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Validation of Parsons' Structural Functionalism Theory Within a Multicultural Human

Sandra Simone Minott
Walden University

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Walden University

College of Social and Behavioral Sciences

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Sandra Minott

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Walden University
2016

Abstract

Validation of Parsons' Structural Functionalism Theory Within a Multicultural Human

Service Organization

by

Sandra Minott

MSc University of the West Indies, 1994

BA University of the West Indies, 1992

Dissertation submitted in Partial Fulfillment

of the Requirements of the Degree of

Doctor of Philosophy

Human Services

Walden University

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Abstract

Shared values and norms are at the core for unifying different cultures socializing or working to fulfill the goals and mission of organizations. Researchers have not examined how employees representing different cultures socialize via shared norms and values in human service companies. The purpose of this ethnography study was to explore the process of 8 culturally different employees working together at a human service organization. Using purposeful sampling, multicultural employees were selected from 4 departments within the human service company. Face-to-face interviews, field notes, questionnaire, and participant observation were the tools for collecting the data. Descriptive coding, value coding, and the Ethnograph software was used to identify themes from the data. The analysis of the data evolved from using the approach of the hermeneutic circle, which consisted of examining the parts, such as activities and the connection to the whole, such as core values. According to the study, most employees engaged in sharing the norms and values of the human service company, ultimately fulfilling the goals or core values. However, 2 out of 8 participants engaged in conflict and had a lack of knowledge about 1 out of 4 core values. Knowledge and compliance to the core values were fundamental ingredients for providing quality services. This study leads to positive social change by providing human service organizations information on compliance to the entire core values of the human service company and knowledge of the complete core values of the human service company.

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Dedication

This dissertation is dedicated to my Chair, Dr. Hershberger who has shown me the value of qualitative research for exploring the interactions of multi-cultural employees. This research would not be possible without his expertise in qualitative inquiries.

Acknowledgments

This dissertation would not be possible without the expert guidance of my dissertation committee, Dr. Hershberger, Dr. Percy and Dr. Bold. I am expressing my sincere gratitude and thanks for assisting with writing the dissertation. I am very grateful for the wisdom of Dr. Hershberger, Dr. Percy and Dr. Bold. My sincere thanks to my boss, Michael Rojas for authorizing this qualitative exploration and to my sister Melissa, for continuous encouragement. Special thank you to Sarah Matthey for reviewing my dissertation, and my sincere gratitude and special thank you to Dr. Barkley for approving the process of my ethnographic research.

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Chapter 1: Introduction to the study

Introduction

Multicultural communities and organizations are evident in the 21st century. Due to globalization, there has been an influx of different cultures working together within contemporary human service companies (George & Wilding, 2002). The migration of various cultures, such as Hispanics to the United States creates organizations and communities that consist of different cultures. Human service organizations employ members of the communities that represent different ethnicities, such as Hispanics and Chinese to provide quality services to the multicultural communities.

Sharing the norms and values is fundamental for integrating cultures. Parsons (1964, 1977) stipulated that internalization of common values and norms facilitate social interactions of individuals from various racial cultures. Therefore, individuals from various cultures can communicate via cognitively incorporating daily activities and values in the social systems from their environments. Parsons (1964) indicated that cultures within organizations will integrate when they share the values and norms of the company or an organization. With increasing cultural variations in organizations and communities, shared norms and values are needed for effective communication and interactions amongst employees or individuals. In addition, Parsons (1951, 1964) specified that the values within the organizations legitimize the goals expressed within the daily and normal activities of the multicultural employees. Schein (2010) indicated that organizational goals that create the norms or duties for employees reflect the values of the leaders or owners of human service organizations. For example, the May 30, 2014

scandal within the healthcare system of U.S. Department of Veteran Affairs included unethical actions of employees that resulted in deaths and denial of care for veterans.

These employees did not demonstrate the values and norms of the ethical system of the Veteran Affairs (VA). The VA Handbook (2013) stated that the code of ethics incorporated the requirements of employees portraying maintenance of impartiality, honesty, moral conduct, and integrity. The employees' job performances may not mirror the values (code of ethics) of the leaders of the U.S. Department of Veteran Affairs. Schulman (1978) reported that human service employees should treat members of the communities with respect and with the basic understanding that these members have the right to the pursuit of happiness and security.

Statement of the Problem

Human service organizations must ensure employees and organizations have shared values and norms to provide quality service to community residents. If human service employees representing different cultures are not internalizing the norms and values of the organizations, attempts for integrating multicultural employees may fail, ultimately impacting the interactions of these employees. Bruno and Raphael (2015) suggested that sharing norms and values increase integration amongst employees, which decrease communication problems. The organization or group should share the same norms or values to create the standard of behavior within employees, which may reduce the high turnover of workers (Schein, 2010). In fact, employees who share norms and values have fewer, which helps to maintain healthy work environments (Phillips & Gully, 2011). However, there are no studies on the failure of internalizing shared norms and

values that affect the integration of employees. Scholars need to provide insight into the interactions of employees from different cultures in human service organizations, in relation to Parsons's (1964) theories on shared norms and values. Evidence of noncompliant employees and individuals seeking to satisfy their personal interests exist within contemporary human service organizations, indicating that Parsons's (1964) theories on common or shared values uniting employees or individuals may not be relevant or valid. Hasenfeld (1983) rejected Parsons's theories regarding shared values and norms amongst different cultures within the organization or company. Hasenfeld observed that human service companies consist of insensitive and incompetent behavior or "outright inhumanity" (p. ix). Hasenfeld argued that the purpose of a human service organization is to provide quality service to individuals of communities, in which employees should have shared norms and values of the systems within the company, to deliver quality service. Hasenfeld claimed that Parsons's (1964, 1977) theories may not be applicable to contemporary human service companies. The existence of inhumane behavior or actions from employees shows lack of internalizing the code of ethics, which governs the actions of employees of various cultures within human service companies. Employees from different cultural backgrounds should demonstrate the professional code of ethics, such as treating individuals of the communities with respect and understanding the right for security, pursuit of happiness, liberty, and life (Schulman, 1978). Employees actions or behavior that lack kindness or compassion affects the provision of quality services to individuals within communities. Therefore, it is imperative to explore Parsons's theories on shared norms, values, and integrating cultures within human service

companies. Schein (2010) stipulated that the code of ethics is reflections of the values of owners and leaders of human service organizations. Thus, any deviation from the code of ethics governing these organizations rejects the leadership or ownership values. Ethical actions or behaviors are integral for human service companies, so the internalization of values and norms should be relevant to employees fulfilling the goals of service provision to community members.

Some individuals may strive to differentiate themselves from the norms and values of the group (Bouche & Maslach, 2009). Individuation within human service companies affect the harmony of employees working together to provide quality services to community members. The presence of individuating behaviors or nonconforming actions in human service companies may allude to the inapplicability of Parsons's (1964) theoretical concepts on shared norms, values, and integrating cultures. The interrelationships of parts or departments within human service systems is similar to the necessity of cultures sharing norms and values within systems in order to provide quality services to communities (Bertalanffy, 1968).

The Purpose of the Study

The purpose of this study is to understand the experiences of multicultural employees in conforming to the values and norms of a human service company. The interpretation of their encounters or experiences may show the existence of internalizing activities (norms), aspirations or beliefs (values) of the organization. The existence of internalizing shared norms and values will validate the relevance of Parsons's (1964) theories in a contemporary human service organization. There is no research on Parsons's (1964) theories of shared norms, values and

integrating cultures within human service companies. Exploring Parsons's (1964) theories on shared normal daily activities, values and integrating cultures in human service companies will fill this gap in contemporary research.

The exploration of the interactive process of employees from different cultures may portray elements of individuation that affect integration via shared normal activities and values. Goals reflect the values and norms of the managers, supervisors or owners of the organization, in which employees learn and pursue these goals for the development of employee and the organization (Valcour, 2014). However, Valcour (2014) stated that it is the responsibility of the manager to maximize the retention of employees via ensuring that employees internalize the goals (values and norms) of companies. The high turnover of employees' results from the failure to internalize the goals (core values and normal activities) of organizations (Valcour, 2014). The nonperformance of goals affects organizational development and reveal that employees' progress (internalization of goals) is not monitored (Gallo, 2011).

The function of human service companies is to maintain and sustain the well-being of community members. The basis of the existence of human service companies is providing minimum standards of lifestyle in education, income, health, housing, judiciary, and social security. Contemporary human service companies consist of employees from various cultural backgrounds, such as White, Hispanics, and Blacks working together to fulfill the goals of providing minimum standards of living to members of the communities. Exploration of shared norms and values amongst these cultures is necessary because Hasenfeld (1983) and Boucher and Maslach (2009) found that some employees individuate or do not conform to the values of the human service organization, which will have a negative impact on quality of services from

human service companies. Shared values enable the cohesive and stable daily activities (norms) amongst individuals from different cultures (Mukerjee, 1946; Parsons, 1964). Values within human service organizations originate from the owners and leaders of these organizations (Schein, 2010). The job duties (daily activities) and organizational goals are derivative of the values of the leaders or owners. The values of the leaders and owners provide the foundation to sharing or internalizing the values and norms of the organization within multicultural employees.

In this study, I provided insight on the internalization process of shared norms, values and integrating cultures to provide recommendations for creating positive social changes in the provision of service delivery from human service companies, such as the VA. I explored whether employees via their normal daily activities were pursuing the values of their leaders or owners within the human service organization. Thus, I portrayed the experiences of employees in the fulfillment of goals, simultaneously demonstrating the values and norms of a human service organization.

Definitions

In order to explore the integration of cultures in human service company via shared norms and values, it is essential to understand the concepts of norms, values, integrating cultures and shared.

Integrating cultures or cultural integration: The interaction of a mixture of races or cultures within communities and organizations. Hagendoorn, Veenman, and Vollerbergh (2003) argued that the integration of cultures is a process wherein cultures internalize the attitudes and way of life of the host

population. The intermingling of cultures should reflect the values and norms of their organization, which is the host population.

Multicultural: The representation of individuals from different cultures or way of life.

Norms: Typical accepted actions or behaviors within companies or communities, derivative of appropriate organizational or social rules. Normal daily activities or conducts are characteristics of norms within the human service company.

Sharing or shared: Signifies equal distribution, in which individuals from various cultural backgrounds have an equal chance of internalizing the norms and values of the human service company.

Structural functionalism: Parsons, (1964) describes elements, such as shared norms and values creating the function of individual interactions or social systems.

Validity: Showing results that provide accountability and evidence to the correctness of an idea or theory.

Values: Beliefs and aspirations of individuals within human service companies. Schein (2010) suggested that the actions of members within human service companies will reflect the aspirations and beliefs of their management or owners via internalization of companies' values. The operational definition of values is the views or feelings of employees that will show their beliefs and aspirations.

Research Question

The following research question will guide the study: Are employees from different ethnic cultures experiencing shared norms and values within a human service organization?

Parsons (1964) hypothesized that social systems consist of integrating multicultural individuals interacting with the shared norms and values of the social systems. Parsons pointed to unification, conformity and compliance within human services organizations essential for helping community members.

Some employees are not able to fulfill their normal activities and beliefs within the goals and ethical values of the leaders within United States Department of Veteran Affairs. These employees represent different cultural backgrounds and do not share the norms and values of the organization resulting in poor quality services to community members. Hasenfeld (1983) and Bouche and Maslach (2009) suggested the presence of a lack of shared norms and values amongst multicultural employees. To prevent inferior service quality, it is fundamental to provide insight into sharing norms, values, and integrating cultures. Employees displaying unethical actions show a lack of integration into the typical human service company, in which ethics and compliance are the foundation of their norms and beliefs or values.

Limitations

This study was qualitative and consisted of purposeful sampling with eight individuals from different racial/cultural backgrounds representing four departments in a human service organization, such as management, legal aid, accounting and

administration. Thus, generalization of the results may not be possible due to the small sample size. Because the basis of the exploration is the interpretation and description of shared norms and values of cultural groups, ethnography was the selected approach. The exploration was limited to understanding, describing and interpreting the process of shared norms, values and integrating cultures in a human service company. In comparison to the size of the VA organization, this human service organization was smaller with approximately 28 employees. Nevertheless, the experiences of the multicultural employees provided insight in the internalization or sharing of norms and values of the organization.

Conceptual Framework of the Study

Internalizing values and norms is innate to social systems and cultural groups in order to facilitate cultural integration (Parsons, 1964). Parsons (1964) stipulated that the order and nature of social systems is derived from integration via shared norms and values of individuals representing different cultures. As a structural functionalist, Parsons stipulated that the survival of societies or communities is from the collective consciousness of norms and values of systems guiding the interactions or actions of different individuals within communities or societies. The function of structure is to provide a common understanding of norms and values in order to integrate sections of social or cultural systems. From the theoretical perspective of Parsons, employees from various ethnic or cultural backgrounds will share common values and norms of human service companies. These shared norms and values are responsible for multicultural employees fulfilling the goals of the human service companies via their actions or duties.

In order for communities to function, rules, norms, laws and values must govern individual interactions (Durkheim, 1938). Parsons (1964) introduced the interconnection and integration of these parts for the unification of the whole. Bertalanffy (1968) indicated that employees or systems within human service companies interrelate and interconnect to maintain the wholeness of the organization or company. Interrelationships, interconnections and integration are synonymous with the interactions of employees in demonstrating organizational values and norms.

Within contemporary organizations, such as human services, maintaining and establishing quality services is crucial for responding to the needs of communities or clients. Hence, employees who carry out duties and tasks from the shared values and norms of the human service companies will assist in providing quality services. If employees shared norms and values that are characteristics of multicultural human service company, quality of services can be maintained because every element within the organization is contributing to service quality.

Nonconforming and individuating actions or behavior exist in human service companies or organizations (Bouche & Maslach, 2009; Hasenfeld, 1983;), which may indicate that Parsons (1964) theories on shared norms and values may be irrelevant in the 21st century. Within the VA, employees did not conform to organizational norms, values or ethics. These types of actions are not conducive to providing quality services to clients or community members. Thus, it is fundamental to explore the existence of Parsons's theories on shared norms and values and the ability to integrate employees from various cultural or ethnicity in performing tasks and duties to fulfill the goals of human service

companies. Any exploration on Parsons's theoretical relevance spanning 50 years may reveal other variables or elements derivative of globalization that may replace Parsons's theoretical concepts on shared norms, values and integrating cultures. In this study, I explored the current processes in internalizing values and norms of human service companies from employees of various cultures or ethnicity.

Assumption

The assumption within this study is from the basis that the respondents provided accurate information of their knowledge and feelings of the values and norms of the human service company. This assumption derived from observing that the respondents had clarity and understanding of the questions within the questionnaires.

Scope and Delimitation

The respondents were selected from a human service company and provided information on the values and norms of the company. Eight multicultural respondents representing White, Black and Hispanic were purposely chosen from four departments to participate in face-to-face interviews for this qualitative study. Their responses were within the scope of sharing the norms and values of the human service company. Observation of these multicultural employees were within their staff meeting and lunch periods, which provided information on sharing norms and values of the human service company. Thus, the scope of this study is limited to the interpretation and understanding of the integrative process amongst eight multicultural employees sharing the norms and values of a human service organization.

Significance of the Study

The significance of the study is to show whether Parsons's (1964) theories on shared norms and values is relevant for integrating multicultural employees in the 21st century. Quality services from human service company is integral for responding to the needs of community members. Because human service companies consist of multicultural employees, the exploration of Parsons's (1964) theories on shared norms and values will provide insight into their interactions for fulfilling the goals of the human service company. The results of the study generated recommendations for providing quality assistance to recipients of human service organizations.

Summary

Exploring Parsons's (1964) theories on integrating cultures via shared norms and values was essential for contributing to the fulfillment of quality services from human service organizations. The presence of individuation conflicts with integrating multicultural employees and do not assist in the provision of quality services. Any contribution or recommendation to positive social change in service delivery must include an examination in Parsons's (1964) theories on shared norms and values in a multicultural human service company.

Chapter two focus on literature related to this study, such as Parsons' (1964), Schein (2010) and Hasenfeld (1984). Chapter three describe the utilization of ethnography for responding to the research question.

Chapter 2

Review of the Literature

Introduction

To assess or describe how multicultural employees within a human service company or organization share norms and values, it is important to review Parsons's (1964) perspectives on integrating groups or cultures via shared norms and values. In addition, the arguments and observations of Schein (2010), Hasenfeld (1983) and Maslach and Boucher (2009) will provide information on multicultural employees' interactions within human service organizations. Querimi and Sergi (2013) found the integration of common values is integral to help with maintenance and survival of social systems. In this study, exploring Parsons's theories on shared values and norms provided insight into the integrative process of individuals. There is a gap in the literature on the identification of the experiences of multicultural employees in carrying out company values and norms.

Organization of the Literature Review

The sources for the Literature review came from Walden University library and University of California, Los Angeles (UCLA) library. The human service database was selected at Walden library for information in contemporary research on Parsons's theories about shared norms and values within human service organizations. Phrases, such as (a) integrating culture and human service organization and (b) shared norms and values and human service organization was entered in the search engine for Socindex with full text.

UCLA library's computer was available to get access to the literature at UCLA library, A search engine was created for typing any information under categories, such as (a) Books (b) Databases, and (c) Journals. I selected books and journals as the search engine to retrieve Parsons's (1964) theories, critical arguments of Parsons, and contemporary research. This search engine was used to locate theories on human service organizations, shared values and norms, and culture.

Parsons Theoretical Framework

Parsons (1964) argued that social systems within societies or communities consist of the interactions of individuals. The interactive process is instrumental for the survival and existence of social and cultural systems. Parsons viewed the individual as a social actor portraying the beliefs, values and symbols of culture within social structures.

Social system consists in a plurality of individual actors, interacting with each other, in a situation which has at least a physical or environmental aspect, actors who are motivated in terms of a tendency to the "optimization of gratification" and whose relation to their situations, including each other, is defined and mediated in terms of a system of culturally structured and shared symbols. (p.5).

Any community or organization with two or more interactive individuals will consist of sharing culture and symbols in order for the social system to function. Parsons stipulated that individual actions inherently display cultural and personality systems. Thus, individuals within human service organizations will display cultural and personal actions. The relationship between individual actors is the fundamental component of social systems. Individuals' actions relate to each other in reference to their status and roles.

Actions of individuals will either present (a) professional or social title (status) in relation to other individuals with or without status or (b) functional activities facilitating social systems. Within human service organizations managers and supervisors interact with employees displaying their functions for the maintenance of the organizational social systems.

The interrelationship and interaction between individuals within organizations defines the elements of social systems. While Check land (1981) advocated that the evidence of human activities in organizations are characteristic of social systems, Parsons (1964) highlighted that individual and collective actions are integral to the existence of social systems. Parsons indicated that social systems comprise of actions of individuals, interactions and “cultural patterning” (Parsons, 1964, p. 27) which is a demonstration of culture. Social systems within organization must include active participation of individual actors to meet the needs of most of the individual actors. From Parsons’s perspectives, the interaction of multicultural employees should fulfil the needs of most employees within the organizations. Additionally, social systems encompass the language necessary for integrating the actions of individuals with different cultural patterns. Therefore, the language within human service organizations should be understood amongst multicultural employees to maintain the existence of social system or human interactions.

The interaction of individuals within organization consist of actions that demonstrate the culture or structure of social systems. Actions come from the integrative process of “motivational and cultural or symbolic elements” (Parsons, 1964, p. 36). The basis of employees’ actions within organizations relates to motivation and the

presentation of standards of culture. Because the actions of employees are crucial for meeting the needs of human service organizations, inciting necessary actions for fulfilment of goals is inevitable and demonstrates the culture of the social system. Parsons (1964) further declared that individuals' actions are conforming to the needs of the social system via sharing the values of the social system. Conformity within actions derives from "role-expectation" (Parsons, 1964, p. 64) of employees or individuals within communities or organizations. Parsons suggested that the values of the social system are responsible for the institutionalization of the roles of the employees or individuals. Employees of functional activities should demonstrate the beliefs or values of the human service organizations. The basis of these performances is from sharing the knowledge of the beliefs or value system of the organization, which is established in the duties or roles of the employees within human service organizations ultimately producing conformity amongst actions of employees or individuals. In normative or functional activities, multicultural employees will display compliance and submissiveness to their role performances, demonstrating the beliefs of the organizations. Parsons claimed that individual actions result from the gratification of favorable conditions, whereby favorable actions are more desirable than unfavorable actions. Thus, conformity amongst multicultural employees should lead to actions that fulfill the beliefs or values of the organization or social systems.

The values that represent the organizations or communities become embedded within the personalities of individuals (Parsons, 1964). Due to the internalization of organizational or institutional values, Parsons argued that the integration of human

behavior is inevitable. Employees who share the common values of their company or organizations will integrate and fulfill role-expectations (Parsons, 1964). Functional social systems consist of integration inclusive of internalizing and sharing the common values of communities or organizations (Parsons, 1964). Therefore, from Parsons's perspectives multicultural employees within human service organizations will integrate from understanding (internalizing) and sharing the values of the company or organizations.

Organizations or communities motivate employees or individuals to conform to their roles (Parsons, 1964). Within human service organizations, employees perform their roles according to organizational reasons for preferences for their role behavior. Parsons (1964) argued that role behavior will differentiate in relation to the cultural pattern of communities or organizations. Three cultural principles, (- such as symbolic, emotional or cognitive and mediating factors) are intertwined and influence the actions of individuals. Employees or individuals interact based on cultural symbols and cognitive knowledge of culture, which generate feelings, actions or roles reflecting organizational culture or values. Parsons further elaborated that culture consist of ideas and beliefs (cognitive), symbolic expressions and integrative values. Based on this argument, human service employees should display organizational values and knowledge of the cultural symbols within the organization.

Organization or institution are composed of relational, regulative, expressive and cultural patterns that assist in the interaction and role expectations of individuals or employees (Parsons, 1964). Parsons (1964) suggested that relational patterns refer to the

social interaction of individuals performing different roles, while regulative patterns are indicative of goals dictating the action or roles of the individuals. Meanwhile, expressive patterns are controlling “permissible expressive actions” (Parsons, 1964, p. 58) from individuals and culture is the conversion of the actions of individuals to the belief and values of the organization or institution. Members of human service companies or organizations have different roles, simultaneously interacting to fulfill the organizational goals. From Parsons’ views, these organizations may include flexibility for employees to display approved personal actions. The focus within human service companies or organizations centers on developing or molding actions of multicultural employees or individuals to portray the values or beliefs of these organizations.

Human service organizations should consist of the interconnection of roles that portrays actions carrying out the goals, ultimately demonstrating the cultural values of the organization. The basic requirement for organizations to function is the interaction of different roles showing the actions of individuals or employees (Parsons, 1964). Since, systems relate to the “interdependencies between parts, components and processes” (Parsons, 1977, p.177) actions displaying various roles interrelate and create functional systems. Within this interaction of actions, different roles become a collective entity, ultimately developing solidarity (Parsons, 1964). Hence, employees perform different roles for collective actions towards fulfilling the goals of the organization. From Parsons’s observation, employees should be loyal and have common interests in the goals and purpose of their company.

The creation of actions either from personal or institutional choices from the individual, provides the foundation for social systems (Parsons, 1964). Socialization is characteristic of social systems. Parsons commented that socialization is similar to child development, wherein individuals absorbed the values of their environment, forming “basis personality structure” (Parsons, 1964, p. 208). Internalizing the values is evident in the roles and actions of individuals carrying out their daily activities. Simultaneously, the internalization of the values of the organization or groups can develop personality within individuals, in which employees identifies with the goals of the organization. Thus, with the absence of institutional motivation, these employees will demonstrate actions reflecting the values of the organization from personal choice. From Parsons’s viewpoints, employees show emotions or display behavior within their personality that is concurrent with the ethical principles or code of ethics of the organization. This is confirmation that the employee regardless of ethnic representation is fully integrated in the norms and values of the organization (Parsons 1964). Sharing the norms and values of the human service organization will generate unification and harmony amongst multicultural employees.

Although conformity results from social systems, Parsons (1964) argued that deviant actions depict “loophole” (Parsons, 1964, p. 321) within process of socialization or interactions. The inability of individuals to conform to organizational or community culture results in deviating actions, in which the remedy is punishments. Therefore, Parsons advocated that social systems consist of mechanisms for rewards and punishment

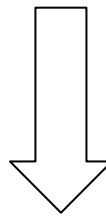
of actions conforming to the norm and actions deviating from the norms or daily activities.

Based on Parsons's (1964) arguments Figure one below shows the characteristics or elements of the social systems responsible for functional organizations or communities. The function of human service organizations depends on the interrelationships and interaction of individuals who are displaying the culture of the organization.

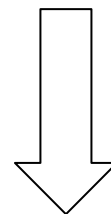
Figure 1

The Elements of Social Systems

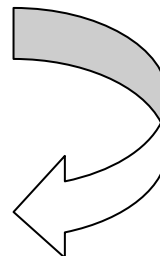
Social Systems



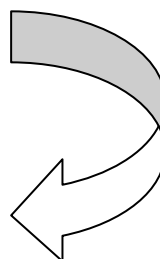
Individual



Actions



Socialization



Culture

(values or beliefs), role performance, symbols, integration)

From figure one, the basis for the existence of social systems is the socialization or interaction of individuals' actions simultaneously displaying cultural values and roles. Parsons (1964) stipulated that culture was inevitable in social systems and consist of values, norms, symbols and beliefs "Social systems is the core of human action systems, bring the primary link between the culture and individual" (Parsons, 1977, p. 179). Therefore, internalizing cultural values and norms are not possible without social systems.

Schein (2010) developed similar perspectives to Parsons's (1964) concepts of social systems, even though Schein's frame of reference was primarily organizations. A synopsis of Schein perspectives will show the similarities to Parsons's views on social systems.

Schein's Perspectives

Schein (2010) advanced Parsons's (1964) perspectives on culture and argued that the foundation of social or organizational systems is from culture. Schein indicated that culture constitutes (a) macro culture (globalization, religious, ethnic and nationwide) (b)

micro culture (teams within organizations) (c) subcultures (groups of occupation in companies) and (d) organizational culture (government, private, public or nonprofit).

Within organizations, culture derives from the leaders of the social systems or companies. Thus, leaders within the companies create the rules and norms, simultaneously imparting their beliefs and values amongst the employees.

What we end up calling a culture in such systems is usually the result of the embedding of what a founder or leader has imposed on a group that has worked out. (p.3)

The actions of employees reflect the values or beliefs of their leaders within the companies and culture becomes apparent and stable with maturity of the company or organization. Any transformation within organizational culture results from the actions of the leaders or founders (Schein, 2010). Organizational culture is inclusive of (a) regularities in action or behavior (b) sharing of ideas, beliefs, values, (c) rules, skills and norms and (d) rituals, celebration and symbols. These characteristics embody culture showing “a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration” (Schein, 2010, p. 18).

Employees within human service organizations should consist of interaction via sharing the values and beliefs of their leaders and founders.

In support of Parsons (1964), Schein (2010) agreed that integration is inevitable in human interactions. While Parsons commented on the integrative nature of actions, Schein described the coherent or intertwined structures of symbols, beliefs, values and norms inherent to culture. From an empirical basis, Schein argued that the formation of

culture is from groups, in which individuals share the groups' values and authenticate their membership. Thus, human service organizations should show the interrelationships of multi-cultural employees demonstrating the values, norms, beliefs of the organizations. Additionally, Schein declared that employees communicate via language sharing to fulfil the goals of the organizations. The goals are the expectations of the leaders, managers and founders for the employees of the company or organizations. Schein stipulated that the performance of tasks will demonstrate the goals, simultaneously depicting the culture of the organization or company. Schein (2010) stated that the core of organizational culture is the (a) mission and strategy (b) the means to implement the goals (c) measuring the effectiveness of the goals and (d) corrections including punishing employees deviating from the goals. Schein's (2010) empirical presentation of contemporary organizational culture portrays the adaptation of individuals to the culture of their environment (organizations).

The lack of adaptation (Schein, 2010) is synonymous with Parsons' (1964) reference to nonconforming employees' failure to adapt to the culture of the organization. Both Schein and Parsons would agree that the ideal human service organization should include employees adapting to the norms and values of the organization. Nevertheless, in order to discuss the relevance of Parsons (1964) perspectives in human service organizations, it is essential to examine the nature of these organizations from the perspectives of Hasenfeld (1983).

Hasenfeld Concepts of Human Service Organizations

Human service organizations are instrumental for helping community members. The purpose of human service companies is serving the needs of individuals within the communities (Hasenfeld, 1983). These organizations exist to assist in the well-being of humans or persons throughout their lifespan.

Hasenfeld (1983) commented that human services consist of three categories, such as (a) people processing (b) people sustaining and (c) people changing. The first category entails universities, colleges and credit bureau that allow social labels for individuals while the sustenance of individuals is found in custodial care and nursing home facilities. Medical and psychological facilities constitute the third category wherein the transformation of individuals is for improving their well-being or health.

Various types of organization are inclusive within the categories or classification of human service companies. The needs of functioning and malfunctioning individuals are fulfilled by human service organizations, such as treatment centers, public schools, courts, social securities, unemployment agencies, and retirement institutions. While these organizations exist for altering the actions of individuals to maintain or improve their lifestyles, Hasenfeld (1983) argued that confusion of goals is evident amongst employees of human services. The identification of ambiguities of goals is revealed from performance measurements (program analysis) in human service organizations (Lynch-Ceruillo & Cooney, 2011). Analyzing the actions or performance of employees will show

the confusion of tasks or duties demonstrating the goals of human service organizations (Lynch-Ceruillo & Cooney, 2011). In support, Barrett and Sorenson (2015) argued that evaluating human service programs portrayed the effectiveness of services to clients, depicting the accountability of goals and mission of these organizations. The expectations of employees representing different cultures is internalizing and carrying out the goals of the human service organizations. From Barrett and Sorenson (2015) arguments, these employees are accountable if program evaluation or performance measurements show the lack of understanding of their duties, which results from the goals of the human service company.

The actions of multicultural employees should reflect the goals of organizations. Human service companies consist of goals derived from authoritarian individuals, such as founders, government, supervisors and managers (Hasenfeld, 1983). Hasenfeld (1983) declared that “goal commitments of an organization serve as guide for the formulation of programs and services” (Hasenfeld, 1983, p. 99). Thus, goals provide the foundation for the interaction of multicultural employees within human service organization. The basis of interaction of multicultural employees (White, Blacks, Asian, Hispanics, and Indian) within human service companies is from goals deriving from the managers, founders or government. The performance of tasks or duties demonstrates the objectives or goals of the organizations.

Specifically, the goals define the range of human problems and needs legitimately within the domain of an organization and the strategies to be used in responding to them. (p. 99).

Therefore, human service organizations are concerned with goals of satisfying the psychological and social needs of members of the communities. Hasenfeld (1983) insisted that the multiplicity of goals within human service companies is the reason for inconsistent and conflicting actions from employees in response to fulfilling the needs of community members.

In reference to Hasenfeld's (1983) concept of human service organizations, the following table will show the similarities and differences of employees' interaction from perspectives of Parsons (1964), Schein (2010) and Hasenfeld (1983)..

Table 1

Similarities and Differences in the Perspectives of Parsons, Schein and Hasenfeld

Conditions	Parsons views	Schein's views	Hasenfeld's views
Similarities	Interacting individuals internalizing the values and norms of the social systems.	Individuals interacting to demonstrate the culture of the organizations.	The actions and interactions of individuals portraying the goals of the organizations.
Differences	Integrative patterns motivation, culture and actions.	Intertwining factors of beliefs, values and social structures of the organizations.	The staff integrating to fulfill the goals of the organizations

Since, interacting individuals are inevitable in communities and organizations, these interactions will show culture and goals of their organizations. In agreement, Hatch (2006) advocated that the characteristics of organizations are the interaction of diverse and similar groups defining the social systems. Parsons viewed that social systems

originate from the socialization of actions from individuals. Since, these actions constitute beliefs and values; the evidence of culture becomes apparent.

Relevance of Parsons

Schein's (2010) presented the contemporary empirical analysis of human service organizations, in which Parsons (1964) concepts of interacting individuals are relevant. Employees make choices regarding their actions, simultaneously demonstrating recurring or pattern variables. These variables are inclusive of making choices between actions for specific conditions or actions for the totality of conditions. For example, employees within Schein's organizational structures will make choices in their actions regarding serving the interest of themselves or the organizations. In contemporary human service organizations, Schein postulated that individuals make the choice to respond to the needs of the organization. Individuals will either perform actions constrained with discipline and functions or actions of emotions. Employees within contemporary organizations entail actions for fulfilling the values, beliefs and goals (Schein, 2010). Similarly, Hasenfeld (1983) argued that goals within human service organizations are the reasons for actions of the individuals. Both Hasenfeld and Schein have shown that organizations consist of activities with discipline. Another pattern variable consists of choices for actions between demonstrating the norms and values of the organization or groups or become selective to conforming to standards or norms. Per Schein, conformity to organizational norms is actions of employees and devoid of self-serving interests. Parsons

speculated that individuals will choose to act for self-satisfaction or act according to the common values or beliefs of the organization or group. Within contemporary organizations, individuals' actions should conform to organizational rules, which outweigh actions displaying self-satisfaction.

The fact that Parsons (1964) suggested that the activities or interactions of humans comprises the social systems validates Parsons's relevance to modernity or modern communities. Social systems are evident in our communities and organizations since we are interacting human beings existing in society. In order for the duration of social systems, individuals must share knowledge of the beliefs, values, and norms of the system that becomes their culture. The essence of integration is the interacting of various or different individuals, simultaneously creating the social systems (Parsons, 1964). Within contemporary communities, varieties of cultures are increasing, and human service organizations are mirroring with multicultural employees, simultaneously developing continuous social systems.

It is necessary to examine the contemporary research and the gaps in the research in relation to sharing values and norms of the organization amongst multicultural employees, before making an assessment on the relevance of Parsons (1964).

Contemporary Research and Gaps

Contemporary research has shown the existence of individuating individuals within communities. Boucher and Maslach (2009) discovered the presence of individuation amongst cultural groups. Their study on Euro-

Americans and Asian cultures portrayed that Euro-Americans are most likely to disregard group norms and values in order for self-desires than Asian Americans. The need for self-expression shows some relevance to Parsons' concept that individuals will choose to act for self-interest, rather than group interest.

Individuation is inevitable in communities within United States (Boucher & Maslach, 2009). Boucher and Maslach's research reveals that European Americans were most likely to seek attention to themselves than Asian Americans. Boucher and Maslach found that most Euro-Americans preferred individuating actions rather than conforming to the values and norms of the cultural or social groups. However, the protest on July 1, 2014 in Hong Kong regarding dissatisfaction with the leadership shows that individuals are resisting the norms and values of Hong Kong, simultaneously expressing their personal interests. In contrast, Boucher and Maslach found that Asian-Americans are most likely to conform to social or cultural values and norms. Yet, demonstrations in Hong Kong illustrate Parsons (1964) arguments on individuals deviating from the norms and values of cultural or social groups. Even though Boucher and Maslach did not mention Parsons in their research, similarities exist between deviating and individuating individuals or employees. Deviance occurs when individuals decide to reject the daily activities or norms and aspirations or values of their cultural or social groups (Parsons, 1964). Boucher and Maslach described individuation as humans seeking attention to themselves rather than adapting to the values and norms of their cultural groups. Thus, the refusal of accepting normal activities and

beliefs or values (deviation) is actions of individuals aiming to gain notice or attention. Nevertheless, the gap within Boucher and Maslach's research is their failure to align individuation with deviance.

Agbenyiga (2011) reported that the organizational culture derivative of mission or goals, values and beliefs is the foundation for the actions of employees in providing quality human service delivery. Agbenyiga did not mention Parsons (1964) concepts on social systems (interacting individuals) inclusive of shared values and norms. Similarly, Pauzuoliene and Mauriciene (2012) did not acknowledge Parsons in their research showing the interactions of members of the organization displaying the culture comprising of values, beliefs, traditions and rituals.

Querimi and Sergi (2013) in their content analysis of the European Union reveal that integration is fundamental to their philosophy and results in reconciliatory behavior to problem countries. Integration is inevitable in Parsons (1964) description of the social systems. Because, European Union consists of individuals, social systems exist along with integration. The fact that integration is useful to members of the European Union shows that Parsons's concepts are relevant. In collaboration, Hagen (2000) agreed that integration is inevitable in communities, because the foundation of sociology is on the unification of different segments or humans within society. Hagen said that the collective rational or reasoning amongst individuals creates integration and allow different individuals working towards achieving common or collective goals,

simultaneously denying personal interest. Hagen commented that structural functionalists, such as Parsons prefer to analyze the functioning of communities from the basis of collective consciousness of individuals, which is the internalization of values and norms of the communities.

In contrast, Luhmann (1995) suggested that communication is responsible for integrating different functions of individuals within systems, such as government, church, schools and courts. Within the process of communication, understanding information is crucial for the actions of individuals within functional different organizations or systems. However, with recent events in the United States, such as police fatally shooting community residents, such as Michael Brown in Ferguson, Missouri (August 9, 2014) and Eric Garner in Staten Island, New York (July, 17, 2014), communication regarding the police functions and compliance of individuals is questionable. Luhmann's arguments suggested that individuals participating in different functions of systems will display the purpose of the institutions, organizations or systems. Noncompliance towards police is not the norm within communities, similarly excessive force towards community members is not representative of police organizations. Parsons (1964) arguments are supportive of the confrontation between police and community members, wherein the individual decides to follow their personal interest rather than comply with the norms or values of their communities or organization. Parsons described these actions as deviant behavior, specifically community residents deciding to be non-compliant with police officers. The "resistance to

conformity” (Parsons, 1964, p. 249) is problematic for the function and integration of social systems. Thus, the gap in Luchmann’s (1995) concept on communication integral for integrating different functions of institutions or organizations is the failure to acknowledge individuals resisting communication within these systems.

O’Connor, Netting and Humberto (2009) found that organizations consist of radical structuralist, interpretive, radical humanist and functionalist paradigms creating and maintaining the actions of workers or employees and employers. Within radical structuralist organizations, the elimination of oppressive actions is from reorganizing systemic functions. The researchers reported that human services companies entail both functional and interpretive systems for the direction of actions. Purposeful actions and order is integral in functional human service organizations. Employees in public human service organizations will adhere to goals for their job performance. O’Connor, Netting and Humberto showed that the characteristics of private human service companies are individual or subjective knowledge of goals and social interactions. Self-freedom or liberation is the theme for radical humanist organizations and can be visible in human service companies. O’Connor, Netting and Humberto did not discuss the social interactions of individuals or employees within functional human service companies. From the basis of Parsons (1964), the actions of employees within the organizations may occur from internalizing “universalized standards and generalized rules” (Parsons, 1964, p. 102). Thus, O’Connor, Netting and

Humberto failed to show any interest in the social interaction of employees within human service companies. This failure for studying the interactive process of multicultural employees created a gap in the knowledge of employees interacting from the internalization of organizational norms and values in these paradigmatic structures within human services companies or organizations.

Jonas and Fritsch (2012) showed the impact of descriptive norms of German soccer players in creating favorable views from members of the communities for supporting the German world cup football team. These findings from Jonas and Fritsche portrayed Parsons (1964) conceptual framework of norms, wherein actions are derivative of norms. Therefore, the relevance of Parsons is evident within this research. Similarly, Pauzuoliene and Mauriciene (2012) research on organizational culture confirms Parsons' significance in their inclusion of beliefs, rituals and values as characteristics of culture. The researchers advanced Parsons's concepts in their findings that satisfying customers were instrumental in cultural development of human service organization and responsible for symbols, values, norms or rituals, tradition and beliefs. The gap within their study is the failure to show the social interactions of the employees within their cultural organizations.

Research from Olive and Thorpe (2011) described the social interaction of feminist ethnographers who are snowboarders in a sport with male domination. As participant observers, the ethnographers received derogatory comments from male snowboarders, which fueled their attempt to transform snowboarding culture

in Australia. The provision of information to the media regarding the positive attributes of women snowboarders and their contribution to the culture is the process of transformation. From Parsons's (1964) perspectives "institutionalized" (Parsons, 1964, p. 68) actions are evident in the male controlling snowboarding sport, wherein the actions of the males are representative of the norms and values of the culture of the sport institution. The ethnographers failed to show the success or failure of the transformation. The lack of insight into the transformation of institutional actions provides a gap within their study or research. Recommendations are for more research on the examination in transforming institutional actions within human service organizations.

Camper, Cassarico and Profeta (2011) examined gender culture inclusive of owners and managers views on employing more men and fewer women in Italy's working organizations. Camper, Cassarico and Profeta found that the ratio of men and women in the working environment was from the values and beliefs of the owners of these organizations. The provision of recommendation from the researchers is for changing the beliefs and values of these owners to employ more women in Italy's workforce. Shared values and beliefs are the foundation to social interaction of individuals within organizations and communities (Parsons, 1964). Any transformation in beliefs and values reflects the social systems or social interaction of individuals. Thus, studies or research in the transformation of beliefs and values will provide insight into the flexibility of institutional actions of multicultural employees and gender-gap supporting employers.

Irrespective of aiming to change beliefs and values, Singh (2012) revealed that India's culture was derivative of integrating different values and norms within the communities or provinces of India. Parsons (1964) concepts were similar with different cultures sharing the values and norms of the communities or organizations. Therefore, individuals representing different religious cultures can integrate via sharing the values and norms of India. Although Singh has shown the relevance of Parsons' perspectives, the gap is found in the lack of showing the internalization of values and norms within communities responsible for integrating the members.

Kohl (2012) found that Creoles within Guinea-Bissau (West Africa) integrated approximately 32 ethnic groups. These interethnic groups share the common values and norms of the West African community, in which creoles have dominant roles in government and economy. The sharing of norms and values are relevant to Parsons (1964) perspectives, since "most African colonies were marked by high degrees of ethnic and cultural diversity" (Kohl, 2012, p. 648). The interethnic integration in Guinea-Bissau provides confirmation on Parsons's views on the significance of sharing norms and values for unification. Further research is necessary to show the internalization process of the norms and values of the community.

On the other hand, Schlosser (2013) provided a content analysis on the integration of the concepts of Bourdieu and Foucault for empirically studying the prison systems. Schlosser reported that the ideologies of Bourdieu entailed individuals' actions are not

governed from single entities of external or internal forces, rather the generation of behavior or actions are from multiple social arenas. Schlosser reported that Foucault is concerned with discipline and selves or bodies that are trainable. The researcher stated that empirical research inclusive of the combination of these concepts would provide solutions to rehabilitating inmates within the prison systems. While Schlosser showed integration as a tool for providing empirical research, Parsons (1964) perceived integration as the foundation for the existence of social systems.

The major gap in the contemporary research is the non-existent description of the integrating process of multicultural employees internalizing shared norms and values within organizations. Because this research will describe the working experiences of multicultural employees in a human service company, details of sharing norms and values was inevitable. Any examination of the internalization process of shared norms and values will provide insight in compliant and deviant employees within human service organizations.

Discussion

The concept of the unification of different cultures via shared norms and values of the human service organization may be relevant in the 21st century. Parsons (1964) provided a structural-functional explanation for integrating social systems, in response to social conditions within early 20th century (Trevino & Smelser, 2001). Trevino and Smelser questions Parsons's competence in the 21st century. The coordination of roles (behavior) and various races within the social systems is fundamental for the sustenance and maintenance of organizations and

communities (Parsons, 1964). Trevino and Smelser argued that the lack of empirical evidence for Parsons's concept of individual interaction decreases credibility within the 21st century. Trevino and Smelser declared that empirical foundations are integral for understanding social interactions of individuals in communities and organizations.

Hasenfeld (1983), and Boucher and Maslach (2009) have shown empirical evidence of individuals who do not share the values and norms of their racial-cultural groups or organizations. Parsons (1964) described the refusal to internalize the values and normal activities of the organizations as deviant, and emphasized that functional social systems is sustainable with the absence of deviation or rejection of norms and values. Parsons concern was showing the development of organizations from integrating or combining different segments within the social systems. The internalization of values and norms was essential to the process of integrating different racial cultures within the social systems. In 2010, Schein provided empirical data to show that employees adapt and internalize the values of the leaders, owners or managers of the organization in order to demonstrate the culture of the organization. Even though Schein gave validity to Parsons' claim on internalizing values, further research will furnish insight in the interactions or experiences of multicultural individuals within the organizations in relation to sharing norms and values.

Parsons (1964) focus on interacting individuals assists in the social changes within organizations. Parsons's support for cohesiveness and unity within

social systems may contribute to the provision of quality service delivery within human service organization. The significance of internalizing the values and norms of organizations is for the role performance and the fulfillment of organizational goals (Parsons, 1964). The VA scandal and conflicting conditions between police organizations and community residents show the lack of internalizing the values and norms of organizations and communities. Noncompliant individuals to goals, values and norms of organizations or communities perpetuate negative social changes.

Because social changes “may in principle be either endogenous or exogenous or both” (Etzioni, 1964, p. 88), Parsons (1964) framework illustrated a positive contribution to changes within an organization with favorable community response. Therefore, research on Parsons’ concepts on internalization of values will contribute to positive social changes within human service organizations. Individuals integrating to fulfill common goals will create stable structures or systems (Etzioni, 1964). Singh (2012) has shown that the unification of India derives from integrating varieties of religious cultures. Kohl (2012) reported that the integration of ethnic groups in the West African community resulted from sharing the values and norms of the creoles of the community. Thus, Parsons’s theories on integrating social systems are beneficial for the implementation of positive endogenous social changes in human service organizations or companies.

Conclusion

Because contemporary research did not address the experiences of individuals with sharing or internalizing the values and norms of communities or organizations, research is necessary to provide validity to Parsons's (1964) theoretical framework. Human service organizations exist to maintain and sustain the well-being of members of the communities, so understanding the goals of the organizations is imperative for the provision of quality services (Hasenfeld, 1983). According to Parsons, individuals who internalize the values and norms of their organizations will inevitably fulfill organizational goals. Hasenfeld's claim on "vague, ambiguous, and problematic" (Hasenfeld, 1983, p. 9) goals suggested research on exploring norms and value sharing within human service companies. Hasenfeld's arguments propel research on the internalization of values and norms of the organizations, because goals reflect values and norms.

Organizations and communities consist of the mixture of individuals, wherein "social interaction is the central fact of society" (Merrill, 1961, p. 19), and any research in social interactions will show variables or characteristics facilitating the interacting processes between individuals. Merrill stipulated that the foundation of interacting individuals was reciprocal, in which "each individual takes into account the behavior and intentions of the other and is treated similarly on return" (p. 19). Parsons (1964) advanced the concept of the reciprocal actions of individuals, wherein individuals act or behave according to their role expectations derived from internalizing values and norms of their groups or

organizations. Parsons's structural, functional analysis is void of empirical evidence and may not be relevant to the social interaction of multicultural employees working in human service organizations. Thus, research is necessary to show Parsons's relevance, ultimately providing empirical support to integrating multicultural employees via shared norms and values. The preceding chapter will describe the ethnography approach for exploring the social interactions of multicultural employees in a human service company.

Both Parsons (1964) and Schein (2010) agreed that the survival of organizations was dependent on employees' actions of displaying the values and performing tasks within their employment roles for goal fulfillment. Therefore, the results of this research provided recommendations that may assist in the development and sustenance of human service organizations. The President of the United States is concerned with human service organizations providing quality services to members. President Obama has allowed veterans to seek doctor's assistance within their communities, rather than waiting to see a doctor via the services of the VA. The ability to get medical attention in the immediate time of need is an intervention strategy to remedy the VA scandal wherein veterans died waiting to see doctors in 2014. This strategy will assist in the provision of better quality care to veterans. The quality of service delivery is fundamental for human service organizations and individuals or employees should understand the goals and portray actions demonstrating the values and norms.

Chapter 3

Methodology

Introduction

Because there is no contemporary research on Parsons's (1964) theories on shared norms and values for the mixture or integration of cultures, the validity or relevance of Parsons theories to contemporary human service organizations is unknown. The purpose of this study was to determine if employees from different ethnic cultures experience shared norms and values within a human service organization. The exploration of this purpose required qualitative inquiry, which was essential for providing insight into the feelings and values of the interactions of multicultural employees.

Qualitative researchers are concerned with understanding and exploring behaviors or experiences of individuals in order to describe conditions within the social problem or issues. In this study, I used a qualitative methodology for exploring the interactions of different cultural employees via shared norms and values of a human service organization. Constructivists, such as Parsons (1964), focus on the social interactions of individuals, and any explanation may incorporate a qualitative study to provide sociological or psychological description of systems of human interactions, such as values or ideologies (Kuhn, 1970). Parsons (1964) described a social system as interacting individuals integrating shared common values and norms. The internalization of common

values and norms are inevitable when individuals interact, regardless of cultural affiliations or backgrounds.

From the constructivists' viewpoints, the interpretation of human beings and their construction of reality or experiences are imperative to understand social systems within societies (Patton, 2002). Individuals' perception of reality is fundamental to gaining knowledge regarding the consensus or agreement amongst "informed and sophisticated constructions, not of correspondence with an objective reality" (Patton, 2002, p. 96). For this reason, subjective interpretations are imperative to this qualitative research, rather than explanations external to the perceptions or cognitions of individuals.

Qualitative researchers are concerned with five assumptions, such as epistemology, rhetorical, ontology, axiology and methodological guiding research. Researchers from an epistemological point of view become immersed amongst the participants under study, in order to provide a complete understanding of the interactions relating to research topics. On the other hand, in rhetorical philosophies, researchers study the voices or words of participants to provide a common use of language. Ontology scholars explore the realities of participants to present "evidence of different perspectives" (Creswell, 2007, p. 17) used for communication. Bracken (2006) and Keso, Lehtimäki and Pietlainen (2009) suggested that ontology and epistemology are the integral foundations for guiding the process of research. Because there is no single reality describing relationships between variables, the knowledge of different realities and seeking to interpret these realities is the focus in qualitative research (Bracken, 2006).

Various realities shape human interactions that create research paradigms for interpreting and understanding interactions to solve social problems or issues. Axiology encompasses researchers interested in the examination of the beliefs (values) or aspirations of participant, which shapes their existence within communities. In this study, I explored the norms and values that shape the actions or behaviors of employees with different cultures.

Using Parsons's (1964) theories on sharing values and norms for integrating cultures, this study had an epistemological assumption; where the aim was to understand, and interpret the interactions of multicultural participants within a human service organization. Qualitative researchers strive to interpret the "meaning individuals or groups ascribe to a social or human problem" (Creswell, 2007, p. 37). Researches gain understanding of the experiences of the participants under study relating to the research topic (Creswell, 2007).

To study the problem, qualitative researchers use an emerging qualitative approach to inquiry, the collection of data in a natural setting sensitive to the people and places under study, and data analysis that is inductive and establishes patterns or themes. The final written report or presentations include the voices of the participants, the reflexivity of the researcher, and a complex description and interpretation of the problem, and it extends the literature or signal a call for action. (p. 37).

In light of Creswell (2007), the results of the study will contribute to the literature on how to provide quality services to members of the community. In this

qualitative study, I explored the experiences of participants within their environment and develop themes and patterns for generalizing from the group under study. Because the group represented different racial cultures, the design for this research was ethnography.

Ethnography

Within ethnography, researchers describe shared values or beliefs and behavior of cultural groups (Creswell, 2007, Patton, 2002). According to Patton (2002), ethnography derives from the Greek word ‘ethnos’:- which refers to ethnographers seeking to describe the groups “ways of life” (Patton, 2002, p. 81). Ethnographers argue that the interaction between individuals within groups will generate shared patterns of behaviors, beliefs or values that depict the culture (Patton, 2002). For this reason, the interaction of multicultural workers should portray the culture of the human service organization, because employees provide paralegal services to community members. Using ethnography for exploration, the employees or workers representing various racial cultures may reveal their common or shared values and norms for fulfilling the goals of the human service organization. Examining the experiences of different cultural employees may show the relevance of Parsons’s (1964) theories on sharing norms and values to integrate cultures to fulfil organizational goals or mission.

Ethnographers use participant observation as a tool for gathering information on the feelings and experiences of groups or populations under study. Thus, I used participant observation in this study. Although, ethnographers are

participating and observing the interactions of the group, detachments of researchers from the study are necessary to provide objective descriptions (Patton, 2002). Therefore, I must detach myself from this study for the presentation of objective interpretations and understanding of the data.

The basis of this study was to interpret and understand the integrating process of multicultural employees sharing the norms and values of a human service organization. Creswell (2007) claimed that there are two types of ethnography, the realist and critical ethnography. Realist ethnographers focus on the interpretation and presentation of the experiences or interactions of the participants. Critical ethnographers are concerned with describing marginal groups within communities to show discriminations and inequality. Realist ethnography is applicable, because I described the interactions or experiences of multicultural employees to show shared values and norms.

Ethnography entails description of the interactions of cultural groups, in which the ethnographer becomes immersed in observing the activities of the participants (Babbie, 2004). Hence, in this study I provided the details of shared norms and values amongst a mixture of multicultural employees. The researcher gather knowledge of the groups from direct or indirect observation or experiences with the participants. Participating and watching the activities of the group is direct and observing the group without the inclusion in their activities is indirect (Patton, 2002). Ethnographers working within the environment under study partake and view the actions of the individuals. In order to show shared values

and norms are integrating multicultural employees within a human service organization, I used direct observation within the organization.

Participant Observation

Participation occurs when the researcher becomes a participant or partaker of the cultural groups, while simultaneously observing their activities (Creswell, 2007; Patton, 2002). Patton (2002) stipulated that “participation in and observation of the phenomenon of interest may be the best research method” for understanding the research issues or problems (p. 21). As an ethnographer, I provided a comprehensive and in-depth description of the experiences or behavior of the cultural groups relating to the research topics. Patton reported that the data from participant observers consist of the description of the environment, activities occurring within the environment, and actions of the participants within their surroundings or environment. Factual and accurate description will show whether different cultural employees are integrating with shared norms and values of the human service organization.

From the approach of direct or participant observations, ethnographers are “better able to understand and capture the context within which people interact” (Patton, 2002, p. 262). Description of the human service organization (environment) consisted of details on departments, job duties or functions, and the actions of multicultural employees, such as White, Hispanics and Black. Details of departments showed the setting while job functions or duties revealed activities and actions of workers (multicultural), which disclosed their shared behaviors.

Creswell (2007) suggested that the design of an observation protocol is fundamental to recording descriptive and reflective information. The protocol in

this study included notes of descriptive settings, activities and behavior along with personal comments on the descriptive elements. Maxwell (2013) confirmed that direct observation techniques provided “rich data” (Maxwell, 2013, p. 26). In this study, I provided descriptive notes from observing the actions and experiences of the population under study. In enabling rich data, Patton (2002) declared that informal interviews and field notes are essential to ethnographers. Portraying the reasons for selecting these methods for the research or study, is limited to the discussion of the concepts of interviews and field notes.

Interviews

Collecting data includes the researcher (interviewer) asking questions to participants (interviewees) in which their response provides information about research topics (Babbie, 2004). Creswell (2007) advanced Babbie’s views and stated that responses to questions “reflect an increased understanding of the problem” (Creswell, 2007, p. 43). Babbie (2004) argued that the use of questionnaires is the format for getting responses from participants in the study or research. Close-ended questions, in which the respondents are asked to select an answer, are for quantitative research. Open-ended questions, where participants provide their responses and feelings are found in qualitative research. Because this research is qualitative, open-ended questions included questions, such as (a) ‘what are the core values of the company?’ and (b) ‘explain how you apply the company’s core values in your daily work’ and (c) ‘what are your feelings regarding your day to day activities in your department?’ The response for the

former question revealed if respondents were aware or shared the values of the leaders or owners of the human service organization. The respondents' explanation showed whether their job duties demonstrate these values. Schein (2010) advanced Parsons (1964) views that sharing values is the extension of the values of leaders or owners within organizations. The core values within organizations encompass the values of the managers, leaders, founders or owners (Schein, 2010). Both Schein and Parsons agreed that norms or daily activities reflected the values of the organization or group. The latter question revealed their perspectives or feelings on the norms or daily activities of the human service organization. According to Patton (2002), questions on feelings are imperative in qualitative studies because the participants share their thoughts on their surroundings or environment. Favorable feelings towards the daily activities of multicultural employees at the human service company indicated the sharing of values and norms. Parsons suggested that individuals conforming to the values and norms of the group are adaptive and favorable to the activities of the group. On the other hand, Parsons (1964) insinuated that nonconforming individuals are resistant to the activities of the group or organization. The exploration of shared norms and values of multicultural employees via interviews and participant observations within the study or research portrayed nonconforming multicultural employees.

Within qualitative research, the use of interview techniques for gathering data is fundamental to the ethnographer (Patton, 2002). Patton (2002) described

these methods as (a) the informal interview with conversation (b) the interview guide and (c) the standard open-ended interview. Informal or unstructured interviews consisted of conversing or discussing with participants about issues relating to the research or study. This study included face- to-face interviews with discussions on sharing the norms and values of the human service organization.

Ethnographers outline specific matters relating to the topic of research before the interview. Within the interviewing process, questions applicable to the guide (outlines) were the focus of the interview. Patton (2002) argued that careful standard wording of questions is the format of interviews with respondents or participants. The utilization of these questions was in multiple interviews with various participants. “The standardized open-ended interview” (Patton, 2002, p. 342) was the method for interviewing employees from different cultures working at the human service organization.

Advantages for the standard open-ended questions in interviews are the minimization of variations amongst multiple interviewers, along with replication of findings from the use of these standard questions (Patton, 2002). Patton (2002) emphasized that the facilitation of analysis is with responses that are easy to compare and find within the data. Because the questions within the interview is “highly focused” (Patton, 2002, p. 346), the use of interviewee or respondent’s time is efficient. The employees of the paralegal human service organization, are continually addressing the legal needs of members of the communities. Efficiency with the interview process was fundamental to avoid disruption of their daily duties for assisting community members.

Some examples of standard open-ended questions for this research were ‘have you ever found yourself in conflict with core values of the company? If yes, describe the situation. The second was ‘describe your work ethics’, in which their description revealed work conduct aligned with sharing the values within the human service organization. Respondents that are against the core values may not share the values, simultaneously displaying improper work ethics or conduct.

The inclusion of demographic or background questions is significant to qualitative research or ethnography (Patton, 2002). The argument is that elements such as ethnicity or gender provide characteristics of respondents. Thus, questions within the interview procedures with participants from the human service organization included the identification of their gender and ethnic group. The responses provided the description of the multicultural employees within a human service company.

The utilization of “opinions and values questions” (Patton, 2002, p. 350) was with the owner and founder of the human service organization. These questions were instrumental for understanding desires, expectations, beliefs, intentions, purpose or goals of the respondent (Patton, 2002). The interview consisted of questions, such as (a) ‘why did you develop a paralegal human service company?’ (b) ‘what are your goals or aspirations for your company and (c) what are your beliefs about paralegal service. The response showed the values of the founder while responses from other interviews with employees reflected the beliefs (values) and goals of the founder.

The standard open-ended interviews included “knowledge questions” (Patton, 2002, p. 350). The responses were factual in showing whether departments practice the

core values of the organizations. Schein (2010) reported that activities of workers within departments are representations of the norms and values of the leaders or owners of the organization or company. Asking respondents to describe how their department illustrates the core values of the human service organization provided factual statements on the alignment of values in departments and the values of the founder or owner, If respondents stated whether departmental values was the same or different from core values, internalization of values became evident. Similar values showed that supervisors or team leaders of departments were internalizing the core values of the founder of the human service organization. Another question was asking respondents to provide examples of how they demonstrated the core values in their daily activities within departments. Job duties and daily activities of the multicultural workers within departments illustrated internalization of values.

The participants within the study were not fearful of expressing their feelings to questions from the questionnaire. Interviews should consist of questions relating to the feelings of participants or respondents (Patton, 2002). In this study, respondents were asked about their thoughts or feelings on whether the aspirations and beliefs of their department or organization related to their personal aspirations and beliefs. Core values reflected aspirations and beliefs, so any internalization may replace individual's beliefs and aspirations (Parsons, 1964; Schein, 2010). Multicultural employees who shared the company's aspiration and beliefs were supportive of providing quality service to clients.

To display the relevance of Parsons (1964) views that individuals of various cultures will integrate when they internalize the values and norms of the group or organization, respondents provided a description of family backgrounds. If responses to the questions within the interviews revealed that participants internalize and understand the core values of the company, their cultural background or affiliations did not influence their ability to integrate with co-workers in sharing the norms and values of the founder of the human service organization.

In conjunction with interviews that were face-to-face, field notes assisted in the gathering of data for analysis. Field notes were written or recorded notations from observation or interviews within the field of the research or study (Miles, Huberman and Saldana, 2014). Thus, ethnographers will make notes of behavior or actions that are significant or relevant to the research topic. In this study, field notes portrayed actions and conversations aligning with the internalization of values and norms of the company. The transcription of field notes and interview responses were integral to coding and creating themes for analysis encompassing interpretation and understanding.

Coding and Themes

The process of coding contains transforming raw data into symbolic labels, to develop themes and categories for analysis (Babbie, 2006; Miles, et al, 2014). Codes presented a description of the population under study and combined notes from participant observation, interviews and field notes into symbols or color. This format was for developing the generation of dominant ideas (Miles, et

al. 2014). There are various types of codes, such as (a) descriptive coding (b) value coding (c) holistic coding and (d) hypothesis coding.

Miles, et al. (2014) stated that descriptive codes “provide an inventory of topics for indexing and categorizing” (p. 76). The development of topics or themes from coding the notes and interviews in this research indicated varieties of classifications. Four categories developed after implementing descriptive codes. These were (a) daily activities showing internalization of core values (b) job duties or functions demonstrated core values which portrayed internalization (c) multicultural employees had similar aspirations and beliefs of the company and (d) work ethics was like the company’s core values.

Value coding is necessary for portraying respondents’ or participants’ beliefs, aspirations and attitudes (Miles, et al. 2014). Coding the interview responses and field notes about the founder of the human service organization was instrumental in the expansion of themes. These themes derived from coding the responses to the question, ‘what are the core values of the company?’ Coding responses from participants having similar aspirations and beliefs to the manager or company, mirrored the value coding of the manager’s responses, and demonstrated internalization. The justification of Parsons (1964) theories and Schein’s (2010) views depended on the existence of these similarities. Functional organizations must include the internalization of cores values, so that employees have the ability to fulfill the organizational goals of the manager.

Implementing holistic coding applied a “single code” (Miles, et al. 2014, p.77) to the transcription of interviews and notes. This single code was IV for internalizing values

and the formulation of the theme 'shared values and norms' was derived from the number of time IV was present in the transcription of the data. Most importantly, hypothesis coding reflected Parsons's (1964) theories that sharing norms and values integrate cultures. Miles, et al. (2014) argued that this method of coding aims at confirming a theory or predictions. Because Parsons's theories predicted that internalizing values and norms are necessary to the integration of individuals from different cultures; the predetermination of specific codes was inevitable. Codes, such as SA for shared activities and SV for shared values derived from Parsons' theories and generated themes or thematic framework for analysis.

Coding summarized, synthesized and sorted the observation of qualitative data (Charmaz, 1983; Creswell, 2007; Kellie & Siedel, 1995;). The basic elements in qualitative data analysis is collecting, noticing and thinking (Kellie & Siedel, 1995). The reciprocal relationship between noticing, collecting and thinking resembles the jigsaw puzzle, wherein the collection of parts is from observing and pondering (Kellie & Siedel, 1995). The end-product was the arrangement of the whole or themes for understanding the process of integrating cultures from sharing the norms and values of the founder of the human service organization. Kellie and Siedel, reported the heuristic nature of coding, in which the results may insight or enable further interest in research. The representation of the facts was inevitable with coding and assisted with understanding and interpreting the data from the human service organization.

Analysis of Data

The use of “hermeneutic circle and interpretation” (Patton, 2002) in this research was essential for analyzing the data after the development of themes from coding. Patton (2002) suggested that this strategy enhanced understanding of the collection of data in the description of the relationship between parts and whole. Thus, interpretation contained integral parts of categories, such as work performance and daily activities that revealed core values. which related to internalizing the values and norms of the company (whole).

Interviews with employees representing different cultures, such as Whites, Hispanics and Black demonstrated whether the respondents shared the values and norms of the human service organization. Emerging themes indicated other variables enabling cultures to integrate within the company. These themes derived from strategies of descriptive coding of the data. Themes emerged from coding responses to the question, ‘could you give an example of how your co-workers demonstrate the core values in their day-to-day work?’ Understanding and interpreting these themes will either support or refute Parsons (1964) theories. The provision of examples showed if co-workers were internalizing the values and norms of the company. The relevance or significance of Parsons (1964) theories depends on results of the data showing that participants and co-workers from different cultural backgrounds can integrate via shared norms and values of the organization. In addition, coding responses to the question relating to conflicts with core values generated themes alluding possible existence of individuation

(Boucher & Maslach, 2009) or deviant actions (Parsons, 1964). Individuating actions supports self-interest and contradicts sharing the norms and values of the human service organization.

Ethnograph

With regards to time efficiency within this study, the use of the Ethnograph (computer software for textual data) provided a description of the data in terms of categories, subcategories and themes for analyzing the data. The computer software assisted in interpreting and understanding the data, which was essential to ethnography. In collaboration with value, descriptive, holistic and hypothesis coding, the Ethnograph showed continuous or recurring patterns (Patton, 2002) for analysis. The recurrence of patterns was instrumental to highlight the themes within the data.

Purposeful Sampling

Purposeful or judgmental sampling of multicultural workers from departments within the company provided insight into shared values and norms via interviews, participant observation and field notes. Because this study is not quantitative non-probability sampling (Babbie, 2004) is the best method for choosing White, Hispanic, and Black participants. Two participants representing White, Hispanic and Black cultures was chosen from four departments inclusive of management, administration, accounting and legal aid. As an ethnographer working in the department of Customer Service at the human service organization, I chose participants based on my knowledge of who will provide

insightful information relating to the research. Working with the eight participants more than three years provided levels of comfortability and trust for interviewing and observing actions. Nevertheless, qualitative studies are inclusive of respondents for exploration representing minimum samples (Patton, 2002).

Discussion

As an ethnographic researcher, I am seeking to present the reality of the interactions of employees from different cultures within the context of sharing norms and values of a human service organization.

The intent of ethnographic research is to obtain a holistic picture of the subject of study with emphasis on portraying the everyday experiences of individuals by observing and interviewing them and relevant others. (Creswell, 2009, p. 196). The portrayal of daily activities from different cultural backgrounds is fundamental to the ethnographer. Codes, categories and themes contributed to the development of the holistic representation of the participants within the human service organization. Comprehending and interpreting the data derived from exploring the views and feelings of employees and employer on values and norms.

The implementation of the Ethnograph increased qualitative validity, trustworthiness and credibility of the study. Accurate findings were integral for validity within qualitative studies (Creswell, 2009). The Ethnograph portrayed any irregularities within the findings that could be addressed before analysis. The accuracy in data collection produces trustworthy and credible studies (Creswell,

2009). Accurate data was fundamental to describe and interpret the findings within this study.

The second cycle coding or pattern coding allowed for credible study (Miles, et al. 2014). This type of coding reduced existing codes “into a smaller number of categories, themes or constructs” (p, 86). The thorough coding of established themes and categories from initial coding provided a pattern of explanation and theoretical concepts within this research.

Conclusion

From the nature of this research topic, ethnography was the best tool for collecting the data for analysis. Participant observation, interviews and field notes were methods for gathering information for coding and generating themes of the findings for conclusive arguments of the research topic. If Parsons (1964) theories are relevant in the 21st century, recommendations for contributing to the provision of quality delivery of service will be addressed. Employees sharing the values and norms of human service organizations will fulfill the goals or mission of the organization (Hasenfeld, 1983; Schein, 2010).

New variables from emerging themes may occur for further research, especially if they supersede integrating cultures via sharing values and norms. The interpretation and explanation of the data will assist in positive social changes in delivery of service within human services. Members of the human service organization attend to the needs of the legal issues of community members, and displaying the norms and values of the paralegal company should be the focus. Hasenfeld (1983) stipulated that some human service

employees are confused with their job functions, simultaneously delivering poor quality in service delivery. The representation and display of the data will show any confusion within core values and job duties.

The fact that Parsons (1964) theories on shared norms and values was guiding the data collection in this research provides a solid foundation for standard questions, ultimately minimizing or erasing any saturation of the data. Ethical or moral concerns of participants within the research was easy to address since losing their jobs was not be at risk.

The results of the data illustrated the state of internalization of values and norms, along with any evidence of individuation. The interpretation of the themes of the data provided an insight into the research question “are employees from different ethnic cultures experiencing shared norms and values?” Thus, chapter four will present the data collection from interviewing, observing as a participant, and summarizing field notes, simultaneously showing the development of themes. While chapter five discusses the analysis inclusive of interpretation and understanding via coding and themes from the interviews, observation and field notes.

Chapter 4: Results of the Study

Introduction

A qualitative ethnographic study was conducted to determine whether shared norms and values were obtained by culturally different employees. I sought to answer the following research question: Do employees from different ethnic backgrounds and cultures experience shared norms and values within a human service organization? The results from this study can be applied to Parsons's (1964) theories on shared norms and values in association with the interaction of multicultural employees in human service organizations. In the presentation of the results, I will show the experiences and feelings of the employees interacting and interrelating in sharing the values and norms of their workplace. The validation of Parsons's theories will generate recommendations for positive social changes in delivering quality services within human service companies.

The multicultural employees under exploration worked at a human service company that specialized in paralegal services to multicultural individuals residing within the communities of Los Angeles. This company provided services to community residents who needed assistance with court documentation and representation for issues such as evictions, divorces, civil litigations and child custody. With the use of purposeful sampling, the employees represented different ethnic cultures, and were obtained from departments of management, legal aid, administration, and accounting.

The data collection tools were a questionnaire, face-to-face interviews, field notes and participant observations. Charts (figures) and tables were designed from the questionnaires, interviews and field notes. Observation protocols were created for demonstrating the activities of the multicultural employees.

The collection of data was facilitated with the application of the Ethnograph. Ulin, Robinson and Tolley (2005) recommended the Ethnograph software as a useful tool for sorting qualitative data relating to themes and categories from the codes. Ethnograph generated thematic segments or categories from the holistic and descriptive codes of the data. Coding the data included descriptive codes, such as shared value (SV) and shared activities (SA) for showing employees intermingling or interacting within the human service company. The descriptive codes were used to reveal the interrelationship amongst the multicultural employees and to provide a mental image of the actions of population under study. The single holistic code internalizing values (IV) was the label assigned to actions demonstrating Parsons's (1964) concepts or theories on SV and norms unifying multicultural individuals or employees. This holistic code provided an insight into the interactions of employees from different ethnicities demonstrating shared norms and values.

Ethnograph

Codes were linked and identified in the formation of themes or categories. According to the literature review of the theories of Parsons (1964), there were

four categories or themes. The themes were (a) activities showing common norms (b) job duties demonstrating the internalization of values (c) similarities of aspiration and beliefs of multicultural employees with company's norms and values, and (d) the work ethics of employees from different cultures portraying the values and norms of the human service organization. Data from the transcription of the face-to-face interviews using a questionnaire were uploaded in the Ethnograph software, along with data from the observation protocols and field notes. Phrases and sentences were characteristics of SA. SV and IV using color codes green (SA), blue (SV) and red (IV).

Questions for Codes Shared Activities, Shared Values and Internalizing Values

The design of the questions aimed to capture the feeling and expressions of respondents' views on activities (norms) and values of the human service organization. Parsons (1964) theorized that shared values and norms are fundamental for integrating cultures within organizations or social systems. As a result, the questionnaire was formulated to provide insight into how the employees from different interrelate via sharing the norms and values of their organization. Schein (2010) advanced Parsons's concepts and argued that the values of organizational departments mirrors the core values within human service companies. Thus, the questionnaire consisted of questions relating to the similarities and differences of departmental values and core values.

Schein (2010) stipulated that the actions of employees via duties and tasks reflect the norms and values of the leaders or owners of the companies. Schein postulated that leaders or owners design core values for the interaction of employees, to fulfill the mission or goals of the human service organizations. Therefore, the questionnaire included questions relating to the knowledge and applicability of the core values within the activities of the multicultural employees. The knowledge of the core values and the ability to apply these values in their duties and tasks points to internalization and common understanding or sharing of the company's core values. Questions on conflict with core values revealed any resistance to internalizing and compliance of core values.

Both Parsons (1964) and Schein (2010) agreed that core values shape the beliefs and aspirations of different cultural employees. Responses to questions on similar aspirations and beliefs amongst the multicultural population, in relation to core values showed internalization. Parsons's (1964) declared that the basis of integrating cultures is the internalization of norms and values common to the organization. Internalizing the core values or demonstrating the beliefs and aspirations of the organization, is a substitution for the expression of employees' personal beliefs and aspiration (Parsons, 1964). Parsons argued that values generate aspirations and beliefs within communities, organizations or social systems. Discussions on whether their aspirations and beliefs are similar or different to the company or their coworkers revealed incorporation of the core values.

The respondents' description of their work ethics portrayed any association with the core values of the organization, simultaneously demonstrating internalization. Therefore, incorporating the core values should show work ethics that illustrate these values or beliefs.

The questions consisted of asking the respondents about their feelings on their daily activities and whether they liked working in their departments. Because the core values are embedded in their tasks or duties (daily activities) favorable feelings showed compliance and internalization. Listing things they liked about their department showed a reflection of the core values and emphasize Schein's (2010) viewpoint that departmental values mirror the core values.

The questions were designed to show the existence of Parsons (1964) theories that different cultures will integrate by sharing the norms and values of the company. The description of the participants' family background provided insight in their cultural background, which emphasized how they shared and understood the values and norms of the company irrespective of culture.

Coding the Responses to Questionnaire, Observation and Field Notes

The basis for coding the responses was from the research question: Are employees from different ethnic cultures experiencing shared norms and values within a human service organization? Schein (2010) and Parsons (1964) established that aspirations or beliefs and norms or daily activities are reflections within the core values of the organizations. Additionally, the core values represent the goals for the organization (Schein, 2010). The goals within the human service

company include striving for the highest standard to provide quality service to the client. According to the manager of this human service company, gaining the client's trust and comfort was integral for the formulation of the core values, to fulfill the goals of the company. The documented four core values of the human service company were: (a) providing excellent service to customers (b) showing empathy with their legal situation (c) treating all clients or customers and coworkers like family and (d) preparing error-free legal documents. These core values are evident on computer desktops throughout the human service company.

The technique of collecting and sorting the data was like connecting the parts of a puzzle to create the design for the puzzle. Kellie and Siedel (1995) developed the jigsaw puzzle for collecting the data and uniformly assembling the frequencies of codes from the transcription, observation and field notes, to create the whole or entire scenario of the interactions of multicultural employees. The process using the design of the jigsaw puzzle entailed collecting the data, grouping responses into codes and assembling codes into frequencies, ultimately establishing the existence of Parsons's (1964) themes on integrating cultures via shared norms and values.

The frequency of the code - "IV"- for internalizing values determined the relevance or validity of Parsons's (1964) theories after 50 years. Any knowledge of the core values from the responses of the multicultural employees was labeled as - "IV" -. Respondents who had similar aspirations and beliefs relating to the core values were coded as - "SV" -, and responses reflecting the activities inclusive of job duties and function showing core values were coded as - "SA" -.

The frequencies of these codes assisted in revealing the categories or themes developed from the review of the theories of Parsons (1964), which encompasses norms or daily activities as reflections from sharing the values of the organization.

Codes SA, SV and IV were applied to the observational protocol from staff meetings and field notes. Conversation with the manager regarding personal values was documented in the field notes to show alignment with the core values of the human service organization.

Face-to-Face Interviews

Within the human service company, a total of eight employees from four departments were approached to participate in the study and all agreed. The racial mix included European American (two), Hispanic American (four), and African American (two) employees from four departments. The respondents consisted of four men and four women via purposeful sampling from the administration, accounting, management and legal aid departments.

Face- to-face interviews with these employees took from 25 to 30 minutes each, using an open-ended questionnaire. The interviews were taped and the transcription of the responses was processed daily after each interview over the course of three weeks. Follow up interviews were not essential because responses were void of ambiguity.

In the face-to-face interviews, respondents were asked about their knowledge of the core values of the human service organization. Below is a table showing the synopsis or summary of the questionnaire responses from the multicultural employees relating to

knowledge or sharing values and norms. The conditions were reflections of the four sections deriving from the questionnaire seeking to show the relevance or validity of Parsons's (1964) themes. Parsons concepts that aspirations, beliefs, normal activities (tasks), and work ethics of multicultural individuals demonstrated the internalization of the core values of the company is evident in the table. Following the description of the table is the detailed responses to the questionnaire, to show validity of the table and existence of themes.

Table 2

Synopsis of Responses from Multi-Cultural employees

Conditions	White Employees (Two)	Hispanic Employees (Four)	Black Employees (Two)
Knowing Core Values	Knowledge of core values and ability to mention the four core values.	Ability to express knowledge of the four core values.	One out of two of these employees discuss the four core values and one out of two mention three core values.
Departmental Values and Core Values	Their departments reflect the core values of the company.	Departmental values are similar to the company's core values.	The company core values and values of the department are the same
Norms, Work Ethics, Aspirations or Beliefs and Core Values	Their job duties, aspirations beliefs and work ethics mirrors the core values.	While their job duties and work ethics reveals the core values, most argued that their beliefs and aspirations are similar to the core values.	One out of two state that their aspirations and beliefs differs from the core values, while both agree that their job duties and work ethics shows core values.
Conflict with Core Values	Employees do not have conflict with the core values.	One employee has conflict with core values.	The employees do not experience conflict with the core values.

Seven out of eight respondents expressed knowledge of the four core values of the company. These employees worked with the organization more than one year, while the African American employee who stated three core values was employed less than one year. The entire population of the respondents argued that departmental values were like the core values of the human service organization.

Two employees, Hispanic American and African American, stated their personal aspirations and beliefs were not similar to the core values of the company. The former employee had been working less than two years with the organization and the latter employee, less than one year. They both stipulated that they were only interested in performing their job functions or duties. These employees also declared that they did not discuss aspirations and beliefs with other employees. Nevertheless, the entire sample agreed that their activities and job functions mirrored the core values of the organization. One employee had conflict with the core values. This employee argued that error-free documents is not possible because “human beings are prone to error”

While the sample population felt comfortable working in their departments, the consensus concerning the things they liked least were the lack of overtime pay, because overtime was not allowed from supervisors. The multicultural respondents agreed they enjoyed the “homely” feeling of their departments. The family background of the eight respondents predominantly included bonding with extended families within their home environment.

The respondents were purposely chosen to show variations in cultures, because the research described the interactions of a mixture of cultures from the basis of shared values and norms. With the permission of the manager of the company, the respondents agreed to in-depth interviews and provided detailed responses regarding core values and their feelings.

Detailed Responses

What are the core values of the company?

Respondent one (white male) from Administration

“Making sure that we treat everybody like family and provide great services to our clients. Making sure there is no errors in our work so I am always spell checking. Another value is putting ourselves in our clients’ shoes so we don’t judge them.”

Respondent two (Hispanic female) from Administration

“The core values are having empathy for clients, providing excellent services, treat each other like family and check our work for errors.”

Respondent three (White female) from Accounting

“Give good services to our clients and showing them we feel their pain and give them and the court accurate documents and documents free from errors. At the same time treating everybody like family.”

Respondent four (Hispanic male) from Accounting

“Provide great service and treat our clients and coworkers as if they are family. Double check our work for mistakes and be empathetic to our clients.”

Respondent five (African American female) from Management

“The core values are making sure we provide excellent services to our clients, show empathy to our clients, treat everyone we come in contact with like family and produce error-free documents.”

Respondent six (Hispanic male) from Management

“The core values guide the mission of our company which is providing awesome and excellent services to clients in preparing error-free court documents. We also show empathy for our clients’ legal situations. Because we have a family environment at work, we treat our clients like family”

Respondent seven (African American female) from Legal Aid.

“Providing great and excellent services, showing empathy to the client and don’t make errors.”

Respondent eight (Hispanic Male) from Legal Aid.

“I don’t agree with the core value for generating error-free documents because human beings are prone to errors. But the other core values are showing empathy to the clients and treating them and my teammates like family and ensure that service is excellent.”

Explain how you apply the company’s core values to your daily work.

Respondent one (white male) from Administration

“I am always double checking my work for errors and I am nice and pleasant to everybody, even if something offends me, I will just shake it off. If I have to deal with a client I will listen to them and show them that I care about their issues. I also make sure that the clients get the proper documents that they need for court, because it is very embarrassing if clients go to court with wrong documents.”

Respondent two (Hispanic female) from Administration

“I apply the core values in my daily duties when I check my work for errors and prepare the right documents for the right case for clients. I am always nice and compassionate when I talk to our clients on the phone. I talk to everybody in my department and always bring them tamales because they are like my family away from home.”

Respondent three (White female) from Accounting

“I make sure that I prepare accurate and detailed cost of their cases and financial reports for Management. I use Excel format because the formulas are preset and will make the report free from errors. If I have to talk to any client about delinquent payment on their court case, I am always feeling sorry for their situation and try to work with them about payments. I guess I am being empathetic. I am very kind to my coworkers and they are kind to me, If they need help with their report, I am always there to help them, because as my supervisor say, we are a work family.”

Respondent four (Hispanic male) from Accounting

“I think the company’s core values is demonstrated when my reports do not have errors and I am nice to everybody who is in my department and nice to the clients if I have to talk to them. I think I show empathy when I don’t send clients to collection and give them lengthy extensions to pay their balance. Although I do reports every day and constantly checking for errors before submitting the reports, I still find time to help my team because we are close.”

Respondent five (African American female) from Management

“I keep a track of all the complaints from clients and investigate to see if the complaints are due to the actions of our employees, because a dissatisfied client will affect good name of our company. It is important that our employees are treating our clients with respect and empathy. I am also making sure that I am available to clarify any duties that is required of our employees. I also proof read court documents for errors before they are submitted for court. Overall, I make sure everyone understands their duties and refrain from any actions that will affect everybody getting along. It is important that we treat each other like family because we see each other 40 hours per week.”

Respondent six (Hispanic male) from Management

“I work closely with my boss who is the owner and I have to make sure that any document that he has to review is error-free. He gets angry when he sees errors because he says that reflects badly on the quality of service and very unprofessional in the eyes of the court so I make sure I correct any documents before he sees it. I also make frequent visit to the customer service department to make sure our staff is treating our clients like family and being respectful and being supportive and showing our clients that we care about them, which is empathy. I am also the peacemaker, making sure everybody gets along because although we are like family there is always that one family member that gets under our skin but we still love them because they are family. At the end of the day we have to provide the best service to our clients so they keep coming back and give referrals. My boss depends on me to make sure everybody is doing their job to give good service the clients.”

Respondent seven (African American female) from Legal Aid.

“I am always smiling if I have to talk to a client. I feel empathy because I feel sorry for them and I tell them not to worry, because our company will give them the best representation and service in court. I am constantly checking my work after typing up the description of the case of the clients.”

Respondent eight (Hispanic Male) from Legal Aid.

“I don’t have time to check my work because I have too many case descriptions to type, but I always feel the emotions of the clients, and I make them feel comfortable and they are always asking for me when they call our department. I like everybody at work and always bringing Latin CDs for everyone. I also go out of my way to help my coworker with their case descriptions or pleading papers.”

From your perspective of the core values of the company, describe how your department illustrates these values in practice.

Respondent one (white male) from Administration

“We have to prepare documents with no mistakes and everybody is nice to each other in my department, although some people are more friendly than others, but we are a team. Whenever anyone talks to clients, we are always showing concern about their problems. I am always telling clients who are going through divorce that everything going to be all right. Our team make sure that the correct court documents are given to lawyers and clients. This is how we help to give excellent services.”

Respondent two (Hispanic female) from Administration

“Our department is big on making sure that the motions and other court documents that we type do not have errors. My supervisor audits and check our work for errors and then

we have to correct the error, my supervisor facilitates a family feeling because we can talk to each other about anything, Sometimes I bring lunch for my friends in my department if they are having money difficulties, oh yeah, my department have our own motto which is treat each other and clients as if they are our mother, father or sister or brother.”

Respondent three (White female) from Accounting

“Our department have zero tolerance for errors since we are dealing with a lot of figures. Statements, invoices, and financial reports must be accurate. Our supervisor is always bringing us donuts and Starbucks coffee so we all have breakfast and chit chat before I start my daily task of preparing financial stuff. I think that help us in feeling like family. All calls are monitored so the supervisor can know if we are mean to the clients. I have seen people get fired because they were rude and shouting at the client over the phone.”

Respondent four (Hispanic male) from Accounting

“My supervisor is always telling us to double check that we are using the correct formulas for preparing the statements, billing invoices and financial documents. We always jam together in the morning before we start our duties and we have constant reminders from our supervisor that everyone deserves the best treatment.”

Respondent five (African American female) from Management

“This department is responsible for making sure that every employee has access to the core values by putting them on the desktop on every computer. We have to be constantly making sure that our clients are comfortable and get treated with love and empathy. If clients feel like we genuinely care about their legal needs they will be happy with our

services and rate our services as excellent. My department is also responsible for creating a family feeling environment by writing slogans in the lunch room, such as “love your neighbor as you love yourself.”.

Respondent six (Hispanic male) from Management

“If anyone is disrespectful to clients, or to their team members, they will get a warning letter signed by me since my boss is always at court. If their action continues then their dismissal from the company is inevitable. We do not tolerate rude behavior. We emphasize that everyone double check their work and ask supervisors to be on top of their team for generating error free paperwork or documents so we can provide the best service to our clients.”

Respondent seven (African American female) from Legal Aid.

“Everybody in my department show empathy to the clients. Nobody is rude and we make the clients feel comfortable. Our supervisor audits our case descriptions and pleading paper and give gift certificate every month to the person with least or no errors for each month. I am still trying to get a gift certificate so I am always double checking my work. I suppose the quality of services increases when there are no errors.”

Respondent eight (Hispanic Male) from Legal Aid.

“Everybody listens to music in our department which makes the department feel homelier. Everybody is always helping each other if help is needed and the supervisor audit our work. Everybody is nice and empathetic to the client, so we will never refuse a call from the client because we know the clients come first.”

Are your departmental values the same or different from the core values of the company?

Respondent one (white male) from Administration

“The same”

Respondent two (Hispanic female) from Administration

“Same”

Respondent three (White female) from Accounting

“Definitely the same”

Respondent four (Hispanic male) from Accounting

“same”

Respondent five (African American female) from Management

“It is the same.”

Respondent six (Hispanic male) from Management

“same.”

Respondent seven (African American female) from Legal Aid.

“It is the same, there is no difference.”

Respondent eight (Hispanic Male) from Legal Aid.

“The same for sure”

How are departmental values different or similar to the core values of the company?

Respondent one (white male) from Administration

“It is similar because we still have to double check our work for mistakes, so every document that we type have to be double checked for errors. We have to show empathy

and be nice to everybody in our department. Also our department takes pride in preparing and putting together the proper court documents for clients to take to court, because the owner of our company is big on providing great services to the public.”

Respondent two (Hispanic female) from Administration

“Our departmental values are similar to the core values because we should not have errors in any of our documents and our supervisor encourages everybody to get along and show our clients that we care about their issues.”

Respondent three (White female) from Accounting

“I think everybody feels like family in our department and is very caring when we have to talk to clients. Of course we watch for errors in this department and I feel we provide great service when clients get accurate statements for their court case.”

Respondent four (Hispanic male) from Accounting

“We definitely treat each other like family, we are always giving jokes and laughing. We have the core values on our computer and our supervisor make sure that we comply to the core values in the department so double checking our work is compulsory. In our department we know the client comes first so it is easy to show empathy.”

Respondent five (African American female) from Management

“It is our task in the department to provide interventions for reducing errors in court documents. Auditing or proof reading documents is a great intervention for submitting court documents with no errors. We strive to make every staff member feel relaxed and at home, so we allow departments to play music and wear jeans on Fridays, and we have

chess games and dart games in the Lunch room. We encourage everyone to be compassionate about our clients' legal needs.”

Respondent six (Hispanic male) from Management

“I make sure that every department, including mine implements the core values. They are only four, so it should be easy to follow.”

Respondent seven (African American female) from Legal Aid

“It is similar because we have to check our work for errors in our department and be nice to our clients so that we give great service and our clients are happy.”

Respondent eight (Hispanic Male) from Legal Aid.

“Everybody is family in this department. We all help each other if anybody needs help with their case description. The supervisor gives gift certificates to people with no errors after she audits and I have not seen anyone speaking bad or acting negative towards clients since last year.”

Have you ever found yourself in conflict with the core values of the company?

Respondent one (white male) from Administration

“No”

Respondent two (Hispanic female) from Administration

“Nope”

Respondent three (White female) from Accounting

“No”

Respondent four (Hispanic male) from Accounting

“Definitely not”

Respondent five (African American female) from Management

“No, I agree with core values.”

Respondent six (Hispanic male) from Management

“I could never be in conflict”.

Respondent seven (African American female) from Legal Aid.

“No.”

Respondent eight (Hispanic Male) from Legal Aid.

“Yes, because it is a waste of time to double check all these case descriptions. My supervisor says I make too many errors, but I think that is a natural human action. Don’t you agree?”

Please give an example of how you demonstrate the core values in your daily activities within your department.

Respondent one (white male) from Administration

“I am always nice to everybody in my department, even if I get offended when some people borrow stuff from my desk without my permission. That is the only thing that bothers me but I love my team like family. I make sure that I put all the right documents together that is needed for court cases for the clients and if I have to talk to clients on the phone, my tone of voice is compassionate and I never shout or cut them off when they are talking. I want them to know I am someone who cares about their issues. Oh, and I always double check my work because my supervisor does not like errors.”

Respondent two (Hispanic female) from Administration

“My daily activities are typing motions and documents for clients and compiling files for clients and making sure I am doing spell and grammar checks for errors. I also make sure that I don’t show any bad face or bad vibes when I talk to my coworkers and clients.”

Respondent three (White female) from Accounting

“I always use the correct formulas so I don’t make any errors on the financial reports and I will leave my desk to go help anyone that needs help.”

Respondent four (Hispanic male) from Accounting

“My daily activities are preparing statements and talking to clients on the phone about payments. I have to ensure that the statements are accurate and be courteous and nice to the clients on the phone. I feel I am showing empathy when I don’t send clients to collection when they can’t pay.”

Respondent five (African American female) from Management

“I have to proofread documents for mistakes daily and review the complaints of clients to see if they were treated badly by the actions of our staff. Although we tell everyone to treat clients like family and show them empathy, I am not sure if everyone is doing that. If our clients are happy, I know we are providing great service.”

Respondent six (Hispanic male) from Management

“I am constantly auditing documents before they go to my boss and I am always checking on employees to ensure that they are in compliance with our four core values.”

Respondent seven (African American female) from Legal Aid.

“I have to type case descriptions and talk to clients every day. Because I always double check my work and have compassion for the clients, I feel I am demonstrating the core

values, especially helping to provide excellent services to clients that come to us for legal assistance.”

Respondent eight (Hispanic Male) from Legal Aid.

“All the clients love talking to me because they know I care about them, so I am always showing empathy. I talk to clients every day and type their case descriptions. They always ask for me so I know I give them good service. I am the joker in my department so I make everybody laugh which makes us feel more like family, because who likes to work in a place where it is all work and no fun.”

Could you give an example of how your co-workers demonstrate the core values in their day-to-day work?

Respondent one (white male) from Administration

“They are always making sure that clients get the correct documents so the department doesn’t look bad. I don’t hear anybody shouting at clients when they are talking to them on the phone and everybody acts friendly and are willing to help each other. I think everybody is double checking their work, because our supervisor is always telling us.”

Respondent two (Hispanic female) from Administration

“My coworkers are friendly and always ready to help and we have fun at lunch time. They feel comfortable with me and can tell me anything, so we feel like family. I see them looking over their documents for errors and I see them talking very respectful to all types of clients. I think for us to show empathy for clients we must have respect for them.”

Respondent three (White female) from Accounting

“I think my coworkers demonstrate the core values when their financial reports, statements, invoices and ledgers are error-free. Also when they are cordial and nice to me, I feel at home. Sometimes I come to work feeling stressed out from personal stuff, but once I see a friendly and smiley face, I feel better. I think my coworkers show that they care for clients when they give more time to pay their balance for court documents and representation.”

Respondent four (Hispanic male) from Accounting

“Checking their work for errors, listening attentively to clients and to me if I am talking. Helping me when I need assistance and making time to work out payment plans for clients.”

Respondent five (African American female) from Management

“My coworkers demonstrate the core values when they are courteous and nice to each other. I see co-workers bring lunch for each other, which definitely supports a family bond. I also see co-workers auditing court documents for errors and spend lengthy time on phones with clients for resolving issues with court. I can hear in their voice that they are not frustrated with the lengthy conversation with the clients.”

Respondent six (Hispanic male) from Management

“My coworkers proofread their documents before submission and ascertain that the clients and lawyers receive the right and accurate court documents. I have not seen anyone complaining when they need to help another coworker or client.”

Respondent seven (African American female) from Legal Aid.

“They are nice to clients and double checking their work after typing.”

Respondent eight (Hispanic Male) from Legal Aid.

“Everybody is friendly and shows concern for the clients when they come to the office or call on the phone. This is important for giving excellent services to clients.”

Do you think that the aspirations and beliefs of the department relate to your aspirations and beliefs?

Respondent one (white male) from Administration

“Yes, because when I just started working here, I was like a loner. After working here for years, I share the same belief that we are a work family working together to help people who have to go to court. I also believe that we must strive to be the best that we can be and I want my department to be the best.”

Respondent two (Hispanic female) from Administration

“I think I share the same values because I think being nice and caring for people make the world a better place. One thing I have learned while working in this department is that we should take pride in our work and strive to be perfect. I even find myself telling my kids at home to double check their homework for errors.”

Respondent three (White female) from Accounting

“Yes, because I grow up in the church where we treat everybody like family, so I definitely feel that we should treat everyone at work like family, especially our clients. Since I work with numbers, I know errors are not good, so I am happy that this company, my department promotes the importance of not having errors. I definitely feel that errors are very bad for any financial documents.”

Respondent four (Hispanic male) from Accounting

“When I just started working here I was not planning to get close to any of my coworkers, but now I am very close to them and now I share the same values of being nice and showing empathy. I also feel very good when my work does not have errors.”

Respondent five (African American female) from Management.

“Yes, definitely. I prayed to God to work for a company that genuinely cares about helping people and God led me to this company. The department aspirations and beliefs reflects the core values which is a reflection of my beliefs that we are all God’s children and deserve to be treated with respect, compassion and empathy. I feel totally at home working as a family unit. I did not put much emphasis on error- free documentation until I started working here and realize that error-free documents were valuable to service quality. Now I am diligent about proof reading for errors”.

Respondent six (Hispanic male) from Management

“I definitely have the same aspirations and beliefs that errors reflect badly on our work performance and work ethics. I have always worked in the service industry and errors affect the quality of service. I also believe that we are more productive if everyone works together in unity and peace. Our clients are our number one priority and must be treated with care and empathy. If my beliefs or aspirations was different from what this department or company believes, I would not be here. I would have resigned a long time ago.”

Respondent seven (African American female) from Legal Aid.

“I am just interested in performing my job duties because I need this job to pay my bills. So I am going to say that my aspiration and beliefs is not the same, it is different, but I will do whatever is required so I keep my job.”

Respondent eight (Hispanic Male) from Legal Aid.

“Definitely not the same because I do not aspire to be error-free, because I belong to the human race and nobody is perfect. My aspiration and beliefs is making a lot of money so I can have retire early. Although I love my Legal Aid team and clients, I have to do me. I am a people person, so everybody will feel comfortable around me and I am able to fulfil the job requirements of being nice, friendly and empathetic to the clients.”

Do you and your coworkers have discussions about personal aspirations and beliefs?

Respondent one (white male) from Administration

“Yes we do.”

Respondent two (Hispanic female) from Administration

“Yes, all the time.”

Respondent three (White female) from Accounting

“Yes.”

Respondent four (Hispanic male) from Accounting

“Si, Spanish for yes”

Respondent five (African American female) from Management

“Yep.”

Respondent six (Hispanic male) from Management

“Yes.”

Respondent seven (African American female) from Legal Aid

“No.”

Respondent eight (Hispanic Male) from Legal Aid

“No, too much case description to type and clients to take care of to engage in discussion about personal beliefs and aspirations.”

Describe your work ethics

Respondent one (white male) from Administration

“I like to double check my work for errors and I like to complete all court documents by the deadline.”

Respondent two (Hispanic female) from Administration

“I have become dedicated to preparing accurate documents, and I like helping my coworkers and I feel a sense of satisfaction showing clients that I care about them.”

Respondent three (White female) from Accounting

“My work ethics is taking pride in meeting the expectations of my department. My supervisor expects me to produce correct statements and financial reports and treat each other with utmost respect.”

Respondent four (Hispanic male) from Accounting

“I am a hard worker and I believe in providing great service because that is one of the goal or value of my department. I am very compliant to departmental rules which is providing accurate information, respect our fellow workers and having empathy for our clients.”

Respondent five (African American female) from Management

“I am very meticulous especially when I am reviewing documents for errors. I am very loyal and committed to the needs of my department which can be investigating clients’ complaint or ensuring that everyone is doing their part to provide excellent service to clients.”

Respondent six (Hispanic male) from Management

“My work ethics comprised of being dedicated to following the core values which is the guiding principles of our company. I am very helpful and willing to help employees comply to these values which set the tone and create goals for every department. I am definitely a team player and is very supportive of treating each other including clients like family.”

Respondent seven (African American female) from Legal Aid.

“I am very efficient and I consider myself a perfectionist because my case description is always completed at the end of the day for all the clients that I attend to on that day. I am a great listener and I have empathy for all the clients.”

Respondent eight (Hispanic Male) from Legal Aid.

“I am a fast worker and I get along with everybody and take pleasure in showing my clients that I genuinely care about their legal needs. I am always ready to help to my coworkers and I am very reliable because my coworkers can always depend on me for help. We are like family so it is only natural to help anyone that need help.”

Do you generally like working in your department?

Respondent one (white male) from Administration

“Yes.”

Respondent two (Hispanic female) from Administration

“I do.”

Respondent three (White female) from Accounting

“Yes.”

Respondent four (Hispanic male) from Accounting

“I like working in my department.”

Respondent five (African American female) from Management

“I love it.”

Respondent six (Hispanic male) from Management

“Most definitely, I like working in my department.”

Respondent seven (African American female) from Legal Aid.

“Yes.”

Respondent eight (Hispanic Male) from Legal Aid.

“Yes.”

Please list three things you like most about your department.

Respondent one (white male) from Administration

“My coworkers, the team is friendly and my supervisor.”

Respondent two (Hispanic female) from Administration

“I like the fact that we get along, because we all have different personalities, and my supervisor is great and I like that I can do make up time if I have come to work late.”

Respondent three (White female) from Accounting

“I like the coffee, I love talking to the clients and my coworkers are great.”

Respondent four (Hispanic male) from Accounting

“I love the family atmosphere at work, I love getting feedback about my work, and my supervisor is great.”

Respondent five (African American female) from Management

“I feel at home away from home, I love the friendly atmosphere and I have an awesome supervisor.”

Respondent six (Hispanic male) from Management

“I have a great team, I love the core values and I love to audit court documents.”

Respondent seven (African American female) from Legal Aid.

“I love the clients, and I like that I can listen to my music while I work and I like my desk.”

Respondent eight (Hispanic Male) from Legal Aid.

“I like that everybody is nice and friendly, I love taking care of my clients and doing the case descriptions.”

Please list three things you like least about your department.

Respondent one (white male) from Administration

“No overtime pays and people borrowing stuff like my stapler from my desk without my permission. Oh and my desk is too small.”

Respondent two (Hispanic female) from Administration

“That is hard question, let me think because I like everything, Ah, I wish we could wear jeans every day and I don't like that we can't do over time and we should have a bigger department.”

Respondent three (White female) from Accounting

“We cannot do overtime so no OT pay, we cannot make personal calls on the company’s phone and we only have one day to wear jeans. I love jeans and wish we could wear every day.”

Respondent four (Hispanic male) from Accounting

“I need a bigger desk, I wish we could do overtime and I wish I could take home my work.”

Respondent five (African American female) from Management

“We need bigger filing cabinets, and we need to do overtime because I know we all would love extra money on our pay check and I need a more comfortable chair for my desk.”

Respondent six (Hispanic male) from Management

“I would love to start doing over time and my office is too small and my printer sucks.”

Respondent seven (African American female) from Legal Aid.

“I wish we could have over time because I need to make some more money, my desk should be bigger and I wish we could eat my lunch at my desk.”

Respondent eight (Hispanic Male) from Legal Aid.

“I wish my supervisor was not so anal about error-free case descriptions, I need a bigger desk and my computer is too slow.”

Describe your feelings regarding your day to day activities in your department.

Respondent one (white male) from Administration

“I like my daily activities of typing and preparing court documents for different court cases. I never get bored.”

Respondent two (Hispanic female) from Administration

“I enjoy coming to work and working on pleading papers, motions and affidavits. I love talking to my friends that I work with.”

Respondent three (White female) from Accounting

“I get a sense of satisfaction when I am able to finish all my reports by the deadline. I work with an awesome team that make me feel very comfortable, which is good, because I know my work will be affected if I did not feel comfortable.”

Respondent four (Hispanic male) from Accounting

“I feel good when I talk to clients and work out payment plans with them instead of sending them to collections. I never feel stressed out because there is always someone saying something funny while I am working away on statements and ledgers.”

Respondent five (African American female) from Management

“I am content when I do my part to check for errors and show clients that we care about their needs, so I take every client complaints serious because dissatisfied clients affect the quality of our service.”

Respondent six (Hispanic male) from Management

“I love my team and I feel good when I help everyone to comply to the core values. I am happy to audit for errors because that is a fundamental element for providing excellent service. It would look really bad if our clients told other potential clients not to come to

us because we are always making errors and we do not care about them. There are so many paralegal companies around so we have to make sure we offer the best service.”

Respondent seven (African American female) from Legal Aid.

“I am happy that I have a job, so I do my work of typing case descriptions and talking to clients and making them feel relaxed.”

Respondent eight (Hispanic Male) from Legal Aid.

“I naturally show my clients empathy, that is why they love talking to me and I love talking to them. I sometimes get impatient with my computer because it is too slow. IT needs to get a faster network. Overall I get a good feeling with my daily activities because it involves dealing with clients.”

Give me a brief description of your background of your family?

Respondent one (white male) from Administration

“I am from a family of seven, and we are from Colorado and moved to California in the 80s. My mother lives with me and my wife and kids in Los Angeles. My father is from London and is now in heaven.”

Respondent two (Hispanic female) from Administration

“My family is from Mexico and we moved to Los Angeles in 2000. My mom and dad and sister and her husband live in my house with me and my husband and my children. We are Catholics and go to Mass every Sunday. Everybody works in my family except my children. We believe in working and as soon as my children are old enough to work, I am going try and get them a job in the Legal Aid department.”

Respondent three (White female) from Accounting

“I have a MBA because my parents made sure that I did my degree. I recently got married and my husband is an Accountant. His kids’ lives with us and also my dad because my mom has a new family with her husband. I love to take care of my dad and I will have a kid of my own very soon. My Dad and Mom is from Orange County and my husband is from LA”

Respondent four (Hispanic male) from Accounting

“I was born in Los Angeles, but my parents are from Columbia. We all live together including my sister and brother and my girlfriend. We are a close-knit family and have each other back. I am finishing up my accounting degree because I would love to be supervisor of this department one day after my supervisor retires.”

Respondent five (African American female) from Management

“My background is from New York where my parents still live. They do not like Los Angeles because they are accustomed to taking the train everywhere they are going. I came to Los Angeles because I got accepted at UCLA, I never went back home when I finished my degree. I live in Encino with five roommates and my boyfriend. I am trying to get one of my roommate a job here but they are no openings yet. All my family are New Yorkers; I am the only that have become a Los Angelino.”

Respondent six (Hispanic male) from Management

“My family is from Nicaragua and we came to Los Angeles in the 90s. We bought a house so we and nobody want to move because that is home. I have three sisters and my Mom’s sister lives with us. She is my favorite aunt, two of my cousins also live with us. Everybody work except for my parents, because me and my sisters take care of them. I

got my degree from USC and I am going back to do the Masters and PhD in a couple years because I would love to have my own service company.”

Respondent seven (African American female) from Legal Aid.

“I am from LA and I live with my mother and her boyfriend, his kids and my grandmother and my little brother. The house is crowded and I pay too much bills because I am the only one working. My mother and her boyfriend never finish high school and you know it is impossible to get a job in LA if you don’t have a high school diploma. My grandma made sure that I got my diploma.”

Respondent eight (Hispanic Male) from Legal Aid.

“My family is from Mexico and I was born in San Diego. My brothers and I moved to LA and I never went back to San Diego because LA is where it is at. I live with my brothers and their girlfriends and their kids, my awesome nieces and nephews. I am in a band because I have a passion for music, but being in a band without a real job cannot pay the rent.”

What is your length of employment?

Respondent one (white male) from Administration

“Three years and beyond.”

Respondent two (Hispanic female) from Administration

“Three years and beyond.”

Respondent three (White female) from Accounting

“Three years and beyond.”

Respondent four (Hispanic male) from Accounting

” Three years and beyond.”

Respondent five (African American female) from Management

“Three years and beyond.”

Respondent six (Hispanic male) from Management

“Three years and beyond.”

Respondent seven (African American female) from Legal Aid.

“Less than one year.”

Respondent eight (Hispanic Male) from Legal Aid.

“One to two years.”

Discussion

In addition to providing validity to Table two, the detailed responses have shown most multicultural employees engaged in the common norm of checking their work for errors. The fact that the employees showed empathy to the clients and alluded to a family experience demonstrated their internalization of the core values. Most employees began to have similar aspirations and beliefs to the aspiration and belief of the department after working with the company. Specifically, aspiring to generate error-free documents which shows the internalization of that core value. The participants work ethics reflected the core values, and pointed to evidence of the theme that different cultural employees have work ethics demonstrating core values via internalization.

Conflict with the core value of error-free documents in the legal aid department could reflect in poor quality in the case descriptions if the supervisor

was not checking for errors. The refusal to internalize this core value may not fulfill the goal to provide excellent service and shows self-interest or satisfaction. This employee felt it was not necessary to double check his work for errors and refrain from focusing on complying to assist in the provision of quality and great service.

Six multicultural respondents were employed with the company more than three years and demonstrated the internalization of the core values void of conflict. The two multicultural respondents (Hispanic American and African American) with conflict and lack of knowledge of at least one core value, did not internalize the entire four core values of the company. These respondents' work span did not exceed three years and may contribute to their conflict and lacking in knowledge with one core value.

Observational Protocol for Staff Meeting

The observational protocol was an instrument that showed the actions of the eight multicultural employees in weekly staff meetings. These staff meetings were one hour and revealed actions demonstrating the company's core values. The purpose of the weekly staff meeting was to discuss departmental progress reports on cases involving clients' legal issues with the court and marketing strategies for achieving new clients. Observing the interrelationships of the multicultural respondents within staff meetings provided further insight in sharing norms and values. Any internalization of the core values was vivid in the actions of the multicultural respondents.

Observational Protocol

Length of Activity 3 hours

Descriptive Notes	Reflective Notes
<p>Two White Employees</p> <p>The employees are drinking coffee in the weekly meetings, simultaneously watching and listening to the progress report of the departmental supervisors. They have notebooks and pens. They ask questions if they need clarification of the reports and make suggestions to enhance error-free documents for clients and court. They are jovial with their coworkers and smile or laugh when someone gives a joke.</p>	<p>Two White Employees</p> <p>The employees arrive to the meeting five minutes before commencement. They make their coffee and talk amicably with their coworkers, sometimes laughing when a coworker makes a joke. Employees are listening attentively and taking notes. They are not fearful of asking questions or making suggestions. They show sympathy for clients who are behind in payments expressed in the progress report from the Accounting supervisor. They provide ideas to Management and Legal Aid for gaining new clients.</p>
<p>Four Hispanic Employees</p> <p>Employees are drinking coffee, tea and orange juice in the weekly meetings. Three employees have notebooks and pens, while the fourth employee have a cell phone that is on the note section of the phone. They converse with other Hispanic employees in Spanish prior to the meeting. One employee is constantly giving jokes in the meeting.</p>	<p>Four Hispanic Employees</p> <p>They listen attentively to the progress reports of departmental supervisors, while making notes. One employee never ask question or offer suggestion, instead he continues to take notes from his cell phone. The employees show sympathy for clients who may go to collection for lack of payment for successful court cases stated in the Accounting progress report. Three employees provide suggestions for progress report expressing any dissatisfaction from clients coming into the office with legal issues. The suggestions are based on procedures for satisfying clients</p>
<p>Two African American Employees</p> <p>One employee is having coffee and the second employee is having water. They have notebooks and pens. They converse</p>	<p>Two African American Employees</p> <p>They are constantly writing notes from the departmental progress reports. They listen keenly and ask questions for clarifications</p>

<p>and laugh with their coworkers before the meeting. They are very attentive in the meeting and they are eager to engage in discussion on clients' satisfaction.</p>	<p>within the reports. They make suggestions for decreasing errors in documents expressed in the progress reports from the Administrative supervisor. One employee is constantly giving suggestions for improving client satisfaction inclusive of capturing clients' trust in the human service organization.</p>
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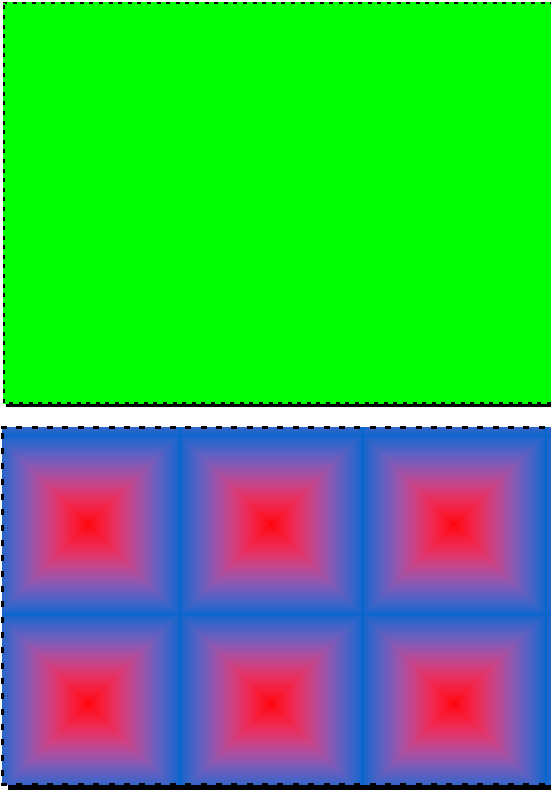
The basis of coding the observation protocol is from shared activities (SA), shared values (SV) and internalization of values (IV) amongst the White, Hispanic and African American employees depicting the core values of the organization. The observational protocol was uploaded to Ethnograph and the frequencies of the color codes green (SA), red (SV) and blue (IV) assisted in the development of the thematic structures of the observational protocol. Manually assembling frequencies of the codes to show the categories or themes of staff meetings revealed similar categories found in the Ethnograph. The frequencies of the codes revealed the entire population shared activities (green), individuals sharing or not sharing their aspiration or beliefs (blue) included individuals who may or may not internalize the core values of the company (red). The categorical or thematic similarities are shown in the figure below.

Figure 2

Development of Themes or Categories from Ethnograph and Jigsaw puzzle

1. Shared Activities represent green.
2. Shared Values represent blue.

3. Internalized Values represent red.



The detailed questionnaire portrayed that the entire population had a shared understanding of their job duties and functions within the workplace. In conjunction, the staff meeting revealed that multicultural employees were comfortable with each other, laughing at jokes and sharing the activity of treating each other like family. Their discussion on errors, showing empathy for clients and making suggestions to satisfy clients pointed to sharing and internalization of the core values. It is not possible to determine the internalization of core values with the nonresponse of the Hispanic Employee in the staff meeting. However, this employee is from the legal aid department and his response in the face-to-face interview revealed that he refused to double check his

work for errors. Thus, internalizing the core value of error-free documents was a failure for the Hispanic respondent.

Results from Field Notes

Field notes provided the detailed description of observation and conversations within the duration of exploring multicultural employees interacting via shared norms and values. Field notes were relevant for displaying necessary information pertinent to the area of study (Patton, 2002). The Observational Protocol below displayed field notes from observing activities of the eight employees and conversation with the manager of the human service company. Observing the multicultural respondents in their daily activities demonstrated any integration via shared norms and values.

Observational Protocol from Field Notes

Length of Activity Three Weeks

Descriptive Notes	Reflective Notes
<p>Two White Employees</p> <p>These employees arrive at the workplace at their exact start time. They perform their job duties and leave their desks to use the bathroom, ten-minute breaks, lunch and end of the shift. One employee asks supervisor for guidance (via IM) if unsure about a job function, While, the other employee asks a fellow coworker for assistance with any uncertainty about job duties. These employees also assist their coworkers in responding to questions or task for fulfilling the goals of their</p>	<p>Two White Employees</p> <p>The employees are very courteous with their coworkers. They appear to understand the job requirements and are not fearful of asking questions when they are in doubt. They are eager to assist their coworkers and will engage in conversations with other workers relating to work, politics, family and food. They double check their work on the computer in order to avoid any mistakes. During lunch time, the employees interact with other employees in the lunch room laughing and talking about</p>

departments.	whatever is the topic of interest within the group.
<p>Four Hispanic Employees</p> <p>One employee is always coming to work five minutes late and leaving five minutes after his shifts end. Along with the three employees, the job performance is carried out with enthusiasm and questions are directed to their supervisor if there are any discrepancies with understanding any particular job function. Three employees are constantly conversing with other coworkers, while one employee have minimum conversation unless there is a question (via IM) for the supervisor relating to the job. In addition, this employee leaves the office during their lunch period, and leaves their desk only for ten-minute breaks, bathroom, and end of the shift. The remaining three employees leave their desk to go to supervisor's office for queries along with ten minute breaks, bathroom, lunch and end of shifts.</p>	<p>Four Hispanic Employees</p> <p>They appear to understand their job duties and are constantly conversing with their coworkers, with the exception of one employee. Two employees surf the Internet while performing their job duties. They are not afraid to ask their supervisor questions. Three employees engage in laughter and bilingual conversations in the lunch or break room during the lunch hour. One employee does not double check his work and is the same employee that has conflict with core value for error-free documents.</p>
<p>Two African American Employees</p> <p>Employees arrive on time to begin their shifts. One employee performs their job duties listening to music via headphones. The other employee readily assists other coworkers with their job duties and knows the answers to any job-related questions. This employee is known as the "go to" person for clarifying any issues relating to job duties or functions. Both employees communicate with their supervisors via IM. They take ten-minute breaks and go to the lunch or break room for lunch. The employee with head phone is constantly going to the bathroom, including five minutes before the shift ends. The other employee usually leaves the workplace</p>	<p>Two African American Employees</p> <p>They seem to comprehend job duties or functions and one employee is more willing to assist their coworkers. The other employee is consumed with the head phones and job duties. This employee stated in the face to face interview that she did not discuss aspiration and beliefs with her coworkers. The second employee engage in conversations with coworkers ranging from job related issues, politics, family and food. This employee actively converses with coworkers in the lunch room on any topic of interest to the group. However, the other employee is always talking on the cell phone during the lunch hour.</p>

<p>beyond the time the shift ends, in order to be compliant with the goals of the department.</p>	
<p>Conversation with Founder and Manager</p> <p>Conversing with the founder or manager during a lunch period revealed his reasons for starting a paralegal company and creating the core values. As adolescence, the founder or manager resided in a Latin American and African American community, wherein unfair treatment in evictions was the norm. The founder or manager was determined to provide paralegal services to members of his community. His Law education and personal slogan “Justice for All” gave birth to his human service company. He argued that legal documents must be accurate before sending to Court. He felt that “unification” of cultures was important to carry out justice for all via paralegal services. He believed that love and respect were key ingredients for all races or cultures to get along. He felt that “satisfied and happy clients, regardless of color of skin qualify excellent paralegal services”.</p>	<p>Conversation with Founder and Manager</p> <p>The founder or manger was relaxed and eager to share his views about the inception of his company and development of his core values.</p>

The beliefs and aspirations of the manager funneled the core values of the company which enabled compliant actions from the multicultural respondents.

The code for daily activities of the employees was shared activities (SA), which was characteristic of norms within the workplace. The value code mirror values (MV) identified statements or phrase from the r manager found or observed in the

core values. The information was uploaded in the Ethnograph and color codes green for “SA” and yellow for “MV” provided thematic analysis.

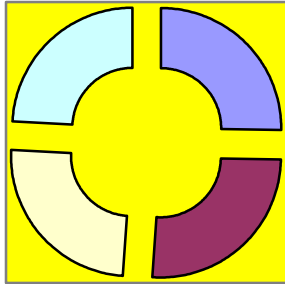
The observational protocol of the field notes portrayed the core values of the human service company mirroring the values of the manager. The manager’s views on love and respect for individuals irrespective of ethnic cultures and accurate legal documents encompassed the core values. The ability to show empathy to clients or members of the communities with legal issues, along with treating coworkers and clients like family demonstrated the manager’s arguments on respect and love. The aim to provide error-free documents or papers represented the manager’s views on the accuracy of court legal documents and assisted in providing excellent services to clients or members of the communities.

The frequencies of the mirror values created the theme that the values of the manager of the human service company, reconciled with the core values. Simultaneously, the mirror values validated Schein’s (2010) theories, which stipulated the beliefs, values or aspirations of the owner or manager (leadership) assist in the creation of core values within organizations. The figure below supports this theme and validation.

Figure 3

Demonstration of Theme: Manager and Founder Values Embedded in Core Values

Mirror Values – yellow



The four-color shades within the mirror values (yellow) represented the core values (a) provision of quality or excellent services (b) showing empathy to clients (c) treating everyone (inclusive of coworkers and clients) like family and (d) submitting error-free documents to courts. The core values were submerged in the aspirations and beliefs (values) of the manager, and illustrated an organizational cultural backdrop for the interactions of the multicultural employees.

The results from the data provided the response to the research question: “are employees from different ethnic cultures experiencing shared norms and values within a human service organization?” This exploration confirmed that most multicultural employees within the human service company engaged in sharing the norms and values of the company. The results also revealed that the core values were reflections of the values of the manager of the human service company. The findings portrayed multicultural employees displayed common norms and performing duties and tasks via internalization of core values. From the results, most multicultural employees had similar aspirations and beliefs with

their human service company. The work ethics of employees from different cultures were reflections of the norms and values of the human service company. Conflict with core value was evident in the results and provided the framework for the recommendations in chapter five, to assist in the contribution for quality human service delivery. The exploration of the research question pointed to further research in conflict in relation to core values. This may be instrumental for the development of interventions that may assist in the provision of quality human services to members of the community.

Chapter 5

Interpretation, Understanding and Recommendations

Introduction

The interpretation of the data using the “hermeneutic circle” (Patton, 2002) presents an understanding of the experiences of multicultural employees sharing norms and values (parts) to create an integrated whole for providing quality human services to members of the communities. The data showed the validity of Parsons’s (1964) theories on shared norms and values enabling integrating cultures within social systems. However, the evidence of conflict towards core values illustrates the presence of individuation and non-compliance, which will affect the quality of service, simultaneously impacting positive social change for providing quality services.

Validity of Parsons’s Theories

According to the data, seven out of eight of the sample population internalized and shared the four core values of the human service organization. However, one respondent had conflict with the fourth core value (error-free documents), and two out eight did not share similar aspiration and beliefs with management and coworkers. Nevertheless, the entire population under study performed their job duties and functions demonstrating the internalization of job or employment activities, which reflects in sharing office knowledge. The multicultural employees’ clarification of norms (activities of job duties) was either direct contact or computer instant messenger (IM), which assisted in

channeling the internalization of norms (daily activities) within the human service organization. Employees had an equal chance of understanding the job duties (daily activities or patterns). Additionally, six out eight of the population shared aspirations and beliefs within their departments, which demonstrated the family togetherness, that was evident during lunch period. The internalization of the core values was evident when most multicultural employees in their initial employment were not aware of the value of lack of errors in their work and some employees became friendly. The facilitation of the social interaction of the multicultural employees came from internalizing the common or shared values and norms of the organization (Parsons, 1964, 1977). Therefore, seven out of eight of the sample population portrayed Parsons's (1964) structural functionalism regarding shared norms and values.

The survival or longevity of the structure or organization depends on the interaction of individuals from different cultures (social systems) sharing activities (norms) and values (beliefs), simultaneously creating organizational functions (Parsons, 1964). The participants revealed that the function of the human service company derived from most multicultural employees internalizing the norms and values of the company. Furthermore, Parsons (1964) stipulated that integration of cultures was inevitable when sharing the values of norms of the organization. This was evident within lunch period when six out of eight of the multicultural sample population expressed supporting a family- centered atmosphere (third core value).

The absence of the Hispanic American employee and reclusive actions of the African American during the lunch period may show evidence of individuation or self-interest. The African American did not have knowledge of the third core value regarding treating coworkers and clients like family and failed to interact with her multicultural coworkers during lunch period and within her department. The Hispanic American employee displayed self-interest in his daily absence during lunch and refused to double-check his work for errors, in order to be compliant with the goals of producing error-free court papers or documents. The disregard or lack of knowledge of core value generated elements of self-interest or individuation (Boucher and Maslach, 2009). Thus, individuation may exist amongst the interactions of the sample population of multicultural employees at the human service company. Perhaps, knowledge of the entire core values and a lack of conflict with any fundamental or core value may minimize self-interest or individuation.

If the entire sample population conformed to the core values, the participants would not portray self-interest actions. Schein (2010) declared that conforming to the values and norms of organizations should erase the self-interest actions of employees. Similarly, Parsons's (1964) discussions on nonconforming include individuals who choose self-satisfaction rather than internalizing and conforming to the values of the social systems. Parsons' argued that individuals departing from "conformity with the normative standards which have come to be set upon as the common cultures" is labeled as deviant actions or behavior (p. 206). Thus, the Hispanic American employee demonstrated deviation when he refused to double check his work for errors, and chose to

satisfy himself, rather than comply to the core value. The African American employee deviated from treating her coworkers like family and preferred solitude actions when most employees were interacting and discussing social and office issues during lunch periods. The evidence of individuation within the two multicultural employees aligned with Parsons' views on deviation from the common culture of the organization.

Furthermore, Parsons declared that deviation of the core values, "disturbs the equilibrium of the social systems" (p. 250). The state of balance is essential in the interactions of individuals, who formulate the social system. If the supervisors did not intervene to audit and double check court documents, errors would be included in documents for clients and court, ultimately diminishing the quality of services.

The interaction of almost all multicultural employees consist of working together to fulfill the core values of the human service organization via demonstration of their daily activities (norms). Bertalanffy (1968) argued that social systems entail the interrelationship of a group of elements generating the wholeness of the organization. Parsons's (1964) substituted the term elements with the use of individuals for defining the social system, which illustrated the interrelationships or interactions of multicultural employees, ultimately depicting the culture or wholeness of the organization. The culture or wholeness of the human service company is demonstrating quality services via empathy for clients, providing error-free documents and treating every individual like family. Therefore, any deviant or wrong actions may cause imbalance within the whole organization, such as court receipt of documents with errors, which reflects an image of incompetence and defies the fourth core value of error-free documents. Hasenfeld (1983)

argued that non-compliant behavior or actions lead to poor quality services from human service companies. If supervisors did not intervene to audit or proof read documents, poor quality service would occur.

Complete adherence to provide error-free documents will show compliance and unification of multicultural actions fulfilling the norms and values of the human service organization. The results from the data illustrated that Parsons's (1964) structural functionalist theory is valid and discussion of the themes pointed to Parsons's relevance within this era.

Themes and Parsons's Relevance

In the data, I found the existence of Parsons's (1964) themes, which substantiates that Parsons is relevant after 50 years. Parsons' depicted four dominant ideas deriving from the interactions or integration of multicultural employees within the organization: (a) activities displaying common norms (b) job performance or duties illustrating the internalization of values of the organization (c) multicultural employees having similar aspiration and beliefs with company's values and norms, and (d) work ethics of multicultural employees revealing the norms and values of the human service organization.

The daily activities consisted of job duties and lunch activities inclusive of eating, talking and laughing. Although European American, Hispanic American and African American employees performed their job functions or duties, only six out of eight gathered together for lunch displaying unification via sharing food, laughter, and conversations. Meanwhile, in the staff meetings and field notes, I found employees'

understanding or seeking clarity regarding job functions irrespective of their cultural affiliations. Each employee felt that his or her coworker portrayed activities reflecting the core values of the human service company. The description of the multicultural employees works ethics revealed the core values of the company. These actions support both Parsons' (1964) and Schein's (2010) views that norms or day to day work or operations are characteristics of the core values of the human service organizations. Additionally, seven out of eight shared the same aspirations and beliefs of their departments, which were reflections of the core values.

Two out of eight participants did not internalize portions of the core values and were not fully integrated into producing error-free documents or treating each other like family. Maslow (1962) postulated that motivation was necessary for actions creating an integrated whole. Although, Parsons's (1964) views on deviant actions are relevant in the research, motivating employees to strive for complete accuracy may diminish conflicts with error-free documents. Also, establishing potlucks may motivate 100 % involvement of the multicultural employees. Except for one African American who did not treat coworkers like family and one Hispanic American who did not comply to producing error-free legal documents, the activities of the remaining six employees displayed the four core values of their organization, ultimately showing the relevance or validity of Parsons's themes.

Recommendations for the Human Service Company and Social Change

I formulated two fundamental recommendations that quality service delivery within human services is funneled through compliance and adherence of the core values. Almost all multicultural employees integrate and work together to provide quality service to clients. This human service organization can administer positive social change in their service delivery if every employee complies to the core values of the organization. Knowledge and compliance to company's core values consist of conforming multicultural employees to daily activities and belief, which enables productivity and quality services (Dickens, 1994; Parsons 1964; Schein, 2010). Thus, the following two recommendations may create positive social change in this human service organization seeking to improve their quality of service to members of the community.

1. Knowledge of every core values
2. Compliance to every core value

Both recommendations may assist in diminishing self-interest, which is not beneficial to the to the way of life or culture of the human service organizations.

To implement these recommendations, it is necessary to have frequent (monthly) knowledge testing of core values. Multicultural employees will have the chance to learn any core value, they did not remember during testing. Complying to the core values should be a rule within the human service organization. Because noncompliant actions will affect the quality of service, training should be provided to employees demonstrating any resistance to

complying to the core values. Training multicultural employees to adhere to the core values via knowledge and compliance will assist in the transformation of social changes within the quality of service delivery. Parsons (1964) declared that internalizing the values and norms of the organization is necessary for the function and longevity of the organization. Therefore, training multicultural employees to know and comply to the core values of the organization will enhance quality of service within this human service company.

The research was limited to the interpretation and understanding of eight multicultural employees, and generalization of the results would be difficult for other human service organizations. Thus, further research is necessary in multiple human service organizations for replication of results.

Conclusion

Core values are essential for fulfilling the goals of human service organizations and 100% knowledge and compliance from multicultural employees will produce positive social change in delivery of service. The fact that Parsons' (1964) theories are relevant in 2016 indicate that motivational strategies and training may be needed for complete compliance of core values. The recent controversy with police brutality in the USA may be reflections of lack of complying to the core values of their organizations.

The culture of the organization is visible with the actions of individuals as they engage in learned behavior (Merrill, 1969). Seven out of eight of the respondents engaged in learned behavior of double checking their work for errors

in order to provide quality services to clients, and two out of six multicultural employees failed to demonstrate learned behavior of at least one core value. The culture or way of life of the human service company was not fully integrated in the Hispanic America and African American employees. This lack of internalization and compliance did not facilitate the culture or wholeness of the human service organization.

The research has shown that any conflict or lack of knowledge of core values will affect the organizational culture and have negative social change in delivering quality service. The racial culture of each six employees that complied to the core values was irrelevant after sharing and internalizing the core values. These participants interest of providing quality services was in alignment with the aspirations and beliefs of the manager of the human service company. From this study, I found that it is imperative for multicultural employees to have knowledge and compliance of core values via internalization, to assist in positive social change in the quality of service delivery to community members.

Exploring Parsons's (1964) theories have shown most multicultural employees coming together or integrating via sharing daily activities (norms) and values (core values). Thus, Parsons's structural functionalist theories is evident after 50 years of inception and supports external validity of the study. I concluded from the research that employees from different cultures can work together to fulfill the goals of this human service company via, sharing and understanding (knowledge) the core values and norms (job duties) of the company. The two

multicultural employees who expressed and showed deviation from the core values have not worked in the human service organization more than three years. Perhaps, these employees will have knowledge and compliance of the entire core values after three years, like the six fully integrated multicultural participants whose employment exceeded three years. Knowing the core values and complying will assist in the provision of quality services from this human service organization. Therefore, it is fundamental to train deviant multicultural employees to know and comply to the organization's core values, so their actions are beneficial to the delivery of service within the human service organization.

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Appendix A: Questionnaire

Introduction

I conducted a face- to-face interview with an employee from the accounting department at the human service company, which provided clarity and structure of the questionnaire. The employee understood the questions along with submitting information that is relevant to answering the research question. Thus, response to the questionnaire will provide results that may show the validity of Parsons' (1964) theories on shared values and norms.

Standard Questionnaire

Shared Norms/Values and Integrating Cultures Questionnaire

Introduction

The purpose of this questionnaire is to explore the values and norms at Los Angeles Legales. Your thoughtful responses will provide information on whether (a) you believe co-workers share your departmental values and norms (b) you and your co-workers understand departmental values. Norms are daily, routines activities, Values are beliefs and aspirations of the company.

Since this organization is multicultural, your responses will also provide cultural insights into shared norms and values in relation to integrating cultures. Your responses are confidential.

The results of this study will provide data for my dissertation on shared norms and values in the workplace. The analysis of the data is available to you at the completion of the data analysis.

Thank you.	Sandra Minott
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1. What are the core values of the company?

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2. Explain how you apply the company's core values in your daily work.

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3. From your perspective of the core values of the company, describe how your department illustrates these values in practice.

4. Are your departmental values the same or different from the core values of the company?

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5. How are departmental values different or similar to the core value of the company?

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6. Have you ever found yourself in conflict with the core values of the company?

A. Yes

B. No

7. If you select yes, please describe the situation.

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8. Please give an example of how you demonstrate the core value in your daily activities within your department.

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9. Could you give an example of how your co-workers demonstrate the core value in their day-to-day work?

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10. Do you think that the aspirations and beliefs of the department relates to your aspirations and beliefs?

A. Yes

B. No

11. If you select yes, explain how your aspirations and beliefs relate to the aspirations and beliefs of the

department.

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12. Do you and your co-workers have discussions about personal aspirations and beliefs?

A. Yes

B. No

13. If you select yes, describe their personal aspirations and beliefs.

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14. Describe your work ethics.

15. Do you generally like working in your department?

A. Yes

B. No

16. Please list three things you like most about your department.

a. -----

b. -----

c. -----

17. Please list three things you like least about your department.

- a. -----
- b. -----
- c. -----

18. Describe your feelings regarding your day to day activities in your department.

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19. Please give a brief description of the background of your family.

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20. What is your gender?

- 1. Male
- 2. Female

21. What is your ethnic background?

1. White
2. Black or African American
3. Hispanic (Mexican)
4. Asian
5. American Indian or Alaska Native
6. Mixed (combination of races)
7. Other
8. Prefer not to answer

22. What is your length of employment?

1. Less than one year
2. One to two years
3. Two to three years
4. Three years and beyond

23. Please select your Department

- a. Accounting
- b. Administration
- c. Legal Aid
- d. Management

I am interested in receiving a copy of the results of the study. A. Yes b. No

Thank you for taking the time to answer this questionnaire. Your thoughtful responses are greatly appreciated.

Interview Protocol

What are the core values of the company?

The core values of the company is to support every client that comes into the office, to treat them like they are family. One core value that I do like at Los Angeles Legales is customer service. It is a very very strong value. Helping the clients is one of the customer service I really value. A lot of times customers will come in with tears in their eyes about their situation and will have so much anxiety and we just have to step outside the box of business and be sympathetic to their needs, being humanistic.

Explain how you apply the company's core values to your daily work.

How I apply the core values is making sure that all the clients files are up to date with accurate bookkeeping, as far as what they understood. I make sure all customers documents are up to date with the court's decisions. I make sure their billing is up to date, make sure that they understand, they think it is fair, they agree with the payment plans. Also, that they are complying with keeping their end of the bargain as far as willing to accept that invoice. My job is to make sure that they have accurate billing of knowing the

status of their billing or how much more billing will be involved. Also, I think I demonstrate the core value when one client called me and was very anxious about money withdrawn from a blocked account and the client had lived all the way in Atlanta, Georgia and the money withdrawn was from account out here in Los Angeles. I had to assert myself and not get agitated, upset or disrespectful, because I felt that was what the client wanted me to do. This was a disagreement of battling back and forth about what was going on. I was making sure that he understood I was just doing my job and complying with court rules because it was not just a regular withdrawal, it was a blocked account. It was already allocated and told what has to be done and the withdrawal dates. I had to demonstrate the values of treating him as how I would like to be treated. That was one example that I think I demonstrate the core value of the company.

From your perspective of the core values of the company, describe how your department illustrates these values in practice.

Making sure we are understanding and sympathetic to the needs of our clients, so we don't put pressure on them when they don't make payments.

Are your departmental values the same or different from the core values of the company?

Yes I believe they are the same because at Los Angeles Legales we like to collaborate our ideas as a team. Before we deliver a characteristic in our customer service we would have a meeting beforehand just to make sure everybody is on the same page. What type of responses we will get, just making sure that the plans don't go derailed, everybody

understand. Because I know that is why some people quit in different departments because they feel like their efforts are not valued.

How are departmental values different or similar to the core values of the company?

They are the same because of the meetings making sure everybody understand what need to be done. How they are the same is just the way we do business, the way we run the office, there is no difference in our services.

Have you ever found yourself in conflict with the core values of the company?

No

Please give an example of how you demonstrate the core values in your daily activities within your department.

Being courteous when I speak to clients on the phone about their accounts.

Could you give an example of how your co-workers demonstrate the core values in their day-to-day work?

They do the same thing by being nice and courteous to the clients.

Do you think that the aspirations and beliefs of the department relates to your aspirations and beliefs?

Yes, I believe so, because Michael Rojas who is the president of Los Angeles Legales has characteristics and his core values are somewhat like a magnet for all the other staff to want to become an extension of him. Although, my value is to treat every case with the same attitude, because when I am working, I don't deal with emotions, I just deal with getting the work done proper. I believe my personal value is to making sure to do my job and not deal with different attitudes or personalities, doing my tasks, even if I don't agree with certain correspondence from clients or other staff.

Do you and your co-workers have discussions about personal aspirations and beliefs?

No, we just talk about work, what needs to be done

Describe your work ethics

My work ethics, I would describe them as being courteous, respectful, professional and a good listener. Also trying to allow feedback from whoever I am dealing with, whether it is with staff or client.

Do you generally like working in your department?

Yes

Please list three things you like most about your department.

I get to look at the company, I mean the department, as pretty much as a book, not just a book but like live round true to life book, I get to see the screenwriting and I get to see the live performance.

Please list three things you like least about your department.

The least I like about is when customers are unhappy about services, the judgement that they were hoping for or didn't get.

Describe your feelings regarding your day to day activities in your department.

The feelings toward my day to day activities are pretty much content, because I am doing something that I love. It does not feel like a job, it is like watering the garden, or buying groceries. It is like a daily chore, something I do everyday.

Give me a brief description of your background of your family?

I am from a family of preachers, My grandfather is a preacher. I am third generation. The family is from Arkansas and Louisiana and I grew up in San Diego. Went to elementary

and junior high in San Diego. Spend most of my childhood with my family. I wanted to be an accountant because I felt that I could always tell the truth to the client. You should not lie to clients about their money, what they are living off of and looking forward to their money. I felt that I could do that job.

What is your gender?

Male

What is your race?

I am African American

What is your length of employment?

Three years and beyond

Please select your Department:

Accounting