



Cultural Diversity And Diversity Management In The Workplace: The Case Of Vietnam

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Abstract: In the globalization era, cultural diversity in workplace is the trend. It poses challenges for human resource managers in administering different people coming from various cultures and backgrounds. Diversity of cultures could be an enormous advantage for enterprises if it is professionally managed, otherwise, it would lead the organizations into predicament and impact the effectiveness of the companies. Based on the survey in the architecture and construction industry in Vietnam, the research finds out that that the cultural diversity has the significant relationship with the level of conflict, with the employees' satisfaction, with harmony and effectiveness in workplace, with companies' effort to prepare its employees, with the perception about the multicultural working environment and with days off offered for foreign workers in important occasions or events. On the other hand, the cultural diversity does not have the relationship with methods used by managers in conflict solving and with the enterprise's competitiveness. Furthermore, the research also confirms the relations between the frequency and the reasons for conflicts, between the employees; satisfaction and methods used by managers in conflict solving, between employees' satisfaction and the competitiveness ranking of their company. The paper supposes to provide helpful information for managers in Vietnam to successfully manage multicultural organizations.

Keywords: Cultural diversity in the workplace, multicultural workplace, administering diversity

I. INTRODUCTION

Flourishing from the 2nd century BC to the 18th century with the birth of magnificent trade routes, connecting the East and the West, Silk Road was the beginning of the era of transcontinental transactions, leading to the multiethnic and cultural diversity in nations all around the world. Since then, managing cultural diversity in the workplace is one of the most crucial areas in organizations. With the trend of globalization, cultural diversity has become one of the most concerned topics in the business community. In the present scenario, a major number of organizations in Vietnam are not operating in a conventional manner, yet they are more open with international labors. Human resource area requires a greater level of management, which can tackle, handle and manage cultural diversity in the workplace. Multicultural workplace is considered tricky for human resource managers, since there are huge barriers and conflicts amongst native and foreign labors, simply said such as, schedule, code of conduct, working style, requirements of interests and so on.

Nevertheless, compared to traditional firms concentrating on local employees only, multicultural organizations have magnificent advantages in human resource, intelligence and so on. These advantages would aid the organization in red ocean market today if cultural diversity is managed properly. A workplace diversifying in cultures is considered as one of innovative, groundbreaking, and strategic decisions that can enhance the competitiveness of enterprises (Myers & Dreachslin, 2007; Ayega & Muathe, 2018). Cultural diversity “refers to a reality of coexistence of diverse knowledge, beliefs, arts, morals, laws, customs, religions, languages, abilities and disabilities, genders, ethnicities, races, nationalities, sexual orientations, etc., of human beings” (Lin, 2020). In order to achieve a multicultural workplace, an organization must consider about the participation of foreign labors in its workforce, said Mr. Gaku Echizenya - General Director of Navigos Group Vietnam (Lu, 2019). According to VnEconomy, by the end of July 2019, Vietnam welcomed 92,100 international labors in over 100 nations and territories (Nhat Duong, 2019). Vietnam is one of the countries having swift and prosperous development in the Southeast Asia region and has become the most desired destination for job seekers all around the world (Navigos group, 2019). It is shown that Vietnam holds 30% of responses for the most desired workplace in ASEAN, whereas Singapore, Thailand and Malaysia possess 24%, 17% and 8% respectively. Due to the effect of Covid-19 pandemic, the number of expatriates working in Vietnam dropped, however, the number is still high at 68,500 (Cong Doan, 2020). According to Deputy Director of Employment Department, the quantity of expatriates coming to Vietnam is predicted to keep growing in the future as there are domestic demands for high quality workers and to meet the shortage of human resources for economic development (Lao Dong Thu Do, 2018). It is believed that cultural diversity indispensably occurs in Vietnam. It is the reason why English nowadays is an essential and compulsory subject in all academic levels, along with math and literature and acquiring a third foreign language is the major criteria for a student to graduate from foreign languages universities in Vietnam. Only in Ho Chi Minh city, the number of foreign language centers are over 600 (Nguyen et al., 2017). This shows that Vietnamese people address importance to learn foreign languages, especially in order to get ready and adapt to the multicultural business environment.

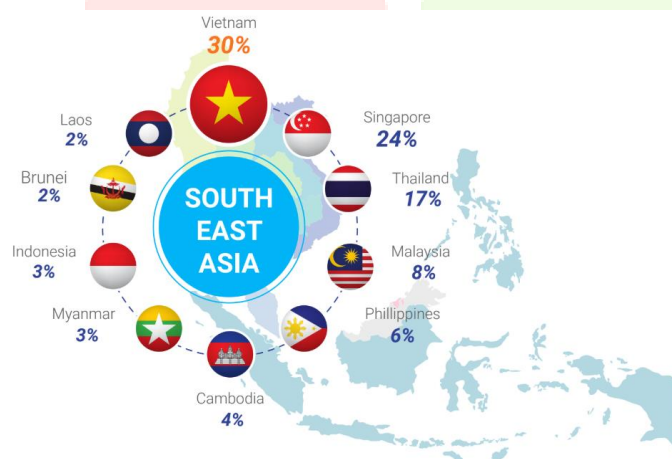


Figure 1: The most desirable locations in Asean for working (source: Navigos group, 2019)

According to the recent survey done by Navigos, although half of interviewees indicate that they come to Vietnam for the interest of new working environment and new culture (Phong Dien, 2019), it is noticeable that among 92,100 foreign workers coming to Vietnam, 81,100 workers committed to have work permits and the rest of 11,000 expatriates working in Vietnam without any legal permission (Le, 2019). In addition, half of foreign workers admit that they suffered cultural shock when working in this country (Binh An, 2019). Despite of the fact that Vietnamese businesses are globalizing working environment, the equality between local and expatriate staff in such workplace has not been elucidated. Thus, the fairness between culturally diverse colleagues has to be addressed.

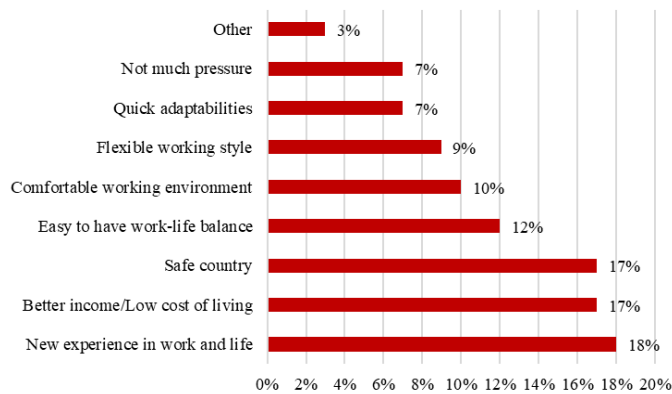


Chart 1: Perks of working in Vietnam (source: Navigos, 2019)

It is true that the cultural diversity in Vietnamese enterprises is inevitable, however, the number of research about this topic in Vietnam is limited both in academic and practical areas. Therefore, the purposes of this research is to identify the cultural diversity in Vietnamese workplace, the adaptability of both native and expatriate labors, pros and cons of cultural diversity in the workplace, as well as the quality of management in multicultural workplaces. Since this paper presents about the real scenario in Vietnam, the literature review of this paper will focus more on the business environment in Vietnam. The research conducts a survey in the architecture and construction industry in Vietnam to explore further.

The paper has six parts. The following section presents a brief literature review of the diversity and diversity management; the cultural diversity in the workplace; the adaptability and the equality of multicultural workplace; the pros and cons of multicultural workplace with the emphasize in case of Vietnam. Section 3 describes research objectives, research questions and methodology. The data collection and ethical consideration is stated in section 4. Section 5 presents the data analysis and data interpretation. The conclusion is the last one of the paper.

II. LITERATURE REVIEW

1. The diversity and diversity management

Diversity is a popular term used in all aspects of society, as everything is proceeding towards globalization and integration. According to Taylor Cox and Nkomo, diversity is the difference of an individual having compared to the others (Singh et al., 2020). Parvis (2005) states that diversity is omnipresent in society and workplace, it is the quality of being different from the other. The explanation of Parvis about diversity includes the variation in culture, ethnicity, physical qualities, languages, religious beliefs, sexual orientation and gender identity. The definition and explanations of scholars about diversity share a common point, in which diversity occurs when there are differences between two entities, in any aspects. Nonetheless, the definition of Taylor and Nkomo is much more general.

There are 3 levels of diversity exhibited in the below table.

Types of diversity	Definitions
Surface level	Visible characteristics of individuals, such as age, body size, visible disabilities, race, or sex.
Deep level	Invisible or non-observable characteristics, such as attitudes, values, culture, and beliefs, such as religion.
Hidden	Characteristics which are concealed and revealed at discretion by individuals possessing them, such as sexual orientation.

Table 1: Types of diversity (Source: Bright, 2019)

The relationship of diversity and business performance is proved by studies of Schneider-Ross (2002), Saxena (2014). Point & Singh (2003) indicate three arguments for the importance of diversity management in workplace. The first reason is to recruit and retain talents. Multinational companies need to adjust its policy for opportunities development and career advancement because money is not enough to keep gifted employees (Rosenzweig, 1998). The second reason is to satisfy the criteria for corporate social responsibility. The third reason is to serve for diversity customers. With the above influences, diversity management should be considered in the organization.

2. Cultural diversity in the workplace:

Cultural diversity is a structure in which diverse associations in an organization or society are recognized and respected regarding behaviors and beliefs. Also, socio-cultural diversity is acknowledged and valued, as well as the continuous contribution of diverse classes within an inclusive cultural context is encouraged and facilitated (Belfield, 2012). Burden and Byrd (cited in Al-Obaydi, 2004) revealed that cultural diversity is expressed through a range of beliefs, values, attitudes and regulations defining regional, ethnic, religious. Multicultural environment happens when there is a blending or intersection between a minimum of two cultures. Rosener and Loden (cited in Fine, 1996) mentioned that cultural diversity in the workplace is an available resource to administer in the purpose of promoting organizational effectiveness. Cultural diversity as the richness of cultural and ethnic groups within a society, the main driver for a workplace to go diverse in culture is economic globalization (Sawyer, 2018). The more cultures existing in a workplace, the more various thoughts, beliefs, behaviors and values appear. In such a swiftly spreading globalization era, enterprises must take into account these kinds of difference (Guirdham, 2005).

Culturally diverse people working in the same place would face plenty of challenges and difficulties such as, cultural differences and language barriers (Lauring, 2009). Language barrier and cultural gaps are predominant in culturally diverse working environments, where the interactions between bosses and various cultural background subordinates and between culturally diverse co-workers are required (Koeppel, 2006). Those differences affect the outcomes of the interactions and cohesiveness of relationship between culturally diverse employees.

In the globalized world economy, managers not only pay attention to specialized qualifications but also intercultural interaction of job applicants for their recruitment (Groepel-Klein et al, 2010). Intercultural interaction appears in the working relationship in multinational subsidiaries (Shimoni, 2011). "Intercultural interaction refers to the behavior that occurs when members of different cultural groups engage in joint activity" (Spencer-Oatey & Franklin, 2009). The term "cultural diversity" is used to refer the differences in race, religion, languages, beliefs, interests, opinions and behaviors, therefore, working in a multicultural environment requires an individual to have thorough understanding and perspectives about various cultures and the individual has to be bilingual or multilingual so as to effectively communicate in multicultural workplace.

Communication plays a crucial role in operating necessary in the organizing process and enduring throughout the lifetime of the organization (Keyton, 2017). Ineffective communication system can lead to mismanagement and poor performance outcome (Radovic Markovic & Salamzadeh, 2018). Language is the core of verbal communication, meaning that people verbally communicate to each other only when they understand the others' languages. Thus, having issues about language would cause issues on multicultural interaction (Lauring, 2009). A typical story about language barrier happened with Vincent Roberts, a 28-year-old Swiss watchmaker. Roberts suffered a shock since ineffective communication with his superiors and co-workers overshadows his talent and impeccable craftsmanship. Vincent felt depressed, frustration and crushed for not be able to apply the industry's technical lingos, lexicon and expressions because of his limited language ability (Koeppel, 2006). Apart from languages, there are different barriers for an effective cross cultural

communication, which are values and beliefs confusion, norms and roles, stereotyping and ethnocentrism (Jenifer & Raman, 2015).

The issues in interactions among culturally diverse employees are indicated with cultural barriers, cultural clash, and cultural friction terms (Shenkar et al., 2008), which were coined by many authors and scholars. These problems could flourish the risks of misappropriate behaviors of employees in different cultures. Following, negative outcomes would happen as process losses, barriers to integration and changes, ineffective conversation, decision-making process and reduced satisfaction among employees (Stahl et al., 2010).

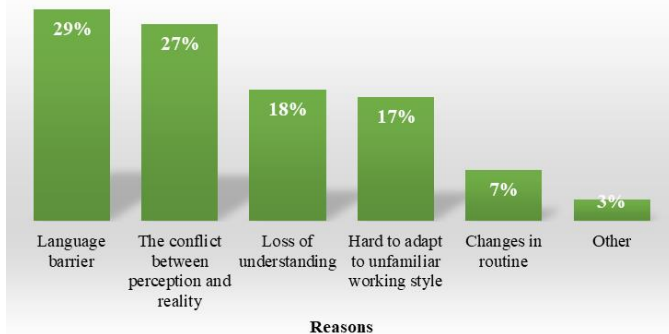


Chart 2: Difficulties working in Vietnam (Source: Navigos, 2019)

According to General Statistics Office of Vietnam, 758,610 enterprises operated in the country up to 31st Dec 2019. There were 92,100 foreign labors working in Vietnam up to July 2019 (Nhat Duong, 2019). Of which, foreign labors from Asia, Europe and others occupied 58%, 28.5% and 13.5% respectively (Lan Vu, 2019). The largest obstacle for foreigners when working in Vietnam was language (Thu Hang, 2019). Mr. Simon Matthews, General Director of Manpower Group Vietnam, Thailand and the Middle East reveals in the recent survey of “the future of the working world in 2020” that Vietnam has an abundant human resources, but only 5% of the workforce is able to communicate fluently in English (Viet Hung, 2019). Additionally, according to World Bank, Vietnamese labors lack of soft-skills such as, critical thinking, problem-solving, leadership and interpersonal skills or communication skills (Thuy Linh, 2012). Also, Mr. Nguyen Thanh Viet, Chairman of the Board of Intracom Group states that the basic weakness of Vietnamese labor is communication skills (Phuc, 2013).

3. Adaptability in multicultural organization

Along with the increasing number of globalized organizations, adaptability is a major concern (Guirdham, 2005). Cross-cultural adaptation is described as psychological transformation within an individual during a period of time (Kim & Ruben, 1988). Additionally, communication is believed the core for multicultural adaption, as effective communication could create positive interactions and networks between culturally diverse individuals (Chen, 2013). Intercultural adaptability is an ability of individuals to extend their mutual-understanding, mutual-respect and mutual-acceptance between employees in multicultural settings (McGraw et al., 2012).

Kim and Ruben (1988) were accurate in mentioning about the psychology of an individual when facing a major shift, who is working in a multicultural setting. Adapting to unfamiliar cultures is a time-consuming process, requiring expatriates to have a well psychological preparation to avoid cultural shock (Oberg, 1960). Nevertheless, their definition about cross-cultural adaptation does not mention adequately about what and how to change in terms of aligning with or fitting in a new culture such as, values, beliefs, and behaviors. Similarly, Chen (2013) expects that effective communication is a tool to have effective cross-cultural adaptation. More than that, Chen (2013) also believes that well-conducted communication is a catalyst for diverse cultural adaptation to happen. The comments about cross-cultural adaptation above complemented each other. Thus,

multicultural adaptation is a long-term process with communication as the catalyst, in which psychological transformation of an individual shifts and adjusts to be able to accept and respect the differences in new cultures, as well as to work effectively without cultural barriers (Quill, 2019).

Before being able to adapt to a new culture, a person must experience culture shock which is described as a disease when someone is suddenly being in new cultural surroundings (Oberg, 1960). According to the Ministry of Ethnic Culture Development, Vietnam is a multicultural nation with 54 ethnic groups (Ngo, 2016), therefore, it is understandable to say foreign labors encounter cultural shock working in Vietnam. According to the report from “Foreign candidates: Expectations and challenges when working in Vietnam” survey, 50% of expatriates underwent cultural shock (Hong Kieu, 2019) and the reason for this significant percentage of cultural shock may be because they are not allowed to attend specific training courses for foreign workers (Binh An, 2019). As per information, it reveals that most of expatriates have a low sense of cross-cultural adaptability.

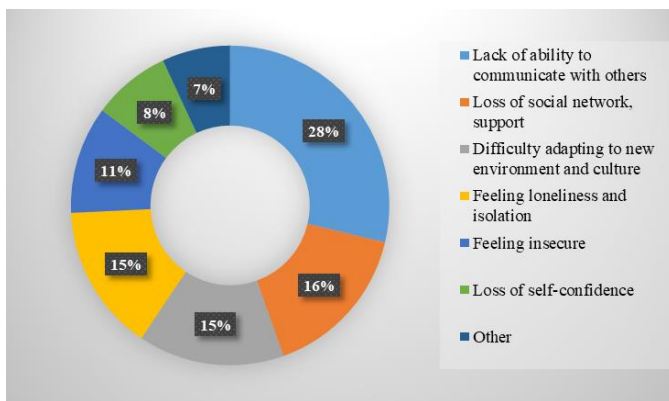


Chart 3: Description of culture shock (Source: Navigos, 2019)

In the case of Vietnamese employees, it is agreed that Vietnamese people are adaptable and the cross-cultural adaptability of Vietnamese has improved significantly over the past 10 years (Dinh, 2014). The explanation for this is Vietnamese labors are skillful, industrious, eager to learn and absorb quickly (Nguyen et al., 2017). Even when having limitation in language ability, Vietnamese labors have good a sense of adaptability, making them be able to be flexible and work in new cultural settings without difficulties and barriers, not to mention about languages. In order to achieve a cohesive multicultural workplace, where culturally diversity workers cooperating in harmony, direct communicating is important (Tanova & Nadiri, 2010). Added to this, other requirements must be welcomed by managers and employees as the unique characteristics of this type of working environment. Firstly, leaders must adopt multicultural leadership styles (Amaram, 2007), in which the values of various cultures are combined (Paulienè, 2012). This could be tough and tricky for the leaders, as well as demand for huge efforts from employers and employees. The administrators are required to flourish their ability to value and appreciate differences such as, honorable and politeness (Ruiz, 2016). Secondly, beside choosing English as the lingua franca, employees should be encouraged to take other language courses, as people in different cultures working together in an entity surely face language diversity, apart from cultural diversity, meaning that they have to be multilingual (Barner-Rasmussen & Aarnio, 2011). Thirdly, employees working in multicultural environment are expected and emboldened to keep an open mind, which means that they should adjust themselves to align with various cultures. They are encouraged to adjust and adapt their values, attitudes and behaviors to effectively and harmoniously interact with different cultural colleagues. This is called cross-cultural adjustment (Puck et al., 2008).

4. Equality in cultural diversity workplace:

Cross-cultural equality is when the human rights are enforced in such mutual perception and acceptance towards individuals in different cultures and ethnics. In a multicultural working context, equality means to meet the demands of culturally diverse employees and strengthen teamwork amongst those working across cultures (Lauring, 2009). Also, according to Cunningham & Melton (2011), equality is when opportunities are offered equally to parties without any discrimination. Meanwhile, Guirdham reveals an interesting trend which is “perceiving individuals as having equal rights while being different” (Guirdham, 2005). It means regardless of skin colors, ages, social classes, cultures, nationalities and genders, people still receive the same rights and must be treated equally. Nevertheless, Parekh (1998) argued that equality is considered as equal treatments amongst people who are equal in relevant respects. This point of view is understood that equal treatments depend on cultures, nationalities, genders, or social class of people. For example, women have equal rights compared to those who are the same gender. In other words, Parekh (1998) believes that women cannot expect the same treatments as the opposite gender receives.

Cunningham & Melton (2011) and Guirdham (2005) share the same point of view, in which equality is the same for everyone, regardless tangible or intangible, physical, or mental elements. People deserve to be given equal treatments. On the contrary, Parekh (1998) believes that fair treatments should not be given to those who are in different respects. Equality in cross-cultural workplace means that people are given the same rights, have the same freedom of speech and contribute fairly to the success of the entire organization. From our point of view, equality is for everyone, regardless any criteria such as, cultures and genders. It means that people should receive the same rights, treatments, and freedom of speech in a multicultural workplace.

5. Advantages and disadvantages of cultural diversity in the workplace

In an era where everything is going toward globalization, many organizations are thriving into developing multicultural workplace, especially in Vietnam, where globalization is a predominant trend (Pham, 2019). The survey on foreign employment trend conducted by DIP Vietnam Technology Joint Stock Company in the year of 2019 indicates that surprisingly 64% of respondents found that many companies and agencies are in shortage of human resources and 41% of survey participants support the reception of foreign labors (Jopus, 2019). Actually, the main reasons for Vietnamese organizations to make an effort to achieve workplace diversity are the shortage of qualified Vietnamese candidates (Thanhniem News, 2013). Cultural diversity in the workplace could be very beneficial and an enormous competitive advantage for a business if the diversity is well-administered, otherwise it would be a disastrous mistake (Cox et al., 1991). As a result, the pros and cons of cultural diversity in the workplace should be recognized.

A well-managed cultural diversity workplace would bring the business advantages in terms of costs compared to those do not manage the diversity well. Achieving quality personnel, improving productivity or work outcomes, and gain marketing advantage because the enterprise could understand various cultures are common benefits of diversity workplace (Saxena, 2014; Yusuf & Zain, 2014; Martin, 2014; Hofhuis et al., 2016; Ayega & Muathe, 2018, Potochny, 2020). Added to this, a multicultural workplace could obtain a high level of creativity (William, 2009; Yusuf & Zain, 2014; Martin, 2014). In general, there are eight areas of competitive advantages of multicultural workplace showed in the below table.

Merits	Interpretation
Decreasing cost of employee turnover	If the cultural diversity is well-managed in the workplace, it would help the company to save turnover cost, or avoid incurring cost for hiring wrong or poor-performance employees, absenteeism and so on.
Increasing the quality of human resource	By aiming to a multicultural workplace, firms would have higher opportunity to attract more talents and professional skills because of the brand for outstanding employers
Building marketing edge	The insight, culturally sensitive and cultural knowledgeability would bring multicultural enterprises marketing advantage over those that do not aim for the diversity in their workplace.
Strengthening Flexibility	A culturally diverse workforce could increase the flexibility of an organization to adapt to environmental change. Also, employees from different cultural backgrounds would be likely to open to various positions.
Boosting creativity & productivity	The productivity of multicultural businesses would be enhanced as their employees possess creative performance.
Better problem solving	A workplace being diverse in cultures is likely to have healthy and creative solutions to issues, so the organization would deal problems at ease.
Raising bilingual skills	This is very advantageous to businesses, as the employees would gain ability to languages. Multicultural enterprises would have more opportunities compared to those operating single-cultural workplaces.
Enhancing profits	Recruiting multicultural staffs is believed to increasing profit for the company as cultural diversity staffs helps to combine the positive of different cultures that boost employees' productivity. Multicultural staffs also help to attract more customers as they understand and serve them better.

Table 2: Merits of multicultural workplace (Source: modified according to Cox & Blake, 1991; Potochny, 2020).

Cultural diversity is greatly beneficial and advantageous for organizations. However, if the administration of the diversity is mishandled, it would cause huge drawbacks for firms. The table below shows the costs that an organization would face when failing to manage cultural diversity workplace.

Drawbacks	Interpretation
Increase in employee turnover	This would result from cultural clashing and conflicts in working styles as well as languages. As those conflicts could enhance the discontent in workers, they would choose to leave their workplace.
Groupthink	Employees with the same cultural backgrounds are likely to have good relationship with each other rather than those who have different cultures. Groupthink is also a barrier for creativity because a group of similar cultural employees could only come up with one or two solutions for problems.
Low employee morale and engagement	Discrimination occurs in multicultural workplace, which could devastate the productivity, motivation, morale and engagement in employees.
Risk of legal issues & reputation	Multicultural organization could get into costly legal situations such as discrimination claims. As their employees are from different cultural backgrounds, it requires significant efforts and finance to solve litigations. It would make a huge financial loss and destroy the reputation of multicultural firms.

Table 3: Drawbacks of multicultural workplace (Source: modified according to Kick, 2019)

Cultural diversity is a double-edged sword, one side could be a huge competitive advantage and the other side is disadvantageous to organizations. The benefits could turn into disadvantages if organizations wrongly handle cultural diversity. However, an excellent management toward cultural diversity would save organizations from failures. Thus, it could be agreed that management is the deciding factor for the success and failure of organizations. To fulfill this duty well, managers in Vietnam need to understand the situation of their cultural diversity workplaces and their employees feeling. These reasons inspire authors of this research about equality and diversity of workplace in Vietnam.

III. RESEARCH OBJECTIVES, RESEARCH QUESTIONS, RESEARCH PROCEDURE AND METHODOLOGY

3.1. Research objectives

Research objective 1: To express the scenario of multicultural workplace in Vietnam

Research objective 2: To examine whether the management towards cultural differences in the workplace is effective in Viet Nam.

Research objective 3: To find out whether the cultural diversity in the workplace is worth adopting.

Research objective 4: To give out advice for managers in administrating different culture working places.

3.2. Research questions

To reach the above research objectives, the following research questions are set out for this paper:

Research question 1: How many nationalities are there in the workplace of the architecture and construction industry in Vietnam?

Research question 2: Are there conflicts in a culturally diverse workplace?

Research question 3: Is there a relationship between cultural diversity and frequency of conflicts with foreigner colleagues in the multicultural workplace?

Research question 4: What are the reasons for conflicts with foreign co-workers in the multicultural workplace?

Research question 5: Do employees satisfy with the management in the multicultural workplace?

Research question 6: Does cultural diversity affect the harmony and effectiveness in the multicultural workplace?

Research question 7: Is there a relationship between cultural diversity and the employee's satisfaction with the management in the multicultural workplace?

Research question 8: Is there a relationship between cultural diversity and the employees' evaluation about the harmony and effectiveness in the multicultural workplace?

Research question 9: What are the management's methods for conflict solving?

Research question 10: Is there a relationship between cultural diversity and the methods used by managers in conflict resolving in the multicultural workplace?

Research question 11: Is there a relationship between the methods used by managers in conflict resolving and the employee's satisfaction with the management in the multicultural workplace?

Research question 12: How do employees rank their company's competitiveness in the multicultural workplace?

Research question 13: Is there a relationship between cultural diversity and the employees' competitiveness ranking of their company in the multicultural workplace?

Research question 14: Is there a relationship between employees' satisfaction with the management and the employees' competitiveness ranking in the multicultural workplace?

Research question 15: Is there a relationship between the methods used by managers in conflict solving and the employees' competitiveness ranking of their company in the multicultural workplace?

Research question 16: Are employees' requirements met for both local and foreign workers in the multicultural workplace?

Research question 17: Do multicultural companies offer days off for foreign workers on important occasions or events (in their culture)?

Research question 18: Is there a relationship between cultural diversity and the offering for days-off on the important occasions or events in foreign workers' culture in the multicultural workplace?

Research question 19: How do the multicultural companies prepare for their employees?

Research question 20: Is there a relationship between cultural diversity and the preparation for employees for multicultural working environment?

Research question 21: What are the employees' perceptions of multicultural working environment?

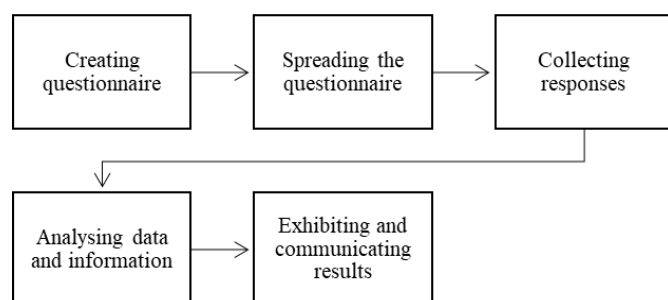
Research question 22: Is there a relationship between cultural diversity and the perceptions about multicultural working environment?

Research question 23: What are the reasons for organizations in Vietnam to adopt cultural diversity in the workplace?

Research question 24: Is there a relationship between the acceptance of cultural diversity and reasons for organizations in Vietnam to adopt cultural diversity in the multicultural workplace?

3.3. Research procedure

The research procedure is carried out by following the below procedure and process.



3.4. Research methodology

Research methodology is a required section in a research project, containing tools and types of methodology utilized to execute the study (Kallet, 2004). It shows technique and methods that are utilized in carrying out a research project. T- test, Chi-square test and Anova are statistical methods used in this paper with the help of SPSS and Excel statistical software package. T-test is used in this research to determine if there is a significant difference between the means of two independent groups while Anova is used to determine if there are any statistically significant differences between the means of three or more independent groups. In addition, Chi-square statistics is used for testing relationships between categorical variables. Before analyzing results, the data was prepared and checked in the purpose of avoiding missing data and outliers which are extreme values which can cause errors. Both descriptive and inferential statistical data analytical methods are utilized in this research. Descriptive statistical technique utilizes charts, tables, and graphs to collect, group and analyze a result of survey mean while inferential statistical technique manipulates sample from large population to make inferences (Vergura et al., 2008). Deductive approach was chosen in this study, where the researchers went from literature review to specific results and confirmation, since the purpose of this research is to analyze the quality of management in cultural diversity workplace in architecture and construction industry in Vietnam. Firstly, research objectives were selected, a questionnaire was then created and after that the data from the primary and secondary sources would be collected. Finally, the data was recorded and analyzed. This process went in a flow from general to specific so deductive theory is to be used in this research.

IV. DATA COLLECTION AND ETHICAL CONSIDERATION

1. Data collection:

The study concentrates on practical research problem that is about the management of multicultural workplace in the architecture and construction industry in Vietnam. Thus, the researchers applied both quantitative and qualitative methods to measure, rank and categorize, describe, contextualize and gain in-depth insights into the issue. This is the most suitable approach to analyze the matter, as responses from participants are collected in the form of numbers and opinions.

For primary data sources, this research conducted a survey comprising 14 questions, therein lies 6 multiple choice questions, 5 check-box questions and 3 5-point Likert scale. This survey is carried out on the administering of cultural diversity in the workplace of multicultural organizations in the

architecture and construction industry in Vietnam. The questionnaire is attached in appendix 1. The aim of the survey is to reach 100 respondents who used to work or are working in a multicultural place in the architecture and construction industry in Vietnam. The survey was carried out online, through Messenger messages and Email. It was sent privately to 100 participants and 100 responses were collected. The researcher chose non-probability sampling methods, including convenience sampling, voluntary response and snowball sampling. Non-probability sampling method is an inexpensive way to conduct survey and give the researcher opportunities to gather and collect results at ease when it is hard to reach participants in vast scope research. Meanwhile, probability sampling method seems more suitable for carrying out a survey, but it is not applicable in this research, due to target participants, location and timeframe of this survey (McCombes, 2019). Participants could fill in the survey anonymously; 100 responses were collected.

The secondary sources of data are collected from journals, books, newspapers, prestigious webpages, reports, surveys to serve for the literature review of the paper.

2. Ethical Consideration

This research strictly adheres to Data Protection Act (1998). Accordingly, based on Schedule 1: The data protection principles, Schedule 2: Conditions relevant for purposes of the first principle: processing of any personal data and Schedule 3: Conditions relevant for purposes of the first principle: processing of sensitive personal data, the researcher guaranteed the privacy, confidentiality and anonymity of participants' information and responses are paramount important, not a single information or response from participants is disclosed. Respondents have full rights to participate voluntarily, without coercion and they could withdraw from the study at any stage if they wish to do so. Every information and answer from participants would only be used for academic purposes and be stored in Google Drive within 5 years. The researchers ensure to avoid any deception and exaggeration about the aims and objectives of the study, and take all responsibilities if it happens. Also, the researchers would take all responsibilities for leaking any information of the participants. The researcher commits to avoid bias and any type of communication in relation to the research must be done with honesty and transparency (Charlesworth, 2016). Schedule 1 and 2 are attached in appendix 2.

The questionnaire was created by the researchers is guaranteed to not contain offensive, discriminatory, or other unacceptable language. All references of other authors' works in any part of this dissertation are acknowledged with the use of Harvard and APA referencing system. The researchers ensure the objectivity in discussion and analysis is at the highest level.

V. DATA ANALYSIS AND INTERPRETATION

1. The number of nationalities, the frequency of conflicts in the multicultural workplace (Research question 1, 2 and 3)

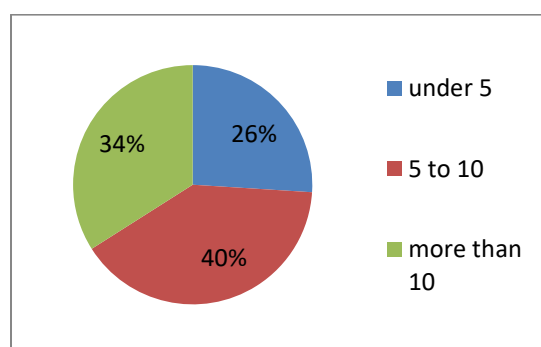


Chart 4: the number of nationalities in the workplace

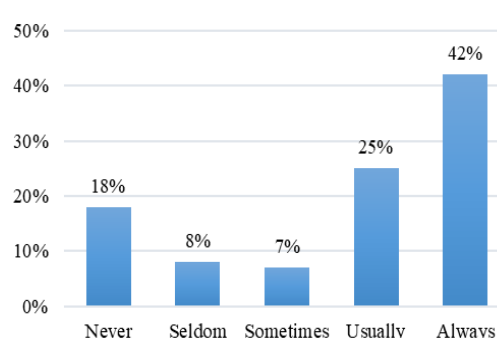


Chart 5: the frequency of conflicts in the workplace

As reported by the survey, workplaces having more than 5 nationalities take the majority of the responses, accounting for 74%. The least responses are seen from those under 5 nationalities in the workplace, taking the rest of 26%. On the another hand, nearly three fourths of the interviewees admitted that they have had conflicts with their foreigner colleagues, of which 42% of participants admitted that they always have conflicts with their foreign peers. The p-value of Chi-Square test on the relationship between cultural diversity and the frequency of conflicts with foreigner colleagues in the working place in table 4 is 0.000 which is less than 5%. It can be concluded that the number of nationalities in the workplace has the relationship with the level of conflict with foreign colleagues. In other words, the more nationalities in the workplace, the higher the frequencies of conflict happen in the organization. As per the depicted, Phi and Cramer's values, which are .578 and .409 respectively, demonstrate that the association between the variables is very strong (in table 5). The detail of the relationship is illustrated in appendix 1.

Table 4: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.438 ^a	8	.000
Likelihood Ratio	40.745	8	.000
N of Valid Cases	100		

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is 1.82.

Table 5: Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.578	.000
	Cramer's V	.409	.000
N of Valid Cases		100	

Phi and Cramer's V

Interpretation

> 0.25	Very strong
> 0.15	Strong
> 0.10	Moderate
> 0.05	Weak
> 0	No or very weak

2. The reasons for conflicts between native and foreign co-workers, satisfaction with the management, the effectiveness and harmony in multicultural workplaces (research question 4, 5, 6, 7, 8)

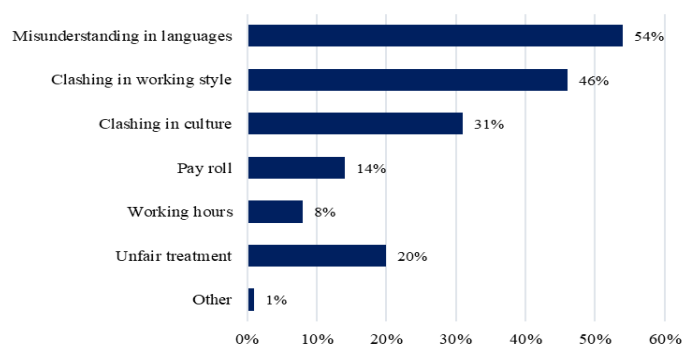


Chart 6: reasons for conflicts between native and foreign co-workers, degree of satisfaction with the management in the workplace

The three biggest rationales for conflicts in multicultural workplace are language barriers, differences in working styles and clashing in culture, respectively 54%, 46% and 31%. This result is similar to the survey conducted by Navigos Group in the year of 2019. It is interesting that “pay roll” occupies the smallest proportion for conflicts in multicultural workplace (owning only 8% of interviewees). The Pearson Chi – Square tests in table 6 (sig value is 0.001 which is less than 0.05) shows us that there is a convergent relationship between the frequency of conflicts and the reasons for conflicts between the native and foreign workers (the detail of the relationship is described in appendix 4)

Table 6: Pearson Chi-Square Tests

		The reasons for conflicts with foreign co-workers?
The frequency of conflicts with foreigner colleagues	Chi-square	51.784
	df	24
	Sig.	.001 ^{*,b,c}

Being asked about the satisfaction with management in the workplace, 61% of participants admitted that they are not satisfied with the management in the architecture and construction industry in Vietnam. Within the result, when being asked about effectiveness and harmony in multicultural workplaces, more than half of participants answer that their workplace did not work well, standing at 68%.

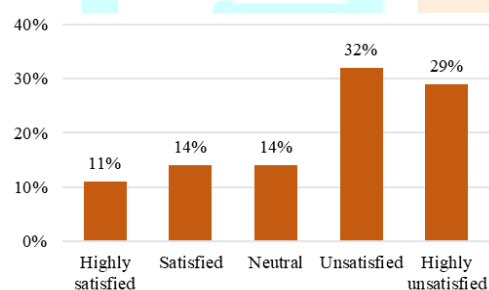


Chart 6: the degree of satisfaction in the workplace

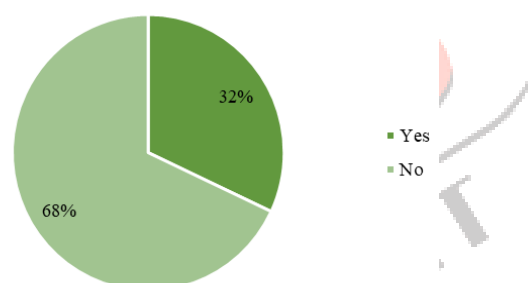


Chart 7: the effectiveness and harmony in multicultural workplaces

The testing result in table 6, 7 implies that the relationship between cultural diversity and the satisfaction with the management in the multinational companies is different among the 3 groups: group under 5 nationalities, group with 5 to 10 nationalities and group with more than 10 nationalities. The significance value of Anova analysis is 0.053 (less than 0.1) with a significance level of 10%.

Table 6: Relationship between cultural diversity and the satisfaction about the management in the company

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Under 5	26	3.00	1.058	.208	2.57	3.43	1	5
From 5 to 10	40	3.78	1.165	.184	3.40	4.15	1	5
More than 10	34	3.68	1.609	.276	3.12	4.24	1	5
Total	100	3.54	1.337	.134	3.27	3.81	1	5

Table 7: ANOVA

Are you satisfied with the management in your workplace?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.424	2	5.212	3.038	.053
Within Groups	166.416	97	1.716		
Total	176.840	99			

In addition, the relation between the cultural diversity and the employees' evaluation on the harmony and effectiveness in the company is described in appendix 5 and table 8 with the significance value of chi-square test is 0.000 (less than 5%) shows in the table. It can be noticed that 61.5% of the interviewees of group with under 5 nationalities state that their enterprise is harmonious and working effectively whereas 85.3% of the group with more than 10 nationalities feel that their enterprise is not harmony and effectiveness. Thus, there is significant relationship between the cultural diversity in the organization versus respective workplace harmony and effectiveness.

Table 8: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.471 ^a	2	.000
Likelihood Ratio	15.279	2	.000
Linear-by-Linear Association	14.093	1	.000
N of Valid Cases	100		

3. The management methods of conflict solving in the multicultural workplace (research question 9, 10 and 11)

The interview result reveals that the conflict problems do not seem to be solved well in the multicultural workplace of the architecture and construction industry in Vietnam when 51% of respondents claim that “managers often ignore conflicts” and 47% of respondents reveal “managers often show bias towards foreign workers”. When being asked the reasons why managers often ignore conflicts, most of participants choose the 2 popular rationales: “limitation in language ability of managers” with 58% of respondents and “the value of foreign labors is higher than that of Vietnamese labor” with 41% of respondents. The percentages of participants who choose the reasons “organization does not want to involved in legal issues” and “lose foreign labor” are approximately the same, at the value of 33%. It is worth noticing that the Pearson Chi – square tests in appendix 6 convinces that there is no significant relation found between the cultural diversity and methods used by managers in conflict solving in the workplace. However, the satisfaction with the management in the multinational company and methods used by managers in conflict solving in the workplace has some relationship (as proved in appendix 7) with two alternatives: “managers fairly handle the conflicts” and “managers often ignore the conflicts”. The p-value of the Chi-Square test also demonstrates that there is relationship between the “Managers often ignore the conflicts” versus “Managers fairly handle the conflicts”. It may be concluded that ignoring conflict is one of the instruments for fairly handling conflicts in the enterprises.

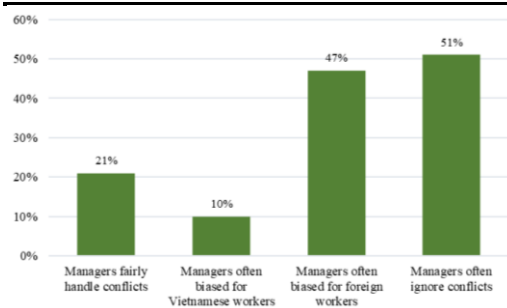


Chart 9: how are conflicts and contradictions in the multicultural workplace are solved

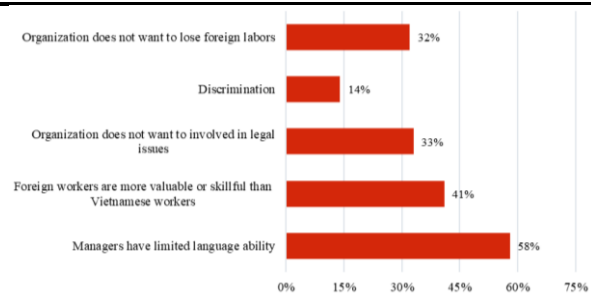


Chart 10: the reasons why managers often ignore conflicts in the multicultural workplace

4. Ranking the competitiveness of multinational company (research question 12, 13, 14 and 15)

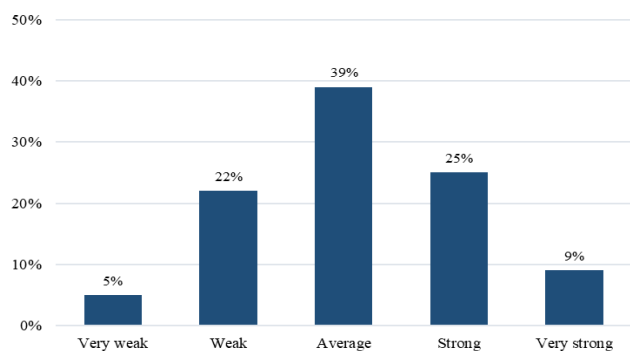


Chart 11: ranking the competitiveness of the interviewees' companies

The chart 11 shows a downward parabolic curve which has a peak in the middle and gradually decreases in both sides. Even though companies having more than 5 nationalities in their workplace takes the major percentage of 74%, surprisingly the ranking of average competitiveness accounts for the highest percentage of only 39%. Not far behind are weak and strong competitiveness ranking, being respectively of 22% and 25%. "Very weak" and "very strong" competitiveness ranking take up the two lowest positions of only 5% and 9% of responses respectively. To be fair, the total of positive competitiveness ranking (34%) is higher than the total of negative competitiveness ranking (27%). It indicates that interviewees recognize their enterprises' advantages of multicultural diversity in the architecture and construction industry in Vietnam. The testing result of Anova test in the appendix 8, appendix 9 mentions that there is no relationship found between the cultural diversity and the employees' competitiveness ranking; between the contradictions solving used by leaders and the employees' competitiveness ranking in the multinational companies. On the contrary, Anova test in the appendix 10 has the sig value of 0.004 which is less than 0.05. This suggests that the employees' satisfaction with the management in the company have effect on the employees' competitiveness ranking of their company.

5. Meeting the employees' requirements in the multicultural company (research question 16, 17 and 18)

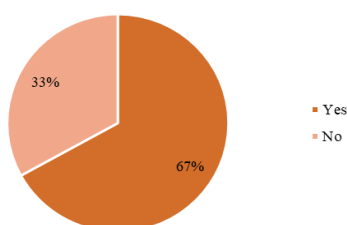


Chart 12: the opinion about employees' requirements are met by organizations

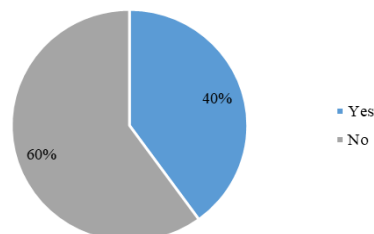


Chart 13: The offer of days off for foreign labors in important occasions or events in their cultures

The vast majority of participants (67%) in the survey in the architecture and construction industry in Vietnam declares that the requirements of Vietnamese and foreign labors are met by organizations. The minority percentage of 33% reveals that organizations do not meet employees' requirements. In detail, 60% of respondents mention that organizations where they are working do not offer days off for foreign labors on important occasions or events in their cultures. Only 40% of respondents receive the managers' caring for important occasions or events in their cultures. The reason may be that various cultures have different important occasions, so if organizations meet this demand for all employees, it would affect negatively to their operations. However, the Sig value of Chi-Square test in appendix 11 is 0.000 (less than 0.05) justify that there is a significant relationship between the cultural diversity and days off for foreign workers on important occasions or events (in their culture). It should be seen that the companies offer days-off for foreign workers in their respective important occasions or events based on the number of nationalities in the company.

6. Preparation for employees in multicultural working environment (Research question 19 and 20)

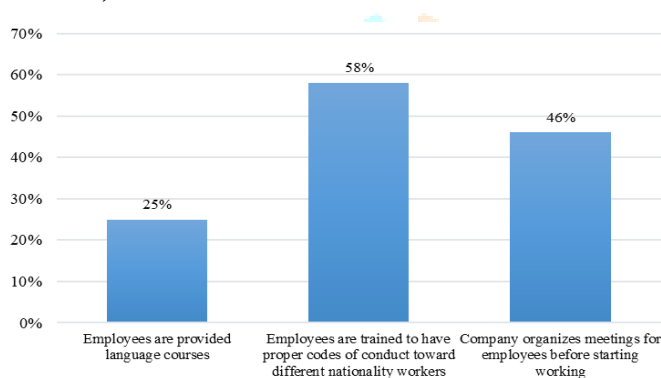


Chart 14: the preparation for employees in multicultural working environment

Even though the main reason for conflicts in multicultural workplace and the reason for managers to ignore solving conflicts is language barriers, the managers still do not focus on eliminating this hurdle, instead they overly concentrate on proper codes of conduct. It is showed that the percentage of firms in the architecture and construction industry in Vietnam providing codes of conduct training courses is higher than that of providing language courses for employees, at 58% and 25% respectively. The positive point is that managers organize meetings for employees to get to know each other before working in the same company. The testing result in appendix 12 displays the ways companies prepare for employees for multi-cultural working environment is not the same between 3 groups: group with fewer than 5 nationalities, group with 5-10 nationalities and group with more than 10 nationalities. It implies that the more nationalities in the company, the more meetings for employees before starting working are organized. The Sig value of Chi-Square test depicts there is a significant relationship between the cultural diversity and companies' effort to prepare its employees for multi-cultural working environment.

7. The perception about multicultural working environment (Research question 21 and 22)

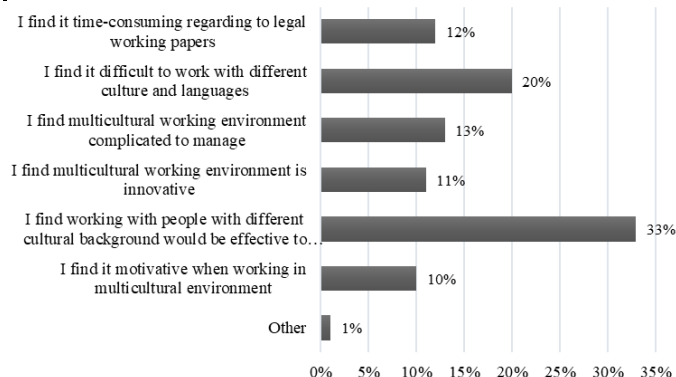


Chart 15: the opinion about multicultural working environment

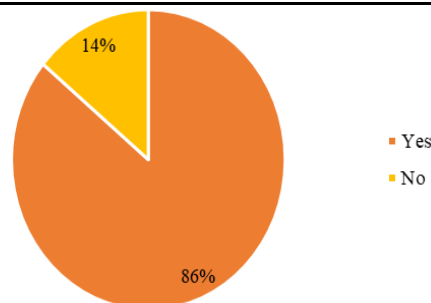


Chart 16: the opinion about Vietnamese organizations should adopt cultural diversity in the workplace

Although only around 10% of respondents express that they felt motivated or innovative to work in multicultural settings, one third of participants said that working with foreign labors helps them to effectively generate new ideas and solutions. Nonetheless, 20% said that multicultural workplace is difficult due to cultural differences and languages barrier. To be fair, the total percentage of positive comments is 54%, higher than that of negative ones of 45%. This leads to the fact that 86% of participants agreed that enterprises in Vietnam should be encouraged for cultural diversity workplace. According to test result in appendix 13 (the significance of Chi-Square test is 0.01 which is less than 5%), the perception about the multicultural working environment of interviewees is affected by the cultural diversity in the organizations.

8. The reasons why organizations in Vietnamese company should adopt cultural diversity in the workplace (research question 23 and 24)

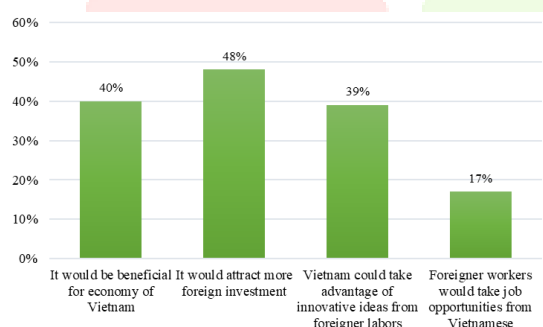


Chart 17: the reasons why organizations in Vietnam should adopt cultural diversity in the workplace

Being asking for the reasons why Vietnamese organization should practice multicultural workplace, the highest percentage of survey participants (48%) agrees that Vietnam could attract more foreign direct investments. Around 40% of interviewees recognize the benefits for the national economy and advantages of innovative ideas from foreigner labors if Vietnam adopts the cultural diversity in the workplace. On the contrary, the thought that that multicultural settings are not for Vietnamese firms as expatriates would take employment opportunities from Vietnamese labors is accepted by the smallest percentage of 17%. The result of Chi-Square test (p-value is 0.00) in appendix 14 presents that the acceptance of cultural diversity in the workplace and reasons why organizations in Vietnam should adopt cultural diversity in the workplace have the relationship. There is a convergence between the adopting cultural diversity and justifying the same with the reasons.

VI. Conclusion

Global workplace brings enormous advantages to organizations in terms of marketing edge, creativity, problem-solving ability, human resource management and lower cost of employee turnover. Nevertheless, multicultural workplace contains certain price, for instance, legal issues, costly and groupthinking. Vietnam is on the top of the Asian nations for being the most ideal destination for job seekers all around the world, considered to be a huge advantage for Vietnam economy. Obtaining and maintaining a healthy relationship among culturally diverse employees is a difficult and tricky process, requiring efforts from different parties such as managers, local and foreign workers.

The research proves that the cultural diversity has the significant relationship with the level of conflict, with the satisfaction with the management, with harmony and effectiveness in workplace, with companies' effort to prepare its employees, with the perception about the multicultural working environment and with days off offered for foreign workers in important events in the multinational workplace of the architecture and construction industry in Vietnam. On the other hand, the cultural diversity does not have the relationship with methods used by managers in conflict solving and with the employees' competitiveness ranking. In addition, the research also confirms the convergent relationships between the frequency and the reasons for conflict, between the employees' satisfaction and methods used by managers in conflict solving, between employees' satisfaction and employees' competitiveness ranking of their company. However, the relation between the contradictions solving used by leaders and the employees' competitiveness ranking in the multinational companies is not approved in this research.

It is not surprising that the biggest rationale for conflicting in multicultural workplace are language barriers, however, the research result shows that managers seem not to pay enough attention to it in their companies. Although more than 60% of interviewees are not satisfied with the management and feel that their workplace is not effective and harmonious, the same percentage of respondents agree that the requirements of Vietnamese and foreign labors are met by their organizations. Finally, despite the fact that 45% of interviewees have negative perceptions about their multinational workplace, 86% of participants agreed that enterprises in Vietnam should be encouraged for cultural diversity workplace.

According to the result of this research, multicultural employees can bring benefits to the company, despite more cultures existing in a workplace. Expatriates find it challenging to adapt to the Vietnamese culture meanwhile with local labors, language is still a barrier for Vietnamese workers. Obviously, coherent and cohesive communication is a paramount criterion for a healthy relationship in a multicultural workplace (Hussain, 2018). As a result, encouraging all workers to possess bilingual or multilingual ability to maintain effective communication with culturally diverse colleagues should be considered. An open mind is necessary in working with cross-cultural individuals, as there are a number of differences needing to be tolerated, accepted and respected in order to work together in harmony, creating a healthy and effective working environment. In terms of expatriates, attending languages courses, training courses and meeting before starting working can eliminate the cultural shock in the workplace due to language difficulties, isolation, and disconnection. These activities can help foreign workers apprehend the culture of the host nation as well as the help and support from Vietnamese colleagues.

In another aspect, the research shows that unfairness still exists in multicultural workplace in the architecture and construction industry in Vietnam. Managers should enhance the openness and fairness amongst employees. They should be fair in policies and compensation toward native and foreign workers in the purpose of developing a diversified and sustainable enterprise. It could be concluded that cross-cultural communication apparently to be the most significant resistant force and barrier for Vietnamese organization to become multicultural. Even though there are many researches and studies on culturally diverse workplace, still more efforts are needed to make

multicultural workplace an effective, productive, equal, and healthier environment for both natives and expatriates

Managing diversity in the workplace is challenging (Dike, 2013; Shaban, 2016). Managers should pay attention to both pros and cons of the cultural diversity in the workplace. The number of multicultural companies in Vietnam is not many; as a result, the correspondents of survey are not as diverse as expectation. This is the limitation of the research. The paper helps readers to understand the scenario of multicultural workplace in the architecture and construction industry in Vietnam, also its costs and benefits. The result of this study hopes to provide useful information for managers to understand and successfully manage a culturally diverse workplace in Vietnam.



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Appendices

Appendix 1: Questionnaire

1. How many nationalities in your workplace? (Including Viet Nam)

- ☐ Fewer than 5
- ☐ 5 to 10
- ☐ More than 10

2. Have you ever had conflicts with your foreigner colleagues?

- ☐ Always
- ☐ Usually
- ☐ Sometimes
- ☐ Seldom
- ☐ Never

3. What are the reasons for conflicts between you and foreign co-workers?

- ☐ Misunderstanding languages
- ☐ Clashing in working style
- ☐ Clashing in culture
- ☐ Pay roll
- ☐ Working hours
- ☐ Unfair treatment

4. Are you satisfied with the management in your workplace? (1 is highest unsatisfied and 5 is highest satisfied)

- ☐ Highly unsatisfied
- ☐ Unsatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Highly satisfied

5. Do you consider that your workplace is working in harmony and effectively?

- ☐ Yes
- ☐ No

6. How are conflicts and contradictions between native and foreigner workers solved?

- ☐ Managers often ignore the conflicts
- ☐ Managers often biased for foreign workers
- ☐ Managers often biased for Vietnamese workers
- ☐ Managers fairly handle the conflicts

7. In your opinion, what are the reasons for managers to ignore contradictions?

- ☐ Managers have limited language ability
- ☐ Foreigner workers are more valuable or skillful than Vietnamese workers
- ☐ Organization does not want to involved in legal issues
- ☐ Discrimination
- ☐ Organization does not want to lose foreigner labors

8. Please rank the competitiveness of your company (1 is weakest and 5 is strongest)

- ☐ Very weak
- ☐ Weak
- ☐ Average
- ☐ Strong
- ☐ Very strong

9. Are employees' requirements met? (both local and foreign workers)

- ☐ Yes
- ☐ No

10. Does your company offer days off for foreign workers in important occasions or events (in their culture)?

- ☐ Yes
- ☐ No

11. How does your company prepare for employees for multi-culture working environment?

- ☐ Employees are provided languages courses
- ☐ Employees are trained to have proper codes of conduct toward different nationality workers
- ☐ Company organizes meetings for employees before starting working

12. What do you think about multicultural working environment?

- ☐ I find it motivative when working in multicultural environment
- ☐ I find working with people with different cultural background would be effective to collect new ideas and solutions
- ☐ I find multicultural working environment is innovative
- ☐ I find multicultural working environment complicated to manage
- ☐ I find it difficult to work with different culture and languages
- ☐ I find it time-consuming regarding to legal working papers (Ex: work permits for foreigner workers)

13. Do you think that organizations in Vietnam should adopt cultural diversity in the workplace?

- ☐ Yes
- ☐ No

14. Could you please state the reason for your previous answer?

- ☐ It would be beneficial for economy of Vietnam
- ☐ It would attract more foreign investment
- ☐ Vietnam could take advantage of innovative ideas from foreigner labors
- ☐ Foreigner workers would take job opportunities from Vietnamese

Appendix 2: Schedule 1 and Schedule 2 in Data Protection Act (1998)

Schedule 1: Data Protection Act (1998)

The Data Protection Principles

1. Personal data shall be processed fairly and lawfully and, in particular, shall not be processed unless:
 - a) At least one of the conditions in Schedule 2 is met, and
 - b) In the case of sensitive personal data, at least one of the conditions in Schedule 3 is also met.
2. Personal data shall be obtained only for one or more specified and lawful purposes and shall not be further processed in any manner incompatible with that purpose or those purposes.
3. Personal data shall be adequate, relevant and not excessive in relation to the purpose or purposes for which they are processed.
4. Personal data shall be accurate and, where necessary, kept up to date.
5. Personal data processed for any purpose or purposes shall not be kept for longer than is necessary for that purpose or those purposes.
6. Personal data shall be processed in accordance with the rights of data subjects under this Act.
7. Appropriate technical and organizational measures shall be taken against unauthorized or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data.
8. Personal data shall not be transferred to a country or territory outside the European Economic Area unless that country or territory ensures an adequate level of protection for the rights and freedoms of data subjects in relation to the processing of personal data.

Schedule 2: Data Protection Act (1998)

Conditions relevant for purposes of the first principle:

Processing of any personal data

1. The data subject has given his consent to the processing.
2. The processing is necessary –
 - a) For the performance of a contract to which the data subject is a party, or
 - b) For the taking of steps at the request of the data subject with a view to entering into a contract.

3. The processing is necessary for compliance with any legal obligation to which the data controller is subject, other than an obligation imposed by contract.
4. The processing is necessary in order to protect the vital interests of the data subject.
5. The processing is necessary –
 - a) For the administration of justice,
 - b) For the exercise of any functions conferred on any person by or under any enactment,
 - c) For the exercise of any functions of the Crown, a Minister of the Crown or a government department, or
 - d) For the exercise of any other functions of a public nature exercised in the public interest by any person.
6. 1. The processing is necessary for the purposes of legitimate interests pursued by the data controller or by the third party or parties to whom the data are disclosed, except where the processing is unwarranted in any particular case by reason of prejudice to the rights and freedoms or legitimate interests of the data subject.
6. 2. The Secretary of State may by order specify particular circumstances in which this condition is, or is not, to be taken to be satisfied.

Appendix 3: the relationship between cultural diversity and the frequency of conflicts with foreigner colleagues in the working place

			The frequency of conflicts with the foreigner colleagues					Total
			Always	Never	Seldom	Sometimes	Usually	
The number of nationalities in the workplace	More than 10	Count	23	3	0	0	8	34
		Expected Count	14.3	6.1	2.7	2.4	8.5	34.0
		%	67.6%	8.8%	0.0%	0.0%	23.5%	100.0%
	More than 5	Count	18	7	3	2	10	40
		Expected Count	16.8	7.2	3.2	2.8	10.0	40.0
		%	45.0%	17.5%	7.5%	5.0%	25.0%	100.0%
	Under 5	Count	1	8	5	5	7	26
		Expected Count	10.9	4.7	2.1	1.8	6.5	26.0
		%	3.8%	30.8%	19.2%	19.2%	26.9%	100.0%
Total		Count	42	18	8	7	25	100
		Expected Count	42.0	18.0	8.0	7.0	25.0	100.0
		%	42.0%	18.0%	8.0%	7.0%	25.0%	100.0%

Appendix 4: the relationship between reasons for conflict and the frequency of conflicts with foreign colleagues in the working place

			the reasons for conflicts with foreign co-workers					
			Misunderstanding languages	Clashing in working style	Clashing in culture	Pay roll	Working hours	Unfair treatment
The frequency of conflicts with the foreigner colleagues	Never	Count	4	4	2	2	0	4
		%	28.6%	28.6%	14.3%	14.3%	0.0%	28.6%
	Seldom	Count	3	5	1	0	1	1
		%	37.5%	62.5%	12.5%	0.0%	12.5%	12.5%
	Sometimes	Count	4	6	2	2	1	1
		%	57.1%	85.7%	28.6%	28.6%	14.3%	14.3%
	Usually	Count	10	17	14	5	4	5
		%	41.7%	70.8%	58.3%	20.8%	16.7%	20.8%
	Always	Count	33	14	12	5	2	9
		%	78.6%	33.3%	28.6%	11.9%	4.8%	21.4%

Pearson Chi-Square Tests

		Methods used by managers in conflict resolving in the workplace
The number of nationalities in the workplace	Chi-square	4.023
	df	8
	Sig.	.855 ^a

Appendix 5: Relation between the cultural diversity and the employees' evaluation about the harmony and effectiveness in the company

			Do you consider that your workplace is working in harmony and effectively?		Total
			No	Yes	
The number of nationalities in the workplace	Under 5	Count	10	16	26
		%	38.5%	61.5%	100.0%
	From 5 to 10	Count	29	11	40
		%	72.5%	27.5%	100.0%
	More than 10	Count	29	5	34
		%	85.3%	14.7%	100.0%
Total		Count	68	32	100
		%	68.0%	32.0%	100.0%

Appendix 6: Testing result of the relationship between the cultural diversity and methods used by managers in conflict resolving in the workplace

		Methods used by managers in conflict resolving in the workplace			
		Managers fairly handle the conflicts	Managers often biased for foreign workers	Managers often biased for Vietnamese workers	Managers often ignore the conflicts
The number of nationalities in the workplace	More than 10	6	15	3	21
	More than 5	8	19	4	19
	Under 5	7	13	3	11
	Total	21	47	10	51

Appendix 7: Testing result of the relationship between the satisfaction with the management in the workplace and methods used by managers in conflict resolving in the workplace

Conflict_and_Contradiction_Solved Frequencies

		Responses		Percent of Cases
		N	Percent	
Conflict_and_Contradiction_Solved ^a	Managers fairly handle the conflicts	21	16.3%	21.2%
	Managers often biased for foreign workers	47	36.4%	47.5%
	Managers often biased for Vietnamese workers	10	7.8%	10.1%
	Managers often ignore the conflicts	51	39.5%	51.5%
Total		129	100.0%	130.3%
a. Dichotomy group tabulated at value 1.				

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
_Conflict_and_Contradiction_Solved ^a	99	99.0%	1	1.0%	100	100.0%

a. Dichotomy group tabulated at value 1.

Relationship between “satisfaction with the management in the workplace” versus “Managers fairly handle the conflicts”

Are you satisfied with the management in your workplace?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
No	79	3.84	1.203	.135	3.57	4.10	1	5
Yes	21	2.43	1.248	.272	1.86	3.00	1	5
Total	100	3.54	1.337	.134	3.27	3.81	1	5

ANOVA

Are you satisfied with the management in your workplace?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	32.836	1	32.836	22.346	.000
Within Groups	144.004	98	1.469		
Total	176.840	99			

Are you satisfied with the management in your workplace?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
No	49	3.08	1.336	.191	2.70	3.47	1	5
Yes	51	3.98	1.191	.167	3.65	4.32	1	5
Total	100	3.54	1.337	.134	3.27	3.81	1	5

Are you satisfied with the management in your workplace?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	20.186	1	20.186	12.628	.001
Within Groups	156.654	98	1.599		
Total	176.840	99			

Chi-Square test between: Managers often ignore the conflicts versus Managers fairly handle the conflicts

Managers often ignore the conflicts versus Managers fairly handle the conflicts

		Managers fairly handle the conflicts		Total
		No	Yes	
Managers often ignore the conflicts	No	29	20	49
	Yes	50	1	51
Total		79	21	100

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	22.742 ^a	1	.000		
Continuity Correction ^b	20.460	1	.000		
Likelihood Ratio	26.681	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	22.514	1	.000		
N of Valid Cases	100				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.29.					
b. Computed only for a 2x2 table					

Appendix 8: Relationship between the cultural diversity and the employees' competitiveness ranking of their company

Competitiveness of company compared to rival organizations

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Under 5	26	3.27	1.041	.204	2.85	3.69	1	5
5 -10	40	3.20	.823	.130	2.94	3.46	1	5
More than 10	34	2.88	1.175	.201	2.47	3.29	1	5
Total	100	3.11	1.014	.101	2.91	3.31	1	5

ANOVA

Competitiveness of company compared to rival organizations					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.745	2	1.373	1.344	.266
Within Groups	99.045	97	1.021		
Total	101.790	99			

Appendix 9: Relationship between the cultural diversity and the employees' competitiveness ranking of their company

Descriptive

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Managers fairly handle the conflicts	Very weak	5	.00	.000	.000	.00	.00	0	0
	Weak	22	.27	.456	.097	.07	.47	0	1
	Neutral	39	.23	.427	.068	.09	.37	0	1
	Strong	25	.08	.277	.055	-.03	.19	0	1
	Very Strong	9	.44	.527	.176	.04	.85	0	1
	Total	100	.21	.409	.041	.13	.29	0	1
Managers often biased for foreign workers	Very weak	5	.40	.548	.245	-.28	1.08	0	1
	Weak	22	.32	.477	.102	.11	.53	0	1
	Neutral	39	.54	.505	.081	.37	.70	0	1
	Strong	25	.52	.510	.102	.31	.73	0	1
	Very Strong	9	.44	.527	.176	.04	.85	0	1
	Total	100	.47	.502	.050	.37	.57	0	1
Managers often biased for Vietnamese workers	Very weak	5	.40	.548	.245	-.28	1.08	0	1
	Weak	22	.09	.294	.063	-.04	.22	0	1
	Neutral	39	.05	.223	.036	-.02	.12	0	1
	Strong	25	.04	.200	.040	-.04	.12	0	1
	Very Strong	9	.33	.500	.167	-.05	.72	0	1
	Total	100	.10	.302	.030	.04	.16	0	1
Managers often ignore the conflicts	Very weak	5	.80	.447	.200	.24	1.36	0	1
	Weak	22	.55	.510	.109	.32	.77	0	1
	Neutral	39	.44	.502	.080	.27	.60	0	1
	Strong	25	.64	.490	.098	.44	.84	0	1
	Very Strong	9	.22	.441	.147	-.12	.56	0	1
	Total	100	.51	.502	.050	.41	.61	0	1

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Managers fairly handle the conflicts	Between Groups	1.241	4	.310	1.920	.113
	Within Groups	15.349	95	.162		
	Total	16.590	99			
Managers often biased for foreign workers	Between Groups	.783	4	.196	.771	.547
	Within Groups	24.127	95	.254		
	Total	24.910	99			
Managers often biased for Vietnamese workers	Between Groups	1.124	4	.281	3.391	.012
	Within Groups	7.876	95	.083		
	Total	9.000	99			
Managers often ignore the conflicts	Between Groups	1.830	4	.458	1.877	.121
	Within Groups	23.160	95	.244		
	Total	24.990	99			



Appendix 10: Testing result of the relationship between the employees' satisfaction about the management in the company and the employees' competitiveness ranking of their company

Ranking the competitiveness of the interviewee's company compared to rival organizations (1 is weakest and 5 is strongest)

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Absolutely Yes	11	2.27	1.104	.333	1.53	3.01	1	5
Probably Yes	14	2.71	.825	.221	2.24	3.19	1	4
Unsure	14	3.64	.745	.199	3.21	4.07	3	5
Probably Not	32	3.28	.888	.157	2.96	3.60	2	5
Absolutely No	29	3.17	1.104	.205	2.75	3.59	1	5
Total	100	3.11	1.014	.101	2.91	3.31	1	5

ANOVA

Ranking the competitiveness of the interviewee's company compared to rival organizations (1 is weakest and 5 is strongest)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.930	4	3.733	4.082	.004
Within Groups	86.860	95	.914		
Total	101.790	99			

Robust Tests of Equality of Means

Ranking the competitiveness of the interviewee's company compared to rival organizations (1 is weakest and 5 is strongest)

	Statistic ^a	df1	df2	Sig.
Welch	4.185	4	35.907	.007
Brown-Forsythe	4.206	4	63.791	.004

a. Asymptotically F distributed.

Appendix 11: Relationship between the cultural diversity and the offering for days-off in the important occasions or events in foreign workers' culture

			Does your company offer days off for foreign workers in important occasions or events (in their culture)?		Total
			No	Yes	
The number of nationalities in the workplace	Under 5	Count	4	22	26
		%	15.4%	84.6%	100.0%
	From 5 - 10	Count	27	13	40
		%	67.5%	32.5%	100.0%
	More than 10	Count	29	5	34
		%	85.3%	14.7%	100.0%
Total		Count	60	40	100
		%	60.0%	40.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.565 ^a	2	.000
Likelihood Ratio	33.436	2	.000
Linear-by-Linear Association	28.355	1	.000
N of Valid Cases	100		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.40.

Appendix 12: Testing result of the relationship between the cultural diversity and the preparation for employees for multicultural working environment

		preparation for employees for multicultural working environment					
		Employees are provided languages courses		Employees are trained to have proper codes of conduct toward different nationality workers		Company organizes meetings for employees before starting to work	
		Count	%	Count	%	Count	%
The number of nationalities in the workplace	Under 5	11	42.3%	17	65.4%	8	30.8%
	More than 10	8	24.2%	14	42.4%	15	45.5%
	From 5 to 10	6	15.0%	27	67.5%	23	57.5%

Pearson Chi-Square Tests

		preparation for employees for multicultural working environment
The number of nationalities in the workplace	Chi-square	16.157
	df	6
	Sig.	.013 [*]
*. The Chi-square statistic is significant at the .05 level.		

Appendix 13: Testing result of the relationship between the cultural diversity and the perception about multicultural working environment

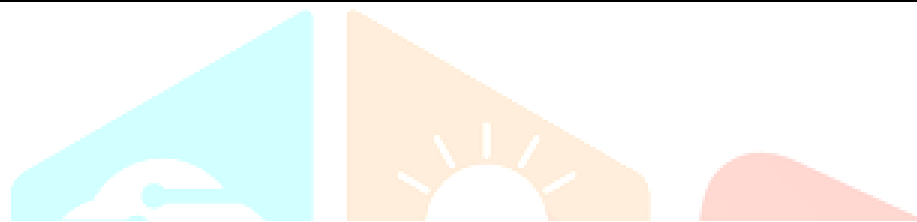
		the perception about multicultural working environment											
		it would be motivate when working in multicultural environment		it would be effective to collect new ideas and solutions		multicultural working environment is innovative		multicultural working environment complicated to manage		it would be difficult to work with different culture and languages		it would be time-consuming regarding to legal working papers	
		Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
The number of nationalities in the workplace	Under 5	4	15.4%	12	46.2%	6	23.1%	0	0.0%	4	15.4%	0	0.0%
	5 - 10	2	5.0%	10	25.0%	3	7.5%	8	20.0%	12	30.0%	5	12.5%
	More than 10	4	12.1%	11	33.3%	2	6.1%	5	15.2%	4	12.1%	7	21.2%

Pearson Chi-Square Tests

		the perception about multicultural working environment
The number of nationalities in the workplace	Chi-square	26.364
	df	12
	Sig.	.010 ^{*,b}
Results are based on nonempty rows and columns in each innermost subtable.		
*. The Chi-square statistic is significant at the .05 level.		

Appendix 14: Testing result of the relationship between the acceptance of cultural diversity and the reason why organizations in Vietnam should adopt multicultural workplace

		the reason why organizations in Vietnam should adopt multicultural workplace							
		It would be beneficial for economy of Vietnam		It would attract more foreign investment		Vietnam could take advantage of innovative ideas from foreigner labors		Foreigner workers would take job opportunities from Vietnamese	
		Count	%	Count	%	Count	%	Count	%
organizations in Vietnam should adopt cultural diversity in the workplace	No	0	0.0%	0	0.0%	1	7.7%	12	92.3%
	Yes	40	47.1%	48	56.5%	38	44.7%	5	5.9%



Pearson Chi-Square Tests

		the reason why organizations in Vietnam should adopt multicultural workplace
organizations in Vietnam should adopt cultural diversity in the workplace	Chi-square	89.913
	df	4
	Sig.	.000*

Results are based on nonempty rows and columns in each innermost subtable.

*. The Chi-square statistic is significant at the .05 level.