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Effect of bilingualism on HRM and vice versa

Different language, different treatment?

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ABSTRACT:

The purpose of this thesis was to find out if there is a link between native language and received treatment at workplace. Background of this thesis comes from my own interest towards this subject and from the fact that there is no research done about this subject. The key research questions revolve around the influence of bilingualism on HRM, and especially the treatment and performance of Swedish speaking Finns at workplace. Swedish speaking Finns are the main part of the research question because of their position as minority. The hypothesis was that Swedish speaking Finns are treated and are performing differently on workplace compared to Finnish speaking Finns. The core theory of this thesis was theory of representative bureaucracy, which suggests that bureaucracy's or organizations should be a cross-section of the public they serve. The theory suggests that decision-making is more flexible and responsive towards the needs and wishes of the public if the composition of decision-making organ resembles the public they serve. The research was done by dealing a questionnaire to the staff of city of Vaasa through the city's intranet system KiVa. The questionnaire got 207 respondents, out of which 154 were Finnish speaking Finns and 53 were Swedish speaking Finns. The results suggest that Swedish speaking Finns are treated differently to some extent compared to Finnish speaking Finns. The biggest differences are found from statements that were concerned about discrimination and inclusiveness. Swedish speaking Finns experienced and had noticed bullying and discrimination based on native language than Finnish speaking Finns. The smallest differences were found on statement that were concerned about well-being and receiving feedback, and performance. In open questions both language groups found good and bad sides on bilingualism. Being able to serve customers in their own language was found to be a good side. Bilingualism was also seen as richness and to learn new things from other culture. Both language groups saw the value of other language than their own in recruitment as a bad side. Finnish speaking Finns thought that bilingualism is expensive, and it consumes resources. Swedish speaking Finns saw that bad side in bilingualism is that majority of information and schooling are only in one language, so the languages are not in equal. Results show that native language has influence on received treatment.

KEYWORDS: Bureaucracy, representation, HRM, bilingualism, discrimination, equality

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TIIVISTELMÄ:

Tämän tutkielman tarkoitus oli selvittää, onko äidinkiellä vaikutusta saatuun kohteluun työpaikalla. Tutkielman taustalla oli oma mielenkiintoni aiheita kohtaan sekä se, että kyseisestä aiheesta ei ollut aiemmin tehty tutkimusta. Tutkielman keskeisimmät tutkimuskysymykset koskevat kaksikielisyyden vaikutusta henkilöstöhallintoon sekä erityisesti ruotsia äidinkielenään puhuvien henkilöiden kohtelua sekä suoriutumista työpaikalla. Ruotsinkieliset kuuluvat olennaisesti tutkimuskysymykseen johtuen heidän vähemmistöasemastaan. Tutkimuksen hypoteesina oli, että ruotsinkieliset saavat erilaista kohtelua sekä suoriutuvat työpaikalla eri tavoin verrattuna suomenkielisiin. Tutkielman ytimessä on edustuksellisen byrokratian teoria, jonka mukaan kunkin byrokratian tai organisaation henkilöstön tulisi olla ns. ”peilikuva” siitä yleisöstä, jota se palvelee. Edustuksellisen byrokratian teorian mukaan päätöksenteko on joustavampaa ja se vastaa paremmin yleisön tarpeisiin sekä vaatimuksiin, jos päätöksentekojen koostumus mukaillee palveltavaa yleisöä. Tutkimus suoritettiin Vaasan kaupungin henkilöstön henkilökunnalle jaettuna kyselyllä, jossa esitettiin väittämiä jaettuna erilaisiin kategorioihin sekä kaksi vapaaehtoista tekstikenttää. Väittämät olivat luonteeltaan neutraaleja mielipiteisiin ja kokemuksiin pohjautuvia. Kysely jaettiin Vaasan kaupungin KiVa-intranetjärjestelmässä. Kyselyyn vastasi 207 henkilöä, joista 154 oli suomenkielisiä ja 53 ruotsinkielisiä äidinkieltään. Tulokset kertovat, että ruotsinkieliset saavat jossain määrin erilaista kohtelua verrattuna suomenkielisiin. Suurimmat erot löytyivät syrjintään sekä osallistavaan/inklusiivisuuteen liittyvissä väittämässä. Ruotsinkieliset kokivat kokeneensa sekä todistaneensa äidinkieleen perustuvaa kiusaamista sekä syrjintää enemmän verrattuna suomenkielisiin. Pienimmät erot olivat taasen väittämässä, jotka koskivat hyvinvointia sekä palautteen saantia ja suoriutumista työpaikalla. Avoimissa kysymyksissä molemmat kieliryhmät löysivät kaksikielisyydestä hyviä sekä huonoja puolia. Kysyttäessä kaksikielisyyden hyviä puolia, molemmat kieliryhmät näkivät positiiviseksi sen, että asiakkaita pystytään palvelemaan heidän äidinkiellään. Kaksikielisyyttä nähtiin myös rikkautena sekä keinona oppia uutta toisesta kulttuurista. Kaksikielisyyden huonoiksi puoliksi molemmat kieliryhmät näkivät sen, että toisen kielen paino esim. rekrytoinnissa on liian suuri. Suomenkieliset näkivät huonoksi sen, että se on kallista ja resursseja kuluttavaa. Ruotsinkieliset näkivät huonoksi puoleksi sen, että suurin osa tiedosta ja koulutuksista, joita organisaatiossa liikkuu, tapahtuu lähes yksinomaan suomeksi, eli kielet eivät ole tasa-arvoisessa asemassa. Tulokset siis osoittavat, että äidinkiellä on vaikutusta saatuun kohteluun.

AVAINSANAT: Byrokratia, edustus, henkilöstöhallinto, kaksikielisyyttä, syrjintä, tasa-arvo

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1 Introduction

My hometown is bilingual. Two languages living in harmony in same place simultaneously. My hometown Vaasa is known throughout Finland as a place in which Swedish is spoken along with Finnish. Sometimes when I have met people from other parts of Finland, they presume that I speak good Swedish and sometimes they see me through a scope in which I'm this stereotypical Fenno-Swede, both in positive and negative fashions. What I mean by this is that Vaasa is usually associated with Fenno-Swedes. I am a Finnish speaking Finn and I speak average Swedish for a person whose native language is Finnish. Where am I going with this you might ask? I am leading you to the world of bilingualism of which this thesis is about along with the emphasis on its effect on HRM. These concepts will be explained more deeply later in this thesis.

I chose this topic for a couple of reasons. First being the fact that I did not find any research that handle this subject. Second being that as a native inhabitant of Vaasa I find this subject to be intriguing. I have lived here all my life, so I am familiar with living in a bilingual area. Although bilingual cities and municipalities are not too rare in Finland or even in the world, there seems to be close to no research done about how two languages work in the same organization. I see that Finnish and Swedish languages being used in the same organization differs from other bilingual compositions firstly because the languages come from different language groups and secondly because the native language (meaning the official languages Finnish and Swedish) affects the culture of the speaker. While the nationality is the same, the cultures differ. Differences between languages and cultures are explained profoundly later.

1.1 Swedish language in Finland

Finland is a country of two official languages. Finnish holds the position as the majority language as 87.6% of the population speak it as their native or first language. The other official language of Finland is Swedish and 5.2% of population speak it as their native language (Population Structure 2018, Statistics Finland.) Finnish law states that people living in Finland have the right to get service in their native language from the officials of any kind. Cities or municipalities is either unilingual or bilingual. City or municipality is designated as bilingual if the minority (either Finnish or Swedish) comprises 8% or 3,000 persons of the population (Language Act 423/2003.)

Predominantly Swedish speaking areas are found in the western coastal areas of Finland. Areas with the largest populations of Swedish speakers in continental Finland (excluding Åland Islands) are the regions of Pohjanmaa (49,5% of the population), Keski-Pohjanmaa (9%), Uusimaa (7,9%) and Varsinais-Suomi (5,7%). Municipalities with largest Swedish speaking populations are Luoto (92%), Pedersöre (89%), Uusikaarlepyy (86,4%), Korsnäs (85,8%) and Maalahti (85,2%). All municipalities are in the region of Pohjanmaa. Cities and municipalities with largest absolute population of Swedish speakers are Helsinki (36,533 persons / 5,6% of the total population), Espoo (19,999 / 7,1%), Raasepori (17,832 / 64,6%), Vaasa (15,555 / 23,0%), Porvoo (14,672 / 29,2%), Mustasaari (13,350 / 68,7%), Pietarsaari (10,861 / 56,3%) and Turku (10,406 / 5,4). All these cities/municipalities are designated as bilingual (Population Structure 2018, Statistics Finland.)

1.2 Research questions and structure

This thesis focuses on the city of Vaasa. A deeper insight of Vaasa will come later as an own chapter. The purpose of this study is to find out the effect of bilingualism on HRM and vice versa. The research questions are following:

- Does bilingualism influence HRM and vice versa?
- Are Swedish speaking Finns performing, and/or treated differently?

Research was done with a questionnaire, which was sent to the personnel of the City of Vaasa.

Main hypothesis on this research is “Swedish speaking Finns are performing and are treated differently” which is based on the theory of representative bureaucracy, which will be presented later.

The structure of this thesis consists of presentations of concepts and the city of Vaasa, theoretical basis, statistics/results, and conclusions.

2 Concepts and definitions

In this chapter I will go through the concepts and definitions of bilingualism and HRM separately as both are the cornerstones of this thesis. I'll explain the usage of these terms in the context of this thesis.

2.1 Bilingualism

What bilingualism means? To define what bilingualism means, I see that a proper way to start defining is to search the word from a dictionary. I've chosen to define the word by looking what it means in different languages. Because I'm a Finn researching a subject involving Swedish in English, I'll define this word by using three different dictionaries. In Finnish bilingual (*kaksikielinen*) is defined as "speaking two languages; something where two languages are used; using two languages" (MOT *Kielitoimiston sanakirja*). In Swedish bilingual (*tvåspråkig*) is defined as "who controls two languages (almost) perfectly" (MOT *Norstedts Svensk ordbok*). Definition of bilingual in English is "speaking two languages fluently" (MOT *Oxford Dictionary of English*). Reoccurring theme in these definitions is the ability to speak and/or handle two languages.

Grosjean (2008, 9–14) defines bilingual person to be someone who regularly uses two or more languages in his/her everyday life. Grosjean also provides two different views of a bilingual person which are fractional and wholistic views. Fractional view suggests that a bilingual person is two monolinguals (a person speaking only one language) combined and wholistic view suggests that bilingual person is a result of integration of languages. In wholistic view a bilingual person has a unique linguistic configuration in which the two languages cannot be separated.

Both the dictionaries and Grosjean offer us a comprehensive definition of bilingualism but these definitions also bring up questions. Is person born a bilingual or does the

person become bilingual throughout his/her life? Can I consider myself to be bilingual or even multilingual because I can speak and understand Finnish, Swedish, and English? Becoming bilingual or multilingual varies. There are two ways of becoming bi-/multilingual which are called simultaneous and sequential. Becoming bilingual simultaneously means that in childhood one learns one or more languages by hearing and using them at home regularly and sequentially bilingual means that one learns acquire one language first and later learn the other languages through education and/or environment (McLeod, Verdon & Theobald, 2015, 387.) This suggests that anyone can become bi- or multilingual. I would still suggest that being bi- or multilingual requires a certain degree of proficiency and fluency of both languages.

2.2 HRM

HRM (Human Resources Management) can be defined to be employee management in an organization. HRM is a strategic tool for an organization as it is responsible for recruitment and development of the personnel in the organization. Other tasks that belong to the HRM section of an organization are retention of employees, pays and salaries, rewards and well-being and safety of the employees. HRM can consider employees, management, and the organization as its customers, as the functions of HRM are meant to fulfil the needs of all and it takes care that the relationship between employees and management is in order. (Juneja, 2018; Svetlik & Stavrou-costea, 2007, 198–199.)

While HRM is usually associated with recruitment in its simplest form, it has lots of things which it is responsible for. One of these things is the fact that humans cannot be handled as resources only. Humans are complex beings as we have different experiences, values, morals, and norms that we've internalized. HRM must take care that the mentioned factors fit in the organization and vice versa. HRM focuses also on creating a balance between financial welfare of the organization and its employees. At the same time, HRM faces societal challenges that it needs to make contribution to. These challenges can be

such as participation, diversity, sustainability, and inclusion. HRM functions are important to an organization as they add both financial and moral value. The functions are both instrumental and humanistic as they take care of the productivity, profitability and increase of shareholder value at the same as they take care of the human through legitimacy, fairness and trust (Paauwe & Farndale, 2017, 3–5.)

HRM is responsible for many things in an organization. It is a broad section of any company, not maybe by its amount of staff, but the tasks and missions it must complete and take care of are diverse and vital for the organization.

3 Case: City of Vaasa

City of Vaasa (est. 1606) is located on the west coast of Finland in the region of Pohjanmaa. Vaasa is the 14th largest city in Finland with 67 552 inhabitants. 68% of population speaks Finnish as their native language and 23% speaks Swedish. Rest of the population (9%) have other native languages. Vaasa has five higher education institutions (universities and universities of applied sciences). Students form a large portion of the demographic as approximately every fifth resident is a student. The city council is consisting of 59 seats and three biggest parties are Swedish People's Party (18 seats), Social Democratic Party (13) and National Coalition Party (10). Vaasa's employment rate is 71% and the top five employers of Vaasa are the City of Vaasa (5 283 employees), Wärtsilä Corporation (3 018), Central Hospital (2 121), ABB Oy (1 797) and Danfoss (660) (City of Vaasa, 2019.)

3.1 Differences between Finnish speaking and Swedish speaking Finns

Pitkänen and Westinen (2018) conducted a study about the differences in identities, values and attitudes between Finnish speaking Finns and Swedish speaking Finns. The results showed that Finnish speaking Finns and Swedish speaking Finns are rather similar than different regarding identities, values and attitudes. Biggest difference in identity was strong feeling of belonging into a minority among Swedish speaking Finns. Swedish speaking Finns were also bit more attached to regional society, meaning their province (*maakunta*), hometown and childhood's environment. Swedish speaking Finns held "being Nordic" more important than Finnish speaking Finns who held "being Finnish" more important (Pitkänen & Westinen 2018, 9–15.)

In political dimension there were some differences between Swedish speaking Finns and Finnish speaking Finns. Cultural liberalism was high in both Swedish speaking Finns and Finnish speaking Finns in larger cities but in larger cities Swedish speaking Finns were

more right-wing oriented than culturally liberal Finnish speaking Finns who were more left-wing oriented. In smaller cities (in Pohjanmaa and Keski-Pohjanmaa regions) traditionalism was more popular which can be explained through cultural differences and religiousness (Pitkänen & Westinen 2018, 28–31.)

3.2 Differences between Swedish speaking Finns

There were regional differences between Swedish speaking Finns regarding what they accentuate in their identity. Swedish speaking Finns in Pohjanmaa and Keski-Pohjanmaa accentuated religiousness, volunteering and native locality. Cultural liberalism was accentuated by Swedish speaking Finns in Varsinais-Suomi area. In Greater Helsinki area Swedish speaking Finns held social class, political stance and being European important. In Uusimaa (excluding Greater Helsinki) Swedish speaking Finns held native locality and volunteering important. Swedish speaking Finns are not internally unified group (Pitkänen & Westinen 2018, 36–37.)

4 Theoretical basis

4.1 Theory of representative bureaucracy

The core theory of this thesis is the theory of representative bureaucracy. Representative bureaucracy means that any organisation or office which has administrative power over public should be demographically representative of the clients it serves. The theory suggests that if a bureaucracy's composition is a cross-section of the public it serves, the decisions will represent the will of the people. This assumes that individuals sharing same or similar demographic background are prone to share the same values and attitudes, thus their decisions will be similar (Marvel & Resh 2015, 281-282.) Theory also suggests that when a bureaucracy is representative, meaning that the composition is rather diverse, it has a broad range of people with different talents and social and ethnical backgrounds (Dolan 2016, 23–24.)

The main argument of the theory of representative bureaucracy is that a diverse bureaucracy leads to responsive public policy. Theory also suggests that by having a bureaucracy that is representative the formulation and implementation processes of policies take all the interests of the public served into account (Kennedy 2014, 396; Sowa & Selden 2003, 700.)

As this thesis studies the differences between languages in the City of Vaasa's organization, it is necessary to give an example about what this theory means in this context. 68% of the population in Vaasa speaks Finnish as their native language and 23% speaks Swedish. This means that the organization of the City of Vaasa should have the same percentage with languages in the city's administration for it to be representative because the administration after all serves the whole population of Vaasa, more or less.

4.2 Active, passive and symbolic representation

There are three known types of representation which are active, passive, and symbolic representation.

Active representation is also known as responsible representation. This means a situation where an individual is expected to promote the interests and desires of those whom the person is presumed to represent. This presumed representation can mean a whole group or a segment (Dolan 2016, 20.) Active representation appeals to officials with minority background to consciously use their position to promote the interests of the group of which they represent (Groeneveld & Van de Walle 2010, 246.) Active representation theory suggests that it occurs because bureaucrats share core attitudes, values and beliefs with the social groups from which they are drawn. Actively representative bureaucrats act either consciously or unconsciously to see that the interests of individuals who share their group identities are not overlooked or dismissed during the processing or implementation of policies (Bradbury & Kellough 2001, 158.) In a nutshell, active representation means that official or any representative in any position should be pursuing policies that take the interests of his/her background into account. An example could be a situation where a Swedish speaking Finn is partaking in decision-making process in a fashion that the final decision or policy represents the interest of all or a segment of Swedish speaking Finns in that area.

Passive representation, aka sociological representation, means a situation where an organization becomes more inclusive and begins to include people from specified minority groups, e.g. ethnicity or gender. By employing minorities to their proportionate numbers in the population the organization becomes passively representative (Dolan 2016, 21; Bradbury & Kellough 2011, 158.) The main idea of passive representation is that the bureaucracy's social characteristics mirror the general population (hence the sociological representation) (Van Ryzin & Riccucci 2017, 1366.) Passive representation can be

regarded as an instrument of making the organization more democratic or to reduce social tensions (Groeneveld & Van de Walle 2010, 240.)

Symbolic representation is the most recent form of representative bureaucracy. The thought of symbolic representation means that a passively represented bureaucracy can translate into benefits for the citizenry without any actions by the bureaucrats just by existing. Symbolic representation in an organization can have effects on society, such as creating trust and legitimacy within the community and in return bureaucracy may get more cooperation and compliance from the members of the community (Ricucci & Van Ryzin 2017, 25.)

The difference between active and passive representation is quite substantial. In passive representation minorities are included into bureaucracies but they are not necessarily expected to represent the groups they belong to. Meaning that against the assumption they even might partake in decisions that are against the group they represent. In active representation the situation is opposite. In active representation the people from minorities are expected to promote the interests of the group they belong to. It is suggested that passive representation is linked to active representation. For this to happen, bureaucrats with minority backgrounds must be competent to act on behalf of minority clients as minorities are more likely to promote decisions and interests which are beneficial for them (Marvel & Resh 2015, 282; Ricucci & Van Ryzin 2017, 23.)

4.3 Effects of representative bureaucracy

In a study about representative bureaucracy in schools, it was found that racial and ethnic representation in teaching staff had positive influence on test scores in reading and mathematical subjects. Also, when the teaching staff was more representative, the disciplinary actions taken by the staff were more rehabilitative than punitive (Roch & Pitts 2012, 298).

Representative bureaucracy has been found to have positive effects on major policing organizations. In a study on LAPD (Los Angeles Police Department) it was found that hiring Latino and African American officers improved the attitudes of both minority and non-minority communities toward the LAPD over time (Lasley, Larson, Kelso & Brown 2011, 489.)

These studies suggest that representation in bureaucracies have positive effects on society and public in general. Theory of representative bureaucracy promotes inclusive values and through that it creates positive outcomes.

5 Methodology

The method in this thesis is a questionnaire. The questionnaire as a method is most suitable for this kind of survey as the purpose is to find out people's experiences and feelings. The questionnaire is available in both Finnish and Swedish, so the respondent can choose his/her native language. The questionnaire has 21 questions divided into five different categories with two optional questions, which we will be looking more closely soon. I chose to categorize the questions as it is a clear method to find answers with. My purpose is to find if there is correlations or dependencies between native language and agreeing or disagreeing with the questions/statements. By doing this we will get a picture about treatment and performance experienced by both language groups.

Most of the questions have five options for an answer, because it adds more range. Although questions have their designated categories, the questions are not presented in same fashion in the survey form due to technical limitations with the survey program.

The survey begins with responder choosing his/her native language (Finnish or Swedish). The native language acts as a variable throughout the whole survey.

5.1 Category 1: Discrimination

Category 1 concentrates on discrimination based on native language. The five questions of the first category are the following:

- I have experienced discrimination based on my native language in my workplace
- I have experienced workplace bullying
- I have noticed discrimination based on native language in my workplace
- People are treated differently because of their native language
- Native language influences employment in my organization

This category has two different answering options, both having five options.

- Never – Rarely – Can't say – Sometimes – Often
- Strongly disagree – Disagree – Can't say – Agree – Strongly agree

The first options (Never – Often) are used in the first two questions respectively as they help to find out if discrimination based on native language and workplace bullying has different frequency towards either one of the variables. The rest three questions have the latter mentioned options because they are more opinion- and experience-based questions. The option “Can't say” is to be considered a “neutral” or “undecided” option in this study.

5.2 Category 2: Participation

The second category is concerned with the participative, inclusive and cooperative dimensions of bilingual work environment. All the questions have the same answering options (Strongly disagree – Strongly Agree). The questions are:

- There are factions based on native language in my work community
- Decision-making in my organization is favourable to the other language group than my own
- The collaboration between languages works well
- Both languages are taken into account in my organization
- Communication between colleagues and others in the same organization is easy

5.3 Category 3: Well-being

The third category of questions consists of questions regarding the well-being of the respondents. The questions revolve around physical and mental well-being, appreciation, fairness and support. Answering options are the same as in Category 2 (Strongly disagree – Strongly agree).

- My organizations culture supports my well-being
- I get appreciation in my workplace
- My workplace is fair to everyone regardless of native language
- I feel anxious about going to my workplace
- I get mental support from my supervisor and colleagues when needed

5.4 Category 4: Performance/Feedback

The fourth category is centred around performance and feedback.

- I have received constructive feedback from my supervisor
- The workload is distributed equally in my workplace
- Communication with my supervisor works well
- I perform my work as good as my colleagues
- My supervisor or colleagues have given me recognition about work well done

In this category, the first question has the answering options range of Never – Often. Other four questions have the same answering options as second and third categories (Strongly disagree – Strongly Agree).

5.5 Category 5: Attitudes

The fifth category has three questions in it. Only one of these questions is mandatory, the other two are optional. The purpose of this category is to find out the attitudes towards bilingualism. It has both quantitative question and two qualitative questions. The questions are:

- My attitude towards bilingualism is...
- Are there good features in bilingual organisation? If yes, what?
- Are there bad features in bilingual organisation? If yes, what?

The first question respectively in this category is quantitative question with an option range of five options (Very negative – Negative – Neutral – Positive – Very positive). By using this scale, it is possible to get even the most extreme opinions. The two latter questions are optional for the respondents. Their answers are limited to five sentences in both questions to avoid too long responses.

5.6 Limitations of the survey

This survey was designed only to study the difference of Finnish speaking Finns and Swedish speaking Finns. The survey does not ask about the sectors or units in which the respondents are currently working in. Thus, it is not possible to get deeper knowledge if people in general or people in certain sectors or units answered more negatively or positively.

6 Results

6.1 Respondents

The respondents (n=207) were reached by using the City of Vaasa's intranet-system KiVa. 74,4% of the respondents were Finnish speaking Finns and 25,6% were Swedish speaking Finns (Figure 1.). These percentages are quite close to the language distribution within the population of Vaasa (68% Finnish and 23% Swedish) so it can be concluded that the percentages are close to being representative of the population of Vaasa. However, there is no data about the language distribution from the City of Vaasa's organization, thus it is not possible to conclude if the organization itself is representative.

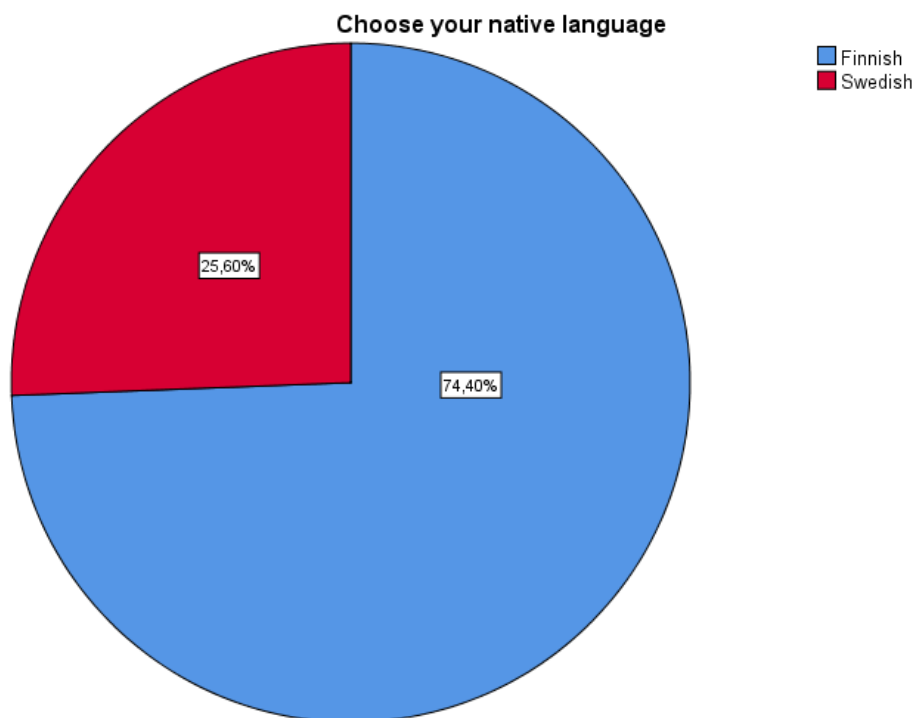


Figure 1. Distribution of respondents

6.2 Category 1 answers

6.2.1 I have experienced discrimination based on my native language in my workplace

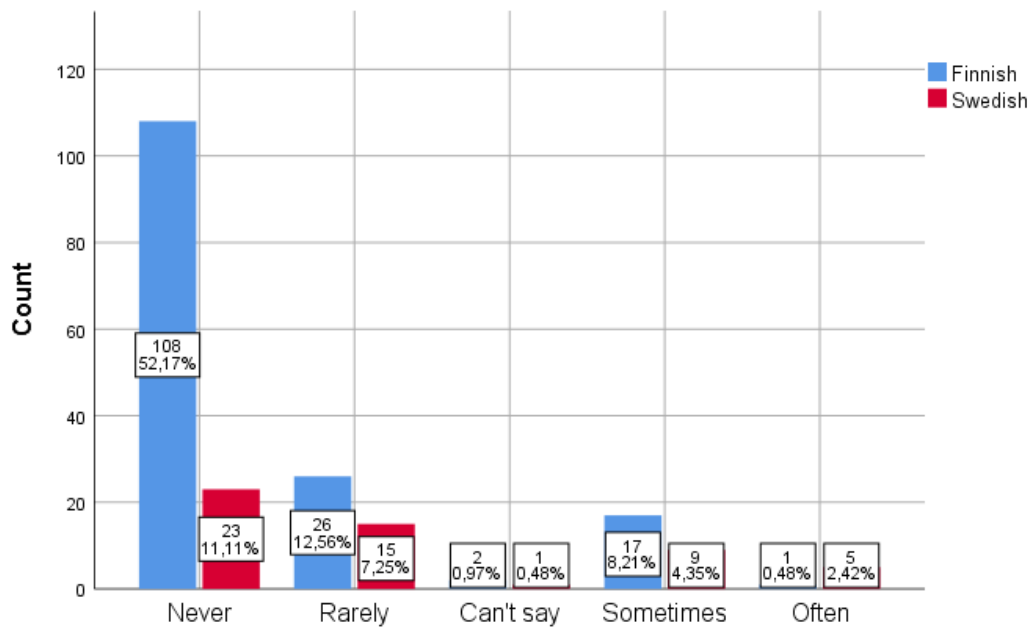


Figure 2. Discrimination experiences

I have experienced discrimination based on my native language in my workplace

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	1,552	154	1,0100	1,000	1,020	,0814
Swedish	2,208	53	1,4055	2,000	1,975	,1931
Total	1,720	207	1,1570	1,000	1,339	,0804

Table 1. Averages of discrimination experiences

In the statement "I have experienced discrimination based on my native language" the answers were differing. In both language groups most of the respondents had never experienced discrimination in workplace. Percentage in this statement within Finnish respondents was 70,1% and 43,4% within Swedish speaking respondents.

16,9% out of Finnish speaking responded that they had experienced discrimination "Rarely" and amongst the Swedish speaking respondents the same percentage was 28,3%.

"Can't say" was the least popular option as 1,4% (3) of the respondents could not answer this question. By percent this means 1,3% (2) Finnish speaking respondents and 1,9% (1) of Swedish speaking.

Out of Finnish speaking respondents 11% answered "Sometimes" to this statement. The percentage amongst Swedish speaking respondents was 17%.

The option "Often" was chosen by six respondents. Out of these six respondents five were Swedish speaking and one was Finnish speaking. This means that 9,4% of Swedish speaking respondents chose this answer. The percentage amongst Finnish speaking respondents is 0,6%.

Overall, in this statement the option "Never" was the most popular as it was chosen by 131 respondents (Figure 2.). The percentage was 63,3%. However, there is a notable difference in answers between Finnish speaking and Swedish speaking respondents. This can be also concluded from mean average in Table 1. These percentages can be translated to say that 7 out of 10 Finnish speaking respondents have not experienced discrimination while the same can be said about 4 out of 10 Swedish speaking respondents. Options "Rarely", "Sometimes" and "Often" were chosen by 44 Finnish speaking respondents and by 29 Swedish speaking respondents. This means that 28,6% of Finnish

speaking respondents have experienced discrimination of some sort. The same percentage amongst Swedish speaking respondents is 55%. This means that a bit over half of Swedish speaking respondents are experiencing some sort of discrimination. The quality of discrimination is not defined.

6.2.2 I have experienced workplace bullying

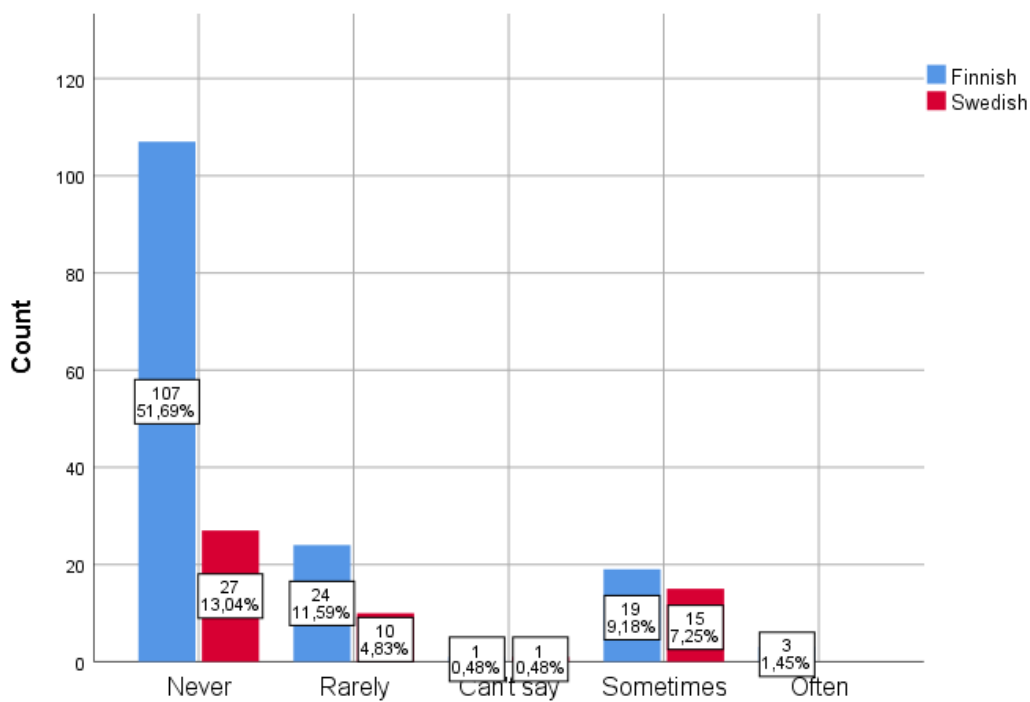


Figure 3. Workplace bullying

I have experienced workplace bullying

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	1,617	154	1,1097	1,000	1,231	,0894
Swedish	2,075	53	1,2987	1,000	1,687	,1784
Total	1,734	207	1,1750	1,000	1,381	,0817

Table 2. Averages of workplace bullying

In the statement “I have experienced workplace bullying” the most popular answer was “Never”. This option was chosen by 134 respondents (64,7% of all respondents). Within Finnish speaking respondents this was chosen by 69,5% and 50,9% within the Swedish speaking.

The option “Rarely” was chosen by 16,4% of all respondents. The percentage amongst Finnish speaking respondents was 15,6% and 18,9% within Swedish speaking respondents.

“Can’t say” was the least popular option with only two respondents, one from each language group. This makes up 1% of all respondents, 0,6% of Finnish speaking and 1,9% of Swedish speaking respondents.

“Sometimes” was chosen by 16,4% of all respondents. The number of respondents is same as in the option “Rarely”. The difference between these two options is that this option was chosen by 12,3% of Finnish speaking respondents and 28,3% of Swedish speaking respondents. The decrease and increase in percentages are quite substantial between languages.

The option “Often” was chosen by three respondents which all were Finnish speaking respondents. This option is 1,4% of overall respondents and 1,9% of Finnish respondents.

The answers in this statement show that most respondents have never experienced workplace bullying (Figure 3.). Still, the difference between percentages in option “Never” are quite substantial. The statistics tell us that 7 out of 10 Finnish speaking respondents and 5 out of 10 Swedish speaking respondents have never experienced workplace bullying. Options “Rarely”, “Sometimes” and “Often” were chosen by 46 Finnish speaking respondents and by 25 Swedish speaking respondents. This means that 30% of Finnish

speaking and 47% of Swedish speaking respondents have experienced workplace bullying. The differences found in averages in Table 2. are quite notable as it suggests that Swedish speaking Finns are experiencing more workplace bullying.

6.2.3 I have noticed discrimination based on native language in my workplace

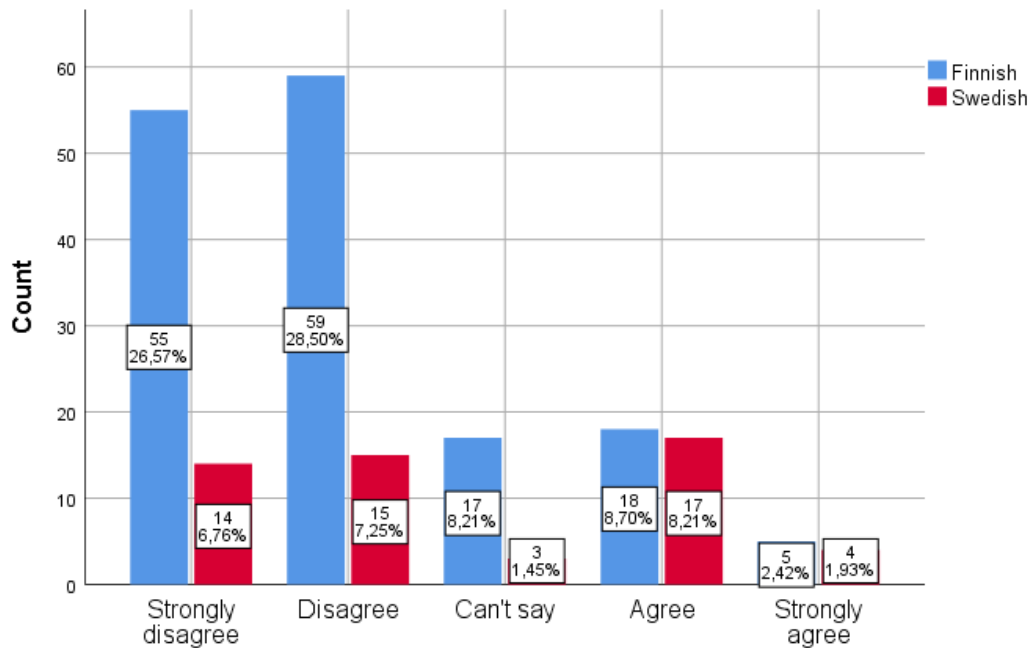


Figure 4. Native language-based discrimination

I have noticed discrimination based on native language in my workplace

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	2,084	154	1,1082	2,000	1,228	,0893
Swedish	2,660	53	1,3720	2,000	1,882	,1885
Total	2,232	207	1,2045	2,000	1,451	,0837

Table 3. Averages of language-based discrimination

In this statement "Strongly disagree" was chosen by 33,3% of the respondents. Out of Finnish speaking respondents 35,7% and 26,4% of Swedish speaking respondents chose this option. "Disagree" was chosen by 35,7% of all respondents. By language groups the percentages were 38% of Finnish speaking and 28,3% of Swedish speaking respondents.

“Can’t say” was chosen by 9,7% of respondents overall. The percentages by language groups were 11% of Finnish speaking and 5,7% of Swedish speaking respondents.

“Agree” was chosen by 16,9% of respondents overall. 11,7% of Finnish speaking and 32,1% Swedish speaking respondents. “Strongly agree” was chosen by 4,3% of the respondents. This option was chosen by 3,2% of Finnish speaking and 7,5% Swedish speaking respondents.

Overall, the disagreeing options were chosen by 143 respondents which is 69% of the overall respondents (Figure 4.). This means that majority, 7 out of 10, have not noticed native language-based discrimination in workplace. These options were chosen by 74% of Finnish speaking respondents and 55% of Swedish speaking respondents. The agreeing options were chosen by 21% of overall respondents. This means that 2 out of 10 have noticed language-based discrimination in workplace. 15% of Finnish speaking respondents agreed with this statement. The percentage amongst Swedish speaking respondents was 40%. This means that Swedish speaking respondents have noticed language-based discrimination substantially more than Finnish speaking respondents. The Table 3. suggests that by average, Swedish speaking Finns were more prone to noticing discrimination based on native language.

6.2.4 People are treated differently because of their native language

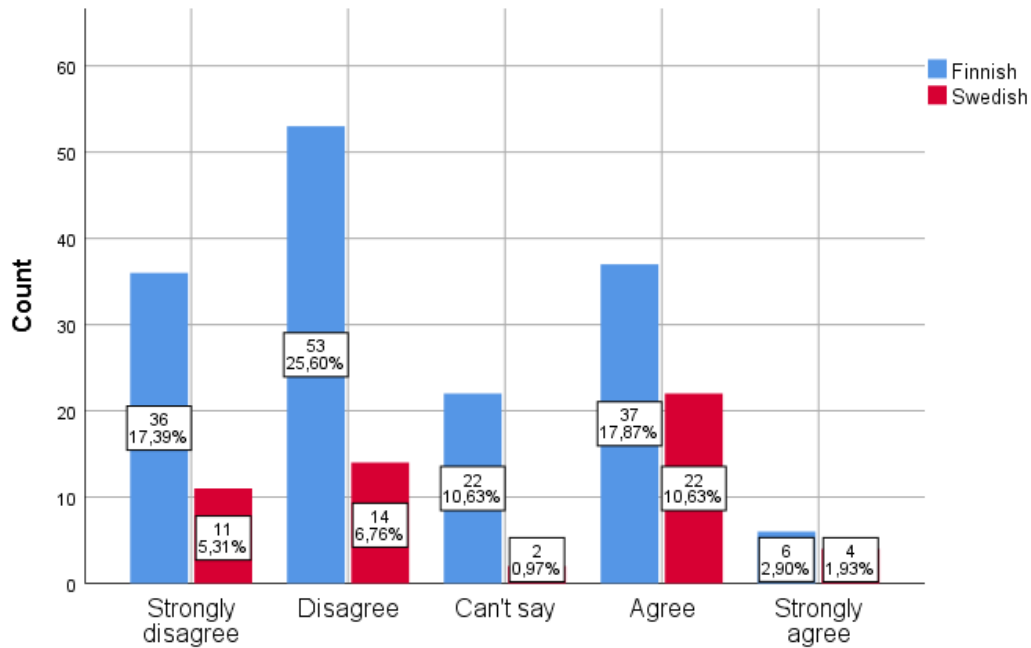


Figure 5. Treatment and native language

People are treated differently because of their native language

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	2,506	154	1,2005	2,000	1,441	,0967
Swedish	2,887	53	1,3539	3,000	1,833	,1860
Total	2,604	207	1,2493	2,000	1,561	,0868

Table 4. Averages of treatment and native language

In statement “People are treated differently because of their native language” 22,7% of respondents chose the option “Strongly disagree”. Out of Finnish speaking respondents 23,4% chose this option and 20,8% out of Swedish speaking respondents.

The option "Disagree" was chosen by 32,4% of the respondents. Out of Finnish speaking respondents 34,4% chose this and 26,4% of Swedish speaking respondents.

"Can't say" was chosen by 11,6% of the respondents. 14,3% of Finnish speaking respondents chose this and 3,8% of Swedish speaking respondents.

"Agree" was the answer of 28,5% of the respondents. Finnish speaking respondents make up for 24% of their own language group and 41,5% of Swedish speaking respondents.

"Strongly agree" was the least chosen option in this statement with 4,8% of the respondents choosing. 3,9% of Finnish respondents and 7,5% of Swedish speaking respondents chose this.

Disagreeing options altogether were chosen by 114 respondents which is 55% of all the respondents (Figure 5.). Agreeing options were chosen by 69 respondents, meaning 33% of the respondents. Out of Finnish speaking respondents 58% (89) chose disagreeing options and 28% (43) chose agreeing options. The same percentages for Swedish speaking respondents were 47% (25) for disagreeing options and 49% (26) for agreeing options. The differences between disagreeing and agreeing options by language groups are notable. The differences between percentages in both disagreeing and agreeing options are notable. Swedish speaking respondents agree substantially more with this statement than Finnish speaking respondents. In disagreeing options, the difference is smaller but still notable. Finnish speaking respondents were more eager than Swedish speaking respondents to stay neutral or undecided on this statement. Averages found on the Table 4. shows us that by average Swedish speaking respondents were a bit more agreeing towards this statement than Finnish speaking respondents.

6.2.5 Native language influences employment in my organization

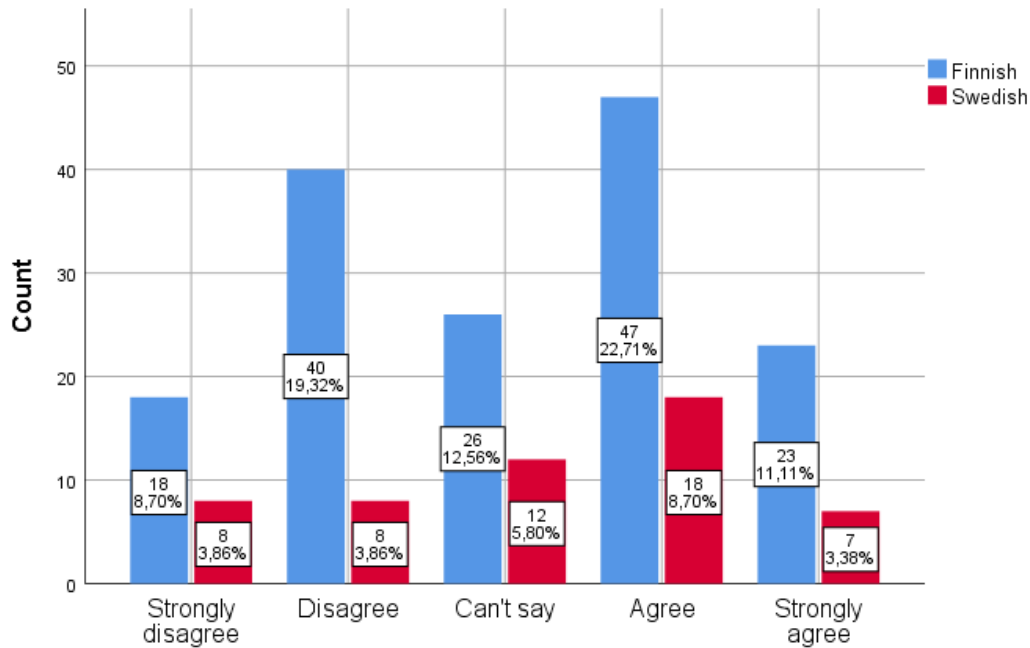


Figure 6. Influence of native language on employment

Native language influences employment in my organization

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	3,110	154	1,2760	3,000	1,628	,1028
Swedish	3,151	53	1,2770	3,000	1,631	,1754
Total	3,121	207	1,2733	3,000	1,621	,0885

Table 5. Averages of influence of native language on employment

In the statement “Native language influences employment in my organization” the option “Strongly disagree” was chosen by 12,6% of the respondents. Out of Finnish speaking respondents 11,7% and 15,1% of the Swedish speaking respondents chose this option.

“Disagree” was chosen by 23,2% of respondents. 26% of Finnish speaking respondents and 15,1% of Swedish speaking respondents chose this option.

“Can’t say” was chosen by 18,4% of respondents. Out of Finnish speaking respondents 16,9% and 22,6% of Swedish speaking respondents chose this option.

“Agree” was chosen by 31,4% of respondents. 30,5% of Finnish speaking respondents and 34% of Swedish speaking respondents chose this option.

14,5% of the respondents chose “Strongly agree”. Out of Finnish speaking respondents 14,9% and 13,2% of Swedish speaking respondents chose this option.

In this statement disagreeing options were chosen by 35,7% (74) of the respondents and agreeing options were chosen by 45,9% (95) of the respondents (Figure 6.). Out of Finnish speaking respondents 37,7% chose disagreeing options and 33,8% chose agreeing options. Amongst Swedish speaking respondents 30,1% chose disagreeing options and 47,1% chose agreeing options. Within both language groups the option “Agree” was the most popular. Averages on Table 5. suggest that both language groups are on the same wavelength with this statement.

6.3 Category 2 answers

6.3.1 There are factions based on native language in my work community

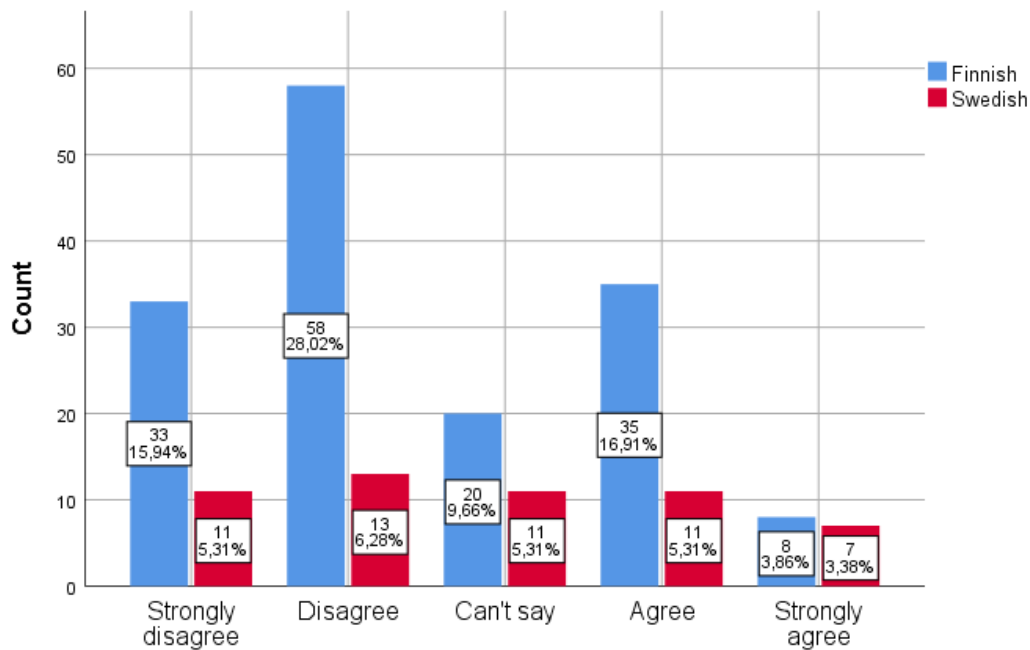


Figure 7. Factions in work community

There are factions based on native language in my work community

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	2,526	154	1,2056	2,000	1,454	,0972
Swedish	2,811	53	1,3453	3,000	1,810	,1848
Total	2,599	207	1,2458	2,000	1,552	,0866

Table 6. Averages of factions in work community

In the statement “There are factions based on native language in my work community” the most popular option was “Disagree” with 71 answers which makes up for 34,3% of

the respondents. The least popular option was “Strongly agree” with 15 respondents which is 7,2% of the respondents.

The most popular option of Finnish speaking respondents was “Disagree” with 37,7% of the Finnish speaking respondents. Out of the Finnish speaking respondents the disagreeing options were chosen by 91 respondents, which is 59% of the Finnish speaking respondents. Agreeing options were chosen by 43 respondents which is 27,9% of the Finnish speaking respondents. 13% of the Finnish speaking respondents chose “Can’t say”.

Swedish speaking respondents, like the Finnish speaking, had “Disagree” as the most popular option. 45,3% of the Swedish speaking respondents chose disagreeing options and 34% chose agreeing options. “Can’t say” was chosen by 11 of the Swedish speaking respondents which makes up for 20,8% of the Swedish speaking respondents.

By comparison, both language groups disagreed with this statement (Figure 7.). However, the Swedish speaking respondents were a bit more agreeable with this statement with a difference. The amount of “Can’t say” answers is quite noticeable among the Swedish speaking respondents, which was the second least popular option for the Finnish speaking respondents by percent. Averages on Table 6. suggests that Swedish speaking respondents were more agreeing with this statement.

6.3.2 Decision-making in my organization is favourable to the other language group than my own

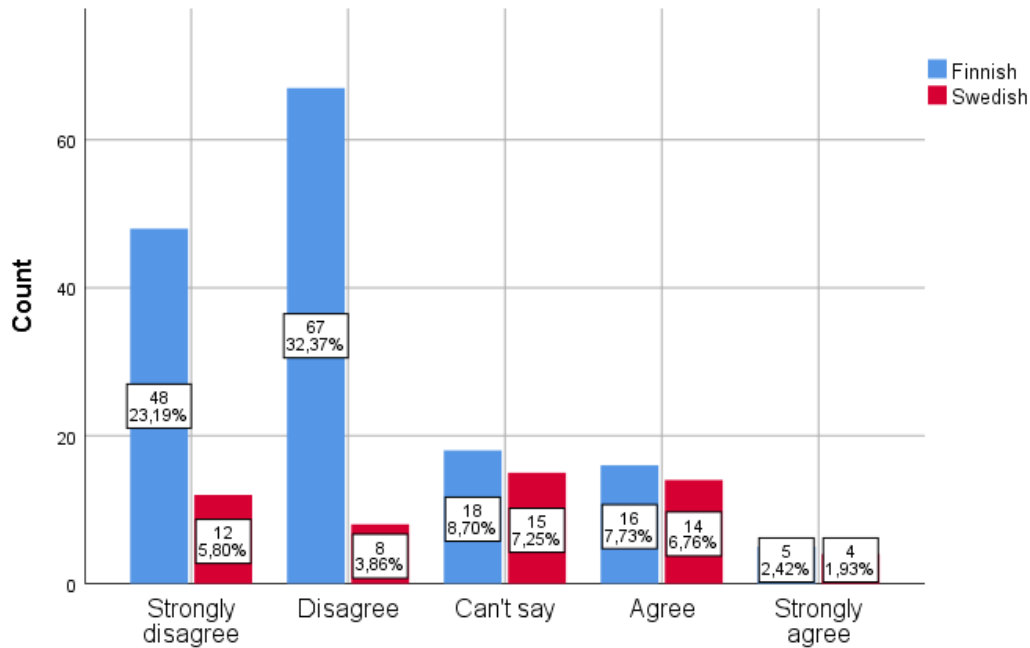


Figure 8. Decision-making and language groups

Decision-making in my organization is favourable to the other language group than my own

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	2,110	154	1,0637	2,000	1,132	,0857
Swedish	2,811	53	1,2718	3,000	1,618	,1747
Total	2,290	207	1,1588	2,000	1,343	,0805

Table 7. Averages of decision-making and language groups

In this statement, “Disagree” was the most popular option with 75 respondents, which makes up for 36,2% of the respondents. The least popular option was “Strongly agree” with 4,3% of the respondents.

Finnish speaking respondents had “Disagree” as most popular option. 43,5% of the Finnish speaking respondents chose this option. Altogether the disagreeing options were chosen by 74,7% of the Finnish speaking respondents and the agreeing options were chosen by 13,6%. The “Can’t say” option was chosen by 11,7% of the Finnish speaking respondents.

Swedish speaking respondents had “Can’t say” as the most popular option with 28,3% of the respondents choosing this. Disagreeing options were chosen by 37,7% and agreeing options by 34%.

By comparison Swedish speaking respondents were a bit more agreeing to this statement as seen on Figure 8. and Table 7. The difference between disagreeing and agreeing options is rather small. What is to be found quite interesting is the substantial amount of “Can’t say” by Swedish speaking respondents. The answers by Finnish speaking respondents were clearly more disagreeing with this statement than Swedish speaking respondents.

6.3.3 The collaboration between languages works well

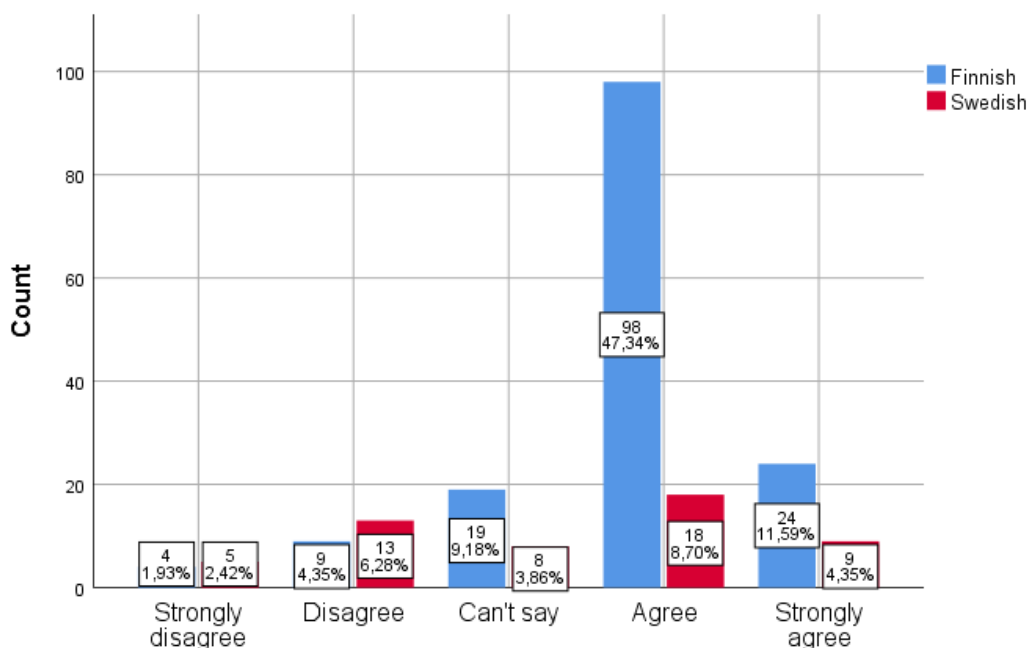


Figure 9. Collaboration between languages

The collaboration between languages works well

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	3,838	154	,8515	4,000	,725	,0686
Swedish	3,245	53	1,2695	4,000	1,612	,1744
Total	3,686	207	1,0063	4,000	1,013	,0699

Table 8. Averages of collaboration between languages

In this statement “Agree” was the most popular option with 56% of the respondents choosing it (Figure 9.). 63,6% of Finnish speaking and 34% of the Swedish speaking respondents choose this option. The disagreeing (Strongly disagree and disagree) were chosen by 31 respondents. 8,4% of Finnish speaking respondents and 34% of Swedish speaking respondents disagreed with this statement. The percentage being 15% of the respondents. Agreeing options in total were chosen by 72% of the respondents. “Can’t

say” option makes up for 13% of all respondents. Averages found on Table 8. show that Finnish speaking respondents were more agreeing to this statement than their Swedish speaking counterparts.

6.3.4 Both languages are taken into account in my organization

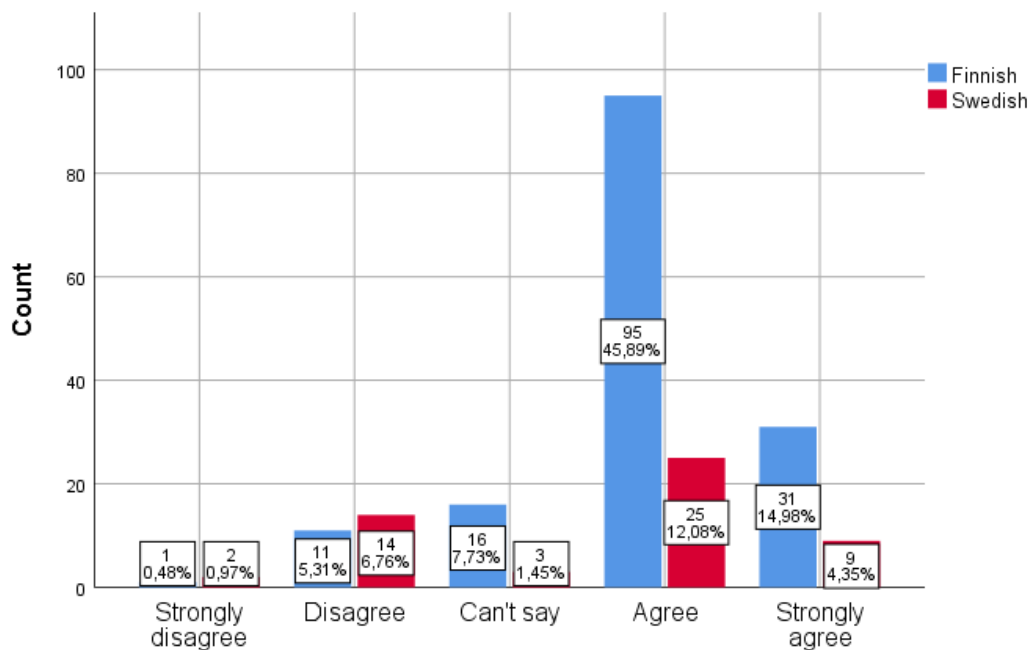


Figure 10. Language participation

Both languages are taken into account in my organization

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	3,935	154	,8058	4,000	,649	,0649
Swedish	3,472	53	1,1702	4,000	1,369	,1607
Total	3,816	207	,9322	4,000	,869	,0648

Table 9. Averages of language participation

“Both languages are taken in account in my organization” has the option “Agree” as it’s most popular option with 58% of respondents choosing it (Figure 10.). 61,7% of Finnish speaking and 47,2% of Swedish speaking respondents chose this option. “Strongly agree”

was the second most popular option with 19,3% percentage. 20,1% of Finnish speaking and 17% of Swedish speaking respondents chose this option. Overall, agreeing options were chosen by 77,3% of respondents. “Can’t say” was chosen by 9,2% of total respondents. The disagreeing options were chosen by 13,5% of respondents. The difference in disagreeing options is notable as 30,2% of Swedish speaking respondents chose either of the disagreeing options. The percentage among Finnish speaking respondents is 7,7%. The averages on Table 9. shows that Finnish speaking respondents were more agreeing to this statement.

6.3.5 Communication between colleagues and others in the same organization is easy

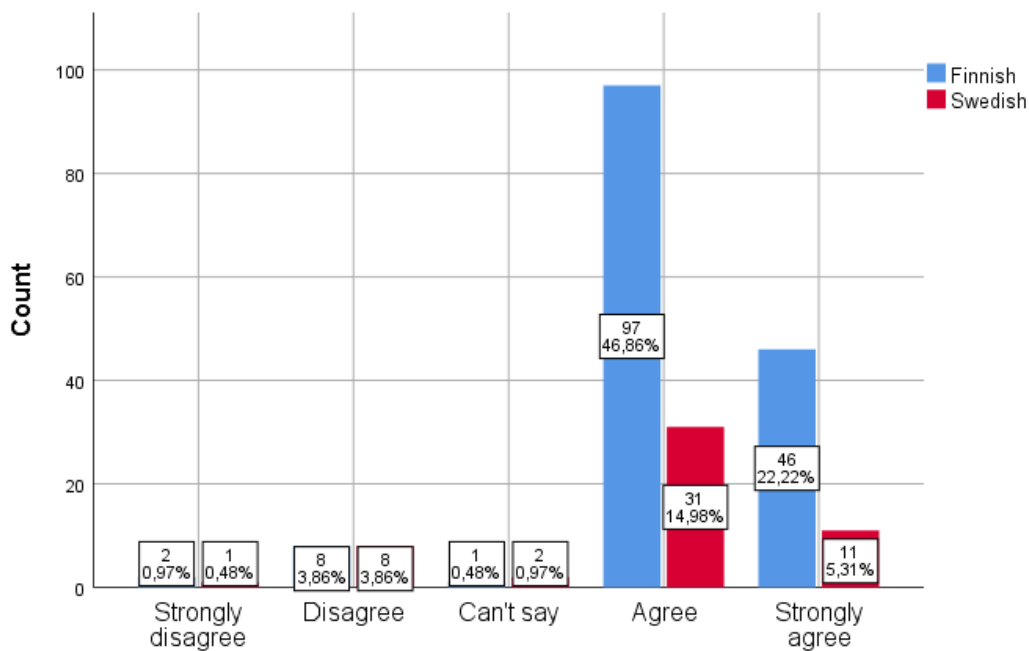


Figure 11. Communication between colleagues and others

Communication between colleagues and others in the same organization is easy

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	4,149	154	,7820	4,000	,612	,0630
Swedish	3,811	53	1,0011	4,000	1,002	,1375
Total	4,063	207	,8538	4,000	,729	,0593

Table 10. Averages of communication between colleagues and others

In this statement both language groups were agreeing. Overall percentage with “Agree” option is 61,8% and 27,5% in “Strongly agree”. 63% of Finnish speaking respondents and 58,5% of Swedish speaking respondents chose the option “Agree”, the percentages in option “Strongly agree” were respectively 29,9% and 20,8% (Figure 11.). Finnish speaking respondents were more likely to answer with agreeing option than Swedish speaking respondents (Table 10.).

6.4 Category 3 answers

6.4.1 My organizations culture supports my well-being

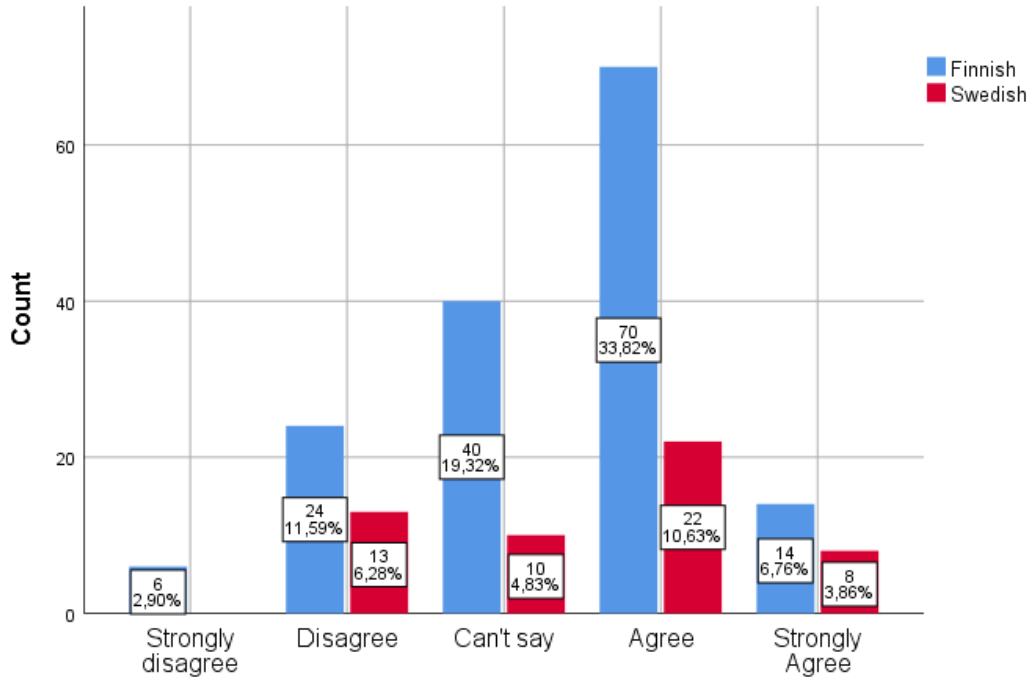


Figure 12. Organization supporting well-being

My organizations culture supports my well-being

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	3,403	154	,9870	4,000	,974	,0795
Swedish	3,472	53	1,0304	4,000	1,062	,1415
Total	3,420	207	,9962	4,000	,992	,0692

Table 11. Averages of organization supporting well-being

In this statement the most popular option was “Agree” with 92 respondents choosing it. This makes up for 44,4% of all respondents. 45,5% of Finnish speaking respondents chose this option and 41,5% of Swedish speaking respondents (Figure 12.). The second most popular option was “Can’t say”, chosen by 50 respondents, 24,2% of all respondents. 26% of Finnish speaking respondents chose this option and 18,9% of Swedish speaking

respondents. With the disagreeing options 24,5% of Swedish speaking respondents chose “disagree” and 15,6% of Finnish speaking respondents. The option “Strongly disagree” was chosen by 3,9% of Finnish speaking respondents and none of the Swedish speaking respondents chose this option. Table 11. shows that by average the opinions were quite close to each other among language groups.

Overall, the disagreeing options were chosen by 19,5% of Finnish speaking respondents and by 24,5% of Swedish speaking respondents. Compared to the overall agreeing options, 54,5% of Finnish speaking respondents and 56,6% of Swedish speaking respondents, it can be concluded that most of the respondents are feeling that organizations culture supports their well-being.

6.4.2 I get appreciation in my workplace

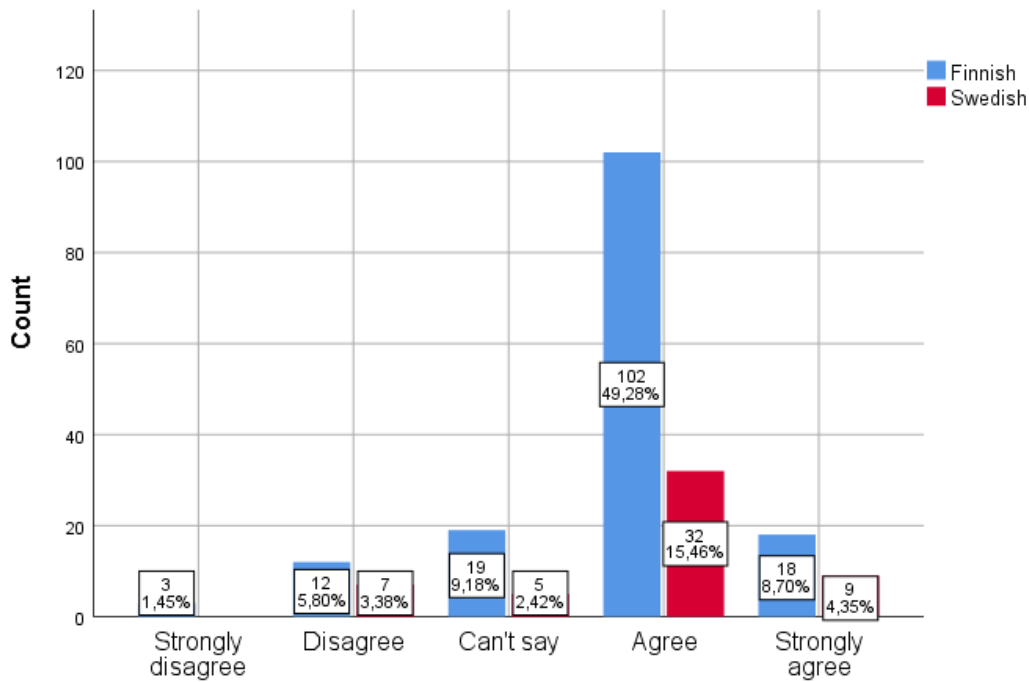


Figure 13. Appreciation in workplace

I get appreciation in my workplace

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	3,779	154	,8264	4,000	,683	,0666
Swedish	3,811	53	,8783	4,000	,771	,1206
Total	3,787	207	,8380	4,000	,702	,0582

Table 12. Averages of appreciation in workplace

Most of the respondents agreed with this statement. 64,7% of all respondents chose “agree” and strongly agree was chosen by 13% of the respondents (Figure 13.). 77,9% of Finnish speaking respondents and 77,4% of Swedish speaking respondents chose either “Agree” or “Strongly agree”. The option “Can’t say” was chosen by 11,6% of respondents, 12,3% of Finnish speaking and 9,4% of Swedish speaking respondents. The disagreeing

options were chosen by 10,6% of the respondents. 13,2% of Swedish speaking respondents chose "Disagree" as an option and none chose "Strongly disagree". 7,8% of Finnish speaking respondents chose "Disagree" and 1,9% chose "Strongly disagree". By analyzing mean (Table 12.), it can be concluded that Swedish speaking respondents were slightly more agreeing to this statement than Finnish speaking respondents.

6.4.3 My workplace is fair to everyone regardless of native language

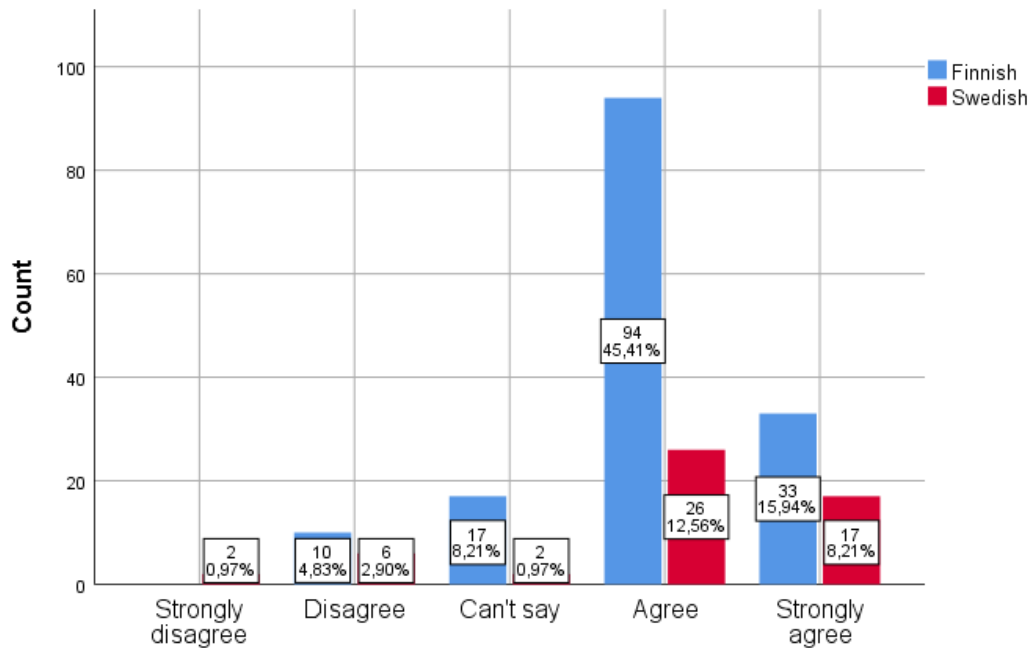


Figure 14. Workplace fairness

My workplace is fair to everyone regardless of native language

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	3,974	154	,7665	4,000	,588	,0618
Swedish	3,943	53	1,0816	4,000	1,170	,1486
Total	3,966	207	,8555	4,000	,732	,0595

Table 13. Averages of workplace fairness

Majority of both language groups agreed with this statement. Disagreeing options were chosen more by Swedish speaking respondents as 15% of all Swedish speaking respondents chose either “disagree” or “strongly disagree”. Disagreeing options were chosen by 6% of Finnish speaking respondents. Figure 14. shows that most of the respondents agreed with this statement and the averages found on Table 13. confirm this trend.

6.4.4 I feel anxious about going to my workplace

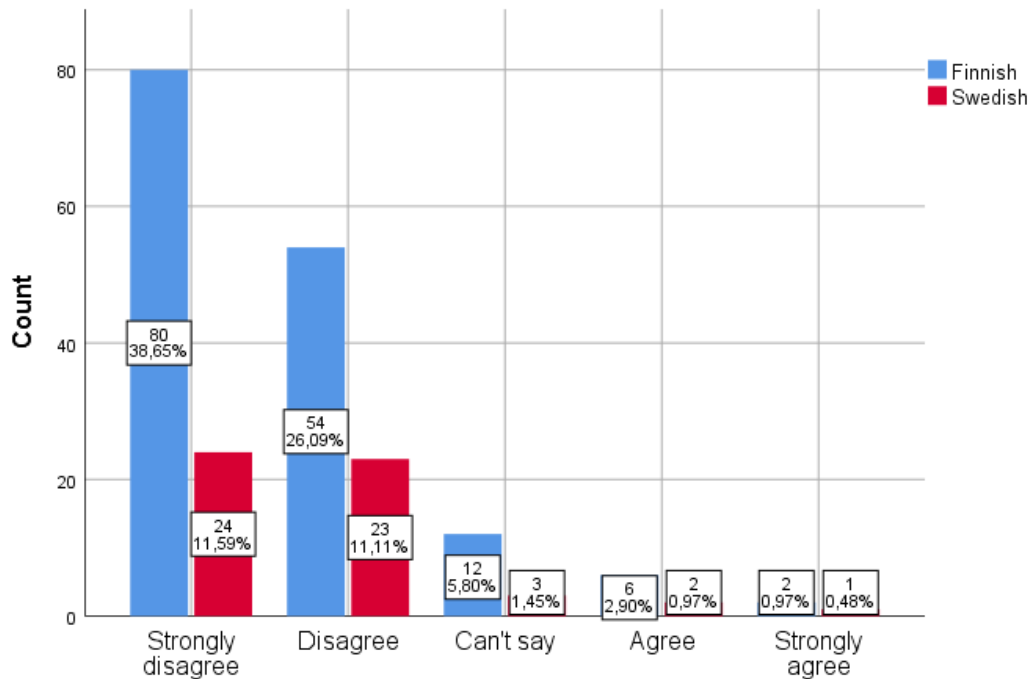


Figure 15. Anxiety in workplace

I feel anxious about going to my workplace

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	1,675	154	,8773	1,000	,770	,0707
Swedish	1,736	53	,8804	2,000	,775	,1209
Total	1,691	207	,8764	1,000	,768	,0609

Table 14. Averages of anxiety in workplace

This statement reveals that most of the respondents do not feel anxious about going to their workplace as 87% of all respondents disagreed with this statement (Figure 15.). 5% of respondents agreed with this statement. 5,6% of Swedish speaking respondents and 5,2% of Finnish speaking respondents agreed with this statement. Averages on Table 14.

show that both language groups were more disagreeing than agreeing with this statement.

6.4.5 I get mental support from my supervisor and colleagues when needed

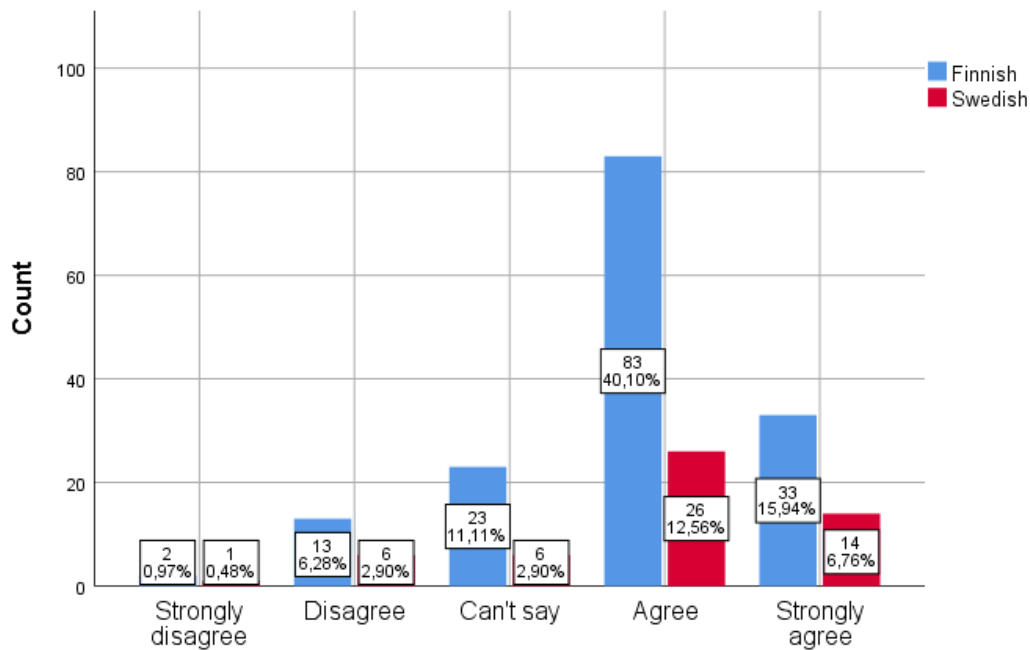


Figure 16. Mental support

I get mental support from my supervisor and colleagues when needed

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	3,857	154	,8961	4,000	,803	,0722
Swedish	3,868	53	1,0007	4,000	1,001	,1375
Total	3,860	207	,9215	4,000	,849	,0641

Table 15. Averages of mental support

Overall, the respondents felt that they get mental support from supervisor and colleagues as 75,4% of respondents agreed with this statement (Figure 16.). 75,3% of Finnish speaking respondents and 75,5% of Swedish speaking respondents agreed. The

disagreeing options were chosen more by Swedish speaking respondents as 13,2% chose either “disagree” or “strongly disagree”. 9,7% of Finnish speaking respondents chose disagreeing options. By averages (Table 15.) both language groups were very close to each other.

6.5 Category 4 answers

6.5.1 I have received constructive feedback from my supervisor

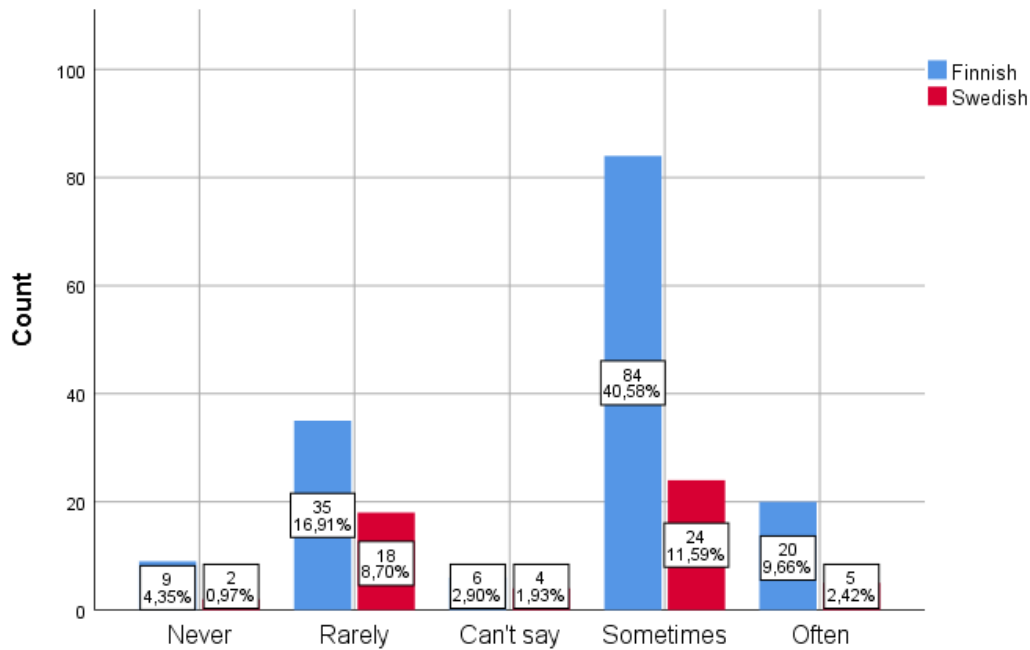


Figure 17. Constructive feedback

I have received constructive feedback from my supervisor

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	3,461	154	1,1498	4,000	1,322	,0927
Swedish	3,226	53	1,1375	4,000	1,294	,1562
Total	3,401	207	1,1485	4,000	1,319	,0798

Table 16. Averages of constructive feedback

When it comes to receiving constructive feedback from supervisor, the statistics show that most respondents get feedback at least rarely (Figure 17.). The overall percentage is 89,9%. 90,2% of Finnish speaking and 88,7% of Swedish speaking respondents have

gotten constructive feedback from supervisor. Comparing percentages of language groups to the overall percentage, the difference is quite small. Thus, it can be concluded that when this statement comes to consideration, there is no different treatment. Both language groups receive the same treatment. The answer option "Never" was chosen by 5,3% of the respondents (5,8% of Finnish speaking and 3,8% of Swedish speaking respondents) and the neutral "Can't say" option by 4,8% of the respondents (3,9% of Finnish speaking and 7,6% of Swedish speaking respondents). By average (Table 16.) Finnish speaking respondents are getting slightly more constructive feedback than Swedish speaking respondents.

6.5.2 The workload is distributed equally in my workplace

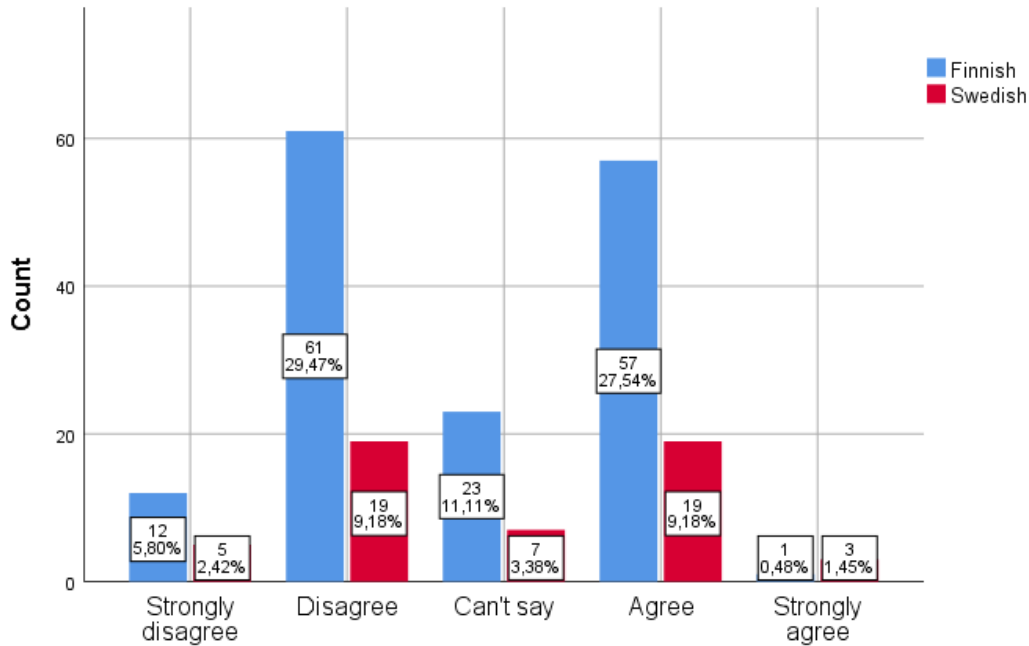


Figure 18. Workload distribution

The workload is distributed equally in my workplace

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	2,831	154	1,0404	3,000	1,082	,0838
Swedish	2,925	53	1,1577	3,000	1,340	,1590
Total	2,855	207	1,0696	3,000	1,144	,0743

Table 17. Averages of workload distribution

Most of the respondents saw that the workload is not distributed equally in their workplace (Figure 18.). 46,9% of respondents answered with disagreeing options to this statement and 38,6% of respondents agreed. The neutral option was chosen by 14,5% of overall respondents. 47,4% of Finnish speaking respondents chose disagreeing options and 37,7% agreed. The neutral option was chosen by 15% of Finnish speaking respondents. Among the Swedish speaking respondents, the difference between disagreeing and

agreeing option was a little smaller as 45,3% chose disagreeing options and 41,5% chose agreeing options. The neutral option was chosen by 13,2% of Swedish speaking respondents. In this statement the overall differences are quite small. Finnish speaking respondents were a bit more prone to choose disagreeing or neutral option. With reservations, it can be said that there is a small difference in treatment between language groups (Table 17.).

6.5.3 Communication with my supervisor works well

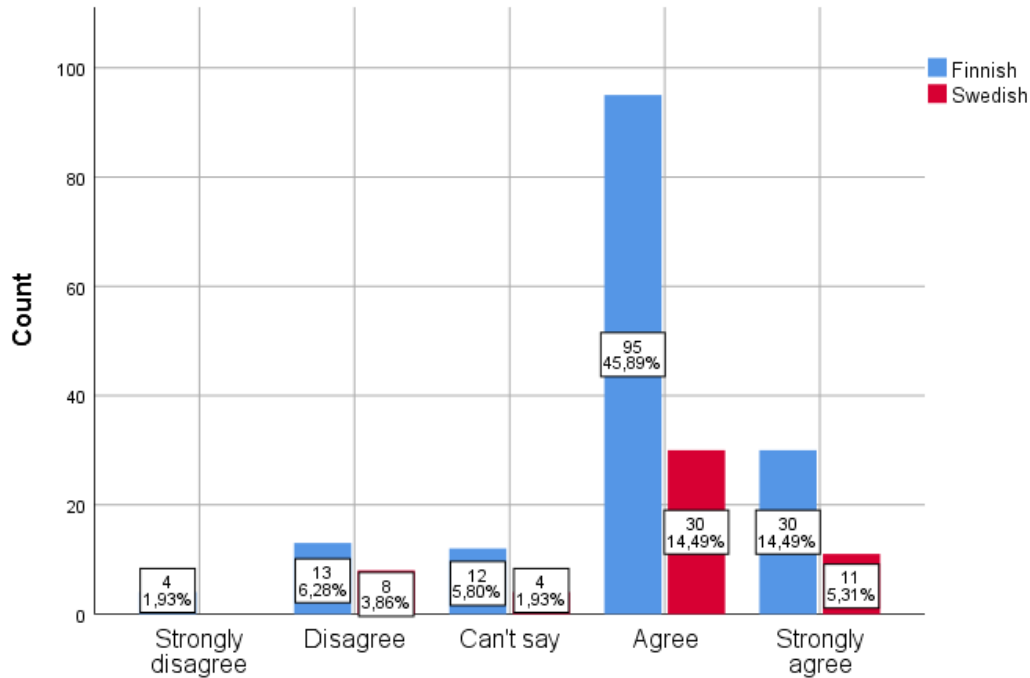


Figure 19. Communication with supervisor

Communication with my supervisor works well

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	3,870	154	,9125	4,000	,833	,0735
Swedish	3,830	53	,9351	4,000	,874	,1284
Total	3,860	207	,9162	4,000	,840	,0637

Table 18. Averages of communication with supervisor

Overall, the respondents saw that communication with their supervisor works well as 80,2% of respondents chose agreeing options (Figure 19.). Disagreeing options were chosen by 12,1% of respondents. Neutral option was chosen by 7,7% of respondents. The Finnish speaking respondents were a bit more agreeing to this statement with 81,1% of language groups respondents choosing agreeing options. Among the Swedish speaking respondents, agreeing options were chosen by 77,4% of language groups

respondents. The disagreeing options were chosen by 11% of Finnish speaking respondents and 15,1% of Swedish speaking respondents. Among the Swedish speaking respondents there were none “Strongly disagree” answers. 7,8% of Finnish speaking and 7,5% of Swedish speaking respondents chose the neutral option. When it comes to this statement, it seems that there is difference in treatment. The Swedish speaking respondents were a bit more disagreeing to this statement. The differences in both disagreeing and agreeing options are small but notable (Table 18.).

6.5.4 I perform my work as good as my colleagues

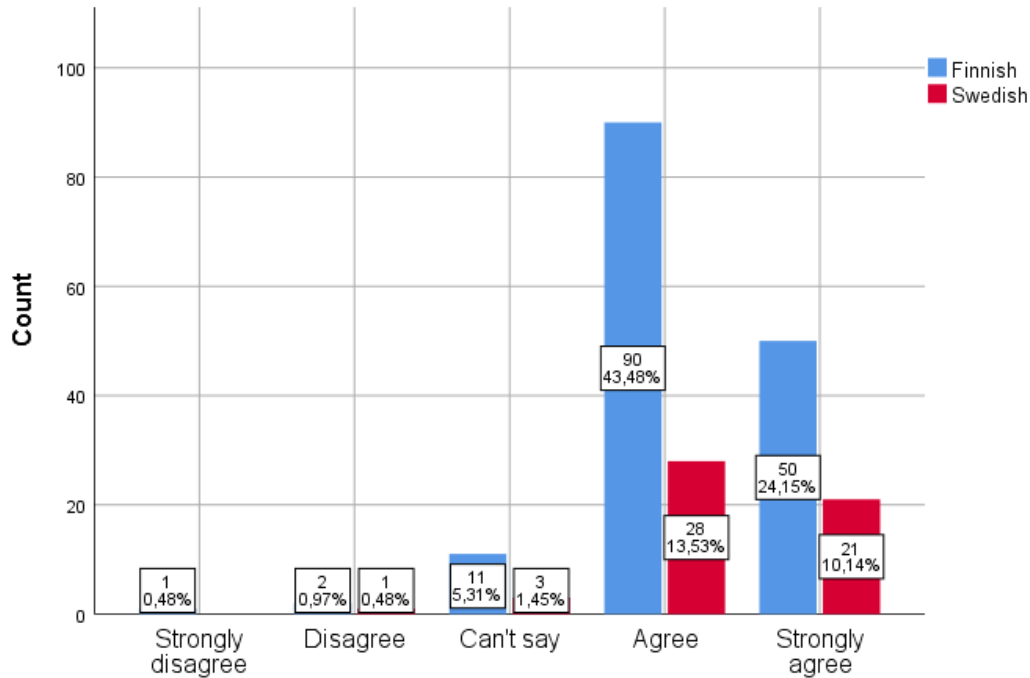


Figure 20. Performance and colleagues

I perform my work as good as my colleagues

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	4,208	154	,6829	4,000	,466	,0550
Swedish	4,302	53	,6675	4,000	,446	,0917
Total	4,232	207	,6786	4,000	,461	,0472

Table 19. Averages of performance and colleagues

Overall, the respondents feel that they are performing their work as good as their colleagues (Figure 20.). 91,3% of respondents chose agreeing options, 6,8% neutral option, and 1,9% disagreeing options. The agreeing options were chosen by 90,9% of Finnish speaking and 92,5% of Swedish speaking respondents. Neutral option was chosen by 7,1% of Finnish speaking and 5,7% of Swedish speaking respondents. Disagreeing options

were chosen by a clear minority as only one Swedish speaking and three Finnish speaking respondents disagreed with this statement. The differences in this statement are very small, barely notable (Table 19.). It can be concluded, that considering this statement there is no difference in treatment.

6.5.5 My supervisor or colleagues have given me recognition about work well done

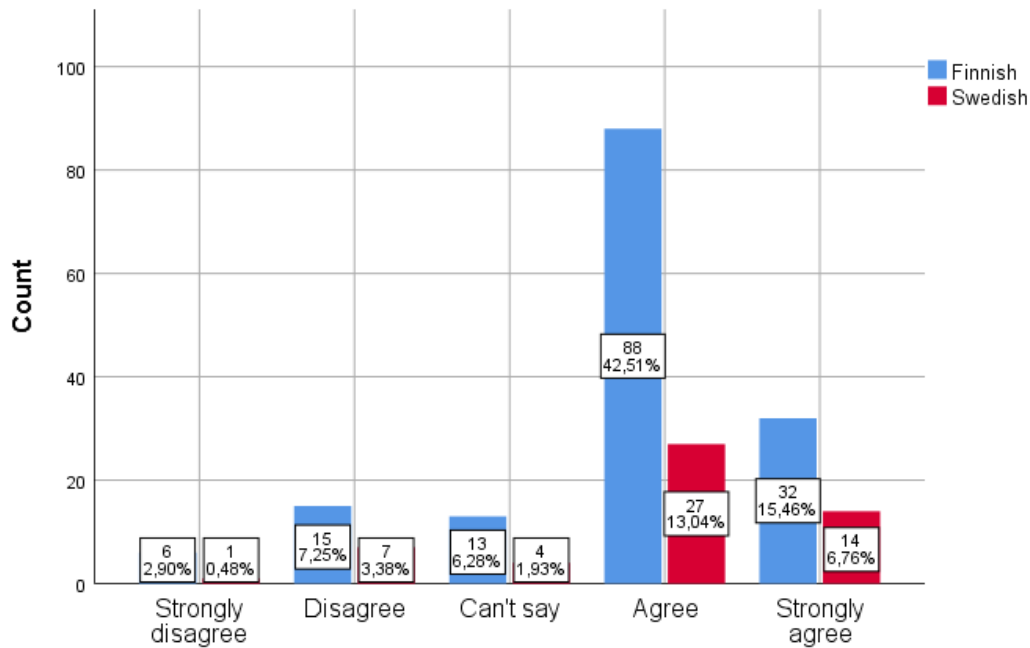


Figure 21. Receiving recognition from supervisor or colleagues

My supervisor or colleagues have given me recognition about work well done

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	3,812	154	1,0018	4,000	1,004	,0807
Swedish	3,868	53	1,0198	4,000	1,040	,1401
Total	3,826	207	1,0042	4,000	1,008	,0698

Table 20. Averages of receiving recognition from supervisor or colleagues

Majority of respondents agree with this statement as 77,8% of respondents chose agreeing options (Figure 21.). The neutral option was chosen by 8,2% of respondents and disagreeing options were chosen by 14% of respondents. 78% of Finnish speaking respondents agreed with this statement. The neutral option was chosen by 8,4% and 13,6% chose disagreeing options. Among the Swedish speaking respondents, the agreeing options were chosen by 77,4%, neutral by 7,5% and disagreeing by 15,1%. By comparison,

the differences are quite small in this statement. By average (Table 20.) Swedish speaking respondents seem to get more recognition.

6.6 Category 5 answers

6.6.1 My attitude towards bilingualism is...

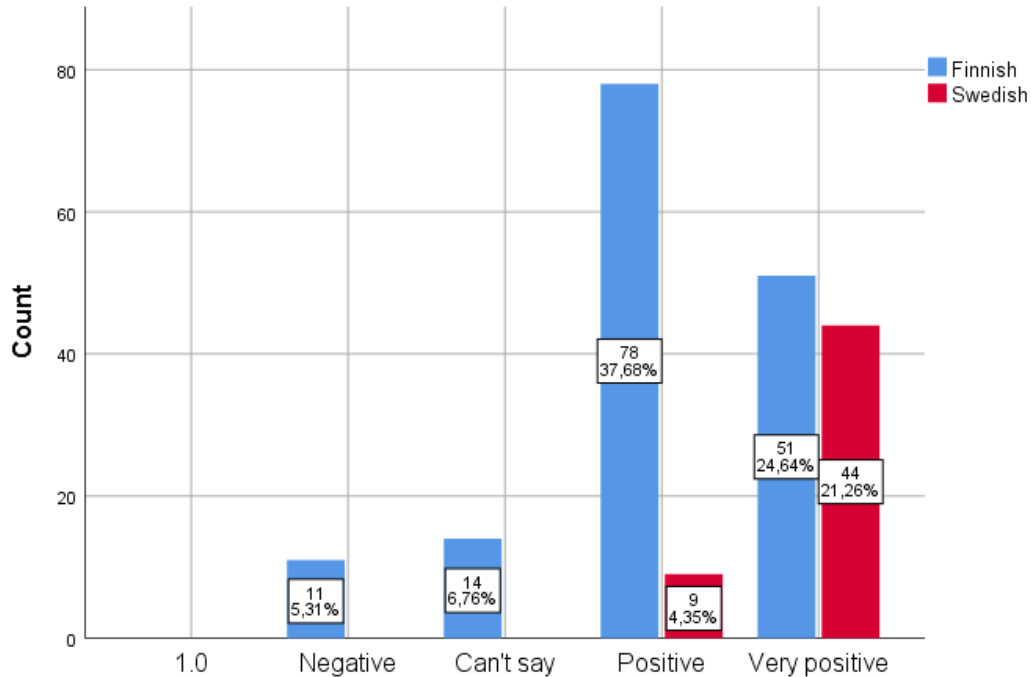


Figure 22. Attitudes towards bilingualism

My attitude towards bilingualism is...

Native language	Mean	N	Std. Deviation	Median	Variance	Std. Error of Mean
Finnish	4,097	154	,8384	4,000	,703	,0676
Swedish	4,830	53	,3791	5,000	,144	,0521
Total	4,285	207	,8131	4,000	,661	,0565

Table 21. Averages of attitudes towards bilingualism

In this question, Swedish speaking respondents have way more positive attitude towards bilingualism than Finnish speaking respondents (Figure 22.). All the Swedish respondents chose either “Positive” or “Very Positive” options. 83% of Swedish respondents chose “Very positive” and 17% chose “Positive”. Among the Finnish respondents, the positive

options were chosen by 83,8%. 33,1% of Finnish respondents chose “Very positive” and 50,6% chose “Positive”. Neutral option was chosen by 9,1% and negative option by 7,1%. None of the respondents chose “Very negative”. When it comes to attitudes, Finnish speaking respondents have more a lot more variance in answers than Swedish speaking respondents (Table 21.).

6.6.2 Good features in bilingualism

110 out of 207 respondents (53%) answered to this question. Out of Finnish speaking respondents 80 (52% of Finnish speaking respondents) answered and 30 (56% of Swedish speaking respondents) out of Swedish speaking.

Respondents from both language groups held the same things as good features in bilingual organisation, there were no big differences in answers. Both language groups saw development and maintenance of language skills as a good feature in bilingual organisation, this was also the most common one within both language groups. Second most common good feature was the enrichment that bilingualism brings to the work society and whole organisation. New and alternative viewpoints and methods were linked into bilingual organisation. Third most common good feature was the native language availability to customers, meaning that the customers can get service in their own native language whether it is Finnish or Swedish. Overall, both language groups saw that bilingualism offers flexibility and equality.

6.6.3 Bad features in bilingualism

109 out of 207 respondents (52%) answered to this question. Out of Finnish speaking respondents 84 (55% out of Finnish speaking respondents) answered and 25 (47%) out of Swedish speaking respondents. There were more differences within answers by

language groups in this question meaning that language groups had different views about what the bad features in bilingual organisation are.

In answers by Finnish speaking respondents the bad features revolved around bilingualism being expensive, discriminating and as a slowing factor. Most of the answers noted that everything must be done twice because everything must be translated. Translating process slows down the information flow. Being bilingual needs more resources, e.g. translators, printed products. Finnish speaking respondents saw that language skills are more important in recruitment than actual skills regarding the position. Some respondents saw that language skills are too strong criterion as to even apply to position one must know how to speak Swedish even if the language is not needed in the position. Finnish respondents saw that bilingual and Swedish speaking people have an advantage in recruitment. Other less common notes about bad features were communication problems. These communication problems were said to be very critical every now and then, and that some Finnish speaking people have hard time understanding some Swedish dialects. It was not defined whether this relates to colleagues or customers.

Answers of Swedish speaking respondents revolved mostly around information inequality. Most respondents answered that most of the information and other training sessions are almost exclusively in Finnish. Swedish speaking respondents saw that there are problems with information justice. Second most common bad feature was an inversion of the Finnish speaking bad feature about language proficiency, meaning that the Swedish speaking respondents answered that Finnish language proficiency is demanded even when the position itself does not require it. One respondent summarized the bad features by Swedish speaking respondents with "Organisation is bilingual only on paper".

7 Conclusions

This study was set to find answers to two questions; does bilingualism influence HRM and vice versa and are Swedish speaking Finns being treated and or performing differently than Finnish speaking Finns. The hypothesis was that Swedish speaking Finns are treated differently.

The results show that Swedish speaking Finns are being treated differently. This can be concluded by comparing mean averages and overall differences in answers, mostly percentages. In this comparison, the answers of Swedish speaking Finns are compared to the answers of Finnish speaking Finns, this because Finnish speaking Finns are the majority and thus comparing the answers of minority to majority serves the purpose.

In the Category 1 statements were handling discrimination. In the first statement about experienced discrimination based on native language in workplace the results show that Swedish speaking Finns were more prone to discrimination based on their native language. The second statement about workplace bullying showed that Swedish speaking respondents had experienced more bullying in workplace. In the third statement about noticing discrimination based on native language showed that Swedish speaking respondents have noticed substantially more discrimination based on native language than their Finnish speaking counterparts. In the fourth statement about people being treated differently because of their native language, Swedish speaking respondents agreed mostly with this statement whereas substantial majority of Finnish speaking respondents disagreed. In the fifth statement of Category 1, about native language influencing employment in organization, Swedish speaking respondents were more agreeing than Finnish speaking respondents. From these results it can be concluded that in

Swedish speaking respondents are experiencing discrimination as the differences between the language groups were quite substantial.

The Category 2 had statements revolving around participation and inclusiveness. The first statement of this category was about language-based factions in the workplace. While both language groups mostly disagreed with this option, if the agreeing options are compared, the Swedish speaking respondents had more agreeing options chosen than Finnish speaking respondents. In the second statement of this category about decision-making favouring the other language than their respondents own, the Swedish speaking respondents were more agreeing than Finnish speaking respondents. The third statement handled collaboration between languages. The Finnish speaking respondents were more agreeing to this statement than Swedish speaking respondents. The difference in between agreeing and disagreeing in language groups was substantial. The fourth statement in this category was about taking both languages into account in organization. In this statement Swedish speaking respondents were notably more disagreeing than Finnish speaking respondents. The fifth statement of Category 2 handled the easiness of communication between colleagues and others in the same category. Both language groups were more agreeing than disagreeing, but the difference in disagreeing options were quite notable between language groups. The results of this category suggest that there are rather notable differences in experiences about participation and inclusiveness between language groups.

The Category 3 revolved around well-being. The first statement was about organizations culture supporting the respondent's well-being. In both language groups the respondents mostly agreed with this statement, but still the Swedish speaking respondents were a bit more disagreeing. The second statement handled getting appreciation in workplace. Both language groups were very agreeing with this statement meaning that the portion of the disagreeing respondents were very small in both language groups. The third

statement was about workplace being fair to everyone regardless of their native language. The answers follow the same trend as the differences were very small and it is quite easy to conclude that both language groups agreed with this statement. The fourth statement was about feeling anxiety about going to workplace. In this statement as well, both language groups largely disagreed and the portion of agreeing respondents were a very small minority overall and in independent language groups. The fifth statement was about getting mental support from respondents' supervisor or colleagues when needed. Both language groups were largely agreeing, and the disagreeing portion was very small. The overall trend in this category of statements was that the differences between language groups were next to none. It can be concluded that well-being among both language groups, as well as in overall, is in good condition.

The Category 4 handled performance and feedback. The first statement of this category was about receiving constructive feedback from respondents' supervisor. A large majority of respondents get constructive feedback at least rarely. The differences between language groups are very small and the results show that there seems to be no inequality when it comes to receiving constructive feedback from supervisor. The second statement handled the equality of workload distribution in workplace. Majority of respondents disagreed with this statement meaning that they felt that the workload is not distributed equally. Finnish speaking respondents were more disagreeing with this statement. There was close to none differences between language groups. The third statement was about the communication with the supervisor. Both language groups were very agreeing to this statement. However, the Finnish speaking respondents were more agreeing than Swedish speaking respondents, but the differences were small. This means that the communication with the supervisor works well among both language groups. The fourth statement was about performing work as well as the respondents' colleagues. Again, both language groups were very agreeing with this statement and the disagreeing portion is very small. The fifth statement was about getting recognition about work well done from

supervisor or colleagues. Large majority both in language groups and overall were agreeing. The Swedish speaking respondents were a bit more disagreeing with this statement, but the responses were very close to each other meaning that the recognition given by supervisor and/or colleagues is equal. This category overall was had the same trend as the third category, differences were very small. It can be concluded that when it comes to performance and feedback, both language groups are treated equally.

The Category 5 was handling attitudes. The category was different from others as it only had one quantitative question and two optional qualitative questions. In the question about attitudes towards bilingualism the differences were quite notable as all the Swedish speaking respondents had positive attitude towards bilingualism and among the Finnish speaking respondents there were some that were neutral/undecided and negative. In the first qualitative question both language groups had similar opinions about bilingualism. In the second question about the bad features in bilingualism there were differences in the opinions of the language groups as Finnish speaking respondents saw that bilingualism is expensive, discriminating and as a slowing factor. The Swedish speaking respondents saw that information is not distributed equally.

Overall, the biggest differences are found from Categories 1,2 and 5. Categories 3 and 4 had only small differences between language groups.

The first question of this thesis was “Does bilingualism influence HRM?” and the results show that bilingualism has an influence on HRM. The task of the HRM is to take care of the human resources of an organization. Bilingualism creates some challenges to HRM as both languages must be represented in the organization and all the employees should have the right to use their own native language in their workplace without any obstacles. The results show that there are some things that the case organization should look more closely. The answers to the qualitative questions answer to this question the best. The

bad features of bilingualism told by the respondents tells us that bilingualism influences HRM and vice versa, as for example, both language groups saw that the other language than their own plays too large role in recruitment than it should. Both language groups bring up notable things that in the end influences the effectiveness of the organization

The second question of this thesis was “Are Swedish speaking Finns performing, and/or treated differently?” and the hypothesis was that the Swedish speaking Finns are performing and are treated differently. The answer to the question is yes, and the hypothesis is correct. The performance of the Swedish speaking Finns is very close to their Finnish speaking counterparts with small differences, but the treatment is more clearly different. The different treatment of Swedish speaking Finns comes clear from the results of Categories 1 and 2. It can be concluded that Swedish speaking Finns are experiencing more discrimination and less participation than Finnish speaking Finns. The Categories 3 and 4 are more concerned about the organizational issues that language groups are facing. The results show that the well-being, performance and receiving feedback are mainly in good condition with both language groups.

There are no records from the case organization about the percentages of the native languages of the employees in the organization, so it is quite hard to say that is the case organization representative bureaucracy. The percentages of the respondents in the survey are very close to the percentages of the city of Vaasa as one in four of the respondents were Swedish speaking Finns. The respondents are nearly perfect cross section of the public they serve, and this is what the theory of representative bureaucracy is promoting. The results show us that although Swedish speaking Finns might be represented by numbers, they are more likely practicing passive representation than active. What is meant by this is that the Swedish speaking Finns in the organization are more likely pursuing and making decisions that benefit the whole organization and the public than just the people of the same demographic background.

The results suggest that the case organization is not working through the scope of theory of representative bureaucracy as there are differences between the treatment of the language groups. It can not be said that the organization has failed, but there is a lot of room for some actions that could level the treatment. The Swedish speaking Finns raised up information distribution inequality as a bad feature of the bilingualism. Although this might not sound like a big deal to fix, but whenever there is an organization-wide bulletin sent to everyone, it must be translated by a professional, which takes time and costs money. Bilingualism consumes resources and thus it is an expensive thing to upkeep. Representative bureaucracy is something that should be sought after, but it should not be the priority of a bureaucracy. A danger lying in pursuing representativeness in organizations is that if it goes over meritocracy. This would mean that instead of recruiting those whom are competent to the task, the recruiters might prioritize the native language or some other attribute of the applicant over his or hers skills.

In general, this subject should be studied more in the future. There are no studies of this subject and by doing more research maybe some day the treatment of both language groups could be equal. There are many factors that influence the treatment such as colleagues, supervisors, field of work, organizational culture and many more. The results raise up new questions to the future. If the theory of representative bureaucracy is taken as a keystone of the organization's strategy, would it make a difference? Another viewpoint on the representative bureaucracy is that it can also be unequal, as then, whenever there is a situation where someone has to be recruited or given a new position in the organization, the decision-makers are looking more into the native language of the applicant rather than the merits that the person has.

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MOT Kielitoimiston Sanakirja

MOT Oxford Dictionary of English

MOT Norstedts Svensk ordbok

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Appendices

Appendix 1. Survey in English

Choose your native language *

- Finnish
 Swedish

Kategoria 1 *

	Never	Rarely	Can't say	Sometimes	Often
I have experienced discrimination based on my native language in my workplace *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have experienced workplace bullying *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kategoria 2 *

	Strongly disagree	Disagree	Can't say	Agree	Strongly agree
I have noticed discrimination based on native language in my workplace *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People are treated differently because of their native language *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Native language influences employment in my organization *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kategoria 3 *

	Strongly disagree	Disagree	Can't say	Agree	Strongly agree
There are factions based on native language in my work community *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decision-making in my organization is favourable to the other language group than my own *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Can't say	Agree	Strongly agree
The collaboration between languages works well *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Both languages are taken into account in my organization *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication between colleagues and others in the same organization is easy *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kategoria 4 *

	Strongly disagree	Disagree	Can't say	Agree	Strongly agree
My organizations culture supports my well-being *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get appreciation in my workplace *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My workplace is fair to everyone regardless of native language *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel anxious about going to my workplace *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get mental support from my supervisor and colleagues when needed *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kategoria 5 *

	Never	Rarely	Can't say	Sometimes	Often
I have received constructive feedback from my supervisor *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kategoria 6 *

	Strongly disagree	Disagree	Can't say	Agree	Strongly agree
The workload is distributed equally in my workplace *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Can't say	Agree	Strongly agree
Communication with my supervisor works well *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I perform my work as good as my colleagues *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor or colleagues have given me recognition about work well done *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kategoria 7 *

	Very negative	Negative	Can't say	Positive	Very positive
My attitude towards bilingualism is... *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Are there good features in bilingual organization? If yes, what?

Are there bad features in bilingual organization? If yes, what?
