

Effective Multicultural Team in the Delivery of Elderly Care

Perspectives from Finnish and Foreign-Born Nurses

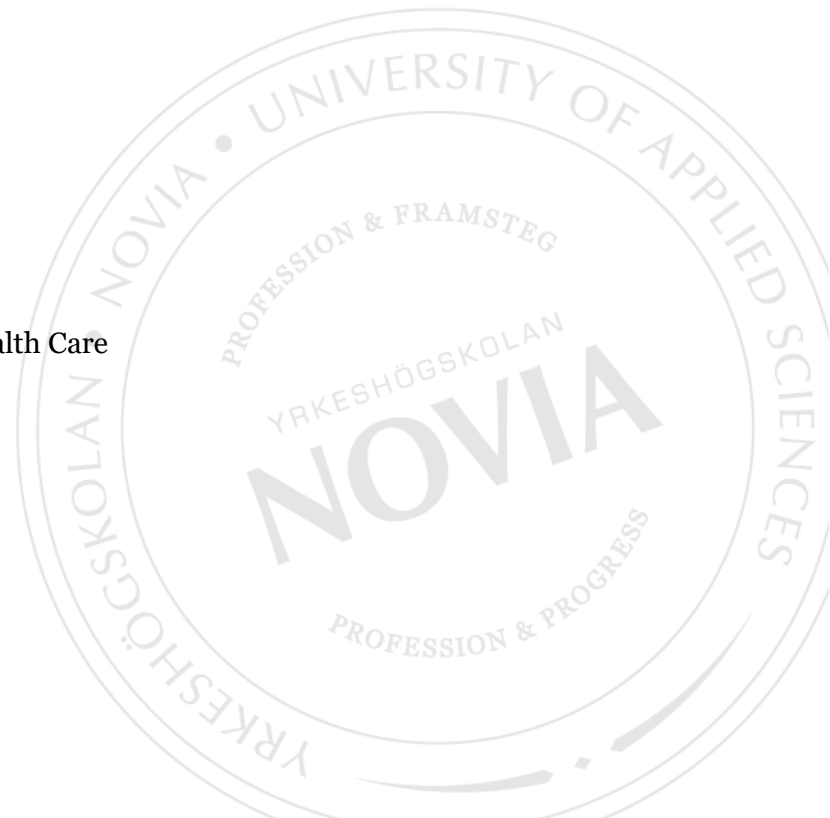
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Summary:

The aim of this study is to describe quantitatively the effectiveness of the multicultural teamwork from the perspective of Finnish-born and the foreign-born nurses who are in the delivery of elderly care here in western Finland (Ostrobothnia). The purpose is to comparatively define the responses of the Finnish-born and foreign-born nurses in a multicultural working environment using Tirmizi's criteria of effective multicultural team: satisfaction, learning, and performance.

The study was carried out using quantitative research method where voluntary informants from selected elderly wards and selected nursing students who has experience of working in the elderly care took the survey. Garnering 122 informants in total divided into 83 from the Finnish-born and 39 from the foreign-born nurses.

The multicultural team that comprises Finnish-born and foreign-born nurses in western Finland (Ostrobothnia) is effective in the delivery of elderly care. The team does trust each other's skills, openness in communication, mutual respect, integration, and interaction is perceived. Additionally, the majority of participants are ready to accept new things and new work method coming from colleagues with different cultural background. Different culture enriches the work community by way of learning it through personal encounter.

Multicultural team also has challenges. The main concern is always language barrier. Communication in nursing is very crucial; hence learning the language must be a priority to be effective in the work. On the other hand, managers are also encouraged to provide equal support to the multicultural team.

Language: English **Key words:** Multiculturalism, cultural competence,
multicultural nursing, effective multicultural
team

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1. Introduction

Global migration is not a new term to many and there are many reasons that push individuals to migrate to another land. According to Skeldon (2013), migration across international boundaries is empowering for some, pursuing for example a higher level of education or better job opportunities, or fleeing from political conflicts or environmental disasters.

Nevertheless, the international mobility of the healthcare workers has risen in the OECD (Organization for Economic Cooperation and Development) countries by about 60% since 2004; the top suppliers of emigrants' doctors and nurses are from Asian countries. In 2010/11, doctors and nurses emigrated to OECD countries are due to severe shortages of healthcare professionals (OECD, 2015, 12).

In coherence, due to extensive global migration, the cultural competency and multicultural team in the healthcare is very important. As Bacote (2002) said, the world is changing and so is the demographic and economics of the growing multiculturalism, moreover the long-standing differences in the health status of individuals from diverse and cultural background that challenges the health care provider in considering cultural competence as a priority.

In Finland alone, among the total population of 5,4 million, 243,639 are foreigners per Statistics Finland (2017) as shown in table 1. Meanwhile the Ministry of Interior (2013) said that they view migration as an opportunity; the mobility creates international networks and brings it new ways of doing things. Migration will help to answer Finland's dependency ratio problem, but at the same time, the competition for workers between countries will increase (Ministry of Interior, 2013). The need of young migrants to stay longer in the country is given importance since they are supplemental to the Finnish labor market. They also stated that the most challenging situation will be in the social and health care sector where the labor shortfall by 2025 is at least 20,000 people. Therefore, ethically sustainable recruitment coming from within and outside the EU is needed to meet the labor shortage (Ministry of Interior, 2013). Below in figure 1 is the numbers of foreign nationals who are nurses and practical nurses that have been in the health and social services in Finland across the years from 2000, 2005, and 2010-2012.

Table 1. Foreigners in Finland (Statistics of Finland, 2017)

Country of citizenship	2015	%	Annual change, %	2016
Estonia	50,367	21.9	4.2	51,499
Russia	30,813	13.4	0.6	30,970
Iraq	7,073	3.1	4.1	9,813
China	8,042	3.5	6.4	8,480
Sweden	8,174	3.6	-1.4	8,040
Thailand	7,229	3.1	5.3	7,487
Somalia	7,261	3.2	-1.6	7,018
Afghanistan	3,741	1.6	6.1	5,294
Viet Nam	4,552	2.0	14.0	5,253
India	4,992	2.2	5.6	5,016
Turkey	4,595	2.0	1.9	4,654
United Kingdom	4,427	1.9	3.4	4,562
Poland	3,959	1.7	7.5	4,192
Germany	4,112	1.8	1.7	4,149
Ukraine	3,392	1.5	12.1	3,761
Others	77,036	33.5	7.0	83,451
Total	229,765	100	4.6	243,639

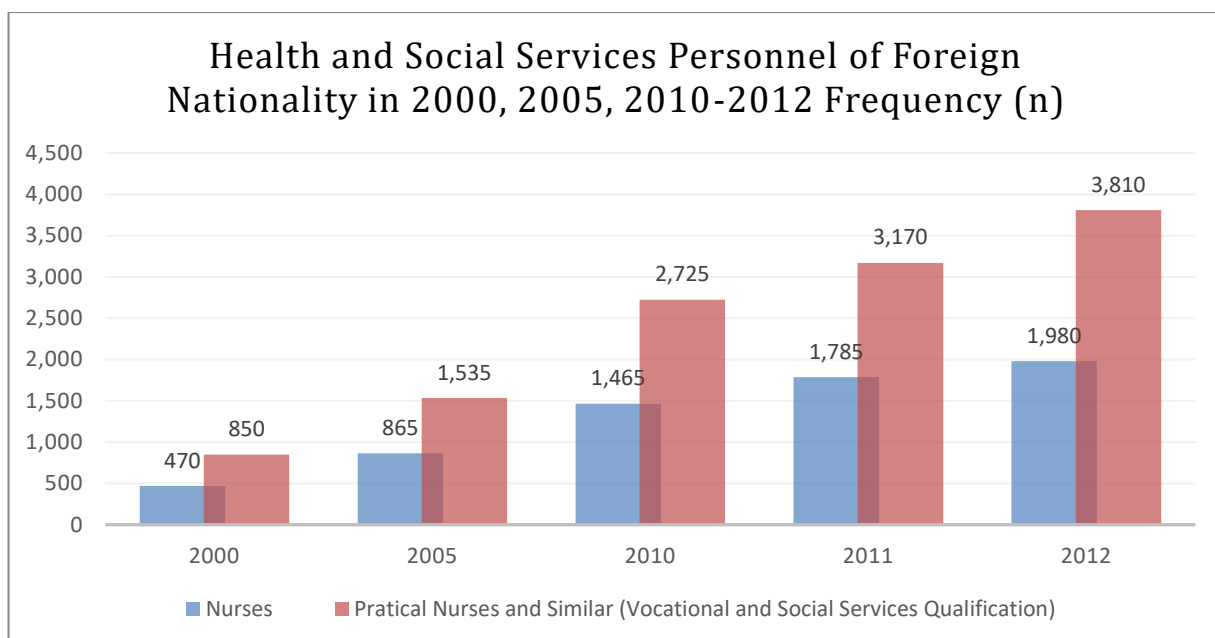


Figure 1. Health and social services personnel of foreign nationality in 2000, 2005, 2010-2012 frequency (n) graph (Statistics Report 12/2015, 8 June 2015, Office Statistics Finland, Employment statistics, THL)

Therefore, there is a significance to perform a study to know the effectiveness of the multicultural team in the delivery of elderly care. The study is done in the western part of Finland (Ostrobothnia). The quantitative study gets the responses coming from the views of the Finnish and Foreign-Born nurses that comprised the multicultural work community. Thus,

describing statistically the effectiveness of the team using the Tirmizi's Multicultural Team effectiveness criteria of satisfaction, learning, and performance. Difficulty such as cultural differences is taken into consideration aside from reaching the everyday goal of the team. The Finnish and Foreign-born nurses that the respondents want to describe in this study are those working as registered nurses, practical nurses, and nursing students. The study will impact to the burgeoning knowledge of Finland's multiculturalism in health care. It will provide additional input for future research here in western Finland and/or for future governmental policies.

2. Aim and problem definition

The aim of the study is to quantitatively describe the effectiveness of multicultural teamwork from the perspective of Finnish-nurses together with Foreign-Born Nurses working in elderly care homes or wards. The purpose is to comparatively define the responses of the Finnish-born and foreign-born nurses in a multicultural working environment using the effective multicultural team criteria: satisfaction, learning, and performance. Therefore, it will provide the readers some insights that cover the multicultural team in elderly care in the western part of Finland (Ostrobothnia region).

Problem definition:

1. How effective is the multicultural team of Finnish and Foreign-born nurses in the delivery of elderly care from the perspective of Finnish-born nurses?
2. How effective is the multicultural team of Finnish and Foreign-born nurses in the delivery of elderly care from the perspective of Foreign-born nurses?

3. Theoretical Background

This part will discuss the background of the study. It will describe multiculturalism in general, multicultural in nursing, cultural competence, the elderly care in Finland, the multicultural work environment in Finland, and lastly are some of previous research done in this area and related to our study.

3.1 What is Multiculturalism?

The world has been changing a lot due to processes of globalization. People with different cultural background are moving from one country to another creating the process of global migration. International migrations lead to the situation when a growing number of foreigners settle down in either developed or developing countries that is foreign to their culture. All this makes the contacts between different cultures are closer than in the past (Claval, 2001).

Multiculturalism is the term which is difficult to define since it is continually changing. According to Rossado (1996, 3), *“multiculturalism is a system of beliefs and behaviors that recognizes and respects the presence of all diverse groups in an organization or society, acknowledges and values their socio-cultural differences, and encourages and enables their continued contribution within an inclusive cultural context which empowers all within the organization or society”*. This definition contains five important views on multiculturalism as a function system which include: beliefs and behaviors; recognizes and respects; acknowledges and values; encourages and enables; and empowers. In other words, multiculturalism is a system of beliefs and behaviors that acknowledges and gives respect and recognition to people of various cultures in an organization or society as well as appreciates their efforts and input in organization or society by that making an organization or society stronger.

Multiculturalism can also be seen in a context of human rights revolution that struggles for racial and ethnic equality (Kymlica, 2012). In a situation when a person of different ethnic and cultural background enters a new society or organization it is very important for the society or organization to ensure that he is treated equally.

3.2 Multiculturalism in nursing

Changes in socioeconomic situation leads to increasing demand for nurses in health-care institutions, especially in elderly care homes. Often local supply cannot meet this demand and therefore, it becomes necessary to hire nurses from abroad. This results in formation of multicultural teams where people with different cultural background are working together.

According to Laiti and Liuksiala (2014) the nursing staff considers work in multicultural team as more challenging compared to work in non-multicultural environment. The integrative literature review by Primeau, Champagne, and Lavoie-Tremblay (2014) pointed out six major obstacles foreign nurses face during the process of professional integration: the recognition of skills and experience, differences in nursing practice, differences in technologies, communication barriers, cultural differences, and discrimination by team members, managers, and patients.

The study done by Pratt in Turku (2014) shows that foreign-born nurses working in Finland experience at least one of the following problems at their working place: language barrier, communication, culture, information giving, mentoring, workload, patient client relationship, personal difference with colleagues and lack of motivation from management.

ETENE (The National Advisory Board on Social Welfare and Health, Finland) report published in 2014 gives an overview of multiculturalism in Finnish health care. Multiculturalism is a part of the development strategy of health care in the future. Taking this fact into consideration, it becomes important to prepare workers and work community in the way that they are able to manage well in a multicultural working environment. Moreover, ETENE (2014) sees it necessary to provide professionals immigrated to Finland with a special support and training within their working field.

3.3 What is Cultural competence?

Transcultural nursing is an essential aspect of nursing practice today. This concept highlights the fact that nurses in their work should recognize and respect cultural differences in healthcare values, cultural beliefs and customs of both co-workers and clients.

The models of culturally sensitive nursing give us broader understanding of interaction between health care professional and individuals of diverse cultural origin development. Leininger's and Campinha-Bacote's Cultural Competence models are the ones that help us to define what the process of cultural competence, or the ability to interact effectively with people of different cultural background, includes.

Leninger's model of transcultural nursing (The sunrise enabler model) gave us a better understanding of the factors that influence an individual's perception of wellbeing and by that the process of healing. These are technological, religious, philosophic, kinship, social, value and lifeway, political, legal, economic, and educational factors (MacFarland, 1997).

On the other hand, theorist Campinha-Bacote developed the Culturally Competent Model of Care, which identifies five constructs of cultural competence: cultural awareness (a self-reflection of one's own cultural background), cultural knowledge (obtaining information about different cultures), cultural skill (being able to assess of cultural data of the patient), cultural encounters (personal experiences with patients of different cultural backgrounds), and cultural desire (the process of wanting to be culturally competent) (Campinha-Bacote , 2002)

Moreover, both theorists indicate that the cultural competence is a process. Therefore, health care professionals should continually strive to develop their own cultural competence to be able to cope in multicultural environment.

3.4 The Ageing population in Finland

The number of aging population is rapidly growing worldwide, and the Nordic population is not excluded. Moreover, the highest proportion of elderly people aged 65 and over is residents of Finland and Sweden (L. Hörnström, J. Roto, 2013). According to prognosis made by Demos Helsinki (2015) the life expectancy in Finland will increase up to 87 years as well as the number of people aged over 65 by the year 2050. (see figure 2 and 3)



Figure 2. Population Growth and Finnish Life Expectancy in Finland (Koponen, 2015)

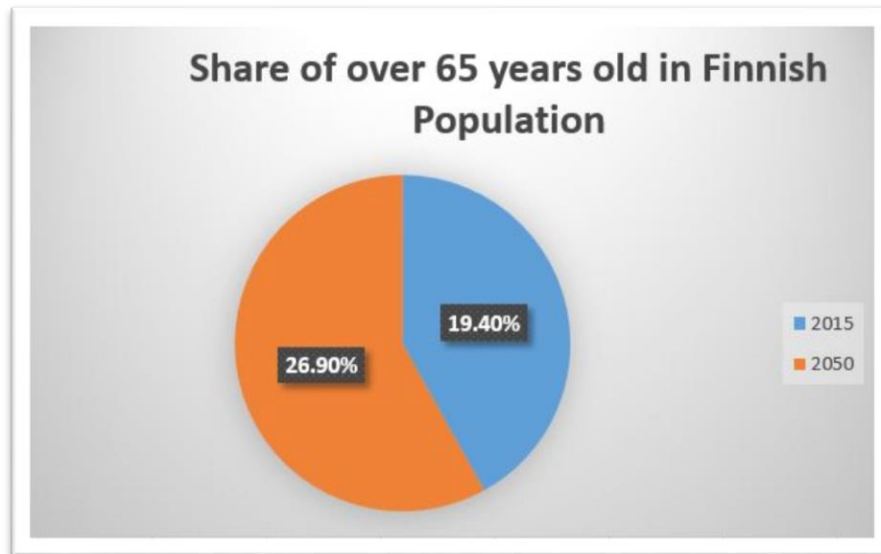


Figure 3. Share of over 65 years old in Finnish Population (Koponen, 2015)

Long-term care for older people in Finland is delivered either at home, residential care homes (elderly care homes), or within health center inpatient wards (chronic care hospitals), and in institutional care. In 2008, more than 10% of those aged 75 years and older received 24-hour care in locations other than in their original homes, while 6% lived in institutions (H.Finne-Soveri, T. Hammar, A. Noro, 2011).

3.5 Finland's Multicultural Work Community

Finland is a notable example in multicultural aspects of diversity in its organizations and worker's experience. Previously, Finland is a homogenous culture but face an increasing level of multiculturalism during the last decade (Korhonen & Myllylä, 2010). Moreover, the Finnish Ministry of Employment and Economic Development mentioned that the multicultural working environment in Finnish labor markets is inevitable, changes in the Finnish population, labor force, race, ethnicity and the status of its citizens demands adaptability (Leander, 2010). The demand for health care personnel is growing, leading to a more international workforce as institutions welcome an increasing high number of employees from abroad (Korpela, 2008).

The Constitution of Finland Chapter 2 – Basic rights and liberties, in section 6 – Equality stated in verbatim, “No one shall, without an acceptable reason, be treated differently from other persons on the ground of sex, age, origin, language, religion, conviction, opinion, health, disability or other reason that concerns his or her person.”, in which very applicable in the multicultural work environment that Finland has now (Ministry of Justice, 1999). In

other words, cultural differences must be treated equally with no prejudice, hence the managers or the team must uphold what the law of the land promulgated.

Finland's multicultural working environment also poses challenges. The cultural differences are visible in the workplace; employees may have different perspectives about hygiene, timekeeping, temperament and discussing various things (Korpela, 2008). Furthermore, learning the native or working language is very important to properly communicate and progress in career (Leander, 2010). According to thisisFinland, the language does play a crucial role in healthcare, especially with personnel dealing directly with clients. As provided by the law, patients must obtain the service in their own mother tongue. The inability to communicate compromises patient safety, hence in current nursing culture, reading and writing skills in patient's language is as important as oral communication (Korpela, 2008).

3.6 Previous Research

The previous research from the thesis of other regions of Finland is providing us an insight of the varied factors that affect the multicultural work community. The quantitative and qualitative studies reveal the honest experiences of the Finnish and the foreign-born nurses as they mold the multiculturalism in their own organization. Thus, it supports the study about effectiveness in the multicultural team.

The study, "*Lived experiences of immigrant nurses in Finland*" done by Y. Ageeva, A. Jaanisalo (2013), conducted in Tampere sheds the light on the immigrant nurse's experiences of the nursing culture and working environment. Although, the research is quite limited as only four participants are involved in the study, it points out five obstacles that foreign nurses are facing while adapting to work in Finnish nursing care: language barrier, orientation, support, difficulties in the daily routine and working culture (Ageeva, & Jaanisalo, 2013). Language barrier is the main issue that the foreign nurses are struggling with and that makes them feel less confident and uncomfortable working in the team. They feel that they are not integrated and not trusted by the team due to difficulties in communication related to the language. Nevertheless, the support coming from the ward manager has provided them the self-worth and importance to the team, giving time for their adaptation in the ward. Moreover, the ward manager helps them to feel valued and ensuring that they have significance in the team. Otherwise, they do not feel much of support from the team itself. In addition, the

participants feel that their previous working experience from home countries is undervalued by the team members. Overall, this study helps us to understand what factors influence satisfaction and performance at working place of foreign nurses, thus decreasing the effectiveness of the team itself.

In the previous study done by the students of JAMK in central Finland the main aim was to examine the experiences of Finnish nurses working in a multicultural team in Central Finland and to shed the light on the true feelings and attitudes of the Finnish nurses toward non-native nurses. According to the results they get Finnish nurses consider the work in multicultural team quite challenging, although their attitude towards multiculturalism and non-native nurses can be described as positive. The major concern was associated with misunderstandings in interactions due to insufficient Finnish language knowledge by foreign-born nurses. In addition, it is a threat for occupational safety in a multicultural environment. Managerial support was pointed out as a significant resource in a multicultural working community (V. Häyrinen, M. Pirskanen, and S. Soppi, 2015).

Another masters' thesis conducted in Jyväskylä (Välipakka, 2013) is about International nurses' experience and perceptions of their work orientation in Finnish health care. The aim is to investigate the factors that will facilitate the foreign nurses in the organization's entry and work orientation, hence supporting them and providing easy adjustment to work environment. The work orientation provided by organization has been positive towards the foreign nurses. The adaptation to the workplace shows a positive impact in the work orientation as the study shows. Good working atmosphere, friendly co-workers, supportive colleagues are considered helpful in the workplace adjustment. However, the language was quite the big deal for foreign nurses in the entry and work orientation in the organization. Hence, the respondents suggest that time, individuality of work orientation, training, and uplifting cultural awareness at the workplace are effective ways to improve foreign nurses' work orientation (Välipakka, 2013).

One more qualitative study done in Jyväskylä (Mahat B., 2015) focuses on the experiences of a cultural group, Nepalese nurses, on cultural aspects when providing healthcare to elderly people in Finland (Mahat B., 2015). While analyzing interview, authors arrived at a conclusion that the main barriers that interfere with Nepalese nurse's integration to the multicultural team

are language and lack of communication (Mahat B., 2015). Interviewers underlined that cultural differences make them feel unequal and thus less satisfied at a working place. However, this feeling goes away with time and with improved language skills. The main cultural difference among Nepalese and Finnish perception of a team is that Nepalese nurses exhibit collectivism culture expressed also in the fact that Nepalese nurses think more about co-worker's feelings and feel uncomfortable to take decisions on their own when facing a new situation. Otherwise, Finnish nurses come from individualistic culture where it is normal to take decision on one's own (Mahat B., 2015). Thus, it is very important to encounter cultural differences during the period of adaptation of a foreign worker.

Adaptability of international nurse graduates to a Finnish working environment is discussed in the work done by Dinda, et. al., (2014). The aim was to find out how the foreign nursing graduates working in Jyväskylä are adapting to the Finnish working culture. During the research, it was found that the following factors play a significant role in the process of adaptation of foreign nurses at a working place: language, workload, work frame and work routines, job satisfaction and recognition. The good relationships with employers contribute to a feeling of satisfaction and motivation to work. Although, it is interesting that good relations with the colleagues were not established at once but came with time and as it took a while before foreign nurses were accepted and recognized as a part of a team. The foreign nurse also felt that there is lack of cultural education in the process of their integration to working life (Dinda S.et. al., 2014).

In the perspective of job satisfaction among foreign nurses in Finland, another review is included in this thesis. A study was conducted in the southern region of the country about the satisfaction of these nurses in the private nursing homes. Wanjohi, N. & Maringi P. (2013) bachelor's thesis entitled Job Satisfaction among Foreign Nurses in a private nursing home in Southern Finland, aims to find out the experiences of the foreign nurses in the southern region and the factors that influence their job satisfaction. Thus, it shed light on how to improve the satisfaction in the job. In the results, at the onset the experience is challenging and difficult, however a good one. Language, cultural barrier, discrimination, work load, relationship with co-workers, clients and family member, and working environment, salary, professional growth and advancement were listed as factors affecting job satisfaction. Strategies were offered by

the respondents to improve the barriers of a good and equal job satisfaction among foreign nurses, thus prevent turnovers in organization. Ensuring favorable policies in recruitment, selection, training and job design, and salary payment for the foreign nurses are strategies discussed. Emphasizing cultural awareness and molding activities that will set diversity, respect, and trust in the multicultural team (Wanjohi & Maringi, 2013).

Consequently, this study is founded on these previous researches from different sources around Finland that tackles mostly the views of both the Finnish and Foreign-born nurses. Each study has varied factors that define the positive and the negative situations that affect multicultural work community. Thus, there is a significant basis to perform another research about how effective is the multicultural team here in the western part of Finland (Ostrobothnia). In the study, the previous research part contains supporting facts in evaluating the effectiveness of the multicultural team of both Finnish-born and foreign-born nurses in the delivery of elderly care in Ostrobothnia.

4. Theoretical Framework

This part focuses on the describing what is a multicultural team, explaining Tirmizi's Multicultural team effectiveness model, and the more specific Team Effectiveness Criteria: Satisfaction, learning, and performance.

4.1 What is Multicultural team?

Multicultural teams are becoming a common way of organizational life all over the world. There are many definitions of multicultural team though, the definition in the study is given by Marquardt and Horvath (2001) and Bailey and Cohen (1997). They define a multicultural team as a goal oriented group of people with different cultural backgrounds where each of the team member is independent in her tasks, although, is sharing responsibility for outcomes. Moreover, the individuals are seen by themselves and by others as a well working unit of a larger system as well as they can cooperate with each other within the organizational boundaries and beyond (Marquardt and Horvath, 2001; Bailey and Cohen, 1997).

Talking about organizational culture we need to accept the fact that behavior of team members is formed not only by national culture although they as well possibly represent many other

subcultures and identities depending on their religious, social, family background. Therefore, organizational culture derives from the history and experience shared by all members as well as it is influenced by individual behaviors of the members. Thus, we should not limit organizational culture in multicultural teams to diversity in national cultures but otherwise multicultural teams should be viewed as having many facets (Brannen, 1994).

The individuals involved in these teams should be prepared to be effective in their roles of team members. According to Young (1998), one of the big challenge that is faced by multicultural team is related to how the members of such a team link to each other, how they communicate with each other despite on the differences in their cultural orientations.

Team members working in multicultural environment besides performing their tasks are actively coping with cultural differences to bridge cultural boundaries. Thus, a new hybrid culture is formed within this multicultural team (Kopp, 2005). Although, there is no certain answer whether multicultural teams are more effective than more homogeneous ones, there are certain factors that influence the effectiveness of multicultural team work.

4.2 Multicultural team effectiveness model

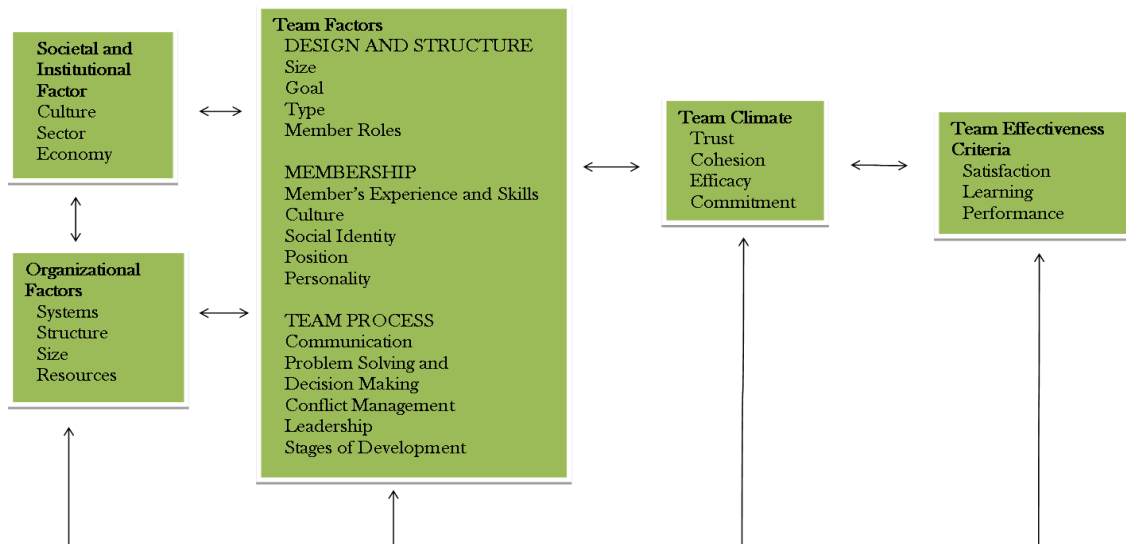


Figure 4. Multicultural Team Effectiveness model (Tirmizi, 2008)

Tirmizi (2008), propose a model that shows the factors affecting multicultural team effectiveness. The components represented in the model include the following

societal/institutional factors, organizational factors, team factors (structure, membership, and processes), team climate, and team effectiveness criteria. Trimizi bases his model on the previous models and conceptualizations of team effectiveness done by e.g., Ancona (1990); Guzzo (1986); Hackman (1987); Salas et al. (2004). Although, he also integrates the model, such factors as culture and social identity and their impact on the effectiveness of multicultural teams that in previous models were not taken into consideration. Culture is determined by the author as the assumptions, values, and artifacts that are shared by the members of a group (society) (Tirmizi, 2008).

According to the model the following factors influences the team effectiveness: team structure, membership, including members' culture, and team processes which are also determined by members' culture. When talking about a team structure it is important to mention team goals which play a crucial role in articulating and translating the overall mission (Gardenswartz and Rowe, 2003).

The model also proposes that team-level factors interrelate with team effectiveness based on such categories as level of trust, cohesion, efficacy, and commitment that are present in a team or team climate as shown in the model. Moreover, team effectiveness is also influenced by organizational and societal factors involving cultural factors.

Although, it is important to say that national (societal) culture and organizational and group cultures could vary and take different forms (Brannen, 1994). Therefore, organizational culture (that is of course could be influenced by societal cultural as a bigger system) has a great impact on team effectiveness.

Overall, team effectiveness criteria are very important issue in determining team success. Besides the productivity and performance, such issues as team member satisfaction and the process of learning play significant role in how effective the team is. Moreover, all these criteria are influenced by culture of team members how they see and do their work. (Tirmizi, 2008).

The focal point in this study is the Team effectiveness criteria such as satisfaction, learning and performance. Based on these criteria, respondents would like to see how effective

multicultural team in working with elderly patients from a perspective of both foreign born and Finnish born nurses. (see figure 6 with blue circle)

4.3 Team Effectiveness Criteria: Satisfaction, Learning, and Performance

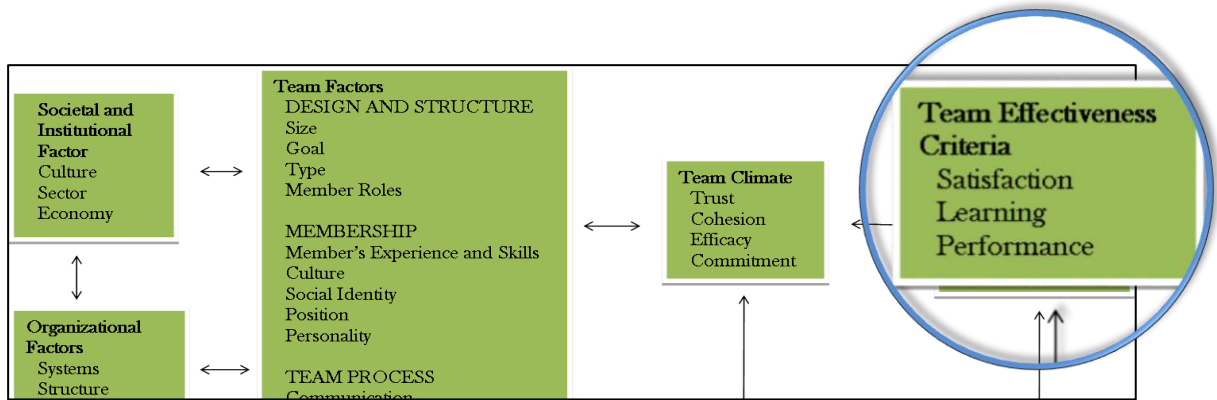


Figure 5. Team Effectiveness Criteria: Satisfaction, Learning, and Performance (Tirmizi, 2008)

Satisfaction, learning and performance are the criteria that are used in our research to determine the effectiveness of multicultural team in delivery of elderly care. Before applying these criteria, we need to define them. The base of the study is on Tirmizi's model of effectiveness, the definitions of satisfaction, learning and performance we articulate in our research are also grounded on his theory.

Individual satisfaction contributes to strengthening teamwork (Tirmizi, 2008) and makes the team work more effective. There are three components that determine satisfaction of an individual in multicultural team: satisfaction with task accomplishment, feeling of positive self-esteem and satisfaction with the team process (Tirmizi, 2008).

One of the characteristics of learning is that it should be "on-going" (Tirmizi, 2008). Continues learning helps to make the sense of effectiveness among the team members stronger as well as to find innovative ways of collaborating and decision-making.

Effective performance in multicultural team is predetermined by both task accomplishment and how well team member cooperate with each other. In addition, performance is correlated with how well the management support team and diversity in the team (Tirmizi, 2008).

Moreover, all these components maybe influenced by culture of the team members. We should consider the cultural norms that influences the way a team member see satisfaction, the process of learning, and team performance.

5. Methodology

This part explains the methodology for this research. Thus, it comprises of the quantitative research method, motivation of the choice, participant recruitment, data collection, and data analysis.

5.1 Quantitative Research Method: Non-Experimental descriptive correlational design

The thesis is carried out using quantitative method, specifically using non-experimental study. Quantitative research is an investigation of phenomena that lend themselves to precise measurement and quantification, often involving a rigorous and controlled design (Polit & Beck, 2010, p. 565). Hence, specifically the study is a non-experimental study meaning respondents are bystanders, they will collect data without introducing treatments or making changes. When the respondents study the effect of a potential cause they cannot manipulate, yet they use the design that examines the relationships between variables (Polit & Beck, 2010, p. 70, 235)

5.2 Motivation of the choice

Research is another option when collecting accurate, sound and reliable information about the effectiveness of your intervention, wherein providing you with evidence of its effectiveness. As providers and professionals, the researchers use techniques and processes developed by research methodologists to consolidate, improve, develop, refine and advance clinical aspects of our practice to serve our clients better. (Kumar, 2011).

Thus, choosing the quantitative design is another appropriate tool to statistically determine the personal views of the Finnish and foreign-born nurses in the delivery of elderly care as a multicultural team. The study only seeks to describe the relationship among variables to

determine how effective they are in the multicultural work community despite of their differences and cultural diversity. Moreover, with no attempts of interfering on the respondents, the study ensures a trustworthy result.

5.3 Participant Recruitment

The participants in this thesis are the Finnish and the Foreign-born nurses working hand in hand in the elderly care wards in Ostrobothnia. They comprise of people with distinct cultural background, making a multicultural team. Specifically, the people considered part of the team are the registered nurses, practical nurses, and even the student nurses are included; whom which they are currently working or have been working in the delivery of elderly care.

First, formulation a letter of consent in the institutional care for the elderly (*see appendix 1*). Check and approve by the thesis supervisor and then production of materials thereafter. Identification personally the places or wards to perform the survey, the Swedish speaking wards were chosen as a target population. Contact personally the head nurses of these wards and ask for a formal visit, and present the letter of consent and the questionnaires for them to use. A box is placed in the staff room for a month, together with the paper fill-in questionnaire with a cover letter.

Secondly, to reach the nursing students who are currently working or have been working in the institutional care for the elderly and been in a multicultural team. Sending email to Novia University of Applied Sciences nursing student to answer the questionnaires. First, applied for a permission from the school and secondly send an invitation to take the survey to selected nursing group via email. Appendix 2 showed the response coming from Novia University of Applied Sciences for their approval. The email has a cover letter and the link of the survey form both in Swedish and English. The online questionnaire is generated using free Google form for the formulation of the survey design and for the informant's easy access (*see appendix 4*). The security features of the answers are embedded into the respondent's email; hence no third party can get access to the results of each voluntary informant. Lastly, invited friends to do the survey that are nurses and have been or currently in the multicultural team working in the delivery of elderly care. Information and the google survey link are sent via email or Facebook messenger.

The research invokes privacy. As Cohen (2007, 64) said, that right to privacy means that a person has the right not to take part in the research, not to answer questions, not to be interviewed, not to have their home intruded, not to answer telephone calls or email, and to engage in private behavior in their own private place without fear of being observed. In addition, the anonymity is important in this research. Respondent should not be in nor way reveal the identity of our informants. A participant or subject is therefore considered anonymous when the researcher or another person cannot identify the participant or subject from the information provided (Cohen, 2007, 64)

5.4 Methods of data collection

For the data collection, the study is using quantitative self-report technique. According to Polit & Beck (2010, 343) structured approaches to collecting self-report data are appropriate when the respondents know in advance exactly what they need to know and can frame appropriate questions to obtain the needed information.

In the question form, for the totally structured instrument the informants are asked to respond to the same question in the same order; moreover closed-ended questions are ones in which the responses alternatives are pre-specified by the researcher. It may use ranges from yes or no to complex expressions of opinion, wherein the purpose is for clear comparability of responses and facilitating analysis (Polit & Beck, 2010, 343)

The first part is the profile of the informants precisely showing gender, nationality, age group, professional title, and the status of their work in the elderly care. The second part is divided into three criteria namely satisfaction, learning, and performance. Each criterion has related corresponding questions wherein informants measure it using their level of agreement based on their opinion to each of the questions. At the end of the survey, the informants are given the choice to write a personal statement about the topic or a comment of the whole experience in taking the survey. Additionally, the questionnaire is translated to English and Swedish (*see appendix 3*).

Close-ended question is formulated using the variables used in the study. At the same time, to measure statistically the data, the study uses the Likert-type scale response anchors. As

mentioned by Polit & Beck (2010, 346), the most common scaling technique is the Likert scale, which consist of several declarative statements (items) that express viewpoint on a topic, informants are ask to indicate how much they agree or disagree with the statement. Citation from Wade V., (2006), the level of agreement is use:

Level of Agreement

- 1 - Strongly Disagree
- 2 - Somewhat Disagree
- 3 – Neutral
- 4 - Somewhat Agree
- 5 - Strongly Agree

An example of a statement (*see figure 4*) in the thesis questionnaire in question no. 1: “*I trust the nursing skills of the multicultural team*”, and the informants will just have to answer the question based on what he/she feels by checking the corresponding boxes per number, ranging from 1 which is strongly disagree to 5 which is strong agree respectively.

	Satisfaction	1 Strongly Disagree	2 Somewhat Disagree	3 Neutral / No opinion	4 Somewhat Agree	5 Strongly Agree
1	I trust the nursing skills of the multicultural team.					

Figure 6. Example of the Questionnaire

The questions used in the study are meticulously arranged in their respective criteria set by the conceptual framework. Selected questions are frame after the thesis provided by Häyrynen & et. al (2015) from JAMK University of Applied Sciences, hence to ensure validity and reliability of the questions provided.

The informants take paper fill-in and online questionnaires for the informants. In the paper-fill in survey, those willing informants who take the survey, when they are finish answering they will fold the paper and drop it in the small rectangular hole in the box. This ensures the safety and confidentiality of the answers. After a month, boxes are taken out and process data analysis afterwards. Meanwhile, the online questionnaires via google form are sent to the students email together with the cover letter and the link to the google form. The survey paper fill-in questionnaires were left in places for 30 days that is from March 1st to 30th 2017. In online questionnaire, after 30 days the respondent chose the option to stop receiving responses.

Additionally, the study is voluntary and the informants have the right to decline. After the final seminar is done and approved by the thesis panel, then the respondent must destroy the data coming from the informants.

5.4 Data Analysis

Quantitative data analysis is a powerful research form; it is often associated with large-scale research, but can also serve smaller scale investigations, with case studies, action research, correlational research and experiments (Cohen, 2007, p. 501). Hence, the data that has been collected will be interpreted using descriptive statistics. Descriptive statistics are used to synthesize and describe the data: averages and percentages are example of it (Polit & Beck, 2010, p. 392). Proverbially, without statistics, quantitative data would be a chaotic mass of numbers. Statistical procedures enable researches to organize interpret, and communicate numeric information (Polit & Beck, 2010, p. 392). To provide a good statistical data, the study will use Statistical Package for Social Sciences or SPSS for analysis. According to Cohen (2007), numerical analysis can be performed using software, for example Statistical Package for Social Sciences (SPSS, Minitab, Excel). These are software packages apply statistical formulae and carry out computations. In this mind, respondents avoid extended outlines of statistical formula through provided details wherein it is considered useful. Informants who also wrote commentaries are discussed in the study provided with utmost importance.

The analysis of the data received will be performed based on the Tirmizi's criteria of effectiveness: satisfaction, learning and performance. The main findings then will be discussed in the discussion part of this study.

6. Ethical consideration

It is important to note that this research has ethical consideration. According to Beck & Polit (2010, 118), in nursing research the ethical concerns are specifically prominent because sometimes it became blurry when the line of demarcation between what constitutes the expected practice of nursing and the collection of research data. It can create challenges because ethical requirements sometimes conflict with the need to produce high-quality evidence for practice.

Thus, this study implies confidentiality and voluntary in nature. The respondent believes that the principle of respect for human dignity encompasses people's right to make informed, voluntary decisions about study participation, which requires full disclosure (Polit & Beck, 2010, 123). Furthermore, the Finnish Advisory Board on Research Integrity mentioned that participation in research must be voluntary and based on informed consent, except when the research is conducted on published and public information and archived materials, or research concerning official registries and documents carried out without consent of research subjects governed by legislation (FABRI, 2002)

After the research is complete, then data must be destroyed. As mentioned in the Finnish Advisory board on Research Integrity (2002), if the data deemed contains sensitive information, and the research informants have not been asked to give permission to store the data, the data sets should be destroyed after the study has been completed.

7. Results

This part discusses the detailed results of the study conducted. The first part will focus on the background of the informants. The continuing parts discussing the Effectiveness in Multicultural Team Criteria: Satisfaction, Learning, and Performance.

7.1 Background of the Informants

A total of 122 voluntary informants who took the survey on selected six elderly care wards in Ostrobothnia, combined with nursing students and known friends that works and worked before in elderly care in a multicultural work environment.

Majority who took the survey are female with a frequency of 103 compared to the male counterpart with 19 informants only. Getting a percentile score of 84.4% and 15.6% respectively. Most importantly in this survey is the numbers of informants from Finnish-born and Foreign-born. Thus, Finnish born participants got 83 (68%) and Foreign born only got 39 (32%) from the total of 122 informants.

The age group is divided into six categories. Only 3 (2.5%) informants that are in the 20 years old and below group, 53 (43.3%) in the 20-29 years old group, 24 (19.7%) in the 30-39 years old bracket, 19 (15.6%) from the 40-49 years old bracket, and 3 (2.5%) from the 60 years old and above. Meanwhile, profile according to professional title is also indicated. Majority are the practical nurses with 49 (40.2%) informants followed by registered nurses with 47 (38.5%) percent, and finally the student nurses comprises of 26 (21.3%) informants. The data can be seen in Table 2.

Table 2. Profile Information of the informants in frequency and in percentage.

		Frequency (n)	Percent (%)
Gender	Female	103	84.4
	Male	19	15.6
	Total	122	100%
Nationality	Finnish Born	83	68.0
	Foreign Born	39	32.0
	Total	122	100%
Age Group	Below 20 years	3	2.5
	20-29 years old	53	43.4
	30-39 years old	24	19.7
	40-49 years old	19	15.6
	50-59 years old	20	16.4
	60 years old and above	3	2.5
	Total	122	100%
Professional title	Registered Nurse	47	38.5
	Practical Nurse	49	40.2
	Student Nurse	26	21.3
	Total	122	100%
What is your work status in the elderly care?	Currently working	100	82.0
	Have worked before	22	18.0
	Total	122	100%

Furthermore, the informants were also asked about their work status in the elderly care. 100 informants comprise most of the informants who are currently working, that is 82% of the total percentile, 22 informants said that they have worked before which is 18% of the total informants who took the survey.

7.2 Effectiveness in Multicultural Team Criteria: Satisfaction

Followed by 27.71% (n=23) of Finnish born and 30.77% (n=12) of the Foreign born who strongly agree. 25.6% (n=10) of the Foreign born and 15.7% (n=13) from the Finnish born having a neutral stance or no opinion.

Table 3. "I trust the nursing skills of the multicultural team" frequency table.

I trust the nursing skills of the multicultural team	Nationality		Total
	Finnish Born	Foreign Born	
Did not answer	1	0	1
Strongly Disagree	1	1	2
Somewhat Disagree	6	0	6
Neutral/No opinion	13	10	23
Somewhat Agree	39	16	55
Strongly Agree	23	12	35
Total	83	39	122

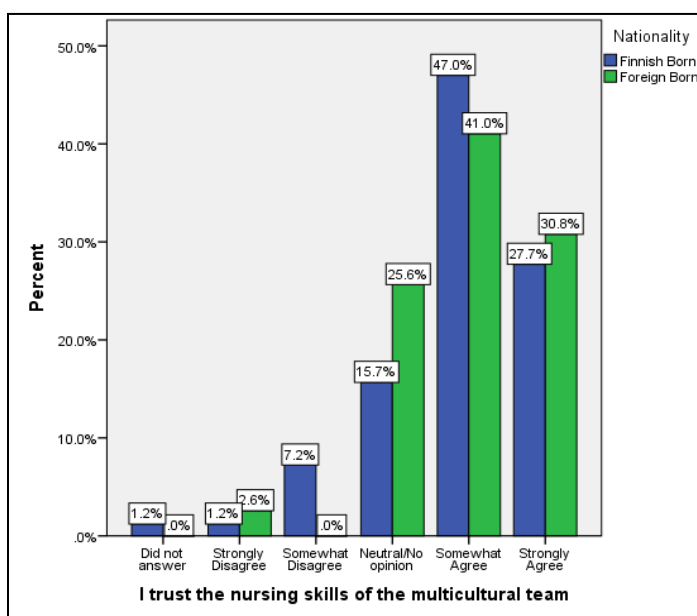


Figure 4. "I trust the nursing skills of the multicultural team" comparative bar graph

Somewhat disagreeable for the Finnish born with 7.2% (n=6) and nobody answered from the Foreign born. Only one each from Finnish and Foreign born who strongly disagree about the trusting the skills of the team, with 1.2% and 2.6% respectively. Hence, only one did not answer from the Finnish born group.

Table 4. "I believe the multicultural team performs the good care to patients" frequency table

I believe that multicultural team performs the good care for patients	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	1	1	2
Somewhat Disagree	4	1	5
Neutral/No opinion	16	5	21
Somewhat Agree	41	20	61
Strongly Agree	21	12	33
Total	83	39	122

When informants are asked about believing the multicultural team in performing the good care for patients. Majority of informants do somewhat agree with 49.4% (n=41) of the Finnish born and 51.3% (n=20) of the Foreign born. 25.3% (n=21) of the Finnish born and 30.8% (n=12) of the Foreign born says that they do strongly agree.

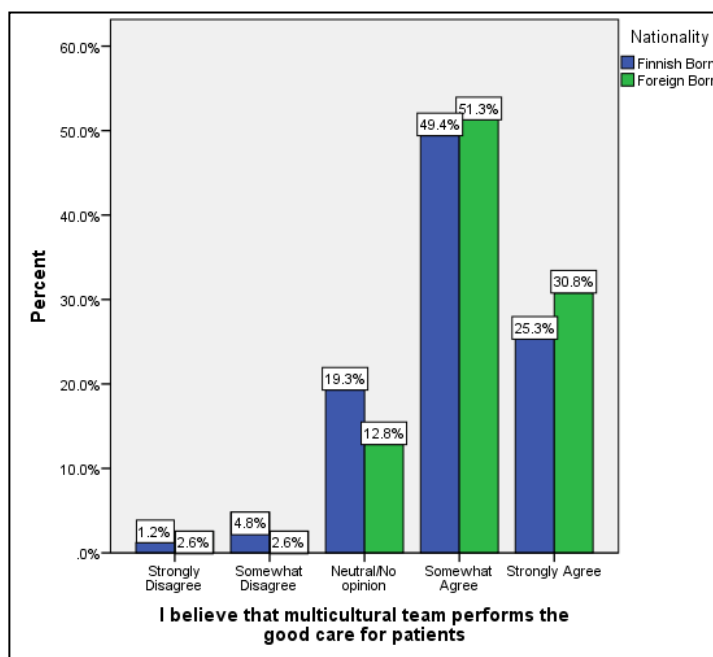


Figure 5. "I believe that multicultural team performs the good care for patients" comparative bar graph

Neutral or no opinion got 19.3% (n=16) from the Finnish born and n=5 or 12.8% for the Foreign-born nurses. Also, 4.8% (n=4) from the Finnish born and 2.6% (n=1) from the Foreign-born shows they do somewhat disagree and. Finally, only one for each group says they strongly disagree.

Table 5. "It is more difficult to work in a multicultural working environment than in a non-multicultural working environment" frequency table

It is more difficult to work in a multicultural working environment than in a non-multicultural working environment	Nationality		Total
	Finnish Born	Foreign Born	
Did not answer	1	1	2
Strongly Disagree	7	5	12
Somewhat Disagree	20	11	31
Neutral/No opinion	22	13	35
Somewhat Agree	26	5	31
Strongly Agree	7	4	11
Total	83	39	122

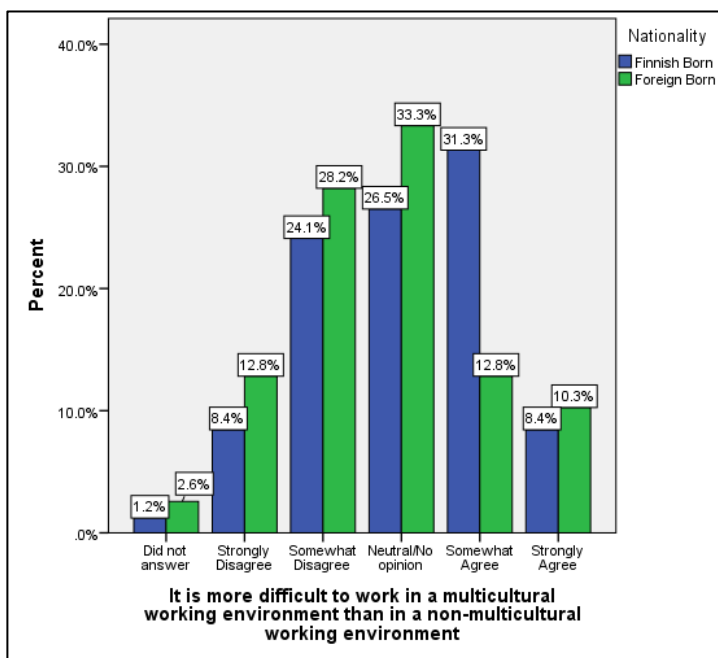


Figure 6. "It is more difficult to work in a multicultural working environment than in a non-multicultural working environment" comparative bar graph

Informants are also asked about the comparison of difficulty of the multicultural working environment to the non-multicultural working environment. The result shows that 33.3% (n=13) of the Foreign-born nurses said that they don't have any opinion about it or in neutral stance, while 31.3% (n=26) of the Finnish-born nurses said that they do somewhat agree that it is difficult to work in a multicultural team. 28.2% (n=11) of the foreign-born said that they do somewhat disagree, while 26.5% (n= 22) of the Finnish-born said they don't have any opinion about it. 24.1% (n=20) of the Finnish-born said that they do somewhat disagree. Foreign-born with 12.8% (n=5) of the informants are divided between strongly disagree and somewhat agree. Meanwhile, 8.4% (n=7) of the Finnish-born are have same numbers between strongly disagree and agree. While 10.3% (n=4) of the Foreign-born

Informants are also asked about the comparison of difficulty of the multicultural working environment to the non-multicultural working environment. The result shows that 33.3% (n=13) of the Foreign-born nurses said that they don't have any opinion about it or in neutral stance, while 31.3% (n=26) of the Finnish-born nurses said that they do somewhat agree that it is difficult to work in a multicultural team. 28.2%

(n=11) of the foreign-born said that they do somewhat disagree, while 26.5% (n= 22) of the Finnish-born

said that they do strongly agree. 1.2% (n=1) and 2.6% (n=1) from the Finnish-born and Foreign-born did not answer the question respectively.

Table 6. "I feel the atmosphere of open communication with the team" frequency table

I feel the atmosphere of open communication with the team	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	1	0	1
Somewhat Disagree	9	5	14
Neutral/No opinion	12	10	22
Somewhat Agree	44	18	62
Strongly Agree	17	6	23
Total	83	39	122

Informants are also asked about the feeling of atmosphere of open communication within the team. Thus, majority of the group said that they do somewhat agree;

garnering 53.3% (n=44) from the Finnish-born nurses, and 46.2% (n=18) from the foreign-born nurses. 25.6% (n=10) of the foreign-born nurses said they don't have any opinion about it, while 20.5% (n=17) of the Finnish-born said that they do strongly agree. Foreign-born nurses do strongly agree with the question with 15.4% (n=6) and 14.5% (n=12) of the Finnish-born that they are neutral or they don't have any opinion. 10.8% (n=9) from the Finnish-born and 12.8% (n=5) of the foreign-born said that they do somewhat disagree. Finally, only one informant from the Finnish-born who did not answer the question.

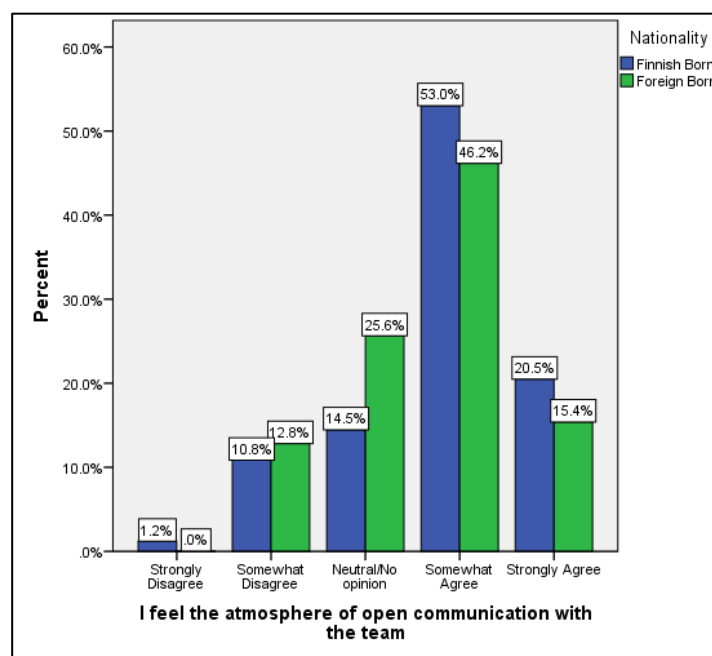


Figure 7. "I feel the atmosphere of open communication with the team" comparative bar graph

Table 7. "I feel that I am respected by all the members of our team" frequency table

I feel that I am respected by all the members of our team	Nationality		Total
	Finnish Born	Foreign Born	
Did not answer	0	1	1
Strongly Disagree	1	1	2
Somewhat Disagree	3	3	6
Neutral/No opinion	14	5	19
Somewhat Agree	32	16	48
Strongly Agree	33	13	46
Total	83	39	122

When ask about their feeling of being respected by all the members of their team. 41% (n=16) of the foreign-born said that they do somewhat agree and 39.8% (n=33) of the Finnish-born do strongly

agree that they are respected by all members of the team. 38.6% (n=32) somewhat agree from the Finnish-born and 33.3% (n=13) from the foreign-born said they strongly agree. Neutral or no opinion comes next, with 16.9% (n=14) from the Finnish-born and 12.8% (n=5) from the foreign-born nurses. 1.2% (n=1) from Finnish-born and 2.6% (n=1) from foreign-born nurses said they strongly disagree. Lastly, only 1 from the foreign-born who did not answer the question.

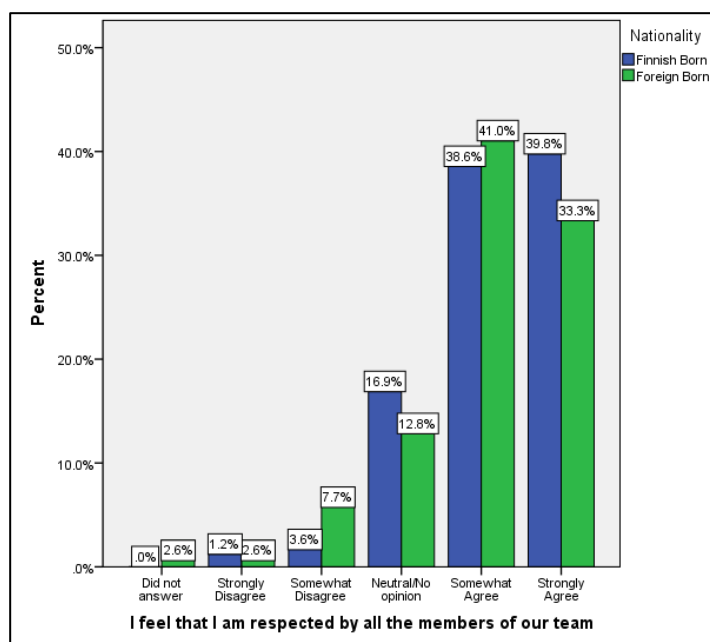


Figure 8. "I feel that I am respected by all the members of our team" comparative bar graph

Table 8. "Everybody accomplishes the tasks they assigned regardless of cultural differences" frequency table

Everybody accomplishes the tasks they assigned regardless cultural differences	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	3	2	5
Somewhat Disagree	11	2	13
Neutral/No opinion	15	4	19
Somewhat Agree	22	19	41
Strongly Agree	32	12	44
Total	83	39	122

Informants are also asked if everybody accomplishes the tasks they assigned regardless of cultural differences. 48.7% (n=19) of the foreign-

born do somewhat agree and 38.6% (n=32) of the Finnish-born do strongly agree. Next to the series is 30.8% (n=12) from the foreign-born nurses who says they do strongly agree and 26.5% from Finnish-born said that they do somewhat agree. 18.1% (n=15) of the Finnish-born are neutral or no opinion, yet 10.3% (n=4) of the foreign-born do say they have no opinion or in neutral stance. 13.3% (n=11) of Finnish-born said they do somewhat agree and same with foreign-born with 5.1% (n=2). Also, the least in the graph is from strongly disagree stance, 5.1% (n=2) of the foreign-born and only 3.6% (n=3) from the Finnish-born.

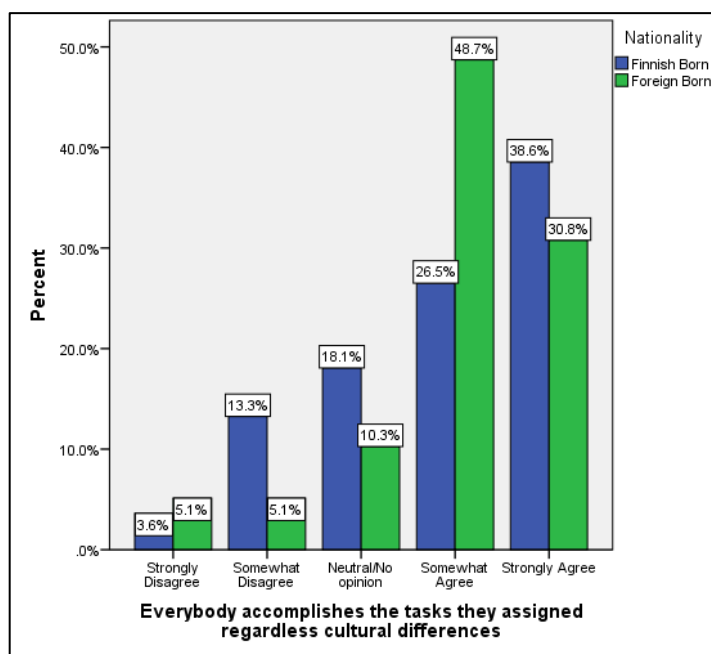


Figure 9. "Everybody accomplishes the tasks they assigned regardless of cultural differences" comparative bar graph

Table 9. "Everybody aims for everyday goal despite of cultural differences" frequency graph

Everybody aims for everyday goal despite of cultural differences	Nationality		Total
	Finnish Born	Foreign Born	
Did not answer	1	0	1
Strongly Disagree	0	1	1
Somewhat Disagree	8	1	9
Neutral/No opinion	13	3	16
Somewhat Agree	33	17	50
Strongly Agree	28	17	45
Total	83	39	122

When informants ask about aiming the everyday goal of everybody despite the cultural differences, the results are as follows. 43.6% (n=17) of the foreign-born do somewhat and strongly

agree with the question and 39.8% (n=33) and 33.7% (n=28) of the Finnish-born do somewhat and strongly agree on the question respectively. 15.7% (n=13) of the Finnish-born and 7.7% (n=3) of the foreign-born has no opinion or in neutral stance. Meanwhile, only one from the foreign born and who answered they do strongly disagree and one from the Finnish-born who did not answer.

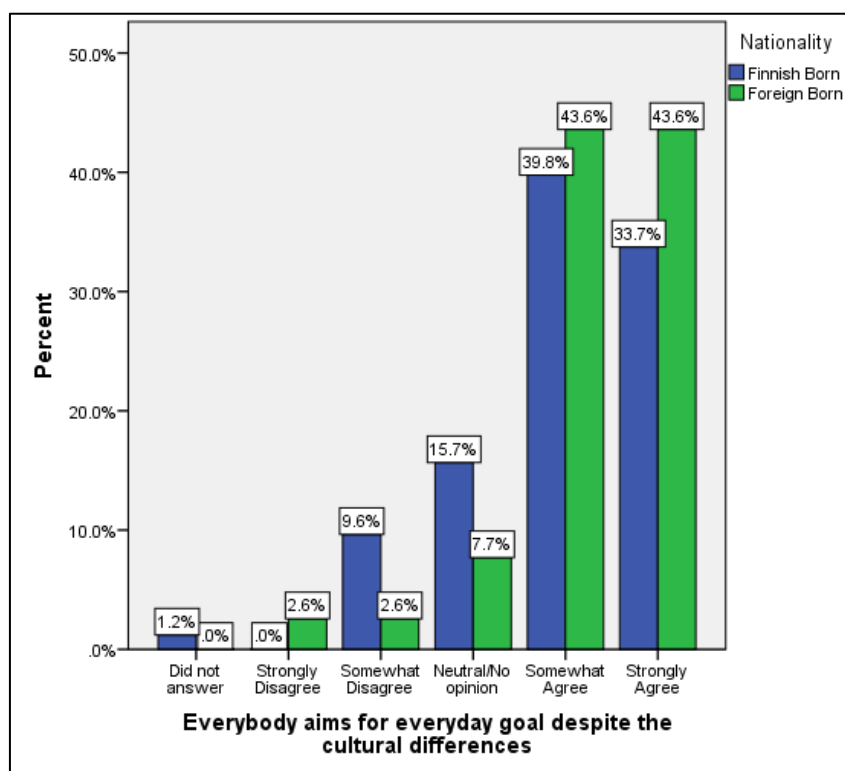


Figure 10. "Everybody aims for everyday goal despite of cultural differences" comparative bar graph

Table 10. "The team respect my personal and/or cultural background" frequency table

The team respect my personal and/or cultural background	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	0	1	1
Somewhat Disagree	5	1	6
Neutral/No opinion	15	8	23
Somewhat Agree	34	14	48
Strongly Agree	29	15	44
Total	83	39	122

The next question was "The team respects my personal and/or cultural background". There is an obvious response in this question, 41% (n=34) of the Finnish-born do somewhat agree

and 35.9% (n=14) of the foreign-born to also say the same. While 38.5% (n=29) of the foreign-born do strongly agree as well as 34.9% (n=15) of the Finnish-born. Moreover, 20.5% (n=8) and 18.1% (n=15) from Finnish-born and foreign-born says they don't have any opinion or neutral. While 6% (n=5) of the Finnish-born that they somewhat disagree with the question, only one from the foreign-born. Lastly, only one from the foreign-born does strongly disagree about the question.

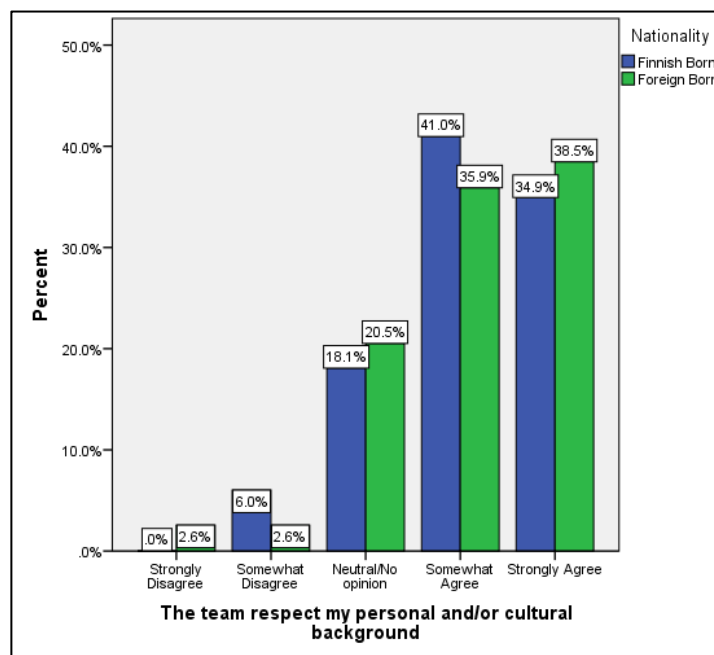


Figure 11. "The team respect my personal and/or cultural background" comparative bar graph

Table 11. "The multicultural team is effective in providing care towards elderly" frequency table

The multicultural team is effective in providing care towards elderly	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	1	2	3
Somewhat Disagree	9	2	11
Neutral/No opinion	15	5	20
Somewhat Agree	38	16	54
Strongly Agree	20	14	34
Total	83	39	122

When the informants ask if the multicultural team is effective in providing care towards elderly. 45.8% (n=38) of the Finnish born and 41% (n=16) of the foreign-born do somewhat agree with the question. 35.9% (n=14) of the foreign-born and 24.2% (n=20) of the Finnish born said that they do strongly agree. Neutral or no opinion garnered, 18.1% (n=15) from the Finnish born and 12.8% (n=5) from the foreign-born. 10.8% (n=9) for the Finnish born and 5.1% (n=2) from the foreign born says they do somewhat disagree. Lastly, 5.1% (n= 2) for the foreign-born and 1.2% (n=1) only of the Finnish born strongly disagree.

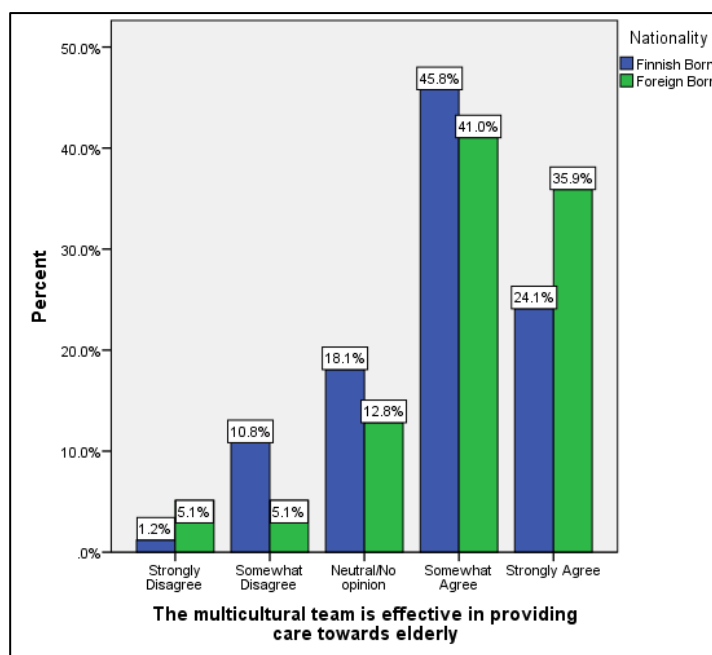


Figure 12. "The Multicultural team is effective in providing care towards elderly" comparative bar graph

Majority of the Finnish born chose the highest scores wherein they are somewhat and strongly agree with the question if they are fully integrated in the team, garnering 44.6% (n=37) and 41% (n=34) respectively while the foreign born has the same percentile of 33.3% (n= 13) shows somewhat or strongly agree.

Table 12. "I am fully integrated in the team" frequency table

I am fully integrated in the team	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	1	1	2
Somewhat Disagree	0	6	6
Neutral/No opinion	11	6	17
Somewhat Agree	37	13	50
Strongly Agree	34	13	47
Total	83	39	122

15.4% (n=6) of foreign-born and 13.3% (n=11) of the Finnish has no opinion or neutral. Six people or (15.4%) from the Foreign-born says they do somewhat disagree and one each from both group says they do strongly disagree.

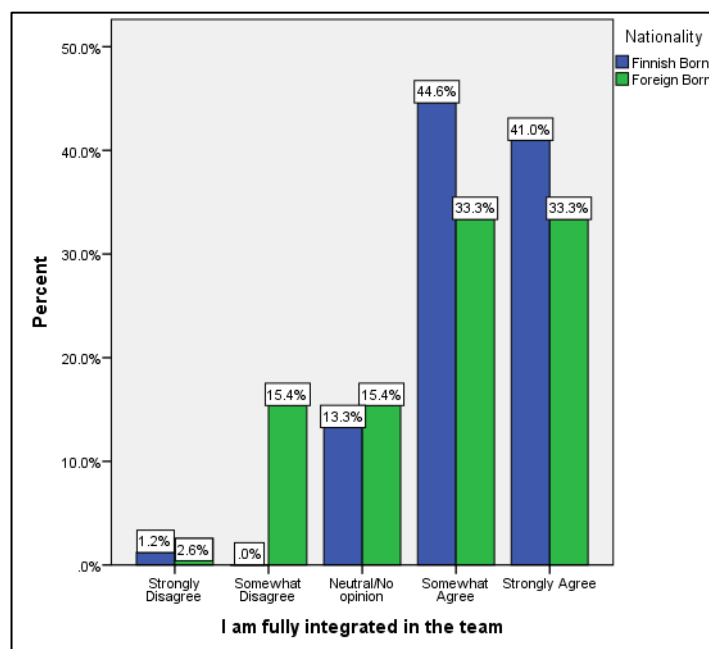


Figure 13. "I am fully integrated in the team" comparative bar graph

The informants are asked about their satisfaction with the quality of interactions with colleagues. The Finnish-born got 48.2% (n=40) that they do somewhat agree, while the

foreign-born got 33.3% (n=13) only. 39.8% (n=33) for Finnish-born and 23.1% (n=9) of the foreign-born said they do strongly agree.

Table 13. "I am satisfied with the quality of interactions with my colleagues" frequency table

I am satisfied with the quality of interactions with my colleagues	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	1	2	3
Somewhat Disagree	3	4	7
Neutral/No opinion	6	11	17
Somewhat Agree	40	13	53
Strongly Agree	33	9	42
Total	83	39	122

Meanwhile, 28.2% (n=11) of the foreign-born and 7.2% (n=6) of the Finnish-born are in the neutral stance or they don't have any opinion. Somewhat disagree got 10.3% (n=4) from the foreign-born and 3.6% (n=3) from the Finnish-born, while 5.1% (n=2) from the foreign-born and only 1 (1.2%) of the Finnish-born said they do strongly disagree.

The Foreign-born got 48.2% (n=40) and 38.6% (n=32) saying they to somewhat and strongly agree when ask if they do have the pleasure to work with colleagues; while 38.5% (n=15) of the foreign-born have, the same score saying they do somewhat and strongly agree too.

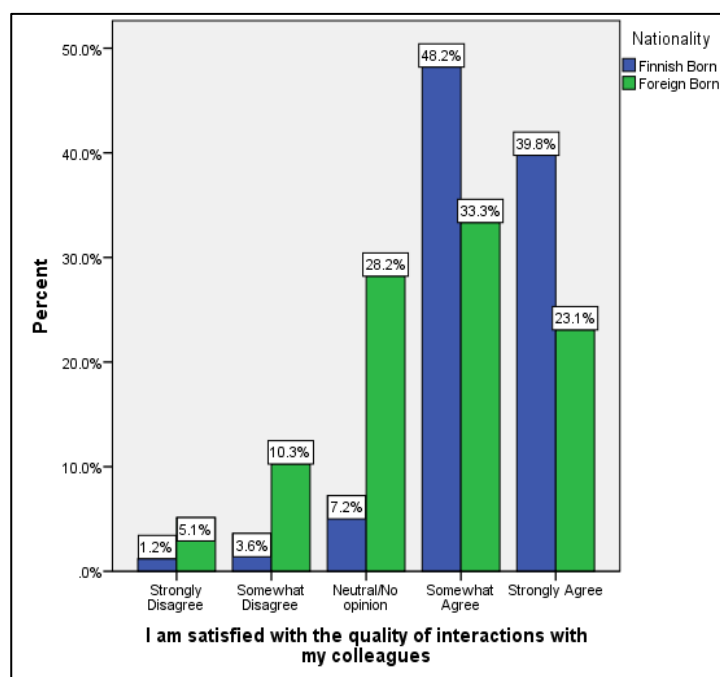


Figure 14. "I am satisfied with the quality of interactions with my colleagues" comparative bar graph

Table 14. "It's a pleasure for me to work with my colleagues" frequency table

It's a pleasure for me to work with my colleagues	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	0	1	1
Somewhat Disagree	2	2	4
Neutral/No opinion	9	6	15
Somewhat Agree	40	15	55
Strongly Agree	32	15	47
Total	83	39	122

15.4% (n=6) of the Foreign-born and 10.8% (n=9) of the Finnish-born said they have no opinion or in neutral stance. 5.1% (n=2) and 2.4 (n=2) from foreign-born and Finnish-born said they do somewhat disagree respectively. While only one said that they strongly disagree from the foreign-born.

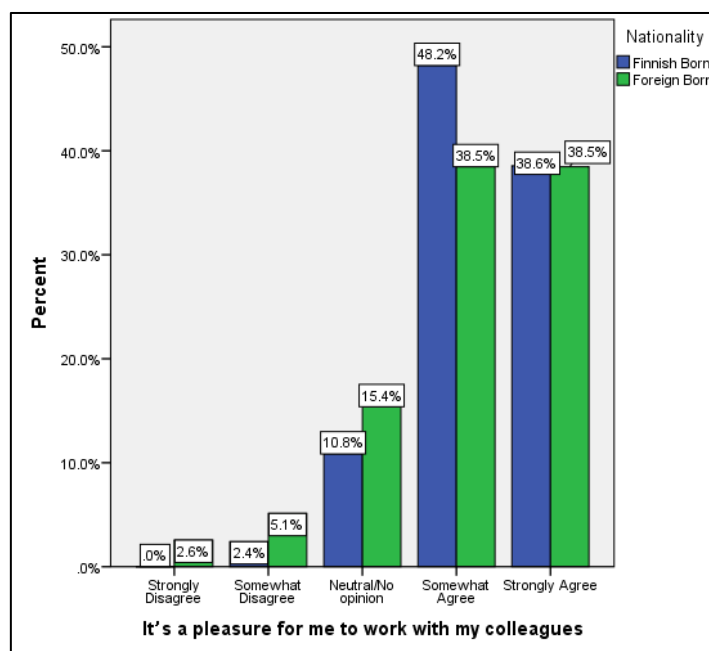


Figure 15. "It's a pleasure for me to work with my colleagues" comparative bar graph

7.3 Effectiveness in Multicultural Team Criteria: Learning

Majority of the informants from the groups do strongly agree with score of 59% (n=23) from the foreign-born and 44.6% (n=23) from the Finnish-born when ask if they do believe that they can learn new things from nurses with different cultural background. Moving on, 43.3%

(n=36) from the Finnish-born and 28.2% (n=11) from the foreign-born said that they do somewhat agree.

Table 15. "I believe that I can learn new things from the nurses with different cultural background" frequency table

I believe that I can learn new things from nurses with different cultural background	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	1	2	3
Somewhat Disagree	1	2	3
Neutral/No opinion	8	1	9
Somewhat Agree	36	11	47
Strongly Agree	37	23	60
Total	83	39	122

Neutral or no opinion got 9.6% (n=8) from the Finnish-born and only one (2.6%) from the foreign-born. While, only two each from the foreign-born said they do somewhat and strongly

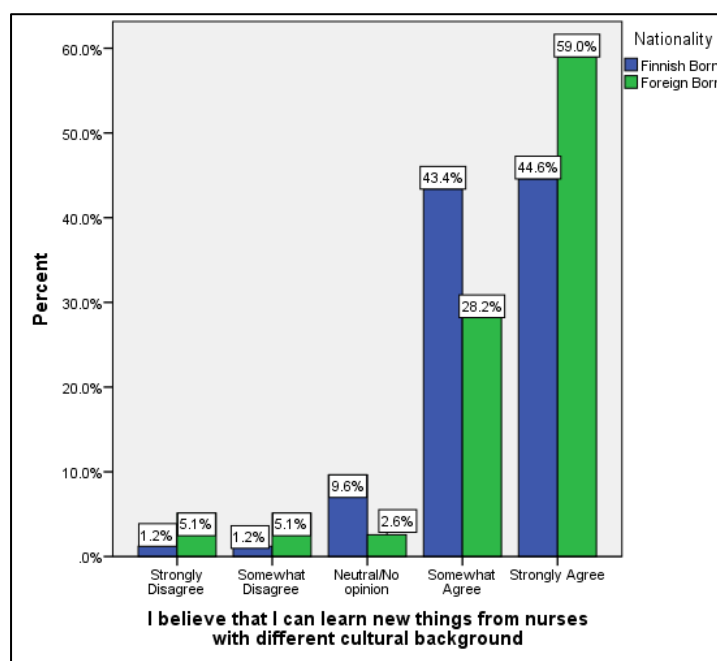


Figure 16. "I believe that I can learn new things from the nurses with different cultural background" comparative bar graph

disagree with 5.1 percentile. As well as, only one each from Finnish-born said they do strongly and somewhat disagree.

When informants are asked about language barriers if it's not affecting the effectiveness of the delivery of care. Majority of the Finnish-born informants said they do somewhat disagree with 43.6% (n=30) and 36.3% (n=17) from the foreign-born also said the same. 28.9% (n=24) of the Finnish-born and 10.3% (n=3) of the foreign-born said they do strongly disagree.

Table 16. "Language barriers do not affect the effectiveness of the delivery of care" frequency table

Language barriers do not affect the effectiveness of the delivery of care	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	24	4	28
Somewhat Disagree	30	17	47
Neutral/No opinion	14	6	20
Somewhat Agree	11	6	17
Strongly Agree	4	6	10
Total	83	39	122

Neutral stance or no opinion came from 16.9% (n=14) from the Finnish-born and 15.4% (n=6) from the Foreign-born. 13.3% (n=11) from the Finnish-born and 15.4% (n=6) from the foreign-born said they do somewhat agree. Lastly, 15.4% (n=6) from the foreign-born and 4.8% (n=4) of the Finnish-born said they do strongly agree.

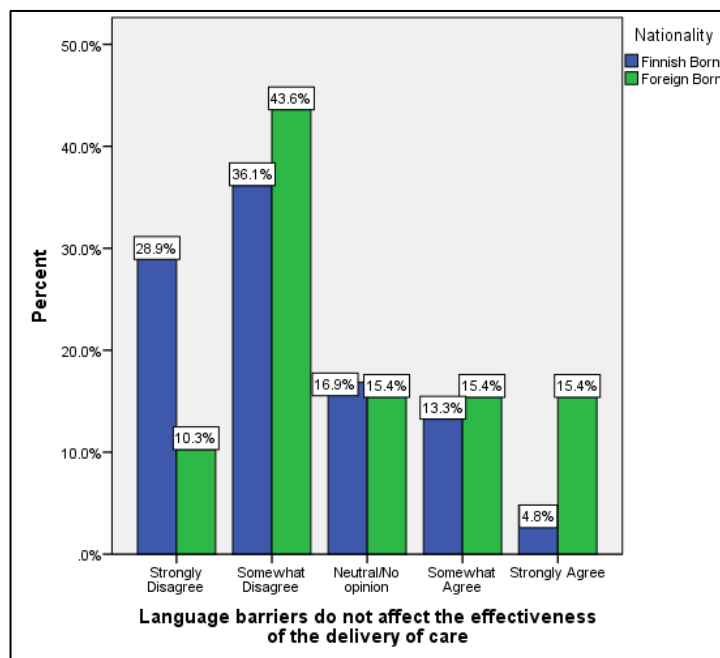


Figure 17. "Language barriers do not affect the effectiveness of the delivery of care" comparative bar graph

Table 17. "I accept the different working methods from nurses with different backgrounds in the multicultural team" frequency table

I accept the different working methods from nurses with different backgrounds in the multicultural team	Nationality		Total
	Finnish Born	Foreign Born	
Did not answer	0	1	1
Somewhat Disagree	14	2	16
Neutral/No opinion	22	3	25
Somewhat Agree	29	18	47
Strongly Agree	18	15	33
Total	83	39	122

When ask if they do accept the different working methods from nurses with different backgrounds in the multicultural team. 46.15% (n=18) from the foreign-born said they do somewhat

agree, while 34.94% (n=29) from the Finnish-born said the same thing. 38.46% (n=15) from the foreign-born and 21.69% (n=18) of the Finnish-born said they do strongly agree. Also, 26.51% (n=22) from the Finnish-born and 7.6% (n=3) from the foreign-born said that they have neutral or no opinion. Some said somewhat they do disagree, 16.87% (n=14) from the Finnish-born and 5.1% (2) from the foreign-born nurses. Yet, only one from the foreign-born did not answer the question.

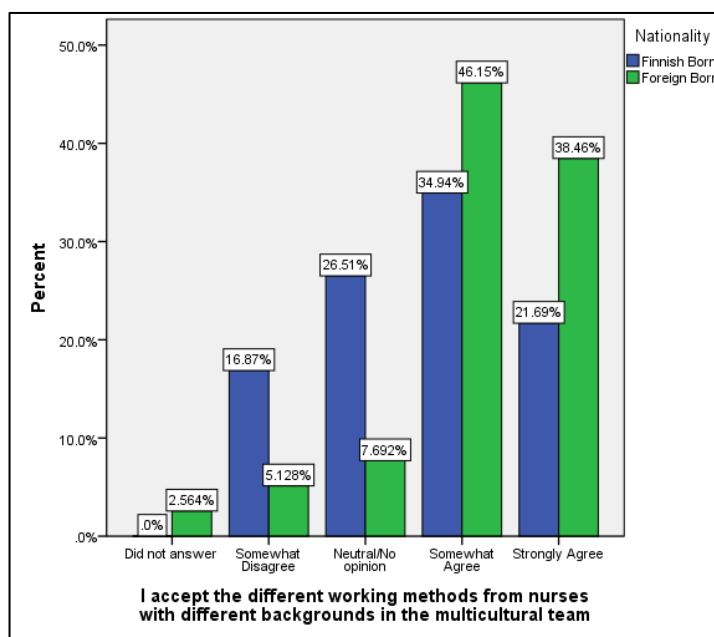


Figure 18. "I accept the different working methods from nurses with different backgrounds in the multicultural team" comparative bar graph

Informants are also asked about if they do feel if they are ready to learn to understand about the multicultural working community.

Table 18. "I feel that I am ready to learn to understand about multicultural working community" frequency table

I feel that I am ready to learn to understand about multicultural working community	Nationality		Total
	Finnish Born	Foreign Born	
Somewhat Disagree	3	1	4
Neutral/No opinion	14	5	19
Somewhat Agree	39	14	53
Strongly Agree	27	19	46
Total	83	39	122

48.7% (n=19) of the foreign-born while 32.5% (n=27) of the Finnish-born said they do strongly agree. 47% (n=39) from the Finnish-born and 35.9% (n=14) said that they somewhat agree. Neutral or no opinion garnered 16.9% (n=14) from the Finnish-born and 12.8% (n=5) from the foreign-born, while 3.6% (n=3) from the Finnish-born and only one from the foreign-born said that they do somewhat agree.

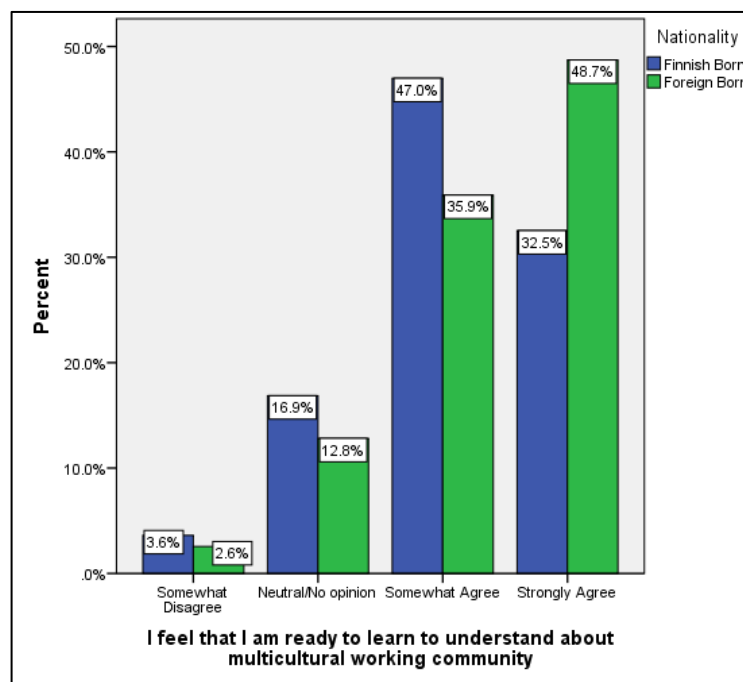


Figure 19. "I feel that I am ready to learn to understand about multicultural working community" comparative bar graph

The informants were asked if they need to know more about cultural background of their colleagues. Majority of informants do somewhat agree with 39.8% (n=33) of the Finnish born and 38.5% (n=15) of the Foreign born. 19.3% (n=16) of the Finnish born and 23.1% (n=12) of the Foreign born says that they do strongly agree.

Table 19. "I feel that I need to know more about the cultural background of my colleagues" frequency table

I feel that I need to know more about the cultural background of my colleagues	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	2	2	4
Somewhat Disagree	5	2	7
Neutral/No opinion	27	11	38
Somewhat Agree	33	15	48
Strongly Agree	16	9	25
Total	83	39	122

Neutral or no opinion also has high rates: 32.5% (n=27) from the Finnish born and n=11 or 28.2% for the Foreign-born nurses. Also, 6% (n=5) from the Finnish born and 5.1% (n=2) from the Foreign-born shows they do somewhat disagree. Finally, only two for each group says they strongly disagree.

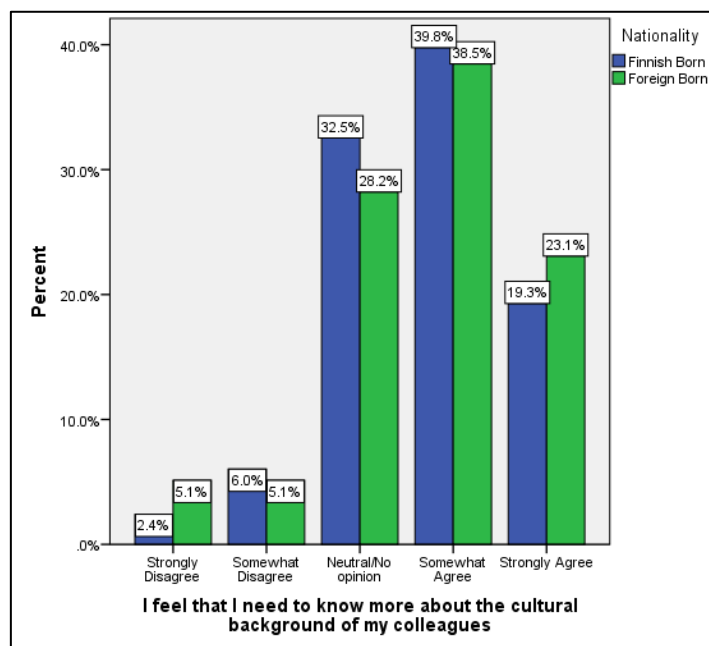


Figure 20. "I feel that I need to know more about the cultural background of my colleagues" comparative bar graph

On the question whether nurses with different cultural background enrich the work community 50.6% (n=42) from the Finnish born and 61.5% (n=24) of the Foreign born which comprises most of the informants says that they somewhat agree with this statement.

Table 20. "Nurses with different cultural background enrich the work community" frequency table

Nurses with different cultural background enrich the work community	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	1	0	1
Somewhat Disagree	0	2	2
Neutral/No opinion	16	5	21
Somewhat Agree	42	24	66
Strongly Agree	24	8	32
Total	83	39	122

Followed by 28.9% (n=24) of Finnish born and 20.5% (n=8) of the Foreign born who strongly agree. 19.3% (n=16) of the Finnish born and 12.8% (n=5) from the Foreign-born nurses have a neutral stance or no opinion. Somewhat disagree option was chosen by the Foreign-born nurses with 5.1% (n=2) and nobody from the Finnish born nurses chose this option. Only one person from Finnish born (1.2%) and nobody from Foreign born nurses who strongly disagree with a statement.

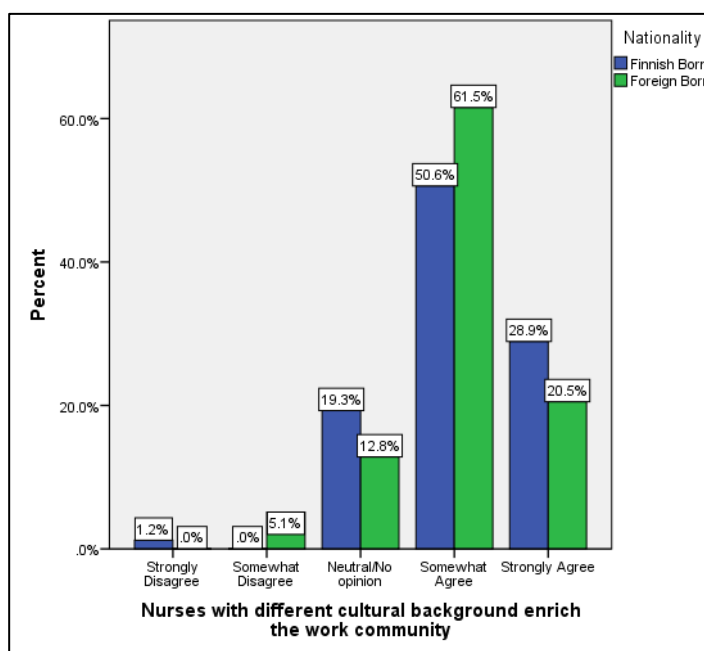


Figure 21. "Nurses with different cultural background enrich the work community" comparative bar graph

Informants were also asked whether they need education about other culture to cope in multicultural working community. Majority of the Finnish-born and Foreign-born informants do not have opinion on the issue with 33.7% (n=28) and 38.5% (n=15) respectively. 25.3% (n=21) of the Finnish-born and 25.6% (n=10) of the foreign-born said they do somewhat agree.

Table 21. "I need education about other culture to cope in multicultural working community" frequency table

I need education about other culture to cope in multicultural working community	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	10	2	12
Somewhat Disagree	17	5	22
Neutral/No opinion	28	15	43
Somewhat Agree	21	10	31
Strongly Agree	7	7	14
Total	83	39	122

Strongly agree came from 8.4% (n=7) from the Finnish-born and 17.9% (n=7) from the Foreign-born. 20.5% (n=17) from the Finnish-born and 12.8% (n=5) from the foreign-born said they do somewhat disagree. Lastly, 12.0% (n=10) from the Finnish-born and 5.1% (n=2) of the Finnish-born said they do strongly disagree.

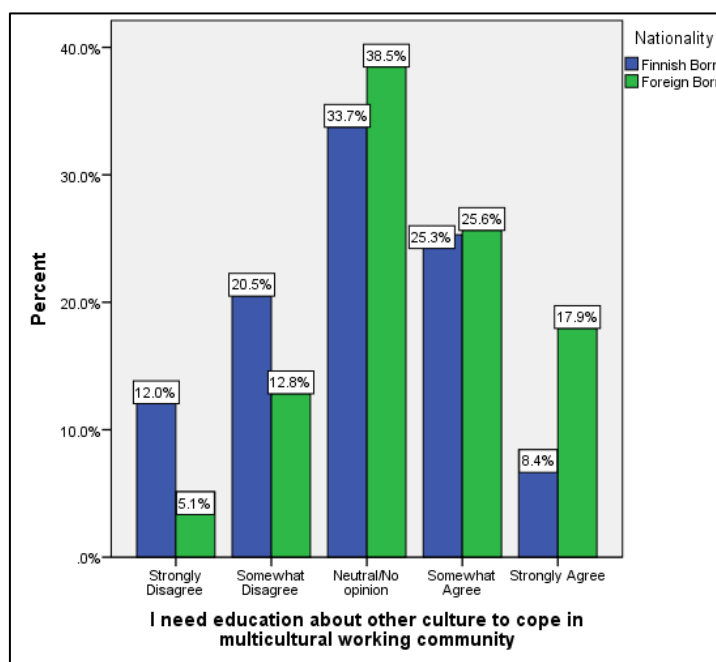


Figure 22. "I need education about other culture to cope in multicultural working community" comparative bar graph

On the question about the necessity of education 27.71% (n=23) of Finnish-born nurses and 15.38% (n=6) of foreign-born nurses do somewhat disagree. 19.28% (n=16) of the Finnish-born and 12.82% (n=5) of the foreign-born said they do strongly disagree.

Table 22. "I need more education to work with nurses from different culture" frequency table

I need more education to work with nurses from different culture	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	16	5	21
Somewhat Disagree	23	6	29
Neutral/No opinion	21	14	35
Somewhat Agree	19	8	27
Strongly Agree	4	6	10
Total	83	39	122

Neutral stance or no opinion came from 25.3% (n=21) from the Finnish-born and 35.9% (n=14) from the Foreign-born. 22.89% (n=19) from the Finnish-born and 20.51% (n=8) from the foreign-born said they do somewhat agree. Finally, 4.819% (n=4) from the Finnish-born and 15.38% (n=6) of the Finnish-born said they do strongly agree.

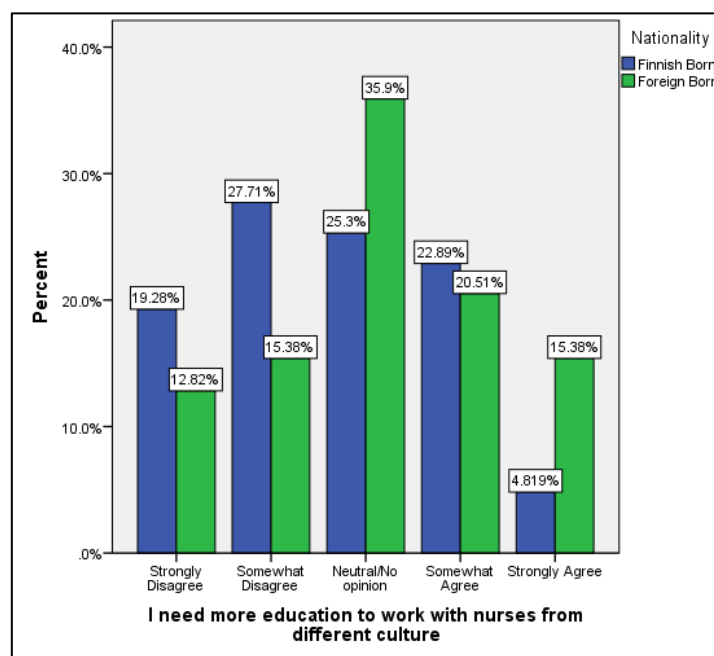


Figure 23, "I need more education to work with nurses from different culture" comparative bar graph

Table 23. "Learning about the culture of my colleagues helps us to be more efficient as a team" frequency table

Learning about the culture of my colleagues helps us to be more efficient as a team	Nationality		Total
	Finnish Born	Foreign Born	
Did not answer	0	1	1
Strongly Disagree	2	2	4
Somewhat Disagree	8	2	10
Neutral/No opinion	20	4	24
Somewhat Agree	36	20	56
Strongly Agree	17	10	27
Total	83	39	122

When asked whether learning about the culture of the colleagues helps to be more efficient. 43.4% (n=36) of Finnish-born and 51.3% (n=20) of the foreign-born said that they do somewhat agree. 20.5% (n=17) from the Finnish-

born and 25.6% (n=20) from the foreign-born said they strongly agree.

Neutral or no opinion comes with 24.1% (n=20) from the Finnish-born and 10.3% (n=4) from the foreign-born nurses. 9.6% (n=8) from Finnish-born and 5.1% (n=2) from foreign-born nurses said they do somewhat disagree. Only two Finnish-born and two foreign-born nurses do say they strongly disagree with 2.4% and 5.1% respectively. Lastly, only 1 from the foreign-born who did not answer the question.

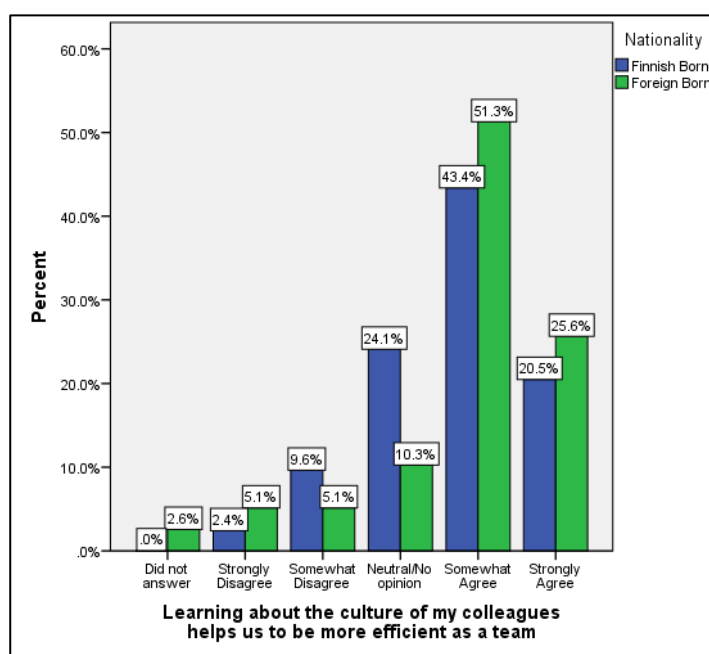


Figure 24. "Learning about the culture of my colleagues helps us to be more efficient as a team" comparative bar graph

7.4 Effectiveness in Multicultural Team Criteria: Performance

On the question whether multiculturalism helps to work effectively, the majority from both Finnish-born and foreign-born nurses has no opinion with 51.8% (n=43) from the Finnish born and 30.8% (n=12) of the Foreign born.

Table 24. "Multiculturalism in our team help us to work effectively" frequency table

Multiculturalism in our team help us to work effectively	Nationality		Total
	Finnish Born	Foreign Born	
Did not answer	0	1	1
Strongly Disagree	1	1	2
Somewhat Disagree	11	3	14
Neutral/No opinion	43	12	55
Somewhat Agree	16	11	27
Strongly Agree	12	11	23
Total	83	39	122

Followed by 19.3% (n=16) of Finnish born and 28.2% (n=11) of the Foreign born who somewhat agree. 14.5% (n=12) of the Finnish-born and 28.2% (n=11) from the Foreign-born nurses do strongly agree.

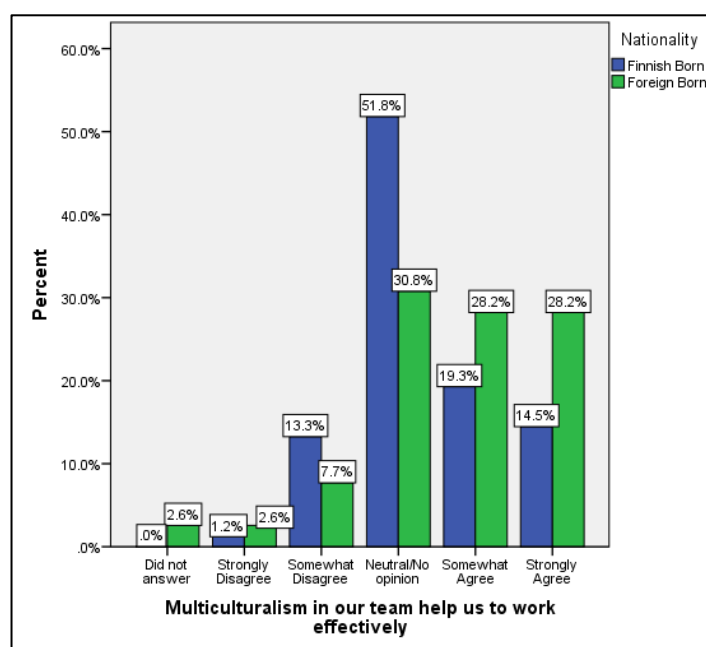


Figure 25. "Multiculturalism in our team help us to work effectively" comparative bar graph

Somewhat disagree option was chosen by the Finnish-born nurses with 13.3% (n=11) and by 7.7%(n=3) of foreign-born. One person from Finnish-born and one person from foreign-born do strongly disagree with 1.2% and 2.6% respectively. Finally, only 1 from the foreign-born who did not answer the question.

The informants are asked if working in a multicultural working environment has had a positive influence on ones coping at work. The Finnish-born got 43.4% (n=36) that they do have no opinion, while the foreign-born got 20.5% (n=8) only. Otherwise, 43.6% (n=17) of foreign-born nurses do somewhat agree in compare to 26,5 (n=17) of Finnish-born who chose the same option.

Table 25. "I think that working in a multicultural working environment has had a positive influence on ones coping at work" frequency table

I think that working in a multicultural working environment has had a positive influence on ones coping at work	Nationality		Total
	Finnish Born	Foreign Born	
Did not answer	1	1	2
Strongly Disagree	3	0	3
Somewhat Disagree	13	4	17
Neutral/No opinion	36	8	44
Somewhat Agree	22	17	39
Strongly Agree	8	9	17
Total	83	39	122

Meanwhile, 23.1% (n=9) of the foreign-born and 9.6% (n=8) of the Finnish-born do strongly agree. Somewhat disagree got 15.7% (n=13) from the Finnish-born and 10.3% (n=4) from the foreign-born, while no foreign-born nurses and three Finnish-born nurses (3.6%) said they strongly disagree. Finally, one Finnish-born and one foreign-born nurse did not answer the question. Finnish-born got 56.6% (n=47) and 10.8% (n=9) saying they to somewhat and strongly agree when ask if there are various ways of working seen in the team they work; while 51.3% (n=20) and 30,8% (n=12) of the foreign-born said, they do somewhat and strongly agree too.

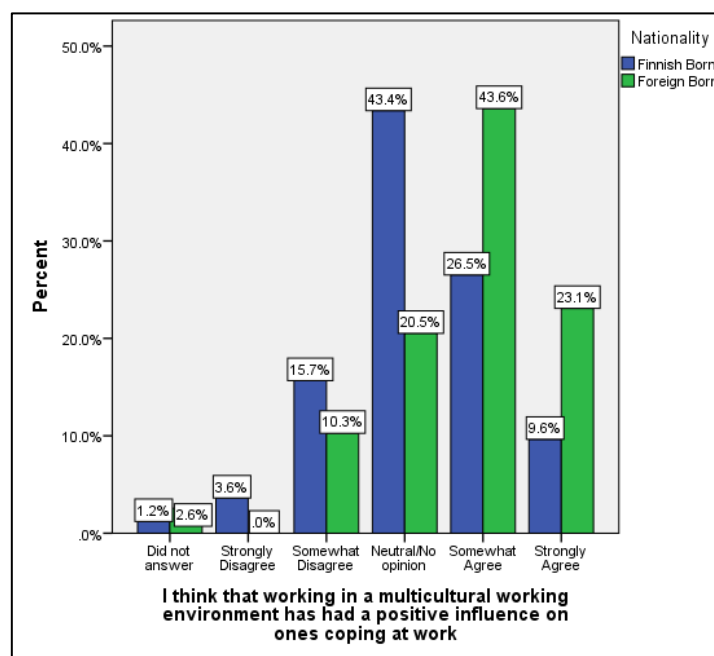


Figure 26. "I think that working in a multicultural working environment has had a positive influence on ones coping at work" comparative bar graph

Finnish-born got 56.6% (n=47) and 10.8% (n=9) saying they to somewhat and strongly agree when ask if there are different ways of working seen in the team they work; while 51.3% (n=20) and 30,8% (n=12) of the foreign-born said, they do somewhat and strongly agree too. 25.3% (n=21) of Finnish-born and 12.8% (n=5) of the foreign-born said they have no opinion or in neutral stance. 6.0% (n=5) and 2.6% (n=1) from Finnish-born and foreign-born said they do somewhat disagree respectively. Finally, one Finnish-born and one foreign-born nurse did not answer the question.

Table 26. "Different ways of working can be seen in our team" frequency table

Different ways of working can be seen in our team	Nationality		Total
	Finnish Born	Foreign Born	
Did not answer	1	1	2
Somewhat Disagree	5	1	6
Neutral/No opinion	21	5	26
Somewhat Agree	47	20	67
Strongly Agree	9	12	21
Total	83	39	122

25.3% (n=21) of Finnish-born and 12.8% (n=5) of the foreign-born said they have no opinion or in neutral stance. 6.0% (n=5) and 2.6% (n=1) from Finnish-born and foreign-born said they not answer the question.

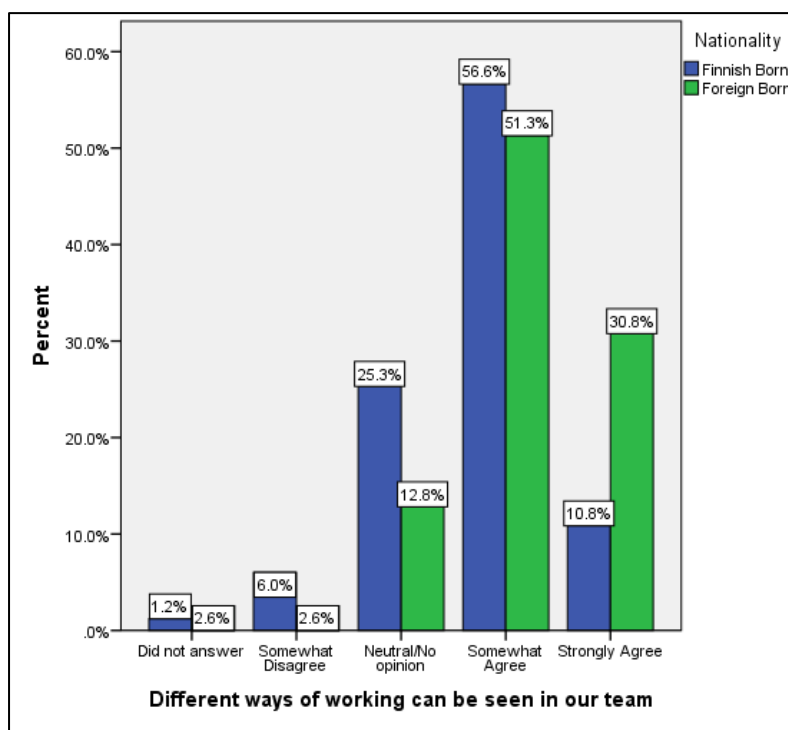


Figure 27. "Different ways of working can be seen in our team" comparative bar graph

The informants were asked if managers do give enough support to the team. The foreign-born got 38.5% (n=15) that they do somewhat agree, while Finnish-born got 24.1% (n=20) only. 15.4% (n=6) for foreign-born and 6.0% (n=5) of Finnish-born said they do strongly agree.

Table 27. "The managers do give enough support to our team" frequency table

The managers do give enough support to our team	Nationality		Total
	Finnish Born	Foreign Born	
Did not answer	1	0	1
Strongly Disagree	7	4	11
Somewhat Disagree	21	5	26
Neutral/No opinion	29	9	38
Somewhat Agree	20	15	35
Strongly Agree	5	6	11
Total	83	39	122

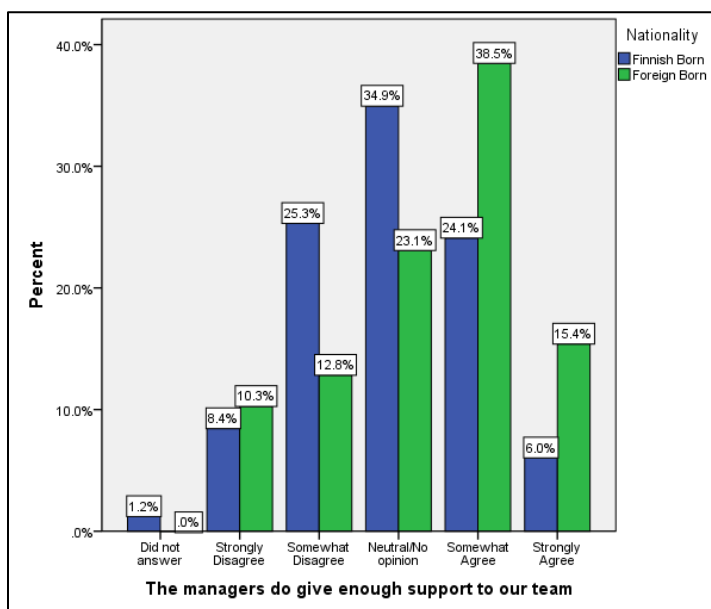


Figure 28. "The managers do give enough support to our team" comparative bar graph

Meanwhile, 34.9% (n=29) of Finnish-born and 23.1% (n=9) of the foreign-born are in the neutral stance or they don't have any opinion. Somewhat disagree got 25.3% (n=21) from the Finnish-born and 12.8% (n=5) from the foreign-born, while 8.4% (n=7) from the Finnish-born and 8.4% (n=4) of the foreign-born said they do strongly disagree. Lastly, there is one of Finnish-born who left question without answer.

Finnish-born got 31.3% (n=26) and 6.0% (n=5) saying that they to somewhat and strongly agree when asked if manager encourages the diversity in their team; while 30.8% (n=12) and 25.6% (n=10) of the foreign-born said, they do somewhat and strongly agree too.

Table 28. "The manager encourages the diversity in our team" frequency table

The manager encourages the diversity in our team	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	2	2	4
Somewhat Disagree	12	3	15
Neutral/No opinion	38	12	50
Somewhat Agree	26	12	38
Strongly Agree	5	10	15
Total	83	39	122

Majority of Finnish-born nurses 45.8% (n=38) and 30.8% (n=12) of the foreign-born said they have no opinion or in neutral stance. 14.5% (n=12) and 7.7% (n=3) from Finnish-born and foreign-born said they do somewhat disagree respectively. Finally, two Finnish-born and two foreign-born nurses said that they strongly disagree.

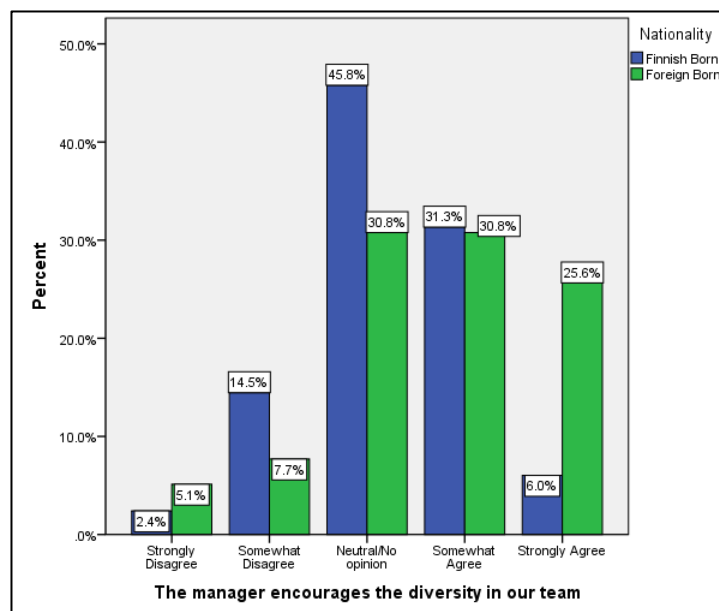


Figure 29. "The manager encourages the diversity in our team" comparative bar graph

The next question was "The manager encourages us to learn about diverse cultures". Majority of Finnish-born nurses 45.8% (n=38) as well as majority of foreign-born nurses say they do not have any opinion. While 19.3% (n=16) of Finnish-born and 7.7% (n=3) foreign-born do somewhat agree. 6.0% (n=5) of Finnish-born do strongly agree as well as 25.6% (n=10) of the foreign-born.

Table 29. "The manager encourages us to learn about different cultures" frequency table

The manager encourages us to learn about different cultures	Nationality		Total
	Finnish Born	Foreign Born	
Did not answer	1	1	2
Strongly Disagree	3	2	5
Somewhat Disagree	20	6	26
Neutral/No opinion	38	17	55
Somewhat Agree	16	3	19
Strongly Agree	5	10	15
Total	83	39	122

Moreover, 24.1% (n=3) from Finnish-born and 15.4% (n=2) from foreign-born say they somewhat disagree. 3.6% (n=3) of Finnish-born and 5.1% (n=2) say that they strongly disagree

with the statement. Lastly, only one from the foreign-born and one from Finnish-born did not answer the question.

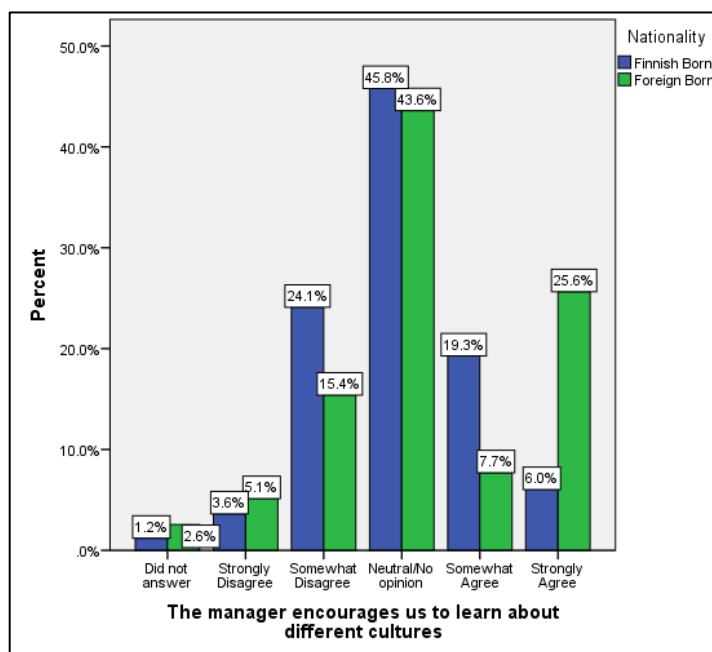


Figure 30. "The manager encourages us to learn about different cultures" comparative bar graph

The Finnish-born got 31.3% (n=26) and 28.9% (n=24) saying that they are somewhat disagree and strongly disagree when ask if they feel that there is discrimination taking place at working place; while 15.4% (n=6) of the foreign-born has, same score saying they do somewhat and strongly agree too. 25.3% (n=21) of the Finnish-born and 43.6% (n=17) of the foreign-born said they have no opinion or in neutral stance.

Table 30. "I feel that there is discrimination taking place in my multicultural workplace" frequency table

I feel that there is discrimination taking place in my multicultural workplace	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	26	6	32
Somewhat Disagree	24	6	30
Neutral/No opinion	21	17	38
Somewhat Agree	10	5	15
Strongly Agree	2	5	7
Total	83	39	122

The same number of foreign-born 12.8% (n=5) said that they do somewhat agree or strongly agree option. While only 2.4%(n=2) of Finnish-born said that they strongly agree and 12% (n=10) said they do somewhat agree.

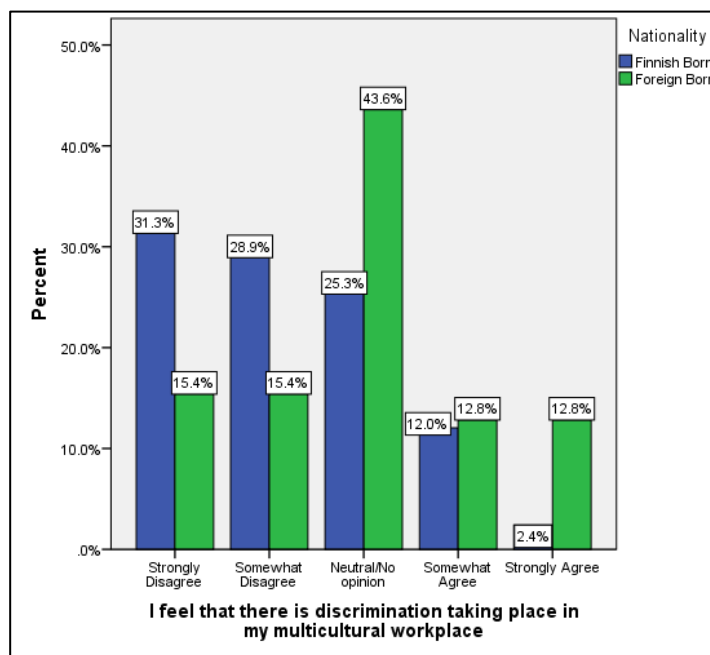


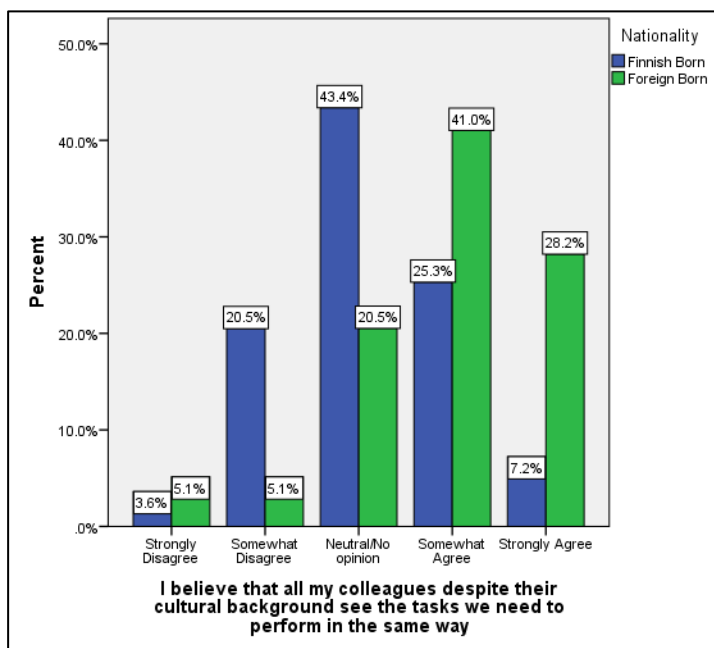
Figure 31. "I feel that there is discrimination taking place in my multicultural workplace" comparative bar graph

The informants were asked if they believe that all the colleagues despite their cultural background see the tasks they need to perform in the same way.

Table 31. "I believe that all my colleagues despite their cultural background see the tasks we need to perform in the same way" frequency table

I believe that all my colleagues despite their cultural background see the tasks we need to perform in the same way	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	3	2	5
Somewhat Disagree	17	2	19
Neutral/No opinion	36	8	44
Somewhat Agree	21	16	37
Strongly Agree	6	11	17
Total	83	39	122

The foreign-born got 41.0% (n=16) that they do somewhat agree, while Finnish-born got 25.3% (n=21) only. 28.2% (n=11) for foreign-born and 7.2% (n=6) of Finnish-born said they



do strongly agree. Meanwhile, 43.4% (n=36) of Finnish-born and 20.5% (n=8) of the foreign-born are in the neutral stance or they do not have any opinion. Somewhat disagree got 20.5% (n=17) from the Finnish-born and 5.1% (n=5) from the foreign-born, while 3.6% (n=3) from the Finnish-born and 5.1% (n=2) of the foreign-born said they do strongly disagree.

Figure 32. "I believe that all my colleagues despite their cultural background see the tasks we need to perform in the same way" comparative bar graph

On the question whether all the colleagues despite their cultural background perform working tasks well the majority from both Finnish-born 54.2%(n=45) and foreign-born nurses 48.7(n=19) do somewhat agree.

Table 32. "I feel that all my colleagues despite their cultural background perform working tasks well" frequency table

I feel that all my colleagues despite their cultural background perform working tasks well	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	0	1	1
Somewhat Disagree	5	0	5
Neutral/No opinion	12	7	19
Somewhat Agree	45	19	64
Strongly Agree	21	12	33
Total	83	39	122

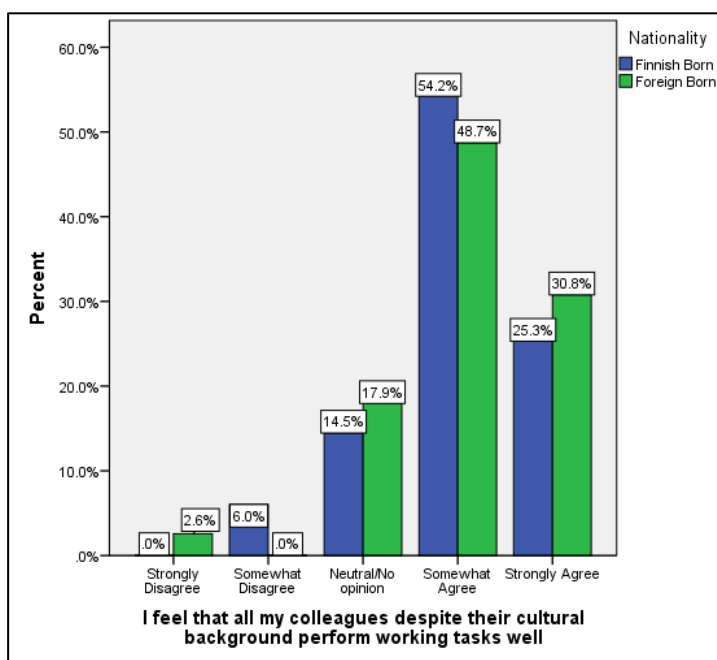


Figure 33. "I feel that all my colleagues despite their cultural background perform working tasks well" comparative bar graph

Followed by 25.3% (n=21) of Finnish-born and 30.8% (n=12) of the Foreign born who strongly agree. 14.5% (n=12) of the Finnish-born and 17.9% (n=7) from the Foreign-born nurses have no opinion. Somewhat disagree option was chosen by the Finnish-born nurses with 6.0% (n=5) and no foreign-born nurse chose this option. One person from foreign-born and no one from Finnish-born do strongly.

Finally, the informants are asked if they feel that they are a part of a successful team that is smoothly working together.

Table 33. "I feel that I am a part of a successful team that is smoothly working together" frequency table

I feel that I am a part of a successful team that is smoothly working together	Nationality		Total
	Finnish Born	Foreign Born	
Strongly Disagree	0	1	1
Somewhat Disagree	5	3	8
Neutral/No opinion	14	8	22
Somewhat Agree	40	12	52
Strongly Agree	24	15	39
Total	83	39	122

The Finnish-born got 48.2% (n=40) that they somewhat agree, while the foreign-born got 30.8% (n=12) only. Otherwise, 38.5% (n=15) of foreign-born nurses do strongly agree in compare to 28.9% (n=24) of Finnish-born who chose the same option. Meanwhile, 6.0% (n=5) of the Finnish-born and 7.7% (n=3) of the foreign-born do somewhat disagree. 2.6% (n=1) from foreign-born nurses and none of Finnish-born strongly disagree. Moreover, 16.9% (14) of Finnish-born and 20.5% (n=8) have no opinion.

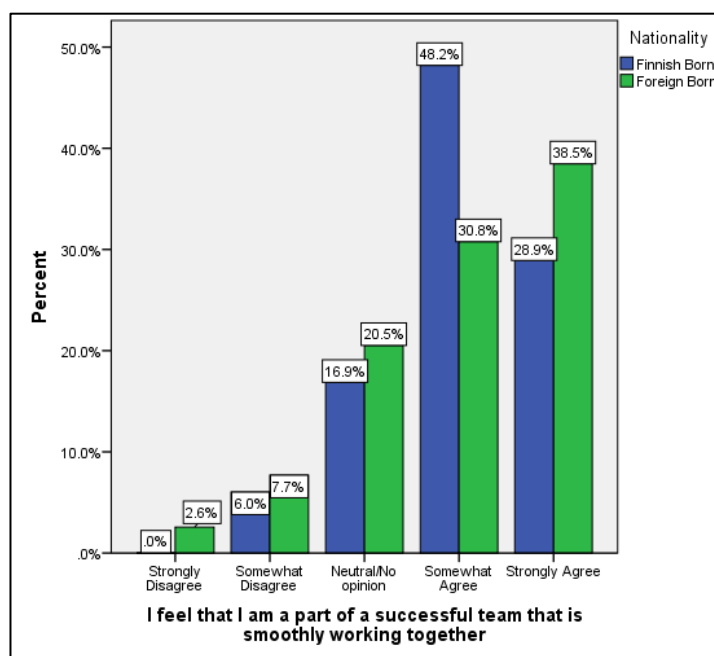


Figure 34. "I feel that I am a part of a successful team that is smoothly working together" comparative bar graph

8. Discussion

This part will provide a detailed discussion about the result provided, with the method used. Moreover, the preceding subheadings will tackle limitation of the study, validity and reliability.

8.1 Discussion of the method and results

The study carries quantitative method using a non-experimental study. The respondents are by-standers and collects data without introducing treatments or making any changes. The method use is appropriate enough in collecting the perspectives of Finnish-born and the Foreign-born nurses in the multicultural working environment in the delivery of elderly care. Moreover, describing the effectiveness of the multicultural team can be quantified through graphs and statistics by means of their uncontrolled responses from close-ended, totally structured instrument. Also, voluntary personal statements by informants are included as well. Accordingly, the respondents already knew what they want to know and formulate a frame of appropriate questions to obtain such information. Consequently, the previous research is important in this study because it supports the questions used in the questionnaire.

Appropriately, the conceptual framework of Tirmizi's Multicultural Team Effectiveness is used in this study. However, the study only focuses on a handful of criteria in relation to team effectiveness. The team effectiveness criteria under the theory are satisfaction, learning, and performance. Therefore, those criteria mentioned are clearly indicated in the survey data.

The informants voluntarily took the survey with a total frequency of 122 informants, combined from paper-fill in and online survey, with 83 informants from the Finnish-born and 39 informants from the foreign-born. The numbers of informants are the sample size of the total population of nurses who works and worked before in a multicultural team for elderly care here in Ostrobothnia. However, the sample size did not go through a sampling technique and was not able to identify the total accurate numbers of the target population.

The SPSS (Statistical Package for Social Sciences) is used for the thesis's data analysis. Therefore, it is appropriate to use SPSS in this study given that the results will be tabulated and comparatively created a bar graph that identifies the frequency of responses. Likert-type Scale response anchor is used in this study since the responses are in a form of a declarative statement in relation to the express viewpoint of the informants indicating how much they agree or disagree. In the analysis of the data however, the study cannot accurately say that the informants have full honesty to their responses. Most of the responses are in neutral stance or they do not have any opinion at all. There are some informants also who did not answer the questions probably because of external factors that is beyond control of the respondents or probably the questionnaire's layout accidentally makes the informants skip the question.

8.1.1 Team Effectiveness criteria: Satisfaction

According to Tirmizi's (2008) Team effectiveness criteria, satisfaction of work in multicultural environment is linked to the following factors: satisfaction with task accomplishment, feeling of positive self-esteem and satisfaction with the team process.

Responses based on satisfaction with task accomplishment. As for the satisfaction with fulfillment of job tasks most Finnish-and foreign-born nurses agree that everybody in the multicultural team despite of the cultural differences manage well with the tasks they supposed to do (*see figure 12*). Moreover, the majority from both groups consider that everybody in the multicultural team aims for everyday goal (*see figure 13*) as well as

everybody accomplishes their tasks regardless of the cultural differences (*see figure 12*). Nevertheless, almost a third of Finnish-born nurses (35%) do disagree in a different degree that all the members perform their tasks well, which in its turn could surely influence their feeling of satisfaction of working in multicultural team.

Responses based on feeling of positive self-esteem is another satisfaction criterion that could have impact on the feeling of satisfaction at multicultural team. The results of study revealed that in general both Finnish-born and foreign-born nurses feel the atmosphere of open communication in the team (*see figure 10*) which according to the study done by Välpakka (2013), plays a key role in foreign-nurses working adjustment. Almost all the participants feel respected by their colleagues (*see figure 11*). In addition, the majority confirm that they feel that other members of the multicultural team respect their personal and cultural background (*see figure 14*).

Moreover, the majority Finnish-and foreign-born members of multicultural teams feel that they are fully integrated in the teams they work in (*see figure 16*). Nevertheless, 7 out of 39 foreign-born nurses do not feel that they are a part of the team, which could influence in the negative way the feeling of positive self-esteem (*see table 21*).

Responses based on satisfaction with the team process. Majority of the participants from both Finnish and foreign-born groups confirm that they trust the nursing skills of multicultural team (*see figure 7*) as well as they believe that their multicultural team perform good care to the elderly (*see figure 8*). Häyrinen, Pirskanen, & Soppi (2015) also got equivalent results in their study, which confirms the fact that according to the members of multicultural team it works effectively. Nevertheless, Finnish-born nurses consider working in multicultural team more challenging (*see figure 9*). This fact is also confirmed by the studies done by Laiti and Liuksiala (2014) and Häyrinen, Pirskanen, & Soppi (2015).

In contrary, foreign-born nurses do not see working with colleagues of different cultural background as difficult. Although, both Finnish-and foreign-born nurses enjoy working in the multicultural environment. The majority in both groups are satisfied with the quality of interactions with the colleagues. Although almost third part (11 of 39) of foreign-born nurses have no opinion about this issue.

Overall, the majority of Finnish-and foreign-born nurses are satisfied with multicultural working environment they are working in (*see figure 18*). As one of the participant commented:

“Vi jobbar alla olika men mot samma mål iaf enligt avdelningens principer (everybody work for the same aim and according to the ward’s principles)”

On the other hand, there could be a problem with the integration of foreign-born nurses to the team as 7 of 39 foreign-born nurses do not feel themselves a part of the team (*see table 12*). Moreover, almost a third part of foreign-born nurses taking part in the survey have no opinion about the quality of interactions with the colleagues which could indicate the absence of interactions or lack of it. Lack of interactions with the colleagues was also one the factors that contributes to the decreased feeling of satisfaction at working place among Nepalese nurses in the study conducted by Mahat (2015). This result also correlates with the qualitative study done by Ageeva and Jaanisalo (Ageeva, & Jaanisalo, 2013) where the participants pointed out lack of support from the colleagues as one of the obstacles they faced at work.

Even though, it is interesting to work with colleagues from other countries that also enriches working practices, there is still a problem in how such a team could be seen by the clients. Furthermore, one comment from one of the participant said that:

“Roligt att arbeta med arbetskollegor från olika kulturer. Kan dock ibland uppleva att äldre patienter blir oroliga eller upprörda av att bli omskött av vårdare från annan kultur, men det är ju förstårs bara några få äldre som upplever så men anser själv att det är en rikedom som vårdare att arbeta i ett mongkulturellt team” (It is fun to work with colleagues from different cultures. However, sometimes it may be that older patients get worried or upset by being treated by careers from other cultures, but last year only a few older people experience it, but think that it is a wealth of careers to work in a multicultural team)”

Overall, based on the criteria of satisfaction suggested by Tirmizi, the study conclude that the majority of the participants are satisfied with the multicultural working environment which in its turn contributes to the team effectiveness.

8.1.2 Team Effectiveness criteria: Learning

Tirmizi (2008) stated that continues learning at working place is one of the factors that positively influence the sense of effectiveness among the team members as well as it builds up positive interactions between the colleagues. Continues learning is one of the factors that influence the sense of effectiveness among the team members. Willing to learn or have cultural desire (Campinha-Bacote J., 2002) and to be open to different methods of work is quite important in the multicultural team.

According to the results of our study the majority of both Finnish-and foreign-born nurses believe that they can learn new things from the colleagues (*see figure 19*). The same results got Häyriinen, Pirskanen and Soppi (2015) in their study conducted in central Finland. Moreover, when asked about accepting different methods from nurses with different cultural background in the team, majority of the Finnish and foreign-born got a positive response in different degree of approval (*see figure 21*). Nevertheless, a bit less than a half of Finnish-born nurses does not agree or have no opinion whether they are ready to accept the different methods of work from nurses with other than their cultural background (*see figure 21*). In contrary, 85% of foreign-born nurses do not mind accepting the new way of work which could be explained by the fact that Finnish working culture is a culture they need to adapt to and therefore they need to accept the way Finnish nurses work.

Besides, the majority of Finnish-born and foreign-born participants (*see figure 24*) consider that nurses with different cultural background enrich the work community which indicates that there is an effective cooperation among the members of the team. Similar results were also taken in the study conducted in central Finland (Häyriinen, Pirskanen and Soppi, 2015). Different reflections from informants are evidence of an enriching multicultural work community.

“Mångkulturalism berikar vården (Multiculturalism enriches the care)”

”Jag tycker att mångkulturen i vården är bra och berikande. Det är bra att få in nya ideer och synsätt (I think multiculturalism in healthcare is good and enriching. It is good to bring new ideas and approaches)”

” Många olika blommor bildar en fin blombukett! (Many different flowers form a nice flower bouquet)”

One of the things that could influence the sense of effectiveness among the team members is effective communication. In the study done by Ageeva & Jaanisalo (2013), language barrier was mentioned as one of the biggest difficulties foreign-born nurses faced to in their working life in Finland. Therefore, readiness to improve language skills as a part of continues learning is also an important issue in multicultural team. As it is seen from the results the majority of Finnish and foreign-born nurses consider that language barriers do affect the effectiveness of the delivery of care (*see figure 20*). Informant’s statements indicate concerns with language barriers.

“Språket är viktigaste. Förstår man vad den andra säger fungerar arbete teamet bra, kulturen har inte då någon större betydelse. Utlänning skötare borde satsa mera på språket. Vi "infödda" borde också satsa på våra två nationalspråk (The language is most important. If you understand what the other says, the team works well, culture does not matter anyway. Foreign attendees should invest more in the language. We "native" should also invest in our two national languages)”.

“Språkbarriären är det största hindret i mångkulturellt arbete (The language barrier is the biggest obstacle in multicultural work)”.

“Om man inte kan språket, finska eller svenska, är det svårt att komma in på er arbetsplats. Viktigt att personer från andra landet är motiverade att lära sig nya språk t.ex. (If you cannot speak Finnish or Swedish, it is

difficult to get into your workplace. Important that people from other countries are motivated to learn new languages)”

Although, 12 out of 39 foreign-born nurse and 15 out of 83 Finnish-born nurses believe that language do not affect the effectiveness of multicultural team.

Learning about the cultural background of colleagues is a part of cultural competence process and plays an important role in multicultural environment. The majority of informants from both groups do feel in a certain level that they need to learn more about the culture of their colleagues or in other words, getting cultural knowledge (Campinha-Bacote, 2002) (*see figure 23*).

On the other hand, when informants are asked about the need to be educated with other culture to cope in the multicultural work environment, majority of the Finnish and foreign-born do set a neutral stance or they don't have any opinion about the matter (*see figure 25*). However, on the next question when informants are asked again in relation to education by means of working with the nurses, there is a divided thought. 35.9% of the foreign-born set a neutral stance while 27.71% from the Finnish born disagree of getting an education about it (*see figure 26*). This result indicates that learning new culture probably can be taught by experience and interaction within the multicultural work community on the part of the Finnish-born nurses. Meanwhile, comparing the two questions related to education, the second highest result in the part of the foreign-born nurses indicates a positive response. Thus, basic education about Finnish culture and how the system work is a necessity in coping and working in a multicultural work community.

Lastly, majority of the informants agrees that learning about the culture of the colleagues helps them to work more efficiently (*see figure 27*). As what Campinha-Bacote (2002) said that learning from living experience or cultural encounters is what make multicultural team effective. As it was pointed out in the study done by Wanjohi and Maringi (2013) everyday day is a learning day. Moreover, learning from experience is an example of continues learning that is build up on the positive interactions between the colleagues and contributes to the sense of effectiveness among the members of these multicultural team.

8.1.3 Team Effectiveness criteria: Performance

Tirmizi (2008) stated in his theory in relation to the team effectiveness criteria that effective performance in multicultural team is predetermined by both task accomplishment and how well the team member cooperate with each other. As well as, performance is paralleled with the management support and diversity in the team. Accordingly, this part will focus on one of the criteria for team effectiveness by Tirmizi which is performance.

In the study, majority of the informants coming from Finnish-born and Foreign-born has a neutral stance when ask if multiculturalism in the team helps them to work effectively. Needless to say, most of the respondents cannot define if multiculturalism in their team makes them perform more effective in their work. However, the next in line are informants from both the Finnish and Foreign-born nurses who somewhat and strongly agree that multiculturalism in their team helps them to work effectively (*see figure 28*).

Additionally, there was a question about if working with the multicultural working environment has had a positive influence in coping at work. Majority of the Finnish-born doesn't have any opinion about it, but then the majority of the foreign-born nurses said that somehow the multicultural team has had a positive influence in coping at work (*see figure 29*).

Most of the Finnish-born and the foreign-born informants do somewhat agree on the question if different ways of working can be seen in the team. Thus, multicultural working environment offers new insights and strategies in doing work (*see figure 30*). Moreover, majority of the Finnish-born set a neutral stance or they don't have any opinion about seeing the task that needs to be perform in the same way despite cultural differences, while majority of the foreign-born do agree somehow that they see it (*see figure 35*).

A positive response coming from the Finnish-born and foreign-born nurses when majority of these informants said that they feel they are part of successful team that is smoothly working together, wherein 40 out of 83 Finnish-born informants said they do somewhat agree and 15 out of 39 foreign-born informants are strongly agreeing with the question (*see figure 37*). A similar respond as well when ask about performing the task well despite the cultural

differences, wherein majority of the Finnish-born and the foreign-born nurses informants do somewhat agree (*see figure 36*).

In the bachelor's thesis by Häyrynen, Pirskanen and Soppi (2015), when Finnish-born nurses in central Finland are asked about discrimination issues, majority of the informants said that it does not exist in their multicultural working environment. Comparing it to this study here in Ostrobothnia, the informants are also asked about their feeling of being discriminated in the multicultural workplace. There is a significant difference of responses, wherein majority of the foreign-born set a neutral response or no opinion on the matter which could be related to the sensitivity of the topic and unwillingness to discuss it. While majority of the Finnish-born, who took the survey strongly disagree saying that there is discrimination in the multicultural workplace (*see figure 34*).

Ageeva & Jaanisalo (2013), their study focused on the lived experiences of immigrant nurses in Finland conducted in Tampere; study shows that they are not integrated nor trusted in the team due to difficulty in language, however the ward managers had provided them self-worth and importance to the team, giving time for their adaptation in the ward. Tirmizi (2008) emphasizes the importance of management support teams for an effective team.

In comparison to the study in Tampere, there is divisive responses coming from the informants when asked about the adequacy of support to the team by their managers. 29 out of 83 Finnish-born respondents said that they do not have any opinion or have set a neutral stance, while 15 out of 39 foreign-born said that managers do provide enough support to their multicultural team. These responses comprise the results of the majority (*see figure 31*).

Informants are also asked if the managers are encouraging the diversity in the team. There is a disparity of the responses coming from Finnish-born and the foreign-born. Majority of the Finnish-born set a neutral opinion on the matter, while majority of the foreign-born has equal responses from being neutral and do somewhat agree (*See figure 32*). Furthermore, most of the Finnish-born and the foreign-born takes the neutral stance and does not have any opinion when asked if the manager do encourage them to learn about different culture as seen in *figure 33*. Nonetheless, 24.1% of Finnish-born said that the manager does not encourage them

somehow in learning about the different culture, while 25.6% of the foreign-born said that they do strongly agree that managers are encouraging them to do so.

As seen from the results effective performance is not predetermined by the multiculturalism itself. Otherwise, seeing the positive results regardless the way the task is performed and the absence of discrimination influence the feeling of cooperation among the team members, by this it ensures effectiveness of the whole teamwork. The management support and encouragement to learn more about the culture of the colleagues is also seen in the chosen wards in Western Finland which of course contributes to the team effective performance.

8.2 Limitation of the study

Every study consists of two phases namely planning and execution, thus the limitations that are beyond the researcher control could occur within these two stages (Simon, 2011).

Within the planning stage, the theoretical framework is based on Tirmizi's model of Multicultural Team Effectiveness. One of the limitations of the model used in the study is that it was developed in the United States of America on the experience gained other than Finnish realities. Consequently, Tirmizi's model is somehow not culturally sensitive to Finland with regards to the respondent's study.

The model has several factors that define the multicultural team effectiveness, each have variables that correlates with each other. Meanwhile, the effectiveness criterion such as satisfaction, learning, and performance which is one of the factors in the theoretical model is where the study is compounded. Hence, respondent wants to emphasize the limitation of the study in behalf of the theory being used.

Additionally, the Tirmizi's model of effective multicultural team is a discipline outside of the nursing theories. Nevertheless, the respondent decided to apply the team effectiveness criteria in the study since the focus of the research is two distinct groups that comprises the team that works hand in hand in the delivery of elderly care. Tirmizi's model did not show the relationship between nurse's working experience and the effectiveness of multicultural team. Therefore, the assumption of the study is getting the personal opinion, regardless of working experience but based on the observation the respondents had about the team.

On the execution stage, such a factor as inability to control environment where the informants fill in the questionnaire is also a limiting factor in our study (Baxter, 2008) as the responses are often depend on time and place the informant answering the survey questions. Limited outcomes related to close ended questions and limited options for response used in the questionnaire. The statements used in the questionnaire were selected by the researcher in accordance with the theory and previous research, thus the informants are limited in expressing their own opinion, they can just confirm or deny the respondent's suggestion about the factors influencing effectiveness of multicultural team.

Lack of resources for data collection and time limitation were another limiting factors. Due to insufficient knowledge and resources needed to conduct more thorough study, the informants are only from six Swedish places working with elderly in Western Finland. Therefore, the study assumes that the result does not necessarily mean the perspective of the targeted total population of the multicultural teams of nurses working in Western Finland. Engagement of further studies from this thesis is very much appreciated.

8.3 Validity and Reliability

Validity reflects the degree to which the study accurately access or reflects a particular phenomenon the respondent investigates. Validity is more concerned with the accuracy of the measurement and is affected by the design of survey in the way the questions are constructed. The validity discussion focuses on the instrument being used, which is the thesis's questionnaire. Viewing at how accurate the effectiveness of multicultural team in the delivery of elderly care.

The questionnaire was created for the purpose of measuring the effectiveness of the multicultural team consisting of Finnish-born and foreign-born nurses. In order to reach the goal, the questions were based on Tirmizi's (2008) team effectiveness criteria, a part of multicultural team effectiveness model, and all the questions were divided into 3 criteria: satisfaction, learning, and performance.

As the aimed population was Swedish-speaking nurses, to ensure external validity, the questions were translated into Swedish language for the Finnish-born nurses who will voluntarily participate in the study. In addition, the translation was approved by a native

speaker; of course, the text is closely similar with the English counterpart by essence and meaning. Moreover, in order to take the whole picture of the multicultural team working with elderly, inclusion of nursing students, who are currently working or have been working together with the multicultural team, is necessary. It also allowed us to get more accurate representation of population involved in the study.

As for internal validity, the study assumes that the different understanding of questions by different people could interfere with the validity of the study. As an interpretation is a complex process based on one's experience and background, including cultural background. As an evidence of this problem, we got a comment from one of the participants:

“Some questions are "vague" in a way some answers were not really "give room" to be answered. It was a bit limited eg. the discrimination question? What form? Didn't know what to answer because I don't think there is discrimination here but of course there is Finnish nurses who come and get permanent contracts but I don't know even after 2 years of working. I don't see this as discrimination because I know I need both languages to work and get permanent work. It is impossible to work without, trust me; I was given a change and it was hard. Now focusing on Finnish language and eventually work my way to "tjänst"

The question about discrimination arises doubts in one of the participants because of the broad meaning of the word.

In order to ensure internal validity, some of the questions that the study used were already tested in another study done in South Finland. Moreover, before sending out the questionnaires, respondents asked several nurses working with the elderly to read them through and say if there is something unclear in questions formulation. They said that all questions are clear for understanding.

However, few informants who did not answer one or several questions, which the study suppose, could be related to the design of the questionnaire itself. The questionnaire is designed in the form of the table where not all the boxes are equal to each other due to the different content, so may be reader are easily confused.

Reliability is another criterion that is used to measure and enhance the quality of study. Reliability is often used in the meaning of consistency or in the way that the results of the survey if they are reliable, are repeatable, and replicable under the same conditions.

Equivalency reliability is quite high in the study as the three concepts we used in the questionnaire: performance, learning, and satisfaction are in accordance with Tirmizi's theory directly related to effectiveness of multicultural team that the study measure.

In order to ensure internal consistency in each block: satisfaction, learning, and performance the study has questions that measure the same thing but worded differently. For example, in the "learning" block:

I need education about other culture to cope in multicultural working community
I need more education to work with nurses from different culture.

Figure 35. Question that measure the same thing but worded differently

As a result, the study confirms that it has high internal consistency as having similar responses from the respondents in differently worded questions measuring the same issue.

The reliability of the study ensures the repetitive results. Comparatively, in relation to the same issues raised both in this thesis and the thesis provided by JAMK University of Applied Sciences Bachelors Thesis authored by Viivi Häyrinen, Marianne Pirskanen, and Salla Soppi (2015 May) got the same results.

9. Conclusion

Taking into account Tirmizi's team effectiveness criteria, the multicultural team that comprises Finnish-born and foreign-born nurses in western Finland (Ostrobothnia) is considered effective in the delivery of elderly care. The two groups have a satisfactory result in terms of trusting each other's skills, the openness of communication, setting a high regard of respect, and the effectiveness of providing care towards elderly patients. The majority feel the full integration to the team and the interaction is high.

Both groups are ready to learn new things and accept different kinds of working method. Majority thinks that they need to know more about different cultures which they believe will

enrich the work community. However, the best way to learn it is through personal encounter on the part of the Finnish born, yet foreign-born must gain it through basic education.

There are several factors that affect the effectiveness of a particular team. Beside these factors, different cultural backgrounds of team members might influence the effectiveness of the team itself whether making it more or less effective. The participants of the study consider that effective work follows the work principle at hand despite of cultural differences. The two groups have observed the different ways of working. Discrimination is non-existent in the part of the Finnish-born, but foreign-born informants have no opinion about it. Yet, performance of the multicultural team has positive outlook.

Working in a multicultural work environment is evidently challenging. The main concern is always the language barrier. Each of the group informants consistently agrees that communication in nursing by learning the language is one of the most important to be effective in the work. Foreign-born nurses must invest as well in learning the Finnish and/or Swedish language to function well in the Finnish society. Previous researches have also recommended this challenge. On the other point, it could be seen that managers somehow have less support with the Finnish-born and positive support from the foreign-born nurses. Hence, the study encourages the managers to provide equal support since the team is well diverse.

This study can be used for future study or research. The concept of the study can also be applied in different non-nursing scenarios. Likewise, exploring further on specific variables provided in this thesis is very much encouraged. The study can also be used in support for policy makers in Finland or as a supporting fact in another study. The possibilities are endless and hence one of the purposes of this study is for improvement.

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Appendices

Appendix 1: Cover letter for Swedish elderly wards

Till Avdelningskötare:

Vi, Rene Genotiva och Liubov Kiroshcheva, studerar till sjukskötare på det engelska programmet vid Yrkeshögskolan Novia och vårt examensarbete handlar om effektiviteten av ett multikulturellt team inom äldreomsorg. Syftet med examensarbetet är att utvärdera om ett multikulturellt team som består av både finlandsfödda och utlandsfödda sjukskötare har ett effektivt arbetssätt. Vi genomför vår studie med hjälp av frågeformulär som finns bifogat till följebrevet.

Vi ber därför nu om Din tillåtelse och hjälp att dela ut bifogat enkät mellan personalen.

Det är viktigt för oss att både finlandsfödda och utlandsfödda sjukskötare delta i undersökningen. Det är frivilligt att delta i studien och alla svar kommer att behandlas konfidentiellt. Alla som deltar i studien får vara anonyma. Ifyllda enkäter lämnas i en låda som vi kommer att lämna på avdelningen.

Resultatet av studien kommer att publiceras i vårt examensarbete. Vi kommer gärna till er avdelning och presenterar resultatet när det är klart. Examensarbetet kommer att publiceras på www.theseus.fi.

Vi kommer att hämta lådan med ifyllda och inlämnade enkäter 04.04.2017.

Vid frågor kontakta oss eller någon av våra handledare via e-post. Ni hittar våra kontaktuppgifter nedan.

Rene Genotiva: rene.genotiva@edu.novia.fi

Liuba Krivosheeva: liubov.krivosheeva@edu.novia.fi

Maj-Helen Nyback: maj-helen.nyback@novia.fi

Nina Vestö: nina.vesto@novia.fi

Tack för ditt samarbete!

Rene Genotiva and Liubov Krivosheeva

Appendix 2: Thesis permit from Novia University of Applied Sciences

YRKESHÖGSKOLAN NOVIA
Enheten i Vasa

Dean Tony Pellfolk's decision

Nr	Datum	
09/17	6.3.2017	<p>Thesis research permit</p> <p>Rene Genotiva and Liubov Krivosheeva, students at DP in Nursing, have made a request for sending a questionnaire to English and Swedish nursing students at Novia UAS for their thesis "Effective Multicultural Team in the Delivery of Elderly Care – Perspectives from Finnish and Foreign-Born Nurses". The aim of the study is to find out whether a team consisting of Finnish and Foreign-born nurses working with the elderly is effective in Ostrobothnia.</p> <p>Decision: Rene Genotiva and Liubov Krivosheeva are permitted to conduct the research among English and Swedish nursing students at Novia UAS.</p>

Vaasa 6.3.2017


Tony Pellfolk
Dean



Distribution:

Rene Genotiva

Liubov Krivosheeva

Anita Ståhl-Levón and Lisen Kullas Nyman, utbildningsansvariga för utbildning till sjukskötare

Iren Vikström, Head of DP in Nursing

Appendix 3: Paper fill-in Questionnaire (English and Swedish)

QUESTIONNAIRE

Section 1. Background Information (Please put a check mark)

- 1 Gender** Male Female
- 2 Nationality** Finnish-Born Foreign-Born
- 3 Age group**
- | | |
|------------------------|--------------------------|
| Below 20 years old | <input type="checkbox"/> |
| 20-29 years old | <input type="checkbox"/> |
| 30-39 years old | <input type="checkbox"/> |
| 40-49 years old | <input type="checkbox"/> |
| 50-59 years old | <input type="checkbox"/> |
| 60 and above years old | <input type="checkbox"/> |
- 4 Professional Title**
- | | |
|------------------|--------------------------|
| Registered Nurse | <input type="checkbox"/> |
| Practical Nurse | <input type="checkbox"/> |
| Student Nurse | <input type="checkbox"/> |
- 5. What is your work status in the elderly care?**
- Currently Working Have worked before

Section 2. Multicultural Team Effectiveness Criteria

(Please check the corresponding boxes for your answer)

- 1 - Strongly Disagree
 2 - Somewhat Disagree
 3 - Neutral / No opinion
 4 - Somewhat Agree
 5 - Strongly Agree

	Satisfaction	1 Strongly Disagree	2 Somewhat Disagree	3 Neutral / No opinion	4 Somewhat Agree	5 Strongly Agree
1	I trust the nursing skills of the multicultural team.					
2	I believe that multicultural team performs the good care for patients.					
3	It is more difficult to work in a multicultural working environment than in a non-multicultural working environment.					

4	I feel the atmosphere of open communication with the team.					
5	I feel that I am respected by all the members of our team					
6	Everybody accomplishes the tasks they assigned regardless cultural differences					
7	Everybody aims for everyday goal despite the cultural differences					
8	The team respect my personal and/or cultural background					
9	The multicultural team is effective in providing care towards elderly					
10	I am fully integrated in the team					
11	I am satisfied with the quality of interactions with my colleagues					
12	It's a pleasure for me to work with my colleagues					
	Learning	1 Strongly Disagree	2 Somewhat Disagree	3 Neutral / No opinion	4 Somewhat Agree	5 Strongly Agree
1	I believe that I can learn new things from nurses with different cultural background.					
2	Language barriers do not affect the effectiveness of the delivery of care					
3	I accept the different working methods from nurses with different backgrounds in the multicultural team.					
4	I feel that I am ready to learn to understand about multicultural working community.					
5	I feel that I need to know more about the cultural background of my colleagues					
6	Nurses with different cultural background enrich the work community.					
7	I need education about other culture to cope in multicultural working community.					
8	I need more education to work with nurses from different culture.					

9	Learning about the culture of my colleagues helps us to be more efficient as a team					
	Performance	1 Strongly Disagree	2 Somewhat Disagree	3 Neutral / No opinion	4 Somewhat Agree	5 Strongly Agree
1	Multiculturalism in our team help us to work effectively					
2	I think that working in a multicultural working environment has had a positive influence on ones coping at work.					
3	Different ways of working can be seen in our team					
4	The managers do give enough support to our team.					
5	The manager encourages the diversity in our team					
6	The manager encourages us to learn about different cultures					
7	I feel that there is discrimination taking place in my multicultural workplace.					
8	I believe that all my colleagues despite their cultural background see the tasks we need to perform in the same way					
9	I feel that all my colleagues despite their cultural background perform working tasks well					
10	I feel that I am a part of a successful team that is smoothly working together					

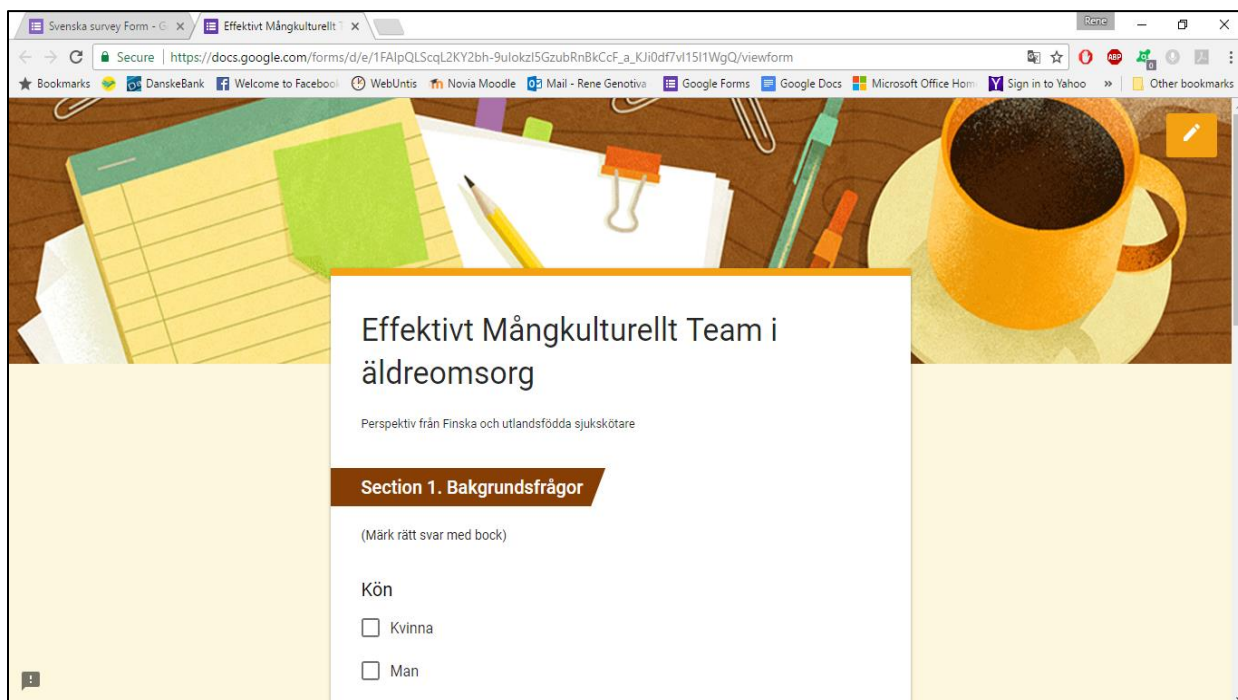
You can put any comments on the box provided.

4	Jag känner att det är en öppen atmosfär i vårt mångkulturella team.					
5	Jag känner att jag respekteras av alla medlemmar i vårt team.					
6	Alla utför de uppgifter som de tilldelats oavsett kulturella skillnader.					
7	Alla har samma målsättning med vården					
8	Teamet respektera min personliga och / eller kulturell bakgrund					
9	Det mångkulturella teamet kan ge en effektiv vård till äldre					
10	Jag känner samhörighet med mitt team					
11	Jag är nöjd med samarbetet med mina kollegor.					
12	Det är ett nöje för mig att arbeta med mina kollegor.					
	Lärande	1 Helt av annan åsikt	2 Av annan åsikt	3 Varken av samma eller av annan åsikt	4 Av samma åsikt	5 Helt av samma åsikt
1	Jag tror jag kan läramig nya saker i ett multikulturellt team					
2	Språkbarriärer påverkar inte effektiviteten av vården.					
3	Jag accepterar de arbetssätt som sjukskötare med olika kulturella bakgrunder använder.					
4	Jag känner att jag är redo att lära mig att förstå mångkulturell arbetsgemenskap.					
5	Jag känner att jag behöver veta mer om mina arbetskamraters kulturella bakgrund.					
6	Sjukskötare med olika kulturella bakgrunder berikar arbetsgemenskapen.					
7	Jag behöver utbildning om andra kulturer för att klara mig i den mångkulturella arbetsgemenskapen.					
8	Jag behöver mer utbildning för att arbeta med sjukskötare från olika kulturer					
9	Att lära sig mer om kollegors kultur hjälper oss att bli mer effektiva som ett team.					

	Utförande	1 Helt av annan åsikt	2 Av annan åsikt	3 Varken av samma eller av annan åsikt	4 Av samma åsikt	5 Helt av samma åsikt
1	Mångkulturalism i vårt team hjälper oss att arbeta effektivt.					
2	Jag tror att arbete i en mångkulturell arbetsmiljö har haft en positiv inverkan på min ork i arbetet.					
3	Vi kan se att vi arbetar olika i vårt team					
4	Vi får tillräckligt med stöd för vårt arbete av ledningen					
5	Ledningen förespråkar kulturell mångfald i vårt arbetsteam					
6	Vi uppmuntras att lära oss mer om olika kulturer					
7	Jag anser att diskriminering sker på min arbetsplats.					
8	Arbetskamrater som har en annan kultur än jag, ser på arbetsuppgifterna på samma sätt som jag					
9	Jag tycker att mina arbetskamrater utför sina arbetsuppgifter väl					
10	Jag känner att vårt arbetsteam fungerar väl					

Övriga kommentarer

Appendix 4: Google Form Sample for Swedish and English questionnaire(Online)



Svenska survey Form - C x Effektivt Mångkulturellt x

Secure | https://docs.google.com/forms/d/e/1FAIpQLScqL2KY2bh-9ulokzi5GzubRnBkCCF_a_KJi0df7v1511WgQ/viewform

★ Bookmarks DanskeBank Welcome to Facebook WebUntis Novia Moodle Mail - Rene Genotiva Google Forms Google Docs Microsoft Office Home Sign in to Yahoo » Other bookmarks

Effektivt Mångkulturellt Team i äldreomsorg

Perspektiv från Finska och utlandsfödda sjukskötare

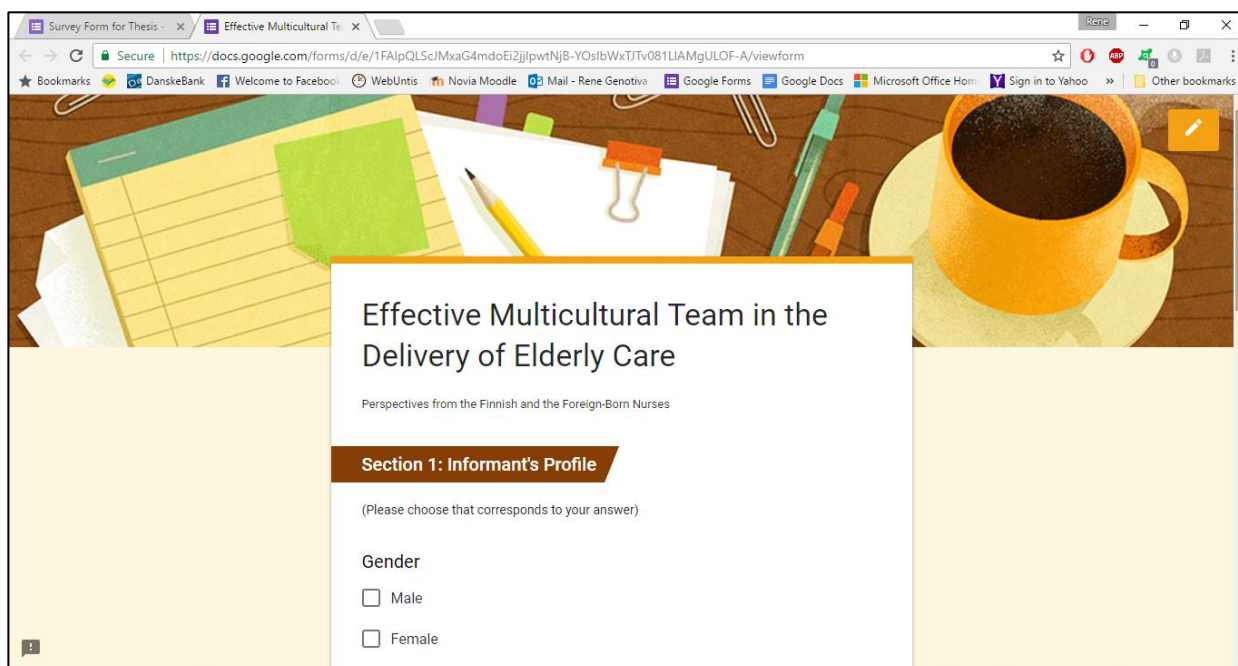
Section 1. Bakgrundsfrågor

(Märk rätt svar med bock)

Kön

Kvinna

Man



Survey Form for Thesis x Effective Multicultural Te x

Secure | <https://docs.google.com/forms/d/e/1FAIpQLScJmxaG4mdoEi2jlpwtNjB-YOslbWxTjTiv081LIAMgULOF-A/viewform>

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Effective Multicultural Team in the Delivery of Elderly Care

Perspectives from the Finnish and the Foreign-Born Nurses

Section 1: Informant's Profile

(Please choose that corresponds to your answer)

Gender

Male

Female