research strategies. When looking at the ontological position for this document I have borrowed the definition from Bryman (2004) on ontological - that is, to do with whether the social world is regarded as something external to social actors or as something that people are in the process of fashioning; a theory of the nature of social entities. According to Bryman (2004, p.16) cultures and subcultures constrain us because we internalize their beliefs and values. In the case of both organization and culture, the social entity in question comes across as something external to the actor and as having an almost tangible reality of its own. When looking at the arguments presented in documents 1 & 2, there was a case made that the lived realities of minorities and organization needed to coexist to further develop and achieve the organizations goals. In doing so, HNE were not considered being part of the social entity. However, throughout this document, the researcher makes a strong assertion that such social entities in question are primarily comprised of the two main factors; the organization or (top management) and minority employee's. Within this research, social entity is seen as something external to the actors, however, the researcher when explaining the events and feelings of participants, directly relates his lived experience to the that of the participants working at MNO's.

Bryman (2004) defined constructionism as an ontological position that asserts that social actors are continually accomplishing social phenomena and their meanings. In other words, the researcher always presents a specific version of social reality, rather than one that can be regarded as definitive. Previously, the researcher formed a case study Ross, (2008), that was done covertly. At the time the case study was being conducted, the researcher did not consider the events that took place to be a definitive view of the organization in which he was apart of. However, the researcher stated that research conducted was that of a lived reality. Martin (1992, p.11) writes about the difficulties of such work by saying the following: for organizational culture researchers, it becomes difficult to engage in constructive discourse across viewpoints. One culture researchers' assumptions are, to a researcher working from a different perspective, evidence of epistemological naiveté, methodological sloppiness, or inexcusable political bias. As a result, organizational culture researchers often fail to appreciate, acknowledge, or even read research representative of other viewpoints. In agreement with the viewpoint set by Martin (1992), The researcher anticipates some readers will view the lived reality of the researcher as having bias and not being definitive. However, it is exactly these viewpoints that scholars should look at, because lived reality can hold more truth, and while advantages & disadvantages can be discussed; there still remains the fact the events did take place. And these events that took place are backed up by documentation provided by the participants and the researcher.

Bryman (2004) defines epistemology as a theory of knowledge. A stance on what should pass as acceptable knowledge. However, Schon's (1983) notion of epistemology of practice was that a reflective thought is a dialectic process that incorporates action with experience to uncover one's underlying assumptions of reality. Ferry and Ross-Gordon (1988) talk about Schon's model of professional problem solving called 'reflection-in-action,' and how Schon contradicted of the process, by saying that Schon implies that

reflection-in-action is an innate process emulating from the “competences” one already possesses and at the same time postulates that reflection-in-action is generated through experience – based experimentation. Ferry et al., also go onto say that by proposing that reflection-in-action is learned through “imitation,” he devalues the high level cognitive and experience-generated knowledge that is needed to reflect-in-action to resolve practice problems. The relevance behind looking at Schon’s reflective-in-action model when looking into epistemology research strategy is that it gives rise to questions, such as if the actions of (white) top management, (as described by participants of this research) were imitating actions of the daily social life in the USA, or imitating life within the social entity of their respective MNO, or were these actions a rare phenomena that occurred while participants were employed by the MNO?

In contrast, this research argues that a social scientific perspective is an interpretive framework that is subjectively imposed on the process of collecting and analyzing the cultural data it received interviewing participants. Martin (1992, p.12) stated, that because different researchers, studying the same cultural members and the same organizational events with equal care, skill, and honesty may evaluate, recall, and interpret what happened differently: a social scientific perspective is not considered to be an objective description of empirical facts. The researcher makes no assumptions that his perspective is to be considered a definitive description of empirical facts; however, the researcher does state that the events that described by participants are accurate to the researchers’ knowledge. Martin (1992, p.12) goes on to state that different researchers have different preconceptions, sensitivities, and skills. Martin also gave the following example; an African-American researcher with personal experience of subtle forms of racial prejudice, in contrast to a white researcher less conscious of race, may elicit or offer a different interpretation of the meaning of an inter-racial interaction. This research offers analyzes the interpretation from an African-American

male working and live in MMO in Sweden, where the organization is dominated by HNE and within the researchers own department, he is the only minorities, both in ethnicity, and gender.

When looking at the discourse analysis (DA) approach, the crucial thing that the researcher focused on was the traditional views of the role of language, form of action, and the version of the world that was presented to the researcher. Bryman (2004) defines DA as an approach to the analysis of talk and other forms of discourse that emphasizes the ways in which versions of reality are accomplished through language. While the researcher views this definition as stable one in the area of DA, Gill (2000) has drawn attention to four prominent themes in DA; (1) Discourse is a topic, (2) Language is constructive, (3) Discourse is a form of action, and (4) Discourse is rhetorically organized. The discourse of a topic theme presented by Gill (2000) stated that discourse is a focus of enquiry itself and not just a means of gaining access to aspects of social reality that lie behind it. The events described by participants while employed at their social entity gave way to Gill's second theme of Language of constructive in which the researcher started constituting a particular view of that social reality. Once view of this social reality was formed, this gave way to Gill's third theme discourse is a form of action. Participants described events where the language of (white) top management at their MNO's accomplished acts, such as attributing blame, spreading rumors, and diminishing one's own skill set for purposes yet to be discussed, but will be discussed in the analyses section this document. Finally Gill's fourth theme of discourse of rhetorically organized, which the researcher dose identify that within the background, it is seen as the lived reality of the researcher, and that there is recognition that the researcher wants to persuade others when he presents a version of the events.

The research method that I have decided to take was discourse analysis, in which I acted as an involved covert participant observer. I took an interpretive approach to this method and used “dairies and shadowing,” as my main projective technique. I have documented events, discussions, and feelings about the event to try to understand my Swedish colleagues at SMC and their belief system towards diversity within the organizational structure, as well as, my own feelings and responses about the event. Also, the goal was to analyze different stereotypes and gauge if the discriminatory actions were being practiced within the company. These interpretations were backed with factual events from the time spent with my Swedish colleagues at SMC. The documents and tools I used were from my personal participation log that was compiled before I started the DBA program at Nottingham Trent University (NTU). It was not done for the purpose of the DBA research project; however, the information that my diary pertains is invaluable to my current research.

Another goal of this research study is to examine the social difficulties, as well as, the racial attitudes that minorities might face within a MNO, and to explore what stereotypes still exist about different cultures in organizations today, and also to be able to discover what will corporations have to do to include/ integrate more minorities into their corporate culture? Also, the research will attempt to provide a new interpretation of diversity within a MNO environment, and to understand/ see whether diversity results equate to a successful, or unsuccessful corporate environment.

Methodology design & Research Ethics

Since this document is a piece of covert ethnography, the researcher raises issues of research ethics. Fisher (2007, p59) explains that there has always been such ethnographic studies, such as a nice middle class and researcher getting jobs in fishing - gutting factories to report on life in the lower debt of the at particular industry. Therefore, the approach by the

researcher in this research was not deliberately planned to be that of a covert participant observer. However, through ongoing events within SMC, the emphasis on capturing HNC views of the world, beliefs towards other cultures, and a desire to embrace diversity within the organization were reflected in the writings of my personal diary. Fisher also states that while the research can be rich and fascinating, the question is whether it's ethical to study people who have not given formal consent. While (Baker, 2002) explains, that to secure more objective data it would be better to collect it without the knowledge of the subject. In many cases this will raise serious ethical concerns and the researcher will have to give careful consideration to Codes of Practice and get clearance from the appropriate Ethics Committee before undertaking such study. All documentation from this research being presented is from the personal diary of the researcher, and identities as well as titles, have been disguised, to prevent any form of defamation of character. It was concluded in document one that while the research believes that there were no foreseeable ethical concerns, except that the researcher was taking the role of a covert participant observer.

The researcher has since then communicated my research to MNO and the employees involved: this however, was done at the inconvenient time when I filed a discrimination suit against MNO. There was no breach of confidentiality; SMC and I parted ways with no further demands from either side. Even though I was in dispute with SMC, it does not affect my ability to report on my personal experiences objectively. The point of the research in this document is to analyze and interpret situations both objectively and subjectively, and not to pass judgment on the organization. Also, there was no such agreement signed, or communicated in terms of the research that was conducted while working for the organization. Therefore, I am free to continue with my research as I see fit, with no legal ramifications.

Chapter 5: Analysis and Findings

This research previously discussed some of the advantages and disadvantages between initializing a diverse work environment and incorporating minorities in the workplace. Also, while there was much evidence to show that the viewpoints and perceptions towards diversity called for more innovative problem solving and decision-making, there was also a great amount of research to imply that cultural diversity presents one of the principal challenges to organizations. Smart (1998) writes, that in order to produce such a rendering, a researcher needs to bring together two kinds of concepts, and Smart looked at Geertz concept of 'experience-distant concepts,' in which Geertz (1983) writes:

An experience – near concept is, roughly, one which someone – a patient, a subject, in our case an informant – might himself naturally and effortlessly use to define what he or his fellows see, feel, think, imagine and so on, and which he would readily understand when similarly applied by others. An experience distant concept is one in which specialist of one sort or another – an analyst, and experimenter, and ethnographer - employ to forward their scientific, philosophical, or practical aims.

The practical aims that I, the researcher am trying to achieve in this piece of ethnography are to identify the mechanisms/ processes, dynamics/ discourses at work in the stories that are being told through the personal diary; that relate these stories to my research questions. Also I am trying to use these stories to theorise about the processes of social disassociation and exclusion of ethnic groups who are the minority in a mostly HNE MNO. The research questions are as follows:

1. How did my presence effect the existing work environment?
2. Can managers determine and control organizational culture, or is organizational culture built on management's perception?
3. Was social disassociation used as a form of bullying in the case study at SMC, or was it viewed as a separate act?

Differences in perspective, frame of reference, values, norms, and communication styles are often aggravated by stereotypes, prejudices, and misunderstandings, so that decision-making, problem solving and conflict management become extremely complex (Cox & Blake, 1991). The view of Cox & Blake can be seen through the following observation, while the researcher was employed at SMC in Sweden:

**DBA: diverse city case study (week one)
14-January-2008 (Afternoon)**

We had a meeting this afternoon, and Nia was there for us to break out in workshops. One of the things that I suggested was to improve our communication skills and challenge everyone to speak more English, and to be more mindful of people around. I said this because, the last couple of weeks, especially at lunch, everyone has been speaking Swedish around me, and I have been getting frustrated. I was not the most popular guy when I said this (I can tell by the look Nia's (my boss's face). After the meeting I went to Nia's office to discuss it with her. She explained to me that everyone was making an effort to speak English, however, it was hard for the other workers. I explained that I was not mad, just frustrated because I want to get to know my colleagues better, but it's hard when everyone is speaking another language. And considering people in the immediate area all are important to my daily functioning in the department. In the end, Nia and I agree to help better improve my Swedish for everyone to engage in conversation. More. However, I think back to the look of my colleague's faces, and even though there were some smiles, they all read "damn American, why do we have to?" Up until that point, I think no one was even thinking like that, but now it's in the back of everyone's mind. I feel like if you're going to allow diversity in, you might as well make that individual a true part of the organization.

In this situation I reflect on "how did my presence effect the existing work environment?" Subjectively, I have already made judgments based on my past work experiences from working at a previous Scandinavian company located in Denmark, when I express my frustration by stating, "that I was not mad, just frustrated because I want to get to know my colleagues better, but it's hard when everyone is speaking another language." I again allow personal biases to evade my thoughts by stating the comment at the end of the story that, "I feel like if you're going to allow diversity in, you might as well make that individual a true part of the organization."

Reflecting back on this incident objectively, I can clearly see that my actions and reactions to the situation were fueled by my continual frustration of working in a Scandinavian company where the native language was not that of my own. However, when looking at this example objectively, I can see how certain frustrations could arise, given the situation and clearly understand how this type of environment can torment an individual's mind who simply believes that they are trying to get closer to his/ her colleagues. Adversely, I can understand how the HNE employees at SMC were just existing in their comfort zone and feeling no real need to venture out of that comfort zone; even with the inclusion of a new employee who was not from that particular demography.

Broome, DeTurk., Kristjansdottir, & etc (2002) give an example from Shuter and Turner (1997), and their examination of perceptions of conflict communication among African American and European American women in the workplace. In the examination Shuter and Turner found that others see European American women as more conflict avoidant than African American women. Although professional women of both races see themselves and others of their own race as working to reduce conflict in the workplace, those of the other race do not share this perception. The authors suggest that African American professional women see directness as a means of conflict reduction, whereas European American professional women believe less direct approaches reduce workplace conflict.

The significance of such a study, as it pertains to this research is that, as stated earlier, all the HNE at SMC are women, and I the covert observer who is an African American male. There is an agreement from my point of view that the suggestion made by Shuter and Turner actually holds some truth. As the participant observer, as well as, being an African American, I believe that direct approaches reduce workplace conflict, in that if everyone is "on the same page," then the work environment would run smoother. However, when observing the HNE

women at SMC, I did not take into consideration the attitudes towards direct approaches of these HNE, nor did I take into consideration that all HNE's in the department was women. Based on Shuter and Turner example and the experience of the researcher while at SMC, this perception of conflict communication can also be extended to further to include African American males and white European women.

The next situation continues to follows the events of the DBA: diverse city case study (week one) and allows me to ask the next question, "Can managers determine and control organizational culture, or is organizational culture built on management's perception?" It was concluded in document two-literature review that management could not control organizational culture; however, after analyzing the entire case study at SMC, I am forced to revisit the question. This is due in part, because of how management handled specific events at SMC like the following:

**DBA: diverse city case study (week one)
16-January-2008 (Morning)**

This morning there was a meeting to continue planning for the upcoming audit at a Anov, in Kristinehamn Sweden with Mecia and Mary Jane. Nothing was out of the ordinary until Mecia made comment about how maybe I shouldn't work on the re-occurring piece of audit, because she felt that the employees at the location might not want to speak English with me (even though I am the lead auditor). She attempted to justify this comment by saying that it was because the town of Kristinehamn is located in a secluded area. Then, Mecia and Mary Jane were talking about the audit in China that took place a couple of months ago, with Henry Hu, and Mecia expressed how she felt the customs were weird/ strange, and therefore, it made her job more difficult. There are some employees here at Sunny Mobile Comm (SMC)., who are of Oriental descent and at the moment, I remembered an incident where Mecia and Nia were making fun of two Oriental employees speaking their native language, and Mecia laughed and said, "ping pong ping" and Nia thought it was the funniest thing. That made me think, maybe people here at (SMC) really don't care too much for other cultures. One thing is clear however, and that is that they (HNE) would prefer that the minorities at the company learned more about the Swedish culture, and for Swedish employees tour about the minority culture. Everyone is justification for speaking Swedish all the time here at the company is, "our English is not so good," but to be in these types of positions – one's English has to be good (it is required by SMC).

Following the events presented earlier in week one of this case study, I examined my own subjective biases concerning events that took place two days earlier at SMC. However, another question was raised: ‘do managers determine and control organizational culture, or is organizational culture built on management’s perception?’ If an individual were to look at the example above and view the question objectively, then maybe that individual would say that management can determine and control organizational culture. In this example, management failed to eliminate pre-existing stereotypes, and actively control the work environment. While observing this situation, as a fellow minority working at the SMC, I felt compelled to say something, however, being new to the company, I was more interested in seeing how HNE truly interacted in the work environment without the feeling someone watching over their every move.

Going back to Geertz (1983), “the trick is to figure out what the devil they (the members of the community) think they are up to. And no one knows this better than they do themselves; hence the passion to swim in the stream of their experience.” It was mentioned that the type of knowledge of that can be obtained from this type of research is one that can draw lines between perception and reality in terms of discrimination, and how HNE employees view inclusions of minorities. This example raised many other questions, including the frequency of this type of stereotyping amongst minorities at SMC, as well as, the normality of co-workers and management making such a comment. Also, in the example given above, there was no perception, given both HNE co-worker and management were indeed making derogatory comments towards another culture other than their own, and having fun at that other cultures expense; discriminatory behavior at SMC was a reality.

In the example, I felt as a researcher, that there was no bias on my behalf; however, there was extreme anger, and a sense of confirmation on my part. The anger came from first hand experience of being a minority in a MNO, and bearing witness to first hand discriminatory remarks made by my fellow co-workers, and them seeing nothing wrong with their actions at the time. The sense of confirmation came from the suggestion in the back of my subconscious: that this type of behavior readily took place in large MNO, and was seen as harmless humor by many. I still wonder if these actions and comments were the work of a prejudiced person, or was this normal interaction between two HNE employees in their respective comfort zones. Revisiting situations such as this only propelled me to think back, and wonder how many jokes, or derogatory comments were made towards African Americans when I was not around; and also, how my fellow co-workers really view me.

The actions of Nia and Mecia were regrettable from a minority standpoint, however, the suggestion that the two might have been acting within the barriers of their respective comfort zones makes their actions more understandable. In trying to understand the events that took place and viewing the ladies personalities; this made me not mark the two ladies, or label them as individuals who might be racist, or culturally intolerant. However, in the next examples to follow, there is some bias on my part not as a researcher, but as a person. Particularly with the co-worker Mary Jane, there was a need on my behalf to befriend this HNE, for the obvious reasons of us both being Co-Lead auditors, and both being in charge of the whole GCS audit department. Mary Jane's actions did increasingly upset me, and so as a person, I am guilty of having negative attitudes towards this one individual, but I feel that this was only done as a reaction to the treatment that was presented to me.

DBA: diverse city case study (week one)
17-January-2008 (lunch & afternoon)

Mary Jane continues to avoid conversation dialogue with me, and it continued at lunch today. Mary Jane spoke one or two words, and didn't speak much, she ate her lunch and got up and left directly after finishing her meal. This is a strange behavior pattern for someone in this group, and that team members usually sit in wait until all the team members to finish eating. Usually there is socializing. I feel that after the comments made earlier this week, Mary Jane has started showing signs of distancing herself whenever I am among present company. Mary Jane, so far this week is showing increasing social interaction with native HNE Swedish coworkers (laughing, random socializing, helpful interaction), but appears to be showing decreased social interaction with myself and no visible social interaction with other minorities within the company. (Note), Mary Jane has to go past my office in order to reach the other employees, and makes no attempt to interact with me, despite repeated attempts on my behalf to be friends/ sociable.

DBA: diverse city case study (week one)
18-January-2008 (lunch & afternoon)

At lunch today, Mary Jane continues to isolate herself, not necessarily from the group, but from me (I can't shake this feeling). Mary Jane got up from lunch early again day, and claimed that she had to prepare for a meeting (a meeting in which Kellie & Mecia) were both part of, but they stayed and conversed with me. After lunch I went to Mary Jane to talk about working on a project that is due, and was cut short by Mary Jane, almost dismissed with the words, "I have a meeting." Mary Jane continues to avoid direct contact with me, avoiding conversation, work related conversations as well. Mary Jane is beginning to show patterns of decrease social interaction with me as well as with other minorities. On the other hand, Kellie is showing signs of increase social interaction with me and exhibits childlike curiosity towards not only African-Americans, but to the American culture in general. Whereas Mary Jane seems disgusted even by the fact that I am an American. Mary Jane has stereotypes about Americans and is unwilling to change, even when I try to present actual facts about American culture. She seems stuck in her ways and will not even consider changing her mind, while Kellie seems to be absorbing everything. The facial expression, added to, conversation, and tone all seem to be positive. Kellie even tried to help me find directions yesterday, even though she did not know the area in which I was talking about.. Kellie is the exact opposite of Mary Jane, and Mary Jane seems bitter, cold with no/ little facial expression, bad attitude, no conversation, and a dismissal tone. Emma made a comment today and said, "people in Sweden, called the Danish the Arab's." I asked her why? And she replied, "Because the (Danish) are sold nationalistic." I explained to her that there are always groups of people in every society, who only want nationals in the country. Both Kellie and Mecia agreed. This makes me wonder if Mary Jane is a national fanatic, who is been discreet, because her job calls for her to do so?

Stereotypes of social groups can be classified along the dimensions of competence and warmth (Fiske et al., 2002). Competence elicits respect whereas warmth elicits liking. Perceptions of the competence and warmth of a group depend on its social status and whether the group is seen as cooperative and accommodating or competitive and threatening (Glick & Fiske, 2001). As a coworker, I might have unintentionally displayed an unwillingness to cooperate and accommodate to the organizational culture at SMC earlier in the week (from the examples above). However, the events on January 18, 2008, make me wonder if I was a threat to my fellow coworker, or was I unintentionally showing signs of being too competitive? Most of the negativity that was directed toward me from Mary Jane and others is believed to be from negative stereotypes, not all directed towards myself, or minorities, or Americans, but a combination of attacks towards all minorities.

Since being brought in by SMC, I felt that my competences were never questioned, and neither was my leadership style, however, reflecting back on the events that took place at SMC, there wasn't much warmth displayed my way. Which, according to Glick & Fiske, translates into my coworkers not liking me as a person, or at least deemed me to be incapable of displaying/ having warmth in the same manner or context as their selves. Even more, I felt that there were more stereotypes being thrown my way, because I was an African-American. These perceptions played a huge part on other employees liking me as an individual, however, these same perceptions might have made some HNE question my competence at the job, and therefore created a discriminatory cycle where I was forced to defend my skill set and culture continuously.

(Fiske et al., 2002; Fiske, Xu, Cuddy, & Glick, 1999) show that Whites are judged as competent and warm; Asians are judged as more competent, but less warm than Whites, and Blacks and Latinos are judged as less competent and less warm than Whites and Asians. All

the findings presented by Fiske et al., 2002; Fiske, Xu, Cuddy, & Glick are seen in the case studying and are emphasized probably more at a MNO, and especially MNO's like SMC that are located in Scandinavia. What's interesting about the study done by Fiske et al., 2002; Fiske, Xu, Cuddy, & Glick, is that there is no distinction between blacks, i.e., African-American, or someone native to the continent of Africa. This is important when looking at situations in Scandinavia, because the amount of native – born Africans in Scandinavia are far greater than the amount of African-Americans.

In the case study, I state that I was discriminated more because I was viewed as an American more than anything else: and being American was somehow viewed worse than being a person whose skin color is brown. However, there was still evidence of being discrimination because of skin color and the perception of being seen as less competent and warm than whites and Asians. These negative perceptions about being American could have also been brought on by the political issues of my home country, such as the war in Iraq, and also having a president who was not viewed highly around the world; therefore temporarily taking precedence of skin color and the perceptions competence and warmth presented by Fiske et al., 2002; Fiske, Xu, Cuddy, & Glick. Within the case study, it was never revealed why these negative perceptions were brought on by HNE, instead they just existed, and seemed to burst out whenever I was around.

Within document two, literature by Milliken and Martins (1996) noted that observable differences such as color are more likely to evoke biased or stereotyping responses than are less-observable aspect of diversity. In the example below, there existed such biases and stereotyping that Milliken and Martins talk about, as well as, examples of Fiske et al., 2002; Fiske, Xu, Cuddy, & Glick study of how other cultures are perceived as being competent and warm.

DBA: diverse city case study (week three)
30-January-2008 (morning)

Well this morning got off to a really bad start. Late yesterday afternoon when I was about to go home, Nia asked to speak with me. While in her office, she told me that members of my team were displeased with my performance while in Kristinehamn, Sweden (Mecia & Mary Jane). I really didn't expect this, but nothing coming from Mary Jane is unexpected these days. I was surprised that Mecia questioned my work performance, because on the train-ride back home (to Malmo), I asked her about my performance, and she generally said that it was good. In the past I have faced with similar situations, and I often feel that the main reason for these situations is because I am always the minority! So things concerning me, always get magnified three times as much as my other coworkers. Nia, however, wanted to hear all sides of the story. Sorry, I told Nia, but the comments made toward me were false and I disputed them. The ironic thing was that yesterday I was talking to a fellow DBA student about "bullying" whose also doing her research on the subject, and she sent me information on Sweden's bullying laws, where in Scandinavia its called "mobbing." So I told Nia that I thought Mary Jane was bullying/ mobbing me and that these comments were reflection of that. I also told Nia that over the last couple of weeks I had made repeated attempts to communicate with Mary Jane, but she refuses any kind of conversation with me. I also told Nia that I had spoken with Julie Weather (regional manager at SMC Germany) earlier in the day, and she thought the exact opposite. She thought that I did a wonderful job, good enough to suggest that I leave Sweden and put my talents to better use at another SMC MNO location. Nia said that she would contact Julie and speak with Mary Jane and Mecia again about the subject matter. Nia also went on to say that it's not discrimination towards me, but she believes it's because of "cultural differences" (see Nono Nord in Appendix) that this had to be fixed, because Mary Jane and I should be the two people in our group, who gets along the best. At this point, I feel that diversity is desperately needed, because Mary Jane and Mecia and the rest of the team are not used to having a (1) non-Swedish national in the group, and (2) a male. So far this morning, I have tried again to communicate with Mary Jane, with unsuccessful results, however, when Mecia arrived, they seem to have a lot to talk about, as usual. Nia has said nothing to me, but that day is not over. Note: Julie did say, "don't worry Ross, I will stick up for you." And it meant a lot to me.

DBA: diverse city case study (week three)
30-January-2008 (Lunch)

It was a late lunch today, because Mary Jane and I had a meeting that started at 10 a.m. that lasted for 2 1/2 hours, because after the meeting was over, I asked her to stay and talk with me. I started off the conversation by saying that, "I know there was a drift between the two of us." I expressed my remorse of our relationship and to Mary Jane, I wish it was a lot better. I then went to tell her exactly how I felt about the situation and asked her to do the same -- honestly -- Mary Jane expressed that she had expectations in Kristinehamn, Sweden, and that they weren't met, and this was actually directed towards Peter and myself. And so my response to that was, "expressing ones self and expectations go hand in hand." I also explain that while I knew she previously lived in U.S.A (one year) that there are sub groups in the United States that she might not have come in contact with, because even in America, I

categorized as a minority. I think Mary Jane understood where I was coming from, so then we went to lunch to discuss things some more (just as two of us).

DBA: diverse city case study (week three)
30-January-2008 (afternoon)

After lunch, the afternoon went really smooth, and to think that I was so depressed this morning when I came into work. But Nia was right: I had to talk to Mary Jane, because that was the only way disputes will end. In the end, I chalked it all up to “cultural differences,” however, unlike past events, this cultural difference was solved peacefully and respectfully. I still think that Mary Jane was bullying me, but I will leave that alone for now. I had a separate talk with Nia, and she was pleased by not only the outcome, but also that had I taken the initiative to do something about the problem. She said, “that's what leaders do, to take the initiative.” Do I think more diversity needed around here? Hell yeah! But I think it needs to work its way into here smoothly, but people like Mary Jane have to be aware of the situation and want to change. That has yet to be seen by anybody here, except by Nia.

There is a possibility that maybe in the example above the stereotypes towards African-Americans were put in use not only by HNE, but also by myself, in that I stated, “I am always the minority! So things concerning me always get magnified three times as much as my other coworkers.” There is more clarification needed to this statement, in that I used my experience as an African-American working in Scandinavia, and the insinuation that if mistakes that were made on my behalf, they were viewed as three times worse than if another white-HNE had done the same. So the view of Milliken and Martins hold true in this situation for both HNE and me as a minority working in a MNO in Scandinavia. This example is also viewed objectively by the researcher and given the context in which it was derived from, was viewed as one of anger and frustration. The HNE who are speaking out against me in the example above, have less experience, or are either my subordinates: so the idea that the department head is less capable than that of a subordinate infuriates me, and show's how some of the HNE at SMC might view the competence level of a minority in their organization. The *Foulard* seen by (Galeotti 2002; Saas 2001) in document two stated that, “stereotypes produce negative beliefs in society, to a certain extent that any positive attributes in relation to a particular culture were completely destabilized.”

The frustration and anger that was displayed on my behalf in the example above, lead to other issues: like my being bullied/ mobbed by certain employees. In a meeting with my boss I explained the situation,

“So I told Nia that I thought Mary Jane was bullying/ mobbing me and that these comments made by Mary Jane were reflection of that.”

These accusations were well documented on my behalf and finally brought up, however, the response by top management was not what I had expected:

“Nia also went on to say that it's not discrimination towards me, but she believes it's because of “cultural differences”

A statement cited by the *The Foulard* seen by (Galeotti 2002; Saas 2001) in document two literature review made “implications about how unprepared social and political institutions are to accommodate cultural difference.” Also, in document two literature review Hauge, Skogstad, & Einarsen (2007) stated that bullying is particularly prevalent in situations where the immediate supervisor avoids intervening in and managing such stressful situation. In the examples above, the immediate supervisor failed in here duties to intervene in a stressful situation and thereby, allowing the situations at SMC to escalate to a point where my department had to be broken up.

Looking back, maybe my boss Nia didn't truly see the situation as being discriminating, or bullying, this example was seen in document two literature review where Robinson (2008) states that, ‘blacks and whites are likely to differ substantially in how they conceive of and define discrimination. There is an understanding that since I was the only African-American, and male in the entire GCS department, how there would be some hesitation on Nia's behalf to accept my claim. However, management has to step in and work

these types of situations out, if there cultural diversity is to work as MNO, like SMC in Scandinavia.

Earlier in this document Broome gave examples of Shuter and Turner's examination found that others see European American women as more conflict avoidant than African American women. This concept is shown in two ways in the example above, in that, my manager Nia had brought me into the office to discuss my competence while working on the job, even though competence had nothing to do with the overall situation; likeability and warmth was the invisible topic. However, when the issue of discrimination and bullying was inserted into the conversation, she brushed it aside and stated that it wasn't discrimination, but cultural differences. Also, as seen by Shuter and Turner, she directly avoided the conflict, by telling me to go and fix the situation myself. Management should not take the accusation of someone being discriminated against lightly. In circumstances such as this, if an employee comes to managers, it would usually imply that things are at their limit, but as Robinson stated, blacks and whites are likely to differ substantially in how they conceive of and define discrimination. However, the matter should have been resolved with top management's intervention. Also, in Shuter and Turner's argument, one reason why African American women may be seen as confronting conflict, is because there might be situations like the one described, that force them into tackling that conflict on their own. Another outcome could be that maybe African American women or minorities are more confrontational, because they feel like management does not fully support them in situations like this.

With all that said, objectively, I can understand how Nia (management) could feel uncomfortable in a situation like the one described above. If your organization is comprised of 98% HNE and 2% minority population (SMC in Sweden), then issues of discrimination might not come up in a particular department; this can be especially true if a department that

is comprised of all HNE and all women. Since all the employees in the GCS department at SMC were all women and over the age of 30 year old, and all married with children: then I hypothesize that inclusion of unknown element like an African American can present challenges to such work environment. Such challenges as, knowing what to say, and how to act around that individual, so that person does not get offended. Also, the challenge of introducing a male in the department culture could have played a huge part, as Nia and the rest of the department were for the most part, always in a comfort zone with one another and myself having different likes and dislikes, both as a male and a minority, never embraced or understood that comfort zone in which I was associated with.

Chapter 6: Conclusion

DBA: diverse city case study (week seven) 26-February-2008 (Special Meeting)

At which point I asked her to leave for five minutes so I could talk to Bjorn Ahlander (special investigator for SMC, and has rank and power over Sophia). I explained to both Bjorn and Lene that Sophie should not be here, because she and Nia are close friends. I then gave examples of conversations that I heard take place between Sophie and Niala. Bjorn stopped me and said, “off the record, do I believe that you have been discriminated against? YES. However, I do not wish the situation to go to court. And besides, there has been only one case, such as this, that has won in court.” Bjorn then asked for us to negotiate this matter and stated that SMC will be generous in this matter.

My conclusion at the end of document two was that it was management’s lack of understanding of its minority employees that could possibly lead an organization to develop an organizational culture that was apt only for HNE. In the conclusion it was also stated that this scenario could create a deficient organizational culture; resulting in negative outcomes for both the organization and the minority employees. My stance on this has changed, in that now, I do not question whether management has a lack of understanding towards minority employees. Rather, management needs to react properly to the inclusion of minority within their respective environment; also if these managers are equipped to handle issues of discrimination and bullying effectively & efficiently without bias. An example from the case study below illustrates how unprepared top executives are to deal with issues of discrimination:

DBA: diverse city case study (week seven) 26-February-2008 (after the meeting)

I received an unusual call from Lene this morning. Lene call and ask me if I want it my job back! What, I thought about things, but never thought SMC would make the offer. However, how would things be, and what kind of situation would I be going back into, I thought. I asked Lene these questions, and she stated that Mary Jane will go into the department, and I will have my old job back and my other coworkers will have to attend some form of diversity training. I told Lene, “no,” because I did not to go back to the same type of situation, and be an outsider. When I asked Lene, how did this offer come about? She stated that Ulricka is not coming back. Nia, Sophie, SMC lied about the whole thing. Now I had the upper hand. I immediately called Magnus (my lawyer) told him the situation and that now, because now SMC admitted wrongdoing.

Within document two another question asked was, if social disassociation was a result of management diversity, an incomplete organizational culture, or inappropriate behaviors such as bullying & discrimination, or does it happen as a result of all 3 sub-categories? From the analysis of this case study, it is apparent that social disassociation towards minority groups can indeed be a result from management's reaction to issues of discrimination and inappropriate behaviors, such as, bully/ mobbing. These decisions give direction to the creation and shaping of organizational cultures. Within the literature review in document two the researcher supported the views of (Einarsen, 1999). In that, behavior of bullying will only take place if the offender feels he/she has the blessing, support, or at least the implicit permission by his/her superiors and other co-workers to behave in this manner. The example above is a direct implication of what could happen as a result if management allows such behaviors, and lets it go unchecked. Management tried to try and rid themselves of the diversity issue presented before them, and instead of dealing with the situation and build a solid foundation for future events; management choose to ignore a growing phenomenon and revert back to their respective comfort zones.

I officially worked at SMC for five months, and kept a personal diary for eight of those weeks. I have been documenting my experiences in dealing with discrimination, and being mobbed/ bullied in the workplace. I did not think that the events that took place in Denmark at Nono Nord would repeat themselves, however, they did, and this time they transferred, or escalated into me to being mobbed/ bullied, as well as, socially disassociated by my fellow coworkers. So is diversity needed at SMC in Scandinavia? While I was working for the company, I would say that yes, it is very much needed there. However, I don't believe it is adequate to randomly place minorities' key positions in SMC, unless there is strategic plan to help them succeed and thrive in new environment. I believe that top

management will have to set examples, and all employees will have to follow managements' lead.

The hardening truth that I found as a researcher, is that in this entire case study, most of the people in the case study don't even view themselves as being racist, discriminatory, or individuals who bully other employees. They can simple find no wrong doing in their actions towards individuals of another race/ culture. Bjorn Ahlander said that my old department would have to receive training and would be dealt with accordingly. Do I think this will happen? Probably not, but the most likely outcome will be for everyone to get on with their daily lives, and when another position does come up, I can almost guess that a national Swedish person will be picked for the position, and any minority applying for the position will be quickly passed through on the merit that they are a minority. Example of this type of action taken was seen in the examples given in this document by top management and HNE. Also, I believed based on this case study, most individuals there at SMC are unwilling to change.

There is also the realization, or possibility that I might have made things worse and not better for all minorities at SMC in Sweden, and future minority people wishing to seek employment at the company. In my past experiences there has always been a coMNON theme, and that is, that the first to speak up is usually cast out in given the title, "once in a lifetime." However, if others wish to speak up, they will not be as fortunate as I was. The employees at SMC in the GCS department are Swedish nationalists and consist of a middle age women (30 years and up), with the majority of them being women. They will only listen to managers who are already established in the organization and who are from another location, coming to Sweden as a transfer, but only if the skin color is "white." Sorry, but I feel that this is true. In conversation, they have no respect for even SMC president (who is

Japanese), and when talking about Asia Pacific and other countries in the East, it is clearly a lack of respect for individuals based on color, skin, and facial features.

Looking ahead to documents 4, 5 & 6, there are many questions that still need to be reviewed and analyzed by the researcher. Document 4, will present a piece of survey based on one of the research questions presented in this dissertation. A issue that was identified in either of the first three documents, from within the research topic that could suitably be investigated using survey based research methods, while taking into consideration the literature reviewed and analyzed in the previous documentations. Also, document 4 will take a look at closer look at the significant questions that emerged in document 3, and investigate their significance to situations that are found when analyzing the data from the survey and questionnaire.

Finally, the thesis of this research will be presented in document 5 to build upon the work done in the previous documentations. Document 5 will look closely at a theme that was mentioned at the conclusion of document two: the theme of organizational integration. This literature could possibly help focus on how organizations are helping their diverse/ minority population adjust to, or adapt to their new corporate surroundings in which they seek employment. It can also help identify if these employees are being developed to either remain with the company in the short term, or the long-term status. This influences the theme of organizational diversity in that, how an employee progresses through an institution (business) is often seen as a direct correlation of the company's commitment to upholding its diversity policies. This could also mean better intervention to situations that were talked about in this document three, to potentially avoid situations of social disassociation and discrimination from taking place. Also, it will be looked at, if the social integration process breaks down, or fails, what part, or how likely is social disassociation/ exclusions to occur. With this

hypothesis, document five will look at another correlation that views employee's ascension up the hierarchal scale, to the perceived job satisfaction/ happiness within the organization, and attempt to link this to the causes and effects of social disassociation/ exclusion.

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Glossary

1. **Minority(s) groups** - For the purposes of this research, "minority(s)" populations include two groups currently marginalized and disadvantaged in the workplace: women, people of color, and people with disabilities. Most of this research has been directed at issues between black-white relations and gender, the applicability of these theories to a multiethnic context remains unclear.
2. **Discrimination** - unfair treatment of a person or group on the basis of prejudice racism: discriminatory or abusive behavior towards members of another race
Online:
http://www.google.com/url?sa=X&start=0&oi=define&q=http://wordnet.princeton.edu/perl/webwn%3Fs%3Ddiscrimination&usg=AFQjCNF7g8dLmLFjCW_qrMz4owkfGI2WSg (10-May-2008)
3. **Multicultural organization** – We take the definition of (Sue & Constantine, 2005, p. 223) to define a multicultural organization as committed (action as well as words) to diverse representation throughout all levels, sensitive to maintaining an open, supportive, and responsive environment, working toward and purposefully including elements of diverse cultures in its ongoing operations, carefully monitoring organizational policies and practices to the goals of equal access and opportunity, and authentic in responding to changing policies and practices that block cultural diversity.
4. **Social interaction** – interaction between another person/ or group of people
5. **Social disassociation** – social exclusion from a person/ or group of individuals (see social exclusion)
6. **Social exclusion** - evidence suggests that social exclusion precipitates a psychological state that resembles physical pain (Eisenberger, Lieberman, & Williams, 2003; MacDonald & Leary, 2005).
7. **Sense Making** - is defined as this intentional process of interpreting the interpersonal and interactive facets of organizational life and assigning meaning to past events
8. **Bullying/ Mobbing** - A wide range of definitions used by different researchers is provided by Einarsen (2000). In this paper, workplace bullying can be defined as: Prolonged and repeated hostile behaviors conducted by at least one person toward one or more individuals when they are unable to resolve their workplace conflicts

in non hostile manners and can cause health problems for victims and affect their performance.

9. **Ethnographer** – try to explain cultures, including, organizational cultures, by writing accounts of their subjective experiences of living and working in the culture being studied over a considerable period of time according to Fisher (2007, p.52)
10. **Ontological** - that is, ones to do with whether the social world is regarded as something external to social actors or as something that people are in the process of fashioning; a theory of the nature of social entities.
11. **Qualitative Research** – Qualitative research usually emphasizes word rather than quantification in the collection and analysis of data
12. **Quantitative Research** - Quantitative research usually emphasizes quantification in the collection and analysis of data.
13. **Constructionism** – is an ontological position (also often referred to as constructivism) that asserts that social phenomena and their meanings are continually being accomplished by social actors.
14. **Interpretivism** - An epistemological position that requires the social scientist to grasp the subjective meaning of social action.
15. **Discourse Analysis** - An approach to the analysis of talk and other forms of discourse that emphasizes the way7s in which versions of reality are accomplished through language.

Appendix: A

My name is Derrick Ross, I am an African American male, age 29 years, who is originally from the United States of America. At the time of the case study, I was working for (MMO), located in Lund, Sweden, and also living with my family in the nearby city. I was hired by SMC in late October 2007, and started to work for the company in November 2007. I was hired to be the lead business auditor for the global customer service department here in Sweden. I am not an auditor in the traditional sense; I audit service contracts between SMC, and the service locations that it has entered into agreement with. I was hired under contract with the company to work for 18 months beginning in November 2007. I have been with the company for a little over two months as of today. Even though I was hired for an 18-month contract, the general consensus/ agreement was that I am to stay or board with the company beyond the contract expiration date. As for me, I am unsure if this will come true, just because of past experiences from working with international firms. I previously worked in Denmark for a pharmaceutical company called in Nono Nord, where I was culturally discriminated against (see attachment) and was forced to leave the company. Even after an inner company investigation, though Nordisk proved no wrongdoing on the parts of its managers, after a manager did not extend my contract because of cultural difference (as personally stated by him).

The significance of the research is, because while at Nono Nord, I was placed in a similar situation where I was the only minority within my department, and was the only individual without Danish characteristics as the local people in that particular country. Sometimes it's easier to discriminate, or subconsciously discriminate against someone when they look different. Often I have found myself in situations where my arrows were significantly overstated on a magnified because I was the only minority in the group. I feel like many nationals feel like it's easier to shift the blame to someone who does not have the same

characteristics as their own, or the same belief system, value system, and the same can be said regarding gender. This can often lead to individuals being wrongly discriminated against, and sometimes the person who is doing a discrimination is often unaware of their actions.

As of today, January 14, 2007, I do not see the past events that took place while working for Nono Nord in Denmark, unfolding here at SMC. The purpose of this case study is not to do a comparison between the two companies, but to see if diversity is needed here at SMC, and if so how can it be used to enhance performance with and the company? I honestly believe that the employees and management team here in Sweden are oblivious to the notion of diverse city, and therefore would not necessarily know how to respond to such research tools like surveys and focus groups. This intuition has led me to perform a case study and to let my research into SMC be invisible. I feel like this is the best way to perform a case study research here at SMC, because often have found myself bringing up the topic of diversity and culture at the company and in turn, national employees have not taken a current interest in the conversation. As most of the time national employees become insulted, and as if one has directly called them a racist, a term that most of. Not all people in corporate will/would like to get disassociate themselves with.

The research was originally supposed to take place over a four-month period, starting in January 2008 and span over four countries: Sweden, Canada, Hong Kong, and Hungary. I was supposed to document events, discussions, and feelings in order to try to understand my Swedish colleagues' beliefs towards diversity within SMC. These interpretations will be backed with factual events from my journey with my Swedish colleagues, also along the way I will document and collect necessary evidence to help explain and prove my interpretations of situations as they unfold up I will not only be taking events from the plant

visits to different countries, but I will also document events, discussions, and feelings here at (MMO). My audit team that I will be documenting at (MMO) will consist of all Swedish nationals except myself (note: some members of the group will not be attending every audit within four months, however, will be involved in my every day to day activities). The team will consist of the following individuals:

- Mecia Hagström - business analyst
- Emma Granns - business analyst
- Karen Loaf - business analysts
- Peter Salbro - technical auditor
- Mary Jane – Co-Lead business auditor
- Derrick Ross – Co-Lead business auditor (department head)
- Nia Mohlin – head of planning
- Susanna Capper - head of global customer service

As the Co-Lead business auditor, I along with Mary Jane will be in charge of planning, performing, directing, and managing to audit teams consist of individuals listed above.

DBA: diverse city case study (week one)

14-January-2008 (Day 1, morning)

Today started off really late, meaning that I arrived to work late and upon arrival I didn't see anyone. I walked past Mary Jane's office to say good morning, and of course she revised back, however, I sometimes get the feeling that she does not want to talk to me altogether. Mary Jane pops into Karen Loaf's office to what appears to be small talk, I conclude this, because the conversation is unrelated to work. I say that Mary Jane doesn't like me, because, she and I are the only two Co-lead business auditor's, and yet, she has never come to me, to just have small talk, we'll ask me how I'm doing. I did not run into the others until I was asked to go to lunch at noon.

(Day 1, lunch)

at lunch, everyone was present, and everyone spoke Swedish the whole time except for Karen, who sat directly across from. I think that she did feel a little guilty about what was

taking place. Are constantly looked at everyone directly, as to say, “please speak English,” but everyone just kept at it. Even when Nia came, she didn't notice that I was at table, and everyone continued to speak Swedish. I couldn't help but think, “Man, this feels like Denmark all over again.” The believe that a part of corporate diversity is when the corporation and its employees are willing to adapt to changing circumstances. To be able to think outside the box and to challenge the status quo, and drive the business forward.

(Day 1, afternoon)

we had a meeting this afternoon, and Nia was there for us to break out in workshops. One of the things that I suggested was to improve our communication skills in challenge everyone to speak more English to be more mindful of people around. I said this because the last couple of weeks, especially at lunch, everyone has been speaking Swedish around me, and I have been getting frustrated. I was not the most popular guy when I said this (I can tell by the look Nia's face). After the me and I went to Nia's office to discuss it with her. She explained to me that everyone was making an effort to speak English, however, it was hard for the other workers. I explained that I was not mad, just frustrated because I want to get to know my colleagues better, but it's hard when everyone is speaking another language. And considering people in the immediate area is important. In the end, Nia and I agree to help better improve my Swedish for everyone to engage in conversation. More. However, I think back to the look of my colleagues faces, and even though there were some smiles, they all read “damn American, why do we have to?” Up until that point, I think no one was even thinking like that, but now it's in the back of everyone's my. I feel like if you're going to allow diversity in, you might as well make that individual a true part of the organization.

15-January-2008 (Day 2, morning)

Well this morning I was kind of quiet, I guess it's because everyone had time to soak everything in about what I said yesterday. However, I did observe something real interesting this morning. As I was coming in to work, I was approaching a security door; this particular door is always hard to get into. Well, previously. I have seen Mary opened the door for Emma and others without them even acting for help. Well, today Mary made eye contact and saw me coming to the door, smiled and then kept about her business. I have reason to believe that Mary doesn't like me, or is unfamiliar about working with minorities, or anyone who is not in native Swedish. I'll keep an eye on this situation.

15-January-2008 (Day 2, lunch)

Lunch today was also very interesting, because as soon as I came and sat down. I engaged in a conversation with my coworkers and I joke was made in my direction, and I asked why all the jokes were been made my way, and Emma replied, "well, you wanted us to talk more English." At that particular interest to this comment and know that it was a direct result my comments made at yesterday's meeting, and it was almost like, Emma was saying, "are you happy now." This gave me an idea that maybe within my department at (MMO). The problem might not be a situation of cultural diversity (even though as a whole, I do feel it is) within my department, but a matter of gender diversity. Nia is a woman and her boss, Susanna is a woman and my team members are all women with the exception of Peter (who is the only all my team for technical expertise) attends audits with us, but he worked for another department. Peter is just to let out Todd department.

15-January-2008 (Day 2, afternoon)

Today was an interesting day and that after lunch. The whole afternoon was quite. People left early and nothing was said, except Emma came by my office with another employee,

while the speaking to Mecia about random things. Of course, they started to speak Swedish, but the other Swedish employee did not bother to extend a courtesy. By way, even though he was standing in my office, which had my picture on the door. We had never met, and he knew Emma and Mecia, however. He did not make an attempt to communicate with me at all. Could it have been because I am not a Swedish national, we'll cannot speak the language, or maybe he's not use to deal with other races or nationalities. I suppose it could have been because he might be uncomfortable speaking English.

16-January-2008 (Day 3, morning)

This morning there was a meeting to continue planning for the upcoming audit at a Anovo, in Kristinehamn Sweden with Mecia and Mary. Nothing was out of the ordinary to Mecia may comment about how maybe I should work on the movie occurring piece of audit, because she felt that the employees at the location might not want to speak English with me (even though I am the lead auditor). She attempted to justify this comment by saying that it was because the town of Kristinehamn is located in a secluded area. Then, Mecia and Mary were talking about the audit in China. That took place a couple of months ago, where Henry Hu, and Mecia expressed how she felt the customs. Were we at/strange, and therefore, it made her job more difficult. There are some employees here at (MMO) who are of Oriental descent and at the moment, I remembered an incident where Mecia and Nia were making fun of two Oriental employees speaking their native language, and Mecia laughed and said, “ping pong ping” and Nia thought it was the funniest thing. That made me think that maybe people here at (SEM C) really don't care too much for other cultures. One thing is clear however, and that is that they (national employees) would prefer that the minorities at the company learned more about the Swedish culture, and for Swedish employees tour about the minority culture. Everyone is justification for speaking Swedish all the time here at the company is, “our English is not so good,” but to be in these types of positions – one’s English has to be good

(it is required by MMO). “No need to be good at something, or use it if you feel like you will never go to that place, or consistently deal with that culture.” Maybe people here feel that way?

16-January-2008 (Day 3, lunch)

It appears that everyone is speaking a lot more English at lunch, I guess that it's because more people have decided to stop eating with us. Usually there are around 10 people, but today, there are were only four, so I guess that everyone had to speak English (sort of). We haven't eating lunch with the others in quite some time. We did have her engage in conversation surrounded stereotypes, and believe me, there were a lot of stereotypes that my Swedish colleagues had about the African American community, and some of the local minorities and Sweden. These consisted from the types of food, minorities ate (which they thought was ridiculous from an American standpoint), to the types of cards African-Americans to live, to the British in their eating habits. Strange though, Emma made such comments and had never even been to England.

16-January-2008 (Day 3, afternoon)

Today we had a department meeting, where Nia was going to be announced as the head of planning and business. Susanna was going to make the announcement, and everything went nice, but something came to mind. Nia and I get along really well, maybe because of Nia lived in the United States (Florida) for two years. And so she understands me a little better than my other national coworkers. Susanna and I get along really well, partly because she is from Britain in a British citizen, and so we usually have something good to talk about. Suzanne is a Nia's boss, so why does it seem like the rest of the team is so close-minded to other cultures in comparison to them?

17-January-2008 (Day 4, morning)

Nothing new to report in the actions of my coworkers this morning. Mary Jane still appears to one, to have as little contact with me as possible. I will closely monitor her actions next week at the audit in Kristinehamn, Sweden, because Carter any of it all, is there. We have to maintain close interaction more than anybody else on the team.

17-January-2008 (Day 4, lunch & afternoon)

Mary Jane continues to avoid conversation dialogue with me, and eight continued at lunch today. Mary Jane spoke one or two words, and didn't speak much, she ate her lunch and got up and left directly after finishing her meal. This is a strange behavior pattern for someone in this group, and that team members usually sit in wave of the team members to finish eating. Usually there is socializing. I feel that after the comments made earlier this week, Mary Jane has started showing signs of distancing herself whenever I am among present company. Mary. So far this week is showing increasing social into action with native (Swedish) coworkers (laughing, random socializing, helpful interaction), but appears to be showing decreased social interaction with myself and no visible social interaction with other minorities within the company. (Note), Mary has to go past my office in order to reach the other employees, and makes no attempt to interact with me, despite repeated attempts on my behalf to be friend/ sociable. Mary appears to be showing the first signs of research question number three (stated for document 3), and how natives, Swedish employees socialize with one another, have the answer at/ socialize with minority employees.

18-January-2008 (Day 5, morning)

No employee interaction this morning.

18-January-2008 (Day 5, lunch & afternoon)

At lunch today, Mary continues to isolate herself, not necessarily from the group, but from me (I can't shake this feeling). Mary got up from lunch early against day, and claimed that she had to prepare for a meeting (a meeting in which Emma & Mecia) were both part of, but they stayed and conversed with me. After lunch I went to Mary to talk about working on a project that is due, and was cut short by Mary, almost dismissed with the words, "I have a meeting." Mary continues to avoid direct contact with me, avoiding conversation, work related conversations as well. Mary is beginning to show patterns of decrease social interaction with me as well as with other minorities. On the other hand, Emma is showing signs of increase social interaction with me and exhibits childlike curiosity towards not only African-Americans, but to the American culture in general. Whereas Mary seems disgusted even by the fact that I am an American. Mary has stereotypes about Americans and is unwilling to change, even when I try to present actual facts about American culture. She seems stuck in her ways and will not even consider changing her mind, while Emma seems to be absorbing everything. The facial expression, added to, conversation, and tone all seem to be positive. Emma even tried to help me find directions yesterday, even though she did not know the area in which I was talking about.. Emma is the exact opposite of Mary, and Mary seems bitter, cold with no/ little facial expression, bad attitude, no conversation, and a dismissal tone. Emma made a comment today and said, "people in Sweden, called the Danish the Arab's." I asked her why? And she replied, "because they (Danish) are sold nationalistic." I explained to her that there are always a group of people in every society, who only want nationals in the country. Both Emma and Mecia agreed. This makes me wonder if Mary is a national fanatic, who is been discreet, because her job calls for her to do so?

21-January-2008 (Day 6, morning)

There really was no morning, however I do was to take this time to reflect on its Mary's actions on the train ride to Kristinehamn last-night (Sunday, January 20, 2008). Mary appeared to be distancing herself away from me even further. This was evident when on the train, and sitting next to each other, Mary did not try to start a conversation with me in when I tempted to make small talk, or even business talk: Mary either ignored me, or dismissed the conversation after a few seconds.

21-January-2008 (Day 6, lunch)

We are now in Kristinehamn, Sweden, where we will attempt to audit. One of our service suppliers. The teams consist of three coworkers already mentioned in this case study in two new ones. Julie Vetter is from Germany, and she is in charge of the Network Mgr-CEEMEA at (MMO). Mike Straft is the regional Market Unit in Sweden, and is currently situated in Stockholm, Sweden and is a Swedish national. Along with Mecia, Mary, and Peter we are all conducting to audit of the contract between MMO and Anovo. My initial impression of Julie, is that she is everything sincere and is interested in my ideas, I didn't expect anything less from our phone conversations. Julie did express however, that I am not what she had expected; meaning that she expected me to be Swedish, and also to be able to speak the language, but she'd never made this an issue. Mike is Swedish, however, he has shown no signs of my being a minority within the company a problem. Julie does seem to take a striking interest in my being here. We are constantly conversing with one another on world issues, as well as, work issues.

21-January-2008 (Day 6, afternoon)

Mary is still showing a reluctance to speak with me this afternoon, probably because our serious disagreement at lunch earlier today. Mary continually insisted and stereotype

Americans who walk the group was eating: Julie made common that most Americans are obese and over weight. I rejected that idea and explain to Julie that, that particular statement is a misconception towards Americans, and therefore is a stereotype. Mary exhibited anger when I said this comment to Julie and said, "it's not a stereotype, it's a fact." Mary believes that since she lived in the states for a couple of months, but she knows how Americans are, which I find totally false. She makes it out to be that there are no over weight, Swedish people (which is ironic), because Mecia as well add Mary are both not the desired weight (they are both over weight). The real significant find, is that Mary communicates with Julie and Mike really Well, even though this is her first time meeting them. This leads me to start to believe that Mary, only relates to individuals that are of the same characteristics. Both Julie and Mike Abad Heyer and blue eyes, even though related is a German national payday. I do wonder how many other people have these race issues.

2:00pm:

We met Anovo's Staff, and while walking around the facility, many of the employees seemed shocked that I was one of audit team. Maybe because I was the only African-American in the whole building, but mostly because I was American. I expressed to Peter, a need to change my tire to something more casual, his reply was, "like baggy jeans, big T-shirt's, like what's up man!" This was a weak attempt to categorize me, because of my obvious skinned complexion. When I asked about what he meant by that comment, he simply said, "nothing." Peter and I have communicated fairly well since being here in Kristinehamn, Sweden, but it appears that even he may hold some stereotypes against minorities. Clearly, another observation was that in our agreeing meeting, there were no minorities in Anovo's senior staff positions, and I was the only minority in the room (on both sides). When touring the facilities. I did notice that there were no minority workers present. Maybe Anovo feels that adversity really isn't needed in the city of Kristinehamn.

22-January-2008 (Day 7, morning)

There was nothing to report this morning.

22-January-2008 (Day 7, Lunch)

Lunch was actually interesting today, because there were a few comments that were made by people that were unexpected. And there were a few people that laughed at the comments that also was unexpected by me. During lunch, Julie made a comment about the Chinese employees at (MMO) in China, and how they speak. I personally feel that the comment was not of good taste, but Michael, Mecia, and of course Mary all thought at the comment was hilarious. I was thinking, what in Asian would say, if they were here? How would they feel? The stereotypes about people from China started, and I remembered earlier in this case study Mecia and Nia were observed by me making fun of an Asian coworker and their language. So today I made a comment at much and said that Swedish language sounds a little funny. This comment bought or angry look and “what do you mean comments.” I explained that for a foreigner, it does sound kind of funny. And all the Swedish people, Mecia, Michael, Mary, and Peter said angrily – “no it does not,” and then Mary immediately attacked my English with “well, your English is all that proper,” but before that Julie laughed and said, “it does sound kind of funny,” and started laughing. Mary immediately started to laugh with her, and the situation was off of me. Mary exhibits no racial tendencies towards people of similar racial features (Caucasian). Mary and many of the colleagues around the office are throwing around offensive comments about minorities, so I feel that most of my colleagues don't take that diversity into consideration. Mary, in my personal opinion, is aware of the situation at (MMO), it does not really want more diversity within the company, so now I wonder why this is. Does Mary fill threatened by my president's, or the presence of other minorities? Or is this some kind of deep rooted hatred?

22-January-2008 (Day 7, Afternoon/night)

We ordered pizza today for lunch, and believe it, or not, there were stereotypes in the way I liked my pizza. I am used to eating pizza that has to trust, tomato sauce, cheese, and beef. Mecia, Mary, and Julie once it a vegetarian pizza, and Mecia & Mary thought that I was disgusting, and basically said that I have bad eating habits. "I guess that's why you loved him so much, because they don't really eat healthy, either," said Mecia. Of course, Mary agreed with her. I believe that my fellow colleagues are unwilling to adapt to how other cultures go about doing things, such as eating, hygiene, in evening dress. They repeatedly show evidence of this.

7:00pm:

at dinner tonight, we actually went to a Chinese restaurant, which I don't think my Swedish colleagues were all for. Again, what came be perceived as racially sensitive jokes were made again. I believe that my colleagues feel that as long as another culture isn't directly in front of them, then it's okay to make such comments. My phone went off in my ring tone went off (rap song by a Common) Mecia, Mary, Julie, and Peter immediately started acting like fake rappers ("yo, yo, yo, homeboy!"). I guess that they thought this was funny, but I was not solely used. It is really becoming evident that my Swedish colleagues do have stereotypes about none Swedish, or minorities, and these comments that are made by them are triggered by people who appear different, speak different, or act differently other than Swedish people do. I also found out that my Swedish coworkers also would generalize a lack. When talking about dinner, and they all referred to middle eastern stores, as quote, "Arabs stores," no matter if it is a Lebanese, Iranian, Turkish, or Moroccan restaurant. They did have ever managed to differentiate these types of restaurants from Indian food.

23-January-2008 (Day 8, morning)

Found out something interesting new this morning. While performing in inventory with Julie, I found out that her husband is actually from Africa (Nigeria) create. This was not a total shock to me, because when talking to Julie, I felt that she understood where I was coming from. We then switched the conversation toward Sweden, and Julie says, "I can't picture you working here in Sweden Ross, because the Swedish are such a close minded society." I asked her, we gave her this impression, and she basically said, "it's because I have such a worthy view when things and that the Swedish are only really concerned about Swedish people." Julie then made a suggestion that I should go to work at (MMO) in Munich, with her region, or either in South Africa, Dubai, London, or Turkey. She thought that I would be a good fit in these areas. Julie went on to explain about how she thought. I didn't fit into Swedish society, and I simply stated that I enjoy being in Sweden for the time being, and that my only problem with the company, is that at times, I feel it could benefit from a little more diversity. Julie then said, "hold up Ross, I used to be in charge of the innovation and development department here at (MMO), and yes, I believe diverse as he isn't the most key factor for innovation. However, "the Swedish and Danish don't want to change." I thought about this and realized that while the Swedish might not actively acknowledge that diversity, it is needed within the company, especially at (MMO), where "innovation is one of the key factors in (MMO) mission statement. Julie made me realize that when doing this research, I do feel strong, and no strong for about the subject than I ever have before, and I do believe that diversity is needed for the future. But it's just having that diversity for the sake of being diverse the answer? I do believe that the rest of my coworkers at (MMO) could benefit from being around a more diverse group. In that, win into acting with other races, they will be more open.

23-January-2008 (Day 8, afternoon)

Nothing really took place at lunch today, except the group agreed as a whole to get kebabs. Mary didn't seem to have a problem with the idea, but seemed to be extremely an easy when we arrived at the restaurant. I guess maybe, because it was owned by what appears to be Turkish minorities. I was thinking maybe Mary really does have a problem with minorities.

23-January-2008 (Day 8, Dinner)

For dinner everyone agreed in the taxi to go their separate ways. Later, Julie called me and said that the group was going to the mall and asked if I wanted her to pick me up something. She also apologized to, because the group basically surprised her, call her downstairs in the lobby and asked her to go. I felt angry, only because no one had even come and asked me if I wanted to go. And the only reason why I think that they he asked Julie, was because they had to go past her. I remember that often, Swedish nationals are like the Danish, in that they like to only be around people who are able to speak the language. While being on this first on it, it is apparent, and there is overwhelming evidence that even though they are able to speaking this fluently, they would prefer not to. And that means avoiding situations where they know that they will have to speak English. Basically if you're not talking directly to one of my coworkers, and they as three people in the room (including myself), the other two will speak Swedish. The worst thing is, I've personally told them that in American culture this is considered rude.

24-January-2008 (Day 9, Lunch)

Today is the close of the audit, and Julie is not joining the rest of the group, because she had to catch a train to Stockholm, then a flight back to Munich. I'm actually sad to see her leave, but not because we seemed to agree on a similar topic, but because Julie's spoke English, and

with her departure, I know that the entire group will resort back to completely speaking Swedish.

15 minutes later:

Everybody is speaking Swedish, and disregarding the fact that I cannot speak nor understand anything that they are saying to each other. Since Julie was ranked higher in title, and all of us, it's like they were forced to speak English -not really being diverse if you ask me. I believe that part of being diversity-sound is recognizing when others are around and then acting appropriately. My coworkers, obviously don't understand is, Mary continues to show increased hostilities toward me, her comments are more vocal, and gestures are becoming more apparent. It is definitely eased by my presence, and Mecia & Peter show/exhibit no such sign.

24-January-2008 (Day 9, afternoon/ train ride home)

The train ride home was pretty difficult, because I basically did not have anyone to talk to, and to compound matters, we had two stops in between, I was sitting next to Mary. Need is to say that there was absolutely no dialogue/conversation between us. Peter and I engaged in, cool/healthy conversation, every once and a while. Mecia did talk occasionally, but nothing equally to, how her, Mary, and Peter conversed. While speaking with Peter, we engage in a conversation concerning friends in Sweden. Peter confirmed my beliefs by saying that, "many Swedish people would rather only engage with others, what a to speak, the Swedish language." When I asked, "why," he explained that he really didn't know why, he just knew that was how things were. He also explained and expressed how difficult it was for unmarried teens and outsiders to make friends in Sweden because of the language difficulties. I thought about this and try to apply this logic to what is an apparent drift between Mary and

myself, and this did not apply. I have met racist people of all facets, and I would definitely place Mary in that category.

Summary of Audit visit to Kristinehamn, Sweden with (MMO) GSC Audit team

After this first visit to (MMO) service location in Kristinehamn, Sweden if someone were to ask me **(1.) “Do the people that (MMO) express any need for diversity?”** I would say absolutely! But I would certainly express to the people at (MMO) that there is a need for diversity. It's almost like telling a seriously obese person, “you should lose weight and stay healthy.” That person might be happy with their weight, but underneath everything, that person has extremely medical problems and will die soon. If someone were to ask me after this first visit to (MMO) service location Kristinehamn, Sweden, **(2.) “How do different stakeholders/interpret diversity?”** I would say that outside in Sweden, there is a great enthusiasm and encouragement for diversity (based on experience with Julie - audit and warranty management - Munich, Germany), but also by the fact that (MMO - President Dick Komiya) is Japanese. However in Sweden, none of this seems to matter, because the Swedish part of the company is contained with how things are, and expresses no need for change, based on this week meeting and market unit Michael's attitude. Sweden appears to even care about the term diversity.

After this first visit to (MMO) service location in Kristinehamn, Sweden if someone were to ask me **(3.) “What are the stereotypes of other cultures by the Swedish workers here at (MMO)?”** I would say that there are many based on this week's experience alone, and what's most disturbing about their comments/stereotypes about other cultures is that - they all actually believe that the stereotypes are true. However, they seem to take great offense to stereotypes directed towards their own culture, but do not believe that their stereotypes towards other cultures are offenses: how ironic. I will continue to ask the same questions

throughout the next few months. I am honestly disturbed by my initial findings this week, and while I hope for them to improve during my next visit to Canada in Hong Kong; I don't expect them to.

25-January-2008 (Day 10, morning)

Back in the office in Sweden, I can now honestly say, I feel sad being here. I view my fellow coworkers differently than before, and I do not expect things to get better anytime soon. I think that's the most frustrating part, when you see and recognize a problem before others, you know that change will come, you'll probably not be around to see. Mary continues to socialize excessively with other Swedish coworkers, however, manages to avoid contact with me, not so much as a simple "hello." What's ironic is that we are partners in this audit team, the only two lead auditors assigned to rebuild the audit process together -and one chooses to avoid the other part of what appears to be racial differences.

29-January-2008 (Day 11, morning)

Its somewhat unusual to be back at work again today, after leaving work early on Friday, and not attending work yesterday (January 28, 2008). I can actually say that I feel a bit more energized. I was medically ill because of tonsillitis, however, I believe I was a little bit shy from the events of last week. Over the weekend I had a good chance to think about diversity and look at things from another angle; then he came to me: "I'm the only male in my whole group (see corporate structure). Maybe he what I am experiencing from Mary, Mecia, Emma, Karen, and Nia is attitude directed only towards men? So this week I decided to speak only when spoken to pay on doing this in hopes of gaining even more information from the group. Because I've noticed that Peter is a quiet individual who is soft-spoken, I on the other hand can be considered his opposite.

29-January-2008 (Day 11, lunch)

This afternoon for lunch, things weren't half bad, maybe because I didn't have to interact with Mary. I would say that there were almost 8 people at the lunch table today (full house), and everyone was Swedish, excepts for Scott Thomas and myself. Scott Thomas is from (MMO) in the U.S.A. a Caucasian (male) who probably could pass for being Swedish. As a matter of fact he actually made a joke of that, when in his hotel accidentally mistaken him for being Swedish. Scott sat at the othe end of the table with Mecia, Nia, and me. Everyone else ate at the other end of the table and only spoke Swedish the whole time, and not once did Mary, Karen, Emma, or the other Swedish people to break conversation to ask Scott about his flight, his purpose for being here, or even how long he'd be in town. This was indeed unusual because Nia was at the table speaking English to Scott the whole time and only Mecia followed her lead.

29-January-2008 (Day 11, afternoon)

This afternoon, I had a scheduled meeting with Nia and Mary about the audit department and the process. Everything was going good, and then Nia asked me to comment on the audit last week in Kristinehamn, Sweden. I kept it professional, because I could see this was no general question by Nia. It was directed only at me, and had a purpose.. I explained that the process could improve etc, and Nia agreed as if something else was her mind. She did not direct the same question to Mary; so I did. "What did you think of the Anovo audit?" Mary answer was unlike mine in that it was very personal. She stated that, "individuals need to work more independently," and I felt, no, I knew the comment was directed at me. Nia said nothing, then she asked me to an investigation into Norway, but the unusual thing is, that she asked me to have it completed in 2 weeks. I was shocked because it's a lot of work to do for one person (and I should have employees under me doing this type of work, because I am the dept head), and Mary had a cynical smile when the assignment was given to me. It usually takes 3-4

weeks to prepare such data; when leaving the room I playfully asked Nia, “was this some sort of test?” “No” was the reply I received, but I know that something was said to her yesterday (when I was out sick) by Mecia and Mary: what was said is anyone’s guess. In the past, people have often turned the personal discriminating preferences on me and questioned my work performance when in actuality my work performance had nothing to do with the matter – it’s a way to pick on minorities. I wonder if this can be considered “bullying or mobbing” – I will look into this.

30-January-2008 (Day 12, morning)

Well this morning got off to a really bad start. Late yesterday afternoon when I was about to go home, Nia asked to speak with me. While in her office, she told me that members of my team were displeased with my performance while in Kristinehamn, Sweden (Mecia & Mary). I really do you expect this, but nothing coming from Mary is unexpected these days. I was surprised that Mecia questioned my work performance, because when the train ride back home, I asked her about my performance, and she generally said that it was good. In the past I have faced with similar situations, and I often feel that the main reason for these situations is because I am always the minority! So things to concerning me, always get magnified three times as much as my other coworkers. Nia, however, wanted to hear all sides of the story. Sorry, I told Nia, that the comments made toward me were false, disputed them. The right saying he was that yesterday I was talking to a fellow DBA student about “bullying” was also the wing, her research on the subject, and she sent me information on Sweden, where here its called mobbing. So I told Nia that I thought Mary was bullying me that these comments were reflection of that. I also told Nia that over the last couple of weeks I had made repeated attempts to communicate with Mary, but she refuses any kind of conversation with me. I also told Nia that I had spoken with Julie earlier in the day, and she thought the exact opposite. She thought that I did a wonderful job, good enough to suggest that I leave Sweden and put

my talents to better use at another MMO location. Nia said that she would contact Julie and speak with Mary and Mecia again about the subject matter. Nia also went on to say that it's not discrimination towards me, but she believes it's because of "cultural differences" (see Nono Nord in Appendix) that this had to be fixed, because Mary and I should be the two people in our group, who gets along the best. And this point, I feel that diversity is desperately needed, because Mary and Mecia and the rest of the team are not used to having a (1) non-Swedish national and the group, and (2) a male. So far this morning, I have tried again to communicate with Mary, with unsuccessful results, however, when Mecia arrived, they seem to have any live to talk about, as usual. Nia has said nothing to me, but that day is not over. **Note: Julie did say, "don't worry Ross, I will stick up for you."** And it meant a lot to me.

30-January-2008 (Day 12, lunch)

it was a late lunch today, because Mary and I had a meeting that started at 10 a.m., that lasted for 2 1/2 hours, because after the meeting was over, I asked her to stay and talk with me. I started off the conversation by saying that, "I know there was a drift between the two of us." I expressed my remorse of our relationship and to Mary, I wish it was a lot better. I then went for her to tell her exactly how they'll about the situation and asked her to do the same -- honestly -- Mary expressed that she had expectations in Kristinehamn, Sweden, and that they weren't meant, and this was actually directed towards Peter and myself. And so my response to that was, "expressing ones self and expectations go hand in hand." I also explain that while I knew she previously lived and U.S.A (one year) that there are sub groups in the United States that she might not have come in contact with, because even in America, I categorized as a minority. I think Mary understood where I was coming from, so then we went to lunch to discuss things some more (just as two of us).

30-January-2008 (Day 12, afternoon)

After lunch, the afternoon went release will, and to think that I was so depressed this morning when I came into work. But Nia was right, I had to talk to Mary, because that was the only way disputes will end. In the end, I chalked it all up to “cultural differences,” however, unlike past events, this cultural difference was solved peacefully and respectfully pay. I still think that Mary was bullying me, but I will leave that alone for now. I had a separate talk with Nia, and she was pleased by not only the outcome, but also that had took the initiative to do something about the problem. She said, “that's what leaders do, to take the initiative.” Do I think more diversity needed around here? Hell yeah! But I think it needs to work its way into here smoothly, but people I Mary have to be aware of the situation and want to change. That has yet to be seen by anybody here, maybe, except by Nia.

31-January-2008 (Day 13, morning)

The morning started off good. Mary, Emma, & Karin were all in the hallway talking. We all said hellos and smiled. Mary appears to be showing increased signs of interest in me. I'm amazed that there was such a quick turnaround time between Mary and myself and when we decided to clear the air. The whole group, except Peter went to breakfast this morning and everything appeared to be going well. Mary and I even made to crack a feud jokes. I had to cut breakfast short, however, because I had to attend a training session in the main building with Eva. Eva Miles was probably in her early 40s, however, when I look at her, she could pass for her late 20s. She had blonde hair and blue eyes, and she walked me through the training and everything seemed fine, except it looks as if she wanted to ask -- no tell me something. She asked, “How do I like living in Sweden?” I thought it was an honest question, but I had no idea what kind of conversation that question, would lead to. Eva looked Swedish, that a real big problem with the Middle Eastern immigrants living here in Sweden. She stated that the middle eastern population, consisting of Iranians, Saudi

Arabians, people from Iraq, and all other middle eastern descent were the cause of all the problems, gangs, violence, all the problems of Sweden were caused by the integration of middle eastern immigrants being allowed into the country. She was upset that the government let so many immigrants into the country, and stated that they should stop letting them into the country. She also expressed how she thought that none of the immigrants wanted to work, or adapt to Swedish society. So I asked Eva, "if she has lived in other countries besides, Sweden?" She stated that she and her family are originally from Hungary, and then they came over here, as immigrants pay. I stated, "then you can relate to what they are going to?" "No, they are different, and all the want to do is be lazy and live off the government!" She said, "don't get me wrong Ross, I am not a racist, but everyone in Sweden feels this way, no, everyone at this job, all of Swedish nationals feel this way. They won't say it out loud, but when they are alone, or with other Swedish nationals they all talk about it, it's still either the same way. I do, or have even stronger opinions. I was clearly shocked, but showed no evidence of this. I started thinking, but Eva isn't even from Sweden, but she looks like it. Could it be the same thing as an African American, passing for "white" (back in the 1930s to 50s in the United States? I asked Eva, if he felt that she was Swedish, and she said, "no, not even when I became a citizen; have no sense of pride for being, living in this country. The Swedish nationals will never see me as one of the period" I left that meeting with Eva, troubled to say the least.

31-January-2008 (Day 13, lunch & afternoon)

After the meeting this afternoon, with Eva, I had to regroup. Mary still appears to be in a good mood, however, I did wonder if what Eva said was true. I wondered if Mary and my other coworkers felt the same, but to my surprise, there were no stereotypes made at lunch, no arguments -- just laughter. The afternoon was the same, however a bit quieter. Mary and I continued to work on strategies and day went on fine.

1-February-2008 (Day 14, morning)

This morning I did not go to work even though I was planning to show up after lunch, because there were some things that I had to finish. Instead I went to get my motorcycle register, and Krinstad, Sweden. This was a place about one hour and 20 minutes away from MMO and where I lived. I traveled up there with my father in law, who is Iranian. I will say this, before I began -- I could not go to this registration center without first registering with the registration office here in Sweden. When I got there, no one knew how to speak English, except one person, the assistant manager (who we will call) Mike Stu. The other person, who was supposed to look at my bike was (who we will call) Fritz, but Fritz's English was minimal at best. When I arrived at the registration center everyone looked at me like I was a green alien, this could have been a sign that they had not come in contact with any African Americans before. Fritz told me that I would have to wait an hour, but he could do the paperwork. When he looked at my paperwork, my registration card was from Lithuania, but they already knew this. He then tells me that I was missing a EU number for the bike. He goes outside and lookS at my bike, then comes back in and says, "I cannot register your bike." When I asked why he ignores me, then I asked him again, and he gives me this paper (that's all Swedish), so I explain that I do not understand, so then Mike Stu explains that the bike has no identification number. I go out to the bike and write down identification number and return. I've been questioned if he had really looked for the number. The two of them talk again in Swedish, and then they say, "well, you need this number too." So I explained that the bike was already registered here in the EU. I immediately called the registration office in Sweden and alerted the clerk of the situation. She tells me that the number is not needed and that they still should register the bike. Mike Stu. Here is this and says, "no. You don't need this number, but you do need proof that the bike has EU emission test and that the horn is calibrated." I say, "I have that," and I showed them proof, then Mike Stu says, "it has to be translated to Swedish first." He then gives me a number Honda motorcycles and says,

“they are the experts here in Sweden: whatever information they give you, you should do, then come back.” So I leave the office, however, I call the guys from Honda, and Honda explains to me that there is no problem and that the bike should be registered. I asked him to hold on, and then I return to Mike Stu and Fritz, and place my phone on speaker and ask the expert from Honda to repeat what he said to me. He did, in a conversation switches to Swedish again. The expert from Honda tells me that they now want the original title, and that is all they need. I turned to Mike Stu and asked him, “why am I being discriminated against?” Mike Stu tells me, “we aren't trying to.” I respond, “how I constantly coming up with new rules every time I prove you wrong?” I say, if I was blonde hair and blue eyes, would I have to jump through these hoops?” Mike Stu, and Fritz had no response to this. They knew I was mad, and my father-in-law touch my shoulder and explain to me that there was no use, and at this is how things were done in Scandinavia. He explained that if you do not look like one of them (Swedish national), then a look at you like you're different, and will make things tough for you. I laughed, and did not go to work. Clearly I was upset over the events that had taken place over the past two days. Do I feel I was discriminated against? Hell yeah, but I am angered even more, because I feel like there is nothing that can be done

4-February-2008 (Day 15, morning)

This morning was really quiet. Mary is working from home today, and Karen is training all day. I did manage to have breakfast with Emma and Mecia. There was really no conversation to be had here, because both girls were under the weather.

4-February-2008 (Day 15, lunch & afternoon)

Lunch consisted of me eating a sandwich in our office today by myself, because Emma and Mecia went home today, because they were ill. No one is around, and good luck trying to find Nia.

5-February-2008 (Day 16, morning)

At this morning meeting with Mary, I noticed Mary appeared to be more happy than usual. Maybe it's because she enjoyed a three-day weekend. The actual meeting went fine, and that means that the talk I had with her last week did the trick however, it's still too early to tell. On the way to work, I felt like I wanted to avoid people at MMO, and I started to think, "Why do I feel this way?" Maybe the, it's because I started to believe that I am not want around here, at least not by everyone, to be quite frank, that troubles me a lot. To think that there are people who do not want me around here, just because I am not Swedish, what's more troubling is that they talk among themselves, And even if I walked past them They can keep talking about people, because I don't understand Swedish.

5-February-2008 (Day 16, lunch)

Nothing happened at lunch today, because I worked through lunch, and the rest of the group went on without.

5-February-2008 (Day 16, afternoon)

Nothing new to report, this afternoon has gone by, quietly, partly because everyone is busy, especially me, trying to meet this investigation deadline. Mary at does that really had to do, so I'm surprised that she has not come and offer to help me throughout this project; strange!

6-February-2008 (Day 17, morning)

While at breakfast this morning, something dawned on me! And that was, the realization that I am the only male within my department structure pane. I have one person to answer to, and that is Nia, and her boss is a woman as well. Even if the data is a lack of cultural diversity within my department, there's also a lack of gender diversity. How did I come to this realization? While every time I am eating with the women in my department, I feel that (1)

they don't understand me because I'm of a different culture and (2), because everything I say is from a male perspective. So, usually, the girls make me feel like I am totally wrong when I express my opinions in general conversation about lifestyles, extracurricular activities and such.

6-February-2008 (Day 17, lunch)

Today Nia, and her boss decided to eat with us at the table. And judging by the conversation he, it appears that my feelings/assumptions made this morning are true. Whenever a topic was May, in my opinion was given on the matter and how I would handle things -- was immediately shot down, due to what I believe was from not having a woman's perspective. It's amazing, everything said, was wrong to these women, they were all ways right (at least how they felt). I soon became quite frustrated, and I think the women could sense it. So instead of dropping it, they kept on trying to push my buttons. I thought, wow, these women are really gender insensitive.

6-February-2008 (Day 17, afternoon)

I knew it was a matter of time before Mary reverted back to her old self, because this afternoon she appear to be really short with me, and not wanting to talk, even though she seemed quite happy conversing with the others in our group. This actually made me start thinking, maybe she was just playing ball all along. I can only wait and see, but something is telling me that she is just pretending. I also found out late this afternoon that the audit to Canada might be called off, because Canada has yet to sign a contract with MMO. What's most disturbing is that Nia told Mary and not me! And I am the one who is supposed to be going on the audit. Additionally, fill their wheat loaf should have been notified, and that information shouldn't be trickled down to me.

7-February-2008 (Day 18, morning)

This morning, Mary and I had a meeting with Peter and a new technical auditor Tom Burns. If you days ago Mary had a meeting about what the “new audit process” should be, collectively, we both agreed. This one a Mary Gates in the meeting and introduces “the old audit process” to Tom! I'm thinking, “what the f...?” So I wait for her to finish talking and then I explain how we will do audits and 2008. The look audit Mary's face was disgust, however, not by what I was saying, but because Peter and s Tom seemed to be agreeing with me to pay more attention (my audit of philosophy). Maybe she was jealous? Maybe she wanted to appear to be in charge. I already know from a previous conversation that Peter does not care that much for Mary (and how she does business). He thinks that she's always try to be in charge. The whole presentation went like this. I left the meeting upset, because I felt like a Mary double-crossed me. We had agreed on a plan, and then she went back on it; to make matters worse -- I had made the presentation myself. “Why the hell did she change it?”

7-February-2008 (Day 18, lunch)

Directly after the meeting was over, it was lunch time. During lunch, Mary and I did not say anything to one another. There was definitely some tension there; Mecia and I were talking about Canada, and then, she asked me about Hong Kong audit, and I said that I was excited about it, then Mecia said, “didn't Mary tell you?” Only one of night go now because there's no budget for both of you to go. I asked when did all of this happened? And apparently Mary and Nia talked about this without me. Again, I felt frustrated: that's two times in one day that this woman crossed me pay. Mary is that they are, with a stick brand on her face, she completely knew what she was doing. Mary was still in my mind picking on me, and this time she was smarter in her approach (withholding information).

7-February-2008 (Day 18, afternoon)

I had a phone meeting today with Julie, and she asked me, “what was wrong?” I explained the situation to her, and she could not understand Mary's actions, I thought “good, at least I'm not going crazy!” After the meeting with the rest of the team was still in meetings and I really did not see anybody. Mary did come back, but didn't really say anything to me. I didn't even get a goodbye, but I could hear her telling the rest of the group to have a nice evening. Maybe Mary was pretending to be nice to me after all , and I wonder now if need document that I thought Mary was mobbing me before?

8-February-2008 (Day 19, morning)

I don't know how to explain this weird feeling when I come to work. It's light, something I feel like I'm not want anyone, including Nia. However, despite my position in the company, I get the feeling that people around me are just waiting for me to make a mistake, especially Mary. Speaking of which, she never seems busy to me. It seemed like I'm always working on the audit process, and she's going to training, for what? I do not know, she does not tell me. I do note that this morning, I have this an easy feeling. Everyone is training except for me, and Nia. It's going all in two weeks, if Mary hasn't offered to help me with this investigation, even though she is not working on a case now. I think he wants me to fail.

8-February-2008 (Day 19, lunch)

Today, we all took a late lunch, because we are waiting on Mary. I was a little upset by this, because I remember more than once or twice, the group going all in with out me, only for me to find out later, everyone was all ready together. In all actuality, I did not want to eat Mary today, because I always feel like she is totally negative towards me, and yet she's so nice to everyone else. While we were at lunch today, I get the feeling that every one looks at me like “the American” (on the team), but Mary sees me as a black guy. She said something to make

me wonder about this; she said, “why do you people eat stuff like that?” Saying things like, “you people” is very offensive to minority. I wondered if she realize what she's saying, or how she's acting?

8-February-2008 (Day 19, afternoon)

Nothing to really report on this afternoon activities. However, I did manage to observe and come to the realization of something. When Mary, Mecia, Emma, or Karen say goodbye to one another, it is usually always a good dialogue between them, and it is usually five extra minutes of conversation. What I say goodbye, everyone cuts me short and it's not just one of them, it's all of them that do this to me! I don't know how to take it, do they like to talk to each other, or is the easier just to speak Swedish to one another, or am I truly been alienated here? Not being treated equally can make a guy feel real lonely, especially when that guy is already considered to be a minority.

11-February-2008 (Day 20, morning)

I think that I am beginning to sound like a broken record in that the same things at work keep occurring over and over again: the same bad eye contacts, saying discussions, saying negative attitudes towards my beliefs, and my way of life, and same shortsightedness on my Swedish coworker's behalf. I arrive to breakfast later than the others, and I did that for a reason (to see a bit of moods, or body language changed upon my arrival). I look at my colleagues, from a distance, and they all seemed very talkative, and full of life. What I came to the table, however, conversation stopped immediately. Even if they were talking about something in Swedish, they could have bought me and up to speed. Well this morning's lecture consisted of Mecia and Mary getting upset at me because I didn't like going for walks in the forest with my son. I told them that I prefer the city, and I'm not fond of suburbia areas. Both of them had a problem with this and Emma was laughing about the whole thing, because she was

genuinely blown away by what I said. Mecia made the comment, “well you're here now, so you should start doing this “our” way, the Swedish way.” I responded to her comment, “well that doesn't mean I have to change who I am.” At this point, Mary just got up and left without saying nothing, with a disgusted look on her face, and a sneer in my direction. I find it strange that Swedish people won't treat me as an equal however, they expect me to assimilate to their way of life, or I've run the risk of being alienated, because at this point, I feel that is was taking place here at MMO.

11-February-2008 (Day 20, lunch)

To make sure that I'm not imagining these events (being sarcastic), today at lunch I decided to do something a little different. Instead of giving my colleagues, a target, I was totally quiet. I didn't speak, unless I was spoken to, and I did not initiate any conversations. One visual result was that Mary did not get up and just leave, and there was no angry look on her face. But the downside, there were a live moments of awkward silence, where you could say that the girls did not know what to say. At one point, Mecia said, “you're quite this afternoon.” I thought of this as an obvious trap, but I just responded with, “just thinking about some things.” It looks like they want to engage me in controversy conversation, to sort of push me. There was an Asian guy is the from his table, and even though he is speaking English Mecia Mecia made a joke, “Chinese new year already?” Everyone got a good laugh about that but me. If I'm not there fueling their desire to bash other cultures and races, they will do it on their own. So, I suspect they will do some when I'm not in. I noticed that many of my colleagues have a negative tone against Middle Eastern people and make fun of Asian people all the time, which could be perceived as negative. The subject of the suburbs was brought up again, and Anders said, “I will never go to Rosengard.” I asked why and he said, “I just won't.” I explained that I go out there all the time to play basketball, and Mecia said, “we'll maybe you can go out there.” See Rosengard is considered to be the ghetto, here in

Malmö, but not because it's like American ghettos and run down, but mainly because all of the middle eastern people live out there, and there is usually a negative tone associated with that place, even though it's in Sweden. However, there are Swedish nationals, who lived there. I will continue to do this all week, because I believe that my coworkers do not know how to properly behave around others from a different culture. **Note: Mecia has started to show similar prejudices signs as Mary.**

12-February-2008 (Day 21, morning)

11 a.m. was the time when Mary, Nia, and I were to meet to discuss biweekly events. Mary and I met at 8:30 a.m. to go over the presentation, and it appears that Mary is in full swing, meaning she's back to her old self. She was again the cold and showed no signs of wanting me to be there. A few moments after our meeting, Mary, Mecia, Karen, and Emma are all in the hallway laughing with one another, and speak in Swedish (of course). I believe that in this department, there is a serious diversity issue – (1). There are no minority here, or even in the area of the building I am in. (2). There are no other men in my department, under Nia. So as it stands have two strikes against me. The meeting with Nia and Mary actually went really good from my perspective, however, Mary almost seemed bothered by the compliments Nia was getting to me for the work I've done; with creating the new templates for the audit process. Mary did not like my ideas, because she had told me on a previous occasion, however, now that Nia approved of my work, Mary actually agreed with it. Could you believe that? I showed Mary the same thing a week ago, and she was so against it. What does that mean? She listened to Mecia (Mecia not even a department head, she works under Mary and I), all the time, so that leads me to believe that since I'm not a national Swedish citizen, she will/does object to everything I do. It's a form of discrimination in my book. She definitely treats me different than the other national Swedish coworkers, both male and female.

12-February-2008 (Day 21, lunch)

At lunch today, I decided to continue my investigation from yesterday, and not speak to anyone: just to sit there and listen. Again, the bureau said absolutely nothing to talk about (at least not in front of me). And when the silence was too much for them, they started to talk about our colleagues in Japan, and how they do business (which was negatively criticized), the language (which was laughed at in a negative way). I said nothing, just sat there and took it all in. When they were done talking about the Japanese, they were silent again. So from the last two days, it appears that when I'm around, and for conversation is about differences in culture, where they are allowed to pass judgment, or make discriminating remarks, they have nothing to talk about (all of them). I left the lunch table early today to see when I left, with the ladies begin talking immediately after in Swedish, or did my presence not permit them to talk in Swedish. When I got up every at the table was quiet for exactly 3 minutes. When my colleagues believe that I was out of sight the ladies begin talking right away. I observed them for five minutes, and an that time frame, the girls were laughing and were very talkative, like they always are towards each other. This is proof that Mecia, Mary, & Emma by alienating me here at MMO. I feel like I am not wanted by members of my group, with the exception of Karen and Nia. So what am I supposed to do now? Now that I have proof that I am not really wanted here, because I am different, and my differences are viewed negatively by my national Swedish coworkers?

12-February-2008 (Day 21, afternoon)

This afternoon was actually pretty good. I made after a little pressure goal away, because I am 95% done in this project. Mary didn't speak to me at all, this afternoon, however, I am not the least bit surprised by this. I am almost obligated to just stay in my office and put my hours in and just leave. I have given consideration to this not because it's something I want, but more of something that I am being forced to do.

13-February-2008 (Day 22, morning)

Today I got to work at 7 a.m. for two reasons: (1) I decided to come to work at 7 a.m. and leave at 3 p.m., because Nia made a comment. A long time ago about how I'm always the last person to get in to work. When I asked her if it was a problem, she shrugged it off and said, "no." Then the Anovo audit happened in Kristinehamn, Sweden and Mary & Mecia both questioned my work and effort have filled their perception and reality are one, however, one's perception can lie about how reality really is pay. I found out that Mary gets in at 7 a.m., so she can leave at 3 p.m. I personally fill that anyone who was at work at the early is not doing anything except surfing the internet. In other words, "I think that Mary is an idiot, however, people have a positive perception about her, because she gets an early is Swedish, in goes with the flow (Swedish, organizational behavior). So I am attempting to change others around me, perceptions, and to put her and I on an even level, so people will see she's a fraud. I actually got in the office this morning before she did, and man was she surprised to see me, she actually looked a little disappointed. (2), I think that my colleagues are starting to affect my mood and attitude, so I want to be around them less as possible. Today the Mary, and Mecia went to breakfast, and did not invite me at all. Now, ever since I've been working here at MMO. We have always gone out to breakfast together (as a group), no matter what. I guess that the two of them are finally starting to show their true colors and distanced themselves from me. It's okay; I've seen something similar to this in the past from a few white/Caucasian coworkers in the United States. It's actually kind of sad.

13-February-2008 (Day 22, lunch)

Usually when people ask you to go to lunch, they wait for you. Well on other observation that I made today was when I was asked to go to lunch, everyone all walked ahead of me and basically left me alone. By the time I gathered my lunch. The girls were well into eating and had a little conversation going on. When I sat down at the table, the talking stopped, and

Mary put her head down and avoided eye contact with me (somehow, I am used to this). Today, I put a conscious effort to speak with my colleagues, and Emma was particularly interested in talking, and she was really energetic. Mecia, soon join the conversation, however, she was not as enthusiastic as Emma: it was more of an employee to employee gesture. Mary, however, did not want to, did not bother to, or attempt to even start a new conversation, or engage in an existing one. Also, Mary has yet to engage in any work related dialogue with me today. I find it strange, because she talks to Mecia and Emma all the time about work, and she is the only other lead auditor alone with myself (the other two girls are employees under us).

14-February-2008 (Day 23, morning)

Again this morning I was the first to arrive and actually I am enjoying getting here early. All the girls again today with the benefits without so much as even invite me. Mary and Emma both have to walk past my office (my door is wide open), in order to get to Mecia and Karen's office. I heard them as they all laughed outside of Mecia's door (her office is next to mine), and then they all walked off. I don't know why, but I am actually feeling kind of depressed today (almost like I could cry), because I feel like I am not want around here. The girls with the exception of Karen are excluding me, and the worst part of it is, I think that they are aware of it. I went to talk to Nia about this, but she was too busy to speak now, I honestly thought that she'd make time after seeing my facial expression (not the case). I wonder if Mecia (her favorite) or to come with the same facial expression, would she have talked to her? I was actually thinking – "sometimes I wish my manager, and colleagues were from a different background, because then it would be nice to go to work." This is an ongoing problem -- in every job that I have been at (with the exception of PWC in London), there always seems to be some kind of social divide, and if the minority says something about it, then I'm the crazy one. I believe that my colleagues love the idea of diversity, but in

actuality, do not really care for it. The worst part about the whole situation here at MMO in Lund, Sweden -- is that there isn't enough diversity -- so it's not like I can hang out with another minority. The Swedish people here at MMO, who are capable of speaking English, will only engage in minimal conversation with non-nationals/minorities who can't speak the language. I've been here at the company for about four months and already filled the pressure in the strains for being one of the only few minorities. And this is a direct result from MMO's lack of diversity.

(11 a.m. Late morning)

I was reading a book from John F. Dovidio (Colgate University), and Michelle R. Hebl (Rice University) called, "discrimination at the level of individual: cognitive and affective factors," while at work yesterday (being that I had some free time and was so motivated to tell Nia about how I've been getting discriminated by my coworkers). To tell her how I was starting to be isolated from the group, and the increasingly disassociation with me and other members of the group. See, I thought that maybe Mary and Mecia were putting ideas (negative) in Nia's head about me, but then, Nia called me into her office to talk: a request that I made from her earlier in the day. I asked Nia if she had heard any news concerning me or my work from any of my colleagues. Nia said, "no." I was clearly surprised, so I asked again, "nothing," Nia, "why?" Just asking, I replied. I was sure that the recent event of isolation, and lack of communication, disassociation, would have a negative affect and got them back to Nia, with me being to blame, but it was so. Instead, we talked about the audit and Nia expressed that she wanted Mary and I to talk to each other, and work as a team. I think that she can see the gaps. When I asked her why I was receiving information later than everyone else, she stated that whenever she's all round, and she says something that concerns me, she expects Mary and Mecia to inform me of the news. She explain, that was just how she did things. When ever I get mad about how Mary, and Mecia are acting, Nia always knows how

to calm me down here. I will not be going to lunch today, because I am leaving work early to go down to the immigration office to see about my residence and work permission.

15-February-2008 (Day 24, morning)

This morning I had a heated meeting with Nia and Mary. The meeting was to discuss our audit process and to discuss what direction both Mary and I thought the audit process should be going in. I present to you first, and Nia seem to be generally happy with my work, she even stopped and complemented my work, and Mary did not like this. She illustrated her discontent by constantly sucking her teeth, and taking long, loud sighs. I was obviously upset by this, so I kept my cool, rather than in getting a verbal argument with Mary. When it was Mary's turn to present, I kept quiet, and only ask questions when they presented themselves. Nia was clearly confused by both Mary's and my actions; meaning that she could see that we were not getting along at all. However, Nia's did not speak to us about this; an opportunity. I have felt she should have that in as her being one of the only bosses over Mary and I. Instead, we left the meeting more pissed off at each of the than ever before. Mary doesn't like change, nor does she encouraged in paid. I am different, because I have American values, I looked different, because I'm African-American, and I think differently because, my educational background, and the prejudice that I have faced as a minority. Mary does not want me here, because I might represent a change, I might represent diversity.

15-February-2008 (Day 24, lunch & afternoon)

We had to attend an “all employees meeting” this afternoon. And everyone left early to attend it, and Mecia, Emma, and I sat and ate lunch together. It was actually a good lunch, because we all just actually talked like humans, and common everyday things, with no controversy. The meeting, however, was more entertaining in that: MMO constantly emphasize that they were a very international company, and that the company as a whole is

very culturally diverse. In the back of my head, I was thinking, “what the hell are they talking about? Where's the diversity?” I looked around the room, and I think, out of 100 people, there might have been five non-Swedish people; I actually counted! There were about two British people, two agents, and me, one African-American. Where was/is the diversity? The immigration population here is far greater, however, it wasn't one person of middle eastern descent in the whole global customer service department. I guess what they meant to say was that, “their cultural diversity in every country that MMO is in, except Sweden. There are no minority people at the top of MMO, except Dick Kimiyota (President), other than that, there's me, and in the grand scheme of things, I'm only in the middle. I really want to see the statistical information on diversity at MMO, because I'm sure that it doesn't actually reflect what's actually going on here at MMO.

18-February-2008 (Day 25, morning)

I came into work late this morning, because I was at the immigration department today, getting my permanent resident stamp on a passport. It's funny, because if the immigration office, yet everything is a Swedish. So everyone in there (immigrants), have a really hard time getting to the right department, because there's no other language that has represented, not in English! “Maybe Swedish people really don't want outsiders in the country,” is what I thought. As for my team and coworkers, well, I have not seen any of them this morning. Not so much as a “hi” or a walk by.

18-February-2008 (Day 25, lunch)

There was nothing special about lunch today. I mean all we did was talk about books, movies, and the weather. I did notice that Mary stopped talking, I mean completely stop talking when I joined the conversation. On the way to lunch, and in the lunch line she's always smiling and laughing, and as soon as into the picture, she shuts up, and puts her head

down. Nia and Emma came to the table later on, and Mecia Karen, and myself were engaged in relatively good conversation: needless to say that Mary had her head down, and wasn't talking. As soon as Nia and Emma came to the table, she immediately started talking and smiling, like if she had been rescued, or something. For the rest of light, she did not talk to me, Mecia, or Karen. Mary and will completely shut anyone out and talks to me.

19-February-2008 (Day 26, lunch)

I will say that lunch was, the “same old thing.” Meaning, that Mary seemed/appeared to be very happy and cheerful going to lunch; talking and smiling, because I was not included in the conversation, because everyone was speaking Swedish on the way to the cafeteria. Oh yeah, the girls waited for me today (yeah!), probably because Nia waits for everyone, and believes we are one team. When we started to eat, things again seemed normal, because Mecia, Emma, and I were all talking about vacationing, and tattoos, really funny stuff. Meanwhile, Mary was again disassociating herself with the conversation and everyone who talked! Nia was in her own world, we all expected it, because she's the “boss lady” and these days, she's always stressed out. It looked like Mary wanted to hold a conversation with her, but whenever there was a chance to have one, Nia's phone rang.

19-February-2008 (Day 26, afternoon)

I pretty much worked on my document one all afternoon. No one really came out their offices, unless it was to get something, or use the toilets. Mary left again without saying goodbye to me, but she did say goodbye to everyone else. A wonder to stare at it is this way because I am different; book or she really doesn't like other races (is she a racist, I am, thinking).

20-February-2008 (Day 27, morning)

Yesterday afternoon, I had a thought that Mary could be a racist. After thinking it over for the night, I don't think that my thoughts were unjust. I mean, Mary is a smart person, and I believe that she is fully aware of her actions and how she is conducting herself whenever I am around. I mean, I believe that I have been discriminated on by all of my coworkers here at MMO, but most of the time. I think it has been unintentionally -- but I don't think that is the case was Mary. The good thing about this morning is that Mary is not here today, so I am very excited to see how everyone else is today. Back in November, when I was hired, I used to like coming to work, before Mary was hired (she was hired two months after me). Mecia and everyone acted normal back then.

20-February-2008 (Day 27, lunch)

Nia joined us for lunch today, and for the first time in a long time, "it was a good lunch." Everyone at the table was laughing and get this; I've noticed that ever since I started working, whenever Nia speaks Swedish around me, she catches herself doing so, she directly apologizes to me there, on the spot, starts speaking English again. We all stayed at lunch today for the full hour, with no silence, and everyone generally happy and laughing. However, I wish Nia could be with us all the time, because she truly knows what it's like to be the odd person out, being that she worked and lay it in the USA for like two years. I don't know why everything is different when she is there, but it is, maybe because everyone is trying to show face. I think that the rest of the girls know that Nia likes and respects me as a worker, and therefore when she's around, they hold face. It's one of those things that whatever Nia likes, their employees like.

21-February-2008 (Day 28)

I worked from home today, because I had to go to the US Embassy in Denmark, because I needed more passport pages from a passport.

22-February-2008 (Day 29, morning)

Quiet morning, especially since Mary and I are usually the only ones here at MMO for at least the first hour and a half. I said good morning to Mary When I got in, and her showing some courtesy say good morning back. There she didn't say anything to me, the whole morning. As soon as Mecia and Emma got in, she jumped out of her office like a little school girl to go and talk with them. She's discriminating against me so bad, that at times, I'm tempted to break my cover is show her how she's been acting, and asked her to explain herself. Mecia or the other hand, always asked everyone to go to breakfast and says hello (sometimes). I didn't attend breakfast this morning, because I was too busy doing stuff for the upcoming Hong Kong audit. Nia came in and screamed out, "morning Ross!"

(11:50 a.m., Day 29)

I don't know if Nia is dodging the situation, but every time I bring up the Hong Kong audit, she's always too busy, even though she promised me to talk about it today, and all Wednesday, and last week. I only say this because, manages only cut employees responsibilities. When they know that they are going to cut them loose. Another situation developed today where, I have been looking for, and e-mailing, and calling Hong Kong all week for the General service agreement, or contract, for one of our service locations in Hong Kong. Everyone in the department knew I was looking for the contract, never did give it to me until today (and guess who had the contract, Mary).

23-February-2008 (Day 29, lunch)

Lunch was cool today, the whole team was out at lunch, however, Mecia is the only person who spoke with me. The rest of the girls were all talking Swedish, including Nia. Mary seemed unbelievably happy today. She was speaking Swedish to everyone and didn't seem out of place. When Mecia and I stop talking to hear about the conversation, no one stopped, or bothered to bring us in. I wanted to talk to Nia about Hong Kong, but I didn't bother. Besides, Nia had already given me the heads up to go to Singapore instead, because Hong Kong's contract was not signed. I was wondering at lunch today, if Josephine has yet wrote me back concerning the travel information requested. The idea of visiting Singapore instead of Hong Kong is still exciting to me.

22-February-2008 (Day 29, afternoon)

I am checking my e-mails today and yes, Josephine has gotten back to me. Looks like Malaysia is my destination. While I'm in my office, Nia comes into my office and says, "we need to talk." I go to her office, and I see Sofia (H. R. department head) in there. I say, "this isn't good!" And Nia says, "it's not." I sit down to listen, and Nia starts to explain how Ulricka (mother on maternity leave, that I am filling position for) was here yesterday and that she wanted to come back to work ASAP! "What?" Is what I said. Nia says that she is sorry, but me, I am still in shock. Why tell me this morning that it was okay to go to Singapore if she knew this information, why the deception? I had a feeling that Nia had been stalling me for two weeks now, it seems that she had taken the side of Mary ("Why, I thought"). Just because I said, Mary was mobbing me and that I was being discriminated against? And why all of a sudden, does Ulricka want to make a speedy comeback? I heard just this week from Mecia talking about how Ulricka was so happy staying at home being a housewife. This is "bullshit," that's what I'm thinking. Sophia explains that in light of the situation, MMO is going to give me an additional two months pay, plus my vacation owed. She appears as if she

wanted me to sign the agreement right away, I tell her and Nia, I need time to think this over and I want to talk to someone. Sophia and Nia were quick to state, that this is a fair offer and that they could just fire me and give me only one months pay paid. They tell me, that in my contract, they have the right to terminate my contract in the case, where Ulricka wants to come back. I say, “no it doesn't, I wouldn't sign something like that!” Sophia and Nia were both trying to intimidate me. Sophia then says that you stay, or leave for the rest of the day if I wanted to. Both Sophia and Nia urged me to sign the contract, but I got up and went back to my office, a Sophia followed. I explained to Sophia that this whole thing is ridiculous, and that it's because of the problems between Mary and I, have a couple of weeks ago, I went to Nia and told her that I felt Mary was mobbing me. Sophia says, “why didn't you come and talk to me, you should've done that?” I say, “I told Nia, she was supposed to come and tell you” (at MMO, when someone reports mobbing or abuse, the person notified must conform to the HR department). I then showed Sophia my journal and explained that I had been documenting things in events for the last six weeks. I show her a definition and example of discrimination, and Sophia, what does he do?, she freaks out! She says, “where's your proof?” I'm telling her to read! She pushes the book back to me in the documentation without even looking at any of the information. I should have expected this, because Wednesday at lunch, Nia was bragging and laughing about how she had been Sophia is huge favor, and how she gets Sophia, going to this town, that Sophia didn't want to go to. Nia and Sophia are good friends, and I know that Sophia and the rest of the girls in the department are not going to speak up against Nia. A couple of minutes later, Sophia come's into office to ask me, “are you leaving?” I say, “I thought I could leave what I want to?” Sophia says, “we want you to leave today, now!” I respond, “okay, I will.” Sophia returns to the office two minutes later and says, “are you leaving?” I got mad and I say, “can I get my stuff ready?” Sophia at how much time do I need? I tell her 15 minutes. She then wait outside my office like I am some sort of criminal, when I have just been fired for stealing, or something. I'm

thinking, “just a minute ago, they made an offer, now, they trying throw me out the front door.” When I get to my car, I immediately called my union representative Lena Eriksson and explain the situation. We meet later on the afternoon, and she explains that MMO can't just get rid of me like this. I show her my contract, and she says, “what, Ulrick is coming back to work, only after three months of maternity leave? This can't be right.” I immediately agree with her, and Lene tells me to go home and not to worry.

(5 p.m. Day 29)

Lene calls me and tells me that she spoke with Sophia and explain that Sophia was wrong and that I did not have to sign a contract. Lene explained that I are still an employee and employed by MMO and that they cannot take anything away from me. (Lene also expressed how happy she was that I wasn't so eager to sign that ridiculous contract presented by Sophia and Nia)

25-February-2008 (Day 30, morning)

Lene called me this morning to let me know that she has given my contract to Magnus Harved, a local union lawyer in Malmo, Sweden. While he stated that MMO have the right to terminate my contract, they can only do so, if, and only if, Ulricka replaces me. I ask Lene dishy speaks to Sophia, and she indeed, did. Sophia explained to Lene, that Ulricka and her husband had already made plans, and he would stay at home now. Lene stated that Sophia and her wanted to have a meeting with me to discuss the issue mobbing and discrimination. I agreed.

26-February-2008 (Day 31)

I met with Lene, Sophia, an Bjorn Ahlander to discuss the matter of being discriminated against, and the claims of mobbing that was taking place in the work area. To be honest, all

of the participants seemed more interested in the fact that mobbing was occurring in MMO, than the actual fact, that discrimination was taken place. However, I believe that discrimination leads to an individual being mobbed or bullied. As the meeting progressed, Sophia Ramel (HR manager) was completely an uneasy and tried to drag the whole process. At which point I asked her to be for five minutes so I could talk to Bjorn Ahlander (special investigator for MMO, and has rank and power over Sophia). I explained to both Bjorn and Lene that Sophie should be here, because of her and Nia are close friends. I've Day gave examples of conversations that I heard take place between Sophie and Nia. Bjorn said, "off the record, do I believe that you have been discriminated against?, YES. However, I do not wish the staying to go to court. And besides, there has been only one case, such as this, that has won in court." Bjorn then asked for us to negotiate this matter and stated that MMO will be generous. In this matter.

26-February-2008 (Day 32)

Well technically I am still employed by MMO, so I can just sit on my ass until my demands are met. MMO wants to give me three months pay; I own the other hand, want six months plus vacation, but I received an unusual call from Lene this morning. Lene call and ask me if I want it my job back! What! I thought about things, but never thought MMO would make the offer paid. However, how would things be, it will Condit situation, would I be going back into? I asked Lene these questions, and she stated that Mary will go into the department, and I will have my old job back and other my coworkers will have to attend some form of diversity training. I told Lene, "no!" Because I did not owe back to the same type of situation, and be an outsider. When I asked Lene, how did this offer come about, she stated that Ulricka is not coming back. Nia, Sophie, MMO lied about the whole thing. Now I had the upper hand. I immediately called Magnus told him the situation and that now, I

wanted them to pay me 10 to 12 months pay. Magnus agreed, because now MMO admitted wrongdoing.

29-February-2008 (Day 33, What I learned: summary)

I have officially worked at MMO for five months, and eight of those weeks, I have been documenting my experiences in dealing with discrimination, and behemoth/bullied in the workplace. I do not think that the events that took place in Denmark at Nono Nord would repeat themselves, however, they did, and this time. They transferred me to been mobbed/bullied by my fellow coworkers.

So is diversity needed at MMO's? Very much so, however, I don't believe that just don't think a whole bunch of minorities into MMO will help the situation. I believe that top management will have to set examples, and all employees will have to follow management lead. The truly sad thing here, is that most of the people here in this case study don't even view Bjorn Ahlander said that my old apartment would have to receive training in would be dealt with accordingly do I think. Do I think this will happen? Probably not, but the most likely outcome will be for everyone to get over with their daily lives, and when another position does come up, I can almost guess that a national Swedish person will be picked for the position, and any minority applying for the position will be quickly passed through on the merit that they are a minority, and that most individuals there at MMO are unwilling to change.

The truly disappointing realization is that I believe I have made things worse and not the better for all minorities at MMO. History teaches us that the first to speak up is usually cast out in given the title, "once in a lifetime." However, if others wish to speak up, they will not be as fortunate as I was. The employees at MMO are Swedish nationalists and consist of a

middle age group (30 years and up). They will only listen to managers who are already established in the organization and who are from another location, coming to Lund, Sweden as a transfer, but only if the skin color is “white.” Sorry, but it's true. In conversation, they have no respect for MMO, president, and when talking about Asia Pacific and other countries in the East, it is clearly a lack of respect for individuals based on color, skin, and facial features.

Background (Previous Employer)

I was previously employed in Denmark for a pharmaceutical company called in Nono Nord, where I was culturally discriminated against (see attachment) and was forced to leave the company. Even after an inner company investigation, though Nordisk proved no wrongdoing on the parts of its managers, after a manager did not extend my contract because of cultural difference (as personally stated by him). The reason why I believe this research is significant, and will hold some value, is because while at Nono Nord, I was placed in a similar situation where I was the only minority within my department, and was the only individual without Danish characteristics as the local people in that particular country. Sometimes it's easier to discriminate, or subconsciously discriminate against someone when they look different. Often I have found myself in situations where my arrows were significantly overstated on a magnified because I was the only minority in the group. I feel like many nationals feel like it's easier to shift the blame to someone who does not have the same characteristics as their own, or the same belief system, value system, and the same can be said regarding gender. This can often lead to individuals being wrongly discriminated against, and sometimes the person who was doing a discrimination is often unaware of their actions.

Document 4

Diversity: A study on the susceptibility of HNEs in countries with low ethnic populations to socially include or exclude ethnic minority people.

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Chapter 1: Introduction

The research in document four critically reviews themes and methods within quantitative research by means of a pilot test questionnaire to study and analyze the susceptibility of host national employees (HNEs) in countries with low ethnic populations to socially include or exclude ethnic minority people. Through the use of a pilot test questionnaire, document four will also help to identify whether there are characteristics that override skin color when Scandinavians decide whom they would become sociable, or friends with. In particular, whether things such as: celebrity status overrides issues of ethnic origin and culture when people decide whether to be socially inclusive or exclusive. The paper will also discuss how these characteristics translate from the social environment, to how individuals are perceived within a modern multinational organization (MMO). The responses to the pilot test questionnaire will also give insight and build discussion on the advantages and disadvantages of being social interaction between different cultures.

Document four focuses on the wider society of Scandinavian culture rather than on social relationships within organizations as in previous documents. This was done to identify what is suspect to be part of a larger effect of the issue of social disassociation that was talked about within the previous documents and the issue's centering on diversity. Differences in perspective, frame of reference, values, norms, and communication styles of people from different ethnic backgrounds are often aggravated by stereotypes, prejudices, and misunderstandings. This makes decision-making, problem solving and conflict management extremely complex (Cox and Blake, 1991). Another goal of this research is to discover out if stereotypes towards other cultures are formed by unconscious bias, if so, how do these biases influence a company's organizational culture, and could these biases be mitigated by individual characteristics, such as popularity in Scandinavian society and organizations.

Document four will refer to previous work (documents one, two & three). Discussions about confronting stereotypes against minorities within organization, and issues of discrimination centering on social disassociation will be revisited but only to validate, or assist with the issue of celebrity status. There is references to the cultural, ethnicity, and language difference, as well as, the communication between minority citizens and HNE within Scandinavia, but within a wider society rather than in the workplace.

Links to previous documents

In document one, research interest were based on personal experiences (of the researcher) working at different MMO, which lead me focus on issues of diversity and bullying/mobbing. The research questions that were asked were:

1. How diverse is the company SMC compared with its competitors?
2. Do the stereotypes of an employee's culture lead to employees becoming socially disassociated?

Questions were answered/ satisfied in later documents, as well as, through the DBA case study. The questions were originally proposed for discovering underlying meanings and patterns of relationships about diversity, including classifications of types of phenomena and entities, in a manner that did not involve mathematical models.

Document one's research questions were followed up with a literature review in document two. The main theme suggested that there was 'a lack of management's understanding' that leads to organizations developing organizational cultures that were solely focused on HNEs. Management exclusion of minority employees from the organization culture, consequently lead to minority employees experiencing issues of social disassociation. Document two also asked the following question:

1. If social disassociation was a result of lack of management diversity, an incomplete organizational culture, or bullying and discrimination.
2. If social disassociation was a result of all 3 sub-categories (lack of management diversity, an incomplete organizational culture, or bullying and discrimination), or if there was a combination of factors.

In document two's literature review, there was support by the researcher that behavior of bullying/mobbing would only take place if the offender felt that he/she had the blessing, support, or implicit permission by his/her superiors and co-workers to behave in such a manner, as suggested by (Einarsen, 1999). As a result, the conclusion of document two, stated possible consequences for developing an organizational culture where management supported or tolerated acts of bullying/mobbing would ultimately lead to a deficient organizational culture. A deficient organizational culture that resulted in negative outcomes for both the organization and the minority employees that ultimately would lead to minority employee's experiencing bullying/mobbing and discrimination (in the form of social disassociation) orchestrated by HNE employees openly.

In document three's qualitative research, the research focused on the researchers own experiences while employed in an modern multinational organization (MMO): Sunny Mobile Communications (SMC) in a critically reflexive manner. The reflexive approached challenged the values of the researcher on the concept of diversity by forcing him to ask questions such as; 'whether diversity was needed at an MMO?' The research sided with writers such as; Kandola (2009, p3) who stressed the importance to 'get the diversity movement moving again.' Kandola also stated that diversity was a vital component in social, economic and political development, and emphasized key roles diversity plays in areas such as:

1. Adaptiveness: ensuring agility in the face of environmental change
2. Globalization: building and supporting relationships between different communities.
3. Service: understanding and responding to the needs of an organization users.

4. Wellbeing: supporting the health and happiness of our people.

The reflexive approach caused the researcher to challenge certain assumptions such as: believing that just because one party is willing to learn about another culture, didn't guarantee the opposing party would comply and be as eager to learn about another culture; such an example was seen the case study below:

I again allow personal biases to evade my thoughts by stating the comment at the end of the story that, "I feel like if you're going to allow diversity in, you might as well make that individual a true part of the organization." Reflecting back on this incident objectively, I can clearly see that my actions and reactions to the situation were fueled my continual frustration of working in a Scandinavian company where the native language was not that of my own Ross (2008, pg. 30).

At the conclusion of document three, a new theory arose and the position of the researcher shifted, in that; there was no longer a question of whether management had a lack of understanding towards minority employees. However, managements' reaction to the inclusion of minorities within their respective work environment, and the ability to fully grasp the situation of having a diverse work environment was questioned. Also, determining if managers were equipped to handle issues of discrimination and bullying/mobbing effectively and efficiently without bias was another theory that was questioned by the researcher.

In document three's case study analysis, the stance was that management's actions were often inappropriate and encouraged a low profile culture that was seen by McClean and Marshall's (1991), in that the values, beliefs, and behaviors' chosen by the staff, as described by Fisher (2007, p. 139-140) alienate minority staff. Thus, believing that management decisions gave direction to the creation and shaping of organizational cultures. The view was supported by evidence from the literature review in document two, where various writers, such as Roberson and Stevens (2006), (Weick, 1995), and as Subramaniam and Ashkanasy

(2001, p. 36), expressed the view that there was a lack of understanding on management's behalf. Robinson (2008) explained that, 'blacks and whites are likely to differ substantially in how they conceive of and define discrimination. While many whites expect evidence of discrimination to be explicit, and assume that people are colorblind when such evidence is lacking, many blacks perceive bias to be prevalent and primarily implicit. The example of Robinson (2008) did not imply that there is an issue with black minorities and white HNE, however, it validates McClean and Marshall's (1991) concept of 'low profile culture' in that values, beliefs, and behaviors' of one group can differ from another and therefore take precedence to bear down on another group. The concept of low profile culture gives way to culture imperialism, and allows one group to control organizational culture, in which HNE's are hired, or seen as favorable, while the same requirements might not be applied to employees of a different culture or ethnic background. Document three's analysis of the case study concluded that social disassociation towards minority groups could indeed be a result of management's reaction to issue of discrimination and inappropriate behaviors, such as, bully/ mobbing more than anything.

Another conclusion from the case study was that management had a good understanding of its minority population within the organization, however, failed to act appropriately in response to blatant stereotypical outbursts by HNE that was directed towards some minority employees. It was also concluded that top management would have to set examples, and all employees will have to follow managements' lead when it comes to embracing a new diverse work environment. According to Kandola (2009, p2) to achieve true diversity, we need to look in the dark places: within our own prejudices and habit. While Kandola gave insight on how to achieve diversity, getting individuals to acknowledge their own prejudices can be seen as an obstacle in its own. Document four is expected to identify if

such prejudices (displayed in document 3) are pushed aside in the light of popularity and celebrity status.

The behaviors seen in document three have allowed for the research in document four to focus on whether ethnic origins of others has an impact of the propensity to be friendly, compared with other factors, such as: celebrity/ popularity, in countries with low ethnic populations. In document four, the research being performed will not look for understanding of what it is to be seen as Scandinavian, but will attempt to provide evidence through the pilot test questionnaire that minority culture in the specified regions of Scandinavia is seen as a barrier to social inclusion, unless given cause to, in this case, if popularity is established. The implications for such research will be to pinpoint HNE's possible lack of understanding toward the minority population in Scandinavia, and how the importance of understanding different cultures can possible lead to better organizational behavior in MMO.

Benefits to understanding the properties that form an organizations culture, such as: values, beliefs, and behaviors of individuals in a department, or a group of people within the organization, could be linked or factored into inducting new workers (both minorities and HNE) within that organizational culture. Finally, by understanding how individuals relate to one another, there is a possibility of eliminating the low profile culture (as seen in document 3), and reduces hegemony that exists within organizational departments. The importance of detecting and eliminating low profile culture is that it would help employee to employee relationships as seen by Blanc (1998) who suggests 'integration and exclusion usually refer to the notions of 'in and out' groups, and to the famous opposition: 'we' and 'they'. Implicitly, integration refers to mainstream society and exclusion to outsiders and minorities at the margins, and that mainstream groups do not constitute society as a whole.

Chapter 2: Research focus and purpose

Purpose

As stated earlier, the purpose of this paper is to present a quantitative piece of research. It has been written to contribute to the understanding of how HNE and minorities in an MMO view one another: The research is also written to further understand the social attitudes of citizens in Denmark and Sweden, and the propensity to socially include/exclude ethnic minorities. Literature reviews identify links between social disassociation and the concept of stereotyping and warmth as seen by Fiske et al (2002) view that stereotypes/ perceptions of social groups can be classified along the dimensions of competence and warmth. Fiske et al, state that competence elicits respect whereas warmth elicits liking. Perceptions of the competence and warmth of a group and individuals depend on their social status (public perception) and whether the group is seen as cooperative and accommodating or competitive and threatening (Glick and Fiske, 2001). Negative perceptions and insignificant views directed at minority population within a region can lead to social exclusion of that group. Issues of stereotypes/ perceptions of HNEs and ethnic minorities are important in order to identify how the social perceptions of groups is effected and shaped.

Another goal of this research is to identify if minority favourability is only present as a result of popularity, or if a genuine consensus to connect with all minorities regardless of popularity exist within the social atmosphere. The research will also examine if warmth is only extended to members of minorities who are popular and if minorities who are seen as unpopular for such things as: crime, political views going against social norms are privileged to the same susceptibility of warmth. In the literature review writers such as: (Fiske et al., 2002; Fiske, Xu, Cuddy, & Glick, 1999) showed that Whites are judged as competent and warm; Asians are judged as more competent, but less warm than Whites, and Blacks and Latinos are judged as less competent and less warm than Whites and Asians. The importance of such examples given by (Fiske et al., 2002; Fiske, Xu, Cuddy, & Glick, 1999) is that other

writers such as (Galeotti 2002; Saas 2001) state that, stereotypes produce negative beliefs in society, to a certain extent that any positive attributes in relation to a particular culture were completely destabilized. Document four will attempt to determine if the ethnic minority culture in Denmark and Sweden are seen as insignificant, but document four also attempted to uncover the implications of how such views that citizen might hold against a specific group of individuals, and how such views could then be carried over to everyday organizational culture.

Research Setting

The proposed research setting will be within two Scandinavian countries Denmark and Sweden, with participants of the research survey being either from the cities of Copenhagen, Denmark or Malmö, Sweden. The reasoning for choosing these two particular locations is due to the researcher's familiarity with the lifestyles of both locations and the customs of its inhabitants. In document three the researcher stated that he previously worked in Denmark for a MMO - pharmaceutical company called Normal Nord, where he was culturally discriminated against and was ultimately forced to part ways the company (see document 2 attachment). Coincidentally, the researcher was also hired under contract with another MNO, located in Sweden - Sunny Mobile Communication (SMC) to work, whereas he documented cultural discrimination on behalf of SMC, however, this time, the discrimination was in the form of social disassociation (see document 3 Case study). With this information in mind SMC is in close proximity to the area where I use to work at in Denmark at Normal Nord (about 1hr, 20 minutes apart), with the two major cities being Copenhagen and Malmö. The researcher also suspected that there is currently a growing dissatisfaction within the two regions between its minority population and 'national citizens.'

The researcher is attempting to discover what issues of dissatisfaction are centered on perceptions of the minority population, or issues of non-acceptance by citizens in the population towards individuals who have different facial, ethnical, and characteristics to traditional Scandinavian citizens. Various researchers in the field of diversity such as: Steele (1997), Murphy, Steele, & Gross (2007), and Greenwald, McGhee, & Schwartz (1998), have a collective belief that institutionalized racism and unconscious prejudice in organizational culture impacts significantly on an organization, its employee's behavior, motivations, and ultimately, that organization's financial performance. There exist a possibility that there is strong unconscious prejudice in the Scandinavian society towards the minority population in the regions selected, and that minority's who are looked at by the world as unfavorable, will have even more difficulties within the work environment.

Chapter 3: Hypothesis development

Selection of Hypotheses

Document four is suggesting that there are a number of key variables that determine the threshold of social interaction between minorities and HNE within an organizational environment. The key variables include:

- The social perception of HNEs towards ethnic minorities in the region.
- Gender
- The stereotype of what a Scandinavian citizen is characterized as.

As a researcher I am proposing that the different combinations of the factors listed above will influence the extent to which minorities are socially disassociated/ excluded. Therefore, I am hypothesizing the following for document four:

1. Scandinavian HNE women (with the regions of Copenhagen, Denmark and Malmo, Sweden) are more likely than Scandinavian HNE men to socially isolate minority employees based on ethnicity and social views.

This hypothesis is based on Broome, DeTurk., Kristjansdottir, and etc (2002) and their example from Shuter and Turner (1997), of their examination into perceptions of conflict communication among African American and European American women in the workplace. Shuter and Turner found that others see European American women as more conflict avoidant than African American women. Although professional women of both races see themselves and others of their own race as working to reduce conflict in the workplace, those of opposite race do not share the same perception. Martin (1992, p.14) states that ‘categories’ have shortcomings, most significantly – their failure to capture some information of importance. Martin goes on to state that people and things seldom fit into categories in any easy way and much of importance is ignored whenever categories are used. I’m theorizing that most (not all) white Scandinavian European women share the same view as European American women towards other minority ethnic groups. If this turns out to be true, then it

would explain the issues of social inclusion and disassociation of minorities within the work environment in MMO's.

The hypothesis above is not saying that HNE males in Scandinavia do not hold any biasness towards the inclusion of minorities in the organization (see document 2 attachment, Normal Nord), however, it does hypothesize that HNE women in Scandinavia with the specific regions above, are more prone to be more socially exclusive towards minorities and their ethnicity.

It is understood by the researcher that in many places throughout the world, there will always exist prejudices of some kind; the research in document four could possibly show that while HNE Scandinavian males (within the regions of Denmark and Sweden) are more open in their actions towards minorities, therefore possibly showing less biasness. The notion of Shuter and Turner that sees European American women as more conflict avoidant, makes me as a researcher question the idea or understanding of someone being conflict avoidant. Does this notion that Shuter and Turner presented mean that European American women suppress emotions, biasness, or true feelings towards an individual or incident, or is this something more dangerous to the development of organizational behavior in the long run: as opposed to being open about events and individuals. This not to say that one form of biasness/ emotions is better than the other, however, the researcher is suggesting that it's easier to fix a problem if the problem is not hidden.

2. Scandinavian citizen have little interest in befriending minority citizens in the specified regions of Scandinavia, unless given cause to, such as: popularity, or other characteristics that are seen as favorable in the public view.

Research on social networks, which suggests that people who are demographically similar may have stronger interpersonal connections than do people who are demographically dissimilar (Ibarra, 1993, 1995). Also, Milliken and Martins (1996) noted from a literature review that observable differences such as color types are more likely to evoke biased or stereotyping responses than are less-observable aspects of diversity. Also, in the document two literature review, the researcher wrote that many of the problem-solving enhancement effects of diversity frequently emerge from the less-observable types that represent differences of perspectives and skills.

3. Neither minorities nor HNE's in Scandinavia (with the regions of Copenhagen, Denmark and Malmo, Sweden) view the minority population as part of the national make-up.

Chosen hypothesis's and limitations

The goal of in document four is to collect data using (1) a survey based on perceptions of culture and popularity to individuals within a selected region of Scandinavia. (2) Analyze the data collected from respondents in hopes of stating if the hypotheses of this document were proven to be correct or incorrect by the researcher. (3) To critically discuss any issues of social inclusion/ or disassociation that might be relevant from the data gathered.

Martin (1992, p.5) states her belief that lower-ranking employees, women, and /or minorities have not been sought after, understood, or fully incorporated into theories of organizations. Document four will attempt to understand how employees perceive one another while outside the organization. As such, the research is hopeful to identify how individuals' beliefs and feelings toward the concept of social inclusion/exclusion are displayed while outside the work environment, and if the beliefs and feelings are then brought into the organization; possibly forming some type of a corporate culture. Benschop (2001) also supported another view of Cox (1993) that, 'communication within the diverse

group may be more formal and less frequent than in homogeneous groups, and therefore less effective.’ Scanty formal office communication within the organization does not/ should not constitute as social interaction within the work environment.

Hypothesis’s number two of the questionnaire will illustrate how HNEs identify differences between citizens. Differences may be compounded by the un-skilled use of the local language; even though that individual might have been born in, or migrated to Scandinavia. Communication also plays a part of the in social inclusion/exclusion as was seen in the literature review, Schneider (2002), writes, ‘if multinational corporations use multiple languages, translation strategies add another potential for cultural misunderstanding.’ If the values, beliefs, and behaviors’ are being chosen by the staff within the organization; then a possibility exist that HNE’s close minority co-workers out of the communication loop, once they identify an individual as being different, or pinpoint cultural differences. Schneider (2002) also wrote that although two cultures might agree on a lexical categorization, the language translation or denotation of identities and behaviors that describe an event, and the connotation or affective meaning of these identities and behaviors might still differ.

Finally, hypothesis number three, will look at culture imperialism and how one sub-culture group in the organization gains power or hegemony over other groups, and if power is gained through the likeness of physical appearance, gender, or nationality. Throughout the course of the entire DBA research, it was speculated that the inclusion of an different variables within an organization can disrupt power or hegemony within an organization? These unknown variables consist of things, such as: different culture, gender, or even religious background.

Another way to view this is by looking at the following: can the inclusion of a single or combination of variables such as: a male, female, ethnic, disabled, personality differences, a culturally different individual who is at the top level of an MMO department, disrupt the cohesive work environment and cause/ ignite discrimination in the form of social disassociation? Crumpacker & Crumpacker (2007) wrote that management/ HR can impact on organizational culture through the recruitment and selection of new employees, either to fill existing gaps within the workplace or to initiate change to existing norms and culture of the workplace. Steps were taken to measure this effect by the inclusion of images of a prominent politician and music/film artist, both white and minority Scandinavian citizens. This setup was used to gauge perception and favorability towards the proposed individuals in the photographs. As Chow (2002, p. 351) points out, perceptions of organizational culture may differ across different levels in the organization. This suggest that individuals who participated in the survey will like change opinions of the famous people in the photos, being that not everyone will work in the same organization, department, and industry.

Chapter 4: Methodology

Ontological & Epistemological positioning

In document four, one research methods have been looked at in order to best interpret the data that was gathered and analyzed from the questionnaire. By adopting a hypothesis testing approach, by design, the research is adopting a realist ontology and epistemology position. Also, by using a questionnaire, I am making some ontological and epistemological assumptions, such as:

Ontological

- a. That people's attitude to ethnicity and social interaction are fixed and can be measured, i.e. that their attitudes are 'real.'
- b. Taking a realist position that accepts there will be subjective variations, but nevertheless recurring patterns will be found.

Epistemological

- a. That the type of information collected can be acquired by the use of the questionnaire and can provide a rough accurate representation of the society.

Counter arguments to both positions above are that (1) people's attitudes can be highly fluid and cannot be specified, and (2) can't be seen real just by ticking a box on a survey. Sipe and Constable (1996) state that ontological assumption is about reality, that reality is constructed by each knower or observer subjectively therefore what we know about reality is only through representations Denzin and Lincoln (2000).

Looking at the ontological position for document four, the definition from Bryman (2004) of ontology was used - that is, to do with whether the social world is regarded as something external to social actors or as something that people are in the process of fashioning; a theory of the nature of social entities. According to Bryman (2004, p.16) cultures and subcultures constrain us because we internalize their beliefs and values. In the test pilot questionnaire, I am looking at the social world as being non-exclusive to its social actors. The ontological view is that people's attitude to ethnicity and social interactions are

fixed and can be measured. However, individuals who participated in the survey attitudes are real, and as such, I am taking a realist position that accepts that there will be subjective variations (Miles and Huberine, 1994).

Arguments presented in documents 1 and 2, stated that the lived realities of minorities and organization need to coexist to further develop and achieve the organization's goals. However, document three stated that HNE were not considered to be part of the social entity. The researcher then made strong assertions that such social entities in question were primarily comprised the organization and HNE. The position has shifted in the current document, as the researcher feels that there is no social entity, just the social world and its actors. However there is an attempt to communicate how the perceptions in the social world can lead to difficulties within a social entity, or organizational structure.

Bryman (2004) defines epistemology as a theory of knowledge. I see a stance on what should pass as acceptable knowledge. However, Schon's (1983) notion of epistemology of practice was that a reflective thought is a dialectic process that incorporates action with experience to uncover one's underlying assumptions of reality. Information that can be obtained from the test pilot questionnaire can mirror representation of individual's views of the social reality in Scandinavia. It was hypothesized earlier that Scandinavian citizens have little interest in befriending minority citizens in the specified regions of Scandinavia, unless given cause to, such as: popularity, or other characteristics that are seen as favorable in the public view. However, its also suspected that HNE Scandinavian citizens have no interest in considering minority citizens to be actual citizens, unless given cause to, such as popularity, or other characteristics that are seen as favorable in the public view. The social perceptions of both HNE and minority citizens, as well as, what stereotypes still exist about different cultures in particular Scandinavian societies will be explored further in this current document.

Chapter 5: Variables and Methods

What is need to test the hypothesis's

In today's busy society, many individuals are pressed for time, and are very reluctant to invest time and participate in physically filling out a survey. That said, document four will conduct the test pilot questionnaires online within the specified Scandinavian regions, rather than having individuals complete the survey in the physical form/ face to face. As an African-American male, my perspective is that the subject of race is a very sensitive matter to discuss openly in American society. There is a similar perceived social atmosphere in the region of Scandinavia that the survey has been administered in, which suggest comparable, if not, more unfriendly atmosphere concerning the subject, therefore, therefore, I feel that respondents will be less inclined to be truthful if confronted face to face. Morrison & Lapid-Bogda, (1994), suggest that if diversity is to succeed in an organization, executives need to overcome their own discomfort about the sensitive issues involved. The same can be said by individuals overcoming their own discomfort within the social atmosphere. However, there are writers such as Oliver and Wong (2003) who suggest those same groups of people who live in a more racially diverse setting, are deemed to show less, or no negative aggressions towards other races.

The test pilot questionnaires were distributed using the help of my family members here in Scandinavia, and the use of the social network www.facebook.com. Facebook - is a social utility that connects people with friends and others who work, study, and around them. (Facebook.com). To help with the analysis of the data collected, tools provided by www.surveymonkey.com, to help with many of the cross tabulations that were generated, were used: The cross tab feature complements the filtering tool and works like a "blanket" Filter in surveymonkey.com. Also, I sought help from David Wieseltier (Sales Manager Denmark, specializing in Survey creation and distribution) of CINT, located in Glostrup,

Denmark to help with some of the language translations in building the survey and understanding of the information as it pertains to Danish and Swedish culture. Schneider (2002) wrote that translations of strategies add another potential for cultural misunderstanding. Therefore when building the survey it was first constructed in the researchers native language (English), then translated and corrected into Danish (with the help of David Wieseltier), then back to English with necessary changes. However, it was the researcher who chose the selection of information to be analyzed and provided the full analysis based on the work collected and gathered. David Wieseltier was sought out for his expertise in Quantitative methods, and because there was clarification needed on some of the responses: being that the issue of race, ethnicity, and nationality are deemed to be a sensitive subject here in Scandinavia.

The use of a Postal/ mail survey was looked into; however, due to time constraints, the researcher did not feel that this would be a good approach. Other survey modes looked at were telephone surveys, again, due to my lack of understanding of both Danish and Swedish languages; this would not have been a viable option either. Using an internet based survey helped ease unnecessary tension, without respondents feeling that they will be judged, or that other people are looking over their shoulder while completing the survey. Some notable factors against using the Internet to conduct a survey include but are not limited to:

- Need reliable access to Internet
- Respondent must be able to use a browser
- Respondent must be “online”
- System can go down or be unreliable
- Respondents must be able to use a computer, a mouse, and/or keyboard

While these factors are uncontrollable on my behalf, I feel confident that there was a great response to the survey as a whole.

Methods that will be used

In conducting any form of survey, there will always be advantages and disadvantages to discuss; however, there will also be solutions to problems that might exist. Problems such as: Survey lengths, complexity, language, as well as, the areas in which the survey was distributed all have to be taken into consideration. In the test pilot questionnaire/survey that was put together; complexity and length were adjusted to better fit the targeted audience. In the same as adjusting length and complexity of traditional methodologies depending on the subject and the respondent, the same was needed online too. There were distinct advantages to using online surveys such as:

1. Being able to reach out to individuals that would normally be inaccessible.
2. Time – being able to access many people in a relatively short time span.
3. Automated data collection – researchers can work on other tasks while the data is being collected (Andrews et al, 2003)
4. Cost reduction, greater speed and efficiency
5. Respondents can be more candid (Joinson, 2001)

The researcher was able to reach out to many individuals in the test pilot questionnaire/survey who would have otherwise been inaccessible, such as the Middle-Eastern population in Denmark, and many Caucasian HNE men and women. This was partially because of the language differences between the researcher and the inhabitants within Scandinavia (the researcher is a native English speaker). Notable disadvantages to using online surveys were:

1. Many common to traditional survey
 - a. Sampling issues
 - b. Data validity/ reliability issues
 - c. People can lie

2. Sampling from a group
 - a. Membership email lists used as a sampling frame: Not always available and problem of multiple email addresses and multiple responses
3. Participation is also variable
4. Problems of ‘lurkers’ (Preece et al, 2004)

Some of the disadvantages of using an online survey consisted of the following items above such: as reliability, validity, and lurkers. An example would be that an individual decided to use the following (“i?./th/?.”) to answer parts, or multiple parts of the questionnaire.

Being a participant in a MMO in Scandinavia, I’ve found myself, as a researcher, to be more careful than I would normally be, if in my native country of the USA; in that I was more aware of the uneasy social environment (obtained through years of dialog with local residents; this being my fifth year in Scandinavia). In document three, a phrase from Clifford Geertz (1983) was borrowed, the “trick is to figure out what the devil they (the members of the community) think they are up to. And no one knows this better than they do themselves; hence the passion to swim in the stream of their experience.” Time spent as a covert ethnographer at SMC, has made the researcher cautious in the approach to asking questions, or investigating issues/ or forms of discrimination in Scandinavia.

Qualitative methods will be use in this interpretivist study to explore interactions related to the common experiences of higher education faculty members that are teaching online courses to understand factors that contribute to the job satisfaction of these faculty members. This study is exploratory because little is known about what constitutes job satisfaction for higher education faculty members that are teaching online courses. Qualitative methods are the best choice for this research because qualitative methods allow the researcher to listen to the views of the research participants, while focusing on the natural setting or context, such as the online program or classroom, in which participants express

their views. Qualitative research methods are unsurpassed for 47 research problems where the variables are unknown and need to be explored (Creswell, 2005). Qualitative methods permit the researcher to approach the fieldwork without being constrained by predetermined categories of analysis, and allows the researcher to study the selected issue in depth and detail, which contributes to the depth, openness, and detail of the qualitative inquiry (Patton, 1990).

This study is situated within a constructivist paradigm where the researcher takes the position that, as Schwandt (1998) states, "...human beings do not find or discover knowledge so much as construct or make it" (p. 237). The constructivist paradigm recognizes the complex nature of the multiple realities and that there is no single, unique "reality" but only individual perspectives. Erlandson, Harris, Skipper and Allen (1993) emphasize that since no two contexts are identical, full generalizability within this paradigm "ignores the unique shaping forces that exist in each context" (p. 17).

A theoretical framework based on the paradigms, and naturalistic strategies of Constructivist Inquiry (Guba and Lincoln, 1994) and the perspectives, designs and methods of Constructivist Grounded Theory (Charmaz, 2000) was developed to situate the methodology for this research study within the qualitative research literature (see figure 2, p. 48)

Bell (1993) indicated that no researcher can demand access to an institution, an organisation or to materials, therefore, there is no easy way to get access to cases of racial discrimination or other acts of social disassociation on the company's behalf. Many of the citizens in this region of Scandinavia (as previously stated) will not openly discuss issues of discrimination. Muskwe (2008) a DBA student at Nottingham Trent University stated that

being an ethnic minority and primary data collection instrument is often troublesome because the thinking and experience might have influenced the data gathering and analysis. It is difficult to see how this bias can be avoided completely, but awareness of the problem plus constant self control can help (Gravron, cited in Bell, 1993). Conducting the survey online was calculated as the best way to proceed with the research based overall perception of the landscape and its inhabitants.

Other possible methods such as focus groups, interviews, etc, could have been used, however, the truthfulness of participants in the region would have come into question. There are advantages and disadvantages of focus groups such as:

Focus groups advantages:

- Exploratory; good way of getting people to talk about their attitudes and perceptions. Provides in-depth information.
- Client can observe research as it is being conducted.
- Visual aids can be used.

Focus groups limitations:

- Can be an inefficient way of gathering information.
- Reveals attitudes of small group only. Not a scientific sampling.
- Recruitment can be difficult without a strong incentive.

When looking the method of interviews the following are some advantages and limitations of the research method:

Interviewing advantage:

- Respondents can look at samples, advertisements, or other visual materials.
- Ability of interviewer to conduct complex or lengthy interviews.
- Ability of interviewer to focus on one person's responses, rather than dealing with a group dynamic.

Interviewing Limitations:

- Can be very costly due to time-intensive nature.
- Intercept interviews can be subject to bias if not carefully recruited.

Practical problems like the example above were presented when conducting the research, and one constant factor was that of the Swedish and Danish language (both of which the researcher is considered a novice at best). Since the current document focuses on quantitative research, the researcher did not want to use the same ethnographic field work, such as my covert participant observation, case studies, and discourse analysis as described by (Denzin et al, 2000). There was a strong sense that utilizing material from document three would make that the current research become stale and have a feeling of being rehashed.

Chapter 6: How the questionnaire was designed

The Test pilot questionnaire/survey was constructed with the design input from NTU professor Andy Sutton and David Wieseltier of CINT corp. located in Glostrup, Denmark. However, the survey was completed by the researcher with the help of www.surveymonkey.com survey templates and online resources. Originally, I had developed a Thurstone scale (using different statements to measure different levels of friendliness), however, after viewing the test pilot questionnaire an alternative method was used, which was the ten point rating scale against each statement. This was used to assess whether some of the statements imply a greater or lower propensity than others.

There was some sampling conducted to the questionnaire to gauge participant's response to the images; with the overall responses the questionnaire being acceptable; individuals understood and recognize photos of the famous people. Only one picture was removed from the original set of pictures, as respondents in the sampling stage felt that including before and after pictures of Michael Jackson (world renowned musician) was being a little extreme in terms of racial undertone. Participants thought that overall, the questions were effective and well thought out, with no significant changes being needed. After ethical approval was granted; the survey was then distributed to Swedish and Danish citizens using www.Facebook.com. Please find a copy of the survey attached along with this document

The principal method that was used consisted of a standard online questionnaire, which asks participants to list things such as their age, sex, current demography, ethnicity, and citizenship. Questions were chosen based on the researchers perceived perceptions of the individuals popularity, and based on the researchers currently knowledge of Scandinavian lifestyle at the time the test pilot questionnaire was being conducted. Popular political figures

were chosen (whether see as favourable or unfavourable) in the public both locally and abroad, such as:

- American President – Barrack Obama
- Iranian President - Mahmoud Ahmadinejad
- Danish politician - Morten Messerschmidt

While popular artist (film, music, and radio) were chosen (whether see as favourable or unfavourable) in the public both locally and abroad, such as:

- American Musician – Sean (P.Diddy) Combs
- Danish Actor - Mads Mikkelsen
- Danish Radio/TV – Etta Cameron

Participants were asked to look at pictures of famous worldly recognized individuals and describe what they think the person(s) race, ethnicity, or nationalization is, and if these individuals would be people whom the participant would socialize with on some level. In this section of the survey individual were asked three questions pertaining to the 10 photos of world famous individuals. The following questions were asked:

1. What is the person in the photo ethnicity and nationality?
2. Why did you choose your answer above (to question 1)?
3. Rate each of the following statements on the scale of 1-10. Where (1) would equal someone individuals would seek to avoid, and (10) would equate to someone that individuals would like to become best friends with.
 - a. Become friends with
 - b. Have a drink with
 - c. Pass the time of day with
 - d. Go for a coffee with
 - e. Pass the time talking about politics

The questions were asked and sequenced for the purpose of specifically wanting individuals to look at the pictures and give an immediate reaction to the pictures without too much thought. Also, the researcher wanted participants to explain their first reaction to the image; to really think about why it is they chose the first answer. Lastly, the questionnaire

was designed to see how individuals would react to the likelihood of becoming friends with the person/ or someone similar in the image. The rating scale on ‘propensity to become friends with’ was presented in the five statements. The respondents’ choice between these five would be used to measure of sociability. The researcher ranked sociability on a scale of 1-5 with an individual wanting to become friends with someone as the highest degree of sociability and passing the time to talk about politics as the lowest form of sociability. The researchers ranking of sociability is listed below with one being the highest and 5 being the lowest form of social interaction:

1. Become friends with
2. Have a drink with
3. Pass the time of day with
4. Go for a coffee with
5. Pass the time talking about politics

All five statements were then factored in and measured accordingly.

(Rubin et al, 1995, Bush et al, 2007, Kaparou, 2007) suggested that the formulation of survey questions as open ended and indirect, could extract the most truthful answer and to steer clear of any bias that may occur from the researcher directing the questions. The roundabout approach of directing questions also helped to deal with concerns regarding the possibility of sensitive questions (Rubin et al, 1995). This was done to see what interest level participants had in befriending minority citizens in the specified regions of Scandinavia. Stated earlier, was that people who are demographically similar may have stronger interpersonal connections than do people who are demographically dissimilar (Ibarra, 1993, 1995). Also, Milliken and Martins (1996) noted from a literature review that observable differences such as color types are more likely to evoke biased or stereotyping responses than are less-observable aspects of diversity.

The type of research participants that I was looking for, are generally between the ages of 18-35; however, realizing that a few individuals might appear out of this range, the researcher has used the survey engine 'surveymonkey.com' to help with the build of the questionnaire. The parameters for the age was chosen because the researcher wanted to look at young adults and middle-aged people that were within the researchers own demographic. Below are some pros and cons of using www.surveymonkey.com:

Pros:

- Easy survey creation
- Fast Response Gathering
- Able to view aggregated and individual response data in real-time
- Has custom link to survey
- Easy to filter and cross tab data collected

Cons:

- Doesn't have multi language feature (would have been useful in this study)

The pros of surveymonkey.com outweighed the cons for conducting this research, and surveymonkey.com will also conduct the process of distribution of the survey, as well as, send and receiving data from participants of the questionnaire.

In order to conduct the research, the researcher reached out to about approximately 500 individuals who are/were residing in Scandinavia; particularly, either Copenhagen, Denmark, or Malmö, Sweden. It was the goal to target as many diverse individuals within the region as possible; this was achieved by means of Facebook.com. Since one of my hypothesis stated that HNE women in Scandinavia share more bias towards the inclusion of minority in the organization, than HNE males in Scandinavia, there does exist a possibility to create a link to previous documents for the progression of future research.

Ethics of approach

For many researchers, obtaining consent in Internet-based research raises a number of problems, such as consent from respondents in chat rooms or discussion groups. Sveningsson (2001) indicated that, given the speed of discussions and the constant change in the individuals participating and the number of online participants, it is difficult and perhaps impossible to obtain consent online and from all participants. Not much work has been done on the assessment of risks associated with Internet research, but some perspectives can be gleaned from reports and articles. In their report entitled “Ethical and legal aspects of human subjects research in cyberspace,” Frankel and Siang (1999, p. 3) of the American Association for the Advancement of Science say, “whether benefits and risks in online research are less or more than what occurs in the physical remains to be determined as research enters this new technological frontier.”

No records of the identity of the questionnaire respondents were kept by the researcher. The respondents were requested to complete the questionnaire without providing names or other unique identifiers. Each questionnaire sent out, did have a unique code. Respondents were assured that there is no key that links their identity with the questionnaire. If someone wishes to withdraw their questionnaire from the study they can send me the unique code number anonymously (at anytime), that way it was known which questionnaire to withdraw from the study (at the time of this analysis, there were no known withdrawals).

Chapter 7: Findings

Demographics of respondents

Early on the most significant finding on the data collected, was that there were no respondents who were identified as residing in, being born, or of Swedish nationality. 97.8% of the respondents identified themselves as either as residing in, being born, or of Danish nationality, and the remaining 2.2% of respondents identified themselves as being of Norwegian nationality. There is no explanation to why there were no Swedish respondents, other than individuals in Sweden simple decided not to participate in the survey for their own reasons: there was no follow up on this phenomena, most in-part due to time constraints. With 97.8% of the respondents either residing in, being born, or of Danish nationality, the makeup of the respondents varied from gender, to those who identified themselves as being national citizens The survey responses came from a the following individuals residing in Denmark:

Perceptions of Nationalization

Which ethnic group do you consider yourself to belong to?				
Answer Options	Sex: Male or Female?		Response Percent	Response Count
	Male	Female		
Hispanic or Latino, of any race	0	0	0.0%	0
Asian, Middle Eastern	7	4	20.8%	11
Asian, not Hispanic or Latino	2	0	3.8%	2
Black, Afican American	0	0	0.0%	0
Black, Carribbean or African	0	0	0.0%	0
Native Hawaiian or Other Pacific Islander	0	0	0.0%	0
White, or White European	34	6	75.5%	40
Two or more races	1	0	1.9%	1
Other (please specify)				1
answered question				53
skipped question				1

The significance of the information provided above is that the survey was specifically sent out to individuals residing in Denmark and Sweden, and based on a comparison of the two cultures. However, with the new information obtained from the survey, certain information will be hindered such as:

1. The focus shifted from being that of multi-country survey to that of a single country survey.
2. The analysis of hypothesis #1 is skewed by the majority of respondents heavily being male.
3. Cannot give an accurate portrait of the two societies (Danish and Swedish).

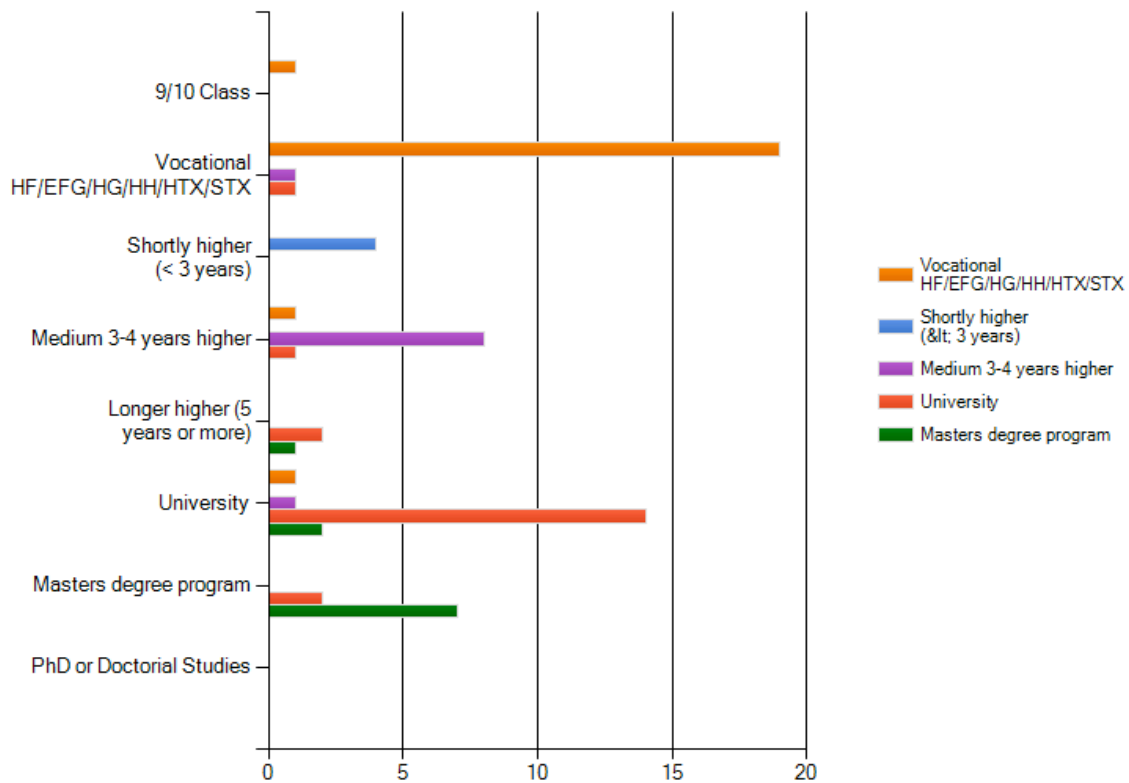
Since, Norway nor its inhabitants was not included in the selection of location the analysis will solely depend on the responses from Danish citizens. This hinders the findings of the survey; as the focus was suppose to be a parallel view of the low societies and its inhabitants, and the way that minorities are depicted outside of the work environment. While the data can still be analyzed, it will have to be from a single social/ regional perspective (Danish/Denmark). Though hindered by the lack of Swedish respondents, the data can provide a rough accurate representation of the society, however, it does not include Scandinavian lifestyle as a whole, nor does it imply such.

Survey Results

The survey was launched in December 2009 and was only open for a two week time period, due to the business of the holiday season and advised work/ family constraints that would be applied on individual within the third week of December. The survey invitations were sent out to Danish and Swedish citizens

Exactly 500 Scandinavian people were given access to the survey that was created, and of the 500 people that had access to the survey, 54 people responded, resulting in a 10.8% response rate, which after discussion with my supervisors was deemed acceptable; making the overall response rate good in terms of academic research. However, of the 54 people surveyed, there were only 33, or 61% of people who completed the survey in full.

What is your highest educational level? (This question relates to the Scandinavian education system)



With only 33 (61%) people completed the survey in full; the remaining number of individuals who did not complete the survey could be in part to the following:

1. Participants were could have been interested at the beginning of the survey and then either became disinterested.
2. Participants were unable to complete the survey due to the survey being in English.
3. There are people that the survey was sent out to who did not respond to the invitation.

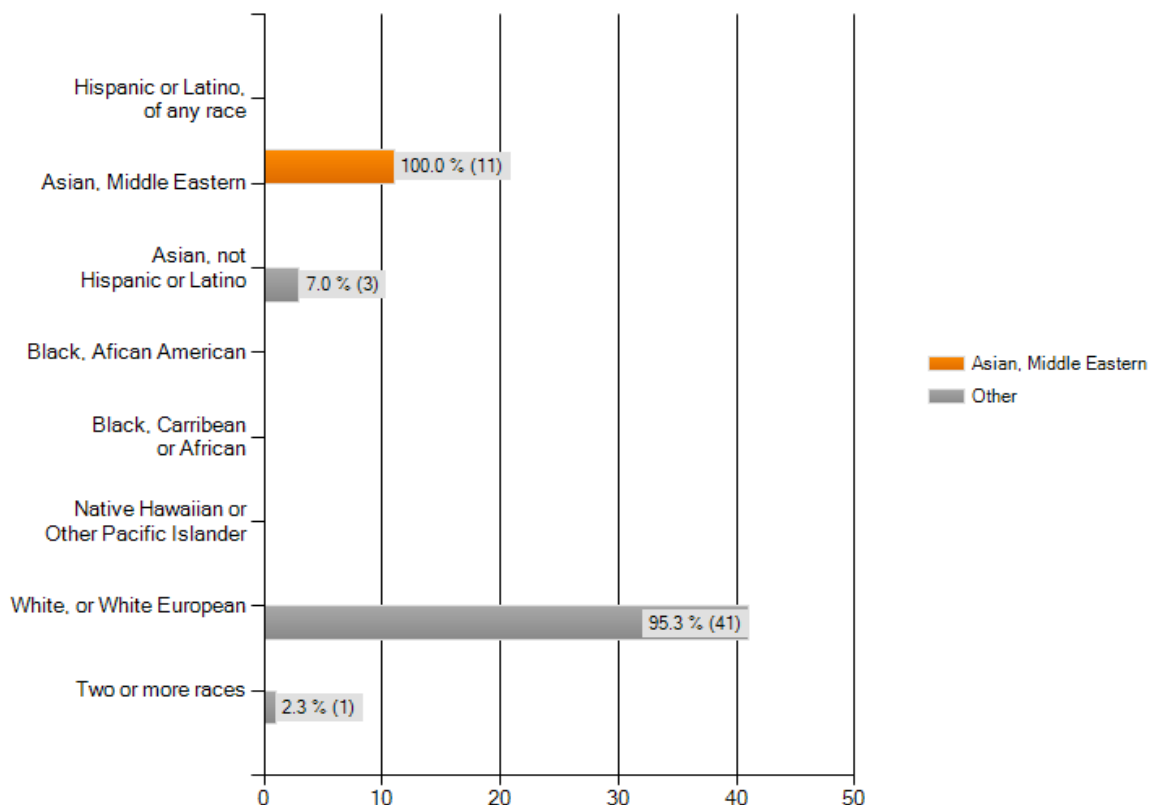
Possibilities exist that some respondent's English might not have been adequate to complete the survey in full, though necessary precautions were in place to ensure full understanding, such as: receiving help (David Wieseltier, Sales Manager Denmark, specializing in Survey creation and distribution, of CINT) and language translation. While the survey had been translated in the Danish language and translated back to the English language, the researcher was unaware of the English proficiency level of the respondents who

participated in the survey; as such, language must be looked at as a possibility as to why some might not have finished the survey.

In the first hypothesis, it was speculated that Scandinavian HNE women within the Scandinavian regions of Denmark and Sweden are more likely than Scandinavian HNE men to socially isolate minority employees based on ethnicity and social views. This was not to say that HNE males in Scandinavia do not hold bias towards the inclusion of minorities in the organization, however, the hypothesis was directed more at HNE women in Scandinavia. The data gathered from the online questionnaire suggested insufficient data to test the hypothesis. With only 15% (6 out of 40) of HNE women responding to the survey; It is not the belief of this researcher that an accurate view of hypothesis one can be given. Also, since there is no longer the comparison of the two regions, any response to hypothesis one would only be speculation. Therefore, for the remainder of the research, hypothesis one will not be included into the analysis section.

Hypothesis two stated that Scandinavian citizens have no interest in befriending minority citizens in the specified regions of Scandinavia, unless given cause to, such as: popularity, or other characteristics that are seen as favorable in the public view. Below are the findings of the ethnicity that individuals identified themselves as on the survey:

Which ethnic group do you consider yourself to belong to?



The chart on ethnicity is relevant to assist in the analysis of hypothesis two. The chart above shows that 74% (40 out of 54) respondents categorize themselves as either white or white European, while the remaining 26% (14 out of 54) respondents classify themselves as another ethnicity living in Denmark. Images of individuals like President Barack Obama are mostly viewed as being African American; however, he is not the standard African American partially because of his mixed heritage of White American and Kenyan background. His race might be uncertain to most; however, his celebrity and presidential status cancel out his status as an African American. Simply, whites who might not want to become too friendly with an average minority (say African Americans), would be delighted to be friends with someone of President Obama’s status. Perversely, based on the data presented below, Danish participants were seen as less likely to be social with minorities whose popularity is less than Barack Obama’s. Question 3 on the individual photos listed the five sub-questions on how likely it was for participants to become friends with the person in the photo based on a scale of 1-10. Where 1-5 was looked at as unfavorable (or not wanting to be friends with) and 6-10 was seen

as favorable (where individuals wanted to be friends with the person in the photo.

Respondents favorability to the individual photos were calculated by:

1. Dividing the number of response to the question to the five favorability questions, by the total number of respondent who started the to answer the question of individuals in the photograph.
2. To get the percentage of people responding to the photo, the total number of people that answered was then divided by the total number of respondents who started the to answer the question of individuals in the photograph.
3. To get the percentage of people who skipped the question, I took the total number of respondents who skipped the question, by the number of people who started the to answer the question of individuals in the photograph.
4. To estimate the likely chance to befriend with someone, the percentages from question 3 and the 5 questions (based on sociability) were taken and divided by the 5 categories of sociability.

Below, are the results from HNE responses in Denmark to photo's of world/ local ethnic/ minority famous people that support hypothesis two:

Perceptions of Nationalization (President Barrak Obama)		
Please rate each statement on a scale of 1 -10. Where 1 = someone I would seek		
Answer Options	Percentage Response Count	Response Count
Become friends with Become friends with	62.00%	25
Have a drink with Have a drink with	60.00%	24
Pass the time of day with	62.00%	25
Go for a coffee with Go for a coffee with	50.00%	20
Pass the time talking about politics Pass the time talking about politics	67.00%	27
answered question	80%	32
skipped question	20%	8
Likely chance to befriend person	60%	

Perceptions of Nationalization (Sean 'P-Diddy' Combs)		
Please rate each statement on a scale of 1 -10. Where 1 = someone I would seek to		
Answer Options	Percentage Response Count	Response Count
Become friends with Become friends with	45.00%	18
Have a drink with Have a drink with	42.50%	17
Pass the time of day with	45.00%	18
Go for a coffee with Go for a coffee with	40.00%	16
Pass the time talking about politics Pass the time talking about politics	42.50%	17
answered question	53%	21
skipped question	48%	19
Likely chance to befriend person	43%	

Perceptions of Nationalization (Lazee)		
Please rate each statement on a scale of 1 -10. Where 1 = someone I would seek		
Answer Options	Percentage Response Count	Response Count
Become friends with Become friends with	50.00%	20
Have a drink with Have a drink with	57.50%	23
Pass the time of day with	50.00%	20
Go for a coffee with Go for a coffee with	52.50%	21
Pass the time talking about politics Pass the time talking about politics	55.00%	22
answered question	65%	24
skipped question	35%	16
Likely chance to befriend person	53%	

Perceptions of Nationalization (Etta Cameron)		
Please rate each statement on a scale of 1 -10. Where 1 = someone I would seek to		
Answer Options	Percentage Response Count	Response Count
Become friends with Become friends with	45.00%	18
Have a drink with Have a drink with	42.50%	17
Pass the time of day with	40.00%	16
Go for a coffee with Go for a coffee with	45.00%	18
Pass the time talking about politics Pass the time talking about politics	37.50%	15
answered question	53%	21
skipped question	48%	19
Likely chance to befriend person	42%	

Perceptions of Nationalization (Iranian President Ahmadinejad)		
Please rate each statement on a scale of 1 -10. Where 1 = someone I would seek		
Answer Options	Percentage Response Count	Response Count
Become friends with Become friends with	52.50%	21
Have a drink with Have a drink with	47.50%	19
Pass the time of day with	47.50%	19
Go for a coffee with Go for a coffee with	42.50%	17
Pass the time talking about politics Pass the time talking about politics	55.00%	22
answered question	62%	25
skipped question	38%	15
Likely chance to befriend person	49%	

Perceptions of Nationalization (OutLandish)		
Please rate each statement on a scale of 1 -10. Where 1 = someone I would seek to		
Answer Options	Percentage Response Count	Response Count
Become friends with Become friends with	45.00%	18
Have a drink with Have a drink with	40.00%	16
Pass the time of day with	40.00%	16
Go for a coffee with Go for a coffee with	40.00%	16
Pass the time talking about politics Pass the time talking about politics	37.50%	15
answered question	50%	20
skipped question	50%	20
Likely chance to befriend person	41%	

Perceptions of Nationalization (Asmaa Abdol-Hamid)		
Please rate each statement on a scale of 1 -10. Where 1 = someone I would seek		
Answer Options	Percentage Response Count	Response Count
Become friends with Become friends with	50.00%	20
Have a drink with Have a drink with	47.50%	19
Pass the time of day with	50.00%	20
Go for a coffee with Go for a coffee with	50.00%	20
Pass the time talking about politics Pass the time talking about politics	47.50%	19
answered question	60%	24
skipped question	40%	16
Likely chance to befriend person	49%	

Of all the minority photo's, the US President Barack Obama was the only minority photo who received 60% chance of becoming friends with Danish participants in the survey. By far, the majority of the participants seemed to respond to the photo of him, with 80% of respondents answer to questions of his photo, with only 20% of individuals skipping the questions. (Brass 1985; Campbell 1988; Ibarra 1992; McGuire 2000; Moore 1992; Scott 1996) write that ethnic minorities are less likely than white to have high-status network members and to have diverse networks, however, individuals like Barack Obama, transcends this notion by Brass, Campbell, Ibarra, McGuire, Moore, and Scott; as he can be and is often seen as the most powerful man of the free world. This popularity status is why many Danes responded to his photo.

A surprising fact of the data collected (considering the lack of popularity in the region), was that 49% of Danish participants view the Iranian President – Ahmadinejad as someone that they did not want to socialize with: and 62% of participants responding to his photo (Which was the second highest behind US President Barrack Obama). Document three cited that stereotypes of social groups can be classified along the dimensions of competence and warmth as seen by (Fiske et al., 2002). (Fiske et al., 2002) wrote that competence elicits respect whereas warmth elicits liking. Perceptions of the competence and warmth of a group depend on its social status and whether the group is seen as cooperative and accommodating or competitive and threatening (Glick & Fiske, 2001). Stated earlier in the document, was that there were perceived racial tensions in the region selected to study (most notably in the middle-eastern community, and therefore, it was hard to understand why a good percentage of Danes responded to President – Ahmadinejad photo. However, overall, there were still a low percentage of individuals who would want to become friends with the Iranian President (49%).

(Fiske et al., 2002; Fiske, Xu, Cuddy, & Glick, 1999) showed that Whites are judged as competent and warm; Asians are judged as more competent, but less warm than Whites, and Blacks and Latinos are judged as less competent and less warm than Whites and Asians. With participants answering 80% of the questions to the photo of President Barrack Obama, and the remaining individuals in the photo receiving far less response, it appears that the Danish participants became uninterested in the remain minority photo's. Danish minority politicians such as Asmaa Abdol-Hamid got only 60% of participants to respond to her photo, and only about 49% of individuals seemly wanting to become friends with her. The only minority photo with over 50% that participants wanting to become friends with besides President Barrack Obama, was the Swedish rapper Lazee.). Since the data suggests that HNE aren't heavily excited about becoming friends with minority's unless they are seen as popular

or favorable, then if MMO hire foreign employees; social disassociation is a possible outcome for minorities. In today's organizational culture diversity is viewed as a resource to be managed as depicted by Harvey and Allard (2005), Cox and Blake (1991), and Wright, Ferris, et al (1995). However, Hitlan, Clifton, & DeSoto (2006) recognized that there are perceived dangers in the psychological health of minority groups. The following are the responses to the images of white/HNE Scandinavian citizens:

Perceptions of Nationalization (Pia Kjærsgaard)		
Please rate each statement on a scale of 1 -10. Where 1 = someone I would seek		
Answer Options	Percentage Response Count	Response Count
Become friends with the friends with	70.00%	28
Have a drink with a drink with	52.50%	21
Pass the time of day with	57.50%	23
Go for a coffee with a coffee with	55.00%	22
Pass the time with about talking about politics	60.00%	24
answered question	75%	30
skipped question	25%	10
Likely chance to befriend person	59%	

Perceptions of Nationalization (Mads Mikkelsen)		
Please rate each statement on a scale of 1 -10. Where 1 = someone I would seek		
Answer Options	Percentage Response Count	Response Count
Become friends with the friends with	47.50%	19
Have a drink with a drink with	42.50%	17
Pass the time of day with	40.00%	16
Go for a coffee with a coffee with	45.00%	18
Pass the time with about talking about politics	42.50%	17
answered question	52%	21
skipped question	48%	19
Likely chance to befriend person	44%	

Perceptions of Nationalization (Morten Messerschmidt)		
Please rate each statement on a scale of 1 -10. Where 1 = someone I would seek		
Answer Options	Percentage Response Count	Response Count
Become friends with the friends with	47.50%	19
Have a drink with a drink with	42.50%	17
Pass the time of day with	40.00%	16
Go for a coffee with a coffee with	40.00%	16
Pass the time with about talking about politics	40.00%	16
answered question	52%	21
skipped question	48%	19
Likely chance to befriend person	42%	

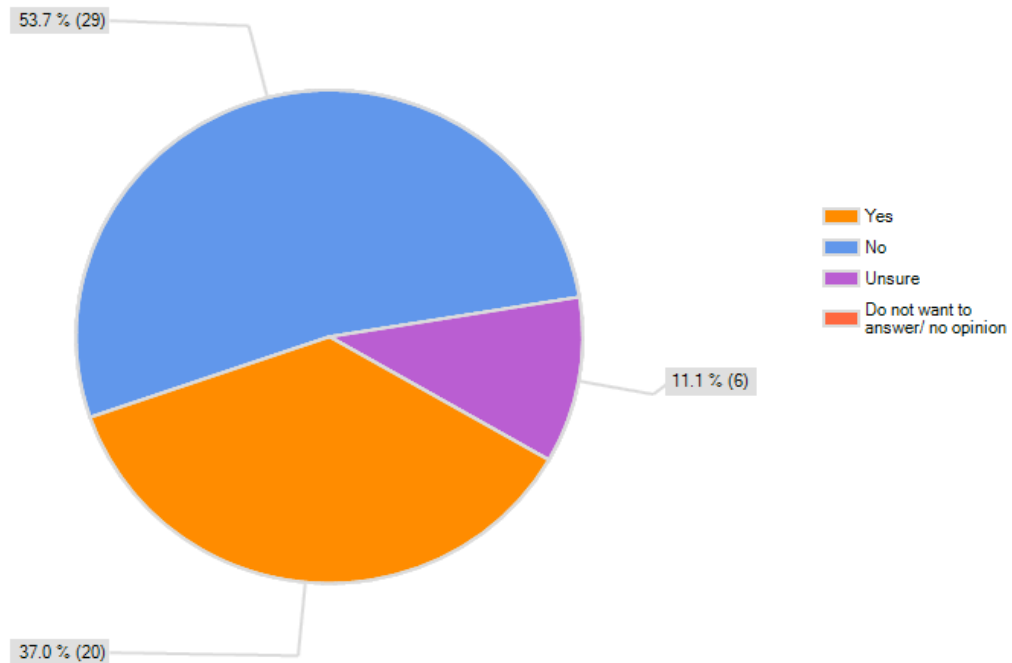
The literature review in document two showed Blanc (1998) who wrote that 'integration and exclusion usually refer to the notions of 'in and out' groups, and to the famous opposition: 'we' and 'they'. Implicitly, integration refers to mainstream society and exclusion to outsiders and minorities at the margins, and that mainstream groups do not constitute society as a whole. Such classifications are undeniably fueled by individual's own perceptions of that society, and while the percentage number for responses to white/HNE photographs are similar to minority photographs: individuals like Pia Kjærsgaard received almost identical response as US President Barrack Obama, even though Pia Kjærsgaard leader of Danish People's Party (Dansk Folkeparti) of the far right wing, practices limited social tolerances of minorities; starting with her campaign in Denmark 'Give us our country back' which is contradictory to President Obama message of change and diversity. Therefore its concluded that individuals like Pia Kjærsgaard, whose features consist of blonde hair and blue eye are consistent with the perceived idea of warmth and liking to white people documented by (Fiske et al., 2002).

The data on Morten Messerschmidt and Mads Mikklesen is not unexpected considering the strong negative political views of Morten Messerschmidt, though he belongs to Danish People's Party (Dansk Folkeparti) along with Pia Kjærsgaard. His position is viewed as more of an attack dog and not that of the political figure of Pia Kjærsgaard. This information is consistent with the local newspapers such as Copenhagen Post, Copenhagen Calling, Denmark.dk, and Jyllands-Posten. The literature review, looked at Sopow (2007), who wrote about the impact of culture and climate on change within an organization, and identified situations where people of another race/ culture/gender/color, are possibly faced with more cultural barrier than expected due to perceptual change within the organization similar to what Pia Kjærsgaard and Morten Messerschmidt are promoting. Hutchinson, Vickers, etc (2005), wrote that the idea of culture and climate change within the organization

affects both management and its employees, as such, helps management turn a blind eye to possible discriminatory acts that might take place as a result of this culture and climate change. Also, seen by Hutchinson, Vickers, etc (2005), culture/ climate change can be possibly used as a vehicle for opportunism, empire building, and violence and links have been drawn between workplace bullying and organizational change.

There remain a number of writers such as (Bzdega, 2008) who define corporate culture as a form of benefit that is given to employees by top management within the company. Then there are writers like Collier & Esteban (2007) who talked about the social responsibility which emphasize accountability on individuals while in the work environment. While the data below in the pie graph suggest that the majority of participants articulate that there is no discrimination in the work place, such as being treated differently/ or some form of discrimination such as: mobbing/ bullying, teasing, racist statements, freeze-out/ isolated, or bad jokes while at work by colleagues, there is data gathered from the online questionnaire which suggest there are forms of discrimination taking place in the work place in Denmark. The chart below supports this statement:

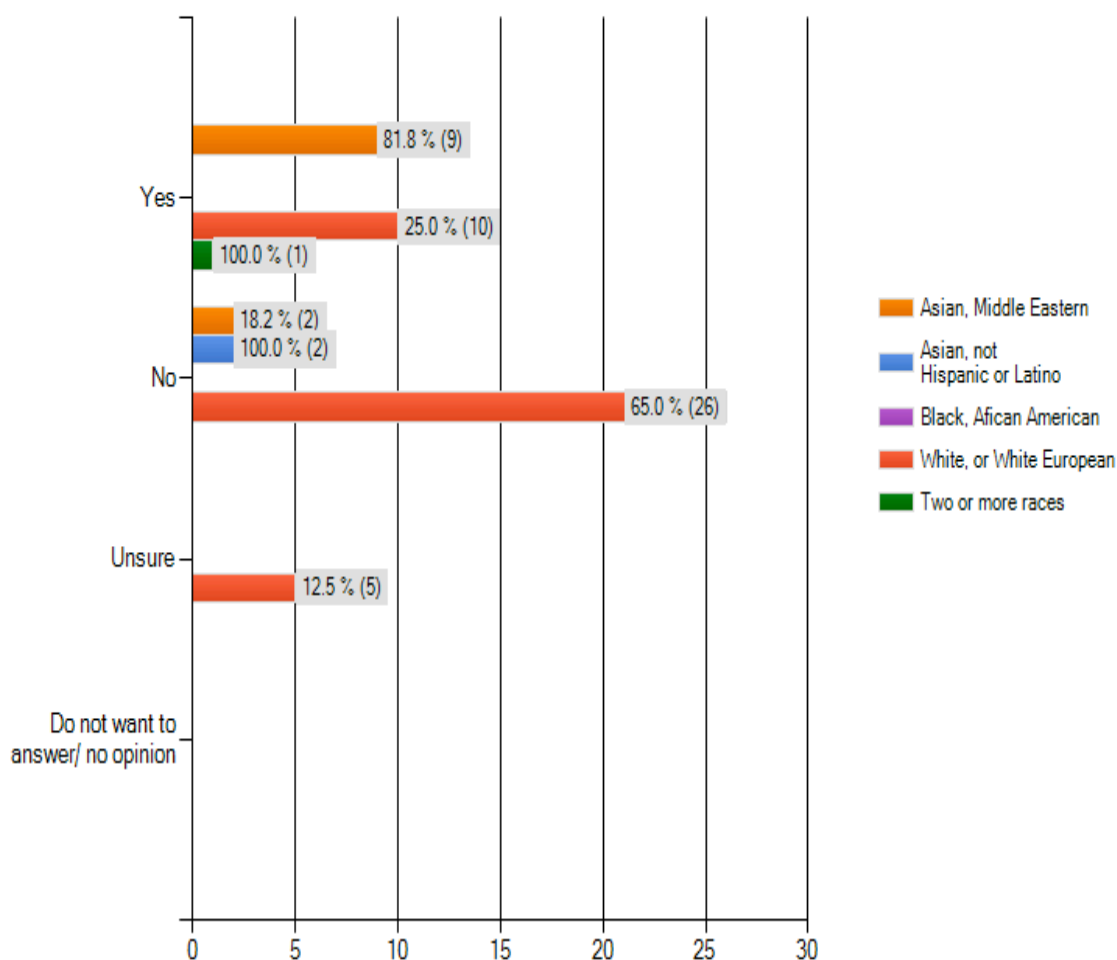
Have you ever experienced being treated differently/ or experienced some form of discrimination while at work in Scandinavia? Forms of discrimination include such things as: mobbing/ bullying, teasing, racist statements, freeze-out/ isolated, bad jokes, or being passed up for promotion because of race.



More participants who felt that they had been discriminated, or experienced some form of discrimination while in the work environment identified themselves as being either Iranian, Middle Eastern, or another ethnicity other than Danish. The majority of minority men felt they had also been discriminated at work. Stated earlier, Robinson (2008) explained that, ‘blacks and whites are likely to differ substantially in how they conceive of and define discrimination. The data suggest that Robinson’s theory could include how middle eastern/ Iranians and whites are likely to differ how one another conceive issues of discrimination.

Hutchinson, et al (2005), writes that bullying behavior can be hidden behind a "protective cover" of apparent organizational legitimacy. If Danes are in favor of becoming friends with members of society who famous, and those individual that can benefit them or their respective companies, then more situations will occur where minorities are bullied/ discriminated, and socially disassociated within the work environment.

Have you ever experienced being treated differently/ or experienced some form of discrimination while at work in Scandinavia? Forms of discrimination include such things as: mobbing/ bullying, teasing, racist statements, freeze-out/ isolated, bad jokes, or being passed up for promotion because of race.

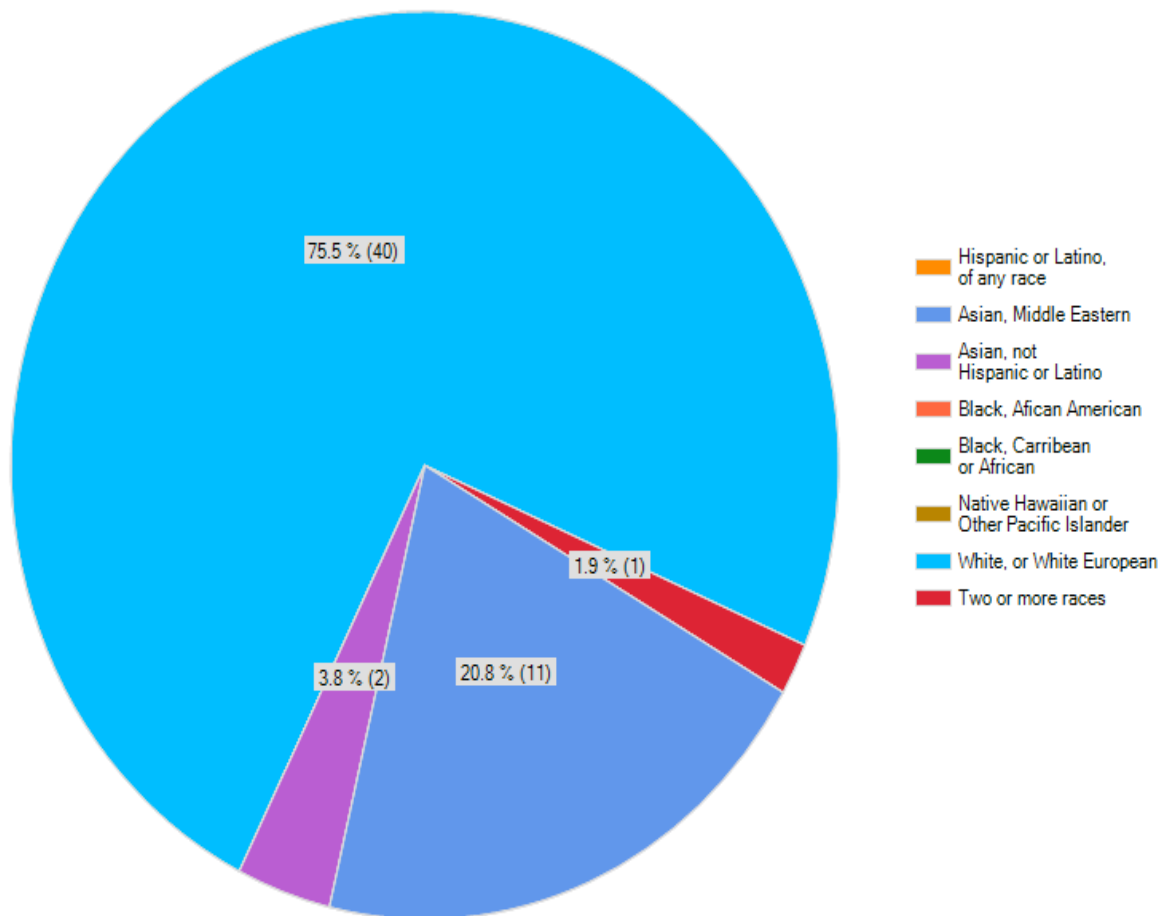


In the third and final hypothesizes for document four, it was stated that neither minorities nor HNE's in Scandinavia within the region view the minority population as part of the national citizenship. The data gathered from the online questionnaire suggest that there was no evidence from the data to support the idea that HNE's do not view the minority population as part of the national citizenship. Also, the questions from the pictures, asking which ethnic group individuals belonged to, did not show any biasness towards one group or another. Instead, the questions showed that participants in the survey accepted and wanted to be sociable based on the popularity of that individual in the picture. However, there is data to support the hypothesis, in that, there are minorities who do not view themselves as part of the

national citizenship. The reasoning fits with evidence from the literature review that social exclusion can lead people to behave aggressively and not more favorably toward individuals with whom no face-to-face interaction is expected Twenge, Baumeister, Tice, & Stucke (2001).

What's interesting about the data above is that there is that 97.8% (45) of the participants responded that they were born in Denmark, 2.2% (1) responded that they were from Norway, and 8 participants deciding to skip the question completely. However, there all the participants in the survey responded to the question of: What is your nationality? With 72.2% (39) of the participants stating that they were Danish national citizens, 25.9% (14) participants identified themselves as either Iranian, Moroccan, Turkish, etc, and 1.8% (1) stating that they were Danish-Iranian. These results are displayed below:

Which ethnic group do you consider yourself to belong to?



Roberson and Kulik (2007) describe that in a work environment, the relevance of stereotypes for performance can also be signaled and reinforced by the diversity (or the lack of diversity) of people who are currently performing the job. It's possible that when individuals are labeled as minorities within an organization, or outside in the social environment, stereotypes could be created that can follow minorities and differentiate them from other groups of people. Also, the perception that HNE's have toward its minority employees i.e., as an employee, or a minority/ diversity; could set the overall outcome on how the average minority person is perceived and treated within that organization. The responses from this survey indicate that minorities could be hindering their status in the social environment, as well as, the work environment, due to their own personal beliefs that they are not a part of the society and not that of the national HNE's. There are many articles

today that discuss and theorize about such speculations and understanding organization diversity such as: 'Steps to diversity don't always follow easy path' by Gonzales (1999); 'Measuring individual differences in implicit cognition' by Greenwald, McGhee & Schwartz (1998); and 'Demographic Diversity, Conflict and work group outcomes.' However, things will be determined on how individuals perceive their respective lifestyles within that demographic. The limit of the test pilot questionnaires is that it cannot gauge all the feelings, and beliefs that might exist in a group of people. Limitations and lessons learned will be discussed further in the following section below.

Chapter 8: Reflections on the questionnaire

Lessons learned

Only 33 people completed the survey in full and that the drop-off of individuals who did not complete the survey led me to believe that either individuals were either interested at the beginning of the survey and then either became disinterested, or were unable to complete the survey due to language constraints. Also over 50% of respondents were not of higher - university education. The disadvantage did not come from participants' education; however, it would appear from the data that language translation was a factor in the survey. Again, this is only a speculation as roughly 96% of the respondents were able to respond to the first 10 questions.

Another limitation of the survey was its actual design. During the analyzing of the data, I wondered if the response might have been different if the pictures were presented before the background questions. This was questioned because of a conversation with David Wieseltier of CINT Corporation after reading the background questions presented to him. David looked at the picture and understood what was trying to be conveyed in the survey. The survey was seen as more of a racial survey, rather than a survey to gauge individual's perceptions; however, together the questions were tweaked to measure perceptions. Overall, conducting the survey online helped better facilitate the data being distributed and collected. Though there are advantages and disadvantages, online surveys do share similar problems as traditional surveys, so there is really no difference.

Chapter 9: Conclusion

Reflecting on data collected

Up until document four, I had a subjective view that most, if not all of the issues surrounding diversity in organizational cultures were created by management and the flaws of organizational structure and its stance to manage diversity and its minority population, as opposed to understanding the population. However, since completing the documents 1-4, my views have shifted in that, now I feel it's the social perceptions outside the work environment that causes the organizational culture to ultimately fail for some individuals. The researchers limitations are expressed by who I am and what I have chosen to cover – the most important of these limitations, being my own Martin (1992, p.17). The sentiments of Martin are echoed, in that this document, as well as, the past research was limited to my subjective views of Scandinavian society presented earlier in the document, and my personal experiences of being a minority living and working in Scandinavia. During the analysis of this research the researcher tried to represent each group fairly, without interjecting any of my own biasness in the analysis.

Martin (1992, p.18) writes that she views organizational life as full of un-resolvable complexities, confusion, and constant flux, and that most organizational theory (including her own) as offering clear and rational explanations of phenomena which lack characteristics, imposing unity on difference, and offering cross-sectional views that imply a stability that seldom exists and never persists. The phenomena that I attempted to characterize in this document, is that of social disassociation that I believed to take place in most organizational structures with the selected Scandinavian region. Also, it was believed that by conducting the research in document four attempted to impose unity on two different groups as Martin suggest, and offer cross sectional views that imply a stability that may, or may not exist.

Based on the data collected, the researcher was able to realize that there are many forms of discrimination taking place in Scandinavia, however, it would appear that most of the discrimination is directed toward both HNE and minority women. The data collected was not able to say with any kind of certainty what form of discrimination had been taken/ or is taking place against these two groups within the selected Scandinavian regions; only that there is some form of discrimination taking place. The data collected did show that there was a correlation between popularity/ favorability and act of developing friendship in Denmark. With this data, new issues of stereotyping and social disassociation arise, such as:

- If popularity over weighs intellect and education in the work force.
- Do perceived stereotypes prevent minorities from climbing the social ladder?
- What group of people, or region of people is this popular/friendship concept extended to, i.e., Americans, British, Russian, All Middle-Eastern, or is it solely based on skin color and bodily characteristics.
- Is this concept of popularity/ friendship based on worldly views of a race/ culture at the current moment, or based on wanting to be seen as favorable in a world standing?

Directions of future documents

Looking ahead to documents 5 and 6, there are many questions that still need to be reviewed and analyzed by the researcher. Questions such as:

1. How does one identify and classify discrimination in an organization that is dominated by one particular culture.
2. What tools and skills are needed to better equip managers to handle diverse cultures in an organization?
3. How do prevent social disassociation within an organization.

The thesis of this research will be presented in document 5 to build upon the work done in all the previous documentations. Document 5 will look closely at a theme that was mentioned at the conclusion of document two: the theme of organizational integration. This literature will help focus on how organizations are helping their diverse/ minority population adjust to, or adapt to their new corporate surroundings in which they seek employment. It can

also help identify if these employees are being developed to either remain with the company in the short term, or the long-term status. This influences the theme of organizational diversity in that, how an employee progresses through an institution (business) is often seen as a direct correlation of the company's commitment to upholding its diversity policies.

Document five will also talk about the understanding and misunderstanding of what being social means, and if there is a misunderstanding of the meaning between various cultures. I would like to continue to look at ongoing issue of social inclusion and exclusion and the struggles between initializing a work environment, or organizational culture that is beneficial to minorities, expats, local employees and the organization as a whole. The study is noteworthy because as organizations become more culturally diverse, the ability to competently manage this evolution, will likely results in competitive advantages within the marketplace. Future research that I would like to undertake however, will focus on Kandola (2009) idea of eliminating bias in organisations, and the notion of diversity being about behaviour and outcomes; and the notion of diversity being a process and not a structure. This is in contrast to viewing diversity as a commodity as seen by some writers such as Cox and Blake (1991), and organizational leaders who implement diversity initiatives in efforts to motivate and encourage employees to work more efficiently with others coworkers.

Advantages and disadvantages will be discussed in order to make sense of evidence that will be provided in document five, as well as, evidence collected in previous documents. In particular, the ongoing issue of social inclusion/ exclusion and the struggles between initializing a work environment, or organizational culture that is beneficial to both minorities and non-minorities alike. This intended on confronting various stereotypes against different cultures that are brought into the work environment from the social environment, and how such stereotypes possibly bring about issues of discrimination centering on social disassociation.

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Glossary

1. **Minority(s) groups** - For the purposes of this research, "minority(s)" populations include two groups currently marginalized and disadvantaged in the workplace: women, people of color, and people with disabilities. Most of this research has been directed at issues between black-white relations and gender, the applicability of these theories to a multiethnic context remains unclear.
2. **Discrimination** - unfair treatment of a person or group on the basis of prejudice racism: discriminatory or abusive behavior towards members of another race Online: http://www.google.com/url?sa=X&start=0&oi=define&q=http://wordnet.princeton.edu/perl/webwn%3Fs%3Ddiscrimination&usg=AFQjCNF7g8dLmLFjCW_qrMz4owkfGI2WSg (10-May-2008)
3. **Multicultural organization** – We take the definition of (Sue and Constantine, 2005, p. 223) to define a multicultural organization as committed (action as well as words) to diverse representation throughout all levels, sensitive to maintaining an open, supportive, and responsive environment, working toward and purposefully including elements of diverse cultures in its ongoing operations, carefully monitoring organizational policies and practices to the goals of equal access and opportunity, and authentic in responding to changing policies and practices that block cultural diversity.
4. **Social interaction** – interaction between another person/ or group of people
5. **Social disassociation** – social exclusion from a person/ or group of individuals (see social exclusion)
6. **Social exclusion** - evidence suggests that social exclusion precipitates a psychological state that resembles physical pain (Eisenberger, Lieberman, and Williams, 2003; MacDonald and Leary, 2005).
7. **Sense Making** - is defined as this intentional process of interpreting the interpersonal and interactive facets of organizational life and assigning meaning to past events
8. **Bullying/ Mobbing** - A wide range of definitions used by different researchers is provided by Einarsen (2000). In this paper, workplace bullying can be defined as: Prolonged and repeated hostile behaviors conducted by at least one person toward one or more individuals when they are unable to resolve their workplace conflicts in non hostile manners and can cause health problems for victims and affect their performance.
9. **Ethnographer** – try to explain cultures, including, organizational cultures, by writing accounts of their subjective experiences of living and working in the culture being studied over a considerable period of time according to Fisher (2007, p.52)

10. **Ontological** - that is, ones to do with whether the social world is regarded as something external to social actors or as something that people are in the process of fashioning; a theory of the nature of social entities.
11. **Qualitative Research** – Qualitative research usually emphasizes word rather than quantification in the collection and analysis of data
12. **Quantitative Research** - Quantitative research usually emphasizes quantification in the collection and analysis of data.
13. **Constructionism** – is an ontological position (also often referred to as constructivism) that asserts that social phenomena and their meanings are continually being accomplished by social actors.
14. **Interpretivism** - An epistemological position that requires the social scientist to grasp the subjective meaning of social action.
15. **Discourse Analysis** - An approach to the analysis of talk and other forms of discourse that emphasizes the ways in which versions of reality are accomplished through language.
16. **Thurstone Scale** - the Thurstone scale was the first formal technique for measuring an attitude. It was developed by Louis Leon Thurstone in 1928, as a means of measuring attitudes towards religion. It is made up of statements about a particular issue, and each statement has a numerical value indicating how favorable or unfavorable it is judged to be. People check each of the statements to which they agree, and a mean score is computed, indicating their attitude.

Document 5: Dissertation

The lived experiences and discourses of African Americans working in multinational organisations in the United States of America and abroad.

Dr. Derrick Ross

**Doctor of Business Administration
June 2012**

Abstract

Diversity is a word that holds many different meanings for different people. In addition, organisations continue to grow and are becoming more diverse in terms of gender, race, ethnicity and inclusion of other diverse groups. However, there exist a growing proportion of African Americans' in the workplace that hold significantly fewer top management positions than their white counterparts.

Using a phenomenological approach, this study investigated if African Americans' views on diversity in the work environment were in tune with one another, and if they believed (white) top management's views on diversity were the same as their own views. The main aim of document five is to determine what are the different attributes used, if any, by African Americans' when discussing the topic of diversity as it relates to the work environment in multinational organisations (MNOs) and if they believed (white) top management used the same attributes to describe diversity.

Key findings that emerged from this study include how African American participants viewed diversity in terms of advancement towards top management positions and representation in their organisations. However, African American participants believed (white) top management viewed diversity as reaching a certain percentage of minorities' in an organisation as a whole. This conceptual difference in diversity, according to participants, also appeared to cause tension and misunderstanding when the two groups communicated with one another regarding matters that took place in work office. Other key findings that emerged included how the non-implementation of a diversity policy/strategy constrained the development of a supportive organisation culture for African Americans' as well as, contributed to the perceived discrimination of African American participants of this research study from gaining senior roles within their organisations. The absence of an effect implementation of a diversity policy/strategy and the apparent limitations to achieve top management position within their respective organisations reinforced the idea by participants of this research study of their organisations having a lack of diversity within the organisational environment. The conclusion of this document proposes possible solutions for (white) top management to better understand its African American employees and address their issues with advancing in the organisation, such as: providing mentoring programs and initiating diversity workshops for all employees to attend. In addition, the conclusion proposes ideas to coincide with today's diversity training initiatives, as well as, offering possible ideas and methods for (white) top management and African Americans' to better coexist in the workforce.

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Appendix E: Presenting Qualitative Data

Chapter 1: Introduction

What is diversity and how does an organisation know if they have too little or just enough? Every organisation has its own unique culture or value set, which are typically created unintentionally from the values of top management, founders of the organisation, or the majority employee in-group. As demographics in organisations throughout the United States and the world continue to present diversity growth, it is unimaginable that each employee in an organisation comes from identical backgrounds. In order to progress with changing demographics, companies are obligated to have a strong diversity policy and strategy. The race and Hispanic-origin distribution of the U.S. population is projected to become more diverse. As the Black; Asian and Pacific Islander; American Indian, Eskimo, and Aleut; and Hispanic-origin populations increase their proportions of the total population, the non-Hispanic White population proportion would decrease. By the turn of the century, the non-Hispanic White proportion of the population is projected to decrease to less than 72 % with about 13 % Black; 11 % Hispanic origin; 4 % Asian and Pacific Islander; and less than 1 % American Indian, Eskimo, and Aleut. By 2050, the proportional shares shift quite dramatically. Less than 53 % would be non-Hispanic White; 16 % would be Black; 23 % would be Hispanic origin; 10 % would be Asian and Pacific Islander; and about 1 % would be American Indian, Eskimo, and Aleut - US Census Bureau, 2011.

An organisation's culture can be conveyed in their mission statement, as well as through other media, such as the architectural style or interior decor of offices, employee dress code, and various forms of social communication (Ross, 2008). Hansen (p. 15, 2001) reported that corporate culture is the personality of an organisation, or simply as "how things are done around in that environment." However, creating a welcoming and non-discriminating corporate culture for employees of differing cultures, behaviours, and values, among other variations, can be difficult.

Mullins (2006) defined diversity as the visible and non-visible differences, which consists of sex, age, race, background, disability, personality, and work style. Robbins, Odendaal, & Roodt (2003) described workforce diversity as organisational heterogeneity in gender, races, ethnicity, and other groups. However, in spite of the growing proportion of ethnic minorities in the workplace (Raha, 2007; Johnson & Packer, 1987) and the simultaneous emphasis on valuing diversity in organisations (Jackson *et al.*, 2007), the proportion of ethnic minorities in top management positions in organisations remains less than 1% in the U.S.A.

Over the last 10 years, more ethnic minorities have entered the workplace, thereby navigating the companies to emphasize the value of organisational diversity. However, focusing on diversity, does not equate to zero discrimination. As a result, the researcher views workforce diversity in this study as: an organisation that actively practises diversity, in terms of providing a balance in the hiring and retention of minority and non-minority employees. Also, the researcher views diversity in terms of the inclusion of minorities groups at top management level positions within their respective organisation.

Statement of the Problem

For some organisations, assessing diversity is a voyage into unknown waters. Some organisations might be diverse in terms of numbers and make-up of employees. However, this approach towards diversity may not utilize the skill sets of minority employees. Stated earlier in the abstract, the researcher noted that participants of the study for this document found that most employees in positions of power (ones that could influence and create diversity policies) measure diversity as the total number of diverse employees, rather than the number of diverse employees in specific positions (see chapter 4). Roper (2006) stated that minorities and women generally experience a greater number of obstacles than more privileged workforce members (e.g. white

men). If (white) top management is solely looking at the numbers of employees, as suggested by participants, then key issues are being ignored as suggested by Roper (2006), and minorities and women are experiencing greater number of obstacles than more privileged workforce members (e.g. white men), which was also expressed by participants as well (see chapter 4).

Morrison & Lapid-Bogda (1994) said if diversity is to succeed in organisations, then executives need to overcome their own discomfort with diversity, racism stereotypes, and social issues between different cultures. Morrison *et al.*, (1994) presented the following scenario:

When No Minority Candidates Apply: You are the director of a very busy department trying to fill a managerial opening with a Latino or black employee. Employees from these two groups make up nearly half the department, yet only two have positions in management. During the past two months, however, no blacks or Latinos have been identified as candidates for the current opening. The department's productivity is beginning to suffer because the position remains vacant. Two white male employees in the department have been recommended as candidates, and both are available immediately. What do you do?

Based on the scenario from Morrison *et al.*, (1994) the lack of diversity in specific position, such as top management, can influence a lack of intergroup contact (which can increase prejudice and conflict), as well as create disadvantages for minorities, such as limited or no access to critical organisational information, barriers for establishing strategic alliances, and limitations of upward mobility (Gray *et al.*, 2008; Ibarra, 1993). As a possible solution for limiting access to critical organisational information and upward mobility seen by Gray (*et al.*, 2008) and (Ibarra, 1993), Branham (2005) suggested that organisational diversity could be achieved through “talent assessment,” which includes measuring the talent of minorities and women. This can be viewed as one possible solution in helping change firms diversity policy. However, based on responses from participants, talent assessments will likely not alleviate the problem, because its still does not address key issues like representation.

In Kandola's (2009) concept of diversity and his idea of how diversity plays a vital component in social, economic, and political development within the organisation structure addresses the need for organisations to implement and actively engage in a diversity policy/strategy. Some concepts seen by Kandola (2009) consisted of things such as determining who gets to take part, exercise power and set directions in the organisation. These concepts were highlighted by interview participants in this document and will be discussed later in chapter four. Within document five, previous discussions from documents 1-4, about confronting stereotypes against minorities within organisation, issues of discrimination centring on social disassociation will be revisited, but only to validate, or assist with the issue of what the concept of having diversity in an organisation means to African American employees. This will include references to the cultural, ethnicity, and language difference, as well as, the communication between African American, and senior management working for an MNO.

Strategic Issues

In today's international business world, organisations appear particularly sensitive to the subject matter of diversity. However, increased competition has recently led many organisations to hire the best-qualified individual without regards to ethnicity or gender. This increase in demand for the best-qualified person could possibly be met with a list of challenges that come with incorporating diversity in an organisation, such as determining if minority candidates are being looked at in the same numbers as their white counter-parts in terms of interviewing, and being offered top management positions. The issues that were investigated in this document dealt with how African Americans participants viewed diversity in terms of advancement towards top management positions and representation in their organisations. Also, other issues centred around diversity in the organisation are identified, such as: the absence of effective implementation of a diversity policy, or lack thereof, and how its effects can constrain the development of a supportive

organisation culture for African Americans, as well as, contributed to the perceived discrimination from gaining access to senior roles in the organisation.

The demand for the best-qualified person, could be met with great resistance from possible minority candidates, as seen by Fassinger (2008) and her concept of building an organisational culture by obtaining the perception of college students before entering the corporate workforce. Fassinger (p. 259, 2008) stated that, ‘the assessment that students of colour more readily compromise their career aspirations because of perceived barriers to educational and occupational access, entry, and success, as well as inadequate psychological resources (i.e., coping ability) for managing career barriers presented by (Fouad & Byars-Winston, 2005; Rojewski, 2005). Fassinger (2008) also went on to explain that ‘even when students of colour manage to overcome educational disadvantage, they are likely to encounter discrimination in job selection and hiring. This was found to be prevalent as experimental analogue studies using fictional job candidate resumes have been particularly illuminating in examining selection bias, revealing, for example, that applications of candidates with African American names receive less response from potential employers than those of candidates with white names (Worthington, 2005).

Prior research investigated how organisations helped their minority employees adjust to or adapt to their corporate surroundings (Ross, 2008/2009). These documents add value to the current document by having explored whether minority employees remained with their organisations after joining them. How a minority employee adjusts to and feels welcome in an institution (business) is often associated with the organisations commitment to having and upholding its diversity policies Benschop (2001). Without a clear set of policies and strategic objectives, discrimination of minority employees can often occur in an organisation lacking an appropriate diversity initiative (Ross, 2008).

Discrimination

Martin (1992) gave an example of how an African-American researcher with personal experience of subtle forms of racial prejudice, in contrast to a white researcher with less experience in subtle racial prejudice, may offer a different interpretation of the meaning of an inter-racial interaction. Graves (2004) suggested that the capacity for racist behaviour is also a ghost of peoples evolutionary past, it results from mechanisms that evolved to distinguish friend from foe, and from social conditions that are very different from today's modern world. To combat this suggested behaviour, raising awareness on topics like stereotyping and having inclusive behaviour can combat how employees interact with one another (Kandola, 2009).

In his writings, Kandola (2009) offered insight on how discrimination could be classified or identified in an organisation. The researcher, in previous documents wrote that organisations develop their own personalities, habits, and myths, and within any organisation, power tends to pool in one or more places (Ross, 2008/2009). Kandola (2009) continued to indicate that the way in which power is distributed throughout an organisation has a major impact on the organisation's propensity to discriminate against individuals. In other words, racism, sexism, nationalism, and other isms are demonstrations of people's hierarchy observed around them. The theory by Kandola (2009) that isms are demonstrations of people's hierarchy observed around them was originally proposed by Sidanius & Pratto (2006) who suggested that group divisions are based on discriminators such as: ethnicity, religion, and nationality. Kandola (2009) also indicated that dominant groups within an organisation will likely not be aware of their privileges, as these are often unnoticed; in addition, these individuals will be relatively unaware of the barriers that out-groups face in certain circumstances. This lack of awareness could lead a dominant group to denigrate out-groups.

Examples of power distribution in Kandola (2009) were seen in the case study presented by Thomas (2004) of IBM. One example, when Lou Gerstner came into his position at IBM, he observed his senior executive team and felt that they did not reflect the diversity of IBM's customers and employees. Thomas (2004) also wrote that the company had a long practise of being blind to differences and gathering demographic information only to ensure that hiring and promotion decisions did not favour any particular group. Therefore, Lou Gerstner took an approach to call attention to differences of the minority groups at IBM, with the hope of learning from them and making improvements to the business, was a radical departure of the norm.

Management tools and skills for a diverse organization.

The specific skills that aid diversity include communication and interpersonal skills as well as cross-cultural awareness. Few organisations have looked at developing the skill sets of managers to better equip them to deal with diversity issues. Harvey & Allard (2005), Cox & Blake (1991) and Wright *et al.* (1995) viewed diversity as a resource to be managed. Kandola (2009), however, disputes the idea that diversity should be managed and offered readers another point of view. Kandola (2009) proposed that diversity training is an alternative to managing diversity concept and can be divided into three categories: awareness/raising/ and managing risk, behavioural, and attitudinal. The second category behaviourally focused on improving management's multicultural awareness and communication.

Collier & Esteban (2007) wrote that, motivation and commitment would be affected by the extent to which management can align personal identity and image with that of the organisation, by their perceptions of justice and fairness both in general and in terms of how performance is rewarded, and by their impressions concerning the attitude of top management. The perception of

justice and fairness by Collier *et al.* (2007) suggested that beneficial gains will no longer take precedence within the corporate environment: Instead attitudes towards management will have a higher value. The suggestion that management would need to improve its social, or communication skills to understanding diversity and better understand and treatment of its minority population is also apparent within participant JW04 interview (see Chapter 4).

Preventing disassociation within an organisation.

Henderson (p.26, 1994) wrote, “Diversity problems exist in some form in all organisations-- private and public.” To prevent these existing problems, as written by Henderson (1994), some researchers consider diversity training to be a vital solution in addressing the situation. Stated in the previous section, Kandola (2009) proposed that diversity training could be divided into three categories: 1) raising awareness / managing risk, 2) behavioural training, and 3) and attitudinal. However, findings in Ross (2008) case study suggested that steps presented by Kandola (2009), would not function effectively as part of diversity training strategy in most organisations, if top management were not visibly practicing, or taking an active role in the diversity initiatives. Cox *et al.* (1991) and Wright *et al.* (1995) reported that there was little evidence that the characteristics of social interaction and exclusion were factors, or vital parts of organisational diversity. Based on Ross (2008) case study, findings also suggested that social interaction and exclusion were factors, or vital parts of organisational diversity, and that there was a lack of managerial awareness towards diversity-related issues in the organisation. Better understanding coincides with today’s diversity training initiatives, as well as, offering possible ideas and methods for (white) top management, African American, ethnic minority to better coexist in the workforce.

Graves (2004) found that 10-15% of European-American population still practise overt, old-fashioned racism. However, Graves (2004) also wrote that the majority of European-Americans (White) have become more accepting of minority groups, and feel that institutionalized racism and discrimination no longer exists. The view by Graves (2004) was in contrast to Henderson (1994) and Kandola (2009) view of diversity training being needed in organisations. The views by Graves (2004) are also in contrast to issues seen in Ross (2008) case study that included, minority employee(s) being bullied without reason, terminated from the workplace without grounds, and not being included in daily conversation and social activities. Also, issues of interaction and disassociation were shown to be one of the concluding steps in minorities being discriminated unjustly in the workplace. All of these issues viewed by Ross (2008) were seen as vital components to employees determining if an organisational culture was balanced, and called for opportunities to inject diversity training to prevent social disassociation in organisations.

Research Questions

The research discussed thus far, raises the question of whether social harmony could exist within an organisation with all sides satisfied and content with the organisational culture. In this study, the researcher looked to investigate whether there is an obligation by top management to better understand the different cultures within organisations (Fiske 1998; Kanter 1977; Reskin 2003; Tsui & O'Reilly 1989). Kandola (p. 209-210, 2009) discussed diversity in a Belgian firm:

A Belgian auto parts supplier has forbidden its workers to speak any language other than Dutch, even during their lunch break, and employees could be fired if they disobey.... Language is a sensitive topic in Belgium, particularly in Flanders where locals and politicians are keen to promote the use of Dutch and prevent the encroachment of the country's other main language, French...Belgian newspaper *De Standaard* reported that workers of Turkish origin, who make up some 35% of the company's workforce, felt the rule was aimed against them and had asked the union to intervene.

Kandola (2009) pointed out how the employer appeared to place more value on the informal networks within the organisation than they did on the formal structure. Kandola then went on to state that the Turkish workers perceived that they were being subject to racism, and whether the employer intended racism in its ruling, racism was nevertheless the experienced outcome by the workers. Crumpacker & Crumpacker (2007) wrote that management and HR could impact organisational culture through the recruitment and selection of new employees, either to fill existing gaps within the workplace or to initiate change to existing norms and culture of the workplace. Chow (2002) pointed out that perceptions of organisational culture might differ across different levels in the organisation. However, Fassinger (2008) suggested that there are organisations with an extensive, if not elaborate, set of policies and procedures that no one has seen or read, let alone followed. Therefore, the researcher suggested the following research questions based on the literature:

1. Do African American employees think their organisation has a diverse and balanced culture?
2. Do African Americans think diversity is desirable?
3. Do African American report that they have viable career paths in MNOs – is there a glass ceiling?

The first research question asks if African American employees think that their organisation has a diverse and balanced culture. Identifying how African American's view the organisation culture is important, because as Kandola (2009) wrote, people like to be with others who are similar in background. The tendency, known as homosocial, occurs because people feel that members of the same group will understand their fellow group members better, will feel more comfortable being with them and consequently, will experience greater trust (Kanter, 1977). Kandola (2009) also wrote that people outside the dominant group are disadvantaged by the competitive arithmetic of under-representation. This competitive arithmetic comprised often comes across as harsh working

conditions. Kandola (2009) wrote that in America, African American leaders working in white teams experience greater emotional difficulties including depression, anxiety, and lower self-esteem. Kandola (2009) also discussed the concept of tokenism, and how minorities face dual pressure of having to work harder in order to be recognized while being reluctant to be seen as a threat. These emotional difficulties exhibited by African Americans in Kandola's (2009) study will also be explored further in this study to see if the minority employees feel that a balanced organisational culture is achievable, and if their organisational culture was balanced: if so, would it alleviate the emotional difficulties described by Kandola (2009).

The second research question asks if African American employees view diversity as a desirable commodity. In the past, the researcher assumed that organisational culture consisted of how well employees worked together to resolve ethical issues in the work environment. However, Hansen (2001) described corporate culture "as the personality of an organisation, or simply as "how things are done around here." At the time of viewing the statement made by Hansen (2001), the researcher further assumed that the writer was telling the reader to get over issues about organisational diversity. The mind-set of accepting how the world operated and the actuality that there was nothing anyone could do but accept and adapt to this concept was startling to the researcher. Since reading Hansen's work, the researcher has come to understand that Hansen was simply stating that an organisation's culture is a reflection of society and that the two cannot be separated: And that in order to change the organisational culture, society must first change.

Previously, the researcher attempted to identify how individuals' beliefs and feelings toward the concept of diversity and organisational culture were viewed while outside the work environment, and if these beliefs and feelings were then presented to upper management at their respective organisations; possibly forming dialog, and pushing change within the organisation

(Ross, 2009). Brewster *et al.* (p. 41, 2007) stated, “if we accept the view that human resource management (HRM) approaches are cultural artefact’s reflecting the basic assumptions and values of the national culture in which organisations are embedded, international HRM becomes one of the most challenging corporate tasks in multinational organisations.” Brewster *et al.* (2007) also wrote about how Pucik (1997) challenged the HR function to develop a more global mind-set by pointing out that the currently distinctly national HR systems that exist around the world are parochial and ethnocentric. Brewster *et al.* (2007) went on to say that a more global mind-set and role for HR in helping to champion the best aspects of globalization means that HR functions have to ‘do’ international HRM differently. In particular, HRMs have to:

- Recognize the ways in which cultural values influence HR systems.
- Understand the different values that are placed on people around the world.

There are a number of reasons why people might view diversity as important; literature on HR policies, knowledge management, management, organisational culture, and social disassociation/exclusion influence the issue of social interaction in the workplace and help determine why diversity is desirable, or not, and its importance.

The third research question builds upon the first two research questions and asks if African Americans see a future while working in MNO’s. The first two research questions, asked if there is diversity currently present at their organisation, and if African Americans feel that a balanced organisations culture, or diversity is an achievable goal or desire within their organisations. Issues of not having a diversity and a balanced organisational culture can lead some to regretting and not wanting to embark on career paths within a large MNO Ross (2008). Kandola’s (2009) wrote about ‘the old boys network’ and the various ways in which organisations are biased. Smith (2007) discussed what approaches were being considered for making the work environment more diverse,

at the same time making sure that productivity and improving return on investments still remained high. If the values, beliefs, and behaviours are being chosen by the staff within the organisation, then a possibility exists that (white) top management would close African American co-workers out of the communication loop, once they identify an individual as being different, or pinpoint cultural differences Ross (2009). Therefore, a glass ceiling could be presented to African American employees, impeding their progression up the organisation hierarchy.

Fiske (1998), Kanter (1977), Reskin (2003), and Tsui & O'Reilly (1989) wrote that the concentration of minorities in lower-level and marginal jobs reinforces negative stereotypes about their capabilities and aspirations. Roberson & Kulik (2007) described that in a work environment, the relevance of stereotypes for performance could also signal and reinforce the diversity (or the lack of diversity) in an organisation. Throughout the researchers DBA studies, at Nottingham Trent University, the research has shown that, in Scandinavia, white employees exhibited negative stereotypes towards minority employees that came from the outside Scandinavian social environment Ross (2008). This usually concluded in white employees then forming barriers that prevented the creation of a diverse organisational culture Ross (2008).

Previous Documents 1 – 4

The research in document one focused on how companies could become more diverse, as well as how companies could use that diversity to improve performance within the organisation. Research interests were based on the personal experiences of the researcher from working in the financial sector at various MNOs throughout the world. The research questions proposed were originally designed for discovering underlying meanings and patterns of relationships about diversity. These meanings and patterns included classifications of types of phenomena and entities, in a manner that did not involve mathematical models. The researcher looked to define and

understand what diversity was in an organisational context and how could an individual identify if a corporation had too little or enough diversity.

In document two, the primary focus was centred on the issue of social disassociation/exclusion as a form of discrimination. The literature also looked at ways of understanding management's decision making when dealing with sensitive matters in the office, such as racism stereotyping, and bullying. The stance the researcher took at the beginning of document two was that the behaviour of bullying/mobbing would only take place if the offender felt that he/she had the blessing, support, or implicit permission by his/her superiors and co-workers to behave in such a manner, as suggested by Einarsen (1999). From the literature review, the researcher assumed that as companies experience the need for change, underlying themes of diversity management, organisational culture, and inappropriate behaviour start to become more relevant in achieving organisational diversity.

The literature review in document two also focused on the problem of social integration of minority groups in the workforce, and the extent that organisations recognized possible problem(s), tried to react to potential problem(s), and what solutions, if any, would be effective. Having researched the academic literature on social integration, the researcher then, suggested in the document that there existed possible gaps in our knowledge of understanding the area of social disassociation/exclusion and social integration. At the end of document two, the researcher concluded that management's lack of understanding of its minority employees could possibly lead an organisation to develop an organisational culture appropriate, or beneficial for only white employees (Ross, 2008). The researcher stated that such an outcome could result in a deficient organisational culture, where minority employees could experience bullying and discrimination regularly, and management could explicitly/or inexplicitly disregard these actions.

Document three reflected on the events that took place at Sunny Mobile Communications (SMC) through means of a case study that was conducted by the researcher. Document three was presented as piece of auto-ethnographic research writing. Document three was written to contribute to understand the way white employees conducted themselves and made sense of the inclusion of minority groups within a MNO; and when issues did emerge, whether these affected and shaped the achievement of organisational diversity. The researcher employed a discourse analysis for the research method, in which the researcher acted as an involved, covert, participant observer. The researcher took an interpretive approach to this method and used “diaries and shadowing,” as his main projective techniques. The researcher documented the events, discussions, and feelings of his fellow employees in an attempt to understand his co-workers at SMC and their belief system towards diversity within the organisational structure, as well as his own feelings and responses about the events that took place. Document three concluded with a change in the researcher’s stance from document two: in that, the researcher no longer question whether management had a lack of understanding towards minority employees. From the case study, the researcher began to question managements’ reactions to the growth of a minority presence in the work environment, and questioned if management lacked the conviction to address sensitive issues that come with incorporating diversity and hiring minorities into top-level positions within the organisation.

In document four, the purpose was to present a quantitative piece of research writing. It was written to contribute to the understanding of how white and minority employees in an MNO viewed one another. The research was preformed to further understand the social attitudes of citizens in Denmark and Sweden, and the propensity to socially include, or exclude. Another goal of the research conducted in document four was to identify if minorities favourability was only present as a result of popularity, or if a genuine consensus to connect with all minorities regardless of popularity existed within the social atmosphere outside of the work environment. The literature

review identified links between social disassociation and the concept of stereotyping and warmth. Fiske *et al.* (2002) stated that the stereotypes and perceptions of social groups could be classified along the dimensions of competence and warmth. The research examined if warmth, or hospitality was only extended to minorities who are popular and if minorities who were seen as unpopular for such things as: crime, political views, and going against Scandinavian social norms were privileged to the same susceptibility of warmth.

Based on the data collected, the researcher was able to conclude in document four that most of the discrimination that was taking place in Scandinavia was directed toward both white and minority women. The data collected was not able to say with any kind of certainty what form of discrimination had been taken against these two groups within the selected Scandinavian regions; only that there was some form of discrimination taking place. The data collected however, did show that there was a correlation between popularity and favourability and the act of developing friendship in Denmark.

The researcher explained briefly the outcomes of documents 1 - 4 (see previous documents), however, the researcher did not state how they relate to the current study. From the very beginning, the research has always been from the perspective of an African American male residing in Europe, trying to understand a problem that he believes exist within his native country – the U.S.A: which is the absence of diversity in the work environment and the inbalance of an organisational culture in many U.S organisations. Documents 1 – 4 have helped the researcher to identify areas to improve diversity, identify possible problems that can arise from the lack of diversity, and helped the researcher understand how social perspectives impact diversity initiatives in the organisation.

Development of Chapters

The remaining chapters of this document are as follows: Chapter 2 presents a review of the current literature. Chapter 3 discusses the research design of this study, including the methods used for data collection and analysis. Chapter 4 presents and interprets the research findings of the study. Chapter 5 provides a conclusion and recommendations of the study.

Reflective Account of Researcher's Career History

This document offers a reflective account to examine the experience of the writer. This experience has helped the researcher in order to better understand interviewee's perspective of events that took place while they were employed at MNO. The reflective accounts touch on the psychological state of the researcher. A reflective account of the researcher is needed to understand the researcher's background and perspective in the event that subjective views come into question. The researcher is Derrick Ross, 33 years old African American male originally from the United States of America (U.S.A.). Professionally, the researcher's career has been concentrated in the financial sector, and mostly, the researcher has been classified as an international business auditor. The researcher previously worked in Sweden, Denmark, United States of American (U.S.A), and the United Kingdom (UK). The researcher received his bachelor's degree (B.A) in accounting from Clark Atlanta University (CAU) in Atlanta, Georgia (U.S.A), his Masters of Business Administration degree (M.B.A) in International Business from the American Intercontinental University – London (AIU) in London, England, and the researcher has been enrolled at Nottingham Trent University (NTU), Nottingham, England, as a part-time Doctorate of Business Administration (D.B.A) student since October 2007.

Since beginning his research degree at NTU, the researcher has always been focused on the term diversity, more importantly; his research has explored and attempted to understand different viewpoints in which employee's at organisation interpret diversity. The researcher originated from a humble background in the U.S.A, where he was raised and lived at for most of his youth. In American, in the 1980's and 90's, African Americans were considered by many to be less privileged than that of white Americans by all accounts to include: economic, education, and social status. For some, little has changed in the U.S.A since the researcher was living there with the African American and Latino communities, who are still averaging below the poverty line in terms of economic, education, and social status. The term diversity was never used when the researcher was growing up, and this trend continued in high school, summer boarding school, and in college. Some might wonder why the trend continued even in college, well, that was because the researcher attended an HBCU or Historically Black College or University – CAU.

In the fall of 1997, the researcher left his home state of New Jersey to attend college at CAU; not because he was eager to be the first person in the researcher's family to attend college, but because his options as an African American were very limited and the alternative didn't exactly appeal to him (i.e., military or local job). However, towards the end of his collegiate career at CAU, the researcher started to wonder if minorities coming out of university could look forward to a hard life ahead of them if they pursue a career in the corporate environment? Or, if life would get easier for African Americans with a college degree in-hand. More importantly, the researcher started to hear the term 'diversity.' Up until that moment, the researcher had technically not experienced a lot of diversity. All of the researcher friends were either black or Hispanic, with the exception for a few white and Asian friends the researcher attended boarding school with it. The mutual understanding was that white people lived a separate life than black and Hispanics; so the concept of diversity was not a real term.

In October 2002, the researcher left the U.S.A to attend graduate school at the AIU-London, just a little over a year after graduating from CAU. This was mostly due to the researcher not being able to find suitable work after obtaining his B.A degree, however, this was not the case for many of the researcher Caucasian friends, who appeared to find jobs immediately after leaving college. London was the first time and place that the researcher had ever seen diversity working; and not just with people being cordial to one another. This was very difficult thing to explain to friends and family members back in the U.S.A. Explaining the vast interracial couples, friends, school: it seemed as if everyone was just a human being and people were more or less judged on their character and not by skin colour (compared to the reserchers experience in the U.S.A). So, again, the term diversity came up again, however, this time the researcher wondered how England was able to achieve something that was absent from the researcher's life in the U.S.A.

The researcher enjoyed great success while attending graduate school in London, and was even able to land an internship at PricewaterhouseCoopers (PwC) in London, while in graduate school. This single job, was the most diverse place the researcher had ever worked for , and had the most balanced organisational culture, past and present. Soon after graduating the AIU-London at the end of 2003, the researcher returned home to the U.S.A to work for one of the big four accounting firms (Deloitte) in Princeton, New Jersey (U.S.A), where he was being paid more money, and hoping that he would experience the same type of diversity he'd experienced at PwC in London. The researcher left Deloitte after one year, partly because of the unbalanced organisational culture and the constant double standards he would face (compared to his white counterparts), but mostly because of the serious lack of diversity. The researcher immediately went back over to England at the beginning of 2005 and left again at the end of 2005, only to leave the U.S.A again in 2006: since then the researcher has never returned to the U.S.A again to live, because of the lack of diversity he experience's.

From the very beginning, the research has always been from the perspective of an African American male residing in Europe, trying to understand a problem that was believed by the researcher, exist within his native country – the U.S.A: which is the absence of diversity in the work environment and the imbalance of an organisational culture in many U.S organisations. The researcher’s reasoning for doing this research, is not from wanting to prove that there is a lack of diversity within many U.S. based organisations, but to better understand the concept of diversity. Diversity, is seen as a way of life for the researcher, and has been that way since arriving in Europe back in 2002. To better understand the workforce and for individuals to be able to go to work and for minorities to not feel as though they are not out of place is his key motivation. While harsh terms are used in this document, like racism and discrimination, and separatist language is used to identify individuals; like African American, minorities, White management, and Hispanics; this is done only to give clarity to the reader, in hopes of not confusing him/her of what is attempted to be explained.

Chapter 2: Literature Review

Definition of Diversity

Broadly defined diversity is the presence of a wide range of variation in competences, ability, and skill under discussion. This definition does not include the feelings and beliefs of individuals in a group environment, nor does it explain how those variations will react to one another in a continual everyday work environment. In chapter one of this document, the researcher borrowed a definition from Mullins (2006), who defined diversity as the visible and non-visible differences, which consists of sex, age, race, background, disability, personality, and work style. Robbins, Odendaal, & Roodt (2003) described workforce diversity as organisational heterogeneity in gender, races, ethnicity, and other groups. Despite of the growing proportion of minorities in the workplace (Raha, 2007; Johnson & Packer, 1987) and the simultaneous emphasis on valuing diversity in organisations (Jackson *et al.*, 2007), the proportion of in top management positions in organisations remains less than 1% in the U.S.A.

The researcher agrees with the definition from Mullins (2006), however, there is an understanding by the researcher that many minority groups are currently marginalized and disadvantaged in the workplace, such as women, people of colour, and people with disabilities. Most research on minority groups has been directed at issues between black-white relations and gender; the applicability of these theories to a multi-ethnic context remains unclear. Lastly, the researcher defined multicultural organisations as: an organisation committed (action as well as words) to a diverse representation throughout all levels; sensitive to maintaining an open, supportive, and responsive environment; work toward purposefully including elements of diverse cultures in its on-going operations; carefully monitors organisational policies and practises to the goals of equal access and opportunity; and authentic in responding to changing policies and practises that block cultural diversity (Sue and Constantine, 2005, p. 223).

Case for Diversity

American management literature, both popular and scholarly (Jackson et al., 2009, Pinkett, Robinson & Paterson, 2010, Roette, Leonardelli and Philips, 2008, Tomaskovic-Devey & Stainback, 2007 etc.), is rampant with suggestions that managers should increase workforce diversity to improve work group success. Empirical research on whether and how diversity is really connected to work groups performing is limited however, and the evidence is split, because of the differences that represent the “diversity” in question (Milliken & Martins, 1996; Pelled, 1996). In the past researchers have examined the effect of diversity in identity group relationships, such as race and sex (Cox, 1993; Jackson & Ruderman, 1995); organisational group memberships, such as hierarchical position or organisational function (Bantel & Jackson, 1989; Ancona & Caldwell, 1992); and individual characteristics, such as idiosyncratic attitudes, values, and preferences (e.g., Hoffman, 1959; Meglino, Ravlin, & Adkins, 1989; Bochner and Hesketh, 1994).

Researchers have examined the impact of diversity in identity group memberships, such as race and sex (e.g., Cox, 1993; Jackson and Ruderman, 1995); organizational group memberships, such as hierarchical position or organizational function (e.g., Bantel and Jackson, 1989; Ancona and Caldwell, 1992); and individual characteristics, such as idiosyncratic attitudes, values, and preferences (e.g., Hoffman, 1959; Meglino, Ravlin, and Adkins, 1989; Bochner and Hesketh, 1994). Although certain types of diversity appear to be beneficial, studies focused on race and gender have demonstrated both positive and negative outcomes (Williams & O’Reilly, (1998), suggested that certain conditions may moderate these outcomes (Ely & Thomas, 2001). To date, however, most scholars have only speculated as to what these conditions might be. Ely *et al.* (2001) wrote that as a result, consultants and managers interested in diversity have had to rely largely on some combination of common sense and good faith for the rationales they advance about why and how companies should address the issue.

Ruvolo (2007) suggested that maintaining an appropriate organisational culture is critical to the success of any change initiative, and Kandola (p.156. 2009) stated that daily practise on the ground makes diversity happen, but awareness is only the start. However, Laroche & Shanley (1999) argue that there is little or no evidence of managers creating a diverse atmosphere, in an organisational culture that benefits everyone. While, Miller, Katz, & Rowe (2002) considered minorities in developing organisational culture and questioned their significant roles within organisations. Taggart (2007), Benschop (2001), and Gonzales (1999) gave examples of bringing cultures together to create a unique organizational culture in their writings, such as: Taggart (2007) writing where he described in 1990, BMO leaders from around the world met to develop a corporate strategic plan which included their vision for creating a diverse workforce and an equitable supportive workplace. Also, Thomas (2004) case study of IBM talked about bringing cultures together to create a unique organizational culture, and Smith (2007) discussed what approaches were being considered for making the work environment more diverse.

More important, other writers also provide a glimpse into the roles management can take in addressing existing and future obstacles in diversity by Ibarra (1993); Roberson *et al.* (2006); and Simons *et al.* (1999); Jackson *et al.*, (2009); Pinkett *et al.* (2010); and Roette *et al.* (2008). In the literature written to help managers improve their skills in leading their respective organisations, there also exist suggestions that more training was needed to understand organisational diversity. Some literature on diversity training saw examples; where it was suggested that diversity training would help to develop managers' understanding of their work environment better (André 1995) and Laroche *et al.* (1999).

Broome, DeTurk, Kristjansdottir *et al.* (2002) gave an example from Shuter & Turner (1997), and their examination of perceptions of conflict communication among African American and European American women in the workplace. In the examination Shuter *et al.* (1997) found that others see European American women as more conflict avoidant than African American women. Although professional women of both races see themselves and others of their own race as working to reduce conflict in the workplace, those of the other race do not share this perception. The authors suggest that African American professional women see directness as a means of conflict reduction, whereas European American professional women believe less direct approaches reduce workplace conflict. The examples given by Broome *et al.* (2002) are valid in this literature and document because the researcher is looking at the differences in discourse between African Americans and (white) top management. While Broome *et al.* (2002) primarily looked at the perceptions between European White women and African American women. The researcher is proposing that that these perceptions are not only valid between European White women and African American women, but between a majority of African American employees and (white) top/senior management in the United States.

A growing body of evidence also points to a more indirect effect of individual and institutionalized racism, expressed as implicit bias toward people of colour (Greenwald, McGhee, & Schwartz, 1998) and internalized by the targets themselves through stereotype threat (Steele, 1997). The collective belief by Greenwald *et al.* (1998) and Steele (1997) was that institutionalized racism and unconscious prejudice in organizational culture impacted significantly on an organization, its employee's behavior, motivations, and ultimately, that organization's financial performance. Inherent or unconscious bias refers to the idea that commonly held mind-sets toward certain groups result in differential educational and workplace actions (e.g., expectations, performance evaluations) that disadvantage the preferred groups (Greenwald *et al.* 1998). Stereotype threat

therefore has been associated as an important underlying problem in particular populations (minorities groups) and organisational infrastructures (i.e., business finance, medical, and legal). The significance behind Greenwald *et al.* (1998) research is that it sought specifically to appraise the implicit association test (IAT) method's usefulness for measuring evaluative associations that underlined implicit attitudes (Greenwald & Banaji, 1995). Greenwald *et al.* (1998) stated that implicit attitudes were manifested as actions or judgments that were under the control of automatically activated evaluation, without the performer's awareness of that causation (Greenwald & Banaji, 1995, pp. 6 - 8). The IAT procedure sought to measure implicit attitudes by measuring their underlying automatic evaluation. Possibly, in time, managers could view the concept of stereotyping individuals as discriminatory action. This was looked at by Roberson *et al.* (2007) when collectively, they described that in a work environment, the relevance of stereotypes for performance can also be signalled and reinforced by the diversity (or the lack of diversity) of people who are currently performing the job.

Business Case – Performance on Teams

Rupert *et al.*, (2010) wrote that past research on the impact of diversity in the workplace has mainly focused on the effects of team diversity on group processes, such as conflict and information processing, on workgroup and individual outcomes like performance, commitment, satisfaction, and turnover (e.g., Ely and Thomas 2001; Jehn *et al.* 1999; Pelled *et al.* 1999). In Thomas's (2004) case study of IBM, Thomas described how IBM decided to act upon its diversity policy, and explained ways, which the CEO turned the company's financials and world ranking around. This led, it is claimed in the case study to better leadership tactics by management, increased profits and performance, and overall better employer to employee fit. Changes like the one's seen in Thomas case study, may suggest that having diversity in key positions is an influential component of corporate success. The researcher understands that there are some academics would argue about the

validity of Thomas's (2004) case study, and associate the case study as PR for IBM and a hagiographic celebration of a certain type of leadership theory. After critiquing the case study, the researcher accepts Thomas (2004) explanation of the diversity transformation that IBM had undergone. The company changed from being one that thought they were diverse, to a company that actually took steps to achieve real diversity to employees' satisfaction). The case study is in no way definitive, however, considering that IBM's transformation took place in the early 1990's, when racial tension between African and Caucasian American's was high in the United States, the case study should be viewed as an achievement towards diversity.

Critique of IBM Case Study

The overall interpretation of Thomas (2004) case study led the researcher to think that there was a huge neglect on racial attitudes within the corporate environment at IBM before Lou Gerstner arrived at IBM. Based on the data presented in chapter four of this document, the researcher thinks that it is important that more extensive research into firm's corporate culture, take place, and is centered around racial attitudes of employees and how organizations can become more diverse, and use that diversity to improve performance and employee to employee relations. In the case study by Thomas (2004), Thomas emphasized that four factors were key to implementing any major change initiative: (1) strong support from company leaders, (2) an employee base that was fully involved with the initiative, (3) management practices that were integrated and aligned with the effort, and (4) a strong and well-articulated business case for action.

Critique of IBM cont. Demonstrated leadership support

Rather than attempt to eliminate discrimination by suggesting that individuals deliberately ignore differences among one another, Lou Gerstner (ex-IBM CEO) believed that companies should make diversity a market-based issue and a key focal point in building an effective company

strategy. In addition to mentoring employees by top executives, IBM also had a Chief Diversity Officer who offered training and advice to IBM executives. Such a strategy could be implemented and achieved in other organizations. For example, like IBM, top management could present a diversity initiative to current employees at their organization, as well as future employees during the interview stage. Initiating such a diversity strategy would show current and potential employees that the company was serious about identifying and resolving diversity-related issues, and that the company culture is balanced and fair. An initiative that IBM could have explored more in its diversity endeavors.

Critique of IBM cont. Integrating diversity with management practices

IBM's approach to diversity questioned a basic company cultural idea that differentiations were supposed to be bottled-up as opposed to expanded. Executives within the organization talked about the creation of the task forces and how they seemed to counter IBM's culture. However, employees viewed this as a sign that there was a real culture change happening within IBM. The case study on IBM provided good examples on how to give existing employees and new hires a firm direction of what the company expected of them, guidelines on how they were expected to interact within its diverse culture, and career paths within the organization for all ethnic employees. By doing so, the company reinforced to minority employees, as well as to all employees, that they are not a 'old-boys network', or practicing 'old-boys' tactics (Kandola, 2009). The attitude shown by Lou Gerstner and other senior staff in Thomas's (2004) case study also helped reinforce management's commitment to promoting diversity within IBM.

Critique of IBM cont. Engaging employees as partners

Thomas's (2004) case study on IBM did have areas that prior research seems to indicate as insufficient in helping resolve issues face by study participants. These areas consisted of expressing or showing how African American and ethnic minorities felt about IBM's diversity strategy before Lou Gerstner arrived at IBM. Roberson *et al.* (2006) wrote about the making sense of diversity with the organizational workplace in a deliberate attempt to understand managements understanding of its diverse culture. In addition, Collier *et al.* (2007) talked about the social responsibility of the organization and the commitment of its employees, to emphasize which individuals should be held accountable for actions taken while in the work environment. While the areas were briefly touched upon, the case study did not suggest diversity was a preceding problem at the company.

Critique of IBM cont. Linking diversity goals to other goals

At times, reading through the case study, the researcher was under the impression that IBM was more concerned with improving its financial and company ranking than really wanting to help problems related to diversity. IBM appeared to have put a marketing scheme, or a financial objective behind each of its diversity initiatives, and the task forces were guided to a series of major business accomplishments. Understanding that the goal of most companies is to maximize profits and minimize expenses, it would have been better if IBM made their diversity efforts appear more genuine. Overall, the researcher thought the case study by Thomas (2004) was very groundbreaking because it showcased IBM's commitment towards diversity and provided a detailed road map for companies dealing with existing and future diversity issues. Taggart (2007), Benschop (2001), and Gonzales (1999) gave examples of bringing cultures together to create a unique organizational culture in their writings, and more important, other writers also provide a glimpse into the roles management can take in addressing existing and future obstacles in diversity (Ibarra, 1993;

Roberson *et al.*, 2006; Simons *et al.*, 1999; Jackson *et al.*, 2009, Pinkett, Robinson *et al.* 2010, Roette, Leonardelli *et al.* 2008, Tomaskovic-Devey *et al.*).

IBM Case Study (summary)

The key findings in Thomas (2004) case study of IBM included the extent to which Thomas (2004) illustrated IBM's plan of using "diversity as the bridge between the workplace and the marketplace," that was taken seriously by IBM's senior management in ways where employees at the company started to notice the changes that were being made senior management. These key findings by Thomas (2004) were what made the case study relevant to this research. Based on the examples presented in Thomas (2004) case, the researcher was able to at least make one interpretation, and that was - while upper-management might believe that their organization does indeed have a diverse corporate culture, this is not the case, as stated by the interviewee's at IBM, in Thomas's (2004) case.

George & Yancey (p.1, 2004) stated that "America's position on cultural diversity remains largely unreported, and virtually neglected in the research on racial attitudes" presented by (Downey 2000)." Roper (2006) provided a similar view when he stated that, "One of the greatest challenges for minorities and women is being granted access to resources, knowledge, and support to complete their roles in the organization." By tackling internal diversity at IBM, the company increased its ability to respond to the diversity in they're customer base and labor pool. Thomas (2004) viewed the initiatives by IBM as generous, and the senior executives interviewed were able to talk about things like education recruiting, and the work needed to close the digital divide for people and communities of color, and would link this to where IBM's employees and customers would stand.

While Thomas (2004) case study highlighted many good aspects of IBM, there were calls for concern like: (1) if IBM's senior management was putting on a good face when Thomas was conducting his case study, and (2) if the employees at IBM who were interviewed, were also being truthful in their description of the company's diversity strategy. In an article, the University Degli Studi Di Trento (2006) supported the views by (Galeotti 2002; Saas 2001) that highlighted dramatically how unprepared social and political institutions are to accommodate cultural difference in practice. What Thomas's (2004) case study of IBM did show, was show how dramatically unprepared IBM was in the mid to late 90's and the steps IBM took to set its 'ship' correct. Thomas (2004) was able to show how minorities and non-minorities viewed advancement and diversity within IBM, and was able to articulate IBM's diversity strategy as a probable blueprint for future diversity strategies.

However, the case study by Thomas (2004) was not able to identify the different discourses between senior management and regular employees. This is relevant, because in this study, the researcher has investigated if African Americans', ethnic minorities', and (white) top management's views on diversity in the work environment were in tune with one another. Key findings that emerged from this study include how African Americans and ethnic minority participants viewed diversity in terms of advancement towards top management positions and representation in their organizations. Other key findings that emerged included how the non-implementation of a diversity policy/strategy constrained the development of a supportive organization culture for African American and ethnic minorities, as well as, contributed to the perceived discrimination of African American and ethnic minority participants of this research study from gaining senior roles within their organizations. The absence of a diversity policy/ strategy and the apparent limit to achieve top management position within their respective organizations reinforced the lack of diversity within the organizational environment for participants of this research study (see Chapter 4). The results

stemming from this research illustrates how unprepared corporations/ institutions can intensify diversity related issues and culture clashes with co-workers, discrimination lawsuits, wrongful firing of an employee, and ultimately bad reputations for the company as a whole.

A variety of literature has been published to help today's managers improve their skills in leading their respective organisations, like Smith (2007) who looked into what approaches were being considered for making the work environment more diverse, at the same time, making sure that productivity and improving return on investments still remains high. An example would be diversity training as suggested by (André 1995) and Laroche *et al.* (1999). These texts appear to break the tasks down in various ways and provide specific strategies and techniques aimed at enhancing productivity while improving return on investment. However, writers such as Rupert *et al.*, (2010) also stated that past research has mixed results, some studies indicating that diversity can increase creativity and problem solving, others showing that diversity can lead to conflict and decreased performance (for reviews and metaanalyses see Jackson *et al.* 2003; Mannix and Neale 2005; Stewart 2006; Webber and Donahue 2001; Williams and O'Reilly 1998). Rupert *et al.*, (2010) also proposed that in research on heterogeneity and relational demography, cultural diversity is examined less extensively than other demographic variables, such as gender, age, and tenure (c.f. Williams and O'Reilly 1998).

Holmes and Marsden (1996, p. 26) wrote that, "organisational culture impacts significantly on an organisation, its employees' behavior and motivations and, ultimately, that organization's financial performance." As described by participants of this study, many felt that top management didn't reflect the diversity that was in their market or workplace. This led to many participants believing, diversity in their organisations did not exist, or was being exhibited by top management. Other writers, such as Subramaniam and Ashkanasy (2001, p. 36) stated that

“managers’ perceptions of organisational culture existing in their workplace are key determinants of their work attitudes (and) managers’ decisions and behavior at work.” Roberson *et al.*, (2006) wrote about the making sense of diversity with the organisational workplace in a deliberate attempt to understand managements understanding of its diverse culture. In addition to the writers above, Collier *et al.* (2007) talked about the social responsibility of the organisation and the commitment of its employees, to emphasize which individuals should be held accountable for actions taken while in the work environment.

Galbraith & Kazanjian (1986) wrote that diversified MNCs have found that they must simultaneously pursue strategies of increased diversity, while the individual industries in which they compete become more global in character. In chapter 1, the researcher provided projections by US Census Bureau, 2011 which stated by the turn of the century, the non-Hispanic White proportion of the population is projected to decrease to less than 72 % with about 13 % Black; 11 % Hispanic origin; 4 % Asian and Pacific Islander; and less than 1 % American Indian, Eskimo, and Aleut. By 2050, the proportional shares shift quite dramatically. Therefore, it is important that more extensive research into U.S. firm’s corporate culture, take place, and is centred around racial attitudes of employees and how organisations can become more diverse, and use that diversity to improve performance and employee to employee relations.

Palmer & Varner (2007) stated that if board members bring their national orientation and personal expertise to their roles as board members, one would expect that the national composition would play a role in the performance of the company and result in potential synergy of different views. Anecdotal evidence of Palmer & Varner’s (2007) statement was seen in a case study by the researcher (Ross, 2008), where he gave examples of African American male in an all-Swedish female department. In simple terms, the researchers’ most significant difficulty was that of the

language, and closely followed by the cultural difference. While, the African American described in the (Ross, 2008) case study was ultimately discriminated against, the researcher (Ross, 2008) did explain that performance was high, and there was synergy initially because of the of what appeared to be diversity amongst senior executives, and by the presence of the African American executive. However, creating an organisational culture that is continually changing to incorporate diverse cultures may be difficult, while at the same time allowing the organisation to be seen as one entity (Andre, 1995). Furthermore, the research by Palmer & Varner on teams indicated that diverse teams have the potential of better performance than homogeneous teams.

What do Organisations do?

Policies

Sippola & Smale (2007) wrote that from a business perspective, an organization's ability to meet future challenges is arguably multiplied by greater workforce diversity. This comes about through an increased variety of skills, experiences, cultural dimensions and values (Thornhill et al., 2000). Sippola & Smale (2007) continued and stated that the extant diversity management literature has provided a comprehensive array of theoretical frameworks and empirical studies on how organisations can and have approached the management of a diverse workforce, the same cannot be said about the literature on diversity in an international setting. The literature on diversity makes very little acknowledgement of the existing problem as it relates to the organisational work environment. However, even more notable are the responses by businesses to the cultural change in their environment, and what steps are being considered to ensure that their particular organization remains in tune with the world around them. Also, how will these new changes and challenges be presented to shape and grow their organizations as a whole?

Sippola & Smale (2007) also stated that from a diversity management perspective we know surprisingly little about how multinational firms are responding to the increasing globalization of their workforce. Palmer & Varner (2007) echoed similar remarks to that of Sippola & Smale in stating that numerous studies have examined the effects of diversity on team performance under a variety of circumstances, but little attention has been directed to the national composition or the international qualifications of top management teams. These issues seemingly bring a need for more understanding of key terms such as, diversity, organisational culture, work environment, and employee unity. These key issues were identified by the researcher (Ross, 2008), which consisted of social interaction within the work environment. The research in this dissertation will also focus on possible consequences faced by employers' who disregard, or incessantly ignore the ever-changing social order and work environment around them.

Wentling (2004), revealed that having a strategic plan for diversity initiatives, integrating diversity initiatives into the corporation's strategic plan, recognizing that diversity is a business imperative, having a culture that values diversity and having top management support were all factors most likely to assist in the success of diversity initiatives. In a case study (Thomas, 2004) on IBM, Thomas focused on IBM's diversity achievements and went into great detail about the various discourses between African Americans, women, and white employees at a major MNO. Thomas (2004) illustrated IBM's plan of using "diversity as the bridge between the workplace and the marketplace," that was taken seriously by IBM's senior management in ways employees at the company started to notice the changes that were being made senior management. In chapter four, examples are given on how not following through on a plan for diversity initiatives can cause African American employees to view diversity within the organisation differently than what top management might envision.

Practises – (does it match policy)?

Chitakornkijasil (2010) wrote that intercultural communication describes when people from different cultural backgrounds interact with one another. Cultural differences can make intercultural communication very difficult, and sometimes impossible. Culture strongly affects values, beliefs, worldviews, nonverbal behavior, language, and how to have relationship with others. However, many researchers have acknowledged that there has been a lack of senior ethnic minority managers in organisations over the last two decades (Avery, 2009; Avery, McKay, & Wilson, 2008; Cohen & Huffman, 2007; Goldman, Gutek, Stein, & Lewis, 2006; Jackson & O’Callaghan, 2009, 2007; Kalev, 2009; Kandola, 2004; Ortiz *et al.* 2009; Rossette, Leonardelli & Philips, 2008; Tomaskovic-Devey & Stainback, 2007). The lack of ethnic minority managers in senior positions affects the continuing practise of values, beliefs, worldviews, nonverbal behavior, language, and relationships in organisations. The researcher’s evidence from interviews is suggesting that if there is a lack of minority presence at senior positions, then diversity policies will not continually be reinforced. Interviewees suggested that where top management appeared to not reinforce company policy unless it affected top (white) management (see chapter 4).

Chow (2002, p. 351) pointed out that, ‘the perceptions of organisational culture may differ across different levels in the organisation, with evidence that CEOs may view organisational practices, particularly those involving human relations, more positively than other functional or operational levels of management (Hansen and Kahnweiler, 1997). Consequently, this suggests that there is a need to examine perceptions of organisational culture held by employees to present an unconventional viewpoint on culture to that of upper management/ HR, and operational management. Also, the comments by Chow (2002) further suggest that there is a need to evaluate the extent of unity or reliability of perceptions of organisational culture across a diverse organisational workforce. However, creating an organisational culture that is continually changing

to incorporate diverse cultures may be difficult, while at the same time allowing the organisation to be seen as one entity (Andre, 1995). Taggart (2007), Benschop (2001), and Gonzales (1999) gave examples of bringing cultures together to create a unique organisational culture in their writings, and more important, other writers also provide a glimpse into the roles management can take in addressing existing and future obstacles in diversity (Ibarra, 1993; Roberson *et al.*, 2006; Simons *et al.*, 1999; Jackson *et al.*, 2009, Pinkett, Robinson *et al.* 2010; Leonardelli *et al.*, 2008; Tomaskovic-Devey *et al.*).

Earlier, the researcher quoted Wentling (2004) when Wentling wrote that all the study participants in his study recognized the importance of having a strategic plan for the success of diversity initiatives. Participants of Wentling (2004) study also agreed that strategic planning is an important factor that lead to the success of diversity initiatives because it provides guidance, makes them reactive and avoids shortsightedness. Wentling (2004) went on to state that strategic planning emphasizes long-term initiatives; it avoids the danger of having ‘one-shot’ diversity initiatives that are likely to disappear with time. In other words, strategic planning does not allow diversity initiatives to become a fad.

However, Palmer & Varner (2007) wrote that the organisational climate also plays a role in the ability to create knowledge (Smith et al, 2005). This means that the climate of the organisation has to be supportive of new ideas, and board members need to be supportive of each other. If the differences between board members are too great, the diversity may become a hindrance (Lau and Murnighan, 2005). In addition to educating employees on specific issues, top management also needs to work and ensure that employees behaved in ways that were consistent with the company’s diversity strategy. Below, Thomas (2004) described the chief diversity officer role as a coach and teacher, who had a number of conversations with senior people, such as:

Listen, you don't get it, and you need to get it. And I care about you, and I care about this company. I care about the people who are affected by the way you're behaving, and so I owe it to you to tell you that. And here's how you don't get it. Here's what you need to do to change (Thomas, p. 7, 2004).

Andre' (1995) argued that managers skilled at running an effective intercultural team and mentoring women and minorities are increasingly likely to advance managerial effectiveness and promotions. However, others like Laroche and Shanley (1999) argue that there is little or no evidence of managers creating a diverse atmosphere, in an organisational culture that benefits everyone. Also, as seen in Thomas (2004) case study, many senior managers are reluctant to initiate diversity changes. This happens because some writers and managers are assuming that organisational diversity can only be looked at as a product, or tool to maximize profits. However, creating an organisational culture that is continually changing to incorporate diverse cultures may be an imperative initial step into managing all employees, while at the same time allowing the organization to be seen as one entity (Andre' 1995). This is discussed further in chapter four.

Can management change and control culture

There is literature to help today's managers improve their skills in leading their respective organisations and there have also been suggestions that more training is needed to understand organisational diversity. For example: diversity training, it is suggested that this type of training will help to develop managers' understanding of their work environment better (André 1995) and Laroche & Shanley (1999). These texts appear to break the tasks down in various ways and provide specific strategies and techniques aimed at enhancing productivity while improving return on investment. Morrison and Von Glinow (1990) also concluded that achieving diversity in management requires action, and that senior managers can help move women and minorities out of secondary or threshold management posts by giving them opportunities to take such challenging

assignments in the mainstream of the organization and to reinforce their authority in those assignments.

Smircich (1983) talked about culture as a root metaphor for conceptualizing organisation, and stated that others discarded the notion that culture is something an organisation has, in favour of the view that culture is something an organisation is. Smircich (1983) also stated that culture is the root metaphor. It sees organisations as expressive forms, manifestations of human consciousness and that researchers in this perspective explore the phenomenon of organisation as subjective experience and investigate the patterns that make organized action possible. Smircich (1983) questioned whether organisational culture was a variable that could be manipulated by management or if it was a metaphor that can help us understand organisations but that culture is not something that is within the control of management. While writers like, Geertz (1983) treated organisational culture as systems of shared symbols and meanings, other researchers like Martin (1992) looked for symbol systems and their associated meanings. Martin's (1992) focus was on how individuals interpret and understand their experience and how these relate to action. However, writers like Laroche *et al.* (1999), Harvey *et al.* (2005), Cox *et al.* (1991), and Wright, *et al.* (1995) proposed that organisational culture is something that is within the control of management. For the purpose of this document, and based on the responses from participants of this study, the researcher is siding with the assumption that organisational culture is something that is within the control of management. Participants like JM01 expressed situations at his organisation concerning dress code policies, and how he felt management was trying to change organisational culture. (see chapter 4). Also, participants like NT05 expressed how management was creating a discriminatory organisations by disallowing minorities to take off for a public holiday (see chapter 4). In chapter four, other participants give examples of organisational culture being in control of management, and

therefore, the researcher, for this document feels that organisational culture that is in the control of management.

Smircich (p. 344, 1983) also stated that “culture is often defined as the social or normative "glue" that holds an organisation together (Siehl & Martin, 1981; Tichy, 1982). It expresses the values or social ideals and the beliefs the organisational members come to share” (Louis, 1980; Siehl *et al.* 1981). The values are manifested in terms of myths, rituals, stories, legends, and specialized language. The terms put forward by Smircich (1983) definition are also reflected in other researchers writings such as Hansen (2007), Kandola (2009), Geertz (1983), Taggart (2007), Benschop (2001), and Gonzales (1999), Ibarra (1993); Roberson & Stevens (2006); and Simons & Pelled (1999), and (André 1995). However, Milliken and Martins (1996) noted that observable differences such as color types are more likely to evoke biased or stereotyping responses than are less-observable aspects of diversity. Also, that many of the problem-solving enhancement effects of diversity frequently emerge from the less-observable types that represent differences of perspectives and skills.

George & Yancey (p.1, 2004) stated that “America's position on cultural diversity remains largely unreported, and virtually neglected in the research on racial attitudes” presented by (Downey 2000).” Roper (2006) provided a similar view when he stated that, “One of the greatest challenges for minorities and women is being granted access to resources, knowledge, and support to complete their roles in the organisation.” Although certain types of diversity appear to be beneficial, studies focused on race and gender have demonstrated both positive and negative outcomes (Williams & O'Reilly, 1998, for review), suggesting that certain conditions may moderate these outcomes (Ely & Thomas, 2001). To date, however, most scholars have only speculated as to what these conditions might be. Ely *et al.* (2001) wrote that as a result, consultants

and managers interested in diversity have had to rely largely on some combination of common sense and good faith for the rationales they advance about why and how companies should address the issue of diversity

Holladay & Quiñones (2005) pointed out that in the United States, diversity training has become a popular tool for managing and trying to reap the benefits of diversity, as the workforce population is becoming increasingly more diverse in terms of race, gender, and age (Toosi, 2004). The existence of unconscious discrimination and efforts to counter it, form the basis of much of the diversity training occurring in contemporary educational institutions and MNO's. Including applied psychology training programs, where students are taught to recognize, monitor, and/or eliminate their biases to prevent unintentional harm to clients (Worthington, 2005). However, in line with Einarsen (1999) and Heames, Harvey, Treadway (2006) these practices don't seem to be disappearing within organisational cultures, and appear to have a lingering presence.

Holladay & Quiñones (2005) stated that while maximizing the benefits of diversity remains a crucial business necessity, the effectiveness of diversity training programs has received only limited attention (Kochan et al., 2003; Rynes & Rosen, 1995) with a focus on evaluating employees' reactions or perceptions (Ellis & Sonnefield, 1994; Holladay, Knight, Paige, & Quiñones, 2003). However, diversity training does not help to fully remedy the problems faced with diversity to include: social perceptions, stereotypes, and the issue of employees becoming socially interactive, or disassociated. Roberson and Stevens (2006) *sense-making* is defined as this intentional process of interpreting the interpersonal and interactive facets of organisational life and assigning meaning to past events (Weick, 1995).

From the data collected in this document, participants believe that many of today's organisational top managers might not take a realistic approach to the organizations diversity needs as suggested by Gonzales (1999). Furthermore, the suggestion that top management may assume that a few minorities spread out over the organisational chart and departments can be called diversity. The researcher attempts to explain participants sense making to the perceived discriminatory situations described in chapter four and why they feel management is not taking a realistic approach to their diversity needs. The research in this document will attempt to add to the current body of literature in the areas of management of diversity, by identifying such possible repercussions of not fully understanding organisational diversity on management's behalf. It will also attempt to infuse the theme of implementing a successful diversity policy/ strategy that is seen as a resulting failure of not fully understanding diversity issues within the organization by participants of this study.

Differing perceptions of diversity

Different views between minorities and majority

Holmes and Marsden (1996, p. 26) wrote that, "organisational culture impacts significantly on an organization, its employees' behavior and motivations and, ultimately, that organization's financial performance." The researcher, while agreeing with Holmes and Marsden assertion that organisational culture can ultimately play a huge factor on an organizations financial performance; stresses that there is also need state the benefits of an organisational culture that adapts to social change. Another argument presented in this document five was that 'there a lack of understanding towards different cultures by management.' While writers such as Subramaniam and Ashkanasy (2001, p. 36) suggested that "managers' perceptions of the organisational culture existing in their workplace are key determinants of their work attitudes (and) managers 'decisions and behavior at work." Later in chapter four, the researcher will attempt to clarify if the perception of management

(by participants) towards its diverse organisational culture is a consequence of managements understanding of its minority workforce population, or life long personal perceptions that were carried over from previous jobs, or developed over time.

In addition, the researcher will analyze and examine possible reasons why there might be neglect on management's behalf of minority population with respects to organisational culture and the overall hiring process. Looking at organisational culture literature helps look at possible results from organizations that have a lack of transformation within the organisational culture; and examine what role the minority population plays within the organization culture. Stated simply in terms of corporate culture identity, and if improving productivity and return on investments are justified reasons for changing organisational culture.

Crumpacker & Crumpacker (2007) wrote that management can impact on organisational culture through the recruitment and selection of new employees, either to fill existing gaps within the workplace or to initiate change to existing norms and culture of the workplace. This concept by Crumpacker & Crumpacker appears to be an initial first step in what Holmes and Marsden (1996, p.26) collective belief in that 'organisational culture impacts significantly on an organization.' However, some adjustments is needed in Crumpacker & Crumpacker theory, in that, first and foremost these changes would need to start in the company's HR department as they are likely to recruit individuals for staff and managerial positions. Then management would have to emphasise and support the diversity initiatives and implementation process accordingly.

Contrary to Crumpacker & Crumpacker (2007) stance that management can impact on organisational culture; many researchers have acknowledged that there has been a lack of senior ethnic minority managers in organisations over the last two decades (Avery, 2009; Avery, McKay,

& Wilson, 2008; Cohen & Huffman, 2007; Goldman, Gutek, Stein, & Lewis, 2006; Jackson & O'Callaghan, 2009, 2007; Kalev, 2009; Kandola, 2004; Ortiz *et al.* 2009; Rossette, Leonardelli & Philips, 2008; Tomaskovic-Devey & Stainback, 2007). Also, research has found that minority managers encounter significantly more barriers to career progression than their white counterparts (Avery, 2009; Rossette *et al.*, 2008; Giscombe & Mattis, 2002; Gorman and Kmec, 2009; Jackson, 2008; Hill, 2004; Jackson *et al.*, 2009; Steefel, 2006; Jackson & Daniels, 2007; Jackson *et al.*, 2007; Jackson, 2008; Corrigan, 2002; Hill, 2004; Bush, Glover & Sood, 2006; Maume, 2004; Kandola, 2004; Bell & Nkomo, 2001).

While there are writers who have an entirely different view of what company culture is and what components are associated with the term corporate culture such as Chow (2002), Hansen and Kahnweiler (1997), and Crumpacker & Crumpacker (2007). There remain some of writers like Bzdega (2008) who simply define corporate culture as a form of benefit that is given to employees by top management within the company. Bzdega (2008) wrote company culture as having: 'values open and honest communication, mutual respect and having fun,' as seen by companies like KPMG. However, there was no mention of attracting and maintaining a diverse environment, or how KPMG's organizational culture was ever changing to compensate an increasingly diverse work environment. Still however, there is growing evidence that there still exist the possibility that companies such a KPMG, and other MNO's, and top management within organisations, are ignoring the minority population with the workforce and not adapting the corporate culture to fulfill their needs and interest.

What is the minority perception?

Milliken and Martins (1996) wrote that observable differences, such as colour types, are more likely to evoke biased or stereotyping responses than are less-observable aspects of diversity. Milliken and Martins (1996) also noted that many of the problem-solving enhancement effects of diversity frequently emerge from the less-observable types that represent differences of perspectives and skills. In a study in the Netherlands by Rupert et al., (2010), stated about a quarter of the employers preferred not to hire ethnic minorities as employees (Kruisbergen and Veld 2002). Rupert et al., (2010) goes on to state that test cases of job candidates those were similar in all respects, except for their ethnicity, revealed discrimination against ethnic minorities by employers in the Netherlands (Bovenkerk et al. 1995). Rather than attempt to eliminate discrimination by suggesting that individuals deliberately ignore differences among one another, the researcher stresses that companies should make diversity a market-based issue and a key focal point in building an effective company strategy. Initiating a diversity strategy would shows current and potential employees that the company was serious about identifying and resolving diversity-related issues, and that the company culture is balanced and fair

Minorities have to overcome more barriers to become an accepted member of the organization. Sheehan (1999) makes clear that companies and organizations, facing a continuous changing market are required to make continuous changes in order to enhance their competitiveness. These changes can create different organisational problems, changes such as: gender, cultural, language, and nationality can be the reason for disagreement between employees at work. Rupert et al., (2010) wrote that being viewed as dissimilar and being a member of a low status group in society, cultural minorities have relatively more difficulty in finding jobs, experience relatively more discrimination than majority members (Oskamp and Schultz 1998), which can lower their career chances in organizations (Cox 1993).

Fassinger (2008) wrote about the building of an organisational culture by obtaining the perception of college students before entering the corporate workforce. Fassinger states that, 'the assessment that students of color more readily compromise their career aspirations because of perceived barriers to educational and occupational access, entry, and success, as well as inadequate psychological resources (i.e., coping ability) for managing career barriers presented by (Fouad & Byars-Winston, 2005; Rojewski, 2005). Fassinger (2008) also went on to write that 'even when students of color manage to overcome educational disadvantage, they are likely to encounter discrimination in job selection and hiring.

Experimental analogue studies using fictional job candidate resumes have been particularly illuminating in examining selection bias, revealing, for example, that applications of candidates with African American names receive less response from potential employers than those of candidates with White names (Worthington, 2005).

Motivation and commitment will be affected by the extent to which management can align personal identity and image with that of the organization, by their perceptions of justice and fairness both in general and in terms of how performance is rewarded, and by their impressions concerning the attitude of top management, Collier and Esteban (2007). The perception of justice and fairness illustrated by Collier and Esteban (2007) suggests that beneficial gains within the organization will no longer take precedence within the corporate environment: Instead attitudes towards management will have a higher value. The suggestion that management would need to improve its social, or communication skills to understanding diversity and better understand and treatment of its minority population is also apparent within this research.

The literature reviewed in this chapter is relevant to the research questions presented in chapter 1, in that, there are hints in the literature that top management sees diversity through the lens of the business case, which is unproven, and that minorities see diversity as a matter of justice. Jackson *et al.* (2007) wrote that when minorities are recruited into organisations, many of their careers stop at middle management, and lower, positions of the organisation. Research has indicated that these individuals have bumped up against a glass ceiling (Guy, 1992; Jackson *et al.*, 2007; Maume, 1999, 2004; Naff, 1994; Raha, 2007). Additionally, glass walls, stick floors, barbed wire, ethnic penalty, and trap doors prevent them (African American's) from moving forward within the company (Guy, 1994; Cheung, 2006). The literature review discussed these items by (Guy, 1994; Cheung, 2006) that might prevent African American's from moving forward like stick floors like; Broome, DeTurk, Kristjansdottir *et al.* (2002) example from Shuter & Turner (1997), and their examination of perceptions of conflict communication among African American and European American women in the workplace; barbed wire - Greenwald *et al.* (1998) and Steele (1997) notion about institutionalized racism and unconscious prejudice in organizational culture; ethnic penalties - Chitakornkijasil (2010) research on intercultural communication; and trap doors - George & Yancey (p.1, 2004) stated about "America's position on cultural diversity remains largely unreported, and virtually neglected in the research on racial attitudes." Kanter (1977) found that white males receive more on-the-job training and visible job assignments that facilitate their career mobility than black males. The research questions ask if minorities felt that their organisation had a balanced culture, if diversity was achievable in their organisation, and if they faced glass ceilings in their organisations. The research questions do seek to understand the phenomenon of organisational diversity that participants in this study faced within their organisation, and the literature helps to explain these phenomenon. Later in chapter four, participants further explain their experiences to the phenomenon of organisational diversity and elaborate on diversity as a matter of justice and fairness between the two groups.

Chapter 3: Research Method

The main purpose of this study is to discover elements that contribute to the various discourses that African American's have towards senior/top management when discussing organisational diversity. The researcher will discuss, in this chapter, how the purpose of this study will be achieved. First, the researcher will provide an overview of the methodology for this study, in the "Methodological Overview" section. Next, in the "Epistemology - Interpretivism" section, the researcher advocates that it is necessary to understand differences between humans in our role as social actors. The third section, "phenomenological (or interpretivist)," addresses the various discourses of African American's working at MNO's, and the issues those participants identified in the interviews. The fourth section, "Reflexive Research," details the special concern arising through the current research, as others may view the researcher as part of the society and minority groups that the researcher is interviewing; thereby suggesting biasness on the researcher's part. In the fifth section, "Site and Participant Selection", the researcher describes the rationale for the selection of the setting of the study and the criteria for selection of the study participants. The sixth section, "Interview Development" show's how the researcher interviewed study participants using a semi-structured interview protocol. The seventh section, "Procedure" demonstrates the competence in relation to conducting the research interviews. The final section, "Ethical Issues," describes the strategies the researcher will utilize to ensure the trustworthiness of the research.

Methodology Overview

Qualitative methods will be use in this interpretist study to deconstruct the process of designing, implementing, and assessing the various discourses of African American's working in MNO's, using data collected by the researcher in interviews. The researcher, has taken the interpretivism philosophical standpoint, or view of the interpretist social researcher, and will

approach the information gathered in this research using inductive theory. There is no attempt at a definitive truth in the interviews conducted; however, the research is attempting to gain a better understanding of how African American's working at MNO's responded to the idea of their respective companies being/ or having diversity in the work environment. The research also examines if African American's view of diversity is centralized only on the idea of race, culture, belief, or if their view of diversity is placed on skill-set needed by the organization. To borrow the phrase from Clifford Geertz (1983), the "trick is to figure out what the devil they (the members of the community) think they are up to. And no one knows this better than they do themselves; hence the passion to swim in the stream of their experience." The type of knowledge of that can be obtained from this type of research is one that can draw lines between perception and reality in terms of discrimination, and how management can be better suited to handle issues of diversity. This was looked at in the literature review and George & Yancey (p.1, 2004) statement that "America's position on cultural diversity remains largely unreported, and virtually neglected in the research on racial attitudes" presented by (Downey 2000)." The research, therefore, is aimed at how participants make sense of work related situations and their perception of diversity and organisational culture.

This study is situated within a interpretivist paradigm where the researcher takes the position of challenging much of the positivist thinking that has tended to characterise other studies of leadership by arguing that effective leadership relies on the management of subjective meaning (Bryman & Bell 2007 and Grint 2000). Furthermore, Grint (2000) claimed that the skills of leadership involve shaping the ways that organisational problems are defined and persuading others that his definition is correct. The interpretivist paradigm recognises that a strategy is required that respects the differences between people and the objects of the natural sciences and therefore requires the social scientist to grasp the subjective meaning of social action (Bryman et al., 2007).

Epistemology - Interpretivism

Bryman (2004) defines epistemology as a theory of knowledge. It is necessary to take stance on what should pass as acceptable knowledge. However, Schon's (1983) notion of epistemology of practice was that a reflective thought is a dialectic process that incorporates action with experience to uncover one's underlying assumptions of reality. Ferry and Ross-Gordon (1988) talk about Schon's model of professional problem solving called 'reflection-in-action,' and how Schon contradicted the process, by saying that Schon implies that reflection-in-action is an innate process emulating from the "competences" one already possesses and at the same time postulates that reflection-in-action is generated through experience – based experimentation. Ferry et al., also go onto say that by proposing that reflection-in-action is learned through "imitation," he devalues the high level cognitive and experience-generated knowledge that is needed to reflect-in-action to resolve practice problems.

The relevance of Schon's reflective-in-action model when looking into epistemological research strategy is that it gives rise to questions, such as if the actions of (white) top management, (as described by participants of this research) were imitating actions of the daily social life in the USA, or imitating life within the social entity of their respective MNO, or were these actions a rare phenomena that occurred while participants were employed by the MNO? The researcher working definition of African American and national classification, as characterized in this study population, was largely determined by MNO's definitions of ethnic minority and the national composition of their staff, as seen and defined by the U.S census bureau.

This research argues that a social scientific perspective is an interpretive framework that is subjectively imposed on the process of collecting and analyzing the cultural data it received interviewing participants. Martin (1992, p.12) stated, that because different researchers, studying

the same cultural members and the same organizational events with equal care, skill, and honesty may evaluate, recall, and interpret what happened differently: a social scientific perspective is not considered to be an objective description of empirical facts. The researcher makes no assumptions that his perspective is to be considered a definitive description of empirical facts; however, the researcher does state that the events that are described by participants are accurately transcribed.

Phenomenological

In order to examine the various discourses of African Americans working at MNO's, and the issues that participants identified in the interviews, the researcher decided to take a phenomenological (or interpretivist) stance for conducting this research. Bryman (2004) defined phenomenology as a philosophy that is concerned with the question of how individuals make sense of the world around them and how in particular a researcher should be aware and regulate preconceptions concerning his or her grasp of that world. Churchill Jr. (2005) stated, that an extreme positivist might claim that any effort to acquire social data with techniques, like participant observation, or oral life history interviewing is unscientific and therefore inaccurate. In a limited way, this may be correct, however the phenomenologist does not aim for pure scientific accuracy. Rather, as Bryman stated, he or she hopes to understand how individuals make sense of the world around them and how in particular the philosopher should bracket out preconceptions concerning his or her grasp of that world. Churchill Jr. (2005) also acknowledged and sided with Herbert Blumer's argument that qualitative work is not only an accurate means to get at the social structure of groups but perhaps is more accurate than the quantitative approach.

Phenomenological inquiry requires that researchers go through a series of steps in which they try to eliminate their own assumptions and biases, examine the phenomenon without presuppositions, and describe the "deep structure" of the phenomenon based on internal themes that

are discovered (Marshall *et al.* 1995). This however, is something that is very difficult for the researcher to do and will be discussed in the next section on reflexive research. Phenomenology does greatly overlap with ethnography, but, as Bruyn (p. 286, 1970) pointed out, some phenomenologist asserts that they "study symbolic meanings as they constitute themselves in human consciousness." Interviews or less formal, more spontaneous talks between researcher and informants are almost always an important complement to this method. Without the accounts of the people being studied, it is very difficult to say something about the meanings of and ideas guiding particular behaviours and practises. Phenomenology is looked upon by the researcher as sophisticated, that involves more than just interviewing, first-hand experiences – having "been there" – offer a deeper level of understanding and a stronger authority-base than asking questionnaires and listening to people's "stories" in interview situations. Van Maanen, (1995) wrote that phenomenology is an exploration of 'the essence of lived experience'. With the development of post-positivist approaches phenomenology has been adopted by different disciplines as an appropriate way of exploring research questions, which led to a different way of knowledge being constructed.

Some disadvantages that are associated with phenomenological research include the amount of time, energy, and stress required. This form of research also involves a lot of dead time (Bryman, 2004). A somewhat more general problem concerns cultural studies in general. When studying "exotic" groups, there is the risk that the researcher "goes native" - becomes caught in details and local understanding without being able to say something systematic of wider theoretical interest (Ross, p. 20, 2008). In addition to these methodological problems, one can also raise doubts of an ontological nature, debating the assumptions of the existence of stable feelings, thoughts, ideas, and meanings; and confront these assumptions with the idea of being indirectly constituted in social interaction.

Churchill Jr. (2005) wrote that any researcher doing in-depth participant observation struggles with how accurate and balanced the report is because he or she is at some level a member of the group being studied. Possible reasons for not studying the setting in which one is active could be because others may view the perspective as biases. However, the perspective of the researcher (an ethnic minority) is relevant and the phenomenologist perspective should not be taken for granted. Hughes (1990) wrote that phenomenological tradition and of the *verstehen* approach, with their emphasis upon social action as being meaningful to actors and therefore needing to be interpreted from their point of view, coupled with the rejection of positivism, contributed to a stream of thought often referred to as interpretivism. Participant observation is being integrated into that particular environment and as the observer becomes more immersed, the more he/she has to strike a balance in the research. This is appropriate since in time, the observer/ research starts to become part of the situation, and adds to the climate being developed that Churchill Jr. was writing about. For the interviews being conducted, the standpoint of the researcher is that individual attachment should not automatically rule out an inquiry, because it can also be seen as a resource as much as a liability.

Reflexive Research

Special concern arising through the current research, as others may view the researcher as part of the society and minority groups that the researcher is interviewing; thereby suggesting biasness on the researcher's part. Also, since the researcher has already stated and identified with the the racial discourses of African Americans in MNO, detachment towards the participants interviews was not fully possible. Studying how an organisation functions with the inclusion on an unknown catalyst may, of course, be carried out in a variety of ways. Much of the research work has addressed rather personal, as well as, impersonal aspects of organisations. At a certain level of thought, acts, practices, relations, feelings and cognitions are totally lost to the benefit of the

connection of variables. In the research, the researcher has attempted to minimize objective feelings that are not relevant to the research.

The reflective researcher focuses on the researcher's personal perspective of what "actually" goes on in MMO's: how people act, interact, talk and accomplish task, and their personal belief systems towards the idea of diversity. For the researcher, the understanding of organisational diversity calls for a considerable amount of "micro-anchoring". This is typically understood as implying a reflexive research approach that is also about surfacing and challenging the researcher's assumptions, ideas, and habits of thought; a procedure that the research has addressed in this document (see chapter one). Normally reflexive research approach means that the researcher tries to get relatively "close" to the meanings, ideas, and social practices of a group of people that the researcher is approaching. This is often seen in geographical terms as a movement when a researcher, initially at a distance, is coming closer and closer the lived realities of other people. McNiff, Lomax, & Whitehead (1996, p.89) believes that the purpose of the reflexive research is to better understand it experience by the examiner. McNiff et al., also stated that the reflexive research could also be quite creative, containing new ways of viewing experience that were too tentative to make public. This will be discussed more in-depth later in the paper.

Martin (1992, p.11) writes about the difficulties of such work by saying the following: for organizational culture researchers, it becomes difficult to engage in constructive discourse across viewpoints. One culture researchers' assumptions are, to a researcher working from a different perspective, evidence of epistemological naiveté, methodological sloppiness, or inexcusable political bias. As a result, organizational culture researchers often fail to appreciate, acknowledge, or even read research representative of other viewpoints. In agreement with Martin's viewpoint (1992), the researcher anticipates some readers will view the lived reality of the researcher as

showing bias and not being definitive. However, it is exactly these viewpoints that scholars should look at, because lived reality can hold more truth, and while advantages & disadvantages can be discussed; there still remains the fact of how participants chose to interpret these matters. And these events that took place are backed up by documentation provided by the participants and the researcher.

Martin (1992, p.12) goes on to state that different researchers have different preconceptions, sensitivities, and skills. Martin also gave the following example; an African-American researcher with personal experience of subtle forms of racial prejudice, in contrast to a white researcher less conscious of race, may elicit or offer a different interpretation of the meaning of an inter-racial interaction. This research offers analyzes the interpretation from an African-American male who has been employed at various MNO's where top/ senior management is dominated by predominately Caucasian males.

Site and Participant Selection

Selecting the study participants raise two important concerns. These relate to the race and nationality composition of the researcher's study participants. These concerns stand on the limitations of the researcher methods and their possible contribution to knowledge about race relations in organisations between African American's and white/ top management, and the development of African American employees to executive roles. Identifying who qualifies as a minority is something that is strongly contested in both policy and academic circles (Beale and Taylor, 1997; Billings-Harris, 1998; Borisoff and Victor, 1998; Carnevale and Stone, 1995; Clifford, 1988). However, there still seems to be no agreement on a right answer.

The researcher discovered that participants in this study self-identified themselves as either an African American, or another ethnic minority. The fact that the African Americans, African Swedish, and members of the Hispanics community in the interviews identified themselves as members of a minority group does not answer a question that will exist for some readers of whether these different minority group connections parallel in their discourses with senior/ white management. Prior research seems to indicate that while cultural differences between groups exist, each is underrepresented at the higher levels of management as seen by Thomas and Gabarro, (1999). The study in this document found that African American's did share similar views when dealing with senior/ white management in their respective organisations. Therefore, what the researcher reported in this document represents the shared beliefs African American's who were employed MNO's.

Below, figure 3.2 shows that the researcher selected 20 individuals working in various MNOs in either the U.S.A. or Europe to participate in this study. Sixteen of the participants described or identified as having African decent, which consisted of both men and women. The remaining four participants all identified themselves as being of other Hispanic, Asian, or non-white background (see figure 3.2). All individuals who participated in the interviews were from a wide range of career fields such as: business, pharmaceutical, social, Internet and ecommerce, engineering, and design to show representation across a variety of industries. While the researcher knew of the existence of the interviewees through mutual association, either through a friend, or former co-worker, the researcher has not socialized with these participants in anyway or capacity before this study. All interviewees were recommended to the research based on criteria set forth by the researcher; either by being an African American, or minority living or working at an MNO in the U.S.A. or Europe. With some individuals living and working in different countries, the

conclusions on the findings will still have validity because the interviews conducted in this document are focusing on either African Americans.

Figure 3.2 - Participants list
(All name listed below are pseudonyms)

Participant/ Code	Company	Grade	Age	Ethnicity	Nationality	Sex
1) JM01	Facts Pharmaceuticals	Supervisor	32	African	American	M
2) JsJ02	Legal Law International	Paralegal	37	African	American	F
3) JT03	World Appliance	Senior Staff	35	African	American	M
4) JW04	Classified International	Manager	30	African	American	F
5) NT05	B/L International	Supervisor	34	African	American	F
6) JB06	Acme Company	Staff	32	African	American	M
7) KJ07	Fox Valley International	Senior Staff	38	African	American	M
8) JG08	Wireless Mobile Comm.	Staff	32	African	American	M
9) LmK09	Telecom World	Manager	32	African	American	F
10) PJ10	Fashion INC	Staff	32	African	American	F
11) KB11	Wholesale Int.	Staff	24	African	Swedish	M
12) JW12	Dept. of Mental Health	Supervisor	34	African	American	F
13) MC13	State University	Staff	33	Asian	American	F
14) CG14	Chemical International	Manager	38	Latin	Cuban	M
15) AW15	Civil Service	S. Manager	38	African	African	M
16) AL16	Caring Counselling	Therapist	31	African	American	F
17) SS17	BCHS Sweden	Staff	46	African	Ghana	F
18) PD18	Motors International	Supervisor	37	African	German	M
19) JJ19	Audit International	S.Manager	30	Polish	British	F
20) SO20	Fly Valley Airlines	Staff	36	Iranian	Danish	F

Interview Development

Given the sensitivity on subject of diversity, the researcher interviewed study participants using a semi-structured interview protocol (Appendix B). Following basic demographic questions (items 1-5), the remaining items in the protocol (items 6-15) centred on the issues of diversity and organisational culture, which were adapted from prior research (Ross, 2008/2009). Items 6-11 were designed to measure how participants felt their employers were doing in the area of diversity and to see if they had experienced any issues relating to diversity and organisational culture. These items were also created to document how individuals viewed diversity, and to explore if their organisations were adhering to its diversity policy or if one was in place. Items 12-15 were designed to determine what tools and skills are needed to better equip managers to handle diverse cultures in

an organisation. This series of questions were presented to see if participants had experienced discrimination as a result of a lack of management training concerning diversity culture in the organisation, as well as whether a form of an “old boys” (i.e., “white male”) network exists in their current organisation (Kandola, 2009). All the questions were reviewed by the researchers academic advisor(s) and approved by both advisors and Nottingham Trent University’s research ethic committee.

In terms of item order, the researcher strategically placed the demographic items before diversity items in order to open up the conversation, build rapport, and help participants to relax and feel comfortable in the interview, while at the same time obtain valuable data. (Rubin *et al.*, 1995) says that a roundabout approach of directing questions also helps to deal with concerns regarding the possibility of sensitive questions. The researcher employed this approach as well.

Procedure

The interviewees were first informed about the interview and study purposes. An email was sent to interviewees with details of the research and a copy of the consent form that was authorized by Nottingham Trent University. Once agreeing to participate, the researcher met with participants face-to-face (physically or over the internet via Skype) to establish rapport and begin the interview; this was also suggested by (Agar, 1996; Schaffer & Riordan, 2003). During the interview, the researcher took the role of an interested outsider and refrained himself from expressing his opinion on the study topic. Interviewees were asked to talk about their own experience in order to obtain rich personal descriptions, rather than abstract statements. Due to the researcher’s cultural background and the exclusive use of interview-based data, detailed attention was paid to avoid the “courtesy bias,” which is the risk of participant shaping answers to please the interviewer (Usunier,

1998, p. 121). When looking the method of interviews the following are some advantages and limitations of the research method:

Interviewing advantage:

- Respondents can look at samples, advertisements, or other visual materials.
- Ability of interviewer to conduct complex or lengthy interviews.
- Ability of interviewer to focus on one person's responses, rather than dealing with a group dynamic.

Interviewing Limitations:

- Can be very costly due to time-intensive nature.
- Intercept interviews can be subject to bias if not carefully recruited.

Practical problems like the example above were presented when conducting the research, and one constant factor was that of the connection being internet and travelling to meet with participants due to location.

Ethical Issues

The main ethical issue in phenomenological research is how the researcher will isolate his/her personal views. This consideration was addressed earlier in the document; see reflective account of the researcher career history (p, 15, Chapter 1). While only parts of the interview were conducted in cyberspace via Skype, other parts were conducted face-to-face whenever the situation presented itself. Face-to-face interviews were conducted in all European countries. The researcher kept no records of the identity of the interview participants. The interviewees were requested to read through and agree to the consent form and confidentiality of this identification data was ensured by the researcher and Nottingham Trent University (Appendix C & D). There is a participants list, however, the names and companies are totally fictitious and only the research and Nottingham Trent University has access to the true identities of the participants. In each interview that was

conducted, participants were given a unique code. Participants were assured that there was no key that linked their identity with the interviews that took place. If someone wished to withdraw from the study, they could have done so at anytime.

Summary

In document five, the research has taken the standpoint or view of a phenomenologist researcher performing semi-structured interview research. There is no attempt at a definitive truth in the interviews being done; however, the research attempts to gain a better understanding of human behaviour and how the populace interprets the concept of diversity and organisational culture in their work environment. This research asked respondents to recall events from his or her past and to reflect on them. The aim was to glean information on the entire biography of each respondent (Bryman, 2003). Smart (1998) wrote, that in order to produce such a rendering, a researcher needed to bring together two kinds of concepts, and Smart looked at Geertz concept of ‘experience-distant concepts,’ in which Geertz (1983, p.58) stated, “trick is to figure out what the devil they (the members of the community) think they are up to. And no one knows this better than they do themselves; hence the passion to swim in the stream of their experience.” The knowledge that can be obtained from this type of research is one that can draw lines between perception and reality in terms of discrimination, as well as, how minorities view their company’s diversity strategy/policy.

Chapter 4: Research Findings and Discussion

Data Analysis

Hasslegren & Beach (1997) described the data analysis stage as a process of discovery, in that categories of meanings must emerge from the data and are not hypothesized in advance. The goal in collecting the data was to make certain that findings were supported on interview data and that themes were not defined prior to the research, but rather from the data that materialized (Marton, 1986; Stevenson, 1997). The researcher reviewed each interview many times in order to build a framework. This framework helped reduce immaterial data and to guarantee that the main themes were well suited to one another. According to Hycner (1985), each piece of general meaning should be evaluated against the entire context of the interview to determine the units of relevant meaning. Therefore, the researcher used a matrix of qualitative data collected (appendix E) and the sensitivity and intuition that have come from personal experiences to infer the meaning behind participants' comments. The matrices (appendix E) show interviewees and the types of responses that were given based on questions asked in the interviews. Comments and phrases that are used by African American participants as code words like, 'them and they' and 'we and us', and other urban slang comments that would not have necessarily picked up by individuals outside an ethnic race.

Qualitative data refers to all non-numeric data or data that have not been quantified and can be a product of all research strategies Saunders, Lewis, & Thornhill (2009). Until the advent of powerful personal computers and readily available computer aided qualitative data analysis software (CAQDAS), qualitative data analysis was undertaken manually. Today CAQDAS such as NVivo, ATLAS.ti, N6, and HyperRESEARCH are readily made available to students at most major universities. Saunders et al., (2009) also stated that while the use of analysis software for quantitative data is almost universal, the use of CAQDAS for qualitative data is not so widely practised and the associated software is not always available. CAQDAS software like NVIVO was

available to the researcher by his institution (NTU), however, the researcher did not use software like NVIVO. The researcher wanted to be involved in the research and did not believe that inputting data into a computer and looking at the results would be an accurate view of the participant's interviews. Also, software like NVivo has its own language that users needed to learn in order to navigate around the programs. An example would be, the researcher navigating from one document to another using features called "doclinks," "nodelinks," "databites," and "datalinks." Lastly, another challenge that the researcher encountered was lack of time. The learning curve is steep to learn such programs, expensive, and the workload for the researcher was strenuous.

Preparing the data for analysis

The setting where African American's work can have significant impact on the phenomenon of diversity as each organisation and department is unique and complex. A thorough understanding of the central phenomenon can best be established by allowing the researcher to focus on the meaning each participant holds related to the concept of diversity by asking general, open questions and collecting data on the environment where each participant works.

Using a phenomenological approach, the researcher collected data from participants using interviews (face-to-face in their native country or over the Internet via Skype) around the perceptions of organisational culture and diversity that minorities have towards working at MMOs. Once collected, the researcher transcribed the interviews, analysed the transcriptions, and tried to relate emerged findings to the research questions of the study. Below is a list of steps that this researcher took to analyse the interview data in this study:

1. Collect the data (via audiotapes and interviewer notation).
2. Transcribe the conversations.
3. Spot data as it relates to classified patterns. Recognized patterns are then expanded on.
4. Combine and catalogue interrelated patterns into sub-themes.
5. Build a valid argument for choosing the themes.

Approach to analysing data

The researcher commenced his research using an inductive approach, or grounded theory, in which he sought to build up a theory that was sufficiently grounded in his data. The researcher, according to Saunders et al., (2009) used the inductive approach to start the collection of data and then explored the data to see which themes or issues to follow up and concentrate on (e.g. Glaser and Strauss 1967; Schatzman and Strauss 1973; Strauss and Corbin 2008; Yin, 2003). Following the notes on Saunders et al., (2009), the researcher then relied on his interpretation of the data to explain themes that emerged from the data. Saunders et al., (2009) stated that the use of a procedure that relies on a person's interpretation should not be seen as implying less analytical rigour (Coffey and Atkinson 1996; Tesch 1990).

The researcher has retained the integrity of the data that was collected and analysed the data using verbatim transcripts and complete set of notes that were produced, as seen by Saunders et al., (2009) in their example of phenomenological research (Moustakes 1994) and life history approach (Mussen 2004). The research in this document five is based on participants accounts of their lived experiences and the ways in which they interpret and relate incidents that happened in the social world. For this, the researcher has structured the data using narrative form. Saunders et al., (2009) defined narrative as an account of an experience that is told in a sequenced way, indicating flow of related events that, taken together, are significant for a narrator and which convey meaning to the researcher (Coffey and Atkinson 1996).

Inductively based analytical procedure

There are many ways to analyse participants' discourse around a similar experience (Mahrer, 1988; Spradley, 1979; Taylor & Bogdan, 1984); discourse analysis is one such way. Themes can be defined as units derived from patterns of "conversation topics, vocabulary, recurring activities, meanings, feelings, or folk sayings and proverbs" (Taylor & Bogdan, 1989, p. 131). Themes that materialize from participant's stories are put together to form an inclusive picture of their shared experience.

When looking at the discourse analysis (DA) approach, the crucial thing that the researcher focused on was the traditional views of the role of language, form of action, and the version of the world that was presented to the researcher. Bryman (2004) defines DA as an approach to the analysis of talk and other forms of discourse that emphasizes the ways in which versions of reality are accomplished through language. While the researcher views this definition as stable one in the area of DA, the researcher prefers how Gill (2000) has drawn attention to four prominent themes in DA; (1) Discourse is a topic, (2) Language is constructive, (3) Discourse is a form of action, and (4) Discourse is rhetorically organized.

The discourse of a topic theme presented by Gill (2000) stated that discourse is a focus of enquiry itself and not just a means of gaining access to aspects of social reality that lie behind it. The events described by participants while employed at their social entity gave way to Gill's second theme of language of constructive in which the researcher started constituting a particular view of that social reality. Once a view of this social reality was formed, this gave way to Gill's third theme discourse is a form of action. African American participants described similar events where the language of (white) top management at their MNO's accomplished acts, such as attributing blame, spreading rumors, and diminishing one's own skill set for purposes yet to be discussed, but will be discussed below in the analyses section. Finally Gill's fourth theme of discourse of rhetorically

organized, which the researcher does identify that within his background, biasness is seen as the lived reality of the researcher, and that there is recognition that the researcher wants to persuade others when he presents a version of the events.

In this analysis section there is one main theme being presented with sub-categories, and that main theme is: The absence of an effect implementation of a diversity policy/strategy. The sub-categories are used to reinforce the main theme of the study. The main theme is implicit in the questions asked in the interviews, and the questions were derived from the literature review: this is done to help analysis responses from interview participant's. The main theme presented in this chapter has multiple dimensions that are discussed to clarify interpretations by the researcher such as:

- How does one identify and classify discrimination in an organisation that is dominated by one particular culture?
- What tools and skills are needed to better equip managers to handle diverse cultures in an organisation?
- How to prevent social disassociation within an organisation?

What the researcher attempted to achieve in the interviews conducted, were to identify the dynamics and discourse of individuals working in international organisations through personal experiences; personal experiences that related to the researcher's research questions. Cox & Blake (1991) wrote that differences in perspective, frame of reference, values, norms, and communication styles are often aggravated by stereotypes, prejudices, and misunderstandings, so that decision-making, problem solving and conflict management become extremely complex. In this document, however, the researcher was interested in gaining a second order perspective as described by Marton (1986) that is concerned with not only describing the experience of individuals, but also concerned with accessing the research participant's own understandings of that experience.

Following the research design described in chapter 3, a number of findings emerged from participants’ interviews. The experiences described by interviewees include, but were not limited to, issues of discrimination in the workplace, the diversity composition of their organisation, and how their organisation could improve diversity in the organisation. However, across the responses, one main theme, and a number of subcategories under this theme emerged. It is important to note that some subcategories were highly interrelated and therefore, some interview statements related to more than one subcategory. These findings are presented in Table figure 4.1.below. I will discuss these findings in the sections below in turn.

Figure 4.1.

Themes	Major categories	Minor categories
The absence of an effect implementation of a diversity policy/strategy.	Misunderstanding between top (white) management, minority employees, and company policies.	Balanced organisational culture.
		Shared discourse between African Americans.
	In and out groups – (Them & They), and (Us & We)	Top management vs. middle management and staff employees.
	Glass Ceiling and upward mobility.	
	‘Old Boys Network’	Representation
	Diversity Training	Cultural misunderstanding and employee relation development.
		Unconscious discrimination and stereotyping.

Findings

Main Theme: Non-Implementation of Company Diversity Policy/Strategy

Generally, equal opportunity employment (EOE) policies state that a company will not discriminate based on race, colour, gender, disability, religious belief, or ethnicity. Below (Figure 4.3.) is a sample of an EOE policy provided by the University of Wisconsin, Division of Business Services, which is a standard format and procedure for new employee hires in the U.S.A:

Figure 4.3.

SAMPLE EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY STATEMENT

The following is an example of an Affirmative Action Policy statement which satisfies minimum compliance requirements. The policy statement must appear on the vendor's letterhead stationery, be dated and signed by the chief executive officer.

It is the policy of (name of vendor) not to discriminate against any employe or any applicant for employment because of age, race, religion, color, handicap, sex, physical condition, developmental disability, sexual orientation or national origin. This policy shall include, but not be limited to, the following: recruitment and employment, promotion, demotion, transfer, compensation, selection for training including apprenticeship, layoff and termination. Except with respect to sexual orientation, this company further agrees to take affirmative action to ensure equal employment opportunities.

(Name of person and title) has been appointed Equal Employment Opportunity Officer and is responsible for planning and implementing our affirmative action program as well as for its day-to-day monitoring of affirmative action related decisions and activities. All personnel who are responsible for hiring and promoting employes and for the development and implementation of programs or activities are charged to support this program. They shall provide leadership in implementing affirmative action goals and initiatives.

During the life of contract with the State of Wisconsin, the (name of vendor) shall comply with s. 16.765, Wis. Stats., state regulations and federal laws relating to equal employment opportunities and affirmative action. The company shall continue to work cooperatively with government and community organizations to take affirmative action to ensure equal employment and advancement opportunities.

PLEASE NOTE the sexual orientation in the sample policy statement above. Plans not including this language will not be acceptable. Sexual orientation is defined in Wisconsin State Statute s.111.32(13m) as "...having a preference for hetrosexuality, homosexuality, or bixsexuality, having a history of such a preference or being identified with such a preference."

Typed Name

Signature

Date

Title

As it stands, an EOE policy is the agreement between the employer and the candidate (potential) that the organisation will not discriminate based on race, colour, gender, disability, religious belief, or ethnicity. However, many participants expressed that they were not satisfied with their respective organisation, which thought that having an EOE policy was sufficient based on the data gathered from interviews. As a result, many participants in this study collectively viewed the non-implementation of a company diversity policy as being a key issue within their organisations.

According to Martin (1992), Thomas (2004), and Kandola (2009) some minorities view the concept of having a diversity policy in place at an organisation as an agreement to eliminate the “old boys network” and promote a diverse organisation. In the discussion about the existence of a diversity strategy/policy at his company, JM01 – an African American male Supervisor at Facts Pharmaceuticals in the USA stated the following in the interview:

No, I would have to say no, that I do not know if my organisation has a diversity policy. Well everybody says, they do. Whether they have a statement that says equal opportunity employer statement (EOE). I don't think that there are a lot of companies that do adhere to the polices/statement; this is from my personal experience, especially from my company (JM01).

In the statement above, JM01 was able to differentiate between an organisation having an EOE statement and a diversity strategy in place. JM01 also acknowledged that there was no implementation of the diversity policy within his company, and goes further to generalize and suggest that all organisations present themselves as having diversity policies in place but this does not mean that they are actually enforced. In the statement below, another participant - JT03 was also able to differentiate between an organisation having an EOE statement and a diversity strategy in place. JT03 also acknowledged the non-implementation of the diversity policy within his company:

Well, I haven't seen any kind of diversity, wait, here it is. In the application process, it will say something like, ‘we do not discriminate based on race, colour, or creed, etc. Now that's a signal (to me), now whether or not they follow it is different story. I do see people from different cultures, however, as you go up in the company hierarchical structure, you don't see that much diversification. I don't see anything like an outreach program, or within the organisation for minority employees (JT03).

JT03 a financial analyst at his company is seen from that of a regular, or low level employee and not top management. JT03, also views the EOE policy as a signal of things to come for minorities within the company. JT03 did not state whether he felt that these sign(s) were positive or negative, however, the idea of a diversity brought along great scepticism. However, the following participant, CG14 a top-level Latino manager in Denmark has a different perspective on EOE strategies and diversity. CG14, stated the following:

A company that promotes diversity is one that looks at skillset, and not necessarily ethnicity and the physicality of the person. While, I am the only non-European in the company, I still think that is diversity. I definitely see people of different backgrounds, and if you would just take the facts – there are about 98% of the people working there are white, and there are only 3 women in the whole company. So on paper, the company does not look that diverse, however, I think it is diverse (CG14).

CG14's perspective on his company is seen from a privileged position of being of top management, and therefore, does not share in the same views, or scepticism's of fellow American minorities JM01 and JT03 about organisations not acting on their diversity initiatives. Hatch (1993) suggested that organisations may be viewed as artifacts that reveal information about the corporate culture and play a dynamic role in the realization of values. Diversity statements are important because of their role in the social construction of diversity, through their discourses helping to shape how differences are to be considered, valued and managed in companies and the business world. What differentiates CG14 comment from that of JT03 and JM01 was that CG14 still acknowledged that there was an overwhelming lack of diversity within his organisation, as did JT03 and JM01, however, since CG14 was positioned as a top manager; he felt more assured that his organisation had fulfilled its diversity obligations.

Gonzales (1999) suggested that the top management in many organisations might not take a realistic approach to the organisations diversity needs. Roberson *et al.* (2006) indicated that top management might “make sense” or define a diverse atmosphere as a few minorities spread out over the organisational chart/departments. According to Roberson *et al.* (2006), sense making is defined as this intentional process of interpreting the interpersonal and interactive facets of organisational life and assigning meaning to past events as cited in (Weick, 1995). To better understand Roberson *et al.* (2006) definition about sense making, the researcher asked JM01 to elaborate on his prior comment. His response seemed to indicate that his company was only an equal opportunity employer when it benefits them (the organisation, or white employees).

Well, okay. I work on the first floor and there are also two other floors, so we have three floors in the entire facility. The owner of the company released a statement, or a memo to the company, stating that when employees come to work your expected to wear business attire, so we don't expect employees to wear casual clothes. You know what I mean? Dress codes. Everybody on the first floor is expected to adhere to that statement or memo. Now once again, it's company-wide. [However] the second and third floors are not expected to adhere. And then when you actually raise the flag to [top] management and say, “I'm not allowed to wear this, but I just saw somebody wearing this just recently in the cafeteria” [voice slightly raised], the statement that comes back from [top] management is, “well, it's up to their [floor] management to discuss that with them.” So then it starts to seem like a double standard. So, whether its racial diversity, cultural diversity, or a discrimination from second and first floor. It doesn't seem like they adhere to the diversity statement or policy unless it suits them (white employees), (JM01).

There are a few key observations that stood out in the scenario above by JM01 and the way he chose to view these situations. The key observations that stood out in JM01 scenario consisted of the following: Indication that a company memo/statement is directed at a particular group – minorities. Immediately, the researcher questioned why was the enforcement of a company-wide dress code viewed negatively by JM01 in the scenario above. Also, JM01 might have implied that

there was a shared way of making sense of this situation between him and I when he phrased to me, “you know what I mean.” This phrase might have been said because JM01 and the researcher share the same culture. Moreover, JM01 used the company’s three floors as metaphors/indicators of racial divides within the company.

In this observation, it is worth pointing out that there was no indication that the first floor was mainly comprised of minority employees; however, this was insinuated by JM01 in the context in which he spoke. It is also unknown if the second and third floor were comprised of non-minority employees, however, again, it was insinuated by JM01 through the interview by his voice and facial expressions throughout the interview. Lastly, why was the enforcement/or lack of enforcement of company policies to regions in JM01’s office building by top management seen as a possible signal of discrimination by JM01? The researcher looked at this situation and others alike as a call for more racial diversity training within organisations. JM01 made sense of the incident above by using the frames of race and discrimination. There were other participants such as: JJ19, SO20, AL16, and PJ10 whose experience’s varied from that of JM01, however, these participants also made sense of similar events in the same manner as as JM01 by using frames of race and discrimination. The researcher explored sub-patterns found under this main theme.

Policy Misunderstanding between top management and minorities.

Roberson *et al.* (2006) stated that some researchers offer limited insight into how respondents understand and store interpretations of diversity-related episodes. Also, these diversity interpretations can lead management to envision an environment for an organisation that is not accurately portrayed to its employees or realized by the social environment outside the organisation. One major finding in this document suggested that there is a misunderstanding on such a policy

between top management and minorities, due to the non-implementation of company diversity policy/strategy.

In the prior quote, JM01 was informed that it was up to each floor's management to discuss the dress code policy (or violations) with their employees. At this point in the interview, JM01 is suggesting that top management is avoiding the confrontation of the perceived unfair treatment by directing the responsibility towards each floor manager within the company. JM01 sees this kind of action as being racial induced. An example that the researcher could give that closely resembles JM01 situation is when the National Basketball Association or NBA in the United States of America issued a dress code for its athletes when arriving to basketball games. The commissioner of the NBA stated a new policy that athletes were not allowed to show up in jeans, t-shirts, no jewelry/ big chains (that's famous or seen as a status symbol in the African American community in the USA). When many African Americans heard of the policy, there was a huge outcry that the policy was targeted at Blacks/ African Americans and was racist. This was also at the time view negatively in the African American community as being racist, and something only geared at the African American race.

Morrison *et al.* (1994) suggested that if diversity was to succeed in an organisation, executives needed to overcome their own discomfort about the sensitive issues involved. During the interview(s), what often appeared throughout was a "disconnect" between what is viewed as offensive actions between the top management and participants. Judging from the responses by participants, the researcher suggests that this disconnect could be due to top managers discomfort about the sensitive issues, or perceived actions involved as suggested by (Morrison *et al.* 1994). However, the researcher does think that some participants like JJ19, SO20, AL16, JT03, and JB06 might have been over-reacting to a situation, and making a situation out nothing. The researcher

asked PJ10, an African American female staff member at Fashion INC about the disconnect between top management and herself, and the offensive actions that she had face while working at her organisation, and this is what she had to say:

At the end of the day, he (my boss) has the last say. So, there's really nothing I can do. I don't like the outcome, but like I said before, you can't complain too much. There's nothing that can improve my situation except for me leaving (faint laughter). That's the only thing, because he's the CEO/ boss, and if he feels like he does, then that's what's going to happen. You can express your thoughts and how you feel, but it won't get that far (in terms of understanding), (PJ10).

PJ10, believed the disconnect between top management and minorities in here organisation was so great that there was literally nothing that could be done to resolve on-going issues PJ10 also said that having an organisation policy/ strategy would have alleviated some of the tension that was going around in her organisation, and that fair treatment of employees could be reinforced by such a policy/ strategy. Other participants also concurred that they had not seen a diversity policy/strategy within their organisation, as well as echoed similar discriminatory experiences revolving a policy misunderstanding between top management and minorities. In the discussion about the existence of diversity strategy/policy with other participants, NT05, an African American female supervisor at B/L International in the USA, stated the following in the interview:

No, we don't have that (diversity) type of policy; we don't have any type of sensitivity policy either because that's needed. About four years ago, the now CEO stated that we didn't need to have Martin Luther King Day (MLK) off... That's the type of sensitivity at the top. If it doesn't affect me, then why should I put it out there for anyone else (NT05)?

In the statement above, NT05 indicates a separation between her (a minority) and top management (white). This statement by NT05 is important, because in the U.S.A., deciding whether to celebrate specific holidays is seen as company policy and procedures. So, if organisations choose not to celebrate MLK, but opts to celebrate Saint Patrick's Day, then yes, African Americans could perceive this as racial factors. In the second observation above NT05 was explaining how the CEO of the company felt that celebrating a national holiday in the USA was unimportant. What the CEO failed to realize is the cultural sensitivity of such a statement. There have been examples of such lack of sensitivity in American life. USA Senator John McCain voted against MLK day back in 1983. John McCain was born in 1936. He was about 47 years old at the time and he voted against MLK day. This vote against MLK was and still is viewed as a testament of racist characteristic in the Black/ African American community.

In addition, NT05's statement indicates top management's lack of understanding towards its minority workforce in her company. Degli Studi Di Trento (2006) supported the views of Galeotti (2002) & Saas (2001) that highlighted dramatically how unprepared social and political institutions are to accommodate cultural difference in practise. In NT05 statement there appeared to be a misunderstanding from what is seen as offensive decision making with top management and African American in her company. NT05 stated, 'that's the type of sensitivity at the top.' Thus, implying that top management had clear lack of understanding towards its minority workforce. Andre(1995) also contended that managers skilled at running an effective intercultural team and mentoring women and minorities are increasingly likely to advance managerial effectiveness and promotions. KB11, a staff employee at Wholesale Int., while not totally in tune with NT05's view on diversity, did state the following:

Understanding is something that is needed. Because the company wants the employees from Sweden to have better understanding of the culture. As far as an EOE policy, I can't say that I have saw one. The company is diverse, however, I do think that the company could have more diversity at the top management positions (KB11).

While KB11 appeared to be in agreement that his organisation was diverse, he still believed that at higher levels there could be more diversity. The significance of KB11's statement above is that while he was only employed at a staff position within his company, his views were aligned with CG14, in that there was less bitterness, despite not being in a privileged position. As Chow (2002) pointed out, perceptions of organisational culture may differ across different levels in the organisation, with evidence that CEOs may view organisational practises, particularly those involving human relations, more positively than other functional or operational levels of management as cited in (Hansen *et al.* 1997). Consequently, this suggests that there is a need to examine perceptions of organisational culture held by employees to present a contrary viewpoint on culture to upper management, HR, and operational management. During NT05's interview, there was a sense that having a diversity policy/strategy could imply equal and fair treatment of employees, but most important, interviewees like NT05 believed that having a policy/ strategy would imply understanding on the part of top management.

In and out Groups (Us vs. Them)

Interviews were conducted face-to-face whenever possible; while others like with JM01 were conducted via Skype, which still allowed for face-to-face communication – via online. This is stated because after JM01 explained his company policy to me, he then said, '*you know what I mean.*' This was not a question directed to me (the interviewer), but a cultural indicator/ or signal directed towards me (the researcher); as to say that the policy was specifically implemented to directly affect minority employees. While, there is no specific explanation for JM01 doing this, the

researcher think that JM01 did this because when the interview first started, immediately he could see that the researcher was a minority. This probably lead JM01 to assume that the researcher would understand his situation as a minority and pick up on the racist undertone behind the policy issued by his company. This was seen by the researcher as the first instance of in and out groups from the series of interviews that were conducted.

In JM01's comment above, he talked briefly about the second and third floors of his company almost as if these floors consisted only of top management and all Caucasian employees only. The researcher stated earlier that it was unknown if the second and third floor were comprised of non-minority employees, but it was insinuated by JM01 through the interview through face gesture, tone, and language in the interview. There is no definitive evidence of employee segregation in JM01's company. However, JM01's common use of "them" and "they" do seem to indicate some sort of grouping. In addition, this segregation from his company could explain why JM01 did not feel a part of his company. Participant SS17 – an African female Staff employee at BCHS Sweden in Sweden – also exhibited this in-group out-group language, suggesting similar distinction in her company:

It's not easy to get to that status (upper management). Before they allow you to get to the top, I don't know what it's needed. They say they are diverse. They should give all or everyone in the company the same chances to move up. Recently, there was a position to be a leader (top-management) and I applied for it – I know I'm qualified, but I didn't get it. They just told me that I wasn't chosen, without any explanation. I've been at my company for 10 years. A fellow who has just been employed a year ago got the position. So that means its who you are, and not what you know. Part of it is ethnic background, part of it is because I'm opposing to some things they say and I tell them my views. You are not allowed to speak out (SS17).

The terms “them” and ”they” was used by SS17 to suggest not being part of the company in which she worked for, but rather as a participant who was just at work. During the interview the lack of encouragement was visibly seen on her face when talking about future prospects concerning her company. SS17 gave the impression that she was being excluded from her company. Someone who has been excluded is not likely to view the perpetrators of exclusion as realistic sources of positive social contact. The psychological pain associated with social exclusion can serve as an intense form of punishment as viewed by Maner et al. (2007). The use of the terms ‘them and they,’ possibly allows participants like SS17 and JM01 to alienate themselves from their company’s organisational culture, and could reflect the social atmosphere within their country or region. KJ07, a senior staff at Fox Valley International stated that his company was diverse, however, when speaking to him; he never included himself as a part of the organisation.

Do I think they have diversity in the organisation, yes, and I don’t think that they need diversity, when a position opens, then they should take the best-qualified person. I know that they have an EOE policy, however, I have never seen a diversity strategy. Using terms ‘them and they,’ KJ07 stated this. I don’t think it’s the company’s business to personify my vision of diversity, but do I think that they have diversity in the organisation, yes again (KJ07).

While, KJ07 position within the organisation was not that of top management, when interviewing him, he talked from the perspective of a privileged member. The researcher found that the most interesting aspect of the entire interview with KJ07 was that while he clearly believed he was in a privileged position, and he felt as though his organisation was diverse, KJ07 never included, or presented himself as part of the organisation. As far as separating himself from the organisation, KJ07, SS17, JM0, JT03, and CG14 have all talked about themselves as someone outside the organisation.

Blanc (1998) reported that “integration and exclusion usually refer to the notions of in and out groups, and to the famous opposition: “we and they” (p. 783). Such classifications are undeniably fuelled by individual’s own perceptions. In the statements given by JM01, NT02, SS17, JT03, CG14, KJ07, JsJ02, and many others: there were examples of in and out groups between top management and minority participants. JsJ02 – an African American female Paralegal at Legal Law International in the USA stated the following in the interview:

An organisation that promotes diversity in the workplace has to first understand diversity. And many organisations really don’t understand diversity. They think diversity in full is just having different people of different cultures and that’s it. I think that’s more of an issue that needs to be addressed. Having true diversity means not only having diverse people from diverse background, but (also) understanding those people and their diverse backgrounds so that you can facilitate some type of cultural understanding, because people may have an educational understanding, but a cultural understanding is very different. And it’s the cultural understanding that you need in order for the organisation to grow and flourish (JsJ02).

Fassinger (2008) wrote that the difficulties of exclusion, isolation, and lack of encouragement are intensified for black women, who face the combined effects of sexism and racism in schools and workplaces (Betz, 2005; Fassinger, 2002, 2005). With the visible toleration of bullying and discrimination, social exclusion starts to have an increasingly stronger impact within certain minority groups, such as woman. Exclusionary behaviours may take many forms, giving the silent treatment, shunning, intentionally ignoring, or rejecting another co-worker (Leary, 2001). Minority groups who anticipate negative social evaluation tend not to pursue social encounters for fear that they will bring significant distress (Heimberg *et al.*, 1995). Maner, *et al.* (2007) stated that such individuals, therefore, may be apt to generalize from a single instance of rejection to other

potential partners, leading them to view even positive co-workers as a basis of further alienation, rather than as starting place of new association to a particular group.

Glass Ceiling

Maume (2004) and Morrison *et al.* (1990) reported that minorities encounter a "glass ceiling" that keeps them from reaching the tops of managerial hierarchies. During the interviews, participants like SS17 expressed or suggested that a glass ceiling hinders/hindered them to get into top management positions, and that middle management was an obtainable goal, but not top management positions.

In the previously discussed statement SS17 (see p. 72), speaks about a position that she applied for a senior/ or top management position at her company. SS17 tells how she felt as though she was qualified for a position within her company and that coupled with her tenure with the company (10 years) she was an ideal candidate. However, SS17 was turned down for the position – ‘Recently, there was a position to be a leader (top-management) and I applied for it – I know I’m qualified, but I didn’t get it. They just told me that I wasn’t chosen, without any explanation. I’ve been at my company for 10 years.’ SS17 ranked her experience and years with the company as being high essential qualifications for the position outlined. So the let-down of not getting the job was not only seen as disappointing, but was seen as blatant discrimination on the part of management. During the interview, while hearing SS17 speak, the researcher wondered if the company viewed the decision of not giving SS17 the promotion as discrimination, or knew if it would be perceived this way by SS17? SS17’s company ended up awarding the position to a white-Swedish male who had only been employed with the company for a year, and a person that SS17 had trained previously.

Robinson (2008) explained that, ‘blacks and whites are likely to differ substantially in how they conceive of and define discrimination. While many whites expect evidence of discrimination to be explicit, and assume that people are colour-blind when such evidence is lacking, many blacks perceive bias to be prevalent and primarily implicit.’ Given that the circumstance in which interracial contact encourages racial acceptance, it may simply be that simple social contact can lead to increased broadmindedness among whites, blacks, and Latinos (and other minority groups). SS17, expressed a lack of minority presence at the top management position, and viewed her qualifications as being a determining factor to gain access to top management positions within her organisation. Coupled with the fact that there was no minority presence in senior positions at her organisation, not being able to gain a higher status within her organisation, and the perceived rejection of her qualification: allowed SS17 to view her organisation as practicing discrimination.

Fassinger (2008) wrote that occupational entry does not necessarily lead to success for people of colour, as they continue to experience obvious barriers to tenure and advancement; indeed, a large body of research has documented extensive race-related stressors in the workplace (Worthington, 2005). AL16, a therapist at Caring Counselling in the U.S echoed the sentiments of SS17 and the lack of minorities at higher levels in the organisational structure; AL16 stated that:

It’s (his organisation) diversified at certain levels. Once you get to higher levels, you don’t see that much diversification. Mid to lower level – there’s a lot of diversification, payroll - yeah, there’s a lot of diversification, but not higher levels (AL16).

In the interview, AL16 took notice of the racial disparity at his organisation, and while it was unclear to me if AL16 viewed this as discrimination, however, her insertion made it clear that diversity was not achieved at his organisation, in his view. Some participants like NT05, SS17, JsJ02, KB11, etc., stated that while they struggle with the glass ceiling, their white counterparts face

no such struggles regardless of age, gender, or personal beliefs. MC13 – an Asian American female staff member at State University in the U.S.A. – stated explicitly in her interview such a view by saying the following:

“I believe that they need to promote more diverse people, because, the higher ups tend to be Caucasian. Yes, there is a glass ceiling (for minorities).” The current management is hiring more and more Caucasians, instead of individuals of diverse backgrounds. It’s pretty hard to prove (discrimination), because in my department they do tend to hide their discrimination by limiting the promotion of different race of people.

‘Have you ever been discriminated’ (*interviewer*)? MC13, no, and I’ve never had any difficulties with a co-worker in my position (MC13).

Morrison & Von Glinow (1990) defined the glass ceiling as a barrier so subtle that it is obvious, yet so strong that it stops minorities from moving up in the management hierarchy. MC13 thought that her organisation was diverse and stated that she had never been discriminated, or mistreated while employed. However, MC13 confidently stated the racial disparity in terms racial composition at top management positions, and with the promotion of other cultures outside of being Caucasian. Listening to MC13’s interview again reminded me of Morrison *et al.* (1990) definition of the glass ceiling being seen as a barrier so subtle that it is obvious. Despite awareness of the racial disparity at top management positions in her organisation during the interview, it was unclear if MC13 was please with her current employment environment or frustrated. Other researchers also provide support that the glass ceiling is a barrier and impediment to the advancement for in the workplace (Jackson *et al.*, 2007; Johnson & Packer, 1987). Due to the glass ceiling effect, Morrison *et al.* (1990) reported that management’s stance on diversity should be one that eliminates barriers to promotion and development for minority employees in a corporation.

Old Boys Network

The patterns that emerged from participant interviews thus far in chapter relate to organisations not having, or not enforcing, diversity policies/strategies within the work environment. There are four subcategories, which are: misunderstandings between top management and employees, employees experiencing disassociation from the organisation and groups within, and a discriminatory effect of these phenomena – the old boys network. The researcher looked at what some participants consider the root problem for not having or enforcing diversity policies/strategies within the work environment; the lack of minority representation at top levels in the organisation, caused by an old boys network. Most participants in the interview stated that they considered their organisations to be diverse; however, many still believed that the company should adhere to or have a diversity policy/strategy in place that is visible to all employees in order to promote fairness and advancement throughout their organisations.

Prior research about the glass ceiling and old boys network has clearly indicated a lack of minorities in executive or leadership positions in organisations (Giscombe & Mattis, 2002; Bush & Moloj, 2006; Jackson, 2000; Corrigan, 2002; Hill, 2004; Jackson & O’Callaghan, 2007; Steefle, 2006; Jackson & Daniels, 2007; Maume, 2004; Kandola, 2004). Participants in this study expressed a similar concern. JW04 – an African American female Manager at Classified International in the USA – stated the following in the interview:

From my experience the company’s that’s been the most diverse, is umm - they tend to be younger companies. They tend to be, or have younger management and have a younger staff – that’s been my experience. A lot of just out of college, a lot of young managers who are more incline to hire a more diverse, or diverse people who are women, African American, you know, all ethnicities . . . When you get to the older companies, more in the grain companies, you tend to have more older people who may not be as willing to go outside of

the box and hire a diverse staff because they don't have a lot of experience working with them maybe . . . They definitely have that [mmm] older male, European type of status quo who isn't willing to give other ethnicities a chance because they don't have a lot of experience with them (JW04).

Within the statement by JW04, key terms “them” and “they” were again used, as to suggest or indicate exclusion in the company. JW04 also emphasized how she believes age is one of the main dynamics in determining whether an organisation is considered diverse or not (by her standards). JW04 paused before she pointed out that companies with younger management and staff are seen as more diverse.

Next, JW04 acknowledged the old boys network that she has experienced and how she feels that diversity with ‘them’ (i.e., older white males) is an unobtainable goal. This network and its effects on minority employees can be substantial. Holmes & Marsden (1996, p.26) reported that, “organisational culture impacts significantly on an organisation, its employees’ behaviour and motivations and, ultimately, that organisation’s financial performance.”

JW04 also reported about older management, and their lack of experience with individuals of different ethnicities other than their own. Oliver & Wong (2003) suggested that groups of people, who live in a more racially diverse setting, are deemed to show less, or no negative aggressions towards other races. Gonzales (1999, p.18) stated, “Leadership/ management needs to take the time to be educated about diversity. Through better understanding, leaders may then become committed to diversity.” More understanding of different cultures could enable better communication and interaction with minority employees, top management, and HNE within and outside of the organisation structure. If top management is unable to achieve better understanding, attitudes and feels could persist in organisations, which could hinder employee perception towards the idea of achieving organisational diversity.

Another participant, AW15 – African male Senior Manager at the Civil Service in England, also reported a similar old boys network in his organisation:

In terms of mirroring or reflecting the people in the organisation, it does not happen at top management. The top management is made up of only white people with similar social and educational backgrounds: whereas, are found stagnant at mid-level management and not at top-level management. If your white, then your part of the white structure. I entered the organisation at the executive level. If I entered the organisation at the entry level, I would not be where I am today (AW15).

The under-representation of minorities at top-level positions, as described by AW15, is a hard sell for employees to believe that diversity has been successfully implemented in an organisation. For minorities, upward career advancement may be more of the diversity issue in companies than obtaining employment (Giscombe *et al.* 2002; Bush & Moloi, 2006; Jackson *et al.*, 2007). As suggested by participants, the numbers of minorities are still greater at the lower levels of professional careers than their white counterparts (Dipboye & Colella, 2005). These outcomes could be due to the old boys network.

As the interviews continued, the researcher started to speculate that minorities believed that diversity and a balanced organisational culture would not be present or obtainable in their organisation(s). The information gathered from the interviews suggested something different. About half of interviewees felt that there was real or some form of tangible diversity within their organisation; however, the majority (18 out of 20) of interviewees felt there was an apparent lack of diversity at the top of the organisational structure. As such, many participants felt that their organisation was not really diverse, because of the lack of minorities at top-level position. For example, NT05 stated:

Let's talk about my present employer, and [mmm] no not at all.... there was about 98% African-American staff, however, management was about 99% Caucasian. There was actually one person of African-American decent, and prior to that, there weren't any (NT05).

What was not observed in NT05's statement was the anger she exhibited when stating this statistic about her current organisation. She expressed her distaste for the lack of minority employees at top management by stating the figures of the company with emphasis. Robinson (2008) explained that blacks and whites are likely to differ substantially in how they conceive of and define discrimination. Ibarra (1993, 1995) stated that people who are demographically similar may have stronger interpersonal connections than do people who are demographically dissimilar. Also, Milliken and Martins (1996) reported that observable differences, such as colour types, are more likely to evoke biased or stereotyping responses than are less-observable aspects of diversity (Ross, 2008/2009).

While many interviewees expressed a lack of diversity at top levels of their organisation, many still felt that diversity was still obtainable and remained optimistic concerning the issue. For example, JW04 reported:

I actually think we do a pretty good job, its still a fairly young company, we're about, [pause] I want to say like 12 years old, maybe a little bit more than 12 years old. I still don't see a lot of diverse upper-management, but I do see a lot of middle management on the rise. So, I'd say another 5 to 10 years, and not even that long and it should be more diverse than that (JW04).

In the previous section, SS17's perception or reality was that she did not feel apart of her organisation, and felt that her company didn't give minorities/ or African women, equal opportunities. The perception of working hard not paying off, i.e., experience and tenure were seen

as irrelevant qualifications for minorities to move up within the company, and the idea of preferential treatment for white employees. These types of situations presented by SS17, can also give way to minority employees not only questioning the organisation culture, but also questioning their abilities to move forward within their organisations. Steele (1997), Murphy, *et al.* (2007), and Greenwald, *et al.* (1998) state that institutionalized racism and unconscious prejudice in organisational culture impacts significantly on an organisation, its employee's behaviour, motivations, and ultimately, that organisation's financial performance. There exists a possibility that there is strong unconscious prejudice by top management in many of today's top organisations that prevent the advancement of minorities within the organisational structure.

Diversity Training

Throughout chapter four, the researcher have discussed the misunderstandings and dissociations between top management and racial minorities, the concept of in and out groups within organisations, as well as, the glass ceiling and old boys network that interviewees acknowledged existed in their organisation. The researcher also hinted to the possibility that there could exist some form of unconscious discrimination by top management towards its minority employees. However, no (white) top management was interviewed in this document five, so the researcher assumptions about the unconscious discrimination by top management are based purely on finding from the minority interview participants. The acts of unconscious discrimination expressed by participants by top management in their organisation are the impetus for much of the diversity training occurring in contemporary educational institutions and workplaces.

Looking at the issues raised by the participants in this research, I wondered if diversity training would help to fully remedy the problems faced within the work environment such as: social perceptions, stereotypes, and the issue of employees becoming socially interactive, or disassociated.

However, CG14 – a Cuban male Manager at Chemical International in Denmark – reported a different perspective:

No [high voice] you need it, like I said, you need an intercultural communications class, you need diversity training, and you need...I can't say basic common sense, because what's common to me, might not be common to other people (CG14).

The researcher is in agreement with CG14 statement above, in that, based on previous work experience, the researcher thought that diversity training is needed to provide practical skills that people can incorporate into their habitual repertoires, so they can deploy them as needs arise. Gonzales (1999, p.18) stated, 'management needs to take the time to be educated about diversity.' Through better understanding, leaders may then become committed to diversity." Also, in the literature review, the researcher pointed to Andre (1995) and Laroche *et al.* (1999) who suggested that diversity training would help to develop managers' understanding of their work environment better.

Another participant appeared to side with the belief that through better understanding, leaders may become committed to diversity. JG08 – an African American male who works at Wireless Mobile Communication in the U.S.A. – stated the following:

[Managers] have to be experienced with people from diverse cultures. You can't have a manager who has never been around someone. For example, someone who has never lived in an urban environment doesn't know how to communicate or relate to someone who has. If the employees can't relate to you [management], then they're probably going to be less likely to be loyal to the company (JG08).

Hutchinson et al, (2005) wrote that discriminatory behaviour could be hidden behind a "protective cover" of apparent organisational legitimacy. The society in which people grow up and live is another possible variable in forming a distinct organisational environment, as suggested by JG08. The suggestion by JG08 probably stems from his personal upbringings where he feels that if management were placed, or lived in a diverse area; where interaction with different cultures were normal coincidence, many of the negative stereotypes, or perceptions would be debunked, and set aside as cultural myths. The opposite can be said, however, that if a society is less diversified, then many of the managers' will and can perceive those same stereotypes as true. As a result, diversity training may be critical for all organisations, and especially essential for the old boys network organisations.

In the previous section, management told JM01 that it was up to the manager's on every floor to discuss with its employee's the new policy concerning workplace attire: this was seen by JM01 as a sign of discrimination. JM01 states this in the interview by saying,

So then it starts to seem like a double standard. So whether its racial diversity, cultural diversity, or a discrimination from second and first floor. It doesn't seem like they adhere to the diversity statement or policy unless it suits them (JM01).

Kandola (2009) writes that diversity training is an important and growing part of organisation's learning and development: And that in 1997, in the US, 60% of Fortune 500 companies provide some form of diversity training. Sheehan (1999) made it clear that companies and organisations, facing a continuous changing market are required to make continuous changes in order to enhance their competitiveness. These changes can create different organisational problems, which can be the reason for disagreement between employees at work. LmK09 – an African American, female, Manager at Telecom World in the U.S.A. – also stated something similar to that of JG08 when she said the following:

I think [pause] managers need training. Just in terms of [pause], just about everything that's out there in terms of discrimination and the different types of discrimination [Diversity] is not something that you can just teach a person? You have to know how to defuse situations and be solution oriented, and if you don't have those qualities, then no amount of training is going to help you defuse any issues that you might have with discrimination (LmK09).

Within the work environment, many companies in the U.S.A. have banned obvious forms of racial discrimination, although more overt forms of discrimination still persist (Cose, 1993; Grossman, 2000). Despite Kandola (2009) findings that in 1997 60% of U.S.A Fortune 500 companies provide some form of diversity training; LmK09 stated that diversity is not something that can be taught. LmK09 goes on to say that if management does not possess the qualities, then no amount of training will help defuse issues revolving around discrimination. However, writers like Bell (2002) indicate that in light of understanding, awareness, and diversity training, minority managers still believe that they have to be twice as competent as their whites co-workers to succeed in their organisation. While Bova (2000) and Brief *et al.*, (1994) suggested that minority employees accept the inconvenience of educating whites co-workers on racial matters and adjusting their behaviours and attitudes to be at least somewhat accepted.

Broome *et al.*, (2002) gave example from Shuter *et al.* (1997), and their examination of perceptions of conflict communication between African American and European American women in the workplace. In the examination Shuter *et al.* (1997) found that others see European American women as more conflict avoidant than African American women. Although professional women of both races see themselves and others of their own race as working to reduce conflict in the workplace, those of the other race do not share this perception. The authors suggest that African American professional women see directness as a means of conflict reduction, whereas European American professional women believe less direct approaches reduce workplace conflict. With the

example given by Shuter *et al.* (1997), I wondered how minority employees are to educate their white counter-parts on issues of race as suggested by (Bova, 2000; Brief *et al.*, 1994) when there is information out there to suggest that one race is of women are seen to be conflict oriented as suggested by Shuter *et al.* (1997). JsJ02 expressed similar thoughts:

But you need people in management who are going to understand that each one of my employee's is different. They may come from the same background, but each one of them is an individual personality, and I can't say that just because I have 7 black people, that their all going to act the same, and if I have 7 white people, their all going to act the same, and 2 Pakistani their all going to act the same. I have to understand that there are different elements among them (JsJ02).

JsJ02 thought that it is imperative that management not shows signs that a minority population exists within the organisation. In that, inside the organisation all employees should be viewed as employees without reference to colour, religion, gender, or functional ability. Morrison *et al.* (1990) stated that achieving diversity in management requires action, and that senior managers can help move women and minorities out of secondary or threshold management posts by giving them opportunities to take such challenging assignments in the mainstream of the organisation and to reinforce their authority in those assignments. From the responses in this research, it is clear that participants feel as though women and minorities should be given opportunities to undergo assignments in the mainstream of the organisation and to reinforce their authority in those assignments. However, many participants indicated that it would be counterproductive if posts were given purely to satisfy, or prove a point within the organisation.

Benschop (2001) supported the view, that diversity can also affect the processes and patterns of communication within and outside the group, proposed by (Cox, 1993). The view of Benschop can be seen in various business areas where employees are placed in teams, and usually

have daily interaction inside the office, and while away on engagements (business engagements can range from 1 week to a month). It is also viewed by this researcher that this social understanding of diversity and different culture as expressed by JsJ02 can also help improve communication within the organisation and allow for the work environment to become increasingly socially interactive, as opposed to social disassociated. Benschop (2001) also supported another view of Cox (1993) that, ‘communication within the diverse group may be more formal and less frequent than in homogeneous groups, and therefore less effective.’

With respect to women and minority groups, it can be argued that assignments to top management posts should only be given unless they are deserved: meaning that there is fair and just merit for warranting such an assignment. In stating such a comment, the researcher realizes that some intervention procedures that are in place at an organisation are not always fair and just, such as: recruitment and selection, evaluation, career development, and promotion. Another participant said in the discussion about the existence of diversity strategy/policy at his company, PD18 – an African male, Supervisor at Motors International in German, Netherlands stated the following in the interview:

I expect to see many different faces, and when I say different faces, I means people from all different kinds of races, all different backgrounds, and have all different types of backgrounds. Whether they’re rich, whether they’re poor, or middle class. Whether their black, Asian, white, or Hispanic – I would rather see a lot of diversity within that company if I hear that their (the company) diverse. I would expect to see that, not just the majority of black and white, because there are other cultures in the besides just black and white (PD18).

In the interview with PD18, there was emphasis to include all races in the mix of organisational culture; for PD18 the inclusion of different races from all various economical backgrounds is what constitutes as diversity. However, PD18 was the only interview that shared this view, as every other participant viewed diversity as representation at all levels of the organisation.

The two participants JsJ02 and PD18 were seeking the same kind of resolution talked about by Benschop, however, JsJ02 emphasized cultural understanding and KJ07 placed more emphasis on numbers rather than understand. However, I understand both participants to be correct, because with great numbers in diversity, cultural understanding is surely to follow. Adjustments are needed on all participants and the organisations behalf, in that, first and foremost these changes would need to start in the company's HR department as they are likely to recruit individuals for staff and managerial positions. Then management would have to support the direction that the HR department is supporting towards diversity and implement it accordingly to its staff.

Summary

This chapter presented the findings from interviews conducted by the researcher on African American employees' perceptions of diversity and their organisational culture. Key findings that emerged from this study include how African American participants viewed diversity in terms of advancement towards top management positions and representation in their organisations. However, African American participants believed (white) top management viewed diversity as reaching a certain percentage of minorities' in an organisation as a whole. This conceptual difference in diversity, according to participants, also appeared to cause tension and misunderstanding when the two groups communicated with one another regarding matters that took place in work office. Other key findings that emerged included how the non-implementation of a diversity policy/strategy constrained the development of a supportive organisation culture for

African American's, as well as, contributed to the perceived discrimination of African American participants of this research study from gaining senior roles within their organisations.

Other findings included how the absence of effective implementation of a diversity policy was directly related to having an unbalanced organisational culture, and how this absence can contribute to the conflicting views of diversity by the organisation and its employees. The absence of a diversity policy/ strategy and the apparent limit to achieve top management position within their respective organisations reinforced the beliefs of the lack of diversity within the organisational environment for African American participants of this research study. The perceived lack of diversity within the organisation by African American participants lead to misunderstandings and dissociations between top management and its minority employees, as well as, identified new/ existing issues such as the glass ceiling and the old boys network that African American's felt were relevant to their career paths. To sum up the sections, the significant information that was obtained was looking at the different discourses of diversity.

Figure 4.4

Minority discourse of diversity	Managerial discourse of diversity
Should focus on the living culture of the organisation	Should focus on the existence of written policies
It is about removing the glass ceiling	It is about making sure that we have enough minorities scattered about to make us look OK
Organisations should be sensitive to symbolic values and slights	Minorities exhibit a victim culture
See promotion as a matter of bureaucratic fairness and qualification	Sees promotion as a rhetorical competition where the job goes to the one who makes the best pitch

The information presented in the table above, is mentioned throughout the major category sections in theme one. The first section, Misunderstanding between top management – African Americans - and policies focused on how misunderstanding between management and employees can lead to policies by the company being viewed negatively. Fassinger (2008) stated that there are organisations with an extensive, if not elaborate, set of policies and procedures that no one has seen or read, let alone followed. Yet, some say that these policies and procedures are used to enforce penalties to its employees (McConnell, 2005). The analysis of this research justifies the suggestion that minorities would benefit from a diversity policy/strategy to help eliminate problems in the office, such as various forms of discrimination, and contradictory views amongst the employees and top or middle management. Even though some interviewees felt that their companies already exhibited diversity, most still reported a lack of diversity in top management positions and barriers for career advancement and cultural understanding.

The next chapter proposes possible solutions for (white) top management to better understand its African American employees and address they're issues with advancing in the organisation, such as: providing mentoring programs and initiating diversity workshops for all employees to attend. There are also possible solutions for minorities to understand the discourse from the white perspective so that they can manipulate it. Also, the conclusion proposes ideas to coincide with today's diversity training initiatives, as well as, offering possible ideas and methods for (white) top management, African American, ethnic minority to better coexist in the workforce.

Chapter 5: Conclusion

Introduction

This chapter focuses on conclusions based on the findings of the study. It also provides suggestions to different stakeholders who form part of a top management team, or who are managing employees from various ethnic backgrounds in a diverse work environment in multinational organisations (MNOs).

The main aim and goal of the study was to determine what are the different discourses used, if any, by African Americans when discussing the topic of diversity as it relates to the work environment in multinational organisations (MNOs) and if they believed (white) top management used the same attributes to describe diversity.

The objectives of the study were to review literature on diversity and organisational culture. Secondly, to conduct an empirical study on the different discourse used by African Americans when discussing organisational diversity. Thirdly, to explain what the researcher observed in organisations through the dynamics of discourse. Also, another objective is to arrive at general recommendations and suggestions to African American, ethnic minority, and (white) top management for minority employees who are working within multinational organisations (MNOs).

Stakeholders and Audience

With the general growth of minorities in the corporate work environment, and with many more expecting to graduate from universities in the coming years, it not surprising that management in organisations should seek to improve the relationship and cultural understanding between

minorities and non-minorities co-workers in the work environment. As the literature review identified, Sheehan (1999), Jackson *et al.* (2007) , and Fassinger (2008); there are still many minorities in search of a place to fit in within their respective organisations. The interviews conducted in this document, suggested that this could be due to minority employees feeling that, currently there is the lack of understanding between top management and minority employees. The literature reviewed in chapter two (Milliken and Martins 1996; Gonzales 1999; Subramaniam and Ashkanasy 2001; Chow 2002; Sippola & Smale 2007; and Chitakornkijasil 2010) also suggested that racial attitudes have been drastically overlooked when looking at the issue of diversity. The interviews conducted suggested that, this was due to what African American participants felt was lack of diversity in top management positions in companies, and because what they believed was their current managements lack of understanding towards their diverse group: which in turn made the African American employees also feel that their company's corporate culture/ diversity strategy was not suitable for them.

However, the researcher understands the topic of organisational diversity to be extremely popular. This is because of equal opportunity laws, and the suggestions that diversity in most organisations is increasing. Over time there is speculation that diversity will infiltrate through management and executive ranks at an increasing rate (Thomas, 2004; Holladay & Quiñones 2005; Raha, 2007; Johnson & Packer, 1987). The suggestions below only emphasize such speculations. The stakeholder that the researcher is addressing, is those who form part of a top management team, or who are managing employees from various ethnic backgrounds in a diverse work environment in multinational organisations (MNOs). The researcher does call for more scholars in academia to research more in the areas of various discourses between minorities and non-minorities in hopes of creating new diversity initiatives.

Conclusions drawn from data

Based on the data collected from the interviews, the researcher was able to take in the many views of the term 'diversity' as seen and used by the participants of this research. Some participants saw diversity as only black and white with reference to skin colour, while other viewed diversity the basis of job status/ promotion of minority employees in their organisations, and then there were those participants who viewed diversity as a spectrum of equality traits, cultural understanding, and behavioural practices towards minority employees. The findings showed that most participants thought that while their company was diverse (in terms of African American and minority composition), they still supported the idea of having some diversity training. Also, most participants' felt that diversity training and better cultural understanding on top management's part would benefit their career progress or help eliminate problems relating diversity (Good, Aronson, & Inzlicht 2003). African American expressed problems related to diversity included, but were not limited to: glass walls, stick floors, barbed wire, ethnic penalty, and trap doors that prevent them (African American's) from moving forward within the company (Guy, 1994; Cheung, 2006).

Participants believed that white top management beliefs were frequently inconsistent with their behaviour, and they typically underestimate how much the corporation needs to change to achieve its diversity goals. On the issue of an EOE agreement, which requests applicants seeking employment to state or describe their physical make-up, culture, ethnicity, religion, sex, and age, these agreements were seen by participants as possible tools to be used to discriminate against candidates looking for employment. There is no proof that this is so but in this study it is the perceptions that are important. African American participants of this study also saw these EOE agreements, as providing organisations with a false sense of diversity. What was seen in Thomas's case study (2004), and echoed by participants in this research study, was that various constituencies,

diversity strategies tended to lay out lofty goals without providing the structures to educate senior executives in the specific challenges of facing diversity.

Martin (1992) stated that organisational research has often been criticized for its managerial bias and for the way it reflects the vested interest of whites and men. The data gathered from the interviews suggested that many minorities felt that there was diversity within their organisation; however, not at every level of the company. The data gathered also suggested that minorities would feel better about the work environment if there was a better representation of their racial group at the top level of the organisation. Surprisingly, while many interviewees expressed displeasure with a lack of diversity at top levels of the organisation, and experienced various communication problems with management, diversity remained an optimistic goal by participants. Most participants suggested that diversity training was needed for white top management to make the organisational culture beneficial to everyone.

Kandola's (2009) stated that people outside the dominant group are disadvantaged by the competitive arithmetic of under-representation. Throughout the document, many participants continually expressed an "us versus them" mentality that appeared to document their dissociation from the organisation. Some participants felt that while they had tenure within their organisation, and an abundance of qualifications; they were not able to advance within their organisation because of an 'old boys network.' Participants of this research study also acknowledged that there was no implementation of the diversity policy within their organisations, even though, they believed one existed. Participants generalized and suggested that all organisations present themselves as having diversity policies, however, did not feel as though the organisation enforced such a policy (if existed). Participant, SS17 suggested the following on diversity policies: "Yeah, if you know ,its just a piece of paper that you throw away in the desk or something.' JM01, echoed SS17 statement,

by saying “I don’t think that there are a lot of companies that do adhere to the polices/statement; this is from my personal experience, especially from my company.” (See Chapter 4, for more examples).

Conclusions drawn from literature

Diversity is a word that holds many different meanings for different people. In addition, organisations continue to grow and are becoming more diverse in terms of gender, race, ethnicity, and inclusion of other diverse groups. However, there exist a growing minority population in the workplace who hold significantly fewer top management positions than their white counterparts. Based on the literature reviewed in this document five, the researcher concluded that continuous diversity training should be mandatory for all employees and conducted twice a year at the very least. This is seen as more of an act of desperation, because participants expressed the need for diversity training in terms of being a last resort. Pelled (1996) discusses that ‘job-relatedness is the extent to which a type of diversity is the basis for diverse perspectives or information about a group's task. Job-relatedness is an important term because it determines whether a particular type of diversity constitutes an increase in the group's total pool of task-related skills, information and perspectives. The magnitude of this pool, in turn, represents a potential for more thoughtful or creative decision-making. This can be seen as an ideal scenario for hiring minorities, and thus, will allow management to manage its employees versus its minority/ diverse population.

Martin stated that lower-ranking employees, women, and minorities have not been sought, deeply understood, or fully incorporated into organisational theories. Hitlan *et al.* (2006) acknowledged the perceived dangers to the psychological health of minority groups within the organisation as a result of the effects of social exclusion. Many organisations could maximize opportunities for minorities across all business units, such as providing mentoring and placement

opportunities for minorities. Until organisations acknowledge, or confront the biases that exist against minorities in organisations (e.g., glass ceiling), minorities will continue to face social exclusion, barriers for top-level advancement, and other forms of discrimination. It is recommended based on the literature that:

- Strong support from company leaders to ensure:
 - An employee base that is fully engaged with the initiative.
 - Management practises that are integrated and aligned with the effort.
 - A strong and well-articulated business case for action change.

- Top Management seek to be role models
 - Active involvement in the development of high-potential African American employees.
 - Challenged assumptions about when people could be ready for general management assignments.

Sustaining change requires that diversity become an integrated part of a company's management practises. Therefore, based on the literature, the researcher also suggests that companies should make top management more accountable for spotting and grooming high-potential minority managers, both in their own areas and across the business. As a result, the research suggests the following is needed to demonstrate leadership support:

- Executive involvement
- Executives acting as a coach and adviser to other executives and managers.
- Educating top management/ white employees on specific issues.
- Works to ensure that top management/ white employees behave in ways that are consistent with the company's diversity strategy.

Although studies such as Pelled (1996) have been helpful in suggesting some situations or conditions that employees might categorize as ‘diversity related’ it is arguable that some literature reviewed relied too heavily on research designs that may not capture the full range of such situations, such as, EOE agreements. However, providing diversity training to new employees at the start of employment will allow new hires to understand the organisational culture, provide suggestions for improvement based on prior work experience (if any), and receive resources to better understand what is expected of them at the company, thus eliminating a potential need for things such as an EOE policy.

Contribution to professional practice (message)

The impact that this research has on practical, as well as, academic life is that it identifies contradictory views between minority employee’s and management within the organisation. The participants of interview have identified the non-implementation of a diversity policy/ strategy as possible causes to problems relating to diversity, such as: unfavourable company wide policies, behavioural biasness towards minority groups, and the lack of diversity within upper levels of the organisation hierarchy. Throughout the interviews, it became apparent that participant’s view of diversity was not the same as their company’s view of diversity. The problems, like the one’s presented in this research will only get better by conducting more research, providing better information, time, education, diversity training, and raising awareness.

The task of moving beyond diversity issues in the workforce could continually drag on, unless both African Americans and (white) top management take a pragmatic approach to the perceptions of white top management. Most African American’s are only 5 generations removed from slavery (the researcher included), and like the researcher, many African American’s were raised by parents who went through hardships such as, segregations, being told that they were less

than white Americans, and denied equal rights of normal Americans. Its highly possible, that these stigmas not only stuck with the parents who endured such hardships, but also that these stigmas were passed onto the current group of African American's in today's workforce, like the participants interviewed. White American's clearly need to acknowledge the fact, and take steps to talking about such dark times in American history. Race is the big fat pink elephant in the room that no one wants to talk about. The findings in chapter four suggest that African American participants are not seeking sympathy, instead, or seeking recognition for hard work put in. America has elected the first African American President of the United States, however, this action does not erase past transgressions. Participants inexplicitly expressed this concept, and separatist language was shown in the finding in chapter four.

African American's clearly need to acknowledge that not every white/ Caucasian in their organisation is racist, or has racist intentions when something does not go their way. Trying to understand that there are white American's who fought side by side with African Americans for equal rights, and were not raised in a racist manner, but more so in a national manner. If African American's are able to do this, then the researcher thinks a possibility exist for African Americans to view their white co-workers as simply co-worker and develop a sense of unity. Also, interpreting the interpersonal and interactive facets of organisational life and assigning meaning to past events as documented by (Weick, 1995) could possibly reduce misunderstandings between African Americans, and (white) top management. Tackling personal disputes by seeking out and understanding the actions of fellow employees; realizing that culture plays a significant part in many individual's actions, could possibly further employee-to-employee relationships. Over time this could lead to better social interaction between African Americans and white top management.

The researcher recommends diversity training for top management based on the finding in the research. Most of the African American participants interviewed in this study urged, or at the very least hinted that top management should undergo some form of diversity training. Based on the findings, the researcher can only speculate as to why this happened. The findings show that the participants felt that there were obvious double standards compared to their white counter parts, and most felt that even with tenure and good qualifications, top management or advancement was unobtainable, or extremely hard to obtain. While all participants recommended diversity training for top management, they themselves did not believe that diversity training was necessary for them. This lead the researcher to understand that African American participants did not truly buy into the concept of diversity training, and that the idea of diversity training for top management was only being suggested because many felt it was a last option to achieve equality in the work force.

Martin (1992, p.18) reported that organisational life is full of irresolvable complexities, confusion, and constant flux, and that most organisational theories (including her own), offer clear and rational explanations of phenomena, but lack characteristics imposing unity on difference and offer cross-sectional views that imply a stability that seldom exists and never persists. The researcher sides with Martin (1992) in that organisational life is formed from irresolvable complexities, confusion, and constant flux. However, like all complexities, African Americans should continue to work diligently to help provide solutions. The reasoning behind suggesting diversity training for African American's is because while many participants were optimistic about diversity; there was indications that minorities don't consider themselves as part of the organisation in which they work for. Many participants expressed that top management needed to understand minorities better, based on the finding; I recommend that African American look to understand and include themselves as part of the organisation along with white and top management employees.

Future Research

For many organisations, assessing diversity is a voyage into unfamiliar waters. One approach to determine if a particular company might be racially and culturally diverse is whether the management reflects this diversity (Thomas, 2004; Holladay & Quiñones 2005; Raha, 2007; Johnson & Packer, 1987; and Palmer & Varner 2007). Future research could explore more in-depth the on-going issue of social inclusion and exclusion and the struggles between initializing a work environment, or organisational culture that is beneficial to minorities cultures and the organisation. The research initiatives regarding best practises for diversity training by writers like Hite and McDonald (2006), (Wentling, 2001, 2002); (Chrobot-Mason and Quinones, 2002; Roberson *et al.*, 2003; Sanchez and Medkik, 2004); Richard and Johnson (2001) would help top management understand some diversity issues; like the issues presented in this document by African American's . Also, more work and investigation will be looked at on the effects of diversity training, as looked at by Hostager and Meuse, (2008), and the reactions to diversity training as looked at by Holladay *et al.*, (2005); House, Javidan, and Dorfman (2001); (Dussel, 2001); (House *et al.*, 2001; Javidan & House, 2001; Triandis & Bhawuk, 1997). The study is noteworthy because as organisations become more culturally diverse, the ability to competently manage this evolution, will likely results in competitive advantages within the marketplace.

The subject of diversity has become gradually significant to organisations since the early 1990s as changing workforce demographics and increased global competition have become reality (Cox, 2001). Other areas which the researcher's future research will possibly focus on, is the concept of eliminating bias in organisations, and the notion of diversity being about behaviour and outcomes; and the notion of diversity being a process and not a structure Kandola (2009). Hite, (2006) wrote that the interest prompted a proliferation of diversity training programs throughout the United States, since training is one of the most visible and potentially viable features of many

diversity programs (Arredondo, 1996; Wentling, 2002; Wentling and Palma-Rivas, 1988). Hite and McDonald (2006) highlighted a industry report on training in the US, prepared by the popular practitioners' resource Training magazine, which indicated that 72 % of the responding companies offered some of diversity and/ or cultural awareness training (Galvin, 2003).

Hite and McDonald (2006) research highlights the importance of training to diversity and research examined the development and implementation of diversity training in small and mid-size organisations in a Midwestern region of the United States. The results from Hite and McDonald (2006) research were in contrast with diversity best practises and found lacking in key elements identified as most likely to yield success. Specifically, the organisations identified in Hite and McDonald (2006) study did not provide training beyond awareness level, failed to conduct front-end needs assessment, provided little if any in-depth evaluation of diversity training and showed varying support for diversity endeavors from the leadership and through connecting diversity training with other systemic initiatives. Looking at research similar to Hite and McDonald (2006) and the importance of diversity training will open up and expand on areas of current research which could focus on if minority employees are being viewed only as a commodity as suggested by Cox *et al.* (1991). If minority employees are being looked at as a commodity, then what amount of diversity training is needed, and at what cost and to what extent is an organisation willing invest in its diversity training initiatives.

Lastly, as a result of this research, another possible area that could be looked at is, if or when a consensus by the organisation, African American, ethnic minority, and white employees that organisational diversity is achieved: will the concepts and demographics of religious or political views of employees invoke new barriers. Articles by Pelled (1996), 'Demographic Diversity, Conflict and work group outcomes: An intervening process theory' provide some

initiative in looking at the concepts and demographics religious or political views of employees. These new targeted demographics could also continue the issue of social inclusion/ exclusion and the struggles between initializing a work environment, or organisational culture that is beneficial to everyone. More focus on 'Steps to diversity don't always follow easy path' by Gonzales (1999) and 'Measuring individual differences in implicit cognition' by Greenwald, McGhee & Schwartz (1998) could also provide insight on what the researcher believes will be the new minorities – individuals based on political and religious views.

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Glossary

1. **Bullying/Mobbing:** A wide range of definitions for this term is used by different researchers and summarized in Einarsen (2000). In this paper, workplace bullying can be defined as: prolonged and repeated hostile behaviours conducted by at least one person toward one or more individuals when they are unable to resolve their workplace conflicts in non-hostile manners, and can cause health problems for victims and affect their performance.
2. **Constructionism:** an ontological position (also often referred to as constructivism) that asserts that social actors are continually accomplishing social phenomena and their meanings.
3. **Discourse analysis:** an approach to the analysis of talk and other forms of discourse that emphasizes the way reality emerges through language.
4. **Discrimination:** unfair treatment of a person or group on the basis of prejudice racism.
5. **Ethnographer:** a researcher trying to understand cultures, including organisational cultures, by writing accounts of their subjective experiences of living and working in the culture being studied over a considerable period of time (Fisher, 2007, p. 52).
6. **Interpretivism:** an epistemological position that requires the social scientist to grasp the subjective meaning of social action.
7. **Minority(s) groups:** those groups currently marginalized and disadvantaged in the workplace, such as women, people of colour, and people with disabilities. Most research on minority groups has been directed at issues between black-white relations and gender; the applicability of these theories to a multi-ethnic context remains unclear.
8. **Multicultural organisation:** an organisation committed (action as well as words) to a diverse representation throughout all levels; sensitive to maintaining an open, supportive, and responsive environment; work toward purposefully including elements of diverse cultures in its on-going operations; carefully monitors organisational policies and practises to the goals of equal access and opportunity; and authentic in responding to changing policies and practises that block cultural diversity (Sue and Constantine, 2005, p. 223).
9. **Ontology:** a theory of the nature of social entities.
10. **Qualitative research:** emphasizes word rather than quantification in the collection and analysis of data.
11. **Quantitative research:** usually emphasizes quantification in the collection and analysis of data.

12. Sense making: defined as the intentional process of interpreting the interpersonal and interactive facets of organisational life and assigning meaning to past events.
13. Social disassociation: social exclusion from a person or group of individuals (see social exclusion).
14. Social interaction: interaction between another person and group of people.

Appendix A: Participants list
(All name listed below are pseudonyms)

Participant/ Code	Company	Grade	Age	Ethnicity	Nationality	Sex
21) Jay Mills	Facts Pharmaceuticals	Supervisor	32	African	American	M
22) Jenia St. James	Legal Law International	Paralegal	37	African	American	F
23) Jerry Tate	World Appliance	Senior Staff	35	African	American	M
24) Julian White	Classified International	Manager	30	African	American	F
25) Nicole Thompson	B/L International	Supervisor	34	African	American	F
26) Jean Basquiat	Acme Company	Staff	32	African	American	M
27) Kyle Johnson	Fox Valley International	Senior Staff	38	African	American	M
28) Jay Grant	Wireless Mobile Comm.	Staff	32	African	American	M
29) Lindsey Mckinnzey	Telecom World	Manager	32	African	American	F
30) Pricilla Jenkins	Fashion INC	Staff	32	African	American	F
31) Kweku Benson	Wholesale Int.	Staff	24	African	Swedish	M
32) June Wright	Dept of Mental Health	Supervisor	34	African	American	F
33) Mary Chan	State University	Staff	33	Asian	American	F
34) Carlos Gonzales	Chemical International	Manager	38	Latin	Cuban	M
35) Aaron White	Civil Service	S. Manager	38	African	African	M
36) April Long	Caring Counseling	Therapist	31	African	American	F
37) Samantha Samuelson	BCHS Sweden	Staff	46	African	Ghana	F
38) Phil Davis	Motors International	Supervisor	37	African	German	M
39) Jessica Jarrett	Audit International	S.Manager	30	Polish	British	F
40) Samira Olsen	Fly Valley Airlines	Staff	36	Iranian	Danish	F

Appendix B: Semi Structured Interview Schedule

Name (optional): _____ Position/title
(optional): _____
Name of Organisation: _____
Years with Organisation: _____

Introduction: Background, Experience(s), and Education

1. Please dedicate 5 minutes to introducing yourself, describing your family origins and ethnicity while highlighting any past experience and education.
2. Describe your present/ recent company and current/ past job responsibilities and duties.
3. State what country you currently reside in? And what is the local language (if applicable).
4. How did you arrive to current country? (if applicable)
5. Current status, i.e., married, married with children, divorced etc.

Defining Diversity:

(Research Question): **How does one identify and classify discrimination in an organisation that is dominated by one particular culture?**

6. What do you think are the characteristics of an organisation that promotes “diversity” in the workplace?
7. Do you think your past/present organisation (regionally and/or locally) personifies your vision of a diverse workplace? Please explain.
8. In what areas do you think your organisation has been successful in encouraging diversity in the workplace?
 - a. What areas do you think need improvement?
9. Do you know if your organisation has a “diversity policy” (e.g. regarding hiring, promotion, retention)? If so, do you think your organisation adheres to its diversity policy? Please explain.
10. Do you feel, or have felt like you’ve been discriminated at your current/ past jobs? If so, please explain.
11. Describe the most complex problem that your current company faces with diversity.

Appendix B: Semi Structured Interview Schedule (continue)

Personal Experience's:

(Research Question): **What tools and skills are needed to better equip managers to handle diverse cultures in an organisation?**

12. Have you ever felt mistreated by co-workers or any other person within your organisation because of factors related to diversity? Please explain.
 - a. How did you respond to the situation?
 - b. Did you communicate your experience to a co-worker or any other person connected to the organisation?
 - c. Were you satisfied with the outcome of the situation? Please explain.
 - d. If you were not satisfied, what do you think could be improved?
13. Do you think you would benefit from the creation of a support group/safe haven where you could air your concerns about diversity-related issues with others in your organisation who may have similar concerns? Please explain.
 - a. Do you have suggestions how the support group/safe haven would work (e.g. central location, facilitator, etc.)? Please explain.
 - b. Do you have any concerns about the creation of a support group/safe haven?
14. Describe the most difficult situation you have experienced with a coworker, or customer and how you handled it. If the situation occurred again, would you handle it any differently and why?
15. What do you think are the most important elements when working with people from different cultures or background different from yours?

Launch Diversity Committee:

(Research Question): **How to prevent social disassociation within an organisation?**

16. Do you support the creation of a committee to address diversity-related issues in the work place? Please explain.
 - a. Who should serve on such a committee? Would you limit the number of people who could serve on the committee? How would the committee members be selected?
17. Do you have any concerns about the creation of such a committee?
 - a. Do you have an interest in serving on such a committee?
 - b. If yes, why?

GENERAL QUESTIONS:

18. Is there any other information you wish to disclose?
19. Do you have any questions for me, or concerning this research?

Appendix C: Consent form (NTU)

Nottingham Trent University.
Consent Form

(DATE)

Organisational Diversity and Social inclusion

You are being invited to participate in a research study about specific aspects centering around the issue of diversity (Semi-structured) interviews. Derrick Ross, D.B.A candidate at Nottingham Trent University, will conduct the interview. The interviews are being conducted as part of a dissertation for a Doctorate in Business Administration program.

Participation in this interview is optional, and participants in this study were chosen based on ethnicity, occupation, and the country in which you currently live in.

There are no known risks if you decide to participate in this interview. There are no costs to you for participating in the study. The information you provide will only be used for research purposes. The interview will take about *20-40 minutes* to complete. The information collected may not benefit you directly, but the information learned in this study should provide more general benefits.

The transcripts and research notes taken from this interview will be anonymous. Your real name will not be displayed and an invented alias will be used. The interview will either be face-to-face or web-based (using Skype). The researcher will keep no record of the identity of the interview respondents. During the interview I will give every respondent a unique code number. No record will be kept that links your real name to this number; however if later you will to withdraw your interview from my research, you can send me (Derrick Ross) the unique code number anonymously and that way I will know which interview to withdraw from the study. Absolute anonymity cannot be guaranteed if the interview is conducted via Skype over the Internet. However, I will do all that I can to ensure that no one will be able to identify you or your answers. No one will know whether or not you participated in the study. Employees of Nottingham Trent University and the Institutional Review Board may inspect these records, but will be bound to keep all the information contained confidential. Should the data be published, no individual information will be disclosed.

Your participation in this study is voluntary. By agreeing to participate in this interview, you are voluntarily agreeing to participate. You are free to decline to answer any particular question you do not wish to answer for any reason.

If you have any questions about the study, please contact Derrick Ross, Sodra Forstadsgatan 48 Malmo 211 43, Sweden, ddr.ross@gmail.com.

Appendix D: SS17 Transcribed Interview

Derrick Ross
Nottingham Trent University
DBA Cohort 9
Document 5
SS17 Transcription

Name (optional): Samantha Samuelson (SS17)

Position/title (optional): Staff

Name of Organisation: BCHS Sweden

Years with Organisation: 10

Researcher: This an interview with Ms. Samantha Samuelson of BCHS Sweden.
Today is August 27th, 2010 –

SS17: The 28th of August

Researcher: Sorry August 28, 2010, local time in Sweden is 2:30. How are you
doing Ms. Samuelson?

SS17: Good.

Researcher: Ms. Samuelson, I just want you to acknowledge that we have gone over
the consent form and that you do agree to it.

SS17: Yep.

Researcher: Ok, if there are any questions that you have during the interview, or if
you would like to withdraw your interview at anytime, you can chose
not to answer any of the questions. This is totally voluntary.

SS17: Ok.

Researcher: Ok. I just want you to take a couple of minutes to describe yourself.
You know, your family origins; where you come from, your
background, education and experience.

SS17: Female from Ghana. Came to Sweden in 1983, family with 2 children
[pause] what more do you want?

Researcher: No that's ok, that's ok. You know, you work for BCHS Sweden, I was
wodering if you could describe what you do for the company.

SS17: Umm [thinking], I work with accounting mostly, preparing budgets and
what do you call it? - I have to think in Swedish first – unword

document [?] – balance sheet.

Appendix D: SS17 Transcribed Interview (continue)

Researcher: So do you speak Swedish?

SS17: Yes

Researcher: Ok, and do you speak any other languages?

SS17: English.

Researcher: I wanted to ask you, to start off the questions, I wanted to ask you What do you think are the characteristics of an organisation that promotes “diversity” in the workplace?

SS17: Promotes diversity?

Researcher: Yeah, Like if – like when you think of a company that says, yeah ok we’re a diverse company, whats your image of a diverse company?

SS17: They should be employ people of all races and mixture of male and female, and should be not equal, but 60-40, 60 % male, 40 % women. And give a chance for foriegners to get higher post – I don’t know what you call it. It should be equal for everybody, and should matter where you come from. If you ave the knowledge, you should ge the promotion.

Researcher: Ok, do you think that your company personifies, or do you think that your company shares your vision of diversity? Do you think its...

SS17: No.

Researcher: No, why is that, do you care to explain?

SS17: [Ahhh], its not easy to get to that status. Before they allow you to get to the top, I don’t know what is needed before you get there, but ahh..

Researcher: But you don’t think that your company is diverse?

SS17: No, not today.

Researcher: Ok, what areas do you think that your company has been successful in encouraging diversity? Do you think that they’ve been trying to promote diversity?

SS17: They say so, yeah

Researcher: They say so [laughs],

SS17: They say so, officially but it takes a very long time to

Appendix D: SS17 Transcribed Interview (continue)

- Researcher: So, how could they improve, or how could they promote diversity? What do you think that they need to improve?
- SS17: Give chances to all races in the company, everybody in the company should get the same chance.
- Researcher: To move up?
- SS17: To move up.
- Researcher: So you think that they just need to start acting more diverse. Do you know if your company has a diversity policy?
- SS17: Yes, they do. I'm part of it.
- Researcher: I just want to clarify that a diversity policy is different from an EOE statement. An EOE statement says something like, 'we won't discriminate and everything' but a diversity policy/ or strategy is something that shows how the company plans to move minority people and women up in the company. Have you seen that?
- SS17: [I], I have seen that!
- Researcher: You've seen that?
- SS17: Oh yeah!
- Researcher: But they don't act on it?
- SS17: No.
- Researcher: Oh ok. You said that you helped work on it?
- SS17: I was one of the people who helped put the diversity policy together.
- Researcher: And the company still doesn't act on it?
- SS17: No. It looks just like a sheet of paper and when you're finished, they put it somewhere.
- Researcher: Do you feel like you've been discriminated at your job?
- SS17: Yes, yes
- Researcher: In what ways? Do you care to explain?

Appendix D: SS17 Transcribed Interview (continue)

- SS17: [very high voice] In a lot of ways! Recently there was a position to be a leader, and I applied for it, and I know that I am qualified, and yet, I did not get it.
- Researcher: Why is that? because..
- SS17: [again, very high voice] They just told me I wasn't chosen without explanation!
- Researcher: Right, without explanation. And how long have you been with your company?
- SS17: Ten years.
- Researcher: Ten years – so was there anybody like that they gave the position to who was less qualified?
- SS17: [extremely high voice] YEAH!, and the fellow had just been employed a year ago.
- Researcher: Really?
- SS17: Yeah, so that means its who you are and not what you know.
- Researcher: So do you think its because of your ethnic background?
- SS17: Yeah part of it.
- Researcher: Was it because you were a woman?
- SS17: No part of it, ethnic background, part of it because I do oppose to many things that they say. I tell them my views, and then you are not popular for saying what you think. It is not ok to tell them that they are wrong.
- Researcher: Ok, so your not able to speak up?
- SS17: Yeah.
- Researcher: Like, - let me ask you a question. How do say like this is discrimination in an organisation that is dominated by one particular group. Like if all males are at the top and its all white males. Then how do you say that this is discrimination? Like, can you say that.
- SS17: I can say that because they have written this policy saying that this is what we are going to do, we are going to
- Researcher: But they never follow it.

Appendix D: SS17 Transcribed Interview (continue)

- SS17: No,
- Researcher: In that case, why even do the policy?
- SS17: Yeah, if you know its just a piece of paper that you throw away in the desk or something.
- Researcher: Ok, ok. – Have you ever felt like you've been mistrated by a co-worker at your job, because of issues related to diversity?
- SS17: Sometimes, feels like that. So I don't know what I what I'm more sensitive or [pause] not, but when you talk to them, they tell you that's not the issue.
- Researcher: But you feel like it?
- SS17: Oh yeah!
- Researcher: But how do you handle those situations? Do you just like ignore them, or do you tell the HR person, or anything?
- SS17: You ignore it.
- Researcher: You ignore it?
- SS17: Sometimes I tell them my mind then I go.
- Researcher: Yeah ok.
- SS17: I tell you my mind and that's not popular, because I will say something maybe hateful.
- Researcher: But your satisfied with the outcome? Your satisfied that you speaking your mind to the people.
- SS17: Yeah, not now, not now of days, I've stopped talking.
- researcher: Ok.
- SS17: Because that brings you backwards, and it doesn't take you forward, so I don't say a lot.
- Researcher: Let me ask you another question. Do you think you woul benefit from the creation of a support group within your company where you can go air issues of diversity with other minorities? Do you think that would help?
- SS17: If those people are not for the company.
- Researcher: Ok, so if they are not spies?

Appendix D: SS17 Transcribed Interview (continue)

- SS17: Yeah, yeah, because otherwise it would not work.
- Researcher: Ok, well your saying - so if you created it, and as long as they were minorities and they weren't spies, then it could work?
- SS17: Yeah.
- Researcher: The only concern that you would have is if they were spies.
- SS17: Oh yeah! because then nothing would change.
- Researcher: Could you describe the most difficult experience you've had with a co-worker and explain how you handled it. Like what was the most difficult situation. Relating to diversity.
- SS17: [mmmm, thinking]. I was going into an elevator, and there was a woman standing there, and I just asked her if the elevator was not working, or was she just gone mad? So what's wrong, I asked you, because I saw it come in and I wanted to take it. I was just wondering. [high voice] She just got mad and said some awful things, so I just told her to go to hell. Because I couldn't understand the whole thing.
- Researcher: Was it a person from a different race, or another
- SS17: Yeah.
- Researcher: Was she Swedish?
- SS17: Yeah. On the way back when I told her to go to hell, the boss heard it. So she only heard only my side (me saying go to hell), she didn't hear the other story. So I was the bad guy. I was called and told to go home.
- Researcher: But you still maintained your job?
- SS17: Yeah yeah, I left the place and then I went home. I maintained my job, because afterwards, I said, you didn't know the whole story. You just heard half of it, so you can't just judge me.
- Researcher: So what about, what did they say after they heard the whole story?
- SS17: They didn't really like to hear the whole story.
- Researcher: The didn't want to hear it?
- SS17: No,

Appendix D: SS17 Transcribed Interview (continue)

- Researcher: So they just acted like it never happened, and swept it under the rug?
- SS17: Oh yeah. I went to them. Friday I went to them and demanded an apology and nobody said a word.
- Researcher: Really?
- SS17: Yes, really [laughing]
- Researcher: Let me ask you another question – What do you think are the most important elements when working with people from different cultures or backgrounds? What do you think like other people need to realize when they work with different people, from different backgrounds?
- SS17: That you have to give respect in order to get respect back. Its always better to take the initiative. You respect me how I am and I will give you the same back.
- Researcher: I just want to ask, do you think that there is a lack of respect on one group towards another, or do you think the Swedish nations have a lack of respect towards the minorities, or do minorities have a lack of respect towards the Swedish.
- SS17: Lack of respect, jealousy I think.
- Researcher: What do you think is needed for managers to better handle these types of situations? Do you think that managers need some type of diversity training?
- SS17: No.
- Researcher: You don't think so?
- SS17: Maybe, if they actually want to work with it. They know what to do, but they're not doing it, so I don't know if training will help them.
- Researcher: It will probably be just like the polic – I'm not putting words in your mouth. but it sound similar to the diversity policy that you stated earlier. Like with diversity training, managers will just do it, just to say that they did it?
- SS17: Yeah, but they won't apply it
- Researcher: Do you support the creation of a committe that addresses isses that are related to diversity. The committee would be comprised of actual board members. This is the committee, and this is the issues that we are getting from out minority population, and we have to address these issues – would you support that?
- SS17: Yeah, I actually would.
- Researcher: Would you be a member on it?

Appendix D: SS17 Transcribed Interview (continue)

SS17: [laughing] yeah, yes, if they would like to hear my version of it, and how I feel and how I'm being treated.

Researcher: Do you think that you would be bias if you participated on that committee?

SS17: No.

Researcher: Like who should make up that committee, who should serve on the committee?

SS17: It should be mixed up, so everyone can air their concerns.

Researcher: Would you have any concerns, about such a committee? and would they be the same concerns that you had with the creation of support group?

SS17: It has not been done yet, so I don't know if it will work

Researcher: But if it had been done, would you have the same concerns?

SS17: No, because their views and goals would be different.

Researcher: That was actually the end of the interview, but I wanted to ask you, if there is any questions that you have for me at this time?

SS17: No.

Researcher: Also, is there anything that you wish to disclose?

SS17: About what, the company?

Researcher: Anything that you want or that you may feel is significant, that you left out.

SS17: I think that initially when you move to another country from start, its difficultt to get adjusted, but after 20 years, I think that you get use to it and you don't notice this kind of things.

Researcher: But its still going on?

SS17: Yeah, its still going on. You just ignore them.

Researcher: Yeah, but ignoring the problem, is that helping the situation in the long run?

SS17: No, for your own survival, you just have to – you don't have to take everything so personal. Otherwise it will be too much to bear.

Researcher: Ok, well thank you Ms. Samuelson. The interview is now over.

Appendix E

Presenting Qualitative Data					
Interviewees	Type of qualitative data collected	Quotations	Conceptual - concerned with the definitions or relations of the concepts of some field of enquiry rather than with the facts	Behavioral - the actions or reactions of a person or animal in response to external or internal stimuli	Conceptual Behavioral - involves both generalization and discrimination: generalization within classes and discrimination between classes
JM01	Unstructured Direct Observations	-----		***	*****
JsJ02	Unstructured Direct Observations	-----		****	*****
JT03	Unstructured Direct Observations	-----	*		
JW04	Unstructured Direct Observations	-----		****	****
NT05	Unstructured Direct Observations	-----		*****	****
JB06	Unstructured Direct Observations	-----	**		
KJ07	Unstructured Direct Observations	-----	**	**	***
JG08	Unstructured Direct Observations	-----	*	***	***
LmK09	Unstructured Direct Observations	-----		*****	***
PJ10	Unstructured Direct Observations	-----	*		
KB11	Unstructured Direct Observations	-----	*		
JW12	Unstructured Direct Observations	-----	**		
MC13	Unstructured Direct Observations	-----	**	***	***
CG14	Unstructured Direct Observations	-----		**	****

AW15	Unstructured Direct Observations	-----		***	*****
AL16	Unstructured Direct Observations	-----	**		
SS17	Unstructured Direct Observations	-----		*****	*****
PD18	Unstructured Direct Observations	-----	*		
JJ19	Unstructured Direct Observations	-----	**		
SO20	Unstructured Direct Observations	-----	*		

* less useful ----- most useful *****

Document 6

A personal reflection on the DBA process.

Dr. Derrick Ross

Doctor of Business Administration

October 2011

Reflecting back at the start

I always found it easier to judge something from a distance, and found things to be both embarrassing and funny when looking back on the past. When I first joined Nottingham Trent University (NTU) in the fall of 2007, I hadn't given much thought to the research part, because honestly, I was just excited to be accepted into a doctoral program.

09-July-2007: Personal Diary of Derrick Ross

In an attempt to re-write my current research proposal, I am afraid that I have hit a snag. I have received information back from Dr. Rubenfield in Atlanta with precise instructions, and while I feel that all the pieces are here to this puzzle, I am unable to put it together. I know that I want to go to grad school, but do I have what it takes to complete a PhD? I've been questioning myself, but like at the very beginning when I first started writing, I said, 'I need a change,' and I stand by these words. I really do want to leave my mark on this world, and I know that I will, but how? I feel as though the answer is right in front of my face and all I have to do is reach out and grab it.

11-September-2007: Personal Diary of Derrick Ross

I know that it has been some time now since I last wrote, but many things have transpired since I last wrote one thing being, my being stressed out, because I dislike living in Scandinavia, however, I do think Stockholm is a place I could see myself living in. My career change is upon me. I recently was accepted into Nottingham Trent University, into their Doctorate of Business Administration (DBA) program – WOW!

Between 2004 – 2007, I had received the runaround by so many universities in the United States (USA), United Kingdom (UK), Denmark (DK), and Sweden leading up to my acceptance at NTU: the realization that this 'research' would actually be hard never popped in my head.

Before I joined the DBA program at NTU, I was more bitter than happy, and the bitterness came from me feeling like I wasn't reaching my full potential in life. Also, living in a foreign country (Sweden) and not speaking the language, and simultaneously working in another country (DK); again where I did not speak the language – really but me in a bad mood most of the time. This is because I didn't necessarily want to be in (Scandinavia), my wife wanted to move back to Scandinavia to have our first kid. Finally, working at organization where I was the only minority

(nothing new in my career), and facing constant racial and cultural comments by co-workers did not help with my overall attitude. Leaving DK and working and living in Sweden was thought by my wife and myself to be an improvement, however, I faced a similar environment and was subjected to harsher mental abuse. I believe that the third reason for my bitterness was the most significant, and it seemed like every company that I had been employed by in my adult life, I was constantly dealing with daily racial remarks, double standards in the office, and people always reminding me how lucky I was to be in the position I was in (white and black) and that I should not speak up, instead, just shut my mouth with any organization. Whenever, I asked my family, friends, and colleagues 'why' I should put up with what I felt was abuse: they simply stated, 'its just how things are done.' I started to think about if people in my situation really had to endure such hardships.

My situation being that, I was a 29-year-old African American, living in Sweden (with no concept of the language), and already an executive at a leading multinational organization (Sunny Mobile Communication -SMC). To most minorities where I was raised (Trenton, New Jersey – USA), my life might as well been considered factious in all accounts. My mother brought me up in a single-family home, where my father left my brother, my sister and me at an early age. My family and I had to overcome and endure difficulties like: being homeless, sleeping in the family car, going through winters with no heat or electricity, and constantly moving, or being kicked out our house. Outside the house, there was gangs to deal with, drugs, and the social pressure/ abuse that the people around me felt less than significant.

There were a lot of other significant problems growing up, however, my point is that I've never met, known, or heard about some with my type of background being in a position that I was able to be in. So when others advised me to play ball, or go along with things, I understood how my situation was being viewed. I also understood the concept of paying dues to a company, however,

the mistreatment that I was enduring throughout my professional career was starting to get to me, and the last thing that I wanted was to go into an office everyday, where I felt like I was unwanted, or not given a fair chance.

Wanting to understand the actions by employees in organizations was the basis for my initial research topic on wanting to expose discrimination. The idea was encouraged from past experiences of being employed at companies that emphasized diversity during the interview stage(s), and the organizations concepts of diversity, not being in tune that of my own definition.

DBA: DERRICK ROSS PERSONAL JOURNAL

As for me, I am unsure if this will come true, just because of past experiences from working with international firms. I previously worked in Denmark for a pharmaceutical company called in Nono Nord, where I was culturally discriminated against (see attachment) and was forced to leave the company. Even after an inner company investigation, though Nordisk proved no wrongdoing on the parts of its managers, after a manager did not extend my contract because of cultural difference (as personally stated by him).

The significance of the research is, because while at Nono Nord, I was placed in a similar situation where I was the only minority within my department, and was the only individual without Danish characteristics as the local people in that particular country. Sometimes it's easier to discriminate, or subconsciously discriminate against someone when they look different. Often I have found myself in situations where my errors were significantly overstated on a magnified because I was the only minority in the group. I feel like many nationals feel like it's easier to shift the blame to someone who does not have the same characteristics as their own, or the same belief system, value system, and the same can be said regarding gender. This can often lead to individuals being wrongly discriminated against, and sometimes the person who is doing a discrimination is often unaware of their actions.

DBA: Derrick Ross personal journal (14-Jan-2008)

I honestly believe that the employees and the management team here in Lund, Sweden are oblivious to the notion of diversity and therefore would not necessarily know how to respond to such research tools like surveys and focus groups. This intuition has directed me to perform this case study and to let my research at Sunny Mobile Communication (SMC) to be covert. I feel like this is the best way to perform the case study research here at SMC, because often, I have found myself bringing up the topic of diversity and culture at previous organizations, and in turn, HNE have not taken kindly to the conversation. As most of the time, HNE become insulted, as if one is directly calling them a racist (by bringing up the conversation), a term that most of, if not all people in the corporate world would will/ would like to disassociate themselves from Ross.

Research topic proposal

Initially, I thought that research was simply about picking a topic, feeling passionate about that topic, and then proving one's point on the issue. My research topic was based on my personal perception of a double-edge: In that, I thought when you're African American and successful, you're not allowed to complain ever. Some of my friends and family members have often forget all the hardships you have endured, and focus on your present success, and any complaints about my current job, or lifestyle were immediately met with examples from them (the person whom you're speaking with) current financial, or economical situation. Finally, since my experiences overshadow most whom I grew up with, I had to always maintain the appearance of not being detached, or in other words – I had to appear not to be 'a sellout'.

The other side of the sword deals with me being an African American and successful in that: I'm not allowed to complain ever. I believed that some if not all non-minorities would not necessarily care about the hardships that I had endured, and only focused on my present success (as it related to them), and any complaints on my part, or lifestyle were immediately seen as a lack of gratitude of my situation. Finally, since my experiences sometimes overshadow others

accomplishments, I had to always maintain the appearance of not being too ambitious, or over confidence, and above all I had to appear to be extremely grateful. Placed against a double-edge sword like the one described, the research topic was probably the easiest part of the whole research process for me. I wanted to know why more people who looked like me, were not in the same positions I was in. At times, I often felt left out while at work, because there were not people who I felt could share in things I was interested in, did not think as I did, and ultimately negated to make me feel like outsider within a team environment. Diversity, why did it seem like no organization I'd work for had it?

I once told a friend of mine as it relates to basketball, 'I don't mind not being picked for a game, however, I hate it when people assume that I can't play.' This is where the passion for my research interest started. If I stated that I always wanted to be a doctor – I would be lying, because the people where I am from would say that I was dreaming too high. If someone, even family members stated, that they knew I would be successful; they would be lying also, because I grew-up in a rough environment that is unimaginable to some, and the odds of African Americans making it out their situations still remains low.

This is how things were/ are where I am from, it's nothing to be mad about, and it's just how things are: and I never liked it. I never understood why I had to endure the hardships that I had to endure, and why others lived what appeared to be a carefree lifestyle. When I say 'I' I am mostly referencing African American, or minorities in general, and when I say others, I am mostly referencing White Americans, or white people. I do feel passionate about diversity, it's a topic that I often discuss with friends and family members, and more importantly it's a topic that I am mature enough to discuss now. I'm passionate, because I feel cheated by the way I grew up in American and this passion has fueled me to move forward in life, and pursue my current research.

Developing Research Proposal

After the first DBA meeting, I wouldn't say that I was over my head, but I had no idea of the many steps that were involved, or the exact process that it took just to develop a proper research proposal. I didn't realize that a person had to develop research questions and look to answer them. However, I did know about forming a hypothesis and trying to answer it. My first and most significant surprise initially was when Colin (Dr. Fisher) told me that the answer/ or findings didn't always have to show that 'I was right' in terms of my viewpoint; and that my hypothesis could be wrong, and that the purpose was more, or less to contribute to a body of knowledge. Below, you can see me doing my best Dr. Fisher impression:

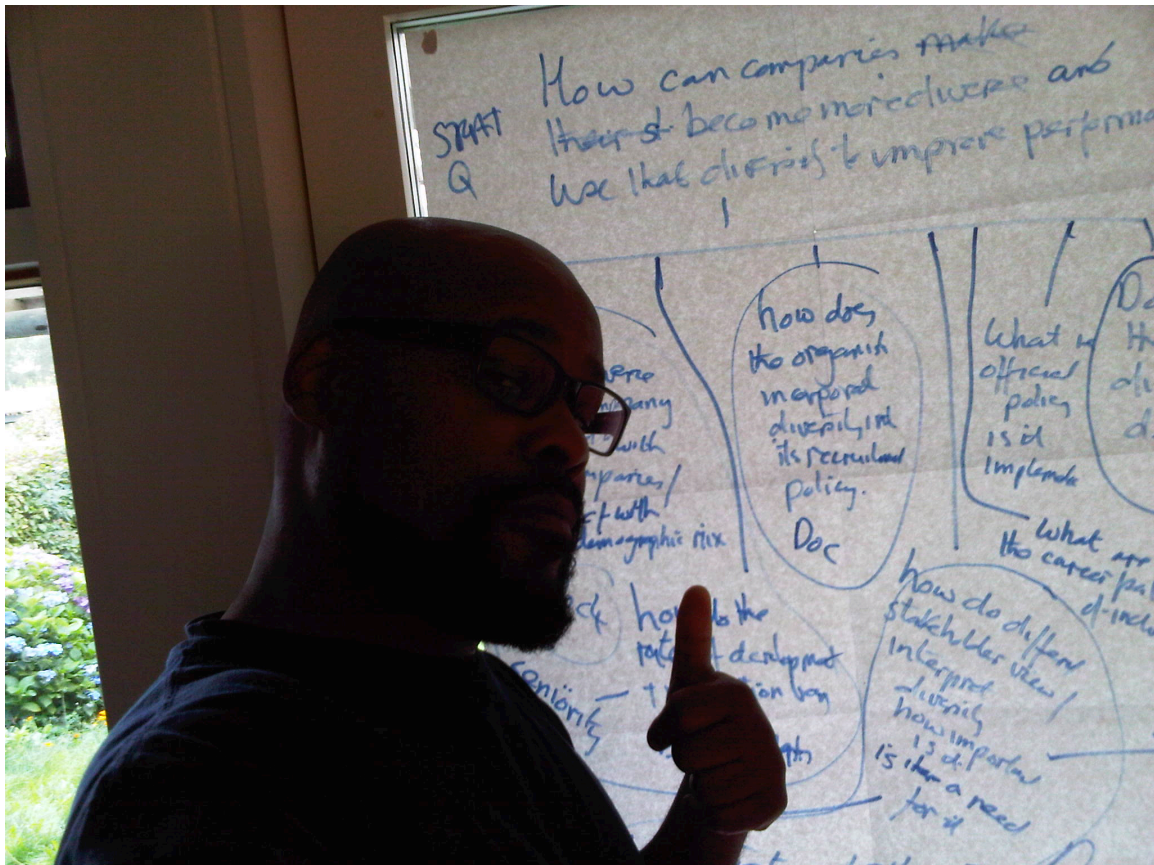


Figure 6.1 (above)

Up until that moment, I thought that the entire purpose of doing research was to prove that a person's theory was correct, or be accepted. The thought of doing research with the outcome being not what a person had expected, or being totally wrong about - made me take a step back and think

about what it was that I was trying to doing, express, or figure out. The image above holds a lot of significance, because it was the first conceptual framework that I had put on paper regarding the research that I wanted to undertake, and Dr. Fisher and Raiden helped be to flush out my ideas. The other significance of the image is that it was taken four years ago, and my research has pretty much followed the diagram above. Below is the diagram in full:

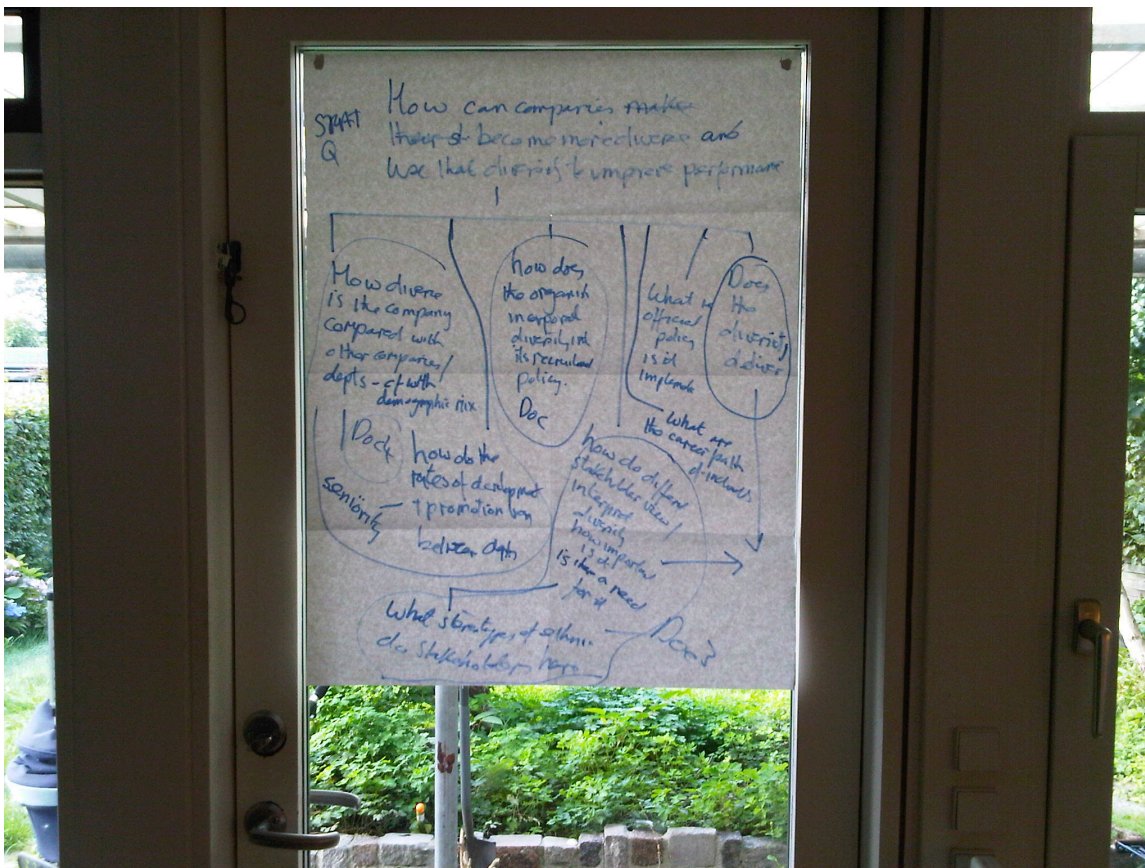


Figure 6.2 (above)

Did I want to prove that there was discrimination in organizations, and point it in people's faces? Yes, I really did. I had already known that discrimination existed from my personal experiences working in the corporate world. However, I started to want to find a way to end discrimination, not necessarily in every facet of life, but in the accounting industry in which I was currently working, and more importantly, in business organizations everywhere. For this reason a

professional doctorate such as the DBA was more appropriate to me than a traditional PhD because it focuses on practice as well as on academic knowledge. Ending discrimination seemed too big of a goal starting off for me, and any one person, however, at the very least I wanted to understand what influenced people to act differently around people from different cultures. Deep inside I wanted diversity, and not the kind of diversity that I was used to seeing in the corporate world where there are minorities at senior positions, however, not as many as white people. So for my initial research topic, Dr. Fisher and Dr. Raiden helped me to separate feelings from logic. I then decided that I wanted to understand how companies could become more diverse and use that diversity to improve performance; while at the same time holding a social responsibility to all employees in the form of a balanced culture/ organizational diversity.

DBA: Derrick Ross personal journal (14-Feb-2008)

Sometimes I wish that my managers and colleagues were from different backgrounds, because then it would be nice to go to work. This is an ongoing problem in every job that I have been at; with the exception of PricewaterhouseCoopers in London. There always seems to be some kind of social divide, and if the minority says something about it, then I'm the crazy one. I believe that my colleagues love the idea of diversity, but in actuality – do not really care for it. The worst part about the whole situation here at SMC in Lund, Sweden is that there isn't enough diversity: so it's not like I can go and hang out with anyone. Swedish people (at SMC), while are capable of speaking English, will only engage in minimum dialogue with a non-HNE who can't articulate the language. I've been here at the company for only about 4 months and already I feel like the pressure and strains for being the one of the only few minorities, and this is a direct result from SMC lack of diversity Ross.

What I learned: summary

In March of 2008, I have officially stopped working for SMC which I had been employed with the company for five months. Eight of those weeks that I was employed at SMC, I had been documenting my experiences in dealing with discrimination, social disassociation, and bullying I

was facing. Previously, I talked about my experience of being discriminated while in Denmark and employed at a company called Nono Nord, and, I did not think that events would repeat themselves at SMC. SMC concluded its investigation into my claim of discrimination - that I had been bullied/discriminated while employed. I proved that the acts by local employees' at SMC undermined my decision making, injected racist comments into daily conversation, and attempted/ and succeeded to social disassociate me from members of the organization.

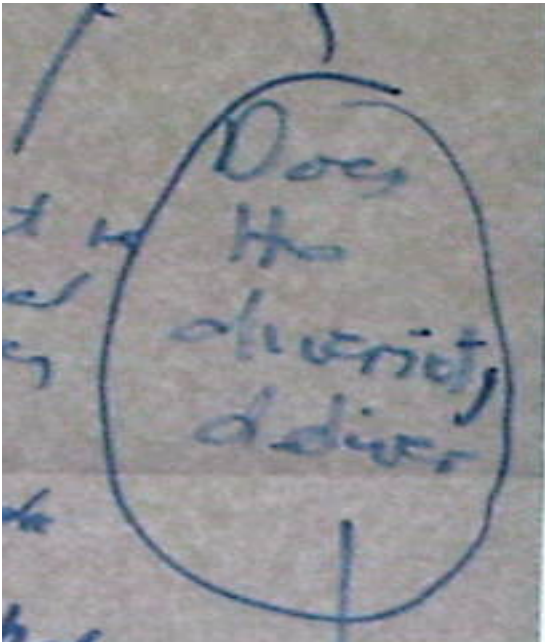
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I received an unusual call from Lene at SMC this morning. Lene call and ask me if I want it my job back! What! I thought about things, but never thought SMC would make the offer for me to retake my position. However, I questioned how things would be, and if I would be returning to a similar situation? I asked Lene these questions, and she stated that Mary would go to another department, and I would have my old job back and the other employees in my department would have to attend some form of diversity training. I told Lene, "no!" Because I did not want to go back to the same type of situation, and still be an outsider. When I asked Lene, how did this offer come about, she stated that Ulricka is not coming back. Nia (Boss over me), Sophie (HR Manager) lied about the whole thing. I immediately called Magnus (my lawyer) and told him the situation and that now...Magnus agreed, because now SMC admitted wrongdoing.

My personal experiences are relevant, because most of my documents focused on interaction in the office, primarily in Scandinavia. Also, my personal experiences living in Sweden (in the southern Sweden, Copenhagen Denmark area) have helped shape not only my research, but also me as a researcher and individual as well. Living in a different country and having the opportunity to see how others handle issues of discrimination, have allowed me to reconsider of my own biases such as; understanding that everything is not as black and white as I had previously believed, instead my experiences lead me to believe that maybe it's an understanding issue. Understanding, in that, my experiences in Scandinavia have taught me that once a person gets a chance to engage in conversation with a person of different culture or background, some perceived biases are then eliminated because of the dialog exchange. These types of exchanges with Swedish and Danish citizens have helped shaped my opinion to not categorize groups of people in future events. After I

received the call in the statement above, I asked myself, 'if diversity was needed' at an organization like SMC.

Figure 6.3



I remember thinking to myself, immediately afterwards, that yes, it was very much so needed, however, I still didn't believe that placing a whole bunch of minorities in a organization would help the any situation. I believed that top management would have to set examples, and that all employees would have to follow management lead. In Hofstede (Framework for assessing culture), Hofstede stated that, culture provides moral standards about how to be an upstanding group member; it defines the group as a "moral circle". I still believe that since organizational culture is comes from top to bottom, then it is up to top management to set the moral standards, as described by Hofstede.

A troubling fact of this whole ordeal at SMC was that all the individual's involved with discriminating again me didn't believe, or see wrong doing in their actions against me Bjorn Ahlander, special investigator to SMC, said that the entire department would have to receive

training, and that the likelihood of individuals being let go, was a possibility, and that they would be dealt with accordingly. Did I think this happened? I thought, probably not, but I did think that the most likely outcome would be for everyone to go on with their daily lives, and when another position came up, I could only assume that a national Swedish person would be picked for the position, and any minority applying for the position would never make it through the initial interview process. I had this perception in part, because most of the individuals there at SMC were unwilling to change.

At the time, the truly disappointing realization is that I believed my being there at the organization, might have made things worse and not the better for minorities at SMC. Past events taught me that the first person to speak up about a problem in a accompany, is usually cast out in that company and given the title I call “once in a lifetime.” Meaning, if I was able to prove that I was racial discriminated at a company, everyone would view it as a one-time event. However, if others wish to speak up in the future, they might not be as fortunate as I was.

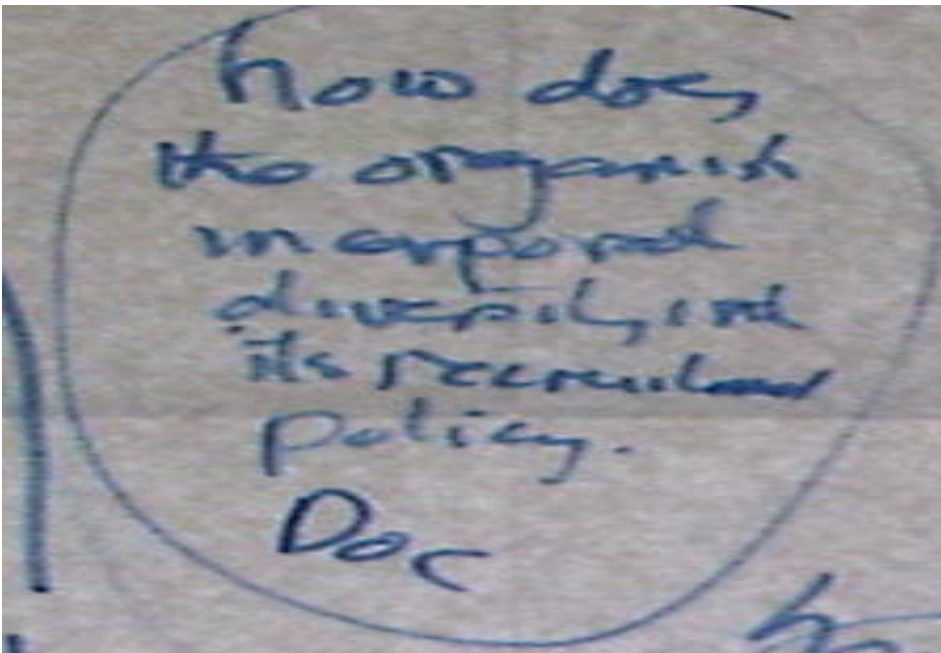
The employees at SMC were mostly comprised of Swedish citizens in my department and consist of a middle age group (30 years and up). I believed that they would only listen to managers who were already established in the organization and who are from other locations in Sweden coming to the site in Lund, Sweden as a transfer. This idea of mine had one stipulation, and that was that employees would accept this manager, but only if his/her skin color was “white.” I say this, because I recall in conversation with former employees at SMC, and they have no respect for even the president of SMC (who was of Asian decent), and when talking about cultures and other countries, it was clear that there was a lack of respect for individuals based on color, skin, and facial features.

Growing through research

Around April of 2008, my personal understanding of the research started to transform, in that, I now questioned that even if an organization was perceived to be diverse, even amongst its minority employees, I wondered, would it still reduce the likelihood that minority employee getting bullied/mobbed, or socially excluded from individuals within the organization. Schon's (1983) stated that a reflective thought is a dialectic process that incorporates action with experience to uncover one's underlying assumptions of reality. My underlying assumptions of reality, were initially that there was general discriminating actions towards minorities, and that I wanted to prove these assumptions to be true. My research went from wanting to prove that there was discrimination in organizations, to wanting companies to become more diverse to improve performance, to understanding the many components to diversity.

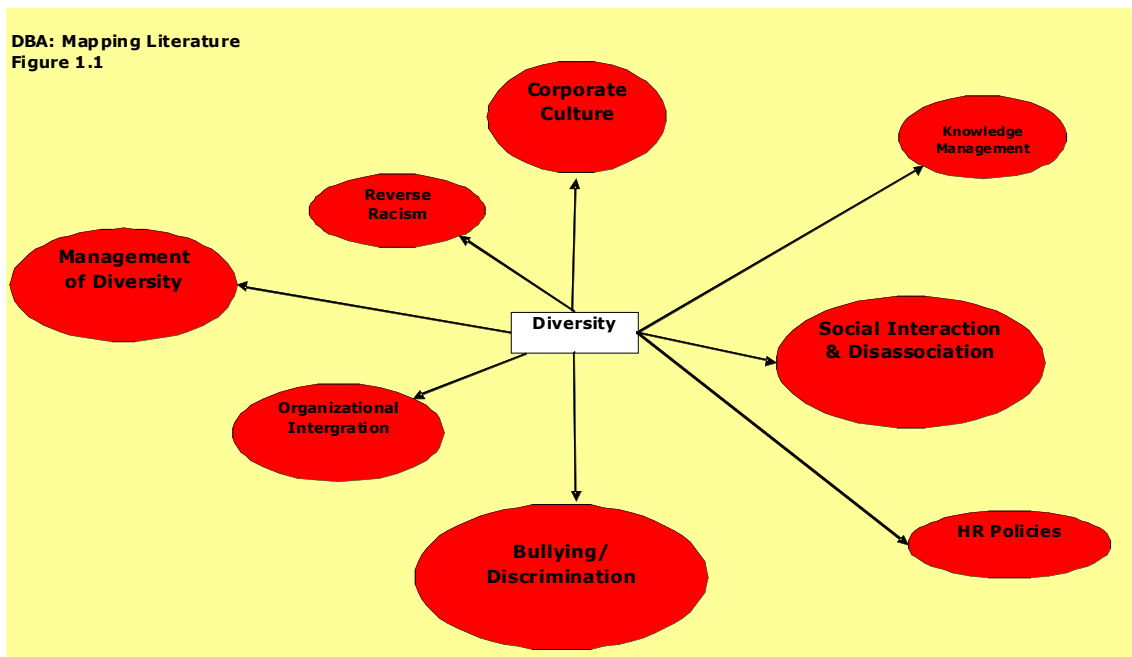
Lee (2009) stated the professional doctorate combines a practice and a research focus and provides an exciting challenge because 'real world' issues and practice relevance are placed at the center of the researchers enquiry. Lee (2009) also state that this task can be daunting because the researcher is making the transition from practitioner to practitioner-researcher; which involves demonstrating the researchers own competence in research, and potential to assist others with their research. While doing the literature review(s), my stance shifted dramatically, in that, rather than putting blame to one group of people for causes of organizational discrimination, I found myself wanting to understand and devise possible reasons/ and solutions to helping make organization culture better for all employees, and prevent the actions by others, like what took place with me while employed by SMC. This was viewed by myself as an important stage in my development as a researcher, as explained by Lee (2009), in that personal bias where pushed aside in order to demonstrating my own competence in the research area, and potential to assist others with future research in the subject.

Figure 6.4



The main theme of my entire research dealt with diversity and some of the important issues that I believed encompassed the subject. Though all of the areas were definitely useful in helping my conduct my research, at the time I chose to focus on corporate culture, discrimination, bullying/mobbing, and social interaction & disassociation. I wanted to attempt to link all the categories together to show how each co-existed and were somehow in a cause and effect relationship to one another. I assumed that the best attempt at gather the necessary information was from the perspective of a minority working for an international company. The connection/ link between the term diversity and other forms of literature began to form:

Figure 6.5



While document two of this research was a mental awakening for me in regards to recognizing the broader picture of the research; the work done in document three addressed rather personal, as well as, impersonal aspects of organizations from my viewpoint. I did examine my own subjective biases concerning events that took place SMC. However, in document three, I also attempted to minimize subjective feelings that were not relevant to the research, even though I had already made judgments based on my past work experiences from working at a previous Scandinavian company located in Denmark.

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We then switched the conversation toward Sweden, and Julie says, “I can't picture you working here in Sweden Ross, because the Swedish are such a close minded society.” I asked her, what gave her this impression, and she basically said, “it's because I have such a worldly view of things and that the Swedish are only really concerned about Swedish people.” Julie then made a suggestion that I should go to work at (SMC) in Munich, within her region, or either in South Africa, Dubai, London, or Turkey. She thought that I would

be a good fit in these areas. Julie went on to explain about how she thought I didn't fit into Swedish society, and I simply stated that I enjoy being in Sweden for the time being, and that my only problem with the company, is that at times, I felt it could benefit from a little more diversity. Julie then said, "hold up Ross, I used to be in charge of the innovation and development department here at SMC, and yes, I believe diversity is the most key factor for innovation. However, "the Swedish and Danish don't want to change."

I thought about this and realized that while the Swedish might not actively acknowledge that diversity, it is needed within the company, especially at SMC where "innovation is one of the key factors in SMC mission statement. Julie made me realize that when doing this research, I do feel strong about diversity, and I feel stronger about the subject than I ever have before, and I do believe that diversity is needed for the future. But just having diversity for the sake of being diverse is not the answer? I do believe that the rest of my coworkers at SMC could benefit from being around a more diverse group. In that, when interacting with other races, they will be more open.

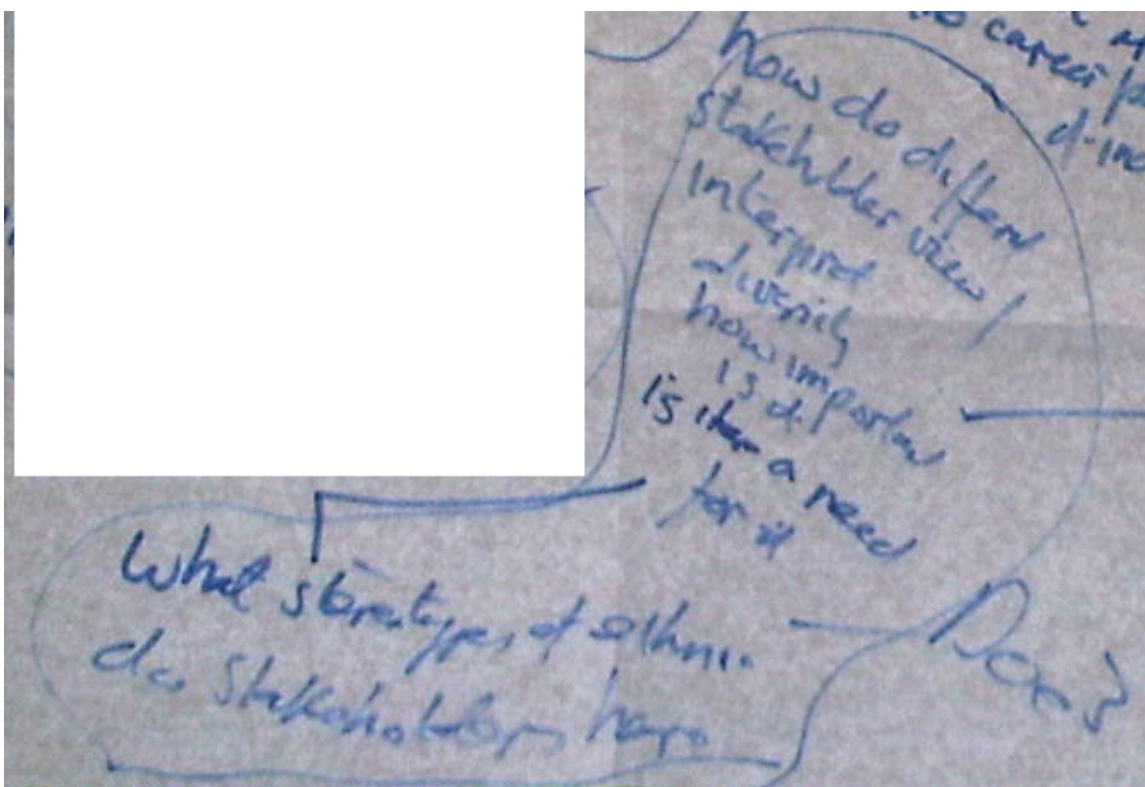


Figure 6.6 (above)

Before experiencing the situation above, I thought as though there was some racial component to everything. However, Julie who was a white German, didn't view my situation in the same manner in which I was viewing it. My biases viewed the situation as black and white; however, Julie made me see that it was a matter of experience. I was reminded of graduate school in central London where my all my friends were diverse. One particular friend/ roommate of mine (Peter) was from Ohio (USA) and he wasn't like other white Americans that I encountered before. Graduate school in London was probably one of the best times of my life, and I am forced to remember the experience. My subjective bias could not withstand my critical reflection of the events.

In the end, I concluded that it was not management lack of understanding towards the issue of diversity, but instead managements failure to respond to the ever-changing dynamics of society and the change taking place inside the workforce. This was a not that far of a stretch from document two's conclusion in that, through the literature review, I concluded that management was not properly equipped to handle issues related to diversity, or cultural differences within the company. Looking back, the two conclusions complemented each other in that I believe that management would have to seek to understand different cultures, and top-level executives would have direct, or make sure that management was acting on this.

Document four followed up on document three's conclusion by investigating the social atmosphere, and again, my research focus shifted to that of gaining better understanding of the society that I was surrounded in and citizens. At this point in the research, I was not looking for facts, just understanding of how people's social views were bought into the work environment and if they displayed, or enacted upon the minority population. While I believe that, based on the data collected, I was able to realize that there are many forms of discrimination taking place in Scandinavia, however, surprisingly it appeared that most of the discrimination was directed toward

both HNE and minority women, a possibility that I had not thought of. The data collected was not able to say with any kind of certainty what form of discrimination had been taken/ or is taking place against these two groups; only that there is some form of discrimination taking place. The data in document four did show that there was a correlation between popularity/ favorability and act of developing friendship though.

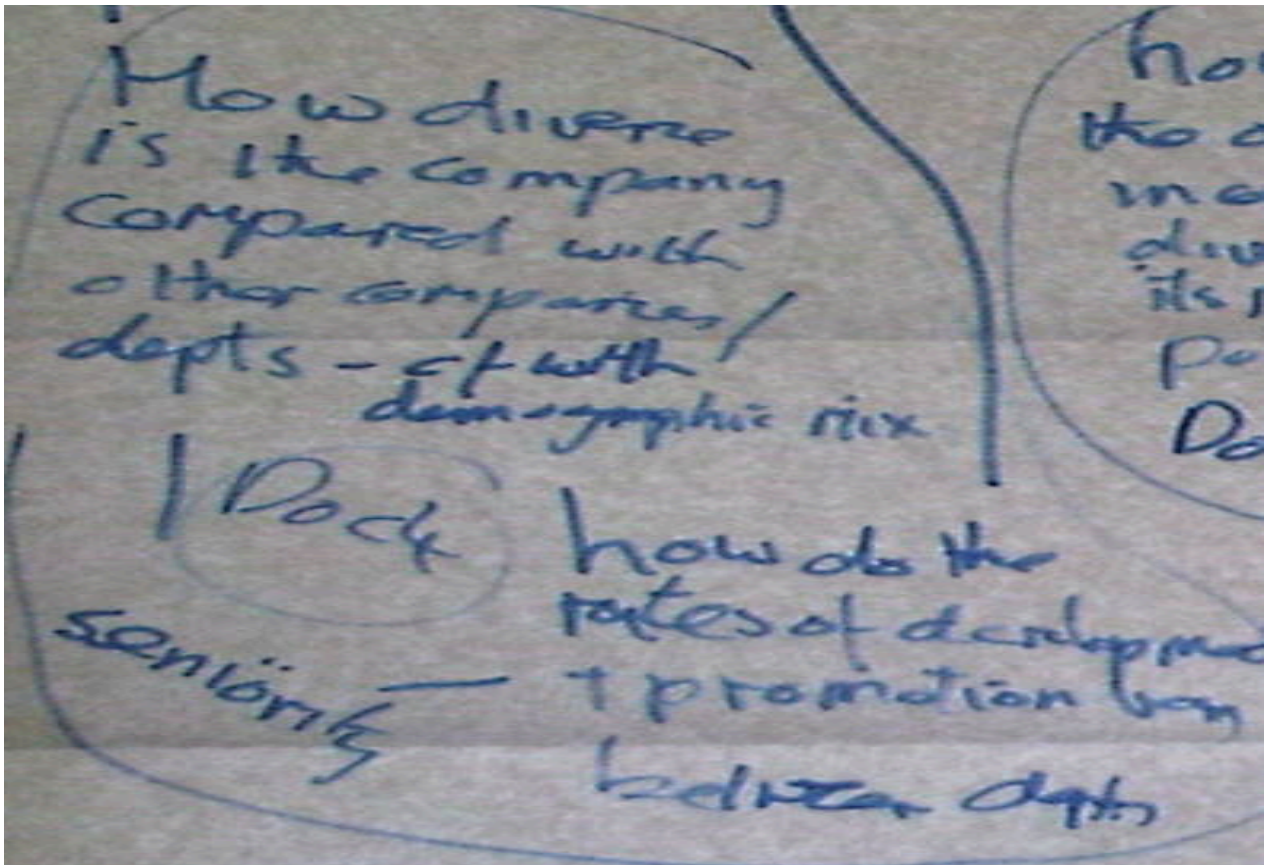
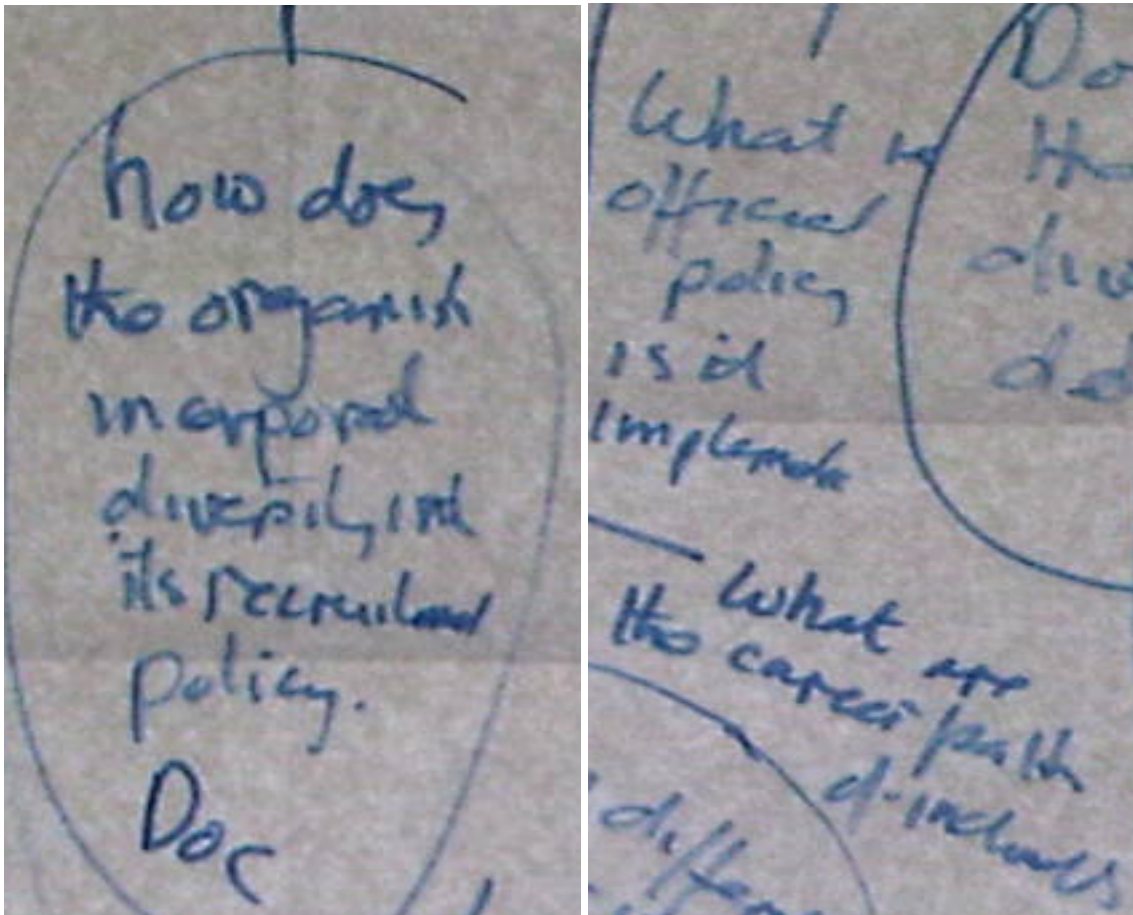


Figure 6.7 (above)

Document 5 brought everything together in that, now I was trying to link how would organizations improve diversity and its recruitment policy, while at the same time trying to figure out if any official policy regarding diversity was in place or needed to be implemented: also what were are the career paths for minorities? The case study that I reviewed and compare responses from the interview with; 'Diversity as Strategy', by David A Thomas David Thomas (H. Naylor Fitzhugh Professor of Business Administration at Harvard Business School) who looked at how

IBM expanded minority markets dramatically by promoting diversity in its own workforce Thomas (2004) was fascinating to me on academic and professional level. It addressed the two key issues on my research conceptual framework:

Figure 6.8



In terms of the diversity composition, many organizations focus is different. As a result, some organizations continue to falter on diversity issues. As organizations become more culturally diverse, the ability to competently manage this evolution will likely result in competitive advantages within the marketplace.

Intellectual Development (through friends and colleagues)

There has always been a comradeship between Never Muskwe and Maria Angelica Perez of the DBA Cohort 9 and myself. I don't know if it was because our research was so closely related, or because we were all of ethnic background, but they were always the first two people who I looked for when I arrived in England and they have been just as much help in my intellectual growth as my supervising professors. I'd honestly think that our research being so closely related has been a big help. When I need help in document two and was looking over the subject of workplace bullying, it was Maria who went out of her way to make sure that I understood what I was writing about. And in document three when I was arguing about social interaction and trying to express the actions of top management, it was Never who put things in perspective, as far as, not letting my emotions get the best of me when writing.

‘One good thing about living amongst a different culture is that a person has a lot of time to reflect on events. The obvious downside of this, is that the events in one's head play over and over again and again, and your looking for the smallest detail as to where the change took place and where will it take place the next time.’

I believe that the biggest intellectual change came when Maria presented me information on Binna Kandola in March 2009, and his concept of eliminating bias. I think she did this because in discussing our research one evening in Nottingham, she sensed that I was no longer interested in putting blame on a group of people for the disharmony in organizations, and she suggested that I read Kandola's book to help take me into a new direction. I always pitted myself against Never and Maria, but not in a bad way, in a motivational way, a competitive way. I always thought that the two of them were very smart and I respected their individual experiences and their current research. I used both of them, as a way to continually improve my research and understanding of events while in the DBA program.

There are other students in the program that I also have a pretty close relationship with, like Jonathan Rogers, who I always felt, made me adhere to the time and submissions of the documents. Jon was the one individual who helped me during this long stretch of being unemployed. He always gave me ideas about new jobs, and made me never feel like I was never at a disadvantage, if anything, he made it seem like I had a huge advantage over the others in terms of time. Other students like Andy and Mathew helped me to not be afraid to express my research to others, and talk about it openly and defend it.

Criticism and Patients

Whenever, I thought that doing research on diversity would be easy and clear-cut, my supervisors (Dr. Fisher and Dr. Raiden) challenged me to dig deeper and elaborate on concepts more than I had, and in doing so, issues of my own bias came to light. I say the biggest part of my growth throughout the DBA program, has been a result of my two advisors. For me, one of the hardest parts of the DBA program was to accept criticism from Dr. Fisher and Dr. Raiden. I wouldn't want to tell a lie here at the very end of the program and say, that I accepted all of their criticism with open arms, and I was ideal student. However, I found out what mattered most, and that was that both advisors were there to help me become a better writer, researcher, and academic. They were right most of the time, so this helped me be able to push my ego aside and listen to them. I'm laughing right now!

When I look back, there were wars between the three of us, at least in my mind, ha ha ha. I would get made at Dr. Raiden for marking my paper up, and I would question if both advisors were being too hard on me. However, after each document was completed, I felt confident about my work and was proud, and this was a direct result of both of their criticism and advice. I distinctly remember Dr. Fisher calming me down one afternoon after I had read Dr. Raiden comments, and

his advice to me was, ‘you have to have thicker skin Ross.’ He reminded me that criticism is something that comes with the territory of being an academic. It was in that moment that I realized he was treating me like an academic, and more importantly I realized Dr. Raiden was too, and again I felt proud. Proud, not because I thought we were on equal terms, but proud because the best was being asked of me. After that, I learned to live with the criticism, not necessarily like it, but live with it, yes.

Being able to deal with criticism is one thing, however, being patient was never a strong suit of mine. I would say that I was ok with the whole DBA process, until document five came along. I had passed four previous documents around the time I expected, however, document five took me longer than expected. If it was up to me, I would have submitted documents five and six last year in 2010, however, Dr. Fisher and Dr. Raiden did not think that the documents were ready for submission. This drove me beyond crazy, and at times made me question, if being a doctor was what I really wanted: Last December was such a time, where I felt like giving up totally. I talked to Dr. Fisher about it, and he advised me to take a couple of weeks off, and give the matter some thought, and more importantly, to be patient because I was almost done. My wife said to me, ‘why don’t you just submit it and ignore your advisors?’ I thought about it for a minute, and I said to her, ‘they’ve (Dr. Fisher & Dr. Raiden) been right and helped me get this far, no reason to not listen to them now – I’ll redo the document again, and again, and again.’

I was looking at time and the progress of other classmates who had submitted before me, and compared myself to them. The research was affecting my personal life with my family and friend, and quite frankly, I was getting tired of people always asking me, when I was going to be done! After hearing the same questions over and over, things started to get to me, and I was more concerned with time, then with overall quality. In the end, it was the meetings and talks with my

two advisors that got me through the hard parts, because this was what its like to become a doctor. Better patients on my part, lead to better understanding of my material, more focus on my writing, and better dialog between my advisor's and I. I guess having think skin and patients is essential to becoming a doctor.

What was learned

What did I learn in my 3 years of doing academic research? Well, there is no one thing that I've learned, instead there are a bunch of things realized, identified, and grown upon. I am an African American male who grew up in the US in the late 70's, early 80's and as an African American male I was brought up to know the very existence of racism as common as another language. I could look on the tv, go outside, and even when I went to school I knew that I wasn't awarded the privileges of others. I lived in the ghetto, but back then, blacks actually looked out for one another, and took care of each other, because of necessity and understanding of what each other was going through. Growing up we were told that we could be what ever we wanted to be, but the words that people spoke weren't backed with any kind of convictions, so instead of hope, the words felt more like empty promises. This is not a cry for sympathy, its just a actual fact of my past, and in order to explain what I learned, people must understand the social environment and the mental state of someone growing up in the inner-cities of the USA in the late 70's, early 80's.

I talk about a writer named Binna Kandola a lot in my research, because he is one of the few recent writers who actually talk about eliminating biasness and looking into one's self at his/her own biasness. In doing so, his idea/ concepts forced me to look at my own biasness whenever I wrote something down, or tried to express how I felt at any given time. The first time I felt like I was on equal ground with a Caucasian person was in 1994 when I had accepted a scholarship to attend a summer program at Northfield Mount Hermon in Northfield, Massachusetts. All of my

teachers were Caucasian and seemed to be more interested in my mind than the color of my skin. It was my first time out of the ghettos of New Jersey and I had a personal mission to prove to everyone up there that I belonged to study with them, besides, there were about only 25 black students out of about 200 white, 100 Asians, and 80 middle-eastern kids there (was there diversity).

My summer was going good until the very end; I made a lot of new and life long friends, but one day my teacher awarded me with the most outstanding student award. After the class was over a Caucasian girl (let's call her Karen) who always seemed to have something against me: congratulated me, and in doing so, told me that 'I was the smartest nigga' that she had ever met, as if this was a compliment. She wasn't trying to be funny, but then again I didn't think that she was trying to be evil: I think calling black people the 'N' word in Mississippi where she was from was normal. I didn't shake her hand and wondered why.

That moment stuck out all throughout my life, because right there I felt that no matter what I did in life, no matter how well I did, no white person would ever see me for who I was. I went back to New Jersey, not determined, but inspired to never change who I was. Doing the research into diversity, I never thought or even looked at myself to be part of the problem. Even when Maria (DBA) and I talked about Kanola's book, I would always question to her, how could minorities be part of the problem and have biasness, but she was right, and Kandola was right too. In order for the social organizations to move forward with diversity, everyone has to first eliminate his/her own biasness. This research helped to eliminate many of the bias that I still carried around with me over the years, by presenting new challenges to me at every turn. So, by document five, I no longer wanted to prove that something existed, or explain why minorities still faced difficulties in the office, but instead, I was more concerned with trying to find a way to fix the problems, and find a solution that would get everyone to coexist.

I realize that other minorities may have had different experiences with England, but I've worked there, lived there, and studied there, and for some strange reason, I defend England more than I defend my own country of the US. Everyone in the US and here in Scandinavia always ask me why I love London and England so much, and I never answered them, not one single person. However, in all honesty, London was the first European city that I visited/lived in outside the US, I've studied at two universities in England (received (1) MBA degree, DBA-Still to be determined), worked there and had a great boss, but most of all - it was the first time since going to that summer program in Northfield, Massachusetts where I felt equal to everyone, and no one treated me like I was a minority. Maybe to eliminate one's own biasness, you have to be around people who don't view you as being different, maybe?

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