**1) Perceptions of discrimination by Jewish team members towards Arab employees**

Aisha, a Muslim nurse who was recently promoted to supervisor, describes how the Arab employees complain that in comparison to the Jewish employees their opportunities for promotion are limited. According to them, the hospital management prefers to promote Jewish employees over Arabs:

*I, personally, never felt inequality ... and I have worked 19 years at the department. Look, many times people said that ... [the hospital management] doesn't allow … Arabs to be promoted. I don’t believe it. I believe that if someone has potential and puts effort into his work he will get [the promotion] eventually.*

***Interviewer****: So why do the Arabs employees feel otherwise?*

*For some people, it is easier to justify their failures and when they don’t get things they blame others. When they [the Arab employees] see that most of the management positions are held by Jews and not by Arabs, and they see that in certain departments two or three people offer their candidate to be supervisor ... and the management chooses the Jewish employee to be supervisor ... people see this and say “he got the job [supervisor] because he is a Jew and not an Arab.”*

Ahmad, an Arab nurse, refers to the strengths and the weaknesses that might affect multi-cultural work teams. He says that sometimes Jewish employees are inconsiderate of the needs of the Arabs, such as failing to respect their religious customs:

*If the team members would respect one each other it would be better. But it does not always happen. There are always ‘cannibals’ (who do not respect others). People [the team members] can respect the holidays, customs, celebrations, mourning ... On one hand the team members can back each other up, on the other hand this can lead to situations where the [Jewish] members don’t care about the others [i.e. the Arabs members].*

The last aspect of discrimination is described by Saida, a veteran Arab nurse, who mentions that the Arabs employees refrain from speaking Arabic at work because the Jewish members do not feel comfortable hearing a language that they do not understand:

*When an Arab speaks Arabic it really bothers the other [Jewish] members of staff. Even if two Arabs doctors speak Arabic alone it is disturbing ... they say that employees should speak Hebrew. When two Arab doctors speak Arabic, they say that it is harder for them to speak Hebrew ... when I see a friend of mine, I want to say, "Hi, how are you?” in my language. Many times people tattle on us and say "we saw them [the Arab employees] speaking Arabic". Some people find it disturbing; for example, when one doctor sees two nurses speaking Arabic he will say straight out, "Why are you speaking in Arabic!?" he will do it on purpose… why? I think that it makes them feel uncomfortable, when they do not understand what we are talking about.*

**2. Jewish employees' sense of unfairness**

Ariel, a veteran Jewish nurse, argues that Arabs frequently complain about discrimination even when unjustified:

*Everyone will tell you that they’re discriminated against, it doesn’t matter. If it is an Arab nurse, she will [say that she is] deprived, because she does not have Fridays off, and she experiences discrimination because she needs Fridays off. If it is a Christian-Arab nurse, he will tell you that he is discriminated against because his salary is lower than the Jewish nurses. Everyone will tell you something else. There was a male nurse who was angry that he wasn’t promoted to be a supervisor, and I said “God in heaven, people say that they [the Arabs] are twenty percent, we have more than 20% which are supervisors or chiefs of departments at the hospital. I really don’t think that it is discrimination or deprivation.*

Maya, Jewish nurse, supports Ariel's perception and argue that:

*The attitude ... especially among the Christian-Arab nurses, is that they constantly think that they are being discriminated against, they always feel that they are given harder work. We [the Jewish employees] keep hearing that ... then we moaning and moving on. They count how many patients they have and need to treat, and compare this with how many I have. Sometimes when I work with them and they complain, I say, that in my opinion they have the less difficult work in the department, I don’t understand why they cry “discrimination” all the time.*

Mika added that she feels that the Jewish members are losing their majority power and they do everything to keep control—for example, refusing to allow Arabic to be spoken. She feels that the Arab employees are gaining power owing to their rising numbers and that the Jews will eventually lose their control:

*Unfortunately, they [the Arab employees] have power here. Unfortunately, they are surpassing us. We, the supervisor and I, we do everything [to stop it], but everywhere you hear Russian and Arabic speakers. We remain the [minority])... Israeli Jews... the Israeli Jewish people, are disappearing, dying out from the staff.*